

POLICY

Program/Project Development and Delivery

Established:	July 2018	Review frequency:	Every three years
Prepared by:	P Simmons/Board updated in 2023	Approved by:	Board

Purpose

To ensure rigour, accountability and clarity across all stages of program/project work by GWM and its implementing bodies

Introduction

GraceWorks Myanmar (GWM) primarily functions to deliver, and support the delivery of, community development programs/projects. There are four core types of programs/projects in which GWM engages:

- ◆ Type 1: GWM head-office (Australia)-led – these are considered GWM programs/projects
- ◆ Type 2: GWM country-office (Myanmar)-led – these are considered GWM programs/projects
- ◆ Type 3: other-led – these are considered programs/projects by a non-GWM party to which GWM is a ‘supporting partner’
- ◆ Type 4: GWM alumni relationship – these are similar to type 3 but may relate to more informal engagement and support.

Definitions

n/a

Program/project identification

All new program/project proposals are to be assessed for considerations such as local participation and demand, feasibility with budget and timeframes, local partner capacity, organisational capacity, equity including gender equity, community development goals, and the overarching principle to ‘do no harm’ – taking into consideration political, economic, cultural, ethnic and other risks.

Proactive program/project identification including design

This covers type 1 and type 2 programs/projects:

	Type 1: GWM Australia-led	Type 2: GWM Myanmar-led
Initiated by	GWM in Australia	GWM in Myanmar
Designed by	GWM in Australia + GWM in Myanmar via GraceWorks Company Limited (GWCL)/Community Empowerment Education (CEE)	GWM in Myanmar via GWCL/CEE + GWM in Australia

General criteria

All new program/project proposals will be assessed by the GWM CEO, GWM Country Director and relevant managers and strategic advisers. They are to meet the criteria below.

Criteria – does the program/project...	Yes/No
1. Align with GWM’s purpose, values, vision and mission?	



Criteria – does the program/project...	Yes/No
2. Align with GWM's strategic direction, community development focus and sector priorities?	
3. Directly relate to local needs and demand, and local capacity?	
4. Align with GWM's policies and procedures?	
5. Demonstrate feasibility based on organisational skills, capacity, timeframes and finances?	
6. Intend to involve primary stakeholder participation in design and implementation?	
7. Present minimal and/or manageable political, economic, cultural, ethnic and other risks?	

Procedures

Provide key information about the issue/problem being addressed:

- ◆ What is the specific issue/problem being addressed?
- ◆ Does GWM have previous experience working on the specific issue/problem?
- ◆ Where is the program/project to be located and who will it engage and benefit?
- ◆ Why is the program/project needed? (Provide evidence such as statistics and/or other data.)
- ◆ If the program/project is a follow-on from a previous activity addressing a similar issue/problem, what were the challenges and lessons learned (positive and negative)?

Outline proposed solutions:

- ◆ What is planned to address the issue/problem?
- ◆ What methodology will be used? (Include why that methodology has been selected over other methodologies.)
- ◆ If other solutions have been tried and were not successful, what were they and why were they not successful.
- ◆ How many people will be assisted over the duration of the program/project?
- ◆ Who is/are the local partner organisation/s and what skills will they bring to the program/project?
- ◆ What are the specific objectives to achieve the desired change and how do these relate to GWM's wider organisational work and vision?
- ◆ How will effectiveness be assessed, including whether the desired change has occurred? (Include key performance indicators (KPIs) and/or other methods of measurement.)
- ◆ If GWM has undertaken previous work in this field, what are some examples of the impact on people's lives? (If possible, provide in the form of a brief case study.)

Consider how GWM can ensure the work is sustainable:

- ◆ How will the program/project's benefits be sustained once it comes to an end?
- ◆ How will the program/project avoid becoming dependent on a specific funding source?
- ◆ What is the exit date from the program/project whereby we would be handing it over to a primary stakeholder or partner?
- ◆ How will GWM/the partner be stronger and healthier at the end of the funded period of the program/project?

Assess risks in considering adoption of the program/project:

- ◆ What are the key risks to the program/project once funding has been allocated and implemented?
- ◆ In addition to political, economic, cultural, ethnic, health and safety, and other risks, does the program/project potentially bring any negative consequences to people's livelihoods, standards of living and/or the environment?

Include a risk assessment and environmental scan that consider impacts on all aspects of community development. Key risks to programs/projects after funding is allocated must also be considered including key person risk and context-related risks, including factors such as changes in national policy and local governance, and conflict dynamics. Context and conflict monitoring throughout implementation is essential.

Conduct a SWOT analysis:

- ◆ What are the most salient strengths, weaknesses, opportunities and threats that need to be considered in assessing this program/project?



Provide timeframes and a detailed budget:

- ◆ Provide an implementation plan and timeline.
- ◆ Include the amount and period of funding required, considering issues such as GWM’s dependency on this funding and capacity needs.
- ◆ Structure the budget around the inputs and activities proposed to successfully achieve the desired change.
- ◆ Include all direct costs for each outcome, including project staff costs, as well as monitoring and evaluation costs, and overhead and administration costs.

Finalise the assessment of the proposal:

- ◆ Complete the GWM Project Scoping and Project Planning templates and provide a summary paragraph of 500 words maximum about the project.

