TOOL SUMMARY: PROJECT PROGRESS REPORT	
Purpose	The purpose of the Project Progress Report is to compile information from the analysis done by project participants, partners and LWR country staff about the progress or advances the project has made in the reporting period, the quality of those advances and what can be done to improve the project. • It is used by LWR partners and LWR country staff to document their analysis and their actions items and is used by LWR HQ to better understand the project and document its progress. • One project progress report can and should meet all stakeholders' needs, from the partner to the president of LWR. It allows communities, partners, and LWR to determine whether progress is being made relative to indicators identified in the original proposal and to use available resources in the most efficient manner possible. Although the details of the activities implemented are important, the report should focus not on how the activities are being implemented, but rather on how their quality and progress are leading towards achieving the project's Outputs and Outcomes. The report also addresses unanticipated conditions and allows project stakeholders to identify appropriate strategies for continued progress. Project stakeholders are interested in the most significant accomplishments and challenges the project faces each quarter and how the project team seeks to address them. Including very specific details related to the everyday management of the project is of little use to most project stakeholders. It is better to be clear and concise and allow those project stakeholders who would like more information to request it directly from project staff. The Project Progress Report also captures learning that can benefit future project design and management and helps in developing examples of the work of LWR and partners that can be shared with external audiences such as donors, governments, and peer organizations. Finally, the Project Progress Report ensures that LWR is being held accountable to its commitment to accompanying partners. Within LWR, there are two different processes for reporting, depending on the funding source. One process is for projects fully funded by LWR (UNRESTRICTED/Unrestricted) and the other is for projects that are funded with grants for institutional donors (restricted). The differences between the two different reporting processes are describe in the "Recommendations" section of this tool summary.
Information Sources	1. LWR Awards Management Manual 2. Project Progress Report Instructions (Below) ▪ Guidance on how to complete the report 3. Project Progress Report Blank Template ▪ Contains a blank template that can be used to enter all the project information

Who	The Project Progress Report should be completed by one person who attended the Reflection Meeting, ideally the partner project manager. This person should be identified at the beginning of the Reflection Meeting so that the LWR PM knows exactly who to coordinate with. ▪ This person will compile all of the analysis from the reflection meeting into the Project Progress Report Blank Template and will use the Project Progress Report Instructions tool to ensure that the content is entered correctly and covers all the requested topics.
When	▪ The Field, in coordination with IPD-HQ, will work with the sub-recipient to ensure regular and timely submission of high quality performance reports following the reporting schedule outlined in the AAA or CA Appendix 1: Project Summary. ▪ Unrestricted Project Progress Reports are completed on either a quarterly (Asia and Africa regions) or bi-annual (Latin America) basis. ▪ Restricted Project Progress Reports are completed according to the timeframe set out by the donor.
Recommendations	**Unrestricted:** The process for Unrestricted reporting should utilize the Project Progress Report template, the Indicator Tracking Table, and the Activity Tracking Table. The Reflection Meeting is a recommended method to help analyze the project's progress and generate the content for unrestricted reports. The reporting process and timeline is outlined in Table 2. ▪ The Project Progress Report is required for all projects on either a semi-annual or quarterly basis. In some cases, reports are required on a quarterly basis (e.g. new projects in Africa and Asia). Country Directors should consult with headquarters staff, and partners should consult with the LWR Program Manager (PM) if clarification is needed. ▪ The PM and Partner will ideally work together and with other project stakeholders to analyze and discuss the content of the report during the Reflection Meeting. ▪ The Financial section may need to be revised if it is incorrect before more funds can be disbursed. ▪ The partner submits reports to the PM within two weeks of the end of the reporting period. ▪ The Country Director reviews the report and provides feedback to the partner via the PM to Partner Cover Sheet within two weeks of receiving the report. Feedback can include questions about information in the report, recommendations for improving the reporting, follow-up on LWR accompaniment issues, etc. If there are no questions, recommendations, or other follow-up required, the PM should at a minimum acknowledge that s/he has received and read the report and that the project seems to be on track. The PM should maintain records of follow-up correspondence. ▪ The partner should use the feedback to improve subsequent reports. PMs and partners should establish clear expectations concerning the frequency of visits, how feedback on the report is completed and shared (verbal vs. written communication), and how to follow-up on outstanding issues. This coaching by LWR is an important aspect of partner capacity building. **Restricted:** Institutional donors often have a required reporting template and timeframe for submitting reports. ▪ If the donor does require a template, that template must be used in place of the Project Progress Report and the donor's timeline must be followed. ▪ The Reflection Meeting is also encouraged for restricted reporting, but the focus of the analysis may be slightly different

	according to the type of information the donor prioritizes. ▪ The donor reporting template can be reviewed with a representative from the M&E Unit to determine the best way to utilize and include other LWR tools, such as the Indicator Tracking Table or the Reflection Meeting Guidance, in donor reports that do not specifically request them.

