WORK PLAN

FOR THE

ACTIVITY MANAGEMENT SYSTEM

DEVELOPMENT COORDINATION DIVISION,
MINISTRY OF FINANCE & ECONOMIC MANAGEMENT
COOK ISLANDS GOVERNMENT

About this work plan	
Prepared by	Christina Newport
Status	V2, Revised 6 May 2014
Approved by	Peter Tierney, DCD
Approval date	06/05/2014

Contents

Tables

Introduction

Background and Context

In October 2013 the Development Coordination Division (DCD) of the Ministry of Finance and Economic Management (MFEM) sought proposals to assist with the development of an Activity Management System that could be adopted by the Cook Islands government and implemented across government agencies and its partners. This move is motivated by the ODA policy goals which aim to strengthen the evidence based policy making process by institutionalising learning systems that contribute to development effectiveness. In addition, the formalisation and operationalisation of such a quality system is expected to be an important contributor to the achieving accreditation by the Cook Islands with a range of funds including to the United Nations Adaptation Fund[1] and Green Climate Fund. Achieving this standard is also expected to contribute to a planned transition[2] from bilateral Official Development Assistance to global (i.e. climate change) and regional funds (e.g. European Union Energy Facility).

It is expected that the Activity Management System (AMS) would strengthen government's design, implementation and evaluation systems for development activities as well as contribute to strengthening procurement systems. This work plan sets out how the design and the establishment of a Cook Islands Government AMS will be undertaken. The terms of reference (ToR) outlines the requirements and objectives of this assignment to be carried out by Akairo Consulting as part of its contract with the Development Coordination Division (DCD) of the Ministry of Finance and Economic Management (MFEM).

The AMS needs to focus on effectiveness, making use of systems already in place. Changes introduced must avoid adding cumbersome and time consuming systems[3].

Building capability to implement the AMS will be required. Identifying potential locally delivered education and training opportunities will be a part of this assignment. This includes investigating the opportunities offered through the Cook Islands Technical Training Institute and the Cook Islands campus of the University of the South Pacific.

Currently, the government has no locally developed or consistently used AMS in place. In general, government uses the tools and policy of its Development Partners and is adapting these and developing national systems in an incremental manner. For example, recently multi criteria analysis was used during the Cook Islands Infrastructure Investment Plan. Cost benefit analysis is also being considered. It is anticipated that the AMS will be a government wide system building on existing government processes such as public financial management, capital planning, and environmental impact assessments.

It is also anticipated that local non state partners seeking development assistance through the Cook Islands government would also use the AMS. In so doing, it will offer a consistent approach to managing development activities that improve effectiveness and efficiency for a range is users.

---

[1]CI currently managing a project to develop the first application and a road map to becoming a National Implementing Entity supported by the Frankfurt Business School.
[2]2013 Cook Islands GDP per capita places the country in the upper middle income category.

[3] The time consuming nature of the budget process is already identified as in issue in the PEFA and Peer review.

To be effective therefore, the AMS must take account of the Cook Islands cultural context and the indigenous Maori underpinnings of social order, communication and networks to capture and transfer outcomes and learnings between its communities, sectors and society as a whole.[4]

Engagement with a broad cross section of potential partners is therefore important in selecting and implementing a functional and relevant AMS. With this in mind, the AMS will need to cater for a range of development partners (local, national, bilateral and multilateral) and types of engagement (e.g: Regional Cooperation Agreements, South-South Cooperation) including OECD countries (e.g. NZ, Australia, Germany), emerging economies (e.g. Peoples Republic of China and India) and communities (e.g. Island Council). Consulting with local government, community groups, Civil Society organisations, and private sector representatives is part of the assignment.

Purpose:

Provide the following technical assistance to assist MFEM with selecting and implementing a fully functional, technically desirable and culturally relevant Activity Management System which has the potential for acceptance and wider application across government and amongst its local, regional and international partners.

