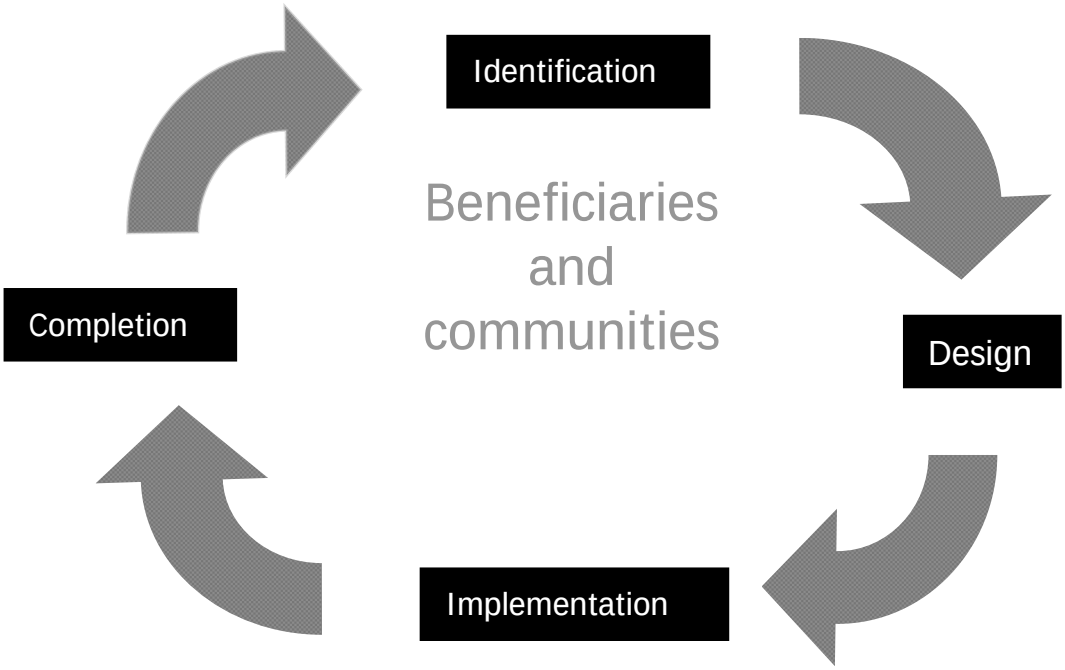
Tearfund Disaster Management Good Practice Guidelines:

Project Cycle Management



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using MANGO resources for Financial sections
To be used in conjunction with
ROOTS 5 Project Cycle Management

Contents:

Section 1: Introduction **3**
1.1 Overview of the project cycle 3
1.2 Quality standards 5
1.3 Donor Perspectives 6

Section 2: Assessment **9**
2.1 Traditional assessments 9
2.2 Assessments and Proposals 11
2.3 Baseline information 14

Section 3: Design **17**
3.1 Logframes 17
3.2 Activity Schedules 21
3.3 Budgets 24
3.4 Narrative Proposals 39
3.5 Concept notes 51

Section 4: Implementation **52**
4.1 Monitoring using Activity Schedules 52
4.2 Monitoring using Logframes 53
4.3 Financial Monitoring 61
4.4 Reporting 66

Section 5: Evaluation **68**
5.1 Internal vs External 68
5.2 Evaluation Terms of Reference 68

Section 6: Donors **71**
6.1 Introduction 71
6.2 Relating with Donors 71
6.3 Contract Management 76
6.4 Amendment Requests 77

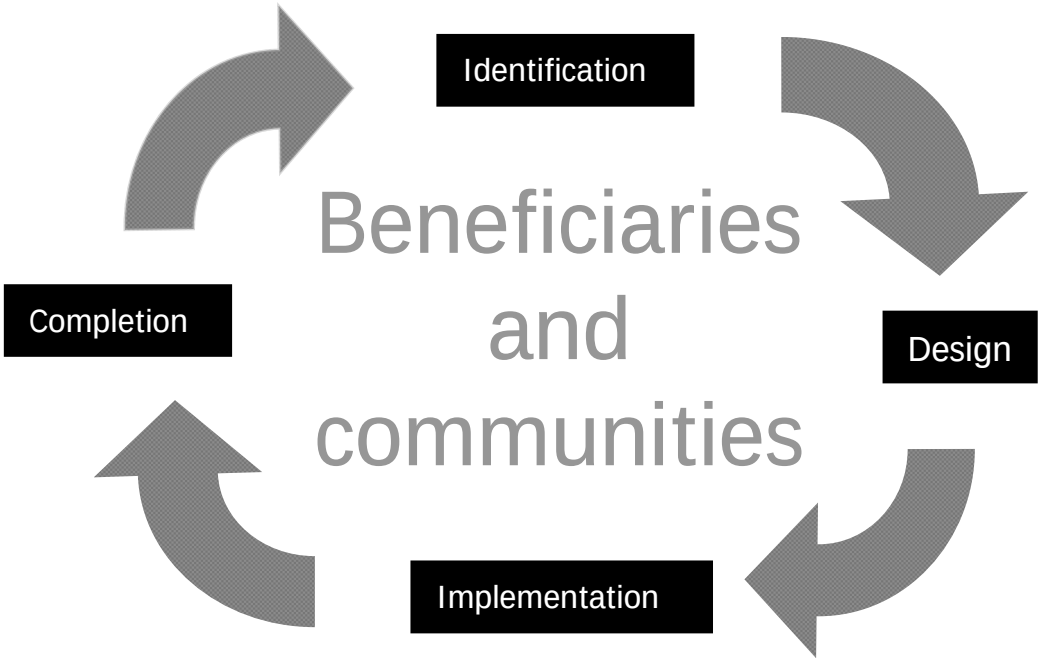
Section 7: Appendices **84**
7.1 Sample log frames 84
7.2 Exercise Answers 99

Section

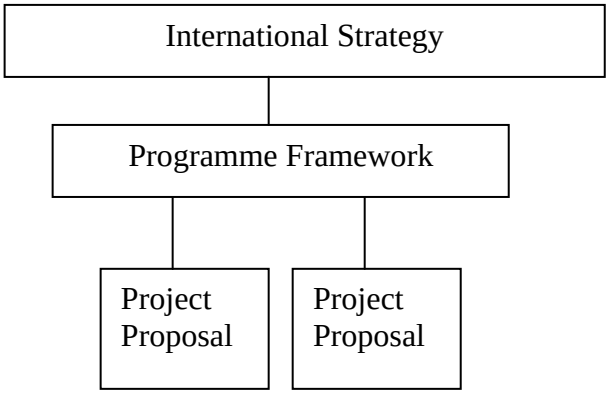
1 Introduction

1.1 Overview of the Project Cycle

Project cycle management (PCM) is the term given to the process of planning and managing projects, programmes and organisations. (See Roots pg 10 for definitions of the different phases of the project cycle.)



Tearfund's international strategy is the overarching guide for all the work done by DMT teams. **Programme Framework Documents** sit within this strategy and represent the more detailed strategy for a given programme within a fixed geographical area. Individual proposals contribute to the implementation of the strategy at programme level.



Section

1 Introduction

There are 4 tools for putting together **proposals**:

Activity Schedule

Activity	June	July	August
Purchase food			
Survey			
Distribution			
Evaluation			

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Proposal Narrative

Proposal Narrative

Tearfund is a Christian Relief and Development organisation which ahas worked in Pakistan since 2001.

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Logframe

	OVIs	Means of Verification	Risks
Goal			
Objectives			
Outputs			
Activities			

+

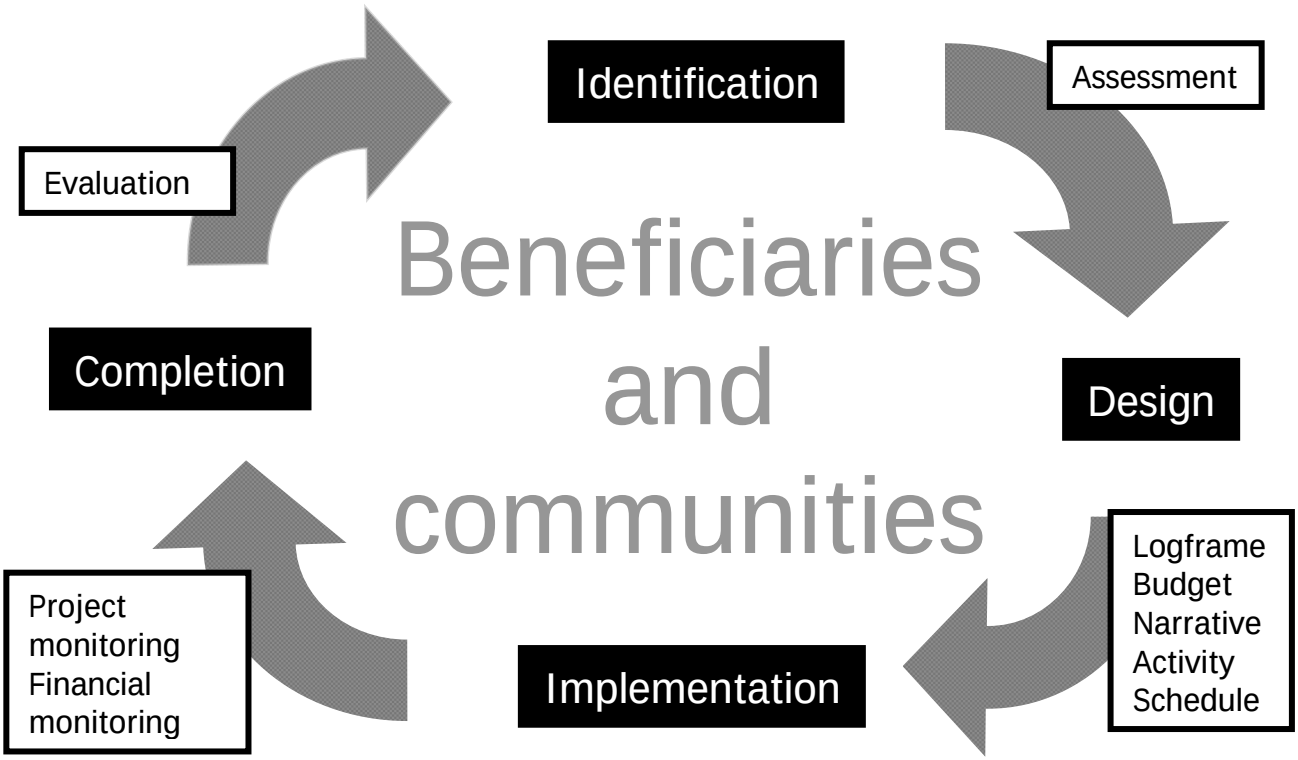
Budget

DMT PROJECT BUDGET

Location: Northern Kenya Core

A/C code		Unit of Measure	No. of units	Unit cost	Total costs
				£	£
A	Direct Project Materials				
	Food security (list items		1	123	123
	PHE (list items)		12,222	1	12,222
B1	Procurement				
	Communications:				
	HF base se	No of items	1	22,999	22,333
	HF solar ba	No of items	2	2,611	5,222
	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

The project cycle is the system we use to manage DMT's activities. The proposal explains what the needs are that we aim to address, what the project will achieve, and what resources are needed (personnel, funds, materials) to achieve this. The proposal is used throughout the project cycle - for designing the project and for monitoring and evaluation.



Section

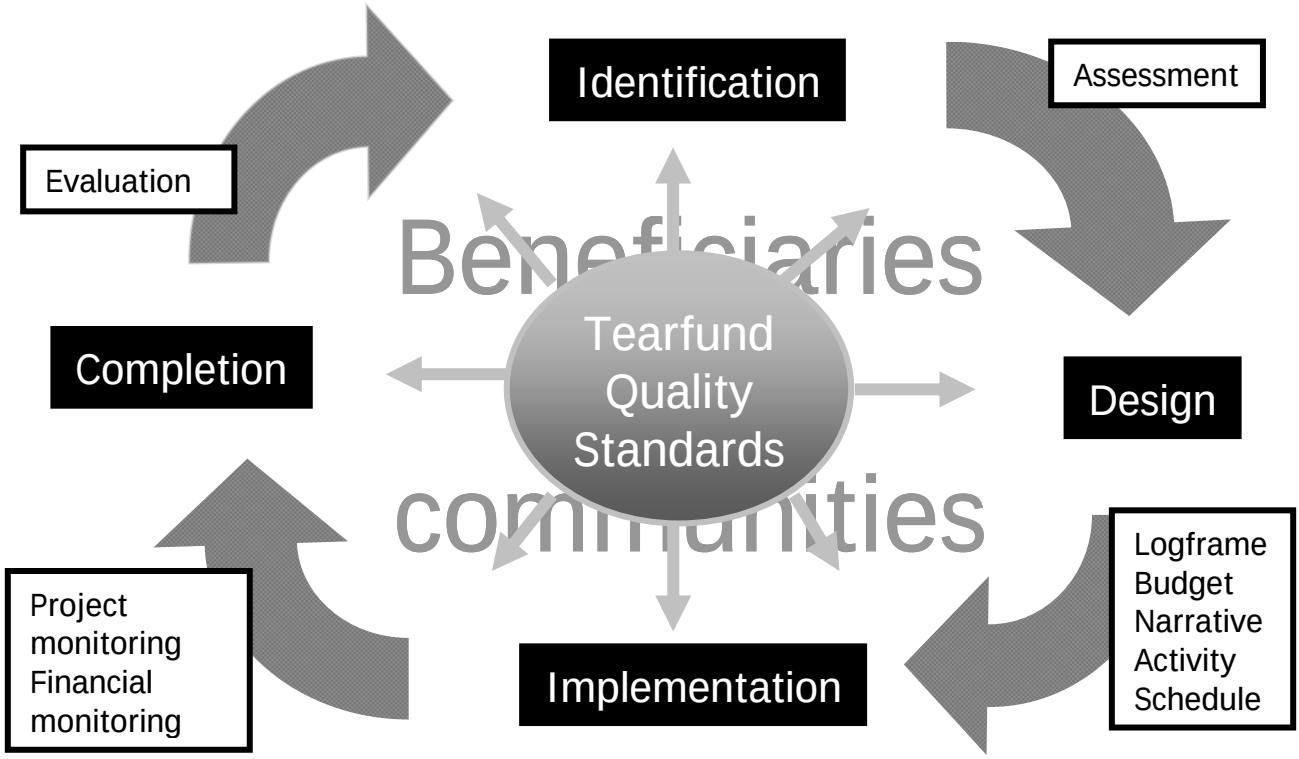
1 Introduction

TOP TIPS FOR MANAGING PROJECTS AS A TEAM:

- Keep the proposal very visible within the team – stick the logframe on the wall, bring it out regularly at management meetings, use it as a basis for giving updates on the project – DON'T put it in a drawer and forget about it!!
- Ensure the project doesn't divert away from what has been agreed upon by the donor. If there are legitimate reasons why the project changes from the original proposal (e.g. security restricts access, a nomadic target community decides to move) make sure that you keep a good record of changes and communicate them to the donor.
- If you did not write the proposal yourself (e.g. you inherit the project when you take on a new job, you inherit the project from another organisation) make sure that you really understand the document from the beginning.

1.2 Quality Standards

Tearfund standards are at the heart of the project cycle and underpin all the projects that we do.



Section

1 Introduction

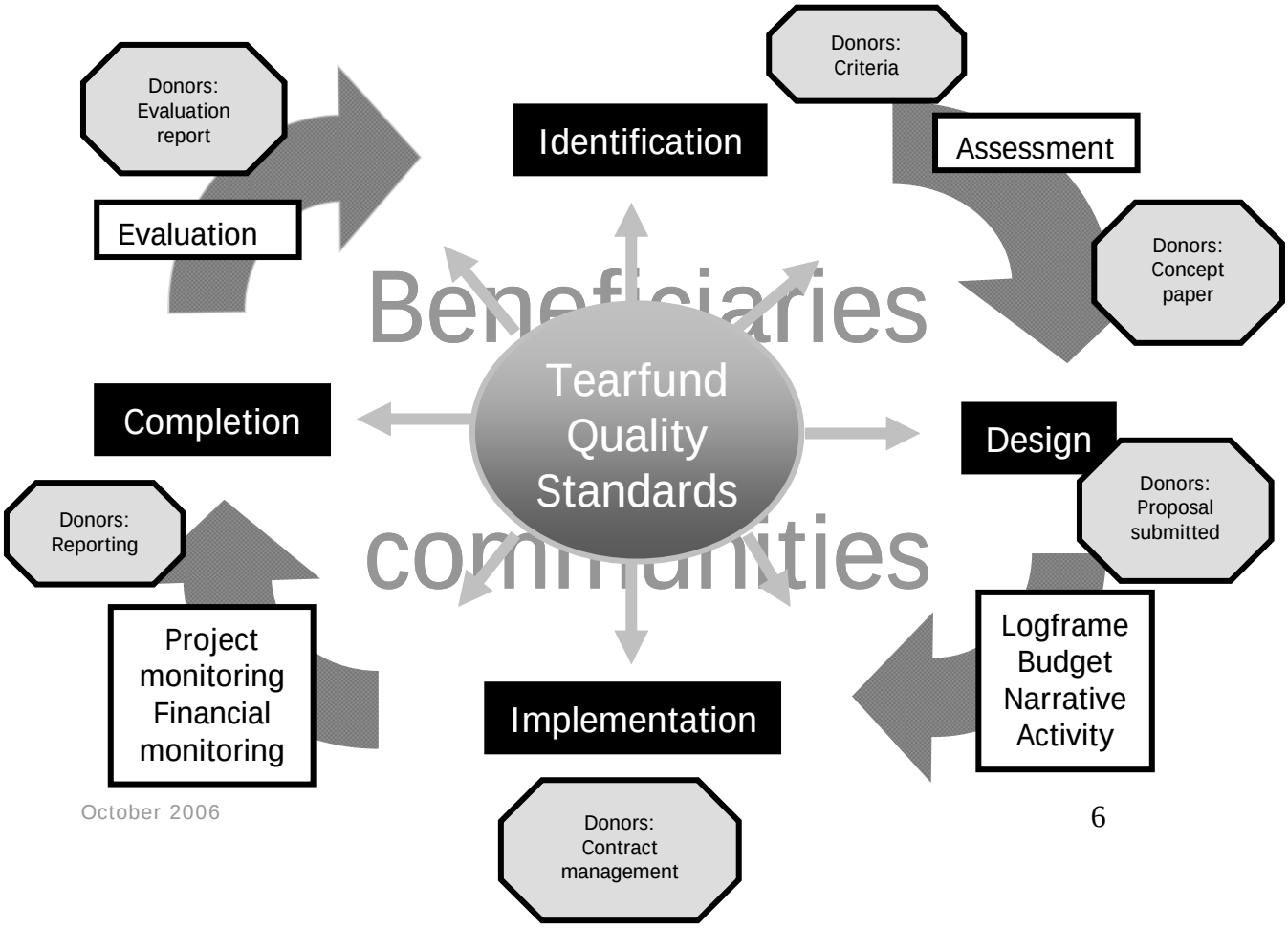
Tearfund adheres to various external codes and manuals of best practice in disasters. These can be used to help verify the project right from the design stage right through implementation to evaluation.

Tearfund is verified compliant with the "People in Aid Code of Best Practice in the management and support of aid personnel" and it is a signatory of the "Code of Conduct for the International Red Cross and Red Crescent movement and NGOs in Disaster Relief". Tearfund is committed to implementing SPHERE standards in its emergency programmes and is a member of the Humanitarian Accountability Partnership International (HAP-I). (See the various Good Practice Guidelines for more detail on each of these)

When we talk about Project Cycle Management within the Tearfund context some of these standards are seen to be more significant than others. For example, standards in holistic analysis, gender, conflict, accountability and HIV and AIDS are all drawn out as areas which need particular attention throughout the project cycle.

1.3 Donor Perspectives

Donors also use Project Cycle Management and expect their implementing partners to follow their direction on PCM. Some donors have their own formats for key documents such as the proposal narrative, logframe, budget and activity schedule, which must be adhered to. Correctly using their formats and producing high quality documents can have a significant impact on securing funding.



Section

1 Introduction

Whilst as an organisation, Tearfund does not want to be driven by donors, synchronising our documentation and processes as much as possible with theirs counts in our favour. What we need to guard against is changing what we actually plan to do in the project in order to fit with what we think the donor wants to fund. This is called being donor driven.

- **Be donor synchronised not donor driven!**

GROUP EXERCISE A: DONOR DILEMMAS

The following are all real situations that have occurred with institutional donors. Read each statement and decide how you would choose to respond.

Question 1

You run a health and agriculture project in Uganda but your project has run out of money. A donor which provides relief and development funding offers to fund your work but they state that the project needs to include food aid distribution if it is to be eligible for funding. Do you:

a) Refuse their funding, arguing it is better to shut down the project than take on a food aid component that goes against the project's development principles.

b) Change the project design to have a major food aid focus and secure as much funding as is available.

c) Adjust the project to have a minimal food aid component in order to get the funding you need for your ongoing health and agriculture work.

d) Other:

_____

Question 2

A donor reviews your Public Health Education proposal and suggests to you that you could do more to develop the HIV/AIDS side of the project in order to maximise project impact.

Do you:

a) Tell the donor that it is not their place to criticise our proposal and suggest they give their money to someone else

b) Graciously acknowledge the comment with the donor but then totally ignore it when it comes to project implementation

c) Thank the donor for their observation and ask if they have further suggestions or materials which might be of use to the project staff

d) Other:

_____

Section 1 Introduction

Question 3

A donor reviews your proposed budget and advises that it can only approve the project if you halve the personnel costs. Do you:

a) Do everything they say even if it means there are huge implications for the programme

b) Withdraw the proposal

c) Rework the budget so that it appears less personnel-heavy, make some reductions in staffing and resubmit it, hoping it will be acceptable

d) Other:

_____

Question 4

A donor announces that it will no longer fund faith-based organisations i.e. NGO's who have a religious rather than humanitarian motivation for their work. Do you:

a) Refuse their funding

b) Change the NGO mandate in order to be eligible for funding from the donor

c) Lobby the donor to change its policies

d) Other:

_____

Question 5

A donor advises you that it is unable by policy to pay for expatriate staff in your proposal budget, as outlined in its funding guidelines. Do you:

a) Withdraw the proposal

b) Remove the expatriate costs from the donor budget to fund them from another source and resubmit the proposal

c) Challenge the donor about its narrow policies and insist that the budget as submitted should be approved

d) Other:

_____

What do these examples tell us about being donor driven and donor synchronised?

