

COP '07 review guide

Purpose: Provide both grantee and Pact with input regarding any changes that should be incorporated into the COP '08 Program Description and Implementation Plan based on the results of the partner's COP '07 implementation experience and results.

Methodology: Based on the following discussion topics, participants will focus on areas and discussion points that both groups consider will generate important recommendations for the development of the COP '08 Program Description, Implementation Plan and Budget. All participants should understand that the review is not an evaluation of the COP '07 results; it is expressly designed to inform the COP '08 planning process. Participants will identify one note-taker from each institution, and these individuals will document the conclusions and recommendations resulting from the review. The note-takers will subsequently synthesize their findings and share with their respective institutions and incorporating the recommendations into the COP '08 planning process.

Preparation: Partners and Pact alike must task their participants to prepare materials and discussion points for the discussion areas. It is important that all participants arrive at the review fully versed in the status of the COP '07 implementation as it relates to the award conditions, implementation plan and activities, budget and results.

Review COP '08 submission – Open the meeting with a quick review of what is actually in the COP '08 document for the partner. Is the submission accurate and complete? What are the most relevant aspects of COP '07 implementation to next year's programming?

Grant management review

Review the progress made in complying with the award conditions against the deadlines and requirements incorporated in the award. Compliant issues include, meeting reporting requirements (financial, programmatic and MER) in accordance with Required as Applicable standard provisions, Mandatory Standard provisions, Special award conditions and PEPFAR requirements. Discuss any problems faced in complying with the award conditions and the impact of non compliance on program implementation. Agree on the way forward under the COP 08 award.

Review of objectives, indicators, targets and results

Review the program objectives, indicators and targets. If the partner is working in more than one program area, be sure to review each of the areas individually. Review results versus targets to date and incorporate the expected contribution of the last quarter's results. Based only on this comparison, come to a consensus on what the results imply about the program's implementation. These implied conclusions will serve as the basis for more in depth discussion after the programmatic and budgetary contexts are reviewed.

Discussion questions:

- Do all objectives measure outcome level results? If not, partners will need to revise these for COP '08. Ensure that they are SMART objectives.
- What implications do the differences between the expected results and targets have for what should be incorporated into the COP '08 planning documents?
- In addition to program indicators and targets, what other factors are important to understanding program results and planning future activities, i.e. indicators often do not reflect the whole 'results' story – what do we need to know to put results indicators in context, and how can we incorporate these factors into the planning for COP '08?
- Are the partner's MER activities & structure sufficient to provide the monitoring of activities required to meet reporting and strategic information needs? Are there needs that should be addressed in the next year's activities?

Implementation of activities versus implementation plan

Review the status of implementation versus the original implementation plan and the most recent adjustments. If the partner is working in more than one program area, be sure to review each of the areas individually. Consider how implementation of activities has varied from its expected path and identify reasons for this variance. Come to a consensus regarding how these same factors could affect implementation in COP '08 and how this should be reflected in the planning of the next year's activities. By observing how unexpected obstacles may have impeded the implementation of some activities, identify which activities the Implementation Plan should present in more detail to help the partner anticipate implementation needs.

Discussion questions:

- What activities did not reach the level of development that the partner had planned? Can they be achieved in the future, or should these expectations be dropped in favour of other activities or approaches?

- Have plans to improve service quality been carried out? What pending or additional improvements will be incorporated during the coming year? Are services meeting the level of standards set by the GRN or the partner itself?
- Are there pending issues from the Pact desk reviews that should be addressed in COP '08?

Budget versus expenditures

Review status of grantee expenses to date and incorporate the expected expenses through September 30th to estimate the total project expenditure for the life of the award. Compare the estimated total expenditures with the original budget to assess how accurately the budget predicted implementation costs (be sure to consider the costs of the planned activities versus the planned budget in making this judgement).

Discussion questions:

- What parts of the budget were accurate estimates of activity costs and what areas should be budgeted differently for COP '08?
- Are there budgeting methods that worked better than others? Which need to be modified and how will the partner pursue this modification? Can Pact provide support?

Cost benefit analysis

Consider measures of project results in terms of the cost of these activities and the project as a whole. Identify the most important cost components of the result / cost measures. Discuss how these measures may or may not be helpful in planning to optimize the relative cost benefit of the project. Even if participants decide against using these measures for planning purposes, articulating the argument that supports this rejection is crucial to helping partners and Pact understand how to justify and align the Program Description, the Implementation Plan and the Budget. Discuss whether any of the major cost components will change in COP '08. Based on the current measures and the expected changes, discuss whether these costs levels are where they should be moving forward. In discussing the results versus costs of the program, answer the following questions:

- How do project costs translate to project results?
 - Over the award time period?
 - In the medium and long term (sustainability)?
- Are there innovative ways to allocate funds that would generate improved efficiency in next year's planning?
- What are the opportunity costs of the current activity mix?

Discussion regarding the circumstances and implementation decisions that influenced COP '07 results vis-a-vis the three analyses.

There are several key cross-cutting questions that should be discussed and answered, if possible, to help the partner plan the best possible COP '08 activities. Some of these discussions will result in questions that may help to direct the technical assessment. These are just a few of the questions that are worth considering:

- Based on the preceding analyses, is the mix of activities that the partner is implementing the best for achieving its objectives in terms of both results and sustainability?
- What unforeseen implementation challenges that the partner faced in COP '07 can be addressed in advanced for COP '08?
- Are there technical or institutional strengthening activities that should be added or reprogrammed to increase the effectiveness of the planned activities?
- Reflecting on the gaps between what was planned last year and what actually happened during implementation, how should the implementation planning and budgeting change for COP '08?

Recommendations regarding how to capitalize on successes and address disappointments and challenges in the COP 08 period

Based on the conclusions of each discussion, the partner should leave the review with a set of concrete recommendations that can be incorporated into the COP '08 plan and budget to enhance program implementation and improve the accuracy of the technical and financial planning.

Partner needs for information from Pact to carry out COP '08 planning

The partner will have the opportunity to request information from Pact that is essential for its COP '08 planning and budgeting. Pact will make every effort to foresee these needs, but each partner's unique set of activities may require specialized information from Pact.

COP '09

Since COP '09 submissions will follow the award making process very closely, we need partners to share with us what they intend to do in the COP '09 implementation period. Specifically, what would they add subtract or do differently? We will then incorporate this information into the COP '09 PACT submission to USAID.