GOVERNMET OF TUVALU

TUVALU OVERSEAS DEVELOPMENT ASSISTANCE

(ODA) HANDBOOK 2017

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Glossary

ODA - Overseas Development Assistance: ODA refers to financial flows, technical assistance, and commodities given by one country or organization to residents of another country, either as grants or as subsidized loans.

Development Partner: Includes any custodian of sources of ODA to Tuvalu.

Solicited requests for ODA: Are requests for ODA as a result of offers of support initiated and determined by Development Partners. These offers of ODA support are often targeted to specific areas and/or has time-bound deadlines for applications.

Unsolicited requests for ODA: Are requests for ODA initiated by the Government of Tuvalu to Development Partners for which there may be no existing targeted grant or other assistance programs.

ODA Co-ordination: Is a systematic approach to co-ordinate all ODA activities and information within the Government of Tuvalu to remove duplication, streamline processes and reduce confusion.

Introduction

The Government of Tuvalu (GoT) is undertaking a reform program to improve the effectiveness, efficiency and resilience of its overseas development assistance (ODA). This work has lead to the development of a *Tuvalu National Aid Policy (2012),* and updates to the *Tuvalu Budget Manual (2014)* and *Tuvalu Government Financial Instructions (2016)* - amongst other things.

To support the operation of these reforms an ODA Handbook has been developed along with a series of supporting guidance notes.

This document is the overarching **ODA Handbook.**

The ODA Handbook is intended to be a quick reference guide to assist officials from the Government of Tuvalu (GOT) fulfil their requirements under Aid Policy and relevant sections of the Budget Manual Financial Instructions.

Importantly, the Handbook is also intended to be used as a mechanism to help align and harmonise Development Partner procedures with Government of Tuvalu systems - consistent with the Paris Declaration on Aid Effectiveness.

Part A of the Handbook provides a brief overview of the key elements of the Aid Policy and outlines the basic steps to be followed for planning and managing ODA (i.e. the 'ODA procedures').

Part B then provides some more detailed information relating to each step of the ODA procedures. Where relevant it also provides links to the supporting guidance notes that can be used to input to the ODA procedures. For ease of reference, the key steps are:

Step 1: Ongoing Needs Assessment

Step 2: Preparation of ODA proposals

Step 3: Review and Prioritisation of ODA proposals

Step 4: Approval and Endorsement

Step 5: Formal Submission of ODA proposals

Step 6: Funding of ODA proposals

Step 7: ODA Implementation and Monitoring

Step 8: Evaluation and Acquittals

Part A: Overview of the *Co-ordination of ODA Policy* and *Procedure for Requesting and Receiving ODA*

The Tuvalu Aid Policy broadly sets out the institutional arrangements for planning and managing all ODA activities within Tuvalu.

Overall co-ordination of ODA is centrally administrated by the Planning, Budget and Aid Co-ordination Department (PBACD) based within the Ministry of Finance and Economic Development (MFED).

The Ministry of Foreign Affairs is the diplomatic window for Development Partners and the MFED - and is responsible for officially communicating requests from the Government to Development Partners as well as receiving replies from Development Partners.

Also, each Line Ministry is responsible for undertaking key aspects of planning and managing ODA - particularly relating to preparing ODA proposals and implementing ODA within their sectoral purview.

The Tuvalu Aid Policy further sets out a number of key guiding principles. These include:

- administration of ODA is to be underpinned by a robust and streamlined process;
- this ODA process is to integrate and align with Tuvalu's national strategic planning and budgetary processes; and
- implementation of this process is to be conducted in a way which further develops the capacity of GoT officials to manage its development efforts.

The Budget Manual and Financial Instructions sets out this process for administrating ODA activities. For ease of understanding, this is presented as eight key steps.

Figure 1 below illustrates these eight key steps as an integrated cycle.

