

# MONITORING AND EVALUATION FRAMEWORK

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## Guidelines for Results-based Management



**National Trust for Nature Conservation**

**Khumaltar, Lalitpur**

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## CHAPTER ONE: INTRODUCTION

Monitoring and Evaluation (M&E) Framework for NTNC has been developed realizing the need for a systematic, robust yet simplified, result-oriented, reliable, and effective monitoring and evaluation system. The M&E framework provides guidance and procedural clarity in order to ensure that the plans, policies, programs and projects are implemented effectively and efficiently. The framework is in line with the NTNC Act, 1982, NTNC Regulation, 1984 and NTNC Bye-laws, 1996. It has also been prepared taking into account of existing internal and donor-based process of M&E in the NTNC so as to establish a standard system of M&E mechanism in NTNC. The National Monitoring and Evaluation Guidelines, 2013 prepared by the National Planning Commission has served as a reference for this framework. This M&E framework aims to demonstrate:

- NTNC's commitment to monitor and evaluate its work and using the results to drive performance and impact;
- Set out standards and requirements during different stages of project cycle management; and
- Guide M&E system in NTNC and define roles and responsibilities

This document shall be revised in the process of learning following the implementation of the M&E framework, on-going donor harmonization efforts, and the evolving needs of stakeholders. In the process, NTNC shall adopt computer-based M&E system.

### Aims and Scope

The overall aim of this M&E framework is to establish common standards, practice and procedure across NTNC that govern effective and efficient monitoring, and evaluation of all the projects and programs in NTNC both internal as well as donor funded, so as to optimize resources, maximize benefits and establish principles of good governance. This M&E framework shall:

1. Ensure a result-based M&E system for effective and efficient implementation of NTNC's plans and policies.
2. Improve the effectiveness and efficiency of current M&E system to track activities towards the delivery or achievement of outputs, results and outcomes in:
  - a. NTNC's thematic areas and strategic goals
  - b. donor-based projects
  - c. internal budgeted programs, projects and activities
3. Determine the relevance of project and programs, and their impacts and significance on targeted beneficiaries in consistency with the NTNC's vision and mission
4. Assist NTNC's management for evidence-based decision making

The NTNC management shall comply with this M&E framework. However, this may also serve the necessity of donors, partners, recipient of funds from NTNC and other beneficiaries. This M&E framework shall play an important role in delivering NTNC's accountability and transparency.

### Guiding Principles

NTNC activities shall be guided by fundamental principle of rule of law and good governance. NTNC shall regularly and systematically monitor and evaluate its activities based on these principles. The M&E framework shall:

1. **Address** unequal power relations, reduce bias and collect a balanced perspective including that of gender, disadvantaged and diverse social groups to the extent possible to ensure accurate, reliable and credible information.
2. **Nurture** good governance including accountability and participation. This will seek to disseminate progress and inform government, donors, relevant stakeholders and beneficiaries.
3. **Seek** to maximize benefits and reduce any unnecessary harm that might occur, provided this will not compromise the integrity of the evaluation findings.
4. **Focus** on available resources and contribute to different stages of project cycle management.
5. **Provide** useful and timely information to support effective and efficient planning and delivery of the project activities.

## CHAPTER TWO: MONITORING

**Monitoring** is the systematic process of collecting, analyzing and using information to track a project’s progress toward reaching its objectives and to guide management decisions. It generally involves:

- Continuous collection and analysis of information
- Determination of progress on the implementation and achievement of objectives
- Access the status on the use of resources

It facilitates learning and provides management with accurate and timely information in order to take informed decisions. In light of the findings brought out from the process, the management can continue, amend, end or start new interventions as needed. This ensures that the available time, human resources, material resources, and finances are geared towards the achievement of results and impacts. Generally, following monitoring are conducted:

### Key Monitoring Questions

1. *Are finance, personnel and materials available on time, in the right quantities and quality?*
2. *Are activities being implemented on schedule and within budget?*
3. *Are activities leading to the expected outputs?*
4. *What do beneficiaries feel about the work?*
5. *Are outputs leading to achievement of the outcomes?*
6. *What is causing delays or unexpected results?*
7. *What are the key things that are going good?*
8. *What are the major things that are not going good?*
9. *Is there anything that should lead management to modify implementation plan?*

