Project Management

Refresher workshop for partners

21-22 March 2019

Yangon, Myanmar
MHF Overview
What is the MHF?

MHF is an OCHA-managed country-based pooled fund led by the Humanitarian Coordinator to provide emergency response to urgent needs of people affected by natural disasters or conflict.

Projects must be aligned with sector priorities outlined in the Humanitarian Response Plan.

MHF complements allocations at the global level through the Central Emergency Response Fund (CERF).

MHF is open to UN and NGO partners, but prioritizes support to national NGOs when access and operational capacity are demonstrated.
MHF Added Value

- reinforced coordination
- complementarity
- accountability
- advocacy
- localization
- need-driven
- cost-effectiveness
- thematic /sector
- geographical target
- crisis-affected people
Eligible NGO Partners

- Only active NGOs which have completed the due diligence process through the online Grant Management System (GMS), have undergone the capacity assessment process.

- Active participation in the humanitarian coordination system at sub-national level, including the sectoral coordination.

- A consortium approach with several partners working in cooperation is encouraged.

- Organizations that have not yet completed MHF eligibility process can be sub-implementing partners to an eligible organization.
When can apply

As per call-for-proposal

Based on actual analysis of funding status (contributions and gaps), sector priority needs and real-time context

Standard Allocation
Underfunded HRP needs

Reserve Allocation
New emergency situations
2019 Strategy
Key elements

Operating principles

Age, gender and diversity

Localization

crisis-affected people

‘New way of working’

Effectiveness
**MHF Programme Cycle**

**Key steps**

**Allocation**
- Prioritization
- Launch of Allocation Strategy Paper
- Submission of project proposal
- Strategic review
- Technical and financial review

**Project Closure**
- Final financial and narrative report
- Refund process
- Audit report
- After action review

**Implementation**
- Progress Narrative Report
- Interim Financial Report
- Project revision request
- Field monitoring visit
- Financial spot check
- Fraud & Incident Reporting

Involving cluster / sector members and coordinators at sub-national level
Reporting
Monitoring
Project Revision
The reporting performance will feed into the Performance Index which in turn will impact the partner’s risk level.

**Reporting**

**Key Messages**

- Respect timelines as per the Grant Agreement (Annex B): one month for interim, two month for final reports.
- Report on GMS only
- Update assets and equipment list, including handover certificate and handover request to OCHA for not used / not distributed items.
- Read explanatory notes before complete narrative reports (next to each title)
- Include explanation of budget variance in ‘comment boxes’ next to each concerned budget line.
The monitoring performance will feed into the Performance Index which in turn will impact the partner’s risk level.

**Monitoring**
**Key Messages**

- Project management oversight, including compliance of financial guidelines and internal control systems by sub-implementing partners
- Regular monitoring of project work plan, budget
- Timely communication of any challenges
- Effective feedback and complaints mechanisms
- Coordination with other humanitarian actors
- Community mobilization and participation
- Transparency on shared cost between MHF and other funding
- Compliance in budget implementation
Monitoring – Financial Spot Check

Key Messages

- Sufficient Standard Operating Procedures and financial manuals signed by all relevant authorities.
- Project financial documents and relevant supporting are well recorded, filed and saved in safe locations at the finance department.
- Backup strategy on all financial documents.
- Accurate, simple financial information system with segregated roles and approval levels.
- Segregated bank account for OCHA fund and relevant transactions (expenditures).
- Budget Vs. Actual (Burn rates & pipeline management).
- Proper coordination between Program and Finance departments.

The monitoring performance will feed into the Performance Index which in turn will impact the partner’s risk level.
The partner performance during the revision process will feed into the Performance Index which in turn will impact the partner’s risk level.

Project Revision

Key Messages

• Read and understand specific guidelines
• Respect timing (not later than 30 days prior the end of the project)
• Contact by writing and request advice to OCHA (anytime)
• Request submitted through GMS with clear and strong justification.
• Endorsement by clusters / sectors are mandatory
• Revisions are approved case-by-case (not immediately granted)
Audit
Fraud prevention & Reporting
PSEA
Audit

Key Messages

• Oversight that any budget deviation follows MHF guidelines
• Respect the segregation of duties
• Report any case of fraud or misappropriation of cash
• Ensure appropriate account head in payment vouchers
• Verify the final financial report before final submission
• Record supporting documents for implemented activities and any evidence for handing over of work done, including documents related to expenditures, vehicle movement log sheets, allocation plans, receipts, invoices, delivery notes, etc.
• Record of distribution list to beneficiary / individual acknowledgement of receipt
• Respect implementation period
• Ensure source of funding is included in certificates / payment voucher

The audit performance will feed into the Performance Index which in turn will impact the partner's risk level
The United Nations has a zero tolerance for fraud policy.

Writing self-reporting is mandatory as soon as they occur, whenever there is a credible indication.

Regarding possible fraud, corruption, misuse of funds or other incidents related to MHF projects (theft by third parties, diversion of humanitarian aid by a third party, looting of offices or warehouses, or loss of documents.

