

PROJECT MANAGEMENT MANUAL

Version 7.0
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1. GENERAL ABOUT EWB-DK

Engineers Without Borders Denmark (EWB-DK) is a technical humanitarian organization, which - with the vision of “building a better tomorrow” - seeks to reestablish life-preserving measures for people in need. EWB-DK was established in 2001 with a mission to support the recovery and the return to normality of people affected by natural or manmade disasters. Today, EWB-DK is dedicated to technical development work in developing countries - thus, working to support the poor and marginalized population groups in the world, in a sustainable manner. Through technical solutions implemented by skilled and experienced volunteers, EWB-DK aim at providing better living conditions for those who need it the most. For more information visit www.iug.dk.

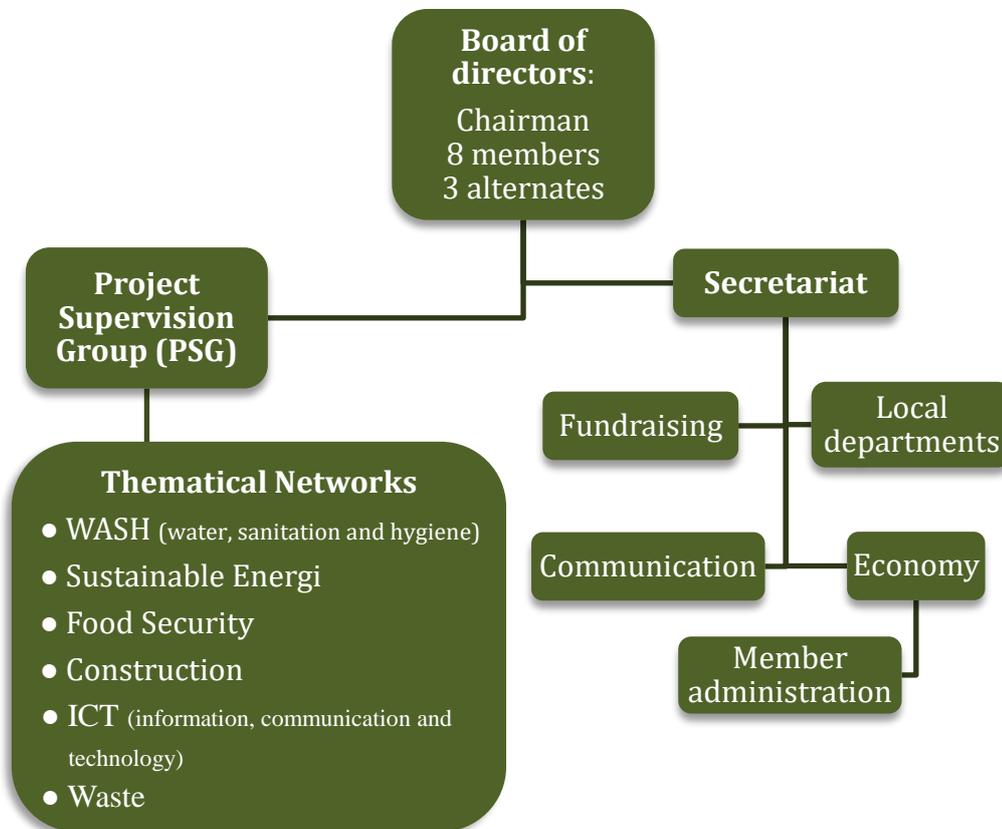
Mission:

To support vulnerable groups through technical, sustainable and local solutions.
 To carry out development- and relief work through the support of the Danish resource base.
 To build knowledge and skills in our resource base to work in a global development context.

Vision:

EWB-DK works to develop strong and sustainable communities and to support development processes, based on equal and fair distribution of the world’s available resources.

1.1 EWB-DK’s Organization Diagram:



1.2 Daily Management

The day-to-day work at EWB-DK's secretariat is undertaken by the Secretary-General, the CSR Officer/Fundraiser, the Project Advisor and more than 200 volunteers working in various Project Groups.

1.3 Thematic Networks

The Thematic Networks aim at generating project ideas, as many of EWB-DK's members have profound international relationships and experiences that can be translated into concrete projects. Through the Thematic Networks, EWB-DK's members have the opportunity to be associated with a specific project and give advice when the need arises. When a member wishes to engage her- or himself as a EWB-DK-volunteer, the Thematic Networks are where one starts.

Current Thematic Networks in EWB-DK:

- WASH (water, sanitation and hygiene)
- Sustainable Energy
- Food Security
- Construction
- ICT (information, communication and technology)
- Waste

Objectives of the networks:

The purpose of the Thematic Networks is to provide technical knowledge and support for EWB-DK's project activities. The networks are to provide coaching and support to the development of the technical aspects of EWB-DK's projects. The networks will not hold any overall project- or supervising responsibilities towards the individual projects, but the Network Coordinator will normally help forming the Project Group (PG) and appoint a Project Manager from the network(s). The Network Coordinator coordinates support for the PGs, acts as a communicational link to the PGs, and arranges further support to the PGs, if needed.

New EWB-DK members, who wishes to become part of a network must attend one of EWB-DK's information meetings (held every 4-6 weeks) and follow up by contacting the secretariat.

1.4 Project Supervision Group (PSG)

To support the Project Groups in the development, implementation and running of projects, EWB-DK has established a Project Supervision Group (PSG) through which all project ideas and proposals are channeled, thus, ensuring the technical quality and the project's alignment with the organization's vision and mission before it is presented to the Board of Directors for approval.

The PSG consists of the Thematic Network coordinators, who acts as liaisons between the PSG and the Project Managers, and it is chaired by a member of the Board of Directors. The Project Supervision Group (PSG) will – in dialog with the Project Groups (PGs) – ensure the quality of the EWB-DK projects and keep the Board of Directors of EWB-DK updated about progress of the implementation of the projects.

The PSG registers the project electronically and from here on ensures that the implementation meets with the requirements of EWB-DK, and are compliant with the agreed routines (which will depend on the size and complexity of the project and the requirements from the donors). At monthly meetings, the PSG do ongoing monitoring of each project in order to follow the progress at every step of the process. On the basis of the project status reports submitted monthly by the Project Managers, the PSG oversees every project, assess timely implementation and provide assistance and guidance if needed. Hereafter, a report is forwarded to the Board of Directors, to be discussed at the next Board meeting.

Furthermore, the PSG is responsible for the gathering of experiences and sharing of these experiences between the PGs and the Thematic Networks and thereby strengthen EWB-DK's professional competences.

The Thematic Network coordinators are responsible for looking through mission reports, after which these are discussed at the PSG-meetings.

At the completion of a project, the PSG evaluates the results, that have been achieved, as well as the future perspectives and the sustainability of the project. On the basis of the Final Project Completion Report (outlined on page 21), and in cooperation with the PG, the PSG evaluates whether the goals and objectives outlined in the Project Document have been achieved.

The PSG works across the various PGs in order to achieve the above mentioned objectives, but the PSG does not carry the responsibility for the implementation of the projects. This task lies with the PGs, and ultimately with the Board of Directors.

On behalf of the PSG, the Thematic Network coordinators distribute the minutes of the monthly PSG-meetings to all Project Managers. Note that the minutes of the meetings are an important tool in the communication between the PSG and the PGs.

Tasks and Duties of the PSG:

1. Asses concept notes for potential new projects.
2. Support PG in the development of the Project Document after approval by the Board of Directors, and appraise the final project document.
3. Develop guidelines and standardized procedures for implementation of the projects.
4. If needed/required the PSG will take on a more active role in the project implementation, e.g. identifying a new Projects Manager or directing the actions of the project.
5. Approve the financing arrangements, approve cooperation agreements and all contracts before these are signed by the Board of Directors, and monitor partner's possible contracts with local contractors and consultants.
6. Assure that the Project Groups are equipped to utilize project management 'toolbox', and provide training if needed.
7. Ensure that the qualifications needed are present in the various Project Groups - Identify if there is a need for training within certain areas.
8. Monitor the implementation of the projects on the basis of monthly project status reports from the Project Managers.