_____

_____

_____

_____

Section 2 Assessment

2.1 Traditional Assessments

The assessment stage of the project cycle is absolutely critical for the overall success of the whole project. In order for a project to be appropriately designed, it must be based on an accurate understanding of the situation and this information can then be used to justify to a donor the need for the project and hence the funding.

In the past, such assessments have basically required an assessment of the **needs** of the communities in question, focussing on the question of what the community lacks and how the NGO might be able address this lack. More recently such assessments have been replaced by a broader type of assessment which also incorporates an understanding of the underlying **vulnerabilities** of communities as well as their existing **capacities** rather than simply an understanding of their immediate needs.

The type and depth of the assessment carried out will depend on the situation being assessed. In emergency situations a **rapid assessment** is most appropriate as assistance is required urgently, sometimes to save lives and therefore the sooner the project can be designed and implemented the better. For needs assessments for ongoing projects and where there is not the same level of urgency, a more **detailed assessment** can be undertaken.

Rapid Assessments - In rapid assessments, relationships are developed to ensure that beneficiary communities are respected and they participate as fully as possible. However, as funding is not already secured, no commitment to work is made at the assessment stage and community expectations are carefully managed. Tools such as the **Oxfam PHAT (Public Health Assessment Tool)** are useful checklists for establishing baseline data on a number of sectors.

Detailed Assessments - In a detailed assessment the community is involved much more heavily in the design and planning stage, thus a certain level of commitment to the project is established at the assessment stage. In the best case such assessments may well be led by the community itself and will result in community action plans being produced. Tools such as **PADR (Participatory Assessment of Disaster Risk)** whilst perhaps not suitable at the onset of a disaster are key tools when it comes to designing ongoing risk reduction projects and ensuring that ongoing work is led by the community rather than the NGO. The PADR tool is particularly effective for doing community action planning.

Section 2 Assessment

TOP TIPS FOR CONDUCTING ASSESMENTS:

Consider the **vulnerabilities and capacities** of communities rather than simply focussing on needs.

There are a number of cross cutting good practices which need to be considered when planning and conducting an assessment.

- **Accountability**
  - Ensure a high level of consultation with beneficiaries during the assessment stage
  - Aim to ensure that the level of consultation has been agreed, and can be justified, not only by project staff but by beneficiary representatives**.**
- **Conflict Analysis:** A practical process of examining & understanding the reality of the conflict from a variety of perspectives, as a basis for developing strategy & planning activities.

Do conflict analysis using the following tools:

- Conflict mapping
- ABC triangle
- Time-line
- Conflict Tree

- **Gender**
  - Ensure assessments gather the perspectives of women, men and children
  - Carry out separate discussions with groups of men, women and children, in order that they can speak freely about their needs, capacities and vulnerabilities. female staff members should participate in focus group discussions with women
    - translators for these groups should also be female.
    - Women can be relatively more invisible in times of crisis and may be more confined to their homes than normal. A determined effort may be needed to seek out their views and opinions separately from men
- **Environment**
  - Asses whether the potential project will use natural resources such as wood or water and assess the availability of such resources.
  - Consider the potential negative impact of the project on the environment as an integral part of the project design.
- **HIV mainstreaming**
  - Ensure assessments bear in mind the role of HIV & AIDS in the causes and effects of the disaster
  - Use an HIV lens to analyse the data e.g. will the disaster impact those living with HIV& AIDS differently from everyone else?

Section 2 Assessment

Also, bear the following tips in mind:

- Manage the expectations of the communities when doing the assessment – it is very easy for a community to believe that the fact that questions are being asked about their needs means that they will get something. It is important to make clear the situation about donors, the need for funding and the unlikelihood that Tearfund will be able to meet all the needs expressed. Too often communities' expectations are raised, the NGO does not deliver and the communities start to become survey weary.
- Plan the logistics of the assessment carefully
- Make sure you leave enough time for visiting all the 'important' people, such as community chiefs or elders, local government, and follow protocol.
- Ensure you include representatives of all parts of the community in your assessment. e.g. most vulnerable, elderly, children, etc.
- Make sure you record what was actually said by communities.

Discussion Question

An earthquake strikes in Kathmandu, Nepal, and an earthquake strikes in San Francisco, California. Both earthquakes are of the same magnitude on the Richter scale. However, the number of resulting deaths in San Francisco are minimal and the number of deaths in Kathmandu is catastrophic.

What are the reasons for this difference?

2.2 Assessments and Proposals

The whole proposal hinges on the quality of the needs assessment. It is therefore essential that both the assessment has been carried out well and that this is well articulated in the proposal document. It can be challenging, having carried out a comprehensive assessment, to know what to summarise in the proposal narrative.

An in-depth needs assessment section is essential and should include the following where appropriate:

Section 2 Assessment

- Must quote sources of information – government statistics, UN, Key informants, etc
- Detail the methodologies used to gather data and dates of the assessments
- Population statistics and demographics e.g. total population, % affected, % vulnerable groups such as children, elderly, etc
- Distinction between chronic and acute needs – is the current situation different to the norm? How different?
- Explain annual cycles and seasonal variations (hunger gaps, fishing season, grazing, migration, etc)
- Priority needs of the affected population, sorted by sector
- Vulnerabilities and capacities assessment and the traditional coping mechanisms of the communities
- The wider context of humanitarian intervention – what are other actors doing? Eg. Other NGOs, UN, Government, etc

Group Exercise B

You work for a donor agency which has received a proposal from an NGO called WAFFLE. The following excerpt is the part of the proposal which deals with the Needs Assessment.

1. Read the excerpt from the proposal
2. Critically assess the needs assessment based on the guidelines above
   a. Note down any information that is lacking from the summary of the needs assessment
   b. Comment on the way that information has been presented
   c. What are the main points that would make this section of the proposal more impressive to the donor?

Section

2 Assessment

NEEDS ASSESSMENT – Excerpt from Waffle Proposal

Heavy rainfall during late June and early July in Shire State has caused major flooding throughout the State in southern Malawi. The floods have affected 2,981,278 people in 4,023 villages. Houses, fields and cattle are severely affected as the rains continue to pour into the catchment areas of the major rivers. As the catchment area is still receiving rain the situation is very serious. The Government of Malawi is distributing food aid among the affected population and has said it will take care of all relief and rehabilitation needs with support of the air force, which is dropping food packages in the most affected areas where access is hampered due to the floods.

WAFFLE, in co-ordination with the other NGOs working in the area, has undertaken a needs assessment in the district where they are already working – Mbere. The findings are as follows: People we spoke to said this was the worst disaster they have ever seen and lives were at stake. People here suffer from flooding every year and the current floods have added to their misery and made them even more helpless. All their food stocks have been washed away or spoilt.

15,892 hectares of crops are fully submerged under water. Over 10,000 people from the low lying areas of Shire State have been evacuated and are staying on the higher land. They have to take their drinking water from the surface ponds and flood waters as the wells are all submerged. People are complaining about the colour of the water. Sanitation is a major concern as people are living so close together and places are starting to smell strongly. Road communications of this district have also been severely affected. Immediate relief priorities for the people are food aid, safe water supply and sanitation, medicines and plastic sheeting for temporary shelter and the longer term priority is housing.

Section 2 Assessment

TOP TIPS FOR ASSESSMENT SECTIONS OF NARRATIVE PROPOSALS

- Be concise – a summary of the key information can be easily read, a thesis may not be read at all. More detailed information can always be attached as an annex. E.g the needs assessment report, nutrition survey, etc.
- Make sure that there is a logical flow between the assessment section, the justification of the need to respond and the project purpose and outputs. The whole proposal hinges on the assessment section being clear and well written.
- Let the assessment summary show that we have a comprehensive understanding of the situation, not only the needs and vulnerabilities that relate to the project that we are proposing to do. We need to be able to explain what we are and aren't addressing and why. (E.g. other NGOs are responding so do not want to duplicate, the issue is not our specialism, it is the UN/government's responsibility to address the issue so we are lobbying them, etc)

2.3 Baseline information

It is essential to collect baseline information in the initial stages of the project in order to be able to measure the changes brought about by the project as well as prove the success of the project. Baseline data can often be gathered as part of the assessment. The following is a list of different types of baseline information that might be required:

- KAP (Knowledge, Attitude, Practice) survey
- Nutrition Survey
- Population Statistics
- Morbidity and Mortality rates e.g. from Health centres
- Crop yields
- Etc.

Sample KAP survey

A KAP survey conducted in Aweil East in January 2004 among potential participants of Tearfund's ongoing CHE programme found the following:

Lesson	Indicator	Baseline
Water	Knowledge about effect of dirty water	30%
Hygiene	Knowledge about cause of diarrhoea	19%
Trachoma	Knowledge about cause of eye infections	33%
Malaria	Knowledge about causes of malaria	6%
HIV/AIDS	HIV/AIDS awareness	14%

Section 2 Assessment

These levels of knowledge are typical. Previous Tearfund surveys have highlighted the fact that, during the dry season, most of the population living in the highland areas are either forced to relocate to lowlands in order to get access to water, or have to spend long periods of time each day walking to the nearest water source, which could be as far away as the next payam. As a result, women have less time to care for their children or to carry out other essential tasks. Currently, women carry water in small clay pots and therefore need to make many trips to the water source. They also store the water in a non-hygienic manner. The lack of water also means that personal hygiene is poor and that levels of diarrhoea are high. Mortality due to diarrhoea is among the main causes of death in the dry season.

Sample Population Data

Obtaining accurate population statistics is very difficult in the current environment. Table 2 below shows population figures based on the information that chiefs have provided, voter registration figures and house counts. These figures, taken as a whole, give indications of the approximate populations of the communities and would suggest that the populations are increasing.

Table 2

Community	February Pop (from Chiefs)	Estimates from May voter registration	July Pop (from Chiefs)	Sept 2002 population estimate from house count	Estimated long-term population (from Chiefs)
Kortuma	100	649	650	380	1300
Kambama	500	553	700	890	1500
Gooma	643	633	700	1020	1500
Gandorhun	100	386	380	330	900
Fagorya	300	501	525	690	600
Nyandehun	400	529	700	830	1600
Jawi Folu	500	529	700	1360	1600
Tomboma	300	534	540	450	1600
Total	**2,843**	**4,314**	**4,895**	**5,950**	**10,600**

Section 2 Assessment

Sample Beneficiary group baseline

Locality	Location	Status	Size
Habillah	Masteri	Host and IDP	20,574
	Kongo Haraza	Host and IDP	7,780
	Beida	Host and IDP	12,450
	Arara	Host and IDP	10,257
Geneina	Ardamata camp	IDP	35,040
	Dorti	IDP	8,000
	Adekong	Host / leprosy	7000
Total			101,101

Pastoralist groups have historically coexisted alongside the sedentary, agro-pastoralist communities, with interaction being maintained by trading and a symbiotic mercantile relationship. Inter-marriages between sedentary and nomads are minimal and nomadic groups have a defined cultural identity. The main nomadic groups along the southwest corridor are the Beni Halba, Taisha, Rizeigat (Maharia) and Miseriya. As noted in the Valid International assessment, the ethnic diversity in the SWC has influenced the formation of overarching socio-political structures that have been manipulated over time by different political groupings.

TOP TIPS FOR BASELINE DATA:

- Ensure you include any assumptions that we have made when providing baseline data. E.g. the population size assumes an average household size of 6 people
- Ensure that all source data used is referenced and the relevant author/organisation accredited. E.g. UNICEF nutrition survey. This is particularly key in case it becomes evident later that the data was inaccurate and we need to explain the situation in our reporting to the donor
- Ensure the baseline data that we gather fits clearly with the indicators we choose for the logframe or vice versa. The point of the baseline is to be able to measure how the project is doing against the objectives. Therefore the measurement indicators in the logframe need to tie up with these.

Section

3 Design

Logframe

	OVIs	Means of Verification	Risks
Goal			
Objectives			
Outputs			
Activities			

3.1 Logframes (Roots 5: Section 2.4)

TOP TIPS FOR LOGFRAME INDICATORS:

Ensure that the indicators you choose for the logframe are:

- **Manageable**: ensure that the information required for the indicator is available and that it isn't going to be too much work for the team to get hold of it, keep the records or make the measurements.
- **Affordable**: ensure that the costs to measure the indicator is reasonable, both in terms of budget and staff time, and has been factored into the budget and staff roles.
- **Appropriate and relevant**: ensure that there is a close link between the indicator and the actual project output, so that you are measuring the right thing
- Ensure you have the necessary **baseline information** with which to measure changes. Projects often get into difficulty because this first step was overlooked.
- Ensure the indicator is **achievable** but at the same time check to ensure that the desired change isn't too **modest**. For example, an improvement in people's understanding of the cause of malaria among 10% of the target group may suggest that the project is actually going to have limited impact. An improvement among 50% is, however, significant.
- Don't choose **too many indicators** for each output, just select a few key ones that are the most appropriate and manageable. Otherwise it may make the workload too much for the team. Choose a maximum of 3 or 4 indicators per output unless there are sectoral specific indicators which are always included (e.g. Nutrition)
- Decide whether you are going to try to **measure change among the beneficiary group or within the whole population**. The latter is often the ideal as it shows a wider impact of the project but this may not always be realistic for the types of projects DMT does and the timeframes involved. If you want to show measurable change it is often better to choose indicators that measure change among the beneficiary group only.

Section

3 Design

Logframe

	OVIs	Means of Verification	Risks
Goal			
Objectives			
Outputs			
Activities			

Exercise C

Look at the indicators listed below and identify the cause of the problem with the choice of indicator in each case:

Indicator	Progress to date
Increase by 50% of farmers in project area with access to an ox plough	There are 562 farmers currently with access to ox ploughs. We have been unable to confirm what percentage increase this number represents

Problem identified: -

_____

Indicator	Progress to date
Iron deficiency amongst pregnant women reduced by at least 50%	Unable to verify as the women are unwilling to have a blood test

Problem identified: -

_____

Indicator	Progress to date
Households in the project area eat at least 2 meals per day by the end of the project	No surveys were undertaken over the course of the project to assess changes in numbers of meals per day

Problem identified: -

_____

Section

3 Design

Logframe

	OVIs	Means of Verification	Risks
Goal			
Objectives			
Outputs			
Activities			

Risks and Assumptions

The following are Risks and Assumptions which have been used in DMT Logframes:

Relating to security….

- Security conditions permit access to field sites by Tearfund personnel
- Security situation remains the same or improves
- Continued access to schools and communities

Relating to community co-operation….

- Continued cooperation of the elders and other influential community leaders
- The various ethnic groups continue to be willing to co-operate with Tearfund
- Community develop and agree upon criteria to determine the most vulnerable
- Consensus within the community about goals and methodology
- Involvement of the communities leaders as well as the whole communities to the benefit of the beneficiaries
- Continued support from the school authorities, directors
- No breakdown of reintegration process at community level leading to conflict
- Communities willing to openly discuss issues of reconciliation and exclusion

Relating to beneficiary attitudes and actions….

- That women are able to participate at all levels of the project
- Teachers and children are motivated and interested
- Families are open to learning new things and to improve their standard of living
- Farmers use agricultural implements provided to cultivate adequate land area to produce high yields
- Families use seeds for planting and not for resale or food
- Farmers are receptive to the agricultural messages provided
- Targeted communities willing and able to take responsibility for the long-term maintenance of water points
- Parents willing to allow their children, especially girls to participate

Section

3 Design

Logframe

	OVIs	Means of Verification	Risks
Goal			
Objectives			
Outputs			
Activities			

Relating to services provided by other organisations….

- Assumes an adequate general ration provided by WFP
- Health services continue to be provided by IRC
- Assume good heath stats are available from CTC's
- Air freight services continue to be provided by the UN

Relating to the government….

- Assumes approval of technical agreement with Ministry of Works
- Continued cooperation of the Dept of Education and their support for implementation of the new curriculum
- Involvement of the local authorities

Relating to population and demographics….

- Return rates and population movements follow current trends
- There is no significant influx of refugees into the project area

Relating to the natural environment….

- Weather conditions allow optimum crop yields and there are no significant pest attacks on crops
- Harvests not adversely affected by external factors (pests, drought, etc.)
- Water supply points provide anticipated yield
- Access to feeding sites is possible through the rainy season

Section

3 Design

Activity Schedule

Activity	June	July	August
Purchase food			
Survey			
Distribution			
Evaluation			

3.2 Activity Schedules (Roots 5: Section 2.6)

Gantt charts, otherwise known as activity schedules, are useful for two reasons:

- Externally, for explaining in detail to the donor, the order and timing of activities in the project
- Internally, for assisting with project planning. By thinking through how long each activity may take to complete, it gives a more realistic projection of how feasible it is to complete the project within the overall project timeframe.

Most Gantt charts are formed by breaking the project down into the individual activities that go into ensuring that the outputs of the project are achieved. These are usually detailed in the Logframe but sometimes the Gantt chart includes a more detailed list of activities than the logframe. Then both the length of time needed to complete the activity and also the timeframe of when the activity may start are recorded. The most important aspect of the gantt chart is to ensure that activities which are dependent on the completion of another activity are not planned to start before the completion of that first activity.

TOP TIPS FOR ACTIVITY SCHEDULES:

- Use the list of activities in the gantt chart as a guide for creating the budget. As you think through the resources needed for each activity you should cover off all the costs needed to ensure the activity can be completed.
- Be very careful as you think through the activity schedule, it will be a very useful tool for monitoring purposes. Do not think that it is simply something that has to be written for the sake of the proposal.

Section

3 Design

Activity Schedule

Activity	June	July	August
Purchase food			
Survey			
Distribution			
Evaluation			

Sample Gantt Chart – Using a basic level of detail

ANNEX D – Schedule of Activities **January 2006 – June 2006**	Jan'06	Feb'06	Mar'06	Apr'06	May'06	Jun'06
1. Water						
1.1 Mobilisation, purchase and transport of materials						
1.2 Construction or rehabilitation of wells						
1.3 Training of Technicians						
2. Sanitation						
2.1 Mobilisation, purchase and transport of materials						
2.2 Construction of family latrines						
3. PHE						
3.1 KAP Surveys						
3.2 Selection and training of community health volunteers						
3.3 Community health volunteers trained.						
3.4 Community-wide health education						
3.5 Distribute public health items						
3.6 Identification and training of child CHVs						
3.7 Establishment of CFHE groups						
5. Socio-Economic Development						
5.1 Mobilisation of CDCs						
5.2 Training and mentoring of CDCs in small-scale projects						
5.3 Group workshops						

Section

3 Design

Activity Schedule

Activity	June	July	August
Purchase food			
Survey			
Distribution			
Evaluation			

Sample Gantt Chart – using a more detailed format

PROGRAMME ACTIVITIES – Support to vulnerable families through increased community capacity.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
2005 / 2006	July				August				September				October				November			
Water and Sanitation																				
Improved access to sanitation and potable water along the Baraka-Uvira axis																				
Mboko Gravity System:																				
Form water committee																				
Reconfirm design data																				
Materials procurement																				
Trench digging																				
Source protection																				
Reservoir construction																				
Tap stand construction on town distribution system																				
Household training in hygiene and common diseases																				
Latrines																				
Latrines Mboko, Swima, Elimiyonga, Sebele, Kaseke, Baraka																				
Household latrine construction lakeside villages on Ubwari																				
Follow-up and Monitoring of Household Sand Filters																				
Information campaign about filters																				
Long term follow-up with benficiary families																				
Report on medium-term performance from previousprogram																				
Follow up and Management Support with Recently Constructed/Rehabiliated Water Projects																				
Scheduled visits existing water committees																				
Unscheduled problem follow-up with existing water committees																				

Section

3 Design

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
A/C code		Unit of Measure	No. of units	Unit cost	Total costs
				£	£
A	Direct Project Materials				
	Food security (list items		1	123	123
	PHE (list items)		12,222	1	12,222
B1	Procurement				
	Communications:				
	HF base sc	No of items	1	22,999	22,333
	HF solar ba	No of items	2	2,611	5,222
	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

3.3 Budgets

3.3.1 Introduction

Definition: A budget describes an amount of **money** that an organisation **plans** to raise and spend for a set **purpose** over a given period of **time.**

A project budget has several functions and is important at every stage in the project cycle:

- Planning: A budget is necessary for planning a new project, so that managers can build up an accurate picture of the project's cost. This allows them to work out if they have the money to complete the project and if they are going to make the best use of the funds they have available.

- Fundraising: The budget is a critical part of any negotiations with a donor. The budget sets out in detail what the NGO will do with the grant, including what the money will be spent on, and what results will be achieved.

- Implementation: An accurate budget is needed to control the project, once it has started. The most important tool for ongoing monitoring is comparing the actual costs against the budgeted costs. Without an accurate budget this type of monitoring is impossible.

- Monitoring and Evaluation: The budget is used as a tool for evaluating the success of the project when it is finished. It helps to answer the question "Did the project achieve what it set out to achieve?", particularly in terms of efficiency and cost effectiveness.

Project budgets therefore serve both internal and external uses in DMT:

- Internally: as a tool for project managers

- Externally: as part of a proposal for securing funding

Effective budgets can only be produced as a result of good and well developed project planning – knowing exactly what you plan to achieve and how.

3.3.2 Who is responsible?

Both **project managers and finance staff** are responsible for drawing up and finalising the project budget. Logistics staff also need to be involved. Since the budget is the financial plan that relates directly to the project it is important that those who will be responsible for project implementation are closely involved with writing the budget. At the same time it is important that finance staff are given the opportunity to review the budget and comment on it, ensuring that it is accurate and based on actual costs and that it builds on the experiences of other projects within the programme. If this team approach is not carried out the budget will be less accurate and ownership of the budget will be lacking.

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
A/C code		Unit of Measure	No. of units	Unit cost	Total costs
				£	£
A	Direct Project Materials				
	Food security (list items		1	123	123
	PHE (list items)		12,222	1	12,222
B1	Procurement				
	Communications:				
	HF base se	No of items	1	22,999	22,333
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	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

3.3.3 Good Practice in Budgeting

The following are good practices for budgeting as suggested by MANGO (Management Accounting for NGOs):

- **Clarity**

Since many different people will need to use the budget for different purposes, they should be able to understand it (and adapt it, when necessary) without any additional explanation beyond what is written down. Clarity and accuracy is key so it is important to keep notes on budgeting assumptions and how calculations have been made.

- **Timetable**

There are several stages involved in constructing a budget before it can be submitted for approval to the donor, so it is a good idea to prepare a budgeting timetable and commence the process early.

- **Budget Headings**

When setting a budget for the first time or when reviewing a budget, it is important to pay attention (this applies to the finance team in DMT) to the Chart of Accounts. This is because the budget line items also appear in the books of accounts and on management reports. If the budget items and accounting records are not consistent then it will be very difficult to produce monitoring reports once the project implementation stage is reached.