What	Why	When	Who
<b>Compliance Monitoring</b>	To ensure compliance with the regulations and laws, project standards, expected results, grants, and contract and donor requirements.	Throughout Project	Compliance Unit/As specified by Member-Secretary
<b>Process monitoring</b>	To track the use of inputs and resources, the progress of activities and the delivery of outputs against the set milestones. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.	Periodically during project implementation	M&E Unit
<b>Results Monitoring</b>	To track the use of resources and inputs continuously or periodically using indicators and targets for efficiency, effectiveness and impact. This	Periodically	M&E Unit

	shall also involve monitoring of finances including appropriate expenditure against proposed budget.		
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### CHAPTER THREE: EVALUATION

**Evaluation** is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results. It generally involves activities that:

- Determine the relevance, efficacy, impact and sustainability of activity, projects and programs in context of stated objectives
- Deliver evidence of the achievement of results
- Provide credible, reliable and useful information on institutional performance
- Promote learning, feedback, and knowledge sharing through results and lessons learned

Evaluation at the organizational level is done to enable adaptive management by promoting timely incorporation of findings, recommendations and lessons learned into decision making processes. Monitoring activities contribute to formative evaluation through continuous feedback to inform ongoing changes and improvements in project and programs. Performance evaluation of the organization shall be carried out every 5 years by a team of independent evaluator to isolate errors in order to avoid repeating them and to underline and promote the successful mechanisms for current and future projects. The outcomes of evaluation shall guide the management, and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects. Following periodic evaluations shall be carried out:

#### Key Evaluation Questions

1. *Were stocks of items available on time and in right quantities and quality?*
2. *Were activities implemented on schedule and within budget?*
3. *Were outputs delivered economically?*
4. *Were the operations objectives achieved?*
5. *Did the outputs lead to the intended outcomes?*
6. *What changes did the project bring about?*
7. *Were there any unplanned or unintended changes?*
8. *Are the benefits likely to be maintained for an extended period?*
9. *Were the operations objectives consistent with beneficiaries needs and with the NTNC's policies?*

What	Why	When	Who
<b>Mid-term Evaluation</b>	To analyze whether the project is on-track and if any corrective actions are required	Half way through project	Independent Evaluator
<b>Terminal Evaluation</b>	An evaluation at the close of the project to determine if it has accomplished its objectives	End of the project	Independent Evaluator
<b>Impact Evaluation</b>	To assess if benefits from the project have led to achievement of the goal	After project completion	Independent Evaluator

## Evaluation Disclosure

NTNC shall adhere to the government's rules and regulations for dissemination of evaluation data and reports. M&E reports shall be disseminated by the following procedures:

- By posting on NTNC's website.
- By organizing sharing meetings, interaction programs or workshops.
- By directly submitting important accounts, data, information, or reports to the relevant government and donor agencies.

NTNC seeks to maximize access to information that it produces and/or possesses and therefore adheres to the following set of principles in relation to its evaluations:

- (a) **Principle 1: Maximize access to information:** NTNC is committed to be transparent in all of its activities and therefore aims to maximize access to any documents and information that it produces as long as NTNC is not legally obligated to maintain confidentiality.
- (b) **Principle 2: Limited exceptions:** Any exceptions to disclosure shall be based upon the possibility, narrowly and clearly defined, that the potential harm to interests, entities or parties arising from the disclosure of information would outweigh the benefits. NTNC may, in exceptional circumstances, decide not to disclose or delay dissemination of information that would normally be accessible if it determines that the harm that might occur by doing so will outweigh the benefits of access.
- (c) **Principle 3: Simple and broad access to information:** NTNC shall employ all practical means to facilitate access to information, maximize access to such information, and use clear and cost-effective procedures and timelines for processing requests.