9. Approve TOR for missions and approve Mission Reports and completion reports issued in the name of EWB-DK.
10. Keep the Board of Directors updated on the progress of the projects, including the financial statement of the projects, and report to the Board of Directors about major changes or occurrences with an important impact.

1.4.1 Criteria maintained in the identification of EWB-DK Projects

List of criteria:

1. Relevance
2. Impact of the project and possibilities for replication
3. Sustainability
4. EWB-DK DK's comparative advantage
5. Partnership with other NGOs, especially national EWBs
6. Multi-disciplinary
7. Well defined goals and strategies
8. Budget rationality
9. Risk analysis
10. Recommended sources of funding

Elaboration on the items above:

1. Relevance

The project proposed must demonstrate relevance in its objectives to:

- Poverty orientation (as defined in official Danish policy)
- EWB-DK's core areas of operation, which are broadly defined as engineering services, with a specific focus on
 - WASH (water, sanitation and hygiene)
 - Sustainable Energy
 - Food Security
 - Construction
 - ICT (information, communication and technology)
 - Waste
- EWB-DK's membership resources; technical capabilities, language resources, specific knowledge and experiences.

2. Impact of the project and possibilities for replication

The project proposed must:

- Clearly identify its target group, including the number of beneficiaries.
- Identify a tangible impact on its target groups.
- Identify possibilities for local replication of the proposed action, as priority is given to such initiatives.

3. Sustainability

The expected results of the proposed project must demonstrate sustainability:

- Financially – indicating how the activities and/or investments initiated by the project will be sustained financially after the end of the project.

- Institutionally – the project must support the formation of social structures, or work through already existing ones, in order to secure that the initiated activities continue after the end of the project.
- Environmentally – the proposal should carry an assessment of the impact the project will have on the environment.

4. EWB-DK’s comparative advantage

The proposal should clearly indicate EWB-DK’s comparative advantage in the thematic area.

5. Partnership with other NGOs - especially national EWBs

Priority is given to project proposals involving local partners and/or strategic international/Danish partners, who have capabilities in, and knowledge of, the technical and socio economic issues in the project area. Civil society organizations are preferred, but partnerships with local authorities may also be developed. EWB-DK strives to install and build capacity in local civil society organizations through its partnerships. Preference will be given to projects enhancing existing partnerships or promoting future partnerships, in particular with national EWBs.

6. Multi-disciplinary

Priority will be given to projects with a multi-disciplinary approach, featuring transfer of technical knowledge, education and organizational capacity building aspects.

7. Well defined goals and strategies

Projects are only approved for implementation if they clearly define:

- The goals of the project.
- The strategies for obtaining the goals.
- Indicators for monitoring and assessment of performance.

8. Budget rationality

Projects must demonstrate a satisfactory ratio between the estimated costs and the expected results/development perspectives in the intervention.

9. Risk analysis

The project proposal must identify and analyze possible risk factors for the successful implementation of the project, including the security situation in the field. Only in exceptional cases will EWB-DK approve projects in high risk security situations.

10. Recommended sources of funding

Priority will be given to project proposals that indicate potential donors, or strategies for fundraising.

PSG Assessment Checklist:

	Good	Satisfactory	Needs improvement
Relevant according to EWB-DK strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact/replication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comparative advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multi-disciplinary approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well-defined goals and strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget breakdown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding possibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5 Monitoring and Evaluation in EWB-DK's Organizational Management

Monitoring and evaluation is of utmost importance in the organizational management of EWB-DK. From the very outset of the project development and during the implementation and completion of a project, the progress is monitored through various tools.

When a project concept is developed and a Project Group is formed, the Thematic Networks assist to assure quality, sustainability and alignment with EWB-DK's vision and mission. Through the entirety of the process, projects are overseen by the PSG whose members consist of the Thematic Network Coordinators and thus they serve as natural links to the various Project Groups.

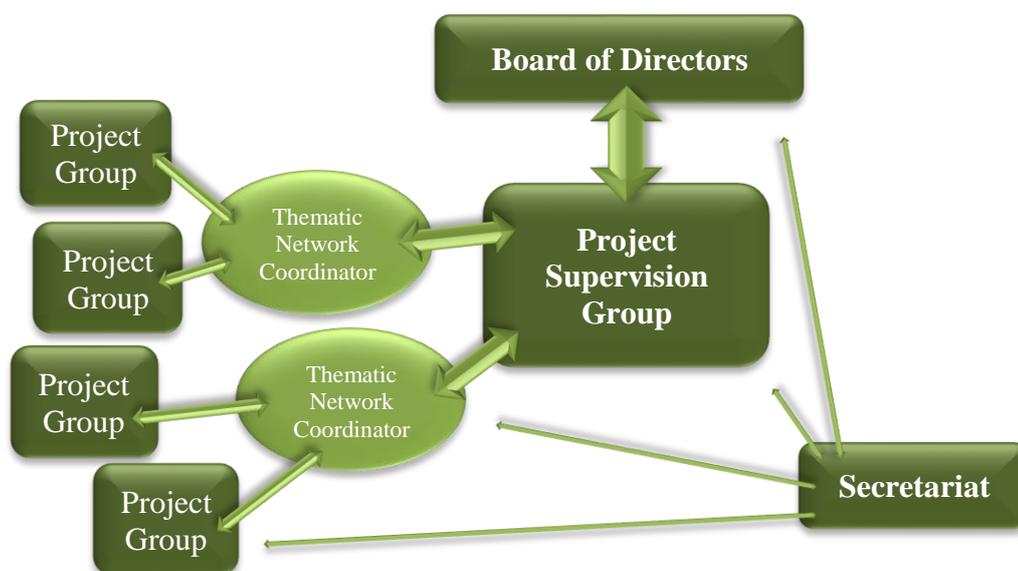
The ongoing monitoring and evaluation of the project work done by the PSG is shared with the Board of Directors, with whom the responsibility of the formal approval of the Concept Note, the Project Document and the financial framework lies.

Once the Project Document is approved by both the PSG and the Board of Directors, and the project has been financed, the PSG is responsible of ensuring that the project is implemented and managed in accordance with EWB-DKs internal guidelines.

Meanwhile, the staff at the EWB-DK secretariat support the all projects, in management, administration and project specific activities, when it is needed, and continually deliberate on further strengthening of this support with the PSG.

