

## 1. Appendix N – Overseas monitoring form TEMPLATE

### **[Template guidance (to be deleted from final report):**

*Before sending this report to the organisation, please delete sections A and C which are for internal information only. Keep one copy of the report as an external version and one copy as an internal version..]*

### **International Monitoring Visit Report [month, year]**

Project Title	Your land your rights
URN	ICB/2/010420962
Grant holder	Feed the Minds
Partner organisation	Human Rights First Rwanda Association (HRFRA)
Organisation(s) to be visited	Human Rights First Rwanda Association (HRFRA)
Monitoring officers	Nicolas Croll, Christopher Manion
Date of trip	January 2014
Date of project visit	January 27 <sup>th</sup> -29 <sup>th</sup> 2014

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**Section A: Visit details**

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Organisation(s) to be visited	Human Rights First Rwanda Association (HRFRA)
Monitoring officers	Nicolas Croll, Christopher Manion
Date of trip	January 2014
Date of project visit	January 27 <sup>th</sup> -29 <sup>th</sup> 2014
Project Start date	June 11 <sup>th</sup> 2012
Project End date	June 10 <sup>th</sup> 2015
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Country	Rwanda
Project area	Kamonyi District, Ruhango District
Reason for visit	Overseas Monitoring Visit
Reports received/due at time of visit	Mid Year Report, Year 2

## Section B: Project details

Total project cost	£278,510
BIG award (capital/revenue)	£270,004
Match funding	£8,506 (in kind)
Payments made to date	£165,770
Grant variation information	Risk reduced from High to Medium (August 2013)  Small budget changes (August 2013)
Current status	Active (Year 2 of 3)
Level of monitoring	Medium Risk
Risk information	<p>This is a significantly larger project than HRFRA have experience in delivering.</p> <p>The issue of paralegal drop-out rates is also a potential concern, although one that has been carefully considered with plans to set up support structures for paralegals to encourage retention.</p> <p>The timetable of the government land rights programme also represents a potential risk since it is important that land rights are registered or contested ahead of certificates having been produced. Currently there are already delays in the programme at phase one and there are no confirmed dates of when the different phases will begin or end. FTM are keeping a close watch of the situation and HRFRA is in regular contact with the Land Commission to monitor the process.</p>
BIG outcomes met	Improved ability for the most disadvantaged to exercise their human rights.

## Project Summary

This project, based in the southern rural districts of Kamonyi and Ruhango, Rwanda, will ensure that rural women are aware of their rights to land and inheritance, and are able to defend them.

Over the course of the three year project 1,500 local paralegals will be trained in constitutional protected rights. These include inheritance and land law; the new land policy; women's rights to land and inheritance and equality issues. Paralegals will also receive training in how to guide and support women through the legal process and advocacy and mediation skills. Specific materials and guidance on land rights for the paralegals will be developed and made more accessible. This will complement and expand on the Paralegal Practice Manual.

Paralegals, supported by project staff, will offer training to rural women through workshops on the importance of obtaining a land title and will encourage and support women to obtain legally valid land titles for their land and ensure that their homes are registered. Complex legal procedures will be simplified thereby ensuring the women are fully equipped to complete the process. Paralegal outreach will ensure that the most disadvantaged are able to access the service.

The paralegals will also support women who are facing the threat of illegal eviction. When resolution is not possible through mediation the paralegals will either seek the support of a colleague with more experience or the Project Coordinator. 300 penultimate year law students will also support the provision of legal aid to the women and will offer direct legal advice alongside the paralegals. This will form part of their law training and exams. Cases will be taken to the abunzi (local mediation committees) and the women will be supported in the process including with writing letters, making a statement and filling out forms.

In order to maximise the impact of this project and ensure rural women will be able to live securely in their homes and work on the land that is rightfully theirs, the project will engage with men and local, as well as national, decision makers. Existing community networks at district level will be utilised to ensure the whole community is involved.

A combination of existing partnership networks at a national, district and local level will be utilised to lobby the Rwandan parliament and engage key decision makers. As the law is already favourable to women, lobbying will focus on ensuring that the law is filtered through to the local authorities and executed appropriately.

