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# Resources and Tools for Grant Management in Protracted Crises

**HARP-F**  
Humanitarian Assistance and  
Resilience Programme Facility

## **EXAMPLES FROM THE HUMANITARIAN ASSISTANCE AND RESILIENCE PROGRAMME FACILITY IN MYANMAR**



The Humanitarian Assistance and Resilience Programme Facility (HARP-F) was designed to strengthen the role of national and local partners to lead the humanitarian response in Myanmar as a specific contribution to the Grand Bargain commitments on localisation. Through innovative funding instruments, capacity enhancement training and direct support, HARP-F worked to strengthen, rather than replace, national humanitarian response capacity. Over two-thirds of HARP-F's partners were national or local organisations. Localisation was interwoven throughout HARP-F's work as a deliberate strategy to increase the aid effectiveness and build the resilience of crisis-affected communities.

HARP-F developed a range of resources and tools for grant management in protracted crises and to support partners to lead the humanitarian response in Myanmar. These and other relevant documents have been collated here, alongside examples of how they were applied in practice, in the hope that they can be adapted, adopted, and learned from by other organisations and in other contexts. Resources and tools alone were not enough to support leadership by national and local humanitarian partners; HARP-F's 'ways of working' were just as important and are also explored below. Due to the variety of HARP-F resources and tools we have not included them all but rather a selection of what we believe will be most relevant for other organisations and settings.

Publication of these resources and tools is part of a HARP-Fs wider mandate to share local knowledge and learning to inform global humanitarian action and shape donor responses to protracted crisis in Myanmar and around the world. Links to other relevant HARP-F research, reviews, guidance, webinars, and lessons learned publications are included throughout this document and are also available in the HARP-F Knowledge Library [here](#).

HARP-F's partnership approach allowed flexibility in certain areas whilst ensuring high standards of programme management and accountability. Below are some of the principles used in the HARP-F partnership approach which prioritised strengthening, not replacing, national capacity to lead humanitarian response. Further information on how HARP-F's design, processes and structures contributed to its ability to deliver humanitarian assistance is available [here](#).

## ■ ONGOING CAPACITY SUPPORT, MENTORING, COACHING AND COLLABORATION

HARP-F provided direct coaching to build partners' capacity and support them in all aspects of their work, including finding solutions to day-to-day issues. A capacity assessment, conducted at the start of the partnership with Myanmar partners, identified gaps and enabled HARP-F to provide bespoke coaching and support, alongside training, in the priority areas that partners identified. Communication was in Myanmar language between HARP-F national staff and partner staff at all organisational levels so that not only those at the leadership level had direct engagement with, and support from, HARP-F staff. Communication between HARP-F staff and partners took place almost every day and HARP-F provided in-depth advice, coaching and support in all areas from completion of documents to co-designing solutions to daily challenges. Provision of ongoing, daily support to partners was resource consuming but proved very effective both to ensure project quality and to develop the capacity of partners, particularly for small Myanmar organisations. Further information on HARP-F's work supporting and reinforcing the leadership role of Myanmar actors is available [here](#) and recommendations on changing the power structure of localisation are available [here](#).

## ■ BUILDING TRUSTING PARTNERSHIPS

HARP-F fostered a relationship of trust with partner organisations. Partners trusted HARP-F to provide them with additional support when needed, which enabled partners to proactively flag problems and be fully transparent when challenges occurred. Recognising the highly challenging programme context HARP-F prioritised flexibility for these trusted partners without compromising programme quality. For example, when field teams could not access populations due to security constraints, HARP-F allowed flexibility on reporting timelines, but did not compromise on the requirements, quality, or content of reporting. This flexibility resulted in high trust partnerships which were especially important when COVID-19 and the coup forced HARP-F to shift to remote partner engagement. Further information on HARP-Fs approach to remote partnerships is available [here](#).

## ■ TECHNICAL SKILLS CAPACITY BUILDING

Following a capacity assessment, HARP-F built the technical skills of Myanmar partners in two ways: through providing technical assistance via advice from experts and through formal training implemented by HARP-F's in-country training team. HARP-Fs specialised humanitarian and emergency preparedness and response training built the resilience of first responders to prepare for, respond to and recover from natural and complex disasters. Formal training was delivered face-to-face, and later remotely due to COVID-19, via local trainers in Myanmar language and post-training assessments captured knowledge acquisition and skills improvements. Further information on HARP-Fs training and capacity building support is available [here](#).