Tips	All content (narrative/data) in the report goes within the boxes. Use the Project Progress Report Blank Template for your report.
	GENERAL:
	▪ Each section of the Project Progress Report is linked to the Reflection Meeting Guidance. If you are unsure of the content requested in a section remember to reference the Reflection Meeting Guidance.
	▪ Remember to update the reporting period every quarter!
	▪ Be concise. The report should be thoughtful—it should fully explain quarterly progress, but generally should not be more than 12 pages. Feel free to put particularly important items in bold.
	▪ After you have completed the report, review it one last time before submitting it. Make sure that the data you filled out for this quarter is accurate and complete.
	▪ Once the definitions for direct and indirect have been finalized, document the definitions in the Beneficiary Tracking Table. These definitions will be used for the life of the project.
	▪ Challenge/issues identified in the report always need to explain what action should be taken (if no action has been taken), what actions were taken, and if that action solved the problem. This is particularly important in Section 2 and Section 3.
	RESTRICTED:
	▪ Research the donor strategic plan. Then organize the report's messages in a way that is consistent with the strategic plan of the donor and complies with the award agreement.
	▪ A cover letter should accompany the report when it is submitted to the donor. Highlight important results and key messages in the cover letter to the donor (with the report attached).
	  ○ In the cover letter, the Grants Manager can offer to meet with the donor to discuss the report results if/when possible.
	▪ In the report, include external data to show how the project compared to other projects or why LWR is unique or has impact.
	▪ In the report, be transparent and clear about what parts of the project the donor is funding versus what parts are leveraged from other resources.
	▪ LWR wants the progress reports to help position us for future engagement and funding from the donor.
	  ○ How do we want to position ourselves with this donor?
	  ○ Do we want to continue the project? If so, in what way?
	▪ Make the report aesthetically pleasing so that it is easy to read for the donor.

PM-Partner Cover Sheet			
Date Received by Overseas Office		*Date Received by LWR HQ*	
Questions for Partner after Initial PM Review of Report			
Suggestions for Future Reporting			
Outstanding Issues			

SUMMARY TABLE			
Date Report Submitted:		*Reporting Period:*	
Partner Name:		*Project Name and Identification Number:*	
Contact Name:		*Country:*	
Position Title:			
Address:			
Telephone Number:		*Fax Number:*	
E-mail Address:			
Project Start Date:		*Project End Date:*	
Total budget allocated during reporting period:		*Total budget spent during reporting period:*	
Project Total budget		*Total project budget spent to date:*	

LWR PROJECT PROGRESS REPORT INSTRUCTIONS

Note: **PLEASE READ THE FOLLOWING INSTRUCTIONS FOR EACH SECTION BEFORE COMPLETING THE PROJECT PROGRESS REPORT**.

- **The total Project Progress Report should be between 10-15 pages**. This does not include pages taken up by the PM-Partner Cover Sheet, the Summary Table and photos.
- Each section has a ***SECTION SUMMARY*** that provides general information about the section.
- Detailed instructions (how to fill out the sections/tables) are provided throughout the document and are highlighted in Green.
- The suggested page length for each section can be found to the right of the section header.
- This document contains all instructions. A Project Progress Report Blank Template is available for filling out the report.
- Detailed steps for compiling the information for this report can be found in the Reflection Meeting Guidance.
- All projects are strongly encouraged to conduct a Reflection Meeting during each reporting period before writing the report.

1. PROJECT BENEFICIARY REPORTING (1-2 SENTENCES)

SECTION SUMMARY:

The number of project participants is important monitoring data. LWR is committed to promoting gender equity and therefore requires that all participant data is disaggregated based on sex. Through sex-disaggregated data LWR can begin to track the gender impacts of programming on women and men and measure the progress of women's achievements as compared to men's.

Direct Beneficiaries: The number of people directly involved in activities and/or who directly benefit from project activities. This information must be updated each period using records and reports from the field.

- It is NOT the initial number of estimated projected beneficiaries from the project proposal.

Indirect Beneficiaries: The number of people who can receive a secondary benefit as a result of the project, but who do not participate directly. Depending on the design of the project, it can include family members of those directly involved in the project, neighbors or even regional populations.

