

GUIDING PRINCIPLES FOR SUSTAINABLE DEVELOPMENT

GENERAL PRINCIPLES

- (p.26) Sustainable development is culturally and spiritually sensitive
- (p.26) Sustainable development is participatory
- (p.28) Sustainable development focuses on community assets
- (p.29) The promotion of peace and reconciliation is an essential function and precondition of sustainable development

THE HUMAN RIGHTS DIMENSION

- (p.30) See the parallel between the Human Rights agenda and the mission of the church
- (p.31) Religious freedom is a necessary precondition for and objective of development
- (p.33) In accordance with the overwhelming international consensus on the rights of the child, and in recognition of the special needs of children, children's rights should be a priority area for development programs

THE GENDER DIMENSION

- (p.34) Sustainable development processes require that the root causes of inequality between men and women are addressed and acted upon
- (p.36) All assessment, planning, monitoring and evaluation in development work require a gender perspective and analysis which values the work and experience of women
- (p.36) Specific programs and projects for women will continue to need investment in order to ensure that women are fully involved in the development process.

THE ENVIRONMENT DIMENSION

- (p.39) Sustainable development includes linking community economic interests and commitment for environment
- (p.40) Sustainable development includes environmental education, awareness-raising and advocacy actions
- (p.40) Sustainable development includes using indigenous knowledge

THE COMMUNICATION DIMENSION

(p.41) Communication builds community

(p.41) Sustainable development depends upon effective communication

(p.42) Communication strategies should make maximum use of traditional and existing forms of communication

Sustainability

Rule 1: Base plans on available resources and strengths

**Asset
Based
Community
Development**

**Strengths
Weaknesses
Opportunities
Threats**

Comparative advantage

Rule 2: Ensure involvement and ownership
by all stakeholders from day 1

Not the traditional needs assessment

.....because needs and “wants” are often confused

In projects churches intend to create signs of hope

These signs can not be miserable signs of hope...

The last thing poor people need is a poor solution.

For example: Poor people do not need *poor* education; only the best education has a fair chance to succeed.

So, in conclusion:

- what are we good at?
- what can we not stop to do?/what is our core business?
- what is our unique role?

How can we avoid scattering our limited resources too much?

Do lessbut better!

Do lessbut better!

This is not an easy option for churches.

Churches are not single issue or single purpose organizations
(NGO's usually are .. and can therefore more easily focus and excel in their area of work).

Churches are (for financial resources) in competition with NGO's

But what happens:

If we do a bit on addressing poverty?

If we do a bit on economic globalization?

If we do a bit on advocacy on AIDS?

If we do a bit on gender issues and domestic violence?

If we do a bit on diaconic action?

If we do a bit on vocational training?

If we do a bit on human rights?

If we do a bit on income generation activities?

We may not be good enough.....

Participation and Ownership by all stakeholders

Ensure involvement of church leadership,
pastors and congregations

Make continued efforts to mobilize a volunteer base

During implementation keep in touch with all
stakeholders and invest time in these relations

Spend time and resources for very good communication

Problem Identification and Situation Analysis

- Identify your problem or constraints
- What are the causes of the problem?
- What are the effects of the problem?
- Describe the current situation
- Which external factors are important?
- What are your strengths and potentials?
- Who are the major actors in the project? *
- Who are the active participants and who are the more passive parties in the project? *

Stakeholder analysis

- What is the capacity and commitment of the project participants (men, women, youth)?
- How strong are the leadership structures and capacities in the project and among the participants?
- What is the government doing?
- What is the government saying it could be doing? What did the government promise to be doing?
- What are concrete possibilities to make the government do something useful?
- Have you negotiated with the government that they will come in with long term support?
- Have you checked this on national, provincial and local level?
- What are NGOs doing in the area? What in the future?
- What are other churches doing in the area?
- What are the strengths of our (potential) partner network in this field?

Key words – checklist

- Base the planning on available resources and on existing strengths
- Ensure participation in and ownership of the project by all the stakeholders as of the first day.
- Ensure intensive communication
- Analyze the various interests, build a consensus
- If you want go fast, go alone. If you want to go a long way, travel together
- Achieve excellence
- Focus on your unique role
- Be precise about the needed Quality et Quantity
- Plan for a budget with the lowest possible external contribution *
- Plan a ‘lean and mean’ approach