Scope of Work/Activities:

This includes:

1. Assess the fit for purpose of the AMS used by the New Zealand Aid program in the Cook Islands context;

2. Tailoring the AMS or researching alternative models for the AMS;

3. Coordinating plans with complementary work streams (OPM/Statistics/USP) [5]to develop and deliver training for related staff and identify opportunities and partners (e.g. evaluations, MFAT/AusAID/USP training programs) to sustain capacity building over the longer term;

4. Document a plan for embedding into "business as usual" processes including monitoring and evaluation activities both within DCD and the wider government ministries and local partners.

Approach and Methodology

The work will primarily be carried out in two parts and takes into account complimentary activities of the OPM and the CISO.   This includes:

- CI ODA Policy and Implementation Plan and review 2014;
- National Strategy for the Development of Statistics;
- PEFA activities (specifically Section D-3 related to Donor Activities);
- The Adaptation Fund - NIE application process with Frankfurt School of Business and Management;

---

[4] This includes adapting the system to make use of Maori language, island and tribal social structures and decision making systems, communication etiquette and protocol.
[5] USP is currently offering procurement related papers through CI campus. The Cook Islands Tertiary Training Institute is also another potential provider to consult with in regards to related training and education opportunities available to build capacity and capability.

- Cairns Compact Peer Review ODA recommendations
- 2014 Development Cooperation Forum Survey Questionnaire Responses

For the purposes of developing an AMS, Akairo notes that it is important to locate the AMS within the Cook Islands context and a programme framework that is set by the development agenda of Te Kaveinga Nui 20/20 Vision and the National Sustainable Development Plan (NSDP). It is expected that the AMS would be applied against an agreed framework.[6]

Part 1 - Establish Fit for Purpose assessment criteria and process

We propose carrying out further discussions and document reviews to augment preliminary investigations held to date. It is expected that these will help to clearly establish the process and key criteria/expectations to assess the NZ AMS against. In particular taking into account key developments within the Cook Islands Public Service that will frame and impact on the design and uptake of an agreed AMS. This includes the work commissioned to the Frankfurt School of Business and Management, CI ODA Policy and Implementation Plan, Cook Islands Statistic's Strategy and the PEFA Roadmap actions.

Fit For Purpose Criteria

In determining what constitutes a 'fit for purpose' Activity Management System, Akairo proposes consultation on and confirmation of the following concepts and notes to guide the assignment's purpose and activities.

1. **Phased approach** – As an exercise towards adopting an overall system of managing development activities, an AMS will be developed as a model that will then be implemented in a phased manner by selected Public Sector agencies. Implementation will be overseen by MFEM in conjunction with the OPM and the OPSC. It is noted that there are current projects already underway which use the NZ AMS.

2. **Fully functional**–The AMS should be manageable and take account of existing systems such as current Medium term and annual budget planning processes, Public expenditure and financial management procedures, national, sector and thematic development priorities, environmental impact assessments, audit process, along with proposed plans and current activities aimed at improving Public Sector governance priorities. This includes the improvements to the Public expenditure and financial management systems as set out in the PEFA

---

[6] Such a framework could be guided the priority areas of the NSDP with a series of sector, sub sector and thematic programmes which the AMS can support. An option for a programme framework may configure programmes by sectors. This could include the sectors applied in the recent NSDS national assessment reports of Economic, Natural Resources, Social and Governance (including Law & Order). The framework could then distinguish programmes by sub-sector - Eg: Social – health, Education, Culture and Welfare; and also distinguish by theme within or across a sub-sector or sector. e.g.: Gender, Youth Offending. Consultations in the initial stages will determine how the NSDP – its sectors and sub-sectors are configured to inform how the AMS can be positioned against the NSDP.

roadmap (D-3 proportion of aid managed, use of national systems)[7]; the implementation of the National Sustainable development plan, the National Statistics Development Strategy, The ODA Policy and Implementation Plan and the United Nations global Adaptation Fund National Implementing Entity application Cook Islands Infrastructure Investment Plan[8]. Akairo notes that the NIE application has a specific climate finance related agenda and requirements whereas the AMS initiative is more universally applicable across a range development priorities and implementation scenarios. For the purposes of this assignment, a key aspect of functionality lies in determining where the overlaps, gaps and duplication may exist with serving multiple purposes and interests from the different work strands taking place including nationally funded development activities.

