

# CLAN Project Design, Monitoring and Evaluation Policy

Version No: 2.0 (July 2019, March 2020)  
Date Approved: February 2024  
Date Updated: February 2024  
Date Review: March 2026

## 1. Introduction

CLAN is a not for profit, non-government incorporated association and its vision, mission and goals are based on the health and well-being needs of children in resource-poor countries and who require support due to poverty and inequity. CLAN is committed to building relationships and working with partners within the resource poor country and advancing the participation and contribution of primary stakeholders in order to promote sustainable health strategies and strengthen community involvement to support children with Non-Communicable Disorders (NCD's) and their families. Principles of humanity, impartiality, independence and neutrality provide direction and guidance to CLAN's programs.

CLAN commits to understanding context through stakeholder analysis, for example, including conduct of Health Needs Assessments, which include the perspectives and knowledge of primary stakeholders and an analysis of power dynamics including issues of gender equality and equity.

## 2. Purpose

The purpose of this policy is to outline CLAN's approach to the planning, monitoring, evaluation and learning relevant to programs and projects it delivers or supports in resource poor countries.

## 3. Scope

This policy applies to all Committee members, staff, volunteers and partner organizations of CLAN in whilst in the delivery of CLAN programs.

## 4. Definitions

- Program** A Program is a portfolio of multiple projects that are part of the strategic plans of CLAN. Program management is the coordinated management of projects and activities to achieve goals and outcomes.
- Project** A project is the practical implementation of development activities of an overarching program. A project normally has a start and finish date and an identified budget.
- Partner** A partner is an individual, a group or an organisation which has formed an alliance with CLAN for implementing overseas or national projects based on CLAN's five pillars. These are not legal partnerships but alliances with CLAN to promote its vision and mission and to build capacity and develop sustainability for the benefit of children with non-communicable disorders (NCD's) and their families.
- Beneficiary** A beneficiary refers to children with chronic health conditions and their families who participate in project activities and gain benefits from their involvement. It may also include CLAN partners and/or medical personnel who are involved in CLAN projects.

## **1 Partnerships**

CLAN recognises the importance of working with partners and primary stakeholders to achieve positive outcomes based on its five pillars. Prior to establishing a partnership, CLAN will consider the knowledge and perspectives of a potential partner's and analysis of power dynamics and any issues of gender equality and equity. CLAN will work with partners in areas where they are involved in the project for example, in funding, and/or in planning, monitoring, evaluating and sharing learning. Partnerships may also include planning based on existing in-country projects to achieve further outcomes for children with NCD's in those countries. For example, additional activities may provide sustainability through the development of communities where children with NCD's and their families can meet together with CLAN personnel and/or medical professionals to share and learn about effective management for their specific medical condition. Resources may be provided to support parents and children to achieve positive outcomes. Partnerships are also effective when CLAN works with national medical personnel to provide services where children and their families are all involved in working together as partners to achieve outcomes. Partnerships may involve advocacy or working with international bodies or with medical services to achieve common goals and may also involve working with companies to provide medicines, resources and/or other services to children and their families.

In a situation where CLAN's programs require advocacy on behalf of a specific group of population, evidence is based on research, risk assessments and the rights and perspectives of the primary stakeholders to provide accurate information.

To assess capacities of partners, the following areas to be addressed include, but are not limited to:

- i. governance processes, if relevant, e.g. legal requirements, funding sources
- ii. alignment of partner's vision, mission and values with CLAN's strategic framework
- iii. knowledge, skills and competencies of partners to work effectively in the project
- iv. partner has required Policies and Procedures in place and implemented effectively
- v. partner is able to provide suitable resources for a project where required
- vi. financial management systems are in place, accepted by CLAN and partner/s

A partnership agreement or an MOU is signed by the partner and CLAN for each project.

CLAN's activities include a diverse range of projects which can vary in purpose, require different management strategies and have quite different outcomes. The majority of CLAN projects are short-term but also endeavour to achieve positive long-term outcomes for children with NCDs and their families. However, where CLAN is involved in a partnership for delivery of a project, follow up visits may occur with partners and/participants in order to provide continuing support for the sustainability of the initial project.

