

OPERATIONS MANUAL – VOLUME I: PROJECT CYCLE MANAGEMENT	Document No:
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Distribution:

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Summary of Changes:

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Introduction to Volume I: Project Cycle Management

Objectives

- To outline the standard operating procedure (SOP) of project management in MERCY Malaysia
- To introduce and guide the user to the Project Cycle Management (PCM) employed by MERCY Malaysia through its operations process flows.

For whom

The process and procedures stated in this manual must be followed by every EXCO, staff, volunteers or contract staff of MERCY Malaysia. Project Development and Operations (PDO) is the owner of the processes and is responsible for the application of the manual.

How to use the manual

The manual is organized into two chapters. First chapter introduces the reader to Project Cycle Management (PCM), MERCY Malaysia's process flow and the integration of PCM and the process flow. The second chapter explains on MERCY Malaysia's process flow and guide on the processes and procedures.

This manual makes reference to other manuals and these manuals should be referred to accordingly:

1. Operations Manual – Volume II: Assessment
2. Complaint Response Mechanism Manual
3. Volunteer Management Manual
4. Delegation of Authority Limits Manual (DAL)

Documents listed in the manual are attached in the manual. Refer to them accordingly. The softcopy of the templates are available in the server in MERCY Malaysia's headquarters.

The following documents are referred to in the preparation of this manual.

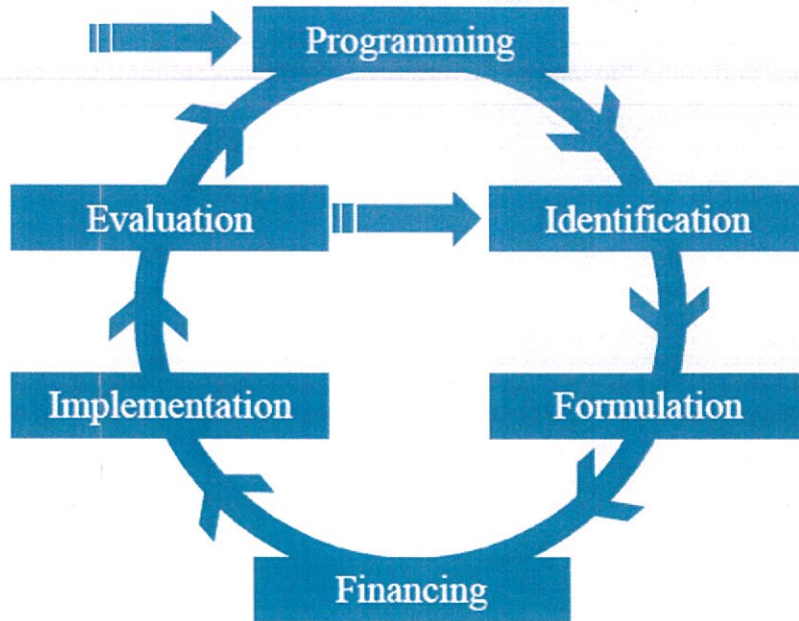
1. Core Humanitarian Standard on Quality and Accountability, Joint Standard Initiative (2014)
2. Integrated Monitoring: A Practical Manual for Organisations that Want to Achieve Results, inProgress UG (2012)
3. Project Cycle Management Training Handbook, European Commission (1999)

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1. Introduction to Project Cycle Management in MERCY Malaysia

Introduction to Project Cycle Management (PCM)

PCM is a compilation of key phases for an effective project delivery.



There are SIX phases in PCM:

1. Programming

General overview of situation at national and sectoral level to identify problems, constraints and opportunities which can be addressed through specific interventions to provide a relevant and feasible programming framework within which projects can be identified and prepared (i.e. workplan).

2. Identification

Specific information is gathered in line with the framework through primary sources to outline potential intervention. The purpose is to produce a needs assessment report.

3. Formulation

The relevant project ideas are developed into operational project plans. A proposal is formulated in this phase.

4. Financing

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Project proposals are submitted to potential funders.

5. Implementation

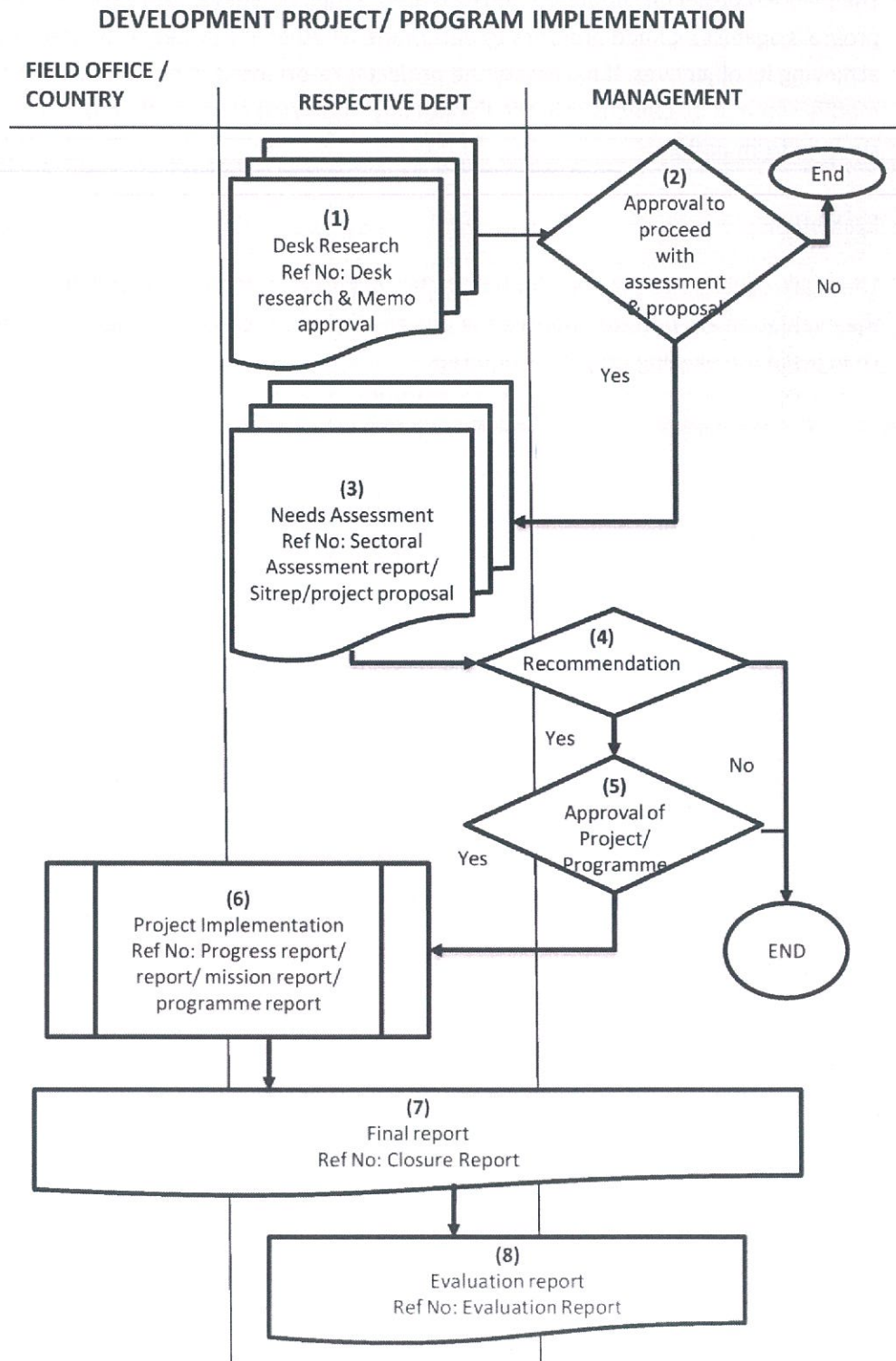
The planned project is mobilised and executed. Project management assesses actual progress against planned progress to determine whether the project is on track towards achieving its objectives. If necessary the project is re-oriented to bring it back on track, or to modify some of its objectives in the light of any significant changes that may have occurred since its formulation.

6. Evaluation

There are usually two main evaluation cycles in any project: midterm and final. Findings of the evaluation are used to improve the design of future projects or programmes or to make changes in the existing project if required.

Introduction to MERCY Malaysia's Process Flow

The following is MERCY Malaysia's process flow:



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A desk research report is designed to give its reader a general understanding of a particular situation that allows the reader to formulate a programming framework. This corresponds with the requirements of the programming phase: to get a general overview of a particular situation for the formulation of a programming framework.

From the desk research, management will make a decision as to whether the situation should be looked at more closely. This would result in a team being sent to do a need assessment on the ground. This allows the team to gather specific information that is in line with the framework and also identify ideas for potential interventions. This is also known as the identification phase, where a needs assessment report (with potential interventions) would then be produced.

A proposal is then formulated based on the ideas for potential interventions.

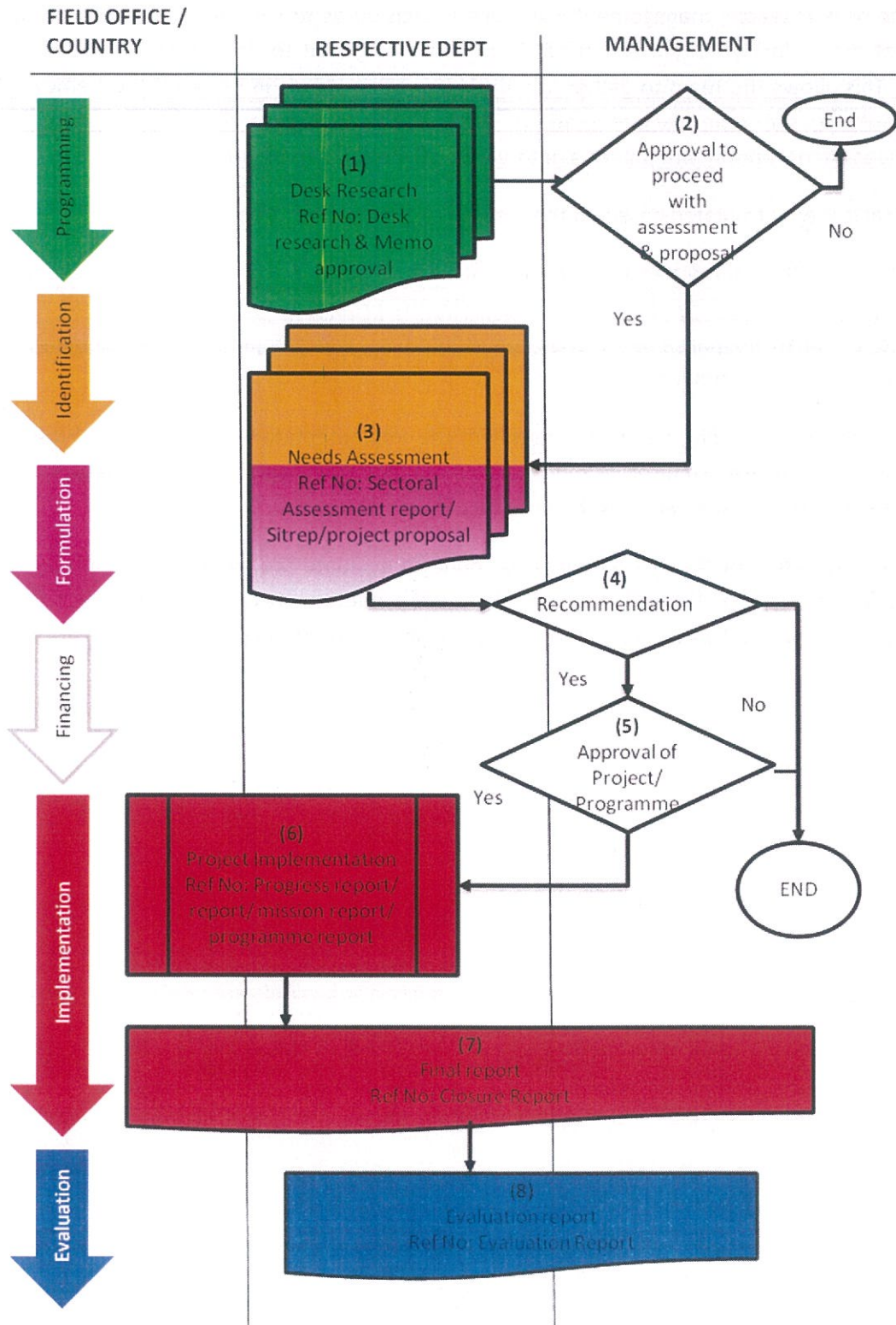
This proposal is then submitted to management as a recommendation. Should management feel that the proposed recommendation is not feasible, the process would then end. However, if it is approved, the financing phase of the cycle comes into play, with the proposal then being submitted to potential donors and funders.

After the source of funding has been identified, the implementation phase begins. Progress and programme reports are produced in this phase to monitor the project's implementation. After the project is completed, a final report is then produced.

Finally, an evaluation of the project would be done to evaluate the success of the project and to improve future projects. Evaluation is also done via a midterm review of the project during its implementation phase. This would be further explained later in the chapter.

Integration of PCM and MERCY Malaysia's Process Flow

The figure below illustrates the cycle in MERCY Malaysia's process flow, with the different phases of the PCM inserted as arrows to indicate the integration between generic PCM and MERCY Malaysia's process flow.



The figure below also illustrates the integration between PCM as well as MERCY Malaysia’s existing process flow. Each phase of the cycle corresponds with its respective actions and is colour coded for ease of understanding.



2. How to Utilize MERCY Malaysia's Process Flow

Programme Development and Operations Department



The Programme Development and Operations Department (PDO) is divided according to the phases of PCM. Programme Planning and Development (PPD) focuses on: (1) Programming; (2) Identification and (3) Formulation phase in PCM. Programme Implementation (PI) focuses on the (4) Implementation phase. Programme Management Office (PMO) oversees all phases and works closely with Quality and Accountability Department (Q&A) in (5) Evaluation phase.

1. Programming

There are two documents that are critical in the programming phase, namely (1) Workplan and (2) Desk Research.

1. Workplan

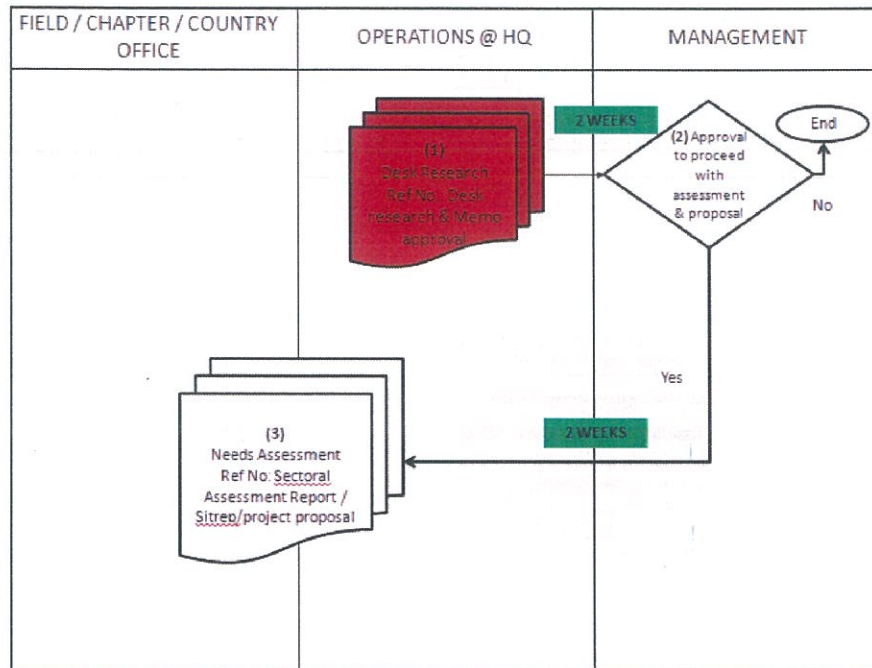
A workplan is a document that summarizes MERCY Malaysia's strategic direction for a particular calendar year according to country of operation. The document is not explicitly stated in MERCY Malaysia's process flow as it is conducted annually, in the final quarter of the year for a strategic direction. Situation at national and sectoral level is analysed to identify problems, constraints and opportunities which MERCY Malaysia can contribute to alleviate the issues.

Refer to Attachment 1 for the template of a workplan. The document has to be submitted to and approved at EXCO level. Research is conducted prior to the production of the document through engagement with local partners, NGOs or government bodies and from information gathered through national development plan or research papers for a particular country or region according to sector.

2. Desk Research

A desk research is a document that summarizes information on a particular crisis. Information gathered for a desk research is mostly secondary data that is available online from reliable sources such as follows:

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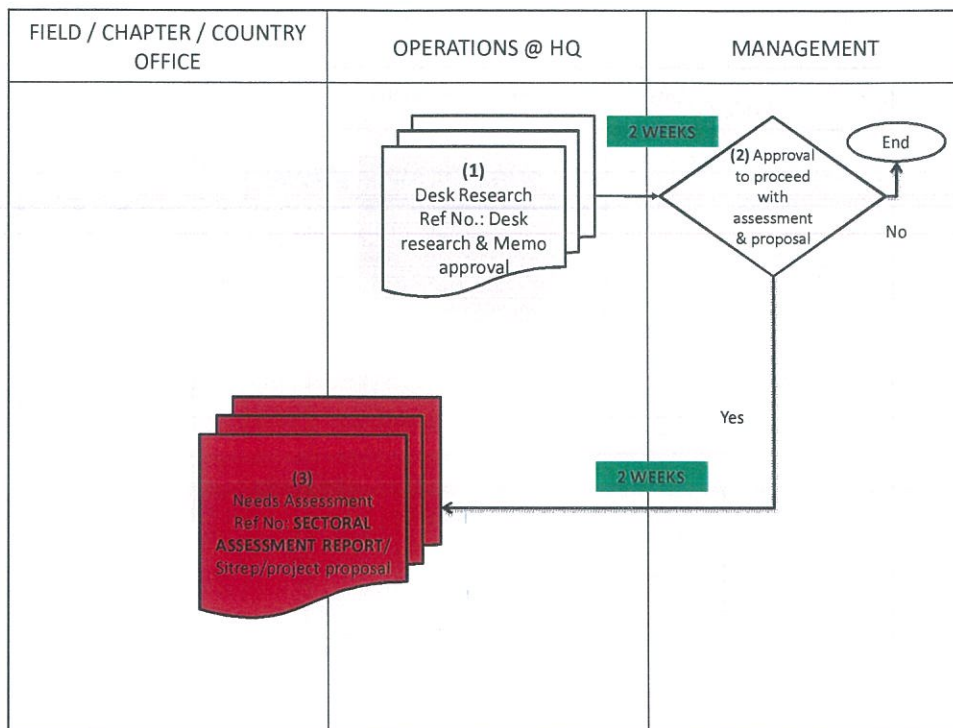
Desk research is initiated based on workplan or due to arising crisis. Information from the desk research will provide guidance in conducting the needs assessment. It is the first step for an assessment. More information on data collection and research can be found in the Needs Assessment Manual.

There are three parts in the desk research template. The first part is background information and situation overview of the crisis. The second part of the document focuses on operational logistics information. The last part of the document is the recommendation for operations in response to the crisis or situation. The desk research must be reviewed by Head of PDO and approved by a director. Refer to Attachment 2 for the template.

If the recommendation is to conduct an assessment, a memo approval has to be written to request for the deployment of an assessment team. Refer to Needs Assessment Manual for type of team and structure of team members. The memo approval should have the desk research as an attachment as well as the necessary deployment documents such as mission budget and terms of reference. Refer to DAL on approval authority.

Partner selection process is initiated at desk research and a few partners can be recommended based on Partnership Guidelines.

2. Identification



Process (3) in the process flow is a long process and involves two phases in the PCM namely Identification and Formulation. The process includes the needs assessment activity as well as proposal development.

Needs assessment is conducted if there is recommendation from the desk research and approved by the management. Needs assessment is initiated by PPD and requires close coordination with PI. Refer to Needs Assessment Manual for the SOP and guidance on conducting needs assessment.

Three documents are essential in relation to the needs assessment. Refer to attachment for the template of each report.

1. Situation Report (Attachment 3)
This document provides day – to – day report on team movement and meetings during the needs assessment. The report is due within 5 days of team’s return.
2. Field Assessment Report (Attachment 4)
This report has to be written for each site visited by the assessment team. The report summarizes the findings of the site according to its sectoral needs. Not much analysis of findings is needed in the report. The report is due within 2 weeks of team’s return as attachment to the Needs Assessment Report.

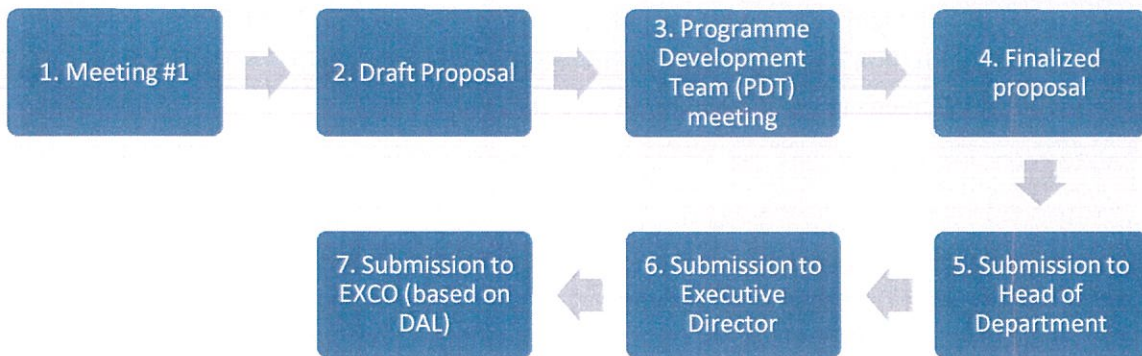
3. Needs Assessment Report (Attachment 5)

The Needs Assessment Report is the analysis of finding from the needs assessment conducted. It combines all findings from the field assessment report and provides analysis to the finding. The report is due within 2 weeks of team's return. The needs assessment will provide the basis for the proposal development.

The needs assessment team will need to conduct a debriefing session in headquarters within 2 weeks of team's return. It is a presentation of the needs assessment report. A representative from all departments in HQ needs to be present in the session.

3. Formulation

Proposal development is led by PPD based on the Needs Assessment Report. The following is the process for proposal development in MERCY Malaysia.



1. Meeting #1

- Involving:
 - Desk manager (representatives from PI)
 - Programme Planning and Development (PPD)
- Objectives of meeting:
 - To discuss the problem – objective tree (See below)
 - Prepare logframe (Refer to Attachment 6)
- Prior to meeting – background information for the project, the following documents have to be shared:
 - Proposal (draft if any) or concept note of project
 - Workplan (or any plans done so far) or blueprint etc.
 - Situation/Needs overview
 - Current workforce
 - Current financial status (verified by Finance)
 - Partners’ Overview (if have partner, need to have some background info who they are)

2. Draft proposal (See Attachment 7 for Proposal template)

- PPD prepares the draft proposal from the objective tree and logframe that was discussed in Meeting #1. PPD also needs to prepare the draft budget for the proposal.

3. Programme Development Team (PDT) Meeting (1 hour)

- Involving:
 - Programme Planning and Development
 - Desk manager
 - Fundraising Department (FRE)
 - Finance

- Q&A
- Prior to meeting – PPD has to prepare:
 - Draft proposal
 - Draft budget
- Objectives of meeting
 - Discuss on the draft proposal – what to amend
 - Input from Q&A - accountability, CHS
 - Input from Finance – financial management, budget line
 - Input from FRE – stakeholder engagement, donor needs
- 4. Finalized proposal
 - The proposal is finalized based on inputs in PDT meeting.
- 5. Submission to head of departments
 - Finalized proposal is submitted to Head of PDO, Head of Finance and Head of Q&A for approval.
- 6. Submission to Executive Director (ED)
 - Upon approval from head of departments, the proposal is submitted to ED for approval at secretariat level.
- 7. Submission to EXCO
 - Based on Delegation of Authority Limits (DAL), proposal that is approved by ED is submitted to EXCO. The proposal needs to be approved by more than half of the EXCOs in order for it to be a valid approval. ED does the submission on behalf of secretariat.