## CHAPTER FOUR: MONITORING AND EVALUATION FRAMEWORK

Monitoring and evaluation framework shall assist with thinking through programmatic strategies, objectives and planned activities, and whether they are the most appropriate ones to implement. Following M&E framework can be used in NTNC according to requirements of the project and programs:

- i. **Conceptual framework:** Conceptual framework illustrates relationships among different factors that influence the goals and objectives. **Theory of Change** is the widely used conceptual framework that illustrates a clear pathway and links between activities for the achievement of the long-term goals and is mapped out in an Outcomes Framework. This framework can be used for continuous monitoring and evaluation of progress towards the achievement of longer-term goals.
- ii. **Result framework:** Results framework illustrates how each of the intermediate results/ outputs and outcomes relates to each objective and each other. They form a basis for monitoring and evaluation activities at the objective level.
- iii. **Logical framework:** Logical frameworks logically summarize what the project intends to do and how, the key assumptions, and outputs and outcomes that shall be monitored and evaluated. They help set clear program objectives, define indicators, outline the critical assumptions and also accounts for the resources required to implement projects, activities and the means for verifying project accomplishments.

These M&E framework guides NTNC through all stages of project cycle from start to end and through the means to achieve the desired ends in a project/programme. It outlines the stepwise progression from inputs and processes to outputs, outcomes and impacts (Figure 1).

How		What do we want ?		Why?
Inputs	Activities	Outputs	Outcomes	Impacts
<i>The financial, human and material resources used for interventions</i>	<i>Actions used to produce specific outputs by using inputs</i>	<i>The immediate products and services generated or change desired</i>	<i>Short/Medium term desired changes or effects of interventions</i>	<i>Actual effects desired or intened long term changes</i>
Resources		The desired changes or Results		

Figure 1: A diagram on input to impact linkages

The purpose of the framework is to contribute to NTNC for increased good governance, ensure transparency, accountability, improved planning, efficient implementation and sound management. Development of M&E framework in NTNC considers following steps:

1. Identification of the objective and information need for M&E.
2. Connection of objectives, outputs, outcomes and intended impact of the project.
3. Finalization of indicators and tools for obtaining the information.
4. Assignment of roles and responsibilities.

## CHAPTER FIVE: MONITORING AND EVALUATION PLAN

Monitoring and Evaluation plan is essential to manage the process of assessing and reporting progress towards achieving project outputs and outcomes, and to identify what questions should be addressed through evaluation. It needs to be developed for the projects to improve the clarity and quality of the planning and guiding the implementation.

This shall include all the essential information on M&E with appropriate indicators. A broad M&E plan shall be developed to compliment the information presented in the projects conceptual/result/logical framework. The plan needs to identify what data is available from existing reliable sources and which data shall be collected. The M&E plan developed shall need to be revised and adapted during implementation. NTNC interventions shall incorporate the full costs of M&E activities, including operational monitoring. The M&E plan shall include:

### Key Questions to be asked

1. *What are the objectives of the project?*
2. *Who will use the information collected?*
3. *How are indicators used and developed?*
4. *What methods will be used to gather information?*
5. *Who will participate in M&E?*
6. *When will M&E take place?*
7. *How will the M&E system be managed?*
8. *How will learning be built into the process of project management?*

- Projects Goals and Objectives
- Projects Result-based framework (Logical framework/ Theory of change)
- Monitoring and Evaluation Framework with indicators and baseline
- Monitoring and Evaluation Questions and Tools
- Timeline and Budget Explanation
- M&E roles and responsibilities
- Reporting plan and templates

M&E is an integral part of programmatic and strategic planning hence it must consider following points during its formulation:

- **Resources:** How much money and time will be needed to conduct the activities?
- **Capacity:** Does the program/project have internal capacity to carry out the proposed monitoring and evaluation activities, including analysis of data collected, or will outside expertise be needed?
- **Feasibility:** Are the proposed activities realistic? Can they be implemented?
- **Timeline:** Is the proposed timeline realistic for conducting the proposed activities?
- **Safeguards:** What social, environmental and ethical considerations and challenges involved with implementing the proposed activities, and are there a plan in place for addressing those considerations?