- **Estimating Costs**

It is important to be able to justify calculations when estimating costs. One of the best approaches is to make a list of all the inputs required and specify the number and unit cost of each item. From this detailed working sheet it is a simple matter to produce a summarised budget for each line item and is very easy to update if units or costs change.

- **Contingencies**

Try to avoid the practice of adding a 'bottom line' percentage for so-called 'contingencies' on the overall budget. As a rule, donors do not like to see this and it is not a very accurate way of calculating a budget. It is better to calculate and include a contingency amount for relevant items in the budget – e.g. salaries, insurance and fuel. Every item in your budget must be justifiable – adding a percentage on the bottom is difficult to justify – and difficult to monitor.

- **Forgotten Costs**

There is a tendency in the NGO world to under-estimate the true costs of running a project for fear of not getting the project funded. Here are some of the most often overlooked costs:

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
A/C code		Unit of Measure	No. of units	Unit cost	Total costs
				£	£
A	Direct Project Materials				
	Food security (list items		1	123	123
	PHE (list items)		12,222	1	12,222
B1	Procurement				
	Communications:				
	HF base se	No of items	1	22,999	22,333
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	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

- Staff related costs (e.g. recruitment costs, training, benefits and statutory payments)
- Start-up costs (e.g. publicity, legal costs)
- Overhead or core costs (e.g. insurance, utilities)
- Vehicle running costs
- Equipment maintenance and repairs (e.g. for photocopiers and computers)
- Governance costs (e.g. board meetings, AGM)
- Audit fees

Summary: What makes a good budget?

- *Anyone could pick it up and use it to manage their project or programme:*
  - Easy to read
  - Calculations are clear
  - Fully costed, justified and accurate
  - Explanatory notes are provided
- *Suitable for purpose:*
  - Appropriate level of detail for the user

3.3.4 Budget Presentation

As budgets need to be easy to read, clear, justified and accurate, **budgets need to be broken down in reasonable detail.** Unless the donor advises otherwise, avoid using lump sum figures in a budget without providing details on how the figure is calculated.

However, on the other extreme **donors do not need a budget broken down by item**(for example a line for computer memory stick, blank CDs, printer cable.) Such items can be grouped into one category. You may wish to have a detailed budget for internal use, and a simpler format for submission to a donor.

There are several columns we normally include to make it easy to understand how the budget was drawn up:

Reference	Description	Unit type	Unit Cost	No. Units	Total Cost

Section

3 Design

Summary Budget for submission to donor Example
Emergency nutrition, health promotion, water and sanitation Integrated emergency nutrition, water, sanitation and health promotion project South Darfur, Ed Daein and Adila Localities

BUDGET BREAKDOWN	
Total estimated budget	**€ 1,416,493**
Total direct costs of the Operation	€ 1,416,493
Maximum EC contribution	**€ 600,000**
Percentage of total eligible costs	**42%**

Code	Heading	Initial	Modified	Actual Budget
01	**Goods & services delivered to the beneficiaries**	**909,898**		
01. 01.	***Food Security***	**10,696**		
01. 01. 06.	Agricultural activities	10,696		
01. 02.	***Water and Sanitation***	**318,380**		
01. 02. 01.	Waste disposal and latrines	53,010		
01. 02. 02.	Rural water sources	265,370		
01. 03.	***Health***	**48,158**		
01. 03. 03.	General health care : primary and secondary			
01. 03. 10.	Health education and training	44,158		
01. 03. 12.	AIDS and STD	3,100		
01. 03. 13.	Targeted control of endemic diseases	900		
01. 04.	***Nutrition***	**41,993**		
01. 04. 02.	Supplementary feeding	3,225		
01. 04. 03.	Supplementary and Therapeutic feeding	34,768		
01. 04. 05.	Surveys and monitoring	4,000		
01. 13.	***Personnel***	**490,671**		
01. 13. 01.	Expatriate staff	127,686		
01. 13. 02.	Local staff	362,985		
02.	**Support costs**	413,927		
02 01.	***Personnel***	**194,474**		
02. 01. 01.	Expatriate staff	152,820		
02. 01. 02	Local staff	41,655		

Section

3 Design

02	***02.***		***Local logistic costs***	**213,953**		
02.	02.	01.	Office expenses	17,950		
02.	02.	02.	Office consumable and supplies	3,172		
02.	02.	03.	Local contracted transport	3,600		
02.	02.	04.	Distribution, storage and daily labour	21,600		
02.	02.	05.	Running costs	167,631		
02.	02.	06.	Other	-		
02	***04.***		***Security***	**500**		
02	***05.***		***Feasability, need assesment and other studies***			
02	***06.***		***Specialised services***	**4,000**		
02.	06.	01.	External quality and quantity controls			
02.	06.	02.	External evaluation	4,000		
02.	06.	03.	External audit			
02	***08.***		***Visibility and communication programmes***	**1,000**		
03			**Indirect costs**	92,668		
04			**Contingency reserve (pro memoria)**			

Section 3 Design

Detailed Budget excerpt (shaded area above) for internal use only Example
Emergency nutrition, health promotion, water and sanitation Integrated emergency nutrition, water, sanitation and health promotion project South Darfur, Ed Daein and Adila Localities

Code			Heading	Unit		Unit cost EUROS	Total Cost
01.02.			**Water and Sanitation**				**318,380**
01.02.01.			Waste disposal and latrines				8,694
	01.02.01.01		Latrine materials	lump sum		24.62	44,316
		01.02.01.01.01	*Babanoose wood*			1.60	11,520
		01.02.01.01.02	*Sugar sacks*			0.370	1,332
		01.02.01.01.03	*Cement, sand and aggregate*			5.48	9,864
		01.02.01.01.04	*Reinforcemnt bars*			2.30	4,140
		01.02.01.01.05	*Plastic sheets*			9.70	17,460
	01.02.01.02		Water containers - one per latrine	piece		1.0	1,800
	01.02.01.03		Tools for digging etc	lump sum		5	2,250
	01.02.01.04		Casual labour			1.68	3,024
	01.02.01.05		Potties - one per household with child < 2 years	piece		1	1,620
01.02.02.			Rural water sources				265,370
	01.02.02.01		Water point rehabilitation & construction	lump sum		38,652	231,928
		01.02.02.01.01	*Water troughs*			2,268	13,608
		01.02.02.01.02	*Donkey stands*			1,048	6,288
		01.02.02.01.03	*tap stands*			654	3,924
		01.02.02.01.04	*repair to pump house*			2,700	16,200
		01.02.02.01.05	*new pumps and generators*			25,288	151,728
		01.02.02.01.06	*repair to water tanks*			874	5,244
		01.02.02.01.07	*pipe work*			3,982	23,892
		01.02.02.01.08	*5% contingency*			1,841	11,044
	01.02.02.02		Ground water monitoring equipment			700	700
	01.02.02.03		Base line survey			500	500
	01.02.02.04		Tools for water activities	lump sum		1,500	1,500
	01.02.02.05		Watsan casual labour			3,949	23,694
	01.02.02.06		Watsan overnights			7	6,048
	01.02.02.06		Training and local Capacity building	lump sum		1,000	1,000

Section

3 Design

Budget

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B1	Procurement				
	Communications:				
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	VHF base s	No of items	15	30	544
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	Total				23,232

- **Reference**: we usually include a Reference column. This is useful if you are discussing the budget and need to draw attention to a particular line in the budget. Each section (or chapter) of the budget will usually have a different reference number and this number is then broken down further by line item in each section.

- **Description**: a short description of each line in the budget

- **Unit columns**: several columns should be provided as needed to show how the total budget cost is calculated:

o Unit type: this is the basis for the costs and calculations and will vary according to the budget item eg. months, MTs, persons etc

o No. Units: This specifies the number of units required for the project

o Unit Cost: This explains what the cost is of each unit (as identified in the Unit type column)

- **Total Cost**: This is calculated by multiplying the number of units by the unit cost

3.3.5 Attractive Budgets

There are a number of ratios and percentages which need to be carefully considered when preparing a budget, particularly when seeking funding approval from a donor. The reasons why a proposal is turned down by a donor often relates to one or more of these issues:

- **The ratio of <u>direct</u> versus <u>indirect</u> project costs**

Donors are increasingly reluctant to fund proposals that have a high proportion of what they term indirect costs or support costs in comparison to direct project costs or "deliverables" to the beneficiary. Typical direct costs could be food, tools, wells, teaching materials, livestock, seeds, etc while indirect costs are typically staff, transport, administrative costs, etc.

Take a close look at the ratio of indirect costs/support costs to direct project costs/ deliverables in your budgets. **Some donors use the rule of thumb that at least 50% of the donor budget should go to direct project costs. For others it is much higher.**

Section

3 Design

Budget

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Discussion

Why might the ratio of direct versus indirect project costs be a problem for certain types of projects?

For example, compare a health education project to a construction project?

What options do we have in such situations to improve the ratio and what are the dangers?

- **The proportion of organisational costs**

This relates to the issue above about direct and indirect costs, but this time looks specifically at organisational costs (which are often referred to in DMT's structure as core costs). Institutional donors are increasingly reluctant to be seen as funding organisations but rather they like to be seen as funding projects that the organisation is carrying out. As donors want to fund the project and not the organisation, some donors will not want to fund for example the set-up costs for a new project site. **It is important to understand the donor's policies on acceptable organisational costs before submitting the proposal**.

- **The cost per beneficiary ratio**

Many donors will assess the 'value for money' for the project by calculating the cost per beneficiary ratio. Some even have an idea in their heads of what this should be for a given location and sector.

$$\frac{\text{Total cost of project}}{\text{Total number of beneficiaries}}$$

The ratio will vary significantly between projects and geographical locations but donors can use it to compare similar projects within the same geographical area e.g. nutrition programmes in South Sudan.

Don't be tempted to over-inflate beneficiary numbers to improve the ratio. Final reports where you in no way reach the target number of beneficiaries are not impressive!

- **The percentage for administration costs**

Donors usually allow a set percentage of the overall cost of the project for administration (usually HQ administration but it is sometimes expected to cover programme administration aswell). **Therefore ensure that your budget reflects the donor policy**.

Section

3 Design

Budget

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	Total				23,232

DMT always produces a specific budget for the core costs of a programme. When donors allow it, we then seek to "recover" a reasonable proportion of the core budget within a donor project budget. This involves presenting programme administrative/overhead costs in the form of staff time and overheads in proportion to time spent on the project e.g. Finance Manager 30%, Logistician 50%, Office overheads 20% etc. This gives assurance to the donor that the funds they are providing for administrative costs have been calculated fairly. It is important that core costs are shared out across projects and donors in a fair and justifiable way. In general donors cover only a modest proportion of the core budget through their funding of project budgets.

- **The quantity of capital costs**

Most donors prefer it if you keep capital items to a minimum and **any capital costs, such as vehicles, communications equipment, computers must be clearly justified**. You need to balance very carefully the expenditure on capital items against the length of the project. For example they may be unwilling to fully fund the purchase of a fleet of vehicles for a 9 month project when the vehicles will be used well beyond the life of the project.

Many donors have specific rules about capital expenditure e.g. only pay depreciation costs, or rules about who owns the capital item at the end of the project. Make sure you keep to the rules and have thought through the implications of them. Tearfund has a lease fund for vehicles but you need to check whether the donor's rules allow them to fund vehicles in this way.

Be careful of double funding i.e. purchasing an item with donor money and then at a later stage leasing out the same vehicle to another donor. Only vehicles purchased with Tearfund funding may be leased to institutional donors. Double funding is not only a bad error, it is actually a form of fraud.

Discussion

What's the problem with vehicles? Why do donors not like funding them as part of a project budget?

Section

3 Design

Budget

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TOP TIPS IN DRAWING UP BUDGETS

- **Ensure that budget categories are logical and consistent throughout**

➢ Ensure budget lines are sitting where they belong in a logical sequence and relate clearly to the narrative, logframe and activity schedules

➢ If the donor has a set format then follow this

- **Double check the budget ratios to ensure they are reasonable:**

➢ Direct/indirect costs

➢ Organisational costs

➢ Cost per beneficiary

➢ Administration costs

➢ Capital costs

- **Be clear about your income sources**

➢ Is the whole project being funded by only one donor?

➢ Try to break down the budget by income sources e.g. institutional donor, Tearfund contribution, community contribution, gifts in kind, other sources

➢ A 'stand-alone' project is less prone to complication than multiple donor-funded projects, however, many donors like to 'share the risk' i.e. not be the sole donor for the project

➢ Don't show part of the income budget as outstanding or uncommitted

➢ Ensure that any in-kind expense is balanced with in-kind income.

- **Include a sufficient amount for monitoring and evaluation**

➢ Assessing impact is important to the donor so that they can be assured that their funds have made a measurable difference

➢ Ensure you put sufficient funds into the budget as donors are willing to pay reasonable monitoring and evaluation costs if they are justified. Also, include a clear plan of how the impact assessment will be carried out.

- **Double check the arithmetic/ Excel formulae**

➢ This goes without saying!

➢ Budgets with mistakes in them are less than impressive

- In the process of budget development make sure that the relevant finance staff are involved. Finance staff usually have a very good grasp of costs, what budget lines are usually in the budget and a good eye for detail.

Section

3 Design

- Ensure that the budget narrative is detailed enough that anyone picking up the proposal to implement the project who was not involved in writing the proposal is clear about the intentional use of each budget line.
- Ask for a second opinion. Always take a team approach, with others looking over the budget to see if it is adding up correctly, the presentation is clear, the rations are attractive, etc.

Section

3 Design

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
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	Total				23,232

Group Exercise D

You work for a donor which is currently reviewing proposals from NGOs responding to a new emergency:

- Projects must be no longer than 6 months duration
- You can fund to a maximum level of £500,000 per proposal
- Submitting NGOs must also contribute an amount which is at least 30% of the amount requested from the donor
- You are looking for a cost per beneficiary ratio of no more than £20 per beneficiary for your donor budget contribution

You have received a proposal from the NGO WAFFLE for a nutrition and food security project. The project proposes to benefit 15,000 people.

1. Please review the budget in comparison to the general guidelines for budgets and note any concerns

2. Check if the budget meets with your specific donor requirements listed above

Section 3 Design

Budget Ref	Description	Unit Cost £	No. of Units	Unit Length	Total Cost £	UNICEF / WFP	WAFFLE	Donor
A	**SUPPLIES / MATERIALS**							
	Food inputs							
A1	Unimix (in kind)	200/MT	400		80,000	80,000		
A2	Ready to Use Therapeutic Food	2000/MT	22		44,000		44,000	
A3	Sugar	468/MT	17		7,956		7,956	
A4	Milk F75	3190/MT	0.5		1,595		1,595	
A5	Oil (in kind)	985/MT	28		26,824	13,412		13,412
	Additional Feeding Inputs							
A6	Feeding equipment (bowls, utensils, cooking pots)				7,800	7,800		
A7	Height board	32	1		32			32
A8	Scale	8	2		16			16
A9	MUAC tape	30	0.25		8			8
A10	Blankets				5,000		5,000	
A11	Miscellaneous items	10,000	1.00		10,000			10,000
	Food Security Inputs							
A12	Ox ploughs	60	1,000		60,000		60,000	
A13	Seeds				86,372		20,000	66,372
A14	Tools	5	1,000		5,000			5,000
A15	Fishing equipment - donor still sought							
Sum A	**TOTAL SUPPLIES / MATERIALS**				334,603	101,212	138,551	94,840
B	**NON-PERSONNEL COSTS (TRANSPORT & EQUIPMENT)**							
B1	Shipping	2,500	38.00		95,000			95,000
B2	Office construction	15,600	1.00		15,600			15,600
B3	Codan HF sets	2,500	6		15,000			15,000
B4	VHF sets	360	8		2,880			2,880
B5	Radio spares and repairs	1,500	2		3,000			3,000
B6	Laptops	1,400	4		5,600			5,600
B7	Inverters	584	4		2,336			2,336
B8	Printers	306	8		2,448			2,448
Sum B	**TOTAL NON-PERSONNEL**				141,864	-	-	141,864
C	**PERSONNEL**							
	Project Staff							
C1	Project co-ordinator	300	1	6	1,800			1,800
C2	Nurses	250	2	6	3,000			3,000
C3	Satphones	640	6		3,840			3,840
C4	Logistician	200	1	2	400			400
C5	Other personnel	400	5	6	12,000			12,000
C6	Drivers	100	4	6	2,400			2,400
Sum C	**TOTAL PERSONNEL**				23,440	-	-	23,440
Sum D	**PERSONNEL SUPPORT**							
D1	Accommodation & food	30	19	9	5,130			5,130
D2	Stationery and office supplies	572		6	3,432			3,432
D3	Vehicle purchase	24,000	2		48,000			48,000
D4	Fuel	400	2	6	4,800			4,800
D5	Public transport	170	19	6	19,380			19,380
Sum D	**TOTAL PERSONNEL SUPPORT**				80,742	-	-	80,742
Sum E	**WAFFLE ADMINISTRATIVE PERCENTAGE**				87,097			87,097
Sum F	**Monitoring and Evaluation**				230			230
SUM K	**TOTAL PROJECT COST**				**667,976**	**101,212**	**138,551**	**428,213**

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
A/C code		Unit of Measure	No. of units	Unit cost	Total costs
				£	£
A	Direct Project Materials				
	Food security (list items		1	123	123
	PHE (list items)		12,222	1	12,222
B1	Procurement				
	Communications:				
	HF base se	No of items	1	22,999	22,333
	HF solar ba	No of items	2	2,611	5,222
	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

3.3.6 Calendarising the budget

In order to use the budget for monitoring purposes, it is important to "calendarise" it – which means breaking down the total budget for each line and apportioning it across the number of months in which the project is running. For each budget line you need to predict, month by month, and plot on a forecast sheet when the expenditure will take place.

While it might be tempting for the sake of speed to simply divide the budget by the number of months for which the project is running, this is often very inaccurate. (but it is still better to calendarise in this way than not at all!) The following is an example of a calendarised budget based on dividing the budget equally over 9 months :

Description	Budget	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
Survey costs	**900**	100	100	100	100	100	100	100	100	100
Water quality kit	**540**	60	60	60	60	60	60	60	60	60
Cement	**3,420**	380	380	380	380	380	380	380	380	380
Pumps	**6,300**	700	700	700	700	700	700	700	700	700
Technicians	**1,800**	200	200	200	200	200	200	200	200	200
Monitoring costs	**450**	50	50	50	50	50	50	50	50	50

The better system is to calendarise the budget based on anticipated actual expenditures from one month to the next. E.g. You are unlikely to spend the same amount on seeds per month but rather purchase them prior to the planting season. The following is the same budget as above, but calendarised to reflect anticipated costs month by month:

Description	Budget	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
Survey costs	**900**	900								
Water quality kit	**540**		540							
Cement	**3,420**			1,710	1,710					
Pumps	**6,300**				2,100	2,100	2,100			
Technicians	**1,800**	200	200	200	200	200	200	200	200	200
Monitoring costs	**450**				50	50	50	100	100	100

Section

3 Design

Budget

DMT PROJECT BUDGET					
Location:		Northern Kenya Core			
A/C code		Unit of Measure	No. of units	Unit cost	Total costs
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	HF solar ba	No of items	2	2,611	5,222
	VHF base s	No of items	15	30	544
	VHF hand s	No of items	2	48	36
	Total				23,232

It is easiest to calendarise the budget while looking at the Activity Schedule for the project, as the Activity Schedule will help to identify which budget costs are going to be needed when. Some costs such as salaries and vehicle lease are probably going to be the same every month, but others will vary depending on the stage in the project, the rainy/dry season and so on.

Taking the time to calendarise the budget will provide you with an accurate tool for monitoring expenditure.

Exercise E:

Look at the activity schedule and the budget below for a food security project. Have a go at calendarising the budget based on the information provided in the activity schedule.

Schedule of Activities:

January 2006 – June 2006	Jan'06	Feb'06	Mar'06	Apr'06	May'06	Jun'06
4. Food Security						
4.1 Farmer Registration						
4.2 Distribution of agricultural inputs						
4.3 Training workshops on agricultural practices						
4.3 Distribution of vegetable seeds						
4.4 Construction of drying floors and grain stores						

Budget:

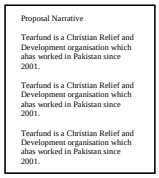
Description	Total cost	Jan'06	Feb'06	Mar'06	Apr'06	May'06	Jun'06
Hoes	**4,750**						
Cutlasses	**3,000**						
Maize seed	**5,500**						
Cassava cuttings	**1,500**						
Training materials	**300**						
Carrot seed	**250**						
Okra seed	**125**						
Cement	**3,500**						
Tin roofing	**7,000**						
Vehicle lease	**6,600**						

NB: Maize seed and Cassava cuttings are considered agricultural inputs

Section

3 Design

Proposal Narrative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3.4 Narrative Proposals

Along with the logframe and budget, the donor will expect to see a narrative explanation of the proposal. This is a chance to expand and explain in more depth about the proposed project and give detailed rationales to convince the donor as to why they should give this NGO, Tearfund, this particular amount of money for this particular project at this particular time.

The following is a typical proposal format based on the DfID model and gives the typical headings that donors like applicants to use in their proposals. Make sure you know the format required by the donor before you write your proposal.

Sample Proposal Format
BASIC DATA:

Duration of project:
Problem addressed:

- Project Summary**:**

1.0 PROJECT RATIONALE
1.1 Agency background
1.2 Project Approach
1.2.1 Needs Assessment
1.2.2 Approach
1.3 Goal and Purpose
1.4 Target Group
1.5 Activities
1.6 Timeframe

2.0 MANAGEMENT ARRANGEMENTS
2.1 Overall strategy
2.2 Supervision
2.3 Co-ordination
2.4 Security
2.5 Monitoring

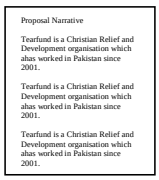
3.0 ANALYSIS OF RISKS AND UNDERTAKINGS

4.0 PROJECT BUDGET

5.0 LISTS OF SUPPLIES AND EQUIPMENT

Writing proposals is a skill which takes practice and the more you write the better you will get. The following tips will help you to avoid falling into some common traps and give you more chance of success.

Proposal Narrative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Section 3 Design

TOP TIPS ON PROPOSALS AND DONOR REQUIREMENTS

- **Make sure you meet donors' deadlines**

Discussion Question
"We've just been so busy doing other things, we just need a few more days – can we ask the donor for more time?"

What does this communicate to the donor?

- Deadlines should be treated as non-negotiable! An NGO that is consistently late will quickly acquire a poor reputation.
- Establish internal target dates to ensure proposals are ready
- Some donors do not even open proposals that have been submitted after the due date and time
- Often proposals will be stamped with the date and time of submission at the donor's office

- **Make sure you follow donor guidelines & templates in detail**

- Read and reread the guidelines before and after writing the proposal
- Look at previous proposals as examples
- Proposals can be turned down simply because they didn't follow the guidelines – wrong format, too many pages, etc.

