



Non Governmental Organisation

Report for the Term 2006 – 2009

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THE
WORLD
FEDERATION

OF KHOJA SHIA ITHNA-ASHERI MUSLIM COMMUNITIES

Registered Charity in UK No. 282303

THE NGO REPORT

1. Introduction

- 1.1. Non Governmental Organisations, accredited by the United Nations, are officially recognised institutions created by 'persons with no participation or representation of any government' that represents its interest towards social and economic activities.
- 1.2. In August 2007, The World Federation was accredited as a Non Governmental Organisation (NGO) in Special Consultative Status with the Economic and Social Council (ECOSOC) of the United Nations. This was a great milestone in the history of our community, but alongside this achievement, the NGO status brings with it a great number of opportunities.
- 1.3. The ECOSOC is one of the six branches of the United Nations, and coordinates the economic and social activities focussed on sustainable development, social development, status of women, population development and human rights. In 2005, the ECOSOC was mandated with new functions to assess the progress made towards the achievement of the Millennium Development Goals by 2015. These include: reducing extreme poverty and hunger, universal education, improving child and maternal health, fighting disease, promoting gender equality, environmental sustainability and developing global partnership. All of these concerns are in strong alignment with the objectives of The World Federation.
- 1.4. There are 3,195 organisations in Consultative Status with ECOSOC (July 2009). The Consultative Status is divided into three: general, special and roster. There are 139 organisations in the general status, whilst the special status contains 2082 organisations and roster status has 974 organisations. Organisations in the Special Consultative Status such as The World Federation, "have a special competence in, and are concerned specifically with, only a few of the fields of activity covered by the Council and its subsidiary bodies..."
- 1.5. The number of internationally operating NGOs is estimated to be 40,000 while national NGOs are even higher. Russia has an estimated 277,000 NGOs while India is estimated to have between 1 - 2 million NGOs. However, only 3,195 have a Consultative Status with the United Nation's ECOSOC.

2. Discussion

- 2.1. The World Federation's pursuit of developing the NGO status is a great milestone for the community. In order to maximise the benefits, a four-stage development process was devised for the NGO status. These are:

2.1.1. Stage 1: Enhancing the secretariat structure to optimise its functionality

- ⊙ In December 2008, The World Federation appointed an NGO Manager, Imran Janmohamed, at the Secretariat with the task to take forward the NGO status.
- ⊙ New internal policies and documents were developed. These include:
 - ⊙ Agency Agreement and Conditions of Grant aid;
 - ⊙ Grant Application and Project proposal forms;
 - ⊙ Project reporting document;

- ⊙ Anti-money laundering and anti fraud policy;
 - ⊙ Accountability statements;
 - ⊙ Guiding statements; and
 - ⊙ Organisation, membership and governance structure.
- ⊙ In May 2009, a NGO Development Seminar for the Executive Councillors of The World Federation was held at the Mehfil Zainab, North Paris Jamaat, France. Over 20 Executive Councillors attended a 3 hour session. The Seminar consisted of two sessions, of which the first encompassed fundamental topics related to NGOs, and the second was the development of the NGO Work Plan for the period 2009 – 2011. The seminar was facilitated by the Assistant Secretary General for Relief & Economic Development, Shan-E-Abbas Hassam and the NGO manager, Imran Janmohamed.
 - The Executive Councillors were provided with details on a general project cycle, a logical project model, and how this was reflected within the community's projects (Annex, Section 5.2). The presenters highlighted the need to perform thorough monitoring, evaluation and assessments on projects undertaken by The World Federation and the regional federations. The presenters also introduced various techniques which will help increase the quality of work. These techniques include impact assessments (related to positive and negative changes that may or may not have resulted), logical framework approach (an analytical, presentational and results based management tool used for systematic planning, implementing, monitoring, and evaluating projects and program), and outcome mapping (targeting behaviours, actions, and relationships within a program as well as on learning how to increase a program's effectiveness in relation to its ultimate goals).
 - After the first session, the presenters facilitated a discussion entitled, "Shaping the Future". The purpose of this session was to capture the thoughts and views of all the Executive Councillors present on how to take the NGO status forward. Three questions were posed and a draft work plan was presented to focus the discussions. The Councillors then deliberated for 1.5 hours. As a result, a new work plan for the term 2009-2011 incorporating the views of the Councillors was re-drafted overnight and presented to the 8th Executive Council meeting for further discussion and approval.
 - Some of the Executive Councillors provided the following feedback:
 - "It was an enlightening program. I am delighted to see that we are taking the NGO status further."*
 - "The discussions were frank, open, honest and thoughtful."*
 - "There was interactivity among the Councillors so that there is cross pollination of ideas."*
- ⊙ In May 2009, a detailed NGO Work Plan 2009 – 2011 was adopted at the 8th Executive Council meeting after a series of amendments. These would focus the activities for us to deliver on toward the NGO status;
- ⊙ In order to develop a strong working team to enhance the NGO agenda across the globe, regional federations appointed NGO coordinators, as follows:
 - ⊙ Africa Federation appointed Murtaza Kanani and Atiya Sumar; and
 - ⊙ CoEJ has appointed Shaheed Fazal.