## CHAPTER SIX: CRITERIA AND INDICATORS FOR MONITORING AND EVALUATION

As NTNC activities involve wider thematic focus and projects are diverse with different objectives as a consequence information needs, criteria and indicators might change during project implementation. The implementation of programs and projects need to be accessed based on but not limited to following criteria:

### For Monitoring:

In order to measure the changes and determine if the project outputs and outcomes have been met, it is important for NTNC to use criteria that promote use of qualitative and quantitative indicators as appropriate according to the project. These criteria must be SMART:

1. **S- Simple/Specific:** The criteria shall be specific and explicit on what to measure. The data collected shall clearly and directly relate to the achievement of an objective and not to any other objective. If the information collected is specific, it can tell us whether the change we seek to create is happening or not.
2. **M-Measurable:** The criteria shall be able to measure the results and changes. Before starting monitoring, it must be made sure that the information required can be practically collected using measurable indicators
3. **A-Achievable:** The criteria shall be achievable. Any changes measured must be feasible in the given time-frame
4. **R-Reliable/Relevant:** The criteria shall capture the results and changes in a reliable way. Monitoring results must make a contribution to selected priorities.
5. **T-Time Bound:** Criteria shall be defined in such a way to enable regular measurement in appropriate time. Monitoring is not open-ended but allows change to be tracked at the desired frequency for a set period.

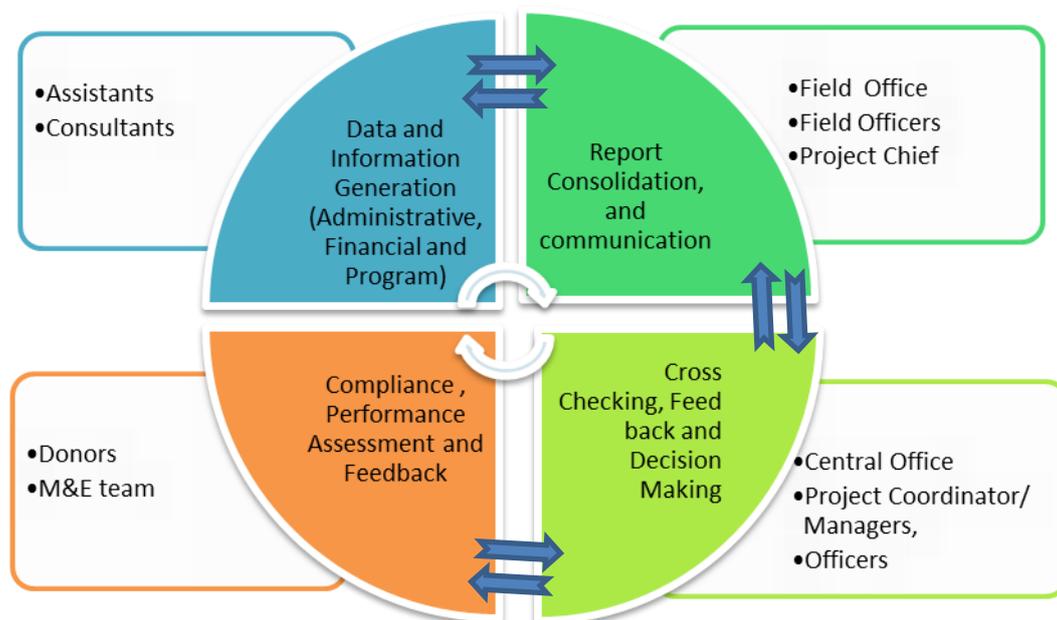
### For Evaluation:

NTNC evaluations explore following major criteria, however modifications can be done to fit the specific nature of evaluations.

1. **Relevance:** To what extent is the policy, programme, project or organizational unit contributing to the strategic direction of NTNC and/or its Members and partners? Is it appropriate in the context of its environment?
2. **Effectiveness:** To what extent is the policy, programme, project, or organizational unit meeting its objectives and performing well?
3. **Efficiency:** To what extent is the policy, programme, project or organizational unit using its resources cost-effectively? Does the quality and quantity of results achieved justify the resources invested? Are there more cost-effective methods of achieving the same result?
4. **Impact:** What are the positive, negative, primary, secondary and long-term effects of an intervention directly, indirectly, intended or unintended? In other words, what difference has the activity made?
5. **Sustainability:** Is the enabling environment within which the policy, programme, project or organizational unit operates supportive to its continuity? To what extent will the activities and outputs be maintained after development support is withdrawn?

