



InformAge

Reg no. CK1998/38487/23

**People, Land and Water
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IWRM II (Olifants Doorn) Report back to Project Monitoring Group

Meeting with SANGOCO North West IWRM Project Coordinators

Date 5 May 2008
Location Informage, Worcester
Present **Cynthia Chisitimba (SANGOCO)**
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Subject **Introduction to the Management and Project Coordination Systems in use at Informage for the purposes of achieving the objectives of IWRM in the Olifants Doorn WMA**

1. The meeting was planned to:
 - a. Introduce the Informage methodology for IWRM in the Olifants Doorn to the Northwest IWRM Project Coordinators
 - b. Provide an opportunity to the Northwest team to view Informage's project files and systems at the offices in Worcester
 - c. Provide an opportunity to the Northwest team to clarify questions regarding the role of the project coordinator and any challenges facing them in terms of getting the Strand 3 projects organised, funded and monitored for IWRM

2. Introductions:
 - a. Cynthia introduced her team, explaining that as SANGOCO, they provide services to the NGOs that make up their membership in the Northwest Province. Their work involves a lot of communications, lobbying and capacity building among the membership group, and the IWRM II



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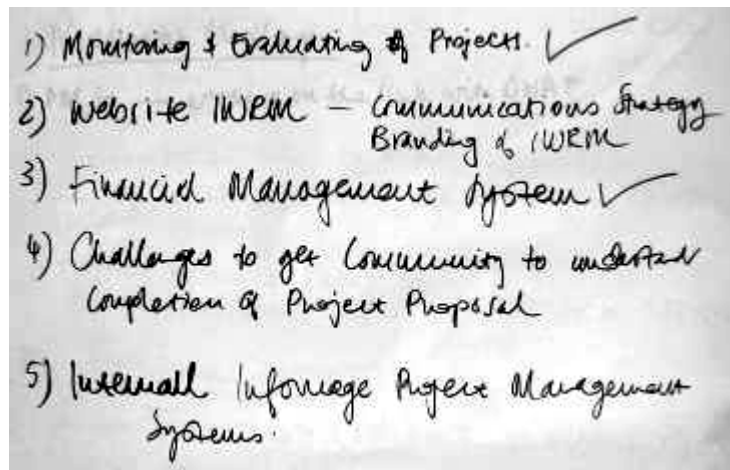
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opportunity will help the team to focus on project coordination, thereby developing a new set of services.



Pic 1 : The Group meeting at the InformAge Offices on 5 May 2008

- b. Nik introduced himself and the team that work with InformAge, explaining the history of involvement with IWRM I and later with IWRM II.
3. The following flipcharts were used to explain InformAge's role and work as Project Coordinator for IWRM II Strand 3 projects in the Olifants Doorn
 - a. Expectations of the Meeting:



Flipchart Page 1: Expectations of the Meeting



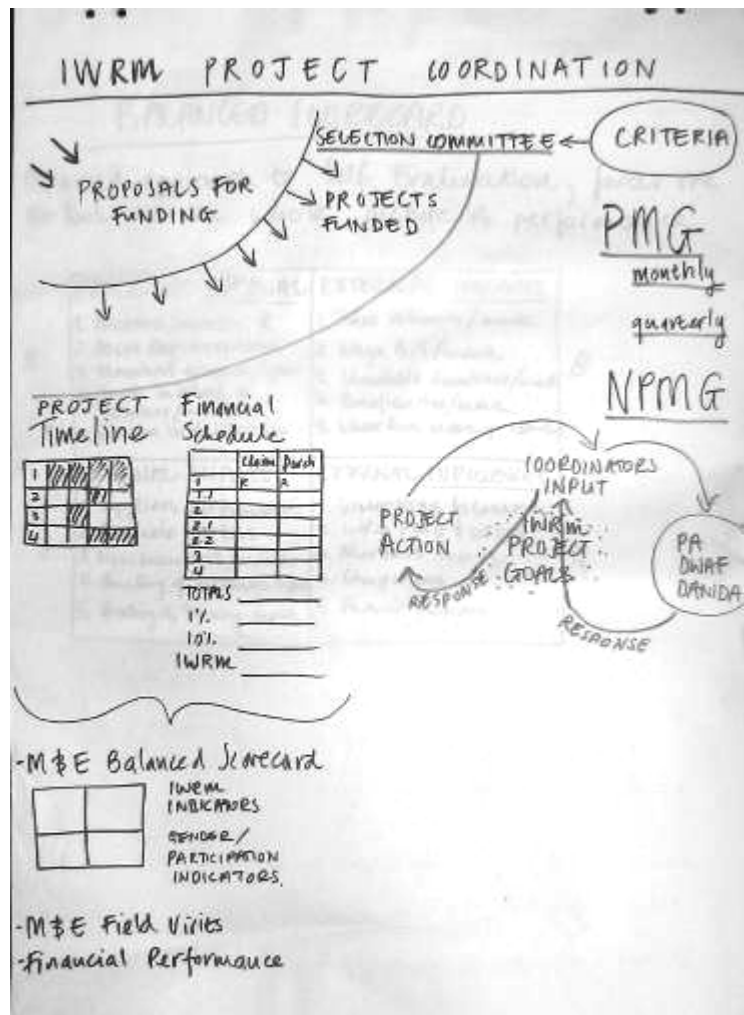
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- i. Project Monitoring and Evaluation
 - ii. IWRM Website – Communications Strategy
 - iii. Financial Management System
 - iv. Challenges in getting the community to understand how to complete the project proposal
 - v. Internal InformAge Project Management systems
- b. IWRM Project Coordination



Flipchart Page 2 : IWRM Project Coordination

- i. The diagram shows the role of the PMG (Project Monitoring Group) meetings in providing guidance and a forum for feedback on IWRM in the Olifants Doorn WMA.
- ii. Challenges in getting the community to understand how to complete the project proposal



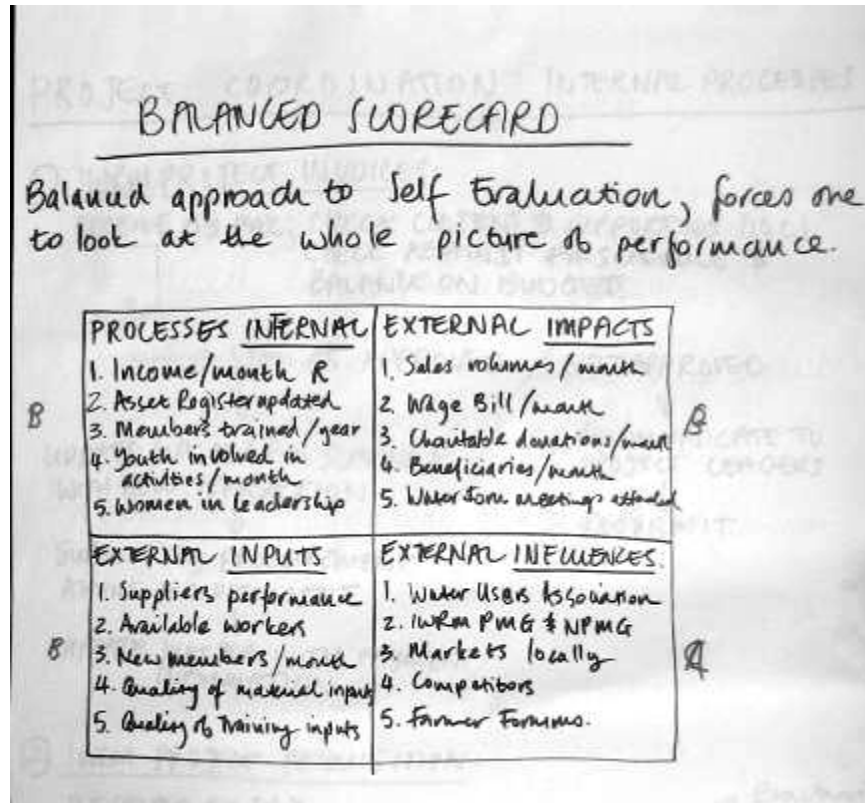
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- iii. The illustration of how project proposals are received, filtered by the selection committee according to criteria which are discussed and reviewed at the PMG and NPMG (National Project Monitoring Group) meetings, to produce finalised project timeframes and budgets / financial schedules which form the basis for the contract with the procurement agent (not included in this diagram), and for the Monitoring and Evaluation component of the Project coordination task.
 - iv. The monitoring and evaluation (M&E) component is expanded to show that the Balanced Scorecard, the Field Visits and the Financial Performance of the projects is used to monitor and evaluate project progress and success.
- c. The Balanced Scorecard
- i. The balanced scorecard was discussed as a holistic approach to evaluation, allowing for a review methodology which encourages participants to look at their performance in terms of external pressures, internal organisation and work performance, the community's receptiveness of the work, and the community's participation and contribution to the work of the group / project.
 - ii. The Olifants Doorn Strand 3 projects have been handing in scorecards on a regular basis (although some groups are still lagging in their commitment to this task), and the intention is to place more emphasis on the importance of discussing, completing and handing in the scorecard.
 - iii. The scorecards are supposed to be discussed by the project group, and filled in together. When the scorecard is submitted by project participants it is frequently accompanied by minutes of the meeting held to discuss project progress, and the project leader's progress report.
 - iv. The aim is to ensure that IWRM project participants understand the importance of the scorecard for their project, as well as for the project participants and the community in which the project is taking place.



