

# Progress Report Template Worked Example

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October 2026

A made-up program. All names, places, organizations and figures are invented.

## Summary

This report covers months 7 to 9 (1 July to 30 September 2026) of the Steady Ground program (award number SG-2026-014), which Kestrelmoor Community Partners runs to support 3,000 displaced and host households in Dulemba District, northern Kharanda. Households live in the Orzen and Tamba settlements and 12 host villages, two of which joined in July. They earn cash by repairing roads and canals, and they can receive start-up grants for small livelihoods. The program runs from 1 January 2026 to 31 December 2027 (USD 3.6 million).

The most significant achievement is the first livelihood result. Of 150 households that received start-up grants in April and May, 138 (92 percent) were reached in the September follow-up, and 76 of them (55 percent) had a working income source other than cash-for-work (target 50 percent). In the same period 540 new households were registered and 566 more completed a cash-for-work cycle.

The most significant challenge is the August rain. It stopped road work on 12 working days, so crews repaired 12 of 18 planned kilometers, and slow verification of business plans meant 312 of 400 planned start-up grants were paid. In response we moved road crews to canal desilting during the rains, hired two livelihood officers on 17 August and began weekend verification visits on 19 September. We ask the funder to approve moving USD 24,000 between budget lines (see Explanation and Requests).

| Area       | Status          | Reason                                                                                                                    |
|------------|-----------------|---------------------------------------------------------------------------------------------------------------------------|
| Results    | Needs Attention | Five of the seven indicators due are on track; road repair (OP-3) and start-up grants (OP-4) are below the period target. |
| Activities | Needs Attention | Six of ten milestones done, two partly done and two delayed, by two and five weeks.                                       |
| Budget     | On Track        | 32 percent of the budget spent after 38 percent of the time; materials purchases are behind.                              |
| Risks      | Needs Attention | The risk of flood damage to repaired roads rose to high.                                                                  |

## Indicators

### Indicator Results

| Code | Indicator                                                                                                           | Baseline                                     | Period Target | Period Actual | Cumulative | End Target | Status   |
|------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------|---------------|------------|------------|----------|
| GL-1 | Percentage of participating households with an acceptable food consumption score                                    | 41% (February 2026)                          | Not due       | Not due       | Not due    | 70%        | Not due  |
| OC-1 | Percentage of grant recipients with an income source other than cash-for-work at least three months after the grant | 18% of the first grant group (February 2026) | 50%           | 55%           | 55%        | 70%        | On Track |
| OC-2 | Percentage of participating households using no crisis coping strategies in the past 30 days                        | 28% (February 2026)                          | Not due       | Not due       | Not due    | 60%        | Not due  |
| IO-1 | Percentage of livelihood trainees who pass the business plan assessment (cumulative 553 of 650)                     | Not applicable                               | 80%           | 84%           | 85%        | 85%        | On Track |

| Code | Indicator                                                                                         | Baseline       | Period Target | Period Actual | Cumulative | End Target | Status          |
|------|---------------------------------------------------------------------------------------------------|----------------|---------------|---------------|------------|------------|-----------------|
| IO-2 | Percentage of cash-for-work participants who report feeling safe at the work site and paid fairly | Not applicable | 85%           | 91%           | 91%        | 90%        | On Track        |
| OP-1 | Number of households registered and verified                                                      | 0              | 500           | 540           | 1,840      | 3,000      | On Track        |
| OP-2 | Number of households completing at least one cash-for-work cycle                                  | 0              | 600           | 566           | 1,206      | 2,700      | On Track        |
| OP-3 | Kilometers of feeder road repaired                                                                | 0              | 18            | 12            | 21         | 60         | Needs Attention |
| OP-4 | Number of households receiving a livelihood start-up grant                                        | 0              | 400           | 312           | 462        | 1,800      | Needs Attention |

