MONITORING AND EVALUATION FRAMEWORK
2020

ROYAL SOCIETY FOR PROTECTION OF NATURE

This document is endorsed by the undersigned as of the day and date written below.

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INDRODUCTION

Monitoring and evaluation (M&E) are an important aspect of the project management cycle. It facilitates efficient and effective management and implementation of program/projects and provides an avenue for learning and improving. This guideline has been framed to supplement the Program operation and management guideline of RSPN and it seeks to facilitate effective and systematic M&E. This framework provides a more elaborate guideline for carrying out monitoring and evaluation of projects and programs based on the scope of RSPN's current resources and systems. The framework comprises of mainly two sections namely; Monitoring and Evaluation, integrating also templates for practical use.

The guideline is intended for internal use only, as a basic guide for the project implementers and managers of RSPN. To keep up with new ideas and changes in the outside world and changes within the organization, the framework may be amended as and when deemed necessary with approval of the management.

CHAPTER 1: M&E Overview

1.1 Purpose

The intention of this M&E framework is to provide basic guidance for monitoring and evaluation of projects managed and implemented by RSPN. It seeks to promote result-based management by strengthening the efficiency, effectiveness, impact and sustainability of the projects.

In specific, the document gives an idea of what to monitor and evaluate, how and the process to follow. It also introduces various tools and mechanisms for project/program monitoring, including those that are already in place.

1.2 Key M&E Concepts

a. Project Impact

Project impact is the long-term changes as a result of the project or program interventions. Such changes may be positive or negative and usually visible post project period.

b. Project Outcome

Outcomes are the results or effects derived after delivery of an output or group of outputs. The outcomes can be either short term or long term. Long term outcomes are usually visible at the end of a project or program. While short-term outcomes may be attained within the project period and will help contribute to achievement of objectives.

c. Project Outputs

Outputs are immediate results visible following implementation of an activity or set of activities. Outputs can be both tangible and intangible.

d. Project Activities

Project activities are actions or tasks for delivering certain outputs.

e. Indicators

Indicators are a quantitative or qualitative variable that helps to measure and verity performance.

f. Baseline

Baseline is a situation or status of an intervention or project area, prior to the commencement of a project.

g. Target

A target is the specific, planned level of result/task to be achieved within an explicit timeframe. Targets can be long term and short term, quantitative and qualitative and usually help qualify indicators.

h. Result framework

The above key monitoring and evaluation features are usually presented in a Result framework or Logical Framework. Result framework is an integral part of project designing and all projects and programs shall incorporate result framework.

Table 1: *Result Framework*

Expected Results	Indicators	Baseline (data value in the beginning, if applicable)	Target (Outcome & Output level)	Means/ Source of Verification
Impact/Goal:				
Expected Outcome 1:				
Expected Output 2:				
Activities				
Expected Outcome 2:				
Expected Output 2:				
Activities				

1.3 Features of Monitoring and Evaluation

Monitoring and Evaluation though they complement each other, each has their own specific purposes and features. The table below illustrates the different aspects of M&E.

Table 2: *Purpose & features of M&E*

	Monitoring	Evaluation
Purpose	Ascertain if project activities and spending are progressing as planned.	Determine the relevance, efficiency, effectiveness, impact and sustainability of a project.
Use of findings	Take corrective action to ensure that the project's progress & quality is not hindered and that it does not deviate from its intended purpose.	Incorporate lessons learned in the organisation's future initiatives or strategic planning and decision-making process.
Timing	Continuous	Need-based
Focus	Outputs / activities, expected accomplishments. (Sometimes the outcome depending on the time/ stage of monitoring)	Outcomes Impact
Deliverables	Reports	Evaluation reports with findings, lessons learned and recommendations.

Chapter II: Monitoring

2.1 Monitoring

Project monitoring is an important element of project management. It is a process of keeping track of project performance throughout the life cycle of a project. It also helps identify possible or ongoing problems and thereby help undertake timely corrective actions. The data or information collected through project monitoring is also important for informing project evaluation.