Sustainability: low external input

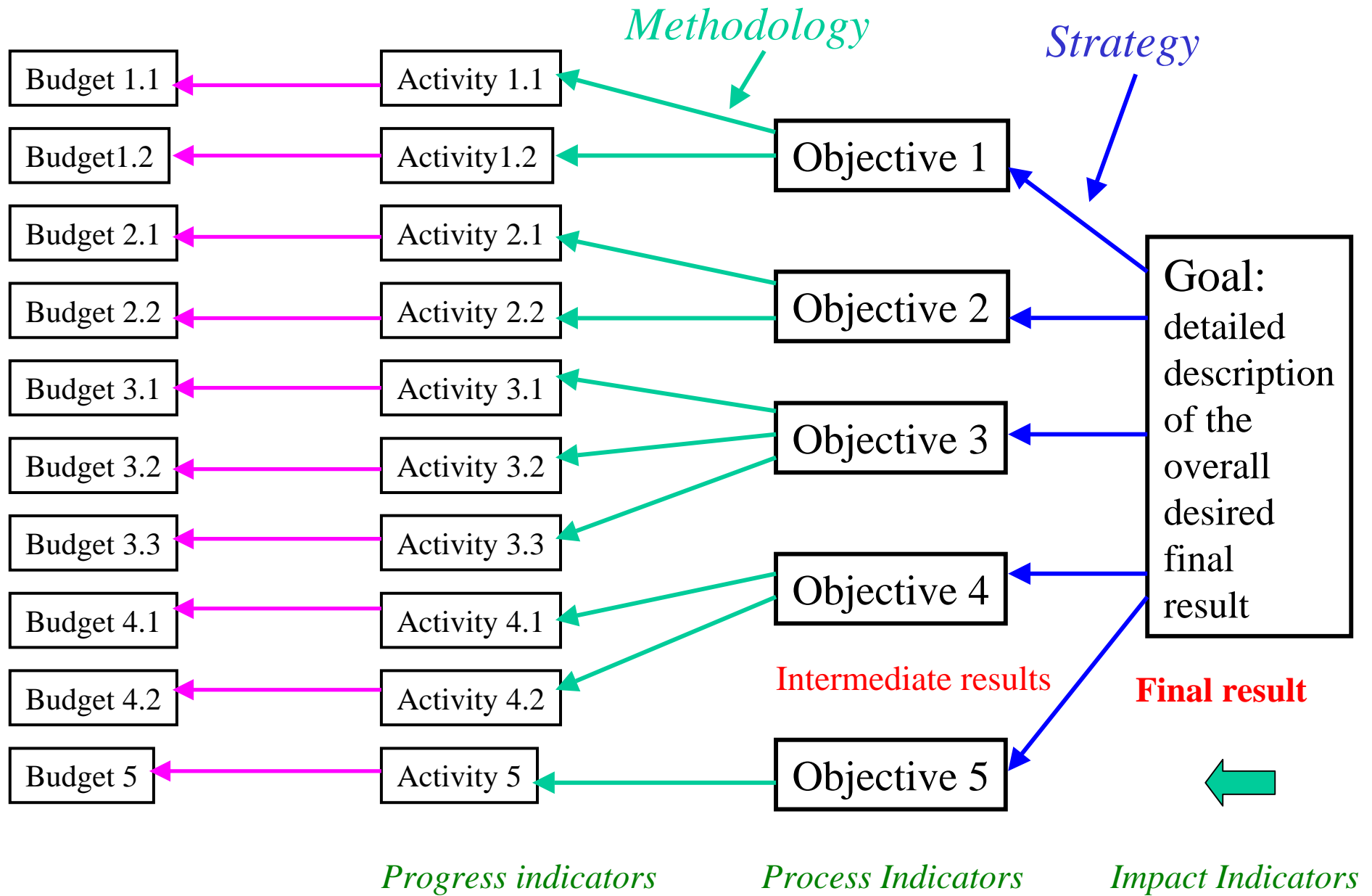
- Plan your project in such a way that it needs the lowest possible external support
- Mwalimu (Nyerere): It is stupid to rely on money as the major instrument of development when we know only too well that our country is poor. It is equally stupid, indeed it is even more stupid, for us to imagine that we shall rid ourselves of our poverty through financial assistance rather than through our own (...) resources

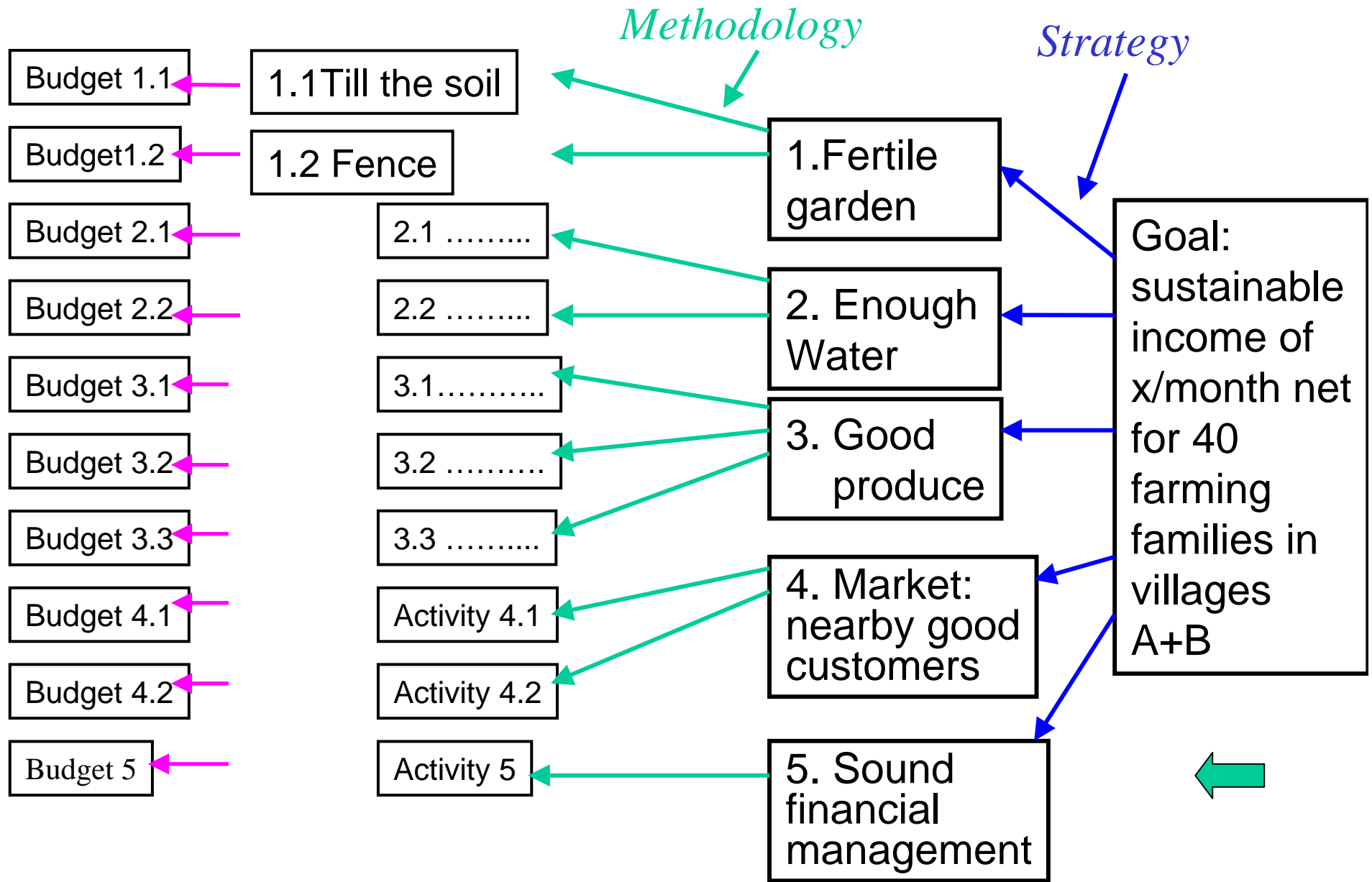
Checklist 2 Did you answer:

- All 'who' questions?
- All 'what' questions?
- All 'when' questions?
- All 'how' questions?
- All 'where' questions?
- Did you give enough Quality – qualities?
- Did you give enough Quantity – quantities?
- Are all different roles and responsibilities perfectly clear?
- Are the expectations of the various stakeholders managed and explicit?
- 4. Are all methodologies set and understood by all stakeholders?
- 6-7 Do all objectives (the needed sub results) have sufficient details in terms of expected quantities and qualities? *

Result oriented planning

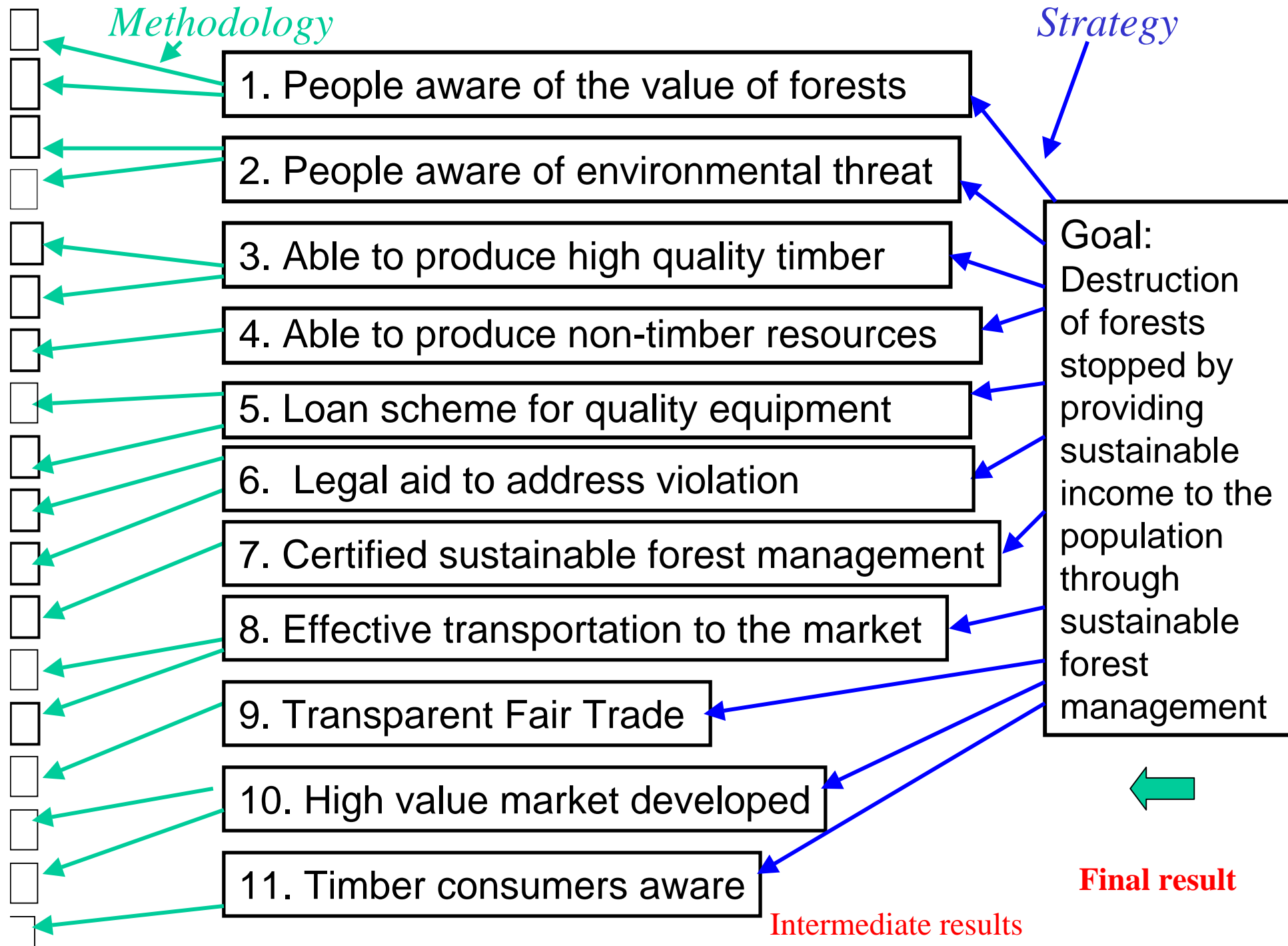
*If you want to go fast, go alone;
if you want to go a long way, go together*





