Drive for Economic and Environmental Development (DEED)

DEED

PROGRAM IMPLEMENTATION, MONITORING & EVALUATION POLICY FOR DEED

Program Implementation, Monitoring and Evaluation Manual

I. Purpose

These procedures for DEED have been developed to describe the standard mechanisms for major activities, out and sub outputs in all Programmes. The document intends to facilitate field teams and Programme Management Team to inculcate effectiveness and uniformity in carrying out their activities. Necessary changes/upgradation of this SOP is possible by following guidelines.

II. Guidelines

To strengthen institutionalization of DEED and to support Programme's Output the organization will use SOPs for all major activities and sub outputs in line with the organizational systems and procedures. SOPs are designed to be used as a model or guide for individual departments.

All SOP documents will have a standard format. Before implementation, agreement and authorization of the Programme Management Team (PMT) is a must. The document will be reviewed and updated on yearly basis. Management will be responsible to ensure the application of these SOPs for undertaking programme activities. S/he will also be responsible for revision and updating of the SOP document.

III. Background

The need was felt for developing SOPs for major activities/outputs to ensure effective implementation through standardized procedures.

IV. Scope

These SOPs, as a detailed written set of instructions, will help in achieving uniformity in carrying out activities, out and sub outputs for all action conducted by DEED.

V. Responsible Personnel

Programme Management Team will ensure proper implementation of all SOPs. Manager Monitoring & Evaluation will check the level of follow-up on these SOPs and will report any observations to Program Manager.

1. SOPs for Training/Workshop and Exposure visit

1.1. Training/Workshop

1.1.1. Communication department of DEED will develop a yearly training calendar giving tentative dates and titles of trainings based on yearly work plan

1.1.2. Communication department will be responsible to develop, maintain and distribute training plans for all trainings/workshop in the programme (See proposed format as Annexure II).

1.1.3. A training/workshop checklist must be prepared before every training event to ensure completion of all necessary requirements for the training

1.1.4. Identification of and contact with resource person(s) for training/workshop event must be done at least two weeks before the training event.

1.1.5. Share the participants list with the resource person.

1.1.6. Nomination forms for the trainees must be sent along with Invitation letters to organisations, agencies and departments.

1.1.7. Audio-Visual recording of the event will be done for later use in the reporting on one hand and to maintain institutional memory on the other.

1.1.8. At least one official from the programme/field staff must remain present during the whole training/workshop event to ensure that all logistical and other necessary requirement are fulfilled.

1.1.9. Pre-training and post training evaluation of all programme level trainings is a must.

1.1.10. Post Training/Workshop report shall be submitted not later than one week after the completion of the training event.

1.1.11. A training database must be maintained by Manager Capacity Building

1.1.12. In case of ToTs, the level of onward replication of the training must be reported. Manager Monitoring & Evaluation will assess the level of replication of such ToTs and will share the observations with PMT.

1.1.13. Capacity Building Framework of the Programme must be followed throughly before planning the trainings/workshops.

1.2. Exposure Visits

1.2.1. A plan for national and international visits will be developed by the communication department based on yearly work plan.

1.2.2. All exposure visits must be in line with the longer objectives of DEED.

1.2.3. Audio-Visual recording of the visit will be done for later use in the reports and to maintain institutional memory.

1.2.4. Only programme related staff and/or stakeholders can be the part of exposure visits.

1.2.5. Capacity Building Framework of the Programme must be followed through in planning the exposure visits for Programme staff and communities.

1.2.6. Post visit report along with feedback of the participants is a must

2. SOP for Social Mobilization

2.1. Social Mobilization

2.1.1. Field teams will take fundamental guidance from the Social Mobilization Strategy of the Quick Action Foundation.

2.1.2. Field Manager will ensure to collect all relevant data about the human habitations (towns, villages and hamlets) of their respective Sites. They will develop GIS

Maps showing distribution of those dwellings with different data layers concerning households, land use patterns, livelihood patterns, location of social services such as villages, schools, hospitals/Basic Health Units *etc.*

2.1.3. Field Manager will also document the list of local NGOs, Community- Based Organisations, village organisations and other traditional community institutions.

2.1.4. Field Manager, under the guidance from Program Management, will develop inclusion/exclusion criteria for village selection for the programme.

2.1.5. A draft list of potential villages will be developed keeping in mind the inclusion/exclusion criteria.

2.1.6. Field Manager, under the guidance of PMT, will clearly identify the areas in which community and programme can support each other.

2.1.7. Field Manager will develop visit plan to proposed villages and will inform the community about an introductory meeting.

2.1.8. Hold meeting with the community, introduce programme and ask their feedback

2.1.9. Make necessary changes in the planning documents like inclusion/exclusion criteria, areas of cooperation.

2.1.10. Ask community if they want to formally organize themselves and willing to sign a MoU with the programme.

2.1.11. Organize the group and share MoU with the group leader.

2.1.12. Get the MoU signed (Please refer SOP on Networking and Coordination).

2.1.13. Social Mobilization initiatives should focus on sustainable development.

2.2. Natural Resource Management

2.2.1. NRM interventions should focus on preliminary natural resources (study reports can provide basic data).

2.2.2. Better/Sustainable NRM practices should be identified in participatory manner.

2.2.3. NRM Practices must support improved livelihoods.

2.2.4. Basic conservation imperatives must be safeguarded during NRM practices.

2.2.5. Field Managers, under the guidance of NRM Coordinator, will develop a database about the kind, extent and distribution of Natural Resources in their respective sites.

