

UK Aid Direct Value for Money Case Study – Women for Women International

Introduction

This case study looks at a highly rated, completed UK Aid Direct supported project.

The grant holder was Women for Women International (WfWI), and the project was “Improving livelihoods and rights awareness for socially-excluded Nigerian women through vocational training and men’s engagement” which ran for 3 years from January 2014 to December 2016.

The project was rated an ‘A+’ by the UK Aid Direct manager with many key indicators substantially overachieved and no indicator mark below an ‘A’.

We used the UK Aid Direct NGO Value for Money (VFM) manifesto draft template 1.1 as a guide (see Annex 1) and applied it to information available on WfWI (see Annex 2)

There is a high correlation between the best practices listed in the template and the practices adopted by WfWI, demonstrating a connection between the best practices and successful project outcomes.

So what did WfWI do that demonstrated excellent value for money?

The key to answering this is to look at the way that WfWI conducts itself as an organisation and conducted itself on this now-completed project. We analysed this conduct through the lenses of: **economy, efficiency, effectiveness** and **equity** to draw out the main practices that were important from a Value for Money (VFM) perspective. Evidence of this conduct was gathered from multiple independent sources, such as independent evaluations.

Economy
Staff and training costs are often the key cost drivers on projects and this was the case here. Through its HR policy, WfWI can demonstrate that its international staff, whilst well remunerated, are highly skilled, with the ability to design, control and deliver a successful project. Not only did this ensure that the project delivered the hoped-for results, but also encourages the retention of staff, a key driver of future success.
WfWI chose local staff to work on the project to maximise delivery quality, and this showed in a project that adapted well to local culture in a difficult environment.
WfWI's procurement policy not only ensured that goods and services were of the right quality and best price, but savings from its procurement were calculated and disseminated.
WfWI shared data between its projects and could therefore compare costs and provide economies of scale across the organisation.
Its budgeting and accounting systems allowed accurate activity costing and hence costs per beneficiary were easy to calculate and analyse in detail.
Standardisation of approaches to training and behaviour change, gained over many years of experience, ensured that training costs were well targeted, keeping costs down.

Efficiency

Many best practice processes contributed to efficiency in organisational running and project delivery.

With a well thought-out strategic vision, annual plans, and an established and quality HR policy, WfWI is in a good place to operate efficiently as an organisation. Strong management information and accounting systems and a commitment to learn from experience help the organisation to capture project data, analyse and learn from it, and share within the wider organisation.

WfWI applied for a grant to support a project that was core to their strategy, massively enhancing the chance to run an efficient and successful project.

WfWI was able to provide its own financial contribution from its existing resources without strings, allowing for a smoothly run project.

As part of its grant application, WfWI developed a realistic project budget and work plan, and when implementing the project, adapted activities and budget where necessary, staying within the project budget. Final costs showed only minor variances from budget, primarily because of WfWI's experience and significant effort made, to budget larger costs accurately.

WfWI implemented the project directly. Its strong risk identification and risk management processes allowed it to identify key risks and to adapt processes for unanticipated risks – for example, the West African Ebola crisis happened during the project's life.

Effectiveness

WfWI has a rolling strategic vision, and the trustees and management of WfWI think carefully about the resource implications of it, hence their UK AID Direct project workplan and budget were realistic, achievable and tied to their resource plans, meaning they were able to deliver on time, within budget and achieved an overall performance better than they had anticipated.

The project design was strong, it addressed the fund and DFID level priorities as well as reflecting their organisational strategy.

The project demonstrated a well thought out and robust theory of change so improving the case for attributing the measured results to their work. The theory was adapted based on later evidence from an independent, high quality evaluation so improving the design of their future programmes.

WfWI had clearly identified their target beneficiaries and their engagement with them was direct and measurable.

Logframe indicators were for the most part, SMARTTD (Specific, Measurable, Achievable, Relevant, Time-bound, Trackable and Disaggregated), and data collection was comprehensive and objective.

Activities were adapted when needed to respond to changes in context (for example, the lack of formal sector finance to support an acceleration of women's income generating activity required WfWI to adapt its approach through forming village savings and loan associations). The learning from this project informed the design of a donor-funded 5-year programme to operate in the Plateau State of Nigeria. The combination of these and other factors meant that the overall project was effective – it achieved its outcomes, within budget and on time and lessons learned have been acted on by others.

