



Afghanistan Educational and Health Aid Organization

## **Project Management**

### **Policies and Procedures Manual**

**2021**

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## **Introduction**

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### **About Afghanistan Educational and Health Aid Organization.**

Afghanistan Educational and Health Aid Organization “AEHDA” is a non for profit, non-political, non-sectarian and non-governmental organization registered with Ministry of Economy (MoE).

AEHDA is mandated to work for education, health care, research and development, advocacy and communication, training and capacity building.

AEHDA was established by a group of committed, dedicated and professional volunteers to offer result-oriented services to rural, urban slums and urban areas of Afghanistan.

AEHDA’s services will be delivered through utilization of easy adaptable, contextual, well-received and participatory community empowerment strategies, as per the key principles of result based management (RBM) approaches, and in line with Afghanistan national development priorities and national strategic plans. On the other hand, considering the professional/technical capacities in provision of primary education and public health services, AEHDA is one of the pioneer local NGO that provides contemporary, affordable and quality educational and public health services to Afghan population.

### **Purpose of this policy reference manual**

This document is a general policy for AEHDA regarding result-oriented project management. This policy document sets out a normative framework for project management for AEHDA. It sets out the general principles, guidelines and protocols regarding project management AEHDA has committed to follow. In addition to this policy document AEHDA will have other practical guidelines that adhere to the policy. A number of processes, templates and tools have been included as Annexes to this policy document.

This policy reference manual covers nine chapters as follows:

- Project management basics and project management cycle;
- Project conception, initiation and design;
- Project planning;
- Project implementation/execution;
- Monitoring and evaluation;
- Project reporting; and
- Project adjustment and closure.

## Chapter 1: Project Management Concepts and the Project Management Cycle

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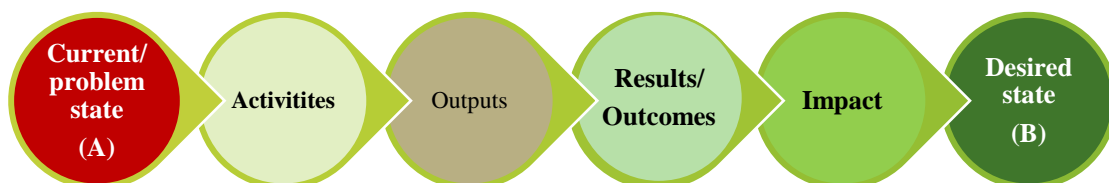
### 1.1 Introduction

AEHDA realize that there are many terms and jargon used in the project management field. This section of the policy clarifies what key concepts and terms mean to {AEHDA}. It also explains what and project cycle is envisioned to be in the organization.

### 1.2 What is a project

At AEHDA a project is seen a series of tasks and activities that need to be completed in order to reach specific results and goal. It is a set of inputs and outputs required to achieve a particular goal. Projects can range from simple to complex and can be managed by one person or many. A project is a **temporary** endeavor as it has a defined beginning and end in time, and defined scope and resources<sup>1</sup>. A project is **unique** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. It is set of activities organized systematically and logically to change to solve a community problem. Thus a project comprises of activities implemented in a logical way to change the current state of the problem (the problem or problem state A) to a desired state (B) where the problem would have been solved

**Figure 1: Project logic**



Source: Author, Saungweme, M. 2019

The figure above depicts how a project is seen in {AEHDA}. It involves activities done to solve a current problem and these **activities** lead to certain **outputs** that will lead to expected **results** and then contribute to **impact**, which is basically a changed state of the problem, the desired state.

In AEHDA a project will have:

- A specific budget;
- A defined time period;

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<sup>1</sup> <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

- A specific problem it seeks to address;
- Specific locations it will be implemented;
- Specific target groups;
- It can be implemented as part of a wider consortium program;
- Specific scope- goal, objectives, expected outputs and activities.

While many people use the terms project and program interchangeably, for AEHDA these two are different. With a project as noted earlier it is a specific singular endeavor that delivers specific tangible outputs.

A **program**, on the other hand refers to **multiple projects** which are managed and delivered by {AEHDA}. Thus a collection of projects implemented by AEHDA are its country program. While a project manager oversees one singular project and a program manager is therefore tasked with overseeing all the projects comprising the program – to ensure it achieves its outcomes. Thus in AEHDA a project manager would report to a program manager or program director.

### Differences between a project and program<sup>2</sup>:

- **Make-up:** The components of a project are specific and exact. The scope and goals of a project are well-defined – while programs are typically less clear-cut. Furthermore, because a program covers multiple projects – a program team tends to be larger as it also incorporates the project managers and their project team members;
- **Effort:** A project represents a single, focused endeavor. A program meanwhile is a collection of projects – together all the projects form a connected package of work. The different projects complement each other to assist the program in achieving its overall objectives. It's likely the different projects within a program will overlap – the program manager will therefore assess these overlaps and work with the relevant project managers to ensure the program's smooth progression.
- **Length:** While some projects take several years – the typical project will not take very long to complete. In contrast – programs often take a very long time to complete as they intend to deliver more. It's therefore common for programs to be organized into phases or tranches. A particularly long project may also be organized into multiple phases – but this is less common.
- **Benefits:** Projects focus on achieving tangible outputs, i.e. what you gain upon completing the project. Programs focus on outcomes – which are often not tangible. The benefits provided by a program depend on the collective benefits of its projects. Examples of a program outcome include a cultural or political change

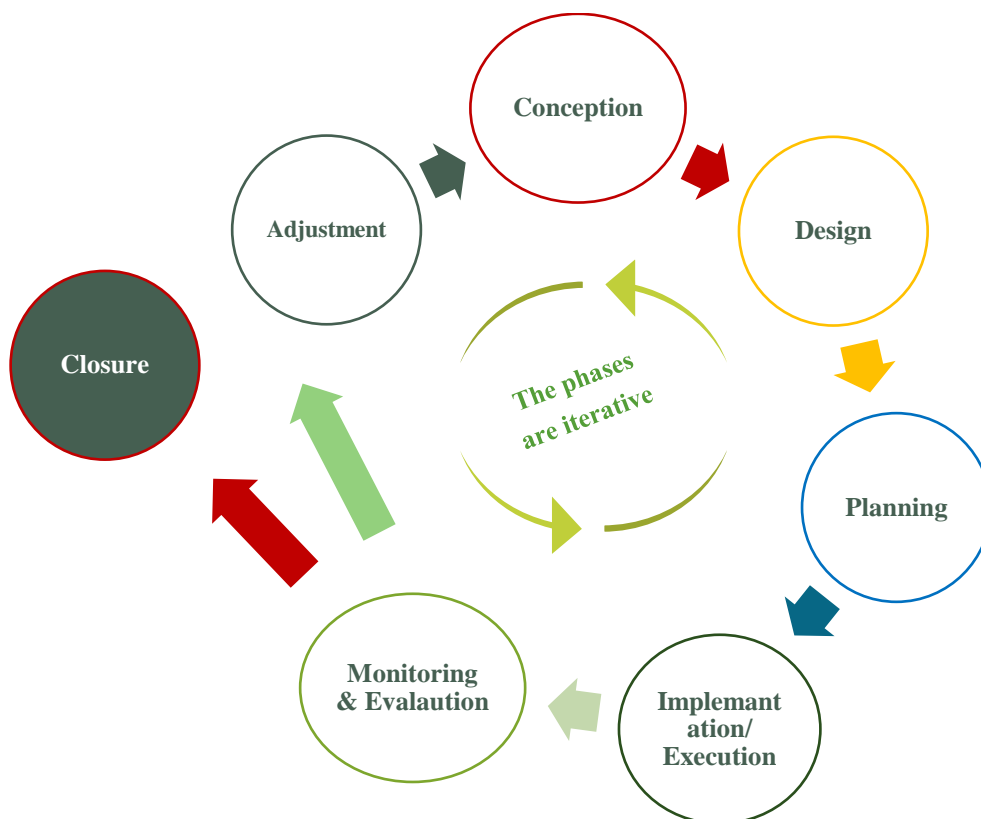
### 1.3 Project management cycle

**Project management** is the application of knowledge, skills, tools and techniques in the processes of conception, initiating, designing, planning, implementation, controlling, monitoring evaluation and closing the work of a team done in implementing activities that would lead to achievement of specific outputs, objective and a goal within given resources and times. The primary challenge of **project management** is to achieve all of the **project** outcomes and goal within the given constraints of **time, budget** (financial resources), time and project scope.