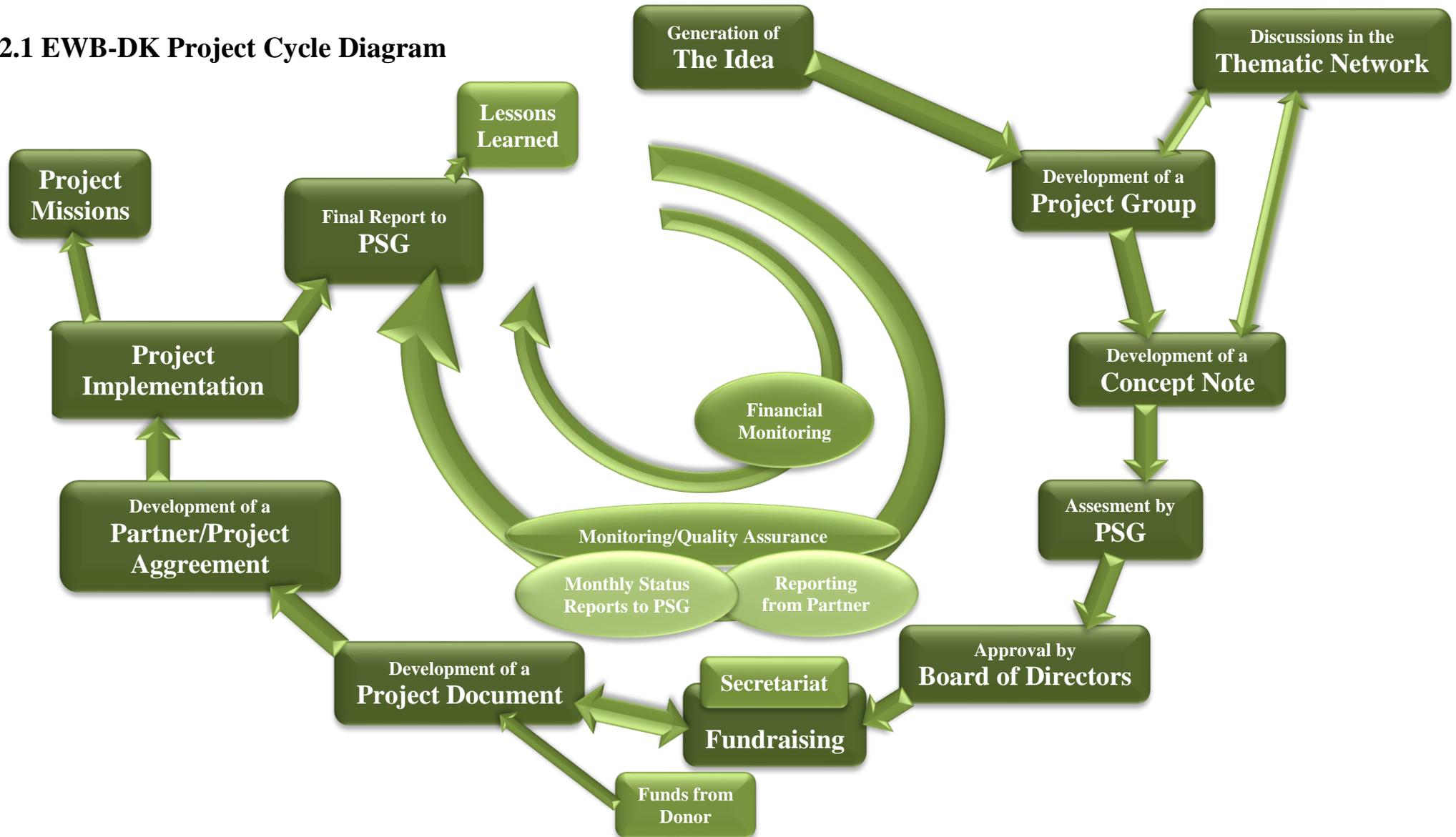
Monitoring tools utilized in EWB-DK:

- Monthly online project reports.
- Data logging from field.
- Data transmission from system in field.
- Reporting from field missions.
- Project financial reports.



2. PROJECT MANAGEMENT

2.1 EWB-DK Project Cycle Diagram



2.2 Responsibilities and Tasks of the Project Manager

Being head of the Project Group (PG), the Project Manager is responsible for the management of the project, including ensuring that the project meets the requirements and objectives set for time, economy and quality.

The specific responsibilities and tasks of the Project Manager:

Note: *The below list is meant to serve as a "gross list", and not all items may be relevant for every project.*

Start up and Planning

- Determine the project's objectives and success criteria as well as the resources needed to meet these.
- Agree on the project process and methods with the beneficiary, the cooperation partner and other stakeholders – including the extent of the beneficiary's and cooperation partner's involvement and reporting.
- Establish the PG in corporation with the Thematic Network or the PSG.
- Hold responsibility for the preparation of the Concept Note-document and the Project Document.
- Hold kick-off meetings and team-building activities (for larger projects).
- Determine the internal distribution of work, interfaces, distribution of responsibilities, work methods and meeting activities.
- Make sure that the project is uploaded to Google Drive, and establish and maintain the project file.
- Prepare a maintenance plan.
- Prepare a time schedule for the project - includes deciding on phases and milestones.
- Prepare a budget for the project.
- Ensure that the cooperation partner receives introduction in EWB-DK's administrative project system.
- Hold inception phase workshop for the PG (if necessary) and prepare an Inception Report (if required).

Project Execution

- Undertake coordination of activities by beneficiary, cooperation partners, end users, sub consultants, etc.
- Keep the PG informed about all relevant issues and motivate the group to take ownership of the project.
- With partner, make regular reviews and assessments of the progress of the project.
- With partner, make regular reviews and assessments of the budget and the economy of the project.
- Ensure the maintenance plan is being followed.
- Proactively seek to predict the problems of the project (risk assessment), and initiate necessary preventive actions to avoid/solve the problems.
- Submit a monthly 'Project Status Report' (see page 14), and thus keep the PSG updated on the current progress of the project.

Project Completion

- Ensure that the project after completion is handed over to the beneficiary – this includes ensuring that the beneficiary understands, and is able to operate and maintain the project.
- Elaborate a Project Completion Report to be approved by the PSG.
- Participate together with the PSG in gathering of knowledge and best practices.
- Ensure that all relevant project documentation is archived in the project file in Google Drive.
- Assist the secretariat in final donor reporting (activities and finances).

2.3 The Toolbox

The following is to be considered a Project Management- Toolbox with various templates, examples of document-formats etc. to be utilized during the project work. The items below are mentioned in the same order as they will be relevant in the process.

2.3.1 Concept Note

The Concept Note is the short summary of the project, which reflects the project ideas, goals and benefits for the local communities involved.

The purpose of a Concept Note is to help the project developers present their initial ideas in a condensed form so as to be discussed by the PSG, and for the later approval by the EWB-DK Board of Directors, as well as saving time by eliminating proposals that are not likely to obtain support from the organization early on.

When writing the Concept Note be brief, concise, and clear. Concept note should not be longer than five pages. Do not overwhelm the reader with detail, but avoid sounding vague or unsure about what you want to accomplish. Be positive and definite - Instead of saying an objective “*may be accomplished*”, indicate that the objective “*will be accomplished*” by a certain time.

Format for a Concept Note (3-5 pages):

Thematic area (WASH, Construction, Energy...)	
Project Manager and PG members (if any)	
Country and location	
Number of communities and beneficiaries	
Time period	
Rough estimate of funding	

1. Introduction (½ page)
2. Purpose (½ page)
3. Project Description (½ page)
4. Goals and Objectives/Research Questions (5 lines)
5. Methodology and Timelines (½ page)
6. Benefits/Anticipated Outcomes (½ page)
7. Support Needed & Costs (if possible)
8. Contact information on persons involved, and suggested partner organizations (persons involved)
9. Possible annexes: agreements or letter of invitation by local authority.

Elaboration on the items above:

1. First section - Introduction: The introduction should include an immediate identification of the thematic area in focus, the region of the country and local partner to work with and through.

2. Second section - Purpose: Describes the question, problem or need that will be addressed, briefly providing supporting documentation for the importance of addressing this question, problem or need (as in an annex). Statistical data are welcome as well as a short indication why EWB-DK should care, why we should become involved and what EWB-DK’s comparative advantages are in addressing the issue. Reference should be made to what others have accomplished relative to the project in the area if the issues or problems have been addressed by others/the partner organization before.

3. Third section – Project Description: Describes the project: what the PG and partner plan to do, why this is the best approach, and who will benefit. Briefly describes the basic goal(s) and objectives or state research questions. *(A ‘goal’ is statement describing a broad or abstract intent, state or condition. An ‘objective’ is a statement of measurable outcomes that relate to the goal. An objective includes “who, what, and when” information. It is not a statement about “how.”)*

4. Fourth section - Goals and Objectives/Research Questions: Gives an overview of methodology (“how the project will be carried out”) and any innovative approaches, techniques, or processes that will be used. Make sure that the goals, objectives, and methods relate to each other.

5. Fifth section - Methodology and Timelines: Includes general timelines for what the project hopes to accomplish.

Example of timeline:

Objective	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Activity 1											
Activity 2											
Activity 3											

6. Sixth section - Benefits/Anticipated Outcomes: Describes the anticipated benefits and who will benefit (at this stage it is not necessary to develop specific indicators – however, if possible, do so).