Figure 1 Eight key steps of the ODA Procedures

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          ┌─────────────┐         ┌─────────────┐
          │   Step 8:   │  ──▶    │   Step 1:   │  ──▶   ┌─────────────┐
          │ Evaluation  │         │   Ongoing   │        │   Step 2:   │
          │     and     │         │    Needs    │        │ Preparation │
          │  Acquittals │         │ Assessment  │        │   of ODA    │
          └─────────────┘         └─────────────┘        │  Requests   │
                ▲                                         └─────────────┘
                                                                │
                                                                ▼
    ┌─────────────┐                                      ┌─────────────┐
    │  Step 7: ODA│                                      │Step 3: Review│
    │Implementatio│                                      │     and     │
    │   n and     │                                      │prioritisation│
    │ Monitoring  │                                      │  of ODA     │
    └─────────────┘                                      │  requests   │
          ▲                                              └─────────────┘
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    ┌─────────────┐        ┌─────────────┐               ┌─────────────┐
    │Step 6:Funding│  ◀──  │Step 5: Formal│  ◀──         │   Step 4:   │
    │   of ODA    │        │ Submission of│               │ Approval and│
    │  Requests   │        │ ODA Requests │               │ Endorsement │
    └─────────────┘        └─────────────┘               └─────────────┘
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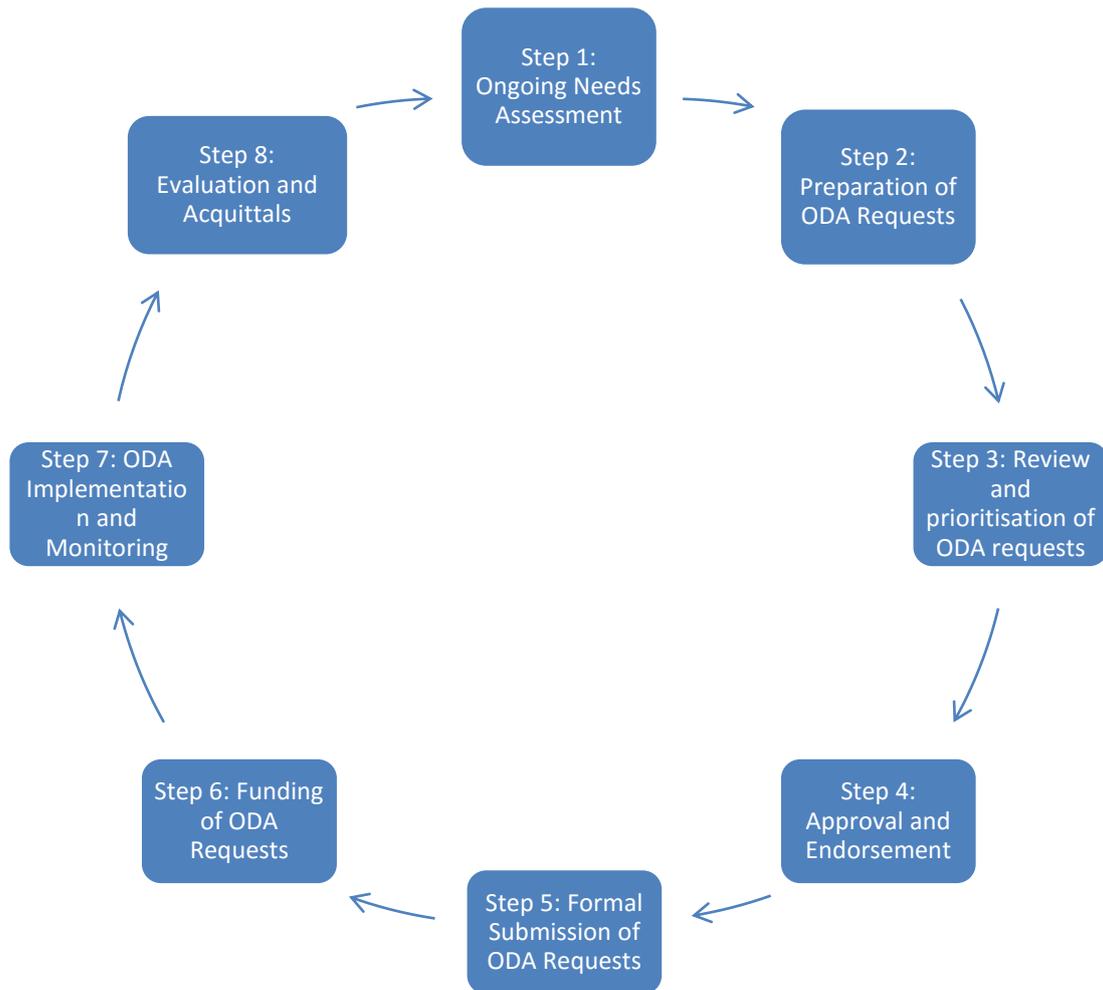
Each of these eight steps must be strictly followed for each ODA activity.