2.2.6. Field Managers will also asses the levels of dependence of local communities on different natural resources.

3. SOP for Communication & Awareness

Following components and or tools would be covered under this SOP.

- Development of Communication and Awareness Strategy.
- Collection and documentation of traditional knowledge.
- Developing C&A action plan for the selected academia/research organisations.
- Developing C&A action plan for the selected CBOs.
- Developing C&A action plan for selected Stakeholders.
- Exposure visits of media personal.
- Community-exchange visits.
- Development of Awareness material.
- Development of annual C&A calendar based on annual Work Plan.

3.1. Development of the Communication and Awareness Strategy

The C&A strategy will help in devising a well-conceived education and communication programme that ensures public awareness regarding the issues of concern and associated Human Rights topics. It also aims to foster effective communication amongst stakeholders at Micro, Meso and Macro levels as exemplified by the Quick Action Foundation. Important procedural guidelines include;

3.1.1. Field staff conducts meetings with site-level stakeholders to obtain the required information and feedback on C&A strategy;

3.1.2. A consultative workshop is organised based on the International's guidelines of developing communication strategies for conservation programmes;

3.1.3. Program Manager facilitates the workshop while the field staff would have a support role;

3.1.4. Program Manager develops the draft strategy by incorporating the workshop's findings, recommendations of the field-site meetings with stakeholders and comments from all concerned;

3.1.5. Graphic Designer develops a template for the strategy and get it printed followed by the suggestions and recommendations of the Program Management Team.

3.2. Developing C&A action plan for the selected academia/research organizations

Following procedures are recommended to foster scientific research on various themes by involving the students, researchers, scientific community, academia and research organisations at different levels:

3.2.1. Manager Research Monitoring & Evaluation develops a concept paper in consultation with the Program Manager;

3.2.2. Meetings are held with the competent authorities of the academia/research organisations etc.

3.2.3. At least three-four institutions are selected for programme interventions;

3.2.4. Agreements must be signed with each of the selected institutions ensuring roles and commitment for research and awareness raising activities;

3.2.5. Individual action plans are developed for each institution to carryout research and awareness raising activities;

3.2.6. Manager M&E along with the education and communication team ensures that the plans are being implemented and adhered with.

3.3. Developing C&A action plan for the selected NGOs/CBOs
To enlist the support of NGOs in promoting education and awareness regarding the issues, procedures include:

3.3.1. Manager M&E develops a concept paper in consultation with the Program Management team;

3.3.2. Meetings are held with the competent authorities of the prominent non-governmental organisation (local, national or international) working in the area;

3.3.3. NGOs are selected for programme interventions;

3.3.4. Agreements must be signed with each of the selected NGOs ensuring roles and commitment for education and awareness activities;

3.3.5. Individual action plans are developed for each NGO to carryout education and awareness activities;

3.3.6. Manager M&E along with the education and communication team ensures that the plans are being implemented and adhered with.

3.4. Developing C&A action plan for the selected Industries/corporate sector

To enlist the support of industries/corporate sector in promoting education and awareness regarding the issues, procedures include:

3.4.1. Manager M&E develops a concept paper in consultation with the Program Management team;

3.4.2. Meetings held with the competent authorities of the industries/private sector operational in the area and the relevant field;

3.4.3. Three-four industries/corporate sectors are selected for programme interventions;

3.4.4. Agreements must be signed with each of the selected institution ensuring roles and commitment for environmental awareness raising activities;

3.4.5. Individual actions are developed for each industry/corporate sector to carryout research and awareness raising activities;

3.4.6. Manager M&E checks level of implementation of plans and reports the observations to Management Team.

3.5. Exposure visits of Media personnel

Purpose of organising these visits will be to highlight the issues related to operational areas of DEED and associated issues in the media through sensitized media personnel; procedure includes;

3.5.1. A list of both print and electronic media channels is prepared for future interactions;

3.5.2. Journalists' nominations for the visits are got from the prominent media channels preferably operational in whole country through letters to the competent authorities of those channels;

3.5.3. A visit plan is developed with expected outcomes and visit details;

3.5.4. The field teams facilitate the journalists' visit in their respective fields;

3.5.5. Field staff prepares visit report with suitable photographic evidence and or video documentary;

3.5.6. The record of the articles or stories published or aired, as a result of the exposure visit is maintained.

3.6. Community-exchange visits

Purpose of organising these visits will be to enable the community learning from each-others experiences and adapt good lessons learnt elsewhere at national or international levels, procedures include;

3.6.1. In consultation with Programme Manager develops an outline of the community exchange visits with objectives/expected outcomes, timetable, selection criteria of community members;

3.6.2. Field staff (Community Development Officer) conducts meetings with relevant CBOs and get nomination of the proposed participants;