7. Seventh section: Includes budgetary information, if possible (a rough estimate).

2.3.2 Project Document

The Project Document must be brief and concise. It is the document against which progress and success criteria will be measured. It is a stand-alone document and should be written in such a way that third parties, not familiar with the project details, can understand it. Details should be referred to annexes.

The below checklist is a guidance. If the project is implemented with support from a donor requiring a specific format, such formats have to be adhered to.

Check List for development of a Project Document:

A. The partners	A 1. The Danish organization (standard formulation, available at the office) A 2. Other Danish partners (if applicable) A 3. The local organization A 4. The cooperative relationship (history, future perspectives)
B. Project analysis	B 1. How has the project been prepared? B 2. In what context is the project placed B 3. Problem analysis B 4. Stakeholder analysis
C. Project description	C 1. Target group and participants C 2. Objectives and success criteria (indicators) C 3. Outputs and activities C 4. Strategy; how does the project cohere? C 5. Phase-out and sustainability C 6. Assumptions and risks
D. Project organization and follow-up	D 1. Division of roles in project implementation D 2. Monitoring and evaluation
E. Information work	E 1. Plans for information sharing in DK
F. Budget	F. 1. Project budget according to standard format for project budget (See section 3.3. Cost details should be referred to in an annex).
G. Time schedule	G. Time table for the project activities.

Explanatory comments:

SECTIONS IN THE PROJECT DOCUMENT	EXPLANATORY COMMENTS
1. Objectives and target group	Briefly about objectives and expected outputs. Who is the beneficiary? Agreements with the beneficiaries. – Ownership, - legal status?
2. Description of the project	A description of the project and how it is going to be implemented, including possible phases and activities (i.e. design, approvals by the authorities, tendering, tender evaluation, contracting, implementation, supervision and taking-over).
3. Project organization	Who participates from EWB-DK (Project Manager, Working Group members)? Who is our cooperation partner(s)? Who are the stakeholders? A brief description of the partner(s) and stakeholders shall be included. A clear description of how the work is divided between EWB-DK and each specific partner shall be included (“who does what”). How will EWB-DK ensure monitoring of the project?
4. Time	Commencement and completion dates – alternatively, the duration of the project implementation period. Preferable a time schedule in the form of a Gantt diagram shall be included,
5. Economy	Budget for the implementation of the project on the standard budget form included in section 3.3 (cost details should be referred to an annex) together with a financing plan (how is the project financed?). Specify the reporting mechanism for the consumption of the allocated budget.

6. Sustainability	The sustainability of the project: Is the beneficiary/end user able to socially, technically and financially operate and maintain the project after the project has been handed over to the end user?
7. Risks	An assessment of the risks in connection with the implementation of the project in terms of i.a. quality, time and costs. How can these risks be mitigated?

Possible Annexes:

1. Budget (i.e. cost details etc.).
2. Partnership Cooperation Agreement.
3. Documents related to partner organisation's legal status.
4. Earlier reports related to the project.
5. Proposal for external agreements (i.e. construction etc.).

2.3.3 Check List for Partner Cooperation Agreement

The check list below comprises a list of issues, which shall be considered in connection with the elaboration of an agreement between Engineers Without Borders - Denmark (EWB-DK) and a cooperation partner usually located in the country where the project shall be implemented. If the project is financed by for example "CISU", CISU's specific clauses (including the corruption clause) shall be included.

The agreement shall be signed by both parties before any funds can be transferred to the local partner.

Check List:

1. The parties to the agreement shall be specified including information on names, e-mail addresses, telephone numbers, etc.
2. The project and its success criteria shall be briefly described.
3. The duties of each of the parties shall be specified in detail.
4. Requirements to the qualifications of the partner's staff resources shall be specified, in particular the requirements to the local Project Manager. The local Project Manager shall be approved by EWB-DK.
5. A time program shall be included.
6. A budget shall be included together with requirements to accounting and auditing.
7. The mechanism for releasing funds to the partner shall be included.
8. Requirements to communication between the local Project Manager and the EWB-DK Project Manager shall be specified.
9. Requirements to format and intervals of the local partner's reporting to EWB-DK's project manager shall be specified.
10. Include EWB-DK's anti-corruption paragraph, where relevant.
11. The mechanism to modification or termination of the agreement shall be included.
12. The date of entering into force of the agreement shall be specified.

If relevant, include as appendices information such as:

- Extract of donor requirements, LFA or other special requirements.
- Brief description of EWB-DK and the local partner.

For partnerships comprising several projects a Partner Cooperation Agreement will be the overall framework for the cooperation with specific Project Cooperation Agreements to be developed. If, on the other hand, a project cooperation covers only one project, a stand-alone Partner Agreement will

be formulated (for ‘Partner Cooperation Agreement’- and ‘Project Cooperation Agreement’ templates, see Annex V.)

2.3.4 Monthly Project Status Reports

The project manager is responsible of submitting a monthly ‘Project Status Reports’, which serve as an important tool in the work of the PSG. In the project development phase, the ‘Monthly Status Sheet on Project Development’ is to be filled out on request of the PSG, and likewise, during an ongoing project the ‘Monthly EWB DK Project Status Report – ongoing’ is to be filled out on request of the PSG. Through these reports, the PSG has the ability to monitor the progress of each project in terms of time and disbursement of the funds allocated, and thereby identify if support is needed. The project manager will in the report ‘flag’ her/his project with one of the following statuses: **On track**, **Delayed** or **Attention needed**, to indicate the state of the project and inform the PSG if action needs to be taken. The PSG will on the basis of these reports inform the EWB-DK Board of Directors on progress in relation to project development and ongoing projects.

The status reports have a fixed format as a template in Google Analytics and will, when submitted, automatically be sent to the EWB-DK secretariat and the PSG.

All status reports will be stored in Google Drive where they can be retrieved by all project staff.

- *See example below.*

Form for 'Monthly status sheet on project development'

Monthly status sheet on project development EWB-DK

Current template is to be filled out on request of PSG so as to inform EWB-DK board on progress in relation to project development. Focus is to identify if support or other is needed.

*Skal udfyldes

Project title *

Vælg

Thematic Group *

Vælg

Identify country *

Dit svar

Status of activity during last month (3 to 4 lines) *

Dit svar

Has the project developed and approved a conceptnote? *

Yes

No

Identify needs of assistance in current work / questions posed by group (3 to 4 lines max.). *

Dit svar _____

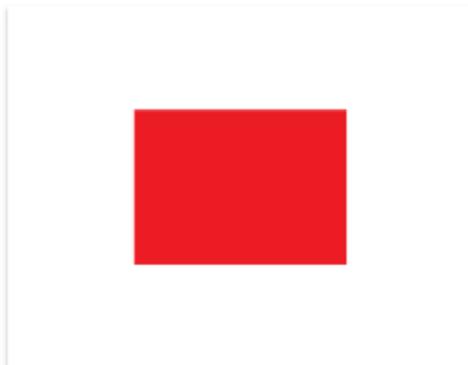
Overall estimation of project status *



On track



Delayed



Concerns which needs to be addressed urgent

SEND

Form for 'Monthly EWB DK Project Status Report – ongoing'

Mandatory - monthly EWB DK Project Status Report - ongoing

This online report sheet is created with the purpose to assist and make it easier to report on the progress in EWB - DKs ongoing projects. Kindly fill in all areas - if no information is available kindly mark box with NA

If you have any questions regarding the report sheet kindly contact PSG chairman or the Secretariat

*Skal udfyldes

Project *

Identify from list

Vælg

Month reported on *

Identify the period the report covers

Vælg

Total budget (covering total project period) covering all expenditures in DK and abroad (max. 3 to 4 lines) *

Dit svar:

Actual Status of Expenditures in DKK - total project *

Total expenditure of project - in Denmark and sent to partner. Format for answer ex. 250000

Dit svar:

Actual Status on Activities (short 3 til 4 lines): *

Describe the status of activities compared with Work Programme in relation to planning, design, contracting, implementation, training, etc.). Is the project ahead, on track or delayed?