In practice, ODA proposals may need to repeat certain steps. For example, for larger unsolicited ODA proposals (i.e. > AUD$500,000) it may be preferable to prepare an ODA proposal in "concept" form[1] in the first instance and then, once this concept has been endorsed by Development Partners, the proposal further developed into a "full" ODA proposal as a second round of work. This approach would involve repeating steps 2 and 3 again before the full ODA request is submitted to Development Partners (i.e. step 5).

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[1] utilising the standard New Policy Request template - mentioned later in Step 2.

Part B: Requirements, responsibilities and templates to be used for ODA Procedures

This section of the ODA Handbook explains the basic requirements, responsibilities and templates to be used for each of the eight steps of the ODA procedures. Where relevant, it also:

- provides some general hints and tips for completing the requirements of the ODA procedures; and
- provides references to more detailed guidance.

Each of the eight steps of the ODA procedures are discussed in turn.

Step 1: Ongoing Needs Assessment

The Te Kakeega III: National Strategy for Sustainable Development 2016-2020 (TKIII) is the overarching strategic planning document for Tuvalu. Its main purposes are to (i) guide more detailed program/ODA preparation by Government of Tuvalu (including for unsolicited ODA proposals); and (ii) inform Development Partners about Tuvalu's strategic priorities over this period (particularly for solicited ODA proposals). Consistent with the purposes of the National Strategy for Sustainable Development, all new ODA proposals must align with this document.

Based on the National Strategy for Sustainable Development, each Line Ministry should plan to submit both solicited and unsolicited ODA proposals through the annual budget call and review process managed by the PBACD. The PBACD will disseminate relevant information on the key ODA opportunities as part of the annual budget call.

In planning for ODA submissions, Line Ministries are encouraged to focus on a small(er) number of high quality ODA proposals that are supported by evidence - rather than pursue quantity. Planning for submission of ODA proposals should also take into account the time and resources needed for preparing an ODA request - particularly in terms of the consultations and assessments needed to inform ODA design.

It is worth emphasising again here that all ODA proposals must be submitted through the annual budget process. The only exception is where there is an unforeseen solicited ODA opportunity and the timelines for this opportunity do not fit with the annual budget review process timelines (though it is anticipated these cases will be reduced over time as Development Partners become more familiar with GoT ODA procedures). In these circumstances, it is permissible to prepare and submit ODA proposals outside of the annual budget cycle providing it meets the following criteria:

- the ODA is a new opportunity and was not foreseeable;
- the size of the ODA is no larger than AUD$1,000,000; and
- the ODA request aligns with the National Strategy for Sustainable Development.

Step 2: Preparation of ODA Proposals

Preparation of ODA proposals is the responsibility of Line Ministries with the mandates in the given sectoral area.[2] The Aid Co-ordination Unit (ACU) based within the PBACD can assist with reviews and appraisals of ODA proposals (as per step 3), but ultimately it is up to the Heads of Line Ministries to manage preparation of content and achieve quality.