Which of the following statements would the donor overlook?

"*We couldn't fit all we wanted to say onto the 10 page maximum"*

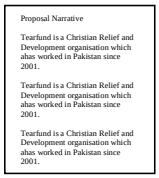
"*Our budget format was so much easier to use than the donor's, so we thought we would use our one"*

"We thought it was silly that the donor would only pay for new cars as we could get a better deal on older vehicles, we're sure that the donor will see our logic and fund it"

Section

3 Design

Proposal Narrative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- **Use hooks to catch your donor**

  - The more knowledge you have of the donor and their interests, their attitudes, their pet loves the better
  - You need to know which 'hooks' to use (i.e. if the donor is the fish and you are the fisherman)
  - You should reference these 'hooks' in the proposal where appropriate
  - Finding out these 'hooks' may require developing personal relationships with the donor and working with them.
  - Typical issues that they might have a position on might be gender, sustainability, environmental concerns and they might have particular views on structures such as national staff to expats ratio or the emphasis given to strengthening local capacities.

Case Study: DFID South Sudan

Summer 2001: Nutrition proposal submitted
Later 2001: Proposal withdrawn as they were too slow in making a decision

Hooks we became aware of for DFID projects in South Sudan

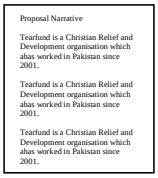
- Has to be emergency oriented
- Nutrition need must be at least 20% global acute level
- Nutrition response to be closely linked with health: the NGO should ideally do both
- Must include therapeutic care for the worst cases
- Must be at least £250,000 to make it worth their while
- NGO should plan to respond with or without DFID funding: DFID should be one of several funding sources
- NGO should have a historical presence: DFID doesn't want to support start-up costs

January 2003: Proposal submitted for £500,000. Face to face meetings held pre-submission and during DFID's review process.
March 2003: Project approved in March with no questions raised.

Section

3 Design

Proposal Narrative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- **Make sure you understand the donors' sensitivities**

  - Avoid statements that may provoke a negative reaction e.g. Tearfund as a Christian organisation needs to be careful about the way it describes its mission and values and be sure that the language used does not give the impression that aid won't be given impartially:

Discussion Question

How might donors react to faith based NGOs who mention their faith and values as part of the proposal narrative?

What are the positives?

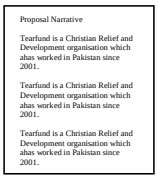
What are the negatives?

  - Avoid terminology that is patronising or unprofessional: that suggests beneficiaries are helpless victims, a welfare approach to aid, imperialistic attitudes, etc.

  - Use language that reflects best practice and principles – Red Cross Code, Sphere, etc

- **Read the proposal as if you were the donor**
  - Put yourself in their shoes – would I fund this proposal? Think about their guidelines, criteria, loves and hates
  - How will the proposal be read and understood? It may be clear to us but is it clear to them?
  - Think about their guidelines, their attitudes, hooks you are trying to use etc. Have we used jargon they may not be familiar with?

Proposal Narrative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Section 3 Design

TOP TIPS ON PROPOSAL WORDING

- **Know your limitations!**

  Quality not quantity is the key – A donor wants to know that the NGO has the capacity to deliver on the project. They are running a risk by investing funds in an NGO.

  Look at capacity constraints in terms of:
  - Sectoral competencies
  - Historical presence in the area
  - Human resources
  - Budget management
  - Donor portfolio
  - Logistics systems
  - Time available

  Be realistic!

- **Be accurate, honest and balanced**
  - Avoid exaggerated or sensationalised claims
  - Don't understate the level of need or urgency to respond
  - Explain the implications if no response is provided

Compare

"*This is an unprecedented disaster and people are helpless to prevent it. Children are already dying of malnutrition and a full scale famine is looming*"

With

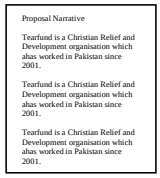
"*Given the malnutrition rates recorded, an emergency nutrition intervention is fully justified. Without the proposed intervention, morbidity and mortality rates will increase amongst the vulnerable target group. Peoples' coping mechanisms are inadequate to meet the scale of need.*"

Discuss the difference between the above two statements. What kind of impression does each one give about Tearfund's way of responding to disasters?

Section

3 Design

Proposal Narrative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- **Ensure there is a logical flow throughout**

  - The whole proposal needs to be logical – the project purpose should be linked to the needs identified through the needs assessment
  - Statistics quoted should be consistent throughout (Don't forget to change figures throughout the document when making changes)

- **Take care of the small details**

  - You must proof read and format the whole document. Appearance counts for a lot and if full of errors could spoil the donor's impression of the proposal however technically sound it is. Some common problems to watch out for:
  - Spelling and typos
  - Grammar
  - Sentence structure
  - Numbering: Make sure it is consistent throughout
  - Use of acronyms: Make sure the acronym is written out in full, the first time it is used
  - Avoid large blocks of text:
  - Use of bold, underline should be consistent and useful

  - Remember! People feel more positively about documents that are easier to read

- **De-personalise the proposal**
  - Circulate the proposal to peers for their review. A fresh pair of eyes will see things that you will easily read over after working for some time on a document
  - Accept constructive criticism and use it to make the proposal easier to understand.
  - Take a team approach: Different people have different strengths when it comes to picking out typos, grammar mistakes, technical concerns, overall flow etc.

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Section 3 Design

Tips on how to strengthen proposals.
The following section outlines some ways to strengthen proposals and to emphasise the strength of Tearfund as an organisation.

Agency Background
This is our chance to assure the donor of our experience and competency. Whilst we do not want to come across as arrogant we need to provide enough detail, which is relevant to the project, for them to know that they will be giving their money to a 'safe pair of hands.'

This might include:

- Mandate: mission statement, role of Disaster Management within Tearfund, Strategy within particular region
- Previous Projects: particularly focusing on those which demonstrate our expertise in particular sectors, locations, etc relevant to the project being proposed. All work referred to should mention sector, location and duration.
- Lessons learnt: explain how these apply to the proposed project
- Relationships: Are there any partners that we have worked with in the geographic location in the past? What is our relationship to the community? What is our relationship and past experience with this donor and others, the government, etc
- Signatory to international standards: Mention which international standards we are signed up to such as Red Cross, Sphere, HAP-I, etc

Approach
This section details the overall approach that Tearfund will take to carrying out the project including:

- How the work will adhere to the good practice standards that Tearfund has signed up to such as Sphere, Red Cross, HAP-I, People-in-Aid, etc
- How the work will target beneficiaries, emphasising impartiality and considering the neutrality of the project – as we state our Christian background it is important to also state that we give aid irrespective of religion – as is stated in article #2 and #3 of the Red Cross Code of Conduct.
- Building on the way that the needs assessment has been conducted, mention how the project will aim to build on capacities and reduce the vulnerabilities of the communities we will be working with
- If we know the donor has specific criteria or policy positions they expect to see reflected in a proposal, how well have we articulated our position? E.g. Gender, Disaster management, Disaster Risk Reduction, HIV & AIDS mainstreaming etc.
- A demonstration that we have thought through the issues of sustainability and our own exit strategy.

Beneficiaries
The more detailed we can be in our beneficiary description the better. Explain who the intended beneficiaries are and therefore what type of targeting we are proposing.
In particular include:

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- Definition of target group – social status, gender, age group, etc
- Explanation of how they will benefit
- Criteria for selection – are they the most vulnerable? How will we ensure that the most vulnerable will benefit from the project?
- Direct and indirect beneficiary numbers and assumptions behind the estimates (e.g. average family size) Remember as you do this that some donors will calculate the average cost per beneficiary of the project – is it justifiable?

Timeframe

The logic of our project timeframe needs to be clear and this should be explained in the narrative. The end date of the project should coincide logically with the reduction in the level of need. Examples of such reasons might be:

- Length of hunger gap
- Expected completion of reconstruction work
- One phase of a longer term programme, when a donor has a maximum project duration that they can fund (such as 12 months for many emergency-oriented donors)

Activities

- The description of activities needs to be subdivided in the same way that they are in the logframe, activity schedule and budget.
- The activities should be ordered in a way that follows the logical flow and structure of the activity schedule.

Management Arrangements

This section must clearly show how the management and coordination of the project will deliver the desired outputs and outcomes of the project.

Supervision

- Have we clearly articulated that staff numbers and qualifications are adequate to undertake the project
- Have we explained the role of any staff who are included in the budget?

Co-ordination

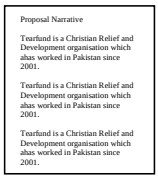
- Have we explained all the various levels of coordination we are involved with
  - Community/local, Regional, National, UK level
  - And the different actors involved such as the government, UN, NGOs, etc.

Monitoring and Evaluation

Have we explained our approach to monitoring and evaluation?

- Explain the approach to be taken and who will take the responsibility for ensuring that it happens
- How will the beneficiaries be involved?
- What are the internal monitoring and reporting controls? How does the donor know that its money is going to be spent where it was intended?
- How will external evaluators be involved? Some donors will even require at proposal stage the Terms of Reference (ToR) for the evaluation.

Proposal Narrative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Section 3 Design

Group Exercise F

You work for a donor agency which has set up a flood relief fund in response to recent flooding in Shire State, Malawi. Funding is to be granted under the following criteria:

- The fund is only for national NGOs
- The national NGO must have a historical presence in the flood affected areas
- Projects must meet emergency needs (food aid, emergency water supply and sanitation, emergency shelter, medical etc)
- The maximum duration is 3 months
- Because of gender disparities that are traditionally prevalent in the area, project proposals need to include a gender analysis and bring direct benefits to marginalised women

You have been asked to review the following section of a project proposal submitted by an NGO

Bearing in mind the top tips on proposals and common weaknesses, please critique the following narrative in your small group, noting both positive and negative aspects

Prepare to feed back your findings to the rest of the group

List the key issues with preparing proposals that this example highlights

Proposal Narrative

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SHIRE FLOODS EMERGENCY RELIEF PROJECT (Fictional Proposal)

1. AGENCY BACKGROUND

Water and Food for Life Eternal (WAFFLE) is a national Malawian evangelical Christian relief and development NGO. WAFFLE was registered in 1973 and has many years of previous disaster response experience in Malawi in cyclone, flooding, epidemics and earthquakes. WAFFLE's sectoral specialisms are in food aid, water and sanitation. It is a member of CRUD.

WAFFLE is in excellent standing with the government, despite the arrest of Dr. Sharp in August 2000. We have many long standing northern partners, including Tearfund UK, World Vision and Compassion. Through these partners, funding has been accessed from donors such as DFID, CIDA and USAID, supporting projects in the field of relief and development. The annual budget is 27 million.

WAFFLE operates in the Shire and Zomba States of Malawi. WAFFLE has a local office in the Shire State capital Liwonde. WAFFLE has been working in the Mbere District of Shire State since the great flood disaster of August 1994. Since that time WAFFLE has built up excellent relationships with local communities, making it the most effective NGO in Mbere District in ensuring community ownership and true empowerment. WAFFLE is already responding to the current Shire flood disaster using its own funding. The proposed project is urgently needed and it will be the most ambitious project undertaken yet by WAFFLE.

2) PROJECT APPROACH

2.1) NEEDS ASSESSMENT

Heavy rainfall during late June and early July in Shire State has caused major flooding throughout the State in southern Malawi. The floods have affected 2,981,278 people in 4,023 villages. Houses, fields and cattle are severely affected as the rains continue to pour into the catchment areas of the major rivers. As the catchment area is still receiving rain the situation is very serious. The Government of Malawi is distributing food aid among the affected population and has said it will take care of all relief and rehabilitation needs with support of the air force, which is dropping food packages in the most affected areas where access is hampered due to the floods.

WAFFLE, in co-ordination with the other NGOs working in the area, has undertaken a needs assessment in the district where they are already working – Mbere. The findings are as follows: People we spoke to said this

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was the worst disaster they have ever seen and lives were at stake. People here suffer from flooding every year and the current floods have added to their misery and made them even more helpless. All their food stocks have been washed away or spoilt.

15,892 hectares of crops are fully submerged under water. Over 10,000 people from the low lying areas of Shire State have been evacuated and are staying on the higher land. They have to take their drinking water from the surface ponds and flood waters as the wells are all submerged. People are complaining about the colour of the water. Sanitation is a major concern as people are living so close together and places are starting to smell strongly. Road communications of this district have also been severely affected. Immediate relief priorities for the people are food aid, safe water supply and sanitation, medicines and plastic sheeting for temporary shelter and the longer term priority is housing.

2. 2) APPROACH

Although there are pressing immediate relief needs, what is most important for the project area is recovery and long term development, so the people are less vulnerable to flooding in the future. The project therefore provides for the reconstruction of houses, but following an improved design resistant to flooding, and instead of free food distributions, adopts a Food for Work (FFW) approach, to avoid long-term aid dependency and support development activities. The objective of the programme is therefore to enable the communities to recover the loss occurred due to floods and return as quickly as possible to their normal livelihood.

Regular village committee meetings will be held to ensure participation of the community in decision making. Targeting is a very important issue, especially in deciding who will receive new houses. WAFFLE will ensure that priority is given to female headed households and the destitute and marginalized people in the project area. Under the traditional yukrit system, widows and women headed households are excluded from village committees. Individuals from the community will assist the team in monitoring the work and assist in distribution.

3) PURPOSE, OUTPUTS, BENEFICIARIES, TIMEFRAME

3.1) PURPOSE

To help communities in Mbere District, (5,000 families) to rebuild their homes and means of livelihood; rebuild the physical infrastructure in their villages, and have access to food to enable survival.

Section

3 Design

3.2) OUTPUTS

- 100 permanent flood resistant houses built by April 2004
- 5,000 families having sufficient food for their survival for 5 months
- 844 acres of agricultural land, now flooded, is cleared of debris and made fit for agriculture

3.3) BENEFICIARIES

The beneficiaries will be 6,000 families. They will benefit greatly from the services provided. Most of the people are categorized by the government as being Below the Poverty Line. Some of the beneficiary families will be headed by women and these families are often the most vulnerable.

3. 4) TIMEFRAME

This project will cover five months from November 2003- March 2004, after which time the people will be able to cope by themselves.

Section

3 Design

3.5 Concept Notes

Sometimes a concept note is written prior to the submission of a full proposal. The concept note is a short summary of what the proposal will be about and usually gives a bit of context, justification for the project, a short summary of the project idea and an approximate budget figure. Whether a concept note is required differs from donor to donor but they are nearly always requested to see whether the donor would be interested in the submission of a full proposal. They might also be used internally to review whether the concept is feasible and in line with Tearfund's mandate and therefore whether we want to develop it into a full proposal.

Most concept notes should include the following information (see donor specific format if one exists)

- Background Information – How did we come to hear of the problem?
- Problem Statement – What is the problem that we are seeking to address?
- Project Overview – including the dates of the project and what you hope to achieve
- Beneficiaries – include some detail on who will benefit from the project
- Risks – what are the most important risks that could adversely affect the achievement of the project's objectives? What measures will you take to minimise or eliminate these risks.
- Approximate overall budget – divide out direct and indirect costs (Sometimes it might be necessary to explain in more detail what the costs will be for designing the full project e.g. needs assessment costs.)

Concept notes should ideally not exceed 2 to 3 pages in length.

TOP TIPS FOR CONCEPT NOTES:

- Make sure you get feedback from the donor before investing hours into developing a full proposal, and then use the feedback to make your proposal more likely to be approved/funded

Section

4 Implementation

4.1 Monitoring using the Activity Schedule

During the implementation of the project it is essential to regularly monitor progress to ensure that the project progresses according to the plans expressed in the proposal documents. Various different documents can be used as tools for monitoring progress against the plan. The activity schedule enables monitoring against the planned timeframe of the project. Here is one example:

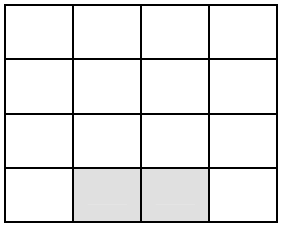
ECHO 2005/2006 Work plan Wuror County												
ACTIVITY	**Feb**	**Mar**	**Apr**	**May**	**June**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**
Nutritional assessments	XX	**XX**				XX						XX
Community sensitization and mobilisation	XX	**XX**	**XX**	**XX**	**XX**	**XX**	**XX**					
Implement feeding programme		XX	XX									
Feeding activities (Distribution, follow-ups,)		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	
Closure of feeding programme										XX	XX	
Capacity building for the GMoH personnel		XX	XX	XX	XX	XX	XX	XX	XX			
KAP Survey	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Develop health education teaching materials	XX		XX	XX	XX							
CHE Activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	
Enterprise development market survey	XX											
Training of grinding mills committees/ women's groups		XX		XX		XX		XX		XX		
Formation of 6 women's groups		XX	**XX**	**XX**								
Monitoring of enterprise activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Establishment of small businesses (Tailoring, tea shops)		XX	XX									
Training workshops for women's groups on business		XX										
Train support staff on book keeping		XX										
Identification of returnees and IDP'S	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX		
Distribution of NFI kits								XX	XX	XX	XX	XX
Training of CHWs, TBAs. vaccinators and VHC		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	
On going support and visits		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX

XX = original activity plan **XX = updated activity plan**

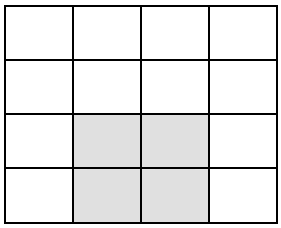
Section 4 Implementation

4.2 Monitoring using the Logframe

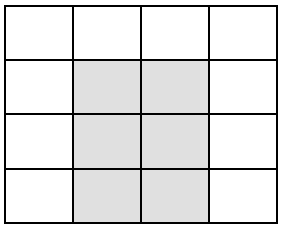
The logframe enables monitoring against activities, outputs and purpose as detailed in the logframe. Different parts of the logframe can be used for monitoring at different points in the project.



Monitoring at **activity** level should happen at least on a weekly basis. This is the ongoing monitoring that is carried out by the field staff during their day to day work



Monitoring at the **output** level should occur monthly. In order to be able to track meaningful change, monitoring cannot happen more regularly. As DMT project timeframes are short it also cannot happen less regularly. Both field staff and more senior staff can be involved. Good monitoring at this level will ensure that if project plans need to change, this can be identified sooner rather than later.



At the **purpose** level the timeframe for monitoring is at the end of the project. This would usually be called an evaluation and is used to assess the impact of the project. It is usually conducted by someone external to the organisation.

Many donors have a rating system to rank how well the project is progressing against the logframe. The following rating scale is typical and comes from the DfID guidelines:

Objectives likely to be…
Fully achieved = 1
Largely achieved = 2
Partially achieved = 3
Achieved to a very limited extent = 4
Failed = 5
Too early/unable to judge = x

The rating system gives a quick overview for how the project is going and how well it is expected to achieve its objectives by the end of the project. In addition to the numerical ranking it is also important to give a narrative explanation whenever progress is not working according to the plan

Section

4 Implementation

TOP TIPS FOR MONITORING:

- Plan carefully for surveys and ensure they are carried out as scheduled and not forgotten (nutrition survey, KAP etc.) This does sometimes happen!
- Record data throughout the period of the project to ensure that it is not a time consuming difficult activity at the end of the project, or when donor reports are required. Be careful to collect only that information which is useful and necessary.
- Keep accurate records as you go.
- Monitor on a monthly basis, not only as prompted by donor reporting deadlines, and keep accurate records from one month to the next.
- Refer back to original risks and assumptions, it is appropriate to explain problems and delays experienced in relation to these (as we had identified them as potential concerns) and conversely not to have anticipate a problem could reflect poorly on our project planning. Also, ensure that you explain how you anticipated solving or working around problems to ensure that as far as possible the project remains on track.
- Good practice in monitoring and evaluation involves beneficiary participation, as detailed in the HAP principles. Beneficiaries should be allowed to input their perspective on how the project is progressing and teams should feedback openly and honestly on project progress.

Section

4 Implementation

Example of Monitoring Progress against Logframe

Outputs	Objectively Verifiable Indicator	Progress to Date	Rating	Comment
Nutrition: Targeted supplementary feeding provided to moderately malnourished children and pregnant and lactating women (PLW)	• N° of admissions to the nutrition programme by July 2005 (estimated 1,700 based on current GAM levels and population size)	• Feeding projects commenced in 2 locations (Mesterei and Congo Haraza) at the end of August and in mid-September. A total of 282 moderately malnourished children and 14 pregnant/lactating women had been admitted to the SFP by the end of October.	3	It is anticipated that the remaining 2 locations will be operational in early December. This has depended on the arrival of the vehicles, which were held in customs for more than 8 weeks. They have since been cleared. Beneficiary numbers are significantly lower than anticipated. This is most likely a result of shifting populations and good coverage of general food distribution (GFD) rather than poor screening practices.
	• Rate of readmissions <15% over project timeframe	• Too early to assess	x	
	• Recovery rate > 75% over project timeframe	• 34 recovered by the end of October	3	
	• Defaulter rate <15% over project timeframe	• 65 defaulted by the end of October	x	Defaulter rate is comparatively high and can be attributed to insecurity, sickness of the mother or child and people coming across the border only for the general ration distribution.
	• Rate of non-response <10% over project timeframe	• Too early to assess	x	
	• Average Weight gain for SFP >2g/kg/day	• Average weight gain 4.65g/kg/day	3	

Section

4 Implementation

EXERCISE G

1) <u>A project you are reporting on has the following Purpose and Outputs:</u>

PURPOSE

To decrease malnutrition rates and strengthen the capacity of the resident and returnee population in the project area to address the root causes of food insecurity through selective feeding, agricultural support and community health and health education.

OUTPUTS

Nutrition:
- Decentralised dry supplementary feeding provided to moderately malnourished children under five years of age by October 2005

Health Education:
- Improved health knowledge and practice amongst project households by October 2005

Food Security:
- Increased food availability at the household level for 10,000 households by October 2005

2) <u>The following indicators were agreed for the project:</u>

Purpose level:
- Number of returnees who have settled and cultivated in the project area between February and October 2005 is greater than the same period in 2004

- Malnutrition rate for children under 5 years of age reduced to less than 15% global acute malnutrition by end of October 2005 At least 5,000 moderately malnourished children registered in the programme by October 2005

Nutrition:
- At least 5,000 moderately malnourished children registered in the programme by October 2005

- 60% of total number of malnourished children in the target population reached over project timeframe

Health Education:

- 4,000 community participants with a 50% increase in knowledge compared to baseline survey with regard to key health messages by October 2005 (e.g. malaria, food preparation, weaning practice)

Food Security:

- Successful seed fair resulting in 4000 farmers with appropriate local varieties of seed to plant by June 2005 producing a yield of over 500MT in total harvest

- Over 2000 fruit trees seedlings sold and over 1000 fruit trees planted by beneficiaries and still living by October 2005

3) <u>The following data has been provided to you by your team for monitoring progress against these indicators:</u>

<u>Population figures</u>
We have been unable to obtain reliable population statistics. The best estimate we have been able to get is 85,000 for total population, including 40,000 children under the age of 5. Our surveys indicate over 20% of these children are malnourished.