## Explaining the Results

- Households registered (540 against 500, 108 percent). Two host villages joined in July after community meetings, and we registered 40 more households using spare staff time. Female-headed households were 331 of the 540 (61 percent), above the program goal of 60 percent.
- Road repair (12 kilometers against 18, 67 percent). Rain stopped road work on 12 working days between 3 and 21 August, and gravel deliveries arrived two weeks late. Canal work continued during the rains, so crews kept working: 4.2 kilometers of the Tamba canal were desilted against a plan of 4. Catch-up road work is planned for the dry months.
- Start-up grants (312 against 400, 78 percent). Each grant follows a verification visit to the household's business plan, and two livelihood officer posts stayed vacant until 17 August. Of the 403 trainees who passed the business plan assessment, 91 are waiting for a visit, and all visits are scheduled for completion by 30 October.
- Income after the grant (55 against 50 percent). The follow-up survey reached 138 of 150 first-group households (92 percent) between 1 and 11 September; 76 had a working income source other than cash-for-work. If none of the 12 households we could not reach had an income source, the rate would be 51 percent (76 of 150), so we will report both figures at endline.
- Safety and fairness (91 against 85 percent). This was the first survey of its kind. Of 214 participants interviewed between 8 and 18 September, 195 said yes to both: they felt safe at the work site and were paid fairly.
- Not due this period: the food consumption indicator (baseline 41 percent in February 2026, next measured at the midline in June 2027) and the coping strategies indicator (baseline 28 percent in February 2026, follow-up round in the post-distribution survey in December 2026).

## Activities

| Activity                           | Planned                                  | Status      | Comment                                                                      |
|------------------------------------|------------------------------------------|-------------|------------------------------------------------------------------------------|
| Register and Verify New Households | 500 households by 15 September           | Done        | 540 registered from 6 July to 11 September                                   |
| Run the Third Cash-for-Work Cycle  | 600 new households, 13 July to 14 August | Done        | 566 completed (94 percent of target); rain extended the cycle to 4 September |
| Repair Feeder Roads                | 18 km by 30 September                    | Partly done | 12 km repaired; rain closed road sites on 12 working days                    |

| Activity                                          | Planned                              | Status      | Comment                                                    |
|---------------------------------------------------|--------------------------------------|-------------|------------------------------------------------------------|
| Desilt the Tamba Irrigation Canal                 | 4 km by 31 August                    | Done        | 4.2 km desilted                                            |
| Business Skills Training, Second Group            | 480 households, 20 July to 14 August | Done        | All 480 trained; 403 passed the assessment                 |
| Pay Start-Up Grants                               | 400 grants by 30 September           | Partly done | 312 paid; 91 households await a verification visit         |
| Recruit Two Livelihood Officers                   | By 15 July                           | Delayed     | Both started on 17 August, five weeks late                 |
| Follow-Up Survey, First Grant Group               | 1 to 11 September                    | Done        | 138 of 150 households reached                              |
| Post-Payment Survey of Cash-for-Work Participants | 8 to 18 September                    | Done        | 214 participants interviewed                               |
| Learning Review with District Authorities         | 25 September                         | Delayed     | Held 8 October, after the district office asked to move it |

## Challenges

### Challenges and Adaptations

| Challenge                                                                         | Effect on Results                                                    | Response                                                                                                                        | Support Needed                                                  |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Rain stopped road work and delayed gravel deliveries.                             | OP-3 at 67% of the period target.                                    | Crews moved to canal desilting during the rains; catch-up road work in the dry months; culverts replaced before the next rains. | Approve moving USD 24,000 from monitoring savings to materials. |
| Business plan verification slowed while two livelihood officer posts were vacant. | OP-4 at 78% of the period target; 91 households waiting for a grant. | Both officers started on 17 August; weekend verification teams from 19 September.                                               | None                                                            |
| Some host-village households said they were left out of work lists.               | None so far; 4 open requests to be added.                            | From the fourth cycle, 30% of places reserved for host households; village committees review the lists.                         | None                                                            |

### Risk Update

| Risk                                          | Rating Now | Change         | Response                                                                              |
|-----------------------------------------------|------------|----------------|---------------------------------------------------------------------------------------|
| Flood Damage to Repaired Roads                | High       | Up from Medium | Culvert replacement, dry-month road calendar, gravel stockpiled before the next rains |
| Delays in Start-Up Grant Verification         | Medium     | New            | Two new officers, weekend verification teams, monthly check of the waiting list       |
| Tension Between Displaced and Host Households | Medium     | No change      | 30% of places for host households, with village committee oversight of work rosters   |

### Safeguarding and Participant Feedback

No safeguarding incidents were reported this period. The hotline and suggestion boxes at the two settlements and 12 host villages received 46 messages. Forty-one were resolved within 14 days. Five are open: four requests to be added to work lists and one request to move a payment point closer to a village, which we are costing for the fourth cycle.