For smaller-sized unsolicited ODA (i.e. <AUD$500,000) and larger sized unsolicited ODA (i.e. >AUD$500,000) that are intended to be submitted as a 'concept'[3] to start, proposals should be prepared using the Tuvalu ODA Project Proposal Template. A copy of this template is provided at

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[2] Kaupule and NGOs may also prepare ODA proposals. However, this should be done in collaboration with relevant Line Ministries.

[3] and then, if the concept is endorsed, further developed into a full project proposal as a second round of work.

For solicited ODA and larger-sized unsolicited ODA (i.e. >AUD$500,000) that have been endorsed at 'concept' form and are being developed into 'full' form[5], proposals can be prepared using formats that are specified by the relevant Development Partner. Alternatively - if agreeable to the relevant Development Partner - the Tuvalu ODA Project Proposal Template can be used.

In preparing an ODA proposal it is critical that policy problems and solutions are supported by a strong evidence-base. Good quality proposals depends on high quality information, derived from a variety of sources - expert knowledge; existing national and international research; statistics; stakeholder consultation; evaluation of previous policies/programs and new research, if appropriate.

It is also helpful to use international comparisons as part of the wider evidence base. There are countries and regions elsewhere from which to learn: for example, regions which have successfully addressed similar social or economic issues, or which have geographical similarities to Tuvalu.

Furthermore, for larger ODA proposals (i.e. > AUD$500,000) it is suggested that special efforts be made to:

- Consider a number of different options that could potentially achieve the stated objective(s). Consideration of multiple options helps to ensure that the proposal put forward is indeed the most effective, efficient, and resilient way forward. The Cost-Benefit Analysis (CBA) framework is one tool that can be utilised for this purpose. A supporting CBA workplan template to assist with the application of this tool is available at portal.gov.tv/ODA.
- Properly assess project risks (including climate and disaster risks), social impacts, and - where relevant - environmental impacts. Tools and supporting guidance notes that can be used to undertake these assessments include:
    - The project risk assessment matrix. A guidance note for applying this tool is provided at portal.gov.tv/ODA.
    - Environmental Social Safeguard Policy will. Specific guidance on undertaking formal social impact assessments is available at portal.gov.tv/ODA.
    - Environmental Impact Assessments. Specific guidance on undertaking formal environmental impact assessments is available at portal.gov.tv/ODA.
    - Prepare a workable monitoring and evaluation (M&E) framework that adequately supports learning for improvement. A supporting Guidance Note to assist with the application of this tool is available at portal.gov.tv/ODA.

Development Partners are strongly encouraged to assist Line Ministries to undertake studies and assessments needed to input to and prepare high quality ODA proposals - in a participatory manner.

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[4] Note further, at this stage of the process, it is not necessary that the proposal be identified as an ODA proposal specifically. Proposals can be submitted alongside other new policy requests and the specific funding sources (i.e. internal v external ODA) to be determined as part of steps 3 and 4.

[5] and have been endorsed at the 'concept' stage.

Where applicable, these studies and assessments should utilise GoT planning tools (e.g. CBA workplan template, risk assessment matrix, Guidance Note for Developing M&E frameworks) outlined above.

Step 3: Review and prioritisation of ODA proposals

Once an ODA proposal has been prepared, Heads of responsible Line Ministries should then submit the proposal to the PBACD - along with other components of their annual budget submission - for review and prioritisation.

This review and prioritisation step is undertaken in two stages.

The first stage is undertaken by the PBACD. The PBACD undertakes an initial appraisal of the ODA proposal to formulate advice regarding the merits and quality of the ODA. This advice is typically presented to and discussed with responsible Line Ministries through 'Budget Round' meetings. The primary purpose of this is to help Line Ministries improve the quality of their proposals and, if needed, to guide prioritisation. Following this, PBACD then formally documents appraisal advice as part of an

'Outcomes Report of the Budget Round Meetings', and provides this to the Development Co-ordination Committee (DCC).

A tool entitled the *GoT Project Eligibility Criteria Matrix (Appendix 2)has* been prepared to assist the PBACD to prepare appraisal advice and is available at portal.gov.tv/ODA.