<u>Health education outreach</u>
We have checked through the attendance registers for our health classes and we have had 5,342 attendants in total.

Our first Knowledge, Attitudes and Practices Survey was carried out in September 2005. It was done amongst a sample of 100 households and found the following results:

- 68% could explain the cause of malaria
- 46% identified the importance of hand washing before preparing food
- 39% could explain appropriate weaning practices

We undertook an extensive survey to check on the condition of the schools and in the project area and found the following:

- 80% have damaged infrastructure (roofing missing, broken walls etc)
- 100% of school teachers have not been paid in the last 6 months

<u>Government statistics on returnee populations</u>
We were able to get the following data from the local government office on the numbers of returnees who had settled back in the project area. We are not entirely sure the government registration statistics are all that reliable but the following is the only data we can get hold of:

- First 6 months of 2004 = 5,782
- Second 6 months of 2004 = 3,278

- First 6 months of 2005 = 7,726
- Second 6 months of 2005 = 4,785

Nutrition Survey Data
We have carried out three nutrition surveys with the following results:

- January 2005 survey = 22% global acute malnutrition
- April 2005 survey = 25% global acute nutrition
- September 2005 survey = 17% global acute malnutrition

The budget for nutrition surveys has been overspent and we are unable to do any further surveys within the project time period.

Admission figures into supplementary feeding programme
Our nutritionist has provided the following monthly figures for new admissions into the supplementary feeding programme:

February	data missing
March	574
April	867
May	989
June	1,024
July	838
August	862
September	353
October	189

Food Security data
The total number of seed fair beneficiaries was 4,237, each receiving a package of 8kg seed and the distributions were completed by the end of May 2005. The harvest is not anticipated until late November 2005.

The total number of fruit tree seedlings sold to beneficiaries was 33,253.

The project area is too extensive for us to be able to visit each beneficiary to check on the health of the seedlings once they are sold. We did manage to visit 255 families and found 145 seedlings were still alive.

4) Fill in the "Progress" column on the report form against each indicator, using the project data available

MONITORING REPORT FORM

OBJECTIVES	*OBJECTIVELY VERIFIABLE INDICATORS*	*PROGRESS*
PURPOSE To decrease malnutrition rates and strengthen the capacity of the resident and returnee population in the project area to address the root causes of food insecurity through selective feeding, agricultural support and community health and health education.	• Number of returnees who have settled and cultivated in the project area between February and October 2005 is greater than the same period in 2004 • Malnutrition rate for children under 5 years of age reduced to less than 15% global acute malnutrition by end of October 2005	
OUTPUTS Nutrition: Decentralised dry supplementary feeding provided to moderately malnourished children under five years of age by October 2005	• At least 5,000 moderately malnourished children registered in the programme by October 2005 • 60% of total number of malnourished children in the target population reached over project timeframe	
Health Education: Improved health knowledge and practice amongst project households by October 2005	• 4,000 community participants with a 50% increase in knowledge compared to baseline survey with regard to key health messages by October 2005 (e.g. malaria, food preparation, weaning practice)	

Section 4 Implementation

Food Security: Increased food availability at the household level for 10,000 households by October 2005	• Successful seed fair resulting in 4000 farmers with appropriate local varieties of seed to plant by June 2005 producing a yield of over 500MT in total harvest • Over 2000 fruit trees seedlings sold and over 1000 fruit trees planted by beneficiaries and still living by October 2005	

5) Write down any problems you encountered and suggest why these problems occurred

Section

4 Implementation

4.3 Financial Monitoring

4.3.1 Introduction

NGOs need to be scrupulous in their handling of money – keeping accurate financial records promotes integrity, accountability and transparency and avoids suspicion of dishonesty. Tearfund is committed to the highest level of integrity and financial reporting must be accurate and transparent.

Good practice in financial management will:

- help managers to make effective and efficient use of resources to achieve the project's objective
- help us to be more accountable for the funds entrusted to us
- gain the respect and confidence of funding agencies, partners and beneficiaries

Financial management is an important part of project management and must not be seen as a separate activity left to finance staff. The financial management process sits within the project cycle:

- planning: preparing the budget
- implementing: spending the funds to achieve the goals set out in the proposal
- reviewing: comparing the actual situation with the original plans

Although financial accounting information is historical (it happened in the past), the information will help managers to plan for the future and detect spending trends in the project.

4.3.2 Management Reports

The purpose of financial monitoring is to:
- compare actual expenditure against the budget
- determine reasons for variations
- help to identify corrective actions
- forecast future expenditure

Accounting information is taken by the finance team and turned into Management Accounts for internal monitoring of progress against the budget. Such **management reports** should be produced **monthly** and take the form of a **Budget verses Actual report**.

Section 4 Implementation

Managers need to receive financial information in these Budget verses Actual reports that is:

- **Frequent**: monthly
- **In a user friendly format**: provides clear and basic information required on variance to the budget
- **Timely**: received early enough by management to be of use
- **Accurate**: for management to make informed decisions

The management accounts are used both internally for monitoring purposes and externally as the basis for producing financial reports, for accountability to the donors.

The Budget verses Actual report takes budgeted income and expenditure for the reporting period and compares it with actual income and expenditure for the same period. The difference between the two figures is known as the **variance**.

Financial monitoring involves looking at the significant variations from the budget and seeking to explain why it exists and what can be done to remedy the situation. Variances are often described as “favourable” (when actual spending is lower than budget, although this often becomes a problem if the project is underspending by a significant margin) or “adverse” (when actual spending is higher than budget).

The cause of the variance may be due to a change in price, a change in volume, a change of plan or a change in timing. It is less of a concern if the overspend is a temporary situation.

You can also use ratios in the Budget verses Actual report by converting each line item as a percentage of total income. When reporting to donors, it is often a requirement that significant variances (+/- 10% of the budget) are explained.

Please see section 6 for more information on donor rules and contract management.

Section

4 Implementation

Example of a Budget verses Actual report:

Description	Total Budget	Expenditure to date	Variance	% of budget spent
DIRECT PROGRAMME COSTS				
Water:				
New well	12,500	**8,506**	**3,994**	**68**
Well Rehab	5,000	**1,581**	**3,419**	**32**
Staff/Mechanic Training	1,446	**1,415**	**31**	**98**
Pumps	14,000	**4,749**	**9,251**	**34**
Chlorine	250	**20**	**230**	**8**
Tools	1,000	**1,000**		**100**
Well moulds	800	**834**	**-34**	**104**
Del Agua water test kit	1,350	**1,355**	**-5**	**100**
Del Agua water Consumables	400	**7**	**393**	**2**
Dewatering machine	1,000	**1,606**	**-606**	**161**
Dewatering machine running	400	**257**	**143**	**64**
Pump mechanic tool kits	650	**0**	**650**	
Pump spare parts kit	2,000	**0**	**2,000**	
Pump information Plaque/signs	700	**0**	**700**	
Safety equipment	1,500	**638**	**862**	**43**
Protective clothing	450	**467**	**-17**	**104**
Hire truck for sand and gravel	2,000	**1,575**	**425**	**79**
Total water programme costs	**45,446**	**24,010**	**21,436**	**53**

Section

4 Implementation

GROUP EXERCISE H

Your Health and Nutrition Project, scheduled for 6 months, has completed its first 4 months of implementation

You have been given the financial report showing expenditure against the donor budget

1) Please review the report and note any budget lines which look likely to end underspent and any which look likely to end overspent

2) Identify any corrective actions that could be taken in May and June

Budget Ref	Description	Donor Budget	Actual Expenditure January	February	March	April	Total to date	Variance	% spent	Comments and Actions
A	**SUPPLIES / MATERIALS**									
	Food inputs									
A1	Oil	13,412	3,200	3,420	3,241	3,103	**12,964**	**448**	97	
A2	Ready to Use Therapeutic Food	44,000	53,000				**53,000**	**- 9,000**	120	
A3	Sugar	7,956	2,109	1,876	2,867	2,198	**9,050**	**- 1,094**	114	
	Additional Feeding Inputs									
A4	Measuring equipment	900	250	-	-	-	**250**	**650**	28	
A5	Blankets	2,000	732	-	566	-	**1,298**	**702**	65	
	Food Security Inputs									
A6	Seeds	66,372	12,901	5,413	2,131	-	**20,445**	**45,927**	31	
A7	Tools	5,000	-	12,784	-	-	**12,784**	**- 7,784**	256	
Sum A	**TOTAL SUPPLIES / MATERIALS**	139,640	72,192	23,493	8,805	5,301	**109,791**	**29,849**	79	
B	**NON-PERSONNEL COSTS (TRANSPORT & EQUIPMENT)**									
B1	Shipping	95,000	2,390	46,209	23,102	22,195	**93,896**	**1,104**	99	
B2	Office rent	15,600	22,000	-	-	-	**22,000**	**- 6,400**	141	
B3	Codan HF sets	15,000	6,300	-	-	-	**6,300**	**8,700**	42	
B4	VHF sets	2,880	-	-	-	-	**-**	**2,880**	0	
B5	Radio spares and repairs	3,000	435	674	732	857	**2,698**	**302**	90	

B6	Laptops	5,600	2,800	1,400	2,800	-	**7,000**	**- 1,400**	125	
B7	Inverters	2,336	2,354	-	-	-	**2,354**	**- 18**	101	
B8	Printers	2,448	-	2,417	-	-	**2,417**	**31**	99	
Sum B	**TOTAL NON-PERSONNEL**	141,864	36,279	50,700	26,634	23,052	**136,665**	**5,199**	96	
C	**PERSONNEL**									
	Project Staff									
C1	Project co-ordinator	1,800	302	302	302	302	**1,208**	**592**	67	
C2	Nurses	3,000	751	751	751	751	**3,004**	**- 4**	100	
C3	Logistician	400	202	202	202	202	**808**	**- 408**	202	
C4	Other personnel	1,200	-	213	107	322	**642**	**558**	54	
C5	Drivers	2,400	202	202	202	202	**808**	**1,592**	34	
Sum C	**TOTAL PERSONNEL**	8,800	1,457	1,670	1,564	1,779	**6,470**	**2,330**	74	
Sum D	**PERSONNEL SUPPORT**									
D1	Accommodation & food	5,130	968	987	1,206	1,060	**4,221**	**909**	82	
D2	Stationery and office supplies	3,432	504	572	604	534	**2,214**	**1,218**	65	
D3	Vehicle purchase	28,000	-	28,132	-	-	**28,132**	**- 132**	100	
D4	Fuel	4,800	-	534	612	210	**1,356**	**3,444**	28	
D5	Public transport	3,000	520	600	500	420	**2,040**	**960**	68	
Sum D	**TOTAL PERSONNEL SUPPORT**	44,362	1,992	30,825	2,922	2,224	**37,963**	**6,399**	86	
Sum E	**WAFFLE ADMINISTRATIVE PERCENTAGE**	28,600	5,200	5,200	5,200	5,200	**20,800**	**7,800**	73	
Sum F	**Monitoring and Evaluation**	3,000	-	-	-	-	**-**	**3,000**	0	
SUM G	**TOTAL PROJECT COST**	366,266	117,120	111,888	45,125	37,556	**311,689**	**54,577**	85	

Section

4 Implementation

4.4 Reporting

Reports need to be submitted to donors usually on a regular basis, to update them on the large amount of money that they have invested into your project. The quality of reporting is very important as the report may be the donor's main way of understanding what is going on in the project. It also reflects what Tearfund is like as an organisation. The following pointers will help to ensure that your reporting meets the standard of reporting that Tearfund submits to its donors.

TOP TIPS FOR REPORTING

- Meet donor deadlines – "Better to submit a not-quite-perfect report on time than a perfect one late!"
    - The regularity of the report will vary by donor and the overall length of the project. E.g. a mid-term report may be required whether the project length is 12 months or 6 months.

- Reflect back on what was stated in the proposal by rereading the proposal and understanding what was assumed, stated and proposed. Remain consistent with the narrative and logframe. Only report against the proposal, don't get side-tracked into reporting against activities or issues unrelated to the proposal

- Follow the donor guidelines and correct templates in detail
    - Most donors have guidelines on the reporting format they require

- Ensure you report in detail on things which you have identified are important to the donor

- When the report is drafted, read it through the eyes of the donor. Have you made any assumptions about the reader's knowledge?

- Be accurate honest and balanced – whilst you do not want to paint a negative picture of the project, it is important that the report conveys what has actually happened. Do not fall into the trap of reporting on activities which you hope will happen soon!

- Keep narrative explanations brief and concise

- Ensure the flow is logical - Always build on what has been said in the previous report e.g. have the constraints previously identified been overcome?

- Make sure the report is proof-read by someone else before submitting it
    - To check for typos
    - To de-personalise the document
    - To sense check for logical flow

Section 4 Implementation

Problems encountered Section

All projects encounter problems at some stage, where the project activities or outputs do not materialise quite in the way that was proposed and anticipated. It is very important to be transparent with the donor about these whilst retaining their confidence that you are competent to deal with and resolve these issues.

- Be accurate, honest and balanced…Don't gloss over the problem areas and pretend they don't exist:
  "the project has been successful in every area and there are no constraints to report on"
  The donor just will not believe this and you will have some explaining to do when they come to visit!!

- Don't dwell on problem areas or use the report as a chance to complain about internal issues
  "the team have really struggled with the continued problem of poor support offered by David Bainbridge in the head office"

- Focus on the learning arising from problems being experienced
  "The problems with access during the rainy season has led to the team reassessing its monthly distribution schedule."
  …And the positive offshoots
  "*With the delays experienced in commencing well construction the team have taken the opportunity to provide further sensitisation with the communities on issues of sustainability."*
  Ask for a second opinion
  "*Am I being too negative?"*

Section 5 Evaluation

Evaluations are usually conducted at the end of the project to assess its impact. They are useful not simply for justifying the benefit of the project but also for learning and improving the effectiveness of future phases of the project. Learning drawn from an evaluation of one project may also be passed onto other programmes to ensure that the same mistakes are not made repeatedly and good practice is copied and replicated elsewhere.

5.1 Internal Versus External Evaluation

Projects may be evaluated by either internal or external evaluators and sometimes even both. The benefit of having an external evaluation is that it is objective and unbiased and often brings a completely fresh pair of eyes to the situation and a wealth of other experience to compare the project being evaluated to. Donors often require projects to be evaluated externally and will fund evaluations. Internal evaluation may be done by peers either from the same programme or other programmes, a desk officer, other UK DMT personnel, etc. These are useful for facilitating learning both within the project and for the wider organisation. They also support the internal monitoring system by adding extra capacity at specific times.

Evaluations require a terms of reference which states clearly what is going to be assessed during the evaluation. The following examples shows the type and level of detail of information that an evaluation would seek to cover.

5.2 Evaluation Terms of Reference

Example from Evaluation Terms of Reference for Liberia 2005

Aspect 1 – effectiveness

Have the projects been effective in achieving the intended individual project objectives?

Areas for consideration include:

- the achievement / likely achievement of the project outputs;
- the achievement / likely achievement of the project purpose;
- the contribution / likely contribution towards the project goal;
- the major factors influencing the achievement / non-achievement of the project objectives.

Aspect 2 – impact
What impact has the projects had on beneficiaries and non-beneficiaries?

Areas for consideration include:
- the intended and unintended effects (social, physical, environmental, economic, spiritual), both positive and negative, of the project on beneficiaries and non-beneficiaries;
- the major factors influencing the impact of the project on beneficiaries and non-beneficiaries.

Aspect 3 – relevance
How relevant is the programme to the priorities and policies of the target group, the local church, the partner and Tearfund?

Areas for consideration include:
- the validity of the project objectives;
- the relevance of the individual projects with the needs and vulnerabilities of the target group;
- the use and enhancement by the projects of the existing skills, knowledge and coping strategies of the target group;
- the contribution of the projects to strengthening the local and national church in its mission and role to work with local communities;
- the consistency of the projects with the vision, values, strategy and resources of AEL and Tearfund
- the major factors influencing the relevance of the project to the priorities and policies of the target group, the local church, AEL and Tearfund.

Aspect 4 – efficiency
Have the projects been efficient in achieving the intended objectives?

Areas for consideration include:
- the cost-efficiency of project activities; including a comparison of DMT and AEL;
- the achievement of objectives to time and to budget; including a comparison of DMT and AEL;
- the comparison of project practice against accepted good practice for the various project sectors
- comparison of the implementation of the projects with alternatives;
- the major factors influencing the efficiency of the projects.

Aspect 5 – sustainability
Will the benefits of the projects be sustained after the end of the projects?

Areas for consideration include:
- the continuation of project benefits after funding by Tearfund has ceased;
- the major factors influencing the sustainability of the project.

Section 5 Evaluation

Aspect 6 – coordination and coherence
How have the projects been integrated with the activities and priorities of other agencies and organisations (including local and national government)?

Areas for consideration include:

- the linkages and relationships between the target group, the local church, AEL, Tearfund, and other agencies and organisations;
- the coherence of the projects with national and local policies;
- the major factors influencing coordination and coherence of the projects with the activities and priorities of other agencies and organisations.
- the level of coordination and mutual cooperation of DMT and AEL
- the contribution of the projects and DMT presence to strengthening the capacity of AEL;

In making assessments for each Aspect, the Evaluation Team should also consider how 'good practice' has been incorporated into the project. The Evaluation Team is also encouraged to draw attention to examples of 'better practice' demonstrated by the project, and to facilitate the sharing of learning between the DMT and AEL projects.

Section

6 Donors

DONORS

6.1 Introduction

DMT gains funding for its programmes from a variety of sources:

- Tearfund's own supporters (often through an appeal)
- other northern NGOs
- Institutional Donors
- United Nations agencies (often with in-kind contributions)

In the majority of programmes, DMT relies on **institutional donors** to fund the projects ie. governmental funding from European countries (ECHO, DFID, BUZA etc) and north America (OFDA, CFGB).

To access donor funding, the project proposal needs to be relevant to the strategy of the donor for the country or emergency situation, and/or meet the donor's priorities.

6.2 Relating with donors

There are several approaches that are important to building and maintaining a strong donor relationship.

The **reputation** of an NGO develops over time. If the NGO has consistently demonstrated professionalism, good coordination, efficiency and effectiveness in its work, a positive reputation soon spreads. Donor staff representatives often move from one geographical area to another and so help to spread the word if they have had a positive experience of the NGO.

Similarly a negative experience with a donor and a resulting poor reputation can also spread quickly and can take years to recover from. Tearfund therefore takes its relationships with donors very seriously, and we all have a part to play in maintaining our good reputation – whether it is in the documentation we produce for a project report, the record keeping and systems we follow in order to comply with donor rules, the way we host a visiting donor representative on our project and so on.

Individual **relationships** are of utmost importance – the donor's perception of Tearfund is very much based on their experience of the people who work for Tearfund that they interact with, and vice versa. Relationships are important both at the headquarters level (London, Brussels, Washington etc) and at the field level whenever donors have a field office or a field representative. In fact it is often easier to establish a close relationship with donor staff in the field than it is at the headquarters level.

Section

6 Donors

In all our communications with donors, the kind of attitude that we exhibit is critical – we need to avoid being arrogant (avoid over exaggerating our successes and achievements and minimising our difficulties) on one extreme and being overly modest (underplaying our strengths and abilities and successes) on the other extreme.

We need to take a **partnership approach**, acknowledging that we are in partnership with the donor in undertaking the project and demonstrating that we are a learning organisation, open and honest about the project's successes and failures and continually seeking to find improvements. Statements such as the following reflect this kind of approach:

"thank you for your partnership with us in this project"
"we welcome any feedback you have concerning this issue"

Finally, good and timely **documentation** is critical to maintaining a good funding relationship. Proposals and reports must comply with donor guidelines in terms of their format and they must be submitted on time.

It is better to submit a report a partially complete report on time than a perfect report late!

The following statements are taken from an institutional donor's guidelines on Performance and Organisational Appraisal of NGOs. These are some of the questions the donor asks when assessing the strengths of an NGO:

<u>Policies and strategies</u>

- What are the values and overall vision of the agency, and the clarity and specificity of its mandate and mission?
- Depth of under-pinning analysis in particular country/region/theatre of operations? Has it done any? Does it pro-actively plan for different scenarios ie does it demonstrate adaptability?
- Does it have working principles? For example, do its approaches seek to (a) give adequate consideration to the medium-term implications of short-term relief actions; (b) minimise creation of dependency; c) prevent 'militarisation' of humanitarian assistance, and minimise diversion of project inputs and benefits towards fighting groups; (d) protect and promote humanitarian space.
- Where is it positioned on relief-development linkage?

Section 6 Donors

Management and delivery capacity

- Basic management structure (numbers of expatriate/local staff). How are local staff treated with respect to their contractual arrangements and benefits?
- Degree of delegated authority from HQ; supervision and support from HQ.
- Adequacy of arrangements to protect staff and minimise risks to safety - in situations of armed conflict.
- Internal management processes including workplans, communication arrangements, human resource management practices, and safeguards against misuse/abuse of resources.
- Do its financial and reporting systems allow linkage between specific inputs and outputs?
- Internal monitoring arrangements in place/any evaluations carried out (particularly, in case of commodity distributions: what are arrangements for pre- and post-distribution monitoring)?

External relations and links

- Relations with other agencies. Does it resolve inter-agency differences of opinion amicably and constructively? Is it willing to make its own institutional interests secondary to the 'greater good' of the whole system, if required?
- Regularity and willingness of participation in co-ordinating fora.
- Does it take a responsible approach in its publicity and self-promotion?

Quality of proposals and reports

- How reliable are the agency's judgements and claims? Does it make balanced use of data (instead of selective or distorted presentation) when lobbying for resources?
- Does the proposal meet technical, institutional, social, economic, financial, and environmental quality standards as applicable to humanitarian aid projects?
- Transparency of reporting: does this include an 'honest' appraisal of achievements and failures?

Track record in practice

- How close is the gap between the agency's stated policies and principles and its practices?

