Annex 4 (C)

**Outline for Monitoring and Evaluation (M&E) Report**

**Table of Contents**

[Introduction 1](#_heading=h.30j0zll)

[Objectives of Monitoring and Evaluation 2](#_heading=h.1fob9te)

[Evaluation Process 5](#_heading=h.3znysh7)

[General Structure and Contents for the Evaluation Report 5](#_heading=h.2et92p0)

[Initial Section (7 to 8 Pages Approx.) 5](#_heading=h.tyjcwt)

[Section I: Introduction (7 to 8 Pages Approx.) 5](#_heading=h.3dy6vkm)

[Section II: Methodology (4-5 Pages Approx.) 6](#_heading=h.1t3h5sf)

[Section III: Data Presentation and Analysis (7 to 8 Pages Approx.) 6](#_heading=h.4d34og8)

[Section III: Summary, Conclusion and Recommendations (3 to 4 Pages Approx.) 6](#_heading=h.2s8eyo1)

[Section IV: References 6](#_heading=h.17dp8vu)

[Section V: Annex and Appendices 6](#_heading=h.3rdcrjn)

# Introduction

Effective planning, monitoring and evaluation (PM&E) establish links between past and present development initiatives, and also guides for future development intervention. The Monitoring and Evaluation (M&E) process can help the International/National Non-Government Organization (I/NGO) to extract the relevant information through past and present activities and to shape the future efforts which might be improved.

In such, this document supplements the M&E Procedures released by the Social Welfare Council (SWC). The document will provide the general standards of evaluation report format and its some major components, which must be evaluated in order to identify the overall contribution of the project to the targeted beneficiaries and communities, and the strengths and areas of improvement in the future.

In the upcoming following sections **general structure of the report**, the objectives of evaluation, scope of evaluation, methodology, roles and responsibility of Team Leader and Other Thematic Team Leader are explained largely. The mentioned notes are least guiding standards, which is developed to support the evaluator for the report standardization, which do not necessarily constrict the evaluator to form a constrictive evaluation report and the sole process.

# Objectives of Monitoring and Evaluation

The objectives of monitoring and evaluation function is to understand the greater accountability and transparency in the use of resources, local ownership and participation, understand the achievement of results and clearer basis for decision-making. For this, some of the following essential aspects need to be evaluated well.

* explore the level of progress/changes made by the project and analyze the extent to which the achievements have supported the program goals and their objectives,
* evaluate the project effectiveness of the project activities/services as well as the scope and extent of the institutionalization of the project,
* explore the cost effectiveness of the project activities,
* identify the target and level of achievements as specified in the project agreement,
* explore the coordination between the concerned line agencies in the project districts,
* find out the income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
* examine the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally, and
* assess the good lessons to be replicated in other projects and aspects to be improved in the days ahead.

Some of the evaluation criteria of monitoring and evaluation are as follows:

