# Project Management Guidelines

The underlying basis for all the activities of the Mona Foundation is the belief that the key to poverty reduction and the development of human resources lies in universal education and gender equality.

Successful programs are those that develop from grassroots educational initiatives and which seek to raise the social and economic status of the community as a whole, particularly those of women and girls.

## Project Selection Criteria

The role of Mona Foundation is to find and support educational programs that meet the following criteria

- The program is founded and operated by local residents.

- The program addresses a vital and significant deficit in the basic needs of children, needs which prevent the full development of their capacity as productive members of their society. These needs must include education, but also may include housing, food and a nurturing environment in support of education

- The program serves children of all backgrounds, regardless of age, gender, race or ethnicity, religion, and economic status.

- The program has a particular focus on education of girls and women.

- The program seeks to develop human resources for the community.

- The program has a historic rate of success, having been established and functioning for a significant period of time (not less than three years).

- The program enjoys the support of the local community.

- The program administrators of the school have shown a long-term commitment to the development of the program, including not only ongoing maintenance but also capital development and expansion.

- The program administrators have the capacity to effectively manage receiving funds from external agencies.

- The program administrators are active participants in developing and implementing plans, and require and enjoy the participation of the community members in the long-term self-sustainability of their program.

  o In cases where the program delivers needed services to the marginalized segment of the population, and financial sustainability is not feasible, the participants and community members should be required to participate and support the program in variety of other ways as their capacity may allow.

# Project Funding Criteria

Mona Foundation funds grassroots educational initiatives that meet the above criteria, and which raise capacity at the grassroots so each participant can become the agent of change in the transformation of their own lives and the lives of their families, communities and ultimately their nation.  The Board allocates funds in the following five categories:

1.  Scholarship
2.  Educational Support (may include school supplies, uniform, books, transportation, food, and alike)
3.  Teacher Training and Support
4.  Infrastructure
5.  Equipment and Furniture

While the Foundation currently allocates 26% of its grants to those initiatives which exclusively support girls or women, the Board does not currently wish to narrow its funding criteria at this time either by location or allocation type.  Instead the Board considers each proposal received based on its own merit and allocates grants based on needs to those initiatives which it believes will have the most positive impact on more people in the long term.

The Board will reconsider these guidelines occasionally and will amend as needed at its discretion.

# Project Exit Criteria

Mona Foundation will cease funding of any of our adopted projects if and when:

- The project requests cessation of funding to focus on internal consolidation or development.

- Clear evidence is provided to the Board that the project does not have the capability to effectively manage funds received and the instance of fund mismanagement is proven.

- The project leadership or management is changed, shifting the focus of the project away any of the qualifying criteria mentioned above.

- Mona Foundation Board decides that for a variety of reasons that its funding does not make a material impact on the overall social or economic development of the individual, the organization, or the community.

# Our Commitment

Once we have adopted a project, we commit to developing deep and long-term partnerships with the projects we support, seek their views on what they deem to be their needs and priorities, and then decide how best to support them to implement their own development activities.

**Site Visits:** As a matter of practice, Mona Foundation will make ongoing site visits at least once every two years by either a member of our Board of Directors, or by representatives of our Board of Directors, to

personally assess progress of our adopted projects against their development plan and provide a report including observations and recommendations to the Board.

**Continuous learning:** Together we remain engaged in a continuous process of learning about sustainable models of social and economic development, and actively apply our learnings to improve our effectiveness year on year.

Board of Directors of Mona Foundation
November 2015