MERCY Malaysia uses the Logical Framework Approach for its projects/programmes. The Logical Framework Analysis (LFA) or “Logframe” is a **tool for systematically planning, implementing, monitoring, and evaluating the projects or programs**. The logframe structures the main elements in a project and highlights the logical relationship between them which lead to the achievement of the expected outcomes. Refer to Reference 1 for the step – by – step guide in preparing a logframe.

4. Financing

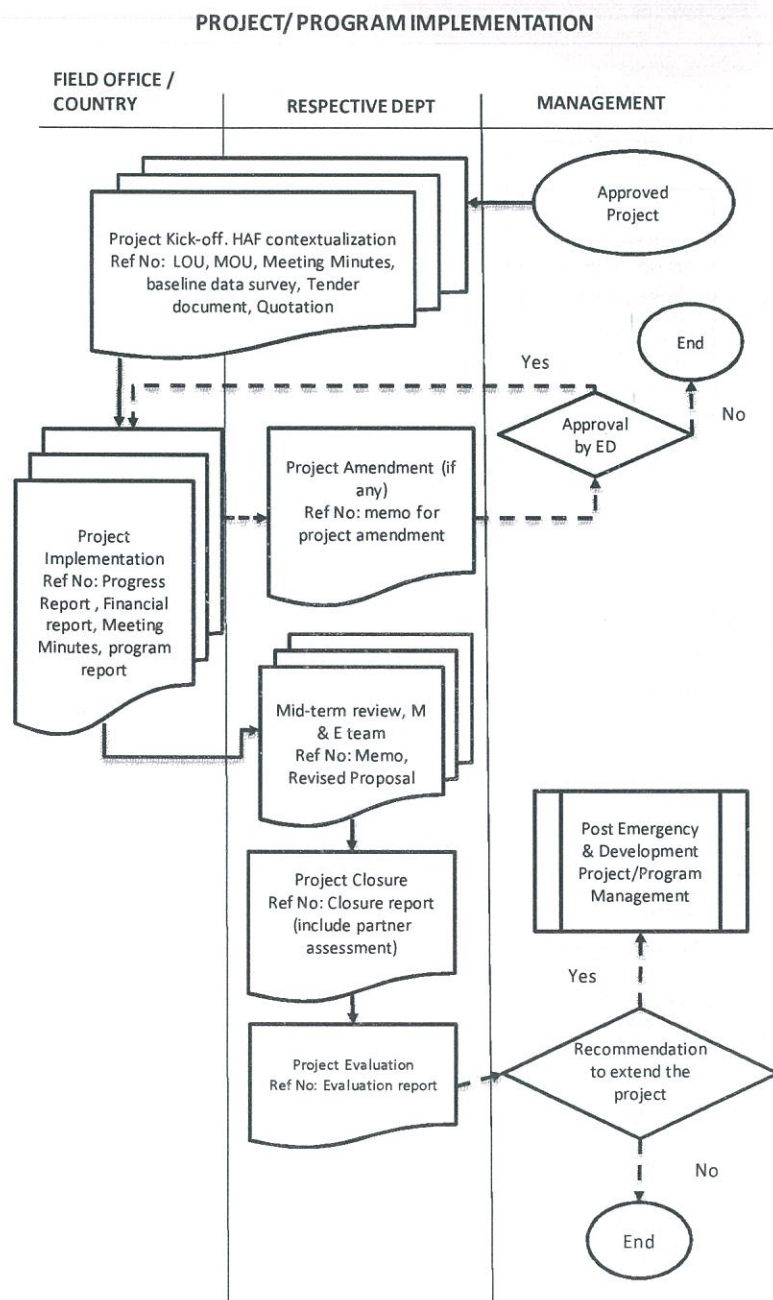
Once approval is approved at EXCO level, the proposal is shared with Fundraising Department (FRE) for fundraising efforts. FRE will extract information from the proposal to include in their external proposal. Once the funding is confirmed, FRE will appoint an Account Manager (amongst the officers in FRE) for the particular fund. The Account Manager will prepare Donor Contract Summary to summarize the details of the funding as reference for PDO. The template is attached in Attachment 8. If there are more than one donor for one project, detailed division of the funds should be discussed at the beginning of the project and properly summarized in the Donor Contract Summary.

The implementation of the project/programme can be initiated once MERCY Malaysia receives the funds in its accounts. The amount is based on the agreement with the funder.

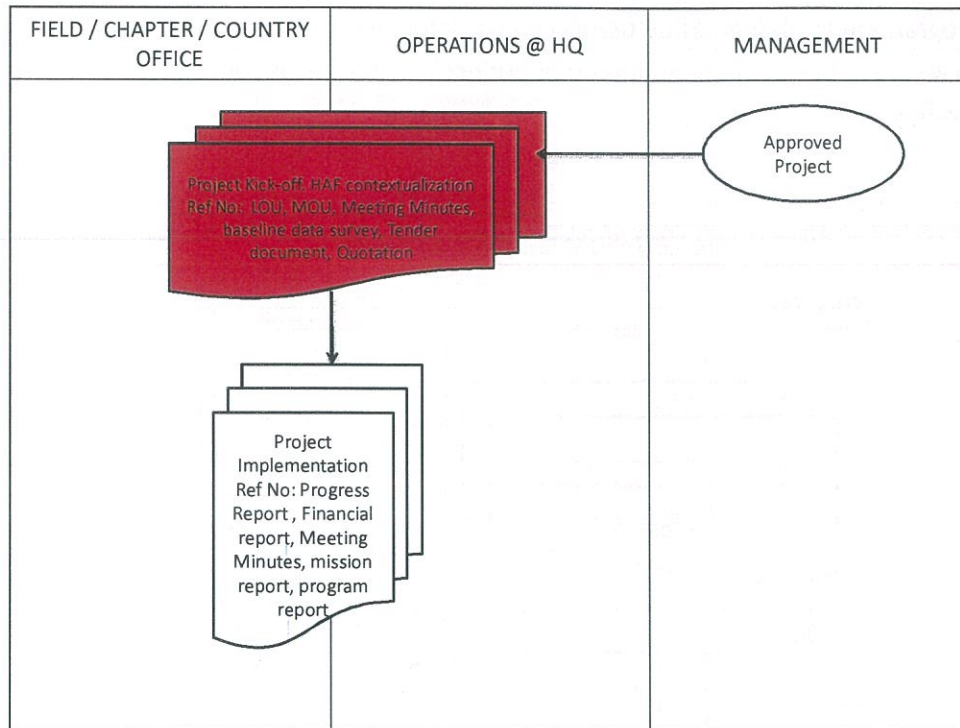
Sometimes, the funding opportunities are already discussed prior to the proposal development. FRE can utilize information from the workplan to initiate their fundraising efforts. A concept note might be requested if the donor requires some more details of the project/programme. Attached in Attachment 9 is the template of Concept Note.

5. Implementation

The Programme Implementation team can start implementing the project/programme once all the approvals are in place. Implementation of project/programme is summarized in the following process flow:



1. Project Implementation kick – off



Kick – off meeting

Project implementation is initiated with a kick – off meeting. The kick – off meeting is done to ensure proper handover is done from PPD to PI and to integrate interdepartmental communication within MERCY Malaysia. The meeting is as follows:

- Involving:
 - PDO: PI and PPD
 - Representatives from all departments
- Prior to meeting – PPD to prepare and share:
 - Needs Assessment report
 - Approved proposal
 - Manpower planning
- Prior to meeting – FRE to prepare and share:
 - Donor requirements – Donor Contract Summary
 - Funding status
- Objectives of meeting
 - Handover information on programme
 - Explain proposal and to guide on implementation
 - Discussion on monitoring and evaluation tools used for project
 - Q&A on proposal

All pertinent issues shall be discussed in the meeting to ensure smooth project/programme implementation.

Project Planning

Within the approved time frame from the project proposal, the PI then prepares the implementation plan, and detailed Gantt chart for the project.

Compliance Matters (if any)

Prior to the start of project, all compliance matters shall be addressed. PI has to ensure all agreements are finalized before any activities are conducted. The following are types of agreements that a project/programme may need:

- Memorandum of Agreement (MOU) - with implementing partners or government
- Letter of Agreement (MOU) - with implementing partners or government

Note that not all projects/programmes need an agreement. Most of the time, project/programme with an implementing partner requires an agreement. The implementing partner has to go through the partner selection process before becoming a partner.

The Compliance Officer (Q&A) will prepare the MOU or LOU and have it approved by the EXCO. PI have to provide the (1) Approved proposal and (2) Completed partner selection form in order to the Compliance Officer for this process.

Partner Selection Process

PI will have to ensure its implementation partner has gone through the selection process before project implementation. Potential partner have to fill in the Partner Selection Form (Attachment 10) and the form is submitted to Quality and Accountability (Q&A) Department for approval. Once the partner is approved, PI can prepare the agreement accordingly.

Once the partnership is finalized, PI must prepare the Implementing Partner Contract Summary (Attachment 11) and have it approved.

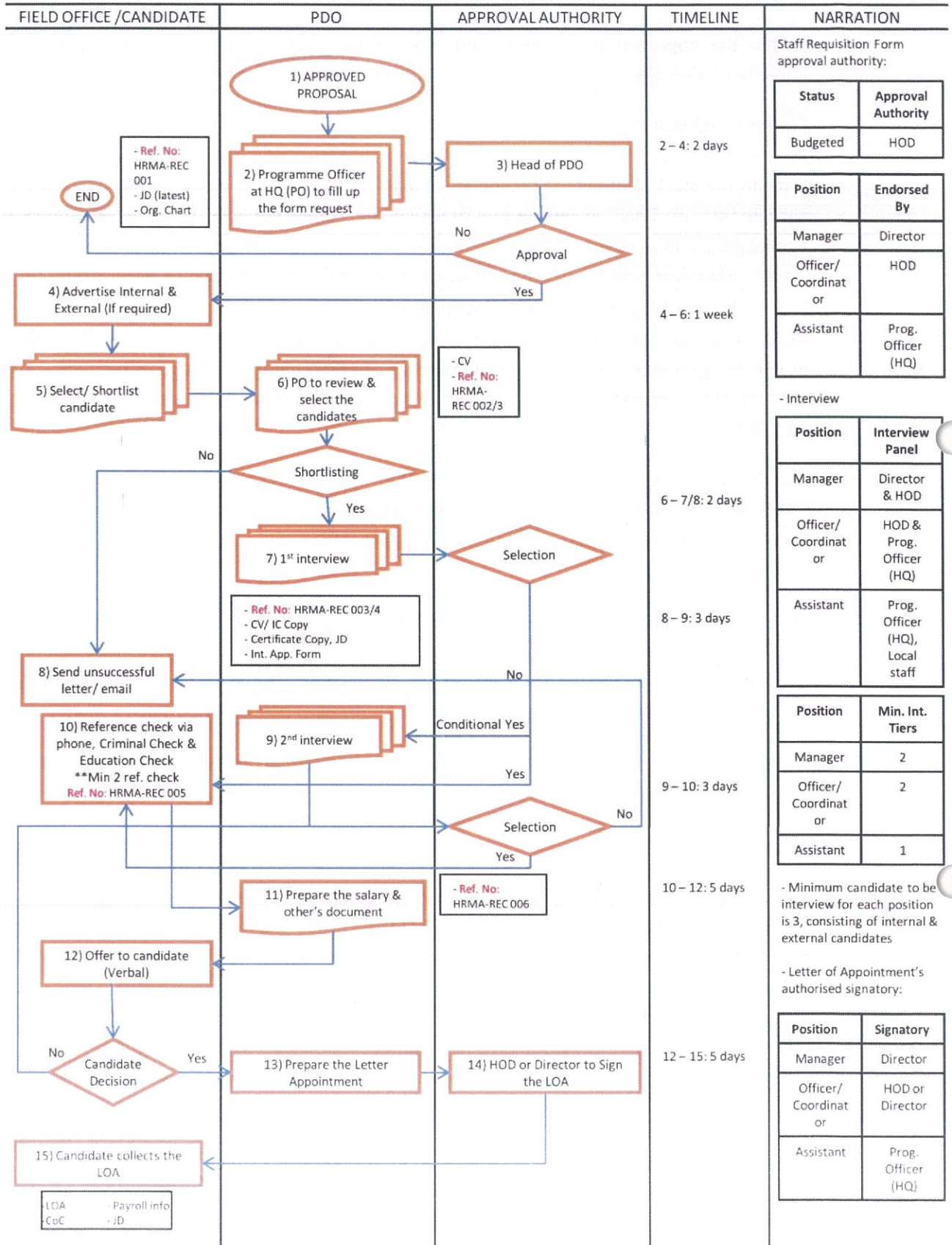
Workforce (if any)

Some projects/programmes may require hiring of new staff. The manpower requisition shall be done by PPD prior to the kick – off meeting. PI is responsible to ensure that project staff is then hired accordingly. HRMA will provide an advisory role for the hiring process. The following is the process flow for hiring of project staff. PI is responsible at all steps of the process. PI is also responsible for staff wellbeing and all HR related matters throughout the employment of the project staff. Refer to the process flow in the next page.

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RECRUITMENT OF PROJECT STAFF



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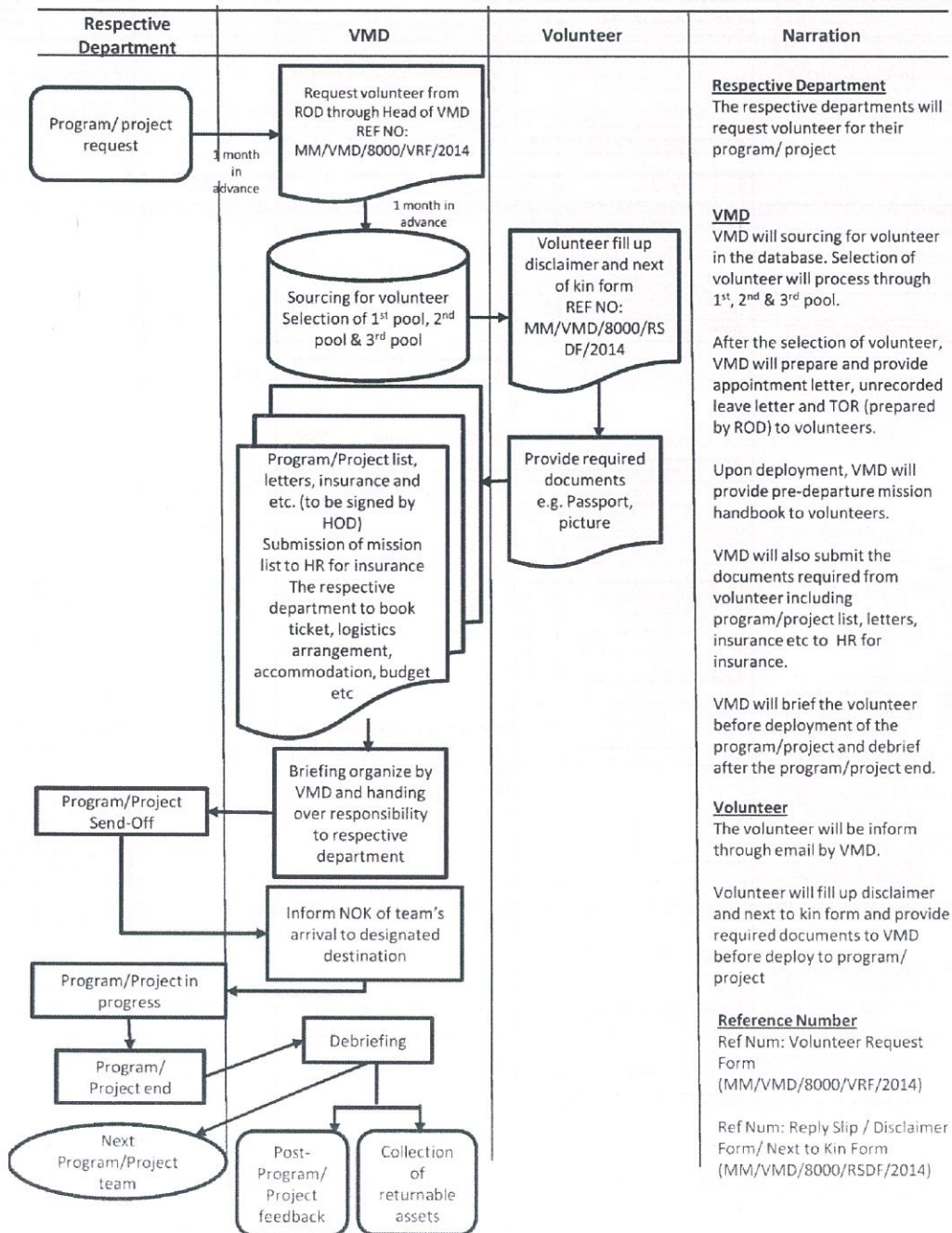
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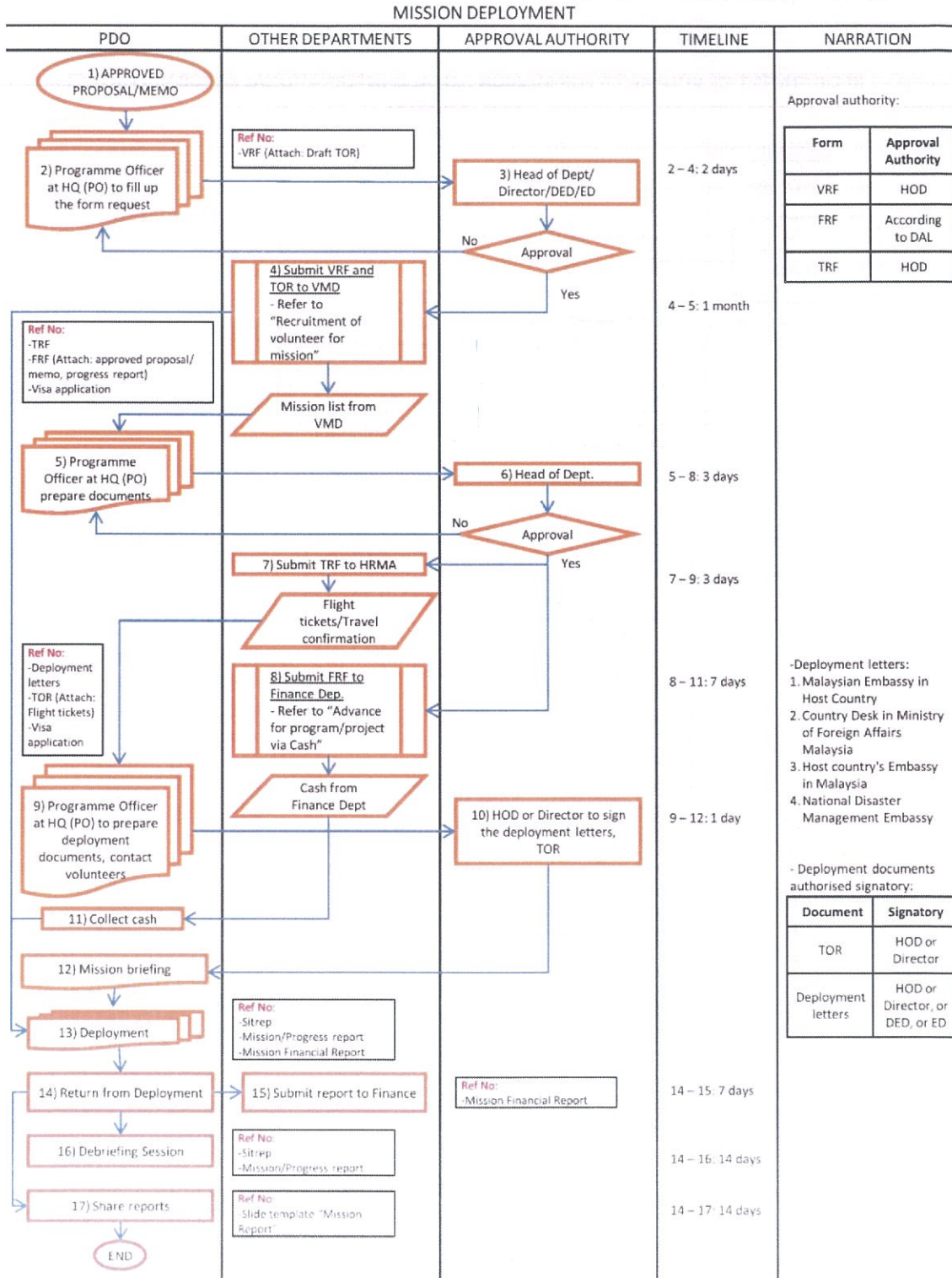
Most of MERCY Malaysia's projects/programmes require the use of volunteers. Volunteers are requested from Volunteer Management Department (VMD) using the Volunteer Request Form. Type of volunteer is specified in the form as well for a specific time frame. The process flow to request volunteers are as follows:

**RECRUITMENT OF VOLUNTEER FOR MISSION (LOCAL & INTERNATIONAL PROGRAM/PROJECT-
NON-DISASTER)**



Deployment

During project implementation, depending on the project activities, there are usually deployments in order for the activities to be conducted. Refer to the process for deployment as follows:



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Procurement

Procurement for a project is led by PI. However, PI has to follow the process listed in HRMA's Procurement Guideline. All procurement approval must follow DAL.

Complaint Response Mechanism (CRM)

CRM process is initiated prior to implementation of activities for the project/programme. PI needs to refer to the communities in preparation of CRM for the project/programme. Refer to Complaint Response Mechanism Manual for the process and procedures in implementing CRM.

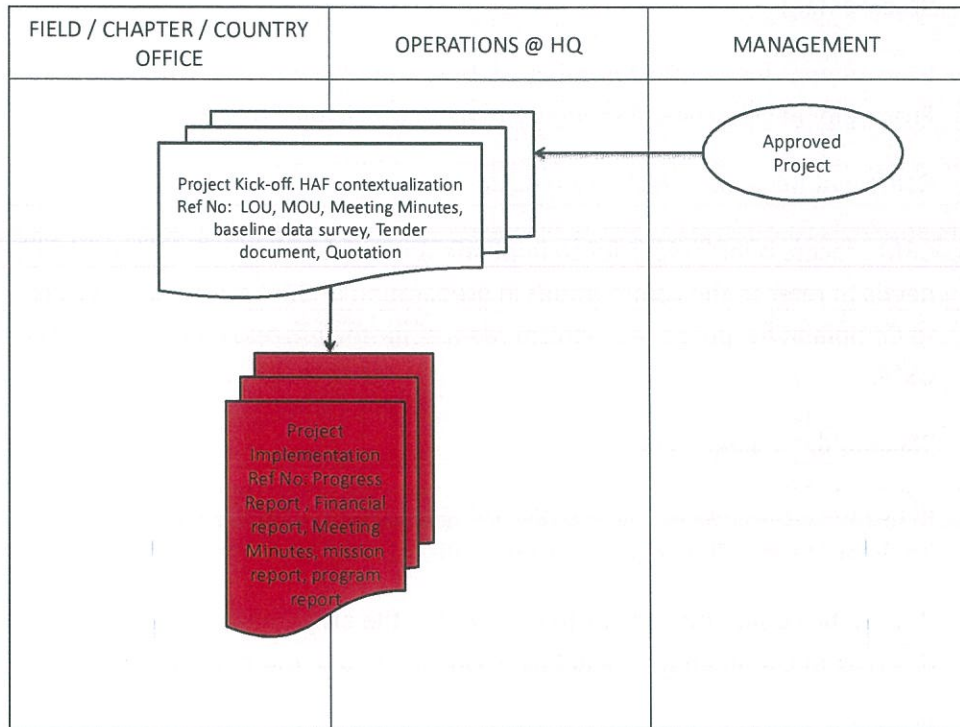
Stakeholder Engagement

PI has to communicate and engage with all stakeholders of the project prior to project implementation. The engagement is continuous throughout the project implementation.