Section 6 Donors

- Familiarity with country, and continuity of presence of in-country staff.
- Types of programmes; areas/sectors of demonstrated comparative advantage.
- Actual methodologies adopted on the ground. Eg how is targeting achieved in terms of selection of project areas? How are end 'beneficiaries' selected? What is the level of involvement of primary and other stakeholders? Are particular groups - eg women - participating appropriately? Does the agency actually succeed in reaching the most vulnerable?
- Extent of involvement of local NGOs ("contractor" versus "partner" relationship, "using" versus "strengthening" approach) and commitment to capacity-building.
- How does the agency minimise risks, and anticipate and manage problems encountered during programme delivery? Is it able to does this ‘ethically’ eg without paying (armed) group for access?

<u>Overall value for money</u>

- Coverage eg. area covered by services, 'beneficiaries' served, throughput of services etc.
- Total programme/project costs and sources of funding.
- Administrative costs as % of total programme costs. If agency subcontracts to other agencies, what are the intermediary transaction costs?
- Estimation of cost per unit eg. per 'beneficiary', per facility, per item delivered etc. for inter-agency comparison purposes.
- Does the agency demonstrate a ‘culture of economy’ ie. is it concerned with making best use of resources, especially when given as ‘free goods’ (as with service packages such as airlifts).
- Perceived impact of programme (both immediate effects, and on longer term sustainability of benefits).

Section

6 Donors

The perfect "model" NGO from a donor's perspective probably looks like this:

- Driven by the needs of the beneficiaries, not by its own needs as an NGO
- Seeks to empower beneficiaries, rather than take a paternalistic approach
- Maintains high technical standards in its work, rather than low quality or amateur work
- Seeks to follow good practice and the latest standards rather than following outdated approaches
- Is committed to evaluation and learning, rather than being defensive or resistant to change
- Committed to coordination and cooperation with others, instead of being isolationist
- Works within its capacity and to its strengths and added value as an NGO, rather than over extending itself or chasing after new funding opportunities
- Exhibits strong internal systems and controls
- Exhibits strong project management throughout the project cycle
- Has a strong and diverse funding base, not overly dependent on one income source
- Is always on time with proposals and reporting
- Is able to show measurable impact in its work

How closely does Tearfund fit this model of an NGO?

Where could improvements be made?

Section 6 Donors

6.3 Contract Management

What is contract management?
When a donor approves funding for a project proposal, Tearfund is required to sign a contract or contribution agreement with the donor. This agreement outlines the conditions which the donor places on their grant. The project proposal, logframe and budget are often included as an annex to the agreement. Contract management is the term used to describe the steps we must take to ensure we meet these donor requirements. **Contract management is everyone's responsibility.** The field management, finance and logistics teams all need to understand the donor's rules.

General Requirements
Each donor has its own contract format and specific requirements will vary. There are however some general requirements true for all donors:

6.3.1. Sticking to the agreed project purpose and outputs

The level of permission needed from the donor to change the logframe differs according to the different levels of the logframe. It is fairly straightforward for example to request a change at the activity level. At output level a greater level of negotiation with the donor may be required. Requesting changes at the purpose level however are much harder as the overall design of the project will then be put into question. For all changes to the logframe agreement must be sought from the donor.

6.3.2. Sticking to the agreed budget

We cannot change the budget without getting permission first from the donor. Some donors allow us to spend under or over the budget up to a certain percentage (eg.10%, 25%) without needing to contact them, so it is important to check what the requirements are of the donor funding your project. It is possible that the donor will agree to an amended budget but it is critical that you secure their approval BEFORE incurring new costs. Changes are best managed within chapters and therefore submitting a summarised budget makes it much easier to manage the budget. It is important to maintain the direct/indirect cost ratio even when changes are made to the overall budget. Donors normally require that any unspent funds at the end of the project be returned to the donor, but they would much rather see all the funds spent according to the budget.

6.3.3. Sticking to the reporting requirements

The contribution agreement will state the frequency and format required for reports. It may also state that an external evaluation is required.

6.3.4. Correctly recording project assets

Section 6 Donors

If a donor budget is paying for assets (eg. radios, laptops etc) these need to be correctly recorded and at the end of the project the donor often needs to give approval for the disposal of those assets (eg. use them in the next project phase, sell them, transfer them to another Tearfund project etc). When assets are carried forward from one project phase to the next, we need to ensure the paper trail correctly records them as carried forward.

6.3.5. Correctly recording project finances

Tearfund has its own financial procedures and as long as follow these procedures we are helping to ensure that Tearfund standards are met. In turn, these will also meet donor requirements of good financial management practice. Financial records must be kept stored for several years after the project has ended, in case the donor requires that an audit be carried out.

In general reporting requirements, recording project assets and finances cannot be changed. However, there is some flexibility in the budget and activities and amendments are generally possible in discussion with the donor.

<u>Donor-Specific Requirements</u>

Certain donors, in particular ECHO and OFDA/USAID, have very detailed and specific requirements. If your project is funded by one of these donors it is very important to be familiar with their requirements (detailed guidelines are available on request.) They cover issues such as the following:

- Procurement:
    - the tendering system required for large purchases
    - restrictions placed on which countries items are sourced from
    - vehicle purchase and leasing arrangements
- Restrictions on certain items:
    - Seeds, drugs
    - International flights
- Staffing

Accurate records of employment for staff (contract start and ending dates)

6.4 Amendment requests

Amendments can be arranged with the donor when necessary, but remember that the number of times that you approach the donor to make such amendments may have an impact on their impression of Tearfund and thus their relationship with Tearfund. It is advisable to consolidate requests for amendments and approach the donor for approval on a half yearly basis, to coincide with reporting deadlines. Ideally only approach

donors once with an amendment request. The type of thing that might require an official request for an amendment would be:
- changes to budget
- changes to logframe (although it would be much harder to alter the purpose and outputs)
- no cost extension of project

It is essential that approval for the amendment is received **before** proceeding with the changes or incurring expenses in line with those changes. Also, note that certain donors such as ECHO will only receive amendment requests until one month before the project end date.

Section

6 Donors

Exercise I

You are preparing an amendment request for the donor for a project which runs for a period of 9 months: January to September 2006. The financial report below shows expenditure for the first 6 months : January to June 2006. Please review the final column which shows the amended budget to be presented for approval.

1) Note where any errors might have been made
2) Note any questions you want to check with the project team to ensure the amendments are appropriate

Financial Report and Amendment Request

1st Interim Financial Report: 1st January - 30th June 2006						
Description	Total Budget	Expenditure	Variance	% spent	Budget Amendment	Your comments
DIRECT PROGRAMME COSTS						
Water:						
New well	**12,500**	8,506	3,994	68	**12,500**	
Well Rehab	**5,000**	327	4,673	7	**7,500**	
Mechanics Training	**1,446**	1,415	31	98	**1,446**	
Pumps	**14,000**	4,749	9,251	34	**3,000**	
Chlorine	**250**	20	230	8	**250**	
Tools	**1,000**	1,000		100	**8,000**	
Well moulds	**800**	834	-34	104	**800**	
Del Agua water test kit	**1,350**	1,355	-5	100	**1,350**	
Del Agua water Consumables	**400**	7	393	2	**400**	
Dewatering machine	**1,000**	1,606	-606	161	**1,800**	
Dewatering machine running	**400**	257	143	64	**400**	
Pump mechanic tool kits	**650**	0	650		**650**	
Pump spare parts kit	**2,000**	0	2,000		**2,000**	
Pump information Plaque/signs	**700**	0	700		**700**	
Safety equipment	**1,500**	1,034	466	69	**1,500**	
Protective clothing	**450**	467	-17	104	**450**	

Hire truck for sand and gravel	**2,000**	3,575	-1,575	179	**2,000**	
Total water programme costs	**45,446**	**25,152**	**20,294**	**55**	**44,746**	
Sanitation						
Materials	**19,000**	1,070	17,930	6	**19,000**	
Latrine moulds	**0**	480	-480	/	**500**	
Total sanitation programme costs	**19,000**	**1,550**	**17,450**	**8**	**19,500**	
Public Health Education						
Base line survey	**600**	595	5	99	**600**	
Bicycles for PHE educators	**520**	1,267	-747	244	**520**	
Parts for Bicycles	**144**	98	46	68	**144**	
PHE workshops	**900**	900		100	**900**	
PHE teaching materials	**150**	148	2	99	**150**	
PHE items (soap buckets distributed)	**3,500**	0	3,500		**3,500**	
Total PHE programme costs	**5,814**	**3,008**	**2,806**	**52**	**5,814**	
Food Security						
Hoes	**12,000**	2,873	9,127	24	**3,000**	
Cutlasses	**28,000**	3,728	24,272	13	**4,000**	
Rice (25kg package)	**30,000**	24,013	5,987	80	**30,000**	
Cassava bundles	**2,000**	638	1,362	32	**800**	
Total food security programme costs	**72,000**	**31,252**	**40,748**	**43**	**37,800**	
TOTAL DIRECT PROGRAMME COSTS	**142,260**	**60,962**	**81,298**	**43**	**107,860**	
PROGRAMME SUPPORT COSTS						
CAPITAL EQUIPMENT COSTS						
Office furniture	**400**	317	83	79	**400**	
Laptops	**2,025**	6,075	-4,050	300	**6,100**	
Telephone/Satphone	**3,037**	4,896	-1,859	161	**3,037**	
Printer	**513**	511	2	100	**513**	
TOTAL CAPITAL COSTS	**5,975**	**11,799**	**-5,824**	**197**	**10,050**	
Transport:						
Toyota lease (Tearfund lease scheme)	**28,638**	8,493	20,145	30	**28,638**	
Pick up fuel and maintenance	**4,500**	3,610	890	80	**4,500**	
Total transport costs	**33,138**	**12,103**	**21,035**	**37**	**33,138**	

Section 6 Donors

Project / Office overheads:						
Warehouse rent	**2,700**	2,700		100	**2,700**	
Office rental	**1,742**	5,490	-3,749	315	**8,000**	
Telephone/e-mail	**900**	1,689	-789	188	**2,500**	
Office consumables	**360**	973	-613	270	**1,000**	
Bank Charges	**450**	327	123	73	**450**	
Total Project Office Overheads	**6,152**	**11,179**	**-5,028**	**182**	**14,650**	
TOTAL PROGRAMME SUPPORT COSTS	**45,265**	**35,081**	**10,184**	**78**	**57,838**	
TOTAL PROJECT COST	**187,525**	**96,043**	**91,482**	**51**	**165,698**	

Section 7 - Appendices

7.1 Sample Logframes

LOGICAL FRAMEWORK MATRIX: TEARFUND INTEGRATED EMERGENCY NUTRITION & SANITATION PROJECT, WEST DARFUR

	Intervention Logic	*Objectively Verifiable Indicators*	*Sources of Verification*	*Risks and Assumptions*
Goal	To prevent a deterioration in morbidity and mortality amongst the population of El Geneina and Habilla localities, West Darfur	• The crude mortality rate and incidence and prevalence rates of common diseases* do not increase during the project life. (*Common diseases: malaria, diarrhoeal diseases and respiratory infections)	• Medair clinic data • Baseline and final survey data	Assumes security in the project area continues to permit access. Risk of disease epidemic which will affect morbidity and mortality rates and malnutrition levels.
Purpose	To reduce the risk of disease epidemic outbreaks and prevent a deterioration in the nutritional status of children (aged 6-59 months) and pregnant and lactating women in both the host and IDP populations in Ararah, Beida, Cango Haraza and Mesterei through selective feeding, sanitation activities and child focused health and hygiene education	• The Global Acute Malnutrition rate and Severe Malnutrition rate for children under 5 years of age does not increase from August 2004 to July 2005. • Under 5 retrospective mortality rate does not increase over the project period. • 100% of IDP population have access to a latrine (target: 1 latrine per max 20 people) • At least 75% of participating households correctly maintaining and using latrine.	• Monthly and quarterly programme reports • Nutrition surveys • KAP surveys • Focus group discussion	Assumes continuing presence of a health agency on the ground (Medair) to complement the nutrition intervention. Assumes the availability of a general food ration by WFP to allow Tearfund's nutrition intervention to be supplementary and not the whole provision for the target population Assumes a sufficient and sustained level of cooperation with local

Outputs	Nutrition: Targeted supplementary feeding provided to moderately malnourished children and pregnant and lactating women	• N° of admissions to the nutrition programme by July 2005 (estimated 1,700 based on current GAM levels and population size) • Rate of readmissions <15% over project timeframe • Recovery rate > 75% over project timeframe • Defaulter rate <15% over project timeframe • Rate of non-response <10% over project timeframe • Average Weight gain for SFP >2g/kg/day • Average length of stay in SFP <90 days	Monthly reports	authorities, staff and counterparts is maintained. Assumes ability to recruit sufficient local staff with adequate baseline skills and able to train and recruit non literate staff.
	Community Based Therapeutic Care (CTC) Feeding provided to severely malnourished children	• N° of admissions to the CTC programme by July 2005 (estimated 300 based on current SAM levels and population size) • Death rate for CTC <10% over project timeframe • Recovery rate >70% over project timeframe • Programme coverage >60% • 90% of children in programme immunised against measles by end of project.	Monthly reports Nutrition surveys	
	Nutritional surveillance undertaken to ensure appropriate nutrition responses are provided if conditions deteriorate	• Anthropometric surveys completed and published for dissemination • Health surveillance data analysed • Additional selective feeding activities commenced as required	Clinic reports Nutrition surveys	Assumes Medair health unit staff are able to gather accurate nutrition surveillance data Ministry of Health continue to cooperate and support further nutrition assessments
	Child Focused Health Education: Improved hygiene and hygiene knowledge and practice amongst children in the targeted communities by July 2005.	• 20,000 children in school and out of school reached with hygiene messages by July 2005 • 80% of children reached with hygiene messages demonstrating at least 2 improved practices with regard to hygiene by July 2005 (e.g. hand washing, use of latrine) • 6,000 impregnated mosquito nets distributed	• Focus group discussions • In-school and out of school tests and KAP surveys • Distribution records	UNICEF start schools in the camps, as is currently planned Teachers in schools willing to participate in health education lessons

	Sanitation IDPs have sufficient number of latrines close to their dwellings to allow rapid, safe and acceptable access both day and night.	• Number of latrines constructed. Target: 1 per max 20 people (2,500 latrines targeted) • Water containers provided used for hand washing • Latrine blocks used, kept clean and maintained • Soap distributed on monthly basis	• Construction records • Distribution records • Surveys	Adequate supply of latrine slabs and sheeting

Section 7 - Appendices

Activities	Nutrition: Recruitment and training of nutrition staff by 15th July 2004 Securing of warehouse, establishment of SFCs in Mesterei by 25th August Recruitment of staff and establishment of CTC in Mesterei by 10th September Screening of malnourished by CHW and staff at health establishments Dry weekly supplementary feeding with additional iron, vitamin A and anti-helmitic therapy Weekly dietary (using ready-to-use therapeutic products) and medical treatment of severely malnourished children with no complications in out-patient setting Treatment of severely malnourished children with complications as in-patients in stabilisation centre based at health centre following standard Phase 1 TFC protocols Referral of severely ill patients to El Geneina hospital Referral of those requiring measles vaccinations to Medair supported clinics Assessment of nutritional needs within the Congo Haraza/Beida/Ararah locality Additional nutrition responses (additional targeted supplementary feeding, blanket feeding, therapeutic feeding) undertaken as required Final survey and analysis of data July 2005 Child-Focused Health Education: Development of health materials and child-friendly teaching aids by 15th August Mobilisation of teachers in IDP camps and towns Child focussed health education at schools Child to child health groups established for children out of school Mosquito nets distributed by 1 October 2004 Sanitation: Recruitment of sanitation team staff and community consultation by 15th August 2004 Procurement of materials and establishment of stores by 31st August 2004 Completion of latrines by 30th November 2005 Distribution of water containers for hand washing Training of beneficiaries in latrine maintenance and cleanliness: 1st Sep 2004– 31st Jan 2005 Monitoring of latrine usage and maintenance 1st February – 30th April 2005.	Inputs - Budget: Supplies/materials: £196,255 Non-personnel: £141,426 Personnel: £494,589 Personnel support: £222,323 Agency mgt support: £34,366 Monitoring: £3,000 External Evaluation: £12,000 TOTAL: £1,103,959 Budget requested from DFID: £442,418 Gifts in kind consisting of: UNICEF: F75, ORS, RUTF, anthropometric equipment, & micronutrients WFP: Cereals, Pulses, CSB, Oil, Flights Tearfund and NGO partners: Core personnel funding, vehicles, communications and office equipment

Section 7 - Appendices

	Intervention Logic	*Objectively Verifiable Indicators*	*Sources of Verification*	*Risks and Assumptions*
PRINCIPAL OBJECTIVE	To prepare a foundation for long term rehabilitation and rebuilding of sustainable livelihoods of communities in Nimba County which have been devastated following fourteen years of civil conflict			
SPECIFIC OBJECTIVE	To ensure that re-settlers in targeted communities of Nimba County have improved access to and consumption of safe water, improved sanitation and hygienic practices and the socio-economic skills required to manage and sustain these inputs and address issues of governance, inclusiveness and reconciliation within their communities.	*Within 8 months:* 1. 20 new water points in use by >90% of the target population 2. Sanitation facilities in use by 60% of the target population 3. Active community-based health educators providing health messages to their respective villages 4. Community committees managing community resources and resolving conflicts	Site visits Tearfund and community records of population figures and return rates Log of number of houses per village PHE reports Committee records	No project delays or cessation of resettlement process due to resumption of widespread conflict. Return rates and population movements follow current trends
RESULTS				
	A. Water & Sanitation			
	A.1. Potable water provided for up to 10.000 people of sufficient quality and quantity that is both accessible and reliable	1. Water points being used by >90% of the target population that are within 500m distance and with a ratio of 1 water point per 500 people 2. Zero coliforms per100ml at the point of water collection. 3. At least 15 litres of water per person per day 4. At least 8 Committees trained in social and economic management of resources, functioning at the end of the project 5. Presence of tools for pump maintenance	Procurement and distribution records: waybills signed by beneficiaries for materials received Construction records and reports Signed completion certificates Water purity tests Water flow rate tests Socio-economic training schedule and reports CC records Records of tools distributed and used for pump maintenance	Water supply points provide anticipated yield Targeted communities willing and able to take responsibility for the long-term maintenance of water points. No breakdown of reintegration process at community level leading to conflict
	A.2. Fully functional latrines accessible to up to 6.000 people in project communities	1. Latrines being used on a ratio of 1 latrine per 20 people by 60% of the target population 2. Latrines located no more than 50m from dwellings and at least 30m from any water source	Monthly procurement an distribution records: waybills signed by beneficiaries for materials received Construction records and reports Signed completion certificates Log of number of houses per village and locations	Households willing and able to take responsibility for long term maintenance of latrines

	B. Public Health			
	B.1. Public health knowledge, attitudes and practices improved in relation to key health, nutrition and hygiene messages and HIV/AIDS amongst 10.000 beneficiaries and underlying issues of inclusiveness and reconciliation within community addressed	1. At least 50% of target population identifying at least one health / nutrition / hygiene practice (e.g. hand washing, safe water storage, balanced diet, use of latrine etc) they wish to improve, and the measure(s) needed for improvement 2. Over 50% of target population posses knowledge of causes and prevention of HIV and AIDS 3. 90% of children health clubs meet weekly and discuss health related issues by August 2006, with both girls and boys represented at clubs 4. Committees effectively addressing emerging conflicts or disputes and encouraging contribution of female committee members to decision making process	Baseline and post-intervention KAP surveys Public health training schedule and reports Health club records & reports Training materials and report Socio-economic training schedule and reports CC records	Communities are receptive to the health messages Parents willing to allow their children, especially girls to participate Communities willing to openly discuss issues of reconciliation and exclusion

ACTIVITIES	*Means*	*Costs*	
A. Water & Sanitation			
A.1.1. Sensitisation and consultation with communities, identification of well locations A.1.2. Mobilisation for hand digging of wells and gathering of local materials A.1.3. Construction of 20 wells A.1.4. Identify appropriate cost recovery system for water supply A.1.5. Train designated community maintenance technicians A.2.1. Sensitisation and consultation with communities regarding latrine design and locations A.2.2. Construction of 300 family latrines	Purchase of materials for construction of wells Purchase of 20 Afridev pumps Construction labour Dewatering machine Training workshops Purchase of materials for construction of latrines Construction labour	MATERIALS & WORK : € 84,576 Of which: Cost per well = € 1.518 Cost per latrine = € 53	Water table depth in targeted communities suitable for hand dug wells Communities provide the required volunteer labour for digging of wells and latrines Community members are willing to join CCs to ensure that the committees are truly representative of their communities Community members are willing to be trained as technicians Communities are willing to organise income generating schemes or contribute funds for long term maintenance of wells
B. Public Health			
B.1.1. Knowledge, attitudes and practice surveys undertaken B.1.2. Community Health Volunteers (CHVs) selected and trained B.1.3. Community-wide health education led by 32 trained CHVs B.1.4. Distribution of public health items (soap, water containers, potties, etc) which complement the UN assistance package B.1.5. Monitoring of rates of diarrhoeal disease B.1.6. Establishment of Child Focused Health Education (CFHE) groups B.1.7. Group workshops in each village, relating to self-reliance, governance, gender, reconciliation	Community Survey Training workshops Purchase of PHE inputs	MATERIALS & INPUTS : € 30,141	Community members and children willing to act as volunteers

Project Management			
Technical Personnel (TITLE 01)	Expatriate Personnel Area Coordinator WatSan Advisor Local Personnel WatSan Supervisor Community Mobilisation Supervisor Public Health Education Supervisor 2 Public Health Educators 2 Senior Technician 4 Technicians Community Mobilisation Officer	EXPATRIATE STAFF = € 27,341 LOCAL STAFF = € 35,495	Project area remains accessible throughout the whole project period
Management & Support Personnel (TITLE 02)	Expatriate Personnel Programme Director Finance Manager Logistics Coordinator Local Personnel Logistician Project Accountant/Administrator Storekeeper 2 Drivers Guards	EXPATRIATE STAFF = € 25,892 LOCAL STAFF = € 11,398	
Logistics	Office Vehicle depreciation Radios	TRANSPORT = € 36,704 COMMUNICATIONS = € 1,646 OFFICE = € 12,188	
Monitoring & Evaluation			
Execution of Monitoring Plan	Monitoring Plan (ToRs)		
Other Services			
Visibility	Visibility Plan – [c.f. Annex 4 of narrative]	Visibility funds = € 758	
		PRE-CONDITIONS	Project area remains accessible throughout the whole project period

Section 7 - Appendices

The following are a selection of Purpose statements and Results, with related indicators, which have been used in DMT Logframes.

As you read them over, consider if there are any improvements that could be made?