Intermediate results

Final result

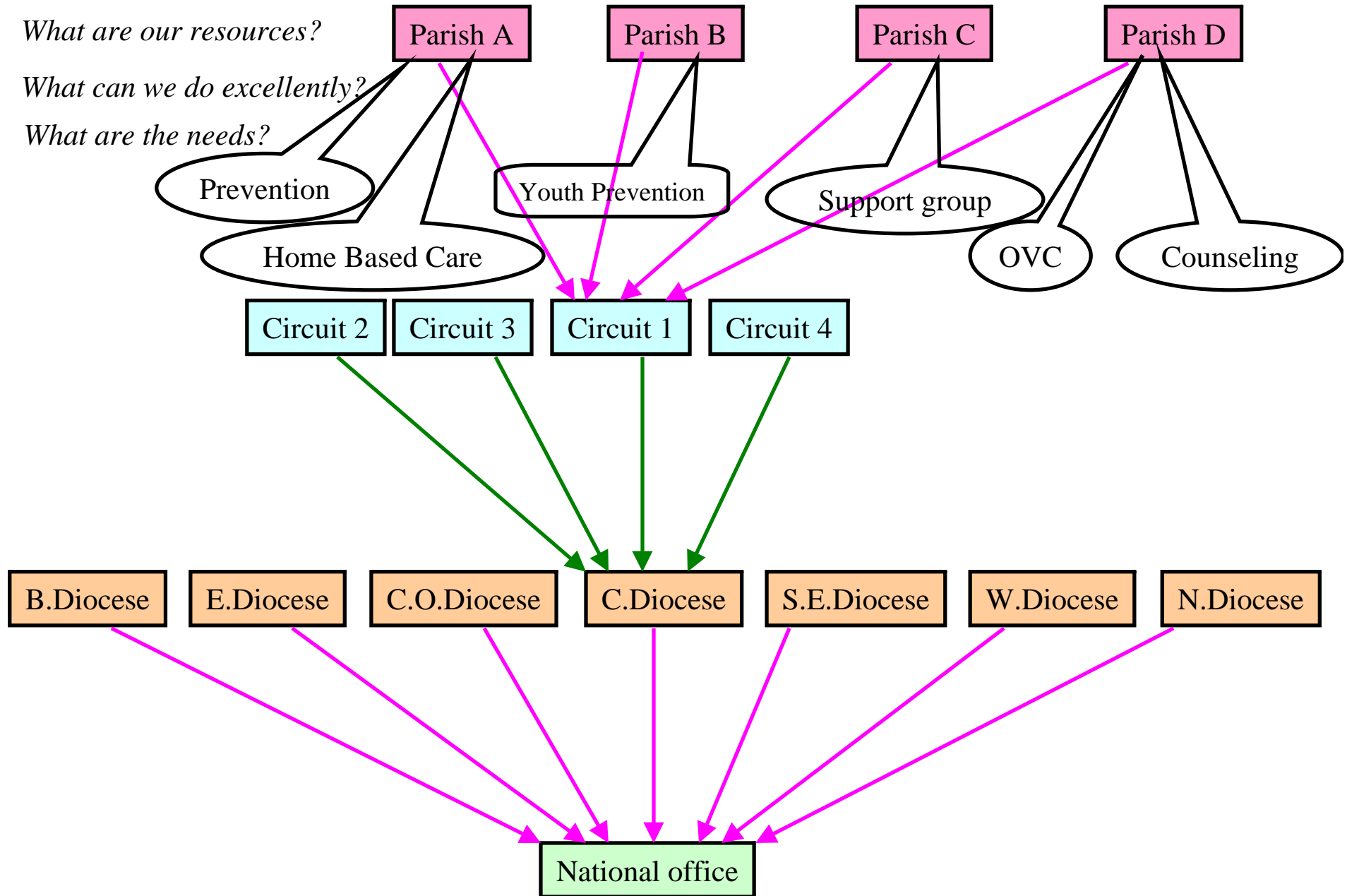


What are we good at?

What are our resources?

What can we do excellently?

What are the needs?



Take time for planning

The grass does not grow any faster when you pull on it

Planning document spells out main direction
and principles for implementation

When project goes in implementation
there is a need for ongoing planning

Learn while doing

Monitor, review & analyze implementation

Improve, adjust (therefore flexibility required)