3.6.3. The host office and community is informed about the visit and required arrangements;

3.6.4. Field staff (Community Development Officer) facilitates the visit;

3.6.5. Field staff (Community Development Officer) prepares visit report with suitable photographic evidence and or video documentary;

3.6.6. The record of the good practices adapted as a result of the exposure visit is maintained.

3.7. Development of awareness material

The promotional material will create understanding among various target audiences about the four objectives of the Quick Action Foundation. Moreover, in order to make the programme more visible and to create favourable opinion among the people specially the local communities, the use of such material will be very handy in this regard. Procedures include:

3.7.1. Formatting Standards: Some of the publications need to be highly focused and directed to the specific target audience others demand more striking designs to stand out from the crowd and attract new readership. Eventually, it is the group of audience or the medium through which the audience is approached, while selecting the language, text and/or the overall design of the publication. However, all the publications have to be aligned with DEED-Donor brand such as the logo, colour and typefaces considering basic objectives and slogans of the organization at the time of developing the message/text for the publication.

3.7.2. Design and layout: The use of white space is an important element for the logo. When using images ensure that they are of high quality and relevant to the subject matter.

3.7.3. Size of the publication: The size of publication may vary depending upon the type of the publication and the target audience. However, referring to the size of advertisements, pamphlets and posters (which are expectedly to be the most printed form of publications for the programme) it must not exceed the size of A4 paper.

3.7.4. Placement of logo: The use of the DEED logo and slogan is mandatory on the back of the publications. It is also advisable to use the slogan (either the locked-up version or freestanding) on the front cover as well. The fixed place for the logo (should be given in a tab bleeding off the top if the background is dark) on the front side of the publication is on top left.

The specific programme logo should always come on the top right at the front side of the publication. Partners' logo should be placed at bottom left of the page.

3.7.5. Placement of text: Be creative with the position and alignment of text and always use DEED corporate typefaces *i.e.* Arial and Times (depending upon their size and nature of most of the publications, the point-size should be 10 pt. to 12 pt. for running text). Always ensure good visibility and contrast with its background while placing the text.

3.7.6. Back cover: The DEED logo plus slogan, mission statement, and details of how to contact us are DEED's sign-off on the back cover of any publication. Programme's vision, Partners' logo will also be appropriately placed at the back cover. (see proposed format as annexure V)

3.7.7. Colour: Only one corporate colour group – one dominant plus its family of three extended colours – can be used per page or per spread in order to present a calm and harmonious look. To increase brand recognition, one of the dominant colours should also have a strong presence on the front cover of any publication.

4.   SOP for Coordination & Networking

4.1.   Signing MoUs/ToPs

4.1.1. Develop a list of potential departments, agencies, Networks and organisation at the provincial and national levels to sign MoUs/ToPs with.

4.1.2. Field Manager under the guidance of Program Manager will develop a list of potential departments, agencies, Networks and organisations of site and district level for signing MoUs/ToPs.

4.1.3. Identify specific areas where programme and proposed departments, agencies, Network and organisations can cooperate.

4.1.4. Send a letter to all proposed parties for preliminary meetings to introduce DEED.

4.1.5. Draft MoUs/ToPs on the basis of areas of cooperation identified during meetings (see proposed format as annexure VI)

4.1.6. Share the draft MoUs/ToPs with the identified departments/agencies and incorporate necessary changes.

4.1.7. Ensure that draft MoUs/ToPs along with areas of cooperation, also mention effective period of the MoUs/ToPs, details of signing authorities and verification by at least one witness from each side.

4.1.8. Get the MoUs/ToPs signed on Stamp paper of Rs 50 or above.

4.1.9. MoUs/ToPs may be translated into Urdu/local language if required.

4.1.10. Copies of the MoUs/ToPs must be shared with Program Management Team.

4.2. Site Coordination and Advisory Committees

4.2.1. Field Manager must maintain a database of stakeholders related to site. The database may include (Govt: departments, influential persons, organisations, Networks and agencies *etc*) on the basis of their stake in the site.

4.2.2. Field Managers must conduct meetings with all stakeholders to share the idea of Coordination and Advisory committees.

4.2.3. Based on the database and meetings 10-20 most relevant stakeholders shall be selected to be the part of Site Coordination and advisory committees.

4.2.4. Develop draft ToRs for the committees to be shared in the first meeting.

4.2.5. Hold meeting of the Coordination and Advisory Committees and share ToRs.

4.2.6. Incorporate changes, if any in the ToRs on the basis of recommendations from the stakeholders.

4.2.7. Ensure to take proper minutes of the first meeting and meetings to follow

4.2.8. Share minutes of the meeting with all present in the meeting and with PMU, PMT.

4.2.9. Report Action Taken on the recommendations of coordination and advisory committees.

5.   Field Research and Reports

5.1.   For Baseline Reports the following structure components are essential:

5.1.1. **Overview:** Describes background and purposes of the baseline reports. The aim is to provide a focused, accurate and analytical assessment of each element of resource stock / to document the characteristics and trends of baseline environment at each of the sites. The aim is also to interpret trends and conditions against established standards and to identify policy objectives for the direction in which the natural capital stock is moving.