<sup>2</sup> <https://apmg-international.com/article/difference-between-project-and-program>

**Project cycle management (PCM)** is the process of planning, organizing, coordinating, and controlling of a **project** effectively and efficiently throughout its different phases- from project **conception**, to **designing, planning, implementation, monitoring and evaluation**, reporting, **adjustment** and **closing**. While most of the PCMs have four phases or stages, for AEHDA the PCM has seven stages to ensure that no process is overlooked. These seven stages also relate closely to the processes CSOs go through in managing projects in Afghanistan. Figure 2 below is graphical depiction of AEHDAPCM.

**Figure 2: Project cycle management for {AEHDA}**

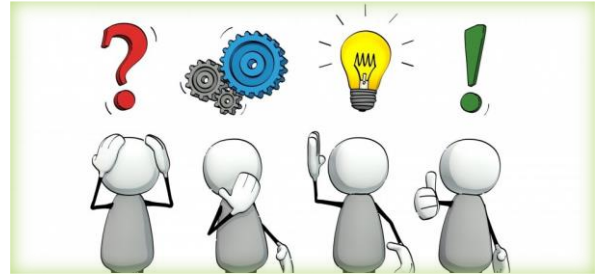


Source: Author, Saungweme, M. 2019

The stages in the PCM below are **iterative**. This means the stages can go back and forth and may be repeated from one to the in order to generate certain outcomes. For example we can get back to the planning stage from the implementation stage and vice versa or even go back to the design stage during implementation if major events happen or more funds are availed to change the scope of the project. It is mandatory for any project manager or officer in AEHDA to understand the PCM and to be able to tell at any given time the stage where their project is at.

**Conception stage:** this is normally the first stage in any project. This when one decides to act on a community challenge or problem and decides that they need to develop a project to

respond to that challenge. In most CSOs this can either be the board or senior management deciding that there is a need to design a project to respond to certain problems. In most cases in a CSO such as AEHDA the conception of a project idea comes from understanding and analyzing the problems in one's context and decisions to act, or getting ideas from other CSOs and NGOs about problems that need intervention or seeing a call for proposals from donors such as the European Union (EU) or various governments.



Key questions to answer before deciding to develop a project idea at this state are:

- Does the project idea fall in line with our {AEHDA}'s strategy document?
- Is the project idea legal in the context of Afghanistan?
- Does the idea come with manageable risks or risk AEHDA is willing to take in implementing such an activity?
- Is the idea ethical?
- Will women and men be able to participate in this project?
- Will the idea contribute to national or local government development and others; and
- Is the idea not supporting insurgent groups or other extremist views or is it not promoting hate?

**Design stage:** after the conception stage and a decision has been made to explore the project idea further or develop the project idea, then the design stage begins. This design meetings and workshops are done, desk research and situational analyzes are done to define the program statement and development the project idea into a business plan, concept note or project proposal. Processes of the stage will be discussed more in the next chapter.

**Planning stage:** after the project has been funded, AEHDA staff, management and partners will hold planning and kick off meetings, develop project plans (e.g. detailed Gantt charts and other tools) and decided on how activities are to be implemented, timelines responsibilities in line with the project logic and award/grant agreement. Planning is not a one off event, it happens at all stages of the PCM as well. The processes, tools and execution of planning will be covered a bit more details in chapter 3.

**Implementation stage:** after the planning, then project start begin implementing the project activities based on the project logic and how the activities are sequenced and planned. The processes, tools and execution of planning will be covered a bit more details in chapter 4.

**Monitoring and Evaluation (M&E):** activities need to be monitored as they happen and also the project needs to be evaluated at different points of the project life cycle. The



processes, tools and execution of M&E will be covered a bit more detail in chapter 5. Also consult the M&E policy and procedures reference manual of AEHDA for more details on the processes and tools.

**Adjustment stage:** At the end of project, our experience has shown us that after evaluations and reflections activities, including budget vs. actuals analysis of the project, there could be more funding **that may support completion of activities or enable** AEHDA to do more activities. However, the project time would have or neared expiry. So in a lot of cases management of the organization discusses the possibility of extending the project life by a few months at no-cost to the donor. This is known as **no-cost extension**. So by proposing to extend the project time or do new activities the team of AEHDA would be effectively adjusting the project in terms of one of the constraints- time. In other cases the donor or government may say they have more money and are happy with AEHDA's work and would want to add more resources to the project to enable it to continue to make impact. In this case a cost-extension will be granted by donor after submitting the revised project scope paperwork. This exercise effectively adjusts the project constraints of time and cost. More time and resources will be used to continue activities for a given period of extension. This is also project adjustment. After this stage, the team then goes back to the first stages of conceiving more ideas for the next phases

**Closure stage:** this is when the project reached its end date and closes as a project a temporary endeavor with a specific time period. The processes, tools and execution of closure stage will be covered a bit more details in chapter 7.

## **Chapter 2: Initiation and Design**

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### **2.1 Introduction**

At these stages the project idea is developed further into a concept note full proposal of submission to a donor or potential funder

### **2.2 Project Design**

It is important that the project design can be participatory and involve at least all senior management, and project staff of {AEHDA}. Partner staff must also be involved if the project will be implemented with partners. Government officials, beneficiaries and other stakeholders may also be involved if resources and time permit.

The project design stage involves determining the nature and scope of the project, generating, evaluating and framing the business case for the intervention. It also involves determining the general approach to performing the project and agreeing on a detailed project plan.

**Proposal Drafting Team:** it is a good practice that a Proposal Drafting Team be constituted every time there a proposal to be developed. This team will include the Executive Director, Financial Focal Point, Project Manager/Focal Point, a Technical person in the area the proposal is focused, an M&E Focal Point, and partner staff. The Executive Director appoints from the group a Proposal Champion (if the organization has no dedicated business development officer or proposal writer) who leads in covering the project design meetings or calls, drafting the proposal and getting inputs and pieces from different members of the team. At AEHDA proposals are drafted by such a team set up by the Executive Director and not just one person seating on their desk.

All team members in the Proposal Drafting Team must have read and understood the call for proposals the project will respond to. Or if it's an unsolicited proposal, they must understand the project idea born at the project conception stage.

At the initial meetings, apart from reading the call for proposals and understanding the donor, the Proposal Drafting Team must also do a situational analysis where these questions are asked and answered by the team:

- Who is the donor?
- Who are the concerned?
- Are there other people, stakeholders, CSOs and organizations to be involved in the project? Who are they?
- Can the project area be identified and characterized
- Area there an similarities with previous projects;
- Area they lesson learnt in previous projects or mentioned in previous evaluations that must informed current design.

It is also important to do a **stakeholders analysis** at this stage. So that team can determine who among the stakeholders will affect or influence the project either negatively or positively. A stakeholder analysis is process where the project design team identity, name analyze the interests, power and influence of the different stakeholders in relation to the project. After a good stakeholder's analysis, the team will then determine how engage and coordinate with each of he identified stakeholder to ensure they buy-in to the project and support it. Stakeholder coordination

**A stakeholder:** is anyone or group of people or organization that has an interest or concern about the project and can either influence the project positively or negatively. In most projects, stakeholders include donors, government, beneficiaries, project participants, local communities, local leaders, religious leaders etc.

is pivotal for project success as the stakeholders will buy-in to the project and cooperate with a project they are involved. Based on findings of the stakeholders' analysis, coordination can happen through meetings, project review meetings, briefs to government officials and donors, inter-agency or inter-NGO meetings. Coordinating with stakeholders also helps avoid

duplication and help de-conflict activities in same target areas. For a step-by-step process of doing a stakeholders' analysis you may read this:

<https://www2.mmu.ac.uk/media/mmuacuk/content/documents/bit/Stakeholder-analysis-toolkit-v3.pdf>

For a stakeholder's analysis template, see Annex 1.

**Defining the problem statement:** it is important that the team does a proper analysis of the current state of affairs in the r area they want to intervene. Clearly identify the problems that the project will address. After this the team must come with a clear problem statement for the project. **A problem statement** is usually one or two sentences to explain the problem your project will address. In general, a problem statement will outline the negative points of the current situation and explain why this matters<sup>3</sup>. It also serves as a great communication tool, helping to get buy-in from stakeholders and donors.