1. Relevancy: level of contribution made by the project to the existing government's policies, programs (such as 25th vision, periodic plans and sustainable development goals - SDGs) and needs as identified in the ever-changing development context.
2. Effectiveness: analyze immediate, short term and long-term impact of the project based on the approved logical interventions and predicted indicators, *assess the performance of the expatriate (s), volunteer and Country Representative based on the approved TOR and existing policy standard of the Government of Nepal (if applicable)*, review of findings and suggestions made by previous monitoring and evaluation reports. (If applicable), and successful cases/stories of the project, which can be replicated in other areas/programs, failure cases and the lesson to be learnt, replicable practices of the project, explore the achievement level on job creation and income growth, effectiveness of organizational management system and program management system.
3. Efficiency: Assess targets vs achievements within budget limit and time limit, efficiency of the organization and staffs, strategies, and required policies and practices, selection of partners/counterparts and its performance in implementing projects; institutional capacity, planning, implementation and monitoring/ evaluation modality of I/NGOs, reporting, monitoring and evaluation system Analysis of project’s context, Planning and documentation, Partnership and networking.
4. Coordination: Assess the defined indicators of the coordination that mainly include consultation and consent of the Local Government and the relevant government agencies in the need identification phase, submission of the approved project to the Local Government before implementation, submission of annual progress report and audit report to the stakeholders concerned including the Council and the Local Government, submission of annual project activities to the Local Government for incorporating it in the annual plan, organizing meeting of Local Project Advisory Committee to review the progress and other areas of coordination as specified by the relevant laws including Local Government Operation Act, 2074.
5. Sustainability and Exit Strategy: Assess institutional sustainability, financial sustainability and technical sustainability of the project including exit strategy.
6. Gender and Social Inclusion and People Participation: Assess inclusion of male, female and ethnic community at board/staffing and beneficiary level, level of people participation at need identification and implementation level.
7. Institutional Governance and Transparency: Financial and programmatic transparency through social audit policy and practice.
8. Financial Analysis
	1. Inventory/assets management system of the project/programs (records, uses and condition of durable goods purchased under duty exemption) maintained by the I/NGO/s.
	2. Income and expenditure pattern of project/program and level of accounting transparency.
	3. Resource flow modality from I/NGO to partners and community/Ensure financial resource has gone to partners account as per project agreement.
	4. Internal financial control system of the project.
	5. Compliance with clause No. 1 of general agreement signed between SWC and INGO.
	6. Review of findings and suggestions shown by previous monitoring and evaluation reports. (If applicable).
	7. Status of fix assets /equipment's/ medicines/ other goods purchased under duty free privilege; purchased date, cost value, number, its use and condition, number of people benefited by such fix assets, its impact on community and disposal procedure as well as recording system.
	8. Income and expenditure in compliance with the project agreement and proportion of programmatic and administrative cost incurred by the project,
	9. Sufficiency and quality of resources mobilization
	10. Assess the financial regularities\disciplines in accordance with the prevailing Rules and Regulations and fix assets purchased in duty free privileges and locally

# Evaluation Process

* Prepare the statement of Work (SOW) that includes short background and scope of the evaluation (max 300 words).
* Share the experience of project related communities, beneficiaries, and officials of the INGO, counterpart NGO and line agencies (max 500 words).
* Review all the relevant documents/agreements signed with SWC, project documents, planning framework, progress reports, need assessment reports, baseline study reports, impact assessment materials and financial reports available from the I/NGO/s.
* Prepare an evaluation design including sound methodology and agree with in advance before designing data collection tools.
* Finalize data collection tools and pilot, if possible.
* Visit the agreed sampled project sites and conduct discussions, interview with the concerned stakeholders, and management about future plans and programs.
* Share the draft report/topline findings with the I/NGO/s before the submission to SWC for final presentation.
* Submit the evaluation report to SWC after incorporating suggestions, feedback.

# General Structure and Contents for the Evaluation Report

This section provides the overall format for the evaluation report. However, the evaluation team shall develop the report in their convenient way as per the need and standard.

## **Preliminary Section**

The initial section consists of title page, acknowledgements, table of contents, list of tables, list of abbreviations etc. Also, the report must postulate the executive summary precisely with not more than 500 words.

## **Section I: Introduction (7 to 8 Pages Approx.)**

This introductory part includes two sections. The first section highlights the General Information on Project such as the project background, objectives, intended outcomes including the beneficiaries, project composition, financing arrangements and general information of I/NGOs etc. Within the main body, the next section provides Information of Evaluation Tasks - the objectives and scope of evaluation, evaluation team composition including organization of the study report.

## **Section II: Methodology (4-5 Pages Approx.)**

This section provides the information of methodology of the evaluation based on established scientific/evaluation methods in order to access to what extent the project has achieved the objectives set forth in the project documents. Some of the least topics are study approach, study design, sampling, data collection tools including the limitation of study, if any.

## **Section III: Data Presentation and Analysis (7 to 8 Pages Approx.)**

This section includes the presentation and analysis of qualitative or quantitative data, which Includes presentation of data, facts and figures, cases, opinion, self-reflection, narratives of beneficiaries etc.

## **Section III: Log Frame Summary Analysis, Conclusion and Recommendations (3 to 4 Pages Approx.)**

The discussion of findings, conclusion and further recommendation should be disclosing very clearly. This section should cover some of the major aspects such as fulfillment of objectives, relevancy, effectiveness, efficiency, impact and coordination, sustainability with exit strategy, participation, institutional governance and including financial analysis including necessary recommendation.

## **Section IV: References**

This section includes the references of the used sources for the information. In addition, it also provides the information of project agreement, past evaluation reports etc. Please follow the APA format of the reference citation.

## **Section V: Annex and Appendices**

The next section includes annex and appendices (if necessary), where all the information and data are placed.