- ⊙ In July 2009, The World Federation Office Bearers appointed representatives to the United Nations offices. Hasnain Walji and Abbas Kanji were appointed to the UN head office in New York; Shan e Abbas Hassam, Dr. Munir M. Datto and Imran Janmohamed for the UN offices in Geneva and Vienna. The close proximity of these representatives was vital so that they can represent The World Federation regularly. New representatives can be appointed to these offices and previous representatives can be removed when required.

2.1.2. Stage 2: *Creating Sustainable Networks with other NGOs, global bodies and UN agencies*

- ⊙ In February 2008, The World Federation joined the British Overseas NGOs for Development (BOND) to learn and engage with over 340 NGO members in the area of international development. BOND promotes, supports, represents and, on occasion, leads the work and interests of the UK international development sector. It does this through the exchange of experience, ideas and information and, as the UK's network of international development organisations, supports members to strengthen the quality and effectiveness of the sector. Within BOND, any member can have access to 17 Groups and Networks. Some of these include Advocacy Capacity Building, Conflict Policy, Development and Environment, Disability and Development, Disaster and Risk Reduction Group, EC Funding, European Policy, Funding Working, Organisational Learning and Quality Group.
- ⊙ In February 2008, The World Federation became members of the Fundraising Standards Board (FRSB) to ensure that the fundraising is performed with confidence and transparency. FRSB is a self regulatory body helping to build transparency and accountabilities in charities. The Fundraising Standards Board works to ensure that organisations raising money from the public do so honestly and properly. The biggest single benefit of joining the FRSB scheme is the fact that the general public are increasingly recognising the FRSB tick as the mark of fundraising confidence.
- ⊙ In March 2009, The World Federation became a member of the World Association of Non-Governmental Organizations (WANGO), an international organisation uniting NGOs worldwide in the cause of advancing peace and global well being. WANGO helps to provide the mechanism and support needed for NGOs to "connect, partner, share, inspire, and multiply their contributions to solve humanity's basic problems." There are 3500 organisations listed in the database in northern Europe and the benefits of joining WANGO would be networking, access to NGO tools (training, access to publications/documents) and sharing resources such as details on external funding.
- ⊙ In March 2009, The World Federation joined the End Water Poverty Campaign, which is an international campaign that aims to bring an end to global water and sanitation crisis. The coalition is formed of like-minded organisations from around the world who are demanding urgent action and leadership from donors and governments alike.
- ⊙ In August 2009, The World Federation applied for membership to the Conference of NGOs in Special Consultative status (CONGO). CONGO is an independent, international, non-profit membership association of non-governmental organizations (NGOs). It facilitates the participation of NGOs in United Nation's debates and decision-making. The CONGO assists a wide variety of NGOs in

consultative status to promote their common aim of supporting the UN Charter; works on behalf of NGOs in consultative status to develop that status further and enhance their relationship and cooperation with the UN and its various organs; and provides a forum for NGOs with common interests to come together to study, plan, support and act on issues relating to the principles and programmes of the UN and its network of agencies.