For a step-by-step guide to drafting a problem statement you read this: [https://www.sheffield.ac.uk/polopoly\\_fs/1.440722!/file/HowtoWriteaProblemStatement.pdf](https://www.sheffield.ac.uk/polopoly_fs/1.440722!/file/HowtoWriteaProblemStatement.pdf)

Theory of change: after defining the problems and drafting your problem statement, the team needs now to visualize how change will occur so that the problems will be changed at a desired state is achieved at the end of the project. In so doing the team will drafting a Theory of Change (ToC) for the project. For a step-by-step guide to developing a ToC, you may watch this short video: [https://www.youtube.com/watch?v=7syACRQ\\_kJ0](https://www.youtube.com/watch?v=7syACRQ_kJ0) . Best practices in ensuring project designs are done with M&E frameworks that will enable effective learning from the project include. It is must in AEHDA that all projects have a ToC. The ToC is important as it helps the team understand how the desired change project will happen. It helps the team examine their ideas and assumption on how change will come about. A proposal with a good ToC is more convincing to a donor than one without.

**Theory of change:** is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context? It is focused on mapping out what a project or program does (its activities or interventions) and how these lead to desired goals being achieved.

After defining the problem statement and ToC the team then formulate a goal, which speaks about the desired change after project implementation. The team also need to define project **objectives, expected results, outputs and main activities**. For a step-by-step process in defining the goal, objectives and results you may read: <https://www.fundsforngos.org/featured-articles/frame-goals-objectives-project-proposal/>

<sup>3</sup> [https://www.sheffield.ac.uk/polopoly\\_fs/1.440722!/file/HowtoWriteaProblemStatement.pdf](https://www.sheffield.ac.uk/polopoly_fs/1.440722!/file/HowtoWriteaProblemStatement.pdf)

And

[https://usaidlearninglab.org/sites/default/files/resource/files/project\\_logic\\_model\\_how\\_to\\_not\\_e\\_final\\_sep1.pdf](https://usaidlearninglab.org/sites/default/files/resource/files/project_logic_model_how_to_not_e_final_sep1.pdf)

After defining the key project elements- one goal, two or three objectives, two or three results under each objectives, outputs and activities, the team can develop project logframe to present the project logic. A logframe matrix is both a design, planning and M&E tool for projects. You can refer to link above for how to develop a logframe as well as refer to the M&E Policy and Procedures Manual for {AEHDA}

From this design and initiation stage of the PCM the team must come up with project proposal based on the donor's template. Where there is no template the proposal should at least have these sections:

- **A cover page:** with a photo of an old project activity; title of the project; name of the donor the proposal is prepared for; call for proposal reference number, date proposal is submitted and contact person's details of AEHDA;
- **Table of Contents;**
- **Executive Summary;**
- **Proposal narrative**
  - **Introduction;**
  - **Problem statement;**
  - **Technical Approach;**
    - ToC;
    - Goal(only one);
    - Objectives ( at most three);
    - Expected results (two per Objective);
    - Outputs; and
    - Activities.
- **Organizational capacity and experience;**
- **Sustainability:** project sustainability is ability for the project impact to continue way after the project has ended. For example if a project that built community policing structures as a way of preventing violent extremism has closed and the structures built by the project continue to operate on their own without donor funding, this can be said the project was sustainable. For sustainability to be achieved community ownership of the activities and project is key. You can read more on project sustainability here: <https://proposalsforngos.com/what-is-project-sustainability/>.
- **Cross-cutting issues-** gender, environmental protection, Do-no-Harm- and other social inclusion considerations for the project
- **Annexes;**

- CVs of Key Staff: (Executive Director, Project Manager, M&E Manager, Finance Manager);
- Gantt Chart (See Annex 2 for sample);
- Logframe;
- Performance Monitoring and Evaluation Plan; and
- Budget

### **2.3 Project Team:**

For all new projects a dedicated project team must be identified. These can be staff members working for the organization in other projects or new hires. The Executive Director and management have to decide on the nature of the project team. It is important that reasonable level of effort for the different teams on the project be determined. For all project of \$100,000 and above a dedicated project manager, should is 100 percent on the project should be identified. Other project team members will include an M&E focal point and project officers and assistants. Some shared positions such as the Executive Director, Finance Manager, M&E Manager, Program Director and so forth can be charged on the project as appropriate based on level of effort.

### **2.4 Sign-off and submission of proposals:**

- All proposal for AEHDA must be signed off and submitted to the donor by the Executive Director. The Executive Director is the focal point for all communication with donors.

## **Chapter 3: Project Planning**

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### **3.1 Introduction**

Project planning is a key part of project management. It relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment. Initially, the project scope is defined and the appropriate methods for completing the project are determined. This section looks at key project planning process that include a project start up meetings that happen soon after the donor has approved a project proposal and a grant agreement/contract is signed. The processes that will be followed during the project start up stage at AEHDA will be guided by the Start-up Protocols attached as Annex 3.

### **3.2 Budget management**

**Reading contract and finance memo:** One of the key elements of new project that must give attention at the planning stage is budget management- Please see Annex 3. The Executive Director and the Management, including the Project Manager must read and understand the donor agreement. As a good practice to ensure that there good understanding of the budget management aspects and financial obligations in the grant agreement/contract the Finance Director (put role that applies in the organization as financial focal point) must

read and understand the grant agreement signed with the donor and draft a memo to the Executive Director, copy Management and the Project Manager and team explaining key financial aspects and conditions of the grant.

Key issues to look at that must be included in the memo are:

- Payment structure of the award (advance, reimbursement, etc.);
- Degree of flexibility permitted on the approved budget;
- Financial reporting templates and timeline/deadlines;
- Approval process for donor payments;
- Procurement requirements for purchases, and of what value; and
- Visibility and branding requirements.

**Assigning project budget code:** In line with good practices in project financial management, the Finance Manager must establish a project budget code. Each project must be identified by a unique budget code. This code is what will be used in AEHDA to identify the project and project expenses in financial reports.

**Project internal budget and charts of accounts:** After assigning a project code, the Finance Manager uses the approved project budget to develop an internal project code and accounts codes that will be used to spend on the budget. Refer to the Financial Management Policies and Procedures Manual of AEHDA on how project codes and account codes are generated and allocated.

**Operational budgets:** As part of financial planning for the new project the Finance Manager must develop out of the approved project budget a staff and operational costs budget for the project, and update the organization overall operational budget. This process helps AEHDA management to understand if staff under the project are adequately budgeted for and if operational costs for the project are covered. In the same vein a project activities operational budget must also be developed from the approved budget. Once these are done, the organization-wide operational budget must be updated. This helps in understanding how this new project is contributing to {AEHDA}'s overall operational budget.

**Three months projections:** after the internal budgets and operational budgets are developed, the Project Manager and Finance Manager will together develop a cash projection for the project for the first three months. This process helps understand that there are enough funds available at any given time within the three months to implement all activities the project team want to implement. The projection should also be in line with the donor's disbursement schedules. Cash projections are a key project planning tool to ensure that planned activities are not stalled by lack of funds at a given juncture. See Annex 3 on guidance on cash projections and also refer to {AEHDA}'s Financial Management Policies and Procedures Manual.

### 3.3 Project Staffing

The Project Manager and the Human Resources Manager or focal point must study the proposal and understanding staffing expected to for the project. Together in line with Annex 3, develop a Project Staffing Plan which shows who and what staff will work on the project, what level of effort they are contributing, and if new hires have to be brought on board, when and who is responsible. The HR Manager also develops a project organogram and updates the overall organization's organogram factoring in new staff working under the new project. The HR Manager together with the Project Director and Executive Director develop a Capacity Development Plan for staff under the project.

### 3.4 Project strategy

**Updated project Logframe:** the project manager works with the team to review the project logframe submitted with the proposal. If it needs updating, then that must be done to ensure that the project logic is still relevant and assumptions made during proposal drafting are still applicable. While updating the project logframe the goal, objectives, and expected results may not change. The updated logframe must be shared with the donor by the Executive Director.

**Detailed project workplan:** The Project Manager, M&E Manager and the rest of the project team must together develop a detailed work plan for year one of the project. This again must be shared with the donor by the Executive Director. Refer to {AEHDA}'s Monitoring and Evaluation Policy and Procedures Manual for a sample of a detailed workplan.