## **5. Project Planning,**

CLAN may plan an activity or project that involves only CLAN members to achieve a specific outcome based on CLAN's goals, for example, to attain relevant resources to support CLAN endeavours.

Project planning is undertaken in conjunction with CLAN's partner/s where this involves personnel other than CLAN members in a project to improve the lives of children living with NCDs and their families. This may also include information from potential families with children who have a non-communicable disease (NCD). Where CLAN perceives a need in a resource poor country, CLAN will work with relevant parties to identify specific needs and opportunities to develop a project to support a target group. Relevant parties may include parents, children, community members, related professionals and agencies. In situations where CLAN receives an application for support,

CLAN will work with the applicant to determine the viability of a project aligned with CLAN's mission based on its five pillars.

Project planning requires a comprehensive approach to acquire quality information in order to develop outcomes and strategies based on CLAN's 5 Pillars. The following activities aim to provide information needed to develop quality projects to achieve benefits for children with NCD's and their families.

- i decide if the potential project can be aligned to an existing program
- ii undertake research and evidence based on medical data for a targeted group of children and families, including evidence from primary stakeholders, community engagement and participation relevant to the needs of the targeted group
- iii identify rights and barriers to inclusion for a specific community of children with a disability due to a non-communicable disease
- iv assess factors that may cause barriers to inclusion, such as poverty, power dynamics and inequality
- v analyse specific needs of the group of children related to health and wellbeing, gender equality and equity, gender identity, disabilities, power dynamics
- vi design the project to meet the needs of the target group of children with NCD's, and their families, including the assessment of the risk of harm and unintended harm, and mitigation of risk of harm
- vii develop relevant strategies to protect primary stakeholders from discrimination, violence, abuse, exploitation or neglect where relevant, based on risk analysis.
- viii identify potential partners in the target community who potentially could be involved in a part of the project, for example, local schools, medical and other relevant personnel
- ix develop strategies for quality management of budgets, to build partner capacity and leadership in local personnel for future sustainability relevant to the goals of the project
- x undertake analysis of risks environmental factors relevant to the project, including risks to the safety and rights of children and their families involved in a project
- xi undertake analysis of potential environmental factors such as human and non-human resources that could contribute to the sustainability of the project

## **6 Monitoring the project**

CLAN will ensure systematic monitoring during the project based on stated criteria in order to provide evidence of progress towards achieving outcomes and to manage any required change or risks. Monitoring is undertaken in collaborations with partners and other relevant stakeholders. It may include consultations with partners and families and their children, to assess their participation and the effectiveness of activities undertaken to achieve improved health outcomes, to promote empowerment, equality and equity.

Monitoring also involves gathering and assessing data, anecdotal records, observations and reviews in order to assess the progress of a project during the term of the project. Data and information include reviewing the expenditure, risks, unexpected challenges, progress to achieving outcomes, and documentation of any changes required during the project. This provides evidence to identify any areas or activities that need to be modified to achieve the desired outcomes and planning strategies to manage change.

### **Project appraisal as part of monitoring**

Project appraisal applies to new project proposals, and to any change to an existing project.

CLAN's criteria for assessing both CLAN initiated projects and project proposals from partners includes the relevant areas listed above, and in particular:

- i relevance of the proposal to CLAN's mission and vision
- ii evidence of partner capacity to support delivery of the project, including resources, knowledge and skills
- iii evidence of the needs of the target group of children and families
- iv potential of the project to build capacity and sustainability
- v identified monitoring and evaluation plans
- vi evidence of cross-cutting areas that need to be included in the proposal

## **7 Evaluation of the project**

Evaluation approaches are unique to each program. Initial evaluation is undertaken cooperatively with partners and stakeholders to assess desired outcomes in relation to determine the efficiencies, effectiveness and relevance of the project activities in meeting the needs of the target group and sustainability of outcomes achieved. Evaluation may take place during the project cycle as part of monitoring in order to inform program management. Evaluation may include assessment based on data, observations, records, information and responses from stakeholders and participants to determine if the initial outcomes were achieved effectively and efficiently. Evaluation results may identify factors impacting positively or negatively on the project and also show areas for improvement. Assessments may include documented evidence and feedback from partners, families, and children and relevant others involved in the project. Evaluation findings can demonstrate positive and negative factors impacting on the outcomes and areas for improvement and provide a basis for learning for future planning.

