



Project Design, Funding & Management Policy

Policy & Procedure Owner	CEO Office	
Approved by	ERFA Board of Directors	
Date Approved	Date of Last Revision	Next Review
21 October 2015	March 2024	April 2025

Abbreviations

ABCD	Asset-based community development
ACFID	Australian Council for International Development
ACNC	Australian Charities and Not-for-profits Commission
DFAT	Australian Department of Foreign Affairs and Trade
DGR	Deductible Gift Recipient
ERFA	Edmund Rice Foundation Australia
M&E	Monitoring & evaluation
MEAL	Monitoring, evaluation, accountability and learning
OAGDS	Overseas Aid Gift Deduction Scheme
PDFM	Program Design, Funding & Management

Definitions

ACFID Member	A not-for-profit organisation that has obtained accreditation with ACFID
Board Members	Voluntary directors of ERFA's Board
Donor	Members of the public including individuals or organisations who contribute to ERFA in cash or in-kind
Partner	Any organisation which has an MOU or contract with ERFA
Primary Stakeholder (beneficiary)	Children and adults who participate in and are directly impacted by ERFA partner projects
Program	Programs are overarching development approaches and initiatives that set priorities and guide project outcomes, results and activities. Programs can comprise ministries or entities
Project	Projects are the development activities of a Program
Staff	Employees, contractors, subcontractors, outworkers, apprentices and trainees, work experience students, volunteers and any other person who performs work for ERFA or ERFK
Stakeholder	Anyone who interacts with ERFA/ERFK and its Partners including but not limited to suppliers, contractors, volunteers, donors, etc.

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1.0 Introduction

The Policy covers project design, funding eligibility criteria and ERFA's partnership and funding application and approval processes. The Policy also covers ERFA's commitment to learning and continual improvement. ERFA considers it critical that all of its processes are transparent and accountable to its donors, funders and other stakeholders in order to assure them that all funding is being applied for maximum impact in line with best practice development principles.

ERFA recognises that:

- well-designed, effective and well-managed projects are critical to ERFA in achieving its objectives and mission and in seeing its vision realised;
- clear guidelines on funding criteria, appraisal and process are essential in ensuring transparency for all stakeholders and facilitating maximum impact in line with best practice development principles;
- well-designed, effective and well-managed programs are indicators of ERFA's own effectiveness, professionalism and commitment; and
- monitoring, evaluation, accountability and learning are essential performance management practices for assessing and improving program effectiveness and impact.

2.0 Purpose

The purpose of this Project Design, Funding & Management (PDFM) Policy is to outline Edmund Rice Foundation Australia's (ERFA) approach to the design, funding, monitoring, evaluation, accountability and learning (MEAL) of the programs it supports. The policy also outlines reporting and accountability requirements with a view to ensuring the highest possible reporting and governance standards.

3.0 Edmund Rice Foundation (Australia)

3.1 Identity

ERFA is an international development organisation with a global footprint. Projects delivered through ERFA's support have a clear and deliberate focus on the education of people and their communities, enabling them to develop the skills to change their own world and be a force for positive change around them. In partnership with others across the globe ERFA is seeking to support the UN Sustainable Development Goal Number 4:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

3.2 Vision

ERFA's vision is for access to quality education and lifelong learning opportunities for all, supporting empowered communities that determine their own futures.

3.3 Purpose

ERFA's purpose is to support the education of those who have been marginalised. For ERFA, the best education represents lifelong learning where skills are imparted and applied, lessons learned and life skills mastered. ERFA's focus on education is not only in life changing education for children, but in skills such as financial literacy, farming, trades, health and human rights for adults. The link between education and empowered, self-sustaining and healthy individuals and communities is clear. The right education transforms and liberates lives, every day.

3.4 Core functions of ERFA

The core functions of ERFA are to:

- Support local communities in developing countries on programs with a focus on lifelong learning, which are inclusive and empowering and which aim to result in local management and autonomy.

- Support programs in Australia for marginalised and disadvantaged groups and support the advancement of education for Australian youth.
- Partner with Australian supporters for impact and offer innovative opportunities for deep engagement between donors and the programs they support.
- Grow and diversify funding including seeking funding from the Australian government and corporate Australia.
- Enhance our global and domestic strategic alliances with the Edmund Rice network.
- Build an efficient, effective and sustainable organisation committed to financial transparency and investing in the skills and expertise of staff and programs.

