



## **PROJECT MANAGEMENT POLICY**

### **1. PURPOSE**

This policy outlines how the Oceania Australia Foundation (**OAF**) identifies, designs, appraises, monitors and evaluates projects with its in-country partners in achieving its objectives in Australia and in the Pacific Islands.

OAF has set this policy to ensure that it is engaged in activities that are consistent with its Principal Objects outlined at clause 4.1 of its Constitution.

### **2. SCOPE**

This policy applies to all OAF board members, staff, volunteers and contractors.

### **3. DESIGN AND APPRAISAL**

OAF works with a network of partners and communities ("partners") in Australia and the Pacific Islands. OAF works closely with partners to identify, manage and implement programmes with clear objectives that comply with its Principal Objects. All proposed projects will be reviewed in light of OAF's Principal Objects before implementation.

#### **3.1 Project Purpose**

OAF complies with and evaluates its projects to ensure that each project is consistent with its Principal Objects. As a part of that process OAF will set a purpose for each proposed project.

#### **3.2 Compatible with OAF's Principal Objects**

Before entering into a relationship with a potential partner organisation, OAF will conduct adequate research to ensure that the potential partner organisation has purposes similar to the Principal Objects and operates consistently with OAF's Principal Objects.

This research may include as appropriate:

- ensuring that the partner has its own policies and is aware of OAF's child protection, anti-terrorism anti-fraud and applicable DFAT policies and supports these policies;
- reviewing evaluation reports for previously completed projects and dialogue with previous partners and communities in which the potential partner has worked;
- considering and assessing the potential partner's comparative advantages and strengths in relation to OAF's strategic priorities; and
- conducting due diligence on the potential partner including to assess its legal and regulatory status.

### **3.3 Identifying and reviewing roles and responsibilities**

OAF will identify and allocate responsibilities and roles to ensure that a project remains effective in achieving OAF's Principal Objects and is carried out cost efficiently.

This may include as appropriate:

- agreeing upon the meaning of the relationship between OAF and the partner and its implications for each organisation;
- identifying and documenting the roles of OAF and the partner, the desired outcomes and action plans, and negotiating a Memorandum of Understanding to document that where appropriate;
- identifying and agreeing on how decisions will be made;
- identifying areas of mutual strategic interest and discussing each organisation's strategic priorities;
- identifying and evaluating the community in which the need exists prior to commencing the project;
- outlining the project purpose and the expected results;
- encouraging open communication about each participant's desired outcomes;
- specifying areas of collaboration on programmes and where the strengths of OAF and the partner will best be utilised;
- designing flexible implementation and collaborative projects, and ensuring that resource allocations are reviewed regularly in line with the operational context and programming outcomes;
- developing action plans with timelines and set tasks for the organisations to implement; and
- conducting reviews of agreements documenting roles and responsibilities and amending appropriately.

### **3.4 Capacity and resources**

OAF will consider whether the potential partner organisation has sufficient human and financial resources to achieve objectives.

This may include as appropriate:

- conducting a review of the potential partner organisation's capacities including managerial and organisational strength;
- agreeing on a project budget and timeline for completion and taking into account previous performance against budgets;
- identifying staff responsible for the project;
- discussing the allocation of tasks and goals and determining required number of staff to complete these tasks;
- obtaining copies of annual reports, projects and programme reports and financial documents and analysing financial capacity; and
- discussing mutual financial contributions to projects and the timeframe for transmission and expenditure of funds.

### **3.5 Accountability to communities and donors**

OAF will engage with partners which are accountable and transparent to their communities and donors.

OAF's assessment of this aspect may include as appropriate:

- reviewing donor reports and feedback;
- holding events or information sessions for the community where the project is to be implemented;
- ensuring that the partner is open to receiving critique from donors and the community;
- engaging in discussion with the community members to learn about their experiences with the partner;
- research how the partner reports back to communities and how feedback is addressed; and
- ensuring the partner is aware of DFAT requirements and OAF's own obligations to be transparent to its members.

### **3.6 Compatible with cultural needs and values**

OAF aims to work with organisations that operate in a respectful and sensitive manner when working in different communities.

OAF's assessment of this may include as appropriate:

- assessing the local community's cultural needs and values;
- analysing the partner's connection to the community; and
- seeking partners that are strong in areas where they wish to implement a project or programme.

### **3.7 Open to monitoring**

OAF will engage partners who are open to being monitored and responsive to recommendations.

OAF's assessment of this may include as appropriate:

- identifying how transparent communication has been between the partner and its previous partners;
- developing a monitoring and evaluation plan;
- discussing and documenting how each partner will monitor performance;
- developing and committing to a Memorandum of Understanding that includes being responsive to recommendations and being committed to mutual monitoring;
- being open and committed to information sharing; and
- encouraging discussion on progress of projects at regular intervals.

## **4. MONITORING AND EVALUATION OF PROJECTS**

OAF will ensure project roles, responsibilities and guidelines are agreed and that these are reviewed and adapted as projects are progressing.

This may include as appropriate:

- agreeing on all procedures for monitoring and evaluating the project at the start of the collaboration. These procedures may be documented and responsibilities outlined in a Memorandum of Understanding;
- conducting periodic audits to assess financial responsibility and transparency;
- reviewing budgets and performance against agreed budgets, and, where appropriate, adapting budgets for changing circumstances;
- regularly monitoring the project and its outputs with the partner to determine what changes, if any, need to be made along the way and the project's capacity to meet its purpose;

- regularly evaluating the long-term impact of the project on the communities that are involved and seeking feedback from the community;
- reviewing the added value and performance of the project from each partner's perspective;
- providing OAF staff, personnel and contractors with project appraisals to ensure the completion of the project's components;
- conducting periodic risk assessments of the project and providing evidence of accountability to the donors and partners
- monitoring progress towards agreed results with the partner organisation, and checking whether assumptions and risks identified at its design and implementation stages are still valid or need revision;
- regularly engaging in dialogue with partners to identify areas of success and address emerging challenges;
- sharing information with partners to enable reflection and decision making on the direction and progress of the project;
- monitoring all personnel, staff and contractors compliance with this policy; enabling continuing learning and adaption throughout the project to improve performance and identify lessons learned for future collaboration;
- seeking feedback from the community as to the outcomes or activities undertaken as projects are implemented; and
- evaluating the outcomes of the project once completed to ensure it met the project purpose.