Flipchart Page 3 :

Illustration of the Balanced Scorecard showing sample indicators and scores (in red)

d. Project Coordination : Internal Processes

- i. In order to support the projects in the procurement process, templates for fax cover pages, invoices, timesheets, travel logs, requisitions and meeting minutes have been developed and distributed to the projects, which are used to request purchases or payments from IWRM. The templates are continuously improved and updated so that all the relevant information can be filled in by the project participants.
- ii. When the faxes are received from the projects, the project coordinator team checks the budget, timeframes, original task list and other project information to see whether the claim is allowable. The main project financial status master sheet is used for checking purposes, and is maintained in MS Excel format, and updated with each new transaction.



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- iii. The main project financial status master sheet provides the data with which to generate a monthly status report for the PMG meetings, and monthly statements and transaction lists per project which are faxed to the project leaders for their information and reference. Project leaders also provide feedback to the project coordinators regarding any concerns or errors on the transaction lists and statements.
- iv. Invoices that are received for payments to the projects are submitted directly to the procurement agent with a covering page (Payment Request) which is generated from a merge document in MS Word and a “payment request” spreadsheet in MS Excel.
- v. Requisitions and quotations that are received from projects for the purchase of tools, equipment, materials or services, are checked and when the purchase is determined to be reasonable, an order form is generated in MS Word which is faxed to the supplier for signature as an agreement that the goods will be supplied at the price given in the quotation. The order number and the signed order form and quotation are then entered into the “payment request” spreadsheet, to form part of the merge process of all the payment requests that are being prepared for submission to the procurement agent.
- vi. Where possible, better value items are sought, and the need for the item is discussed with the project leaders to make sure that they are getting the best value for their money.
- vii. If the invoices or requisitions and accompanying documentation have errors on them which make the pages either difficult to understand, apparently contradictory, or confusing, the project coordinators contact the project leader and explain the difficulties and ask that the papers be resubmitted in the required format.
- viii. All original receipts, invoices, requisitions, travel logs, timesheets and other supporting documentation that relate to payments made by the procurement agent on behalf of the DWAF are retained by the projects until they can be either collected by the Project