3.5 Status

Edmund Rice Foundation (Australia) is a company limited by guarantee under the Corporations Act 2001 (Commonwealth) with registration number ABN: 28 153 110 055. The objects of the Company are set out in Clause 4 of ERFA's Constitution.

ERFA is registered as a Public Benevolent Institution (PBI) with the Australian Charities and Not-For Profits Commission and is endorsed as a Deductible Gift Recipient (DGR) by the Australian Taxation Office (ATO) which enables the Company to receive donations that are tax deductible from the donor's income tax.

As a member of the Australian Council for International Development (ACFID), ERFA adheres to the [ACFID Fundraising Charter \(www.acfid.asn.au\)](http://www.acfid.asn.au).

4.0 Project cycle

ERFA partners in and funds projects on an annual basis. Approved ERFA partnership and funding is for one (1) calendar year only, unless otherwise specified in the signed agreement. ERFA's partnership support and funding for a Project is no guarantee of future funding.

ERFA's partnership and funding application period is open for 4 weeks in June of the year prior to partnership.

5.0 Project focus

ERFA gives priority to partnering in and funding discrete education projects with a specific start and end date.

ERFA seeks partnerships and provides funding for education programs in the developing world and in Australia. ERFA's focus on education is not only in life changing education for children, but in every day skills such as financial literacy, farming, trades, health and human rights for adults.

ERFA partnership and funding is for education projects in three (3) core areas:

- 1) **Formal Education:** programs delivering education in pre-schools, primary schools, secondary schools and vocational education/training.
- 2) **Community Education:** including community health, sanitation, nutrition, livelihood training, language, agriculture, life-skills training.
- 3) **Development Education:** grassroots advocacy including human rights, social justice, environmental sustainability, gender equality and inclusivity.

6.0 Eligibility for partnership and funding

For a partnership and funding application to be considered by ERFA it must:

- fall under one of the three (3) core funding areas listed in item 2 above;
- align with ERFA's vision and purpose as detailed on page 1 of this Policy; and

- fully comply with all aspects of this Policy.

7.0 Eligible education projects

Eligible projects include those which provide:

- education for program staff and volunteers to enable delivery of services to communities, for example training of medical staff, community health volunteers, teachers, etc.;
- formal education, such as primary school operations and vocational training centres, as part of a “local area program”;
- training initiatives to build capacity of primary stakeholders in communities such as micro-finance/business skills, agriculture skills, literacy or computing skills;
- advocacy and human rights training that raises awareness and empowers communities to advocate for themselves on issues such as child rights and protection, peace building, environmental issues;
- capital projects that build sustainability in education facilities such as additional classrooms, trade centres, arts centres and ancillary infrastructure;
- educational resources and learning aids as part of a wider education initiative;
- equipment and machinery which supports delivery of education initiatives; or
- nutrition/feeding projects that are integral to an ERFA-funded education project and without which, the development project would falter.

8.0 Ineligible projects

Projects which **do not meet** ERFA’s funding eligibility criteria include:

- scholarships, tuition fees, books, clothing or other items for individuals;
- placement or tuition fees to third party institutions and/or providers;
- political activity or evangelism;
- welfare payments such as medical or emergency assistance for staff, volunteers or beneficiaries unless part of an approved emergency appeal;
- amounts of greater than 15% of ERFA’s total project funding in overheads, administrative costs, operational costs and indirect wages (this will be assessed on a case by case basis);
- feeding projects not justified as an essential component of an ERFA-partnered development project; and
- non-education based projects or activities such as medical services or medication.

9.0 Project design, processes and procedures

ERFA regards effective project design as the identification of social issues in a community, their causes and their consequences, and the planning of education initiatives, informed from this identification, that seeks to address root causes of problems.

ERFA’s development approach encompasses both:

- a community development approach where the community has full involvement and leadership in planning, developing, delivering and evaluating community initiatives; and
- community-based projects where partner organisations deliver skill-building initiatives in specific areas such as literacy, vocational training, microfinance, human rights and advocacy training.

For ERFA, project design involves working with communities to define development activities that are:

- asset-based community development (ABCD) approaches, which encourage people and communities to harness existing assets, capacities and strengths in order to create community-owned, sustainable solutions;
- processes that seek to address the root causes of poverty;
- processes that seek to empower rights-holders to claim their rights and ensure that duty-bearers exercise their duties; and

- supporting systems and structures which enable people to move out of poverty.