Equity

As an organisation dedicated to working to improve outcomes for marginalised women in conflict affected areas, WfWI is already well placed to serve those who DFID wishes to help.

The project design ensured that all activities contributed to helping these women, either directly through training and support to improve their income, or indirectly through working with men to change their attitudes.

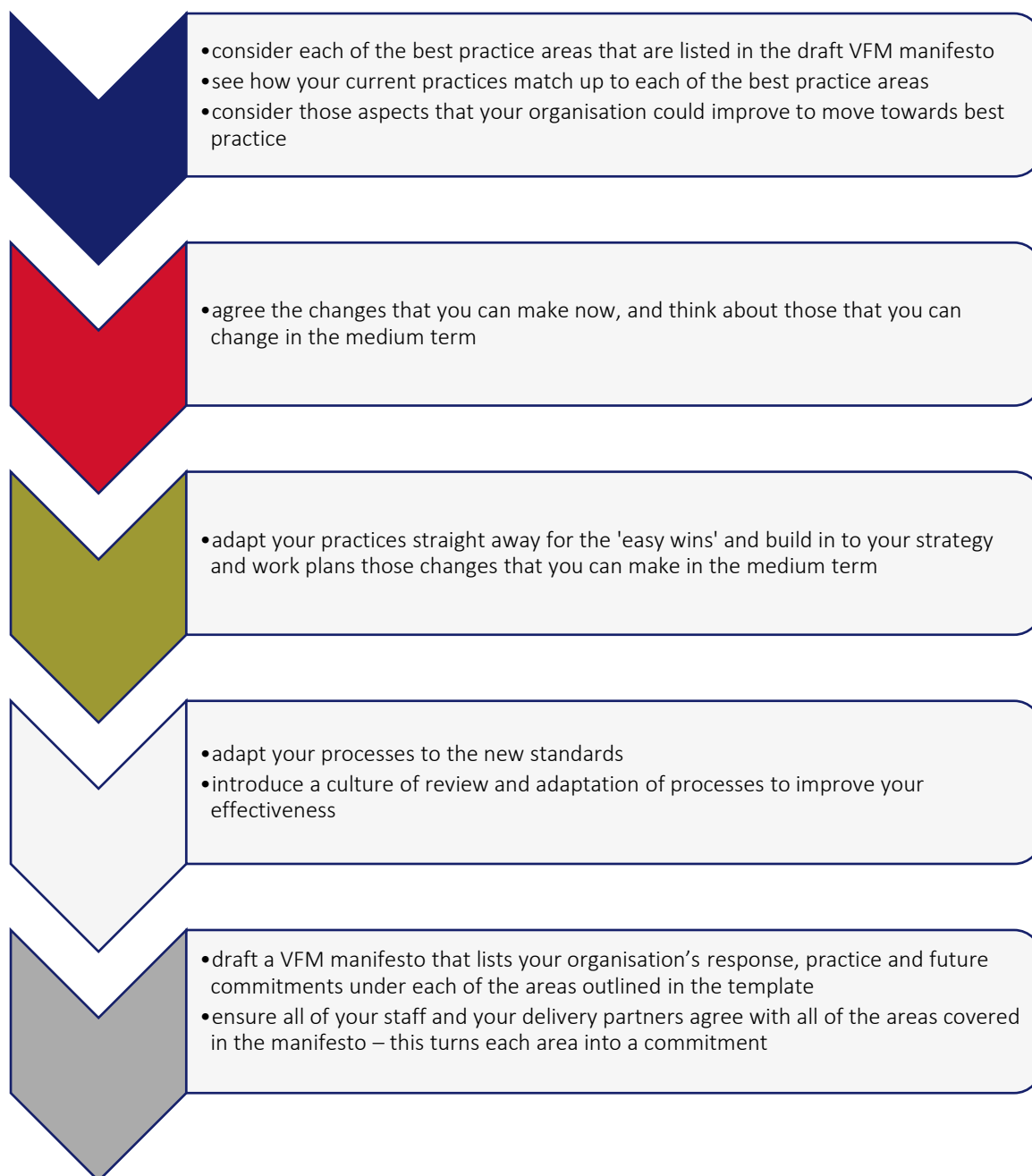
WfWI had identified the most vulnerable and marginalised and selected those who benefitted based on these criteria.

