HAPA Monitoring and Evaluation (M&E Policy) July 2016.

INTRODUCTION TO PROJECT CYCLE MANAGEMENT:

WHAT IS A PROJECT?

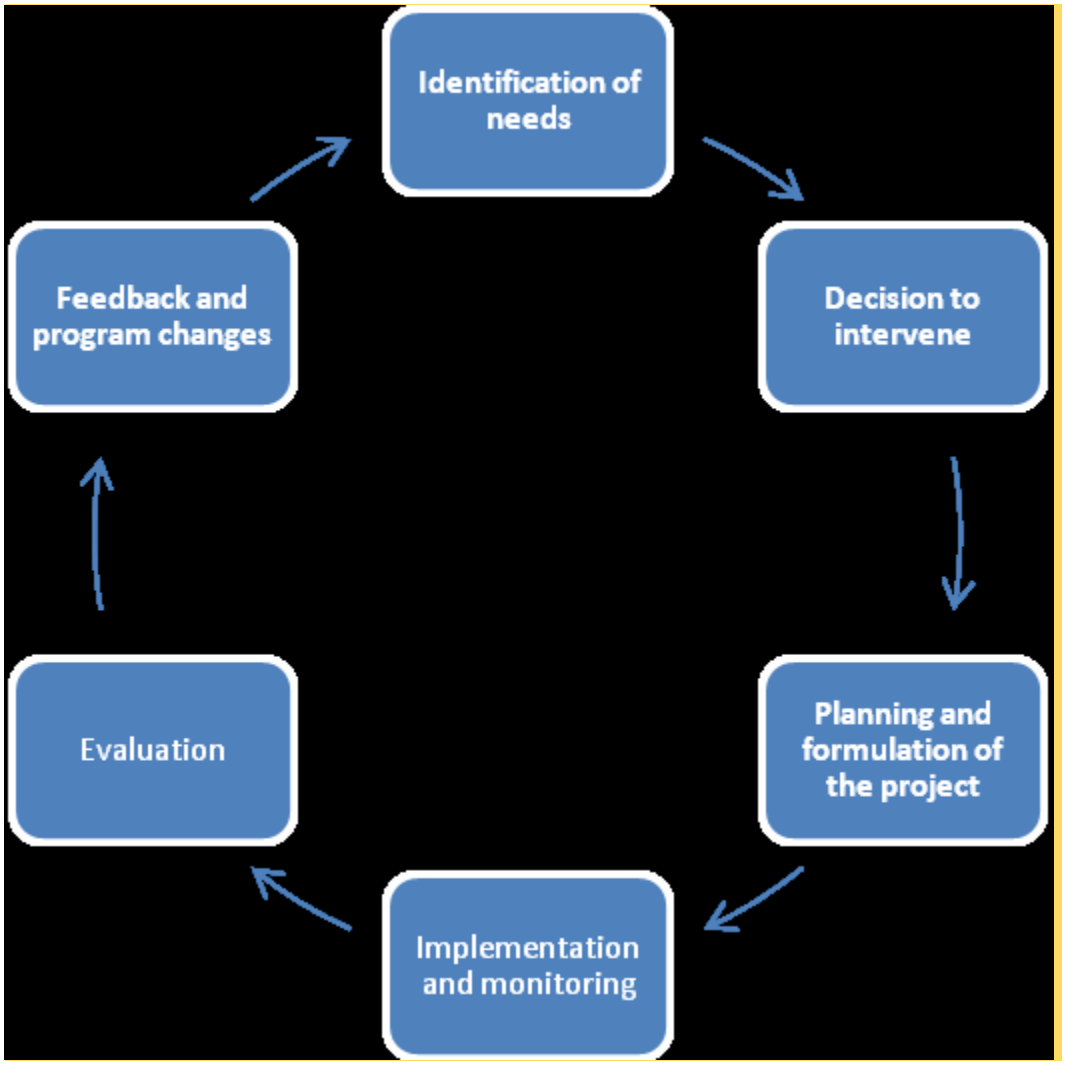
All HAPA activities abroad consist of projects. We can describe a project as an operation that has a beginning and an end and consists of individual minor activities, which are implemented by the implementation team on the basis of financial and material outputs. By the implementation of this operation we can achieve the planned outputs and goals.

A project is not only the operation itself but also the plan for how this will be accomplished. A project can thus mean either the actual activities or the foundational logic described in a project document. As an operation, a project must be planned for have clearly formulated assumptions and risks. As the situation changes and new information is added, it is possible, even desirable, to change the plan of the project. As a plan, a project is a plan that is meant to be changed. While the operation is guided by the plan, the plan has to be adjusted to the operation.
The project planning and preparation process might be long or short, but it has to be a transparent one, so that changes in the planning are clear and traceable. Working on the basis of a clearly defined plan is one of the basic principles of professional NGOs.

The aim of this chapter is not to provide guidelines for good project planning and implementation, but rather to introduce procedures and regulations that are obligatory in HAPA project management.