Generally, the process of project design is undertaken by ERFA's in-country partners and their communities. To be eligible for ERFA partnership and funding, project proposals must be forwarded to ERFA for appraisal. The processes of project design and appraisal are to be carried out according to a set of agreed principles.

In its partnerships, ERFA expects the following principles to guide project design. Projects should:

- be designed in partnership with communities building on existing strengths and incorporating full beneficiary participation (especially that of vulnerable beneficiary segments) in all stages of the project cycle;
- be based in an education response to identified and documented community needs;
- be designed to address root causes of identified issues including consultation with communities to gain insight into any differences between perceived and real needs and reach a common understanding;
- be time-bound with a clearly defined exit strategy;
- incorporate a holistic approach to economic, social, cultural and environmental sustainability;
- empower key stakeholders to claim their rights and ensure that duty-bearers deliver on their responsibilities;
- incorporate a sustainability strategy to ensure continuation of the benefits beyond the life of the project resulting in community-owned initiatives supported with locally available resources;
- incorporate comprehensive research and analysis to accurately identify and understand the needs and their root causes and consequences;
- strengthen local community capacity through the implementation stage, which is essential to ensure project sustainability;
- include engagement and partnerships with other relevant stakeholders such as civic authorities, civic organisations, community leaders and other relevant organisations; and
- incorporate performance indicators that allow for ongoing measurement of effectiveness.

10.0 Applying for partnership and funding

ERFA accepts applications from eligible development projects throughout the world during its annual application period.

Priority is given to education programs which are community focused, time-bound interventions resulting in local management and autonomy.

10.1 First-time applications

First time applicants should contact ERFA to undergo a due diligence process and may then be invited to submit a Concept Note to ERFA utilising the online template. Following that, ERFA would provide feedback on the Concept Note advising whether the program should proceed to submitting a full funding application within the funding application period.

10.2 Partnership/funding application templates

All requests for partnership/funding must be submitted via ERFA's online platform. This can be accessed from ERFA's website www.erf.org during ERFA's annual application period in June.

The application process requires programs to provide detailed information in order for ERFA to appraise organisations and projects in three (3) key areas:

1. organisational structure and operations including governance, strategy, risk, compliance and management;
2. project design; and
3. capacity to deliver.

10.3 Project Log frame and Budget

A completed current version of the Logframe & Budget template must be submitted with applications and is available via the online portal. Budget details required for the Project include:

- total Project budget amount;
- the amount of funding being sought from ERFA;
- details on the intended use of ERFA funding including clear separation of any non-development expenditure; and
- details of all other sources of co-funding for the project.

10.4 Partnership/funding application process

The following points should be noted in regard to ERFA's application process:

- ERFA currently has no minimum or maximum amount for funding but new applicants should consult with ERFA prior to submission and existing partners should consult beforehand if the submission is greater than 10% of a previous years' funding. Each organisation and project will be assessed on its merits taking into account a range of criteria and ERFA's ability to attract funding for the Project.
- Only applications which fulfil all criteria for eligibility will be accepted (see Clause 7). Those not eligible will be returned to the applicant with a statement of how they do not meet the eligibility criteria.
- All completed and governing body approved funding applications should be submitted to ERFA by the due date.
- ERFA's Assessment Team reviews applications to ensure they meet eligibility criteria.
- ERFA works with the Program Managers to ensure (insofar as possible) that all applications submitted to institutional/agency, third party or co-funding organisations or donors are completed to the highest standards possible as demanded by those funders and donors.
- ERFA may respond to applicants with particular queries prior to the Board's final decision on partnership and funding.
- Any queries raised by ERFA assessors must be 100% satisfactorily addressed in the partner's formal response in order for the application to proceed to the next stage. Failure to satisfactorily address issues will result in the application being declined.
- Upon satisfactory completion of the application, assessment and any associated queries, ERFA's management make recommendations to the ERFA Board on all applications.
- Applications will be considered on their merit with a view to ensuring a fair allocation of available funding.

11.0 Partnership and funding assessment criteria

Applications for partnership and project funding will be assessed under the following essential criteria:

- relevance and alignment with ERFA's vision;
- evidence of need;
- project strategy;
- project design;
- strategic approach;
- gender equality;
- disability inclusion;
- policy assessment;
- evidence of community support;
- budget & financial management;
- quantum of funding requested;
- diversification of funding;
- cross-cutting policies;
- risk management framework;

- sustainability including climate impact; and
- capacity to deliver.