## ■ ORGANISATIONAL DEVELOPMENT CAPACITY BUILDING

Alongside capacity building, technical training, and programme activity support, HARP-F provided funding and support for organisational strengthening to build partners organisational capacity, support sustainable organisational growth, and overcome organisational challenges such as high staff turnover and human resource gaps. HARP-F's organisational development support included areas such as human resource management, financial management, procurement and logistics, office administration, MEaL, safeguarding, anti-fraud, conflict sensitivity, programme management, strategy development, risk management and donor engagement. Capacity assessments at the start and end of each partner project identified priority areas for support and captured organisational capacity development and skills improvements.

## ■ CONTINUOUS LEARNING

HARP-F prioritised sharing programme knowledge to inform global humanitarian action and donor responses to protracted crisis in Myanmar and around the world. Learning was built into every stage of the programme, from the proposal through to MEaL design, and a deliberate effort was made to utilise learning to build knowledge tools and inform future programming. HARP-F has published a wide range of reviews, guidance, lessons learned and action plans that capture partners work and learning which are available [here](#).

A selection of HARP-F's resources and tools for grant management in protracted crises and other relevant documents have been collated below, alongside examples of how they were applied in practice, in the hope that they can be adapted, adopted, and learned from by other organisations and in other relevant contexts.

## OVERVIEW

1. Proposal/Concept Note
2. Qualification and Risk Assessment
3. Contract and Funding Agreement
4. Safeguarding
5. Reporting and Monitoring
6. Re-Programming and Amendments
7. Evaluation, Final Reporting, Close Out and Audit

## PROPOSAL/CONCEPT NOTE

When HARP-F issued a Call for Proposal or Concept Note partners would submit a **Narrative Proposal**, a **Workplan**, a **Budget**, a **Logframe** or **Activity Table** and a **Risk Register**. The submission was assessed by HARP-F staff using the **Proposal Assessment Form** to assess eligibility, programmatic relevance, key cross-cutting issues, financial soundness, alignment with the objectives and priorities of the tender, value for money, accountability to affected populations, monitoring and evaluation and learning and adaptive management.

Many Myanmar partners did not have experience developing proposals, creating proposal/financial documentation, or dealing with audits, milestone-based reporting, or milestone payments. Therefore, HARP-F provided significant capacity building support during the submission process to reputable organisations who had submitted credible ideas but, due to limited capacity, had struggled to complete the documentation to the required level of quality. HARP-F also adapted the reporting requirements according to the type, size, scope and risk level of the grant and the partner's capacity to ensure requirements were proportional and appropriate, rather than using a one size fits all approach, whilst ensuring the most important requirements were universal across the programme portfolio. After assessing each proposal, HARP-F provided feedback, clarification questions and hands-on support directly to key Myanmar partners to help them implement the required revisions and meet proposal quality standards.

- [HARP-F Narrative Proposal Template \[English language\]](#)
- [HARP-F Narrative Proposal Template \[Myanmar language\]](#)
- [HARP-F Workplan Template \[English language\]](#)
- [HARP-F Workplan Template \[Myanmar language\]](#)
- [HARP-F Budget and Financial Report Checklist \[English language\]](#)
- [HARP-F Budget and Financial Report Checklist \[Myanmar language\]](#)
- [Example Logframe \[English language\]](#)
- [Example Logframe \[Myanmar language\]](#)
- [HARP-F Activity Table Template \[English language\]](#)
- [HARP-F Activity Table Template \[Myanmar language\]](#)
- [Example Risk Register \[English language\]](#)
- [Example Risk Register \[Myanmar language\]](#)
- [HARP-F Proposal Assessment Form \[English language\]](#)
- [HARP-F Proposal Assessment Form \[Myanmar language\]](#)



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## QUALIFICATION AND RISK ASSESSMENT

HARP-F's assessment process ensured partners operated to the highest standards of integrity and legality. Partners submitted a **Business Partner Questionnaire** which identified capacity gaps related to safeguarding, governance, fraud, bribery, corruption, money laundering, internal controls, risk management, supply chain management, transparency, and ethics. HARP-F staff also completed a **Partner Capacity Assessment** and **Monitoring, Evaluation and Learning Assessment** to review Myanmar partners organisational and MEaL capacity.