3. **Technically desirable** -All policy, guidance notes and templates should fit together logically and coherently as a comprehensive system covering all the AMS stages of Identification, Design, Implementation, Evaluation and Completion. In order to encourage the use of the AMS by internal and external development partners (e.g. Civil Society Organisations and donors), it is also expected that the AMS will be designed to meet relevant international standards. This is consistent with development effectiveness principles and international financial standards. By putting in place such a system, it is expected partners will make use of local systems and appropriate aid modalities that reduce the administrative burden, offer value for money and improved effective and efficient delivery of development results to the intended beneficiaries.

4. **Culturally Relevant** – Grounded specifically in the context of the Cook Islands, the Public Service is the focal point for engaging in all development activities with the country's local, regional and international development parties. It is important to acknowledge the diversity of norms and values at play within the Public Service and amongst the development actors (eg: Private sector, Civil Society, International aid agencies) which engage in the country's development. While the introduction of the AMS is regarded as a logical improvement to government systems, it is important to acknowledge and comprehend these diverse perspectives and value local knowledge. Doing so will ensure greater ownership and participation in the adoption of the AMS system and sustained effort towards development effectiveness.

Related Work Coordination

It is expected that consultations during Part 1 is primarily focused on obtaining information and advice on the likely functionality synergies, overlaps and gaps as well as support the different timelines and milestones of each activity related to this assignment.

---

[7]Cook Islands – PEFA Public Financial Management Performance Report 2013 Page 65 D-3: Proportion of aid that is managed by use of national procedures: The available data indicate that less than 50% of aid disbursed is managed by the use of CIG procedures. A score of D is assigned. Recommendation (before July 2014) - Encourage donors to use national PFM systems.

[8] PRIF/ADB cost benefit multi criteria analysis

As per the Terms of Reference, the scope of work calls for consultations with the OPM, CISO, civil society and private sector in relation to coordinating capacity building by developing and delivering training opportunities and partners.

Noting the request to prioritise tasks against available days, Akairo proposes that information about training opportunities and partners is collected as part of assessing the NZ AMS. This information is then compiled and passed onto relevant party such as the OPSC and/or the Cook Islands Tertiary Training Institute/USP to lead/coordinate the development and delivery of related training for CI government officials and interested parties. As the principal coordinator of the AMS, MFEM/DCD training needs will be a priority in rolling out the system.

Part 2: MFAT Activity Management System Analysis

Once the assessment criteria has been completed and agreed, work will commence on collating and assessing documentation. Some attention will be given to other development partners AMS tools. Identifying which DPs to assess will be taken on advice from DCD regarding the sectors, nature and scope of activities and the extent to which use of CI national systems is favoured by a partner.

NZMFAT AMS tools will be assessed. This includes its policies, guidance notes and templates as well as documentation related to its programme framework.

The analysis of this assessment will form the basis of a report to DCD. This will include proposed CI relevant AMS and a plan for implementing the CI AMS with identified government agencies.

Stakeholder Analysis

The table below identifies the potential range of stakeholders available for the AMS implementation and makes some assumptions about interests and involvement in this assignment. For the purpose of this work it is expected that consultations will primarily focus on KEY stakeholders as identified.