## Project outcomes

- A network of well trained rural paralegals is developed by the project which will permanently remain as local resource persons in land rights and justice related issues for rural women leading to the greater capacity for rural communities to defend their rights.
- An improved environment in Kamonyi and Ruhango in which rural women can exercise their rights, especially land and inheritance rights due to better knowledge among decision makers and the community.
- Rural women are able to oppose illegal eviction by defending their land and inheritance rights.
- Rural women heads of household in Kamonyi and Ruhango will have their land registered and obtain title deeds which contribute to improved personal, social and economic stability.

## Section C: Visit report

### C.1 Introductory note

The project visit was fully supported by the grant holder and the in-country partner.

The partners designed an itinerary which enabled BIG staff to meet project beneficiaries in both Kamonyi and Ruhango districts. We requested changes to the initial itinerary so that we could meet paralegals and other project beneficiaries in their own villages, in order to see the environment in which they lived and worked. Feed the Minds and HRFRA were able to organise meetings in response to this request.

We had the opportunity to question HRFRA staff and examine monitoring and finance documents at their head office in Kigali. HRFRA also organised meetings with staff and students at the university and other stakeholders.

### C. 2 Relevance

- *How are the poorest and most marginalised being targeted?*
- *Are the types and numbers of beneficiary groups consistent with the Outcome Tracking Form?*
- *Are the project outcomes relevant to the needs of beneficiaries?*

We talked to individual beneficiaries and groups of beneficiaries. These meetings helped us to identify some of the key needs which they faced before the project started and to determine the extent to which these needs were now being met. It was clear that some of the women we met had been very disadvantaged when the project started.

People in rural areas who do not own their land find it difficult to earn enough money to feed themselves and their families. Without land, employment opportunities may be limited to wage labouring which can be an unreliable source of income. It is therefore important that they have proof of land ownership. Women in rural areas are more likely to be illiterate. Many of the women we met were unaware of the laws relating to land rights before the project started.

It is clear that the project has been successful in raising awareness and empowering women to claim their rights. This has enabled them to obtain a more secure income and improved their ability to pay for food, health and education services. In many cases the women were now more confident and

felt the project had helped to improve their circumstances.

The network of trained paralegals in the project areas has improved the capacity of people in rural communities to defend their rights. It has also improved confidence and feelings of self-worth amongst paralegals (PL) themselves.

- One woman we met in Kamonyi used to only till the land as she did not have formal ownership. The new law gives women more rights to own land. This woman identified a paralegal from her T-shirt. The PL helped her to register her land (the process took eight months). Now she has ownership of the land she can get credit from a bank and pay for her children's education and health insurance. She would be happy to become a paralegal in order to support other women, while at same time as running her own business.

We met a master paralegal (MPL) who was trained in 2011 and now supports 18 paralegals. She said that her experience, knowledge and popularity make it easier for her advice to be accepted. She passes messages about the project through existing forums such as cooperative meetings and umuganda (community service) meetings. The MPL has used her knowledge to help her to resolve her own land issues. She does not earn money from the project but is happy to be serving her community.

- The MPL told us about a widowed grandmother (78) who was helped to get the title deeds after her husband died. The process took two years. An in-law who was financially stable and able to afford a lawyer had caused problems. The MPL was able to help with support from HRFA. The MPL went first to a village official who gave a favourable decision. The in-law took the case to the sector court and got the decision overturned. The MPL went to an abunzi court and with the help of Clarisse from HRFA won a final decision.
- A PL at the meeting told us that she supports marginalised groups such as the Batwa. They do not feel that they are part of the community and they believe that justice is against them. The PL was very emotional when talking about her support for Batwa women.
- A beneficiary explained how the project helped her. Her mother died leaving her with no title to her land. With support from a PL she took the case to the land registry. Two months later she won her case and is now able to grow crops to feed her family and sell surplus through a middleman to pay for school costs. She also rents out some land. She has not taken out a loan as this would mean using her land as

collateral. She uses her experience to help out other women with informal legal advice.