Dit svar:

Date of approval of budget *

When was the current budget approved (Latest approved budget)

Date

dd-mm-åååå

Budget for present year in DKK *

Estimated expenditures (i Denmark and abroad) in present year Jan - Dec. Format for answer ex. 250000

Dit svar

Expenditures for present year in DKK *

Indicate expenditures (i Denmark and abroad) to date.Format for answer ex. 250000

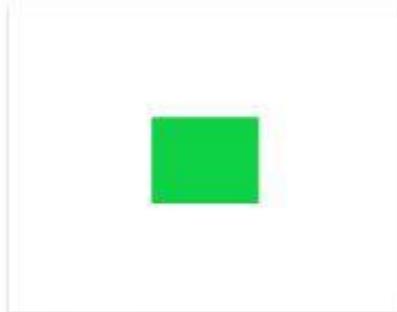
Dit svar

Upcoming events (mas. 3 to 4 lines) *

Special events as in missions, evaluations, partner visit in Denmark e.g.

Dit svar

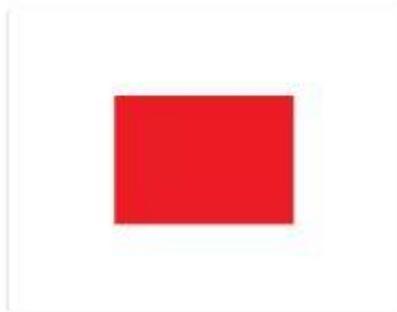
Overall estimation of project status (identify by color below) *



On track



Delayed



Concerns which needs to be addressed urgent

SEND

2.3.5 Terms of Reference for Project Missions

Terms of Reference (ToR) for a project mission is a summary of the objectives of the mission, together with a description of how data and information will be obtained, and which persons or organizations will be contacted during the mission. ToR should also provide a budget for the expenditures and an assessment of the factors that may influence the result of the mission.

The Terms of Reference is proposed to be structured as follows:

1. A heading, in which name of country, project title and project number appears
2. The participants of the mission with their contact data
3. Briefly why the mission is being carried out and what the outcome is expected to be. There should be a listing of the specific project goals on which the mission should focus.
4. A list of persons with whom contact should be made or meetings held in order to collect the needed information during the mission
5. An appendix with a tentative plan for each day during the mission, including details of meetings and other activities
6. An appendix with a budget for the mission

The size of the ToR will of course depend on the type of project and the information obtained, but should in general be brief, be in English, and be readable by people not directly involved in the project as well as by cooperation partners.

The ToR shall be developed by the Project Manager and shall be forwarded to the secretariat before departure. ToR shall normally be completed before tickets and other expenditures are approved. The project manager shall ensure that the ToR, as well as the later developed Mission Report, are updated to Google Drive in the dedicated project data areas.

2.3.6 Mission Report

A Mission Report is a document that describes purpose and outcome of a mission in connection with the planned implementation of a project for EWB-DK.

The report should be structured as follows:

1. A heading, in which name of country, project title and project number appears.
2. Briefly about why the mission was carried out and what the outcome is expected to be. A reference should be made to the approved Terms of Reference (ToR) for the Mission. The ToR shall be appended to the Mission Report.
3. The participants of the mission with their contact information.
4. A description of who were met and what the outcome of the meetings was and which agreements were eventually made. The description could alternatively be in the form of minutes of meetings which in this case should be appended to the report.
5. An appendix with a detailed list of people met, with information on their positions and contact addresses.
6. Practical information of relevance for the project and its implementation such as information on lodging, transportation, places for eating, general price level, means of communication, etc. Collected information and reports as well as other project related materials should be attached or links indicated.
7. Photos should be included in an appendix to the report.

8. A conclusion with an assessment of whether the requirements in the ToR have been achieved, and whether the mission has given rise to changes in the project.

The size of the Mission Report will of course depend of the project and the ToR, but should in general be brief, be in English, and be readable by people not directly involved in the project as well as by the cooperation partners.

The Mission Report should normally be made within a week after returning from the mission and shall be forwarded to the Project Manager for approval, before being submitted to the PSG. The Project Manager shall ensure that the Mission Report is uploaded to Google Drive in the dedicated project data area.

2.3.7 Transfer of Ownership

After handing-over of the completed project by EWB-DK, the ownership of the project is transferred to the End User. The following template is to be used as an example when a Letter of Transfer is drawn up:

Transfer of Ownership

The [*project description*] implemented by Engineers Without Borders Denmark (EWB-DK) in cooperation with [*partner(s)*] during the period from [*month/year*] to [*month/year*] and funded through donations from [*donor(s)*], is hereby transferred to [*end user*] represented by [*end user's contact person*]

The transfer of ownership is registered with the Registrar of Buildings/Court of [*xxxxx*]/Municipal Authorities of [*xxxxx*].

By accepting this transfer of ownership, the [*end user*] is also accepting the duties of operation and maintenance/repair of the project as may be required. EWB-DK will endeavour to follow the project in the future though [*partner/other*] and requests an annual report outlining the status and conditions of the project including any change in contact person.

Annex: Detailed description of installations/materials to be transferred.

Date:

EWB-DK

(End User)

2.3.8 Proposed Table of Contents for Final Project Completion Report

The Final Project Completion Report is the document, which on completion of the project summarizes the outcome of the project as compared to the Project Document and evaluates the results, the future perspectives and the sustainability of the project.

The report should deal with the following topics and be structured as illustrated below:

1. Executive summary.
2. Overall objectives and the specific objectives of the project.
3. Strategies, methods and approaches applied.
4. Outcomes/Findings/Evaluation.
5. Sustainability of the project.
6. Future perspective for EWB-DK working with partner organization and in the geographic location.
7. Discussion.
8. Conclusion.
9. Recommendations.
10. List of Annexes, References and Acknowledgements.

2.3.9 Project Folders

In Google Drive EWB-DK has a common Drive to which only members of the organization with an EWB-DK email account have access. Here, each project has a folder where important documents related to the project are uploaded (See Annex IV for a Guide), and it is of great importance that this platform is used, so that all important material is shared.

3. FINANCIAL ADMINISTRATION OF PROJECTS

3.1 Raising funds for EWB-DK development projects

What:

EWB-DK's development projects and disaster relief efforts are the organization's main activities and entitlements. The work is funded by private donations from foundations, grants or corporate sponsorships. Fundraising is the foundation of the project activities and creates the financial basis for our work. It is therefore vital to document that the projects through which EWB-DK supports poor people in developing countries actually helps.

Who:

EWB-DK primarily seeks financial support to our project activities from Danish foundations, and also seeks to expand its fundraising activities with activities such as business partnerships and applying for grants at international foundations. The key potential is our expert knowledge in the technical and engineering fields of development and emergency assistance. EWB-DK therefore needs to market its core competencies as a humanitarian organization with highly specialized members with technical expertise. However, resources are also required to create an overview, personal contacts and network as well as to find foundations, including who supports what and why, and to match up the right projects and organizations.

The tasks of the fundraising work in relation to the development projects are as follows:

1. Identification and approval of the development project
2. Preparation of the project description and budget
3. Identification of potential donor foundations
4. The writing and the distribution of the fund applications
5. Depending on the approval or refusal and the size of the grant, more fund applications will be sought
6. Documentation and follow-up, depending on the requirements from the donor foundation

The collaboration between head office and project members

In regards to fundraising activities it is important for the support of funding the projects that members of the project groups and the project leaders give valid and useful information about the projects. It is of equal importance that these members and leaders are part of the fundraising, helping out with research regarding the projects and with finding potential financial partners and donors such as foundations or business collaboration partners with strong CSR profiles. It is also significant that members of the project groups and the project leaders consider how they can network to achieve more support to EWB-DK's important development projects.