The second stage of this review and prioritisation step is undertaken by the Development Co-ordination Committee (DCC).[6] The DCC further scrutinises the ODA proposal (and broader budget submissions) in the context of the advice made by the PBD, and then prepares recommendations on which proposals should be included in the Budget.

These recommendations are then submitted to Cabinet for consideration.

Box 1 Alternative review procedure for ODA proposals considered outside of the annual budget process

In the (exceptional) circumstance where permission has been granted for an ODA proposal to be developed outside of the annual budget process, then the following review process will apply:

1. For ODA proposals less than AUD$10,000, the review of the proposal will be undertaken by the Aid Co-ordination Unit (ACU).

2. For ODA proposals between AUD$10,000 and AUD$100,000, the review of the proposal will be undertaken by the Project Review Committee (PRC)[7].

3. For ODA proposals greater than AUD$100,000, the review of the proposal will firstly be undertaken by the PRC and secondly by the DCC.

The above review and approval procedure can also be applied to ODA proposals that were initially submitted and endorsed as a "concept" and have subsequently been further developed into a "full" ODA project proposal.

Step 4: Approval and Endorsement

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[6] which comprises all Permanent Secretaries, Secretary to Government, Director Planning and Budget, Director of Public Works, Commissioner for Police and the Attorney General. This committee is chaired by the Secretary to Government.

[7] The PRC comprises of (i) Secretary for Finance and Economic Development (chair), (ii) Senior Aid Adviser (secretariat), (iii) Director for Planning and Budget Department, (iv) Director for Environment, (v) Government Accountant, (vi) Director for Home Affairs and Rural Development, (vii) Bilateral Officer, and (viii) Director for Public Works Department.

By this stage of the ODA process, ODA proposals should be of high quality. The proposal should be clear and well written, and supported by assessments and evidence as appropriate.

The proposal will (usually) form part of the broader Budget and will further be accompanied by clear and carefully constructed recommendations from the DCC.

These documentations should provide adequate information for Cabinet to make an informed decision regarding the ODA request (and broader Budget).

If after considering the ODA request and DCC advice the Cabinet approves the ODA request, then both documents are forwarded on to Parliament for final approval - along with the other Budget documentation.

If the Cabinet does not approve the ODA request, then a clear explanation of this will be made in a written notice and this document sent to the originator via the PBACD.

Box 2 Alternative approval procedure for ODA proposals considered outside of the annual budget process

In the (exceptional) circumstance where permission has been granted for an ODA proposal to be developed outside of the annual budget process, then the following approval process will apply:

1. For ODA proposals less than AUD$10,000, the final decision (for the proposal to be submitted to Development Partners) is with the ACU.

2. For ODA proposals between AUD$10,000 and AUD$100,000, decision is with PRC.

3. For ODA proposals between AUD$100,000 and AUD$1,000,000, decision is with the DCC.

The above review and approval procedure can also be applied to ODA proposals that were initially submitted and endorsed as a "concept" and have subsequently been further developed into a "full" ODA project proposal. Furthermore, where such proposals are greater than AUD$1,000,000, the final decision (for the proposal to be submitted to Development Partners) is with the Cabinet.

Step 5: Formal Submission of ODA proposals

Once the ODA proposal has been approved, then it is referred to the ACU to co-ordinate submission to Development Partners.

For both unsolicited and solicited ODA proposals, the ACU will co-ordinate submission of the ODA request through the Director of PBACD and then the Ministry of Foreign Affairs.

Only high priority and high quality ODA proposals that have been developed, scrutinised, and approved through the abovementioned process (i.e. steps 1 to 5) are permitted to be submitted to Development Partners.

The ACU will record pertinent information into an ODA database - entitled the Aid Information Management System (AIMS) - needed to track submissions. AIMS is to be kept active and up-to-date at all times.