What can *you* do to demonstrate how your project represents value for money?

Below is a series of steps that your organisation could go through to adopt a VFM manifesto.

An organisation that is able to do so can demonstrate a serious commitment to VFM.

Adopting a Value for Money manifesto process:



Annex 1

UK Aid Direct VFM manifesto template 1.1

Introduction and guidance

This document provides a template for a manifesto that can be adopted by NGO grant holders to UK Aid Direct to support their value for money (VFM) proposition. This is a guide for NGOs to consider how its own processes might contribute to demonstrating that VFM is an important factor in the design and conduct of its work.

Reference is made throughout the manifesto not only to the key elements of VFM, based on the DFID approach to value for money¹ but also to additionality and sustainability which are equally important factors that sometime provide convincing but opposing arguments to VFM.

The manifesto is made up of a series of commitments relating to the processes of both the NGO and its UK Aid Direct programme. Each commitment when fulfilled will demonstrate one or more aspects of VFM economy, VFM efficiency, VFM effectiveness, VFM equity, additionality or sustainability. This will help NGOs to think through VFM in all aspects of its work, from organisational capacity, process, project design, implementation and evaluation.

When complete, the VFM manifesto will be:

- owned by all in the NGO – the manifesto is prepared internally, approved by the trustees, and acted on by those who work with the NGO, including its programme delivery partners
- comprehensive – all aspects of VFM, additionality and sustainability are considered
- real – the controls, processes, plans, systems, and structures documented in the manifesto are the ones in use or intended to be used in the NGO and its programme delivery partners
- relevant – the reasons why and how any given process listed in the manifesto contributes to VFM are clearly documented and explained
- subject to review and improvement – the manifesto is a living document that should be reviewed at least annually and improvements or amendments made to reflect the NGO's current strategy, plans, systems and procedures
- nuanced – actions to improve effectiveness are generally more important than efficiency, and actions to improve efficiency more important than those actions that provide better economy
- auditable – by a programme review team or by the NGO's own internal or external auditors or examiners

¹ DFID's Approach to Value for Money July 2011

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67479/DFID-approach-value-money.pdf

Organisation-wide aspects of VFM

1. The primary aims of [Name of NGO] is to [list aim or purpose statements or similar]. We set out these aims in our **strategy** that is prepared by our management and reviewed annually and approved or reaffirmed by the trustees. [list here other processes whereby the strategy is aligned to the aims of purpose] The strategic review process ensures that our strategy remains relevant to our aims/purpose so maximising efficiency, effectiveness and equity.
2. Aligned to our strategy, **annual work plans** outline activities that we intend to carry out in the next 12 months; the source of funding for these activities; who is responsible for the delivery of these activities; and explaining why these activities are the ones that are optimal given our strengths, weaknesses, opportunities and threats. We will broadcast the relevant parts of the work plans to our employees, volunteers and delivery partners and achieve their broad consensus. By doing so, we are assigning responsibilities and tasks, so maximising the efficient delivery of activities.
3. We have prepared an **operations manual** that is responsive to the strategy and the annual work plans, is realistic in its assignment of responsibilities and which aligns those responsibilities with appropriate accountability and which devolved suitable control to those who are charged with the responsibilities. [explain how this is done]. Each employee, volunteer and delivery partner has agreed to the tasks assigned to him/her, and these are described in terms of reference that mirror those which are outlined in the operations manual. By aligning responsibilities and duties with accountabilities, we are operating at optimal efficiency.
4. Our **accounting operations** have been set up with the primary objectives of ensuring that financial controls are suitable for an organisation of our size. We are audited [inspected] annually, and, as well as finding out that the controls are suitable we have asked the auditor [inspector] to consider whether the controls are suitable for a charity of our size and complexity and whether there are other techniques that we might use, without loss of control, that might help to reduce costs. Any adjustments that are made to our controls that save money help to demonstrate economy, and the optimal suitability overall of the controls demonstrates efficiency.
5. Our **human resource** strategy and plan [describe in terms of payroll strategy, staff selection processes, staff development processes, volunteer processes] provides us with the human resources we need, given the tasks we must carry out. Each person is selected based on suitability for the tasks they must carry out, as indicated in their terms of reference. The HR strategy and plans reflect our overall strategy and annual work plan. The alignment of overall and HR strategies and contract flexibility ensures that we can provide optimal efficiency in this cost category.
6. We **benchmark the cost of our key staff** against the local market for labour, in all places where we operate, using techniques that are appropriate for our size. [other benchmarking

comments]. Our policy is to ensure that we can match the required HR capabilities with cost, balancing economy against efficiency and effectiveness.