Evaluation strategies are planned for each of CLAN's diverse range of projects which can vary in purpose and require different management strategies to achieve quite different outcomes. The majority of CLAN projects are short-term. However, where CLAN is involved in a partnership for delivery of a project, evaluation may require follow up visits may occur in order to provide continuing support for the sustainability of the initial project. The Evaluation Report for a project or program provides information to the Committee for feedback and future planning (see Attachment below).

Where CLAN has a long-term goal, planning for a program or project requires flexibility, and may include research to seek opportunities for working with international health organisations and responding to emerging situations where CLAN can be involved and participate with new partners to achieve common goals (as in the creation of NCD Child and NCD Indigenous NGO organisations). Achievement of a long-term goal may underpin planning for a new program or project.

## **8 Learning**

Information and data collated throughout a project enables CLAN to assess outcomes achieved. Documentation may include unexpected or other factors impacting positively or negatively on the project and success or failure of strategies undertaken to achieve outcomes. Analysis of such information is shared with partners and relevant stakeholders and used where relevant to inform future planning and delivery of projects. On completion of a project, a final report is presented to CLAN's Committee for review and planning future activities.

## **9 Review: Project documentation** (see also Attachment 1)

A project proposal should include the following information:

- i title, location, authority, partner/s
- ii alignment of project with CLAN's mission, vision and five pillars
- iii duration of the project including any potential follow-up visits
- iv identified needs and corresponding evidence as the basis for the project
- v goals and expected outcomes for the project
- vi project plan and activities, key personnel, resources required
- vii beneficiaries, i.e. children, families, benefits, their participation in the project design and strategies for implementing the project
- viii estimated budget for the project
- ix risk identification and management of the project, including child protection, safety and security, building capacity and sustainability
- x cross-cutting issues to be considered in the project e.g. child protection, safety and security
- xi proposed monitoring and evaluation plan
- xii other specific aspects, requirements

### **Attachments**

- 1 Project Assessment Checklist
- 2 Project Design Template
- 3 Project Monitoring Reports
- 4 Project Evaluation Report
- 5 Proposed Budget for a Project
- 6 Funding Application to CLAN for International NCD Child Health Projects

### **Other Relevant Documents**

Building Capacity and Sustainability Policy  
Child Protection Policy  
Child Commitment Policy  
Counter-Terrorism Policy  
Disability Inclusiveness Policy  
Drug Donations to Developing Countries Policy  
Financial Impropriety Risk Management Policy  
Non-Development Policy  
Safety and Security Policy

## Attachment 1: Project Assessment Checklist

Project Title	
Country	
Date of application (if received by CLAN)	
Date accepted by Committee	
Agreement/MOU (if relevant)	

### Project appraisal criteria

	Criteria	Submitted	Approved	Comments
1	Governing body, legal registration	Yes/No	Yes/No	
2	Project manager/s	Yes/No	Yes/No	
3	Partner's capacity including PSEAH Policy	Yes/No	Yes/No	
4	Purpose of project and shared goals, outcomes	Yes/No	Yes/No	
5	Planned steps/timeline	Yes/No	Yes/No	
6	Beneficiaries	Yes/No	Yes/No	
7	Community consultation Target group, community	Yes/No	Yes/No	
8	Project budget – income, expenditure	Yes/No	Yes/No	
9	Risk Management analysis	Yes/No	Yes/No	
10	In-country resources and approvals	Yes/No	Yes/No	
11	Acceptance of CLAN policies PSEAH Policy	Yes/No	Yes/No	
12	Partner's Child Protection Policy, Reference checks	Yes/No	Yes/No	
13	PSEAH Policy & incident reporting compliance	Yes/No	Yes/No	
14	Partner agreement to CLAN requirements	Yes/No	Yes/No	

## Attachment 2: Project Design Template

Project Title	Information	Comments
Country		
Project Manager/s		
Date Accepted by Committee		