## Lessons Learned

| Lesson                                                                      | Evidence                                                                                                                                                            | What We Will Change                                                                          |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| A short wait between training and the grant helps households start earning. | Of 102 first-group households that received the grant within three weeks of training, 62 (61%) had a working income source; of 36 that waited longer, 14 (39%) did. | Pay every grant within three weeks of training, starting with the 91 households now waiting. |
| Weekly wage payments keep workers on site.                                  | Absence fell from 14% to 6% at the five sites that moved to weekly payments in August.                                                                              | Pay weekly at all sites from the fourth cycle.                                               |
| Canal work can continue in the rains when road work stops.                  | Crews kept desilting the canal on the 12 working days when roads were closed, and finished 4.2 km against a plan of 4.                                              | Plan road work for the dry months and keep canal work for the rains.                         |

## Next Period

| Priority Activity                       | Lead                | Timing                                                             | Expected Result                                                              |
|-----------------------------------------|---------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------|
| Register 600 More Households            | Registration team   | 12 October to 13 November                                          | Cumulative 2,440 households registered                                       |
| Run the Fourth Cash-for-Work Cycle      | Field coordinator   | 19 October to 27 November                                          | 600 new households complete a cycle (cumulative 1,806), with weekly payments |
| Replace Culverts, Repair Roads          | Engineering lead    | Culverts by 30 October after budget approval, roads by 15 December | 25 km repaired (cumulative 46 km)                                            |
| Business Skills Training, Third Group   | Livelihood officers | 12 to 30 October                                                   | 500 households trained; at least 85% pass                                    |
| Verification Visits and Start-Up Grants | Livelihood officers | 91 waiting households by 30 October; 359 more by 20 November       | 450 grants paid (cumulative 912)                                             |
| Survey on Coping Strategies (OC-2)      | Monitoring team     | 7 to 18 December                                                   | Follow-up figure against the 28% baseline, reported in the next report       |

## Finance Summary

### Spending Against Budget

| Budget Line                       | Approved Budget | Spent This Period | Spent to Date | Percent Spent |
|-----------------------------------|-----------------|-------------------|---------------|---------------|
| Cash-for-Work Wages               | 1,000,000       | 168,000           | 352,000       | 35%           |
| Livelihood Grants and Training    | 900,000         | 148,000           | 262,000       | 29%           |
| Materials, Tools and Site Safety  | 450,000         | 36,000            | 112,000       | 25%           |
| Staff and Field Offices           | 650,000         | 112,000           | 238,000       | 37%           |
| Monitoring, Feedback and Learning | 250,000         | 32,000            | 71,000        | 28%           |
| Management and Overhead           | 350,000         | 47,000            | 129,000       | 37%           |
| Total                             | 3,600,000       | 543,000           | 1,164,000     | 32%           |

## Explanation and Requests

Spending to date is 32 percent of the approved budget after 38 percent of the time (9 of 24 months), within 10 percentage points of the expected pace. One line is further behind: materials, tools and site safety is at 25 percent because the August rains delayed gravel deliveries and road repair; the main purchases are scheduled for October and November. Livelihood grants and training is at 29 percent because 312 grants of USD 300 were paid against 400 planned. Monitoring, feedback and learning is at 28 percent because the midline survey contract is paid in 2027.

We ask the funder to approve moving USD 24,000 from monitoring, feedback and learning to materials, tools and site safety. The district office will lend vehicles for monitoring visits for the rest of the program, saving about USD 30,000 of the USD 60,000 vehicle hire budget. The August floods damaged culverts on two repaired roads, and replacing them with concrete culverts needs USD 24,000 more than the materials line holds. After the move, materials, tools and site safety is USD 474,000 and monitoring, feedback and learning is USD 226,000; the total stays USD 3,600,000.

## Annexes

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| Annex | Title                                                           | File Name                     |
|-------|-----------------------------------------------------------------|-------------------------------|
| A     | Indicator data tables by sex, age and settlement                | Annex A Indicator Tables.xlsx |
| B     | Follow-up survey results for the first grant group              | Annex B Grant Follow-Up.pdf   |
| C     | Case study of a participating household (consent form attached) | Annex C Case Study.pdf        |
| D     | Funder financial report for the period, in the funder's format  | Annex D Financial Report.xlsx |