Step 6: Funding of ODA proposals

ODA proposals submitted to Development Partners are then considered (by them) in line with their own appraisal and decision-making procedures. This can take some time.

If, after considering the ODA proposal, the Development Partner approves the ODA request, then:

a) The Line Ministry that has developed the ODA request is notified of the ODA funding approval by the ACU. In some instances notification may also be through the Department of Foreign Affairs or directly from the Development Partner provided this has been prior agreed.

b) The Memorandum of Understanding (MoU), grant agreement or other contractual documentation is received and reviewed by the Line Ministry; MFED; and Attorney General's Office. This MoU or other contractual documentation should specify that funds are to be held within the Tuvalu Development Fund (TDF) account.

c) The MoU or other contractual documentation are signed by MFED and the executing entity (relevant Line Ministry) and a copy sent to the ACU.

d) The ACU transmits this MoU or other contractual documentation to the Treasury Department who then assigns a {FMIS (ACCPAC)} project number and provides this to the responsible Line Ministry and copies the ACU.

e) The Development Partner is contacted to organize payment of the approved funds.

f) Upon the receipt of ODA funds, the Minister for Finance and Economic Development then issues a Development Fund Warrant, authorising payment from the Tuvalu Development Fund the sum set out in the warrant against the requisite development project.

If, after considering the ODA request, the Development Partner does not approve funding, then the ODA request is reviewed with the responsible Line Ministry and the request is either (i) altered in line with Development Partner feedback, (ii) re-submitted to another Development Partner, or (iii) archived.

Step 7: ODA Implementation and Monitoring

Once funding has been received, the relevant Line Ministry should proceed with implementation of the ODA.

Another key procedural requirement for this step is to prepare and submit Quarterly progress reports. The purpose of these progress reports are to support everyday management decision-making as well as to provide for (internal and external) accountability. A format that can be used to support progress monitoring report template is provided at Appendix

Step 8: Evaluation and Acquittals

In addition to regular progress reports, evaluation studies (or 'reviews') are normally undertaken for each ODA. These evaluation studies analyse the ODA in greater depth focussing especially on the following key areas (OECD, 2010a):

- whether the ODA design and approach is/was suitable in terms of achieving its objective and working within a given context (relevance/appropriateness);
- the extent to which outcomes and objectives were achieved, or are expected to be achieved, and the underpinning reasons for this (effectiveness);
- how efficiently inputs are/were converted to outputs (efficiency);
- the contribution of the ODA to the achievement of longer-term goals (impact); and
- the extent to which the benefits of the ODA are expected to continue beyond the project lifetime (sustainability).

Evaluation studies are normally undertaken by specialist evaluators (usually external to the ODA implementation team) and documented in Mid-Term or End-of-Term evaluation reports (or 'reviews') - depending on the size and duration of the project. The main interests of evaluation are **learning for (ODA) improvement, including for more strategic decision making**.

The approach that will be followed to undertake evaluation(s) should be outlined in the M&E Framework developed as part of Step 2 and reviewed again as part of Step 7.

Evaluation reports that are completed should be filed and archived by both the ACU and the responsible Line Ministry. In addition, the ACU should also prepare and submit a cabinet information paper summarising the key lessons learned (based on the evaluation report). This is a very important undertaking to ensure that the lessons documented in the evaluation reports are actually learned and this translates to real improvements to ODA design and planning for the National Strategy for Sustainable Development more broadly.

The project budget has to be fully committed by project completion and fully disbursed within three months of project completion. Any unused or uncommitted fund will be returned to the Development Partner. The final tasks of the ODA procedures - upon completion of the ODA project activities and returning any unused funds - are to:

- Prepare a Project Completion Report (Appendix 5) . This report is to be prepared by the Responsible Officer for the relevant Line Ministry and cross-checked and confirmed by the Secretary of that Line Ministry. The format to be used is provided at Appendix .
- close the relevant TDF account and prepare a financial acquittal report. This report is to be prepared by the responsible Accounting Officer for the relevant Line Ministry and cross-checked and confirmed by the Treasury Department. The format to be used can be the format prescribed by the Development Partner or the TDF Acquittal Report Format. A copy of this TDF Acquittal Report format is provided at **Error! Reference source not found.**6.