5.1.2. **Scope of the Baseline:** Describes and justifies agreement reached on the scope of the baseline. This clearly sets out the limits of the analysis. It explains how baseline information will be linked to other Programme monitoring and baseline studies, including their techniques and methodologies.

5.1.3. **Time Period Selection:** Describes and justifies methods used to select the time period for the baseline, taking into account avoidance of distortions caused by seasonal effects, e.g. It explains any limitations on information and study time. Periodicity of revisiting of baseline should be indicated.

5.1.4. **Sample Selection:** Describes and justifies methods of sampling (random, systematic, cluster, stratified, *etc.*)

5.1.5. **References:** Includes citations and links to electronic and special data and written or personal communications cited in the text. Also an annotated bibliography.

5.1.6. **Appendices:** Include various technical reports, data sources, and photographs that were collected or developed for the study, including GIS data that would allow post-intervention analysis.

5.1.7. **Last page:** A single paragraph on DEED address.

5.1.8. **Surveys accompanying the Baseline Report must:**

Develop a strategy and schedule for field surveys (no. days allocated for each of the investigations). Conduct reviews of existing information to identify

outstanding information gaps to be filled by field surveys. Plan contingency days for poor weather, unforeseen denied access, or other unexpected circumstances.

5.2. For Baseline Reports the following structure components are essential:

5.2.1. **Overview:** Describes background and purpose of the report. The aim is to provide a baseline against which to ascertain site-specific livelihood and NRM impacts by socio-economic related programme areas (e.g., provision of water and sanitation, increasing incomes of fisher folk, income schemes, *etc.*).

5.2.2. **Scope of the Baseline:** Describes and justifies agreement reached on the scope of the baseline. This clearly sets out the limits of the analysis. It explains how baseline information will be linked to other programme monitoring and baseline studies, including their techniques and methodologies.

5.2.3. **Time Period Selection:** Describes and justifies methods used to select the time period for the baseline considering avoidance of distortions caused by seasonal effects, e.g. It explains any limitations on information and study time. Periodicity of revisiting of baseline should be indicated.

5.2.4. **Sample Selection:** Describes and justifies methods of sampling (random, systematic, cluster, stratified, *etc.*)

5.2.5. **Socio-economic variables:** ToRs for the study will specify the kinds of data required for livelihoods baseline data collection.

5.2.6. **References:** Includes citations and links to electronic and published data and written or personal communications cited in the text. Also an annotated bibliography.

5.2.7. **Appendices:** Include various technical reports, questionnaires, data sources, and photographs that were collected or developed for the study, including GIS data that would allow post-intervention analysis.

5.2.8. **Last page:** A single paragraph on DEED along with addresses

5.3. For Annual Reports the following structure components are essential:

5.3.1. Overview: Describes the background and purpose of the Report, namely provision of key quantitative/qualitative parameters to be used by policy-makers and the public to assess conditions and trends and achievement of specific goals with regards to projects and program activities.

5.3.2. Note on Methodology and Techniques Used: This note would cover details and appropriateness of methodology and techniques used in the study.

5.3.3. Surveys accompanying the Inventory Report must: Estimation of the extent of current and past record along with on field investigations, interviews and personal communications. Records are required and may be annexed in the study.

5.4. For Environmental Baseline Assessment

Environmental Baselines should have but will not be limited to following structure components:

The reporting format for each Questionnaire Section should be:

5.4.1. Introduction: Current / past circumstance, hypothesis and questions posed.

5.4.2. Background

5.4.3. Human, Physical, Social, Economic and Natural Resources

5.4.4. Discussion: Based on numbered tables on percentage distribution of selected attitudes (break up by gender, *etc.*), inter-village or city variation, predicators of variability in attitudes, suggested trends, correlations between dependent variables from the questionnaire and selected independent variables.

5.4.5. Conclusion and Recommendations: What the results indicate. What causal factors can the results be attributed to, cautions on use of information, applicability of information, suggested actions / interventions. Must recommend when the particular question should be asked again from respondents, if different from the overall repetition of the questionnaire in the project lifetime.

5.4.6. Annexure(s), Maps

5.5. For Valuation Studies the following structure components are essential:

5.5.1. Site specific model development
This includes:

- A literature review of valuation methodologies with a particular focus on the work done elsewhere in the country.
- Justification of models based on theoretical applicability (applicability, procedure, validity, reference) and applicability to the program site(s);
- Conducting feasibility visits and interviews with DEED field managers
- Possible pre-testing of questionnaire and model; and,
- Draft structure of the model including some discussion of its theoretic antecedents and usage in developing countries.

5.5.2. Questionnaire Testing and Survey Team Training
This includes:

- Consultations with academics and field practitioners;
- Obtaining formal feedback from government line departments, communities and other stakeholders;
- Design and translation of questionnaire and pre-testing, and
- Training of enumerators from all sites as well as of any students involved.

5.5.3. Field Study and Analysis / Policy Analysis of Data
This would cover:

- Entering of data
- Analysis of data using software such as SPSS (facilitates graphical representation)
- Rupee value generated (typically per unit)
- Discussion of willingness to pay value and its significance for policy makers, national income accountants, communities, and other stakeholders.