Table 1 Stakeholder Analysis

Stakeholder	Sub-Sector	Role and Function	Interest/stake	Issues/constraints	Involvement /participation
Key Stakeholders					
DCD - MFEM	Public Sector Central Agency Division	Responsible for coordination of Development Partner assistance	High interest and involvement due to lead agency status responsible for DP coordination with government and other stakeholders.	Availability Confidentiality	Oversee the assessment and development of AMS.
Adaptation Fund NIE working group	Public Sector agencies	Responsible for coordinating and overseeing inputs for the preparation of the NIE application	High levels of interest and stake in seeing AMS established as part of NIE application.	Availability Confidentiality	Participate in data collection and advice on implementation of advice.
OPM, OPSC, CISO, MFEM Central Agencies Committee	Public Sector Central agencies	Responsible for Development coordination agenda, monitoring and reporting.	High Level of interest and stake in strengthening national systems and capacity to manage PF and development activities	Availability Confidentiality	Participate in data collection, planning and implementation
Line Ministries and departments of government	Public Sector agencies	Responsible for design and implementation of development activities – project and programmes	High level of interest and stake in successful delivery and completion of activity and ministry outputs and results	Availability Confidentiality Attitude towards change	Participate in data collection and implementation, subsequent adoption of an AMS.

Stakeholder	Sub-Sector	Role and Function	Interest/stake	Issues/constraints	Involvement /participation
Infrastructure committee (IC) National Sustainable Development Commission (NSDC).	Government governance mechanisms (IC includes private sector members).	IC committee is established to focus on the delivery of all Infrastructure Projects and make decisions regarding the management and commissioning of individual projects. NSDC provides sound strategic advice to Cabinet on the proper allocation of all developmental aid to all sectors of the economy and to ensure that such allocation is aligned to the successful implementation of the National Sustainable Development Plan.	Effective development planning and implementation.	Availability Confidentiality Ability to coordinate activities across multiple organisations outside of direct control.	Oversee and inform lead decision making process and act as advocate for subsequent adoption of an AMS.
Development Partner	MFAT	Provides Development Assistance and constitutional assistance to the country as a whole.	High interest in providing support to the Cook Islands as a part of their bilateral and multilateral development agenda and constitutional/diplomatic relationship with the CIs	Availability Confidentiality Diplomatic and Political influence	Participate in data collection as a source of information and advice.
Other Stakeholders					
Development Partners	ADB UN Family FAO, UNDP, UNEP/UNAF/Green fund EU GEF SPC PROC India Japan	Provide development assistance to CIs development priorities	Range of interest in providing support to the Cook Islands as a part of their bilateral and multilateral development agenda	Availability Confidentiality Diplomatic and political influence	Some level of participate in data collection as a source of information

Stakeholder	Sub-Sector	Role and Function	Interest/stake	Issues/constraints	Involvement /participation
Public – users of and actors in delivery of public services Media Political leaders Community/Civil society representatives, groups and organisations Private Sector State Owned Enterprises	National Council of Women NGOs Community groups Island councils Development Professionals Private Sector with interest in CC and CC financing	Indirect role in the assessment as recipients/beneficiaries of development activities. As advocates for public needs and interests.	Some interest/stake in the review. High stake in the successful translation of CITAF funding into Public Service activities that are relevant, accessible, and sustainable.	Availability Confidentiality	Participate in data collection as a source of information. Media can disseminate information/findings of the review.

Information Collection

The following table indicates the type of information required to answer the review questions, the sources of that information and the methods that will be used to gather the information.