Concluding remarks

The Tuvalu Aid Policy and related procedures are a critical reform for Tuvalu to improve the effectiveness, efficiency and resilience of its overseas development assistance (ODA).

This ODA Handbook is intended to be a quick reference guide to assist officials from the Government of Tuvalu (GOT) implement the Aid Policy and related procedures.

Importantly, it is also hoped that the ODA Handbook can be used a mechanism for GoT and Development Partners to more effectively work together to achieve our shared development goals.

The ODA Handbook will be periodically updated and improved as more experience is gathered. In particular, it is intended that additional policy analysis tools (e.g. Problem Tree Analysis) will be developed and trialled for Tuvalu over time and that these tools will be referenced in the Handbook. Also, certain templates are also expected to be refined as more experience is gathered.

Development Partners are invited to provide feedback on the Handbook as well as any other suggestions for improving the co-ordination and effectiveness of ODA in Tuvalu.

If you have any further questions about the Aid Policy and Procedures, please feel free to contact the PBACD at pbd@gov.tv.

New Overseas Development Assistance (ODA) Project Proposal Template

Government of Tuvalu

1. **Project Title**

2. **Location**

3. **Sector**

4. **Executing Authority**

5. **Implementing Agency**

6. **Project Background and Justification**

7. **Project Objectives**

8. **Project description**

9. **Project Cost**

10. **Project benefits**

11. **Project Viability**

12. **Project Implementation and Management**

   .

13. **Project Sustainability**

14. **Project Outputs**

15. **Financing Mechanism**

16. **Attachment**

Criteria for project eligibility

Eligibility and approval of the projects will be determined in accordance with the specified criteria named below covering three areas: i.e., institutional competence, project content and impact, and project feasibility. The Assessment Matrix is based on the three areas.

A.   Institutional competence

1. National ownership: A strong sense of national ownership and commitment in the design and in the implementation of the project should be evident in the submission (project proposal)

2. Institutional capability: An appropriate level of institutional capability to support the project and to ensure sustainability should be in place, including evidence of the existence of the necessary human resources and support facilities.

B.   Project content and impact

1. Appropriateness and relevance to Priorities of the Government listed in the TKIII. The project proposal is to be aligned with the current Government's priority areas currently outlined in the Te Kakeega III (TKIII) and revised TKIII.

2. Within donors' areas of support: The project proposal should be within areas that donors' are willing to support.

3. Comparative advantage: The reasons why this project is best implemented must be clear. It should not duplicate existing programmes being undertaken by other agencies, donors or national organizations. Applicants are requested to provide information about related support being provided by other donors and to indicate any other donors to whom they have submitted the current proposal.

4. Sustainable benefits: The applicant should clearly state the long term development impact and benefits of the project.

5. Employment and income generating: Priority will be given to income and employment generating project proposals.

6. Results oriented: The applicant should demonstrate a strong results orientation in the project design and implementation.

C.   Project feasibility

1.   Timeframe: Project is to be a one off in nature, one that clearly has a start and an end date;

2. Feasibility of implementation: The project should be realistic and feasible to implement within the given time frame given the budget and the available institutional and human resources.

3. Financial viability: The proposal should be cost effective in respect of time, money and people.

4. No Serious Environmental Impact: The proposal should not pose any seriously environmental risks and threats to Tuvalu.

QUARTERLY PROGRESS REPORT COVER SHEET

Project Title:	
Project Number:	
Period of Report:	
Name of Reporting Officer:	

Director/Secretary/CEO Endorsement:

Name:	
Position:	
Signature:	
Date:	

A. Executive Summary

A.1	**Please provide a summary the main activities that were undertaken and the outputs delivered in the reporting period**
A.2	**Please provide a summary of general progress towards achievement of project outcomes**

B. Project Implementation

Please describe (in more detail) the progress against required outputs

B.1	**Output 1:**
B.2	**Output 2:**
B.3	**Output 3:**

C. Results tracking

Please provide an update on each of the result (outcome and output) indicators.