- Another beneficiary lost her husband and her in-laws took the land. The project helped her get title to the land. She is now remarried and has a 7 year old child. She grows bananas, coffee and tomatoes, selling these at market to pay for school fees and help her repay a loan from the bank. She had travelled for three hours with a bad leg to meet us and said she was very grateful to the project.
- During our visit a young woman arrived at the MPL's house, saying she had learned about the project from a leaflet and would like some help in registering her family's land.
- We travelled to a rural settlement where we met Gaudence Yirirwahandi, a widow with four children who works as a paralegal. She informs women of their rights in what is a very remote area where chauvinistic attitudes are common. Gaudence joined the project in 2012 after hearing about it from the district office. She has lost her fear and feels self-confident. She likes helping other women. She keeps detailed records of each case, which we are able to see in her notebook. She is based a long way to the district office, more than an hour's travel on a rough road. She goes out of her way to help but the amount she can do is limited by the difficulty of getting transport from such remote locations. We met two of the women Gaudence has helped:
- Epiphanie didn't know the process for claiming succession rights. She went to the sector level authorities to claim rights with the help of the PL. Her husband refused to recognise her rights and tried to sell her land. It took her a year but she now has title and can sustain her children. Her husband left and has another wife but Epiphanie still has her half of the land. Gaudence said she worked with officials from sector and cells levels. She highlighted Epiphanie's poverty levels when trying to persuade officials to help. Epiphanie now grows cassava, sweet potato and soya beans, mostly for subsistence. She said she was very grateful to Gaudence. She was very emotional when talking about the project.
- A second beneficiary, Cecile, lost her husband 7 years ago. Her in-law Antoine took the property and left her with no land or income. With Gaudence's help she secured title. Cecile is semi-literate, so needed extra support in what was a very complex case. Antoine forged Cecile's signature and produced a deed in his own name. Gaudence tried to



mediate but Antoine was very spiteful. District officials eventually helped to resolve the issue. Antoine was let off with a warning after admitting the forgery.

In a visit to another village we met several more beneficiaries who had been helped by the project. They told us about their experiences.

- One woman had been helped by a paralegal and now uses the land for her livestock business. Since she obtained legal title to her land she has taken a loan of £600 from the bank secured against her land. She can buy animals for around £2 and sell them for as much as £8. She is now keen to expand her business.
- A second woman, Nasir, was the victim of an abusive marriage. She was helped by the project and after securing title, had the marriage annulled. She now grows coffee to sell at market.
- Donata thought she had bought some land but it turned out that it belonged to another person so the vendor was not entitled to sell it to Donata. After many failed attempts to resolve the issues she contacted the PL in December 2013. They are now waiting for the case to be mediated in the abunzi courts.
- A man at the meeting had taken legal advice from the PL after being accused of assault. He paid a small fine now risks being fined £200 if he is found guilty by another court. He is taking advice from the PL.
- The MPL's son was at the meeting. He said that the project covers a big area and transport costs are high. He asked if BIG could contribute more to paralegal and transport costs so that PLs can help more women. Currency savings on the project have so far been used to fund additional communication costs.
- Rebecca is separated from her husband and hasn't got the title for her land. With the support of HRFRA she is pursuing the matter through the abunzi courts. The PL, Lativa, will support Rebecca before she testifies and help her prepare her case. She is now more confident about the case and has plans to earn an income from the land to support her and her children if she wins.
- Eva nearly lost her land to her mother-in-law. With support from Lativa she has secured the land title. She tills cassava and sells some of the surplus to local industry.

CONCLUSIONS AND RECOMMENDATIONS	Date and note of action taken
<p>We identified a lack of money for transport costs as one of the main barriers on this project. Several beneficiaries told us that the PLs could support more people if they could afford to travel. If any money is saved as a result of currency fluctuations BIG would be happy to consider a request to use some of these savings to subsidise transport costs for beneficiaries, paralegals and master paralegals.</p> <p><i>It is clear that the project has been very effective in addressing the needs of beneficiaries specific to their land rights. The PLs noted the difficulties due to the demand for their services, however it was impressive to see their commitment to the project.</i></p> <p><i>The use of t-shirts and promotional materials appeared to be very effective, with numerous beneficiaries indicating that to be how they were able to get involved with the project.</i></p> <p><i>The project outcomes are clearly relevant to the needs of the beneficiaries. The project may benefit from stronger links with other organisations who can offer further support, around livelihoods and other legal issues in particular.</i></p>	

### **C.3 Efficiency**

#### **C.3.i Project Management and Partnerships**

- *Are roles and responsibilities of grant holder and partner organisation clear and appropriate for project?*
- *Are lines of communication between grant holder and partner organisation clear and appropriate for project?*

HRFRA were able to explain in some detail how Feed The Minds support the project from the UK. They provide advice on monitoring and assistance with project management group.