Table 2 Information Collection

Key Questions/Activities	Information Required	Information Sources	Method
Assess fit for purpose of the Activity Management System (AMS) used by NZ Aid program in the Cook Islands context			
What key standards are used to design an AMS?	Relevant International standards/requirements (financial, procurement, quality standards)	Relevant documents, Development Partners, FSBM, OPM, CISO interview data,	Interviews Literature/document Review
What interests, gaps and overlaps are there in relation to the plans and work streams being undertaken?	Technical and functional data of the AMS system	Relevant documents, Development Partners, stakeholder interview data	Interviews, discussions, NIE progress meetings, literature/document review
Coordinating plans with complementary work streams (OPM/Statistics) to develop and deliver training for related staff and identify opportunities and partners (e.g. evaluations, MFAT/AusAID training programs) to sustain capacity building over the longer term;			
What capacity building opportunities are available to staff to implement an AMS?	Data from documents Stakeholder views/opinions	Relevant documents Interview data	Interviews/meetings Literature/document Review
Tailoring the AMS /researching alternative models for the AMS system;			
How does NZ and other AMS rate against agreed fit for purpose expectations and criteria?	Analysis of context relevant Data from data collection sources	Relevant documents analysis and Interview data	Interviews Literature Review
What CI context specific issues need to be considered	Relevant Cook Islands cultural norms within Public Service and among key partners.	Relevant documents analysis and Interview data	Interviews Literature Review
Document a plan for embedding into "business as usual" processes including monitoring and evaluation activities both within DCD and the wider government ministries.			
What are the key design elements of the AMS?	Technical specifications of AMS (policies, templates, tools and guidance notes).	Relevant documents Interview data	Interviews Literature Review
What are business as usual process to take account of in AMS?	Public service wide and ministry level Planning considerations	Relevant documents Interview data	Interviews Literature Review
How should the roll out be implemented, reviewed and adapted over what time period?	Public service wide and ministry level Planning considerations	Relevant documents Interview data	Interviews Literature Review

Data/Information Analysis

Overall analysis of the data will be categorised according to the assessment activities and questions. Analysis of the data will be carried out using the following types of analysis appropriate for the purpose and type of information being collected. This will include the following:

Content analysis of secondary source data such as reports and documents will be analysed according to the four activities, the respective questions and fit for purpose criteria.

Constant comparative analysis of interview data will be also be analysed according to the activities. As an inductive analysis method, this will involve the categorisation of responses into themes.

Overall, all the data will be triangulated between the literature review, interview to ensure the validity of the assessment findings as they emerge.

The data will also be triangulated against the DCD staff member and key stakeholders overseeing the AMS's development and implementation.

Ethical Considerations

The work plan proposes participative approaches.

The process will be undertaken with integrity and honesty and all participants treated with respect. Sensitivity will be exercised with regard to the beliefs and customs of stakeholders. Advice will be sought from DCD contract manager for this assignment on these matters throughout the process of the plans development.

Participation in the assessment is voluntary with all information treated confidential. Given the participatory nature of this assignment and reliance on the high level of involvement and technical expertise of stakeholders, it is not expected that anonymity of the participant's identity can be guaranteed. Participants will be clearly informed of the purpose and outcomes and their role in it. Participants will be named in the list of people involved as an acknowledgement of their contribution to the design of the AMS and subsequent implementation.

Limitations, Risks and Constraints

An analysis of potential or actual risks, limitations and constraints and the strategies to address these are set out in the table below.

Table 3 Limitation, Risks and Mitigation Strategies

Risk/limitation/constraint	Likely effect on the design	How this will be managed/mitigated

Risk/limitation/constraint	Likely effect on the design	How this will be managed/mitigated
Key stakeholders not available during assignment period	Incomplete consultation and quality information not collected	Seek alternative participants or sources of information. Ensure effective communication of timeframes and meetings.
Key stakeholders too busy with business as usual activities and unwilling to participate	Feedback and information provided is not fully considered. Incomplete consultation and quality information not provided	Clear communication about the importance of the review. Ensure effective communication of timeframes and meetings.
The design is limited to one option and fails to give due consideration to other options.	Preferred option does not clearly indicated comparisons/modifications to suit CI context and for change to occur.	The design will consult a range of Public Sector stakeholders and its partners to ensure that preferred option is fully explored by using a mix of methods
Reviewer bias – where opinions and views of consultants presented without substance.	Present unsubstantiated findings	Triangulation of data, mixed method approach and consultative approach of evaluators taken to ensure findings sound.

Feedback of Assessment Findings, AMS design and Implementation Plan

The assessment will be guided and supported by the DCD staff and any issues that arise during the process will be discussed with the assignments commissioner at DCD.