- ⊙ In October 2009, The World Federation applied for the organisation membership of Impact Alliance. The Impact Alliance is a global action and learning network committed to strengthening the capacity of individuals and organizations to generate deep impact within the communities they serve. The Impact Alliance assists its members to improve the quality, scale and social impact of their services and programs.
- ⊙ The World Federation has attended several meetings which has facilitated the creation of important links.
 - *ECOSOC Review (6-9 July 2009)*: Attended a High Level Segment of the ECOSOC Annual Ministerial Review (AMR) in Geneva, Switzerland. This meeting was attended by the Assistant Secretary General for Health, Dr. Munir M. Datoo and the NGO manager, Imran Janmohamed.

The theme of this meeting was “*Implementing the internationally agreed goals and commitments in regard to global public health*”. This high profile meeting was attended by the UN Secretary General Ban Ki-moon and world health ministers, leaders of UN bodies and leaders of NGOs. The two delegates learned from this experience enhancing their understanding on Public Health in different contexts. A statement was submitted by The World Federation for the AMR. These experiences enabled the World Federation’s to build up links with various other NGOs, civil society groups, private sector, and high-level decision makers who shape global policies on international development goals. A key learning was the need to develop strong networks with local and international NGO to be able to effectively share experiences, learning and projects. The need to understand and speak the appropriate ‘language’ was vital. These Reviews are held every year and ECOSOC strongly encourages NGOs to attend and provide their views.

- *BOND meetings (Dec 2008 – August 2009)*: These meetings were held to discuss important topics such as log-frame matrixes, outcome mapping, empowerment, quality of NGOs working in international development. These meetings were essential at providing vital information as well as an opportunity to meet and network with individual within large NGOs working in various fields.
- *DFID Consultation Exercise (May 2009)*: The British Department of International Development (DFID) held an event on its public consultation document, “Eliminating World Poverty: Assuring our Common Future”. This event was attended by the WF NGO manager, amongst 500 attendees from private and public organisations, local councils, universities, faith based charities, NGOs and the general public. The purpose of this consultation exercise was to chart out how the UK Government will continue to help deliver better lives for the world’s poorest and most vulnerable people. This was an



opportunity for The World Federation to present our views and ideas in a global effort to eliminate world poverty in these times of financial crises.

- *Trainings (Dec 2008 – August 2009):*
 - To learn to essential tools for used by organisations in international development, the NGO manager attended a training session on Impact Assessment. Impact assessment is a tool to weigh and present the relevant evidence on the positive and negative effects of any interventions. An impact assessment would need to fit the organisational needs in order to demonstrate accountability, decision making and understanding of its implications.
 - To learn the protocols of grant application, the NGO manager attended a short workshop on Grant funding which provided a brief overview of the process on the application for funds.
- *Upcoming meetings:*
 - *BOND Annual General Meeting - Nov 2009*
 - *DFID and Muslim Charities Forum - Nov - Dec 2009*
 - *Bond Group Meetings - Nov - Dec 2009*

2.1.3. Stage 3: *Extending Influence over other NGOs, UN bodies and Government Departments.* The World Federation has been able to voice our concerns on matters regarding International crises. We have:

- Written to UK Foreign and Commonwealth Office (FCO) and embassies to show our concern during international crisis, such as the situation in Palestine, unrest in Madagascar and persecutions of Shia Muslims in Morocco.
- Written to UK Department of International Development to communicate our contribution to health and water;
- Attended meetings to meet representatives of the UK Foreign and Commonwealth Office (FCO) with Al Khoei Foundation and other Shia organisations;
- Attended BOND meetings to network and communicate our contribution to the global goals for poverty reduction and healthcare initiatives.

2.1.4. Stage 4: *Seeking external resources* – The World Federation has conducted a thorough review of the funding opportunities and developed a Grant Funding Manual detailing the processes involved in the applications for external funds. Generally, all funding proposals require comprehensive and detailed pre-application project assessment and extensive post-funding project monitoring and evaluation.

It had applied for a travel bursary from BOND and the UK Department of International Development for up to £2,500 to attend the European Development days in October 2009.

The World Federation has assisted in the preparation of the following applications:

- Hussaini Foundation Pakistan applied for a housing project valued at US\$40,000 with a Chilean-based social housing service, for the construction of 40 one room houses in the Sindh Region of Pakistan.
- Medewell Tanzania applied for an achievement award with a working grant of US\$ 100,000 with One Africa organisation, for its contribution toward the Millennium Development Goals in maternal & child health and primary education for the local community.

2.2. The NGO Work Plan 2009-2011: As of 15 October 2009, the progress of the Work Plan for the Triennial Conference 2006-2009. (See Papers from the Executive Council for the whole plan).

Progress on the NGO Work Plan 2009-2011 for Conference 2009 - Toronto				
	Task	Stage	Status As of 15/10/2009	Actions to be taken for green status by December 2009
1	Finalised and signed off all its internal policies	Stage 1		Several documents have been developed and signed off, while any other policies will be developed when required.
2	Developed a guidance manual that articulate the requirement of donors organisations on project funding	Stage 1		A brief document was developed and shared to the NGO working team.
3	Developed guidance manual on 'principles of good governance' and communicate best practices through learning strategies from successful external partners	Stage 1		No progress. Will be completed by December 2009
4	Developed a monitoring and evaluation (M&E) framework for projects	Stage 1		No progress. Will be completed by December 2009
5	Produced a development handbook containing various important tools which are required by donor organisations and are used by NGOs in international development	Stage 1		A document was developed and shared to the NGO working team.
6	Appointed trained and expert NGO coordinators and teams with infrastructure who will promote this agenda in the local area	Stage 1		The NGO coordinators appointed are: AFED - Atiya Sumar and Murtaza Kanani COEJ - Shaheed Fazal
7	Built capacity of the current NGO team	Stage 1		The NGO manager has been on a training course on Impact Assessment by the British Overseas NGOs for Development (BOND). He has also other shorter courses on grant funding and project evaluation.



8	Joined like-minded organisations inline with its objectives	Stage 2		The World Federation is a member of the World Association of Non-Governmental Organizations (WANGO) and the British Overseas NGOs for Development (BOND). It has applied for membership of organisations – <i>Congress of NGOs (CONGO) in Special Consultative status</i> – Actively promoting the involvement of NGOs in the working of the United Nations. <i>Impact Alliance</i> - Learning network committed to strengthening the capacity.
9	Developed good relationship with governments and the UN	Stage 3		This is an ongoing process. Attended an ECOSOC Annual Ministerial Review Meeting in July 2009. Have been in contact with some ECOSOC representatives as well as other NGOs who attended the meeting. Attended meetings to meet representatives of the UK Foreign and Commonwealth Office (FCO) and in close communication with them.
10	Identified suitable projects using data and feasibility studies and applied for funding from any relevant sources towards a specific project	Stage 4		Assisted in the application for funds and awards for projects with and on behalf of: Hussaini Foundation (housing project) and Medowell (towards its progress on the Millennium Development Goals MDGs).
11	Produced monthly articles informing the community on NGO-related issues	Stage 1		Produced regular newswire articles on the NGO related activities.