Project monitoring may consider some or all of these elements for measuring project performance, namely:- i) Schedule monitoring ii) Change monitoring ii) Quality monitoring and iii) Cost monitoring. Based on the nature of project/program, various tools and mechanisms are used for project monitoring. Below is a list of some of the common monitoring tools and mechanisms based on categories.

Table 3: *List of common monitoring mechanisms/tools based on categories*

Data & Analysis	Validation	Participatory
• Annual Work Plans • Progress and quarterly Reports on achievement of outputs or outcomes (Financial & Narrative) • Annual Project Report (financial & Narrative) • Logical /result framework • Technical documents/reports	• Field verification • Reviews and assessments by other partners • Beneficiary/Target group surveys • Reviews and studies • Spot-checks	• Annual review • Committees/groups and mechanisms • Stakeholder meetings • Focus group discussions

2.2 Different levels of result monitoring

Result oriented monitoring of projects and programs focuses on measuring the performance at output, outcome and impact levels using indicators. The table below shows the level of uses for different types of results for monitoring. Monitoring at RSPN is mainly done at two levels i.e. at the Outcome and Implementation or Output level, while impact level monitoring will be done as and when deemed necessary.
The level of monitoring and methods we choose may depend on what phase the project is currently in and what information we are looking for.

Table 4: *Results and levels of monitoring.*

Type of Result	What is measured	Indicators	Primary Level of Use
Output	Goods and services generated by implementing project activities.	Implementation of activities	Project management
Outcomes	Effectiveness or results of outputs in terms of access, usage and stakeholder/beneficiary satisfaction from goods and services generated by projects and programmes.	Use of outputs and sustained production of benefits	Programme Management
Impact	Effectiveness, or results from the combined effect of a set of outcomes that bring larger scale changes.	Use of outcomes and sustained positive change.	Executive/Senior Management

2.3 Planning & designing Monitoring

2.3.1 Define indicators and results

Before undertaking monitoring, it is advisable to draw up a monitoring plan so as to allow continuous and systematic collection of information for an analytical reporting of results. For this, it is essential to know what results are you going to monitor, i.e. outputs, outcomes and what are the indicators to help measure the progress. Therefore, it helps to have a project result framework/Logical framework developed, from which this information can be extracted.

2.3.2 Define data collection methods and timing

Following this, decide the methods for data collection and how often the data will be collected. You may determine the data collection method depending on time, resources, the nature of activities, and level of information needed. Choosing an appropriate method is important to ensure that you collect the right information. The data source will indicate from where the data should be collected, e.g.:- Field -beneficiaries, project area or partners etc.

Check list of data collection methods for Monitoring & Evaluation (qualitative & quantitative)

- Surveys,
- Focus group discussion,
- Semi-structured interview,
- Key informant interviews,
- Budget tracking,
- Time tracking,
- Observation/verification,
- SWOT analysis,
- Questionnaire,
- Testimonials,
- Cost-benefit analysis,
- Ranking,
- Sketch mapping,
- Review Meetings/workshops,
- Reviewing secondary information, documents and reports.

2.3.3 Identify roles and responsibilities for monitoring

To ensure an effective and organized way of data collection, it is advisable to identify who will collect data and from which sources. If resources and time allow, collection of such data from the early stage of the project would be more appropriate.

2.3.4 Reporting findings

After the data have been collected, the final step is to analyse data and prepare reports. Reporting findings from monitoring is an important way of sharing recommendation/feedback for improving the project performance and making decisions.

For reporting monitoring results, you may use the reporting formats in Annexure I

The above information on results, indicators, data sources and so forth are usually presented in a table as illustrated below.