**Baseline study plan:** If there is a baseline to be done, do a proper baseline study plan with timelines and persons responsible for the various tasks that include: developing terms of reference for the study, advertising for calls for applications, recruitment of consultants, commissioning of baseline study, approving or consultant's baseline deliverables, accepting of baseline report, dissemination plan for the report and findings, adjusting of project strategy and indicators to factor in findings of the baseline among others.

**Visibility, communications and outreach strategy:** Based on the External Communication and Outreach Policy develop the visibility , communications and outreach plan for the project with clear timelines, deliverables and persons responsible. Together with the Project Manager, the Communications foal point produces a project summary that will be used in introducing the project to stakeholders (see Annex 5). The Communications focal point leads this with the support of the Project Manager. This must be completed within the first four weeks of the project.

### 3.5 Partnership management

If the project is co-implemented with partners, the Project Manager with support of Management must develop a partnership management strategy. This includes setting out the teams of partnership, agreeing on leadership matrix for the partnerships, drafting, negotiating and signing agreements or MoUs with partners and agreeing on communication protocols for the project.

### 3.6 Develop a Project Steering Committee

In order to foster accountability and community ownership during project implementation it's important to set up a Project Steering Committee comprising of key stakeholders in targeted communities. The committee can include five to ten members according to the different needs and interests in target communities. The committee must be representative of various community interests and also include women, young people, people living with disabilities and other special groups. It must also include local government representatives. In a project implemented with partners, partner representatives must also sit in the Steering Committee. Also develop the terms of reference for the project steering committees outline its roles, responsibilities, limitations and timelines for meetings and coordination mechanisms. See Annex 4 for a sample Steering Committee Terms of Reference.

### 3.7 Key project start-up/kick off meetings

At AEHDA after a project has been approved and contract or award signed with the donor, the management and project team start planning for the project's implementation. It is a must that a start-up meeting be called up whenever AEHDA signs up a new project with a donor. The start-up meeting must be called for by the Executive Director and co-led by her/him and the Project Manager/Project Focal point. Staff representing all technical areas of the project must attend this meeting and these will include the project implementation team, finance team, procurement team, communications team, a sector specialist ( if they exist, for example an education specialist for a girls education project, if they are not the project focal point/manager) and monitoring and evaluation team. M&E is also key part of the start-up process. The following meetings are mandatory project start-up meeting at {AEHDA}.



**Internal project start-up or kick-off meeting:** Executive Director, all management staff, Project Manager and all project implementation staff participate at this meeting. The Executive Director or Program Director can chair this meeting. This can be a three-day to one week meeting. Meeting discusses the project elements. Agree on all start-up deliverables mentioned above (section 3.2 to 3.5), and timelines for their deliverables. The meeting helps



to foster common understanding within the organization of the project. This must be held in the first week after signing a project agreement

**Initial partner meeting:** {AEHDA}'s Executive Director, all management staff, Project Manager and all project implementation staff participate at this meeting. Directors, Finance Managers, Project Managers, and M&E Manager of partners also participate. This can be a day to two-days meeting. The meeting discusses the project elements, agree on all partners' start-up deliverables, and timelines for their deliverables. The meetings seek common understanding with the partners about the project. The meeting also forms a Project Steering Committee and agree on its Terms of Reference (See Annex 4). This meeting must be done within the second or third week after signing project agreement or contract with the donor.

**Internal finance and operations meeting:** {AEHDA}'s Executive Director, all management staff attend this meeting. From this meeting an agreement on operational budget must be reached. Also understanding and agreement on internal and donor reporting timelines and requirements is done and documented. Understand of contractual requirements in the donor agreement is also done. This meeting seeks common understanding among the management and Project Manager of provisions in the donor contract. The meeting must be done soon after the internal start-up meeting.

**Partner finance and operations meeting:** {AEHDA}'s Program Director; Finance Manager; Project Manager and partners Finance and Program Managers will participate at this meeting. The meeting's purpose is to agree on partners' operational budgets and internal and donor reporting timelines and requirements. It also serves to have a common understanding of contractual requirements. It also seeks common understanding between {AEHDA}'s and partners on provisions in the contract. This meeting must be done soon after {AEHDA}'s internal operations and finance meeting.

**Initial Donor Meeting:** The Executive Director, Finance Director, Program Director and Project Manager will attend and initial meeting with the donor soon after signing the agreement to introduce themselves. The meeting also serves to clarify expectations with the donor. It also seeks clarification on some grey areas in the agreement, if any. From there an agreement on regular reporting and updates sessions that may not be in the contract are also mutually agreed. The meeting also agrees on other ways of communicating apart from donor scheduled reporting. In most cases it is these other meetings outside the contractual reporting to the donor set in the contract that actually develop and nurture good relations with the donor representative.

### **3.8 Project start-up checklist**

As part of the start-up protocols (Annex 3) the attached project planning start-up checklist must be used at AEHDA to ensure that no start-up tasks are left out.

## **Chapter 4: Project Implementation/Execution**

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### **4.1 Introduction**

After the planning stage, the next thing is for teams to execute project activities based on the work plan (See Annex 2 and refer also to {AEHDA}'s Monitoring and Evaluation Policies and Procedures Manual).

### **4.2 Project launch meeting (s)**

In line with best practices in the sector, it is a must that once planning for a new project is completed and stakeholders are mobilized, a project launch meeting is held. This meeting will be facilitated by AEHDA Executive Director and Project Manager. Using the project summary (Annex 5) and other visibility material they explain the project to an audience that must include government officials (local and/or national), local leaders, security forces, police, religious leaders, beneficiaries, other CSOs and NGOs, and project partners. This launch will serve as introduction of the project to wider community so that as project implementation teams start their work people will not be surprised about the existence of this new project. Depending on availability of funds, a project launch meeting can only be done once at a central location or in the capital. But it is recommended that small project launches are done in all target villages or communities the project is targeting. The media must also be invited at the project launch. Question to ask when planning a project launch:

- Is the project summary ready?
- Are project promotional materials ready?
- Has the donor been informed?
- Is the donor attending;
- Are other stakeholders- local government, CSOs, security forces, police, NGOs etc. been informed or invited?
- Has the media (radio, TV, print) been invited;
- Is the event going to be live streamed on social media?
- Is the event going to be recorded
- Who will be taking notes from discussions;
- Who will write the event activity report?
- Area also staff to participants at the event aware?

### **4.3 Request to implement project activities**

When requesting to implement activities AEHDA project teams will write an Activity Request Memo (Annex 6) send it to the Project Manager for authorization before it's approved by the Program Director or Executive Director. The activity requested must be on the budget and costed work plane for that quarter. Sequence of the activity must also agree with the Annual Plan and project logic. Activity Request Memos must completed and submitted for approval at least a week before the activity is implemented.

Once the Activity Request Memo has been approved, the Requester coordinate with finance and logistics teams accordantly to have venue and other materials booked and procured and to have payment required to be done. There is no activity that would require the use of the project budget that will be done without a duly approved Activity Request Memo.

During the mobilization of participants and beneficiaries for the activity, care must be taken to ensure that the selection is inclusive and gender sensitive. While preparing for and implementing the activity the project team must keep focusing on the results the activity will contribute towards as per proposal and Log frame.

### **4.4 Activity reporting**

Within four days after an activity, an Activity Report must be submitted to the Project Manager copying the Program Director/ Executive Director. The Activity report must be results focused. It must focus on what immediate results or changes the activity produced. Annex 6 provides an Activity Report template that all staff who implement activities at AEHDA must complete within four days of completing the activity. Once the report is received the Project Manager reviews it and approve or reject it. Once approved the Project Manager send copies of the report to finance and M&E focal points for their record. A copy of the report is kept in the project's hard-drive (back up drive). When completing the project's donor report, this report will be reviewed and its inputs feed into the donor report.

**Key highlights:** in the Activity Report template there is section of key highlights from the activity. These could be quick, but important observations from the activity or immediate reactions from beneficiaries or participants about the activity. Such highlights apart from just being reported in the template must also be send separately to the Project Manager who then decides if they are worth sending to the Executive Director, who in turn shares these with the donor. When important highlight come up during an as activity, don't wait until the donor reporting period to send the highlight. In most cases donor representatives are captivated by quick activity highlights sent during activity implementation.

**Lessons Learnt:** the M&E focal point must take note of the lesson learnt noted in section 7 of the report. These must be extracted from this report and logged the lessons learnt document the M&E focal point keeps for every quarter which are then shared across the organization every quarter according to the M&E procedures.