	Project Design	Evident	Comments
1	Project developed with partners and in partnership with a target community	Yes/No	
2	Research, identification and assessment of needs recorded	Yes/No	
3	Statement of specific needs of the group of children with a NCD	Yes/No	
4	Beneficiaries - details of the group of children and their families - Other beneficiaries and details	Yes/No	
5	Project goals and outcomes based on needs of the identified community	Yes/No	
6	Project timeframes and implementation for project activities	Yes/No	
7	Project personnel required: CLAN, partners, medical services, other	Yes/No	
8	Partner capacities identified, needs incorporated into project planning	Yes/No	
9	Resources required (local, in country) Financial and non-financial resources	Yes/No	
10	Project Budget: resources available, estimated expenditure, management	Yes/No	
11	Management strategies for the project & Grievance, dispute resolution processes	Yes/No Yes/No	
12	Risk assessment and risk management strategies identified	Yes/No	
13	Monitoring and evaluation plan based on shared goals, roles & responsibilities	Yes/No	
14	Capacity building strategies and Sustainability strategies	Yes/No	
15	Policies, cross-cutting issues identified, addressed for compliance	Yes/No	

**Attachment 3: Project Monitoring Template**

<b>Project Title</b>	<b>Information</b>	<b>Comments</b>
<b>Country, date if visited</b>		
<b>Project manager/s</b>		
<b>Date/s of monitoring the project</b>		
<b>Monitoring results summary</b>		
<b>Date Accepted by Committee</b>		

**PROJECT MONITORING INFORMATION (Mutual accountabilities)**

	<b>Project Activities</b>	<b>Notes on project progress at date of monitoring</b>
1	Project Budget expenditure	
2	Project implementation aligned to agreed goals, outcomes and timeframes, sharing information, communication	
3	Compliance to required Policies: Child Protection, Counter-Terrorism, Non-aid activities, Disability inclusiveness, Gender equity, Human Rights	
4	Risks, challenges, difficulties identified	
5	Project amendments	
6	Successes	
7	Progress towards building capacity in partners and participants	
8	Feedback from partners and any participants including children	
9	Lessons learned to date	
10	Recommendations for Project	
11	Comments	

This is an accurate Report.

Name..... Signature.....

Date.....



**Attachment 4: Project Evaluation Report**

<b>Project Title</b>		<b>Comments</b>
<b>Country</b>		
<b>Report prepared by</b>		
<b>Date Accepted by Committee</b>		

	<b>Project Report</b>	<b>Outcomes/Results</b>	<b>Comments</b>
1	Project purpose and goals		
2	Project activities		
3	Partnership activities and project		
4	Beneficiaries - Number of children - Number of families - Other		
5	Community involvement		
6	Budget		
7	Risks encountered		
8	Challenges		
9	Management of project		
10	Capacity building assessment		
11	Sustainability strategies		
12	Feedback from partners and participants		
13	Learnings from the project		
14	Recommendations from project		

This is a complete and accurate Report.

## 5 Proposed Project Budget

The following template may be used for planning CLAN's projects, and/or for assessing a partner's proposal for support for a project.

<b>Program costs</b>	<b>Budget (currency)</b>	<b>Budget (currency)</b>	<b>Notes</b>
Initial costs			
Personnel costs			
Travel costs			
Resources and equipment			
Fund raising costs			
Overhead costs			
Other			
Estimated Total			

<b>Resources available?</b>	<b>Budget (currency)</b>	<b>Budget (currency)</b>	<b>Comments</b>
Donations			
Partnership contributions Facilities, community resources			

Name..... Signature.....

Date.....

## 6. FUNDING APPLICATION TO CLAN FOR INTERNATIONAL NCD CHILD HEALTH PROGRAMS

This section to be completed by CLAN representative.

Date of lodgement.....

### Conditions of funding

- 1 Applications must comply with CLAN's mission.
- 2 Applicants must comply with Australian legislation, and CLAN's Policies where relevant.
- 3 Plans or project applications should demonstrate capacity to implement, build capacity and strategies for sustainability.