7. Our **management information systems** are optimal, providing senior management, programme managers and trustees with the information they require to arrive at decisions that impact our work and programmes in a timely manner [describe the bare bones of the MIS and how decisions around improving MIS are made, how MIS investments are made etc]. The timeliness of well-informed decision making will increase the efficiency of programme delivery as key decisions are made when they need to be, rather than delayed with potential implications on costs and results.
8. We have attempted, to the maximum extent possible given our size, to **separate our various functions of charitable funds raising, advocacy, and programme delivery**, and we reflect the division in our management accounts. We attempt to determine a suitable overhead allocation system that fairly reflects the costs and time effort in providing the various overhead functions that contribute to programme delivery, and those which contribute to our other primary functions of fund raising and advocacy. The allocation system reflects our primary books of account and can be reconciled fully to it. By carrying out this exercise we are able to make strategic management decisions that contribute to the effective delivery of our programmes, as important skills can be brought to task on the delivery programmes, so improving their effectiveness.
9. We attempt to recover these **overhead costs** where our funders so allow, increasing our resources and ensuring that we are able to manage project risks well through providing extra investment where required to guarantee delivery, increasing the effectiveness of our work and contributing strongly to our sustainability.
10. We **procure goods and services** using a common standard across our NGOs activities [describe the procurement regime, which should provide details of whether there is a detailed procurement manual, suitable expertise in procurement for larger cost items, competitive aspects]. We procure the following [categories of goods and services], and these represent x% of our total non-salary cost base. The procurement function is well documented and auditable. We only procure goods and services that provide an acceptable standard of utility. The net result of our procurement policy is to provide clear evidence that we provide optimal economy for our funders, both restricted and unrestricted.
11. We have a very clear idea from our strategy who our **beneficiary clients** are. Most of our work is directly targeted at these clients and we have the systems controls and review procedures to ensure that this targeting is upheld in practice. We look closely at our targeting mechanisms to ensure that the cost of targeting is kept as low as possible. We carry out calculations to compare this cost with the cost of serving a wider audience that may include people who are not our primary beneficiaries. We look to therefore reduce the unit cost per beneficiary, by choosing the delivery mode that provides evidence of lowest cost. In these instances, we always collect disaggregated data to ensure we are able to report accurately internally on the benefits provided to our target clients. By a combination of these techniques we are able to demonstrate equity and economy.

12. We are a **learning** organisation and we have invested in a suitably structured process of review, feedback and reengineering and refinement of our work, processes and procedures based on the findings of the review process. All of our impacted staff are informed about these findings through [describe the process]. Our process of learning enables us to grow to become more efficient and effective.

VFM aspects relating to the UK Aid Direct Project

13. In general, we apply the **same processes, procedures, controls and effort to our UK Aid Direct programme as we do to all of our work**. This ensures that the benefits of the VFM aspects listed above apply in full to the DFID-funded programme. Where there are processes, procedures controls and efforts that are required of our grant contract that are over and above our existing standards, we will review those standards to see whether we can apply these across all of our work. The decision to do so will be based on whether the changes would realise further value for money for our NGO. If not, then the differences will be documented and suitable controls and processes put in place to ensure compliance. Whilst this might result in higher costs in the short to medium term, it is likely that this will provide better evidence to DFID on the matter, so improving confidence on our ability to adapt.
14. Our application for a grant will reflect **a programme that is strongly aligned to both our strategy and the strategy of UK Aid Direct**, so improving both our effectiveness whilst contributing to DFID's effectiveness.
15. Our grant **programme is suitably described** at concept and full application stage and is responsive to the detailed requirements of the UK Aid Direct call for proposals. In doing so we can ensure that the numbers of enquiries or questions relating to ownership, completeness and clarity are kept to a minimum, so contributing to the efficiency of UK Aid Direct.
16. We will apply for a grant for **a programme that demonstrates our ambition but at the same time is credibly capable of being delivered, supervised and controlled without significant downside risk** to our future. The programme is therefore suitably sized for us. By ensuring this, we increase the chances of successful delivery and greater effectiveness.
17. Our grant programme is underpinned by a strong, robust and fully articulated **theory of change**. The theory examines in detail the causal chains that give us confidence that we can attribute, to the greatest extent possible, the outcomes and impact of our work. The detail includes the assumptions that underpin each element of the causal chains, and the evidence that supports causality. As part of our learning agenda we will ensure that assumptions are tested, new evidence taken account of, and the theory adapted to reflect the changes. These activities underpin the effectiveness of the programme and ultimately UK Aid Direct.
18. The **work plan** for the grant programme is provided which details the major tasks of the programme, the persons responsible for the delivery of those tasks, the expected level of effort, cost and timing of the tasks, preconditions to carry out the tasks, if any. The work plan will include activity dated milestones. The detail is at a level where management can ensure