Small, reputable Myanmar organisations often did not have all the required skills, processes, or procedures in place (e.g., audit processes, financial management, child protection, safeguarding, anti-fraud, procurement policies) or had limited capacity in these areas; but they did have strong community links and access that international partners did not. If the assessment process identified areas where improvement was required, HARP-F and the partner would agree on a capacity building support plan to be implemented alongside the provision of funding during the grant period. This approach ensured that reputable Myanmar partners with capacity gaps were not excluded from accessing funding whilst maintaining programmatic quality.

- [Link to Example Crown Agents Business Partner Questionnaire for procurement \(English language\)](#)
- [Example Crown Agents Business Partner Questionnaire for procurement \(Myanmar language\)](#)
- [HARP-F Partner Capacity Assessment \(English language\)](#)
- [HARP-F Partner Capacity Assessment \(Myanmar language\)](#)
- [HARP-F Monitoring, Evaluation and Learning Assessment \(English language\)](#)
- [HARP-F Monitoring, Evaluation and Learning Assessment \(Myanmar language\)](#)



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## CONTRACT AND FUNDING AGREEMENT

If the partner's proposal was in line with donor requirements and once the assessments had been completed, the partner was issued with a funding agreement called an **Accountable Grant Agreement**. The agreement stipulated the terms of the funding including budget and disbursement schedule and expected results.

Many Myanmar partners were not familiar with contract processes or contractual terms and clauses. Therefore, as part of the contracting stage, before the partner signed the agreement, HARP-F provided training to ensure partners fully understood the contractual agreement they were entering into and were clear about the expectations and requirements they needed to fulfil. After the contract signature, Myanmar partners received mandatory financial training to ensure they had the required capacity to meet the specific financial reporting obligations and donor requirements of the contract.

- [Link to Foreign Commonwealth and Development Office \(FCDO\) Accountable Grant Agreement](#)
- [Foreign Commonwealth and Development Office \(FCDO\) Accountable Grant Agreement \(Myanmar language\)](#)



An example of cash and voucher assistance. ©HARP-F partner

## SAFEGUARDING

Partners were supported to prioritise safeguarding both within their funded programme and across their wider organisation. A capacity assessment, summarised in the **Safeguarding Checklist**, was conducted at the start of the partnership, and identified safeguarding and anti-fraud capacity gaps to enable HARP-F to provide bespoke training, support and coaching in the areas Myanmar partners required. Myanmar partners' capacity in safeguarding was particularly low, with most having no prior safeguarding experience and no staff or department specifically responsible for safeguarding. Communicating in Myanmar language, HARP-F staff and the training team provided capacity building, training manuals and daily support in areas including risk assessments, safeguarding management and fraud management. If a safeguarding or fraud concern was reported by the partners, beneficiaries, or other stakeholders, HARP-F followed the **Safeguarding and Fraud Case Management Process** and worked side-by-side with partner staff through every step of the process to support Myanmar partners with the practical application of the best practices they had learned during their training.

- [HARP-F Safeguarding and Fraud Case Management Process \(English language\)](#)
- [HARP-F Safeguarding and Fraud Case Management Process \(Myanmar language\)](#)
- [HARP-F Safeguarding Checklist \(English language\)](#)
- [HARP-F Safeguarding Checklist \(Myanmar language\)](#)
- [Link to Foreign Commonwealth and Development Office \(FCDO\) Safeguarding Resources](#)
- [Link to HARP-F Safeguarding Resources](#)
- [Link to Safeguarding Support Hub](#)

## REPORTING AND MONITORING

Reporting, monitoring, and assessments were conducted regularly throughout programme implementation to maintain oversight of progress and achievements and to monitor partner capacity. Partners submitted **Narrative, Financial** and data reports, alongside an updated **Risk Assessment** to manage ongoing risks, which were reviewed by a panel of grants, financial, MEaL, and thematic experts. Ongoing provision of capacity building was also important as high partner staff turnover meant a continuous stream of new staff who required training to maintain programme quality. Communicating in Myanmar language, HARP-F staff and the training team provided capacity building, training manuals and daily support in a wide range of areas including activity planning, data collection, security assessments, survey design, post-distribution-monitoring assessments, report writing and data entry.