- It will be a less accurate number than direct beneficiaries and the total number will change less often than direct participants.
- Provided there are no major changes in the geographic area or scope of the project, the total number will be reported as the same number in the project proposal or baseline. However, the number of indirect beneficiaries will be updated in cases where the project expands into new communities or new participants are added that were not in the original proposal.

For both Direct and Indirect beneficiary numbers remember:

1. These numbers are real facts, not a projection or estimate.
    a. They must be backed up with supporting documents such as reports of field technicians, training records, etc.
2. These are cumulative numbers.
    a. They count the number of participants in the project to date, including new additions during the current period.
    b. Note that this includes participants who are not currently participating in the project, but did participate during at least one reporting period. If the participant was reported in one reporting period (s)he must be included in the Life of Project count.
3. The organization that implements the project (partner) will determine the criteria for direct and indirect beneficiaries, using the definitions above as guidelines.
    a. Once the definitions for direct and indirect have been finalized, document the definitions in the Beneficiary Tracking Table. These definitions will be used for the life of the project.
4. Beneficiary data should be included in this report and also documented in the Indicator Tracking Table in the top right hand corner.

TABLE 1.1	Beneficiary Tracking Table		
	Women	Men	Total
Direct Beneficiaries: Instructions: Document the project's definition of direct beneficiary here.			
Indirect Beneficiaries: Instructions: Document the project's definition of indirect beneficiary here.			
Instructions: In this area provide a NARRATIVE explanation for any major changes in the beneficiary numbers during the reporting period.			

2. KEY MANAGEMENT AND ADMINISTRATIVE UPDATES (1-2 PAGES)

SECTION SUMMARY:

- Updates can be both positive updates as well as challenges/issues that were faced.
  - If it was a positive update, how will the project use that opportunity to increase the quality and effectiveness of the project?
    - List this in the "Action Required?" column.
  - If it was a challenge/issue, determine what action should be taken (if no action has been taken), what actions were taken, and if an action taken in a past reporting period solved the problem.
    - An issue/challenge should be included in each Project Progress Report until it has been solved and no longer requires further action.
    - If no additional action is required then the issue/challenge can be removed from the report in the following reporting period.

TABLE 2.1	UPDATES FROM CURRENT REPORTING PERIOD
Instructions: ▪ Management and administrative issues can include everything from human resources, to security, to partnership/accompaniment issues. For example: ○ Were key staff hired or fired? ○ Were there any issues with understanding policies and procedures outlined in the project agreement? ○ Were there any issues with the partnership between LWR and the partner? ○ Were there any major security issues? ○ Did project staff attend any key meetings or technical forums?	

TABLE 2.2	UPDATES FROM PREVIOUS REPORTING PERIOD	
Previous Issues/Updates Encountered From Previous Reporting Period:	***Corresponding Actions Taken***	*Additional Action Required? If yes, explain.*
Instructions: ▪ List any Updates from the previous reporting period that required action.	Instructions: ▪ List the action that was taken and the result here.	Instructions: ▪ Did the action address the issue? If not, what must be done to fully address it? ▪ If there was additional action required, list it in the following reporting period until it is full addressed.

3. ANALYSIS OF IMPLEMENTATION (5-7 PAGES)

SECTION SUMMARY:

One of LWR's organizational goals is to be a learning organization that incorporates time for reflection into its work and recognizes best practices and lessons learned in the course of carrying out its mission.

- The priority of this section is to analyze the project's data and information during the reporting period, primarily through analysis of project Outcome and Output indicators. This analysis helps identify key accomplishments and challenges and determine how they have affected the project in the current reporting period and to date.
    - The goal of this analysis is to help improve the project's design, make more informed management and administration decisions, and document key lessons learned.

The activities sections of the report (3.1.a., 3.2.a, etc.) focus on providing a clear summary of project progress according to the completion of activities. The Activity Tracking Table shows a quantitative summary of activity progress while the narrative boxes in the Project Progress Report provide an opportunity for project staff to explain any challenges in the implementation of the activities and what they are doing to overcome those challenges.

TABLE 3.1	GOAL SUMMARY
Instructions: This section should include any key findings from Section 2 of the Reflection Meeting which analyzes the general strengths and weaknesses of the project and any lessons learned. It should also include a short summary analysis of 2-3 sentences of the overall progress of the project based on an analysis of the progress for each OUTCOME and how it relates to progress towards achieving the GOAL.	