## CHAPTER SEVEN: REPORTING AND LEARNING

Reporting and learning are intricately linked with M&E. Technical and financial reports are at the heart of reporting and learning process and annual reports are regular products generated from this process. Such reports include progress at the fund level and information on progress against the outcome indicators. The report generation and feedback mechanism are illustrated in figure 3.



**Figure 3. Report Generation and Feedback Mechanism**

A synopsis of the reports shall be submitted to the Government authorities. The findings from M&E can be utilized for proving and improving the performance of NTNC in the following ways:

- Action Plan for the plausible recommendations
- Communicate with implementing agencies and follow up
- Incorporate into systems through strategic documents
- Adopts lessons learned from current interventions into new concept notes and project documents
- Documentation and wider dissemination of lessons learnt and best practices.

Learning mechanism can be distinguished in two different parts one is the regular internal process and the other is external process which is more project specific. Uses of following techniques as mentioned in Annex 5 are recommended:

- Regular Meetings
- Field Visits
- Joint Meetings and Visits
- Auditing
- Third Party Engagements

The details of the reporting mechanism to facilitate Monitoring, Evaluation and Learning in NTNC are mentioned below. The reporting mechanism is also based on the requirements of the government and financing agencies.

**Table 1 Details of Reporting Mechanisms in NTNC**

<b>Name of Report</b>	<b>Summary of Content</b>	<b>Responsible</b>	<b>Frequency of Reporting</b>	<b>Timeline</b>	<b>Target Audience</b>
Field visit report	Inputs and activities	Monitoring team	Case by case	After one week of the trip	Respective offices and Central Office
Monthly report	Regular monthly progress report	All field implementing agencies	Monthly	By the first week of subsequent month	NTNC and government agencies
Quarterly report	Description and analysis of progress, challenges, mitigation, etc.	All field implementing agencies	Quarterly	By the first week of subsequent quarter	NTNC and Government agencies and donors
Half-yearly report	Based on indicators integrated into monthly and quarterly report	..	Half-yearly	First week of subsequent month	NTNC and Government agencies and donors
Annual report	Progress against annual targets	..	Annually	By the first month of subsequent new fiscal year	NTNC, government agencies, donors and public

## CHAPTER EIGHT: INSTITUTIONAL ARRANGEMENTS FOR MONITORING AND EVALUATION

Functional institutional framework is vital to the M&E. This ensures that all M&E related functions are properly managed and responsibilities properly defined. The Monitoring and Evaluation Unit shall be capacitated for proper implementation of the M&E functions. The team shall be assigned the responsibility of providing assistance in the course of implementation of the M&E work plan, and providing training to the coordinating structures, implementing agencies and key stakeholders. Service of expert M&E consultations can be sought as and when deemed necessary through a detailed Terms of Reference. In general, this unit shall be responsible for:

- Coordinating M&E activities
- M&E standard setting and implementation
- Implementation of this M&E Standards and Compliances
- Working with senior management to prepare M&E plans and reports
- Coordinating with NTNC’s financing agencies
- Ensuring M&E tools are in line with international best practice.

Table 2 presents the institutional framework for the M&E, indicating responsibilities for each level.

**Table 2 Institutional Framework for M&E**

Level	Unit	Responsibility	Role
Organizational Level	NTNC Central Office	M&E unit	<ul style="list-style-type: none"> <li>• Coordinate and manage to develop the M&amp;E framework</li> <li>• Develop and review related data collection and reporting tools</li> <li>• Maintain functional database</li> <li>• Analyze data and prepare final progress report</li> <li>• Produce information products and disseminate to stakeholders</li> <li>• Supervise and ensure data and information use</li> <li>• Sensitize on use of data/Information for decision making/planning</li> <li>• Coordinate national capacity building for M&amp;E</li> <li>• Develop and revise M&amp;E Plan</li> <li>• Ensure timely reporting and dissemination</li> </ul>
Sub-national Level (including thematic interventions and target groups)	NTNC field offices	M&E Focal persons	<ul style="list-style-type: none"> <li>• Maintain sub-national/local level database and coordination</li> <li>• Receive and compile related data at field level</li> <li>• Forward data/information to Central Office/headquarters and get feedback</li> <li>• Sensitize on use of data/information for decision making/planning</li> <li>• Monitor field activities, identify and use suitable tools and techniques</li> <li>• Ensure timely reporting and dissemination</li> </ul>