FTM visits every year. They visit both project districts during a week-long visit and provide additional advice and expertise. They advised on the production of booklets and posters and on the use of log books to capture key information, including demographic breakdowns.

FTM and HRFRA are in regular contact through Skype.

CONCLUSIONS AND RECOMMENDATIONS	Date and note of action taken
n/a	

### C.3.ii Reporting to BIG

- *Do both organisations understand the BIG reporting process and deadlines?*
- *Do project management structures enable effective reporting?*

Both organisations appear to understand the BIG reporting process.

CONCLUSIONS AND RECOMMENDATIONS	Date and note of action taken
n/a	

### C.3.iii Financial Management

*Funds are held in the HRF account, and then requests made by Project Co-ordinator as and when expenditure is due to be incurred. PC requests the funds and completes the relevant paperwork (copies seen), and this is signed and then sent to the treasurer for signing, along with the Executive Director. A cheque is then prepared which needs to be signed by the Treasurer plus either the president or executive director.*

*All expenditure is tracked via the quickbook accounting system and receipts presented for all expenditure before it is logged. Three examples were dip-checked. One example did not have the receipt attached, however this was viewed as it was still in the file (10/1/14 printing of materials). The community sensitisation receipt for 3/2/13 could not be located when requested, however this appeared to have been mislaid within the filing. Records appear thorough and genuine.*

#### CONCLUSIONS AND RECOMMENDATIONS

#### ACTION/DATE

*Feed the Minds should continue to dip-check receipts and records as part of their standard monitoring.*

### C.3. iv Monitoring

- *Does the organisation have appropriate monitoring systems in place? (Please detail)*
- *Do the monitoring systems track both quantitative and qualitative changes? (How?)*
- *Has the organisation integrated the outcome tracking form into its monitoring systems?*

We had the opportunity at the head office to look at copies of log books kept by paralegals and master paralegals. A PL helps up to 10 people a month and keeps detailed records which feed into monitoring records.

Client forms are also kept at head office. There is a central registry with a universal log. Records include name, location, case facts, progress reports and available remedies. Demographic data collected also includes age and disability of paralegals. Records are kept of successful and unsuccessful cases.

We saw the training lists with details of the participants in each training session.

The records appear to be appropriate for tracking progress with outcomes

**CONCLUSIONS AND RECOMMENDATIONS**

**ACTION/DATE**

*The data collection is appropriate. We were impressed with the processes in place which appeared both logical and thorough. It would be interesting to see more detail in the annual reports showing breakdowns of beneficiary numbers by various categories.*

**C.4 Effectiveness**

- *Is the difference to beneficiaries achieved to date consistent with agreed project outcomes?*
- *Have there been any significant external factors which have impacted on the progress of project outcomes (either positively or negatively)?*

As above, the project appears to be making a significant difference to the lives of beneficiaries.

The project is constrained by a lack of resources. The time and support costs available to paralegals is quite limited given the number of potential beneficiaries. With a lack of direct financial incentives for paralegals, long distances and high transport costs the project is not necessarily supporting as many people as it could in the project districts. The project is in some ways a victim of its own success.

PLs have used telephones to overcome some of the resource issues but this is not an option available to all.

**CONCLUSIONS AND RECOMMENDATIONS**

**ACTION/DATE**

**C.5 Cross Cutting Themes**

**C.5.i Gender and diversity**

- *Has the organisation demonstrated an understanding of relevant gender issues and have they shown how these have been incorporated into the project?*
- *Has the organisation demonstrated an understanding of relevant diversity issues (e.g. disability, age, ethnicity, religion, language, culture) and have*

*they shown how these have been incorporated into the project?*

- *Are these systems consistent with the approach agreed in the Outcomes Tracking Form? Yes / No*

The project appears to be strong in its support for women both as beneficiaries who receive advice and paralegals and master paralegals who support these beneficiaries. We also met two female university students, who as part of their course provide legal expertise to beneficiaries and paralegals. The project helps women to address some of the disadvantages they experience.

Paralegals recruited by HRFRA included PLHIV, widows and people living with disabilities. The master list of PLs can be broken down by age/disability.

