This is a brief summary of Humanity & Inclusion (HI)’s institutional policy on Project Planning, Monitoring and Evaluation. It provides a brief overview of the policy’s main components. We recommend reading the full version, along with the Project Quality Framework:


### A common institutional framework for all HI’s teams

This position paper sets forth HI’s policy on the planning, monitoring and evaluation of its field projects in all intervention contexts, areas and sectors. It provides a common institutional framework for all the teams involved in the implementation, support, control and assessment of our projects.

This policy is built on three pillars:

1. **Fundamental principles** - quality, learning and accountability – define the reasons for developing a policy which aims to improve:
   1. Improve our performance towards our beneficiaries; 2. Encourage the development of a learning organization; and 3. Strengthen our capacity to account for our actions to different stakeholders.

2. The **Project Quality Framework** is an analytical tool for defining the target (i.e. recommended) situation and the minimum actions required for all HI projects. This framework contains 12 criteria (participation, cooperation, synergy, ethics, relevance, changes, capacities, sustainability, administration, effectiveness, efficiency and accountability). A definition and three accompanying keywords are provided for each of them. Each keyword corresponds to a description of the target situation and a minimum commitment with regard to the action to be implemented.

3. The **Project Cycle** has five phases (1. Initial situation and needs assessment; 2. Design; 3. Inception; 4. Implementation; 5. Completion) and two cross-cutting components (Monitoring and Evaluation). The institutional level is indicated to show the links between each project and the organisation’s strategic and operational framework and technical approaches and frameworks. This cycle clarifies at what stage the minimum action commitments should be implemented.
Minimum action commitments per project cycle management phase (and Project Quality Framework keyword)

1. Initial situation and needs assessment

Analyse the intervention context (Context), needs, demands and resources (Needs), stakeholders (Cooperation) involving the beneficiaries or their representatives (Consultation), including an analysis of the risk of generating negative effects in the short or long term for communities (Do No Harm).

2. Design

Develop a project that:

- Is acceptable to target populations (Respect) and aims to increase their capacity to cope with crisis (Resilience) in an inclusive and differentiated manner based on the needs of all individuals (Non-Discrimination).
- Targets results that contribute to achieving the objectives (Consistency) and defines indicators for monitoring the technical quality of a project and/or service (Product/Service) while identifying key risks and assumptions related to project implementation (Flexibility & Mitigation).
- Provides the necessary resources (Feasibility) and an effective coordination framework between the project teams and support teams (Organisation), is consistent with the mandate and HI’s strategy (Mandate) and respects internal and external rules (international law, donor requirements, administrative and legal requirements of the country...) (Compliance).
- Is based on an analysis of opportunities for synergies with other stakeholders in the intervention area (Complementarity), the capacity of potential partners (Choice & Autonomy) and risks of generating short and long term negative effects for communities (Do no harm).

3. Inception

Establish an enabling environment for the optimal implementation of the project:

- Assess project feasibility (Feasibility) on the basis of an up-to-date analysis of needs, stakeholders, risks, context (Continuity) and opportunities for cooperation in the area of intervention (Complementarity).
- Update the planning of activities, logistical, HR and budget needs, and monitoring indicators (Organisation), verify compliance with the rules by the relevant services (Admin / Log / HR, etc.) (Compliance), create, update or plan a baseline situation (Effects) and define differentiated communication according to stakeholders (Communication).
- Train project teams, and partners if needed, on HI’s approaches and skills (Competencies) and raise the awareness of project teams and partners on institutional policies (Child Protection, Gender, against exploitation / sexual abuse...) (Values).
- Confirm the project’s acceptability with beneficiaries (or their representatives) (Consultation) and share information with partners, donors and support teams (Information).
4. Implementation

Implementation of activities and resource management:
Confirm and update the project needs to engage human, financial, logistical and technical resources at the right time (Organisation) while respecting the rules in place (Compliance) and raising the awareness of project teams and partners on institutional policies (Values).

Participation, Cooperation & Synergy:
- Inform beneficiaries (or their representatives) on the project (Understanding) and give them the means to express their satisfaction levels (Expression).
- Involve partners in a steering committee (Involvement), monitor their contribution to the project (Results) and engage them in the implementation of institutional policies (Values).