Within the community, PI has to ensure that the project/programme takes into account the diversity of communities, including disadvantaged or marginalised people.

PI has to also ensure that coordination and collaboration with others, including national and local authorities are done throughout the project implementation.

2. Project Implementation



The project can start implementation when the groundwork above is completed. The project is implemented according to the design of the project in the project proposal.

PI has to ensure that continuous engagement is conducted with the communities. The community's feedback is essential at every step of the project implementation.

In order to monitor project progress, PI needs to observe the time, budget and resources that are spent compared to what were originally planned based on the logframe. Tools that can be used are as follows:

i. Monitoring time

PI monitors that activities are being completed on schedule and in the right order using Gantt chart. Gantt chart is attached in a proposal and PI is advised to detail it at the beginning of a project. A Gantt chart contains the dates for performing project activities, identifies the sequence in which activities occur and their duration, and tracks and controls changes to the schedule.

ii. Monitoring money

Managing financial aspects of a project means ensuring that actual costs remain within the planned budget. Comparing the original budget with expenditures tells us:

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- The planned activity costs at completion
- Whether actual expenditures are in line with estimates
- The magnitude of any budget variance
- If there are sufficient financial resources available to complete remaining activities

During the implementation period PI have to do the following while running their operation with their budget properly managed:

- Keep record of whatever expenditure they are requesting
- Following up with the finance on what is the actual expenditure for the request they have issued before. The follow up need to be within one month of the date of request.
- Periodically meeting with project manager and finance


Tool For Monitoring Financial Expenditure: Project –Budget Tracking Excel Form-cash flow (BTF) (cash flow)

This template is refer to the excel sheet that is been provided by Finance department (refer to figure 1) along with the master budget for the project. The template must reflect approved budget line with the month expenditure for the year. **This template is to be prepared by PI during the kick off meeting and whenever there is amendment in the budget, amendment must be reflected in BTF template.**

PROGRAMME CASHFLOW	Budget	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total Check	Balance
1) TOTAL RECEIPTS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Part A - Assessment & Preliminary Discussion</i>															
<i>Sub-total A</i>															
<i>Part B - All Projects</i>															
6000/001 Accommodation	7,224	-	-	-	-	-	-	-	-	-	-	-	-	-	7,224
6000/002 Air Fare	43,000	-	-	-	-	-	-	-	-	-	-	-	-	-	43,000
6000/003 Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/004 Banner and Bunting	1,290	-	-	-	-	-	-	-	-	-	-	-	-	-	1,290
6000/005 Communication	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/006 Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/007 EPF (Employer Contribution)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/008 Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/009 Gift and Souvenir	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/010 Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/011 (Gain) / Loss on Foreign Exchange	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000/012 Food & Beverage	31,519	-	-	-	-	-	-	-	-	-	-	-	-	-	31,519
6000/013 Medical Expenses (Staff entitlement)	8,600	-	-	-	-	-	-	-	-	-	-	-	-	-	8,600
6000/014 Mission Volunteer Pack / Tshirt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Figure 1

Here is a good example for budget tracking



Project Title : Malaysian Medical Belantik Detention Centre Program
 Project Type : Health Services
 Budget Amount Requested : 1378948.94
 Project Duration : February - June 2016

VBS	Item	Unit	No of	No of Camp	Frequency	Unit Cost	Total	Expenditure	remaining Expenditure	Items remaining
B. OFFICE Costs										
<i>Assessment Cost (for all projects)</i>										
	Meals and Refreshment	Person	2	1	1	40	80			
	Travelling and Transportation									
	Car Rental	Unit	1	1	1	200	200			
	Petrol	Car	1	1	1	200	200			
	Toll	Car	1	1	1	100	100	568	(68)	
	<i>General Operating Cost</i>									
Hakim	Accommodation Expenses	month	1	1	4	2,000	8,000	6,455	1,545	
	Communication Expenses	Person	1	1	4	60	240	324	(84)	
	Equipment	Unit	1	1	1	120	120	450	(330)	
	Mission Volunteer Pack	Person	40	1	1	20	800		800	
	Printing and Stationeries	Pack	1	1	4	50	200	637	(437)	
	<i>General Project Maintenance</i>									
	Accommodation Expenses	month	1	1	2	200	400		400	
	Air Fare (for Belantik Camp)	person	1	1	1	300	300		300	
	Meals and Refreshment	day	2	1	1	40	80		80	
	Travelling and Transportation									
	Car rental	unit	1	1	1	200	200		200	
	Food & Toll	car	1	1	1	60	60		60	
	Allowance (Outstation Allowance) for Staff	day	2	1	1	60	120		120	
B. Total Office Costs:							11,190.00	\$,473	2,717	
C. OPERATIONAL Costs - Health Screening for all detainees & staff (HS)										
	Accommodation Expenses	Lumpsum	1	1	1	7,600	7,600		7,600	
	Board and Lodging	Unit	1	1	1	400	400	687	(287)	
	Meals and Refreshment	Lumpsum	1	1	1	12,000	12,000		12,000	
	Printing and Stationeries									
Total								0	0	
Amount								0	0	

Figure 2

In case BTF is not applicable¹ to monitor against available master budget. A detailed budget need to be prepared by PPT and shared during the kick off meeting. Another option is to use a general budget tracking template (GBTF) as per illustrated in Figure 3.

Serial Number:	
Project title	
Available fund	
Balance	0
Currency	
Balance in MR	

No	Date	Ref. No	Type of request	Details of the request	amount Requested	Actual Spent	Requested by

Total						0	0
Amount						0	0

Figure 3

¹ BTF template might not be applicable in case of the blanket proposal at the time of implementation where only a line cost for eg. Shelter Repair Kit will be funded by one donor. The line for SRK will not be given in details in the Master budget

All requests, PRF/ budget request / TRF are to be given a reference number while registering internally within PDO department before request is been submitted to Finance. Any request would not be accepted from finance neither HR if it is not referenced. Therefore, the process is to be centralized, to ensure that all requests are passing through same channel and registered in the log book (figure 4) when all request will be stamped and given reference manually.

PMO overall budget monitoring template². This template is to collect all request that have been made for each project for easy retrieve of information. This template is to be accessed by PMO and Head of PDO.

Ref	Serial Number	Project title	Payment request type Budget request/ PRF	Person Requested	Donor / Fund	Amount in MR	Amount amount spent	Balance
PDO/No/ MMY	MERCY							
PDO/01/072016	MERCY074	Provision of health care - Myanmar	Transfere request	Nusrat	YH	74,218		
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							
	MERCY							

Figure 4 (Log book) – Log book where all financial request are been kept


Date : 1st February 2016

Ref: PDO / 01 / 07 2016

Proj. Serial Number: MERCY 074

MERCY MALAYSIA
PROGRAMME TITLE / COUNTRY
DETAIL PROJECT
PROJECT PERIOD
ANALYSIS CODE / PROJECT

Health Programme
Mobile Clinic - Expansion, Phuket
January 2015 - Dec 2016



REQUEST PERIOD: February 2016 (1 month Operations)

Client Of Account	Description	Unit Type / Base	Cost/Unit		No of Unit	Frequency	E R A 3 (C) (D) (E) (F) (G)		Remarks
			USD	MYR			Sub Total MYR	Total MYR	
Part A - Assessment & Preliminary Discussion									
Sub-total A									
Part B - Project - Expansion Mobile Clinic (B/C)									
B000062	Air Fare	Person	160	658	3	3	480	1974	
B000064	Banner and Bunting	Lump Sum	50	218	1	1	50	218	
B000065	Communication Expenses	Lump Sum	30	129	1	1	30	129	
B000074	Medical Volunteer Post	Lump Sum	50	218	1	1	50	218	Salary 2 months for 2 staff
B000078	Printing and Stationery	Lump Sum	50	218	1	1	50	218	
B000080	Repair and Maintenance	Lump Sum	150	645	2	2	300	1290	Repair repair 20' car and 20' van
B000081	Staff Salary								
	- Doctor	Person	800	3240	1	1	800	3240	
	- Health Assistant (HA)	Person	400	1720	2	2	800	3240	
	-Community Health Worker/translator	Person	80	344	6	6	480	1974	Salary of 2 camp 3 CHW
B000083	Traveling and Transportation								
	- Car rental	Unit	1,100	4,730	4	4	4400	18,920	Monthly base
	- Fuel	Unit	400	1,720	1	1	400	1,720	Monthly base
	- Boat rental	Unit	1,500	6,450	1	1	1,500	6,450	Monthly base for 20' van
	- Boat rental fuel	Unit	300	1,290	1	1	300	1,290	
B000085	Contractor Civil / Medication	Person	1,300	5,450	1	1	1,300	5,450	Monthly base for 20' van
B000086	Training Expenses								
	-For Community Health Worker Allowance	Lump Sum	600	2,520	4	4	2,400	9,840	Monthly base for 20' van
B000087	Field Allowance	Person	400	1,720	5	5	2,000	8,160	Monthly base for 20' van
Sub-total B									
Part C - General Budget Allocation (B/C)									

Figure 5 -Budget request stamped for the reference and serial number to be given.

² Summary for all expenditure to quickly figuring out the general expenditure for all project

Actual expenditure:

The request made would mostly be different from the actual amount spent. Tracking the status of actual expenditure should be enforced among PI. Therefore, officer will need to check with finance on how much the actual expenditure for each line on regular basis.

- iii. **Monitoring quantity of outputs**
The quantity of outputs to be produced by the project should be recorded in an Excel table or other recordkeeping template. As activities are implemented, the number of outputs produced should be continuously updated.
- iv. **Monitoring situation/context**
PI should conduct ongoing analysis of the context in which the project operates, especially when it affects identified risks and assumptions. PI also needs to consider external issues that arise such as larger political, institutional, funding and policy context that affects the project.
- v. **Monitoring beneficiaries**
Perceptions of beneficiaries towards a project which includes beneficiary satisfaction or complaints about the project should be measured. This can be done through CRM. Feedback on community participation, access to the resources and their overall experience of change should also be taken. It must take account of different population groups, including the perceptions of indirect beneficiaries (e.g. members of a community that are not directly receiving any good or services).

All of the inputs from the tools above are reflected in the reporting templates below. These reports are submitted periodically for a project/programme. Template for each report is attached in this manual.

- i. **Project Progress Report (Attachment 12)**
This report details the progress of the project in the reporting period. It details out the actual output and outcome of the project in comparison to the planned output and outcome of the project. It also lists the challenges and solution for the challenges of the project.
- ii. **Financial Report**
The financial report summarizes the financial transaction that is conducted throughout the reporting period. PI prepares the Mission Financial Report for the project (Attachment 13) and submits it to Finance Department for it to be compiled into a financial report.
- iii. **Programme Report (Attachment 14)**

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Programme report is a summary of all projects in a country or a programme. The programme report highlights the achievements of a project as well as the administrative and staffing issues for the country or programme.

iv. Mission Report (Attachment 15)

Mission report details the progress during a deployment of a team. It highlights on the activities conducted during the deployment. This report is usually used to capture one-off projects as well as projects that are dependent on deployment of volunteers and staff.

The reporting period differs for each project. The most common reporting periods are biweekly, monthly and quarterly. The reporting period is listed in the proposal. All reports are shared with PMO which monitors the progress of the project/programme. PMO will provide the updates to management and other departments.

Documentation:

During implementation of the project, it is vital that the PI is keeping proper records and documentation of all project related documents.

Documentation of project and filing it, both hard and electronic, is a responsibility of the PI. The file need to be kept completed and updated. The role of the PMO is to ensure the documents are been kept in place and the system of filing is been followed. The following document needed for any programme that is running:

- Assessment
- Internal Proposal
- Proposal shared with donor
- MOU with the donor / implementing partners if applicable
- Memo – any related memo to justify change output/ timeline / extension / utilization of specific fund etc along with updated logical frame work, budget and timeline if any.
- Report that include progress report, Strip, mission report Closure report.
- Email and correspondence that need to summaries important communication with stakeholder that can be informative to the project.
- Meeting minutes
- Action plan if any (in case of CBDRM & RH only)
- Photos
- Life story for beneficiaries of the project
- Project management documents

PDO has 2 main Excel document

- Data base
- Log book

These to 2 excel sheet help to list all documents in a manner to organize both electronic and hard copy filing.

Data base have all project and provide them with the serial number. Filing of project should be based on serial number. Please note that the serial numbers are not based on the chronological order for many of the old and ongoing project. For any new programme/ Project, the serial number would be in chronological order and it should be given by PMO.

Log book has different sheet where all of the document coming out of PDO department would be given reference number. The recording and the referencing should be done by all officers working in PDO department.

Serial number

The role of the serial number is:

1. To create a predictable and reachable place where it will be accessible by Head of PDO and the PMO when needed. All files should be kept in sequence. It will be easy to determine the location of all documents ie. Folder for MERCY010 will follow MERCY009 and after MERCY008. Folder MERCY033 will be at the middle of the shelf. Folder MERCY080 will be around the end of the shelf etc. The data base in the shared folder is giving the details title for each of these serial numbered folders. Anyone can search the serial number for a project by using the data base that is located at shared folder.
2. The same filing system is to be followed in MERCY electronic filing in the shared folder. All programme in the shared folder is based on serial number, not country not year.
3. Serial number will represent a short name for the project title and it will be used to title any electronic document instead of long project title or any short abbreviation for the project that might not be clear to everybody e.g Syria Crisis Response project's serial number is MERCY034. Therefore, while keeping electronic copies for any related document for the project MERCY034.
4. As for the data base (the ongoing project / project in the work plan) the serial number is to help linking the project to the blanket proposal and link action plan from community to the main proposal provide e.g Nepal . Action plan from community should be saved as a whole as one document in the respected folder (hard & elect). However, this also to be reflected in the data base, if MERCY considering the implementation of action plan.

Highlights:

- During naming in share folder (either folders or the document itself), please make sure you don't leave a space between word when naming files or folders. Leaving a space lead to forming a link that can be not accessible for the user. (MOU eg)
- Try to provide a correct name from first time. NEVER change the name after you have been shared with others.

As all proposals in the data base would have serial number, other approved documents should have reference number and must be recorded in the log book. Documents to be recorded in the log book are as follows:

- | | |
|----------------------------|--------------------|
| 1. Letters | 5. Desk research |
| 2. Memo | 6. Assessment |
| 3. Project amendment sheet | 7. Meeting Minutes |
| 4. Concept note | 8. Deployment |

Where to find data base and the Log book

1. One drive

Data base & Log book is accessible in the one drive even outside office. Officer need to be connected to internet and open “Office 365” <https://login.microsoftonline.com/>. All officers should have password that is to be given by the account admin.

2. Proposals:

After proposals got signed the approved document is the responsibility of the PDO admin team to get copies and save in proposal folder based on their serial number. Electronically, the proposals also are to be saved in the proposal folder located in:

C:\Users\Nada\OneDrive - Malaysian Medical Relief Society\Public_PDO\Programmes\PROPOSAL

The title of the proposal will follow the serial number. Therefore, it will be arranged in order.

3. Document:

Documents highlighted above should be recorded in the log book. After recording the documents in the log book, the documents need to be saved in “upload” folder – figure (1). Every officer should save the documents either within temporary folder figure (2) or directly in project corresponding folder – Figure (3).

The role of using the temporary folder is to make sure officers give the correct titling for the documents and to monitor documentation process. The decision whether officers should be saved in the “upload” folder or Project officer should be taken on individual basis.



Figure (1)

Figure (2)

OneDrive - Malaysian Medical Relief Society > Public_PDO > Programmes

Name	Date modified	Type
MERCY002	8/5/2016 12:11 PM	File fold
MERCY003	8/5/2016 12:11 PM	File fold
MERCY004-proposal need to be approved	8/5/2016 12:11 PM	File fold
MERCY005	8/5/2016 12:11 PM	File fold
MERCY006	8/5/2016 12:10 PM	File fold
MERCY008	7/19/2016 5:54 PM	File fold
MERCY010	7/19/2016 5:53 PM	File fold
MERCY011	7/19/2016 5:53 PM	File fold

Figure(3)

(memo, project amendment, desk research, assessment, concept note, incoming letters) are to be recorded and hyperlinked to the log book. The log book can also be accessed from non-work station on one drive where officer will be able to only record the documents and give them reference.

Using shared folder/one drive

- 1- While preparing a memo, whenever referring to important document is needed the link to the particular documents in the shared folder must be provided along with the hard copy attachment. Only EXCO sheet/ workplan is needed as a hard copy, and for the other documents, only the link is needed. Therefore, in writing memo when you need to refer to a proposal it is enough to print first EXCO approval sheet / workplan as attachment and refer to serial number and location of the project in the shared folder eg. "MERCY001" located in "(\\mm-fileserver1\Public_PDO\proposal ". This is to ensure all document are kept filed and can be accessible for getting more insight on the project when needed.
- 2- Monthly summary report need to be shared with PDO head 3 days before the town hall meeting, PI need to submit monthly report on what activities that have been conducted under each project. The report does not have to be narrative but it need to reflect on the activities and provide the link to documentation of these activities in the shared folder. The following is an example of the report.

Monthly report

Reported by: Nusrat

Date : / /

Programme/ Project	Activities done during the month	Location in shared folder
MERCY023	Meeting with stakeholder (community) – March 3 rd - agree on	
	location / time/ forming community committee etc.	
	Monthly Progress Report – eg receiving and reviewing report / preparing PSR	
	Finance tracking (link to the updated financial tracking sheet)	
	Monitoring mission – please find mission report	
Assessment mission	please refer to assessment report in shared folder	
	Progress report writing	

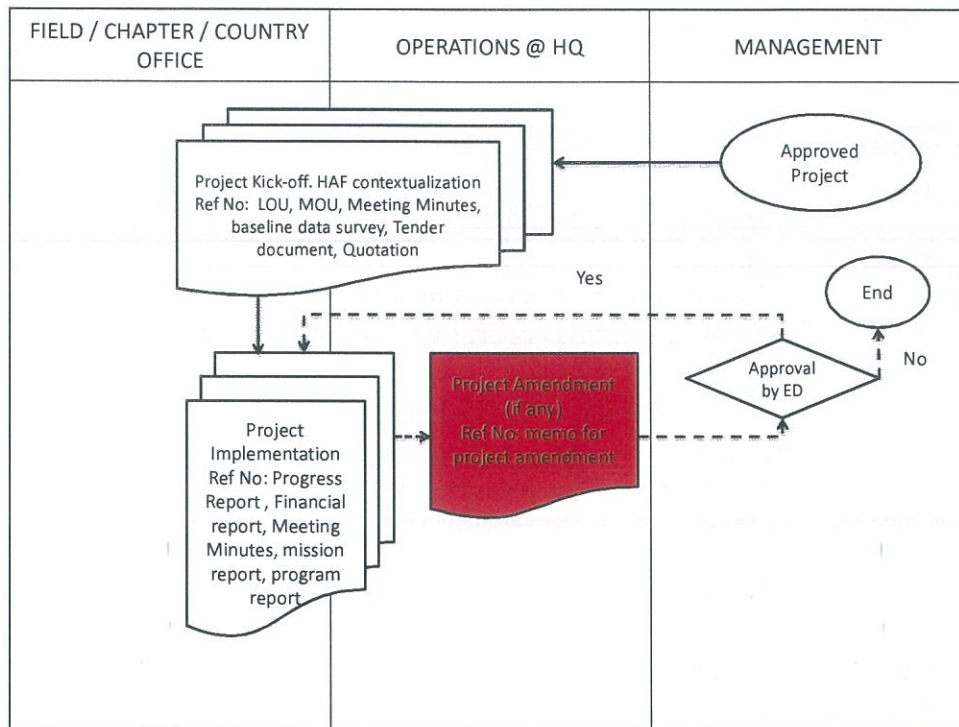
Project Management Meeting

A periodic project management meeting is organized to ensure the project is running smoothly and effective coordination between departments is exercised. The time frame of the meeting is decided by the PI when necessary. The meeting is as follows:

- Involving:
 - PI
 - PPD
 - Representatives from all departments
- Prior to meeting – PI to prepare and share:
 - Project progress report
- Prior to meeting – Finance department to prepare and share:
 - Financial report
- Prior to meeting – FRE to prepare and share:
 - Funding status
- Objectives of meeting
 - Discuss progress of project
 - Discuss challenges in project implementation
 - Q&A on project implementation

All pertinent issues shall be discussed in the meeting to ensure smooth project/programme implementation.

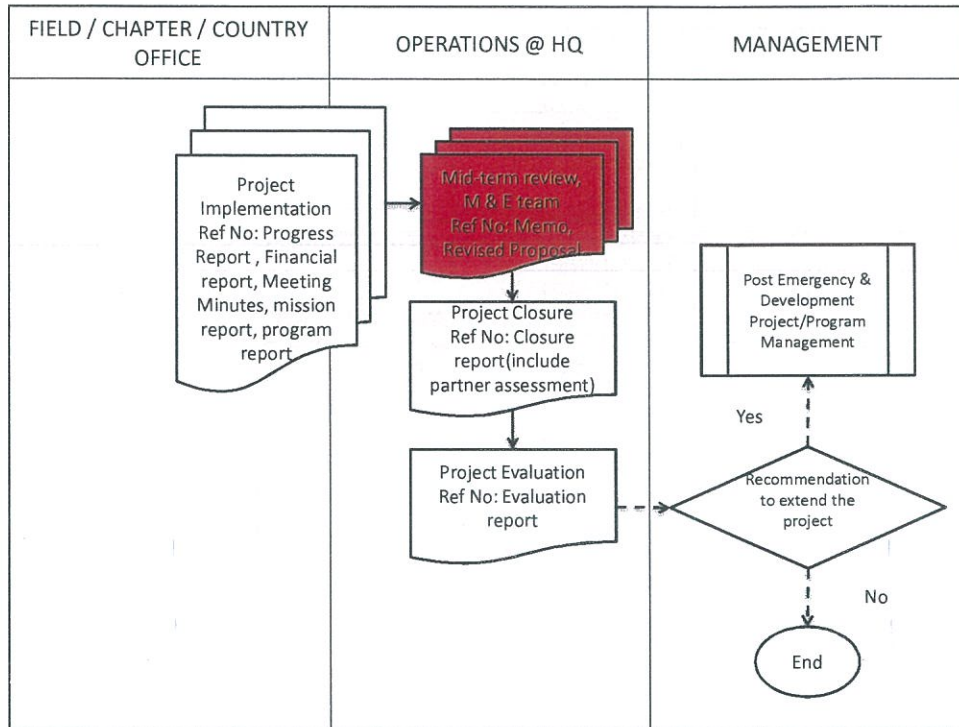
3. Project Amendment (if any)



All projects are monitored continuously to ensure smooth progress. However, there are instances of which changes needs to be made to the project proposal due to changes in situation. The PI has to prepare a memo to ensure that the changes are addressed formally. The memo is written to inform or to request for approval from person of authority according to DAL. The matter that is changed (ie: output, budget, timeline) has to be detailed accordingly in the memo. PI has to also update the logframe and attach it to the memo.

Once the amendment is approved (if needs approval), PI can continue with the implementation.

