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Provincial Disaster Management Authority (PDMA)-
Provincial Reconstruction, Rehabilitation and
Settlement Authority (PaRRSA)

Monitoring & Evaluation Manual

April, 2013

Draft	PDMA-PaRRSA	
	M&E Manual	
Modification History		

Modified on	Nature of modification	Authorized by

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List of acronyms

PDMA	Provincial Disaster Management Authority
PaRRSA	Provincial Rehabilitation Reconstruction and Settlement Authority
PMP	Performance Management Plan
IR.	Intermediate Result
M&E	Monitoring & Evaluation
KPK	Khyber Pakhtunkhwa
DRM	Disaster Risk Management
R&R	Reconstruction and Rehabilitation
DNA	Damage Need Assessment
PCNA	Post Crisis Need Assessment
DG	Director General
PC-1	Planning Commission Performa -1
KPRP	Khyber Pakhtunkhwa Reconstruction Program
GoP	Government of Pakistan
GoKP	Government of Khyber Pakhtunkhwa
USAID	United States Agency for International Development
HUASP	Housing Uniform Assistance Subsidy Project
KPI	Key Performance Indicator
P&D	Planning and Development
PDT	Performance Data Table
PMU	Project Management Unit
ToR	Terms of Reference
SWSE&WE	Social Welfare, Special Education and Women Empowerment

Structure of the Manual

The M&E Manual is structured as follows:

Chapter 1 gives an introduction of the body PDMA, PaRRSA, and introduction of the core M&E related program sections. It also outlines scope of PDMA-PaRRSA's M&E function and its sectional structure. Information on the organization and its thematic intervention areas is essential for correlating with the M&E system as well as for easy reference and building a platform for the monitoring and evaluation procedures.

Chapter 2 outlines the details regarding M&E section of PDMA-PaRRSA; its mandate, scope, and sectional structure.

Chapter 3 provides illustration of methodological approach and strategy for monitoring and evaluation and its implementation. The chapter also illustrates M&E plan and guidelines on planning for monitoring and evaluation of projects.

Chapter 4 illustrates the project cycle relevant to PDMA-PaRRSA and the role and functions of M&E section at each stage of the project cycle.

Chapter 5 covers the project/program reviews and recommended means and channels for reporting the M&E findings and results.

Chapter 6 describes the methodological approach and guidelines regarding project/program evaluations.

Chapter 7 describes the Performance Management Plan for KPRP as a template to be followed for developing the results frame works for future projects.

CHAPTER 1

INTRODUCTION AND OBJECTIVES

1 Introduction and Objectives

Monitoring and Evaluation system is a mechanism and an integrated set of tools for managing and assessing the efficiency and effectiveness of development interventions. The focus of Monitoring and Evaluation system in the development sector has shifted from monitoring implementation to tracking results. Results based system build upon and add to the customary implementation focused systems and emphasize on project results and outcomes with relevant reporting mechanism. A similar approach is adopted by PDMA-PaRRSA through using Result framework in the form of Performance Management Plan (PMP) for its currently ongoing rehabilitation and reconstruction project (KPRP). PMP is a simplified version of the traditional log-frame matrix that focus on broader objectives of the project, intermediate results (outcomes) and sub results (outputs) expected from the implementation of different project components, which in turn contribute to the overall objectives and goal of the program.

Apart from result based management, the focus is on a learning approach for Monitoring and Evaluation through which the information on accomplishments and challenges faced during the course of implementation is fed into the planning process for better decision making. This requires establishing a Monitoring & Evaluation mechanism that helps the program management of PDMA-PaRRSA and Implementing Agencies to better understand the processes involved in M&E and learn together in order to bring improvements to the project interventions on a continual basis. Thus the overall Objective of the Monitoring & Evaluation manual is to facilitate complete participation in the Relief Rehabilitation and Reconstruction Programs by helping the program implementation staff of PDMA-PaRRSA and particularly the M&E section to:

- Understand the basic concepts related to monitoring and evaluation at the service delivery level and at the program objectives level.
- To identify and define the M&E operational framework and strategy for PDMA-PaRRSA.
- To assist the M&E section to develop appropriate reporting channels and procedures related to project outputs, and outcomes for current and future projects.
- To provide guidelines for assessment and evaluation of ongoing and completed projects.

The manual provides guidance and instructions while executing monitoring and evaluation activities of PDMA-PaRRSA and shall serve to be used as a M&E policy document by the M&E personnel acting on behalf of PDMA-PaRRSA during monitoring and evaluation exercises. The manual shall be treated as a living document and is subject to improvements and changes as the process develops and new avenues of intervention are explored. However, all the changes shall take affect after due approval of the competent authority.

1.1 Introduction of PDMA-PaRRSA

According to the provisions of National Disaster Management Act, Provincial Disaster Management Authority (PDMA) has been established in Khyber Pakhtunkhwa Province. The Provincial Authority is responsible for overseeing and implementing policies and plans for disaster management in the Khyber Pakhtunkhwa Province. The stated mission of PDMA is to minimize disaster risks in the province of Khyber Pakhtunkhwa through formulation of comprehensive DRM strategies and their effective and efficient implementation. Whereas, PaRRSA has been established under PDMA as a separate body, as administrative arrangement. The mandate of PaRRSA is to supervise and monitor the reconstruction, rehabilitation and settlement of people affected by the crisis in Malakand Division. PaRRSA is responsible for facilitating the provincial government and all parties involved, in their effort of rehabilitation of the affected areas.

For detailed organizational structure, refer to HR –Manual of PDMA-PaRRSA

1.2 Program Sections of PDMA

The core operational sections of PDMA that are responsible for overall program implementation, and are closely related with M&E system are R&R section and Relief section. The following segment covers a brief introduction of the operational components of the PDMA at the service delivery level in order to form a basis for the M&E function.

1.2.1 Overview of Reconstruction and Rehabilitation Section (R&R)

This section is headed by Director Reconstruction and Rehabilitation. R&R Section is responsible for translating strategic direction of PDMA into long term and short term plans. The section prepares project implementation plans on the basis of mission and objectives, mandate and strategic direction set by competent authority.

The section also undertakes internal coordination between different sections of PDMA and external agencies including Government and donor organizations. R&R Section plays a central role in planning and implementation of projects undertaken by PDMA.

Director R&R Section is assisted by two Deputy Directors from each sub section. Each Deputy Director is assisted by Assistant Directors and his support staff.

1.2.2 Overview of Relief Section

Relief section is responsible to govern the overall policy making and planning related to disaster management at the Provincial level. It is responsible for providing technical assistance and guidance to ministries, sections and provincial authorities on developing disaster management plans. It also provides guidance and support to government sections and provincial authorities on

measures to be taken during emergency situations.

The relief section is responsible for all the relief activities carried out by PDMA during emergency caused by any natural or man induced disaster.

Relief section is headed by Director – Relief and comprise of following two sub sections.

- Coordination and operations; and
- Relief.

Each sub section is headed by a Deputy Director who is directly reported to Director – Relief. Deputy Director Coordination and operation is assisted in his day to day operations by Assistant Director Operations and Assistant Director DDR who are assisted by support staff assigned to that sub. Deputy Director Relief is also assisted by Assistant Director Operations and Assistant Director Warehouse. Assistant Directors in both the subsections are assisted by separate support staff assigned to that sub section.

1.3 Program Sections of PaRRSA

The core operational sections of PaRRSA that are responsible for overall program implementation, and are closely related with M&E system are Planning & Coordination section and Infrastructure Section. The following segment covers a brief introduction of the operational components of PaRRSA that are closely related with M&E system during project implementation.

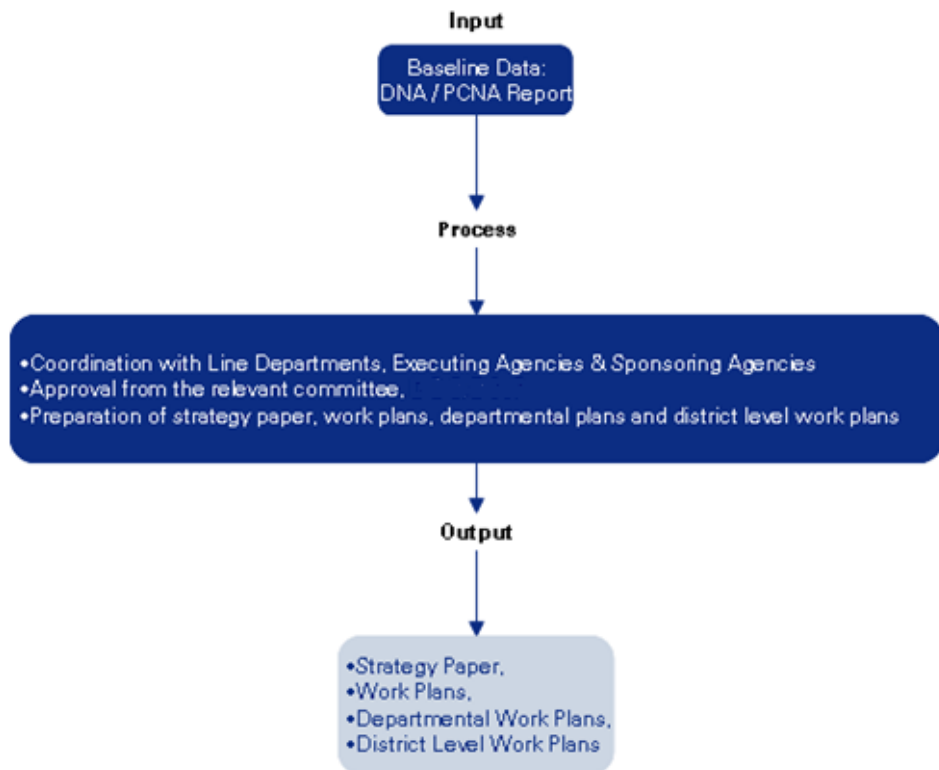
1.3.1 Planning and Coordination section

Planning and Coordination section is responsible for translating strategic direction of PaRRSA into long term and short term plans. The section prepares project implementation plans on the basis of mission and objectives, mandate and strategic direction set by competent authority.

The Section also undertakes internal coordination between different sections of PaRRSA and external agencies including Government and donor organizations.

Functional overview:

The following figure depicts the functional overview of the Planning and Coordination section.

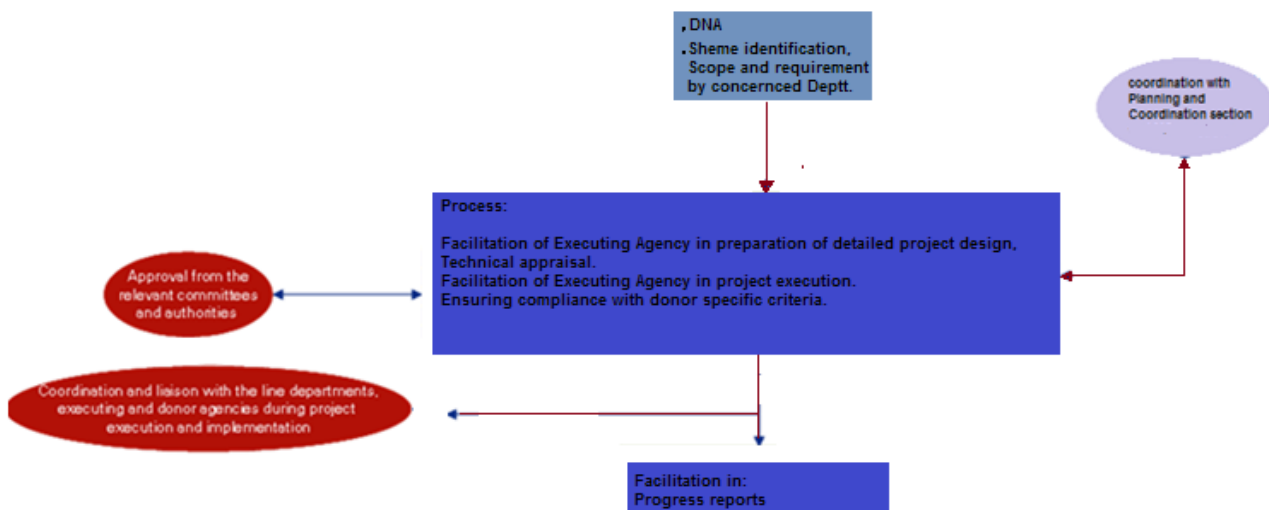


1.3.2 Infrastructure Section

Infrastructure Section designs projects and initiatives on the basis of strategic direction and implementation plans. The section is also responsible for conducting appraisal of the projects and initiatives designed by PaRRSA.

Infrastructure Section has a multi lateral scope of activities which ranges from detailed conceptualization of PaRRSA's program interventions to their in-depth review and appraisal.

Functional overview



CHAPTER 2

PDMA-PaRRSA'S M&E SYSTEM

2 PDMA-PaRRSA's M&E Section: Scope & Structure

Rationale for M&E System

The overall aim of putting in place a well defined Monitoring and Evaluation (M&E) system is to ensure that PDMA-PaRRSA is fully equipped to systematically generate, capture and disseminate useful information regarding its interventions and mandate through better investments in monitoring and evaluation in order to strengthen the impact and effectiveness of its programs.

A well defined and functional M&E system facilitates a continuous flow of information that is essential, both internally within the organization and externally for the stakeholders and development partners. The M&E system of PDMA-PaRRSA shall provide a powerful means to measure the progress being made toward the achievement of expected outcomes and outputs of the relief and rehabilitation projects implemented in Khyber Pakhtunkhwa. This shall in turn reflect the desired objectives of PDMA-PaRRSA and its constituent bodies regarding relief reconstruction and rehabilitation.

Internally, within the PDMA-PaRRSA, M&E information serves as an important management tool towards achieving results and meeting specific targets. For overall success of the organization, information on progress, issues and performance is of paramount importance. Such information from program assessments allows learning from experience, improving future interventions and supporting institutional learning. For this purpose, procedures have to be put in place to ensure that the lessons derived from both successes and failures of the completed projects are fed into the future policy and project planning exercises in order to improve PDMA-PaRRSA operational efficiency. Thus evidence-based monitoring and evaluation must be understood as a part of the program management cycle and as the best way of measuring progress, detecting problems, correcting them and improving performance.

2.1 Scope of PDMA-PaRRSA M&E Section

M&E Section is responsible for ensuring effective and transparent utilization of funds on projects implemented under the umbrella of PDMA-PaRRSA. The section has a wide ranging role which encompasses various operational and administrative domains of PDMA-PARRSA. It is a multi location section with extensive on-site presence at all stages of Project implementation.

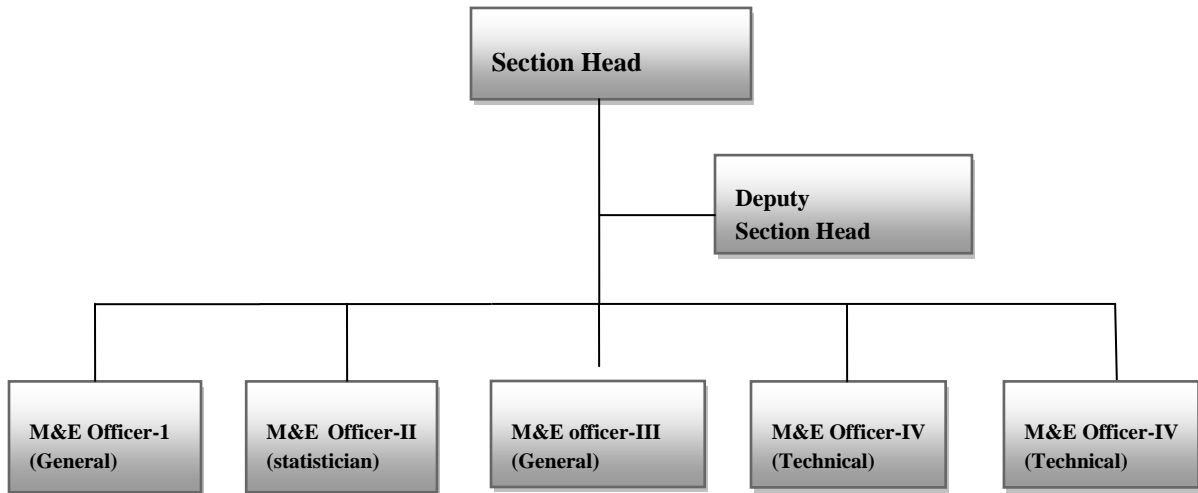
Scope of M&E Section extends to all stages of projects funded by PDMA-PARRSA and includes:

- Develop and implement Monitoring and Evaluation Frameworks for projects which shall form basis for M&E activities.
- Monitor compliance with the terms and conditions of agreements with donor organizations and providing periodic updates to the management on the status of compliance;

- Prepare the annual M&E work-plan and budget for components/activities.
- Develop monitoring tools for project components.
- Review and monitor progress on project implementation in light of strategies/policies in place on periodic basis.
- Analysis of intended project outcomes to assess whether those are in line with PDMA-PARRSA's strategic and operational targets and identification of critical issues that impede achievement of key targets.
- Monitor progress on projects funded through PDMA-PARRSA.
- Prepare and submit M&E reports to competent authority for necessary actions.
- Conduct follow-up on observations/ recommendations made by the M&E Section/ competent authority from time to time.
- Maintenance of M&E database for periodic progress review and decision making.
- Establish a feedback loop by providing and receiving feedback to and from all stakeholders concerned and follow up.
- Perform any other task assigned by the DG/ competent authority.

2.2 Sectional structure

To get the basic sectional structure for M&E function and responsibilities with optimum staffing arrangement, the M&E sectional structure proposed and outlined in this document is in line with the overall M&E strategy. Following figure is the graphical outline of the proposed structure for M&E section that shall take its place in the overall organizational structure of PDMA-PaRRSA:



The section shall be headed by M&E Section-Head who is assisted by a Deputy-Section-Head in fulfilling his job responsibilities. The structure includes five M&E officers with different skill sets, depending upon the present scope and need of the organization.

The M&E Officers shall be responsible for onsite monitoring of the program/project activities executed by the Implementing Agencies in addition to the offsite monitoring, progress reporting and desk reviews. The M&E Officer (Technical) shall be responsible to report on the technical aspects of the schemes/projects in order to ensure compliance with the technical specifications and standards by the Implementing agencies.

The proposed M&E section shall have a staffing arrangement that ensures presence at the project execution sites. For this purpose the M&E officers may be posted either at the Head Quarter level or PMU level by the competent authority on need basis.

The different skill set of the M&E officers required for current projects is depicted in the figure below:

Staff Positions	Nature
Section-Head.....	General Statistician
Deputy Section-Head.....	
M&E Officer – I.....	
M&E Officer – II.....	
M&E Officer – III.....	General
M&E Officer – IV (Tech)	Technical (civil)
M&E Officer – V (Tech)	Technical (civil)

Details of functions performed by M&E staff are reflected in the M&E Staff TORs; reference to HR manual for PDMA-PaRRSA.

CHAPTER 3

MONITORING & EVALUATION STRATEGY: **IMPLEMENTATION**

3 Monitoring & Evaluation Strategy: Implementation

3.1 Monitoring mechanism

The first step in monitoring process is to define the results that need to be measured and the matrix/template for measuring them. The results and deliverables to be measured, and performance indicators used to measure them are agreed in the project design phase and defined in the project/program document, PC-1 and/or log-frame which in turn form a basis for developing project wise Result Framework, thus forming a platform for its monitoring and evaluation. The methodology and tools for indicator wise data gathering, recording, and analyzing shall be developed by the M&E section within one month of the approval of projects/programs considering the information of project PC-1 as a foundation. The information collected on progress against expected results and deliverables shall be analyzed by the M&E section and results communicated to different levels of management through project specific progress reports prepared on quarterly and annual basis.

On quarterly basis, progress against deliverables/outputs that contribute to the achievement of the key outcomes associated with intermediate results shall be monitored to gauge timeliness, quality and cost efficiency. The system is based on planned, budgeted activities having been set for each deliverable/output. Regular monitoring of these deliverables shall be carried out and the data will be used by M&E section in coordination with Planning & Coordination section to compile a progress report. The M&E system allows comprehensive progress reports to be produced and progress to be shown against deliverables/outputs and the associated key outcomes and expected results.

M&E process is carried out at different levels and by different actors, all of which require different but complementary information. In order to clearly define the different types of management information needed by project/program management, as well as what this information will be used for, three main categories of information that correspond to three different levels of monitoring have been identified for PDMA-PaRRSA:

- I. Information on the implementation of planned activities to support the day-to-day management of activities in the field. For this purpose field monitoring visits shall be carried out to the implementation sites by M&E designated staff from the PDMA-PaRRSA headquarters on regular basis. The frequency of field monitoring visits shall be determined proportionately according to the scope and nature of projects.
- II. Information on the results attained through the realization of activities and target beneficiaries' response, to assess progress towards results and review work plans for follow-up.
- III. Information on the achievement of specific objectives and first impact, to review the

logic of intervention and track beneficiary level changes brought about by the project/program.

As a result, monitoring activities shall be performed at three different levels:

- I. Implementation-Monitoring;** at service delivery level.
- II. Output monitoring;** at immediate results level.
- III. Outcome monitoring;** at intermediate results level.

Monitoring functions in a reverse sense of the strategic and operational planning process; that is, as a 'bottom-up' process. A schematic representation of the monitoring process at different levels, for PDMA-PaRRSA operations is provided below:

3.1.1 Implementation-Monitoring

The first level of monitoring is performed at the service delivery level and focuses on the implementation processes followed while executing project/program activities. The objective is to ensure compliance with the set standards of implementation at the service delivery level. This level of monitoring serves as an early warning system for performance issues and to detect performance bottlenecks at the implementation level.

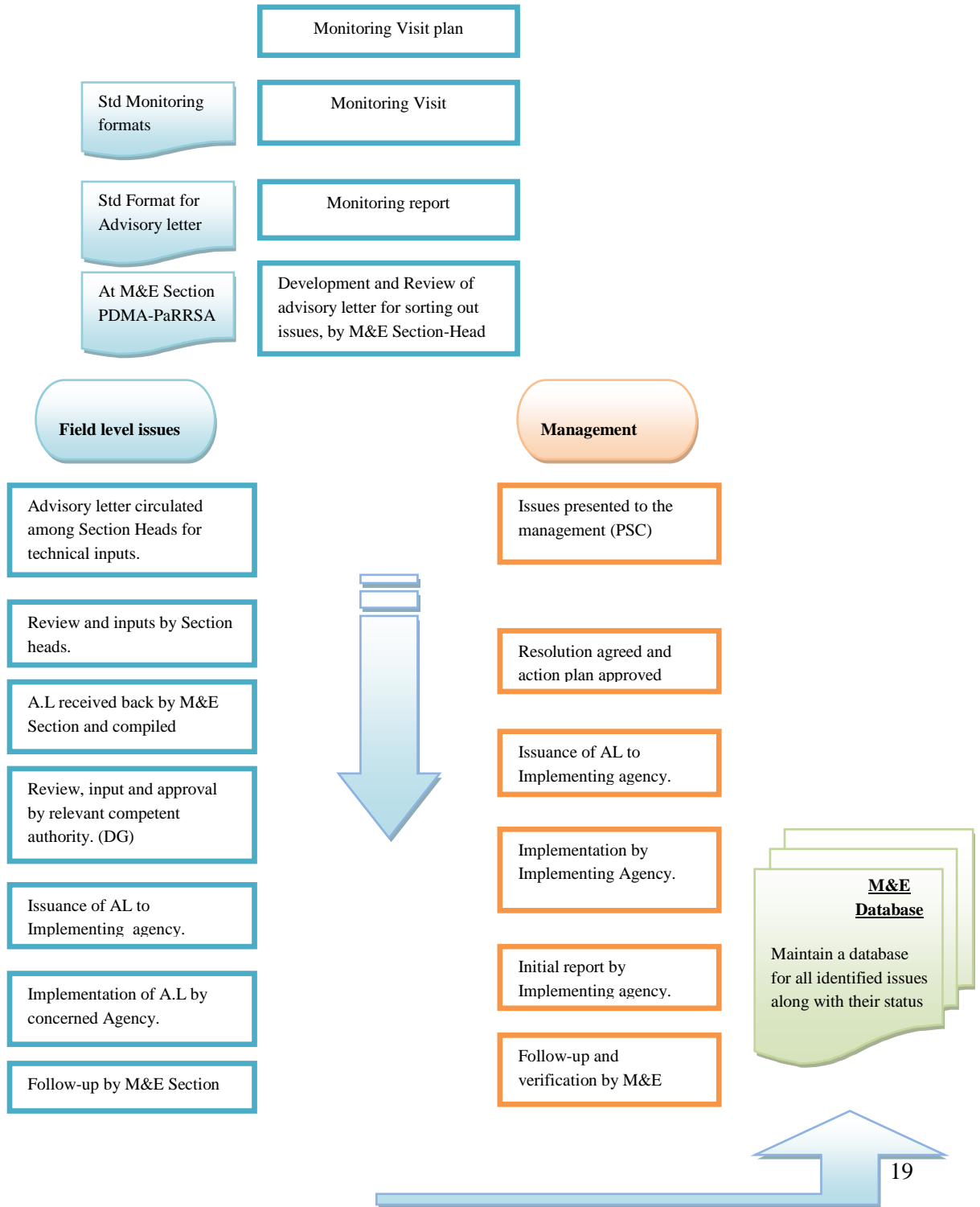
Implementation-monitoring at service delivery level is carried out on an ongoing basis through field visits and direct observations using standard monitoring formats (Annex-B). The monitoring format shall be used by the monitoring personnel to capture standardized project implementation level data using the work-plans of the concerned section and project agreement letters as performance benchmark. Following a monitoring visit, a detail monitoring report shall be prepared by the monitoring personnel with highlighted issues and accomplishments. The monitoring report shall be submitted to M&E Section-Head within three working days following a visit. M&E Section-Head shall review the monitoring report and filter out useful information regarding field level issues and management level/strategic issues which will be used to prepare an Advisory Letter (Annex-C). The M&E Section-Head shall circulate the Advisory Letter to concerned program section-heads for technical inputs and decision points regarding field level implementation issues while the policy level strategic issues shall be put up to the project steering committee for final decisions. Subsequent to receiving back the Advisory Letter from section-heads after incorporating the technical inputs/decision points, the Advisory Letter shall be approved from the competent authority (Director General) before it is dispatched to the Implementing Agency for compliance. The concerned M&E Officer of the M&E section shall follow up on compliance with the Advisory Letter according to the timeline decided in the Advisory Letter. The M&E section shall maintain a database of all the issues identified along with their status.

The frequency of data gathering for process monitoring may vary and shall be decided during the development of project/program M&E Plan by the M&E Section according to the nature of the

project and information needs. While during data gathering, the M&E section shall be facilitated and given access to program data by the relevant program section as and when required.

Following figure is the flow chart of the Implementation-Monitoring at the service delivery level:

Figure: Implementation Monitoring at service delivery level.



The same model of Implementation-Monitoring shall be employed for monitoring the emergency relief activities of PDMA. As relief interventions shall be spontaneous and often the urgency of relief activities may not allow sufficient time frame for detailed project planning; the M&E section shall be involved with the Relief section to develop performance standards for each intervention as soon as notified by the Relief section regarding an intervention. The performance standards for relief activities shall be developed jointly by the M&E section and Relief section in the form of 'Minimum Standards' and Standard Operating Procedures' for each intervention depending on the nature of the relief activity.

3.1.2 Output Monitoring

The focus of second level of monitoring is on outputs or deliverables of the activities. Hence for monitoring purpose, the basic data collection is performed at the level of the individual activities. These activities are linked to the deliverables/outputs, the achievement of which is measured according to performance targets stated in Result Framework and project PC-1. Activity codes may be used to correlate with MIS/budget codes to allow for uniform reporting. A similar process is used to link the deliverables/outputs to outcomes. This time measured by the KPIs (performance indicators for outcomes). As the output indicators are at a higher level of the results pyramid and the indicators for output and outcome take considerable time to respond to interventions, the data collection for output monitoring shall be carried out on quarterly basis.

The data on deliverables/output indicators allow the management to determine whether:

- *Activities have contributed to the achievement of outputs and the logical sequence is valid.*
- *A deliverable/output has been achieved as a result of the set of activities implemented.*

3.1.3 Outcome Monitoring

The third focus of monitoring is on the performance indicators (KPIs) at the outcome level and related with each Intermediate Result. This ensures that program implementation is on track towards achieving the objectives.

The data on KPIs/outcome indicators allow the management to determine whether:

- *A deliverable/output has contributed to the achievement of outcome and the logical sequence is valid.*
- *Key outcomes and Intermediate results have been achieved as a result of a set of deliverables.*

Performance data shall be collected on outcome indicators/Intermediate Results as agreed in the Project Results Framework/PMP and PC-1 for each project. The data on outcome indicators shall be collected annually to track progress regarding the achievement of project level objectives with reference to the baseline figures of the DNA/PCNA report, such findings may consequently become a part of annual report. The data shall be recorded on formats developed according to the

requirements of project wise Results Framework. The format for recording data on outcome indicators for KPRP is provided as Performance Data Table (PTD) in Annex-A.

3.2 Monitoring and Evaluation plan

An M&E plan is a table that is developed according to the project/program Results Framework and log-frame (in project proposal/PC-I) and details the essential requirements for indicators of the expected results (outputs and intermediate results) along with assumptions to be considered.

A monitoring and evaluation plan shall be developed during the planning and design stage of projects on the basis of scale and nature of projects under implementation through PDMA-PARRSA's funding. This shall allow both the project/program staff and M&E section to crosscheck the log-frame and indicators stated therein before project/program implementation. Program and M&E staff's involvement is essential at this stage because the M&E Plan requires their detailed knowledge of the project/program context, and their involvement reinforces their understanding of what data they are to collect and how they will collect them.

M&E Section-Head shall be responsible for developing the M&E plan for projects/programs in consultation with relevant program section and through assistance from Deputy M&E Section-Head and respective M&E Officer within the M&E section. The M&E plan shall be submitted to the DG. The DG shall review the M&E plan for appropriateness and accord his/ her approval after due consultations, if considered necessary. Depending upon the nature and scope of projects, it is important to develop separate M&E plan and framework for each project being implemented under PDMA-PaRRSA.

The M&E section shall be meticulously involved during the design phase of project proposals/PC-I to provide technical inputs on the M&E aspects (monitoring mechanism, indicators, log-frame, results framework and evaluation procedures etc.) of the proposal. Accordingly, the M&E plans for projects shall be updated by the M&E Section-Head immediately after being notified by the section heads of R&R/Infrastructure section and Relief Sections about the approval of a project/ scheme/ program. Modifications/ enhancements made in the M&E plan shall be reported to the DG within one week along with justification for such modification/ enhancement. M&E Section-Head shall be responsible for ensuring compliance with the M&E plan. He/ she will be required to submit a monthly progress report to the DG on the status of compliance with the M&E plan.

3.2.1 *Template for M&E Plan*

“Project/program Name” M&E Plan				
Indicator	Data Collection Methods/Sou rces	Frequency & Schedule	Responsibilities	Information Use/Audience
GOAL:				
Indicator				
Assumption				
OUTCOME 1: (IR-1)				
Indicator 1.a				
Indicator 1.b				
Assumption 1.a				
OUTPUT 1.1:				
Indicator 1.1a				
Assumption 1.1a				
OUTPUT 1.2:				
Indicator 1.2a				
Assumption 1.2a				
OUTCOME 2: (IR-2)				
Indicator 2.a				
Assumption 2a				
OUTPUT 2.1:				
Indicator 2.1a				
OUTPUT 2. 2:				
Indicator 2.2a				
Assumption 2.2a				
<i>*Continue adding objectives and indicators as agreed in the project/program log-frame and activity agreement/proposal/project document.</i>				

Example of completed M&E plan for KPRP project is provided as Annex-D.

3.2.2 *Instructions for completing M&E Plan*

Following is an explanation of each column in the M&E plan:

The indicator column is for indicator statements. Indicators are the measures of inputs, outputs, and outcomes that enable us to assess the achievement of the expected results of the result chain. The indicator column shall take on primarily the statements for output and outcome indicators (KPIs) as stated in the Result Framework of project/program. The output indicators essentially measure the quantity of the goods or services created or provided through the use of inputs. In other words the output indicators measure the immediate deliverables of the project/program activities implemented. While the Outcome and impact indicators measure the quantity and quality of the results achieved through the provision of goods and services. In other words the outcome and impact indicators measure the beneficiary and population level changes brought about by the project/program. Thus indicators can be either quantitative (numeric) or qualitative (descriptive observations).

The methods/sources column is to designate sources of information and data collection methods and tools. Data sources may include project records of the relevant implementing agency/program section, direct observation from field through field monitoring visits, Focused Group Discussion, Beneficiary/key informant interviews Sample survey, Baseline survey and End of project survey etc. if the project log-frame has been developed, the “Means of Verification” column in a log-frame may list a data source or method, e.g., “survey,” the M&E plan provides more detail, such as the sampling methodology, survey type, etc. This column of the M&E plan should also indicate the need for development of data collection tools (e.g. survey questionnaires, checklists).

The frequency/schedules column indicates the data collection frequency for the indicators. It is pertinent to consider that frequency for data collection for different levels of indicators may vary according to the nature of the indicators. In general, the data collection for output indicators may be more frequent than that for the indicators at the outcome level as outcome indicators take substantial time to respond to interventions. The frequency/schedule column also states any key dates to schedule the data collection. When planning for data collection, it is important to consider external factors that can affect data collection time frame.

The responsibility column lists the staff responsible and accountable for the data collection and analysis.

The information use/audience column identifies the primary use of the information, and its intended audience. Usually the indicators have the same information use/audience. Some examples of information use for indicators include: Inputs to the preparation of quarterly report, Inputs to the preparation of annual report, Monitoring project/program implementation for decision making, etc.

CHAPTER 4

M&E IN THE PROJECT CYCLE

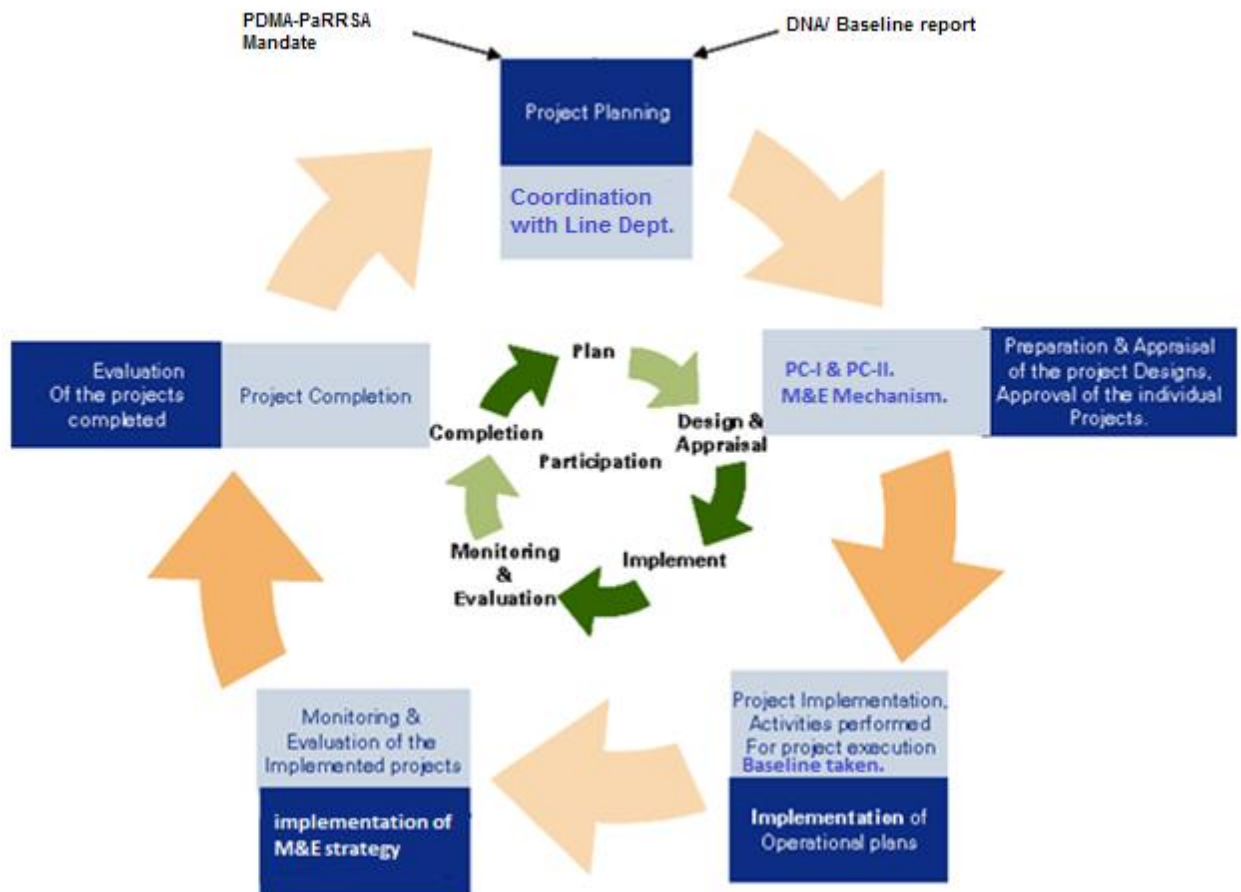
4 M&E in the Project Cycle

A project cycle is a set of interrelated activities tasks and functions that must be performed in the lifespan of a project to achieve the overall objectives of the project. Commonly, a project cycle contains stages of planning, design, implementation, monitoring, completion and evaluation.

4.1 Project Cycle relevant to PDMA-PaRRSA

The Project Management Life Cycle relevant to PDMA-PaRRSA has the following distinct phases:

- Planning on the basis of DNA/baseline
- Project design, appraisal and approval.
- Project implementation with ongoing monitoring.
- Completion & evaluation.



The role of Monitoring and evaluation is a cross cutting theme throughout the lifecycle of a project/program. The following section details the specific M&E functions and responsibilities that need to be explicitly addressed during different segments of the project lifespan.

4.1.1 *Damage Need Assessment/Baseline survey*

Work-plans of PDMA-PaRRSA are developed on the basis of description of results and conclusions drawn from the broad baseline-survey/DNA. In line with the results of the DNA/baseline, starting point for every project/intervention at PDMA-PaRRSA is the need identification. Need identification is done either directly by PDMA or through the relative Line Department. This process leads to the identification of the project design steps for PaRRSA, for various sectors.

4.1.2 *Individual projects (design and appraisal)*

In line with the results of the DNA, individual projects and programs are identified by the relevant Line Department through overall facilitation of PaRRSA. This process is coordinated by Planning and Coordination section while taking inputs from the concerned Line Department and with due consideration of donor agency requirements. The standard format (PC-I), devised by the planning commission is used for project formulation while project feasibility, for larger projects, is prepared on PC-II by respective line dept. This stage of individual project design requires active and meticulous involvement of the M&E section to integrate and incorporate M&E tasks and responsibilities including mechanism for collection of project baseline data, development of indicators according to the project's objectives hierarchy, elaborating results framework, anticipated economic and social benefits of the project and its monitoring mechanism and M&E budget. The involvement of M&E section in the design phase of the individual projects increases the evaluatibility of the project and identifies the capacity building requirements of the concerned staff for project execution. It shall be noted that these M&E tasks are not the sole responsibility of M&E staff or M&E section rather, they should be treated as functions for which responsibility is to be shared among Infrastructure Section/R&R, Planning & Coordination Section and M&E section to ensure completeness before formal submission to the competent authority for approval.

4.1.3 *Implementation & monitoring*

After approval of the relevant committee, PaRRSA shall initiate work on the individual projects through the executing agencies. The Infrastructure Section/R&R section is responsible for the initiation of the projects after the completion of the preliminary requirements. For each approved project, a separate M&E plan shall be elaborated and project specific monitoring activities shall be integrated into the consolidated Annual M&E Plan.

In order to ensure that the project conform to agreements and plans as per PC-I and/or project document, M&E section is responsible for regular monitoring and evaluating the Implementation

of the project activities during the course of project execution. For this purpose, adequate contemporary tools and techniques shall be adopted for undertaking the M&E activities.

All activities shall be carried out in accordance with the project specific M&E plan, and with emphasis on forward-looking and problem solving perspective. For onsite monitoring, field visits shall be carried out with prior approval of the M&E Section-Head. Depending upon the nature of M&E activity and level of skills and expertise required, the M&E Section-Head shall form monitoring teams for a particular activity.

Financial and infrastructural resources of PDMA-PaRRSA shall be made available to the M&E teams as per the administrative and financial policies and procedures of PDMA-PaRRSA.

Within seven working days after the conclusion of each M&E activity, the relevant monitoring personnel is responsible for submitting an M&E report to the M&E Section-Head on a pre-defined format providing detailed description of results of the monitoring activity, observations from the monitoring activity, along with a follow-up plan, and follow-up reporting on previously identified observations.

M&E Section-Head shall review the M&E report and prepare an Advisory Letter to be shared with relevant program section for technical inputs on the identified issues. The advisory letter, after due approval by the competent authority, is dispatched to the executing agency for compliance.

4.1.4 *Project completion & Evaluation*

Consequent upon submission of the phase wise project completion date by the Planning and Coordination Section, the M&E section shall initiate a project self-evaluation exercise. The main purpose shall be to generate lessons learned for future portfolio development and to provide accountability for results. The project evaluation shall essentially cover the extent of expected results achieved/changes brought about by the project as anticipated in the PC-I and project feasibility document in order to generate useful information and learning that is fed into the planning and design stage of future projects – thus making M&E as a learning exercise.

M&E Section-Head shall form evaluation team which shall be supervised by M&E Officer, while the enumerators (for surveys) shall be hired on daily wages basis.

The M&E Section-Head shall assess and recommend independent Evaluation for larger projects to be outsourced to professional firms. The Director General shall be the competent authority to approve such recommendations.

Following figure is a tabulated presentation of key M&E tasks to be considered at each phase of the project cycle:

Project phases		Key M&E tasks
Project design phase	Project Design and Appraisal phase (Planning and Formulation)	<ul style="list-style-type: none"> ✓ Coordination with Planning and coordination section. ✓ Integrate M&E strategy into overall project design. ✓ Analyze project objectives and identify outcome indicators, plus associated monitoring mechanisms. ✓ Analyze project activities and identify output indicators, plus associated monitoring mechanism. ✓ Indicate the process for how M&E is to be established during start-up. ✓ Establish an indicative M&E budget for the project M&E activities.
	Approval Phase (Pre implementation phase)	<ul style="list-style-type: none"> ✓ Revise performance indicators and monitoring mechanisms after reviewing the final project strategy. ✓ Develop M&E plan for the project, plus assess frequency of data collection on indicators. ✓ Develop Result Framework according to the project's objective hierarchy congruent with the requirements of the partner/donor (log frame, PMP etc). ✓ Put in place necessary conditions and capacities for M&E to be implemented.
Project execution phase	Initiation Phase (early start-up)	<ul style="list-style-type: none"> ✓ Start collecting baseline values for project indicators through appropriate methodology. (survey/secondary data sources etc)
	Implementation Phase (project execution)	<ul style="list-style-type: none"> ✓ Prepare for field monitoring visits. ✓ Ensure information needs for management are met. ✓ Coordinate data gathering, analysis and management. ✓ Support regular review meetings and processes with all implementers. ✓ Prepare for and facilitate the annual project review. ✓ Communicate results to management and stakeholders in quarterly reports. ✓ Prepare annual progress reports.
Completion phase	Closure Phase (project completion)	<ul style="list-style-type: none"> ✓ Assess what the beneficiaries can do to sustain impact after closing down. ✓ Prepare for and facilitate end of project evaluation. ✓ Identify lessons learned for the next phase and/or future projects.

CHAPTER 5

PROJECT REVIEWS AND REPORTING

5 Project Reviews and Reporting

Besides putting in place a robust Monitoring & Evaluation mechanism for the relief and rehabilitation interventions, a parallel review exercise shall be conducted coupled with reporting mechanisms, for each project/program on yearly and six-monthly basis. The review and reporting exercise shall generate information and feedback that contributes to a continuous improvement framework in the planning and delivery of projects/programs.

The first portion of this chapter elaborates the mechanism for project reviews, while the second portion specifies the characteristics and roles of M&E based quarterly and annual reports as tools to convey quality information about results to decision makers.

5.1 Project reviews

Project review exercises shall be conducted to review the overall progress toward the achievement of project targets. The project reviews shall differ from evaluation exercise in the sense that project reviews shall not include formal surveys and data collection methodologies but instead, shall be a desk review exercise with a focus on targets v/s achievements and challenges encountered.

The project reviews shall comprise Annual review, Mid-term review and end of project review.

5.1.1 *Annual projects review*

Annual Projects Review shall be conducted by the M&E section in consultation and assistance of Planning section and concerned program section. A committee, comprising of section head of Planning & Coordination Section, M&E Section-Head and section head of the concerned program/project shall be formed with the approval of the Competent Authority which will be responsible for concluding the Annual Project Review exercise. M&E Section-Head shall overall facilitate the review process.

Key purposes of the annual project review are as follows:

- Progress on achievement of objectives and targets.
- Identification of areas of under achievement and reasons thereof.
- Enlistment of corrective actions and reforms needed to avoid the previous under achievements.
- Preparation of work plans for the upcoming year and identification of project there from.
- Review of budgeted versus actual spending, identification of issues in the budgets of the current projects and re appropriation of budgets to eradicate the highlighted issues.

The Annual Projects Review shall be initiated within one month after the conclusion of the relevant period and shall be finalized within two months from the commencement date.

The committee shall evaluate the results in respect of each project and identify success stories and key risks/ issues faced by the project.

The findings and outcomes with recommendations of the annual review shall be submitted to the DG – PDMA-PaRRSA for further course of action. The results of annual projects review shall also form part of the annual report. The results of annual projects review shall also be submitted to relevant donor organizations after due approval by the competent authority/ forums.

5.1.2 *Mid-term reviews*

As soon as a project reaches the middle of its implementation phase, a mid-term review of the project shall be conducted by the M&E section. The review shall be conducted within one month of the expiry of project's mid-term. Results of the review shall be submitted to the M&E Section-Head within seven working days after the conclusion of the review exercise.

The key objective of the review shall be consideration of the latest consolidated project progress report in terms of following aspects.

- Identification of areas lagging behind.
- Reasons for delays and constraints in the implementation of activities, if any.
- Corrective actions and reforms to subside the identified constraints and delays, if any.
- Changes in the annual work plan to reflect the revised planning of underachieved areas of the project, if required; and
- Analysis of actual versus budgeted spending along with reasoning for variances above/ below 10%.

5.1.3 *End of project review*

Planning & Coordination Section shall intimate the project phase wise completion date in respect of each project which is about to complete within thirty working days to M&E section. On receipt of the project close out plan, the M&E Section-Head shall carryout review and evaluation of the project results as per the specified plans.

The end of project review shall essentially cover the extent of expected results achieved/changes brought about by the project as anticipated in the project document in order to generate useful information and learning that is fed into the planning and design stage of future projects .

The end of project review shall be a desk review of the consolidated project progress and timeline of milestones achievement in line with approved budget. The detail project evaluations involving data collections and surveys shall be a separate exercise and is addressed in Chapter-7.

5.2 M&E Reporting

In addition to performing monitoring of all ongoing relief, rehabilitation and development interventions under the umbrella of PDMA-PaRRSA, the M&E section is responsible for extensive reporting on the performance of such interventions. The M&E section shall coordinate the collection of data from relevant program sections on quarterly and annual basis to generate quarterly and annual reports elaborating a broader picture on service delivery and rehabilitation and development expenditures.

The M&E section shall take the responsibility to develop quarterly and annual reports. The M&E section shall not generate implementation level data, but instead, closely coordinate with the concerned program section of PDMA-PaRRSA to fetch, analyse and compile data on process and output indicators in line with fiscal expenditures. While for outcome indicators, the M&E section shall coordinate with the respective Govt. Line Department (P&D, Health, E&SE and SWSE&WE) in case of availability of secondary data, in the absence of which, primary data shall be collected directly by the M&E section through making adequate arrangements. The indicator level data analysed and compiled by the M&E section shall form a vital portion of the quarterly and annual progress report. The Program sections shall provide the available data regarding project/program implementation as and when required by the M&E section for compilation of the reports. Accordingly the M&E section shall update the Result Framework indicators (output level) at the end of each quarter and present the summary of the results in quarterly reports.

The M&E section shall carryout the routine monitoring visits to the project/program implementation sites to assess progress and highlight challenges and issues encountered. The section shall maintain record of all such monitoring visit reports and present a summary of monitoring reports in the M&E portion of quarterly and annual report.

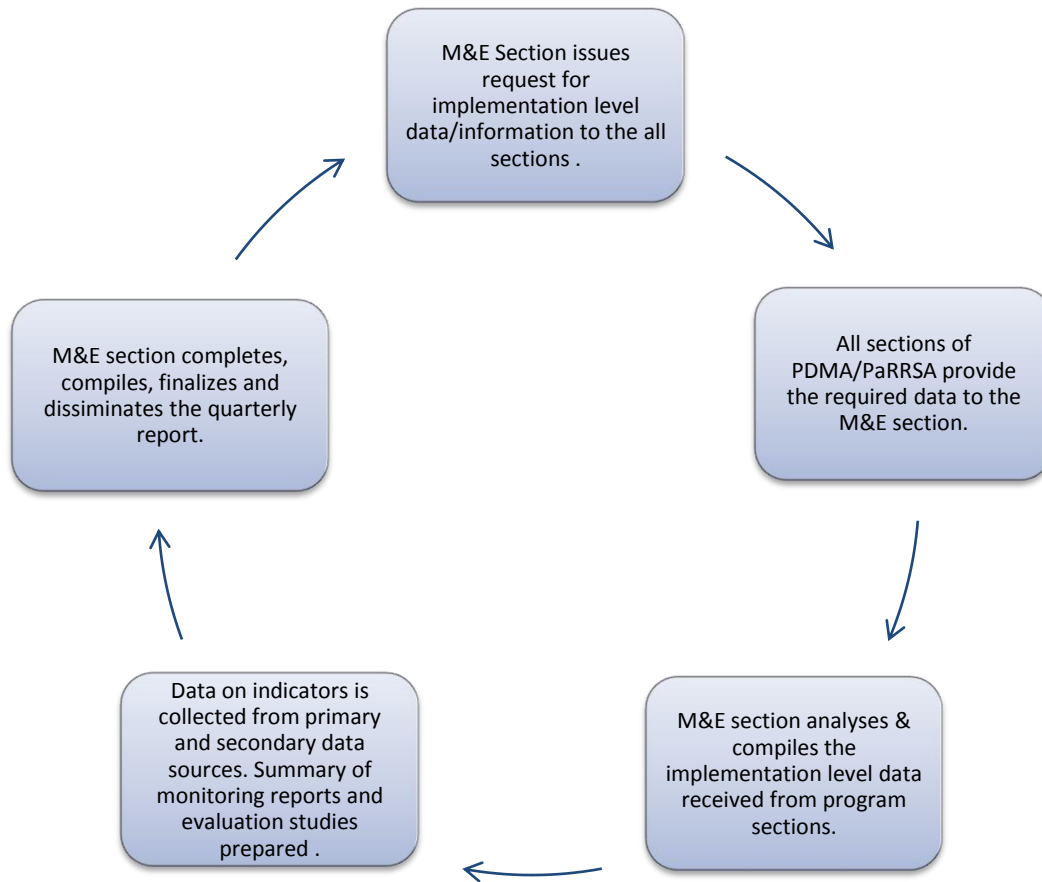
5.2.1 Quarterly reports

The quarterly reports shall be produced following the end of each quarter. The report shall be compiled and disseminated within the first month of the following quarter. The M&E section shall issue the data requests to the relevant program sections as each quarter ends.

Progress information regarding activities and output indicators along with physical and financial statistics shall form the basis of the quarterly reports. In addition, the summary of monitoring reports during the reporting period, summary of project review exercise (if any) and findings of any evaluations studies shall also take its place in the M&E portion of the quarterly report.

The following figure illustrates the work flow for the quarterly report.

Flow chart for Quarterly M&E Reports



5.2.1.1.1 Structure of the Quarterly Report

The quarterly report is proposed to be structured according to the following outline:

1. Executive summary
2. Program Overview
3. Introduction/ Background of Project
4. Summary of financial progress

5. Overall project/program progress during the reporting quarter
6. Project/Program Component Wise Progress
7. Monitoring and Evaluation
8. Media and Communication activities
9. Constraints and challenges
10. Lessons learnt.
11. Observations and recommendations
12. Success Stories
13. Key Transformations

Annexure:

5.2.1.2 *Summary of Financial Progress*

A brief summary of the project/program budget status and financial progress shall be presented in tabulated form to depict the financial performance vis-a-vis the physical progress. Thus summary tables shall be produced showing the component wise quarterly releases and expenditures in the following format:

Project component	Total Budget amount	Total spending	Spending during the quarter	% of spending against Budget amount
Component- 1				
Component-2				
Component-3				

5.2.1.3 Overall project/program progress during the reporting quarter

A summary sheet shall be developed to depict the overall progress related to different program/project components covering the reporting period. The summary sheet shall include information on overall project targets, physical targets to be achieved in the reporting quarter, actual achieved targets in the reporting quarter, and cumulative achievements since inception. The summary sheet may be drafted in the following manner:

Sr .#	Description of Project Components	Overall Target	Cumulative Achievement	Target for reporting quarter	Result for reporting quarter	Remarks
A	Project Name					
1	Component-1					
2	Component-2					
3	Component-3					

5.2.1.4 Component wise physical progress during the reporting quarter

In addition to the summary of overall program/project progress, the quarterly report shall also elaborate the component wise physical status of targets and achievements in a tabulated format. The following format is provided as an example for reconstruction activities involving civil works:

S #	Name of District	Total No of Schemes	Schemes Approved	Schemes Tendered/ Awarded	Schemes Where implementation is in progress	Schemes Completed	Schemes Handed Over
1							
2							
3							
4							
5							

5.2.1.5 Progress on Result Framework Indicators:

M&E section shall collect and maintain data on different levels of indicators as outlined in the result framework for each project. The data on process and output indicators shall be collected quarterly and disseminated in quarterly reports through appropriate tabulated layout as discussed above. While, the data on outcome indicators shall be collected annually and at the end of the scheme/milestone due to the reason that higher levels of indicators does not respond quickly to interventions and involves complex data collection techniques. The source document for outcome indicators shall be the project specific Results Framework, PDT or Indicator Matrix while the results on outcome indicators shall be presented and disseminated in the annual and end of project reports. The following format is suggested as an example for the reporting of Results Framework indicators in annual report:

Project components	Outcome statement	Outcome indicators	Indicator baseline	Reporting Year	
				Target	Achievement
Component-1	Outcome - 1				
Component-2	Outcome -2				
Component-3	Outcome -3				

5.2.1.6 Summary of monitoring Reports

During the routine implementation of relief rehabilitation and development interventions, the M&E section shall carryout routine monitoring of the activities, and generate monitoring reports accordingly. A narrative of the monitoring reports submitted during the reporting quarter shall be presented in the quarterly report covering recommendation made for course correction and compliance status. The summary may also be presented in tabulated format as outlined in the following figure.

Summary of monitoring reports and compliance Status

Project component	Major M&E Recommendations during the reporting quarter (Numbers)	Compliance Shown on M&E Recommendations (Numbers)	No compliance shown (Numbers)	Remarks
Component -1				
Component -2				
Component -3				

5.2.2 *Annual reports*

The annual reports shall be produced following the end of each year. The M&E section shall take the responsibility of producing annual reports through following the workflow and report outline as explained for quarterly reports.

The annual report shall have a similar format as proposed for quarterly reports, with broader scope covering the entire year's activities. For annual report, the data on Result Framework indicators shall be collected for output as well as outcome (i.e. IR) level.

5.2.3 *Special reports*

In addition to the quarterly and annual reports regarding PDMA-PaRRSA's interventions, the competent authority may direct the M&E section for any special reports related to any project/program/component.

CHAPTER 6

EVALUATION

6 Evaluation

While assessing outcomes and impacts of selected programs and projects, M&E Section of PDMA-PaRRSA shall carryout impartial and independent evaluation studies for the ongoing and completed projects. Depending upon the nature and complexity of the evaluation studies, the M&E section shall be responsible to carry out the evaluation exercise either internally through its core program team or may outsource the evaluation exercise to professional firms/academic institutions with the purpose to:

- Measure the impact of and assess the effectiveness, efficiency, relevance and sustainability of a specific development/rehabilitation intervention.
- Provide findings, conclusions and recommendations with respect to a specific project/rehabilitation intervention in order to draw lessons for future design and implementation.

In the event of outsourcing the evaluation exercise for larger and complex projects, the M&E Section-Head shall act as Evaluation Manager for the exercise in order to control the quality of the evaluation, provide technical backstopping to the evaluation team and ensure successful evaluation. While for evaluation exercise that is conducted internally, the M&E Section-Head shall designate one M&E Officer as Evaluation supervisor who shall be responsible for overall management of the evaluation exercise including hiring and training of adequate number of survey enumerators and overseeing the process of data collection ensuring impartiality, credibility and cost effectiveness. The evaluation design and tools (questionnaires etc.) shall be developed by the M&E Section-Head in consultation with the concerned program/project's Section-Head and Data Analyst ensuring the validity and reliability measures. The collected data shall be coded and analyzed by the M&E Section for interpreting results. The M&E Section-Head shall be responsible for developing the detailed report of the evaluation findings.

6.1 Overarching considerations:

The evaluation exercise shall be intended to generate valuable information, which if properly fed back, can improve future projects and rehabilitation and development interventions. The following overarching considerations shall be taken into account while carrying out evaluations for programs/projects at PDMA-PaRRSA.

1. All projects/programs shall include a clause in the project document/proposal denoting evaluation modalities and requirements. In the event the project document is not prepared, the relevant implementation letter or memorandum of agreement shall specify such clause. Consequently, adequate budgetary requirements shall be intimated and allocated for evaluation requirements.
2. At the start of each fiscal year, an overall plan shall be developed by the M&E section for the evaluation of rehabilitation activities. While developing such plan, the various activities/projects to be evaluated shall be organized into appropriate categories. Priorities shall then be set for the

evaluation of the categories and a work-plan developed that shall integrate into the yearly M&E plan.

3. As a general rule, the mid-term evaluations and evaluations for project components shall be conducted internally by M&E staff, while ex-post evaluations for umbrella projects may be conducted through employing independent professional firms.
4. The evaluation process shall be conducted in an impartial and independent way in its function. Impartiality ensures credibility of the evaluation and avoidance of biases in findings and conclusions. Independence provides authenticity to evaluation and cuts the potential for conflict of interest which may arise during evaluating own activities. Impartiality shall be ensured at all stages of the evaluation cycle including selection of project/program for evaluation, development of terms of reference, designing of evaluation tools, selection of data enumerators and selection of bidders in case of outsourced external evaluation.
5. Evaluations must be timely; they shall be carried out at a time which is appropriate for the decision-making process. This suggests that evaluation has an important role to play at various stages during the execution of a project or program and should not be conducted only as an end of project exercise.
6. Consistent with the principle of impact on decision-making, evaluation findings must be perceived as relevant and useful and be presented in a clear and concise manner.
7. Evaluations shall be conducted in a participatory manner. Since evaluation findings are relevant to all the stakeholders, evaluation ToRs shall address issues of concern to all stakeholders specially donors (if applies) and implementing partners. Whenever appropriate, the views, concerns, capacities and disposition of the groups affected shall form an integral part of the evaluation.
8. It shall be the responsibility of the M&E Section-Head to formulate terms of reference for the evaluation exercise. The terms of reference shall include purpose and scope of the evaluation, methodology to be employed, the standards against which performance is to be assessed and the detailed budget of the evaluation exercise elaborating the resources and time required for the activity.
9. Final report of the evaluation shall be clear, concise and include an executive summary; a profile of the activity evaluated; a description of the evaluation methodology and techniques used; key findings; conclusions; lesson learned and recommendations. The key findings and conclusions shall address the answers to the evaluation questions while the lesson learned and recommendation portion shall address the link between evaluation results and future interventions.

10. While carrying out evaluations, the M&E section acknowledges the existing evaluation designs and quantitative and qualitative methodologies for data collection and analyses. The most appropriate evaluation design, methodology and approach shall be employed while taking into consideration the evaluation scope, nature, availability of resources and international good practices and standards.

6.2 Managing the evaluation process

Whether the evaluation is an internal exercise or independent external evaluation contracted to independent evaluation service provider, this section provides a step-by-step guide to the M&E section for managing the process of evaluation in order to control the quality of the evaluation.

6.2.1 *Selecting project for evaluation:*

In order to make the evaluation function cost effective and realistically manageable, it shall be conducted on selective basis. Considering the cost and time constraints while undertaking the evaluations, not all of the projects/programs under the umbrella of PDMA-PaRRSA shall be evaluated, rather the M&E section shall assess the justification of project/program evaluation based on the following criteria:

- Projects which are considered to be innovative or strategic, so as to broaden the knowledge base to scale up the activities as best practice.
- Those projects/programs which are considered significantly deficient, in order to learn from mistakes.
- Those projects/programs for which a second or additional phase is proposed.
- Those projects which spread over more than one year justify the need of a mid-term evaluation.
- When project document/PC-1 have stated obligation for the need of conducting an end-of-project impact evaluation and/or to satisfy the donor obligations in case of donor funded projects.

6.2.2 *Preparing the Terms of Reference*

In the event of outsourced evaluation exercise, the M&E Section-Head shall be responsible to develop the ToRs for the evaluation in close consultation with the concerned project manager/section head. The Terms of Reference (ToRs) shall elaborate the initial requirements and expectations regarding the evaluation exercise. The ToRs shall be used as a guiding document till the detailed evaluation work-plan is developed which shall supersede the former and serve as a guiding document for the evaluation exercise.

**The evaluation studies conducted internally does not require development of ToRs, in such circumstances the exercise shall be started from evaluation work-plan which shall address the modalities stated in ToRs.*

Terms of Reference shall detail the broad parameters for conducting the evaluation including the objective, methodology, scope and focus of evaluation. The following section provides a sample ToR outline and a description of the contents by section:

TITLE:

The title shall signify the aim of the evaluation and its nature i.e. whether a mid-term evaluation, end of project evaluation or impact assessment.

SCOPE:

The scope shall define the boundaries for the evaluation; whether it is conducted for a project, a component or a sub-component. The scope shall also cover the details regarding the geographical coverage/site, the time frame of the evaluation object and amount of funding involved.

OBJECTIVE(S):

An evaluation exercise may entail one or more objectives. The objectives portion of the ToRs shall address the broad purpose and need of the evaluation. The objectives shall be stated in the form of clear and concise statements so that they can be quantified and assessed for being achieved at the end of the evaluation exercise in order to judge the efficacy of the evaluation exercise itself.

BACKGROUND INFORMATION:

The background information portion shall provide essential details regarding the context and framework of the evaluation object. This may essentially include the contextual information of the project/program including the project rationale, main components, main activities and expected results, governance structure, important stakeholders/beneficiaries, committed costs and duration. The background information shall be presented in the form of a project summary and shall be brief in nature, ideally not exceeding one page.

ISSUES TO BE STUDIED:

This portion shall include the evaluation questions posed and to be studied. The evaluation questions may be derived from issues related to different aspects of the project/program within the evaluation criteria of relevance, efficiency, effectiveness and impact and sustainability. For each evaluation the issues will be different, but they usually shall cover the aspects such as the degree of realization of the results, the changes produced on a larger target group, the unexpected impacts, the results replicability, the appraisal of assumptions, the current situation and changes occurred, use of resources, the organizational and capacity changes in the project target groups and the ownership of the results etc.

METHODOLOGY:

This portion shall indicate the expectations and considerations regarding the methodological aspects of the evaluation process. While detailed methodology of the evaluation process may be explained in the evaluation work-plan and final report, the ToRs shall outline the initial blueprint of the methodology to be employed which shall include the evaluation design; whether experimental or non-experimental design shall be adopted, sample frame and any important considerations affecting the sampling technique, indication of data collection tools and methodology i.e. qualitative or quantitative, and data analysis requirements. This shall also include the expectations regarding different phases of evaluation i.e. desk review, site visits and report writing.

RESPONSIBILITIES:

A responsibilities section shall be added to the ToRs specifying the main responsibilities to be taken by the parties. The role of personnel designated from the M&E section for the evaluation exercise, shall also be elaborated in this portion.

EXPERTISE REQUIRED:

The ToRs shall clearly mention the type of proficiencies required to conduct the evaluation exercise. Besides the data enumerators, the evaluation team shall essentially include an expert having technical knowledge of the subject of the evaluation, an expert of sociological skills and an expert possessing strong quantitative and qualitative analysis skills.

REPORTING EXPECTATION:

This portion shall indicate the requirements regarding the submission of evaluation reports and presentations which are the final products at the end of the evaluation exercise. For the evaluation report, the required format and structure shall be drafted by the M&E section and shall be provided as annexure to the Terms of Reference document. The tentative timeline for submission of draft report, feedback on draft report, and finalization of the report shall also be intimated in this portion.

TIME SCHEDULE AND BUDGET:

This portion shall intimate the timeframe and expected duration the evaluation exercise is likely to take. The tentative start date shall also be intimated while the phase wise time duration for the evaluation may be necessary to set standards and avoid uncalled for delays. Besides time line, it is important to mention the overall budget for the evaluation.

ANNEXES:

Any relevant information deemed essential and not covered in the ToRs may be provided as annex to the ToR document provided the confidentiality of PDMA-PaRRSA internal documents is not violated.

6.2.3 Selection of firm for evaluation

In case of outsourced evaluation exercise, after finalization of the ToRs, the prospect firm/evaluator for the evaluation exercise shall be selected according to the ‘Go Khyber Pakhtunkhwa Applicable Procurement Rules for Goods Works and Services’.

6.2.4 Evaluation Work- Plan

The evaluation work-plan shall comprise of Project overview, Evaluation matrix, Methodology and Evaluation team. In case of outsourced evaluation, the first step shall be development of evaluation work-plan which shall be prepared jointly by the M&E Section-Head and the Evaluation firm and shall largely draw upon the ToRs document, to prepare a more operational framework. While in case the evaluation is carried out internally, the M&E Section-Head shall be responsible to develop the evaluation work-plan. The activity wise detail budget shall also be prepared at this stage. The evaluation work-plan shall be submitted to the competent authority for review and approval.

The evaluation work-plan shall be inclusive enough to cover all operational aspects of the evaluation exercise and shall serve as a reference document for the effective management of the evaluation. The following section details the essential elements the evaluation work-plan document is expected to address.

Evaluation work-plan

Project context

It shall be a brief overview of the project/program and shall cover the following:

- a) Project background and context.
- b) Summary of expected results of the evaluation.
- c) Results of the preliminary review of the major project documents.
- d) Results of consultations with the project management.