3. Summary

- 3.1. The World Federation has entered into a mutually beneficial working relationship with the UN in a consultative role, which has and will continue to gain the following benefits:
 - 3.1.1. Credibility – greater recognition and credibility for projects undertaken by our community;
 - 3.1.2. Organisational learning – an impetus to enhance our structures enabling us to build on policies for the development of our community;
 - 3.1.3. Policies – our policies have had to be augmented in order to conform to the provisions for relations between the United Nations and other NGO's;
 - 3.1.4. Acquiring and sharing resources – an opportunity to acquire vital resource so as carry out humanitarian responsibilities as taught to us in the Quran and by the AhlulBayt (AS);
 - 3.1.5. Voice – a unique voice to relay our opinions and share our expertise in the international arena; and
 - 3.1.6. Access to UN grounds and facilities, documentation services, invitation to crucial and informative meetings, seminars and sessions.
- 3.2. What has gone well in achieving the activities toward the NGO status:
 - 3.2.1. For two years, since The World Federation became an NGO in Special Consultative Status with the ECOSOC of the UN, we have undergone a significant enhancement and learning. We have created a strong knowledge base on a variety of important themes related to organisation's workings on humanitarian projects. Key learning on topics such as impact assessment, logical frame work approach, and outcome mappings have been developed and this will be implemented as per the Work Plan.
 - 3.2.2. A NGO working team has been created at The World Federation Secretariat including NGO coordinators appointed at the regions. The team has had strong support from the Office Bearers and Executive Councillors.
 - 3.2.3. We have created good networks with the UN's Economic and Social Council, UK Foreign and Commonwealth Office, DFID and NGOs. We have been able to highlight some of the many activities carried out at various levels.
- 3.3. What has been a hindrance and what did not go well:
 - 3.3.1. We have not been able to demonstrate the high quality humanitarian work performed across the board. Lack of detailed information from the projects has led to the development of new protocols such as reporting document, for implementation by the local agencies working with us.
 - 3.3.2. A search for funding sources revealed the necessity to provide extensive details on project needs, comprehensive project planning, continuous project monitoring, followed by post project evaluation and impact assessment. Our current projects do not use donor defined tools such as log frame matrices or perform post-project evaluation and impact assessments. However, the NGO working team will be involved in the implementation of the newly learnt processes, while continuing with the search and application of funds, inline with the Work Plan.
 - 3.3.3. Since we only had a small team working on the wide variety of activities for the NGO status, this meant that extensive work would not be undertaken.
 - 3.3.4. A further lack of support from regions has hindered plans to arrange training sessions for the NGO working team.
 - 3.3.5. The World Federation website is not external facing to promote the extensive humanitarian work for the NGO status.

4. Recommendations

- 4.1. The NGO status is a huge milestone forward, but in our goal of preparing for the return of the 12 Imam (AS), a great deal of work will need to be done to maximise this opportunity.
- 4.2. These have been outlined by the NGO Work Plan 2009-2011 adopted by the 8th Executive Council, within which are key targets that need to be fulfilled in order to take The World Federation and regional federations to the next level of development.
- 4.3. This is an ambition Work Plan, but can be achievable. With the help of the Office Bearers, Executive Council, NGO coordinators and additional staff at the regional level, the projects outputs and impact are effectively captured.
- 4.4. The NGO working team should meet regularly to discuss actions in order to ensure the Work Plan is being effectively carried out as well as share experience, learning and skills. A larger and stronger team should be created with the right skills set to ensure the implementation of the Plan. A summary of the achievements of the Work Plan should be reported at every Executive Council meeting.
- 4.5. The team should be complemented with increased resources such as the paid consultants at the UN, professional grant funding specialists, paid secondments to international NGOs, in order to further promote our activities.
- 4.6. Increased communication between the regions through the NGO coordinators will be beneficial for sharing resources and learning, using tools like the intranet and Wikipedia.
- 4.7. In order to continue building on networks already created within BOND, United Nations and international organisations, attendance to local, regional and international meetings is vital to create a strong personal rapport. A greater involvement of regions to these meetings is also important.
- 4.8. A new external facing website focusing primarily on our humanitarian works would need to be developed for the NGO status.
- 4.9. As per the Work Plan, increased communication to the grassroots by the NGO working team on the benefits of the NGO status should be addressed.
- 4.10. It is the by the Grace of the Almighty and the vision of our community leaders such as Mulla Asgharali M.M Jaffer, and the overwhelming support of our communities across the world, that we will be able to forward this agenda.