Steering & Optimisation:
- Ensure the steering of HI projects covers 1. Conducting regular and formalised project reviews for analysis and decision-making between project and support teams: budget monitoring (Optimisation) and inter-service project review (Control). 2. Implementing self-evaluation for all projects, a mid-term evaluation for any project of over two years’ duration and a final evaluation for any project of a duration equal to or longer than 2 years and/or a financial volume of more than € 3 million (Effects). 3. Consolidating the number and categories of beneficiaries at least once a year (Impact). 4. Formulating a continuity scenario and/or exit strategy tailored to the context before the completion phase (Anticipation).
- Also include budget analyses made between project teams and support services in project steering (Optimisation), as well as the performance of partners (Results), respect of the HI’s mandate and strategy (Mandate), monitoring of key risks and assumptions (Mitigation & Flexibility), updates of the analysis of needs, stakeholders, risks and context (Continuity), control of technical quality indicators for products/services (Product/Service) and checks on compliance with rules (Compliance).

Information & Communication:
- Establish differentiated communication according to stakeholders and produce at least one summary of the project from the perspective of a female and male beneficiary (Communication).
- Respect beneficiary participation and share clear, compliant and realistic project monitoring reports with partners, donors and HI support teams (Information).
- Update and regularly back up a project document database providing access to all project documents (Availability).

5. Completion:
- Conduct a final evaluation for any project of a duration equal to or longer than 2 years and/or a financial volume of more than €3 million (Effects), systematically including the contributions of implementing partners (Results) and a verification of the reduced vulnerability of target populations (Resilience).
- Organise a workshop on the key lessons learned on the project (Learning) and conserve the project documents (paper versions and computerised database) according to HI’s archiving rules (Availability).
- Facilitate a final inter-service project review (Control), and produce the final elements needed by partners, donors and the support teams (Information).
- Inform the beneficiaries of the project completion (Understanding).
**HI’s Project Cycle**

The **initial situation** and **needs assessment** phase is intended to identify and understand the needs of a given population by means of a detailed situation analysis. It provides a means of identifying potential solutions to the problems analysed, and of determining whether these solutions are consistent with HI’s mandate and expertise. If the decision is taken to develop a project, an appropriate response and (usually) a funding application are drafted during the **project design** phase.

Once funding for a project has been secured, an **inception** phase allows the foundations to be laid and a favourable environment for the **implementation** of the project to be established. During the implementation period, the project manager manages the human, financial and logistical resources in an efficient and effective manner so as to generate the expected results and meet the project’s objectives.

**Regular analysis** must be undertaken so as to monitor on-going needs, review the quality of the actions undertaken and the effects they are having on the target population, foster learning throughout the duration of the project, and make the project flexible enough to adjust as necessary.

At the end of the project, the **completion** period is for ascertaining and communicating on the completion of activities and the extent to which objectives have been met. Any contractual files relating to the implementation of the project are also closed during this phase.

**Monitoring** and **evaluation**, based on the gathering and analysis of relevant data, are cross-cutting activities and therefore appear in each of these phases.

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**Three fundamental principles**

**Quality** - The Project Planning, Monitoring and Evaluation Policy divides this notion into three constituent parts:

- **The quality of processes** (Implementation, support, steering systems and measurement), which helps to implement the various constituent activities of a project in a fluid and cohesive manner;
- **Technical quality**, which mainly concerns a project’s products and/or services, with reference to the standards and norms specific to each domain or sector of activity;
- **The quality of the response** to identified needs, which examines the way in which HI helps to introduce positive changes for the benefit of target populations.

**Learning** - HI sees itself as a learning organisation which thrives on reality in the field to develop its intervention methods and to stay as in tune as possible with the needs, expectations and choices of the populations concerned.

**Accountability** - At HI, the notion of accountability refers to the ability to answer to our stakeholders (agencies, organisations, groups or individuals which have a direct or indirect interest in the action) in a transparent manner (i.e. a clear and understandable manner).