5.6. For the Poverty-Development Handbook the following structure is proposed:

5.6.1. Poverty and Development: A Handbook for Stakeholders.

5.6.1.1.**Preface:** not automatic that livelihoods improvement would support the achievement of goals in Pakistan. Poverty-Development linkages need to be understood by local government officials and planners. Either way, understanding the linkages is key.

5.6.1.2. **Acknowledgements:** DEED team, reviewers, no one to bear responsibility for errors in the final product,

5.6.1.3. **Abbreviations**

5.6.1.4. **Text Boxes**

5.6.1.5. **Introduction**

5.6.1.6. **Scio-Economic region Trends** (obtained from ecological and socioeconomic baselines)

5.6.1.7. **Poverty and Environment Linkages**

5.6.1.8. **Differing Perspectives** (stark caricatures of community's poverty perspective vs. government's development perspective vs. conservationists' DEED perspective)

5.6.1.9.**NRM based on Livelihoods Improvement** (origins, principles, national standards, experience with Integrated Conservation and Livelihood Development Plans abroad, need for indicators)

5.6.1.10.**Physical and economic linkages** (no simple pattern of linkage, processes generating environmental degradation are often dominated by declining real income, population pressure, or other compounding factors including: government policies and practices, property rights, illiteracy, nature of public and social institutions, carrying capacity of resource base, resource distribution between poor and non-poor, established resource use practices and laws of the land. Could divide into sections on Population Effects, Income Effects, Indirect Effects)

5.6.1.11. **Legal and Policy Linkages:** (government plans, legal context, important institutions in the legal context land tenure, awareness, *etc.*)

5.6.1.12.**Cross-cutting issues** (assessment as a key tool for policy makers in development and review of poverty strategies such as PRSP, MTDF, large scale projects)

5.6.1.13. **Appendices**

Case-Specific Modules from each of the Programme sites

5.7. Formats for Field Studies and Research Reports:

5.7.1. General format for all field studies and research reports as under:
5.7.1.1. Introduction to the objectives of the study:

5.7.1.2. A brief about the study area

5.7.1.3. Ecological or Socio-economic descriptions (ecological example given)

5.7.1.3.1. Species (diversity and abundance)

5.7.1.3.2. Habitat (improvement, regeneration, extension)

5.7.1.3.3. Threats (social and political)

5.7.1.4. A brief about the problem

5.7.2. Literature Review
a. Review secondary data; *i.e.* Government line departments, DEED national and International network, Universities other institutions and NGOs about the specific study in the project.

5.7.3. Survey methodology
b. Describe procedures and techniques

c. Instrumentations

d. Special precautions

5.7.4. Provide a checklist of potential species found / socio-economic trends in the area from secondary data keeping
5.7.4.1. Historical records

5.7.4.2. Anecdotal evidences

The following only applies to ecological studies

5.7.4.3. Provide an inventory of the species present in the area based on the field observations:
- Diversity
- Abundance
- Coordinates (if any)
- Associated habitat description and activities
- Taxonomical classification
- Daily recording sheets

5.7.4.4. Description of habitat parameters:
- Species list
- Communities
- Elevation
- Range
- Extent
- Broad ecological zones
- Forest type
- Aspect and slope

6. **Common to Socio-Economic Studies.**
- Provide accurate references of the primary and secondary data at the end of document which are mentioned in the text
- Analyse the primary and secondary data;
- Compile the primary data with secondary data and give a brief description of any major variations
- Provide sketches, photographs and (gis) maps in the report etc.

6.1. For every activity/task to be outsourced, detailed Terms of Reference (ToRs) must be prepared either by any of the coordinators or any staff member assigned by the coordinators. The detailed ToRs must contain at the minimum:

- Brief Introduction about the Quick Action Foundation, its objectives and Project sites.
- Brief rationale/context of the activity/task to be outsourced
- General responsibilities of the consultant
- Specific responsibilities of the consultant
- Detailed schedule of deliverables indicating dates of delivery, reimbursement(s), parameters that will be used to assess the quality of the delivery process and/or output.
- The programme support (to be extended to the consultant)
- Clear description of obligations like tax deductions, mode of payment *etc*

6.2. A draft version of the detailed ToRs will be shared with the Program Manager and any other concerned staff members.

6.3. A meeting of the Program Manager and relevant staff members, especially the Coordinator Finance and Administration will be held that will aim to:

- Incorporate feedback on the detailed ToRs
- Shortlist individuals/institutions that may be able to meet the requirements listed in the ToRs
- Identify the parameters for the 'Expression of Interest' that has to be fulfilled by every short listed individual/institution.

6.4. The relevant person will incorporate feedback from the meeting and finalise the ToRs. The ToRs will be considered complete once they have been signed by the Program Manager.

6.5. The relevant person will draft a cover letter indicating parameters for the 'Expression of Interest' and enclose the detailed ToRs to be sent to each short listed individual/institution. A written 'Expression of Interest' is mandatory.

6.6. Within one week of the deadline for receiving Expression of Interest documents, the Program Manager will hold a meeting with any staff members he/she deems necessary to select the consultants.