5. Annex

5.1. Tools for development:

A brief summary of some of the main definitions and tools used by organisations in international development are provided. Some of these tools will be used by the NGO working team and Agencies working with The World Federation and regional federations.

Needs Assessment

Needs assessment can be broadly defined as a set of procedures undertaken for the purposes of setting priorities and making decisions about a program or organisational improvements and allocation of resources. (*Belle Ruth Witkin: Planning and Conducting Needs Assessments: A Practical Guide*).

Monitoring

The systematic and continuous assessment of the progress of a piece of work over time, which checks that things are “going to plan” and enables adjustments to be made in a methodological way (*Oliver Bakewell: Sharpening the Development Process INTRAC, 2003*).

Evaluation

Evaluation is a periodic assessment of the relevance, performance, efficiency and impact of a piece of work with respect to its stated objectives. It is about using monitoring information collected to make judgements about a project, in order to make changes and improvements.

Reviews

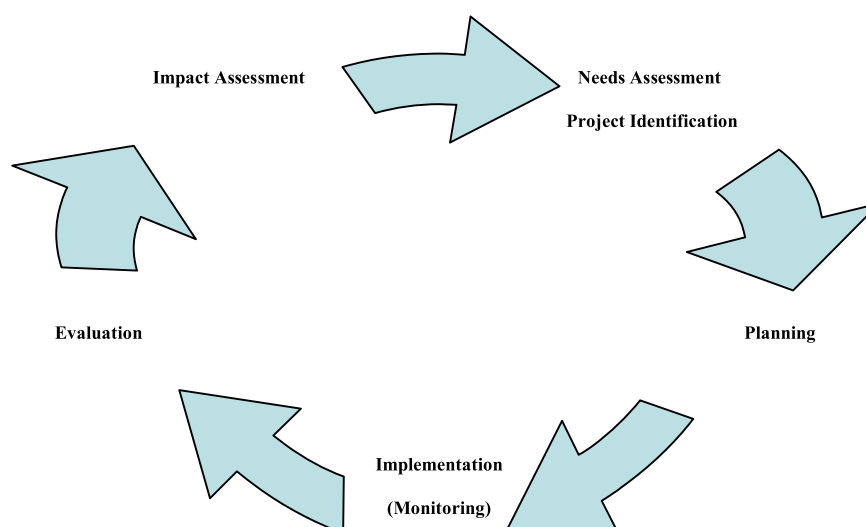
Reviews lie somewhere between monitoring and full evaluations. They take place at key intervals in the lifetime of a programme; it checks that the overall direction is the right one, and that the activities are likely to meet the purpose for which they were planned.

Impact Assessment

Impact Assessment is the systematic analysis of lasting or significant change – positive or negative, lasting or not – in people’s lives, brought about by a given action or a series of actions. (*C. Roche, Impact Assessment for Development Agencies*).

A project represents the commitment of resources to produce specific outputs in a given time and budget framework. The project or program cycle represents a continuous process in which each stage provides a foundation for the next. There are various stages of the project cycle; however a typical five-stage cycle is shown in Figure 1. A focus will be made on monitoring, evaluation and impact assessment as tools used by agencies in international development.