The HARP-F MEaL team conducted data verification visits on a regular basis with selected partners to assess adherence to required procedures and processes. Using the **Verification Visit Checklist** these visits assessed the five aspects of data quality: Validity, Reliability, Timeliness, Completeness, and Integrity and included a physical check of partner documents. Initially, these visits were conducted in-person in the partners offices but after the outbreak of COVID-19 visits were conducted virtually with an online assessment completed prior to a virtual visit and live online check of documentation.

HARP-F ensured that reporting and monitoring met both the needs of the programme and the capacity of Myanmar partners. The reporting data required from partners was the same across the portfolio and fed into a programme dashboard (pictured below) to allow for cross-partner comparisons and portfolio level reporting. However, HARP-F adapted the reporting templates according to the type, size, scope and risk level of the grant and the partner's capacity, to ensure requirements were proportional and appropriate rather than using a one size fits all approach. For example, partners with lower capacity and smaller grants reported progress against an activity table whereas higher capacity partners with larger grants reported progress against a full logframe. HARP-F also changed their reporting software based on partners feedback, moving from web-based IMS reporting tools to Excel reports when partners were increasingly unable to access the internet to input data online.

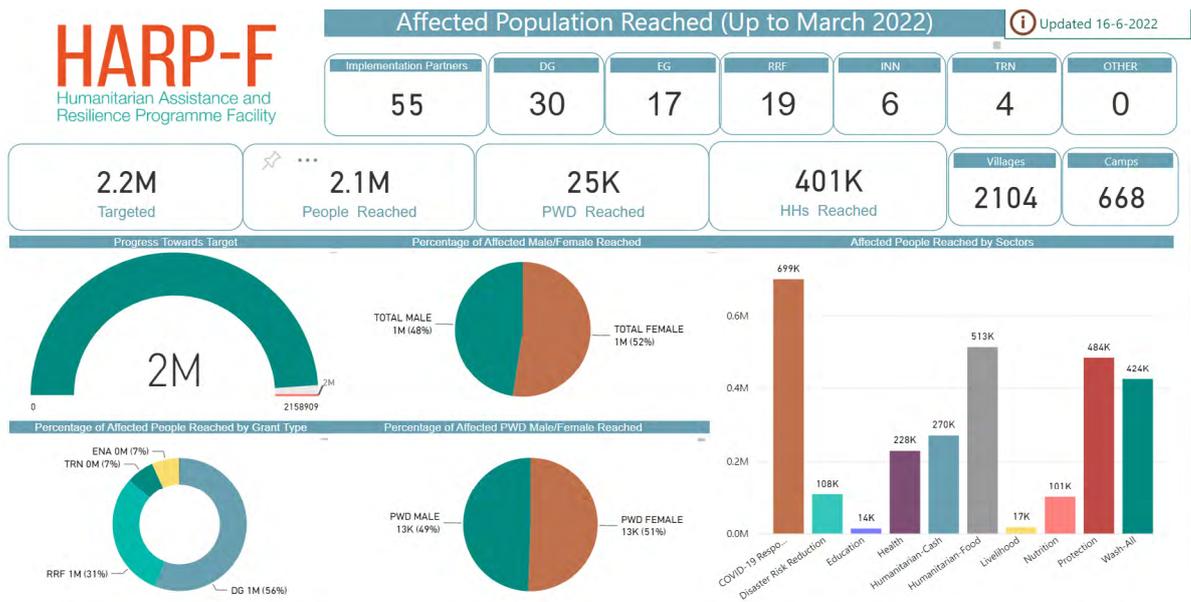


Image: HARP-F Programme Dashboard

- [HARP-F Narrative Report Template \[English language\]](#)
- [HARP-F Narrative Report Template \[Myanmar language\]](#)
- [HARP-F Budget and Financial Report Checklist \[English language\]](#)
- [HARP-F Budget and Financial Report Checklist \[Myanmar language\]](#)
- [Example Risk Register \[English language\]](#)
- [Example Risk Register \[Myanmar language\]](#)
- [HARP-F Verification Visit Checklist \[English language\]](#)
- [HARP-F Verification Visit Checklist \[Myanmar language\]](#)