A project, be it a plan or a planned operation with specified objectives, is only part of the activities related to project implementation or the project cycle. The whole process starts with the notion of a need that is not being responded to, and continues in preparation of a project concept, securing of funding, implementation, monitoring, and ends in formal finalization and possibly an evaluation. This chapter describes procedures that take place during the entire **Project Cycle Management (PCM).**

PCM views a project not as an event, but rather as a cycle, which exists in the context of other project and the whole program and which provides a strong feedback. Made into a diagram, it looks like this:



The diagram implies that a project starts **long before the implementation** and that the preparatory stages are as important as the implementation phase.
On a practical level, the project cycle consists of the following steps (what follows is just a list, more details can be found later in this chapter):

Criteria for making decision to intervene:

The main criteria for making the decision to intervene are:

- Is the project needed (*Did the needs assessment confirm a need for an intervention?).*
- Is the intervention right according to HAPA? (*Is it in accordance with the mission statement, long term plan and the ethics of HAPA?) .*
- Will the intervention be possible? (*The risks and assumptions in the country are favorable or at least acceptable).*
- Does the implementing agent have the necessary expertise, experience and capacity for the intervention?
- Is the intervention effective and efficient? (Will *the results of the intervention meet the assessment needs and be worth the funding and energy).*
- Is it possible to secure funding for the intervention?

PROJECT FORMULATION:

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2. NEEDS ASSESSMENT
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1. WHO DOES WHAT

Program Manager (PM) is primarily responsible for project management, from identification of needs to project planning, writing of the project document (compilation and production of the project proposal), direct management of the implementation team, monitoring, reporting, to project finalization. PM is also responsible for the financial stability of the project (in cooperation with the FO, PM controls the project's cash flow, is responsible for budgeting, cost-efficiency, etc.), project visibility and filing of project documentation. In other words, PM is the one who is responsible for the project throughout its duration.
Finance Officer (FO) is responsible for the formal aspects of the accounting of a project, keeping up to financial standards, observing the terms of the contracts, financial reporting, filing and making backups of contracts, accounting documents related to a project. Together with the PO, the FO establishes at the beginning of a project financial rules for the project, including financial project codes, guidelines for monitoring the project cash flow, dates of financial reporting, and any other steps as may be necessary stemming from the procurement guidelines.
Director (D) is the guarantor for proposals and their implementation as well as seeing that the standards of humanitarian aid and development cooperation (in terms of expertise and ethics) are held up. DIRECTOR provides support and supervision to PMs, monitors all phases of PCM, and makes sure that management, administration, monitoring and human resources of all projects are clearly established. DIRECTOR is the main initiator of new projects, defines priorities of the mission, and initiates needs assessments, plans for future projects and their funding. DIRECTOR liaise with donors in the target country. DIRECTOR makes sure that a systematic management of "projects memory" of the mission is in place.

3. NEEDS ASSESSMENT

The first step in project planning is a needs assessment. It is usually planned and conducted by PO, with Director in a counselor's role. The aim is to assess the real needs of the targeted population. The result of a needs assessment may even be to step away from an intervention.
Needs assessment has **four stages**

1. Assessment plan

What is the aim of the assessment?

What is the target population of the assessment?

What are the conceived problems of the target population?

What questions should the assessment answer?

What methodology is the most appropriate? (It is important to have all the needed tools ready, including questionnaires, graphs, pictures, etc.)

What logistical arrangements will be required?

What will be the size of the assessment team and what will be its gender balance? What languages will be spoken?

What will be the time plan of the assessment including potential meetings?

2. Secondary sources

 Analysis of accessible sources of information about the region/community/target population (statistics, assessments of other organizations, etc.)

3. Needs Assessment in the field/in the community

4. Assessment report

- Every needs assessment must result in a written report and filed for future use. Needs assessments are often used even after a project is over for evaluation and for planning of further interventions in the region.
- Needs assessment reports usually contain quantitative information (E.g. demographic data) and qualitative appraisal of the assessment team (answers to questions which were planned in the assessment plan). For the sake of clarity and comprehensiveness, it is recommended to include in the report the analysis of the issue being assessed, i.e. the Problem Tree.

4. PROJECT PLANNING, ANALYSIS, LOGFRAME

Logical Framework Approach (LFA) helps formulate the logic of an intervention, detect illogical steps, show clearly interconnectedness between the causes and the solutions of the given problem, identify the risks of a project and set up criteria and indicators for its evaluation.
The individual steps of LFA in chronological order are:

1. Analysis
There are a number of tools that can be used for analyzing.

The main stages of an analysis are
a. Problem Tree

Problem tree is a simple and effective way to clarify the situation. A problem tree identifies causes and effects of the existing problems. When forming a problem tree, one needs to answer the following answers:

- What is the problem that you are trying to solve?
- Why does it exist? What are its causes?
- What are its effects?

b. Stakeholder analysis

Its aim is to map those who have any interests in the outcome of the project, be it positive or negative.

- Who will be involved in the project and how can they affect it?
- What are the characteristics of these people and groups?
- What involvement do they have in the problem that the project is trying to solve and what are their interests and expectations?
- How influential are they, what is their capacity and motivation?
- How can they be pacified? How can potential problems with these people or groups be prevented?

c. Objective analysis

It builds on the problem tree and describes the situation following a successful implementation of the project and solving of the identified problems. It answers the following questions:

- What should the situation be once the problem is solved?
- What changes are the most important ones for the beneficiaries? (arrange according to importance)
- What changes are the most realistically achievable within the framework of the project?

d. Strategy analysis

- Identify objectives for the intervention.
- What strategy is the most effective and cost effective?
- What strategy is will yield the most sustainable results?
- What strategy will strengthen the local community and their capacity to solve their problems?
- What are the risks of the selected strategy?

1. Log frame

The final product is a matrix, a so called log frame, which clearly states the results of all the previous analytical steps.