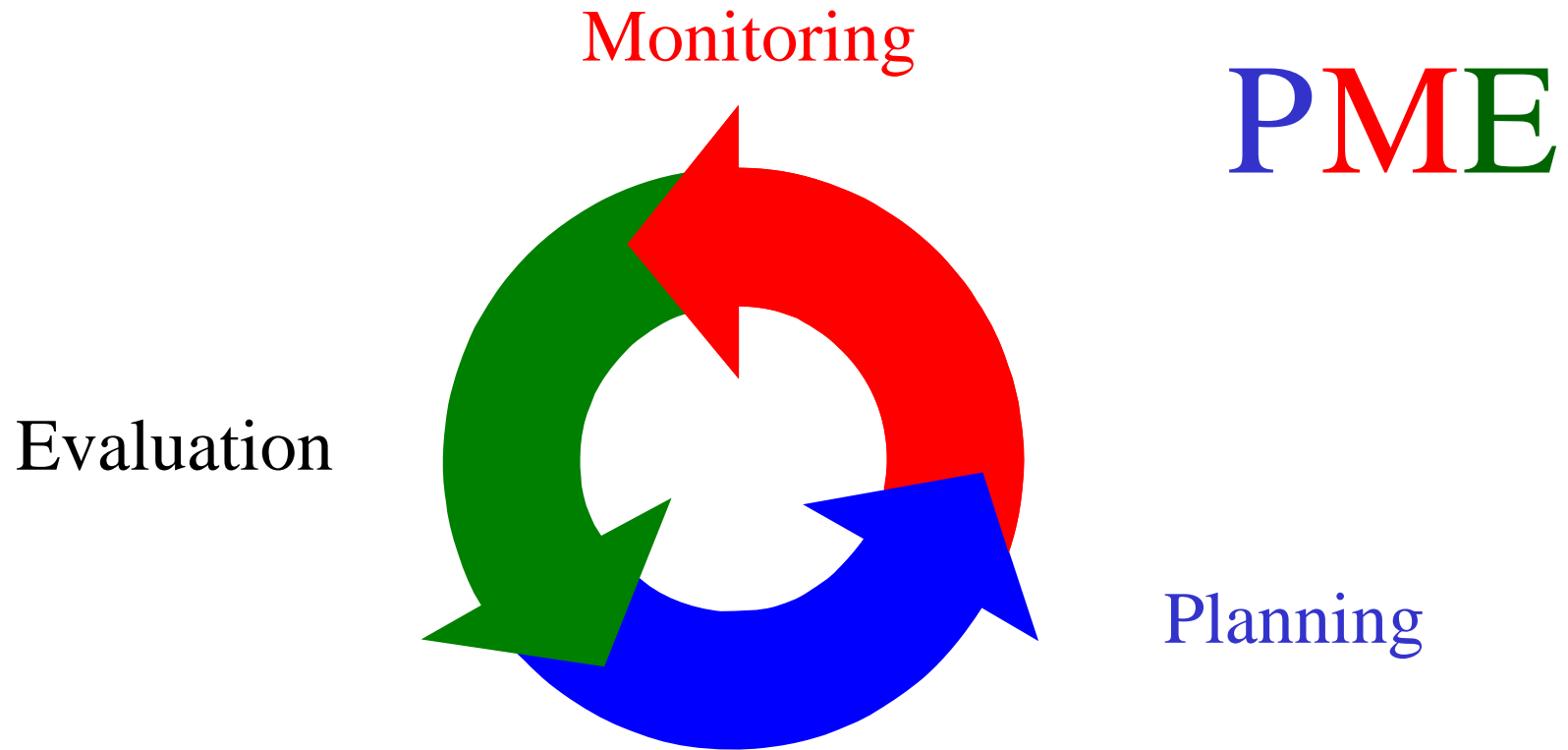
Type of indicator

Recommended frequency of measurement

- **Input/progress:** **Continuously**
- **Process** Quarterly, semi-annually, annually
- **Output** Quarterly, semi-annually, annually
- **Outcome** 1 to 3 years
- **Impact** 2 to 5 years

If you can't measure it, you can't manage it

Monitoring and reporting

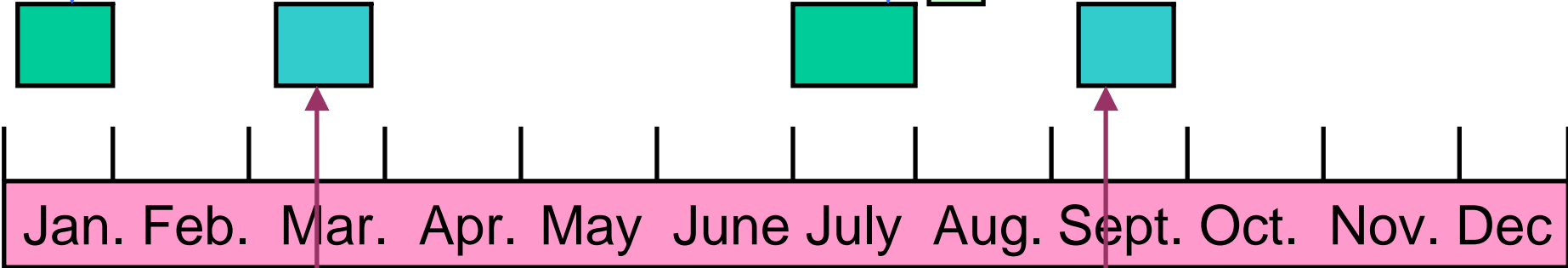


Murphy's law: All that can go wrong, will go wrong!

Time to review and write a report

Discuss report with staff team and review planning

Board meets to discuss reports and work plan



Send approved reports and adjusted plans to LWF

Progress & Process Monitoring

- Monitoring is not just checking and recording against your activity plan
- That needs to be done for management and administration purposes, but the more important monitoring is focused on the achievement of objectives
- Define all critical factors in the interim results that you need to achieve. What are the characteristics (indicators) of these processes. How do you know that you are approaching the levels of achievement in the different areas where 'sub' results are needed?

Work plan model													
Goal	Objectives	Activities	Steps (optional)	Timeframe						Budget in local currency	Indicators or milestones		Responsibility
				Jan	Feb	Mar	Apr	May	Jun		process indicators or targets (activity related)	programmatic indicators or intermediate results (objective related)	
Project Goal	Objective 1	Activity 1.1	step 1.1.1	■						800.00			
			step 1.1.2		■	■				200.00			
		Activity 1.2		■	■					1,100.00			
					■	■	■	■		400.00			
	Activity 1.3		■	■	■	■	■		1,200.00				
	Objective 2	Activity 2.1	step 2.1.1										
			step 2.1.2										
		Activity 2.2											
	Activity 2.3	step 2.3.1											
step 2.3.2													
Objective 3	Activity 3.1												
	Activity 3.2												
	Activity 3.3												
Objective 4	Activity 4.1												
	Activity 4.2												
	Activity 4.3												
Total semester budget									3,700.00				

DMD 'Project name'..... budget and actual expenditure

in 'name local currency'.....