6.7. The Coordinator Finance and Administration will develop the contract for the consultancy with input from the Program Manger/Program Manager and/or any of the coordinators and ensure the contract is signed by both parties within two weeks of developing the contract. The Program Manager, DEED or a person delegated by him/her will sign the contract. Discussing the steps to take in case of noncompliance/ delayed work is a must for the contract document

6.8. Program Coordinator along with Manager M&E will conduct regular review of the progress over the outsourced work and will report to Program Manager.

6.9. Programme Coordinator along with Field Coordinator will be responsible for providing all technical, logistic, financial and mobilization support to the consultant for smooth undertaking of assignment as per ToRs.

6.10. Programme Manager will recommend for the final payment to the consultant upon successful completion of the assignment.

6.11. A general template of ToRs is attached as annexure VII)

7. SOP for Internal Planning and Monitoring

7.1. Internal Planning

7.1.1. Site level

7.1.1.1. Site-based monthly work plans in line with annual work plan, must be developed by Field Managers and should reach the offices of Program Coordinator and Program Manager not later than 1st of every month

7.1.1.2. Site teams are required to plan their activities in line with the site based work plans.

7.1.1.3.Every Field Manager will conduct performance review meetings at the end of every month to assess the level of achievement and failure against the planned activities

7.1.1.4.Individual monthly performance reports (Please See propose format of monthly performance report as annexure VIII) are a must on the completion of every month.

7.1.2. PMU level

7.1.2.1. Program Manger along with all teams from sites and PMU (Project Management Unit) will conduct one quarterly management review and one annual management review of programme in a year focusing on achievements, challenges, lessons learned future strategies *etc*

7.1.2.2. Every Manager at PMU has to develop monthly work plan in line with the annual work plan.

7.1.2.3. At the end of every work plan period a performance assessment sheet should be filled in and submitted to the supervisor. The performance sheet will present action taken on work plan.

7.2. Internal Monitoring

7.2.1. Manager Monitoring & Evaluation will be responsible for internal monitoring of programme activities and will report the findings to the Program Manager through Programme Coordinator.

7.2.2. The DEED will developed Monitoring Protocols for the Programme. These Protocols must be followed through in conducting the internal as well as external M&E activities

7.2.3. Manager Monitoring and Evaluation will conduct field visits as per work plans approved by the Programme Manager.

7.2.4. Internal Monitoring activities of DEED must be participatory in approach.

7.2.5. Coordinator Finance & Admin and Manager M&E may form a team while visiting the field to cover audit and quality assurance in addition to internal Monitoring.

7.2.6. Every monitoring visit will result into a monitoring report shard with Programme Management Team for onward dissemination.

7.2.7. One of the ToRs of Field Managers must include facilitation to Manager M&E at PMU.

7.2.8. Manager Monitoring & Evaluation will present 'monitoring review' of the programme in every quarterly management review.

8.   Report Writing

8.1. Report Writing Procedures and Reasons for Procedures

These procedures are applicable to all reports, whether published, printed or desktop under Quick Action Foundation. Specific procedures are required as they ensure that documents:

- Are uniform and easy to read;

- Accurate in terms of organizational standards such as use of logos & messages

- Contain a minimum of errors as reduced through consistency;

- Are characterized by completeness; and,

- Contain greater accuracy.

8.2. Report Writing Process Flow

The PMU will provide guidance in each circumstance as to why the report is necessary; who is responsible for writing the report; what information must be reported; and, who should receive originals or copies of the report.

8.3. Examples of DEED reports

Reports which this SoP applies to may include the following, among others:

- Annual, bi-annual, quarterly and other ad hoc reports to donors

- Case Studies

- Baseline reports

- Survey reports

- Inventory reports

- Technical Studies
- Handbooks / Manuals
- Field Studies
- M&E reports
- Progress Reports

8.4. Readers of Reports

One reason for clear, legible reports is that they may be read by your supervisor besides DEED stakeholders including government, private sector, academia, non-governmental organizations and civil society organizations.

8.5. Basic Report Writing Format

All technical studies / reports follow a format which, in general, contains the following sections:

8.5.1. Title: Choose a title that briefly but fully describes what is in the paper. Things to consider include: topic, type of study, any special conditions or restrictions on the study. An ideal title should not contain more than 12 words.

8.5.2. Executive Summary: A brief statement, usually of 200 words, presenting the major points and conclusions of the study. Abstracts are ideally written after completion of the main report so that the results and conclusions are incorporated.

8.5.3. Introduction: This should explain the subject matter of the study / report, its nature and importance, where it fits into the state of scientific knowledge at the time, and how it contributes to that understanding. In most of the cases, this section also includes brief description of study area and objectives of the study.

8.5.4. Materials and Methods of the Study: Description of all the techniques, methods, experiments, equipment used in sufficient detail to permit someone else to replicate the experiment or study.

8.5.5. Results: Description of the outcome of the study, analysis of what was learned in the process. This may include narrative descriptions, data tables,

graphs, charts, *etc.* Presentation of results should be factual and dispassionate, without too much interpretation.

8.5.6. **Discussion:** Discussion of the results of the research, how it fits with other related research, and implications for future research. That is, an explanation should be provided of what the data signifies, how it fits together, and how interpretations logically follow the data. Context-setting in the discipline and the field should be undertaken. Comparison with results of past studies is needed, whether you agree with their findings, what new contribution is made by your study. Personal comments and insights should be shared, and each should be well supported.