This could be in the form of a Log Frame matrix or other format that shows how the project is tracking against the baseline and deliverable targets for the reporting period, as per the Annual Work Plan (including whether there are any delays or changes).

Expected Result	Indicator	Baseline	Target	Level at reporting period
Project/programme Outcomes	Outcomes that contribute to KSDP (and relevant Fund-level) impacts			
Choose expected outcome				
Specify other expected results				
Specify other expected results				
Project/programme outputs	Outputs that contribute to outcomes			
1.				
2.				
3.				

D. Financial Summary

Please provide a summary of project finances over the reporting period.

This section should include details of the actual expenditure for the quarter and the target expenditure for the quarter and percentage of expenditure.

It should also include any changes and justifications for deviations from the target expenditure.

It should also include in the form a Cumulative Financial Summary.

Table x Financial Summary

	Total amount		Percentage of total project budget
	AUD	[Other currency, as required]	
Expenditures to-date	Xxx	Xxx	xx%
Remaining budget	Xxx	Xxx	xx%

Table x Cumulative Financial Summary – Project Disbursements from 20xx to 20xx

Quarter	Year					
	2017		2018		2019	
	AUD*	[Other currency, as required]	AUD	[Other currency, as required]	AUD	[Other currency, as required]
Q1	-	-	…	…	…	…
Q2	$14 010	$31 482	…	…	…	…
Q3	$109 352	$248 527	…	…	…	…
Q4	$64 847	$147 380	…	…	…	…
Total Expenditures	$188 209	$427 389	…	…	…	…

E. Project risks

E.1	**Please provide details of any risks identified which may affect project implementation and how these ricks may be mitigated.** *This section should link to risk assessment work undertaken as part of project planning (e.g. Risk Matrix).*

Please provide any other comments you feel are relevant

Please list expected activities for the remaining period of the project under each output

Activity No	Logframe ref	Work Plan ref	Activities	Timeframe (quarter-year) 2017		2018				2019				2020				2021	
				3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
1	1	1.1 a. b.			X	x													
2	1	1.1 c.		x	X	x	x												
3	1	1.2			X	x	x	x	x	x									
4	1	1.3			X	x	x	x	x										
5	1	1.4, 1.5			X	x	x	x	x	x	x								
6	1	1.6, 1.7			X	x	x	x	x	x	x								
7	4	2.1				x	x	x	x	x	x	x	x	x	x	x	x		
8	2	3.1							x	x	x	x	x	x	x				
9	4	4.1				x	x	x	x										
10	4	5.1			X	x	x	x	x	x	x	x	x	x	x	x	x	x	x

G.1	*This section should highlight any changes made and outline justifications for deviations from the target schedule.*

Project Monitoring Report Approval Sheet

Project Title:

Report Type (strike through unnecessary words)	Monthly/Quarterly/Annual
Project Manager/Coordinator	Name:
Executing Entity	(the department or the ministry actually execute the project at the ground level)
Project Progress is according to the plan	Yes/No
Recommendations if any	This section will recommend what should be done if the project progress is not satisfactory. Eg: Request a no cost extension from the donor, Conduct the project audit before XXXX date, Request an amendment to the project results, etc.

Approved by:	Name and Title of the Officer from MoFED
Date:	Signature:

Project Completion Report Format

Project Title:

Executing Entity	
Project Manager/Coordinator	Name:
Objectives of the Project	
Project has Achieved the objectives	Yes/No
Description of the Completed Project	What are the project achievements? Who are the beneficiaries of the project? What are the positive changes the project made What were the challenges of the project and how those were overcame? What are the lessons important for future projects? Insert few photos (better if those can show before and after situations)

Approved by:	Name and Title of the Officer from MoFED
Date:	Signature: