



Ondo State Monitoring and Evaluation System: Practices and Processes

ONDO STATE GOVERNMENT OF NIGERIA

Ondo State Monitoring and Evaluation System: Practices and Processes

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**Ondo State Government
NIGERIA**



Foreword

This document, The Ondo State Monitoring and Evaluation System: Practices and Processes, sets out, in clear terms, the internationally acceptable standards for professionally conducting Monitoring and Evaluation, M&E, assignments. It treats the practices and processes of monitoring and evaluation system with such clarity that the elements can be adapted easily into practical use for productive service delivery.

There are four sections in the document and these are, Background; M and E Elements; Ondo State Government M and E System Requirements; and Coordination of M and E documents.

It is a handbook which every M&E professional should be thoroughly familiar with and within finger tips.

I commend it to all users to guide the practices and processes of M & E in every sector or level in Ondo State.

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October, 2017



Acknowledgement

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The document is a product of an International Development Assistance provided by the World Bank under the Ondo State Public Sector Governance Reform and Development Project.

The production of the document is a demonstration of the strong commitment of the government of Ondo State to Results-based Monitoring and Evaluation. The Governor of Ondo State, Arakunrin Oluwarotimi O. Akeredolu, SAN, provided the impetus, drive and approvals which were necessary to bring the M&E reform and document into fruition. We gladly acknowledge his defining role.

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October, 2017



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Acronyms

BoS Budget Office of the State
CSOs Civil Society Organizations
DP Development Partners
KM Knowledge Management
KPIs Key Performance Indicators
LG Local Government
MEP&B Ministry of Economic Planning and Budget
MTEF Medium Term Expenditure Framework
MTSS Medium Term Sectoral Strategy
M&E Monitoring and Evaluation
MDAs Ministries, Departments, and Agencies
NBS National Bureau of Statistics
NGOs Non-Governmental Organisations
OAG Office of the Accountant General
OAuG Office of the Auditor General
PFM Public Financial Management
RFP Request for Proposal
SBS State Bureau of Statistics
SMART Specific, Measurable, Achievable, Relevant, Time-bound
SMoF State Ministry of Finance
SWG Sector Working Group



Background

1.1 Rationale

The Ondo State Government is committed to ensuring good governance by way of promoting accountability and transparency in the utilization of public funds and human resources. For instance, effective Public Financial Management (PFM) requires that public spending is carefully managed to ensure value for money. Financial monitoring is thus essential to the attainment of PFM objectives in the short, medium and long term. In addition, consistent monitoring and evaluation somewhat provide leverage for an effective public service delivery, strengthen government accountability to its residents, and ensure that policy formulation and decision making are based on evidence. Monitoring and Evaluation (M&E) is the main instrument for assessing the extent to which government has done what it pledged to do within the context of its development plans at the State, sectoral and local government levels. It is needed to inform government at all times on its performance, where it is doing well, where there is a weakness and to suggest what needs to be done to minimize the weaknesses and maximize the strengths.

Even though several Ministries, Departments and Agencies (MDAs) in Ondo State undertake sporadic M&E activities, it is done in an uncoordinated fashion, with the outcome not serving as feedback for noted developmental gaps, programme planning and future policy making. To this end, it is imperative therefore for the State to institute a comprehensive tracking

mechanism for all projects and programmes undertaken in the state. The Ondo State Government's quest to establish a new M&E system is not a stand-alone; it largely feeds into the Federal Government's vision to enable a Performance and Accountability System to evolve. This would facilitate development interventions to yield results.

This M&E systems document is therefore developed to guide the M&E processes and practices in Ondo State. It will enable the State to establish and follow consistent M&E procedures that fall in line with the Federal Government's. The State envisions that its M&E procedures will eventually instil the culture of M&E in its public sector.

1.2 Legal Framework

The Nigerian National Vision (NV) 20:2020 document calls for legislations that will compel M&E to be integrated into government-wide activities at all levels of governance. Accordingly, the Senate has passed a relevant bill tagged: "A Bill for an Act to Enshrine an Annual State of the Nation Address and Other Matters connected thereto". This has been referred to the House of Representatives for concurrence before being forwarded to the President for assent. The bill indicates that the President shall address the afore-mentioned joint sitting on the State of the Nation. Such annual presentation of the National Performance Report by the President to a joint session of the two chambers of the National Assembly is likely to trigger



executive demand for M&E in Nigeria's governance. This demand is expected to trickle down to all ranks of government and thereby engender the beginnings of true accountability in the country's governance.

Other legislations being proposed that will promote the mainstreaming of Monitoring and Evaluation in government include: The Nigerian National Development Plan Act, which proposes to have consequences for non-compliance. Consequences will include prohibition from access to the Federation Account and other consolidated revenues. The Federal Law Reform Commission is currently finalising this bill.

It is also considered that legislation needs to be enacted to ensure that MDAs and States submit the final Scorecards to National Planning Commission (NPC) by mid-June of every year so as to coincide with the start of the Medium Term Sectoral Strategy (MTSS) and the budgeting process.

Meanwhile, an action by the Federal Government that has increased the tempo of the M&E activities across the MDAs in recent time is the Federal Executive Council decision in 2010 to set up a National Monitoring and Evaluation Department in the NPC, which will anchor and co-ordinate the overall M&E processes and activities in the country.

This has led the Ondo State Government to commit to developing an M&E policy, out of which this M&E systems' document has emerged, to guide all the M&E activities in the State.

1.3 Goal

The goal of this Ondo State M&E systems (processes and practices) document is to serve as a guide to all public servants in the application of M&E to all its projects, programmes and

interventions. This will serve as document that defines all related M&E activities that will assist in achieving the defined monitoring and evaluation objectives for the state. 6

1.4 Objectives

The primary purpose of this M&E systems document is to improve the performance of the Ondo State government MDAs through the strengthening of the operational, coordinated, and cost-effective production and use of objective information on implementation and results of state strategies, policies, programmes and projects as derived from the State Strategic Plan.

This Ondo State M&E systems document will serve the following specific objectives at all levels of governance:

1. Embed monitoring and evaluation in the management practices of MDAs and LGs
2. Standardise the processes and procedures used to monitor and evaluate policy, planning, budgeting, projects and programmes across government
3. Guide the building of M&E capacities of the State's public servants and political leaders in the MDAs as well as programme managers to improve service delivery by encouraging them to plan in order to achieve objectives
4. Improve decision making at various levels by providing more objective information on achieving goals, improving effectiveness and efficiency of government programmes and spending by learning from what works and what does not work for effective decision making
5. Improve citizen's confidence in the capability of the government by systematically holding MDAs accountable for achieving programme results



1.5 Administration of the Policy

1. Update Responsibilities

1.1. All amendments and new items shall be adequately documented and recorded. Furthermore, a physical "hard" copy shall be safely kept with the M&E department of the Ministry of Economic Planning and Budget.

1.2. As new policies are introduced or existing policies/procedures amended, this document shall be updated. Amendments shall be evidenced by:

1.2.1. An additional section(s);

1.2.2. Additional parts to an existing section(s); and

1.2.3. An amendment to an existing section(s) (or part(s) thereof).

1.3. In the case of new sections (or new parts of existing sections), these shall simply be added to this policy document. However, in the case of amendments, the existing sections shall be replaced. The replaced sections shall be kept in a separate

file, in original content order sequence, for Audit Trail purposes. In all cases, the table of contents of this document shall be updated as appropriate, to ensure correct cross referencing.

2. Policy Administration Responsibilities

2.1. All amendments to this systems and practices document shall require the approval of the Hon. Commissioner for Economic Planning and Budget

3. Register of Amendments

3.1. Where amendments are required, the respective MDA shall submit amendments to the Commissioner for Economic Planning and Budget through the appropriate channels for approval.

3.2. The Director of M&E, Ministry of Economic Planning and Budget (MEP&B) shall hold the Master Register of Amendments, as under:

Amendment#	Date(Section	Description (Approved by
	Approval	Effective			

3.3. The Director of M&E at the Ministry of Economic Planning and Budget shall periodically update the Policy with all approved amendments.

4. Update Log

4.1. Changes to the document shall be consecutively

numbered so that any missing update may be easily detected.

4.2. If a change to the document is made, the date of the update shall be recorded next to the update number.

4.3. If an update is missing, the Director of M&E, MEP&B shall be notified immediately.

4.4. The update log of this Policy shall be held by the Director of M&E, MEP&B as per the following format:



Section Updated	Update Number	Update Date	Name

1.6 Target Audience and Applicability

This M&E systems and practices document is the primary document to guide all the processes and practices of M&E in Ondo State. Its intended primary users include M&E officials in Ondo State, government officials including heads of local governments and CSOs.

1.7 Focus

The emphasis of these practices and processes document is to provide a mutual understanding of the State's M&E system to all stakeholders who could use the M&E outcomes for more informed decisions within the MDAs and consequently, government policy formulation and decision making. These will also be a useful reference during the implementation of various government and non-governmental interventions, in the conduct of monitoring and evaluations and the writing of reports as well as communicating and storing M&E results.

1.8 Methodology

This Ondo State M&E systems document was developed based on its M&E Policy¹. Additional practices and processes were then added based on industry knowledge and practice, taking into consideration the current and desired future state for Ondo State M&E. The draft M&E systems document was then shared with key stakeholders for validation and feedback before it was finalized.

1 The State's M&E policy foremost borrowed applicable practices and procedures outlined in the National M&E Policy (September, 2013).

1.9 Structure of this M&E System Document

The M&E system outlined in this document is structured as follows:

1. Chapter 1 presents an introduction to the M&E system practices and processes. This involves the rationale for the development, aim, focus and methodology, as well as steps followed in establishing this document
2. Chapter 2 summaries the M&E cycle by giving the definitions, purposes and descriptions of the various phases in the cycle of the Ondo State M&E system
3. Chapter 3 provides details of the Ondo State M&E system requirements including designing the programme logic, identifying stakeholders, developing indicators, baseline and targets. In addition, monitoring, data collection, reporting, evaluating, disseminating and communicating M&E results, and knowledge management are explained. For each requirement, concepts, details of industry practice steps and deliverables are highlighted to guide implementation.
4. Chapter 4 shows how an intervention's implementation plan should be developed. This outlines processes, activities, responsibilities, timelines, and resources to be assigned to an intervention.



The M&E Elements

2.1 What is M&E?

Monitoring and evaluation are at the centre of sound governance and arrangements. They are necessary for the achievement of evidence-based policy making, budget decisions, management, and accountability. M&E is a powerful public management tool that can be used to improve the way governments achieve results. Just as governments need

financial, human resource, and accountability systems, governments also need good performance feedback systems.

M&E is the continuous monitoring and periodic assessments of the execution of an intervention through projects or programmes. It also involves the processes that transform inputs into outputs and outcomes.

Monitoring and evaluation play complementary roles as shown below:

Monitoring	Evaluation
Clarifies program objectives	Analyzes why intended results were or were not achieved
Links activities and their resources to objectives	Assesses specific causal contributions of activities to results
Translates objectives into performance indicators and set targets	Examines implementation process
Routinely collects data on these indicators, compares actual results with targets	Explores unintended results
Reports progress to managers and alerts them to problems	Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement

Source: Ten Steps to a Results-Based Monitoring and Evaluation System (The World Bank, 2004)



2.2 Key Definitions of M&E Functions

The definitions of key assessment functions in this M&E systems document are as follows:

Monitoring: is a continuous process of systematic data collection to inform managers and key stakeholders on progress in relation to planned inputs, activities and results, as well as the use of allocated resources. Monitoring is structured around indicators, which are the measures of performance of the input, activity or results (output or outcome). Indicator targets provide the benchmarks against which progress is monitored.

Monitoring takes place at project, Local Government, Ministry and Sector levels, to enable managers to rapidly identify problems and make necessary corrections to ensure proper implementation. Information from systematic monitoring serves as a critical input to evaluation.

There are three types of monitoring which address different stages in the results chain, namely;

1. Financial implementation monitoring addresses whether or not budgets have been released and spent in line with allocations
2. Physical implementation monitoring addresses whether activities have taken place in line with targets
3. Outcome and impact monitoring trace whether or not results are occurring amongst the target population

Evaluation: is an assessment, as systematic and impartial as possible, of a policy, programme or project and its contribution to global objectives. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of

the interventions and the contributions of the implementing bodies. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the implementing agencies. Evaluation should feed into management and decision making processes, and make an essential contribution to managing for results.

Evaluation includes *ex-ante* evaluations, baselines, mid-term, final, and impact evaluations, as well as other types of evaluations such as value-for-money (VFM) audits. Evaluations can be internal or external (to the organization, programme or project) depending on its objectives.

This M&E systems' document however does not cover control functions (e.g. procurement oversight), financial audit and inspection, which are to be addressed under public financial management reforms. However, linkages with these functions are made where relevant.

2.3 Purpose of M&E

The objectives of M&E are as follows:

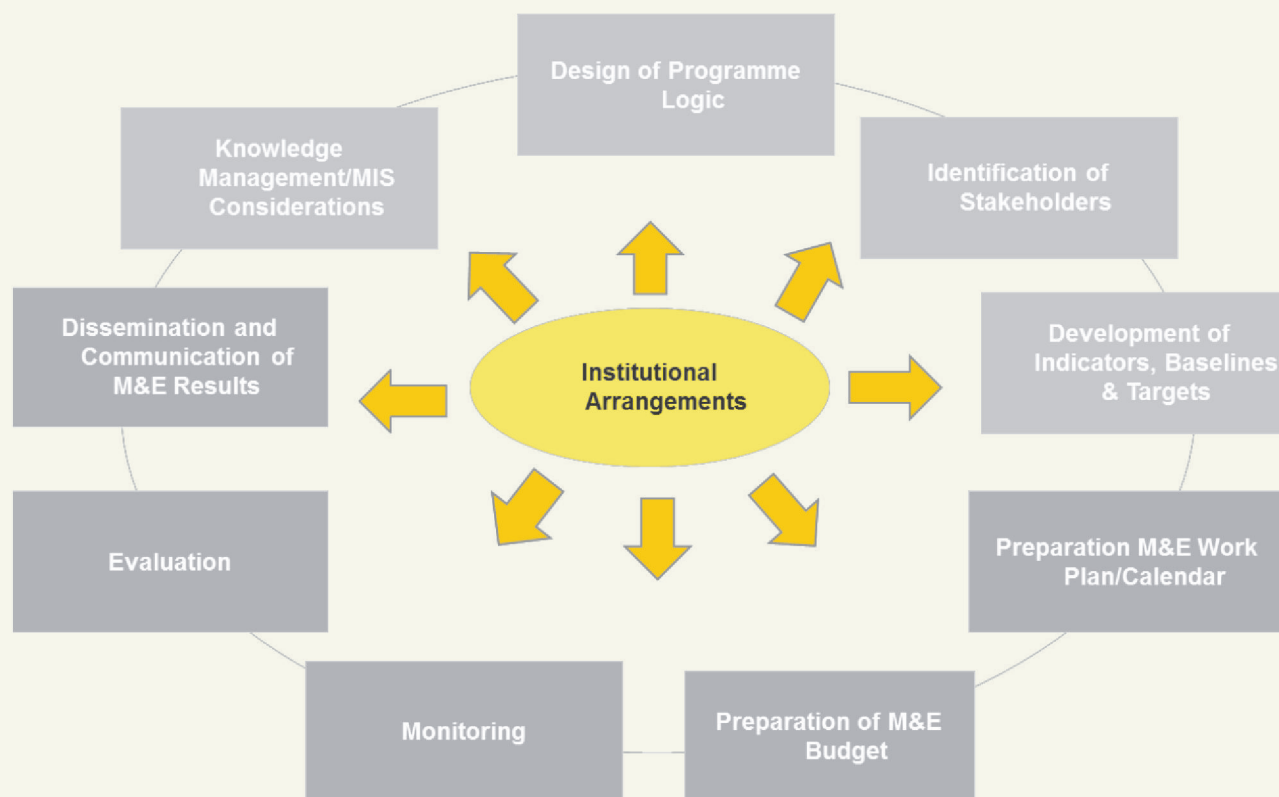
1. Serve as a tool for the management, monitoring and evaluation of activities to determine whether they are achieving intended results
2. Establish a process to alert the State of any problems in implementation and provide a basis for making any needed adjustments
3. Gather performance data through M&E in a systematic fashion which ensures data quality
4. Effectively communicate programme results to key stakeholders for decision making



2.4 The Ondo State M&E Elements

Ondo State's M&E cycle follows industry practice as shown in the cycle below.

Figure 1: Ondo State M&E Elements



Section 3 explains each of these concepts and provides implementing guidelines for each phase.



Ondo State M&E System Requirements

3.1 Design of Programme Logic

1. Concept

This is a management tool used to improve the design of interventions. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships. It allows a step-by-step conceptualisation of important project elements and facilitates planning, execution and evaluation of a development intervention.

The purpose of the programme logic is to provide Ondo state planners, implementers and decision makers with a road map working backwards from the intended results to determine what needs to be done, and what resources are required to do it. The programme logic breaks a project down into four separate and distinct levels of objectives.

1.1. Inputs: These are at the lowest level and entails activities to be undertaken that will in turn result in the subsequent level of objectives, namely, outputs. It includes human, financial and material resources as well as time available to conduct a specific planned task or process

1.2. Activities: The things which have to be done by the project to produce the outputs

1.3. Outputs: These are a set of interrelated objectives that, combined, are aimed at achieving the project purpose. These are the results that are directly accomplished by management of the inputs and are within the control of the project management

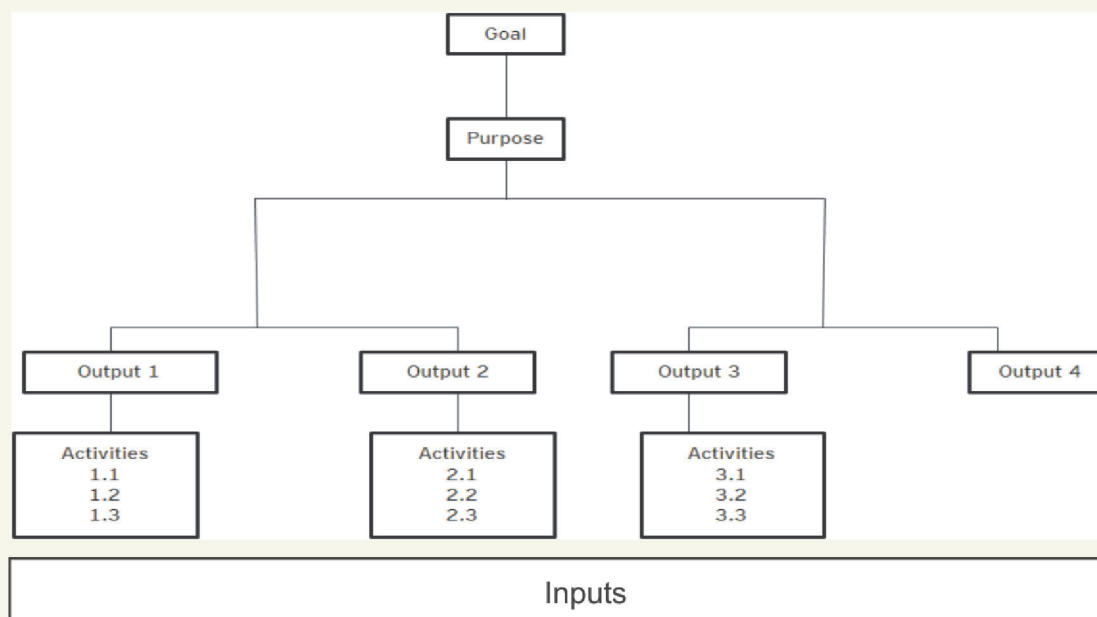
1.4. Purpose (objectives): This is what is expected from having achieved outlined outputs. It is the new situation which the project is aiming to bring about

1.5. Goal: The overall aim to which the project is expected to contribute



The diagrams below depicts the above-described arrangements

Figure 2: Programme Logic



2. How: Designing Programme Logic

Having a logic model format (as in figure 3 above or the sample table as shown overleaf) helps organise information in a suitable way for easy population. The outlined processes below are fundamental to obtaining a feasible logical model for an intervention (project or programme).

2.1. Identify the core goal of the intervention. One way of achieving this is by organizing a workshop with key stakeholders involved in the intervention; that is if the goal is not clearly featured in the intended intervention. An example of a goal is "Improving child health in Ondo State" and as already mentioned, this may have been clearly stated in a project document. If not, a workshop with relevant stakeholders could

collectively brainstorm and come up with such a goal

2.2. Establish the purpose (or objectives) of the intervention with the ultimate goal in mind. Thus, with a goal of improving child health in Ondo State, the objectives of the project could be stated as "to decrease distance to the nearest health post by 50%"; and "to achieve 90 % increase in parental use of the child health services provided by these health posts"

2.3. Thereafter, define and delineate the expected outputs. These can be demarcated into short, medium and long terms to correspond or address the purpose and goal of the project. The expected outputs could then be awareness of increased health posts specializing in child health in Ondo State; and increased knowledge and use of these health posts in the communities (e.g. Wards)



2.4. Describe the activities that could then enable the achievements of these outputs. For example, build more child-centred health posts in localities; advertise availability and proximity of health posts to households; train more paediatricians, nurses, medical assistance, and administrators; and hold town-hall meetings to discuss reasons for these activities, for ultimately, it is the purpose and goal of the project

that gives much interests

2.5. Finally, list the inputs needed for the activities. These must include funds, time, personnel skill set, training facilities etc.

Although the process has been outlined with stating the ultimate goal first, actions to implement the project typically would start from bottom up thus:

An Outline of a Logical Model

<i>Narrative summary</i>	<i>Examples</i>
Goal	Improving child health in Ondo State
Purpose (or objectives)	Example: <ol style="list-style-type: none"> 1. To decrease distance to the nearest health post by 50% 2. To achieve 90 % increase in parental use of the child health services provided by these health posts
Outputs	<ol style="list-style-type: none"> 1. This includes awareness of increased health posts specializing in child health in Ondo State 2. Increased knowledge and use of these health posts in the communities (i.e. Wards)
Activities	Such as: <ol style="list-style-type: none"> 1. Advertise availability and proximity of health posts to households; 2. Train more paediatricians, nurses, medical assistance, and administrators 3. Hold town-hall meetings to discuss reasons for these activities
Inputs	Resources for the project, e .g. funds, time, personnel skill set, training facilities



3. Key Tasks

- 3.1. Organise a workshop to clearly identify the core intervention goal
- 3.2. Develop a Logical Model
 - 3.2.1. Identify the goal (the ultimate outcome) that one or more strategies will generate
 - 3.2.2. State the purpose or objectives and describe the series of outcomes (or changes) that will show progress toward the goal
 - 3.2.3. Identify the outputs that reflect the accomplishment of activities
 - 3.2.4. Name all the activities needed to generate the outcomes
 - 3.2.5. Define the inputs that link directly to and will "resource" the activities
- 3.3. Distribute and review initial comments from draft
- 3.4. Finalise the model

4. Work Products

- 4.1. A Logical Model

3.2 Identification of Stakeholders

1. Concept

A stakeholder refers to a person, a group or an institution that can affect or be affected (positively or negatively) by a State intervention and must therefore be taken into account before, during and after its implementation. Hence, an initial activity in doing M&E is to identify and classify all individuals, groups or organisations with a stake in the intervention to be monitored and evaluated. The interests and needs of stakeholders vary from one intervention to the other depending on their benefits and/or influences. One major aim of stakeholder identification

is to develop effective engagement strategies for all parties in the M&E process. There should be sensitization and awareness programme for the general public on M&E activities. This usually leads to sustained capacity building and dissemination of the M&E results.

2. How: Identifying Stakeholders

Obtaining a clear understanding of stakeholder expectations helps to reduce the risk of misunderstanding the intended intervention. The following should be considered when identifying stakeholders:

- 2.1. People whose behavior needs to change as a result of the project or programme. For example, the general perceptions of parents or guardians of children in the localities need to be considered in the child health project already mentioned
- 2.2. People who control resources / commodities needed to carry out the project or change the project. This includes public sector officials responsible for the execution of the intervention
- 2.3. People with power / influence that may be redistributed, such as private community clinics, traditional health providers
- 2.4. People who may benefit or lose directly or indirectly as a result of a change, or outcome of the project or programme. These include parents, private doctors, nurses and administrators etc
- 2.5. Organization or agencies who influence the direct or indirect stakeholders, for example Commissioners, Permanent Secretaries, local governments, CSOs, NGOs and Faith-Based Organisations etc

3. Key Tasks

- 3.1. Undertake a stakeholder analysis. This comprises:
 - 3.1.1. Examining the interest of stakeholders in relation to the



project's objectives and for instance, ultimate goal of an intervention

3.1.2. Identify conflicts of interest amongst stakeholders, which will influence the assessment of a project's riskiness before funds are committed

3.1.3. Identify relations between stakeholders, which can be built upon and may enable "coalitions" of project sponsorship, ownership and cooperation

3.1.4. Assess appropriate type of participation by different stakeholders at successive stages of the project

4. Work Products

4.1. A list of stakeholders and their interests

3.3 Development of Indicators, Baseline & Targets

1. Concept

Indicator development is a core activity in building an M&E system. Indicators are needed to monitor progress with respect to inputs, activities, outputs, purpose and goal. It determines all subsequent data collection, analysis and findings.

2. How: Developing Indicators, Baseline & Targets

Once the logical model has been established, the project team would need to develop:

2.1. A chain of indicators (input, process, output, outcome & impact). A detailed assessment should be undertaken for each indicator² in the framework to ensure that an accurate understanding of each indicator is obtained and definitions clearly established and agreed with all stakeholders.

2 The process of defining the indicators for the Model is important. There should be common agreement on the definitions to enable the same information to be collected across all the stakeholders.

This would later be used as a basis of establishing the baseline. For each indicator a minimum for the following attributes should be established:

2.1.1. Rationale

2.1.2. Definition

2.1.3. Measurement Unit

2.1.4. Method of Data Collection: i.e., whether it should be through a survey or data collection from secondary data sources

2.1.5. Level of Disaggregation

2.1.6. Frequency

2.1.7. Source of Data

2.1.8. Responsibility for Data Collection

Indicator Database Template

	Rationale	Definition	Measurement Unit	Method	Level of Disaggregation	Frequency	Source of Data	Responsibility
Indicator								
Indicator								
Indicator								



2.2. After indicators have been defined, baselines and targets would have to be established. The project team would be responsible for collecting the baseline information from primary and secondary sources as well as establishing targets for each indicator. Primary data source is the original source of an event

that a person who directly experienced an event while a secondary data source is the published or unpublished work that is one step removed from the original or primary source. The targets should be specific and realistic, so that actions can be taken towards accomplishing them

Baseline and Targets' Template

		Targets			
	Baseline	Yr 1	Yr 2	Yr 3	Yr 4
Indicator					
Indicator					

3. Key Tasks

- 3.1. Establish a set of indicators that are tightly linked to the aspirations (and output/outcome-focused) of the project
- 3.2. Establish Baselines Using primary and secondary data collection
- 3.3.
- 3.4. Determine which categories of workers, supervisors or others who will be responsible for the collection of data on each indicator
- 3.5. Develop timetable for frequency of data collection
- 3.6. Establish/review targets indicators
- 3.7. Organize Expert Group Focused Discussion

4. Work Products

- 4.1. Indicator database: A clearly defined list of agreed indicators, indicator attributes, sources of verification and assumptions; as well as baseline and targets

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3.4 Monitoring

1. Concept

Generally, monitoring is the tracking of the activities, execution and results of the State's interventions on a continuous basis. Monitoring activities focuses on the day to day activities of the intervention and monitors the operational and management activities of the State at all levels. Monitoring execution focuses on monitoring program management aspects of the implementation: who does what, when and how, competence of the staff undertaking the work, staffing issues, the timeliness of the completion of activities, the relationship with other stakeholders, and management of resources. Monitoring results are used to track the results of the programme and involves the analyses of monitoring reports, and data collection on result indicators from key implementing agencies.

Monitoring provides government officials, development managers and CSOs with better justification for allocating



resources, improving service delivery and demonstrating results as part of accountability to stakeholders. Monitoring therefore supports management decisions by providing data for regular comparison of actual performance of policy, programme and project with their original design and intentions. In addition, monitoring:

- 1.1. Enables managers and staff to identify and reinforce initial positive results, strengths and successes
- 1.2. Provides managers with the opportunity to make timely adjustments and corrective actions to improve the project and programme design, work plan and implementation strategies
- 1.3. Checks on conditions or situations of a target group and changes brought about by project activities as well as the continued relevance of the project.

2. How: Conducting Monitoring

The steps discussed below suggest the minimum required for effective monitoring cycle:

- 2.1. Prepare for monitoring: Monitoring should be well-planned to achieve the desired results; and the preparation of such process should include:
 - 2.1.1. Review of existing information related to project or programme
 - 2.1.2. Identifying the purpose and scope of the monitoring (e.g. to check on-going works and activities, goods and service delivered, immediate and intermediate outcomes, etc.)
 - 2.1.3. Establish the time schedule for monitoring (e.g. the first Friday of every month)
 - 2.1.4. Determine who must be involved in each monitoring exercise with due consideration to age, gender, disability and other social factors

2.1.5. Organize a meeting or workshop with stakeholders before the field monitoring

2.1.6. Determine specific projects and expected results and/or components to be monitored as well as cross-cutting themes and success factors to be applied

2.1.7. Assemble the necessary materials that will be used in the field (e.g. cameras, rain coats, hats, flip chart with stand, markers, masking tape, needed documents, etc.)

2.1.8. Prepare a big chart on the wall or billboard to present the field findings - pictures, data tables and graphs, etc.

2.1.9. Secure a good means of storing monitoring data for safe keeping and easier access (e.g. Electronic storage device like; computer laptop, external hard disc, or online cloud service)

2.2. Confirm monitoring tools and systems: The choice of tools needs to be directly related to the level of the outcomes approach being examined, in conjunction with other factors, such as the audience that will be receiving feedback, and the level of detail required. The monitoring methodology often includes a combination or a balance of different types of tools across the following three categories:

2.2.1. Tools focused on reporting and analysis: this would include Annual Project Report (APR); progress and/or quarterly report; work plans; project/programme delivery reports and combined delivery reports; and substantive project documentation

2.2.2. Tools focused on validation

2.2.3. Tools that emphasize participation

2.3. Develop or strengthen an M&E information system

2.4. Develop other monitoring instruments (e.g. questionnaires)

2.5. Conduct monitoring activities (field visits, supervision, inspection, administrative records, rapid assessments, review of audit or progress reports, etc.)



3. How: Collecting Data on Monitoring

Different tools should be used to gather all relevant information needed from the intervention. M&E team has to determine the appropriate tool for any particular data sought. Some key steps in collecting the data include:

- 3.1. Monitoring personnel should interact with the project's key stakeholders to get inputs for the sort of information needed
- 3.2. A data collection plan should also be developed indicating:
 - 3.2.1. The entity responsible for the data collection: Dedicated personnel in the Ondo State M&E unit should be used to collect the data
 - 3.2.2. Data needed: Decision on the sort of data to be collected should be made, i.e. whether qualitative or quantitative
 - 3.2.3. Frequency of data collection: Data should be collected continuously or periodically depending on the type of indicators being measured
 - 3.2.4. Survey design
 - 3.2.5. Interview guides
 - 3.2.6. Time schedules
 - 3.2.7. Selection of respondents
 - 3.2.8. Costs to be incurred

4. How: Reporting on Monitoring

MDAs and all other actors in the M&E system in Ondo State are expected to prepare reports on the indicators at various specified periods for onward submission to the over-arching coordinator at the state level. Thus the various M&E units responsible for the project must produce the reports at each required stage, i.e., baseline, quarterly, semi-annual, and annual, and/or end of project report where necessary. The

report should enable the unit to determine if milestones have been achieved; respond to any problems that have arisen; consider variations that are proposed; and develop ideas and opportunities arising from the intervention. This should involve narratives detailing the progress (actual vs targeted), successes, challenges and lessons learnt. Industry practice suggests the following periods for reporting on monitoring:

- 4.1. Baseline report: serves as a measurement tool to help track variances to the forecast or plan
- 4.2. Progress report: written to inform stakeholders about progress made on the project. Also, this report usually summarizes work accomplished in a specified preceding period; work currently being performed; work planned for the next period. Depending on the duration of the project, this report could be delineated into:
 - 4.2.1. Quarterly: progress during the first 3 quarter after the inception of the project
 - 4.2.2. Semi-Annual: progress during the first half-year after the inception of the project
 - 4.2.3. Annual: progress during the first year after the inception of the project
- 4.3. End-of-project report: written to outline the objectives of the project and whether they were achieved; scope and benefits of the project; changes that occurred during the lifetime of the project; and lessons learnt

All the reports should be concise and written based on a proposed format such as:

- (i) The reports should not be more than 10 pages, excluding attachments
- (ii) The reports should be due on specific dates outlined in the work plan



(iii) They should have Executive Summary; Background; Progress in activity implementation; Problems encountered and Lessons learnt; Programme changes; Description of the next period's

implementation plan; Additional technical assistance; and other documentations.

Sample of Table of Content for Monitoring Reports

Draft Table of Contents	
	<i>List of acronyms</i>
	<i>Table of contents which also lists Tables, Graphs, Figures, and Annexes</i>
1.0	<i>Executive Summary</i>

3 If the project is more than a year, similar reports must be written for the subsequent years with clearly stated figures for

the years, i.e., quarterly report for the second year of the project etc.

Draft Table of Contents	
2.0	<i>Introduction</i>
3.0	<i>Context</i>
4.0	<i>Purpose, Objective(s) and Scope of Work</i> x <i>Purpose of monitoring</i> x <i>Explanation of the monitoring objectives and scope</i> x <i>Description and explanation of the chosen criteria, performance standards, or other criteria used by monitors</i> x <i>Monitoring objectives and scope including questions</i>
5.0	<i>Methodology</i> x <i>Data collection methods and analysis</i> x <i>Description of data sources</i> x <i>Description of stakeholder's consultation process in the monitoring</i> x <i>Methods employed for the monitoring</i> x <i>Evidence that adequate measures were taken to ensure data quality</i>
6.0	<i>Findings (Findings will be analysed, using the monitoring criteria)</i> x <i>Gaps and limitations in the data and /or unanticipated findings</i> x <i>Reasons for accomplishments and failures; and continuing constraints</i>
7.0	<i>Conclusions and Lessons Learned</i> x <i>Monitoring judgments relating to key monitoring questions</i> x <i>Conclusions substantiated by the evidence presented and are logically connected to monitoring findings</i>
8.0	<i>Recommendations</i>
9.0	<i>Annexes</i> x <i>List of references</i> x <i>Questionnaires</i> x <i>List of individuals and organisations interviewed</i> x <i>Etc.</i>



5. Key Tasks

- 5.1. Develop a data collection plan
- 5.2. Prepare for Field Monitoring Visits
- 5.3. Undertake field work
- 5.4. Collect data based on
- 5.5. Analyse the monitoring data collected
- 5.6. Write monitoring reports
- 5.7. Implement recommendations in report
- 5.8. Identify new indicators based on the recommendations
- 5.9. Modify the monitoring system if necessary

6. Work Products

- 6.1. Data collection plan
- 6.2. Field visit report
- 6.3. Brief assessment report
- 6.4. Feedback report
- 6.5. Baseline, Quarterly, Semi-Annual, Annual and End-of-Project Reports, where relevant

3.5 Evaluation

1. Concept

Evaluation is a systematic and objective periodic assessment of an on-going or completed intervention. The assessment may cover design, implementation and results separately or collectively. It seeks to provide credible and evidence-based information, making it possible to integrate lessons identified from experience into decision-making process. Evaluation may assess all or some of the following: relevance, efficiency, effectiveness, impact, and sustainability. An important outcome of evaluation is a set of recommendations to address issues relating to the plan and implementation as well as lessons learnt

to guide future policy making, planning and budgeting.

2. How: Conducting Evaluations

According to the Ondo State Policy Requirement, evaluations should be undertaken collaboratively with other development partners and key stakeholders using processes that are sufficiently robust to manage any potential bias or conflict of interest. Collaborators should be selected through the procurement process outlined in the Ondo State policy document. Meanwhile, the Ondo State M&E actors should look out for the following proposed evaluation layout:

2.1. Evaluation criteria should focus on:

2.1.1. Relevance: This refers to the appropriateness of the project's objectives, to the problems that it is supposed to address (e.g. reduce distance to the nearest health post in Ondo State by 50%; as well as increase use by 90%), and to the context i.e. the physical and policy environment within which it operates

2.1.2. Effectiveness: This assesses the extent to which the intervention objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness is a measure of the extent of the child health improvement project in Ondo State's intended outcomes, i.e. its specific immediate objectives have been achieved. Effectiveness explicitly analyses the relationship between the intervention and its desired outputs

2.1.3. Efficiency: The efficiency of the project relates to the ability of the project to achieve its results at a reasonable use of resources. This will be achieved through thorough analysis of the inputs used against the outputs developed.

2.1.4. Sustainability: This is the most critical component of the entire evaluation, wherein we assess if the benefits accrued through the project are sustainable when the funding is limited. An assessment will be made on the likelihood that that benefits produced by the project, particularly the ownership of the



project by beneficiaries, policy support, economic factors, socio-cultural aspects, gender equality, etc. will continue.

2.1.5. Impact: Impact allows us to understand the benefits of the project. It overlaps with effectiveness since the main approach would be to establish if intended results have been achieved. However, we will also establish if unintended impacts have occurred, both positive and negative

2.2. Evaluation principle should be:

2.2.1. Useful: That is, the results of the evaluation should be perceived as useful by the decision makers. The evaluation should therefore provide information that is useful, timely and geared towards current operations

2.2.2. Credible: To ensure lessons learnt are actually used for improving performance or decision making. The evaluation should be executed in an objective, rigorous and impartial manner

2.2.3. Transparent: The evaluation should be easily accessible to any interested party

2.3. Evaluation questions: This should include questions that focus on Relevance, Effectiveness, Efficiency, Sustainability, and Impact

2.4. Sampling design and size: This should be varied based on targeted beneficiaries. The sample size should be guided by the level of precision required; the desired/preferable effect size of the selected sample; and budgetary and operational constraints

2.5. The design of the survey instruments: Both qualitative and quantitative data collection should be undertaken; and must be structured to aid data triangulation. Each data collection tool should be justified considering the data needed; the likely availability of the data and targeted informants; the time schedule; and the cost to be incurred

2.6. Field work and survey team organisation: This should ensure that the right information is collected

2.7. Training of field workers: This should be made of experienced interviewers who have undertaken similar projects

2.8. Pre-testing: Should have plans of pre-testing the survey instruments

2.9. Data analysis: Should screen primary data to ensure accuracy, consistency and reliability; and where necessary suggest which statistical software would be used

2.10. Preliminary findings and dissemination: Should give details of how the findings would be structured, eg., providing Table of Content; and how the final report would be disseminated

3. Key Tasks

3.1. Develop a protocol to design and manage the evaluations

3.2. Design a general terms of reference template for the evaluations

3.3. Approve and supervise the evaluations

3.4. Support and facilitate the ongoing evaluations, ensuring quality and participation through all phases: desk review, fieldwork report drafting, publication and dissemination

3.5. Prepare the bidding process to contract consultants for evaluations

3.6. Manage the evaluations ensuring quality and participation through all phases

3.7. Disseminate lessons learnt from all the evaluations

3.8. Ensure that recommendations from monitoring system and evaluations are incorporated into the manager's decisions and correct deviations, guaranteeing that the knowledge created serves as an input for the knowledge management system

4. Work Products

4.1. A designed protocol to manage the evaluations

4.2. Terms of reference template for the evaluations

4.3. Reviewed work product

4.4. Contract for consultants

4.5. Evaluation report



4.6. Documented lessons learnt to be disseminated, as well as stored on websites and libraries

3.6 Dissemination and Communication of M&E Results

1. Concept

The M&E results should be shared with key stakeholders in a timely manner and in the right format. The purposes of this are to ensure accountability and create a feedback mechanism that improves the interventions. Different stakeholders, require different details of information, hence several dissemination workshops may need to be held. Since the evaluation will have different messages for various stakeholders and audiences, it is imperative that these messages are drawn out potentially in a range of documents for different audiences –political (short and to the point), different technical audiences, beneficiaries etc. The messages for political principals and the executives should be very concise and highlight key evaluation questions, findings and recommendations.

2. How: Disseminating and Communicating M&E Results

Dissemination is significant to the success of a results based M&E approach; hence

2.1. A plan must be developed to ensure outcomes of projects disseminated to target beneficiaries, stakeholders and the entire populace of Ondo State. The plan should have the following features:

2.1.1. Be well-designed

2.1.2. Be user-friendly, comprehensive system to capture, document, and disseminate knowledge internally and externally (in all relevant areas)

2.1.3. All stakeholders should be aware of the system,

knowledgeable in its use, and make frequent use of it

3. Key Tasks

3.1. Develop a dissemination and communication plan

4. Work Products

4.1. A dissemination and communication plan

3.7 Knowledge Management

1. Concept

Knowledge Management (KM) is a strategy that supports the M&E, communication and institutional strengthening of the State's M&E system. Specifically, the State's KM strategy should focus on:

1.1. Managing both physical and electronic databases of newsletters, policy briefs, articles, grantee report which entails documentation, of knowledge and learning opportunities

1.2. Utilising best practices generated and documented from quarterly and other periodic grantee reports, analysis of monitoring and evaluation reports, donors and DPs' reviews, ensuring that lessons feed into policy formulation and implementation processes

1.3. Informing all the M&E actors of each other's lessons to improve on-going activities

2. How: Managing Knowledge

The mechanisms in developing Knowledge Management System are as follows:

2.1. Identifying information and experience gained which could be of use to both external and internal stakeholders. For example, results of the M&E will indicate whether the efforts of the program team are yielding desired results, and sharing the success stories to replicate in other potential areas



2.2. Map the "as-is" scenario of KM from the discussions carried out during the field visit and develop a "Desired state" system, in consultation with project team including the beneficiaries

2.3. Choosing the right combination of information sharing methods, based on the type of information to be shared. The different styles of communication that may be effectively used include:

2.3.1. Organisation websites/online portals

2.3.2. The State MIS

2.3.3. Stakeholder meetings

2.3.4. Focused group discussions

2.3.5. Knowledge sharing sessions and workshops

2.3.6. Knowledge networks

2.3.7. Publications, progress reports, newsletters, articles in local newsprints

2.3.8. Presentation at forums

Key Focus of KM



3. Key Tasks

Knowledge products are developed by:

3.1. Identifying target audiences and their information needs, especially with regard to relevant stakeholders

3.2. Collecting stakeholder contact information, which could be used when organizing working/validation sessions

3.3. Determining product types; for example, executive summary, case studies, evaluation briefs

3.4. Considering language requirements (an official reporting in

English should be used; however where relevant, the reporting should use the widely used local language in the area as well)

3.5. Determining efficient mode of dissemination; for example, whether via electronic means, local networks and/or resource centers

3.6. Monitoring feedback and measuring results

4. Work Products

4.1. Knowledge management plan



Coordination of M&E Activities

1. Concept

Coordination of M&E activities is essential to ensure that M&E activities are undertaken as planned during programme design and set up. The activities are setting up the system, implementation of the M&E system and communication.

2. How: Coordination of M&E Activities

Coordination is carried out by ensuring that M&E activities are carried in a planned and systematic manner. The M&E coordinator should thus focus on liaising with programme and project managers during the set up implementation and communication phase of the each programme/project.

3. Key Tasks

- 3.1. Facilitate the revision of programme/project logframe, particularly in the areas of the objective hierarchy, indicators and monitoring mechanisms. This should be done by organising working sessions involving the key stakeholders
- 3.2. Facilitate development of annual work plan and budget (AWPB).
- 3.3. Develop the overall framework for M&E, for example, annual project reviews, participatory impact assessments, process monitoring, operations monitoring and lessons-learned workshops.
- 3.4. Guide the process for identifying and designing the key

indicators for each component, to record and report physical progress against the AWPB. Also steer the process for designing the format of such progress reports.

3.5. Guide the process for identifying the key performance questions and parameters for monitoring project performance and comparing it to targets. Design the format for such performance reports and ensure consistency across different programmes and projects

3.6. Clarify the core information needs of all stakeholders

3.7. With stakeholders, set out the framework and procedures for the evaluation of project activities.

3.8. Review the quality of existing social and economic data in the project area, the methods of collecting it and the degree to which it will provide good baseline statistics for impact evaluation.

3.9. With the implementing partners, review existing approaches and management information systems and agree on any required changes, support and resources.

3.10. Identify other M&E staff that the project needs to contract

3.11. Guide and supervise organisations that are contracted to implement special surveys and studies required for evaluating project effects and impacts.

3.12. Develop a plan for project-related capacity-building on M&E and for any support that may be required.

3.13. Organise and undertake training with stakeholders,



including primary stakeholders, in M&E skills, including participatory aspects.

3.14.

3.15. Based on the AWPB and in particular the programme budgets, design the framework for the physical and process monitoring of project activities.

3.16. Guide staff and project managers in preparing their progress reports. Together, analyse these reports in terms of problems and actions needed. Prepare consolidated progress reports for project management to submit to the relevant bodies, in accordance with approved reporting formats and timing.

3.17. Review monitoring reports, analyse them for impact evaluation and to identify the causes of potential bottlenecks in project implementation

3.18. Collaborate with staff and implementing partners on qualitative monitoring to provide relevant information for ongoing evaluation of project activities, effects and impacts.

3.19. Foster participatory planning and monitoring by training and involving primary stakeholder groups in the M&E activities

3.20. Identify the need and draw up the TORs for specific project studies.

3.21. Ensure that, in general, project monitoring arrangements comply with the project agreement and, in particular, the provisions of this agreement are fully observed in the design of project M&E

3.22. Inform and join external supervision and evaluation missions of funding and other agencies by screening and analysing monitoring reports as well as by furnishing direct personal knowledge of the field situation

3.23. Facilitate (and provide) refresher training in M&E for project staff and primary stakeholders

3.24. Plan for regular opportunities to identify lessons learned and implications for project's next steps. Participate in these events when possible

3.25. Undertake regular visits to the field to support implementation of M&E and to identify where corrections might be needed.

3.26. In collaboration with the accountant, provide the project director with management information that she/he may require.

3.27. Make regular reports to the relevant decision makers, highlighting areas of concern and preparing the documentation for review at meetings.

3.28. Check that monitoring data are discussed in the appropriate forum and in a timely fashion in terms of implications for future action. If necessary, create such discussion forums to fill any gaps.

3.29. Guide the regular sharing of the outputs of M&E findings with project staff, implementing partners and primary stakeholders.

3.30. Participate in external missions and facilitate mission team members' access to M&E data and to stakeholders.

4. Work Products

4.1. Revised programme logframe

4.2. Coordination Plan

4.3. Agreed data collection template

4.4. Consolidated programme report



Developing an M&E Implementation Plan

5.1 M&E Implementation Plan

1. Concept

This is a budgeted action plan to guide the implementation of an M&E. It comprises all the activities envisaged for the life cycle of an intervention. It shows processes, activities, responsibilities, timelines, and resources assigned to an intervention.

2. How: Developing an M&E Implementation Plan

All M&E actors at the MDAs in Ondo State must develop an implementation plan to give a concise direction as to how an intervention's planning; monitoring and evaluation would be conducted. The plan should clearly indicate:

2.1. The various procedures to be undertaken

- 2.2. Assign a specific entity to be responsible for the process
- 2.3. Set the exact period for which these activities would be undertaken
- 2.4. Apportion the needed funds to each activity

The Table overleaf shows a typical M&E implementation plan.

3. Key Tasks

- 3.1. Decide and agree on when to perform the various activities
- 3.2. Decide and agree on ownership of each activity

4. Work Products

- 4.1. An M&E implementation plan



Sample Table Content for Detailed Implementation Plan⁴

No.	Activity / Period	Owner	Month 1				Month 2				Month 3				Month 4			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Design Program Logic																	
1.1	Organise a workshop to clearly identify the core intervention goal																	
1.2	Develop a Logical Model																	
1.3	Distribute and review initial comments from draft																	
1.4	Finalise the model																	
2	Identify Stakeholders																	
2.1	Undertake a stakeholder analysis																	
3	Develop Indicators Baselines and Targets																	
3.1	Establish a set of indicators that are tightly linked to the aspirations (and output/outcome - focused) of the project																	
3.2	Establish Baselines Using primary and secondary data collection																	
3.3	Determine which categories of workers, supervisors or others who will be responsible for the collection of data on each indicator																	
3.4	Develop timetable for frequency of data collection																	
3.5	Establish/review targets indicators																	
3.6	Organize Expert Group Focused Discussion																	
4	Conduct Monitoring																	
4.1	Prepare for Field Monitoring Visits																	
4.2	Monitor and report on the project																	
5	Collect Data																	
5.1	Develop a data collection plan																	
5.2	Undertake field work																	
6	Write Reports																	
6.1	Analyse the monitoring data collected																	
6.2	Write monitoring reports																	
6.3	Make recommendations																	
6.4	Implement recommendations																	
6.5	Identify new indicators based on																	

⁴ This should be done on an annual basis, where necessary



No.	Activity / Period	Owner	Month 1				Month 2				Month 3				Month 4			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
	recommendations																	
6.6	Modify the monitoring system if necessary																	
7	Conduct Evaluation																	
7.1	Develop a protocol to design and manage the evaluations																	
7.2	Design a general terms of reference template for the evaluations																	
7.3	Approve and supervise the evaluations																	
7.4	Support and facilitate the ongoing evaluations, ensuring quality and participation through all phases: desk review, fieldwork report drafting, publication and dissemination																	
7.5	Prepare the bidding process to contract consultants for evaluations																	
7.6	Manage the evaluations ensuring quality and participation through all phases																	
7.7	Disseminate lessons learnt from all the evaluations																	
7.5	Ensure that recommendations from monitoring system and evaluations are incorporated into the manager's decisions and correct deviations, guaranteeing that the knowledge created serves as an input for the knowledge management system																	
8	Disseminate and communicate M&E Results																	
8.1	Develop a dissemination and communication plan																	
9	Disseminate and communicate M&E Results																	
9.1	Identifying target audiences and their information needs, especially with regard to relevant stakeholders																	
9.2	Collecting stakeholder contact information, which could be used when organizing working/validation sessions																	
9.3	Determining product types; for example, executive summary, case studies, evaluation briefs																	
9.4	Considering language requirements																	
9.5	Determining efficient mode of dissemination																	
9.6	Monitoring feedback and measuring results																	



Sample Table of Detailed Implementation Budget⁵ (B)

No.	Activity / Period	Owner	Budget Month 1				Budget Month 2				Budget Month 3				Budget Month 4			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Design Program Logic																	
1.1	Organise a workshop to clearly identify the core intervention goal																	
1.2	Develop a Logical Model																	
1.3	Distribute and review initial comments from draft																	
1.4	Finalise the model																	
2	Identify Stakeholders																	
2.1	Undertake a stakeholder analysis																	
3	Develop Indicators, Baselines and Targets																	
3.1	Establish a set of indicators that are tightly linked to the aspirations (and output/outcome - focused) of the project																	
3.2	Establish Baselines Using primary and secondary data collection																	
3.3	Determine which categories of workers, supervisors or others who will be responsible for the collection of data on each indicator																	
3.4	Develop timetable for frequency of data collection																	
3.5	Establish/review targets indicators																	
3.6	Organize Expert Group Focused Discussion																	
4	Conduct Monitoring																	
4.1	Prepare for Field Monitoring Visits																	
4.2	Monitor and report on the project																	
5	Collect Data																	
5.1	Develop a data collection plan																	
5.2	Undertake field work																	
6	Write Reports																	
6.1	Analyse the monitoring data collected																	
6.2	Write monitoring reports																	
6.3	Make recommendations																	
6.4	Implement recommendations																	
6.5	Identify new indicators based on																	

⁵ This should be done on an annual basis, where necessary



No.	Activity / Period	Owner	Budget Month 1				Budget Month 2				Budget Month 3				Budget Month 4			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
	recommendations																	
6.6	Modify the monitoring system if necessary																	
7	Conduct Evaluation																	
7.1	Develop a protocol to design and manage the evaluations																	
7.2	Design a general terms of reference template for the evaluations																	
7.3	Approve and supervise the evaluations																	
7.4	Support and facilitate the ongoing evaluations, ensuring quality and participation through all phases: desk review, fieldwork report drafting, publication and dissemination																	
7.5	Prepare the bidding process to contract consultants for evaluations																	
7.6	Manage the evaluations ensuring quality and participation through all phases																	
7.7	Disseminate lessons learnt from all the evaluations																	
7.5	Ensure that recommendations from monitoring system and evaluations are incorporated into the manager's decisions and correct deviations, guaranteeing that the knowledge created serves as an input for the knowledge management system																	
8	Disseminate and communicate M&E Results																	
8.1	Develop a dissemination and communication plan																	
9	Disseminate and communicate M&E Results																	
9.1	Identifying target audiences and their information needs, especially with regard to relevant stakeholders																	
9.2	Collecting stakeholder contact information, which could be used when organizing working/validation sessions																	
9.3	Determining product types; for example, executive summary, case studies, evaluation briefs																	
9.4	Considering language requirements																	
9.5	Determining efficient mode of dissemination																	
9.6	Monitoring feedback and measuring results																	