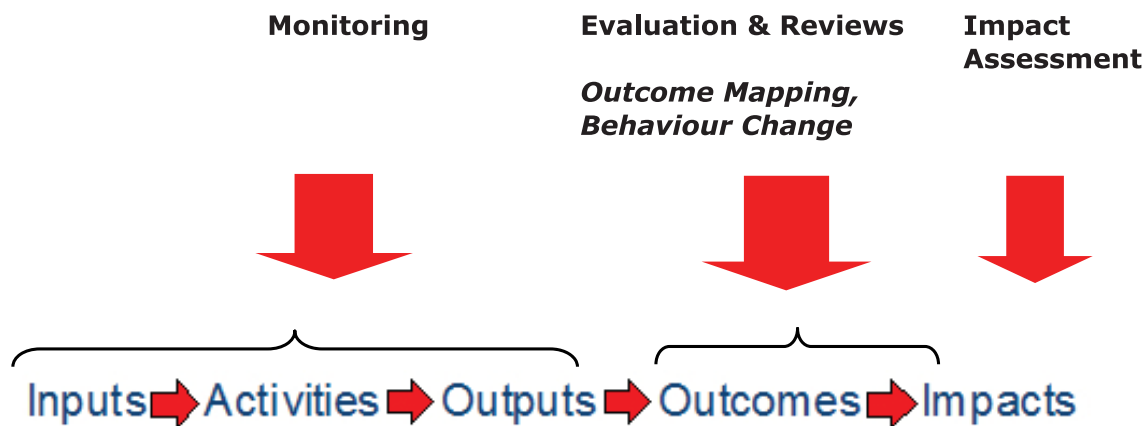
Figure 1: A typical program or project cycle (Adapted from Toolkits: A practical guide to planning, monitoring, evaluation and impact assessment).





Every project undergoes a process that is defined by Figure 2. There is a set of inputs and activities that produce outputs and outcomes which leads to impacts.

Figure 2: A typical projects the following generic logic model that shows where monitoring, evaluation, reviews, outcome mapping and impact assessments are performed in the model.



Some of the differences between the main processes are further defined by Figure 3.

Figure 3: Difference between monitoring, evaluation and impact assessment. (Adapted from ACT-Development “Impact Assessment Toolkit” Working Group).

Contributing to change	Assessing contributions to change	
Inputs: The resources (human, financial, technical and material) necessary to carry out project activities. (3) Activities: Actions or series of actions undertaken, using inputs, to produce planned outputs. Outputs: Products or services, tangible or intangible, resulting directly from the implementation of activities.	Monitoring: Systematic and continuous assessment of the progress of the project in relation to its planned inputs, activities and outputs.	Indicators: Quantitative or qualitative evidence used to assess the extent to which intended changes are achieved.
Outcomes: Changes resulting from the use of outputs, during the project period or soon after, include unintended changes.	Evaluation: A systematic process to identify project outcomes, qualifying and/or quantifying them, and to compare the outcomes to those intended in the project objective(s). Evaluation may be done continuously or periodically during the implementation of the project or specifically at its conclusion. Relevance, performance, efficiency and impact of a piece of work with respect to its stated objectives.	
Impact: Lasting and significant changes in people’s lives – including unintended changes, whether positive or negative – to which the project contributes, directly or indirectly.	Impact assessment: Systematic identification and analysis of impact, including consideration of how well it fits the goal.	
Sustainability: The capability of maintaining through time the positive outcomes and impact obtained or of continuing the promotion of such changes in the future.		



Logical Framework Approach

The LFA is an analytical, presentational and results based management (RBM) tool used for systematic planning, implementing, monitoring, and evaluating projects and program. It was first developed in 1979 by the USAID but is now used by national and multinational donors such as British DFID, Australian Aid Agency.

Some of the features of LFA:

- analyse the existing situation during activity preparation
- results-oriented – not activity driven
- logical intervention approach (logically sets objectives and their causal relationships)
- shows whether objectives have been achieved
- establish how outputs and outcomes might best be monitored and evaluated
- framework for assessing relevance, feasibility and sustainability
- monitor and review activities during implementation
- describes external factors, potential risks and assumptions that influence the project's success:

Logical Framework Matrix (LFM) or Logframe

A logframe is a 4 x 4 matrix, with a hierarchy of objectives (the project structure), indicators of performance, means of verifying the indicators and important risks and assumptions along the horizontal axis and goal, purpose, outputs and activities along the vertical axis. The logframe is a simple but potentially powerful participatory tool. It is used to help strengthen activity design, implementation, monitoring and evaluation. The logframe is a matrix that details the logical steps for implementing the programme (i.e. activities to outputs to purpose to goal).