3.2 Check List for Financial Administration of EWB-DK Projects

Upstart phase

1. Project has been allocated funding by EWB-DK Board of Directors prior to initiation.
2. Project budget has been elaborated according to EWB-DK standard format. ¹
3. Budget contains administrative expenses allocated to EWB-DK (10%).
4. Budget contains EWB-DK project support costs – (estimated to be 5% of the total donation).
5. Budget contains Professional Indemnity Insurance (1 % of donation).
6. Partner Agreement clearly states how and based on what criteria the financial reporting from partner organization has to take place. (see guideline for Partner Cooperation Agreements).
7. Format for financial report has been prepared with partner based on EWB-DK format (Journal Entry Sheet).
8. It is clearly defined in the partner agreement if project accounts are to be audited by a local auditor or by EWB-DKs auditor.

Project implementation phase

9. Request of transfer from EWB-DK project account to partner account is to be supported by following and sent to the secretariat which will make the transfer.
 - a budget on the activities to be covered prepared by partner.
 - a financial report on prior expenditures.
 - a request of transfer note.
10. Budget and ToR are presented upon request of funds to conduct project mission (see general EWB-DK Travel Guide).
11. EWB-DK project management performs random sample revision of the administrative and accounting practice applied by partner organisation, so as to assure the correct handling and registration of invoices and expenditures.
12. EWB-DK project management prepares periodic financial reporting to donor – if requested by donor (mostly institutional donors as CISU).
13. All mayor contracts or financial allocations conducted and developed by partner organisation come under the project (threshold is to be determined by EWB-DK project management).

Finalization of project

14. EWB-DK project management requests a final financial report of partner organisation (with local audit if so agreed).
15. Project management is to obtain documentation on all partner spends according to external audit rules in Denmark.
16. EWB-DK project management prepares a final financial report to be presented to PSG

¹ Additional budget lines may be needed and the sub budget lines are to be developed by the project group itself.

3.3 Format for Project Budget

Explanation: all General budget lines (in grey) are fixed and title cannot be modified. Sub budget lines (1.1, 1.2, 1.3 etc.) are to be defined by project team, according to the general budget line.

BUDGET and FINANCING PLAN				
(Project No.)	(Country)	(Project title)		
All budget items must be numbered. You may add lines under one or several main items if necessary.				
		Total amount	Financing plan	
			Project Fund EWB-DK	Other sources (external partners)
1. Activities – total :				
1.1				
1.2				
1.3				
List of all activities/costs under the project not related to construction or engineering activities EWB – DK project support costs (estimated to be 5 % of donation*)				
2. Investment - total				
2.1				
2.2				
2.3				
Related to construction and other engineering related investments				
3. Expatriate staff - total				
3.1				
3.2				
3.3				
Could be in relation to placements/longer missions.				
4. Local staff - total				
4.1	Salaries			
4.2	Transportation			
4.3	Insurance of local staff			
4.4	Pr. diem in field			
5. Local administration - total				
5.1				
5.2				
Adm. costs for local partner (office rent, phone, internet, mail and fax, materials)				
6. Project monitoring (EWB-DK staff)				

6.1	International flights				
6.2	Danish man-power cost, if any				
6.3	Accommodation expenses				
6.4	Per diems				
etc.	Other costs				
7. Evaluation					
7.1	Consultant fees				
7.2	Transportation				
7.3	Accommodation expenses				
etc.	Other costs				
	Danish payroll costs if any				
8. Auditing (if not covered under adm.)					
9 Professional Indemnity Insurance (1% of donation)					
10. Administration in Denmark (10% of donation)					
11. GRAND TOTAL					

- Project support is estimated as 5 % of donation – however it will ultimately depend on the actual expense on this budget item in each project.

3.4 Format for Entry Journal – managed by partner

Explanation: Journal entry of expenses is to be completed by local partner on an on-going basis - the financial reports to be forwarded to EWB-DK DK based on this entry form. All vouchers generated by project are to be numbered and to correspond to the number in journal. Copy of invoices must be presented to EWB-DK with the forwarding of the financial statement (suggested period would be each 3 months)

Journal Entry 20XX-20XX, amount in local currency and DKK							
Project number:							
Project Country and name:							
Total approved budget XXX DKK							
exchange rate					2,00000000		
Spent until XX:XX:XXXX					XXX		
Voucher no	Date	Activity	Amount in local currency	Amount in DKK	Received from EWB	Bank charges	Budget Code
1	xx	Fuel (example)	100.000	200.000			1.1
2	xx	Transport (example)	300.000	600.000			2.5
3	xx	Salary volunteers (example)	4.000.000	8.000.000			3.1
4	xx	Fuel (example)	80.000	160.000			4.2
5	xx	Bank charges (example)	25.000	50.000		35	2.3
				-			
				-			
				-			
				-			
				-			
				-			

3.5 Request for Transfer Note

For the period of: _____ to _____

Project No. and Country:	
Project Title:	
Receiving Organisation:	
Total amount approved:	DKK.

A. Previous instalments (in total):

B. Spent to date:

C. Balance (A minus B):

D. Expected spending for the new period:

E: Funding needs for the period:
(D minus C): _____

EWB-DK is requested to transfer funds in accordance with the above stated amount (pkt. E).

Transfer information – foreign bank account	
Project number	
Partner bank account number / IBAN:	
Information on receiver/partner:	
Address of receiver:	
Partner/receiver's bank:	
BIC/SWIFT-address:	
Or	
Bank code and id:	
Country:	
Name and address of bank:	
Amount in DKK:	
Or	
Amount in other currency:	
Currency of the transfer	DKK, US\$ e.g.
Message to receiver / foreign bank:	

3.6 EWB-DK's Travel Guidelines

Find EWB-DK's Travel Guidelines under 'Documents' at the bottom right corner of <https://iug.dk/about>.

ANNEXES

Annex I. Guidelines IDA travel reimbursement platform

Find the guidelines for IDA travel reimbursement platform in the Travel Guidelines-document at the bottom right corner of <https://iug.dk/about>.

Annex II. Guidelines for writing about EWB-DK Projects

GUIDELINES FOR WRITING ABOUT PROJECTS

PR and informational campaigns about EWB-DK's project activities are instruments that are essential when documenting, informing and sharing knowledge about our operations in poor countries, for our circle of members, donors and partners. The instruments are also important in creating awareness of EWB-DK's development project work, and thus help create popular backing. Popular backing is a requirement in Danida-funded projects, and it is thus necessary that EWB-DK knows how to manage it.

For that reason, there is a need for EWB-DK's project groups to support the PR and informational campaigns of EWB-DK by supplying texts for EWB-DK's communication channels – if possible also to external media – since you are the experts in your project areas and have in-depth knowledge of the DNA of your projects.

For this purpose, EWB-DK has developed guidelines with small journalistic tips for what needs to be thought through before writing a text, language usage and how a text is structured, depending on the type of media for which you are writing.

The Communication Group of EWB-DK will of course support, through close cooperation, the editing of your text and ensure that it is published in the agreed-upon media.

Refer to Annex II

Annex III. IUG - Code of Conduct

We will respect human rights and the political, cultural and religious customs of the countries in which we work.

We will not participate in or accept corrupt and fraudulent practices.

We strongly discourage the use of facilitation payments.

We do not accept politically based contributions.

Our Code of Conduct shall be known and acknowledged by our partners and associates.

All members and staff are accountable and under an obligation to raise any issue of doubts with the IUG Board for clarification.

We strive as individuals and as organization to adhere to international standards and norms for international humanitarian engagement as outlined in the Core Humanitarian Standards.