that the programme is fully equipped both financially and operationally at all times, to maximise the potential of on-time delivery. The delivery of the programmes activities on a timely basis and within the budget, strengthen both UK Aid Direct's and our efficiency and effectiveness.

19. **The budget** for our programme has been constructed with full knowledge of the costs of goods and services that are required for successful delivery. We have ensured that we have through our experiences on the delivery of our core activities, calculated estimated unit costs with a degree of accuracy. Our skills and experience will contribute towards the delivery of the programme in a cost-efficient fashion and will limit unexpected cost variances that would undermine this.
20. We have paid **special attention to those cost items which represent the larger part of the project costs**. We have carried out research on the costs of procuring [list the costs that comprise a large part of the overall programme costs] that are reflected in the project budget. By carrying out this research we can confidently estimate most of the grant cost base. This allows us to demonstrate economy.
21. We have calculated our financial commitment to the programme and the subsequent grant request in a way that **maximises the use of UK Aid Direct grant**. We can clearly demonstrate that we are not able to carry out this programme without the grant [we are able to clearly show substantial additional benefits of increasing funding represented by the grant, over what we can achieve without it]. These demonstrations clearly provide the proof of the additionality of the grant.
22. We have the **committed financial resources** to cover our contribution to the programme. These resources are from existing unrestricted funds and binding commitments received from other funders. We can show that we have exhausted other possible sources of funding. [We can demonstrate that the grant from UK Aid Direct would crystallise additional funding from xxx] These commitments will allow the programme to advance without delay, improving the efficiency of UK AID Direct.
23. We have **commitments from our delivery partners** to ensure that there is an adequate stock of relevant goods and depth to delivery capability to ensure timely delivery of all subcontracted activities. [We have experience of working with the programme's named delivery partners that provides comfort in their ability to deliver the goods and services in a timely manner in the context of the programme's target countr(ies), at a unit cost which is comparable with other possible good and service providers in that country]. [we plan to enter into a contract with our delivery partner that clearly mirrors the provisions in our grant contract and the agreed work plan for the programme]. [We have factored in the costs of the supervision of our delivery partners through....]. The combination of our due diligence, contracting, and supervision will contribute to the delivery of an efficient programme.
24. We confirm that the UK Aid programme will **not divert resources from other important activities that our NGO or others are planning to carry out**. We can also confirm that the beneficiaries under the programme are not currently served by our NGO or by others active

in providing these goods or service. [where this is not the case, we can confirm that the goods and services they receive will be of a higher value, making a real and measurable difference to their lives]. These statements give comfort on the additionality of the programme to our organisation as well as to UK Aid Direct.