A log frame in four columns and four rows sums up a project plan and shows:

- the project objectives and the logic of an intervention
- the effects (what external effects are expected and what are the presumptions)
- how will the project be monitored and evaluated (what are the indicators for evaluation)

This is the log frame template:

	Intervention Logic	Objectively verifiable indicators	Grounds for evaluation	Risks and Assumptions
Overall objective				
Specific objective, purpose				
Results				
Activities		Means (human resources, equipment, trainings, etc.)	Budget	
				Starting Assumption

The arrows indicate in what order to fill out the matrix.

A log frame is obligatory for all HAPA development and relief projects in stable environment.

A few suggestions and recommendations that you may find useful:

1. Never start working on a log frame before analyzing the situation (problem tree; stakeholder, objectives and strategy analysis) and never start writing a proposal before completing a log frame

2. It is common and usually of benefit to rework a log frame several times – it is a process. Once you produce a good log frame, writing of a proposal will be easy.

3. Try making the analysis and the log frame a team work, including the local staff

4. Pay attention to the context. It is important to be familiar with the sector in the regional context, the involved legislation, stakeholder, plans, etc.

5. The best way to fill in the logframe is in the following order:

- The first column (overall objective, specific objective, results, activities)
- There is only one specific objective corresponding to the name of the project

- the last column (preconditions, assumptions)
- the third and the fourth column from top to bottom (indicators – sources of verification)

6. logframe is based on the action-reaction logic (cause-effect, means-objective) and it is therefore important to verify it in various directions with crosschecking if-then questions (most importantly the first column from bottom to top)

What is a **logframe** and what is it good for?

- Log frame is often seen as only a formal requirement that unnecessarily increases workload. The aim of the logframe is however not to copy the project in to the logframe template, but to create a logical framework of the project.
- Donors do not fund project that lack clear logic.
- Log frame will enforce the following principles in a project:

1) A project has to be seen in the wider regional and sectorial context. Both the specific and the overall object have to be specified. The overall objective shows what wider goal the project is aiming at (E.g. "Securing access to education for all"

2) The specific objective needs to be clearly stated and should correspond to the name of the project (unless a creative name is used). The specific objective is something that is aimed at and can be achieved within the framework of the project (E.g. Securing access to quality education for all children aged between 6 and 12 in the xy region)

3) Results need to be clearly stated, showing what exactly is planned to be achieved. The results show how the situation will be changed as a result of the project (not "a school has been constructed," but "80% of boys and girls in the xy region attend primary school at least 4 times a week").

4) A project is being planned starting with the objective, not the activities. (Not: „We want to build a school for children to go to", but: „We want children to have access to education because we see it as a prerequisite for development of the region. Since there are qualified teachers in the central village, but no school building, the project activity will be a construction of a school building. ")

5) All objectives and outputs need to be verifiable and measurable. The fact that a school building has been constructed does not mean that it is attended by children.

6) It is essential to carefully analyze risks and presumptions related to the causality between activities and results, results and specific objective, specific and overall objective. If the analysis shows that the risk is too high, the project needs to be rethought. If the risk can be eliminated, the project plan needs to be adjusted accordingly.

E.g. the presumption for the relation between the construction of a school building and the attendance is the willingness of parents to send their children to school. If it is seen as a risk, the parents have to be involved in the project in order to achieve the required result.

The presumption for the relation between the above result and the specific objective can be the ability of the local authorities ensure quality schooling. If this is seen as a risk, teachers´ training should be added as a project activity. The presumption for the relation to the overall objective is for instance a stable security situation allowing for sustainability of the schooling. Mentioning such a presumption is to have common understanding with the donor about the general risks of the project.

5. WRITING A PROPOSAL

A proposal is a detailed narrative plan of a project. Every project starts with writing a proposal, including those that are funded internally.
Proposal has three functions:

- A plan, guidelines for implementation and spending
- A fundraising tool, to be submitted to donors with a request for financing the project
- A basis for evaluating the project

Writing a proposal is usually the responsibility of a PO, who consults the Director and the FM (regarding the budget). Before submitting the proposal to a donor, it needs to be approved by the Director and consultation with the Project manager.

Most donors have their specific proposal guidelines. Every proposal should have the following formalities:
TITLE PAGE
EXECUTIVE SUMMARY
- Brief and readable
PROJECT BACKGROUND
- Point of departure including the current situation of the project beneficiaries as found out during the assessment
PROBLEM STATEMENT
- based on causality
- supported by statistical data
- going from the general to the specific

PROJECT JUSTIFICATION
- What do you want do, why is it important
- avoid being too general and repetitive

- It is possible to combine the project background, the problem statement and the project justification in one entry if the content is not affected.

● PROJECT DESCRIPTION
- A detailed description of the entries in the first column of the logframe, sometimes including the indicators.
- required inputs (including the beneficiaries´ contribution)
- Risks and assumptions (according to the logframe)
- Implementation methodology and monitoring plan
- If an evaluation is part of the project, it needs to be included in the budget and described in the project document

● STAKEHOLDER AND BENEFICIARY ANALYSIS
Stakeholders = all important stakeholders, that will be affected by the project or will effect it
Target groups = description of groups (including their size) that will be targeted by the project or that will benefit from it; target groups do not include potential beneficiaries or the population of the project location in general;

this entry describes specific living people (e.g. children attending school, not children who will have the opportunity to attend the school in one year)
Final beneficiaries = all people who will benefit from the project (such as families whose members will find employment, inhabitants of a village to which a road has been constructed)
 SUSTAINABILITY AND MAINSTREAMING
- Sustainability of project results
- Exit strategy (i.e. the issue of capacity building, involvement of the beneficiaries in the planning and the implementation of the project, handover of the project and securing financing for follow up)
- Mainstreaming of topics, which are dealt with in more detail in third part of the RDD Manual (Methodology); these are in particular:
- Gender balance
- Avoiding discrimination across ethnicity, religions and age groups
- Cultural and religious sensitivity
- Environmental concerns
- HIV/AIDS concerns
- Avoiding human rights abuse
- Child labor concerns

- VISIBILITY AND COMMUNICATION

- How will the donor and the implementing partner be presented (not only for the sake of publicity, but also for accountability reasons); this part of the project should not be underestimated
- How will the aim of the project be communicated to the public (publicity, public meetings, the Internet – proper communication regarding the project to the outside may be a precondition for its smooth implementation)

- EXPERIENCE AND CAPACITY OF IMPLEMENTATION AGENCIES
- ANNEXES
- The following annexes are obligatory:
  - Budget
  - Logframe
  - Timeframe

It is recommended to include maps and other supporting material as may be necessary for comprehension of the project aim
An internal project proposal form, used for internally funded projects (such as Public collection projects) can be found at:

FREQUENTLY ASKED QUESTIONS ABOUT PROPOSAL WRITING:

1. How many pages should a proposal be?

The length is up to the donor to decide. In general, private and corporate donors usually expect shorter documents and foundations and governments longer ones. Unless the donors requires otherwise, a proposal should not exceed 10 pages.
2. What is the summary good for? It only sums up what has been said elsewhere.

All donors first read the summary and the budget and eliminate proposals that do not fall in their strategy or guidelines. Pay extra attention to these parts of the proposal.
3. Can the same proposal be submitted to more donors?

In general yes. It is often the case that one project needs more than one donor. In such case, it is advisable to clearly show, which costs are to be covered from which source.
It is not common to ask two donors to cover the same costs (i.e. to submit an identical proposal to more than one donor at the same time). Submitting a proposal is never the first contact with the donor. Who is likely to fund your project and who is not is to be expected (submitting a proposal is almost always preceded by a consultation and discussion with the donor about the project concept paper). If a proposal is rejected by one donor, it can still be rewritten and submitted to another one.

4. How can potential donors be identified?

There are three types of donors: governmental (Czech, embassies, governmental development cooperation agencies, EU, international – UN, IOM, World Bank, etc.), foundations (private, corporate) and private (commercial companies, individuals). While governmental donors usually fund projects based on their calls for proposals, with the other donors it is necessary to be very proactive and cultivate good relations (they also have deadlines for submitting proposals, but the requirements tend to be more general).
The first step is to identify the sources of funding in the target country. That is the responsibility of Homs, who cooperates with all the three types of donors in the country (such as western embassies, USAID, JICA, DFID, European Commission and ECHO, UN agencies, foundations, profitable companies, etc.)

5. Are donors to be shown only the final version of a proposal or shall they be updated continuously?
The donors have to be updated continuously. Not only at last minute, when you desperately need their funding. Don't forget that donors offer funding to trusted people not to anonymous projects

It general, when communicating with donors, you can follow these steps:
a) Introduce yourself and HAPA, present as best as you can HAPA activities implemented by your mission as well as those implemented elsewhere.

b) Find out what the donor is interested in, what is their focus, what are their procedures. (Do they make calls for proposals? Do they have deadlines for submitting proposals? Do they focus geographically or in terms of sectors?)

c) Prepare a concept paper corresponding to the donor's priorities and consult them on it. More concept papers can be discussed. However, make sure you have a good understanding of the sector needs.

d) If the donor is interested, write a proposal according to their requirements or guidelines and ask for funding.

6. What is the project relevance?
Donors´ proposal forms often ask for a paragraph on the project relevance. In other words, the donor wants you to describe how the project is targeting the problems as they are seen by the donor. It is therefore essential to be familiar with the strategic documents of the donor and to convince him in that paragraph that our approach is in line with theirs. If our approaches or understanding are different, it makes no sense to apply to them for funding for the project.

6. BUDGET

Budgets, like proposals, are mostly written according to donors´ requirements. If the donor cannot or will not fund part of the project budget, a so called realization budget needs to be prepared. While only partial relevant budgets will be submitted to donors, the realization budget provides an overview of what funding needs to be secured for the project implementation (the complete realization budget as well as the partial budgets will be transferred to Navision once they are approved).
In case the donor does not provide a specific budget form, you can use the template which is used for public collection projects.

GENERAL GUIDELINES FOR BUDGETING:

- Every budget has to cover not only direct but also **overhead costs**, which are used to cover the admin costs of the mission,

- **Budget writing starts only after the logframe and the timeframe are finalized**. Budget should be completed before writing the project document.
- **The unit costs** in budgets are based on market research and quotations.
- The budget needs to take into consideration **the expected growth of prices** – don't forget about the inflation and the fact, that in the relief and early recovery periods (for instance after an earthquake) there will be number of organization implementing construction projects and the market price of construction materials and salaries will grow. If contingencies to cover potential price growth cannot be included in the budget, it is necessary to accordingly inflate the budget direct costs. Unless a major price growth is expected, it is recommended to add 10% to the market prices at the time of budgeting.
- **Human Resources, Personnel, Staff Costs** include salaries and other personnel related costs such as health insurance, social security, travel insurance, per diems, transportation costs (not directly related to the project), vaccination, predeparture training, etc. In case of staff recruited by the mission, it is up to the mission to calculate these staff costs. In long term projects it is advisable to count on salary growth.
- **It is advisable to divide Staff Costs in a budget into Project Staff (such as the responsible PO, all local project staff, assistants**, field officers etc.) and Support Staff (such as accountants, guards, drivers, etc.).

7. TIMEFRAME

The main advice for making a time plan is: Be realistic! You may need time for recruiting new people, preparing the logistics, etc. The implementation of the project does not depend only on you, but also on external factors such as the decision of the donor to transfer funds, legislature, weather, holidays, religious traditions, etc. And don't forget: something will always happen that you have not expected.

1. PREPARATION

The first step of the implementation stage is the preparation. One day of proper preparation and planning will save a lot of time and headaches during the implementation and finalization of the project. The preparatory works include:

1) Creating work plans and clarifying project staffing

- Who will do what and when? Concretization of the project time plan and putting together the implementation team including recruiting new staff and writing project specific job descriptions

2) Setting up monitoring and crosschecking procedures

- Who will monitor the project, how and how often?
- How will the monitoring be reported (are there monitoring forms available?) and used for improvement during the project's implementation?
- How many interim reports will there be and who will write them?

3) Setting up documentation and filing procedures

- Which project information needs to be backed up and who will be responsible for doing it (project documentation, contracts, correspondence, interim reports, tender documentation, quotations, photos, monitoring reports, etc.)?

4) Introduce the project and work plans, systems of monitoring, control and documentation to the implementation team

- All preparation is useless unless it is well communicated

To help you with project implementation planning, Internal Project Report should be filled in at the very beginning of the project.

INTERNAL PROJECT REPORT

The report should serve as a **project memory**, the main referring document in the project documentation consisting of all important information for reviewing the project by a person who is not familiar with it (e.g. an auditor) and as a **risk management tool**.
The Internal Project Report should exist for all **projects from implementation point of view**

If the IPR is to remain relevant it must be concluded a few times during the project implementation and at its end. By concluding we understand that the report is updated, printed, signed by responsible PM and both the soft copy and scan of the signed version are filed or instead of signing, the soft copy can be "stamped"

The report is to be submitted in the following cases:
1) Handover between PMs;
2) At the end of fiscal year (the reported period is from 1st January to 31st December, the deadline for report completion is 31st January);
3) At the end of the project.

The main difference between Internal Project Report and report for the donor is the fact, that the report for the donor is submitted in the name of the organization, while the IPR is submitted in the name of the project manager to the organization. The IPR is confidential, aimed for managing staff, HQ and the auditors.
The IPR can therefore contain for example a note on the donor's unsuitable behavior during his/her monitoring visit which annoyed the local community. You could also for example mention that you doubt the logical framework of the project although your colleagues may disagree. The IPR should also contain evaluation of staff, plans for follow up activities and other topics which are not suitable for the official report. The internal report is also formally signed by the project manager which means that he/she is confirming the included information to be correct and he/she will be responsible for the consequences of potential inaccuracies.
In case the IPR and donor's report formats overlap, the internal report can partially refer to the donor report and there is no need to copy paste long texts from narrative reports.

3. SELECTING SUPPLIERS, PROCUREMENT AND CONTRACTING

Procurement and identifying contractors and suppliers is never done based only on the decision of the PO in charge. Since we are spending entrusted public and private funds, we have to be transparent and guarantee cost efficiency. A conviction that you are doing a good job is not enough. Being transparent means among other things having a detailed description of procedures for selecting suppliers and contractors. These regulations are described in **Procurement Guidelines** which are binding for all HAPA staff.
Violation of the binding rules as prescribed in the Procurement Guidelines will have legal consequences for HAPA, damage HAPA reputation and puts at risk future funding. It is an essential criterion when evaluating a project and indicator of HAPA trustworthiness.
The final responsibility for respecting HAPA Procurement Guidelines. Besides that, each mission has a Procurement Officer, who observes all tenders and gives support to POs in charge.
Contracts with suppliers and partners are signed based on tender procedures. These are described in Procurement Guidelines. Any agreement in any way binding for either of the contractual partners can have legal implications for the whole organization which for a layman are difficult to foresee. Contracting has to be done responsibly and in line with the established rules and regulations.

4. MONITORING

Monitoring is a continuous observation of the project at regular intervals and throughout the project's implementation with the aim of ensuring that all obligations are met. The monitoring outputs need to be evaluated and used for organizational adjustments and changes for the benefit of the project. Monitoring will help you do a good job.

The methodology of monitoring varies depending on the manner of implementation. In the case when HAPA implements the project directly, we refer to financial matters not as monitoring but rather as financial management. When a partner organization implements the project, project monitoring needs to include financial monitoring.

Monitoring is continuous and conducted according to the plan made in the preparatory stage of the project. The results of monitoring are recorded in a standardized format.

The monitoring program sees to two things: 1) Observing of the time plan; 2) Quality of the project. With quality, the aim is to not only to ensure correspondence with the proposal, but also to bring suggestions of changes in the project strategy.
Financial monitoring controls the project cash-flow, quality of the accounting documents, justifies the project spending, verifies financial reports of the implementation partners and sees to it that accounting and procurement standards are observed. Its main aim is to ensure transparency and accountability.
Proper monitoring dramatically increases the chance of a project to be successful.