### Instructions

An initial application is to be made to CLAN for consideration.

If CLAN determines that the application is authentic and has valued, an Interactive Application Form will be forwarded to the applicant to complete.

Date/s submitted to CLAN Committee

CLAN Decision and Date.....

Authorisation.....

Name.....

Position.....

Date.....

**Information accompanying the Application Form should include the following:???**

**What information or evidence? Factors that may impact on a program?**

CLAN Mission and Policies are available on the CLAN website at [www.clanchildhealth.org/](http://www.clanchildhealth.org/)

Please email this application to the CEO of CLAN at K Armstrong [kate@clanchildhealth.org](mailto:kate@clanchildhealth.org)

Applications will be submitted to the governing body of CLAN for a decision.

## CLAN FUNDING GRANTS: APPLICATION FORM

### To be completed by an organisation or individual to request funding from CLAN

This application form is based on CLAN's Mission and Philosophy to improve the life of children living with chronic health conditions in resource-poor settings. To achieve positive outcomes, CLAN endeavours to collaborate with partners to implement a rights based approach and a community development model based on CLAN's 5 Pillars.

The following information is required to support a grant application for funding based on CLAN's mission and 5 Pillars.

#### 1. APPLICANT

Name of applicant/s. e.g. Organisation, group, individual
Country and Address
Contact information e.g. individual to contact, telephone, email
Information about you or your organisation's role or in health activities
Staff or personnel to be involved in the project e.g. roles, number, potential personnel
Experience in working in health services and/or with partners in health activities

#### 2 PROJECT INFORMATION

Project title Location, including address/building/other Estimated Project dates Grant amount requested (maximum \$5,000)
Project summary (100-200 words) including size of target group/s e.g. children, parents, community
Identify and outline needs of the target group e.g. children, adolescents, parents, community
Outline potential situations that may impact on the project e.g. constraints, positive/beneficial factors
Outline project activities to be implemented for target group
Beneficiaries of the project and outcomes
Objectives of the project e.g. specific, measurable, indicators, schedule/s

Monitoring the project e.g. what will be monitored, who will monitor progress
Sustainability of the project (or continuing benefits of the program)
Resources required for the project
Conflict of interest (if relevant, please outline if, or how this may impact on the project)

### 3 PROGRAM PLAN

Expected results	Planned Activities	Project	Implementation Period (Months)	Responsible person/s party

### 4 BUDGET

List items as relevant, e.g. resources, personnel, travel, facilities

Activity	Estimated cost/s

### 5 BANK DETAILS

Bank name	
Bank Swift Code (Bank Identifier Code)	
Bank address	
Account Holder	
Account Number	
International Bank Account Number (IBAN)	

### 6 ADDITIONAL DOCUMENTS

Please provide the following documents where relevant:

- (i) Copy of Registration of your organisation
- (ii) Audited financial statement (last fiscal year)
- (iii) CV of person managing or implementing the project

## **TERMS AND CONDITIONS for CLAN FUNDING GRANTS**

The following terms and conditions attached to grants provided by CLAN are based on CLAN's 5 Pillars and aim to protect both CLAN and its partners from fraudulent use of funds.

1. CLAN and its partners agree to work together collaboratively and to share information freely to achieve desired outcomes.
2. CLAN has right to monitor and evaluate the implementation of a program and to withhold any ongoing funding to partners where necessary.
3. The recipient of a funding grant agrees to share information with CLAN about the implementation of the project when requested.
4. A final project report will be submitted to CLAN as required, including feedback from participants, at least one high quality digital photograph, and financial data to validate money received.

### **Certification**

I have read CLAN's mission, philosophy and 5 Pillars and confirm that the project is designed to improve the health and well-being of children with non-communicable diseases in resource poor countries.

The responses in this application are true to the best of my knowledge.

I understand that CLAN has the right to use information about the project and its outcomes as they see fit.

I understand that this application will be assessed professionally and that it may not be funded, or may not be funded for the amount requested.

**Signature of applicant:** **Date**

**Signature of CLAN's officer:** **Date**

CLAN's receipt of application: Date

CLAN's response to applicant: Date