*The M&E Unit shall also be responsible to the M&E sub-committee of the NTNC Board.*

## Annex 1: Format for periodic reporting of progress

**National Trust for Nature Conservation**

**Name of the Project**

**Progress Report**

**Reporting Period: Month/Year**

SN	Activities	Location	Unit	Targeted Quantity	Progress/Achievement	Beneficiaries	Source of Fund	Remarks
1								
2								
3								
4								

S.No.	Particulars	Approved Budget	Actual Income / Expenditure	Achievement in %
<b>(i) Income</b>				
(A)	External			
(B)	Internal			
	<b>Total Income</b>			
<b>(ii) Expenditure</b>				
(A)	Programs			
(B)	General Mgmt.			
(C)	Assets			
(D)	Others			
	<b>Total Expenditure</b>			

## Annex 2: Sample format of Monitoring and Evaluation of Project/Program

Objective	Output, Outcome, or Impact	Indicator description	Standard Indicator Number	Means of Verification	Unit	Baseline	Target	Person Responsible	Data collection frequency	Critical Assumptions	Project Objective Number	Deliverable Number	Start Date	End Date
<i>Outputs</i>														
<i>Outcomes</i>														
<i>Impacts</i>														

### Sample annual progress report

SN	Programs / Activities	Location	Approved Program and Budget			Achievements					Progress/ Achievement in brief	Total Beneficiaries/ participants	Justification for under or over Achievements	
						Quantity	Amount (NPR)	Quantity (%)	Amount (%)	Partners/ community contribution				
			Unit	Quantity	Amount (NPR)					Specify: (like community, GoN, Others)	Amount			

### Annex 3: Criteria for the M&E

Criteria	Key questions
Relevance (doing the right thing)	To what extent are the objectives of NTNC still valid? Are the outputs of the programme consistent with the intended impacts & effects?
Effectiveness (achieving objectives)	To what extent are the objectives achieved / likely to be achieved? What are the major factors influencing the (non) achievement of the objectives?
Impacts	Has the NTNC contributed towards intended impacts (or other long-term objectives)? How or why not? What unanticipated positive or negative consequences does the NTNC have? How did they arise?
Attainment of outputs and activities	Have the direct products or services planned by the project been achieved? How or why not?
Cost-effectiveness	Were resources used in the best possible way? How or why not? What could be done differently to improve implementation, thereby maximizing impact at an acceptable and sustainable cost?
Ownership	What is the relevance of the NTNC support to the national agendas, government commitment, and regional and international agreements? Is it dealing with the priorities of the target groups? How or why not?
Financial planning and management	What were the actual project costs by activity, financial management (including disbursement issues), and co-financing? Has a financial audit been conducted?
Project Implementation (approach and processes used)	Have the plans (purposes, outputs and activities) been achieved? Is the intervention logic/theory of change correct? What steps have been taken to adapt to changing conditions (adaptive management), partnerships in implementation arrangements, project management?
Replicability	What examples are there of replication and catalytic outcomes that suggest larger scale effects and / or increased likelihood of sustainability? For example, lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects.
Participation	Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in project's design, implementation, and M&E?
Sustainability	Will there be continued positive impacts as a result of the project after the project funds run out? How or why not?