5. Reporting

Another regular project activity is reporting. The framework for reporting (intervals between reports and formats) has to be set up during the project preparatory stage and all members of the implementation team have to be familiar with it. The basis of every report is monitoring.
We distinguish between program (narrative) and financial report. Usually there are interim reports during the implementation of the project and final report following the end of the project. Donors often have their own reporting forms. In such cases, the donor's format is to be used for reporting.
Whatever the report looks like, it should always refer to the project proposal (including the logframe, the time plan and the budget).
Both internal reports and reports for donors have to be regular and problems are not to be swept under the carpet, but should be explained and remedies identified.
In reporting as well as in monitoring, regularity, consistency and quality forms is the basis of trustworthiness of the project and of HAPA in general.

All reports (interim and final, narrative and financial) have to be filed.

6. Visibility & Communication

Visibility of HAPA and the donor is important not for the sake of publicity, but for the sake of accountability. Unless there are security concerns, it is our duty to clearly communicate what we are doing and why.
The communication strategy has to be planned ahead and carried out systematically throughout the duration of the project. The degree of visibility of the donor is usually determined by the contract.
Visibility can be achieved by producing stickers, flags, newspaper and magazine articles, TV spots, documentaries, internet websites, exhibitions, etc.
Photos documenting visibility of the project is an important part of the project photo documentation.
It is important to introduce the projects in European and particularly Czech media. The public deserves to be informed about HAPA projects as they are directly or indirectly funded by them. Besides that, HAPA employees have a unique chance to see the problems of countries which we target and it is our duty to pass this information on.

7. Project Finalization

Concluding the project is an important part of the Project Cycle Management.

Concluding of a project means:
1) Handing over the results of the project

2) Handing over of the project inputs

3) Financial closure of the project and carrying out an audit where relevant (be it in the targeted country or at the HQ)

4) Project evaluation and final reporting (both internal and to the donor)

5) Filing of project documentation

Handover of project results

If the result of the project is not tangible and unless otherwise specified in the contract, the results are handed over to the donor only by means of the final reporting.
If there are material project outputs (be it real estates or movables) it is essential to hand them over to the beneficiaries before the end of the project. The handover should specify utilization and responsibility for maintenance. The handover is bound by a handover agreement. If part of the handover is transfer of ownership, a donation contract needs to be signed as well.

Handover of project inputs

Often it is necessary to handover in compliance with the project contract vehicles and equipment purchased as part of the project.

Financial closure

A project financial closure is carried out by the finance department at the HQ in Prague. The finance department is in close touch with not only the Director but also the FO and the PO. Financial closure is described in detail in the finance manual.
Integral part of the financial closure is filing of the accounting documents.

Project evaluation

Project evaluation is the appraisal of it's:

- Effectiveness (were the planned goals realistic and to what degree were they achieved?)
- Impact (what positive and negative impact does the project have, including unexpected and unplanned. impacts?).
- Relevance (were the needs identified correctly? Was the project relevant to the beneficiaries´ needs and has it supplemented other interventions in the region?)
- Effectiveness (has the project been carried out effectively? Has it been cost-effective? Were the deadlines and the timeframe kept?)
- Sustainability (will the project result be sustainable? Is the project financially sustainable? Are members of the community involved and do they have sense of ownership? Is the project environment friendly? Etc.)

The main criteria for evaluation and whether it is going to be done (such decision needs to be done during writing of the project, as it needs to be reflected in the budget) is considering usefulness of the results of the evaluation. It makes sense to evaluate projects that are part of long term programs, pilot projects, innovative projects, etc. Not only individual projects, but also programs, approaches, and such can be evaluated.

Every evaluation (internal or external) must have Terms of Reference, explaining the reason of the evaluation, main evaluation question, estimated budget, draft of methodology,

Final report

Two kinds of final reports have to be produced for every project:

Final report for the donor(s)

The deadline and the form of the report is specified in the contract with the donor (if not, HAPA reporting form can be used).
The final report is to be written by the PO in charge, it has to be approved by the Regional management (and preapproved by the Director before sending out.

PROJECT MONITORING AT HAPA & RESULT-BASED MONITORING

Any projects of HAPA should be monitored. Monitoring is the systematic and continuous collection, analysis, communication and use of information on the physical and financial progress of the project and achievement of results. The project manager must keep track of how the project is progressing in terms of resource use, expenditure, implementation of activities, and delivery of results and management of risks. Monitoring is essential for making effective decisions about projects. Monitoring can be also external in order to verify independently the results and provide additional technical advice and "out-of-box" point of view.

There are two kinds of regular project monitoring:

Traditional monitoring of timely and accurate project implementation – This monitoring is mainly focused on inputs, activities and outputs. It monitors whether activities are happening as planned and enables the manager to adjust them as necessary. This monitoring also ensures that all project implementation documentation (attendance sheets, handover forms, procurement documentation, contracts etc.) is complete and filed.

Result-based Monitoring for overall management of the project and measuring **outputs, outcomes and impact** of the project. This monitoring ensures that we do not measure only i.e. the number of people we trained but the overall results of the project (like change in behavior of people).

