***Develop Conceptual Framework***

1. **IFRC Project Planning Guidance Manual**
2. Results Framework
3. Logframe Cheat Sheet
4. LWR Logframe
   1. Template
   2. Definitions
   3. Example
5. Logframe Master Translator
6. Project Design Workbook Blank Template
7. Problem Tree Documentation
8. Problem to Objectives
9. Results Framework
10. Logframe
11. Work Plan

***Develop Initial M&E Plan***

1. M&E Planning Checklist

***Develop Detailed M&E Plan***

1. Detailed M&E Plan- Instructions
   1. Detailed M&E Plan Instructions
   2. M&E Plan Matrix Description
   3. M&E Plan Matrix Cheat Sheet
   4. M&E Plan Matrix Example
   5. M&E Plan Matrix (Blank)
   6. Indicator Tracking Table (ITT) Description
   7. ITT – Blank
   8. Activity Tracking Table (ATT) Description
   9. ATT - Blank
2. Detailed M&E Plan-Blank
   1. M&E Plan Matrix-Blank
   2. ITT-Blank
   3. ATT-Blank

***Report to Stakeholders***

1. Reflection Meeting Guidance
2. Project Progress Report Instructions
3. Project Progress Report Blank Template
4. Detailed M&E Plan
   1. M&E Plan Matrix
   2. Indicator Tracking Table
   3. Activity Tracking Table

**LINKING DMEL FRAMEWORK: PHASE I**

***Analyze Problems and Solutions***

1. **IFRC Project Planning Guidance Manual**
2. Problem-Objectives Tree Template
3. Project Design Workbook Instructions
   1. Problem Tree Documentation
   2. Problem to Objectives

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| 1. INTRODUCTION |

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| **Project Cycle Stage** | **Process** | **Guide – Manual** | **Tools** | **Additional Resources** |
| **IMPLEMENTING** | *Report to stakeholders* | NONE | 1. Reflection Meeting Guidance 2. Project Progress Report Instructions 3. Project Progress Report Blank Template 4. Detailed M&E Plan    1. M&E Plan Matrix    2. Indicator Tracking Table    3. Activity Tracking Table | NONE |

**PROCESS AND THE PROJECT CYCLE:**

*Report to stakeholders* is a process that takes place during the IMPLEMENTING stage of the project and is completed on a fixed schedule, normally on a quarterly basis. Although the primary word in this process is “reporting,” it is much more than simply filling out a reporting template. The primary focus is on the analysis of data and information that is outlined and tracked in the Detailed M&E Plan.

The *Report to stakeholders* process uses the tools completed in the previous processes, most importantly the Detailed M&E Plan, which includes M&E Plan Matrix, the Indicator Tracking Table (ITT), and Activity Tracking Table (ATT). The ITT contains the project’s results, the indicators created to measure progress towards achieving those results, and the targets for each reporting period. The data showing the progress towards achieving the targets is obtained during each reporting period and the analysis of why the indicator targets were or were not reached is completed during the reflection meeting using the Reflection Meeting Guidance. The results of the reflection meeting are documented in the Project Progress Report and shared with all stakeholders, which are identified in the communication section of the M&E Plan Matrix.

**HELPING US IN OUR WORK**

* Using the report first as a management tool and second as an accountability tool increases its relevance and usefulness for the project staff.
* Completing a Reflection Meeting will allow project staff to reflect on project progress and quality in a participatory manner and will help to identify best practices that can be strengthened further and ineffective practices that can be discontinued or improved.
* Conducting a Reflection Meeting on a regular basis reduces the number of revisions that must be made to the Project Progress Report as well as the number of people who must be contacted individually.
  + It also brings more perspectives into the analysis which can help to identify inefficiencies and more effective ways to improve implementation or address challenges.
* Reporting primarily according to analysis of indicators will help focus analysis on what is most valuable and will avoid documenting unneeded information, which will save time and effort in reporting.