Purpose statements relating to Watsan:

Purpose	Objective Verifiable Indicators
Improved access to and use of reliable and safe water sources and hygienic sanitation facilities	• 30,000 people with access to 7 new / rehabilitated safe water sources in 7 settlements by end of December 2006 • 600 household latrines constructed by the community by end of December 2006 • Water point operational and management structures supported and functioning by July 2006 • Hygiene related NFIs (1x plastic kettle for handwashing and 1 x potty for infants) distributed and used by 1,500 households by July 2006

Purpose	Objective Verifiable Indicators
30,000 people with improved access to 7 reliable and safe water sources and 600 households (6,000 people) with access to hygienic sanitation facilities	• 7 rehabilitated water points are functioning, in 7 communities with distribution points, clean and separated for humans and animals. • 80% of rehabilitated boreholes and water yards operated and maintained by Drinking Water Corporation (DWC) personnel or communities by end of December 2006 • Maximum faecal coliform count of 10 per 100ml, aiming for 0 per 100ml at all rehabilitated water points by end of December 2006 • 600 sanitation facilities constructed by the community by end of December 2006 (1 latrine per household of approximately 10 people) • 75% of sanitation facilities used and cleaned by end of December 2006 • 75% of squat hole covers used as intended by end of December 2006 • 90% of hygiene items (plastic hand washing containers, potties and soap) distributed being used appropriately by the beneficiaries by end of December 2006

Purpose statement relating to CHE:

Purpose	Objective Verifiable Indicators
Increased knowledge and associated improved health practices in **11,000** children and **3,500** women, including on HIV/AIDS	• 70% of women involved in program activities can recall 4 key health promotion messages and demonstrate 2 corresponding health behaviours by December 2006 • 70% of boys and girls who attend health clubs can recall 4 key health promotion messages and demonstrate 4 corresponding behaviours by December

	2006 • Soap distributed to and used by 9,000 children on an ongoing basis throughout the project period • At least 8 events of Community singers, drama groups and workshops used to promote health practices amongst the women. • All 330 health facilitators and 48 health committee members demonstrate a 30% increase in HIV & AIDS awareness by December 2006 • HIV & AIDS knowledge and understanding increased by 50% amongst Tearfund staff and by 30% in target communities by end of December 2006

Purpose statements relating to Nutrition and CHE:

Purpose	Objective Verifiable Indicators
Improved nutrition status of households especially children [under 5 years], pregnant & lactating mothers; and, increased understanding of key health topics that will lead to improved health behaviour in the community	• Decrease in global and severe acute malnutrition rates to < 10% and <1.2% in Z-scores by the end of December 2006 • 30% increase in health knowledge accompanied by behavioural change among children and women beneficiaries by end of December 2006

Purpose	Objective Verifiable Indicators
To prevent a deterioration in malnutrition in children under five years and pregnant and lactating women in the project area	• Global acute malnutrition for children under 5 years of age will not deteriorate beyond normal seasonal trends over the project period • 30% of households with malnourished children in project area with access to the feeding programme • Under 5 retrospective mortality rate is below 1/ 10,000 / per person per day by end of project period • Increase of MUAC of 200 pregnant and lactating women by at least 1, between admission and discharge

Purpose statement relating to Shelter:

Purpose	Objective Verifiable Indicators
Winterised shelter, constructed sanitation provisions and rehabilitated sustainable water supply systems amongst 30,000 earthquake victims in Bagh Tehsil District.	• Presence and functioning of winterised shelter • Presence and good functioning of rehabilitated water supply & sanitation systems 5 yrs after rehabilitation.

Purpose statement relating to Food Security:

Purpose	Objective Verifiable Indicators
25,000 people (5,000 families) with improved food security and sustainable measures introduced to protecting the environment.	• Seed and tool follow-up reveals 90% of farmers report an increased yield by November 2006 • 1,000 vulnerable households targeted and growing vegetable gardens by November 2006 • 90% of 50 donkey-ploughs distributed used to increase land under cultivation

	during 2006 planting season • 50% of farmers trained in environmental protection • Establishment of 2 tree nurseries, with 5,000 healthy saplings by November 2006

Purpose statement relating to Disaster Risk Reduction:

Purpose	Objective Verifiable Indicators
Increased knowledge and competency of vulnerable rural communities in the broadcast area to prevent, prepare for, respond to and recover from the impact of natural and human-generated disasters.	• Case studies and a pre and post project KAP survey show increased knowledge of and changed attitude towards DM measures. • 8 communities have developed risk maps combining vulnerabilities and capacities, and are able to put an Action Plan into practise. • 8 communities have made contact or formed a relationship with other communities, the government DDP, or with the NSP programme and are implementing DM projects. • Communities involved in the project show greater capability of dealing with the next natural disaster, suffer less and recover faster than the surrounding communities. • Families are able to implement appropriate DM strategies at household level.

Purpose statements for Integrated Projects:

Purpose	Objective Verifiable Indicators
A reduction in vulnerability to disease through increased access to potable water, sanitation & knowledge of appropriate behaviour and increased shelter capacity of war affected communities	• Decrease in mortality and morbidity caused by water-borne diseases • Increased knowledge / communication and behaviour changes on HIV/aids and water-borne diseases

Purpose	Objective Verifiable Indicators
To ensure that re-settlers in targeted communities have improved access to and consumption of safe water, improved sanitation, hygienic practices and food security and the socio-economic skills required to manage and sustain these inputs and address issues of governance, inclusiveness and reconciliation within their communities.	Within 6 months: • Clean water at an average ratio of • 500 people:1 water point • 1 latrine per household/family grouping • Trained community based health educators active in each project village • Farm families with access to seeds and tools in order to cultivate their farms during the 2006 agricultural season • Active, representative and effective community development committees established in each project village

Watsan – related Results:

Result	Objective Verifiable Indicators
Provision of improved Water and Sanitation in selected schools.	• At least 5 litres/student/day available, • At least one functional latrine per 50 students, with separate units for male and female students (assuming a 3:1 female to male ratio as per Sphere Standards) • Improved water quality, with a reduction of faecal coliforms to <10 e.coli/100ml

Improved access to potable water for vulnerable communities	• Reduced average distance to safe water to less than 1km • 25% increased flow rate at outlets of rehabilitated systems • Improved water quality, with a reduction of faecal coliforms to <10 e.coli/100ml
58,000 people accessing safe, reliable water supply on a sustainable basis through the maintenance of existing water systems and hand-pumps (includes maintenance of 30 wells currently being drilled and emergency water points) and. 6 water points rehabilitated / improved by April 2007	• 80 % of water supply infrastructure functioning at the end of each month, targeting the largest and most needy camps as priority, • 6 rehabilitated water points still functioning, managed, sustained by community by April 2007 • If required, displaced persons within project locations provided with emergency water systems in compliance with Sphere standards • Functioning and competent water committees supported by WES in every location by end of project period
650 household and 20 VIP latrines constructed, and 2400 latrines maintained and kept clean by April 2007	• 450 households with new latrines by April 2007 • 20 latrines constructed in community institutions by the end of the project • 80% of all latrines maintained, cleaned and cover used by April 2007 • 2,400 latrines (already constructed) maintained in good condition throughout project period • Women and children confirm that latrines are sited in a suitable location (with respect to protection concerns)
Potable water provided for up to 10.000 people of sufficient quality and quantity that is both accessible and reliable	• Water points being used by >90% of the target population that are within 500m distance and with a ratio of 1 water point per 500 people • Zero coliforms per100ml at the point of water collection. • At least 15 litres of water per person per day • At least 8 Committees trained in social and economic management of resources, functioning at the end of the project • Presence of tools for pump maintenance
Fully functional latrines accessible to up to 6.000 people in project communities	• Latrines being used on a ratio • of 1 latrine per 20 people by 60% of the target population • Latrines located no more than 50m from dwellings • and at least 30m from any water source

CHE – related Results:

Result	Objective Verifiable Indicators
Increased levels of knowledge on health and hygiene practise, and associated behavioural change	• 75% of the students of selected schools demonstrate an adequate level of understanding and practice: • 75% of students pass the post KAP test. • 75% of students are able to identify 2 changes in their behaviour. • 50% of out of school children show an adequate level of understanding and passes the post KAP test.

Increased knowledge and behavioural change of the community, particularly women, on health and hygiene measures.	• 70% of the women in women's groups show an adequate level of understanding and practice of the health and hygiene topics. o 70% of the women in the groups pass the post KAP test. o 70% of women in the groups are able to identify 2 changes in their behaviour • Knowledge on hygiene and health has increased by 25% compared to the pre KAP survey among the communities involved.
Improved level of knowledge on hygiene and water-borne diseases amongst children at school in 5 health zones.	• Provision of hygiene courses by teachers • 56 active, participative and interactive school child to child health clubs (1/school). • Each school has a student health committee. • Health clubs display IECs materials in the school • 80% of the trained teachers able to use the IEC materials in teaching sessions • 50% of schools with teachers trained have clean and well maintained latrines
Improved hygiene and sanitation knowledge and practice amongst the beneficiaries of our shelter and Biosand filters programmes	• 80% of the beneficiary families report less diarrhoea cases among family members. • Presence of hand washing in 50% of beneficiary households • 50% of the beneficiary families have clean facilities for storing drinking water • 50% of the beneficiary families have clean latrines

CHE/Child Focused Health – related Results:

Result	Objective Verifiable Indicators
Children aged 6-12 years old making improved health behavioural decisions through improved school based health education.	• Increased knowledge of basic health and hygiene messages • Ability to identify priority health risks and symptoms of poor hygiene and how to prevent diseases such as Diarrhoea, malaria, skin infections, under-nourishment etc. • Increased practice of hand washing with soap • Increased use and maintenance of latrines by both teachers and children • Increase in drinking safe water (i.e. either boiled, purified or bottled). • Increase in number of children who bath regularly and brush their teeth twice a day. • Increased % of children using bed nets to prevent mosquito bites. • Improvement in daily intake of nutritious food
4,000 children making informed health behavioural decisions and practising improved hygiene through established and functioning health clubs.	• 4000 children across the target communities are attending health clubs by June 2006 • 90% of health clubs meet weekly and discuss health related issues by June 2006 • Both girls and boys represented at clubs

	and reflecting the gender balance in the community

CHE/HIV & AIDS – related Results:

Result	Objective Verifiable Indicators
Improved knowledge on HIV/Aids among youth in and out of school and the military/ police in 5 health zones	• An average of 1'000 HIV/Aids tests / per month done in the health centres in Uvira • 20% increase in the number of the target group seeking to know their HIV status. • 80% of trained teachers have the capacity to facilitate learning and sharing sessions among the youth on HIV-AIDs / STIs. • Existence of peer educators and counsellors with clubs formed in 50% of the schools

Nutrition – related Results:

Result	Objective Verifiable Indicators
Improved nutrition status for 1,400 children (1,000 moderately malnourished and 400 severely malnourished) and 300 pregnant and lactating women (PLW)	• No of admissions to the nutrition (1,000 to SFP and 400 to OTP) programme by December 2006 (estimated from GAM & SAM levels and population size, December 2005) • SFP Recovery rate >75% and CTC recovery rate >70% over project timeframe • SFP defaulter rate <15%; CTC defaulter rate 15% over project timeframe • Average weight gain for SFP >2g/kg/day; Average weight gain for CTC >4g/kg/day; • Average length of stay in SFP <90 days; CTC 60 Days • Death rate for SFP <3%; CTC <10% over project timeframe • 80% of all defaulters from OTP followed up within 48 hours of feeding programme • SUDO, Sudanaid and MoH able to manage at least 75% of OTP, SC and SFP services by the end of 2006.

Shelter – related Results:

Result	Objective Verifiable Indicators
Provision of improved shelter and sanitation facilities for vulnerable families	• 2000 people benefit from the construction of 400 houses in 4 villages in Lemera and Ruzizi plaine areas • One latrine constructed per new house. • Houses are constructed through mutually supportive associations • Introduction of 200 saplings in 2 communities

Food Security – related Results:

Result	Objective Verifiable Indicators
Increased solidarity, support, access to credit and market potential from farmers working in association	• 75% of farmers association working together, registered and joined up with local bank

Increased access to and usage of quality seed and tools by vulnerable families	• 40% increase in harvest yields of associations • Shorter hunger gap after season B for vulnerable H/H compared with non beneficiaries • Vegetables being grown and consumed by 70% of all beneficiaries • All beneficiaries using tools distributed
Beneficiaries practice methods of intensive, sustainable agriculture	• 75% of farmers practising erosion control, crop maintenance pest and disease control agro forestry, sowing in lines, on individual land and associations land • 60% of farmers understand principles of erosion control and sustainable intensive agriculture
Access to agricultural inputs facilitated, training on improved agricultural practices provided and community managed seed repayment system established to extend benefits to additional households in future years	• Each targeted farm family receives agreed seeds and tools package (25kg seed rice, 2 hoes, 2 machetes, 1 file, 1 axe) • Committees register recipient households and arrange return of 25 kg seed from harvest • Vulnerable and female headed household to receive a variety of vegetable seeds. • Farming families receive training on improved agricultural practices (eg. methods to increase yields, diversification, seed preservation) • Completion of drying and storage facilities by end of June 2006

Disaster Risk Reduction – related Results:

Result	Objective Verifiable Indicators
Radio Clubs are facilitated and mobilised, and formed into an informal network	• At least 10 Radio Clubs consisting of at least 15 members are formed, and are active in producing DM message for radio broadcasting. At least 30% of the total members should be female. • At least 2 networks of likeminded Radio Clubs have formed and have regular contact. • At least 6 Radio Clubs have mobilised their communities to implement DM measures through linkages with the NSP programme.
Local radio programmes broadcast in Pashtu and Dari	• 24 radio programmes containing DM messages are produced by the radio clubs and broadcast during a 6 month period. • Feedback is received in the form of phonecalls and letters, showing that the audience understands the DM messages, and Radio Clubs are using the programmes for further discussion in their groups and communities. • x number of people (to be determined after the audience profile study) listen to the DM messages.
DM messages broadcasted through BBC programme 'New home, new life'.	• x radio programmes containing DM messages are broadcasted by the BBC. • Feedback is received in he form of phonecalls and letters, showing the audience understands the DM messages

Section 7 - Appendices

	and demand for further broadcasting of the programme. • x number of people listen to the DM messages (how to measure this, since it is national?)
Communities with effective risk management plans, based upon thorough assessment of risks & causative factors.	• 80% of target communities carried out thorough assessment of local risk • 80% of target communities developed risk management plans, linked to government plans
Safer communities, with all sectors, especially vulnerable groups, aware of risks & knowledgeable of appropriate preparatory & responsive actions.	• 80% of target communities undertaking DRR related activities • Increase in level of risk awareness within 80% of target communities • 80% reduction in disaster related mortality and asset loss in target communities (in case of hazard impact) • Increased awareness of 'good practice' in DRR amongst NGO networks, UN agencies and national and donor Govts

Section 7 - Appendices

7.2 Exercise Answers

Group Exercise B

NEEDS ASSESSMENT SECTION OF PROJECT PROPOSAL – SOME SUGGESTED ANSWERS

Heavy rainfall during late June and early July in Shire State has caused major flooding throughout the State in southern Malawi. The floods have affected 2,981,278 people in 4,023 villages.

- **These statistics are very exact and it is doubtful than any survey in such an emergency could be so precise. It is better to give rounded numbers, or say "according to…. the following numbers or people have been affected".**
- **The source of the information is not given**
- **We are not told what proportion of the population this represents; is it 10%, 90%?**

Houses, fields and cattle are severely affected as the rains continue to pour into the catchment areas of the major rivers. As the catchment area is still receiving rain the situation is very serious.

- **This is rather a general statement; it would be helpful if more objective information could be given eg. a further 6,000 hectares are at risk of flooding**
- **Would be helpful to explain the normal seasonal rainfall patterns and in what way this year is different. How much longer do the rains normally last?**

The Government of Malawi is distributing food aid among the affected population and has said it will take care of all relief and rehabilitation needs with support of the air force, which is dropping food packages in the most affected areas where access is hampered due to the floods.

- **This statement needs to be countered or qualified; if the government is truly meeting all relief and rehabilitation needs then there is no need for the NGO to be responding**
- **There is no mention of other NGOs who are responding or of any co-ordination systems which might have been set up**

WAFFLE, in co-ordination with the other NGOs working in the area, has undertaken a needs assessment in the district where they are already working – Mbere. The findings are as follows: People we spoke to said this was the worst disaster they have ever seen and lives were at stake. People here suffer from flooding every year and the current floods have added to their misery and made them even more helpless. All their food stocks have been washed away or spoilt.

- **There is no explanation given of how the assessment was carried out, when, who was interviewed etc**
- **There is no detail given on the affected population; make up of population, tribe, etc. A key question is who is the most vulnerable?**
- **More clarification needs to be given about the annual flooding situation – how different is this year to any other?**

- **There is no explanation of capacities; the way people traditionally cope, whether they have resources of their own etc**

15,892 hectares of crops are fully submerged under water.

- **The statistics is very exact and the source of the information is not given**

Over 10,000 people from the low lying areas of Shire State have been evacuated and are staying on the higher land.

- **The source of the information is not given**
- **More information on the exact location of the higher land would be helpful, and how people are being organised**

They have to take their drinking water from the surface ponds and flood waters as the wells are all submerged. People are complaining about the colour of the water. Sanitation is a major concern as people are living so close together and places are starting to smell strongly.

- **The assessment information is lacking in detail and rigour. What is polluting the water, what is affecting its colour, are any illnesses reported, what is the current method of sanitation, what are traditional practices and hygiene knowledge etc?**

Road communications of this district have also been severely affected. Immediate relief priorities for the people are food aid, safe water supply and sanitation, medicines and plastic sheeting for temporary shelter and the longer term priority is housing.

- **Are these relief priorities according to the beneficiaries or the NGO?**
- **The assessment information isn't provided in a systematic way by sector. For example, medicines are mentioned here for the first time, with no background given earlier on the health conditions of the affected population.**
- **There is no gender analysis provided, despite this being requested by the donor**

Section 7 - Appendices

GROUP ASSIGNMENT D

You work for a donor which is currently reviewing proposals from NGOs responding to a new emergency

Projects must be no longer than 6 months in duration

You can fund to a maximum level of £500,000 per proposal

Submitting NGOs must also contribute with an amount which is at least 30% of the amount requested from the donor

You are looking for a cost per beneficiary ratio of no more than £20 per beneficiary for your donor budget contribution

You have received a proposal from WAFFLE for a Nutrition and Food Security Project

The project proposes to benefit 15,000 people

Please review the budget to confirm it meets with the donor requirements and note any concerns you have with the presentation

Budget Ref	Description	Unit Cost	No. of Units	Unit Length	Total Cost	UNICEF / WFP	WAFFLE	Donor	**Comments on presentation and donor criteria**
		£			£				
A	**SUPPLIES / MATERIALS**								
	Food inputs								
A1	Unimix (in kind)	200/MT	400		80,000	80,000			
A2	Ready to Use Therapeutic Food	2000/MT	22		44,000		44,000		WAFFLE is using its own funds to cover attractive direct costs, so unless these are restricted funds it makes more sense to put direct costs under the donor contribution
A3	Sugar	468/MT	17		7,956		7,956		
A4	Milk F75	3190/MT	0.5		1,595		1,595		
A5	Oil (in kind)	985/MT	28		26,824	13,412		13,412	Mathematical error. This is also an in kind budget line, but part is being charged to the donor
	Additional Feeding Inputs								
A6	Feeding equipment (bowls, utensils, cooking pots)				7,800	7,800			
A7	Height board	32	1		32			32	These are tiny budgets - it would make more sense to group them together
A8	Scale	8	2		16			16	

Section 7 - Appendices

A9	MUAC tape	30	0.25		8			8	
A10	Blankets				5,000		5,000		No unit cost is given
A11	Miscellaneous items	10,000	1.00		10,000			10,000	This is a very large budget line - it needs breaking down
	Food Security Inputs								
A12	Ox ploughs	60	1,000		60,000		60,000		
A13	Seeds				86,372		20,000	66,372	No breakdown is given, it is a very exact figure compared to other budget lines
A14	Tools	5	1,000		5,000			5,000	
A15	Fishing equipment - *donor still sought*								This means there is a funding gap in the project
Sum A	**TOTAL SUPPLIES / MATERIALS**				334,603	101,212	138,551	94,840	Ratio of direct to indirect costs for the donor contribution is only 22%, so not attractive
B	**NON-PERSONNEL COSTS (TRANSPORT & EQUIPMENT)**								
B1	Shipping	2,500	38.00		95,000			95,000	This is a very large budget and would need justifying
B2	Office construction	15,600	1.00		15,600			15,600	The donor may question this, if the office will then be a permanent structure for long term use
B3	Codan HF sets	2,500	6		15,000			15,000	There are a lot of capital costs listed - this could be a problem for the donor
B4	VHF sets	360	8		2,880			2,880	
B5	Radio spares and repairs	1,500	2		3,000			3,000	
B6	Laptops	1,400	4		5,600			5,600	
B7	Inverters	584	4		2,336			2,336	
B8	Printers	306	8		2,448			2,448	there are twice as many printers as laptops
Sum B	**TOTAL NON-PERSONNEL**				141,864	-	-	141,864	
C	**PERSONNEL**								
	Project Staff								
C1	Project co-ordinator	300	1	6	1,800			1,800	
C2	Nurses	250	2	6	3,000			3,000	
C3	Satphones	640	6		3,840			3,840	this is in the wrong category
C4	Logistician	200	1	2	400			400	the position is only listed for 2 months
C5	Other personnel	400	5	6	12,000			12,000	this is a large undefined budget - needs breaking down
C6	Drivers	100	4	6	2,400			2,400	there are 4 drivers listed but only 2 vehicles

Section 7 - Appendices

Sum C	**TOTAL PERSONNEL**				23,440	-	-	23,440	
Sum D	**PERSONNEL SUPPORT**								
D1	Accommodation & food	30	19	9	5,130			5,130	listed as 9 months for a 6 month project
D2	Stationery and office supplies	572		6	3,432			3,432	v high monthly cost
D3	Vehicle purchase	24,000	2		48,000			48,000	vehicle purchase for a 6 month project could be a problem for the donor
D4	Fuel	400	2	6	4,800			4,800	
D5	Public transport	170	19	6	19,380			19,380	this seems v. high, especially with vehicles also purchased
Sum D	**TOTAL PERSONNEL SUPPORT**				80,742	-	-	80,742	
Sum E	**WAFFLE ADMINISTRATIVE PERCENTAGE**				87,097			87,097	this is too high at 20% fo the donor contribution
Sum F	**Monitoring and Evaluation**				230			230	this seems inadequate
SUM K	**TOTAL PROJECT COST**				667,976	101,212	138,551	428,213	should read SUM H not K
									The total requested of the donor fits with the £500,000 Maximum cost per beneficary ratio for donor contribution is £28.55; higher than the desired ratio 30% of Donor contribution is £128,464, so WAFFLE contribution does meet this donor criteria

Section 7 - Appendices

Exercise E The calendarised budget would look something like this

Description	Total cost	Jan'06	Feb'06	Mar'06	Apr'06	May'06	Jun'06
Hoes	**4,750**	2,375	2,375				
Cutlasses	**3,000**	1,500	1,500				
Maize seed	**5,500**		5,500				
Cassava cuttings	**1,500**		1,500				
Training materials	**300**	200		100			
Carrot seed	**250**				250		
Okra seed	**125**				125		
Cement	**3,500**		2,000	1,500			
Tin roofing	**7,000**			4,000	3,000		
Vehicle lease	**6,600**	1,100	1,100	1,100	1,100	1,100	1,100

Section 7 - Appendices

Exercise F

SHIRE FLOODS EMERGENCY RELIEF PROJECT

1. AGENCY BACKGROUND

Water and Food for Life Eternal (WAFFLE) is a national Malawian evangelical Christian relief and development NGO. WAFFLE was registered in 1973 and has many years of previous disaster response experience in Malawi in cyclone, flooding, epidemics and earthquakes. WAFFLE's sectoral specialisms are in food aid, water and sanitation. It is a member of CRUD.