HAPA uses the following terminology

Result

Terminology	Explanation	Example
IMPACTS	Long-term changes that result from an accumulation of outcomes	Young people easier find job and more of them get out from poverty, child morbidity reduced…
OUTCOMES	Why we do it - **behavioral changes** intended and unintended, positive and negative, short-term and medium-term effects of an intervention's outputs (change that cannot be bought!).	more children start and complete primary education, improved hygiene practices
OUTPUTS	What we produce - either products or services produced/delivered as a result of the activities	Increased awareness, primary education accessible, potable water accessible…
ACTIVITIES	What we do – tasks undertaken in order to transform inputs into outputs	Training, constructing…
INPUTS	Resources	Funding, staffing, equipment, materials…

DEVELOPING OUTCOMES, TARGETS AND INDICATORS

Clearly set outcome is a key to designing results-based M&E system. Outcomes as well as indicators need to be **"SMART"** – Specific, Measurable, Achievable, Relevant and Time-bound.

In the current most frequently used practice of HAPA when using Logical Framework approach for planning and managing projects, targets are described as part of indicators, often leaving results very vague. The target should be built in output, outcome or impact definition itself to make it SMART. The indicator should be just statement of measure/variable (number, percent of …), not including "*increase*" or "*decrease*", which is target.

- ✓ **Indicator** is a measure or variable, that when tracked systematically over time, indicates progress (or lack of it) toward a target (outcome or impact). Indicators ask how we will know success when we see it.
- ✓ **Target** is a quantifiable amount of change that is to be achieved over a specified time frame.

SELECTION OF INDICATORS

First, project managers should decide how progress and results of project will be measured. It is necessary to take into consideration not only what we want to achieve but also feasibility and costs of data collection and analysis. Programme Managers must be realistic about what sort of data, how and how often should be collected. The monitoring should not be too time and money consuming. On the other hand Programme Manager needs reliable and relevant data for management of the projects, so common sense shall be applied.
When building set of indicators, always consider the following:

- ✓ Data source
- ✓ Data collection method
- ✓ Who will collect data
- ✓ Frequency of data collection
- ✓ Cost to collect data
- ✓ Difficulty to collect data
- ✓ Who will analyze and report data
- ✓ Who will use data

These aspects should be considered for all indicators at all levels of project.
Both quantitative and qualitative data should be collected. Special attention should be given to **measurement of changes the action brings.** This means not to measure just, for example, the number of people trained in hygiene promotion, but the increase in number of people who started to wash their hands (outcome) and decrease in diarrhea cases or children mortality in the community afterwards (impact).
In case indicators in Logframe are for some reason not suitable/sufficient for monitoring, programme managers should come up with additional indicators, which enable to follow progress in achieving results and which will complement the ones in Logframe.

Mission management should also consider development of indicators relevant to outcomes and targets specified in mission strategic plans for country intervention. These targets and indicators should be incorporated into results-based monitoring plan for each programme.
Special attention should be given to monitoring cross-cutting issues like gender, environment, human rights and good governance.

PROGRAMME INDICATORS IN SELECTED SECTORS

For programmes and projects in sectors like **education, livelihood and water and sanitation** HAPA identified outcomes and their indicators, which are recommended to be considered when preparing new proposals and M&E plans for projects in these sectors.

DATA COLLECTION

In order we are able to measure change brought by the project, we should first **know the base-line**.
Data collection tools to gain base-line, end-line and all the "mid-lines" are for example:

- ✓ official statistics, records (secondary data)
- ✓ survey conducted by HAPA or other organization (collecting data about people´s perceptions and opinions, less useful in measuring behavior as what people say may differ from what they actually do)
- ✓ participatory data collection (i.e. community meetings, mapping)
- ✓ observation
- ✓ focus groups – small groups of people brought together to discuss specific topics under the guidance of a moderator (qualitative methodology)
- ✓ interviews
- ✓ expert judgment

The baseline can also be gained as combination of the two or more of the named above. In case of less reliable resources used, they should be cross-checked with other sources (triangulation of sources). All the data collection tools should be well prepared, tailored to the local context and conducted by trained staff. In some context it may be very important that women are asked by women and men by men.

MONITORING OF ACTIVITIES & COMPLAIN RESPONSE MECHANISMS

WHAT?

Monitoring of activities is a continuous observation of the project throughout the project's implementation with the aim of ensuring that all obligations are met. The monitoring outputs need to then be evaluated and used for organizational adjustments and changes for the benefit of the project.

Complain Response Mechanism (CRM) is a formalized procedure and mechanism that provides a safe, accessible and effective channel for our beneficiaries and project/programme[4] stakeholders to raise complaints and for a response or redress to be given. It helps us to understand our programs from the beneficiaries' perspective, giving us the information needed to adjust our programs to best meet beneficiary community needs.

WHY?

Direct observation, common sense, informal contact with people and feedback from project field staff are natural ways in which the Project manager (PM) receives feedback. This is necessary for successful project implementation and to help us adjust plans to reality. However, in most of the cases these natural tools are not sufficient, because:

1) It is subjective, which can cause mistrust from some of the stakeholders

2) Project team could tend to undervalue problems

3) Opinions of some groups (e.g. women or children) could be ignored

4) Only the most self-confident people usually have the courage to complain

5) People could be threatened to talk openly about problems

6) Loose structures and processes usually creates space for corruption

Due to above mentioned reasons we need more objective tools and mechanisms for both – proactive monitoring as well as for feedback and complains from our partners and beneficiaries.

4 When more projects composed into a larger programme are implemented at the same time, CRM should be designed for the whole programme.

5 In every project we need both monitoring of activities as well as monitoring of results. These guidelines describe only monitoring of activities.

HOW?