Preliminary findings will be presented to and discussed with key stakeholders before the end of June. Updates will be shared periodically during the term of the assignment. It is expected that updates will take place during the NIE progress meetings of the working group. Feedback from subject matter experts within the CI Public Service will also be sought. Documents for review will be distributed in batches as they are drafted by each stage and set of templates/tools.

A draft plan for the implementation of the AMS including templates and tools will be presented to key stakeholders for feedback (including the NIE working group). A final report will take into account all feedback and incorporate appropriate changes prior to implementation.[9]

It is envisaged that the implementation will be undertaken over a six to twelve month period with monitoring and review to be managed by DCD.

Documents to be used

Relevant documents will be sourced during the assignment. This includes over 50 documents and resources downloaded from the public domain of NZMFAT website. Key documents to inform the development of the AMS and implementation plan will be progressively listed in Appendix i.

---

[9] We note that the MFEM/DCD publishes all public documents on the Ministry web pages. The CI Official Information Act requires that public information be disclosed on request. Therefore it is anticipated the report will be published.

Schedule

The timing and milestones for carrying out this assignment proposes the following:

Overall timeframe:

April – August 2014 up to 40 days.

Part 1	Activity	Tasks (TBC)	Milestone	Date
	Scope activities Document collection Preliminary consultations	Early April meeting Consultations with CI stakeholders: Intensive: 9-23 April 2014 Consult with FSBM and NZMFAT on accreditation/standards	Draft workplan Final Workplan	9 April 6 May April/May
Part 2	Data Gathering – Desk study	Document gathering and consultations on AMS options	Draft AMS Option including Templates and Tools	Ongoing to 20 July
	Field work (NZ)	TBC includes visit to MFAT Wellington for consultations	Draft Implementation Plan	May/June
	Document assessment and analysis Prepare Plan	Implementation plan Including tools and templates Run orientation on overall system and tools/templates	Final AMS and templates documents and implementation plan	30 July

Timeline

R= in Raro F2F=face to face

Phase/Activity	Tasks (TBC)	Who	17 Mar	24 Mar	31 Mar	7 April	14 April	21 April	28 April	5 may	12 may	19 May	26 May	2 June	9 June	16 June	23 June	30 June	7 July	14 July
							R	R									R	R	R	R
Part 1	Draft workplan		▓																	
	Consultations to confirm criteria & process						F2F	F2F	▓											
	Identify Implementing Agencies						▓	▓	▓											
	Finalise workplan								▓											
	Document Search		▓	▓	▓	▓	▓	▓	▓											
Part 2	Field visit Wgtn MFAT										▓	▓								
	Consultations									▓	▓	▓			▓	▓				
	Document Analysis		▓				▓	▓	▓	▓							▓	▓		
	Develop AMS process										▓	▓	▓	▓	▓	▓	▓	▓		
	Compile Documents to support AMS										▓	▓	▓	▓						
	Prepare Implementation Plan											▓	▓	▓	▓	▓	▓	▓		
	Consult and collect feedback on Plan															▓	▓	▓		
	Revise plan																	▓		
	submit final plan for rollout from 1 September 2014																	30 June		

Appendices

Appendix i: List of Documents

- CI ODA Policy and Implementation Plan and review 2014;
- National Strategy for the Development of Statistics;
- PEFA activities (specifically Section D-3 related to Donor Activities);
- The Adaptation Fund - NIE application process with Frankfurt School of Business and Management;
- Cairns Compact Peer Review ODA recommendations
- 2014 Development Cooperation Forum Survey Questionnaire Responses
- New Zealand Aid Programme - Activity tools and templates

Activity Quality

Activity Quality Policy (PDF 199kb)

Value for Money Guideline (PDF 77kb)

Conflict of Interest Declaration (DOC 130kb)

Conflict of Interest Declaration for Assessment Panel Members (DOC 130kb)

Activity Risk

Assessing and Managing Activity Risk guideline (PDF 71kb)