- **The NGO fits one of the eligibility criteria in stating that it is a national NGO**
- **The explanation of sectors is clear**
- **The acronym CRUD is not explained**

WAFFLE is in excellent standing with the government, despite the arrest of Dr. Sharp in August 2000. We have many long standing northern partners, including Tearfund UK, World Vision and Compassion. Through these partners, funding has been accessed from donors such as DFID, CIDA and USAID, supporting projects in the field of relief and development. The annual budget is 27 million.

- **The proposal assumes that the reader will know all about Dr. Sharp, but should assume the reader doesn't**
- **A helpful explanation is given of partners and donors**
- **The statement "in the field of relief and development" is too vague – maybe give a few examples of completed projects, or quote some positive evaluation statements**
- **The currency of the annual budget is not stated**

WAFFLE operates in the Shire and Zomba States of Malawi. WAFFLE has a local office in the Shire State capital Liwonde. WAFFLE has been working in the Mbere District of Shire State since the great flood disaster of August 1994. Since that time WAFFLE has built up excellent relationships with local communities, making it the most effective NGO in Mbere District in ensuring community ownership and true empowerment. WAFFLE is already responding to the current Shire flood disaster using its own funding. The proposed project is urgently needed and it will be the most ambitious project undertaken yet by WAFFLE.

- **A good explanation is given of WAFFLE's history in the area. It meets one of the eligibility criteria in stating that it has a historical presence in the flood affected areas**
- **The statement "the most effective NGO" is too arrogant**
- **The use of WAFFLE's own funding is a very positive statement and suggests it has a reasonable funding base**
- **The statement "the most ambitious project" is inappropriate to use with a donor as it suggests the NGO might be a high risk, taking on a project beyond it's capacity**

2) PROJECT APPROACH

2.1) NEEDS ASSESSMENT

Heavy rainfall during late June and early July in Shire State has caused major flooding throughout the State in southern Malawi. The floods have affected 2,981,278 people in 4,023 villages. Houses, fields and cattle are severely affected as the rains continue to pour into the catchment areas of the major rivers. As the catchment area is still receiving rain the situation is very serious. The Government of Malawi is distributing food aid among the affected population and has said it will take care of all relief and rehabilitation needs with support of the air force, which is dropping food packages in the most affected areas where access is hampered due to the floods.

WAFFLE, in co-ordination with the other NGOs working in the area, has undertaken a needs assessment in the district where they are already working – Mbere. The findings are as follows: People we spoke to said this was the worst disaster they have ever seen and lives were at stake. People here suffer from flooding every year and the current floods have added to their misery and made them even more helpless. All their food stocks have been washed away or spoilt.

15,892 hectares of crops are fully submerged under water. Over 10,000 people from the low lying areas of Shire State have been evacuated and are staying on the higher land. They have to take their drinking water from the surface ponds and flood waters as the wells are all submerged. People are complaining about the colour of the water. Sanitation is a major concern as people are living so close together and places are starting to smell strongly. Road communications of this district have also been severely affected. Immediate relief priorities for the people are food aid, safe water supply and sanitation, medicines and plastic sheeting for temporary shelter and the longer term priority is housing.

- **See comments from earlier assessment critique exercise**
- **Given the NGO's sectoral specialism in water and sanitation and the watsan needs in this emergency it seems unusual that watsan isn't part of the proposed response – no explanation is given**

2. 2) APPROACH

Although there are pressing immediate relief needs, what is most important for the project area is recovery and long term development, so the people are less vulnerable to flooding in the future. The project therefore provides for the reconstruction of houses, but following an improved design resistant to flooding, and instead of free food distributions, adopts a Food for Work (FFW) approach, to avoid long-term aid dependency and support development activities. The objective of the programme is therefore to enable the communities to recover the loss occurred due to floods and return as quickly as possible to their normal livelihood.

- **This may or may not be true, but it ignores the donor criteria: reconstruction of houses is ineligible.**

Regular village committee meetings will be held to ensure participation of the community in decision making. Targeting is a very important issue, especially in deciding who will receive new houses. WAFFLE will ensure that priority is given to female headed households and the destitute and marginalized people in the project area. Under the traditional yukrit system, widows and women headed households are excluded from village committees. Individuals from the community will assist the team in monitoring the work and assist in distribution.

- **The statements are contradictory: village committees are acknowledged to exclude women, and yet the proposal states that participation of the community will be ensured through regular village committee meetings**
- **The yukrit system is not explained**
- **The proposal seems to pay "lip service" to good practices relating to community participation, targeting etc – wording is included in the proposal but no real details or explanation is given.**

3) PURPOSE, OUTPUTS, BENEFICIARIES, TIMEFRAME

3.1) PURPOSE

To help communities in Mbere District, (5,000 families) to rebuild their homes and means of livelihood; rebuild the physical infrastructure in their villages, and have access to food to enable survival.

- **There is no mention of women specifically in the purpose statement – the donor is looking for benefits for marginalized women**

3.2) OUTPUTS

- 100 permanent flood resistant houses built by April 2004
- 5,000 families having sufficient food for their survival for 5 months
- 844 acres of agricultural land, now flooded, is cleared of debris and made fit for agriculture

- **The duration does not fit the donor criteria of 3 months maximum**
- **The date stated of April 2004 contradicts the timeframe stated below.**
- **The sectors proposed do not fit the NGO specialisms explained in the Agency Background section**

3.3) BENEFICIARIES

The beneficiaries will be 6,000 families. They will benefit greatly from the services provided. Most of the people are categorized by the government

as being Below the Poverty Line. Some of the beneficiary families will be headed by women and these families are often the most vulnerable.

- **The number of beneficiary families seems to contradict the purpose and output wording**
- **No detail is given on the beneficiaries: gender, age etc – only a broad statement that they are vulnerable families but nothing to indicate how they have been assessed to be so, or to expand on the inclusion or targeting of marginalised women, as per the donor criteria.**
- **No explanation is given of the ways in which the beneficiaries will benefit from the project**

3. 4) TIMEFRAME

This project will cover five months from November 2003- March 2004, after which time the people will be able to cope by themselves.

- **The proposed timeframe doesn't fit the donor criteria**
- **The ending date contradicts the output wording above**
- **The statement that people will then cope by themselves seems unrealistic given all that has been described on the scale of disaster**

Section 7 - Appendices

ANSWERS FOR EXERCISE G
Fill in the "Progress" column on the report form against each indicator, using the project data available

MONITORING REPORT FORM

OBJECTIVES	*OBJECTIVELY VERIFIABLE INDICATORS*	***PROGRESS***
PURPOSE To decrease malnutrition rates and strengthen the capacity of the resident and returnee population in the project area to address the root causes of food insecurity through selective feeding, agricultural support and community health and health education.	• Number of returnees who have settled and cultivated in the project area between February and October 2005 is greater than the same period in 2004 • Malnutrition rate for children under 5 years of age reduced to less than 15% global acute malnutrition by end of October 2005	• **According to government registration statistics, which may not be fully reliable, 7,726 people resettled in the period January to June 2005, compared to 5,782 over the same period in 2004. This is measuring different dates than the indicator requires (February to October) and we can only comment on whether people have settled, not whether they have cultivated** • **A nutrition survey carried out in Sept 05 measured a global acute malnutrition rate of 17%, so while it is fairly close, the target was not fully met and there are no plans to carry out a further survey at the end of October that would fit with the indicator**
OUTPUTS Nutrition: Decentralised dry supplementary feeding provided to moderately malnourished children under five years of age by October 2005	• At least 5,000 moderately malnourished children registered in the programme by October 2005 • 60% of total number of malnourished children in the target population reached over	• **A total of 5,696 moderately malnourished children were registered by Oct 05 so the indicator was met. In fact the number would be higher but data is missing for the first month** • **Assuming there is a total of 8,000 malnourished children in the target population**

	project timeframe	**(20% of 40,000 children), then 71% have been reached (5,696 children) and the indicator has been exceeded**
Health Education: Improved health knowledge and practice amongst project households by October 2005	• 4,000 community participants with a 50% increase in knowledge compared to baseline survey with regard to key health messages by October 2005 (e.g. malaria, food preparation, weaning practice)	• **Unable to measure. No comparison with baseline is possible as only one survey was carried out, towards the end of the project period (while the survey measured the correct health issues, it was not a baseline survey). 5,342 participants received health education, although it is unclear if this figure includes repeat attendants at classes**
Food Security: Increased food availability at the household level for 10,000 households by October 2005	• Successful seed fair resulting in 4000 farmers with appropriate local varieties of seed to plant by June 2005 producing a yield of over 500MT in total harvest • Over 2000 fruit trees seedlings sold and over 1000 fruit trees planted by beneficiaries and still living by October 2005	• **Indicator was met, in that 4,237 farmers received an 8kg seed package by the end of May 05. However, we cannot comment on the harvest as it can only be measured after the project period has ended** • **33,253 seedlings were sold. However next to no information is available on the numbers planted and surviving. In a small sample group of 255 families 145 seedlings were found to be still alive.**

6) Write down any problems you encountered and suggest why these problems occurred

a. **Inappropriate indicators:**
   i. **some data could not be measured eg. the harvest takes place after the project period is over so it was inappropriate to include an indicator assessing harvest yield**
   ii. **some indicators were unmanageable eg. the project area was too big for the team to find a system to record the number of surviving seedlings**
   iii. **no stats were available to measure number of resettlers who were cultivating. This should have been thought through at the start when designing the logframe – for each indicator we need to know exactly where we'll get the data from, or change the indicator if the data can't be found or measured**

b. **Inadequate record keeping:**
   i. **records weren't kept in the first month of the supplementary feeding programme**
   ii. **Unclear whether health attendant records include repeat attendants, so it's difficult to use the information for progress against the indicator**

c. **Poor planning:**
   i. **No baseline was carried out on health knowledge**
   ii. **Timings of nutrition surveys were inappropriate, with no funds left to do a survey that actually fits with the indicator**

d. **Unreliable statistics: had to rely on government statistics which may not have been reliable**

e. **Unnecessary assessment: there was no need to do an extensive survey of the schools as this was not part of the project and represented unnecessary additional work for the team.**

Section 7 - Appendices

GROUP EXERCISE H

Your Health and Nutrition Project, scheduled for 6 months, has completed its first 4 months of implementation

You have been given the financial report showing expenditure against the donor budget

1) Please review the report and note any budget lines which look likely to end underspent and any which look likely to end overspent

2) Identify any corrective actions that could be taken in May and June

Budget Ref	Description	Donor Budget	Actual Expenditure January	February	March	April	Total to date	Variance	% spent	Comments and Actions
A	**SUPPLIES / MATERIALS**									
	Food inputs									
A1	Oil	13,412	3,200	3,420	3,241	3,103	**12,964**	**448**	97	Will end up overspent if the spending pattern continues
A2	Ready to Use Therapeutic Food	44,000	53,000				**53,000**	**- 9,000**	120	Budget is overspent with one food order - poor budget control
A3	Sugar	7,956	2,109	1,876	2,867	2,198	**9,050**	**- 1,094**	114	Already overspent, request an amendment?
	Additional Feeding Inputs									
A4	Measuring equipment	900	250	-	-	-	**250**	**650**	28	Confirm project requirements - full budget may not be needed
A5	Blankets	2,000	732	-	566	-	**1,298**	**702**	65	Spending is on target, but confirm if remaining budget still needed
	Food Security Inputs									
A6	Seeds	66,372	12,901	5,413	2,131	-	**20,445**	**45,927**	31	Will be v. underspent, is it past the planting season, no more spending possible?
A7	Tools	5,000	-	12,784	-	-	**12,784**	**- 7,784**	256	Budget overspent in one go, was prior approval sought?
Sum A	**TOTAL SUPPLIES / MATERIALS**	139,640	72,192	23,493	8,805	5,301	**109,791**	**29,849**	79	
B	**NON-PERSONNEL COSTS (TRANSPORT & EQUIPMENT)**									
B1	Shipping	95,000	2,390	46,209	23,102	22,195	**93,896**	**1,104**	99	budget already used up, check what shipping is still needed
B2	Office rent	15,600	22,000	-	-	-	**22,000**	**- 6,400**	141	one off rent payment was overbudget
B3	Codan HF sets	15,000	6,300	-	-	-	**6,300**	**8,700**	42	currently underspent, decide if further sets are needed

B4	VHF sets	2,880	-	-	-	-	-	2,880	0	no expenditure yet, is this budget still needed?
B5	Radio spares and repairs	3,000	435	674	732	857	2,698	302	90	spending is spiralling and needs to be brought under control
B6	Laptops	5,600	2,800	1,400	2,800	-	7,000	- 1,400	125	1 additional laptop was charged - reverse the charge?
B7	Inverters	2,336	2,354	-	-	-	2,354	- 18	101	Fine if no additional expenses are to follow
B8	Printers	2,448	-	2,417	-	-	2,417	31	99	Fine if no additional expenses are to follow
Sum B	**TOTAL NON-PERSONNEL**	141,864	36,279	50,700	26,634	23,052	**136,665**	**5,199**	96	
C	**PERSONNEL**									
	Project Staff									
C1	Project co-ordinator	1,800	302	302	302	302	1,208	592	67	
C2	Nurses	3,000	751	751	751	751	3,004	- 4	100	Consistently overspending, hired an extra nurse?
C3	Logistician	400	202	202	202	202	808	- 408	202	Consistently overspending
C4	Other personnel	1,200	-	213	107	322	642	558	54	Underspent so far
C5	Drivers	2,400	202	202	202	202	808	1,592	34	Appears that only half the budget is needed
Sum C	**TOTAL PERSONNEL**	8,800	1,457	1,670	1,564	1,779	**6,470**	**2,330**	74	
Sum D	**PERSONNEL SUPPORT**									
D1	Accommodation & food	5,130	968	987	1,206	1,060	4,221	909	82	Will go over budget, control spending more closely
D2	Stationery and office supplies	3,432	504	572	604	534	2,214	1,218	65	
D3	Vehicle purchase	28,000	-	28,132	-	-	28,132	- 132	100	
D4	Fuel	4,800	-	534	612	210	1,356	3,444	28	Well underspent
D5	Public transport	3,000	520	600	500	420	2,040	960	68	If the expense is for bus fares etc, the rounded numbers appear suspicious
Sum D	**TOTAL PERSONNEL SUPPORT**	44,362	1,992	30,825	2,922	2,224	**37,963**	**6,399**	86	
Sum E	**WAFFLE ADMINISTRATIVE PERCENTAGE**	28,600	5,200	5,200	5,200	5,200	**20,800**	**7,800**	73	The monthly charge is too high as we can't exceed the agreed figure
Sum F	**Monitoring and Evaluation**	3,000	-	-	-	-	-	3,000	0	Nothing spent, could give a message that there is no monitoring taking place

Section 7 - Appendices

SUMG	**TOTAL PROJECT COST**	366,266	117,120	111,888	45,125	37,556	**311,689**	**54,577**	85	

Section 7 - Appendices

Exercise I

You are preparing an amendment request for the donor for a project which runs for a period of 9 months: January to September 2006. The financial report below shows expenditure for the first 6 months : January to June 2006. Please review the final column which shows the amended budget to be presented for approval.

1) Note where any errors might have been made
2) Note any questions you want to check with the project team to ensure the amendments are appropriate

Financial Report and Amendment Request

1st Interim Financial Report: 1st January - 30th June 2006						
Description	Total Budget	Expenditure	Variance	% spent	Budget Amendment	Your comments
DIRECT PROGRAMME COSTS						
Water:						
New well	**12,500**	8,506	3,994	68	**12,500**	
Well Rehab	**5,000**	327	4,673	7	**7,500**	very underspent after 6 months so confirm the budget really needs increasing
Mechanics Training	**1,446**	1,415	31	98	**1,446**	confirm no more expenditure will occur
Pumps	**14,000**	4,749	9,251	34	**3,000**	budget has been reduced too much and will now show an overspend
Chlorine	**250**	20	230	8	**250**	confirm the original budget is still needed
Tools	**1,000**	1,000		100	**8,000**	the additional requested is large so confirm it can be spent in 3 months
Well moulds	**800**	834	-34	104	**800**	confirm no more expenditure will occur
Del Agua water test kit	**1,350**	1,355	-5	100	**1,350**	confirm no more expenditure will occur
Del Agua water Consumables	**400**	7	393	2	**400**	virtually no expenditure in 6 months, so confirm the original budget is still needed
Dewatering machine	**1,000**	1,606	-606	161	**1,800**	
Dewatering machine running	**400**	257	143	64	**400**	
Pump mechanic tool kits	**650**	0	650		**650**	no expenditure yet, so double check that this budget is going to be required
Pump spare parts kit	**2,000**	0	2,000		**2,000**	no expenditure yet, so double check that this budget is going to be required
Pump information Plaque/signs	**700**	0	700		**700**	no expenditure yet, so double check that this budget is going to be required
Safety equipment	**1,500**	1,034	466	69	**1,500**	
Protective clothing	**450**	467	-17	104	**450**	confirm no more expenditure will occur
Hire truck for sand and gravel	**2,000**	3,575	-1,575	179	**2,000**	budget is heavily overspent so why hasn't this budget been amended?
Total water programme costs	**45,446**	**25,152**	**20,294**	**55**	**44,746**	budget for the chapter is almost unchanged overall
Sanitation						
Materials	**19,000**	1,070	17,930	6	**19,000**	very underspent after 6 months, this is a very large budget so confirm it can still be spent in 3 months
Latrine moulds	**0**	480	-480	/	**500**	this was never originally budgeted so need to check if donor will consider brand new budget lines

Total sanitation programme costs	**19,000**	**1,550**	**17,450**	**8**	**19,500**	budget for the chapter is almost unchanged overall
Public Health Education						
Base line survey	**600**	595	5	99	**600**	survey was at the start of project, so we assume no further expenditure to come
Bicycles for PHE educators	**520**	1,267	-747	244	**520**	budget is heavily overspent so why hasn't this budget been amended?
Parts for Bicycles	**144**	98	46	68	**144**	
PHE workshops	**900**	900		100	**900**	confirm no more expenditure will occur
PHE teaching materials	**150**	148	2	99	**150**	confirm no more expenditure will occur
PHE items (soap buckets distributed)	**3,500**	0	3,500		**3,500**	no expenditure yet, so double check that this budget is going to be spent in the final 3 months
Total PHE programme costs	**5,814**	**3,008**	**2,806**	**52**	**5,814**	budget for the chapter is unchanged overall
Food Security						
Hoes	**12,000**	2,873	9,127	24	**3,000**	budget is heavily underspent and with the dramatic amendment it may suggest to the donor some poor initial planning
Cutlasses	**28,000**	3,728	24,272	13	**4,000**	budget is heavily underspent and with the dramatic amendment it may suggest to the donor some poor initial planning
Rice (25kg package)	**30,000**	24,013	5,987	80	**30,000**	
Cassava bundles	**2,000**	638	1,362	32	**800**	
Total food security programme costs	**72,000**	**31,252**	**40,748**	**43**	**37,800**	budget for the chapter is significantly reduced
TOTAL DIRECT PROGRAMME COSTS	**142,260**	**60,962**	**81,298**	**43**	**107,860**	overall reduction in direct budget, meaning direct/indirect ratio will become less attractive
PROGRAMME SUPPORT COSTS						
CAPITAL EQUIPMENT COSTS						
Office furniture	**400**	317	83	79	**400**	
Laptops	**2,025**	6,075	-4,050	300	**6,100**	this will affect the direct/indirect ratio and the donor may be unwilling to pay for more capital items
Telephone/Satphone	**3,037**	4,896	-1,859	161	**3,037**	budget is heavily overspent so why hasn't this budget line been amended?
Printer	**513**	511	2	100	**513**	confirm no more expenditure will occur
TOTAL CAPITAL COSTS	**5,975**	**11,799**	**-5,824**	**197**	**10,050**	
Transport:						
Toyota lease (Tearfund lease scheme)	**28,638**	8,493	20,145	30	**28,638**	with an underspend after 6 months, if this is a monthly charge it is unusual that the full budget is required
Pick up fuel and maintenance	**4,500**	3,610	890	80	**4,500**	
Total transport costs	**33,138**	**12,103**	**21,035**	**37**	**33,138**	
Project / Office overheads:						
Warehouse rent	**2,700**	2,700		100	**2,700**	this is okay if rent was a one time payment, but budget will overspend if it is a monthly charge
Office rental	**1,742**	5,490	-3,749	315	**8,000**	this will make the direct/indirect ratio less attractive
Telephone/e-mail	**900**	1,689	-789	188	**2,500**	this will make the direct/indirect ratio less attractive
Office consumables	**360**	973	-613	270	**1,000**	this will make the direct/indirect ratio less attractive
Bank Charges	**450**	327	123	73	**450**	

Section 7 - Appendices

Total Project Office Overheads	**6,152**	**11,179**	**-5,028**	**182**	**14,650**	
TOTAL PROGRAMME SUPPORT COSTS	**45,265**	**35,081**	**10,184**	**78**	**57,838**	an overall increase in programme support costs is a problem
						bottom line expenditure should be around 67% at this stage in the project
TOTAL PROJECT COST	**187,525**	**96,043**	**91,482**	**51**	**165,698**	with current amendment not all of the original grant will be required - could be a problem with the donor

Section 7 - Appendices