## Annex 4: Indicators and Means of Verification for M&E

Indicator	Means of Verification
Coordination mechanisms and national structures established and functioning	Progress Reports
Activity and progress reports are prepared in a timely and satisfactory manner	Monthly Reports
Quarterly expenditure reports are prepared in a timely and satisfactory manner	Quarterly Reports
Performance targets, outputs, and outcomes are achieved as specified in the annual work plans	Half-yearly and Annual progress reports
Deviations from the annual work plans are corrected promptly and appropriately. Requests for deviations from approved budgets (budget revisions) are submitted to and approved	Work plans, timely submission to, and approval of revised budget
Disbursements are made on a timely basis, and procurement is achieved according to the procurement plan	Financial Reports
Report on the procurement of non-expendable equipment against the project budget filed in a timely manner	Inventory of non-expendable equipment reports
Project Steering Committee (PSC)/Project Management Committee (PMC)/Project Coordination Committee (PCC) providing guidance on implementation, monitoring progress and project impact (Project specific)	Minutes of meetings

## Annex 5: Monitoring and Evaluation Tools in NTNC

<b>INTERNAL MECHANISM</b>	
<b>Regular Meetings</b>	Regular meetings are held at the NTNC central and field offices on a regular basis (mostly weekly) as a mechanism to share and discuss on the issues and progress of projects. This mechanism helps to maintain transparency, accountability, joint decision making and make timely interventions in the project. Besides, NTNC management organizes regular meetings as and when needed.
<b>Regular Reporting</b>	The regular reporting mechanism in NTNC involves sharing of technical and financial progress on the planned activities on a specified time interval (usually every three months and at the end of fiscal year or according to project requirements).
<b>Field Visits</b>	Field visits shall be made as required to track that the implementation are in line with the objectives and plans.
<b>Annual Meeting</b>	NTNC conducts meeting annually as an internal exercise. The meeting invites individual stakeholders towards operations and consolidates these to aggregates.
<b>Joint Review</b>	The NTNC plans for a Joint Review of the projects supported by donors.
<b>Internal Audits</b>	NTNC has its own internal auditor who is given responsibility for auditing all its projects and programs

<b>EXTERNAL MECHANISM</b>	
<b>Joint Meetings</b>	According to the project and donor's requirement, joint meetings shall be conducted at a regular interval. These meetings are useful to share the progress, agree and updates on compliances and discuss on the project issues.
<b>Joint Visits</b>	Joint government and donor visits along with NTNC shall be organized on a regular basis. These visits provide a common opportunity to observe the ground reality and share their perspectives. These field visits encompass a performance monitoring, with a major focus on assessing the inputs, activities, processes and outputs, along with conducting physical verification of NTNC interventions. The team prepares field visit reports jointly on return and provides recommendations that are acted upon through action plans.
<b>External Audit</b>	Audit is used as one of the tools by external M&E team to assess the outcomes of NTNC, elicit constructive feedback from the beneficiaries on the quality and process of implementation and understanding whether the intervention has addressed the current needs of communities. It has been done annually by Office of the Auditor General (Supreme Audit Institution of Nepal).
<b>Third Party M&amp;E</b>	An independent external third-party monitoring and evaluations of NTNC projects and operations shall be done as required. This monitoring seeks to assess the relevance, appropriateness, value for money and sustainability with a specific analysis of gender mainstreaming, social inclusion and conflict sensitivity in the projects.

## Annex 6: Template for Annual Reporting

### THEMATIC AREA:

<b>Activity/Program:</b>	
<b>PROGRAM PHOTO (to attach picture with at least 500 kb resolution)</b>	
<b>Responsible Person Name</b> <b>Contact</b> <b>Email</b>	
<b>Approved Budget (Rs.)</b>	
<b>Actual Amount Spent (Rs.)</b>	
<b>Source of Funds</b>	
<b>Program Budget Deficit/Surplus Justification</b>	<i>Mention cause/circumstance of surplus/deficit very briefly</i>
<b>Rationale</b> (in multiple bullet point sentences)  <i>*Think about why you are undertaking this activity. Rationale in a sense provides context and justification for why a specific activity is being undertaken. In almost all cases it has to tie up to thematic area and conservation justification</i>	
<b>Goals &amp; Objectives</b> (in multiple bullet point sentences)	
<b>Target Quantity (unit)</b>	
<b>Progress/ Achievement</b>	