8.5.7. **Conclusions:** Brief discussion of the most important conclusions of the paper, ensure that this section is self-sufficient and internally consistent with the Abstract (often these are the only two sections read by a majority of people).

8.5.8. **Bibliography / Literature Cited:** The former approach lists literature pertinent to the topic while the latter only lists papers directly referenced in the text.

8.6. List the following accordingly:

i. List of Acronyms and Abbreviations

ii. List of Contents

iii. List of Tables and Figures

iv. List of Boxes

v. List of Annexure

- See the attached formatting guidelines for writing reports (attached)

- Write an "Executive Summary" and the "Acknowledgements" at the start of the report

- Write "Table of Contents" in a very formal manner

- Please place Headers and Footers according to the attached guidelines

- Please print both sides of the page according to the attached guidelines

- Use A-4 page, font Arial size 11 for text and 10 for tables, headers and footers. Margins left 20 mm, right 20 mm, top 20 mm and bottom 15 mm with gutter 5 mm.

8.7. General Writing Guidelines

- **Style:** clear, neutral, factual, accessible (no elaborate words / conjugations, no run-on sentences).
- **Consistency:** numbers, distances, weights, other measures, internal consistency.
- **Local words:** do not use these (not the same as local names)
- **Articles:** refer to DEED's standard interview written test (the Nov-13 one was designed to filter out "the", "an", "a" used when translating from Urdu).
- **Brevity:** Focused and short sentences and paragraphs.
- **Internally Share:** Re-read the document and have it re-read by colleagues.
- **Captions:** Photographs, Maps, Boxes, other inserts.
- **Citations / Footnotes:** These should be avoided for the annual report as they may be distracting. If they are essential, then use authoritative and up to date sources that must be listed in a separate annex. Avoid using website URLs as citations at all costs (not informative at all, they do not allow the reader to assess author's name, name of publication, date, other means of finding and reading the document).

8.8. Formatting Guidelines for Documentation:

8.8.1. Fonts:
Font's type: Arial
Font's size: Chapter heading 14 bold, heading 12 bold, text 12 justify.

8.8.2. Page set up:
Margins: Top 20 mm, Bottom 15 mm, Left 20 mm, Right 20 mm.
Paper: A 4 (210 X 297 mm), Header 1 cm, Footer 1 cm.
Section direction (left to right).
Line space: Single.

8.8.3. Language
English-UK

8.8.4. Tables
First Column: Align centre
Top row: Align centre (Shade: grey 10%)

Rest of Columns and Rows: Align Centre left

Last Row: Merge all columns and give grey 5% shade)

Font size for text: Arial 10

8.8.5. Header and Footer:

Header: Logo of Quick Action Foundation-DEED and exact title of the report (Arial 10 bolt italic right)

Footer: website and info email of DEED (Font size: Arial Narrow 10 bold and Align left).

8.8.6. Page Number

Put the page number on the right bottom of the page (Page x of y) (Font size: Arial Narrow 10 bold)

8.8.7. Cover Pages

Front Cover Page: (Please see the attached template)

Logo Placement (DEED top left corner, Donor (if required) top right corner)

Title of report: Centre of the page (place according to the text and photos on cover page)

Bottom centre of the page: Quick Action Foundation, address, logo will be used on selected reports or documents only don't use donor logo without prior consent of the programme management.

Rear Cover Page: Always use the Standard One (Please see the attached template)

8.8.8. Bullets:

Prefer to use the following bullet (for uniformity in all documents):

_ ....

* ....

* ....

8.8.9. Use of Photographs

_ Use good quality photographs.

_ Always put proper captions of the photographs.

_ To adjust properly always drag photograph from any corner pointer don't drag from the middle pointers.

8.8.10. Document Path

Always insert the document path at the end of the document (Font: Arial 10 bolt italic and align right)

Save as: F:\Communicaitons and Awareness\Formatting guidelines.doc

8.8.11. Printing

Use back-to-back print option for pages more than one

Note: Please ask the IT person to set the defaults in your computers according to the mentioned specifications.

This policy is recommended to ensure the proper and timely submission of Annual Reports of the Programme to our donors. It applies to Annual Work Plans, commencing with the reporting period July to June, every year.

9.   Progress Report

9.1. Format for Annual Progress Reporting:

All Annual Reports must conform to the following format:

1. Use A-4 page, font Arial size 11 for text, and 10 for tables, headers and footers.

Margins left 20mm, right 20mm, top 20mm, and bottom 15 mm with a gutter 5mm. (fonts may be smaller still for the Work Plan table itself, see definition of "Work Plan" below)

2. Print on one side only

3. Use single weight of paper (to agree)

4. Pictures must carry brief descriptions (captions)

9.2. Structure for Annual Progress Reporting:

All Annual Progress Reports must conform to the following format (excepting the "Inception Report" section included for the 1st annual report format only):