## Chapter 5: Monitoring and Evaluation

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### 5.1 Introduction

At AEHDA is a crucial stage in the organization's PCM. Although there will be dedicated M&E focal points, all project implementation staff have a role in M&E. At least 20 percent of every project staff's work has monitoring and evaluation responsibilities that include working with M&E focal points to develop M&E plans, work plans, tools for monitoring activities, administering the tools and supporting with inputs for reports and evaluation exercises such as baselines and final project evaluation. For more details on M&E protocols a procedures for AEHDA are in the Monitoring and Evaluation Policy and Procedures Manual.

## Chapter 6: Project Adjustment, End/Closure

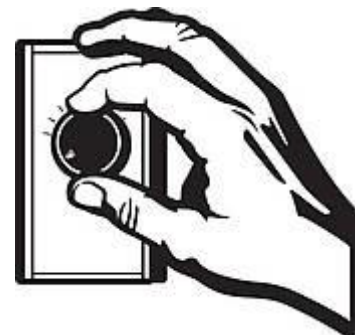
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### 6.1 Introduction

This chapter covers policies and practices for project adjustment and close-out for {AEHDA}. Experience has shown that most disallowable costs in CSO projects are incurred in the last three months of the project life cycle when either activities are hurried through and speeded up, procurement is done to increase budget burn rate and expenditure. In most such cases the hurry in processes makes adhering to both organizational and donor procedures impossible, hence disallowable costs. The protocols and procedures outlined here must be followed strictly at AEHDA to avoid incurring disallowable costs during the project close-out phase.

### <sup>4</sup>6.2 Project adjustment

At the end of project, our experience has shown us that after evaluations and reflections exercises, including budget vs. actuals analysis of a project, there could still be more funds **remaining that may support completion of activities or enable** AEHDA to do more activities. However, the project time would have ended or neared expiry. So in a lot of cases management of the organization discusses the possibility of extending the project life by a few months at no-cost to the donor. This is known as **no-cost extension**. So by proposing to extend the project time or do new or more activities the team of AEHDA would be effectively



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<sup>4</sup> Image source: [http://worldartsme.com/adjustment-clipart.html#gal\\_post\\_109697\\_adjustment-clipart-1.jpg](http://worldartsme.com/adjustment-clipart.html#gal_post_109697_adjustment-clipart-1.jpg)

adjusting the project in terms of one of the constraints- time. In other cases the donor or government may say they have more money and are happy with {AEHDA}'s work and would want to add more resources to the project to enable it to continue to make impact. In this case a **cost-extension** will be granted by donor after submitting a revised project scope, timeframe and budget. This exercise effectively adjusts the project constraints of time, budget and scope. More time and resources will be used to continue activities for a given period of extension. This is also project adjustment. If the adjustment is done, the PCM continues.

### <sup>5</sup>6.3 Project closure

Once a decision is made that the project is closing, there are the steps and processes AEHDA will take within the last three months of the project.



**Budget management:** The Project Finance Manager/Director reads and understand the agreement or contract where it pertains to project closure conditions. The Finance Director/Manager then draft a memo to the Executive Director, copy Project Manager and team on key financial aspects and conditions of the grant close-out. The memo must include the key issues:

- *Budget flexibility;*
- *Reporting templates and timeline/deadlines;*
- *Audit requirements;*
- *Management, disposal of transfer of project assets such as vehicle at project close;*  
*and*
- *Evaluation and audit requirements and timelines.*

**Close-out period spend out plan:** The Finance Manager also works with the Project Manager and develop a Spend-out Plan covering the last three months of the project. This is done to have a clear picture of what spending will be done on the project in the last three months and to avoid rushed spending and incurring of disallowable costs. The spend-out plan will show:

- Actual project spend to date;
- Obligated costs, including unpaid bills and invoices such as partner payments;
- Projected costs to project end; and
- Last quarter costed workplan.

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<sup>5</sup>Image source: <https://sites.google.com/site/edit5395allentodd/closing>

**Advances reconciliation:** All employee advances must be reconciled and new advances reconciled more regularly during the three-month close-out period. Finance Director/Manager and Project Manager are responsible for ensuring that all advances on the project are cleared.

**Close all partner sub-awards:** To avoid complications at the end of the project, all partner awards should be closed by the beginning of the last quarter of the project and final partner reports submitted before the beginning of the last month of the project. Finance Director/Manager and Project Manager should work with partners to ensure their final reports are submitted timely.

**Asset Management:** The Finance Director/Manager and Project Manager will look at the project assets and the contract conditions on asset disposal at project closure and develop asset handover plans for donors who require that their assets be handed over or justifications for keeping project assets after project closure. These asset transfer, retention or disposal plans must be submitted to the donor in writing by the Executive Director and written approval granted to avoid future risk and complications.

**Project Staffing:** It is a good practice to notify project staff formally on project end and employment contract end for those whose contract ends with the project closure. This must be done in writing three months before the end of the project by Human Resources Manager/Focal Point/Project Manager.

**Project Activities:** In the last three months of the project the Project Manager and team must work at finalizing and completing project deliverables. The Project Manager must update the project's outputs table and together with the M&E Manager develop a final project workplan. The M&E Manager/Focal Point will also organize a final staff reflection meeting to gather and document project's success and lessons from the staff. If a final evaluation is one of the project deliverables then a **Final Evaluation Plan** with clear timelines and responsibilities has to be developed by the M&E Manager. To ensure documentation of project impact and lessons learnt as well as leverage the project for future fundraising, a Close-out Visibility, Communications and Outreach plan that may include the following has to be done:

- Final project video to highlight successes;
- Social media blitz to raise awareness on project closure and the project's impact;
- Project Closure event; and
- Press statement from Executive Director about project closure.

These communications and visibility activities are coordinated by the Project Manager and Communications Officer/Focal Point.

### **Key close-out tasks:**

The following are key close out tasks that must be monitored closely by the Executive Director and Management of AEHDA to ensure that close-out of the project complies with contractual and legal obligations as well as meet best practices.

**Final Project Narrative Report:** The final narrative report is the document which captures the totality of the effect of the project. It should both report the activities that were completed and the outcomes which were achieved. When done well, it draws upon the final evaluation and monitoring data as well as the communications materials to tell a compelling story about what AEHDA achieved. This should be written as closely to the close date as possible – even when the donor allows us several months to complete the tasks. The report must strictly follow the donor format provided. The final report once done is submitted to the donor by the Executive Director. In line with the NGO Law, a copy of the final report must also be submitted to the Ministry of Economy. The Executive Director also needs to formally notify the Ministry on project end.

**Final Financial Report:** The final financial report will be drafted by the Finance Manager. She/he will work with the other finance staff to ensure that all transactions have been uploaded and reconciled so that the report is accurate. This should be completed as close to the due date as possible, even when the donor allows us several months. It is submitted together with the Final Project Narrative Report as an Annex. The report must strictly follow the donor format provided.

**Audit:** Some donors, such as the EU, require final expenditure verifications or audits. This is a critical exercise which needs to be handled with enormous care as any disallowed costs go as a loss to the organization. As the close date of a project is known in advance, the planning for the audit should happen ahead of time so that it is timely. Finance Manager must coordinate the finance team and work closely with the project team to make sure the audit or expenditure verification is done

**Final donor invoice:** The final step is to prepare an invoice for any outstanding payments from the donor. This should be completed as quickly as possible to ensure that AEHDA gets the funds that are owed to us.

