



Partner Housing Australasia (Building) Incorporated  
ABN 88 722 057 429 CFN: 15429  
Web: [www.partnerhousing.org](http://www.partnerhousing.org)  
Pro-bono professional services and funding for South Pacific  
village infrastructure, housing, water, sanitation and training.



272 Blackwall Road, Woy Woy NSW 2256, Australia  
Phone: +61 432 611 550  
Email: [partner.housingaus@gmail.com](mailto:partner.housingaus@gmail.com)

Partner Housing is a signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice. As a signatory we are committed and fully adhere to the ACFID Code of Conduct, conducting our work with transparency, accountability and integrity.

## Monitoring, Evaluation and Learning Policies and Procedures



**Declaration** – These policies and procedures have been approved by the Partner Housing Australasia (Building) Incorporated Annual General Meeting of 4 December 2023. They set out the means of complying with the “Constitution & Code of Conduct”, and the requirements of the Australian Department of Foreign Affairs and Trade (DFAT) and the Australian Council for International Development (ACFID).

### Signed

Rod Johnston, President, Partner Housing Australasia (Building) Incorporated

### Adoption of Document Revisions

Reference	Revision	Date of Adoption	Principal Amendments
P23040328	1	3 April 2023	Revision to align with Vision, Mission, Values & DFAT requirements
P24010128	1	1 January 2024	General review and update
P24010128	1a	26 March 2024	Inclusion of Audit Template and Project File Template, P4, P11>

## Contents

Vision .....	2
Commitment.....	2
Code of Conduct.....	2
Scope.....	4
Definitions .....	4
Policy .....	5
Responsible Personnel.....	7
Procedures.....	7
Review of these Policies and Procedures.....	7
Risk Analysis.....	7
Maintenance of Accurate Financial Records .....	7
Maintenance of Program and Project Records .....	7
Data Collection.....	8
Evaluation of Program Effectiveness .....	8
Compliance and Auditing .....	8
Training .....	9
Monitoring and Evaluation Tool (Log Frame Analysis).....	10
Management Audit Template .....	12
Project File Template.....	12

## Vision

Partner Housing Australasia is an entirely voluntary organisation, which aims to transform the lives of people living in Asia-Pacific villages by improving the cyclone, earthquake, and tsunami resistance of their houses, clinics, schools, and community buildings; and by providing clean water supplies and hygienic sanitation.

## Commitment

Consistent with the vision, Partner Housing Australasia and its Partner Organisations are committed to diligent monitoring and evaluation of our programs, and using the information gained through this process to learn how to improve the effectiveness of our service.

## Code of Conduct

Partner Housing Australasia is a signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice. As a signatory, we are committed and fully adhere to the ACFID Code of Conduct, conducting our work with transparency, accountability, and integrity. The following policies and procedures have been developed to reflect the vision, and to simultaneously ensure consistency with the ACFID Code of Conduct.



## Scope

These Policies and Procedures apply to Partner Housing Australasia, its Partner Organisations, Representatives, and any guests who might accompany these people to the locations where the programs are implemented. The “Policy” expands the organisation’s vision, mission, and values; together with satisfying the DFAT and ACFID requirements, and the “Procedures” set out the means of implementing policy. An associated “Training” document provides additional material and background, and “Compliance and Audit Record” documents provide the relevant records of compliance and verification.

## Definitions

A comprehensive set of definitions is set out in “Constitution & Code of Conduct”. Definitions specific to this policy are set out below.

Partner Organisations are those bodies working with Partner Housing Australasia to implement the programs. For purposes of this document, they include (but are not limited to) Vision for Homes [PNG] and South Ranongga Community Association [SRCA]).

Risk Analysis is a systematic use of available information to determine how often specified events may occur and the magnitude of their likely consequence. For purposes of this policy, Risk Analysis, and associated terms (including those listed herein) are as defined in ISO 31000 and AS/NZS 4360.

Program is the overarching development approach and initiative that set priorities and guide project outcomes, results, and activities. Programs constitute a coherent set of development projects that pursue a single focus, which may be regional, sectoral, or country based.

Project is the practical implementation of an NGO’s overarching development approach or program. Projects are discrete investments in particular countries, contexts and/or sectors, with a specific start and end date and identified funding.

Monitoring is the systematic observation over a nominated period of time of the performance of programs, and reporting against predetermined criteria.

Evaluation is the determination of whether the reported performance of programs meets the expectations for the program, as defined by predetermined criteria.

Outputs are the products, goods and services delivered by a development investment. Outputs are delivered to influence the performance or behaviour of counterparts or change agents. In this application, “outputs” are physical village infrastructure (buildings, pipelines, standpipes, latrines etc.) constructed and the training programs delivered through the programs.

Outcomes are the change achieved as a result of the “outputs”. End-of-Program Outcome is the desired development change among counterparts, change agents or beneficiaries that can be achieved within the timeframe of the investment. Outcomes should define: an ‘end state’ when the outcome has been achieved; who or what is expected to change; the type of change expected to occur: knowledge (awareness of new ideas, techniques, or strategies); action (behaviour change based upon new information/ideas); or condition (organisational or societal conditions changes due to the stakeholder’s actions); and the time by which the change is expected to occur. Intermediate Outcome is the short and medium-term effects of an investment’s outputs. Short term outcomes include changes in knowledge, attitudes, skills, while medium term outcomes often reflect changes in behaviour, practice, and decisions. In this application, “impacts” are best described as resilient buildings, safe water supplies etc.

Impacts are the overall long-term effect produced by an investment. This includes positive and negative changes (directly or indirectly, intended, or unintended). In the context of this policy, impacts are the identifiable permanent effect on the people (beneficiaries) who receive the programs”. In this application, “impacts” are best described in the Partner Housing Australia Vision Statement, “Partner Housing Australasia is an entirely voluntary organisation, which aims to transform the lives of people ...”

## Policy

Partner Housing Australasia shall ensure that its programs deliver value for the funds provided by donor agencies. To achieve this, the organisation shall consult widely with the village communities, encourage the village residents to participate in the programs, plan and design cost-effective programs which deliver the sustainable development goals described in the sustainability policy. Partner Housing Australasia is committed to empowering volunteers to contribute their professional skills on a pro bono basis, and to mentoring village residents to develop sound building skills and achievement of the code of conduct policies. The following monitoring, evaluating, and learning policies and procedures facilitate the achievement of these objectives.

### *B 4.1 Monitoring and analysing information to assess progress and constraints*

Partner Housing Australasia shall –

- monitor programs implemented with the Partner Organisations (the systematic observation and reporting over a nominated time of the performance of programs and reporting against predetermined criteria); and
- evaluate programs implemented with the Partner Organisations, (the determination of whether the reported performance of programs meets the expectations for programs, as defined by predetermined criteria).

Partner Housing Australasia undertakes regular ongoing monitoring of programs through –

- frequent targeted email communications with the managers of implementing Partner Organisations, including Vision for Homes (PNG) and South Ranongga Community Association (Solomon Islands); and
- annual management audits, conducted (where practical) in the location of the program implementation or (alternatively) as desk audits.

The annual management audit shall independently verify compliance against the stated performance criteria, and are intended (in part) to verify the veracity of the information communicated by email exchanges.

The information, thus gathered, is –

- analysed to determine the progress in program implementation and to recommend changes to counter any unforeseen constraints;
- considered in the context of key project management and development principles, including (but not limited to) community empowerment, sustainability, gender issues, environmental impact, financial accountability, and risk management; and
- reported to the Board at each quarterly Board Meeting.

Partner Housing Australasia employs –

- A commercially available financial and accounting software package (e.g., Xero) to monitor and report finances, funding, and expenditure to the Board at each quarterly Board Meeting;
- A customised MS Excel Workbook and MS Word Project File, designed specifically for the monitoring and control of the partners and programs, and to thus facilitate the compilation of reports (in standardised format) to each quarterly Board Meeting;
- A Log-Frame format of recording and reporting against pre-set criteria, and
- Checklists adapted from the program Strategic Plans, which effectively state the program performance criteria.

Management Audit records are retained in the permanent records. Program monitoring reports are retained in the permanent records, in the minutes of each quarterly Board Meeting. Email communications, between Partner Housing Australasia and the implementing Partner Organisations on progress, constraints, risks, finances, code of conduct issues and other key information, are retained in the permanent records.

#### *B 4.2 Monitoring, Evaluation and Learning Framework*

Partner Housing Australasia collects data relevant to its programs for village infrastructure construction and training, executed by the organisation and by Partner Organisations in the South Pacific.

Collected data is of two types, contextual data from various published sources; and program outputs.

Partner Housing Australasia has the flexibility to report data in a variety of formats, and shall present data in the format required by any particular donor, including private donors, corporate donors, DFAT [ANCP Monitoring, Evaluation and Learning Framework, MELF], and overseas donors.

#### *B 4.3 Program evaluations*

Partner Housing Australasia recognises the need for, and distinction between,

- Outputs, the constructed physical village infrastructure (buildings, pipelines, standpipes, latrines etc.) and the training delivered through the programs;
- Outcomes, the short, medium, and long-term changes achieved as a result of the “outputs” (resilient buildings, safe water supplies etc.); and
- Impacts, the overall long-term effects, best described in the Partner Housing Australia Vision Statement, “Partner Housing Australasia is an entirely voluntary organisation, which aims to transform the lives of people ....”

Note: More comprehensive descriptions are set out in “Definitions”.

Partner Housing Australasia undertakes the evaluation of its programs, to determine the effectiveness of the outputs (the constructed buildings, pipelines, standpipes, latrines etc. and the training programs) in achieving the specified outcomes (resilient buildings, safe water supplies etc) and resulting in the desired impacts (transformed safe, sustainable, healthy village life).

The information, gathered through the monitoring and auditing phase, is evaluated through the following process.

- It is analysed to determine the progress in program implementation and to recommend changes to counter any unforeseen constraints;
- It is considered in the context of key project management and development principles, including (but not limited to) community empowerment, sustainability, gender issues, environmental impact, financial accountability, and risk management; and
- The resulting evaluation reported to the AGM.

The 5-Year Strategic Plans shall be updated annually with revised program evaluations, and adopted at each AGM.

## **Responsible Personnel**

The person with overall responsibility for implementing this policy is the Chief Executive Officer (CEO), with delegated responsibility to the Regional Managers for the implementation of projects.

## **Procedures**

### **Review of these Policies and Procedures**

The policies and procedures set out in this “Policies and Procedures” document shall be reviewed at each Annual General Meeting, as part of the scheduled general policy review.

### **Risk Analysis**

The CEO shall implement the following:

- Prepare a Risk Analysis for the risk of failing to effectively monitor, evaluate or learn from program implementation.
- Assess and prioritize the risk associated with each program and its component projects, and determine the appropriate mitigation actions.
- Record the Risk Analyses in the Strategic Plans appropriate to each program.
- Summarize the Risk Analyses and the mitigations in a Risk Register.

### **Maintenance of Accurate Financial Records**

The Finance Manager shall maintain up-to-date and accurate record of the financial transactions using the Xero accounting software package, and that the relevant information on funding and expenditure is available for quarterly Board Meeting.

### **Maintenance of Program and Project Records**

The Regional Managers shall –

- Use the Project File (customised MS Excel Workbook) to monitor and control programs and projects, and report (in standardised format) to each quarterly Board Meeting, using to report against the program performance criteria.
- Ensure that the Management Auditor annually audits and compiles an annual report.
- Ensure management control and audit records are retained in using the Project File (MS Excel file) in the permanent records.
- Ensure that quarterly program monitoring reports are retained in the permanent records, in the minutes of each Board Meeting.
- Retain email communications between Partner Housing Australasia and the implementing partners in the permanent records.

## **Data Collection**

The Regional Managers (in consultation with the CEO) shall –

- Collect contextual data from various published sources and program outputs data, relevant to the Partner Housing Australasia programs for village infrastructure construction and training.
- Collate, process, and present the data in a variety of formats, including (but not limited to) the PHA requirements for effective control and monitoring of the programs, reporting to the Quarterly Board Meetings, production of the PHA Annual Report, the requirements of the Australian Tax Office (ATO), requirements of the Australian Council for International Development (ACFID), and the requirements of the DFAT ANCP Monitoring, Evaluation and Learning Framework (MELF).
- Present the data in the format required by any particular donor (including private donors, corporate donors, DFAT, overseas donors etc.) should this be a requirement for a particular grant and/or donation.

## **Evaluation of Program Effectiveness**

The CEO (in consultation with the Regional Managers) shall –

- Assemble and collate the relevant program and background information from the monitoring and auditing phases.
- Analyse the relevant program and background information to determine the progress in program implementation and to recommend changes to counter any unforeseen constraints.
- Consider this data in the context of key project management and development principles, including (but not limited to) community empowerment, sustainability, gender issues, environmental impact, financial accountability, and risk management;
- Update the Log Frame analysis for each program, and report the evaluation to the December Board Meeting and AGM, together with any recommended changes to the 5-Year Strategic Plans.
- Retain the evaluations (within the amended 5-Year Strategic Plans) in the permanent records.

## **Compliance and Auditing**

The Responsible Personnel shall implement the following:

- Initiate the required monitoring, evaluation and learning functions associated with this “Policies and Procedures” document.
- Initiate both internal and external auditing, consistent with ISO 9001 principles of the policies and procedures herein.
- Ensure that the compliance with the policies and procedures herein, and the associated internal and external audits, are recorded in the associated “Compliance and Audit Records” documents.



## **Training**

The Responsible Personnel shall implement the following:

- Distribute a reference and link to this “Policies and Procedures” document to all Directors, Regional Managers and Partner Organisation Managers, and other personnel working on behalf of the organisation. (Partner Housing Australasia is a voluntary organisation and does not employ staff).
- Distribute a reference and link to the associated “Training” package. Request that all Directors, Regional Managers and Partner Organisation Managers use this to increase their awareness and understanding of these policies and procedures.
- Include a reference and link to this “Policies and Procedures” document in all Memoranda of Understanding with Partner Organisations.
- Table this “Policies and Procedures” document at the Annual General Meeting, for discussion and adoption.
- Review the training effectiveness at the February Board Meeting.

## Monitoring and Evaluation Tool (Log Frame Analysis)

The following analysis is included with these Procedures to specify the criterial and indicators for the program of building PNG Village Community Health Buildings, Educational Buildings and Associated Housing.

This Log Frame format shall be used for the annual monitoring and evaluation of the program.

Narrative	Objectively Verifiable Indicators, OVIs	Means Of Verification, MOVs	Risks & Assumptions
<b>Goal</b> Partner Housing Australasia's Vision is: "... to transform the lives of people living in Asia-Pacific villages by improving the cyclone, earthquake and tsunami resistance of their houses, clinics, schools and community buildings ..."	This goal will be fulfilled if there is substantial achievement of the indicators below.	Monitor the indicators below.	The risk is that funding bodies fail to understand the need for improved infrastructure resilience.
<b>Outcome</b> Increased building resilience, reliable water supply and hygienic latrines.	Achievement of the indicators below.	Monitor the indicators below.	
<b>Outputs</b>			
Community health buildings (with demonstrated resistance to cyclones, earthquakes and/or tsunami.	No of health buildings constructed.	Count new buildings.	Villages must communicate a need.
Education buildings (with demonstrated resistance to cyclones, earthquakes and/or tsunami.	No of education buildings constructed.	Count new buildings.	Villages must communicate a need.
Housing (with demonstrated resistance to cyclones, earthquakes and/or tsunami.	No of houses constructed.	Count new houses.	Villages must communicate a need.
Reliable village water reticulation.	No of standpipes constructed.	Count new standpipes.	Villages must communicate a need.
Sanitary and private village latrines.	No of latrines constructed.	Count new latrines.	Villages must communicate a need.
Infrastructure with features that protect women and children.	No of privacy screens & lockable latrine doors.	Count new screens & lockable doors.	Requires community support.
Infrastructure with features that provide for people with disabilities.	No of buildings with ramps	Count new ramps.	Requires community support.
Infrastructure with features that provide environmental protection.	Tree planting funding.	Value of investment.	Requires community support.
Building skills and code of conduct training for village builders.	No of people trained.	Count trainees.	
Supporting manuals for the reform of Building & WASH regulations.	No of manuals.	Count manuals.	
<b>Activities</b>			
Fund, design, and construct DANCER community health buildings in collaboration with local partners.	Value of funding & no of designs.	Annual accounts.	External funding required.

Fund, design, and construct education buildings DANCER in collaboration with local partners.	Value of funding & no of designs.	Annual accounts.	External funding required.
Fund, design, and construct residential buildings DANCER in collaboration with local partners.	Value of funding & no of designs.	Annual accounts.	External funding required.
Fund, design, and construct VILLAGE AQUA water reticulation, in collaboration with local partners.	Value of funding & no of designs.	Annual accounts.	External funding required.
Fund, design, and construct VILLAGE AQUA latrines in collaboration with local partners.	Value of funding & no of designs.	Annual accounts.	External funding required.
Fund, design, and construct infrastructure with features to protect women and children.	Value of funding.	Annual accounts.	External funding required.
Fund, design, and construct infrastructure with features for people with disabilities.	Value of funding.	Annual accounts.	External funding required.
Fund, design, and construct infrastructure with environmental protection features.	Value of funding.	Annual accounts.	External funding required.
Provide training to village builders for improved practices.	Number of trainees.	Count trainees.	Probono input by volunteers.
Publish manuals for the to reform South Pacific Building & WASH regulations.	Number of manuals.	Count manuals.	Probono input by volunteers.

## Management Audit Template

The following template shall be used to record Management Audits.



B4.3c Governance  
Audit Summary Temp

The following file is an example of the use of the template.



Q24030501-1 PHAB  
VFH-PNG Governance

## Project File Template

The file serves as a guide for the recording of activity in a Project File.



P22040601-5 PHA  
DANCER165-84 VFH-