TABLE 3.2	OUTCOME 1: ANALYSIS AND REPORTING (Instructions) 1. Fill out the indicators/activities with a variance or that have key accomplishments or challenges first. 2. Then fill out the summary that analyzes all the indicators and what it means for achieving the RESULT (OUTCOME, OUTPUT, GOAL).
OUTCOME 1: (Write the project's OUTCOME 1 here.)	
Summary Analysis Instructions: In this section analyze the progress of the project, in 2-3 sentences, towards achieving this OUTCOME. 1. Your analysis should focus first on summarizing the project's progress towards achieving the OUTCOME indicators for this reporting period. Focus next on how the progress during this reporting period relates to meeting the Life of Project targets. 2. Next, analyze and report on the current progress of ALL the OUTPUTS and how that relates to achieving this OUTCOME. The analysis should highlight both overall accomplishments and challenges.	

- Does the project's progress towards achieving the OUTPUT indicator targets show a relationship with the project's progress towards meeting the OUTCOME indicator targets?
  - Remember, there should be a logical, if not direct, relationship between achieving the indicator targets for all of the OUTPUTs and meeting the OUTCOME indicator targets.
    - Ex: Indicators for Output 1.1, Output 1.2, and Output 1.3 should show a relationship to meeting the result (and indicators) in Outcome 1.
    - Ex: Indicators for Output 2.1, Output 2.2, and Output 2.3 should show a relationship to meeting the result (and indicators) in Outcome 2.

Indicator 1.x:

IMPORTANT: You MUST report on any indicators that have a +-25% variance from the target (lower than 75% and higher than 125%) for that period.

- If the project has few indicators, only around 1-2 for each OUTPUT and OUTCOME, then report on all indicators.
- If the project has many indicators, focus the reporting primarily on the indicators with a +- 25% variance. Reporting on the remaining indicators is optional and should focus on indicators that have a KEY accomplishment or challenge. A full list of all the indicators and their data is included in the Indicator Tracking Table, which is included (as an Excel file) with each Project Progress Report.

Did the indicator meet its target? Why or why not?

- If the indicator met or exceeded its target focus on identifying the KEY accomplishments that helped in reaching or exceeding the target.
- If the indicator did not meet its target, focus on identifying the KEY challenges that the project faced. If there was a challenge, what will the project do to overcome it?

OUTPUT 1.1: (write the project's OUTPUT 1.1 here)

Summary Analysis

Instructions: In this section analyze the progress of the project, in 2-3 sentences, towards achieving this OUTPUT.

1. Your analysis should focus first on summarizing the project's progress towards achieving the OUTPUT indicators for this reporting period. Focus next on how the progress during this reporting period relates to meeting the Life of Project targets.
2. Next, analyze and report on the current progress of the ACTIVITIES related to this OUTPUT and how that relates to achieving this OUTPUT. The analysis should highlight both overall accomplishments and challenges.
   - Does the project's progress towards completing the ACTIVITIES show a relationship with the project's progress towards meeting the OUTPUT indicator targets?
     - Remember, there should be a logical relationship between completing the ACTIVITES and meeting the OUTPUT indicator targets.

Indicator 1.1.x:

IMPORTANT: You MUST report on any indicators that have a +-25% variance from the target (lower than 75% and higher than 125%) for that period.

- If the project has few indicators, only around 1-2 for each OUTPUT, then report on all indicators.
- If the project has many indicators, focus the reporting primarily on the indicators with a +- 25% variance. Reporting on the remaining indicators is

optional and should focus on indicators that have a KEY accomplishment or challenge. A full list of all the indicators and their data is included in the Indicator Tracking Table, which is included (as an Excel file) with each Project Progress Report.

ACTIVITIES 1.1 (ACTIVITIES LINKED TO OUTPUT 1.1):

IMPORTANT:

- No reporting is required in this box.
- Generally, for the activities section, only report on activities listed in the project proposal and included in the Activity Tracking Table. This should not include a list of tasks needed to accomplish the activities. These tasks are listed in the detailed work plan which can be included as an attachment to the report.

KEY ACCOMPLISHMENTS

Activity 1.1.X:

Instructions: List all the key accomplishments in implementing the activities linked to the OUTPUT. Report whether each activity has met its target for the reporting period or life of project target, but do not provide further details unless there is a KEY ACCOMPLISHMENT.

KEY CHALLENGES	ACTION ITEMS IDENTIFIED BY PROJECT TEAM
Activity 1.1.X: Instructions: List all the key challenges faced in implementing the activities linked to the OUTPUT. ▪ You MUST report on ACTIVITIES that achieved less than 25% of their target.	**Activity 1.1.X:** Instructions: List all the actions that were taken or the recommended actions that need to be taken by the project to address the challenges outlined for each activity listed. ▪ What, if anything, can be done about the challenges? ▪ If there are multiple challenges, ensure that the number of the recommendations corresponds with the number of the challenge.