Evaluation forms collect information on age, disability, education level and whether the person is living with HIV.

The use of booklets, t-shirts and leaflets helps to publicise the project widely, including to disadvantaged groups. Project branding was very strong with many posters and t-shirts in evidence at meetings.

The project uses women in the community to identify and support potential beneficiaries.

We saw a training workshop for paralegals which is part of the process of empowering women

Men are also involved in the project. We met a man who had been helped by the project with legal advice. There were also men at the training event we attended.

HRFRA reported that men are supportive of the project as they are happy that family members are benefiting. However some of the women told us that this was a conservative, chauvinistic area so we had some concerns about how effective the project could be in addressing long held views on gender roles.

CONCLUSIONS AND RECOMMENDATIONS

ACTION/DATE

*We would like to see more details in end of year reports on the involvement of men. What steps is the project taking to sensitise men to the changing role of women? How is opposition to the project addressed? Are there any particular strategies used in very chauvinistic areas?*

*Is it possible to conduct surveys of men's attitudes as part of the data gathering and project monitoring activities?*

C.5.ii Participation

- *Are there systems in place to enable beneficiary involvement in the design, implementation, management, monitoring, and evaluation of the project?*
- *Are these systems consistent with the approach agreed in the Outcomes Tracking Form? Yes / No*

Paralegals are drawn from the beneficiary communities and are often the friends and neighbours of the people they support. They also benefit from the project as they can use their learning to help them with their own land issues. Paralegals are key to the success of the project not only for the support they give but also for the detailed records they keep which feed into project monitoring.

CONCLUSIONS AND RECOMMENDATIONS

ACTION/DATE

*It would be helpful to learn more about the involvement of other beneficiaries, apart from PLs and MPLs in the development of the project. Do they have opportunities to sit on project steering committees or influence the way the project develops and changes over time? Do PLs and other project beneficiaries have many opportunities to learn from beneficiaries in the other district?*

C.5.iii Capacity building

- *Whose capacity is being built through the project?*
- *How is capacity being built?*
- *Is the organisation's approach consistent with the Outcomes Tracking Form? Yes / No*

The primary direct beneficiaries are women who did not have legal title to the land when the project started. Their capacity has been built, as has that of the women who support them.

The project gives students at the University in Kigali the opportunity to get

firsthand experience of helping women in the project districts. This is an opportunity for practical first-hand experience outside the city which they would not have without the project. The mutually beneficial link between the project and the university was an impressive aspect of the project.

This project represents an increase in activity for HRFRA. The relationship with Feed the Minds has provided opportunity to strengthen and support them in their monitoring systems and project management. We were impressed with how this was progressing, and the effectiveness of the project was driven by the organisation and commitment of HRFRA staff.

CONCLUSIONS AND RECOMMENDATIONS	ACTION/DATE
<i>The use of case studies for PLs, women supported by the project, students and other stakeholders in reports and evaluations would be useful.</i>	

#### C.5.iv Influencing Opinion

<ul style="list-style-type: none"> <li><i>Is the organisation trying to influence the policies, practices and attitudes of decision and policy makers? (Who and how?)</i></li> <li><i>Is the organisation's approach consistent with the Outcomes Tracking Form? Yes / No</i></li> </ul>	
<p>The project links with a government scheme for land registration. Where appropriate PLs refer beneficiaries to the government schemes and land registries</p>	
<p>The project helped communities to fight a mining company which wanted to take over land. The MPL helped to fight the case and even the mayor got involved.</p>	
<p>We met a government official who knew about the project and was supportive.</p>	
<p>It is noted that there are potential restrictions on NGOs working in Rwanda, meaning influencing opinion is not always possible.</p>	

CONCLUSIONS AND RECOMMENDATIONS	ACTION/DATE
The project provided some examples of links with stakeholders. As the project progresses it would be very good to know about how these links are being maintained and enhanced.	