Supporting documents are:

Child Safety Policy	https://iug.dk/about
Volunteer Policy	https://iug.dk/about
Anti-Corruption Policy	https://iug.dk/about
Core Humanitarian Standards	https://corehumanitarianstandard.org/

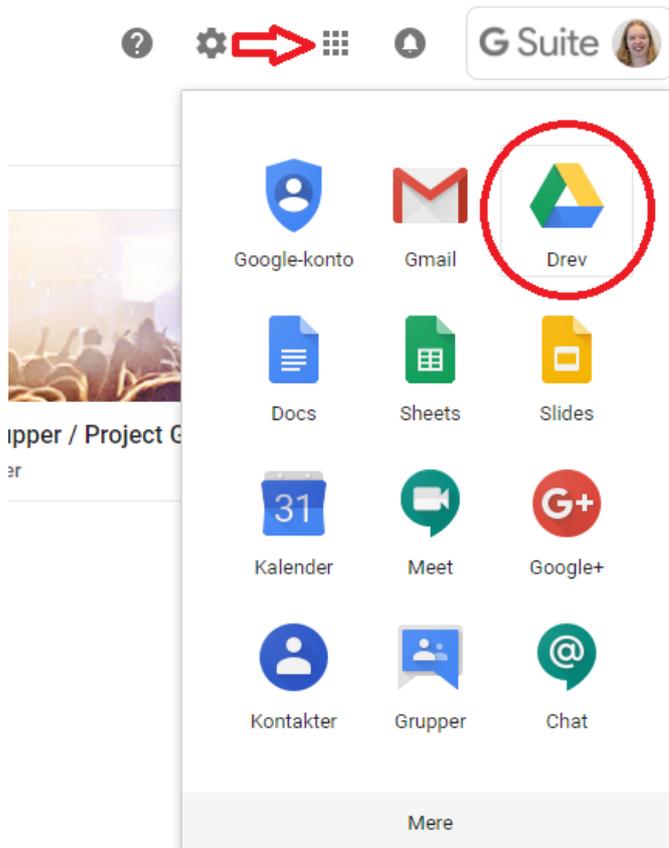
Annex. IV Guide to IUG / EWB-DK Google Drive

This is a guide for IUG Team Drive on Google, where you can find all documents from projects, Thematic Networks etc. The places you should click on are marked with red.

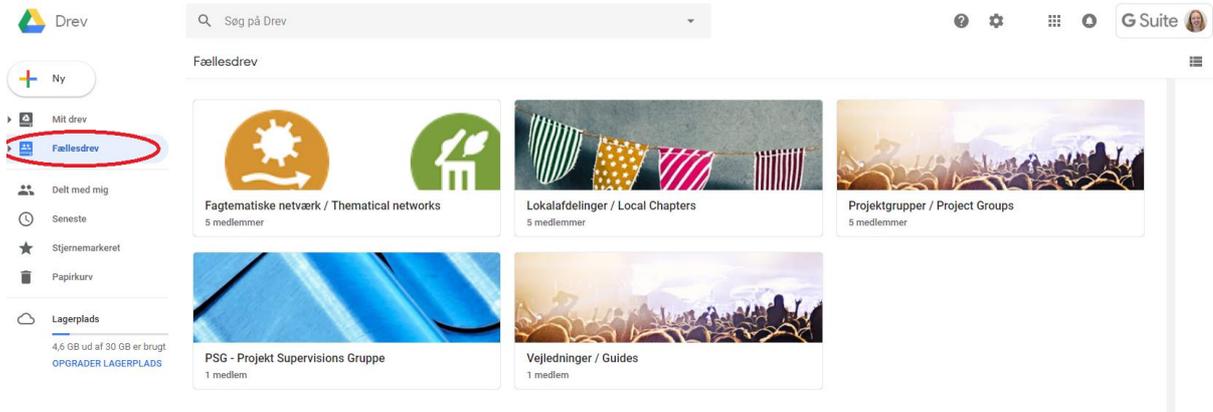
1. Log in to your IUG mail on Google



2. Click on the 9 squares in the top right corner and choose "Drive".



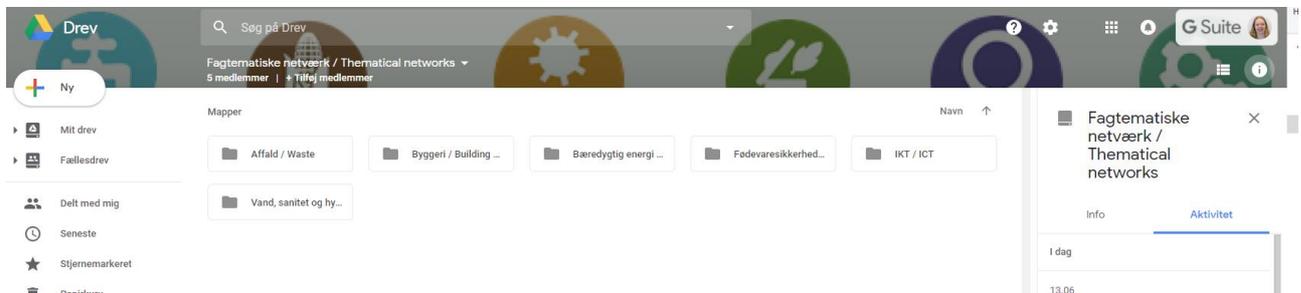
3. Choose "Team Drive" in the left side



4. You will now see different folders with e.g. Thematic Networks, local chapters and project groups.

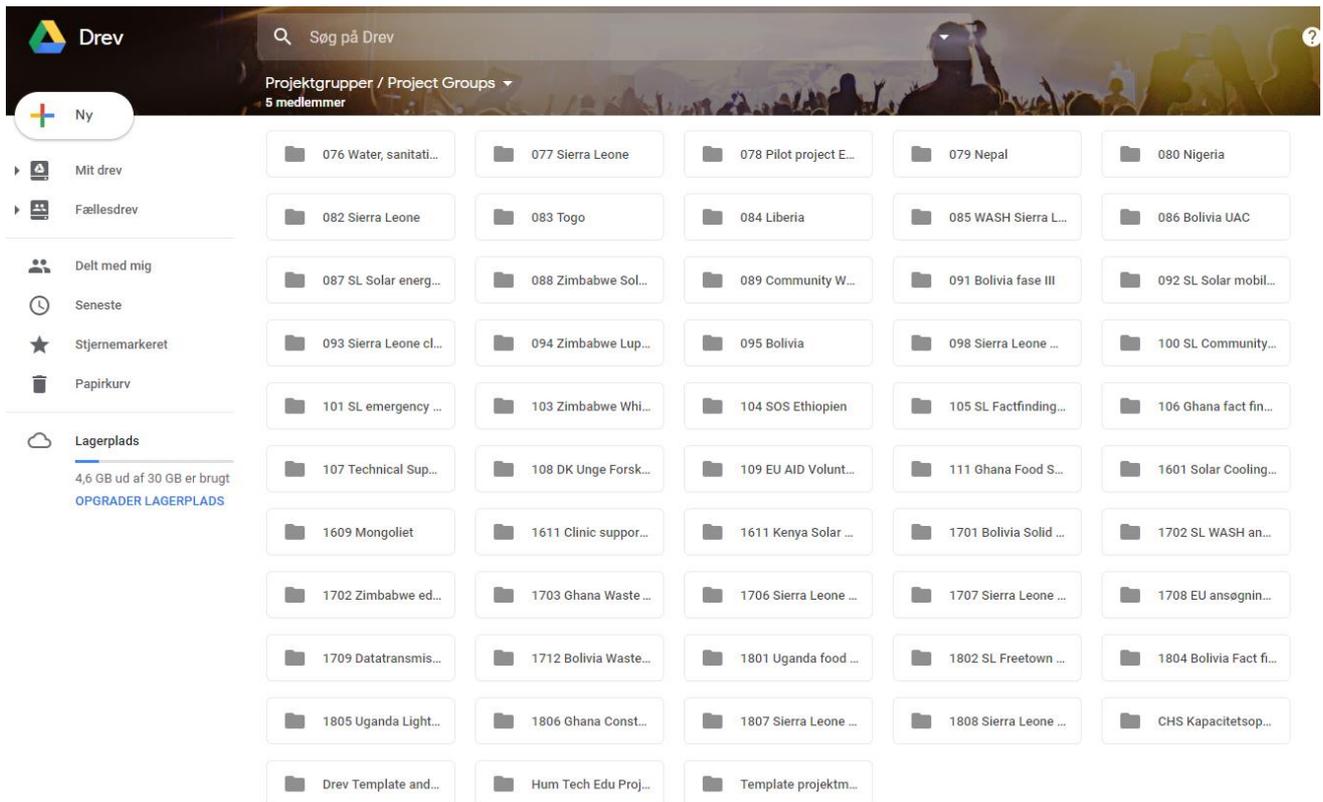
5. The folder "Guides" will be updated with different guides, e.g. this guide to Google Drive.