A logframe matrix is an important tool that needs to be developed and used by the grant seeking organisation prior to any funding from the UK DFID in international development. A sample logframe is presented in Figure 4.

Figure 4: An example of a completed logframe (Adapted from Project Cycle Management - Tearfund).

	Summary	Indicators	Evidence	Assumptions
Goal	Decreased incidence and impact of diarrhoeal disease	Mortality rate due to diarrhoeal disease reduced by 5% by end of year 3 Incidence of diarrhoeal disease in diocese reduced by 50% by end of year 3	Government statistics Local health centre statistics	
Purpose	Improved access to, and use of, safe water in diocese	All households accessing at least 15 litres water per person per day by end of year 3 Average distance of households to nearest safe water less than 500m by end of year 3	Household survey report Household survey report	Healthcare does not decline Diarrhoeal disease is due to unsafe water and hygiene practices
Outputs	1 Participatory management systems set up for needs identification, planning and monitoring	Diocese and community joint plans and budgets in place by end of month 9 At least 90% of WUCs raise local contributions by end of year 1	Plans and budgets WUC logbooks	Adequate quantity of water available People are not excluded from accessing improved sources Access not for potentially polluting uses Hygiene practices are culturally acceptable
	2 Improved sources of safe water	At least 90 improved or new sources of safe water established and in operation by end of year 2	WUC logbooks Water quality test reports	
	3 Raised community awareness of good hygiene practices	Number of people washing hands after defecating increased to 75% of target population by end of month 30	Survey of knowledge, attitudes and practice	
Activities	1.1 Establish water user committees (WUCs)	30 WUCs established in five diocesan regions by end of month 3 Once established, WUC meetings held once a month	Constitutions of WUCs Minutes of meetings Membership list	Groundwater is free of arsenic Communities have confidence that water sources can be improved Committee members will take responsibility to work for community Water user committees continue to function in everyone's interests Community prepared to work with WUCs
	1.2 Provide training for WUC members in surveying, planning, monitoring and proposal writing	All WUC members trained by end of month 5	Training records	
	1.3 Communities carry out baseline and monitoring surveys of water use and needs and submit proposals	All WUCs complete baseline surveys and submit proposals by month 7	Survey reports and proposals	
	1.4 Hold joint Diocese, District Water Department and WUC regional planning meetings	Agreement reached with Water Department and all WUCs by end of month 9	Minutes of meetings Letters of agreement	



Impact Assessment

According to C. Roche of Impact Assessment for Development Agencies, **"impact assessment is the systematic analysis of lasting or significant change – positive or negative, lasting or not –in people's lives, brought about by a given action or a series of actions.** In order to assess impact for any project, some of the key questions that need to be addressed are:

- What difference or impact, if any did this project make to the people or community?
- How has the organisation contributed to the changes observed?
- How sustainable and significant are these changes?
- What information can confirm the organisations role towards these changes?

Outcome Mapping

Outcome Mapping is a monitoring & evaluation tool developed by the International Development Research Centre (IDRC Canada). It is a methodology for planning and assessing development programming that is oriented towards change and social transformation. OM is a highly innovative definition of the results that NGOs aim to achieve, which is: ***"changes in the behaviour, relationships, activities and/or actions of the people, groups and organisations with whom a program works directly"***. Outcome mapping (OM) is a methodology for planning and assessing towards change and social transformation. It puts people and learning at the centre of development and accepts unanticipated changes as potential for innovation. OM does not have hard impacts but flexible outcomes focusing on learning and growth of individuals.