Table 5: *Monitoring plan matrix*

Expected Results	Indicators	Data Sources	Method of data collection	Frequency of data collection	Responsible person
Expected Outcome					
Expected Output 2:					

2.4 Monitoring mechanism in RSPN

2.4.1 Outcome monitoring

Outcome monitoring will be done by Program Development Department using existing tools and mechanisms such as annual program review, field verification/assessment, budget tracking and so forth.

Monitoring here will be mainly at the outcome level, focusing on progress towards an intended result/outcome. It will assess if the cumulative effects of the outputs are leading to the intended outcomes.

However, depending on the nature of the project, output monitoring may also be integrated considering the link of outputs to the outcomes.

2.4.2 Implementation and Output monitoring

The output and implementation monitoring will be undertaken regularly by the Division Chiefs to track the day to day progress of activities. This will be done using various tools such as monthly reporting, quarterly reporting, activity/field reports, field visits/verification, communication/feedback mechanism and other tools as may be applied by the Divisions.

Monitoring here will be mainly done at the input, activity/implementation level and output level to assess if the activities have been implemented as planned or not; if the desired deliverables (outputs) are produced or not and whether or not the outputs are contributing to the intended outcome/ objective. It will also look at the day to day administrative matters.

For both outcome and output level monitoring, Logical-framework/ Result framework will be an important tool to help measure the project performance.

2.4.3 Executive level

The Executive Director of RSPN will undertake a general monitoring to assess the impact of a project and the changes it has brought into an area at a larger scale.

The figure below shows some of the monitoring and evaluation tools and mechanisms in RSPN:

Table 6: *Monitoring mechanism and tools in RSPN*

Program/Executive Level Monitoring [Outcome, impact]	Cross-cutting Tools	Division Level Monitoring [Output/ implementation]
Participatory reviews • Annual Program review • Quarterly Planning & reporting • One-on-one project review		***Participatory reviews*** • One-on-one project review
Planning • Target setting • Project Planning	Result Framework	***Reports*** • Monthly reporting • Field activity reporting
Budget & time tracking	M&E Plan	Budget and time tracking
Reports • Donor reports, • Annual program reports		Regular communication (with project staff & stakeholders)
Field Validation & data collection		Field Validation & data collection
Responsibility		**Responsibility**
Director, PDD / ED		Division Chief

2.5 Description of monitoring tools and mechanism

2.5.1 Planning

Program/Division Target setting

Annually, all Divisions will set targets for their respective Divisions. These targets are intended to help Divisions to keep their efforts focused and also facilitate monitoring of the Division's performance. The Division targets should be consistent with the project work plan and targets in project result framework and will focus on objective or outcome level targets. PDD will coordinate the Annual Division target setting.

For framing targets please refer Annexure VI.

2.5.2 Participatory reviews

Annual Program Review & Planning

The Program Development Department shall organise annual review and planning of the Programs. The objective of the review is to appraise and monitor the progress made towards the set annual targets by different Divisions and to finalize the targets for the upcoming year. It is also a platform for sharing feedbacks and reflecting on the organisation's annual performance and discuss the way forward. Division Chiefs are responsible for preparing and presenting the reports and targets for their respective Divisions.

Quarterly reporting and planning

The quarterly reporting and planning will cover the progress made during the quarter (in line with the expected outputs) and plan for the next quarter. The quarterly reporting is mainly intended to help keep track of quarterly progress under different Divisions and to provide a platform for feedback sharing. The office will meet every quarter for the purpose. The meeting will be organised by PDD, and the Division Chiefs or officers will be responsible for reporting.

{The Quarterly work plan should be in line with the overall work plan of a project}. For preparing the report and plan refer Annexure- VII.

One-on-One project review

One-on-one project review is a focused need-based review of project/s aiming to keep track of the project progress and provide guidance for the challenges and issues facing the project. It also provides a platform for mentorship and self-reflection for Project Officers. This review can be done both at the output and outcome level. The Program Development Department will initiate the review with the concerned project officer, the Division Chief and the Finance and Investment Division. During the review, PDD and FID will appraise both technical and financial status of the project. Alternatively, this review can also be undertaken by the Division Chiefs with their **respective Project Officers.**

You may use Condensed monitoring reporting format under ***Annexure I*** for this purpose.