Budget heading	Total project budget	Budget for these 6 months	Actual expenditure for these 6 months	Variation in %	òr Variation in currency
1.1					
1.2					
1.3					
1.4					
1.5					
2.1					
2.2					
2.3					
3.1					
3.2					
3.3					
3.4					
4.1					
4.2					
subtotal					
5					
.....					
.....					
6.0 Reserve					
Total					

Date:	Name:	Stamp:	Signature:
	Function/title:		

DMD 'Project name'Comm.Dev and Drinking Water Project: budget and actual expenditure					
in 'name local currency': Rp.					
Budget heading	Total project budget	Budget for these 6 months	Actual expenditure for these 6 months	Variation in %	òr Variation in currency
1.1 coordinator	6,120	1,000	995	99.5%	
1.2 2 fieldstaf	7,380	1,200	1,298	108.2%	
1.3 office costs	2,400	400	294	73.5%	
2.1.1 Community organizing: visits	28,624	6,000	6,836	113.9%	
2.1.2 Com.org.: maintenance training	16,000	4,000	3,876	96.9%	
2.1.3 Community org.: leadership training	18,000	3,000	3,675	122.5%	
2.2.1 WS: pipes, taps and reservoirs	45,000	25,000	28,463	113.9%	
2.2.2 WS: technicians	10,000	3,000	3,693	123.1%	
3.1 Mobile Generator	20,000	20,000	19,785	98.9%	
5 monitoring and auditing	6,000	1,500	1,683	112.2%	
6.0 Unforeseen	7,976	3,255	0	0.0%	
Total	167,500	68,355	70,598	103.3%	
Date: 29 january 2003					
Name: Daniel Kekehe			Stamp:	Signature:	
Function/title: Project accountant					

DMD 'project name'..... accumulated budget and accumulated actual expenditure

in 'name local currency'.....					
Budget heading		Total project budget	Budget for the accumulated period	Actual accumulated expenditures	òr
				Variation in %	Variation in currency
1.1				
1.2				
1.3				
1.4				
1.5				
2.1				
2.2				
2.3				
3.1				
3.2				
3.3				
3.4				
4.1				
4.2				
subtotal					
5				
				
				
6.0	Reserve				
Total					

Date:	Name:	Stamp:	Signature:
	Function/title:		

sheet 2 Accumulated budget and expenditure for the period: January 1st 2002 till December 31st 2002

DMD 'project name' Comm. Du. And Drinking Water Project accumulated budget and accumulated actual expenditure

in 'name local currency: Rp.

Budget heading	Total project budget	Budget for the accumulated period	Actual accumulated expenditures	Variation in %	òr Variation in currency
1.1 coordinator	6,120	2,000	1,895	94.8%	
1.2 2 fieldstaf	7,380	2,400	2,596	108.2%	
1.3 office costs	2,400	800	673	84.1%	
2.1.1 Community organizing: visits	28,624	12,000	13,645	113.7%	
2.1.2 Com.org.: maintenance training	16,000	8,000	6,976	87.2%	
2.1.3 Community org.: leadership training	18,000	6,000	6,671	111.2%	
2.2.1 WS: pipes, taps and reservoirs	45,000	25,000	28,463	113.9%	
2.2.2 WS: technicians	10,000	5,000	6,148	123.0%	
3.1 Mobile Generator	20,000	20,000	19,785	98.9%	
5 monitoring and auditing	6,000	2,000	2,083	104.2%	
6.0 Unforeseen	7,976	4,160	0	0.0%	
Total	167,500	87,360	88,935	101.8%	

Date: 29 january 2003

Name: Daniel Kekehe

Stamp:

Signature:

Function/title: Project accountant

in 'name local currency'.....

as per (date + source):

opening balance for this period

as per (date + source):

opening balance at start of this project

1 Opening balance

.....

.....

2 Receipts

	<i>Receipts budgeted for the total project</i>	<i>This period: budget</i>	<i>from..... till..... actual</i>		<i>Accumulated: from..... till.....</i>	<i>budget</i>	<i>actual</i>
	from LWF during this period						
from third parties:							
.....							
.....							
.....							
Own contribution							
.....							
.....							
.....							
Internal loan:	-	-					
.....	-	-					
Advances:.....	-	-					
.....	-	-					
2 Total receipts							

2 Total receipts

3 Interest received

for this period: []

accumulated: []

4 Subtotal (1+2 actual+3)

+ []

+ []

5 Actual expenditures

for this period: []

accumulated: []

total actual exp. sheet 1

total actual exp. sheet 2

6 Balance as per:

- []

- []

in bank:

in cash:

in savings-account:

receivable:

payable:

Date:

Name:
Function/title:

Stamp:

Signature:

in Rp.

1 Opening balance

as per (date + source):	opening balance for this period
July 1st 2002 (interim financial report)	4,749

as per (date + source):	opening balance at start of this project
start of new project	0

2 Receipts

	Receipts budgeted for the total project		This period: budget		from July 1st '02 till December 31st '02 actual			Accumulated: budget		from January 1st '02 till December 31st '02 actual	
from LWF during this period	120,000		43,855		42,490		96.89%	60,860		63,576	
from third parties:											
UEM Wuppertal	12,000		2,000		2,000		100.00%	4,000		4,000	
local government	10,000		10,000		9,000			10,000		9,000	
Own contribution to WS	22,500		12,500		12,400			12,500		12,400	
.....	3,000										
.....											
.....											
Internal loan:	-		-								
.....	-		-								
Advances:.....	-		-								
.....	-		-								
2 Total receipts	167,500		68,355		65,890		96.39%	87,360		88,976	

3 Interest received

for this period:	245	accumulated:	245
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4 Subtotal (1+2 actual+3)

+	70,884	+	89,221
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5 Actual expenditures

for this period:	70,598	accumulated:	88,935
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6 Balance as per: December 31st 2002

total actual exp. sheet 1	-	total actual exp. sheet 2	-
	286		286

in bank: 300
 in cash: 66
 in savings-account:

receivable: 1000 from local government
 payable: 0

Date: 29-1-03 Name: Daniel Kekehe Stamp: Signature:
 Function/title: Project Accountant

DMD 'number' 'Project name'..... **Movement and Position of the fund(s)**
 in 'name local currency'.....

Historic data (accumulated)

Revolving fund 'Agriculture' (A)

previous period contributions to the fund		
previous period costs and realised losses	-	
previous period loans provided by the fund	-	
previous period refunds	+	
previous period fees and interest received	+	
Opening balance at start of reporting period		
represented by 'in hand'/bank	1	
represented by 'receivable'	2	

Revolving fund 'Business' (B)

previous period contributions to the fund		
previous period costs and realised losses	-	
previous period loans provided by the fund	-	
previous period refunds	+	
previous period fees and interest received	+	
Opening balance at start of reporting period		
represented by 'in hand'/bank	1	
represented by 'receivable'	2	

Movements in the period under review:

Budgeted for the period:	fund 'A'	fund 'B'
Opening balance 'in hand/bank' see 1		
Additions to the fund, e.g. project funds +		
Direct costs of operation -		
Realized losses -		b)
Loans provided -		c)
Loans repayable this period see 2 +		d)
Overdue loans repayable +		e)
Fees received +		
Interest received +		
Closing balance		

Actual for the period:	fund 'A'	fund 'B'
Opening balance		a)
Additions to the fund +		
Direct costs of operation -		
Realized losses -		b)
Loans provided -		c)
Loans repayable this period +		d)
Overdue loans repayable +		e)
Fees received +		
Interest received +		
Closing balance		a)

- a) actual opening and closing balances of the respective funds are represented in the balance sheet
- b) see details in attached schedule 4b (names of clients, reasons for losses/writing off)
- c) see details in attached schedule 4c (names of clients, amounts, purpose, terms of repayment and amount of fees and interest due)
- d) see details in attached schedule 4d (names of clients, amounts due and actually repaid)
- e) see details in attached schedule 4e (names of clients, amounts overdue, length of delay and actually repaid)

DMD 'number' 'Project name'..... **Movement and Position of the fund(s)**
 in 'name local currency'.....

Historic data (accumulated)

Revolving fund 'Agriculture' (A)

previous period contributions to the fund		1000
previous period costs and realised losses	-	220
previous period loans provided by the fund	-	700
		80
previous period refunds	+	500
previous period fees and interest received	+	40
Opening balance at start of reporting period		820
represented by 'in hand'/bank	1	620
represented by 'receivable'	2	200

Revolving fund 'Business' (B)

previous period contributions to the fund		2000
previous period costs and realised losses	-	300
previous period loans provided by the fund	-	1800
		-100
previous period refunds	+	1100
previous period fees and interest received	+	80
Opening balance at start of reporting period		1780
represented by 'in hand'/bank	1	1080
represented by 'receivable'	2	700

Movements in the period under review:

Budgeted for the period:

	fund 'A'	fund 'B'
Opening balance 'in hand/bank' see	620	1080
Additions to the fund, e.g. project funds +	1000	500
Direct costs of operation -	40	40
Realized losses -	0	100 b)
Loans provided -	1400	2000 c)
Loans repayable this period see 2 +	200	600 d)
Overdue loans repayable +	0	0 e)
Fees received +	70	100
Interest received +	35	50
Closing balance	485	190

Actual for the period:

	fund 'A'	fund 'B'
Opening balance	620	1080 a)
Additions to the fund +	800	300
Direct costs of operation -	40	40
Realized losses -	50	100 b)
Loans provided -	1400	1800 c)
Loans repayable this period +	150	500 d)
Overdue loans repayable +	0	100 e)
Fees received +	70	90
Interest received +	35	45
Closing balance	185	175 a)

a) actual opening and closing balances of the respective funds are represented in the balance sheet

b) see details in attached schedule 4b (names of clients, reasons for losses/writing off)

c) see details in attached schedule 4c (names of clients, amounts, purpose, terms of repayment and amount of fees and interest due)

d) see details in attached schedule 4d (names of clients, amounts due and actually repaid)

e) see details in attached schedule 4e (names of clients, amounts overdue, length of delay and actually repaid)

Business development & loans

- Own capital 150,000,000
- Opportunity costs (potential revenue on own capital 10% ? 15,000,000
- Loan 100,000,000
- Interest due 23,000,000
- Activities to the value of 100,000,000
- Benefit in services **to be specified**
- Net income 135,000,000
- Gross result 12,000,000
- Net result -3,000,000

1. Report on Activities
2. Narrative report on Expenditures
3. Report on achievement of the Specific Objectives
4. Report on Methodology and/or Strategies
5. Report on Involvement of Target Group
6. Human Interest Story
7. Report on Assumed Conducive Conditions
8. Report on Critical Factors
9. Report on Human Resources
10. *-Optional-* Report on Construction and/or Purchase of Capital Cost Items
11. *-Optional-* Further Elaboration of Project Plans
12. Implications and follow-up Plans

A framework for a ToR for an evaluation exercise

that you may use when you think it is useful. You may also design your own lay out.

1. **RATIONALE AND BACK GROUND :**

2. **GENERAL STUDY OF THE PROJECT :**

The team is to provide an independent general picture of the project by reviewing :

2.1 Project goals, objectives, activities and strategies.

2.2 Review the available progress and financial reports.

2.3 Assessment of the Human Resources available in the project.

2.4 Study of the project financial and institutional sustainability in the context of future national and international support.

3. **SETTING OF OBJECTIVES AND INDICATORS FOR THE EVALUATION :**

4. **DEFINING AREAS OF STUDY :**

4.1 Assessment in fact, figures and observations need to be made of the changes brought about by the project intervention, using the outcome of paragraph 3 above as starting point and tools.

4.2 Changes occurred in the socio-economic, political and cultural life of the project participants.

4.3 Defining areas, where project interventions have been successful, sufficient or insufficient (strengths and weaknesses), Defining areas , where (further or future) project interventions would be necessary (opportunities). Defining areas, where (further or future) project interventions should be avoided and where project activities are at risks (threats).

5. **SELECTION OF VILLAGES / AREAS / REGIONS FOR THE STUDY :**

6 **PROCESS OF THE FIELD STUDY :**

general frame for methodology (elaboration to be done by the team)

7 **FINALISATION OF THE FINDINGS OF THE STUDY :**

7.1 The team needs to draft a report immediately after conclusion of the field study.

7.2 The draft report needs to be presented to and a meeting need to be set in advance to enableboard to give feedback to the report

7.3 Minutes need to be made of this meeting expressing agreement, disagreement (etc.) on the draft report.

7.4 The team proposes to the management and board when the final draft will be presented for formal acceptance. The minutes as under 7.3 become part of the final document, which is signed by board and management.

7.5 Board and management sends a copy of this report with an introductory letter (that may express board or management particular views) to LWF-DMD, if possible before(date)

7.6 Around(date) plans a board and staff meeting to discuss the final report and to decide on the organization's response to the recommendations.

This response is forwarded as soon as possible to DMD.

8 **THE PROPOSED TEAM :**

9. **DATE AND DURATION OF STUDY :**

PMPG007 (DMD 3012) - Yangpela Didiman Project, 2003-2005, PNG

Receipts in Geneva			Contributing agencies			DMD transfer to the project				Proceeds (gross)
Detail of transfer	Date	Amount	ELCA	BfdW	Cos/IMD	Date	Detail	Amount	bank charges	Kina
ELCA	9/19/2001	40,000	40,000			10/22/2002	CoS/IMD	11,000		44,989.77
ELCA	11/6/2001	20,000	20,000			10/31/2002	CoS/IMD \$ 6.400	12,000		47,904.19
ELCA	12/31/2001	20,000	20,000				ELCA \$ 5.600			
CoS/IMD	12/31/2002	17,400			17,400	2/19/2003	BfdW	45,000		157,894.74
BfdW	3/17/2003	33,345		33,345		7/15/2003	ELCA \$ 28.310	50,000		163,398.69
BfdW	3/31/2003	33,345		33,345			BfdW \$ 21.690			
BfdW	2/9/2004	47,710		47,710		11/19/2003	BfdW \$ 23.310	40,000		129,032.26
BfdW	7/16/2004	60,000		60,000			ELCA \$ 16.690			
						3/4/2004	BfdW	24,400	16.00	74,036.59
						6/2/2004	BfdW \$ 20.600	50,000		150,602.41
							ELCA \$ 29.400			
		271,800	80,000	174,400	17,400			232,400	16.00	767,858.65
Balance in Geneva		271,800	-		232,416.00	=	39,384.00			

PMBR009 /DMD 3000 - Community Development Programs in Northeastern Brazil, Diaconia

2002-2004, Brazil

Receipts in Geneva			Contributing agencies			Transfers to the Project			Proceeds	Exchange	
Detail of transfer	Date	Amount	EED	CS/IMD	NCA	Date	Detail	Transferred incl. bank charges			
CS/IMD	20-3-02	50,000		50,000		19-2-02	EED	50,000.00	R\$	116,330	2.3266
NCA	2-4-02	19,796			19,796	2-5-02	CS/IMD	50,000.00	R\$	123,350	2.4670
EED	10-5-02	50,000	50,000			10-5-02	CS/IMD	90,000.00	R\$	225,153	2.5017
CS/IMD	28-5-02	140,000		140,000		19-8-02	CS/IMD	50,000.00	R\$	165,250	3.3050
EED	24-10-02	76,000	76,000			29-10-02	CS/IMD \$ 41.000	80,000.00	R\$	144,730	3.5300
NCA	3-12-02	23,787			23,787		NCA \$ 39.000		R\$	137,670	
CS/IMD	31-12-02	41,000		41,000		16-12-02	EED	10,000.00	R\$	34,400	3.4400
NCA	4-6-03	27,558			27,558	9-1-03	EED \$ 66.014.64	66,014.64	R\$	213,180	3.2292
CS/IMD	21-8-03	91,000		91,000		18-3-03	CS/IMD	100,000.00	R\$	314,500	3.1450
CS/IMD	22-10-03	71,100		71,100		2-9-03	CS/IMC \$ 62.107.21	121,114.42	R\$	178,226	2.8696
NCA	12-12-03	28,918			28,918		NCA \$ 59.007.21		R\$	169,331	
EED	3-12-03	91,100	91,100			11-11-03	EED \$ 91.085.36	111,715.06	R\$	263,290	2.8906
CoS		11,700		11,700			CoS \$ 11.692.79		R\$	33,800	
							NCA \$ 8.936.91		R\$	25,835	
		721,959	217,100	404,800	100,059			728,844.12	R\$	2,145,045	
Balance in Geneva		721,959	-	728,844.12			(6,885.12)				