OCHA may trigger an investigation after a consultative process (HQ and Country Office) while keeping the HC informed. OCHA may apply conservative measures (e.g. suspension) to partners that are being investigated.

Information sharing and communication should be handled on a confidential basis.

Resource documents: USAID Fraud prevention and compliance handbook
MHF Incident Report Form
## Prevention of Sexual Exploitation and Abuse

<table>
<thead>
<tr>
<th>Assessment Criteria</th>
<th>MHF Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the partner plans to sub-contract activities to another entity, the partner has the necessary reporting and monitoring mechanisms in place to prevent and respond to allegations and incidents of sexual exploitation and abuse (SEA).</td>
<td>Request the partner to describe reporting and monitoring mechanisms in place.</td>
</tr>
<tr>
<td>The partner has properly screened staff for involvement or alleged involvement in SEA or violations of human rights.</td>
<td>Confirm that reference and background checks for partner personnel have been completed.</td>
</tr>
<tr>
<td>The partner has reporting procedures in place for SEA allegations for employees, contractors/sub-implementing partners and beneficiaries.</td>
<td>Request and review partner's reporting procedure.</td>
</tr>
<tr>
<td>The partner is informed of the UN zero tolerance policy on SEA, and related UN agency, funds and programme policies on SEA.</td>
<td>Confirm in writing that the partner is informed of the UN zero tolerance policy on SEA, and related UN agency, funds and programmes policies on SEA.</td>
</tr>
<tr>
<td>The partner's staff who are working on MHF funded projects have completed SEA training, or equivalent.</td>
<td>Confirm that the partner has completed a SEA training, or equivalent.</td>
</tr>
<tr>
<td>The partner has dealt appropriately with any past SEA allegations.</td>
<td>Request the partner to describe any past allegations and outcomes.</td>
</tr>
</tbody>
</table>


Prevention of Sexual Exploitation and Abuse

Key Messages

• **Zero tolerance**, extended to partners, sub-partners, contractors, consultants, vendors, etc.

• Appropriate **policies and mechanisms** in place to prevent and report any allegation or incident of SEA (review of due diligence)

• **Immediate reporting** on any alleged PSEA case.

• Mandatory **Training on PSEA** for all the partner staff and involved personnel in managing MHF funding.

• **Official communication signed by HC** on prevention and reporting on SEA, after Grant Agreement’s signature.
Partner Performance Index
# Partner Performance Index

## Performance Index Categories (1-6)

<table>
<thead>
<tr>
<th>Category</th>
<th>Category weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Quality of project document and timeliness of response: How do you assess the quality of the proposals and the timeliness of the response on comments made?</td>
<td>10%</td>
</tr>
<tr>
<td>2. Implementation status (Monitoring and Financial Spot-check findings): What is your overall assessment of the project implementation (quality and timeliness) against approved targets and time-frame? (In case of Financial Spot-check - what is your overall assessment of the soundness of the internal controls and the accuracy of the financial records?)</td>
<td>25%</td>
</tr>
<tr>
<td>4. Revision request/s: How do you assess the timeliness, frequency and justification of the project revision?</td>
<td>10%</td>
</tr>
<tr>
<td>6. Audit findings: How do you assess the audit findings?</td>
<td>20%</td>
</tr>
</tbody>
</table>

The scores assigned to each project on the above categories will be summarized in a Partner Performance Index (PPI) as follows:

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
<th>Risk Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 49.99</td>
<td>Very poor performance</td>
<td>Ineligible</td>
</tr>
<tr>
<td>50.00 - 59.99</td>
<td>Poor performance</td>
<td>High</td>
</tr>
<tr>
<td>60.00 - 69.99</td>
<td>Below average performance</td>
<td>High</td>
</tr>
<tr>
<td>70.00 - 79.99</td>
<td>Average performance</td>
<td>Medium</td>
</tr>
<tr>
<td>80 - 89.99</td>
<td>Above average performance</td>
<td>Medium</td>
</tr>
<tr>
<td>90 - 94.99</td>
<td>Good performance</td>
<td>Low</td>
</tr>
<tr>
<td>95 - 100.00</td>
<td>Outstanding performance</td>
<td>Low</td>
</tr>
</tbody>
</table>
Partner Performance Index

Weighting of Capacity Assessment (CA) and Performance Index (PI) to determine Performance Rating and Risk Level

The weighting of projects is adjusted as a partner completes more projects in order to give increasing weight to the performance on the most recent projects.