12.0 Funding timelines

- The partnership and funding application period is open in June each year. Applications made to ERFA outside of these times are generally not accepted and will only be considered if permission is granted by the ERFA Board.
- All applications are reviewed by an assessment team, ERFA management and then referred to the ERFA board with recommendations in quarter four (4).
- Should there be a request for further information and/or clarification, governing authorities and program leaders will be contacted following the board meeting.
- Final funding decisions are made at the final board meeting of the year and applicants are notified as soon as possible thereafter.

13.0 Transfer of funds

Providing fully compliant reports and/or acquittals have been received, transfer of funds takes place in the **third week** of February, May, August and November. Instalments are made in equal quarterly amounts unless detailed otherwise in the funding contract.

When funds transfers are due, the ERFA Finance Office will receive instruction in electronic communication from ERFA management requesting the transfer. The instruction outlines the purpose of funding and confirms the account to which funds will be transferred.

ERFA will advise the relevant Program Leader of the transfer and the Program Leader is required to email acknowledgement of the amount of funding received.

14.0 Funding variations

Should there be a requirement to redirect funds to a different activity/program, a written request must be lodged with ERFA's Programs Director. A verification process will be conducted by ERFA and a decision will be made at the discretion of ERFA's Board and/or CEO in accordance with ERFA's delegations of authority. A program must have received written approval for variation from ERFA prior to funds being expended.

Under the following circumstances, where an amount of equal to or greater than A\$1,000 of ERFA funding is involved, PRIOR written approval from ERFA is required by emailing programteam@erf.org.au:

- a delay in fully implementing an approved activity/program within the calendar year;
- a material underspend (=>A\$1,000) on the activity/project;
- a wish to utilise funds for an alternate purpose;
- an underspend/overspend of a specific budget line

Any unexpended funds at the end of the calendar year must be reported on in the annual acquittal and may only be carried forward with written approval from ERFA.

15.0 Funding complaints

Appeals or complaints relating to funding decisions or transfers may be made to the Chair of the ERFA Board of Directors and can be lodged via ERFA's website at www.erf.org.au. All appeals or complaints lodged will be acknowledged within five (5) working days. A response to the appeal will be provided within four (4) working weeks. Where the matter has to be referred to the full Board for consideration, the applicant will be advised of the date of the next board meeting and a final response will be issued within five (5) days of that scheduled meeting.

16.0 Emergency funding and special appeals

ERFA's funding commitment is to annual funding of community-based education programs. Whilst not encouraged, ERFA recognises that from time-to-time funded programs may wish to seek emergency funding or launch special funding appeals. If programs wish to facilitate this activity through ERFA, a formal written request must be submitted detailing the purpose of the request, why it is necessary, the amount being sought and the required timeframes. These requests will be submitted to the ERFA Board within 2 business days for consideration. A decision on the request will be provided as soon as practicable recognising that funding of this type is not within objects of ERFA's Constitution.

17.0 ERFA policy compliance

It is a requirement that ERFA partner programs comply with ERFA policies which may be updated from time to time. It is the Program Leader's responsibility to ensure that program/project policies align with ERFA policies and that staff are trained accordingly. Program Leaders must familiarise themselves and ensure compliance with all ERFA policies prior to submitting a funding application. Program Leaders must report on compliance and training relating to policies throughout the Program/Project cycle.

17.1 Child Protection

All Projects, Programs and activities supported by ERFA must have an approved Child Protection Policy in place if they have contact with children and on-site identified safeguarding officer. This is a red line criterion for ERFA partnership. Applications to ERFA must include a copy of the Program/Project's up-to-date, site-specific and governing authority-approved Child Protection Policy. Failure to provide this Policy will result in an application being declined.

17.2 Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH)

All Projects, Programs and activities supported by ERFA must have an approved PSEAH Policy in place and on-site identified safeguarding officer. This is a red line criterion for ERFA partnership. Applications to ERFA must include a copy of the Program/Project's up-to-date, site-specific and governing authority-approved PSEAH Policy. Failure to provide this Policy will result in an application being declined.

17.3 Complaints Handling Policy

All Projects, Programs and activities supported by ERFA must have an approved Complaints Handling Policy in place that provides a permanent system for processing feedback from Project stakeholders and stipulates clear processes on how to lodge, register, triage, investigate and finalise complaints feedback. An on-site Complaints Handling Notice and accessible Complaints Form must be in place and all projects must have a designated and trained Complaints Handling Officer onsite. This is a red line criterion for ERFA partnership. Applications to ERFA must include a copy of the Program/Project's up-to-date, site-specific and governing authority-approved Complaints Handling Policy. Failure to provide this Policy will result in an application being declined.