25. We have **demonstrable experience** and advantage over others in delivering the programme in [country or state] despite the clear difficulties that we will face. This experience covers not only the technical aspects of the delivery of our goods and services, but also in **demonstrating adaptation to the culture and environment** in a way that allows for smooth progress of project activities and improved efficiency for UK Aid Direct.
26. We have prepared a **comprehensive risk register** that shows the major risks that we are subject to in the delivery of the grant programme. [We will construct the register in accordance with the risk register guidelines set by UK Aid Direct]. Risks will be divided into those which are external and hence outside of our immediate control, including the many risks associated in the delivery of our work in [country x], material cost fluctuations of programme goods and services, and [list other factors outside the control of the NGO]; and internal [list internal risks such as staff turnover, financial]. For each risk we will state how we intend to mitigate it, the relative importance of the risk in terms of its impact on the programme and its likelihood of occurrence. We will also independently review all aspects of these risks [quarterly, annually] report changes to UK AID Direct, discuss with them the ramifications of the changes and agree suitable adjustments to activities or other inputs, that respond to the changes in risk. By ensuring a dynamic approach to risk management, the efficiency of both UK Aid Direct and ourselves is improved, and timely changes to adverse risks will significantly increase the effectiveness of the programme
27. Our **programme work plan is flexible, responsive to changes and opportunities in increase outcome and impact**. Where we spot opportunities, we will discuss them with UK Aid Direct management to agree the cost benefit ratio and agree changes to the work plan, budget or other impacted programme aspect. This flexibility offers opportunities to increase the effectiveness of the programme.
28. For our programme, we will recommend a set of output, outcome and impact **indicators** that are SMARTTD (specific, measurable, achievable, relevant, time-bound, trackable and disaggregated) and agree these with UK Aid Direct. We will put into place measurement capacity to ensure timely collection of data under each indicator. Data collected will contribute to base line and progress reports. Data used will be available, accessible, credible, owned and capable of disaggregation into male/female, disability and possible other population group categories. We will investigate and explain positive and negative variances and take suitable actions to ensure the programme remains on track. The combination of these activities will ensure that the project's effectiveness can be robustly measured, contributing to effectiveness.
29. We will make all **data available to suitably qualified experts** that are mandated to carry out progress, review or impact studies. We will ensure that the methodologies of data collection

are made available. The combination of all of our pledges on data will boost DFID's economy of evidence gathering and processing.

30. We will draw up **lessons from our work** and take all opportunities available to us to share our lessons with relevant government ministries, departments, stakeholders and other donors in our client countr(ies). The lessons learned will be impartial and backed by solid evidence. We will ensure there are adequate resources to enable these activities to take place. Sharing the lessons with these stakeholders will magnify the effectiveness of the programme.

Annex 2

Assessment of WfWI performance against practices listed in the UK Aid Direct Value for Money manifesto

Table 1 provides a qualitative assessment of WfWI's practices as an organisation and those that WfWI applied in the conduct of its UK Aid Direct project. The qualitative assessment uses a 6-point Likert scale:

Score	Description
na	<ul style="list-style-type: none"> No evidence found
0	<ul style="list-style-type: none"> NGO's practices are the opposite of those which would provide value for money. Total waste of resources Lack of plans where there should be plans Total lack of evidence of what is supposed to be achieved Total unwillingness to cooperate on sharing information
1	<ul style="list-style-type: none"> Poor practices likely to undermine confidence of donors in the NGO's ability to conduct projects
2	<ul style="list-style-type: none"> Practices are acceptable for an NGO of this size but there are many reasons to think that the practice could be done better from a VFM perspective
3	<ul style="list-style-type: none"> Acceptable practices but could be improved in line with practices of well-regarded NGOs
4	<ul style="list-style-type: none"> Good practices where alternative practices might provide better VFM but there may be reasonable arguments for adopting a different practice
5	<ul style="list-style-type: none"> Practices adopted are best practice for NGOs providing goods and services in DFID target countries and states

It should be noted that WfWI has not been able to respond to this assessment, neither was the VFM Manifesto template draft 1.1 available to WfWI. The assessment demonstrates that WfWI has no areas that are not considered acceptable practices (marked 0,1 or 2), and very few 3's that should be considered for improvement. Where the mark is "na" there is no reason to suppose that WfWI's practices are subnormal – no evidence was presented.

Table 1: WfWI's qualitative performance against VFM manifesto draft 1.1 template headings

Key to VFM categories

Economy	■	Equity	▲
Efficiency	◆	Additionality	A
Effectiveness	★	Sustainability	S

VFM Practice	VFM cat.	na	0	1	2	3	4	5	Comments
Organisational level									
Strategy	◆★▲							X	WfWI has a rolling strategic vision and think carefully about the resource implications of it. Under the strategy, a number of desired outcomes are listed covering business and operational improvements.
Annual work plans	◆	X							No evidence presented.
Operations manual	◆	X							No evidence presented.
Accounting operations	◆						X		Accounting function appears to be well run and controls adequate for the size of NGO.
Human resource strategy and plan	◆ S						X		WfWI staff are well remunerated but highly skilled and capable.