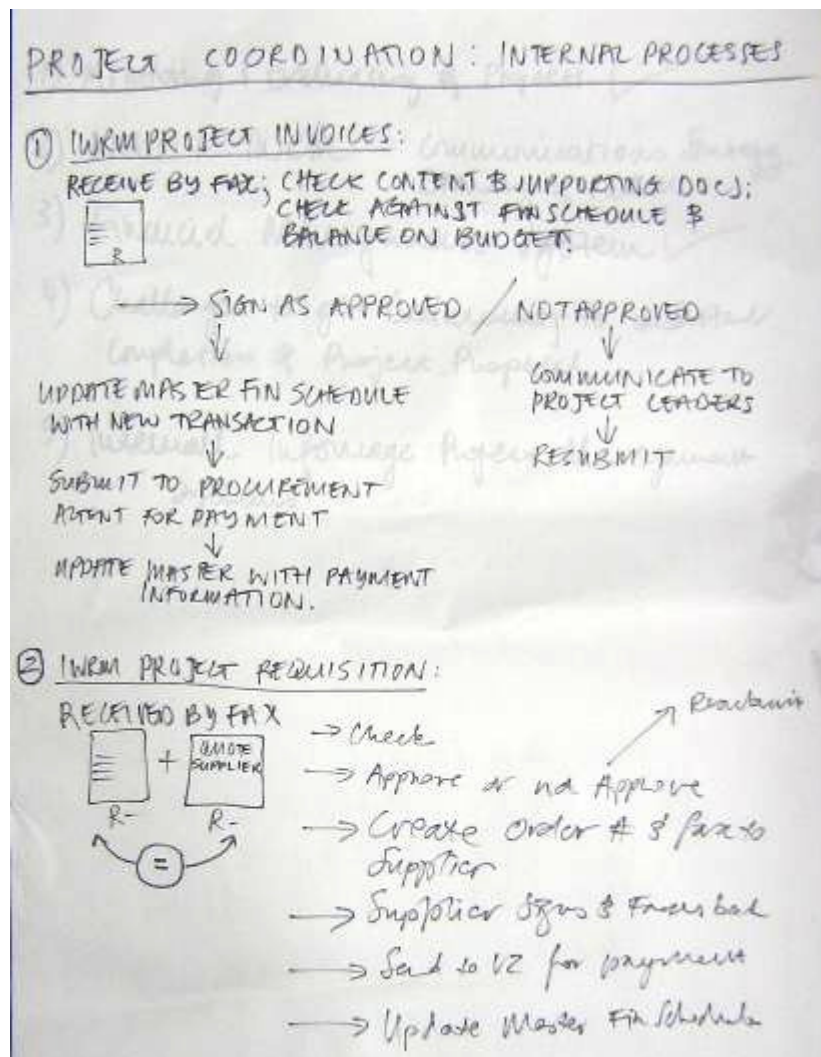
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coordination team members during M&E field trips or Workshops, or until they can be mailed to the Informage offices by registered mail or courier. These originals are filed with the payment confirmation and payment request documentation in the project files.



Flipchart Page 4 :

Illustration of the Internal Processes developed by Informage to achieve IWRM Project Coordination

e. North West Challenges: Discussion

- i. Cynthia mentioned the absence of a PMG structure in the North West. She and Roger Short will be attending to that. Gisela and Nik suggested that the other partners in IWRM in the Northwest



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should also constitute the PMG, and it may emerge after the selection committee has completed this first round of project evaluations.