4. Mid – term Review

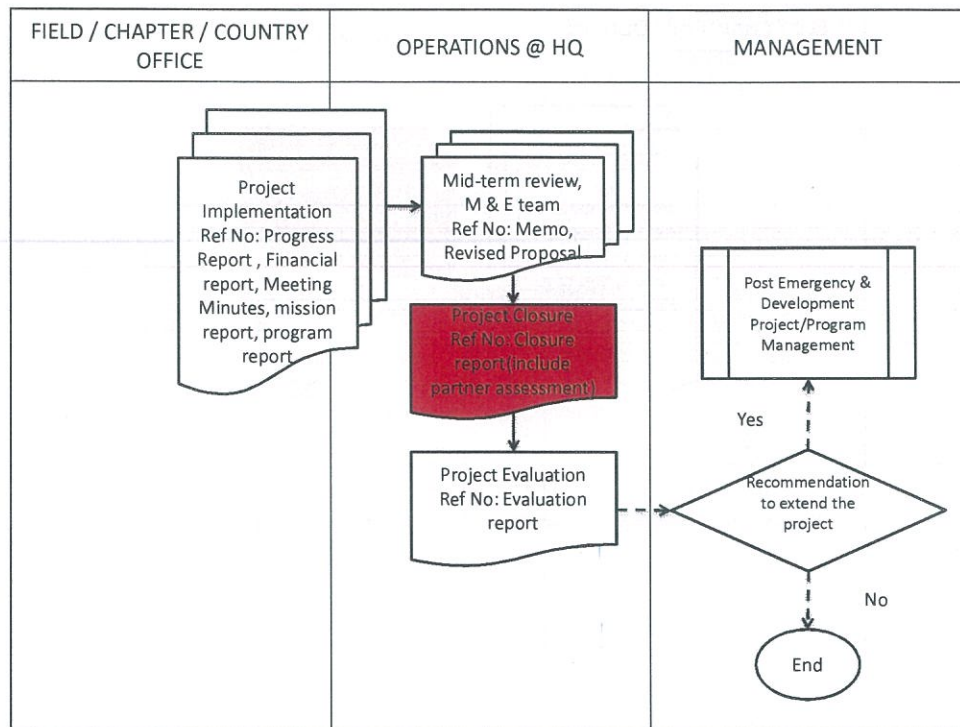


As part of evaluation of programme/project, Quality and Assurance Department sends a representative to evaluate the quality of service delivery as well as compliance of PI in the project implementation.

An evaluation report (Attachment 16) is shared with management and PI after the visit. PI shall incorporate the suggestions in the report to ensure better quality of services is provided.

Any project amendment shall follow the same process as detailed previously.

5. Project Closure



Once a project's activities are completed, the project is considered to have come to an end. Ideally, the activities will have produced desired outputs, completing the projects outcomes and achieving the overall goal.

Project closure on field

During project closure, PI will formally close the project and then report its overall level of success. Project closure involves handing over to beneficiaries, passing the documentation to the relevant stakeholders, cancelling or ending contracts, releasing staff and equipment, and informing stakeholders of the closure of the project.

Project closure documentation

Once all the necessary steps for the project closure is completed, PI can finalize the project final report and submit it to PMO.

Project Final Report (see template in Attachment 17) compiles together the whole project, its activities, finances, success, shortcomings and impact. There are 5 parts to the report.

1. Introduction

This section provides a summary, reasons of project closure and the highlights of the project.

2. Project Performance

This section summarizes the actual performance of the project against the planned performance.

3. Challenges and Lessons Learned

This section highlights the challenges that the project faced and the lessons that can be learned from the implementation of the project.

4. Closure Activities

This section covers the various activities required to close the project as well as the moving forward recommendation.

5. Appendices

This section is optional. Relevant supporting documents can be included here.

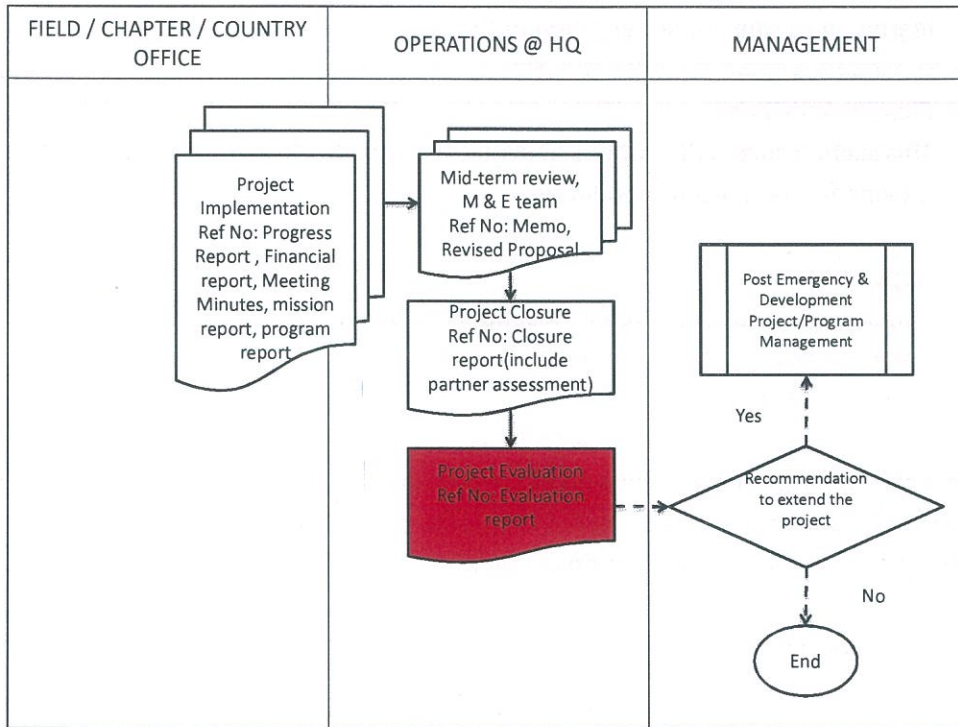
Project Closure Meeting

After the submission of the final report, PI has to organize a Project Closure Meeting to ensure all issues and concerns pertaining to the project is addressed and to integrate interdepartmental communication within MERCY Malaysia. The meeting is as follows:

- Involving:
 - PI
 - PPD
 - Other departments: Finance, Fundraising, Communications, Logistics, Human Resource and Administration
- Prior to meeting – PI to prepare and share:
 - Approved proposal
 - Project progress reports
 - Project final report
- Prior to meeting – Finance department to prepare and share:
 - Final financial report
- Prior to meeting – FRE to prepare and share:
 - External project final report
 - Funding status
- Objectives of meeting
 - Provide information and lessons learned from the programme/project
 - Q&A on programme/project

6. Evaluation

There are two main evaluation points in a project. The midterm review (as explained above) is the evaluation during the implementation of a project and final evaluation is the evaluation after project closure.



An evaluation is facilitated by the Quality and Accountability Department at the planned time of the evaluation. Data collected during the monitoring of the project can be utilized, as well as any other documents or reports. The evaluation is conducted to evaluate the quality of service delivery as well as compliance in the project implementation.

An evaluation report is shared after the visit.

Attachment

Attachment 1 – Workplan.....	A1
Attachment 2 – Desk Research.....	A6
Attachment 3 – Situation Report.....	A8
Attachment 4 – Field Assessment Report.....	A11
Attachment 5 – Needs Assessment Report.....	A12
Attachment 6 – Logframe.....	A16
Attachment 7 – Project Proposal Template.....	A17
Attachment 8 – Donor Contract Summary.....	A22
Attachment 9 – Concept Note.....	A23
Attachment 10 – Partner Selection Form.....	A24
Attachment 11 – Implementing Partner Contract Summary.....	A30
Attachment 12 – Project Progress Report.....	A31
Attachment 13 – Mission Financial Report.....	A36
Attachment 14 – Programme Report.....	A38
Attachment 15 – Mission Report.....	A41
Attachment 16 – Evaluation Report.....	A44
Attachment 17 – Project Final Report.....	A48

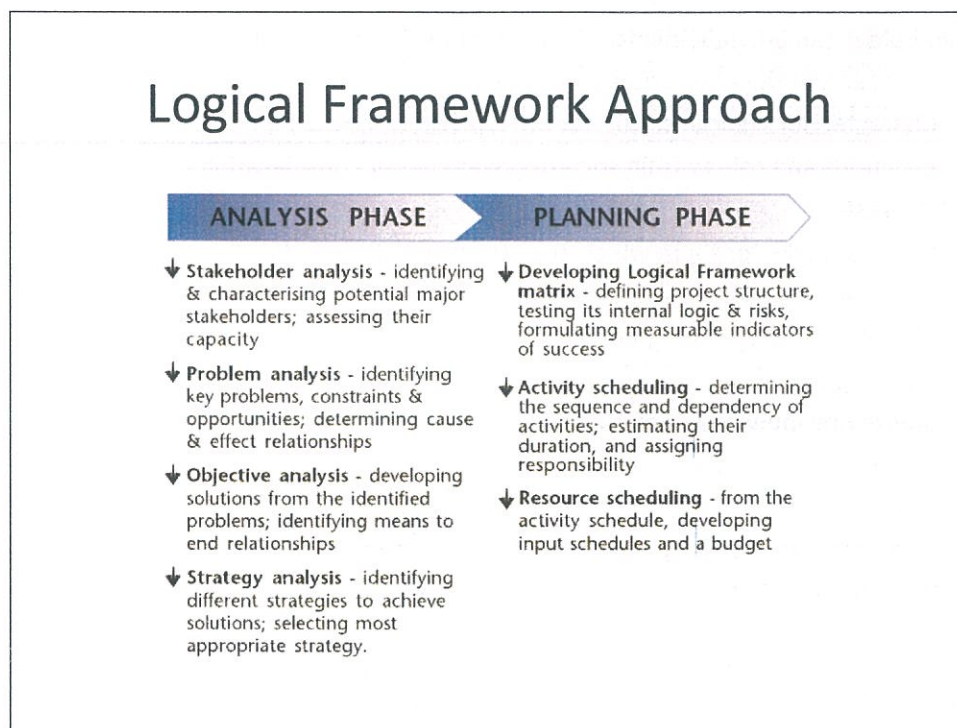
References

REFERENCES

REFFERENTIAL

References

Reference 1 – Logical Framework Approach



Stakeholder Analysis

A stakeholder analysis is the identification of the interests, activities and needs of all potential stakeholders. A stakeholder in this context is a person or a group of people who have an interest in the intervention that is being planned. A “stakeholder analysis” is a technique used to identify and assess the interests of the people, groups or institutions that the intervention seeks to help and of others who may significantly influence the intervention’s success.

A basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests, and that these need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. Through dialogue with stakeholders mutually beneficial arrangements can be reached and potential obstacles avoided. It is a preliminary assessment to ensure operations take place in the best possible conditions and ensuring that the intervention is aligned realistically with the needs and capacities of the stakeholders. Furthermore, the ultimate aim is to maximize the social, economic and institutional benefits of the project to target groups and ultimate beneficiaries, and minimize its potential negative impacts. Gender analysis is an element of a stakeholder analysis, with the aim of promoting equitable access to project benefits.

Some of the analyzed stakeholders may be potential implementation partners, especially when an intervention is in an area where it is difficult for a MERCY Malaysia team to operate. Thereby, a Partner Selection Assessment Form should be completed by program/project team. The form is a checklist to validate potential implementation partners.

- Stakeholder can be: individuals, interest groups, local authorities and services
- Stakeholder identification criteria includes:
 - Characteristics (social status, identity, projects, power)
 - Functions and roles within society system under consideration
 - Interest
 - Issues at stake for them which arise from specific events
- A stakeholder analysis involves:
 - Identifying the affected people and groups in the specific environment;
 - Defining who does what, when, how, where and why;
 - Identifying individual interests;
 - Understanding power relations;
 - Defining the need for assistance;
 - Understanding operational strengths and opportunities.

The **FIRST STEP** is to identify the stakeholders by categories;

- a) **Institutions** that will potentially be involved in the intervention; the implementing National Society, sister National Societies, United Nations agencies; government ministries
- b) **Target groups**, for example vulnerable groups or potential beneficiaries
- c) **Others**, for example various associations, local groups, schools, local NGO's, community leaders, the media, etc.

The **SECOND STEP** is to determine the problems, interests, needs, interactions and other relevant factors are identified and analysed for each stakeholder. There may be variation in the factors to be considered however key factors include:

- i) **Problems:** What are the key problems identified and affecting the stakeholder in question? (for example, high unemployment, poor health care)
- ii) **Interests:** What motivates the stakeholder group? What are their priorities?
- iii) **Potential:** How can the stakeholder group contribute to resolving the issues identified?
- iv) **Interaction:** How can the implementing team relate to this group? Which channels of communication can be used?
- v) **Other's actions:** Is any other association, organization, group, etc. already implementing a project or
- vi) action that targets the selected group? If so, identify them and their actions to avoid any overlap, as well as to establish a basis for a possible collaboration to save effort and resources.

Ideally the exercise would take place in a participatory session with representatives from potential stakeholder groups, however this may not be possible in certain contexts. Thereby, previous knowledge, secondary research and individual dialogue can be used to collect the information. The analysis should be carried out by the project team and project leader.

There are several different tables that can be employed. Below are possible tools:

A) Simple Stakeholder Interest Matrix (SSIX)

- a. The SIXX outlines the interests of stakeholders for possible activities and outputs to be conducted. SIXX does not include the interest of other NGOs, Organisations or INGO's also delivering humanitarian assistance.

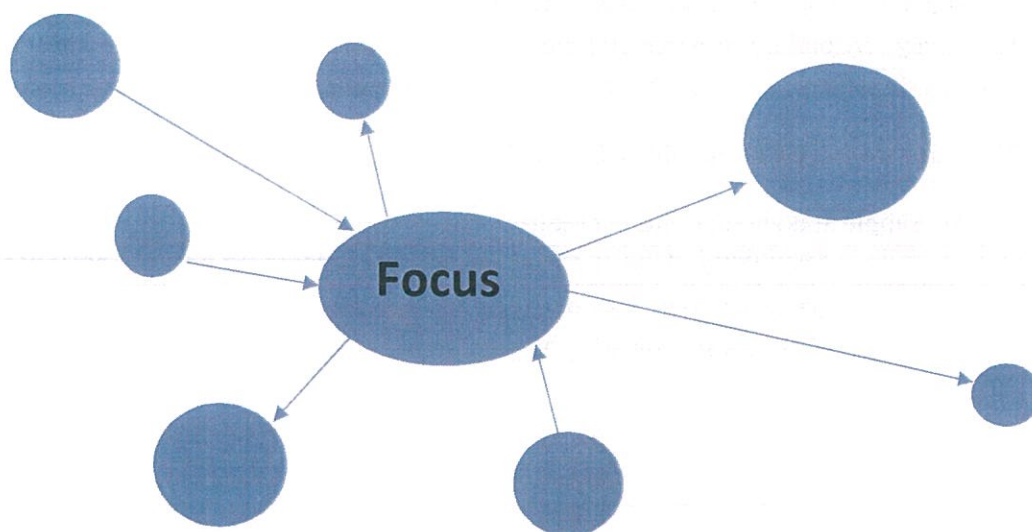
Figure 1: Simple Stakeholder Interest Matrix

Issues	Stakeholder Interest		
	IDP	Local People	Authorities
<i>Inclusion in medical distribution</i>	Yes	Yes	Yes (show good will)
<i>Ensure delivery of medical supplies</i>	Yes	Yes	Yes
<i>Prevent delivery of medical supplies</i>	No	No	Yes (depend on agreement)

B) Stakeholder's Wheel

- a. A stakeholder's wheel is a tool used to visually present the results of a stakeholder analysis using a Venn diagram. The diagram immediately assesses the stakeholders relative importance (size of the circle), their level of involvement (distance to the focal point) and positioning (positive or negative towards the initiative). The diagram can also be used to analyze and highlight potential conflicts between different stakeholder groups.

Figure 2: Stakeholder's Wheel



C) Stakeholder Analysis Matrix (SAM)

- a. SAM displays the basic characteristics of the stakeholder, how they are affected by the problem, their interest in addressing the problem, their capacity and motivation to bring about change and the possible actions to address stakeholder interests. Although a template is provided below, additional columns can be added to specifically deal with the different interests of women and men.

Figure 3: Stakeholder Analysis Matrix

Stakeholder and basic characteristics	Interests and how affected by problem(s)	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Fishing families: 20,000 families, low incomes earners, small scale family business, organized into informal cooperatives women actively involved in fish processing and marketing	<ul style="list-style-type: none"> Maintain and improve their means of livelihood Pollution is affecting volume and quality of catch Family health is suffering, particularly children and mothers 	<ul style="list-style-type: none"> Keen interest in pollution control measures Limited political influence given weak organizational structure 	<ul style="list-style-type: none"> Support capacity to organize and lobby Implement industry pollution control measures Identify/develop alternative income sources for women and men
Industry X: Large scale industrial operation poorly regulated and no-unions influential lobby group, poor environmental record	<ul style="list-style-type: none"> Maintain/increase profits Some concern about public image Concern about costs if environmental regulations enforced 	<ul style="list-style-type: none"> Have financial and technical resources to employ new cleaner technologies Limited current motivation to change 	<ul style="list-style-type: none"> Raise their awareness of social and environmental impact Mobilize political pressure to influence industry behavior Strengthen and enforce environmental laws
Households: 150,000 households discharge waste and waste water into river, also source	<ul style="list-style-type: none"> Aware of industrial pollution and impact on water quality 	<ul style="list-style-type: none"> Limited understanding of the health impact 	<ul style="list-style-type: none"> Raise awareness of households as to implications of their

<i>some drinking water and eat fish from the river</i>	<ul style="list-style-type: none"> • <i>Want to dispose of own waste away from the household</i> • <i>Want access to clean water</i> 	<i>of their own waste/waste water disposal</i> <ul style="list-style-type: none"> • <i>Potential to lobby government bodies more effectively</i> • <i>Appear willing to pay for improved waste management services</i> 	<i>own waste disposal practices</i> <ul style="list-style-type: none"> • <i>Work with communities and local government on addressing water and sanitation issues</i>
<i>Environmental protection agency: Etc...</i>	<i>Etc</i>	<i>etc</i>	<i>etc</i>

D) Stakeholder Comparative Table (SCT)

- An SCT compares the problems, interests, potential, interaction and 'other's action' of all the different stakeholders. The factors may vary according to the context and may be adjusted. Potentially not all information is available for all stakeholders however the table will still be able to clearly compare the different stakeholders. The level of completion has a direct correlation to how effective an intervention may be, as the more information that is know about the stakeholders will help make informed and effective decisions during the rest of the planning phase.

Figure 4: Stakeholder Comparative Table

	Institutions <i>Women's groups, local authorities</i>		Target groups <i>Community leaders, women's groups, schoolchildren</i>		Others <i>National Society volunteers</i>
	<i>Community Leaders</i>	<i>Women's groups</i>	<i>School children</i>	<i>National Society Volunteers</i>	<i>Local authorities</i>
Problems	<i>Have some responsibility to ensure the safety of the community</i>	<i>Do not have enough information to prepare for disaster</i>	<i>Vulnerable to disaster and health risks</i>	<i>Need better links with community to reduce disaster risk</i>	<i>Have to ensure the safety of the community</i>
Interests	<i>Want to ensure safer community</i>	<i>Want to get a better understanding of disaster risk</i>	<i>Want to be better protected from risk</i>	<i>Want to be able to work well with the community</i>	<i>Want to demonstrate improvements in community safety</i>
Potential	<i>Knowledge of the local situation and power relations</i>	<i>In-depth knowledge of the community (weather and harvest patterns)</i>	<i>Keen to learn and pass on messages</i>	<i>Committed and skilled facilitators and community motivators</i>	<i>Cooperation and support greatly facilitate project</i>
Interaction	<i>Through monthly local committee meetings</i>	<i>Through monthly women's group meetings</i>	<i>Arrange school visits through teachers who are linked to National Society</i>	<i>Through National society branch structures</i>	<i>Through National Society branch structures</i>
Other's action	<i>Also work with the INGO and several church groups</i>	<i>Some groups have relations with church groups</i>	<i>Many children attend church group activities</i>	<i>Good relations between other NGOs and church groups</i>	<i>Generally good relations</i>

SWOT Analysis

Another tool to analyze the situation before designing the plan is to conduct a “SWOT analysis”. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It identifies and compares these four aspects of the situation. It can be used in different ways, looking at internal and external factors or current and future factors. It can be used to analyze the organizational capacity, capacity in the community or simply general society factors in relation to issues identified in the assessment. It can also be used to analyze the advantages and disadvantages of the intervention. It can reveal hidden obstacles to the potential project/program. When used properly, a SWOT analysis can generate valuable data quickly.

To do a SWOT analysis, participants need to brainstorm questions, such as “what are the strengths and weaknesses within the organization that could affect the problems we seek to address?” The below template can then be completed. Once the template is complete, participants can analyze what the results say, what decisions should be taken and what should be done first if they decide to proceed.

A SWOT is undertaken in three main stages, namely;

1. Ideas are generated about the internal strengths and weaknesses of a group or organization, and the external opportunities and threats;
2. The situation is analyzed by looking for ways in which the group/organization’s strengths can be built on to overcome identified weakness, and opportunities can be taken to minimize threats and;
3. A strategy for making improvements is formulated (and then subsequently developed using a number of additional analytical planning tools).

Figure 5: SWOT Analysis

Strengths <ul style="list-style-type: none"> • <i>Distribution regular</i> • <i>Ration adequate</i> 	Weaknesses <ul style="list-style-type: none"> • <i>Ration monotonous, puts small children off eating</i> • <i>Beans difficult to cook</i>
Opportunities <ul style="list-style-type: none"> • <i>Monitoring of the health status of children</i> • <i>Vitamin A supplementation</i> 	Constraints <ul style="list-style-type: none"> • <i>The attitude of armed groups</i> • <i>Distance between dwellings and distribution points</i>

Problem Analysis

The type of problem analysis tool used depends on the type of problem and situation. For emergency situations a quick problem analysis tool is used due to time constraints. However, for post emergency and rehabilitation operations a more in depth analysis of the context can be conducted and is needed to ensure an effective and successful intervention.

Problem analysis identifies the existing situation and establishes the 'cause and effect' relationship between the problems that exist. A 'problem' is defined as 'an unsatisfactory situation that may be difficult to cope with'. The analysis involves three steps;

1. Precise definition of the framework and subject of analysis;
2. Identification of the major problems and dangers faced by the target groups;
3. Visualization of the situation in form of a diagram (such as a "problem tree") to establish cause-effect relationships.

Problem analysis is a critical stage in the PMC as it guides all subsequent analysis and decision-making on priorities. The aim of the analysis is to structure, summarize and organize the initial findings of an assessment in order to arrive at a clearer understanding of the situation under analysis. The negative aspects of the problem/situation are identified, as well as the immediate and underlying causes. It is only through identifying the causes of a problem that possible solutions can start to be determined. Information from the stakeholder analysis, SWOT and initial assessment should be used to conduct the problem analysis.

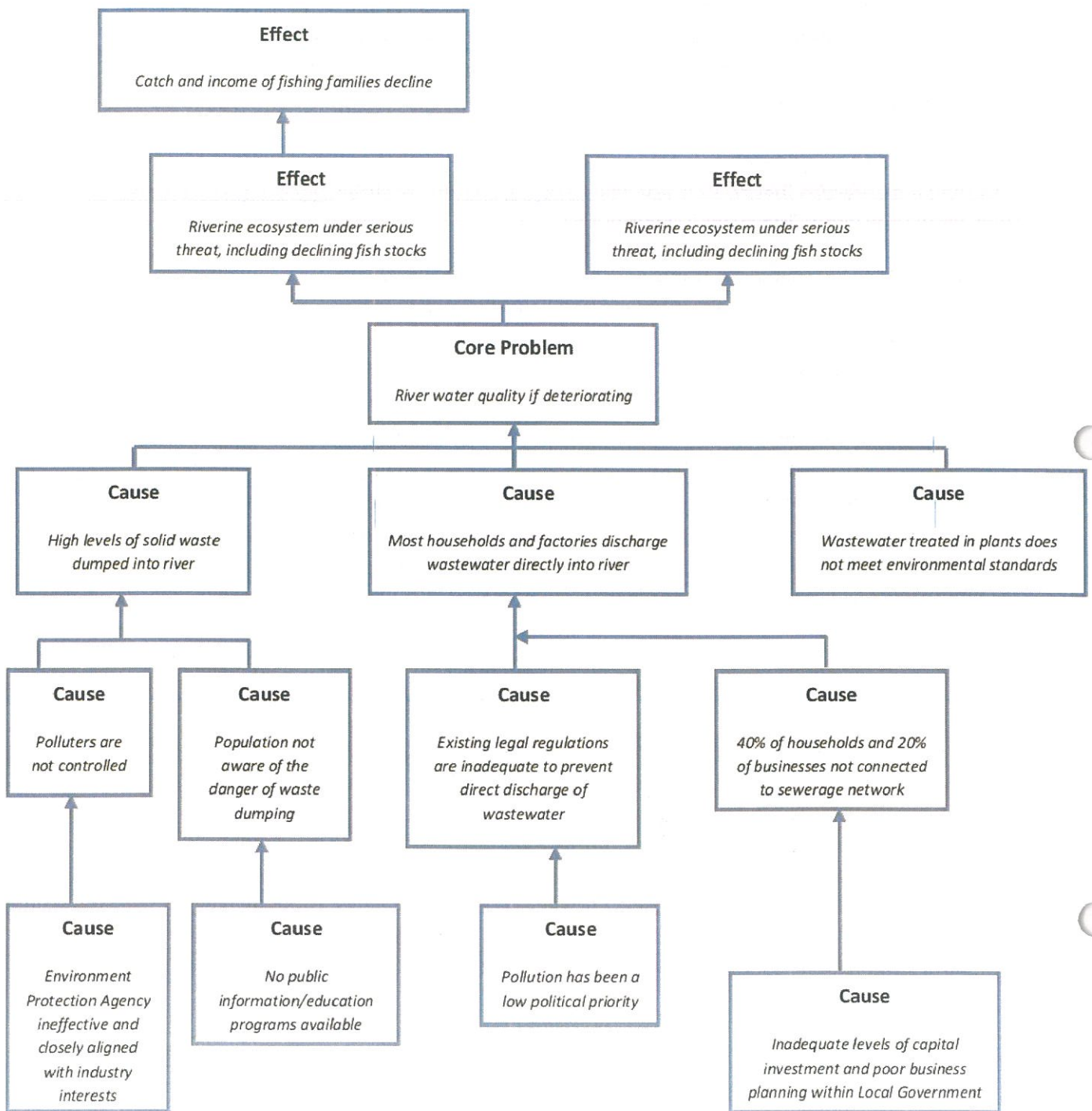
A commonly used tool for problem analysis is the 'problem tree'. It is a visual method that uses the analogy of a tree to facilitate the analysis of the problem(s). The analysis is presented in a diagrammatic form showing effect of a problem on top and its causes underneath. The procedure identifies key problems by target groups and beneficiaries and analyses existing situations by identifying cause-effect relationships between problems. It is a tool which provides a robust but simplified version of reality. A problem tree cannot and should not contain or explain the complexities of every identifiable cause-effect relationship. If the tree is too complicated, it is likely to be less useful in providing direct and subsequent steps in the analysis. It is the analysis of the present situation.

There are several steps in creating a 'problem tree';

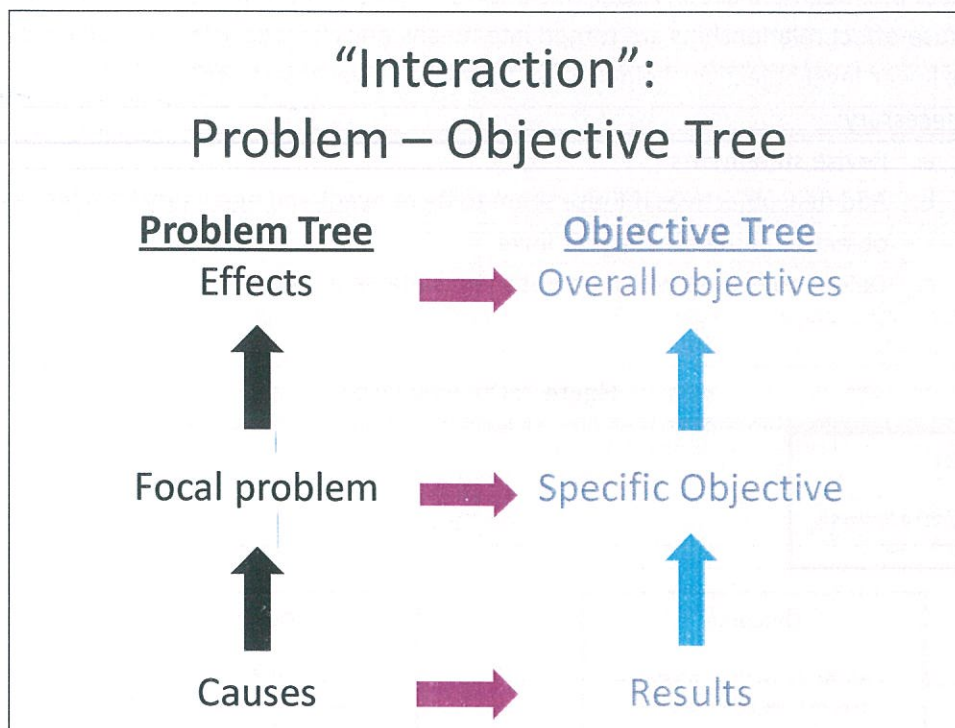
1. Openly brainstorm problems which stakeholders consider to be a priority and have been identified in the assessment. Problems should not be broad but concrete concepts. They should be existing problems, not problems that may arise in the future.
2. An individual 'core' problem should then be selected. Related problems to the starter problem should then be identified.
3. Begin to establish a hierarchy of cause and effects, where problems which are directly causing the core problem are put below and those which are direct effects of the core problem are put above. The guiding question "what causes that" can be used to sort out the problems. Then connect the problems with cause-effect arrows, clearly showing key links.

Figure 6: Problem Tree

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Analysis of Objectives



An objective is an intended result that an intervention sets out to achieve. Analysis of objectives is a methodological approach employed to describe the situation in the future once identified problems have been remedied, verify the hierarchy of objectives and illustrate the mean-ends relationships in a diagram. The aim of the exercise is to define the desired future situation for all the identified problems in the ‘problem tree’, so that you can later identify those that the organization can realistically tackle.

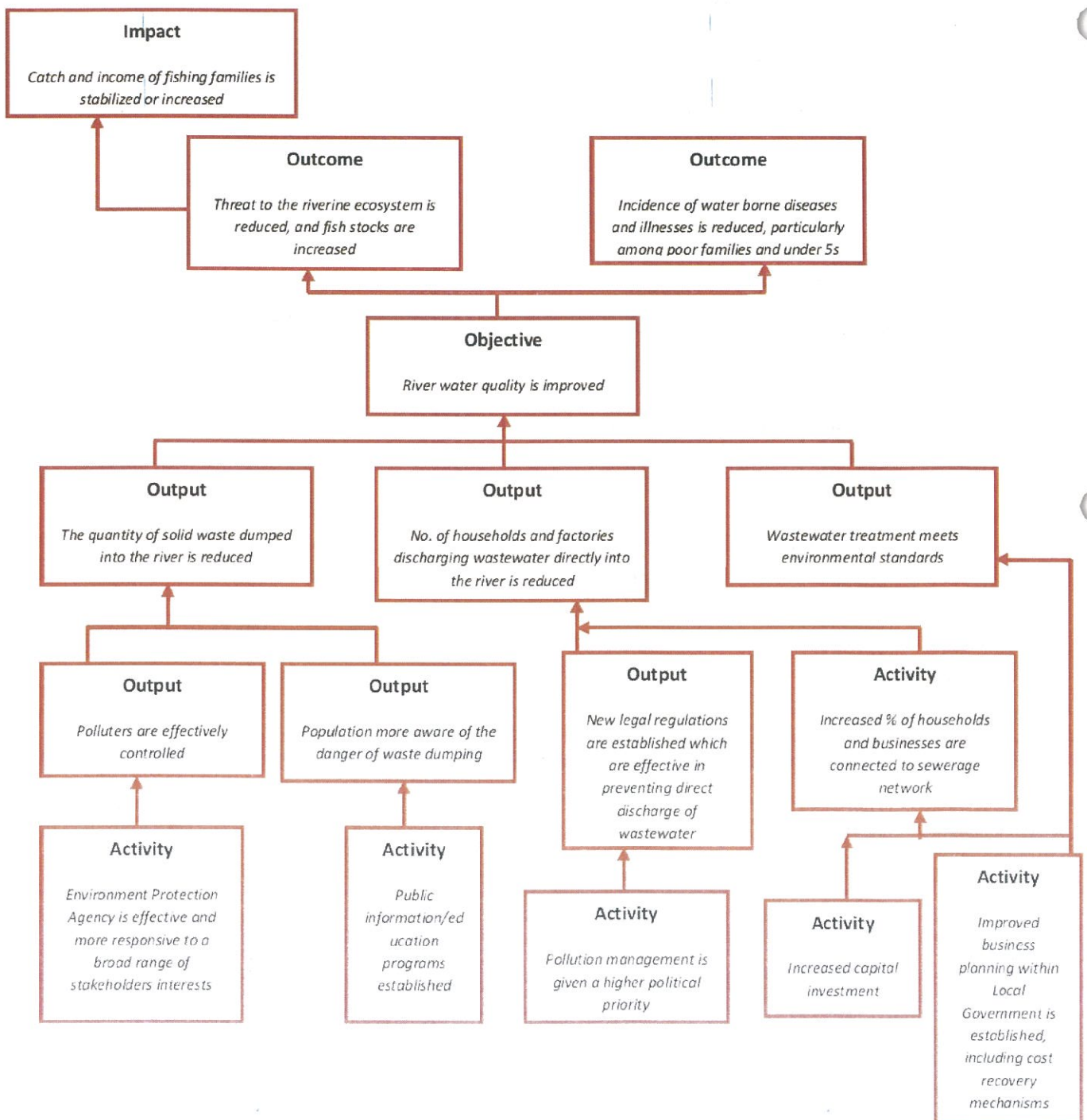
An effective method of developing these objectives is to create an ‘objective’ tree. The ‘negative situations’ from the ‘problem tree’ are converted into solutions, expressed as ‘positive achievements’. These ‘positive achievements’ are in fact *objectives*, and are presented in a diagram of objectives showing a *means/ends hierarchy*. The diagram provides a clear overview of the desired future situation. The strength of using an ‘objective tree’ is that it keeps the analysis of potential project objectives firmly rooted in addressing a range of clearly identified priority problems.

As with the ‘problem tree’, the ‘objective tree’ should provide a simplified but robust summary of reality. It is simply a tool to aid analysis and presentation of ideas.

An 'objective tree' can be created in three steps;

1. Reformulate all negative situations of the problems analysis into positive situations that are desirable and realistically achievable. Substitute each problem with an objective.
2. Check the mean-ends relationships to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages). Will the achievement of the lower-level objectives help achieve the higher-level objectives?
3. If necessary:
 - a. Revise statements
 - b. Add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level
 - c. Delete objectives which do not seem suitable or necessary

Figure 7: Objective tree



Analysis of Strategies

Not all the problems identified in the 'problem tree' can be solved and not all objectives in the 'objective tree' can be realized. Thereby, a few specific objectives in the objective tree will have to be focused on. Compromises will have to be made to keep a balance between stakeholder interests, the demands of the population and practical constraints such as likely resource availability.

Certain questions need to be asked to fully scrutinize options and issues to help determine the likely scope of the project before a more detailed design work is undertaken. Such type of questions includes;

- Should all the identified problems and/or objectives be tackled, or a selected few?
- What are the positive opportunities that can be build on (i.e. from the SWOT analysis)?
- What is the combination of interventions that most likely to bring about the desired results and promote sustainability of benefits?
- How is local ownership of the project best supported, including development of the capacity of local institutions?
- What are the likely capital and recurrent costs implications of different possible interventions, and what can realistically be afforded?
- What is the most cost effective option(s)?
- Which strategy will impact most positively on addressing the needs of the poor and other identified vulnerable groups?
- How can potential negative environmental impacts best be mitigated or avoided?

For each intervention there is a specific strategy that should be developed and used. Based on the set of solutions identified in the objectives tree, the team can weigh up the different options available and choose the most appropriate one for the implementing team. There are a variety of tools that can be used to assist this process.

A) SWOT Analysis

- a. A SWOT analysis is a matrix of a strategy Strengths, Weaknesses, Opportunities and Constraints

Figure 8: Strategy SWOC Analysis

<p>Strengths</p> <ul style="list-style-type: none"> - Directly reaches the community actors - More sustainable as builds local knowledge - Relatively low cost as does not require expensive equipment 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Does not tackle wider institutional (government) issues - Does not address the need for improved disaster management mechanisms in the National Society
<p>Opportunities</p> <ul style="list-style-type: none"> - Improves links with the community for other National Society projects/programs - Improves National Society knowledge of community issues 	<p>Constraints</p> <ul style="list-style-type: none"> - Lengthy process to establish community rapport and precise needs - Reliant on interest and willingness of community - Time consuming to visit many communities

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B) Objectives Analysis Table

- a. The table summarizes and organizes the information on each issue in a comparative table. The different solutions are measured against the objectives that will address most effectively the needs of the target population.
- b. The quality of the analysis and the viability of the resulting decisions made will depend on the quality and legitimacy of the data being analyzed (costs, prices, availability, local practices, etc.). The different criteria can be measured using numbers (e.g 1 to 3, with 3 being the most positive and 1 the least positive); the solution that scores highest should be selected. Any relevant set of criteria can be used according to the context.

Figure 9: Objectives Analysis Table

Which combination of objectives will address most effectively the needs of the target population?	Solution A <i>School capacity building</i>	Solution B <i>Community capacity building</i>	Solution C <i>Local government capacity building</i>	Solution D <i>(combine solutions A&B)</i>
1. Which objectives are compatible with MERCY Malaysia's fundamental principles, mandate and policies?	2	3	1	3
2. Which combination of objectives does the organization and team have the capacity to address effectively?	2	3	1	3
3. Are other organizations already addressing the problem?	2	2	1	2
4. Constraints and risks: How vulnerable is the intervention to external factors?	2	1	2	1
5. How can local ownership of the project best be supported?	3	1	2	3
6. How can we take into account respect for local culture?	3	2	3	3
7. What is/are the most cost-efficient option(s)?	3	3	2	3
Total	17	15	12	18

Formulation of Logframe

The results of the identification stage (assessment, stakeholder analysis, problem tree, ect) should be used as a basis for the formulation stage. The formulation stage involves clarifying the objectives of the intervention through the definition of precise and measurable statements of the intended results to be achieved at different levels. It also includes how the results will in reality be achieved through inputs and activities. Indicators will be identified by which to measure those results.

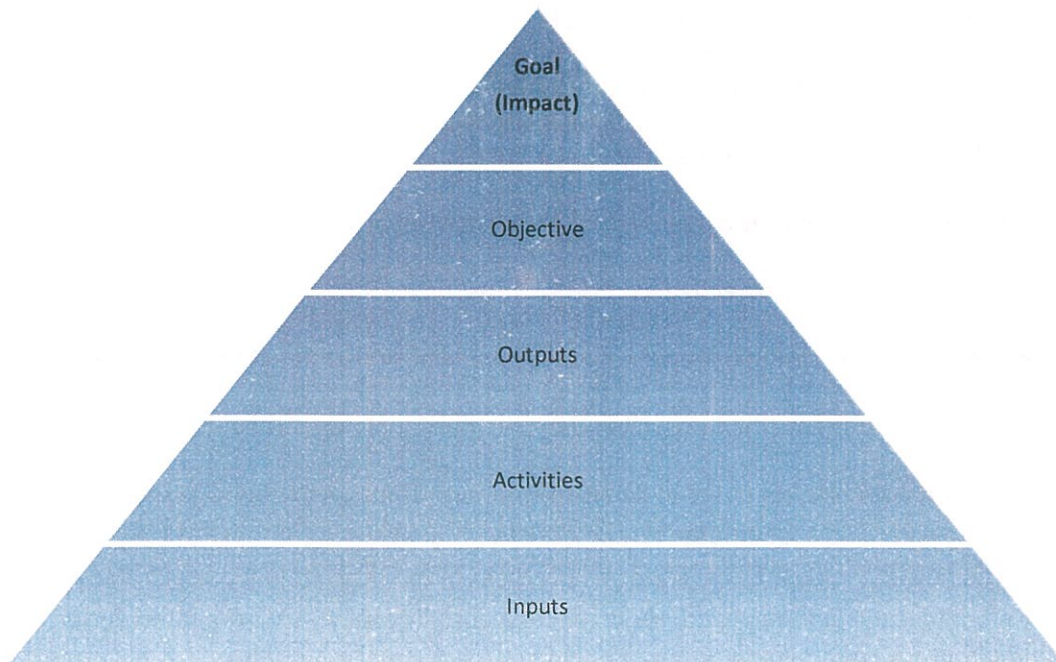
The formulation stage is split into two phases. The first phases includes proposal design, writing and project amendment if need be. The second phase includes financing, where the budget is clarified, approval from EXCO is confirmed and external funding is confirmed (dependent on project).

Defining results and objectives

Results aimed to be achieved by an intervention are the effects of actions, which can be intended or unintended, positive or negative. The *intended* results that an intervention sets out to achieve are often referred to as the *objectives* and are the basis of formulating the intervention.

There is a hierarchy to the objectives an intervention aims to achieve, or a “results chain”. This can be seen in Figure 13 below. The different levels of results/objectives are developed according to the information generated during the identification stage and organized in a summary table or other structure. The most commonly used tool is the *logframe*.

Figure 10: Results Hierarchy



Logframe Matrix

The logframe matrix is a tool used to present the substance of a formulated intervention in a comprehensive and commonly understandable form. It consists of four rows and four columns, in which the key aspects of a project/program are summarized. It sets out a logical sequence of cause-effect relationships based on the results chain/objective hierarchy. The logframe is used not only for the formulation of an intervention but also as a basis for implementation, monitoring and evaluation. It is a living document which should be consulted and altered throughout the course of the intervention.

The logframe does not show every detail of the project/program. It is recommended to not include means and costs (the details of inputs and budgets) in the logframe. There are more appropriate ways/places in which to present means and costs, as the format of the logframe is not particularly suited for this. It is however important to include the means/resources and costs in the thinking process of creating the logframe – logically linking results, to activities to resources and costs. The logframe can be approached and structured in different ways depending on the intervention. It is a process of improvement by trial and error, not just a set of linear steps.

A logframe objective hierarchy should be read from bottom-up, in terms of:

If adequate *inputs/resources* are provided, *then activities* can be undertaken;

If the *activities* are undertaken, *then outputs* can be produced;

If *outputs* are produced, *then the objectives* will be achieved; and

If the *objectives* are achieved, *then* this should contribute to the overall *goal*.

The reverse can also be read, in which case:

If we wish to contribute to the overall *goal*, *then* we must achieve the *objective(s)*;

If we wish to achieve the *objective(s)*, *then* we must deliver the specified *outputs*;

If we wish to deliver the *outputs*, *then* the specified *activities* must be implemented; and

If we wish to implement the specified *activities*, *then* we must apply identified *inputs/resources*.

Project officers and/or team managers are in direct control over inputs, activities and the delivery of outputs. They thereby are held accountable for the effective management of these project elements. They can however only influence the achievement of the project goal through the way in which the delivery of outputs are managed. However, responsibility may vary from intervention to intervention depending on the number, interaction and influence of stakeholders.

Below is an template of a Logframe, including definitions of the terms. A detailed definition and method to retrieve the terms follows below.

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Figure 11: Logframe Matrix

Outcomes <i>(what we want to achieve)</i>	Indicators <i>(How to measure change)</i>	Means of verification <i>(Where/how to get information)</i>	Assumptions <i>(What else to be aware of)</i>
Goal <i>The long-term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.</i>	Impact Indicators <i>Quantitative and/or qualitative criteria to measure progress against the goal.</i>	<i>How the information on the indicator(s) will be collected (can include who will collect it and how often)</i>	<i>External factors beyond the control of the intervention, necessary for the goal to contribute to higher-level results.</i>
Objective(s) <i>The primary result(s) that an intervention seeks to achieve, most commonly in terms of knowledge, attitudes or practices of the target group.</i>	Objective indicators <i>Quantitative and/or qualitative criteria to measure progress against the outcomes.</i>	<i>As above</i>	<i>External factors beyond the control of the intervention, necessary for the outcomes to contribute to achieving the goal.</i>
Outputs <i>The tangible products, good and services and other immediate results that lead to the achievement of outcomes</i>	Output indicators <i>Quantitative and/or qualitative criteria to measure progress against the outputs.</i>	<i>As above</i>	<i>External factors beyond the control of the intervention, necessary if outputs are to lead to the achievement of the outcomes.</i>
Activities <i>The collection of tasks to be carried out in order to achieve the outputs.</i>	Inputs <i>The materials and resources needed to implement activities.</i>	Costs (and sources) <i>The summary costs for each of the identified resources/activities; sources of income can also be specified ; summary of budget</i>	<i>External factors beyond the control of the intervention, necessary for the activities to achieve the outputs.</i>

There are several different approaches to filling out a logframe. As new parts of the logframe are filled in, information previously assembled needs to be reviewed and, if required, revised. A general approach to completing a logframe (which is displayed in Figure 12) is by first filling in all the objectives before checking whether they are realistic by looking at the assumptions at each level. Then the indicators are added in and means of verification. Another approach is to complete all the objectives with their indicators and means of verification together before moving on to develop the assumptions. It is always important to verify the logic of the intervention; the activities must be sufficient/appropriate/necessary to achieve the outputs, just as the outputs must be sufficient/appropriate/necessary to achieve the project outcome(s) and eventually goal. The approach will depend on the project team, intervention and information previously gathered.

Figure 12: Possible Approach to Logframe

Outcomes	Indicators	Sources of Verification	Assumptions
Goal 1	9	10	8
Objective(s) 2	11	12	7
Outputs 3	13	14	6
Activities 4	15 (optional)	16 (optional)	5

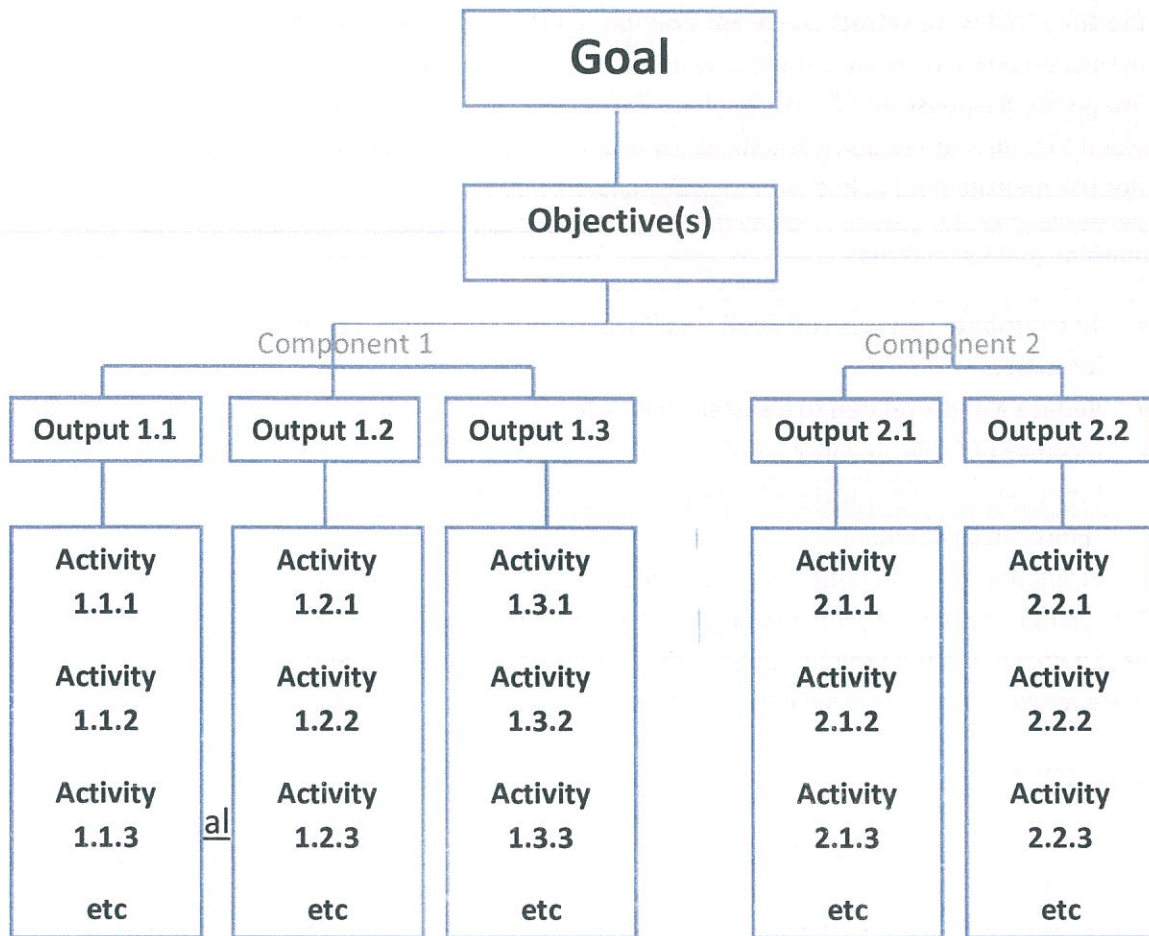
It can be useful to group sets of closely related project outputs, activities and inputs into project 'components', particularly for larger/more complex projects. These 'components' can also be thought of as project 'strategies'. Components can be identified on the basis of a number of possible criteria, including:

- **Technical focus** (i.e. a research component, a training component and an engineering component within a watershed management project),
- **Management responsibilities/organizational structures** (i.e. extension, research and credit components of an agricultural project to reflect the structure of a Department of Agriculture).
- **Geographic location** (i.e. a component for each of 4 countries involved in a regional people trafficking project).
- **Phasing of key project activities** (i.e. a component for each of the main stages in a rural electrification project which requires a feasibility study, pilot testing, implementation and maintenance stages.)