VFM Practice	VFM cat.	na	0	1	2	3	4	5	Comments
Staff cost benchmarking	■					X			WfWI staff are well remunerated but highly skilled and capable.
Management information systems	◆						X		No evidence mentioned in the material reviewed that systems were an issue. Evidence of investment in 2016 shows that MIS is given the attention it requires.
Separation of advocacy and fundraising	★							X	Very clear delineation and rules around use of learning for advocacy.
Overhead cost recovery	S					X			WfWI was able to recover costs directly related to the project but not general overheads.
Procurement of goods and services	■						X		Good practices and identified cost savings.
Beneficiary client identification	■▲							X	Very strong practice – beneficiaries are described on all major organisational documents.
Organisational learning	◆★							X	Learning is a key element to WfWI's work as it underpins its evidence based advocacy agenda.
Project level									
Standard processes in use	■◆★	X							No evidence presented.
Project aligned to strategy	★							X	The project has at its heart, tried and tested techniques of improving women's livelihood and rights awareness and men's engagement.
Project suitably described	◆	X							Initial application not reviewed.
Suitably sized credible project	★							X	Project was delivered on time, within budget in a challenging environment, and results were achieved as planned.
Theory of change	★							X	A relatively simple theory but one which is based on evidence of what has worked in the past. WfWI adapted the theory based on insights provided through high quality research. Progress at each stage of the theory is measured using SMART indicators and assumptions at each stage tested rigorously.
Detailed work plan	◆★							X	The project has been successful in meeting its targets within allocated time and budget.
Accurate budget	◆							X	Costs were accurately forecast and outcome variances were minimal.
Attention to large cost items	■						X		The large cost items were training stipends £309k, Nigeria staff £452k, training costs £289k. Nigerian staff were assessed as highly skilled.
Maximising grant	A						X		Although no evidence seen, it is highly likely all of the grant was required.
Availability of finance	◆							X	An analysis of the annual report shows careful planning around the use of unrestricted funds. These were committed and spent by WfWI in full and in a timely fashion.
Delivery partner commitments	◆	X							There were no delivery partners. WfWI's policy in this area is quite rigorous.
Resources not diverted	A						X		There was no other similar programme operating in this area of Nigeria.
In-country capability	◆						X		WfWI identified issues and dealt with them pragmatically.

VFM Practice	VFM cat.	na	0	1	2	3	4	5	Comments
Risk management	◆ ★							X	WfWI has a strong risk assessment methodology, and new risks that were identified during the project's life were mitigated.
Flexibility of work plan	★							X	WfWI has a strong learning culture with lessons that are widely disseminated. Activities were adapted.
SMARTTD indicators	★ ▲							X	Very robust baseline and end-line studies. Indicators are in the large part SMART.
Data sharing	■							X	It is not clear what has been done with the information shared but clearly information is shared with WfWI in other countries.
Lesson learning	★							X	While the methodology is appropriate to the whole of Nigeria, it is not clear if national or state government or other stakeholders were briefed on this. Other stakeholders however have been briefed.

From the high markings, it is possible to conclude that WfWI could have adopted a VFM manifesto similar to the template, changing few, if any, policies or practices.

Annex 3 – Primary sources of information

UK AID Direct PCR Feedback letter 16 May 2017

Project Completion Report – Narrative Final

Project Completion Report Section 2 Final

Project Completion Report Annex 2, Final Independent Evaluation prepared by Centre for Women's Health and Information, commissioned by WfWI, January 2017.

Project Completion Report Annex 3 - Longitudinal Evaluation of Women for Women International: Nigeria's Men's Engagement Program to Promote Women's Rights and Create a Gender-Balanced Society 12-Month Report, Prepared by American Institutes for Research (Marjorie Chinen, Andrea Coombes, Gilbert Kiggundu, Hannah Ring, and David Seidenfeld) – December 2016

Project Completion Report Annex 4 - 2016 UK Aid Direct Evaluation IMP-092 Primary Research Visit Report prepared by Coffey September 2016.

WfWI Annual report 2016 accessed at

<http://www.womenforwomen.org.uk/sites/default/files/2016%20signed%20Annual%20report.compressed.pdf> on 25 July 2017

UK AID Direct NGO Manifesto template 1.1