MONITORING OF ACTIVITIES[5]

The monitoring plan for every project should be described and budgeted. When designing the monitoring plan we should comply with a few basic principles:

1) Regular monitoring should be randomized or well-structured

If we decide to monitor e.g. 10% of targeted farmers and choose these farmers randomly, we will get an objective picture reflecting reality. With some knowledge of statistics we can rigorously count what the situation of the whole targeted population is.

Another option is to ensure that for example all regions and all types of beneficiaries are included in our monitoring plan, because problems can occur with only one concrete location or with one type of targeted groups (e.g. women, one ethnicity, poorest people, remote farmers, etc.).

In both cases we should also ensure proper timing, which ensures objective outputs of the monitoring (e.g. to monitor level of water in wells in rainy season will not tell us anything about water level during dry season).

2) Apart from regular monitoring we also need monitoring which is irregular, unplanned and innovative. We can consult people not directly involved in the project (e.g. neighbors, shopkeepers), or people who are not usually being consulted (e.g. children).
We should pay special attention to critical moments like selection of beneficiaries, distributions or handovers. Irregular and ad hoc monitoring trips will be organized without informing people directly involved in project implementation.
3) Both regular and irregular monitoring trips have to be documented. A simple one-page report mentioning date, staff, brief description, observations and recommendations will be sufficient. This is very important in order to ensure information flow within implementation team and transparent communication with project stakeholders and donors.

Monitoring of activities can sometimes be unified with monitoring of results[6] in order to collect data once for two different purposes. Both of these types of monitoring should be described in monitoring plan. We can for example monitor distribution of food to a vulnerable family (activity monitoring) and in the same time beneficiaries' health status (monitoring of results).
If we work with or through **partners** (e.g. NGO, CBO or local authority), the partner is usually responsible for the monitoring of activities and proper reporting. Our responsibility will be to control outputs of this monitoring (e.g. to crosscheck randomly selected sample).

COMPLAIN RESPONSE MECHANISMS (CRM)

Whether monitoring of activities is a proactive activity of the project team, the CRM is an effort to create an environment allowing partners and beneficiaries to give us feedback. Project managers tend to say that when we talk to people they are naturally providing us with feedback. These informal mechanisms are necessary and probably the most important, but in the same time we need formalized mechanism in order to ensure objectivity and inclusiveness and to mitigate corruption. Basic principles to design your CRM are the following:
1) Every CRM has to take into consideration the whole process: communication about CRM, complains collection, problem solving mechanism (Who is responsible? What is the information flow?) and feedback mechanism (Who informs who and how about our response).

2) All "types" of beneficiaries should be tested and consulted in order to ensure inclusiveness of CRM. Once CRM is established we should analyze a composition of people who utilized it (are people belonging to all groups using it?).

3) Outputs of CRM (number of complaints or recommendations, number of solved problems, etc.) should be included into monitoring as one of the indicators proving quality of the project/programme and reported in the formal project report or in the IPR (Internal project report).

4) Some complains will be irrelevant, some will not be possible to deal with. Even such complaint brings valuable information and tells us a lot, for example, about our external communication.

5) If we intend to handover outputs of the project to somebody, we should also handover CRM. The best option would be to involve a relevant institution in CRM from the very beginning.

6) CRM will be functional only if our overall approach is participatory, our communication is proactive and open and our procedures are transparent7.

CRM for every project/programme will be unique because its design depends on many various aspects (type of project, culture, social structures, politics...) but here are some hints that can help you to design a functioning CRM.

- CRM cannot be outsourced but at the same time the implementation team is not the best choice. People dealing with CRM should be loyal and sensitive local staff from other projects teams or the finance and admin unit.

- In some cultures complaining is simply not polite. If this is the case use other terms, like "Feedback mechanism", "Hot line", etc.

- We have to understand traditional CRMs (e.g. complaining to local authority, traditional leaders or to traditional birth attendant, etc…) first and incorporate these mechanisms into our CRM. On the other hand, we shouldn't rely fully on traditional mechanisms if some groups have no access to them.

- Do not create artificial procedures (e.g. installation of complain boxes is usually not the best choice). Incorporate CRM into planned activities:

○ when presenting list of beneficiaries always mention phone number for complaints;

○ when distributing money, inform recipients about their rights not to pay any paybacks and mention the number for complaints on the envelope;

○ when installing visibility signboards, mention complaint phone number;

○ when setting up mechanism to ensure functionality of water pump, involve responsible local authority in CRM.

- If you receive any complaint through unintended means (you receive letter, somebody visits the office, etc...), treat them as other complaints – record it, solve it if possible, respond.

7 All stakeholders should understand what we do and why, who are our beneficiaries and how are they selected, what are they supposed to receive (please see e.g. Sphere standards), etc.

- Try to combine more CRMs

- Purpose of CRM is to receive feedback in order to understand the views of people. Since people tend to complain, a CRM with zero records is probably not well designed

MOST COMMON TYPES OF CRMS:

- **Telephone line**
- - Do women have phones? Is there network coverage?
- **Complain box**
- - Is this mechanism understandable for ordinary people? Are they literate?
- **Community referral points, facilitators, ombudsman's**
- - Will everybody have access to these people? Is there any risk of misusing power?
- **Committees representing community**
- - How will the members be elected? Will they have authority?
- **Cooperation with local controlling authorities and inspections**
- - Will we have access to the information?
-

MEANS TO INFORM ABOUT CRMS AND ABOUT PROJECT IN GENERAL:

- Public meetings
- Signboards on project sites
- Public address system
- Local radio
- Newspapers
- Notice boards on public places
- Leaflets