Identifying and agreeing on what might be useful/appropriate components to include in the project should be based on the objectives and strategy analysis, consultation with key stakeholders and consideration of 'what makes sense' from a management perspective.

For a larger long-term project which do have more than one component, consideration can be given to having more than one project purpose (one per component). This can be a practical way of disaggregating and allocating a significant number of different project results. Thereby, it is often easy to present the logical structure of the first column of the matrix in form of an objective tree. Figure 16 clearly demonstrates the 'means-ends' hierarchy.

Figure 16: Objective Means-Ends Hierarchy



Goal

The “goal” of an intervention is a clear and straight forward statement that describes the “long term” results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention. It is the larger intended impact on the target population or situation the intervention aims to achieve, the conditions it aims to change. Although it is the overarching goal of the project, it is the aspect of the intervention you have the least amount of control over. Ideally, the goal will be achieved through the systematic, efficient and rigorous implementation of the project activities, outputs and outcomes that have been specially formulated by in-depth analysis of the situation to achieve the project/program goal.

The goal refers to the *intended positive* outcomes of the intervention. Thereby, the goal is developed from the main objective set out in the objective tree. It can also be formulated from a lower-level objective in the objective tree, especially if the main objective that was originally identified is at a very high level (for example: improve the overall well-being of the community).

It is important to keep in mind TDRM when developing a goal. The goal of the intervention needs to take into account where it lies within the TDRM cycle, what previous interventions have taken place and the goals that were set/achieved. For example, an intervention during the rehabilitation and reconstruction phase of TDRM should take into account interventions that were conducted during the Emergency Response and Recovery phase, building on and complementing each other. It is important that all intervention goals strive towards a holistic impact, a holistic approach to natural disaster risk management in line with MERCY Malaysia policy.

Examples of goal statements;

- To contribute to improved family health, particularly of under 5s, and the general health of location Z.
- Reduce X and Y related to disasters in location Z.
- Incomes of fishermen increased
- Improvement of population X health through the provision of proper medical treatment in refurbished hospital X.
- Strengthening of beneficiary X resilience to flooding.

The overall goal will vary depending on the intervention. Long-term development projects will have a goal that has a greater impact on the situation or beneficiaries. Emergency projects however will have a more specific, direct and immediate goal.

Objective

An intervention can have one or several outcome(s), which are the primary result(s) that an intervention seeks to achieve, most commonly in terms of the knowledge, attitudes or practices of the target group or situation. The achievement of the outcome(s) should contribute directly to the achievement of the project/program goal. Outcomes are the intended medium-term effects of an intervention's outputs. There is slightly more control over an intervention's objective(s) than goal. For long-term development projects, outcomes are regarded as the key results of a project, as outputs are too little. On the other hand, objectives for emergency short-term projects are regarded as key results in achieving overall goal.

The next level down in the objective tree will help develop the outcomes. Furthermore, the outcomes will be developed in line with MERCY Malaysia's strategic plan or at least influenced by it. Development of outcomes is an important step in validating the relevance of the wider strategy to the particular context in which the project/program is being developed. Depending on the context of the situation, one or more outcomes can be developed.

Outcomes should describe a change in behavior or status on the part of the beneficiaries.

Outcome statements normally start with or include increased/improved/expanded/strengthened etc.

Examples of Outcome statements:

- The capacity of communities to prepare for and respond to disasters is improved.
- Improved river water quality.
- Refurbishment of a hospital with equipment, finances and stock.
- Treatment of 1000 refugees in camp X due to replenishment of medical stocks.

Outputs

Outputs are short-term results that are made up of different activities and contribute to an outcome. They are tangible products, goods, services and other immediate results that lead to the achievement of outcomes. They are the most immediate effects of an activity, the results over which there is most control over, as they do not depend on beneficiaries or other external actors as much as higher level goals.

The outputs should describe all the results that need to be achieved in order to achieve the outcome(s). The key outputs can be developed from the objectives statements at the next level down of the objective tree. It is necessary to verify whether there are any missing or unnecessary outputs.

Outputs are to be expressed in terms of a tangible result, such as delivered/produced/conducted.

Example statements of outputs;

- Procurement of medical drugs stock.
- Disaster Management Plans are developed by Community Disaster Management Communities.
- Early warning systems are established to monitor disaster risk.
- Waste-water treatment standards are established and effectively enforced.
- Delivery of 500 hygiene kits to kampong X.

Activities

Activities are the project activities carried out in order to achieve outputs. They are a collection of tasks, day-to-day actions that need to be carried out in order to achieve project/program. Activities are normally included in a summarized form in the logframe. They are usually set out in more detail, along with an activity schedule/work plan, in a separate document (REF Num: MM/GANT/2014) as detailed in section 7.2.

Activities are expressed in the present tense starting with an active verb, such as prepare/design/construct/research. Activities are grouped together per output in the logframe.

Examples of activity statements:

- Complete engineering specifications for expanded sewerage network.
- Organize 10 community planning meetings.

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- Translate disaster management awareness materials.
- Identify appropriate incentives for factories to use clean technologies.

Inputs/resources, Costs & Sources

The inputs/resources are the materials and means needed to implement the planned activities. This concept includes the required personnel (number and profile), equipment, facilities, technical assistance, funds, contracted services, etc.

Example of inputs:

- Space to hold meetings, trainers/peer facilitators, training materials. Costs/sources: RM 20,000 (appeal), RM 3,000 (locally raised funds), volunteer time, donated venue for meeting.

Assumptions and Risks

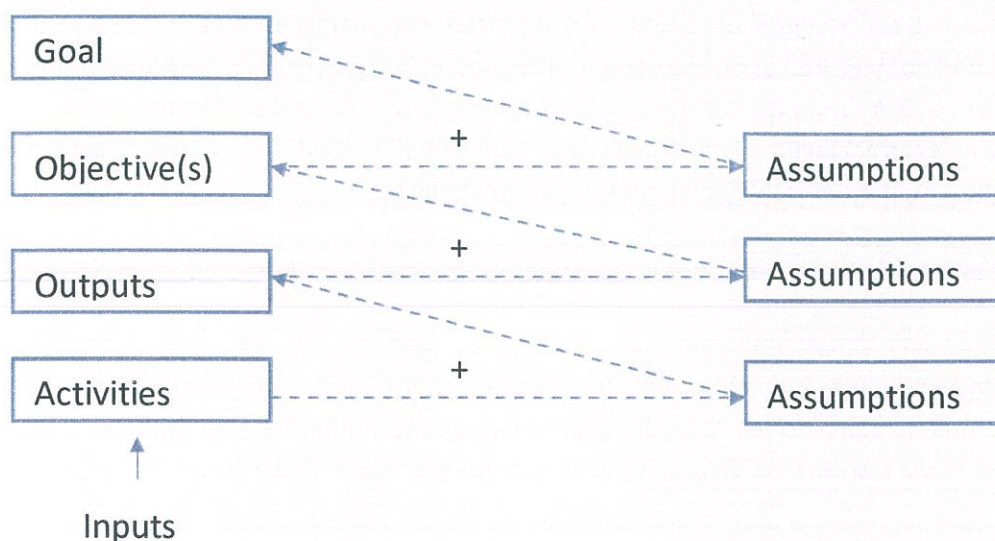
Assumptions are external factors which are important for the success of the intervention but are beyond its control. They should be 'probable' assumptions, reasonably likely to occur yet not certain or unlikely. Assumptions have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project officers and managers.

It is important to identify assumptions because they help check whether the proposed objectives are reasonable and well informed or based on unrealistic optimism or poor initial assessment.

Assumptions are a 'reality check' for the likely success of an intervention. They thereby may lead to the modification of objectives and their indicators.

The relationship between assumptions and objective hierarchy is displayed in Figure 17. Once the activities have been carried out, and if the assumptions at this level hold true, then the outputs will be achieved. Once these outputs and the assumptions at this level are fulfilled, then the outcome(s) will be achieved. Then, once the outcome(s) have been achieved and the assumptions at this level are fulfilled, contribution to the achievement of the overall goal will have been made by the project.

Figure 17: Assumption & Objective Hierarchy



Many of the assumptions will have been identified during the analysis stage (stake holder analysis, assessment, problem tree, objective tree and strategy). Identification of Assumptions:

- **Identify critical external factors/risks;** analysis stage information or looking at each outcome in the logframe and ask what may prevent it from being achieved.
- **Restate the external factors/risks as assumptions – i.e. statements of the positive conditions needed for the intervention’s success;** Assumptions identify the potential problems or risks that can hinder or block the achievement of objectives, but they are restated as the conditions needed for the success of the project/program.
- **Align the assumptions with specific objectives;** each assumption should be linked to a specific outcome in the logframe as they are conditions which need to hold true in order for the achievement of one level of result to lead to the next, as displayed in Figure 17. For example, if activity X is achieved and assumption Y holds true, then outcome Z will be achieved. General assumptions that may apply to all outcomes should be listed at the goal level, with the understanding that such as assumption would also affect all the objectives below that if it did not hold true.
- **Check that the assumption is indeed important;** Excessive assumptions can complicate the logframe and monitoring. Therefore, it is important to limit assumptions to only those that would threaten the intervention’s success if they did *not* hold true.
- **Check that the assumption is indeed outside the control of the intervention;** It is important to avoid listing as an assumption something that the intervention should address itself.
- **Check that the assumption is ‘probable’;** An assumption that should be included in the logframe and monitored is one that is ‘probable’. Meaning, an important external factor that will most likely hold true, but there is still a reasonable chance that it may not. Due to this external element of uncertainty, it is important to monitor the external factor during the intervention, in order to take action to address it if necessary. External factors which are “certain” or “unlikely” require different action. An important external factor that is “certain”

to hold true should not be listed as an assumption. It is certain the positive condition will happen, so no action needs to be taken. An important external factor that is 'unlikely' to hold should not be listed as an assumption. The project/program design should be modified to address such a risky external factor. If it is impossible to modify the intervention to address an external factor which is unlikely to hold true (i.e. a high risk), it may mean that the intervention is not viable and needs to be re-examined.

Indicators

Objectively Verifiable Indicators (OVI) describe the project's objectives in operationally measurable terms (quantity, quality, time – QQT). They are a unit of measurement that helps determine what progress is being made towards the achievement of an intended result. Indicators set out what information to collect in order to answer key questions about the progress of an intervention, through providing a basis for performance measurement, monitoring and evaluation. "Objectively Verifiable" of OVI means that the information collected should be the same if collected by different people. It should be noted though this is done more easily for quantitative measures than for those measuring qualitative change.

There are specific indicators to measure the efficiency, effectiveness, relevance, appropriateness, impact and sustainability following the hierarchy of the logframe - goals, outcome(s), outputs and activities. OVI's should be measurable in a consistent way and at an acceptable cost. It is easiest to accurately measure activity and output indicators than outcome and goal indicators, which require more analysis and synthesis of different information types and sources. Indicators should be SMART:

- Specific to the objective it is supposed to measure
- Measurable (either quantitatively or qualitatively)
- Available at an acceptable cost
- Relevant to the information needs of managers - realistic
- Time-bound – so we know when we can expect the objective/target to be achieved.

The components of SMART indicators:

- The *variable*: what is going to be measured?
- The *improvement foreseen* (quantitative)
- Optional: the *quality* of the final product
- The *target group* and *target region*
- The *time*: when will the improvement be achieved?

It is often important to establish more than one indicator for each objective statement. For example, one indicator may provide good quantitative information, which needs to be completed by another indicator focused on qualitative matters. However, the trap of including too many indicators should be avoided. The rule is to collect the minimum amount of information required to help project managers and evaluators determine whether objectives are being/have been achieved.

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The information gathered from the OVI's is then used to assess progress and guide decision-making through the implementation, monitoring and evaluation of the intervention. The information can also help lessons to be learned from an intervention in order to build on successes and avoid repeated mistakes. It is thereby important to be meticulous and systematic in the collection of OVI's to ensure accountability of the intervention and future interventions (as part of TDRM cycle).

An indicator is a unit of measurement only, it does not have a target or value set against it until information can be analyzed to determine a realistic target. A "baseline" is an analysis that describes the situation prior to an intervention, against which progress can be assessed or comparisons made. Ideally, this is a measurement against the indicator before the intervention begins. A "target" is a measurement against the indicator that the project/program hopes to reach.

Examples of a SMART indicator:

Figure 18: Output Indicator (*Example: fishermen receive better prices for their products*)

Variable (what?)	Price received per kg. of fish
Improvement foreseen	+35%
Quality	/
Who?	Fishermen, member of the cooperative C
Where?	The coastal region of X-landia
When?	At the end of the project

*"at the end of the project, the price received per kg of fish by the fishermen of the cooperative C in the coastal region of X-landia will have increased with 35%"

Figure 19: Indicators for a livelihoods project

Outcome Level	Indicator Level	Main evaluation criteria
Goal: Improve the economic well-being of the people living in the target district..	Impact Indicator: G1 % of people living on less than US\$ 1 per day	<ul style="list-style-type: none"> ➤ Sustainability ➤ Impact
Objective 1: Household economic opportunities in target communities are improved.	Objective Indicators: 1a % of households that have functioning income-generation activities 1b % of people reached who state their level of satisfaction with the opportunities provide is "satisfied" or "very satisfied"	<ul style="list-style-type: none"> ➤ Sustainability ➤ Effectiveness ➤ Relevance and appropriateness
Output 1.1 Income-generation activity plans are developed in households in target communities	Output Indicator: 1.1a % of participating households having completed an income-generation activity plan 1.1b # of income-generation activity	<ul style="list-style-type: none"> ➤ Efficiency ➤ Relevance

	plans developed	
Activities 1.1.1 Household livelihood-support project planning session	Process (Activity) Indicator: 1.1.1 # of households that participated in the planning session	<ul style="list-style-type: none"> • Efficiency

Means of Verification

Means of Verification (MOV), also known as Sources of Verification (SOV) is the way in which information will be collected on the indicators to monitor and evaluate the progress of the intervention. The source of verification should be considered and specified at the same time as the formulation of indicators. This will help test whether or not the OVI's can be realistically measured at the expense of a reasonable amount of time, money and effort.

MOV's should specify:

- **How** the information should be collected and/or the available documented source – format
- **Who** should collect/provide the information
- **When/how regularly** it should be provided

In order to support institutional strengthening objectives, avoid the creation of parallel information systems, and minimize additional costs, the first point of call should be to see if the required information can be collected through existing systems, and or at least through supporting improvements to existing systems. The main point is to build on existing systems an sources (where possible and appropriate) before establishing new ones.

Selection and Agreement with Partners

During the analysis phase, a Partner Selection Assessment Form was completed, analyzing possible partners for the intervention. This Assessment Form should be completed during project formulation.

Sustainability Analysis

Interventions must be checked for sustainability before their implementation. An intervention may be said to be sustainable when it can deliver benefits to the selected target group for an extended period of time after the main assistance from donors has ended.

The following factors should be taken into account when planning/designing and implementing projects and programs.

- **Policy support measures:** Do specific policies need to be established to support the project/program.
- **Socio-cultural aspects:** These have an impact on motivation and participation. Describe measure to encourage participation of all stakeholders.

Issue No: 01	OPERATIONS MANUAL: VOLUME I – PROJECT CYCLE MANAGEMENT	Page 62 of 39
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- **Gender issues:** refer to the gender checklist:
 - **Assessment** – examine gender roles/relationship in the area where activities take place
 - **Planning** – ensure the proposal addresses problems related to gender identification in the situation analysis. Identify gender sensitive indicators.
 - **Implementation and monitoring** – ensure appropriate participation of both sexes and collect/analyze data disaggregated by gender and by age wherever possible.
 - **Evaluation** – evaluate the different impacts the project/program has on both sexes.
- **Institutional and management capacity:** Refer to the SWOT analysis assess the capacity of the implementing agency or team.
- **Environmental issues:** will the project have any environmental impact that needs to be taken into account? What protection measures need to be put in place and budgeted for?
- **Appropriate technology:** is the technology used culturally appropriate? Will the technology included in the project/program build on existing technology/know-how or on the different needs of men and women?
- **Economic and financial issues:** who will cover running, maintenance and depreciation costs?
- **Risk management:** describe how the assumption/risks identified in the logframe will be monitored and the steps that will be taken to minimize the risks, as far as it is possible to do so.
- **Exit strategies:** if the project/program requires initial external intervention or management, describe how complete control and management of the project/program will be progressively transferred to the appropriate stakeholders.

Preparing Activity Schedule

A Gantt chart is a useful tool to display the activity schedule. The Gantt chart helps determine what will happen, when and for how long it will happen and in which order activities have to be carried out. Other elements can also be included to ensure efficiency, such as who will do what, what types of inputs will be needed or specific target amounts per period.

It is important to establish in which key order activities will take place. It should however be viewed as a flexible document that can be altered as circumstances change. With the activity schedule prepared, the resources required and the scheduling of costs can be specified.

Steps to preparing an Activity Schedule:

1. **List main activities** – these are the main activities listed in the logframe.
2. **Break activities down into manageable tasks** – this is important to make activities sufficiently simple to be organized and managed. The technique is to break down an activity into its component sub-activities, and then to take each sub-activity and break it down into its component tasks. It is essentially breaking down the activities into short-term goals that can be planned and achieved by specified individuals. It should be avoided however to break down each activity into too much detail, complicating the processes.

Issue No: 01	OPERATIONS MANUAL: VOLUME I – PROJECT CYCLE MANAGEMENT	Page 63 of 39
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3. **Clarify sequence and dependencies** – Once activities have been broken down into sufficient detail, they must be related to each other to determine their sequence (in what order should related activities be undertaken) and dependencies (is the activity dependent on the start-up or completion of any other activity?)
4. **Estimate start-up, duration and completion of activities** – “specifying the timings” involves making a realistic estimate of the duration of each task. It is important to consult those with experience or knowledge of activities in order to avoid over or underestimating activities times.
5. **Summarize scheduling of main activities** – having specified the timing of the individual tasks that make up the main activities, it is useful to provide an overall summary of the start-up, duration and completion of the main activity itself.
6. **Define milestones** – milestones can provide the basis by which project implementation is monitored and managed. They are key events that provide a measure of progress and a target for the project team to aim at. The simplest milestones are the dates estimated for completion of each activity – i.e training needs assessment completed by January 2XXX.
7. **Define expertise** – when the tasks are known, it is possible to specify the type of expertise required. Often the available expertise is known in advance. Nonetheless, this provides a good opportunity to check whether the action plan is feasible given the human resources available.
8. **Allocate tasks among team** – It is more than just assigning who does what, it also assigning responsibility for achievement of milestones. It is a means to define each team member’s accountability to superiors, team members and beneficiaries. Allocation therefore needs to take into account the capability, skills and experience of each team member.

It is important to ALSO incorporate progress reports, reviews, monitoring and evaluation activities into the activity scheduling of the project. Detailed information of these tools can be found in section 8.