6. Click on the folder you want to see the content of. E.g. Thematic networks:



7. In "Thematic networks" you can choose your network (eg. Affald/ Waste) to see documents etc.

8. In the folder "Project groups" you'll all the current projects – and as something new, some documents from all former projects.



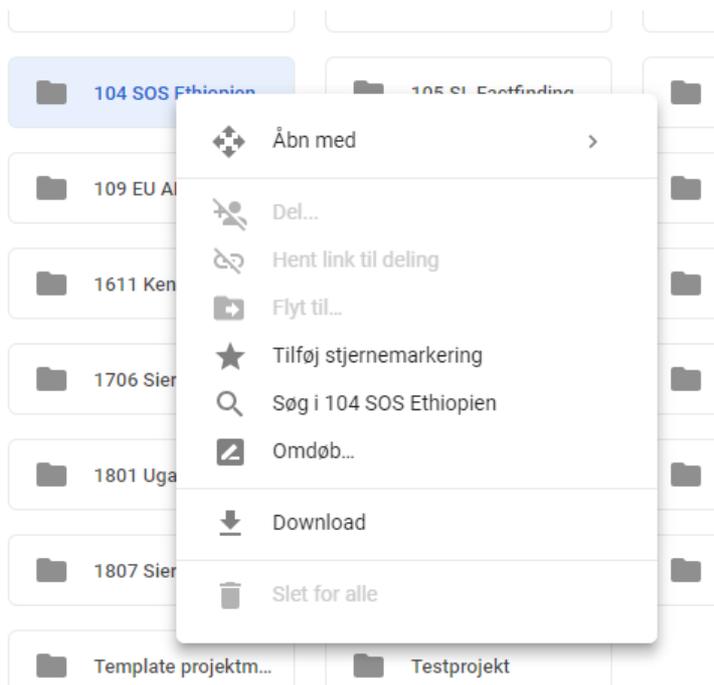
FAQ about IUG / EWB-DK Team Drive

Why Google Drive?

First of all, we can easier make sure the right persons have access to the right documents, and that all documents will not be deleted by mistake. People without a IUG e-mail will not get access to the Drive.

As you can see in the picture below, members will lose some accesses:

- You can't delete documents – only upload and edit
- You can't add new people to the Drive or make a link for sharing.



How can I get a document deleted then?

If you discover a document, that should be deleted, then send an e-mail saying where it is and the name of the file to info@iug.dk. The Secretariat will then delete the file.

Who has access to IUG Team Drive?

All IUG e-mails automatically have access to the right folders in Team Drive. It is only the Secretariat, who can add people, edit people's access and delete documents.

Can I get access to IUG Team Drive with my private e-mail?

No, it is only via your IUG e-mail you have access to IUG Team Drive.

Annex. V Framework for Partner Cooperation- and Project Agreement

Partner Cooperation Agreement:

Partnership agreement between XXX and EWB-DK

1. Vision of partnership
2. Mission of the partnership
3. Specific objectives of the partnership agreement of OTC and EWB DK.
4. Values underlining the partnership
5. The obligations of the partners (Roles and Responsibilities)

Project Agreement:

General Project Agreement on project XXX

This Project Agreement applies to joint **XXX** and EWB-DK project financed by EWB-DK donors.

Agreement between

Engineers Without Borders Denmark (EWB-DK)

Skt. Annæ Plads 16
1250 Copenhagen K Denmark

Phone: (+45) 70 27 40 06 email: info@iug.dk

www.iug.dk

and

XXX

Present project agreement refers to the General Cooperation Agreement between **XXX** and EWB Denmark.

The below clauses are to be included as may be required.

1. Project description incl. relevant donor conditions, refer to Annex A.
2. Particularities
 - Commencement date:
 - Date for completion:
3. Specification of the relevant and applicable professional indemnity insurance is included, refer to Annex B
4. The agreement is based on joint responsibility for the parties to execute the project within the agreed scope of activities and budget.

Any changes in specific activities and budget lines have to be mutually agreed upon. Schedule of main activities and their timing are included. It is further indicated which activities are the responsibility of EWB-DK and which are the responsibility of **XXX**. Any change in **XXX** activities will have to be pre-approved by EWB-DK. Refer to Annex C.

Project Staff schedules covering **XXX** staff as well as EWB-DK staff (volunteers as well as employed staff) are included. The schedules indicate the assumed timing of input and duration in terms of man-hours. Any change in **XXX** project staff input and duration will have to be pre-approved by EWB-DK. Time sheets are to be filled in for all EWB-DK and **XXX** staff involved in field. Refer to Annex D.

Cost estimates and accounting system must be presented in an ANNEX E. Budget items are numbered according to below items

1. Activities*
2. Investments
3. Expatriate Staff
4. Local Staff**
5. Local administration***
6. Project Monitoring by EWB DK staff
7. Evaluation
8. Information in Denmark
9. Budget Margin
10. Total Project Expenses
11. Auditing (local)
12. Subtotal
13. Administration cost in Denmark
14. Grand Total

*Activity cost is to include cost of transportation divided into air transport, airport transfers, car running costs (kilometer costs **XXX** per km (covering running, fuel, maintenance, repairs, registration, insurance and others)) or car rental service.

Cost of **XXX project staff includes salary, employer's insurances, social charges, allowances and other staff costs.

*** Local administration costs covers: communication costs (local only – phone/internet) stationary, office rent, utilities and other approved relevant costs.

All **XXX** project staff provided will have to be pre-approved by EWB-DK based on CVs and possible references. **XXX** staff must be employed according to local labor law in an open and transparent selection procedure. Specification of staff insurances and social contributions should be specified. Remuneration must be in line with general salary level within the national NGOs.

In order to secure transparency salary is to be transferred to staff's bank account on a monthly basis.

Kilometer costs will be based on driver's log book giving date, project number and mileage. EWB-DK request for use of car has to be presented with two weeks in advance to facilitate local planning.

Lists of equipment, vehicles and facilities provided by the partners respectively incl. unit charge rates, if relevant, are to be listed in ANNEX F.

The terms of payment, transfer procedures incl. relevant bank accounts, price adjustments if relevant, currencies of payment, VAT, taxation etc. is to be listed in ANNEX G.

Monthly project manager
ing schedules, incl. financial reporting schedules are included as ANNEX H.

Termination of the agreement must be with one-month notice however on-going activities must be completed.

Entry into force

The present contract agreement shall be signed in two copies by both parties and shall enter into force when duly signed by both parties.

Date:

Date:

Signed on behalf of **XXX**

Signed on behalf of EWB DK

List of mandatory annexes to be produced:

ANNEX A: Terms of Reference / Project description

ANNEX B: Professional Indemnity Insurance

ANNEX C: Activity Time Schedule

Activity	XXX input/responsibility	EWB-DK input/responsibility	Time/weeks
1.			
2.			
3.			
4.			
5.			
6.			

ANNEX D: Input as per partner

Staff time schedule	Weeks
XXX	
EWB-DK staff	

ANNEX E: Cost estimates and applied accounting system.

ANNEX F: Equipment, vehicles and facilities provided by the parties.

ANNEX G: Terms of payment.

ANNEX H: Reporting Schedules.