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**C.5.v Alliances, Networking and Collaboration**

<ul style="list-style-type: none"> <li>• <i>Is the organisation developing alliances/networks or collaborative approaches with other stakeholders (for example, to share learning or improve coordination)?</i></li> <li>• <i>Is the organisation’s approach consistent with the Outcomes Tracking Form? Yes / No</i></li> </ul> <p>It was noted that a number of beneficiaries were considering, or had already used their land titles to assist them in securing loans. Although outside the project’s remit, the possibility of linking these beneficiaries up to livelihoods support could enable the project’s successes to date to be capitalised upon.</p> <p>The PLs are often approached regarding matters beyond specific legal issues in the project outcomes. Again, a referral system for further support on these issues would be beneficial to track more holistic support that comes about as a result of the project.</p>	
<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>ACTION/DATE</b>

**C. 6 Evaluation**

<ul style="list-style-type: none"> <li>• <i>Are mid term and final evaluations planned?</i></li> <li>• <i>Are internal or external evaluations planned?</i></li> <li>• <i>If applicable, have recommendations from the mid-term evaluation been incorporated into the project?</i></li> <li>• <i>Are there plans for dissemination of lessons learned from evaluations who is the audience?</i></li> </ul> <p>The project management group carries out an annual evaluation. A full external evaluation is planned for the mid-term and project end.</p>	
<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>ACTION/DATE</b>

**C.7 Sustainability** (considering difference of sustainability of impact and sustainability of activities)

<ul style="list-style-type: none"> <li>• <i>What are the key factors for sustainability of the project activities?</i></li> <li>• <i>What are the key factors for sustainability of project impact?</i></li> <li>• <i>Has the organisation demonstrated that there are appropriate plans in place either for sustaining the project beyond BIG funding, or for exiting the project?</i></li> </ul>	
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Concerns:

- There is a need to identify local suppliers of IGA support and advice in order to ensure that beneficiaries who have secured land through this project can get an appropriate level of support and guidance in developing small enterprises, without the risk of taking out loans which they are unable to pay back.
- The lack of money to pay for transport costs appears to be limiting paralegals and other beneficiaries from taking full advantage of the opportunities offered by the project.
- The demand for paralegal services exceeds the supply. The project appears to be a victim of its own success. We would be keen to see the grant holder and partner explore additional sources of funding to help the project expand its reach and extend its duration in some form.

CONCLUSIONS AND RECOMMENDATIONS

ACTION/DATE

**Section D: Conclusions**

<b>D.1</b> Has the grant holder complied with terms and conditions of grant?	<input type="checkbox"/> Yes (satisfactory) <input type="checkbox"/> No (unsatisfactory)
<b>D.2</b> Summarise the findings of your visit in the Recommendation box of the Monitoring visit work step in Merlin. Explain why the results of the visit were satisfactory or unsatisfactory.	<input type="checkbox"/> Complete
<b>D.3</b> If the visit result was unsatisfactory explain why:	

**D.4** How far do your findings from the visit match what the grant holder has told us on their annual progress reports? Indicate by ticking the appropriated box below.

Findings resulting from the visit match information contained in annual progress reports	<input type="checkbox"/>
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Annual progress reports omitted <b>minor</b> pieces of information.	<input type="checkbox"/>
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Annual progress reports omitted <b>major</b> pieces of information.	<input type="checkbox"/>
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Information provided in annual progress report bears little relation to actual findings of the visit.	<input type="checkbox"/>
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**D.5 Recommendation Summary** (please collate in this section a list of recommendations made in the report)

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### D.6 Recommended action

Please indicate what action will take place now by completing the table below

Review Results	Action	Further comments
	<input type="checkbox"/> Increase level of monitoring <input type="checkbox"/> No further action required <input type="checkbox"/> Minor action required	
	<input type="checkbox"/> Reduce level of monitoring	
	<input type="checkbox"/> Resolve query (provide timeframe).	
	<input type="checkbox"/> Meet with UK grant holder.	
	<input type="checkbox"/> Add additional terms and conditions	
	<input type="checkbox"/> Process variation/change to project	
	<input type="checkbox"/> Change payment frequency	
	<input type="checkbox"/> Signpost project as best practice	
	<input type="checkbox"/> Send warning letter	
	<input type="checkbox"/> Internal dispute	
	<input type="checkbox"/> Increase level of monitoring	
	<i>Please note that if you raise an internal dispute as the resolution to a query arising from this review, you must clear the monitoring event associated with this visit on Merlin. The dispute co-ordinator will register a dispute against the grant which will prevent further payments from being released.</i>	

Signature

Date