**Staff issue at close-out:** For project staff, the Executive Director, Project Manager and HR Manager/Focal Point determine whether staff contracts will need to be terminated/not renewed and informing them well ahead of time. They also need to establish which staff will move on to other projects and ensure they know their responsibilities and how they will manage their time to finish closeout while starting new projects. If contracts end before project close date, make sure that all information required for the project reporting is obtained





### Annex 2: Sample Gantt chart

Activities	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<i>A0. Start-up (including baseline)</i>	█	█																
<i>A1.1.1 Learning Forums for CSOs and Community Leaders</i>			█	█					█									
<i>A1.1.2 Training for Youth Influencers</i>			█	█					█									
<i>A1.1.3 Youth Information Sessions</i>							█	█										
<i>A1.2.1 Town Hall Meetings</i>						█					█							
<i>A1.2.2 Community-led Initiatives</i>															█			
<i>A2.1.1 Regional Learning Exchange</i>													█					
<i>A2.2.1 Positive Narrative Campaign</i>						█	█	█	█	█	█	█	█	█	█			
<i>A2.2.2 Peer-to-Peer Mentoring</i>						█		█		█		█		█				
<i>Midterm Monitoring Mission</i>											█							
<i>Close out (including final evaluation)</i>																█	█	█

### Annex 3: Project Start-up protocols template

1 KEY PROJECT ELEMENTS			
Key Project Element	Key Task	Key Deliverable	Person Responsible
<b>Budget Management</b>	Read and understand the agreement	<p>Draft a memo to the Executive Director, copy Project Manager and team on key financial aspects and conditions of the grant.</p> <p>Key issues to look at</p> <ul style="list-style-type: none"> <li>• <i>Payment structure of the award (advance, reimbursement, etc.)?</i></li> <li>• <i>Degree of flexibility is permitted on the approved budget and financial report template</i></li> <li>• <i>financial reporting templates and timeline/deadlines</i></li> <li>• <i>Approval process for donor payments</i></li> <li>• <i>Procurement requirements for purchases, and of what value</i></li> <li>• <i>Visibility and branding requirements</i></li> </ul>	Finance Director/Manager
	Establish project	Budget code	Finance

	budget code		Director/Manager
	Develop & update a project internal budget and chart of accounts	Internal budget and chart of accounts	Finance Director/Manager
	Project operational and stage budget project	Develop a staff and operational budget for the project from the approved budget and update the organization overall operation budget. Do a three months projection as well	Finance Director/Manager
	Activity budget and projection	Develop an activity and for the project from the approved budget and update the organization overall operation budget.	Finance Director/Manager and Project Manager
<b>Key Project Element</b>	<b>Key Task</b>	<b>Key Deliverable</b>	<b>Person Responsible</b>
<b>Project Staffing</b>			
	Staffing Plan	Develop a project staffing plan( a simple document with names of staff on the project, their functions and level of effort)	Human Resources Manager/Focal Point/Project Manager
	Update organogram	Updated organization-wide organogram taking into account new staff on the new project	Human Resources Manager/Focal Point/Project Manager
	Hiring plan	Develop a hiring plan with responsibilities, position to be hired and timelines	Human Resources Manager/Focal Point/Project Manager
	Capacity development plan	Plan for developing capacities if staff on the project	Human Resources Manager/Focal Point/Project Manager
<b>Key Project Element</b>	<b>Key Task</b>	<b>Key Deliverable</b>	<b>Person Responsible</b>
<b>Project strategy</b>	Review overall project strategy and logframe	Updated project strategy, updated logframe	Project Manager and M&E Manager
	Detailed project workplan	Develop a detailed workplan for the project	Project Manager and M&E Manager
	Develop a detailed M&E Plan	An updated and more detailed M&E with revised timelines that meet the revised proposal	M&E Manager
	Baseline study plan	If there is a baseline to be done, do a proper baseline study plan with timelines and persons responsible	M&E Manager
	Visibility, Communications	Based on the External Communication and	Project Manager and Communications

	and Outreach strategy	Outreach Policy develop the visibility , communications and outreach plan for the project with clear timelines, deliverables and persons responsible	Officer
<b>Key Project Element</b>	<b>Key Task</b>	<b>Key Deliverable</b>	<b>Person Responsible</b>
<b>Partnership strategy</b>	If the project is to be implemented with partners draft a simple partnership strategy for the project	Partnership strategy: identifies the partners the project will work with; partners scope of works and responsibilities; partners budget allocations	
	Develop and sign agreements/ MoUS with partners	MoUs/ partnership agreements	
	Agree on leadership matrix for the project	Leadership matrix with clear schedules for meetings, roles and responsibilities	
	Develop a Project Steering Committee	A project Steering Committee that includes partners <ul style="list-style-type: none"> <li>Also develop the terms of reference for the project steering committees outline its roles, responsibilities, limitations and timelines for meetings and coordination mechanisms</li> </ul>	
<b>2. KEY PROJECT START-UP MEETINGS</b>			
	Meeting Participants	Purpose of meeting	By when should be done
<b>Internal Project Start Up or Kick Off Meeting</b>	Executive Director, all management staff, Project Manager and all project implementation staff <ul style="list-style-type: none"> <li>The Executive Director or Program Director can chair</li> </ul>	<ul style="list-style-type: none"> <li>This can be a three-day to one week meeting.</li> <li>Meeting discusses the project elements</li> <li>Agree all start-up deliverables mentioned above, and timelines for their deliverables</li> <li>Seek common understanding with the</li> </ul>	<ul style="list-style-type: none"> <li>In the first week after signing a project agreement.</li> </ul>

	<p>this meeting</p>	<p>organization about the project</p>	
<p><b>Initial Partner Meetings</b></p>	<ul style="list-style-type: none"> <li>• {AEHDA}'s Executive Director, all management staff, Project Manager and all project implementation staff</li> <li>• Directors, Finance Managers, Project Managers, M&amp;E manager of partners</li> </ul>	<ul style="list-style-type: none"> <li>• This can be a day to two-days meeting.</li> <li>• Meeting discusses the project elements</li> <li>• Agree on all partners start-up deliverables, and timelines for their deliverables</li> <li>• Seek common understanding with the partners about the project</li> <li>• Form a Project Steering Committee and agree on its Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>• Within the second or third week after signing project agreement</li> </ul>
<p><b>Internal Finance &amp; Operations Meeting</b></p>	<ul style="list-style-type: none"> <li>• {AEHDA}'s Executive Director, all management staff</li> </ul>	<ul style="list-style-type: none"> <li>• Agree on operational budget</li> <li>• Agree on internal and donor reporting timelines and requirements</li> <li>• Understand some contractual requirements</li> <li>• Seek common understanding among the management and Project Manager of provisions in the contract</li> </ul>	<ul style="list-style-type: none"> <li>• Soon after the internal start-up meeting</li> </ul>
<p><b>Partner Finance &amp; Operations Meeting</b></p>	<ul style="list-style-type: none"> <li>• {AEHDA}'s Program Director; Finance Manager; Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Agree on partners operational budgets</li> <li>• Agree on internal and donor reporting timelines and requirements</li> <li>• Understand some contractual requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Soon after internal operations and finance meeting</li> </ul>

		<ul style="list-style-type: none"> <li>Seek common understanding between {AEHDA}'s and partners on provisions in the contract</li> </ul>	
<b>Initial Donor Meeting</b>	Executive Director, Finance Director, Program Director and Project Manager	<ul style="list-style-type: none"> <li>Clarify expectations with the donor;</li> <li>Seek clarification on some grey areas in the agreement;</li> <li>Agree on regular reporting and updates sessions that may not be in the agreement;</li> <li>Agree on other ways of communicating apart from donor scheduled reporting</li> </ul>	<ul style="list-style-type: none"> <li>Soon after signing the agreement</li> </ul>

### 3 PROJECT START-UP CHECK LIST

	Person Responsible	By When
<b>Budget and Project Management:</b>		
Forward agreement and Establish Budget Code		
Brief memo outlining key elements of agreement		
Internal budget completed		
Updated Operational Budget (personnel and operations)		
Activity budget with month-to-month projection		
Reporting Plan and Payment Schedule (with key milestones)		
<b>Personnel/Human Resources Management</b>		
Staffing Plan		
Updated Program Organogram		
Hiring Plan/Job Descriptions		
Capacity-building plan		
<b>Program Strategy and Planning</b>		
Project Statement		
Updated Log-Frame		
Detailed Work Plans		
M&E Plan		
Baseline ToRs /Baseline Study		
Communications Plan		
<b>Partnerships</b>		
Finalized Partner Budgets		

Partner Agreements with ToRs and Work Plans		
Meeting Matrix		
Reporting Plan		
Capacity-building plan		

## Annex 4: Sample Terms of Reference for a Project Steering Committee

{Insert Name of Project}

### Terms of Reference for the Steering Committee<sup>6</sup>

#### Background

*<This section provides a brief background (5 sentences) on the project goal and objectives. This information should come directly from the Project Plan and not be rewritten by the author of this document.>*

**Role of the {Insert Project Name} Steering Committee:** The role of the {Insert Project Name} Steering Committee is as follows:

- Ensures project activities are aligned with project strategy;
- Ensures project makes good use of assets;
- Assist with resolving community and implementation level issues and risks;
- Assess project progress and report on project to senior management;
- Provide advice and guidance on business issues facing the project;
- Use community influence and authority to assist the project in achieving its outcomes; and
- Review and approve final project deliverables.