17.4 Safety & Security Policy

ERFA believes that in-country personnel are a precious resource for the communities that ERFA supports.

Therefore, it is a condition of receipt of ERFA funding that programs are managed by partners in accordance with ERFA Safety and Security Policy for program staff. It is also a requirement that partners acknowledge and accept, with respect to program staff safety and security, ERFA's responsibilities and obligations under relevant Australian law and any governance or funding body requirements (e.g., DFAT/ANCP and ACFID).

17.5 Counter-Terrorism Policy

ERFA is committed to avoiding involvement in terrorist activities, avoiding supporting terrorism and avoiding supporting individuals and organisations that support terrorism. All of ERFA's program Partners are required to be aware of ERFA's obligations under Australian law and are required to adopt similar measures in respect of funds from ERFA. Funding recipients are required to provide detailed accounting reports, at least annually, showing how funds have been disbursed. The identity, credentials and good standing of all key program/project personnel and office bearers, and the organisations ERFA supports, will be checked to ensure people or organisations are not on the Australian government sanctions or proscribed terrorist organisation lists.

17.6 Anti-Corruption & Anti-Fraud Policy

ERFA is committed to maintaining a culture of honesty and zero-tolerance of all forms of corruption and fraud. All projects, programs and activities supported by ERFA must comply with ERFA's Anti-Corruption and Anti-Fraud Policy.

17.7 Development & Non-Development Activity Policy

ERFA is committed to ensuring that funds and other resources designated for the purpose of aid and development will be used only for those purposes. This policy outlines the requirement for a clear separation between aid and development and non-aid and development objectives and activities. ERFA funds may not be used to promote a particular religious adherence or to support a political party, or to promote a candidate or organisation affiliated to a political party.

17.8 Cross-Cutting Issues

Cross-cutting issues include: gender equality; disability and inclusiveness; human rights; and environmental sustainability. ERFA is committed to mainstreaming cross-cutting issues, and recognises that these are integral to and have strong impacts on development. ERFA recognises that development effectiveness will be compromised if relevant cross-cutting issues are not integrated into project design and planning. ERFA therefore requires partner programs to have policies in place that address cross-cutting issues relevant to the nature of their work.

18.0 Program monitoring, evaluation and reporting

18.1 Assessing Project performance: monitoring and evaluation

ERFA recognises two main objectives in assessing project performance:

- **Accountability:** monitoring and evaluation build greater transparency and accountability in the use of project resources.
- **Learning:** future project planning and development are improved when guided by lessons learned from project experience.

18.2 Monitoring and evaluation: understanding the difference

While the terms monitoring and evaluation are often interchanged or grouped together, they are fundamentally quite distinct management tools, though closely related and mutually supportive. A key difference is that they are carried out at different stages of the project cycle.

ERFA acknowledges that the following principles should guide all monitoring and evaluation (M&E):

- M&E should be planned at project design stage;
- M&E processes should be conducted in cooperation with project partners using participatory methods;
- M&E enables assessments to be made as to whether projects are achieving set targets;
- M&E processes should seek to strengthen partner systems and staff capacities;
- M&E should provide opportunities for project partners to learn and develop good practice and improve future project design;
- Information generated through M&E should provide both ERFA and project staff with a clearer basis for decision-making; and

- M&E should be designed to meet the information requirements of primary stakeholders including accountability to donors.

18.3 Monitoring

Monitoring involves systematic tracking of project progress throughout the project cycle to ensure that the project is on track. The functions of monitoring are to:

- ensure that programs are being effectively implemented and disbursed funds accounted for;
- provide opportunities for two-way exchange of learning and verification of program progress against agreed objectives;
- provide opportunities to assess the organisational health and capacity of partners; and
- provide opportunities to assess future project needs and follow-up on known issues such as project risk, stakeholder concerns and cross-cutting policy issues.

18.4 ERFA Project monitoring reports

Reports are prepared by in-country project leadership or their delegated officer and enable ERFA to monitor partner projects and to ensure accountability for funding received. All ERFA partner projects are required to:

- submit quarterly financial management reports including the approved budget template updated with actual income and expenditure via the SmartyGrants platform at www.edmundrice.smartygrants.com.au
- submit a half-yearly comprehensive project report using the SmartyGrants platform at www.edmundrice.smartygrants.com.au
- participate in ERFA facilitated online partner meetings in quarter 1 and quarter 3 to discuss progress on project delivery.