<table>
<thead>
<tr>
<th>Number of Projects</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CA</td>
<td>CA</td>
<td>CA</td>
<td>CA</td>
<td>CA</td>
<td>CA</td>
</tr>
<tr>
<td></td>
<td>60%</td>
<td>35%</td>
<td>25%</td>
<td>15%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>PI 1</td>
<td>PI 2</td>
<td>PI 1</td>
<td>PI 2</td>
<td>PI 3</td>
<td>PI 5</td>
</tr>
<tr>
<td></td>
<td>40%</td>
<td>40%</td>
<td>40%</td>
<td>35%</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>total</td>
<td>total</td>
<td>total</td>
<td>total</td>
<td>total</td>
<td>total</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Notes
PI is the Performance Index score per project.
The principal is that the most recent project is the greatest indicator of competency and so the most recent projects will have more weight for the combined score.
PI 1 is the most recent performance score that is determined by the last and most recent project that is scored.
If the overall score as calculated above passes the threshold below, HFU will be prompted to change the risk level the partner.
Other Questions
Gender in Humanitarian Action

Key Messages

• Age, gender and diversity approach is imbedded in all the MHF / HARP-F project cycle (elaboration of the strategy, the selection of the project proposals, project revision, implementation, reporting, monitoring, etc.)

• Using Gender with Age Marker will be required for MHF and partner projects applying for funds in 2019.
How to register in GMS

STEP 1
Go to the MHF Grant Management System (GMS) website: https://cbpf.unocha.org
Then enter your email address and click “continue”
How to register in GMS

The system will bring you to the below screen. Since you are a new user, please click “Register”.

STEP 2

Log in

Email
Your email address

Password
Your password

REGISTER
LOGIN

Forgot your password?
How to register in GMS

Then, please complete the below information, and click register. Follow the instructions.
The Grant Management System (GMS) is a standard platform for the management of all Country-based Pooled Funds. Implementing partners use this interface to submit project proposals and reports, and OCHA coordinates project review, monitoring and partner performance. The system captures evaluation results, tracks timelines and promotes accountability in humanitarian response. OCHA maintains a system-wide overview of all funds, enabling support and coordination and provides real-time fund information for stakeholders.

For any issues related to GMS, contact -

GMS Support: gms-support@un.org
MHF Stakeholders with insufficiently addressed concerns or complaints regarding MHF processes or decisions can at any point in time send an email to MHFComplaints@un.org.

Complaints will be compiled, reviewed and raised to the HC, who will then take a decision on necessary action(s). The HC will share with the Advisory Board any such concerns or complaints and actions taken thereof.
MHF Visibility

- No mandatory, but important when possible (visual to be provided by HFU)
- Conflict sensitivity will be taken into consideration prior the use of MHF visibility.
- Success stories with visual supporting documents disseminated to MHF Advisory Board and social media with appropriate consent of the affected population, particularly to meet child protection requirements.
MHF Visibility – Success Stories

Text requirements
• Focus on one specific topic
• Explain how the community changed after project activities implementation
• Voices of affected people regarding their difficulties and struggles, etc.
• A quote from one of the beneficiaries or sub-implementing partner (CSOs) explaining the impact of the activities, constraints and challenges
• Approval from the people in the story

Photo requirements
• Original size with resolution not less than 1MB
• Caption for the photos
• Credit to photographer
• Approval from the concerned persons
• Approval from parents if the photos are of children
About the MHF

The Myanmar Humanitarian Fund (MHF) is an OCHA-managed country-based pooled funding mechanism which enables the Humanitarian Coordinator (HC) to provide an emergency response and timely assistance to urgent or chronic humanitarian needs of people affected by natural disaster or conflict. Prior to 2015, the MHF was known as the Myanmar Emergency Response Fund (ERF). Up to 2013, the Fund was known as the Humanitarian Multi-Stakeholder Fund (HMSF).

Since 2007, the MHF has mobilized US$39 million for 101 projects, providing assistance to more than 1.35 million affected people. As of 15 September 2017, the Fund, which is continuing to annually grow in size and number of donors, has already received US$8 million in contributions. In 2017, the MHF was activated four times, and provided US$9.6 million through four allocations responding to crises in Rakhine, Kachin and Shan, as well as supporting the priorities set out in the Humanitarian Response Plan (HRP) and responding to cyclone Mora in Rakhine. Allocations targeted both for internally displaced persons and the host communities, across targeted areas in clear linkage with the strategic objectives defined by the HRP, updated assessments and existing humanitarian coordination mechanisms.

Feedback and Complaints

With the main purpose to ensure transparency, accountability and effectiveness of the Myanmar Humanitarian Fund (MHF) management, a dual system of feedback and complaints mechanism is established within the MHF performance framework. One part of this system addresses directly any concern or complaint made by the MHF partners. The other part focuses in any concern and complaint from MHF funded projects' beneficiaries and other stakeholders involved in the implementation process.
The Myanmar Humanitarian Fund is a multi-donor country-based pooled fund that supports humanitarian response for people in need of life-saving assistance.

In 2017, the Myanmar Humanitarian Fund (MHF) provided USD 9.8 million to life-saving programmes for 440,150 people in Myanmar, of whom 53% were women/ girls, and 49% were children under 18. The 2017 MHF Annual Report is available at: unocha.org/sites/unocha/fund/investinhumanity

MHF Twitter
@MHF_Myanmar