**Responsibilities of the Steering Committee Chair:** The Steering Committee Chair of {Insert Project Name} will chair all functions and meetings of the Committee. Note that the Project Manager should not serve as Committee Chair.

The responsibilities of the Steering Committee Chair are as follows:

- Sets the agenda for each meeting;

<sup>6</sup> <http://www.dwa.gov.za/rdm/WRCS/Doc/Vaal/Vaal%20Classification%20Meet%201%20-%2022%20Feb%2011%20-%20PSC%20ToR%20Presentation.pdf>

- Ensures that agendas and supporting materials are delivered to members in advance of meetings;
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting;
- Clarifies and summarizes what is happening throughout each meeting;
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to one hour or less;
- Encourages broad participation from members in discussion by calling on different people;
- Ends each meeting with a summary of decisions and assignments;
- Follows up with consistently absent members to determine if they wish to discontinue membership;
- Finds replacements for members who discontinue participation;

**Responsibilities of Steering Committee Members:** Individual Steering Committee members have the following responsibilities:

- Understand the goals, objectives, and desired outcomes of the project;
- Understand and represent the interests of project stakeholders;
- Take a genuine interest in the project’s outcomes and overall success;
- Act on opportunities to communicate positively about the project;
- Check that the project is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed project changes;
- Check that the activities is aligned with the project strategy as well as policies and directions across government as a whole;
- Actively participate in meetings through attendance, discussion, and review of minutes, and other Steering Committee documents;
- Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.

## **General**

*<This section provides information on Steering Committee membership, decision-making process, frequency of meetings, agenda, minutes and decision papers, and rules for proxies.>*

**Membership:** The table below lists the membership of the Steering Committee.

*<Note that project team members, including the Project Manager, CANNOT be members of the Steering Committee. As a governance body, the Steering Committee must be made up of people who are not working on a project and can therefore provide an objective assessment of whether or not a project is progressing successfully.>*

*However, it is common for the Project Manager to attend Steering Committee meetings to present information and answer questions. Other team members may attend as well if they are presenting a*



*report, taking minutes, or providing other administrative or logistical support to the Steering Committee.*

*Members should be selected based on their specialist knowledge, ability to represent the interests of stakeholders, and ability to help resolves issues the project may face.>*

<b>Name</b>	<b>Title</b>	<b>Organization</b>

### **Quorum and Decision-making:**

*<This section outlines how the Steering Committee will make decisions and the minimum number of members (or quorum) required for a decision to be valid.>*

**Quorum:** A minimum number of <insert quorum number> Steering Committee members are required for decision-making purposes. The quorum must include a minimum number of <insert number> from the <insert name of agency funding or hosting the project> and a minimum number of stakeholders.

Decision-making Process:

*<This section describes the process the Steering Committee will use to make decisions. Options are as follows:*

**Unanimity:** *everyone agrees to a given course of action.*

**Majority:** *a course of action requires support from more than 50% members who attend the meeting if there is quorum.*

**2/3 Majority:** *a course of action requires support from 2/3 of the members who attend the meeting if there is quorum.*

**Consensus:** *a majority approve a given course of action, but that the minority agrees to go along with the course of action, potentially with some modifications.*

*Unanimity and consensus decision-making are the most difficult to manage and are not advised for Steering Committee meetings, especially if these models of decision-making are new to the group.>*

### **Frequency of Meetings:**

*<This section outlines the schedule for Steering Committee meetings. Ideally, this schedule is set out at the beginning of the project so that members can plan ahead and arrange their attendance.>*

*Steering Committee meetings are ideally timed to be at key milestones, which are set out in the Project Plan. Other alternative schedule alternatives are to meet monthly, quarterly, or according to another schedule set out by the Project Sponsor.>*

#### Agenda, Minutes, and Decision Papers

A package will be sent to members three to five business days in advance of a Steering Committee meeting. This package will include the following:

Agenda for upcoming meeting (in AEHDA Steering Committee Meeting Agenda Template).

Minutes of previous meeting (in AEHDA Meeting Minutes template).

A progress report for the project.

Decision papers.

Any other documents/information to be considered at the meeting.

#### Proxies

*<This section outlines whether or not Steering Committees can send a proxy to a meeting, and if a proxy is sent to a meeting, whether or not that person can participate in discussion and the decision-making process. It is common for Steering Committees to not allow for proxies, and it is common if proxies are permitted for proxies to be limited to observing rather than participating in the meeting.>*

Members of the Steering Committee *<can / cannot>* send proxies to meetings. Proxies *<are / are not>* entitled to participate in discussion and *<are / are not>* allowed a role in decision-making.

*<If proxies are permitted, insert a sentence like the following: Steering Committee members will inform the Project Sponsor as soon as possible if they intend to send a proxy to a meeting and no less than two business days before the scheduled meeting.>*

## **Annex 5: Project Summary Template**

### **Project Summary**

**{Name of your organization}**

#### **Basic Information**

Title:

Sector:

Location:

(Specify village, district, and province)

#### **Project goal:**

{From logframe }

#### **Project objective:**

{From logframe }

#### **Expected results:**

{From logframe }

#### **Background and justification:**

{Prepare a brief problem analysis }

#### **Key activities:**

#### **Overall budget:**

**Project duration:**

**Implementation Arrangements:**

**Implementing partners:**

## **Annex 6: Activity Request Memo**

### **Activity Request Memo**

**Submitted date:**

**Tentative mission date:**

**Submitted to** {for approval}:

**Activity Name and Number xx** {as per proposal}:

**Activity fall under result xx** {as per proposal}:

{Copy and paste the result contributes to from the proposal or logframe}

**The result fall under objective xxx** {as per proposal}:

{Copy and paste the result contributes to from the proposal or logframe}

**Activity Summary:**

**Output to be achieved after activity** {as per proposal}:

**Budget Line and amount in budget** {as per internal budget}:

**Trip Summary** {details of the trip if there is travel}:

**Team Responsibilities** {who is doing what in the team during the activity}:

**Agenda or outline of the activity** {See example below}:

Time	Planned Activity (Input)	Responsible Person (S)	Immediate results
08:30AM – 09:00			
09:00 – 09:15			
09:15 – 09:30			
<b>09:45 – 10:25 TEA BREAK</b>			
10:25 – 10:35			
10:35 – 01:35PM			
<b>01:35PM – 02:00PM LUNCH</b>			
02:00PM – 02:45PM			
02:45PM – 03:30PM			
03:30PM – 04:00PM			

**Administration and Logistics support required:**

ITEM	UNIT	FREQUENCY	PLACE and DATE	
<b>Venue</b>				
<b>Accommodation</b>				
<b>Participants transport</b>				

**Approved by:**

**Name:**

**Position**

**Signature:**

**Date:**

## Annex 7: Activity Report Template

### Activity Report

*Due by the 4<sup>th</sup> day after the activity*

<b>1. Overview</b>	
<i>Report Author</i>	
<i>Activity Name</i>	
<i>Activity Date</i>	
<i>Activity Location</i>	
<i>{AEHDA}/Partner Staff Attending</i>	
<b>2. Activity, Objective &amp; Intended Result</b>	
<i>Activity name and number as written in the proposal</i>	
<i>Objective</i>	<input type="checkbox"/> <b>Objective 1:</b> {Put the project's Objective 1 here}. <input type="checkbox"/> <b>Objective 2:</b> {Insert the project's objective 2 here}. <input type="checkbox"/> <b>Objective 3:</b> {Insert the project's objective 3 here}
<i>Expected Result – what was the expected result of this activity?</i>	

### 3. Attendance

<b>Overview</b>	
<i>Total participants</i>	
<i>Total female</i>	
<i>Total male</i>	

<b>Category</b>	<b>Youth (below 35)</b>	<b>People with Disabilities</b>	<b>Christian</b>	<b>Muslim</b>	<b>IDPs</b>
<i>Female</i>					
<i>Male</i>					
<i>Total</i>					

*Is there anything special to note about the participants in this activity? Were there any high-profile guests? Did one ethnic group attend for the first time?*

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**4. Activity Description**

<b>How was the activity implemented?</b>	
<b>What were key highlights or success stories from the activity?</b>	
<i>If you were to tell a friend about this activity, what would you say? What key points would you mention? Were there any surprises, or parts of the activity the participants found most helpful?</i>	
Should someone follow up on the success story to do an interview? If so, please say which success story they should follow up on.	
<b>Quotes</b>	
<b>Quote</b>	<b>Person Quoted</b> <i>(Include position)</i>
<b>Any additional comments on the EW reports?</b>	

**5. Action Plans**

*Only complete this section if it was part of the activity.*

<b>Previous Action Plan Updates</b>			
<b>Action Point</b>	<b>Person Responsible</b>	<b>Update</b>	<b>Next Step</b>
<b>New Action Plan</b>			
<b>Action Point</b>	<b>Person Responsible</b>	<b>Due Date</b>	

*Any additional comments on the action plans?*

## 6. Results

### Description of Results

*What was the outcome of the activity? What impact did it have? What changed because of it? Did we achieve the intended result? How do we know? What did the participants do that demonstrates that we achieved it?*

### For trainings only

Pre-test average score:

Post-test average score:

**7. Challenges and Lessons Learned:** What challenges did you encounter in planning or implementing the activity? What lessons were learned? What could have been done to prevent the challenge from arising? Add more rows to the table if needed.