## RE-PROGRAMMING AND AMENDMENTS

HARP-F's amendment process enabled grant agreements to be amended if changes in activities, budget or targets were required. A rapid, flexible amendment system was especially important after the onset of COVID-19 and then the coup d'état on 1st February 2021 which resulted in an increasingly complex humanitarian crisis. Over 70 amendments were rapidly processed between March 2020 and December 2020 (including uplifts, reallocations, and no-cost-extensions) and many more thereafter. The process differed depending on the amendment that was required to ensure the process was proportional to the type, size, and scale of the amendment. Normally the partner submitted an amendment request letter and budget which were reviewed by HARP-F and, if approved, the partner was provided with a modification document detailing the amendments.

HARP-F provided Myanmar partners with significant hands-on support as many Myanmar partners were not familiar with amendment procedures or best practice. HARP-F provided support in Myanmar language alongside training, information, and guidance notes to ensure Myanmar partners clearly understood the amendment process, requirements, and expectations in advance. HARP-F staff also provided ongoing coaching and support including feedback, guidance, and hands-on support to ensure the quality of documents and facilitate resubmission of documents if needed.

HARP-F also supported partners when changes to payment arrangements became necessary due to the banking and liquidity crisis following the coup. HARP-F negotiated with the Foreign Commonwealth and Development Office (FCDO) to allow the use of alternative fund transfer systems/platforms when transfer restrictions and the liquidity crisis in Myanmar impacted existing transfer processes and supported partners to manage risk and conduct due diligence on fund transfer organisations. Further information on HARP-Fs Cash and Voucher Assistance programmes in Kachin, Northern Shan and Rakhine States is available [here](#).

- **HARP-F Approach to Remote Partnerships** – recommendations and good practices from HARP-Fs approach to remote management, available [here](#).
- **HARP-F Functionality Review** - HARP-Fs design, processes, and structures to deliver humanitarian assistance, available [here](#).
- **Localisation in Myanmar: Supporting and Reinforcing Myanmar Actors** – how to support further localisation in Myanmar, available [here](#).
- **The Power Structure of Localisation** - recommendations by HARP-F partners on what it will take for them to sustain a locally led response, available [here](#).

## EVALUATION, FINAL REPORTING, CLOSE OUT AND AUDIT

The end of grant process, detailed in the **Close-Out Procedure**, ensured partners complied with regulatory and donor requirements, captured project achievements, and maintained accountability. Partners would submit **Final Narrative, Financial, Logframe** and data reports which were reviewed by HARP-F to assess project achievements and value for money. A final **Capacity Assessment** was conducted to capture capacity building achievements. Partners were also invited to answer a partner survey online about their experience working with HARP-F to enable HARP-F to continually learn and improve their tools, processes and procedures based on partner feedback.

Information on the project close-out process was provided to partners well in advance of the project end date to ensure they were clear on processes and expectations. In addition, HARP-F provided hands-on, ad-hoc support and coaching to partners throughout the close-out process if requested, such as support with arranging and preparing for audits and advice on conducting evaluations (e.g., sharing example evaluation terms-of-references or advising on evaluation design and processes). HARP-F also facilitated an ad-hoc collective learning session bringing together different HARP-F partners working on similar issues to share learning and evaluation outcomes and support peer-to-peer learning and networking among small, local organisations.

- [HARP-F Close-Out Procedure \[English language\]](#)
- [HARP-F Close-Out Procedure \[Myanmar language\]](#)
- [HARP-F Final Narrative Report \[English language\]](#)
- [HARP-F Final Narrative Report \[Myanmar language\]](#)
- [HARP-F Budget and Financial Report Checklist \[English language\]](#)
- [HARP-F Budget and Financial Report Checklist \[Myanmar language\]](#)
- [Example Logframe \[English language\]](#)
- [Example Logframe \[Myanmar language\]](#)
- [HARP-F Partner Capacity Assessment \[English language\]](#)
- [HARP-F Partner Capacity Assessment \[Myanmar language\]](#)