2.5.3 Reports

Annual program reports

The annual program reporting is a part of the annual program review. The report will mainly encompass summary of achievements of respective Divisions against the targets set for that particular year. Generally, the report will only reflect the progress made against the target for that particular year. However, for closed projects or projects nearing closure, the report should reflect the overall achievement against the final target (cumulative overall target).

Projects that are initiated at a later stage and not reflected in the target can also be reported with a set target. The annual review meeting will be organized in the beginning of the new year (in January). For preparing the report refer ***Annex V- APR- Annual program reports.***

Monthly and activity/field activity reports

Monthly and field activity reports are prepared by the Project Officers and are intended to keep the Division Chiefs informed of project progress. Monthly reports will cover a brief update of activities from the field for the period, while activity reports will include the detailed account of specific activity/s implemented. Field activity reports are produced whenever an activity is implemented. Monthly reports are periodical and are intended to help Division Chiefs keep track of tasks completed or ongoing during the month.
{Quarterly work plan should be in line with the overall work plan of a project}.

Annexure III - Activity Report
Annexure IV -Monthly Report

Donor report

Donor reports are prepared to fulfil contract obligation with the donor agency and it will encompass comprehensive information on the progress and achievements made in a particular span of time. Program Development Department shall maintain a schedule of donor reports and ensure that reports are submitted on time.

2.5.4 Budget Tracking

In addition to the above, monitoring focusing on financial performance will be carried out for projects in a following manner:

All projects – Monthly assessment of overall spending and balance.
Projects with Less than 2 years duration – 3 months prior to the closure of the project.

Projects with duration of 2 or more years – every 6 months prior to the closure of the project.

For projects nearing closure, detailed review of financial performance will be carried out. Based on the review, recommendation will be made for re-appropriation or expediting fund utilization.

2.5.5 Field Validation & data collection

To verify or substantiate progress of projects, visits to the field/project sites can be carried out as a part of monitoring. Verification in the field can be done through various methods as indicated in the Planning and Designing Monitoring, such as spot checks, interviews, focus group discussion, observation and so forth, depending on the level of information needed. Field validation is resource intensive and entails time, therefore needs to be planned properly.

2.5.6 Feedback sharing

Feedback sharing will be an important part of the monitoring process. It would be done through comprehensive reporting involving data analysis or through rapid feedbacks. Rapid feedbacks may be more applicable for monitoring through participatory reviews (like annual program review, quarterly reporting meetings etc.) where progress and issues are deliberated and feedbacks are provided instantly. In such case, the recommendations from the reviews will be noted and shared in a written form following the review. The form can also be used for other informal/ ad-hoc form of monitoring (Refer Table 6 below for feedback form).

For other modes of monitoring involving more comprehensive tools and methods (including field validation, literature/report reviews etc), feedbacks may be shared through detailed reporting process, in the form of recommendation and lessons learned. (Refer ***Annexure I*** for formats)

Table 7: *Feedback form (Rapid)*

Division:--------------------------

Type of review:-------------------

Date of review:-------------------

Project name	Observation (Financial & Technical)	Recommendation	Timeline for taking action

Chapter III: Evaluation

3.1 Evaluation

Evaluation here refers to structured or systematic process of assessment of a project against set criteria and aims and objectives/outcomes. The main purpose of the evaluation is to appraise the performance, and learnings of a project and provide direction for further improvement in implementation, planning and decision making.
Evaluation will be mainly summative or if necessary, formative evaluation may also be undertaken depending on availability of resources and size of a project.