Figure 20: Gantt Chart

Activities	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Program Component 1												
Output 1.1												
Activity 1.1.1 <i>Planned</i>												
<i>Execution</i>												
Activity 1.1.2 <i>Planned</i>												
<i>Execution</i>												
Output 1.2												
Activity 1.2.1 <i>Planned</i>												
<i>Execution</i>												
Activity 1.2.2 <i>Planned</i>												

Execution													
Activity 1.2.3 Planned													
Execution													
Output 1.3													
Activity 1.3.1 Planned													
Execution													
Activity 1.3.2 Planned													
Execution													
Assessment, monitoring and evaluation													
Monitoring													
Mid-term/final evaluation													

A column identifying the specification of who is responsible or what expertise is required for each activity can be added to the right of the above Gantt chart. An example of the column is found in Figure 21 below:

Figure 21: Gantt Chart Extension

Experts required				
PM	OM	E1	E2	E3
L				
	L			
L		L	L	L
L		L	L	L
	S			
L		S	S	S
		S	S	S

Key

- PM = Project Manager
- OM = Office Manager
- E1 = Expert 1
- E2 = Expert 2
- E3 = Expert 3
- L = Lead role
- S = Support Role



ATTACHMENT

WINDHOLLA

Attachment 1 – Workplan

**MERCY MALAYSIA
WORKPLAN 2016 - PROGRAM SUMMARY**

PROGRAM NAME	: Program 1	
PROGRAM CLUSTER	Eg. WASH, Health	
STRATEGIC OBJECTIVE / VALUE PROPOSITION (In line with organisation SO/VP)	Choose Only ONE that is related to your programme. Value Proposition has to be in line with Strategic Objective/s (Hide this Row and unnecessary Value Proposition)	
	: Effective programmes delivery	
	: Organizational efficiency	
	: Sustainable and diversified funding	
	: Competent and reliable human resource	
	: Effective Management of Stakeholder	
PROJECT OUTCOME	1)	
	2)	
	3)	
	PROJECT NAME	PROJECT AMOUNT (RM)
	: Operating Cost	-
	: Operating Cost	-
	: Project 3	-
	: Project 4	-
	: Project 4	-
TOTAL PROGRAM BUDGET (RM)		-

MERCY MALAYSIA
PROGRAM TITLE / COUNTRY
PROJECT PERIOD

MASTER BUDGET
: Program 1
: January - December 2014
:
:

ANALYSIS CODE

Chart Of Account	Description	Programs					Total	Remarks
		OC	Project 1	Project 2	Project 3	Project 4		
Part A - Assessment & Documentation								
Part B - Activity								
Part C - General Project Monitoring								
Part D - Monitoring & Evaluation								
Part E - Country/Field/Chapter Office Exp								
Part G - Fixed Assets (for Country/Field/Chapter Office)								
Total Direct Expenditure								
Part A - Assessment & Preliminary Discussion								
6000/001	Accommodation	-	-	-	-	-	-	
6000/002	Air Fare	-	-	-	-	-	-	
6000/005	Communication	-	-	-	-	-	-	
6000/012	Food & Beverage	-	-	-	-	-	-	
6000/017	Postage and Courier	-	-	-	-	-	-	
6000/023	Travelling and Transportation	-	-	-	-	-	-	
6000/040	Allowance	-	-	-	-	-	-	
Sub-total A								
Part B - All Projects								
6000/001	Accommodation	-	-	-	-	-	-	
6000/002	Air Fare	-	-	-	-	-	-	
6000/003	Bank Charges	-	-	-	-	-	-	
6000/004	Banner and Bunting	-	-	-	-	-	-	
6000/005	Communication	-	-	-	-	-	-	
6000/006	Depreciation	-	-	-	-	-	-	
6000/007	EPF (Employer Contribution)	-	-	-	-	-	-	
6000/008	Equipment	-	-	-	-	-	-	
6000/009	Gift and Souvenir	-	-	-	-	-	-	
6000/010	Insurance	-	-	-	-	-	-	
6000/011	(Gain) / Loss on Foreign Exchange	-	-	-	-	-	-	
6000/012	Food & Beverage	-	-	-	-	-	-	
6000/013	Medical Expenses (Staff entitlement)	-	-	-	-	-	-	
6000/014	Mission Volunteer Pack / Tshirt	-	-	-	-	-	-	
6000/017	Postage and Courier	-	-	-	-	-	-	
6000/018	Printing and Stationeries	-	-	-	-	-	-	
6000/019	Rental (Office/House/Warehouse)	-	-	-	-	-	-	
6000/020	Repair and Maintenance (Office)	-	-	-	-	-	-	
6000/021	Staff Salary	-	-	-	-	-	-	
6000/022	Soco (Employer Contribution)	-	-	-	-	-	-	
6000/023	Travelling and Transportation	-	-	-	-	-	-	
6000/024	Utilities	-	-	-	-	-	-	
6000/025	Vaccination	-	-	-	-	-	-	
6000/026	(Gain) / Loss on Disposal	-	-	-	-	-	-	
6000/027	Professional Fees	-	-	-	-	-	-	
6000/028	Construction Material	-	-	-	-	-	-	
6000/029	Visa	-	-	-	-	-	-	
6000/030	Hygiene Kits / Dental Kits	-	-	-	-	-	-	
6000/031	Small Equipment/Tool	-	-	-	-	-	-	
6000/032	Basecamp Expenses	-	-	-	-	-	-	
6000/033	Disposal of Drugs	-	-	-	-	-	-	
6000/034	F&B For Beneficiary	-	-	-	-	-	-	
6000/035	Medication / Mobile Clinic	-	-	-	-	-	-	
6000/036	Training Expenses	-	-	-	-	-	-	
6000/037	Indirect Project Support Cost	-	-	-	-	-	-	
6000/038	Wages	-	-	-	-	-	-	
6000/039	Workshop / Meeting / Conference (ADRRN)	-	-	-	-	-	-	
6000/040	Allowance	-	-	-	-	-	-	
6000/041	Security Fees	-	-	-	-	-	-	
6000/042	Staff Cost - Direct	-	-	-	-	-	-	
6000/043	Staff Cost - Indirect	-	-	-	-	-	-	
6000/044	Venue (Event/Training/Workshop)	-	-	-	-	-	-	
6000/045	Disposal of Fixed Assets	-	-	-	-	-	-	
6000/046	Household Kits	-	-	-	-	-	-	
6000/047	Cleaning Kits	-	-	-	-	-	-	
6000/048	GST	-	-	-	-	-	-	
6000/049	NFI (Non Food Item)	-	-	-	-	-	-	
6000/050	Grab Bag Item	-	-	-	-	-	-	
Sub-total B								
Part C - General Project Monitoring / HQ Visit								
6000/001	Accommodation	-	-	-	-	-	-	
6000/002	Air Fare	-	-	-	-	-	-	
6000/005	Communication	-	-	-	-	-	-	
6000/012	Food & Beverage	-	-	-	-	-	-	
6000/018	Printing and Stationeries	-	-	-	-	-	-	
6000/023	Travelling and Transportation	-	-	-	-	-	-	
6000/027	Professional Fees	-	-	-	-	-	-	
6000/029	Visa	-	-	-	-	-	-	
6000/040	Allowance	-	-	-	-	-	-	
Sub-total C								
Part D - Monitoring & Evaluation								

MERCY MALAYSIA
PROGRAM TITLE / COUNTRY
PROJECT PERIOD

MASTER BUDGET
: Program 1
: January - December 2014

ANALYSIS CODE

Chart Of Account	Description	Programs					Total	Remarks
		OC	Project 1	Project 2	Project 3	Project 4		
6000001	Accommodation	-	-	-	-	-	-	
6000002	Air Fare	-	-	-	-	-	-	
6000005	Communication	-	-	-	-	-	-	
6000012	Food & Beverage	-	-	-	-	-	-	
6000018	Printing and Stationeries	-	-	-	-	-	-	
6000023	Travelling and Transportation	-	-	-	-	-	-	
6000029	Visa	-	-	-	-	-	-	
6000040	Allowance	-	-	-	-	-	-	
Sub-total D		-	-	-	-	-	-	
Part E - Country/Field/Chapter Office Exp								
6000001	Accommodation	-	-	-	-	-	-	
6000002	Air Fare	-	-	-	-	-	-	
6000003	Bank Charges	-	-	-	-	-	-	
6000004	Banner and Bunting	-	-	-	-	-	-	
6000005	Communication	-	-	-	-	-	-	
6000006	Depreciation	-	-	-	-	-	-	
6000007	EPF (Employer Contribution)	-	-	-	-	-	-	
6000008	Equipment	-	-	-	-	-	-	
6000009	Gift and Souvenir	-	-	-	-	-	-	
6000010	Insurance	-	-	-	-	-	-	
6000011	(Gain) / Loss on Foreign Exchange	-	-	-	-	-	-	
6000012	Food & Beverage	-	-	-	-	-	-	
6000013	Medical Expenses (Staff entitlement)	-	-	-	-	-	-	
6000014	Mission Volunteer Pack / Tshirt	-	-	-	-	-	-	
6000015	Office Expenses	-	-	-	-	-	-	
6000016	Other Expenses	-	-	-	-	-	-	
6000017	Postage and Courier	-	-	-	-	-	-	
6000018	Printing and Stationeries	-	-	-	-	-	-	
6000019	Rental (Office/House/Warehouse)	-	-	-	-	-	-	
6000020	Repair and Maintenance (Office)	-	-	-	-	-	-	
6000021	Staff Salary	-	-	-	-	-	-	
6000022	Socso (Employer Contribution)	-	-	-	-	-	-	
6000023	Travelling and Transportation	-	-	-	-	-	-	
6000024	Utilities	-	-	-	-	-	-	
6000025	Vaccination	-	-	-	-	-	-	
6000026	(Gain) / Loss on Disposal	-	-	-	-	-	-	
6000027	Professional Fees	-	-	-	-	-	-	
6000028	Construction Material	-	-	-	-	-	-	
6000029	Visa	-	-	-	-	-	-	
6000030	Hygiene Kits / Dental Kits	-	-	-	-	-	-	
6000031	Small Equipment/Tool	-	-	-	-	-	-	
6000032	Basecamp Expenses	-	-	-	-	-	-	
6000033	Disposal of Drugs	-	-	-	-	-	-	
6000034	F&B For Beneficiary	-	-	-	-	-	-	
6000035	Medication / Mobile Clinic	-	-	-	-	-	-	
6000036	Training Expenses	-	-	-	-	-	-	
6000037	Indirect Project Support Cost	-	-	-	-	-	-	
6000038	Wages	-	-	-	-	-	-	
6000039	Workshop / Meeting / Conference (ADRRN)	-	-	-	-	-	-	
6000040	Allowance	-	-	-	-	-	-	
6000041	Security Fees	-	-	-	-	-	-	
6000042	Staff Cost - Direct	-	-	-	-	-	-	
6000043	Staff Cost - Indirect	-	-	-	-	-	-	
6000044	Venue (Event/Training/Workshop)	-	-	-	-	-	-	
6000045	Disposal of Fixed Assets	-	-	-	-	-	-	
6000046	Household Kits	-	-	-	-	-	-	
6000047	Cleaning Kits	-	-	-	-	-	-	
6000048	GST	-	-	-	-	-	-	
6000049	NFI (Non Food Item)	-	-	-	-	-	-	
6000050	Grab Bag Item	-	-	-	-	-	-	
Sub-total E		-	-	-	-	-	-	
Part F- Fixed Assets (for Country/Field/Chapter Office)								
2000001	Computer	-	-	-	-	-	-	
2000002	Office Equipment	-	-	-	-	-	-	
2000003	Motor Vehicle	-	-	-	-	-	-	
2000005	Equipment	-	-	-	-	-	-	
2000007	Furniture & Fittings	-	-	-	-	-	-	
2000010	ERU - Asset Equipment	-	-	-	-	-	-	
Sub-total F		-	-	-	-	-	-	
TOTAL A-F		-	-	-	-	-	-	

MERCY MALAYSIA
 PROGRAMME TITLE / COUNTRY
 DETAIL PROJECT
 PROJECT PERIOD
 ANALYSIS CODE / PROJECT

MASTER BUDGET
 :
 : Operating Cost
 : January - December 2016
 :

Exchange Rate:	USD 1.00	= RM 4.3
	KYAT 1.00	= RM 0.0033

Chart Of Account	Description	Unit Type / Basis	(A)		(B)	(C)	(D)	(E = A x C x D)		(F = E/13)	(G = B x C x D)		(H = F + G)	Remarks
			Cost/Unit		No of Unit	Frequency	SubTotal		SubTotal	TOTAL				
			Local Currency / USD	RM			Local Currency / USD	RM			RM	RM		
6000043	Staff Cost - Indirect													
6000044	Venue (Event/Training/Workshop)													
6000045	Disposal of Fixed Assets													
6000046	Household Kits													
6000047	Cleaning Kits													
6000048	GST													
6000049	NFI (Non Food Item)													
6000050	Grab Bag Item													
Sub-total E														
Part F - Fixed Assets (for Country/Field/Chapter Office)														
200001	Computer													
200002	Office Equipment													
200003	Motor Vehicle													
200005	Equipment													
200007	Furniture & Fixings													
200010	ERU - Asset Equipment													
Sub-total F														
GRAND TOTAL														

Attachment 2 – Desk Research



RELIEF OPERATION DEPARTMENT
 REF NO: MM/ROD/100b/2014
DESK RESEARCH (DEVELOPMENT)

Document Reference	
Date Created	
Author	
No. of Pages	

Items	Information		Source <i>Provide links and date collected</i>
Topic/Disaster			
Map			
Country Background	Background		
	Population		
	Ethnicity		
	Cultural/Religious Sensitivity		
	Weather		
	Telecommunication		
	Currency Exchange and Policy		
Overview of situation			
Gap/ Issue		Area/ Location	
	1) Health		
	2) WASH		
	3) Food		
	4) Shelter		
Others organization	Organization	Activities	
Safety and Security			

Entry Requirements	Visa		
	Application Process		
Embassy in Malaysia	Ambassador		http://www.kln.gov.my/web/guest/foreign-mission-in-malaysia
	Address		
	Telephone Number		
	Fax Number		
	Email address		
Malaysian Embassy in Host Country	Ambassador		http://www.kln.gov.my/web/guest/mission
	Address		
	Telephone Number		
	Fax Number		
	Email address		

National Authorities dealing with INGOs	Ambassador		
	Address		
	Telephone Number		
	Fax Number		
	Email address		
Transportation	Flight Connection		
	Local Transportation		
Accommodation			

RECOMMENDATION			
Unit	Details		Date
ROD	Type of input(s)		
	Length of deployment		
Executive Director			
CO			

Prepared by:

Reviewed by:

Approved by:

(Name)
(Position)
Relief Operations Department

(Name)
Head of Department
Relief Operations Department

(Name)
Executive Director
MERCY Malaysia

Attachment 3 – Situation Report



RELIEF OPERATION DEPARTMENT

REF NO : MM/ROD/401/2014

SITUATION REPORT

MISSION	DETAILS

SITUATION OVERVIEW (for external)

This overview is for external viewing. Describe the general situation of area of operation. Provide information of beneficiaries as well as their living conditions. Provide general security situation.

OPERATION OVERVIEW (for external)

This overview is for external viewing. Provide background information of MERCY Malaysia's involvement in area of operation. Describe current mission objectives and targeted outcome of the mission. Include recent progress and achievement of project.

TRAVEL ACTIVITIES / DETAILS

1. Travel Log

DATE	ACTIVITIES (Provide description of activities on hourly basis)

2. Discussions / Meetings

DATE	PERSON/ ORGANISATION (list the name of attendees and organisation)	DETAILS (Provide meeting minutes)

RELIEF WORK (if applicable)

DATE	AREA OF OPERATION <i>(to most specific location)</i>	DETAILS OF RESPONSE TO DATE <i>(type of response; include list of items and services provided)</i>	BENEFICIARIES		
			TARGET	REACHED	TOTAL REACHED

SECURITY

General country safety and security overview. Detailed safety and security information in area of operation. Include information gathered on site.

FOLLOW UP ACTIONS

(list actions that need to be followed up by person in charge in HQ & on site during and after deployment)

PERSON IN CHARGE	ITEM	DEADLINE

RECOMMENDATION AND CONCLUSION

General recommendation based on site visit.

ADDITIONAL INFORMATION

Any relevant information to be included.

Prepared by:

Reviewed by:

Approved by:

(Name)
(Position)
Relief Operations Department

(Name)
Head of Department
Relief Operations Department

(Name)
(Position)
MERCY Malaysia

CONTACT LIST

NAME	DESIGNATION, ORGANISATION	CONTACT DETAILS (PHONE NUMBER, EMAIL)

Attachment 4 – Field Assessment Report

FIELD ASSESSMENT REPORT

Date of Assessment

Time of Assessment

Location of Assessment

Team Members

1.

Mission Background

Assessment Findings

1. Location	•
2. Population	•
3. Food security	•
4. Water, Sanitation and Hygiene	•
5. Health	•
6. Shelter	•
7. Non-food item	•

Recommendation

•

Contacts

•

Prepared by:

Name :

Position :

Date :

Pictorial Report

Attachment 5 – Needs Assessment Report



ASSESSMENT REPORT

Crisis	:	
Ref. Number	:	
Location/ Country	:	
Assessment team	:	

Prepared by:	Verified/ Acknowledged by:
Name: Date:	Name: Date:

BLACK TEXT: FIXED ITEM/ NOT TO BE CHANGED

BLUE TEXT: TEXT/ SUB-TOPIC TO/ CAN BE CHANGED

RED TEXT: TO BE REMOVED DURING SUBMISSION (description)

INTRODUCTION AND METHODOLOGY

(Background of the response, potential donor and their requirement, MM approach towards the response, strategy and overall expected outcome from the assessment, parameters set)

Methodology

(What are the methods used for the assessment, which are the stakeholders approached and their influences/ importance towards the response, beneficiaries' inclusion and how they were approached, other sources of data obtained or existing report referred to & the overall objective of the assessment)

EXECUTIVE SUMMARY

(This is a summary section whereby information included in this section has already been explained in detail based on assessment and relevant data obtained and included in the next section. This section will differ based on the response criteria/ departmental mandate set by each department especially item 5 – 9)

1. Background

(Overview of the crisis, location, duration, political situation & major concern)

2. Protection Concern

(Summary of protection issue among the beneficiaries incl. property/ destruction, healthcare, education, protection of children, GBV, legal support & psychosocial condition)

3. The beneficiaries & displacement

(Summary on the beneficiaries, who they are, originality, current living state, source of income (livelihood), family structure, household, daily activities, list of villages, IDPs, and number/ details of household)

4. Humanitarian space & coordination

(Summary on coordination mechanism or issues based i.e. local authorities/ UN mechanism, security concern, movement of aid worker and their limitation, coverage of humanitarian assistance and its limitation,...)

5. Health

(Summary on the health system in the country or affected area, coverage of PHC, referral services, existing referral centre and its capacity, common illnesses, other player on site and their services coverage, supplies availability, casualties/ outbreak ...)

6. Water, sanitation & hygiene (WASH)

(Summary on water supplies in the current living situation, current practice on hygiene and sanitation, solid waste management, location of latrines and water pump, common borne diseases,...)

7. Food security

(Summary on local culture and common diet, sources of food prior and at current state, nutritional intake, coverage of food distribution...)

8. Shelter & NFI

(Summary on current dwellings, seasonal issues and challenges, coverage of shelter/ NFI during seasonal response, influx of IDPs or refugees and movement of people)

9. Vulnerable group

- a. **Women:** *(women roles in the community, how are they vulnerable, birth rate in the community, other issues concerning them)*
- b. **Children: (number of children**
- c. **Elderly**
- d. **Chronic diseases**
- e. **Person with disabilities**
- f. **HIV/ Aids**

ISSUES OF CONCERN

(What is the other or future potential risks towards the population e.g. further political instability, remnants of war, access to basic needs, etc. This will differ from situation and emergencies and will leave different impacts. At the same time this will directly impact planned response.)

1. **Protection issues due to political matter**
2. **Existing donor and sensitivity**
3. **Natural disaster**

IMPACT TOWARDS HUMANITARAN

(How the issues of concerned above will leave an impact towards the humanitarian sector or relevant sector within MM capacity of response. This part should be supported with the relevant data, tables, views from beneficiaries and relevant stakeholders. It must be detail enough and to include vulnerable group such as women, children, elderly, etc. as part of the detail. However, the subtopic below is not fixed and would depends on departmental mandate)

1. **Health**
 - a. **Primary Health Services**
 - b. **facilities**
 - c. **Referral services**
 - d. **EPI**
 - e. **Chronic diseases**
 - f. **Other concern**
2. **WASH**

3. Nutrition

PROTECTION CONCERN (optional but may be relevant for displacement)

1. Protection of civilian
2. Main pre-existing protection concerned identified
3. Protection concerned
4. Vulnerable group: access to services/ assistance and specific needs
5. Gender based violence

CURRENT RESPONSE CAPACITY (coordination)

(Please state the current actors and their responsibility both existing and potential. This would be included in the response plan matrix prepared by OCHA or the coordinating body. However, government's intervention may sometimes be neglected and should be included to have an overall view of response situation)

Actors

Sectors

Coverage map

STRATEGIC RESPONSE PRIORITIES

(What are the key focus area that we may be looking at based on the actors recommendation and team own observation on-site. The priorities can be explained in point form and it is usually a reflection of the potential activities to be conducted)

1. Health
2. Nutrition
3. WASH
4. Shelter/ NFI

INDICATOR (key success factor)

(How do we measure the success or what are the indicators that we may be looking at in measuring the achievement of responding to the priorities. It can also include the source of information and/ or where the data can be obtained from)

CONCLUSION

Attachment 6 – Logframe



RELIEF OPERATION DEPARTMENT

REF NO: MM/ROD/2015

LOGICAL FRAMEWORK (LOGFRAME)

Project Title	Intervention Logic	Objectively Verifiable Indicators	Target Value	Sources of Verification	Risks and Assumptions
Project Goal					
Project Objective(s)					
Project Outputs					
Output 1					
Output 2					
Output 3					
Activities	<i>These are the project activities in order to achieve the outputs. These are the services and actions to be delivered.</i>				
Output 1					
Output 2					



PROJECT PROPOSAL

<p>Project Title Location, Country Year</p>
--



Project Code	
Project Officer	
Date	
Revision	

Submission

Prepared by:	Revised by:	Concurred by:
 _____ Designation: Name: Date:	 _____ Designation: Name: Date:	 _____ Designation: Name: Date:

Review

M&E Reviewed by:	Finance Reviewed by:
 _____ Name: Date:	 _____ Name: Date:

***Approval**

Decision:	
Endorsed / Not Endorsed _____ Designation: Date: Comments (if any):	Endorsed / Not Endorsed _____ Designation: Date: Comments (if any):
Endorsed / Not Endorsed _____ Designation: Date: Comments (if any):	Endorsed / Not Endorsed _____ Designation: Date: Comments (if any):

* Subject to Discretionary Authority Limit (DAL)

PROJECT OVERVIEW	
Project Title	
Project Code	
Location of Project	
No. of beneficiaries	
Project Budget	
Timeline	
Project Officer	
Fund	

1. Executive Summary

Please summarize the entire project. Highlight the main problem/issue/gap/disaster the project aims to address OR situation the project is responding to. Outline the project goal, objective, outputs and main activities. Make a direct justification for your project. Also outline the implementing partner, project timeline and budget.

2. Introduction & Assessment Findings

Introduce the issue/situation/problem/disaster crisis that the project is responding/addressing to in general. Identify the cause-effect relationship of the core problem, its causes and effects. Summarize the assessment findings with specific quantitative figures to complete outline of situation. Highlight any primary or secondary quantitative data collected. Link findings to project objectives and outputs to justify intervention.

3. Overview of Target Area and Target Population

Briefly describe the general location of the proposed program (country/district/village) and include a map (indicating where project will take place). Discuss the primary situation of the area, such as economic stability, geographical hazards, political stability, etc. Describe the population of the area in general, drawing on demographic data collected, such as socio-economic status or source of income. Then outline the demographics of the targeted population specifically, such as morbidity and mortality rates, gender, age, ethnicity, etc.

4. Implementation Strategy - Project Goals, Objectives, Output(s) and Activities

List the project goal, objectives, output, and activities. Complete a logical framework with detailed explanation of each project. If training is part of the activities proposed, include a training plan in table format highlighting the learning objectives, training methods and modules, key activities, key personnel, and audience as an attachment.

5. Proposed Implementation Partner, Consultant Team and Donor

Describe other actors (partner, consultant team and donor) working together in the project and how implementing partners are connected to into this project. Briefly describe the selection criteria(s), capacity of other partner(s), standards and principle partner(s) are committed to. State which donor is interested in the project (if known) or which fund the project will come from (include current total in fund).

6. Risk & Mitigation Strategy

Summarize risk(s) the project team expects to face and mitigation strategy to deal with risk(s) stated.

<i>Risk</i>	<i>Mitigation Measure</i>

7. Monitoring & Evaluation Plan

List how project objectives will be monitored and evaluated through outlining who will conduct M&E, what their role is, how they will conduct M&E (data collection system), type of M&E report to be produced and frequency of M&E.

<i>Position</i>	<i>Role</i>	<i>Data collection System</i>	<i>Reporting</i>	<i>Frequency</i>

8. Capacity Building

Discuss the capacity of the implementing partner(s) in carrying out the proposed interventions. Describe key activities that will build upon their existing capacity to implement the program in a quality and sustainable manner.

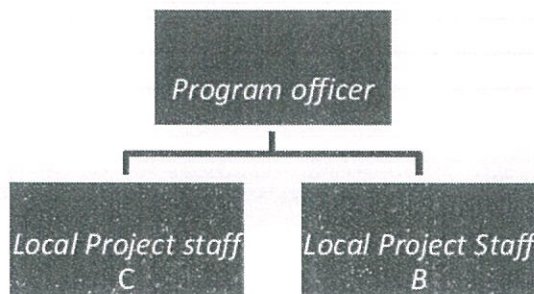
9. Sustainability

Describe how key activities will continue after project funding ends OR describe how the impact of the project will continue after key funding and activities end. Include the roles various actors, partners, and communities members expect to play in ensuring sustainability. Where available, cite evidence from other projects or similar project in different regions attesting to the likelihood of sustainability given certain interventions.

10. Project Team & Relevant Experience

Describe the proposed management structure for the project. Include key responsibilities for each staff person proposed along with reporting relationship and key qualifications (in table form).

<i>Project Staff</i>	<i>Responsibility</i>	<i>Experience</i>	<i>Qualification</i>	<i>Reporting</i>



11. Attachments Checklist

- Attachment 1 : Logical framework matrix
- Attachment 2 : Gantt chart
- Attachment 3 : Budget

Any other attachment(s): _____

Attachment 8 – Donor Contract Summary

DONOR CONTRACT SUMMARY <i>Project Title</i> <i>Location, Country</i>

PROJECT OVERVIEW				
Fund/Donor Name				
Project Title				
Project Code				
Country				
Start Date	End Date		Duration of Project	
No. of Beneficiaries				
Account Manager				
Project Officer				
DAL				

Finance

Project Finance	
Project Budget	
OPEX (12.5 %)	
Total	

No.	Transfer Date	%	Instalment
1			
2			
Total			


Report Writing: (What was agreed & why?)