9.2.1. Cover: Logos: DEED (top left), Donor/project (top right)

9.2.2. Title: Annual Work Plan: July 2013 – June 2013 (e.g.)

9.2.3. Page 1: (overleaf from cover)

9.2.3.1. Name of Project

9.2.3.2. Activity Number

9.2.3.3. The Other Party:

9.2.3.4. DEED-Pakistan address

9.2.4. Page 2 onwards:

9.2.4.1. Contents

9.2.4.2. Cover Sheet for Annual Work Plan

9.2.4.3. List of Acronyms (alphabetic, only those used in the report)

9.2.4.4. Subsequent annual reports (year 1 onwards) will have a brief overview of the earlier annual report.

9.2.4.5. List of potential case studies identified from the 1st year of implementation.

9.2.4.6. Explanatory Notes (bolded activity code; brief, uncontroversial note mainly on completion status).

9.2.4.7. Annual Work Plan: July 2013 – June 2014.

9.2.5. Annexure: A: Financial Statements - July 2013 – June 2014 ((i) annual budget (restricted document to be included in copy of the annual report only); (ii) budget control statement and inventory, (iii) liquidity planning; (iv) re-profiling summary (if needed); (v) funds reconciliation statement; (vi) liquidity needs details).

9.3. Inception Report – July 2013 – March 2014

9.3.1. Structure:
- Introduction
- Purpose of inception report
- DEED(goal, purpose, objectives, key achievements, site selection criteria, other initiatives)

- DEED approach
- Programme Management (Islamabad office, Field Implementation Unit (FIU)s, committees, M&E, financial management)
- Role of stakeholders and Partners (this should be structured around slide on donor's assessment of DEED's strengths and weaknesses).
- Table listing Inception Phase requirements in letter & completion status
- Outcome and Follow-up of Risk Assessment Exercise
- Plan of Operation

9.3.2. Last page: A single paragraph on DEED and addresses.

9.4. Writing Guidelines for Annual Progress Reporting:

9.4.1. Tone: dispassionate, neutral, confident (no ambiguous comments or ones suggesting we are in any doubt)

9.4.2. Style: clear, neutral, factual, accessible (no elaborate words / conjugations, no run-on sentences)

9.4.3. Consistency: numbers, distances, weights, other measures, internal consistency

9.4.4. Local words: do not use these (not the same as local names)

9.4.5. Articles: refer to DEED's standard interview written test (the Nov-13 one was designed to filter out "the", "an", "a" used when transliterating from Urdu).

9.4.6. Focused and short sentences and paragraphs

9.4.7. Re-read the document and have it re-read by colleagues

9.4.8. Photographs, Maps, Boxes, other inserts: All must have captions

9.4.9. Citations / Footnotes: these should be avoided for the annual report as they may be distracting. If they are essential, then use authoritative and up to date sources that must be listed in a separate annex. Avoid using website URLs as citations at all costs (not informative at all, they do not allow the reader to assess author's name, name of publication, date, other means of finding and reading the document).

9.5. Standard Operating Procedure and Process Flow for Annual Progress Reporting.

9.5.1. Purpose

The purpose of this SoP is to standardize the process flow of Annual Progress Reporting for the Quick Action Foundation, Pakistan.

9.5.2. Procedure

9.5.2.1. The Inception Report and its accompanying Financial Report

9.5.2.2. Owing to OBS all invoices will need to be justified through attached copies of deliverables even for activities with fairly intangible outputs.

9.5.2.3. Annual audit report due date is 31 December of each year.

9.5.2.4. ToRs of Graphic Designer prepared and a suitable person identified.

9.5.2.5. Annual Work Plan (annualized version of the "Tentative Activity Plan for Five Years") is drafted, shared with colleagues for inputs, and finalized.

9.5.2.6. Internal consensus obtained for structure and format of the annual report. This includes agreement on length, contents, design and layout, logos, page and paper specifications.

9.5.2.7. Graphic Designer completes a first draft layout of the report. The Annual Work Plan table is also prepared by the designer and is included in the draft layout.

9.5.2.8. Authors for selected sections of the Annual Progress Report are identified. The authors will be selected based on the "Lead Support" column of the Annual Work Plan corresponding to each "Objective / Sub-Objective / Activity / Task".

9.5.2.9. With reference to Field Activities, and based on monthly field reports, Annual Work Plan draft will be reviewed and explanatory notes (re)drafted at regular intervals (every 3 months)

9.5.2.10. With reference to Financial Statements, the following tables would need to be appended to the report:

- Annual Budget (restricted document to be included in Donor's copy of the annual report only)
- Budget Control Statement and Inventory
- Liquidity Planning

- Re-profiling Summary (if needed)
- Funds Reconciliation Statement
- Liquidity Needs Statement

These should be drafted continuously and feedback obtained throughout

9.5.2.11. The various parts of the document will be consolidated and edited by Finance manager. The document will be reviewed by Manager M&E, Manager Policy and Programme Development and Programme Coordinator. It will then be reviewed and approved by Program Manager.

9.5.2.12. A covering letter / e-mail will be drafted by Programme Coordinator and signed by the Program Manager to accompany the hard / soft copies being sent.

9.5.2.13. Feedback from the donor should be sought and obtained in written form within a period of 1-2 months after submission. The donor's feedback should be immediately sent to Program Manager for action on risk management.