Challenge	Lessons Learned	Recommendation
1.		
2.		
3.		
4.		

**8. Follow-up/Next Steps:** No activity stands alone! There is always more work to be done once the activity ends. What do you or any of the staff need to do to follow-up on the activity? This could be contacting individuals who made promises to do something. It could mean checking-in with participants three months after the activity to see if they are using a skill or method taught in a training or if a community continued to meet on a certain topic. Some activities have multiple steps towards accomplishing an objective. **What is the next step?**

**9. Other Comments:** Do you have any other comments that you want to include in the report but did not feel they were captured in a previous section?



**10. Pictures:** Please insert 2-3 action photos and one group photo with descriptions below. In the description, please try to describe what the participants are doing instead of saying they are participants from the workshop. If possible, please try to include pictures of the participants from the success stories or key moments of the activity.

## Annex 8: Project Close-out Protocols

1 KEY PROJECT ELEMENTS			
Key Project Element	Key Task	Key Deliverable	Person Responsible
<b>Budget Management</b>	Read and understand the agreement	<p>Draft a memo to the Executive Director, copy Project Manager and team on key financial aspects and conditions of the grant close-out.</p> <p>Key issues to look at</p> <ul style="list-style-type: none"> <li>• <i>Budget flexibility;</i></li> <li>• <i>Reporting templates and timeline/deadlines</i></li> <li>• <i>Audit requirements</i></li> <li>• <i>Management, disposal of transfer of project assess such as vehicle at project close</i></li> <li>• <i>Evaluation requirements and timeline</i></li> </ul>	Finance Director/Manager
	Develop a Spend-out Plan (3 months before project end)	<p>The Spend-out plan will show:</p> <ul style="list-style-type: none"> <li>• Actual project spend to date;</li> <li>• Obligated costs, including unpaid bills and invoices such as partner payments;</li> <li>• Projected costs to project end</li> <li>• Last quarter costed workplan</li> </ul>	Finance Director/Manager and Project Manager.
	Advances reconciliation	<ul style="list-style-type: none"> <li>• All employee advances must reconciled and</li> </ul>	Finance Director/Manager and Project Manager.

		new advances reconciled more regularly during the 3 –months close-out period	
	Close all partner sub-awards	<ul style="list-style-type: none"> <li>To avoid complications at the end of project, all partner awards should be closed by the beginning of last quarter of the project.</li> </ul>	Finance Director/Manager and Project Manager
	Asset Management	Develop asset handover plans for donors who require that their assets are handed or justifications for keeping project assets after project closure	Finance Director/Manager and Project Manager
<b>Key Project Element</b>	<b>Key Task</b>	<b>Key Deliverable</b>	<b>Person Responsible</b>
<b>Project Staffing</b>			
	Notifying project staff formally on project end and employment contract end	Notify staff leaving the project after project closure. This must be done in writing three months before the end of the project	Human Resources Manager/Focal Point/Project Manager
<b>Key Project Element</b>	<b>Key Task</b>	<b>Key Deliverable</b>	<b>Person Responsible</b>
<b>Project Activities</b>	Finalizing and completing deliverables	Updated project outputs table	Project Manager and M&E Manager
	Final project workplan	Develop a final, 3 months workplan for the project	Project Manager and M&E Manager
	Final staff reflection	Arrange a final staff reflection meeting to gather document project's success and lesson from the staff	M&E Manager
	Final evaluation plan	If there is a going to be a final evaluation of the project, do a proper final evaluation plan with timelines and persons responsible	M&E Manager
	Close-out Visibility, Communications and Outreach	<ul style="list-style-type: none"> <li>Final project video to highlight successes</li> <li>Social media blitz raise awareness on project closure and the project's</li> </ul>	Project Manager and Communications Officer

		<ul style="list-style-type: none"> <li>impact</li> <li>Press statement from Executive Director about project closure</li> </ul>	
<b>2. KEY PROJECT CLOSE-OUT TASKS</b>			
	Deliverable	Responsibility	
<b>Final Project Narrative Report</b>	<p>The final narrative report is the document which captures the totality of the effect of the project. It should both report the activities that were completed and the outcomes which were achieved. When done well, it draws upon the final evaluation and monitoring data as well as the communications materials to tell a compelling story about what we have achieved.</p> <p>This should be written as closely to the close date as possible – even when the donor allows us several months to complete the tasks.</p>	<ul style="list-style-type: none"> <li>Program Director and Project Manager</li> </ul>	
<b>Final Financial Report</b>	<p>The final financial report will be drafted by the Finance Manager. She/he will work with the other finance staff to ensure that all transactions have been uploaded and reconciled so that the report is accurate.</p> <p>This should be completed as close to the due date as possible, even when the donor allows us several months.</p>	<ul style="list-style-type: none"> <li>Finance Manager</li> </ul>	
<b>Audit</b>	<p>Some donors, such as the EU, require final expenditure verifications or audits. This is a critical exercise which needs to be handled with enormous care as any disallowed costs go as a loss to the organization.</p> <p>As the close date of a project is known in advance, the planning for the audit should happen ahead of time so that it is timely.</p> <p>Finance manager must coordinate the finance team and work closely with the project team to make sure the audit or expenditure verification is done</p>	<ul style="list-style-type: none"> <li>Finance Manager</li> </ul>	
<b>Final donor invoice</b>	<p>The final step is to prepare an invoice for any outstanding payments from the donor. This should be completed as quickly as possible to ensure that we can get the funds in the door that are owed to us.</p>	<ul style="list-style-type: none"> <li>Finance Manager</li> </ul>	
<b>Staff issue at close-out</b>	<p>For project staff, determine whether staff contracts will need to be terminated/not renewed and informing them well ahead of time; establish which staff will move on to other projects and ensure they know their responsibilities and how they will manage their time to finish closeout while starting</p>	<ul style="list-style-type: none"> <li>HR Manager</li> </ul>	

	new projects. If contracts end before project close date, making sure that all information is obtained from employee. For departing staff, ensure email accounts closed, organizational property returned, exit interviews etc.	
<b>3 PROJECT CLOSE-OUT CHECK LIST</b>		
	<b>Person Responsible</b>	<b>By When</b>
<b>Sub-grants and Project Budget:</b>		
Review Agreement and Contract and Brief Memo		4 months before close
Six months spend-out plan		6 months before close
Three month spend-out plan		3 months before close
One month spend-out plan (updated weekly)		1 month before close
Activity budget with month-to-month projection		3 months before close
Memo recognizing all costs		3 months/1 month before close
Final Partner's report		1 months before close
Final partners verification report		1 month before close
Advance reconciliation verification memo		1 month before close
Asset management memo		1 month before close
<b>Project Activities</b>		
Final Outputs Table		3 months before close
Final Work Plan		3 months before close
Reflection notes		Final month
Communications plan and materials		3 months before close
<b>Monitoring and Evaluation</b>		
Consultation meeting minutes		4 months before close
Completed monitoring data		3 months before close
Evaluation Terms of Reference		4 months before close
Final Evaluation Report		At close or after
Consultation meeting minutes		4 months before close
<b>Reporting</b>		
Final Narrative Report		1 month after close
Final Financial Report		1 month after close
Audit Report		1 month after close
Donor Invoice		6 weeks after close