No	Submission Date	Name of the Report	Content Details
1			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other
2			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other
3			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other

Submission

Prepared by:	PDO Review:	Finance Verification:	Q&A Verification:	ED/DED Approved:
Name: _____ Designation: _____ Date: _____	Name: _____ Designation: _____ Date: _____	Name: _____ Designation: _____ Date: _____	Name: _____ Designation: _____ Date: _____	Name: _____ Designation: _____ Date: _____

Attachment 9 – Concept Note

	RELIEF OPERATION DEPARTMENT REF NO : MM/ROD/101/2014
	CONCEPT NOTE

Project Name	<i>The name of the programme</i>
Location	<i>The location of the programme</i>
Sector	<i>The sector that the project falls into. EG health; WASH</i>
Background	<i>Please describe the background of the programme</i>
Targeted Community	<i>Who are the targeted beneficiaries/ audiences? Separate between the direct and indirect beneficiaries. Provide estimated percentage of beneficiaries in targeted area.</i>
Rationale	<i>Why is this project important?</i> •
Objectives	<i>Please list project objectives</i> •
Project Outputs	<i>Please list the planned project output/results due to the implementation of the project.</i> 1.
Timeline	<i>How long will the project run? Please provide a list of the activities and brief explanation on each activity and period for each activity.</i>
Constraints	<i>Please provide any challenges may be faced during the implementation</i>
Budget	<i>Please put in the total amount and the budget breakdown.</i>
Possible Collaborating Partners	<i>Potential partners that can be engaged for project implementation</i>

Prepared by:

Reviewed by:


Approved by:

(Name)
(Position)
(Department)

(Name)
(Position)
(Department)

(Name)
(Position)
MERCY Malaysia

Attachment 10 – Partner Selection Form

	MONITORING AND EVALUATION DEPARTMENT REF NUM: MM/M&E/PSA001/2014
	PARTNER SELECTION ASSESMENT FORM

Potential implementing partners must be assessed using checklist below in order to validate initial identification. The review shall also assist in identifying capacities of an implementing partner with the objective of identifying those areas in need of strengthening. Where deficiencies are noted, the assessment should include recommendations to address them. These recommendations should be reflected in the project document through the identification of required level of assurance and support services. In assessing the implementing partner, the following capacities must be reviewed:

- Managerial and technical
- Administrative and financial

It is the responsibilities of the Project Manager or the assigned assessment team to conduct the partner selection assessment and to submit it to along with the project proposal.

Project Title			
Name of the Institution			
Date of assessment			
INDICATOR	AREAS FOR ASSESSMENT	Please fill in or (/) in the blank	COMMENTS
PART I – REFERENCES AND PRELIMINARY CHECKS			
1.1 History and Compliance with International Resolutions/Standards			
1.1.1 History	Date of established and length in existence		
	Has the institution gone through a recent re-organization/re-structuring?		
1.1.2 Mandate and constituency	What is the current mandate or purpose of the organization?		
	Who is the organization's primary constituency?		
1.1.3 Legal Status	What is the organization's legal status (officially registered)?		
	Has it met the legal requirement for operation in the program country?		
1.1.2 Proscribed organizations	Is the institution listed in any reference list? (no link to any terrorist organizations)		
1.1.3 Certification	Is the institution already certified through international standards (e.g. HAP & People in Aid, Code of Conduct)?		

1.1.5 Recommendation	Is the institution recommended by ADRRN or UN?		
1.1.6 Record	Is the institution having a good track record of working with MERCY Malaysia, UN agencies, INGO ad Government agencies?		
1.1.7 Funding	What is the organization's main source (s) of funds?		
PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT			
2.1 Managerial Capacity			
Ability to plan, monitor and coordinate activities			
2.1.1 Leadership commitment	Are leaders of the organization ready and willing to implement the proposed project?		
2.1.2 Management experience and qualifications	What are their credentials and experience that relate to the proposed project?		
	Do these managers have experience implementing MERCY Malaysia or other donor-funded projects?		
2.1.3 Planning and budgeting	Does the organization apply a result-based management methodology?		
	Are there measurable outputs or deliverables in the strategies, programs and work plans?		
	Are budgets commensurate with intended results?		
	How do planners identify and accommodate risks?		
2.1.4 Supervision, review, and reporting	How do managers supervise the implementation of work plans?		
	How do they measure progress against targets?		
	How does the organization document its performance, (e.g. in annual or periodic reports)?		
	How are the organization's plans and achievements presented to stakeholders?		
	Are the organization's activities subject to external evaluation?		
2.1.5 Networking	How does MERCY conduct relations with these organizations?		
	Is the organization a party to knowledge networks, coordinating bodies, and other fora?		

2.1.6 Planning, Monitoring & Evaluation	Does the institution produce clear, consistent proposals and frameworks, including detailed workplans?		
	Does the institution hold regular programme or project review meetings?		
	Are there measurable outputs/deliverables in the defined project plans?		
	Was the institution previously exposed to MERCY approach/methodology or equivalent in other donor agencies?		
2.1.7 Reporting and performance track record	Does the institution monitor progress against well defined indicator and targets, and evaluate its programme/project achievements?		
	Does the institution report to its stakeholders on a regular basis?		
2.2 Technical Capacity			
2.2.1 Specialization	Does the institution have the technical skills required?		
	Does the institution have the knowledge needed?		
	Does the institution keep informed about the latest techniques/competencies/policies/trends in its area of expertise?		
	Does the institution have the skills and competencies that complement those of MERCY?		
2.2.2 Ability to monitor the technical aspects of the project.	Does the institution have access to relevant information/resources and experience?		
	Does the institution have useful contacts and networks?		
	Does the institution know how to get baseline data, develop indicators?		
	Does it apply effective approaches to reach its targets (i.e participatory methods)?		
2.2.3 Human Resources	Does the institution staff possess adequate expertise and experience?		
	Does the institution use local capacities (financial/human/other resources)?		

	What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)?		
	Have staffs been trained on project management methodology?		
PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT			
3.1 Administrative capacity <i>Ability to provide adequate logistical support and infrastructure</i>			
3.1.1 Ability to manage and maintain infrastructure and equipment	Does the institution possess logistical infrastructure and equipment?		
	Can the institution manage and maintain equipment?		
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?		
	Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect MERCY and the institution's interests and are enforceable?		
	Does the institution have the authority to enter into contracts?		
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	Is the institution able to staff the project and enter into contract with personnel?		
	Does the institution use written job descriptions for consultants or experts?		
3.2 Financial Capacity <i>Ability to ensure appropriate management of fund</i>			
3.2.1 Financial management and funding resources	Is there a regular budget cycle?		
	Does the institution produce programme and project budgets?		
	What is the maximum amount of money the institution has managed?		
	Does the institution ensure physical security of advances, cash and records?		
	Does the institution disburse funds in a timely and effective manner?		
	Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds?		

	Does the institution have a record of financial stability and reliability?		
	What is the maximum amount of money the organization has ever managed?		
	If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?		
3.2.2. Accounting System	Does the institution keep good, accurate and informative accounts?		
	Does the institution have the ability to ensure proper financial recording and reporting?		
3.2.3 Internal control	Does the organization maintain a bank account?		
	Does the organization have a written rules and procedures on segregation of duties for receipt, handling and custody of funds?		
	How does the organization ensure physical security of advances, cash and records?		
	Does the organization have clear written procedures and internal controls governing payments?		
	How does the organization ensure the expenditures conform to their intended uses?		
	Does the organization have a policy requiring two signatures for payments over a defined limit?		
	Is there any evidence of non-compliance with financial rules and procedures?		
Accounting and financial reporting	Are accounts established and maintained in accordance with national		
	When and to whom does the organization provide its financial statements?		
	Can the organization track and report separately on the receipt and use of funds from individual donor organizations?		
	Is there any evidence of deficiencies in accounting or financial reporting?		

Audit	Is the organization subject regularly to external audit?		
	Is audit conducted in accordance with international audit standards?		
	Are audit findings public?		
	If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures?		
	Have audits identified instances non-compliance with rules and procedures or misuse of financial resources?		
	What has been done to carry out audit recommendations?		

- Unsatisfactory answers to the above questions should result in disqualification of the organization from further consideration for the role of implementing partner.
- Reference documents and information sources: Annual report, media kit, website, legal registration, Audit reports, financial statements and reports etc.

Attachment 11 – Implementing Partner Contract Summary

IMPLEMENTING PARTNER CONTRACT SUMMARY <i>Project Title</i> <i>Location, Country</i>
--

PROJECT OVERVIEW				
Implementing Partner				
Fund/Donor Name				
Project Title				
Project Code				
Country				
Start Date		End Date		Duration of Project
No. of Beneficiaries				
Account Manager				
Project Officer				
DAL				

Finance

Project Finance	
Project Budget	
OPEX (%)	
Total	

No.	Transfer Date	%	Instalment
1			
2			
3			
Total			


Report Submission by Implementing Partner:

No	Submission Date	Name of the Report	Content Details
1			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other
2			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other
3			<input type="checkbox"/> Health: <i>i.e. ERU & Child Friendly Space</i> <input type="checkbox"/> WASH: <input type="checkbox"/> Reconstruction & Rehabilitation: <input type="checkbox"/> Preparedness & Mitigation: <input type="checkbox"/> Other

Submission

Prepared by:	PDO Review:	Finance Verification:	Q&A Verification:	ED/DED Approved:
Name: _____	Name: _____	Name: _____	Name: _____	Name: _____
Designation: _____	Designation: _____	Designation: _____	Designation: _____	Designation: _____
Date: _____	Date: _____	Date: _____	Date: _____	Date: _____

Attachment 12 – Project Progress Report

	RELIEF OPERATION DEPARTMENT REF NO : MM/ROD/402/2014
	PROJECT PROGRESS REPORT

Report No.	
Reporting Period	
Author	
No. Of pages	

WEEKLY
 MONTHLY
 OTHERS, Please specify:

PROJECT OVERVIEW			
Project Name			
Starting Date		Ending Date	
Duration of Project		% Completed	
Location of Project			
No. of beneficiaries			
Name of Partner(s)			
Name of Funder(s)			
Total Budget			

Section One: Summary

Please provide a short overview (1-2 paragraphs) of project progress during this reporting period, which could be disseminated to programme stakeholders.

Section Two: Beneficiaries Update

Report on up-to-date monthly status of actual number of beneficiaries with details i.e. for medical project, pls provide statistic of the patients treated.

* All figure as of the last day of the month.

Section Three: Activities, Progress, Outputs and Deliverables

Report on activities as outlined in your work plan for the period covered by this report and describe any changes to this, including the reasons for these. Do include any additional activities undertaken that are not in your work plan, providing the background to their inclusion. The table below is designed to help this reporting process.

Are there any outputs or deliverables you would like to share (e.g. pictures, presentations, studies)? Please report accomplishment or completion against Output Indicator, describe, provide attachments or documents etc. The table below is designed to help this reporting process.

* On-time (OT)– Activities carried out according to work plan.
 Revised (R)– Activities timeline were revised to accommodate better outcome.
 Delayed (D)– Activities were delayed due to unforeseen issues and challenges.

Output and Activities as in Work Plan	Output Indicator	Status Please indicate (OT/R/D)*	PROGRESS: Description, Justification & Suggestion
Output 1 : <i>Eg. Increase awareness on mental health and hygiene</i>	<i>Eg. Percentage of awareness increase on mental health and hygiene</i>		
Activity 1 : <i>Eg. Mental Health & Hygiene Education</i>			
Activity 2 :			
Activity 3 :			
Output 2 :			
Activity 1 :			
Activity 2 :			
Activity 3 :			

Section Four: Outcomes and Improvements

Outline any outcomes, and state any changes or improvements, if any that have been learned during this reporting period that could be passed on to other projects. The table below is designed to help this reporting process.

Outcome	Indicator	Description, Justification & Suggestion
Eg. Decrease incidence of dengue fever in Village A, psychological symptoms	Eg. Number of dengue incidence in Village A, scoring on severity of depression	

Section Five: Risks, Issues and Challenges

Report on any issues or problems that have impacted on the development and implementation of the project during the reporting period. Detail what impact any issues may have on the achievement of project targets, and set out how you plan to overcome these issues. Report on any unexpected project achievements. In this section you can list whether there has any changes in risks, whether they have become issues and whether new risks have been identified. The table below is designed to help this reporting process.

Issues/Problems/Challenges	Status (Please ✓)		Suggestion on how to overcome
	Solved	Unsolved	
	Solved		
	Unsolved		
	Solved		
	Unsolved		
	Solved		
	Unsolved		

Section Six: Achievements and Success Stories

What achievements and success stories would you like to discuss with others? Do you have any interesting people and interesting stories that you would like advice and share on?

Section Seven: Financial Statement

In this section you should detail the expenditure of the project so far. Against the budget headings you should set out the expenditure for the reporting period, noting any significant over/under spend giving reasons for this. You should also state the total expenditure to date against each budget heading. The table below is designed to help this reporting process. Additional budget headings may be added to fit an individual project's budget. Projects may find it more appropriate to use a spreadsheet to report financial information.

Budget Headings	Total budget allocated	Total expenditure to date	Further information/Comments
Staff			
Travel & Subsistence			
Equipment			
Dissemination activities			
Evaluation activities			
Other (please specify)			

Section Eight: Complaints Log

In this section, you should state any complaints relevance to the projects etc. The table below is designed to help this reporting process.

Complaint	Status (✓)		Please provide explanation
	Solved		
	Unsolved		
	Solved		
	Unsolved		
	Solved		
	Unsolved		

Section Nine: Next Steps

In this section you should very briefly list the activities planned and/ other information of relevance for the next stage of the project.

Prepared by:	Reviewed by:
Name:	Name:
Position:	Position:
Date:	Date

Attachment 13 – Mission Financial Report



MISSION FINANCIAL REPORT (Cash Return Control)

COUNTRY / PROJECT :
 DATE OF MISSION :
 TASK :
 TEAM MEMBER(S) :
 FUNDS :
 ANALYSIS CODE :
 REMARKS :

Money returned analysis

FOR FINANCE USE						
Balance Received						
	Date	CRV No.	Actual cash returned	Insufficient money to be returned (USD)	Forex @USD1	Insufficient money to be returned (USD)
Currency						
RM			-	-	4.4000	-
USD			-	-	1.0000	-
IDR			-	-	47.6600	-
Shortfall in USD						-

Shortfall in RM	-	@	-
-----------------	---	---	---

ADMINISTRATION / OPERATIONS UPDATE

No	Matters	Updates <i>(Describe individual project activities, outputs, achievement indicators in reflection to logical framework indicators within the reporting period)</i>	Remarks/Person-in-charge
1.0	Project Updates		
1.1	Project 1:	•	
1.2	Project 2:		
1.3	Project 3:		
1.4	Project 4:		
1.5	Project 5:		
1.6	Project 6:		

2.0	Administration		
2.1	Country Office	<u>Finance</u> <u>Administration</u> <u>Reporting</u> <u>Proposals/MOU</u> <u>Procurement</u>	
2.2	Coordination Mechanism / Meetings	Date of meeting: The following are updates that is related to MM: •	

MISSION FINANCIAL REPORT				
Project	Approved Project Fund	Fund Requested	Actual Expenses	Justification (if different)
Project 1:				
Project 2:				
Project 3:				
Project 4:				
Project 5:				
Project 6:				

DEPLOYMENTS: PAST DEPLOYMENTS

DATE	ITEMS	PROJECTS/PROGRAMMES	NO OF VOLUNTEERS/STAFF


DEPLOYMENTS: UPCOMING DEPLOYMENTS

DATE	ITEMS	PROJECTS/PROGRAMMES	NO OF VOLUNTEERS/STAFF

Prepared by:	Reviewed by:
Name: Position: MERCY Malaysia Date:	Name: Position: MERCY Malaysia Date:

Reviewed by:	Approved by:
Name: Position: Head of Relief Operation Department MERCY Malaysia Date:	Name: Position: MERCY Malaysia Date:

Attachment 15 – Mission Report

	RELIEF OPERATION DEPARTMENT REF NO : MM/ROD/403/2014
	MISSION REPORT

Document Reference	
Date Created	
Author	
No. of Pages	

Template Usage:

- 1- To be completed by Officer In Charge /Mission Team Leader, upon completion of a mission.
- 2- To be submitted to Manager during debriefing session.
- 3- Mission Team Leader to be advised to complete the report at the site and submit within 3 days upon return.

PROJECT BACKGROUND	
Project Name	
Commencement Date	
End Date	
Duration of Project	
Location	
Target Beneficiaries	
Partner(s)	
Funder(s)	

MISSION BACKGROUND					
Mission No.					
Location					
Deployment Date					
Return Date					
Mission Objectives					
Officer In Charge / Team Leader					
Mission Members (**Attach TOR)	No	Name	Sex	Age	Role

ACTIVITY LOG		
PRE-MISSION ACTIVITIES		
Date/ Time	Activities	Remarks
	<i>Provide description of activities and meeting (Attach Meeting Minutes)</i>	
MISSION ACTIVITIES		
Date/ Time	Activities	Remarks
	<i>Provide description of activities on hourly basis</i>	

MISSION FINANCIAL REPORT

Approved Project Fund	Fund Requested	Actual Expenses	Justification (if different)

MEDICAL REPORT (if applicable; ie Mobile Clinic)					
Date	Men	Women	Boys	Girls	Total No of Patients
Feedback					
<i>Provide stakeholders feedback on activity. Provide summary of interview with selected beneficiaries.</i>					
Remarks					
<i>Include any relevant information.</i>					

TRAINING REPORT (if applicable)			
Training Title			
Training Brief	Includes objectives, training programme, speaker list (as attachment)		
No of attendees (attach participants list)	Estimated	Actual	Remarks
Test Scores (pre and posttest etc)			
Test	Score		Remarks
Feedback			
<i>Provide stakeholders feedback on activity. Provide summary of interview with selected beneficiaries</i>			
Remarks			
<i>Include any relevant information.</i>			

DISTRIBUTION REPORT (if applicable)			
Date of Distribution	Location (to the most specific area)	Items Distributed (provide a list of items)	Quantity
Feedback			
<i>Provide stakeholders feedback on activity. Provide summary of interview with selected beneficiaries</i>			
Remarks			
<i>Distribution method or any relevant information.</i>			

CONTACT LIST		
Name	Position / Company	Contact Number / Email Address

Conclusion / Summary
Summarize achievement of the mission in accordance to Term of Reference (TOR), Mission objective and recommendation

Prepared by	Received by
Name	Name
Position	Position
Date	Date

Attachment 16 – Evaluation Report



EVALUATION REPORT

<p>Project Title Location, Country Year</p>
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(DATE)

Acknowledgements

(eg. The evaluators would like to thank everyone who made this evaluation possible by contributing their time, insight, and organizational support. Many project stakeholders, local authorities, and extractive companies also provided relevant input. All errors and omissions are the sole responsibility of the authors.)

Disclaimer

(eg. The views expressed in this report are those of the evaluators. They do not represent any of the institutions mentioned in the report.)

Authors

This report was written by _____

_____, Evaluation Team Leader, provided editorial and methodological input and quality assurance with the support of _____, Evaluation Manager.

1. Executive Summary

This is summary of main findings, lessons and recommendation from your evaluation (should not be longer than two pages)

2. Introduction

- a. Overview of project and its goals*
- b. Main stakeholders and target audience*
- c. Project Framework*

This should include an overview of the project that is being evaluated, including the timeframe, main stakeholders, and project goals. It is good to provide a project framework that outlines what you sought to achieve and what you did along the way. You may want to describe in greater detail particular activities were critical in delivering outcomes.

3. Evaluation Framework

- a. Purpose of the evaluation*
- b. Evaluation method (including limitations)*

You should also outline the purpose of the evaluation, including the evaluation audience and what they want to know. You should also provide an overview of the evaluation method and any limitations in the methodology.

4. Evaluation Findings

- a. Programme/Project
 - i. Relevance and Appropriateness*
 - ii. Effectiveness*
 - iii. Result (Output)*
 - iv. Impact (Outcome)*
 - v. Sustainability**
- b. Governance & Organisational Process*
- c. Accountability practice*

5. Conclusion

This is where you may want to do a high level summary of the success and lessons of your project based on your evaluation findings. You may want to also communicate how the evaluation findings will be used (in terms of information future projects, or changes in policy etc).

6. Recommendation

You should also make a list of main recommendations (which are also presented in the executive summary).

7. Reference

Provide details of any other publications or sources of information that you have used in your report.

8. Appendices

This is where you provide detailed information that some of your audience members may want to refer to. This includes your evaluation questions, questionnaires that were used, detailed results and information, statistical analyses etc



(PROJECT TITLE)

PROJECT FINAL REPORT

Closure Date:

Authors:

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1. INTRODUCTION

PROJECT OVERVIEW			
Project Name			
Duration of Project		Completed by	
Implementation Period			
Location of Project			
No. of beneficiaries			
Name of Partner(s)			
Name of Funder(s)			
Total Budget			

1.1. Project summary

Please provide a high level summary of the purpose and objectives of the project and briefly describes the high-level outcomes of the project, including what was delivered (eg. activities) and the timelines, cost and quality achieved compared to the original plans.

This section should be completed after the rest of the document is finished and should form a succinct summary of all the major points you have made. This section should not contain any information that is not referred to elsewhere in the document.

1.2. Reason for closing the project

State the reason why this project is being closed. This usually is because the outputs have been delivered, the closing date has been reached and/or the budget has been expended. A project may be closed for other reasons, for example a change in policy or agency priorities, a loss of funding or a deadline date reached.

1.3. Highlights and innovations

Describe the highlights of the project and any innovations used or developed by the project.

2. PROJECT PERFORMANCE

Summarise the actual performance of the project against the planned performance. All projects vary to some extent from the original plan, these variations should be identified and the reasons for the variance described.

2.1. Performance against goals

Describe the actual performance of the project in relation to the achievement of the planned project goals.

2.2. Performance against outcomes

Describe the actual performance of the project in relation to the achievement of targeted outcomes. Were all planned targeted outcomes achieved, to what degree? Some outcomes may not be achieved at this point in time. In this case details should be given as to when the outcomes are anticipated to be achieved and who is responsible for their ongoing measurement and reporting of progress towards their achievement.

2.3. Performance against schedule

Describe the actual performance of the project against the project schedule.

2.4. Performance against budget

Describe the actual performance of the project against the project budget.

3. CHALLENGES AND LESSONS LEARNT

What challenges that occurred during project implementations? What are the lessons did you learn and describe how you collected the lessons learnt?

3.1. What worked well?

What processes helped you with the project? What would you do again?

3.2. What could be improved?

How would you change the processes for your next project? What would you not do again?

4. CLOSURE ACTIVITIES

This section should cover the various activities required to close the project. Where relevant, the sub-sections should include:

- *Issues Management – Identify any outstanding issues and who will continue to progress the issues.*
- *Risk Management – Identify any risks that will transfer to an operational area and who will; take on responsibility for monitoring them.*
- *Financial Management – Outline the final financial position and what will happen to any excess funds.*

- *Records Management – Identify what arrangements have been put in place for the storage, security and backup of hard copy and soft (electronic) copy records and project documents.*

- *Post Project Responsibilities - List any matters that are outstanding, what actions are required to address them and who is responsible. This should include such things like outcomes yet to be achieved, outputs not yet delivered, maintenance of the outputs or other operational matters such as meeting future training requirements that are outstanding or have not been formally agreed prior to this stage.*

4.1. Recommendations

Include any recommendations from closure activities (lessons learnt).

5. APPENDICES

This section is optional.

Where necessary, appendices can be attached to provide any relevant supporting information, such as:

- *A list of the stakeholders who participated in the review*
- *Any information to promote improvement of future projects of a similar nature, as all necessary information is contained within a single document.*