	(unit)						
	<b>Location</b>						
	<b>GPS Coordinates</b> <i>* if available</i>						
	<b>Date and Duration</b>						
	<b>Beneficiaries</b>						
		<b>GENDER</b>	<b>ETHNICITY</b>				
		<b>Male</b>	<b>Female</b>	<b>BCT</b>	<b>Janajati</b>	<b>Dalit</b>	<b>Others</b>
		<b>16-24 yrs</b>	<b>25-40 yrs</b>	<b>41-60 yrs</b>	<b>&gt; 60 yrs</b>	<b>&lt;&lt; YOUTH</b>	
	<b>Activity Status</b> (Completed OR Ongoing OR Carried Forward)						
	<b>Risk Analysis</b> (in multiple bullet point sentences)						
<b>ACHIEVEMENTS RESULTS &amp; IMPACTS</b>	<b>Output</b> (in multiple bullet point sentences)  <i>* OUTPUTS are generally short-term results or immediate impacts</i>						
	<b>Outcome</b> (in multiple bullet point sentences)  <i>* OUTCOMES are generally intermediate and long-term results/impacts</i>						
	<b>Data/ Key Major Figures</b>						

<p><b>Linkage with other activities</b></p> <p>(in multiple bullet point sentences) (optional)</p>	
<p><b>Activity Follow-up if planned</b></p> <p>(optional)</p>	<p><i>think about how the program effectiveness would be supplemented or assessed in the future</i></p>
<p><b>Additional Info</b></p> <p>(optional)</p>	<p>only if necessary or applicable (example)</p>
<p><b>Activity Summary Note</b> (summarize the facts you have documented above in not more than 250-300 words)</p>	
<p><b>MILESTONE</b></p> <p>(YES/NO &amp; WHY)</p> <p><i>*Milestones are one-of-a-kind incidents marking unique interventions made)</i></p>	



## **Annex 7: Terms of References (ToR) of Evaluators (Major points)**

1. Background
2. Objective of evaluation
3. Scope of evaluation
4. Approaches and methodology to be adopted during evaluation
5. Physical facilities and resources
6. Qualification and experience of the person involved in the evaluation
7. Deadline for accomplishment of work and working calendar
8. Stages and types of monitoring and evaluation report
9. Subjects to be included in the report
10. Contact person for evaluator or focal person/section
11. Mode of payment to evaluator
12. Other necessary matters

## **Annex 8: Monitoring Report Format**

### 1. Summary

### 2. Assessment of the intervention

- 2.1 Correspondence with the present needs i.e. relevance
- 2.2 Presumed impact of the project
- 2.3 Extent of achievement of project purpose i.e. effectiveness
- 2.4 Extent of achievement of results
- 2.5 Carrying out of activities

### 3. Possible changes in the project environment, including materialization of assumptions and risks, and their effects on the project

### 4. Proposals for changes in the project, if any, and their justification

### 5. Compatibility and sustainability

- 5.1 Compatibility with the strategic goals
- 5.2 Policy environment
- 5.3 Economic and financial feasibility
- 5.4 Institutional capacity
- 5.5 Socio-cultural aspects
- 5.6 Participation and ownership
- 5.7 Gender and social inclusion
- 5.8 Environment
- 5.9 Appropriate technology

### 6. Assessment of the efficiency of the implementation

## **Annex 9: Evaluation Report Format**

1. Executive summary
2. Subject of the evaluation, including brief history of the intervention, changes in the project environment and their effects on the intervention, etc.
3. Background of the evaluation: its purpose, methodology used, limitations etc.
4. Evaluation issues
  - 4.1 General evaluation issues:
    - 4.1.1 Correspondence with the present needs i.e. relevance
    - 4.1.2 Impact of the project
    - 4.1.3 Extent of achievement of project purpose effectiveness
    - 4.1.1 Assessment of the efficiency of the implementation
  - 4.2 Specific evaluation issues
5. Compatibility and sustainability
  - 5.1 Compatibility with the strategic goals
  - 5.2 Policy environment
  - 5.3 Economic and financial feasibility
  - 5.4 Institutional capacity
  - 5.5 Socio-cultural aspects
  - 5.6 Participation and ownership
  - 5.7 Gender and social inclusion
  - 5.8 Environment
  - 5.9 Appropriate technology
6. Conclusion and recommendations: suggestions for operational improvements and developmental lessons learnt