There is an expectation that project leaders will provide ERFA with material (e.g., photos, internet links, printed materials) that will assist in the dissemination of information on the projects to the wider community via various mediums including ERFA's website, communications, social media and printed materials. Provision of these materials should comply with ERFA's policies on Privacy, Informed Consent and Child Protection.

Reporting timelines are outlined in the table below.

Date	Acquittal reports due
30 April	Quarter 1 financial report due (January-March) Quarter 1 online meeting with ERFA
30 July	Quarter 2 project and financial report due (April-June)
30 October	Quarter 1 financial report due (July-September) Quarter 1 online meeting with ERFA
30 January	Annual Acquittal Report due

ERFA expects a high standard of reporting, addressing all the questions raised in the reporting form and also responding to, taking into account and implementing any feedback received from ERFA assessors. One round of feedback should suffice to close out each reporting round and incomplete reporting or responses are likely to result in suspension of funding.

18.5 Evaluation

Evaluation is time specific and is undertaken to establish whether a project has reached its objectives and delivered what was expected according to its original plan. Hence, evaluation is usually undertaken at the end of a project or at a specific point in time to assess a project's achievements. The objectives of evaluation are to assess:

- **relevance:** has the project engaged proactively with real problems in the local community;

- **efficiency:** are available resources being used wisely and is the project developing strategies for continuous improvement;
- **effectiveness:** are desired outputs being achieved;
- **impact:** is the project having a positive, long-term impact on improving the quality of the lives of the community;
- **sustainability:** is the project sustainable; and
- **new knowledge:** what new knowledge has emerged about effective development practice.

18.6 ERFA Project evaluation reports

The annual acquittal covers the year completed for partner projects. It is intended to evaluate the project's management and performance and establish whether a program has reached its objectives and its impact has been measured. It also requires consideration of how project delivery may be improved into the future. This report is to be completed via the annual acquittal form in Smarty Grants.

The approved budget must also be submitted with income and expenditure actuals for the final (fourth) quarter completed. Annual audited financial statement for the year together with a management letter must be submitted to ERFA as soon as they become available.

18.7 Field monitoring and evaluation

All ERFA partner projects are subject to field monitoring and evaluation visits by ERFA staff and/or representatives. Field monitoring may focus specifically on an issue particular to the project, a set of standard compliance issues or may be an in-depth evaluation of the project.

18.8 External evaluation

For projects receiving ERFA funding over A\$100,000 per year that are being implemented over a duration of 3 years or longer, ERFA works with its partners to support mid-term and end-of-term external evaluations. This process utilises the OECD DAC evaluation criteria and gathers quantitative and qualitative data to measure the progress and impact of projects informing future project delivery.

19.0 Learning

ERFA is committed to continuous improvement across all aspects of its operations including the delivery and support of partner programs, stakeholder engagement and organisational sustainability. Through ongoing monitoring and evaluation of partner projects, ERFA continues to refine and improve its own processes and policies relating to project cycle management.

ERFA's scheduled reporting processes and templates ensure consistency and rigour in monitoring and evaluation of partner programs/projects. This reporting, addressing expected outputs and outcomes together with measurement indicators, ensures program staff and ERFA are able to monitor and assess and improve program and project effectiveness. Scheduled field visits also enable ERFA to identify learnings that arise for partners. ERFA is committed to providing support, formalised feedback and training to our partners. ERFA actively shares learnings across programs to support effectiveness and improve impact. ERFA invites and seeks feedback from program partners and other stakeholders in scheduled reporting and at any other time in order to improve organisational processes and practices.

20.0 Related ERFA Policies and Documents

Related policies

- Anti-Corruption & Anti-Fraud Policy
- Child Protection Policy
- Counter-Terrorism Policy
- Disability & Inclusion Policy
- ERFA Risk Management Framework
- Safety & Security Policy

- Gender Equality & Female Empowerment Policy
- Development and Non-Developmental Activity Policy
- Prevention of Sexual Exploitation, Abuse & Harassment Policy
- Privacy Policy
- Sustainable Development Policy
- Whistleblowing Policy

Related Documents

The following forms are related to the policy and are available online at:

<https://erf.org.au/policies>

- ERFA form for collection of stories/images
- Image Use Consent Form