**PROCESS GUIDE - MANUAL :**

There is no guide or manual for this process. Detailed instructions on how to complete the Project Progress Report and to conduct the Reflection Meeting are included in the tools for the process.

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| 2. PROCESS: REPORT TO STAKEHOLDERS |

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| **Table 2.1** | **DESCRIPTION:** TOOLS - ADDITIONAL RESOURCES |
| This table gives a brief description of each tool and additional resource for the process of *Report to stakeholders*. The description can be used in conjunction with Table 2.2 to help identify which tool to use for your specific M&E need within the process. | |
| **TOOLS**   1. **Reflection Meeting Guidance:** This tool contains instructions on how to conduct a reflection meeting and also key questions that can be asked to guide the analysis. It can be used to both plan for the reflection meeting as well as to conduct the reflection meeting. 2. **Project Progress Report Instructions:** This tool contains detailed instructions on how to complete each section of the Project Progress Report. The instructions within the tool can be used as a reference during the reflection meeting to double check that all the necessary information is collected before the end of the meeting. 3. **Project Progress Report Blank Template:** This tool is simply the Project Progress Report, in a blank format, without any guidance included in each section.   **4.a. Indicator Tracking Table (ITT):** This tool is the same tool that was created during *Develop detailed M&E plan.* In this process the data showing progress towards targets for each indicator is updated according to the reporting period. The completed table, along with the ATT, is used as a primary resource in conducting the reflection meeting and the Project Progress Report.  **4.b. Activity Tracking Table (ATT):**  This tool is the same tool that was developed during *Develop detailed M&E plan.* In this process the data showing progress towards achieving the activities planned for that reporting period is updated. The completed table, along with the ITT, is used as a primary resource in conducting the reflection meeting and completing the Project Progress Report. | |

**PROCESS AIM:** The aim of this process is to document the ***analysis***of project’s progress towards achieving its expected results and activities. The analysis is documented in the Project Progress Report and is then shared with project stakeholders for both accountability purposes as well as to receive feedback.

**PROCESS DEFINED:** *Report to stakeholders* is a process of reviewing project data and information, reflecting on the findings, and making key management decisions. The analysis of project progress is often completed during a regular reflection meeting, with the results documented in the Project Progress Report. The Project Progress Report is where the analysis, reflections, and decisions are compiled and recorded into one document. The report helps all stakeholders better understand how the project is progressing and speaks to the overall quality of the project.

**GOOD PRACTICE FOR GREAT RESULTS:** This section is to document best practices. This section will be continually updated to reflect any best practices encountered throughout LWR’s programming worldwide.

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| **Table 2.2** | **PROCESS STEPS AND RESOURCES** | |
| Below you will find summary steps involved in the process of *Report to stakeholders*. It should be noted that these steps are not exhaustive and seek only to guide the user to the tools that are used to complete the process.  As this process does not have a guide-manual, only two columns are included that outline the summary steps and the link to the tool. Each tool listed has guidance at the beginning of the document that covers the following aspects of the tool: purpose, information sources, who, when, recommendations, tips. | | |
| **Step** | | **Tool** |
| 1. Before the end of the reporting period and before conducting the Reflection Meeting, update the project’s Indicator Tracking Table and Activity Tracking Table. | | 4.a. Indicator Tracking Table  4.b. Activity Tracking Table |
| 1. Conduct a Reflection Meeting to analyze the project’s progress | | 1. Reflection Meeting Guidance |
| 1. Based on the results of the reflection meeting, complete the Project Progress Report. | | 1. Project Progress Report Instructions 2. Project Progress Report Blank Template |
| 1. Submit a draft of Project Progress Report to all the stakeholders outlined in the M&E Plan Matrix | | 1. M&E Plan Matrix |
| 1. Incorporate feedback from project stakeholders into the final Project Progress Report | | 1. Project Progress Report Instructions |
| 1. Make adjustments to the project based upon the analysis and feedback documented in the Project Progress Report | | 1. Project Progress Report Blank Template |