Reactive program/project identification including design

This covers type 3 and type 4 programs/projects:

	Type 3: other-led*	Type 4: GWM alumni relationship
Initiated by	A non-GWM individual/entity including a GWM alumnus or other past GWM relationship	A GWM alumnus
Designed by	The alumnus/other	The alumnus

*Type 3 opportunities may start as type 3 but become type 1 or 2 as they progress.

General approach

- ◆ GWM CEO receives the unsolicited opportunity
- ◆ GWM CEO evaluates the opportunity based on general credibility (Y/N) and alignment with the above criteria (Y/N)
 - If general credibility is ‘no’, and/or at least two of the first three criteria are ‘no’, the GWM CEO responds and closes out the opportunity
 - If general credibility is ‘yes’, but at least two of the first three criteria are ‘no’, and the opportunity is small, the GWM CEO responds and closes out the opportunity
 - If general credibility is ‘yes’, and at least two of the first three criteria are ‘yes’, the GWM CEO investigates feasibility further and presents this to the board’s Projects and Grants Working Group (P&GWG)
 - If general credibility is ‘yes’, and two of the first three criteria are ‘no’, but the opportunity is moderate to large, the GWM CEO presents this to the board’s P&GWG
- ◆ The P&GWG reviews opportunities and develops a recommendation of either
 - No pursuit
 - Further pursuit
 - Board approval
- ◆ The GWM CEO presents a summary as relevant to the board either as part of the board meeting cycle or as an extraordinary update if time-sensitive.

Program/project approval

Approvals for all four types of programs/projects are as follows:

	Type 1: GWM Australia-led	Type 2: GWM Myanmar-led	Type 3: other-led	Type 4: GWM alumni relationship
Approved by	GWM board	GWM board	GWM board regarding GWM’s role	n/a



Program/project financing

Program/project financing ultimately conforms to GWM's Financial Management Policy. In general, the following principles apply.

	Type 1: GWM Australia-led	Type 2: GWM Myanmar-led	Type 3: other-led	Type 4: GWM alumni relationship
Funded by	Grants and/or donors via GWM Australia	Grants and/or donors via GWM Australia and/or GWM Myanmar	GWM Australia networks in total or also by non-GWM donors	Non-GWM donors
	Funds first received by GWM Australia	Funds first received by GWM Australia or GWM Myanmar	Funds first received by GWM Australia when from our network	n/a
	Funds sent to Myanmar first have operating cost contributions deducted*	Funds sent to Myanmar first have operating cost contributions deducted* Funds received in Myanmar hold administration fees in a 'GWM administration funds' subaccount for operating costs as per the MOU between GWM, GWCL and CEE**	Funds sent to Myanmar first have operating cost contributions deducted*	n/a

*When GWM raises funds in Australia, retained operating costs adhere to the following schedule:

- ◆ Funds raised for disaster and emergency relief – 5% operating cost fee
- ◆ Funds raised for project delivery via formal grants – 10% operating cost fee
- ◆ Funds raised for project delivery via donations and other non-grant support – 20% operating cost fee.

*When GWCL and CEE raise funds independently of GWM, they pay administration fees to GWM as per the following schedule:

- ◆ Funds raised for disaster and emergency relief – a 5% administration fee
- ◆ Funds raised for project delivery (including grant funding) – 10% administration fee
- ◆ Funds raised from all other activities (including training, consulting and product manufacturing) – 10% administration fee
- ◆ Administration fees are paid into the GWCL bank account in Myanmar and designated as 'GWM administration funds' to be administered by the GWM Country Director under the direction of the GWM CEO, based on budgets and financial priorities directed by the GWM board.

Program/project delivering including monitoring and reporting

Most program/project delivery happens in Myanmar, first by GWCL/CEE. General principles are below:

	Type 1: GWM Australia-led	Type 2: GWM Myanmar-led	Type 3: other-led	Type 4: GWM alumni relationship
Managed by	GWM CEO	GWM CEO	Alumnus/other	Alumnus
Led by	GWCL/CEE	GWCL/CEE	Alumnus/other	Alumnus



	Type 1: GWM Australia-led	Type 2: GWM Myanmar-led	Type 3: other-led	Type 4: GWM alumni relationship
Delivered by	GWCL/CEE and/or delegated partner	GWCL/CEE and/or delegated partner	Alumnus/other	Alumnus
Supported by	GWM CEO advice	GWM CEO advice	GWM CEO advice	GWM CEO advice
Governed by	GWM policies and procedures	GWM policies and procedures	GWM policies and procedures as it relates to GWM's role	Other
Liable to	Requirements set out by ASIC, ACNC and ACFID as well as grant requirements	Requirements set out by ASIC, ACNC and ACFID as well as grant requirements	Requirements set out by ASIC, ACNC and ACFID as well as grant requirements as it relates to GWM's role	Case-by-case
Reported in	GWM's annual report and other communications	GWM's annual report and other communications	GWM's annual report (not as a GWM project but as a project we support) and other communications	Not GWM's annual report other than as an alumni story, and other communications

For clarity, all activities of the three GWM entities (GWM, GWCL and CEE) can be included in GWM's official reporting such as the annual report.

Related documents

- ◆ Code of Conduct
- ◆ Empowerment of People with Disabilities Policy
- ◆ Financial Management Policy
- ◆ Gender Equality and Equity Policy
- ◆ Representation of Non-development Activities Policy
- ◆ Risk Management Policy
- ◆ GWM Project Scoping Template
- ◆ GWM Project Planning Template – Stakeholder Participation

Review

Previous reviews: June 2021, March 2024
 Next review: December 2026