Activity Risk Register template (XLS 79kb)

Partner Risk Assessment template (XLS 31kb)

Key to Partner Risk Assessment (PDF 38kb)

Activity Appraisal

Appraising an Activity guideline (PDF 66kb)

Activity Appraisal for Multilateral and Regional Agencies (PDF 123kb)

Activity Concept Note Appraisal template (DOC 74kb)

Activity Design Document (ADD) Appraisal template (DOC 199kb)

Appraisal Meeting Minutes (DOC 259kb)

Activity Planning

Activity Planning Policy (PDF 191kb)

Activity Schedule template (XLS 76kb)

Market Chain Approach Knowledge Note (PDF 163kb)

Transition: Planning a New, Follow-up Activity (PDF 56kb)

Activity Identification

Develop, Appraise and Approve an Activity Concept process (PDF 42kb)

Activity Concept Note template (DOC 94kb)

Activity Concept: Ministerial Submission template (DOC 90kb)

Activity Concept Approval template (DOC 243kb)

Activity Design

Develop, Appraise and Approve an Activity Design process (PDF 45kb)

Developing Appraising and Approving an Activity Design guideline (PDF 493kb)

Headline Results Indicators (PDF 323kb)

Activity Design Document (ADD) template (DOC 191kb)

Ministerial Submission: Activity Design template (DOC 84kb)

Activity Design Approval template (DOC 76kb)

Activity Procurement Plan template (DOC 125kb)

Budgets and Costed Workplans

(for use by implementing partners)

Summary by Outputs (XLS 167kb)

Detailed by Outputs (XLS 123kb)

Detailed by Inputs (XLS 157kb)

Checklist for Assessing a Budget - Mandatory (DOC 57kb)

Checklist for Assessing a Budget - Optional (DOC 65kb)

Programme Activity Authorities (PAA)

Programme Activity Authorities (PAA) guideline (PDF 295b)

Activity Implementation

Activity Implementation Policy (PDF 106kb)

Implement an Activity process (PDF 49kb)

Activity Monitoring

Monitoring an Activity guideline (PDF 98kb)

Preparing an Activity Monitoring Assessment guideline (PDF 297kb)

Activity Monitoring Assessment (AMA) template (DOC 236kb)

Formal Monitoring Visit template (DOC 85kb)

Activity Reporting

Activity Progress Report template (DOC 144kb)

Reporting against Workplan for Activity Progress Report template (XLS 75kb)

Assessing an Activity Report Checklist (DOC 99kb)

Organisation Report Content Checklist (DOC 56kb)

Activity Evaluation

Activity Evaluation Operational Policy (PDF 151kb)

Evaluate an Activity process (PDF 52kb)

Evaluating an Activity guideline (PDF 165kb)

Evaluation Decision Checklist (DOC 99kb)

TOR for Evaluation Steering Group template (DOC 235kb)

TOR for Evaluation template (DOC 287kb)

Activity Evaluation Plan template (DOC 325kb)

Activity Evaluation Report template (DOC 119kb)

Feedback on Evaluation Plan or Report template (DOC 259kb)

MFAT Response to Evaluation template (DOC 338kb)

Six Monthly Divisional Report on Evaluations template (DOC 76kb)

Evaluation Questions knowledge note (PDF 43kb)

Participatory Evaluation knowledge note (PDF 111kb)

DAC Evaluation Quality Standards (PDF 1.24 MB)

Activity Completion

Activity Completion Policy (PDF 67kb)

Complete an Activity process (PDF 45kb)

Completing an Activity guideline (PDF 67kb)

Checklist for Completing an Activity template (DOC 126kb)

Activity Completion Report template (DOC 168kb)

Reporting against Workplan for Activity Completion Report template (XLS 54kb)

Assessing an Activity Report Checklist (DOC 99kb)

Preparing an Activity Completion Assessment (ACA) guideline (PDF 49kb)

Activity Completion Assessment (ACA) template (DOC 325kb)