3.2 Evaluation arrangement

Program and Development Division will ensure that projects are evaluated on time and that the results are integrated into the program planning, implementation and management process. Evaluation of projects will generally be outsourced to external/independent evaluators or done by donors so as to avoid conflict of interest and maintain credibility of the findings. However, in some cases, important projects not evaluated by external evaluators or by donors may be evaluated by RSPN.

3.3 Evaluation Design process

While the chapter is dedicated to Evaluation, it is important to note that monitoring is very much a part of the evaluation process. Ideally, the information/data collected through monitoring should contribute to evaluation.

Step 1-Determine your audiences:

Before undertaking the evaluation, ascertain the people or organisation for whom you are conducting the evaluation. This will help you to align your evaluation to the needs and context of your audience.

Step 2- Design Evaluation questions:

Evaluation questions are broad and generally associated to Relevance, Effectiveness, Efficiency, Relevance, Impact and Sustainability. The evaluation questions will help define the criteria and the aspects of the project you would like to assess.

Table 8: *Evaluation Criteria and its description*

Evaluation Criteria	Description
Relevance	This criteria need to assess the following aspects: • To what extent is the project/program is addressing the priorities, needs and issues of the beneficiaries? • If the project/program has potential for replication • If the project/program contributes to RSPN's strategic plan and national priorities?
Effectiveness	This criteria will assess: • To what extent did the project achieve its expected objective and outcomes. • Whether activities have been successfully implemented and corresponding outputs achieved. • The major factors contributing to the achievement of project outcome and outputs.
Efficiency	This criteria will evaluate if: • The project activities and outputs have been achieved in a most cost efficient/effective manner in terms of the resources used. • A different type of intervention could have solved the same problem or issue at a lower cost. • The project outputs and outcomes were of desired quality and achieved on time.
Impacts	This criteria will assess if the project has brought about any major positive or negative changes to the target beneficiaries through its interventions. These changes can be intended or unintended; direct or indirect.
Sustainability	This criteria will consider the following: • The possibility of the project outcomes to be sustained after the project is over. • If the project has sustainability mechanisms in place (institutional or financial) to facilitate continuity of activities after the project. • Whether the project can be replicated elsewhere.

Step 3 – Design Sub-questions:

Next step is to design sub-questions relating to the broad questions. Sub-questions are more specific than evaluation question and it will help answer the evaluation questions. It will also guide the kind of data to be collected.

The sub-questions may be further answered through the collection of quantitative and qualitative data using different methods (eg:- surveys, FDGs etc). For the questions related to project results (output, outcome, objectives etc), you may refer logical framework/Result matrix to help frame sub-questions.

Step 4- Develop M& E Plan/Matrix

Once the evaluation and sub-questions are prepared, transfer the questions to the Evaluation matrix. Similarly, all the other information as described below, such as indicator, data collection method, responsibility, timeframe and cost estimate should be integrated in the matrix.

Table 9: *Evaluation plan*

Evaluation Criteria & Questions	Indicator	Data sources	Methods for data collection	Responsibil-ity for data collection	Time-frame
Relevance					
•Evaluation question. -Sub-questions					
Effectiveness					
•Evaluation question. -Sub-questions					
Efficiency					
•Evaluation question. -Sub-questions					
Impact					
•Evaluation question. -Sub-questions					
Sustainability					
•Evaluation question. -Sub-questions					

Step 5 - Identify Indicators

The next step is to identify indicators for the sub-questions. These indicators will help answer the evaluation questions and assist identification of information source/data source. If your project result matrix has relevant indicators, use them in the Evaluation Plan. Depending on the nature of the indicators in the project result matrix, specific/output level indicators may be more useful for monitoring. However, data collected based on these indicators will contribute to Evaluation.

Step 6 – Identify Data source:

Based on the indicators, it is important to identify where this information will come from i.e. the data source. Data source could be beneficiaries, stakeholders, homes, documents/literatures, reports and so forth.

Step 7 – Identify Methods for data collection:

Now, identify the appropriate methods that you will use to gather data/ information from the data source. Then design a specific method. The method of data collection would be determined by time and resources available, and depth of information required. For the check list of some of the data collection methods, please refer Chapter II, (2.3.2) Define data collection methods and timing.

Step 8 - Responsibility, timeframe and estimate cost.

Finally it is important to plan out some practical requirements such as who will be involved in collection of data, when the data collection will be undertaken and what will be the budget required for undertaking the task. These information can be integrated in the M&E plan/matrix or worked out separately if inconvenient.

Step 9 - Data evaluation, analysis and reporting:

Identify or decide how the data will be evaluated and analyzed, and how it will be reported (Optional). While presenting finding in the evaluation report, it is important to understand the audience and present it in a way that is meaningful to them so that the report adds value to their work. For guideline in Evaluation reporting, refer template in Annexure - II.

REFERENCES

USAID (2010) Performance monitoring and Evaluation, Baselines and Targets, USA

Bhutan trust fund (2016) M&E framework, Bhutan

Community Sustainability Engagement Evaluation Toolbox (2010c): http://evaluationtoolbox.net.au

UNDP (2002) Handbook on Monitoring and Evaluation for Result, USA

United Nations ESCAP (2008) Monitoring and Evaluation Framework, Multi-donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia.

ANNEXURE I

Reporting Field monitoring result

OPTION I: Detailed Descriptive Monitoring report

Based on the information collected, the framework below may be used for reporting the result of monitoring. This format can be used for comprehensive monitoring that involves field validation and document reviews.

SECTION A: Project Profile

Project title:			
project period covered for monitoring:		Date of monitoring:	
Project areas covered:			
Total budget			

SECTION B: Project Status

I. Implementation schedule: Describe the overall progress against the project's work plan and proposed objectives. Indicate if the project was implemented on time or if there were delays ?

II. Progress or Achievement against Expected Results

Expected Outcome 1		
Outcome 1 indicators	**Baseline**	**Target**
Insert the indicators as in the project logframe	Insert baseline if any	Insert target as in project result framework.
Progress & Variance for Outcome 1: Describe to what extent did the project achieve its expected results; if the outputs/outcomes delivered are of expected quality and quantity (in terms of effectiveness & efficiency)		

Expected Output 1		
Output 1 indicators	**Baseline**	**Target**
Insert the indicators as in the project logframe	Insert baseline if any	Insert target as in project result framework
Progress & Variance for Output 1: Describe to what extent did the project achieve its expected results; if the outputs/outcomes delivered are of expected quality and quantity (in terms of effectiveness & efficiency)		

Expected Outcome 2:		
Outcome 2 indicators	**Baseline**	**Target**
Insert the indicators as in the project logframe	Insert baseline if any	Insert target as in project result framework.
Progress & Variance for Outcome 2: Describe to what extent did the project achieve its expected results; if the outputs/outcomes delivered are of expected quality and quantity (in terms of effectiveness & efficiency)		

Expected Output 2		
Output 2 indicators	**Baseline**	**Target**
Insert the indicators as in the project logframe	Insert baseline if any	Insert target as in project result framework
Progress & variance for Output 2: Describe to what extent did the project achieve its expected results; if the outputs/outcomes delivered are of expected quality and quantity (in terms of effectiveness & efficiency)		

** The outcomes, outputs, indicators and targets should be as reflected in the project result framework.

III. Stakeholder & Community Engagement: Were the relevant stakeholders/partners and community adequately and effectively engaged or consulted? How has this helped the project?

IV. Fund utilization: How effectively and efficiently was the project resource utilized, such as if the fund was over/under utilized; if it was utilized as per plan and if it was cost-effective etc.

A separate budget statement may be included to support this.

V. Challenges/issues (if any): : Did the project encountered any issues; Has it impacted project implementation ? how effectively was it addressed or managed.

VI. Other Observations (if any) : Observations or accounts noted that are beyond the direct expected results, such as:

- Project management
- Implementation approach and innovation
- Gender integration
- Unexpected or unplanned positive effect as a result of the project implementation.
- Opportunities for future interventions etc.

VII. General Recommendations: Based on the findings, provide suggestions on how project implementation could be better improved

Specific recommendation (if any)

Expected output/ Activity	Recommendation	Timeline for taking action

SECTION C: Status Indicator [Optional]

Status Indicator		Remarks
Performance on activities	Use either colour codes or the numbers here	
Performance on work Plan	Use either colour codes or numbers here	
Performance on Budget	Use either colour codes or numbers here	
Project risks	Use either colour codes or numbers here	

(Refer the annotation below for colour codes or numbers)

Annotation:

Green/2 - **On track/progressing well**

Blue/1 - **Excellent performance (in terms of output and outcome, impact and project schedule)**

Yellow/ 4 - **Issues being managed**

Orange/3 - **Satisfactory/Fair performance**

Red/5 - **Requires attention**

Monitoring Team engaged:

ANNEXURE II

EVALUATION REPORT TEMPLATE

(Courtesy; Community Sustainability Engagement Evaluation Toolbox)

Cover Page & Title

Your title should be descriptive of your project and you may even want to relate it to your project's overall goals. An appropriate image will add visual appeal to your report.

Executive summary

This is the summary of the main findings, lessons, and recommendations from your evaluation. Some people, depending on how busy they are, will only read the executive summary. It should not be longer than two pages.

Introduction

- Overview of project and its goals
- Key stakeholders and target audience
- Program Logic

This should include an overview of the project that is being evaluated, including the time frame, main stakeholders, and project goals. It is good to provide a program logic that outlines what you sought to achieve and what you did along the way. You may want to describe in greater detail particular activities were critical in delivering outcomes.

Evaluation Framework

- Purpose of the evaluation
- Key evaluation questions
- Evaluation team
- Evaluation method (including limitations)

You should also outline the purpose of the evaluation, including the evaluation audience and what they want to know. This includes highlighting the key evaluation questions. You may want to include the full monitoring and evaluation plan as an appendix. It is important to note who made up the evaluation team. You should also provide an overview of the evaluation method (you can link this back to the M&E plan in the appendix) and any limitations in the methodology. You may want to use a table that highlights the quantitative and qualitative methods used as part of the evaluation.

Conclusion and Recommendations

This is where you may want to do a high-level summary of the success and lessons of your project based on your evaluation findings. You may want to also communicate how the evaluation findings will be used (in terms of information future projects, or changes in policy etc). You should also make a list of key recommendations (which are also presented in the executive summary).

References

Provide details of any other publications or sources of information that you have used in your report.

Appendices

This is where you provide detailed information that some of your audience members may want to refer to. This includes your full M&E plan, questionnaires that were used, detailed results and information, statistical analyses etc.

ANNEXURE III

ACTIVITY/FIELD REPORT (Narrative)

Division:

Project name:

Submitted by:

Date of submission:

Endorsed by (Name of the Supervisor & Signature):

Expected output 1 [as per project result framework]
Progress for output 1: *Date of implementation:* *Place of implementation:* *%Complete:* Provide description of the activity implemented. Following key elements should to be considered in describing the progress, based on relevancy to the activity implemented: • How the activity was implemented? or methodology/approach take. • Data/Targets achieved. Eg:- No of participants/number of beneficiaries covered etc. • What was achieved? i.e outputs, outcomes from the activity. The outputs or outcomes needs to be clearly outlined to give a proper understanding of the progress/achievement made. • How stakeholders and communities were involved? (if relevant).

Expected output 2 [as per project result framework]
Progress for output 2: *Date of implementation:* *Place of implementation:* *% Complete:* Provide description of the activity implemented. Following key elements should to be considered in describing the progress, based on relevancy to the activity implemented: • How the activity was implemented? or methodology/approach taken. • Targets achieved/data value. Eg:- No of participants/number of beneficiaries covered etc. • What was achieved? i.e outputs, outcomes from the activity. The outputs or outcomes needs to be clearly outlined to give a proper understanding of the progress or achievement made. • How stakeholders and communities were involved ? (if relevant).
Overall Challenges (if any): • Unexpected problem encountered and how it was tackled.
Lessons Learnt and Other Experiences (if any): This section is meant for any personal experiences or observations made in the field (outside the project) which may include the following: • Your experience of what worked and what did not and how it may be improved in future. • Additional unexpected outcomes or achievements. • Information on opportunities and issues associated to conservation (not addressed by the project) that have influence to the project or have prospects for intervention.

**** Repeat the table as required***

ANNEXURES

Include pictures [Indicating Before and After scenario], participant list, minutes of meeting and any other supporting documents related to the report, where relevant.

ANNEXURE IV

MONTHLY REPORT

Reporting Time:

Submitted by:

Division:

Project:

Sl#	Planned activity (as per quarterly plan)	Progress Made	Place and date of implementation	Remarks or Additional Information (if any)

ANNEXURE V

ANNUAL PROGRAM REPORT/REVIEW
(Achievement against Target)

Program Goal (Strategic plan):

Project Name:

Program Objective (Strategic Plan):

Program/Division:

Year:

Objective/Expected outcome	Final Target (Overall targets)	Annual target (for the year)	Achievement against Target

Submitted by Division Chief: Verified by Director, PDD:

Endorsed by the Executive Director:

Note:

1. The targets and outcome here should be consistent with the Target setting Form.
2. Additional/new targets that have been set at a later stage can also be included in the last rows with a note in the remark column.
3. If the project document includes only objectives/outcomes, or outputs (at a broad level) report accordingly.
4. If you are reporting in the final year of the project, please report against the Final/overall Targets but not Annual Target.

ANNEXURE VI

TARGET SETTING

Projects:

Program/Division:

Year:

Objective/Outcome	Indicator	Baseline (data value/ situation at the start)	Final Target (Overall Objective/outcome level target)	Annual target

Submitted by Division Chief: Verified by Director, PDD: Endorsed by the Executive Director:

Note:

1. Baseline: Status or situation before the project period. Enter data in figures and percentage and avoid narrative or descriptive information where possible.

2. Final Target: Main Targets covering the whole project period or certain set timeline. These are the Ultimate or Final Targets that you want to realize at the end of the project period or your planned timeline. Targets should be in line with indicator and baseline.

3. Annual Target: These are targets for the reporting year. These targets can be a subsidiary of the main targets (Final Targets) and more of progress targets that will lead to the final target. They are derived from the main targets, and can more specific or detailed. However, in some cases, depending on the nature of the targets, same targets may be applied in both the cases (i.e Final Target and Annual target). Also, if the project is only for one year, Final and Annual Target will be same.

4. Targets should be generally set for the areas of "High Priority"

ANNEXURE VII

QUARTERLY REPORT

Reporting Period:
Project duration:
Submitted by:

SL. NO	Expected Outputs & Activities (for this quarter)	Target (Output based)	Percentage complete	Result (progress made against the expected output)	Remarks (May include Reason for deviation in results; Learnings if any)
1.	**Expected Output as in the project document**			Describe the progress made here. Please ensure that the progress is stated precisely, include numbers, names and indicates the main output achieved.	
1.1	Activities under this output as in the project document				
2	**Expected Output as in the project document**				
2.1	Activities under this output as in the project document				

Submitted by Division Chief: Verified by Director, PDD: Endorsed by the Executive Director:

1. Expected outputs and activities should be as outlined in your project document or plan so as to avoid confusion.
2. If you are required to report to donor on a quarterly basis, then this quarterly report should be consistent with the donor report.
3. The reporting here should be consistent with the quarterly plan that you had last prepared, unless there is additional activity you have done which can be added.

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