- ii. The difficulties that projects have in identifying and writing their proposals to address IWRM issues, was discussed, and it was decided that everybody would learn from the proceedings at the Citrusdal Proposal Finalisation workshop which they would all be attending over the coming two days.
 - iii. Gisela suggested that Cynthia and her team take the information and templates available from Informage and set up their systems as required in the short term. She would be willing to come to their offices and help get the Excel and Word documents to perform as needed to support the IWRM financial processes. A lot of support can also be provided on-line via Skype (Estelle confirmed that they use both Skype and MSMessenger), and via e-mail and telephone. None of the work that is being done is very complicated, but the attention to detail within each step is important, and also the planning and completion of each task.
4. IWRM Web site and linking in with Northwest's Projects
- a. Nik asked that the project descriptions be supplied as soon as they are finalised for including on the IWRM website
 - b. Estelle said that they would link the IWRM website onto the SANGOCO website as soon as possible
 - c. Nik said that the SANGOCO website would be linked onto the IWRM pages under the contacts and partners section
 - d. Agreement was made to assist Northwest with the development of the IWRM branding, and materials similar to those that exist for the Olifants Doorn. There would be meetings and further opportunities to be able to discuss the requirements and actions each roleplayer would be responsible for over the coming months.
5. Informage internal management systems for IWRM
- a. Gisela spoke with the group about the way in which Informage organises the work and ensure that each task's completion is properly documented



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and reported back to the PMG. The PMG agendas frequently provide the subject headings for reports and documentation. Documentation that is presented at the PMGs is frequently added into the minutes as appendices to ensure they are circulated and seen by everyone that was part of the discussion group.

- b. Other reports are developed for every IWRM event or task, depending on the forum in which it will be presented.
 - c. The Informage contract sets out the tasks that the project coordination team need to complete. Each task has a budget and the work is divided between team members during team planning meetings. Each team member is also responsible for properly reporting back on the completion of any task, thereby enabling full report backs at the PMGs.
 - d. Gisela showed the group how the tasks were listed in a Time and Task schedule in MS Excel, how they are linked to funds and the invoicing process, and how disbursements, timesheets and other supporting documents are put together for the Informage Invoices that are sent to the procurement agent for payment.
6. Documentation that Informage will share with Northwest
- a. Cynthia asked to see the various report formats, and Gisela showed her the minutes, reports (financial, monitoring and evaluation, ad hoc) and spreadsheets that are regularly used to generate ad hoc reports for the PMG and Project team.
 - b. Templates of all reports will be shared with Northwest as required.
 - c. The monitoring and evaluation framework can be work-shopped in more depth with Northwest at a later stage, as well as the financial tools and payment request process

Computer files and documentation that was displayed and discussed during this meeting:

200802 IWRM II Strand 3 Projects M&E Results Report (MSWord)

20071110 Notes M&E Workshop IWRM II Pilot Projects Citrusdal (MSWord)

290308 Reportback IWRM Dorignbaai EXPO Water Week 18 – 20 March (MSWord)



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Master IWRM II Project Financial Schedules (MSExcel)
Master IWRM II Financial Statement of Transactions to Date (MSExcel)
Master Sheet IWRM II Sub Project Breevlei (MSExcel)
FAX 20080410 BV01 Month End Statement (MSWord)
FAX 20080229 Sent Merge All Statement and Transactions for M&E (MSWord)
IWRM II IA BUDGET Master 20080501 (MSExcel)
IWRM II Invoice Claim Balancing April 2008 (MSExcel)
IA Invoice 11 IWRM II April 2008 (MSExcel)
Progress Report on Strand 3 Projects (MSWord)
20080401 Minutes PPMG IWRM II DWAF Bellville (MSWord)
GW 200308 IWRM II Fund Raising Jill Ritchie (MSWord)
IWRM II OD Projects overview 0408 (MSWord)
GW 210308 Reportback IWRM IHP Conference CTICC 10-12 March CMP (MSWord)
IWRM II PR 20080429 (MSExcel)
IWRM II Project Payments Template (MSWord)
OR-080404 IA IWRM II Letter to TOP's Meubel Groothandelaars for SU01 20080410
(MSWord)

7. The Breevlei Project BV01 file was examined and discussed by the group to see how the IWRM Project pages are organised and filed at Informage.
8. The discussion ended at 12:30 when the team left for Citrusdal to attend the Olifants Doorn Project Proposal Finalisation Workshop at the Cederberg Lodge.

Report compiled by Gisela Wullschleger
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