Challenges Faced From Previous Reporting Period	Corresponding Actions Taken	Additional Action Required? If yes, explain.
Activity 1.1.X: Instructions: List all the challenges faced from the previous reporting period here.	**Activity 1.1.X:** Instructions: List any actions that were taken to address the challenges faced from the previous reporting period here.	**Activity 1.1.X:** Instructions: For each challenge faced from the previous reporting period, report if the action taken did not fully address the challenge. If the action did not fully address the problem, report on the additional action that must be taken this reporting period to fully address the challenge. ▪ IMPORTANT: You must report each period on all challenges until the challenge is listed here as “no further action required.”

4. FINANCIAL STATUS (1/2 PAGE)

Instructions:

- Review the project's overall progress versus the total project budget and the project budget spent until the current reporting period (See Step 5 in the Reflection Meeting Guidance for more details).
- Please describe, if necessary, what cash and/or in-kind contributions community members have made to support the project during this reporting period.

5. CROSS CUTTING THEMES (1/2-1 PAGES)

Instructions:

Currently, the only cross-cutting theme identified by LWR (and on which reflection is encouraged) in the report is related to gender. Other project specific cross-cutting themes or on the general level of participation of the target group in the project can also be included in this section. The additional cross-cutting themes can be selected by the partner and the LWR program manager, but the section should not exceed 1 page.

GENDER:

1. Were there any cultural norms that were not identified at the beginning of the project that inhibited males or females from fully participating in the current reporting period?
2. Were there gaps between males and females participants in the actual indicator data for the period? If so, why do you think there is a gap? Is the gap affecting the project? If the gap were reduced would it help the project better achieve its results?
3. Did the project take any action to ensure that the participation and the benefits of the project were more equitably shared among all genders?

6. PLANS FOR NEXT REPORTING PERIOD (1/2-1 PAGES)

Instructions:

- List any other major management or administrative plans for the next reporting period. **You should NOT include a list of all activities for the next reporting period here.** Major activities that might include the participation of key stakeholders (government officials, technical experts, donors) can be included in this section.

Be sure to include any key meetings project staff will attend with outside agencies, including both governmental, peer agencies, and technical forums.

7. COMMUNITY/PARTICIPANT ACCOUNTABILITY (3-4 Sentences)

Instructions:
Please give us concrete examples of the major complaints, suggestions or recommendations that you may have heard from participants or other community members during the reporting period, and what actions you took in response. E.g. "Several farmers in Village A complained that the irrigation system installed by the project does not provide sufficient water for farmers at the end of the line. The project engineer is working with the irrigation committee on a plan to share water more equitably."

Remember an accountability to beneficiaries system should consider the following questions:

- When and how did you share information with project participants and other community stakeholders about the project, who is benefitting and how they were selected, who is funding the project, and who is implementing it? If you have not yet done this, when and how do you plan to share this information? (Possibilities include signage, community meetings, radio information, etc.)
- How have you continued to involve the community throughout all phases of the project since the design phase?
- How have you received and responded to feedback from participants or other stakeholders? Feedback can include complaints or suggestions. Possibilities include suggestion boxes, public sharing of contact information for project staff, facilitated meetings with stakeholders, etc.
- How have you documented the feedback you received in this reporting period and your responses?

8. PHOTOS AND STORIES (2-3 PAGES)

Instructions:
LWR's work in the U.S. includes sharing stories from projects with stakeholders such as donors, our governing board and staff, colleague agencies, and the media. If you are able, please include information here to help us share your work with others. The local LWR representative has a digital camera and can help with taking photos and attaching them to the report. LWR will share with the partner and/or community any materials that have been developed using these photos and/or stories within one month of their publication. Please do not delay submission of the report if you are unable to complete this section, and be sure to obtain permission to take and use photos as well as make an attempt to get the name of the person who took the photo as well as the person in the photo.

What to include:

- Include one or two anecdotes that describe how an individual's or family's life has improved/changed as a result of this project. These can be stories

that appeared in local newspapers or other media, or stories that you have written yourself. Please include the person's full name and a direct quote or two from the project participant(s). Our communications staff will edit your stories, so don't worry about perfection.

- Provide up to four action-oriented photos and include captions that explain the photos and identify the people by name and location (village or community). Photos should be sent as .jpg files (not imbedded in the text but attached to the email submission as a supplement to this report) that accompany the report or the story. Please be sure to name the photo .jpg file clearly so that it can be identified and connected to the caption that is provided below in the report. Take pictures only if possible and appropriate given cultural considerations and security issues.

Photo 1 – Caption:
Photo 2 – Caption:
Photo 3 – Caption: