

Maiwand social services Association for Afghanistan (MSSAA)

Program Development Policy





Maiwand Social Service Association Program Development Policy

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Maiwand Social Service Association (MSSAA)

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Introduction:

A. Organization Background:

Owing to continuous human suffering perpetuated by civil war in Afghanistan, it was decided to create a nongovernmental organization, Maiwand Social Service Association (MSSAA) in 1993, to serve all needy and perturbed strata of the Afghan community, particularly Afghan returnees from neighboring countries or internally displaced persons IDPs due to natural disaster or internal conflict in Afghanistan. MSSAA is a fully voluntary organization; providing services to the aforementioned categories of people irrespective of gender, race, language or geographical location. MSSAA assistance is always free and within the rules and regulations of the country. It never seeks compensation or reimbursement from its beneficiaries.

B. Purpose:

A program development policy will save our organization time and money on recruitment of new staff and capacity building expenses and will minimize the chances of losing any opportunity.

C. Definitions:

a. Project:

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A project is an individual or collaborative enterprise involving research and design that a team carefully plans to achieve a particular aim.

b. Program:

A program is a collection of projects managed as a group in order to achieve efficiencies of scale. Project management involves the coordination of individual tasks; likewise, program management is the coordination of related projects grouped together. Projects are bundled together into a program when the benefits of managing the collection outweigh managing projects as individual units.

c. Knowledge:

MSSAA staff enjoys a dominant knowledge of our people culture and geography. We have over twenty years of extensive experience in concept analysis, planning, designing, managing, and implementing relief, rehabilitation, and development projects and programs in the country.

d. MSSAA Mission:

We assist in the alleviation of human sufferings; inter alia; safe and smooth integration of returnees and or internally displaced people into local communities; provide awareness raising on health related issues, recovery of basic infrastructures for irrigation water supply, implementation of income generation projects to serve the most vulnerable returnee families.

c. Goals:

MSSAA contributes in rehabilitation of irrigation systems, sanitation and water supply, rehabilitation of agricultural activities by providing high quality seeds, fertilizers, chemicals and tools, establishment of fruit and forest trees through plant nurseries, surveys and community need assessments, training of farmers, creating training and income generation for women and human resource capacity development.



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d. Objectives:

1. Serve the poor and perturbed strata of the community through organizing relief and rehabilitation response during and after emergency situations.
2. Active participation in the country ongoing development and rehabilitation programs.
3. Poppy free Afghanistan through promoting licit crops, provision of high quality improved wheat seeds, establishment of fruit and forest tree nurseries.
4. Creating self-sufficiency through vocational training and income generation projects for both male and female.
5. Rehabilitation of irrigation systems & other engineering projects essential for the rehabilitation and development of Afghanistan.
6. Unbiased and timely humanitarian assistance to the needy strata of community across the country.
7. Reintegration & protection of returnees through implementation of different projects in returnee areas

e. Core Values:

Our success depends on:

1. **Transparency:** Making the organization's management processes more open so that the public can learn how MSSAA supports Afghanistan every day in every way.
2. **Participation:** Providing opportunities for MSSAA constituents to shape and improve services provided by the organization.
3. **Collaboration:** Working cooperatively at all governmental levels domestically and internationally on policy matters affecting a broader audience.
4. **Accountability:** Ensuring that the performance of all employees is measured against the achievement of the organization's goals.
5. **Customer Focus:** Serving MSSAA's constituents by delivering programs that address their diverse needs.
6. **Professionalism:** Building and maintaining a highly skilled, diverse, and compassionate workforce.
7. **Result Orientation:** Measuring performance and making management decisions to direct resources to where they are used most effectively.

f. Decision Making Process:

MSSAA is governed by a board of directors consisted of five members from all wakes of life. The decisions are made by the board of directors. In case of problem in decision making, issues are decided by a vote of majority.



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I: Program Identification and Design Phase:

a. Identification of Program Idea:

Information need Matrix defines needs and opportunities,

Categories	Activities	Narrative Summary	Indicators	Means of verification	Objectives	Assumptions
Inputs						
Outputs						
Outcome						
Impact						

b. Assessment:

Gathering data on needs from a variety of stakeholders for making a judgment about the ground realities of a situation is part of the program identification and design phase.

c. Problem Analysis:

Problem analysis involves identifying the prevailing problem and establishing the causes and effects related to that problem. A key element of this analysis will ensure that “root causes,” not just the symptoms of the problem, are identified and subsequently addressed in the project design.

d. Strategic Analysis:

The process of developing strategy for a project is researching the needs and the environment in which it is going to be implemented.

e. Objective Analysis:

This is to evaluate the actual situation based upon the relevant facts regardless of feelings.



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f. Program Analysis:

1. **Stakeholders:** All the relevant stakeholders will be met and asked for their opinions on the problem. Their views will be analyzed and a practical conclusion will be reached.
2. **Problem analysis:** The biggest problem will be identified. Other minor problems will also be listed. Main causes of the problem and its effects will be listed.
3. **Solution:** Possible solutions to the problem will be proposed and the best possible solution will be selected.
4. **Priorities:** Ideas will be collected from all relevant stakeholders. The beneficiaries will be asked for the most serious problem in the list to be addressed first. Feasibility of the priority problem will also be studied.
5. **Proposal parameters:** The actual situation of the target location and people will be studied and a conception paper will be prepared to a potential donor. Project proposal will be prepared soon after request for proposal is received.
6. **Feasibility studies:** A feasibility study determines the viability of an idea, including technical, financial and environmental issues and security social acceptance. Ensuring a project is legally and technically feasible as well as economically justifiable. It tells us whether a project is worth the investment or not.
7. **Socio Economic impacts on beneficiaries:** Improvement of the beneficiaries' livelihood shall be calculated with project completion. A baseline study must be conducted before the project starts and this condition will be compared with the community socioeconomic condition after project completion.
8. **Capacity assessment:** A preliminary internal capacity assessment will be done for estimating the potential capacity of the community benefiting from developing a project or program for them.
9. **Risk management:** Potential risks against the project shall be calculated prior to project implementation, and precautionary measures must be taken for mitigating or minimizing risks not to affect the project normal advance. Risk management is an essential parameter of the project management.



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10. Situation and need assessment: A comprehensive analysis of all relevant factors, success probability and properly managed sequence for advance, identification of internal and external risks, preventing threats and timely treatment, leading for favorite consequences is MSSAA management responsibilities. All this will increase probability of success and reduce chances of failure. Effective monitoring and evaluation process can guarantee project efficiency. Should all MSSAA staffers recognize and respect their roles and responsibilities, and utilize the resources effectively, the project will be a success.

g. Logical Framework:

MSSAA logical frame work with objectives, indicators and other parameters is.

h. Proposal and budget development:

The proposal will explain what it will be about. Performance of services and production of assets or infrastructure will be named and clearly distinguished activities will be listed in the project plan. The budget will be developed accordingly and the bill of quantities and services will be properly listed for covering the overhead cost, inflation and all other factors including the operation cost. Activity plan will be made and the program cost will depend on the volume of work and the length of time, the support staff get on each project from the total budget. Program cost covers all the services, equipment and material for the project.

Check list

- a. Problem analysis based on data collected
- b. List of external stakeholders involved in consultation
- c. Log frame for program exist
- d. Lesson learned
- e. Proposal with summery budget



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II: Setup & Planning Phase: Comprehensive program tools include problem analysis, needs assessment, baseline survey, vulnerability study, budget availability, monitoring and evaluation methodology, reporting, outputs, impact, and end line study. Guidelines include familiarity with the geography and people, necessary skills and capacity for work, feasibility study, committed and qualified staff, technical knowhow, regular and systematic approach and work methodology, professional behavior, and technical operation in the office and field.

a. Program Documentation:

Need assessment, data collection, analysis reports and certification, and all other documents are required for a developing a program.

b. Stakeholders Management Plan:

Stakeholders' contribution in terms of coordination will be managed smoothly according to a well designed plan that has been made on the basis of analysis and management means. The project management shall get cooperation of the local authorities to meet the stakeholders' expectations and convert the opposed stakeholders (if any) to supporting ones.

c. Program/Project Work Plan:

1. Each activity will start and continue according to a precise work plan. The entire project from the start to the end must be properly planned and implemented accordingly
2. WBS, budget, personnel, resources, time, procurement plan and monitoring plan all should be placed well in the project plan.

d. Project/Program Closeout Plan:

Plan for close out, warranties, guaranties, training, reports, checklist, and handing over should also be clearly stated.

e. Program/Project Technical Requirement and Partnership:

MSSAA is implementing its projects without any partner, technical assistance and managerial support. We usually have projects that we can manage them.



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f. Project/Program Team Requirement and Structure:

Program Team is consisted of highly qualified members of the organization staff with greater responsibilities. It is an umbrella structure under which workgroups operate. The objectives of this structure are to provide more efficient and effective means for workgroups to meet and carry out their essential functions, and to enhance inter-workgroup communication and collaboration.

g. Program / Budget:

The budget will be made in accordance to the criteria developed in the design stage of the project.

h. Project / Program Work Break Down:

Deliverables, different stages, levels and activities will be clearly defined and stated in proper wording.

i. Project / Program Schedule:

Suitable software will be used for developing our schedule. The schedule will contain the WBS, allocation of fund and time to each and every activity etc.

j. Quality Control /Assurance:

A workable quality control plan will be made and each activity will be clearly stated in it. Indicators will be defined in the plan for each activity for the control of the quality of the undertaken service, equipment and material. The personnel, the budget, the equipment needed to control the quality will be defined.

k. Safety and Security:

The safety/security plan will be made and the staff will be trained in it.

l. Feedback policy:



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A workable complaints receiving mechanism will be made functional to receive complaints from the beneficiaries and other relevant people involved directly or indirectly.

Check list

- a. Program documentation is created,
- b. Program performance Plan
 - 1. Key program parameters coming from preliminary program documents
 - 2. WBS work breakdown structure
 - 3. Program schedule
 - 4. Coded program budget / Clint
 - 5. Transition plan
- c. Technical cross cutting, partnership, security, personnel, supply

III: Program Implementation Phase:

a. Project Implementation:

The project manager is responsible for project implementation on the ground. He is leading all the project staffers in the field and monitors them for making sure the work progresses as according to the work plan. The project manager receives technical support and guidance from the program manager. All MSSAA staffers learn and strictly follow the program development policy in each and every step of the project implementation and management. The field staff and the management staff get timely briefing and the necessary training on the project details and the part related to each staffer mandate and responsibility. Each one of the staffers is committed to carry his or her duty with the best effort. The organization is consisted of several management layers of supervisors and subordinates linked to one another in an effectively workable network. Periodic work progress reports, regular monitoring and evaluation, random monitoring visits, and informal feedback from the beneficiary community help MSSAA management in implementing the project efficiently and effectively.



b. Coordination and Activity Progress:

The project field staffers hold regular daily, weekly, and monthly meetings. Each individual, group, and section reports work progress in the meetings and the records are kept in the relevant project files. Emergency and short notice meeting are also held when deemed necessary. This leads the project to a result oriented output and favorable outcome. The funds are properly utilized and all the relevant stakeholders are satisfied from the project work. All these are timely reported to the donors and the line government departments, and their feedback is received.

c. Staffing:

Staffing: Vacancies for the required knowledge, skills, and experience are publicly advertized in the electronic and paper media. The potential candidates get shortlisted by HR staff and are then called for written test. The ones who fulfill the minimum requirement are then called for interview. The HR staffers verify the qualifications and documents and decide on the candidates fit for particular position.

d. Quality control/Assurance:

The project quality control is coordinated with the project implanting activities. Quality control is always scheduled right from the start of project implementation. Each staffer is responsible for the quality of his or her work. His or her direct supervisor and higher supervisors share this responsibility. MSSAA also has the post of quality control manager and a qualified technician is holding the post and is responsible for the project quality control.

e. Safety and Security:

The safety and security plan is always made for the site where MSSAA implements a project. All the field staff and the staff visiting the project site gets proper training on the safety and security plan. It is the responsibility of the project management to ensure that all staffers are well aware of the security situation of the project site and must take care



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of his own and assets safety in the field and on the route leading to the project site.

Check list

1. Program schedule is approved.
2. Program team Coordination meeting is held and minute is recorded.
3. Weekly, monthly progress report against indicator targets and financial narrative exist.
4. Updated performance schedule report is provided to stakeholder including updated program budget schedule
5. Deliverables list exist.
6. Quality control/ assurance exist.
7. Program team is recruited. With required skills and qualifications
8. M&E plan; coordination meeting minutes, log frame, budget schedule and program schedule are shared with program team.
9. Program Team member performance is assessed.

IV: Monitoring and Evaluation:

a. M&E program design:

MSSAA has a well functional monitoring and evaluation framework complied in a manual in which clear policies and workable guidelines are given. The M&E section strictly apply these guidelines in monitoring and evaluating its projects. The manual states directives and measures for all aspects of the project and the staff is regularly trained and briefed on the project implementation characteristics and particulars.

M&E and program implementation: Depending on the nature of the project, the M&E section makes monitoring plan for each project for periodic application from daily to weekly, monthly, quarterly, biannually, annually, completion and post completion application. This guarantees to a large extent smooth advance for meeting target objectives and beneficiaries and all other stakeholders' satisfaction.

b. Lesson learnt:

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The M&E units draw conclusions from each monitoring mission and learn lessons from field observations and findings. These observations are discussed and argued for careful conclusion drawing. These conclusions are accumulated in the M&E professional memory and are used for future projects in order to prevent discrepancies and misalignment. This is a regular and continuous process M&E unit is exercising in each project implementation.

V: Program / Project End:

a. Program/project close out plan:

Project and program close out plan is usually made with the donor requirements in view. The plan is given to the donor during the project implementation life before the project reaches completion. Depending on the individual project, close out phase is arranged at a proper after the project is fully completed.

b. Impact Evaluation:

The impact of a project can be evaluated only after its completion. Impact evaluation assesses the changes attributed to a particular intervention, project, program or policy. Impact evaluation helps in answering key questions for evidence-based policy making: what works, what doesn't, where, why and for how much.

c. Possible extension:

Project extension depends on different factors including need, resources and management.

d. Reports:

Regular periodic report will be given to MSSAA management, donors, and government line departments.



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e. Programmatic transition:

The programs for easier implementation, more effective and highly efficient are the community based ones. Community based projects mean to create some kind of economic autonomy in the community. Community shall be encouraged to participate in planning, implementation and monitoring. With this, the community realizes ownership of the project.

f. Administrative close out:

As soon as the all the project activities are completed and the allocated funds are liquidated, the project is administratively closed out.

g. Review statuses of program scope:

The program review scope status can be done after all relevant reports are studied and conclusions drawn.

h. Program team:

Program Team as an umbrella structure provides efficient and effective means for workgroups to meet and carry out their essential functions, and to enhance inter-workgroup communication and collaboration.

i. Partnership / subcontract management:

MSSAA has sufficient means and resources to carry on its projects without any partner or a subcontractor.

j. Risk assumption:

Risk assumptions will be made with potential probable events happening in the future. Proper recovering measures and precaution will be taken for minimizing or mitigating effects of the risks on the project progress.



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k. Contingency plan:

Contingency plan will be made for the project sustainability and continuation in case it faces events unforeseen at this stage.

Baseline	Data Source	Data collection Methods	Target	Indicator	Frequency	Responsibility	Result
The situation at the start of the project	Where to find the data to find the indicator and check if we reached the target	How will the needed data be collected	What are the target figures for success	Measure success with	How often will we check the data	Who is responsible to ensure data is collected and target related success is measured	