Evaluation matrix

Evaluation matrix shall be a guiding framework for the evaluation findings. It shall elaborate the evaluation issues in a tabulated format, within the evaluation criteria i.e. efficiency, effectiveness, relevance, scope and impact and sustainability. The evaluation questions shall largely draw upon the expected results, impacts and social and financial benefits as assumed in the project document/PC-1 or the log-frame while other questions may be developed according to the need of the evaluation. The following figure denotes a sample evaluation matrix.

Sample Evaluation Matrix

Evaluation criteria	Evaluation questions	Indicators	Data sources	Data collection tools/methods
Efficiency				
Effectiveness				
Relevance				
Scope				
Impact				
Sustainability				

Methodology

This portion shall cover the methodological and technical aspects of the evaluation including the following:

- a) Selection of the most appropriate evaluation design. i.e. experimental or non experimental design, Quasi experimental design or a combination design, depending on the nature of the study.
- b) Data collection methods and tools, questionnaires and the reliability and validity measures thereof.
- c) Sample frame, sample size and a suitable sampling methodology.
- d) Monitoring mechanism during data collection to ensure data quality and reliability.
- e) Selection of Data analysis techniques.

Evaluation team

This portion shall include the roles and responsibilities of the evaluation team members. The M&E staff designated for the evaluation exercise shall be given clear roles and responsibilities by the M&E Section-Head to ensure efficient management of the evaluation. This portion shall also include the details regarding the data enumerators to be temporarily employed for the data collection process.

Report outline

The evaluation work-plan shall also include a skeleton of the evaluation report in order to indicate the expectations regarding the structure of the final evaluation report. An outline of a tentative table of contents may serve the purpose of identifying what issues the report shall cover and how they may be presented. Essentially the evaluation report shall include the following:

- Executive summary.
- Introduction.
- Methodology.
- Evaluation findings.

- Conclusion
- Recommendation
- Annexes

6.2.5 Evaluation activity schedule

The evaluation exercise comprises of a set of interrelated activities. It is important to adequately plan for the evaluation tasks and activities in the shape of an evaluation activity schedule. The activity schedule shall plan a logical progression of activities throughout the course of evaluation exercise from start to finish. The schedule shall essentially enlist the tasks, dates for milestones and deliverables and the weekly timeline in the form of Gantt chart. The following figure indicates a sample structure of the evaluation activity schedule:

S.No	Tasks	Month-1 Weeks				Month-2 weeks				Month-3 weeks			
		1	2	3	4	1	2	3	4	1	2	3	4
1	Consultations with project/program management	X											
2	Literature review and desk study	X											
3	Identification of Data Sources and finalization of evaluation tools	X	X										
4	Development of evaluation tools (survey questionnaires)		X										
5	Hiring of enumerators			X									
6	Training of enumerators			X									
7	Visit of the project area			X									
8	Field testing of the survey questionnaires				X								
9	Data collection (primary and secondary data)				X	X							
10	Archiving of survey forms and data cleaning					X							
11	Data entry					X	X						
12	Data analysis							X					
13	Report writing								X				
14	Submission of draft evaluation report									X			
15	Comments on draft report									X			
16	Submission of final evaluation report										X	X	

6.2.6 Evaluation design

Evaluation design is determined by the choice of methodology used to identify an intervention group and control group i.e. a group of participants and non participants in the project/program. Depending upon the nature of the evaluation study, a compatible evaluation design may be employed from the prevalent evaluation designs e.g. experimental design, quasi experimental design or non-experimental design. After deciding on the evaluation design to be adopted, the

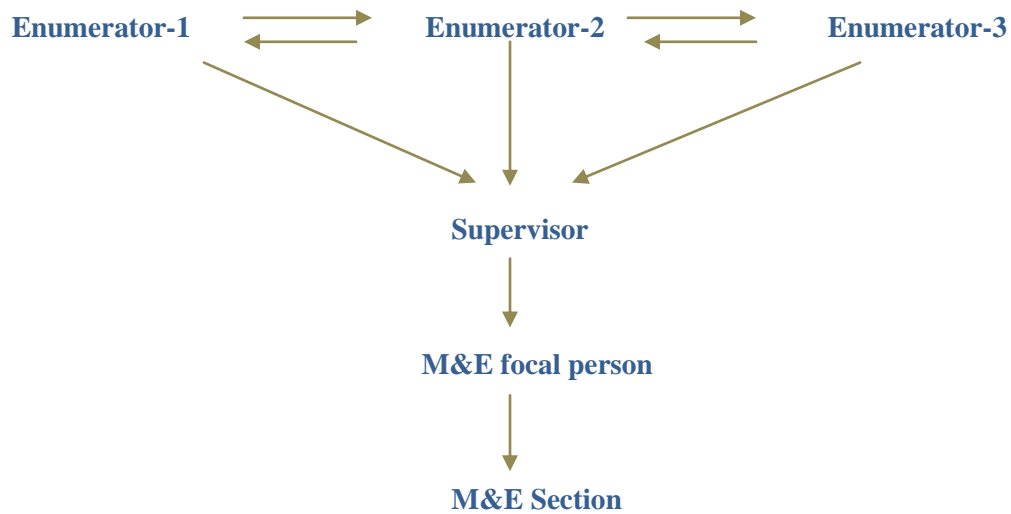
evaluation design shall be elaborated with the following considerations:

- Strategy for answering the evaluation questions as designed in the evaluation work-plan.
- Inclusion of control group according to evaluation design.
- Sampling distribution and technique.
- A data collection plan
- Data analysis plan

6.2.7 *Data quality and reliability*

To ensure the data quality and reliability a sound and effective monitoring system shall be put in place during the data collection process. For this purpose, there shall be a role of one supervisor for enumerators to monitor the data collection process and ensure data quality while one M&E focal person at the data collection site shall be responsible for overall survey and data quality.

The data shall be collected on daily basis by the enumerators while the supervisor shall be responsible for collection of forms from each enumerator to check for errors. The identified errors shall properly be communicated to the enumerators for rectification on daily basis. The following figure denotes a sample monitoring plan for data collection and editing:



After collection of data on daily basis, the enumerators will check 100% forms critically while exchanging forms to find out the data collection mistakes, the forms shall be handed over to the supervisor who shall randomly check and edit at least 50% of the questionnaires for errors. The survey supervisor shall provide feedback to the enumerators for course correction and submit the questionnaires to M&E focal person for forwarding to the M&E section.

The data shall be entered/punched by the M&E section. The entered data shall be statistically analyzed through appropriate data analysis technique and software (SPSS, mini-tab, SAS etc.) to reveal statistical results which shall form the vital portion of the evaluation report.

6.2.8 *Evaluation Report*

The final and most important product of the evaluation exercise shall be a comprehensive report. The purpose of the evaluation report is to give a clear picture of the assessment of the project/program being evaluated and to bring useful elements for future planning and implementation of interventions.

The M&E Section-Head shall have the overall responsibility of ensuring the quality of the evaluation report. In case of outsourced evaluation exercise, in addition to ensuring that the evaluation report meets the contractual obligations and requirements established in the ToRs, the M&E Section-Head shall also provide technical support to the evaluation team and timely feedback comments while drafting the evaluation report.

The report shall be drafted within the agreed time frame as per the TORs. A standardized structure for report shall be adopted; essentially the evaluation report shall cover the following parameters:

- Executive summary.
- Introduction.
- Evaluation findings.
- Methodology.
- Conclusion
- Recommendation
- Annexes

CHAPTER 7

PERFORMANCE MANAGEMENT PLAN - KPRP

7 Performance Management Plan - KPRP

7.1 Purpose of the Performance Management Plan (PMP)

The Performance Management Plan (PMP) plays a vital role in planning, managing, and documenting progress towards achieving the objectives of KPRP. The PMP provides the basis for data collection, management and analysis to systematically measure changes over the time. This PMP is a living document and it is expected that it will be updated periodically to reflect changing conditions which affect program activities.

7.2 Monitoring Methods

The monitoring strategy as outlined in the M&E manual of PDMA-PaRRSA shall be adopted for KPRP. Performance information on PMP indicators shall be collected both from primary and secondary data sources for KPRP. Data shall be collected from the implementing partners i.e. AGES and C&W Department. If required, PaRRSA may also engage consultants and specialized institutes to develop and help conduct end of project surveys for assessing result level changes. PDMA-PaRRSA's M&E staff will use an appropriate blend of tools and methodologies to ensure that collection and analysis of both quantitative and qualitative data is carried out in order to capture the full picture of project results. Depending on the evaluation design, control groups may be used to assess attribution and impact. During interviews with beneficiaries, the M&E staff shall document the project's intervention strategy and specific activities undertaken to determine the effects on target groups. In addition to verifying data accuracy and consistency of the results reported, the USAID M&E contractor will provide third party validation of reported results.

PDMA-PaRRSA M&E staff shall monitor results against baselines, targets, and milestones to gauge progress towards program results. Benchmark (post-intervention) data shall be compared with baseline (pre-intervention) data to quantify the change in measured indicators.

PaRRSA shall maintain gender disaggregated database to produce periodic and ad-hoc reports that shall take its place in the quarterly and annual reports of PDMA-PaRRSA.

7.3 Frequency of Monitoring

The M&E section shall designate staff for regular monitoring of KPRP activities. The M&E staff shall make field visits according to the M&E calendar and submit reports to M&E Section-Head who shall be responsible to compile field monitoring report. The monitoring report will be shared with USAID M&E unit within a time frame of one week following the monitoring visit. The data on process and output indicators (sub-IRs) shall be collected on quarterly basis and disseminated in quarterly reports through appropriate tabulated layout. While, the data on higher level of

indicators at the outcome level (i.e. IRs) shall be collected annually and at the end of the scheme/milestone due the reason that higher levels of indicators does not respond quickly to interventions and involves complex data collection techniques. The results on outcome indicators (IRs) shall be presented and disseminated in the annual and end of project reports.

7.4 Results Framework:

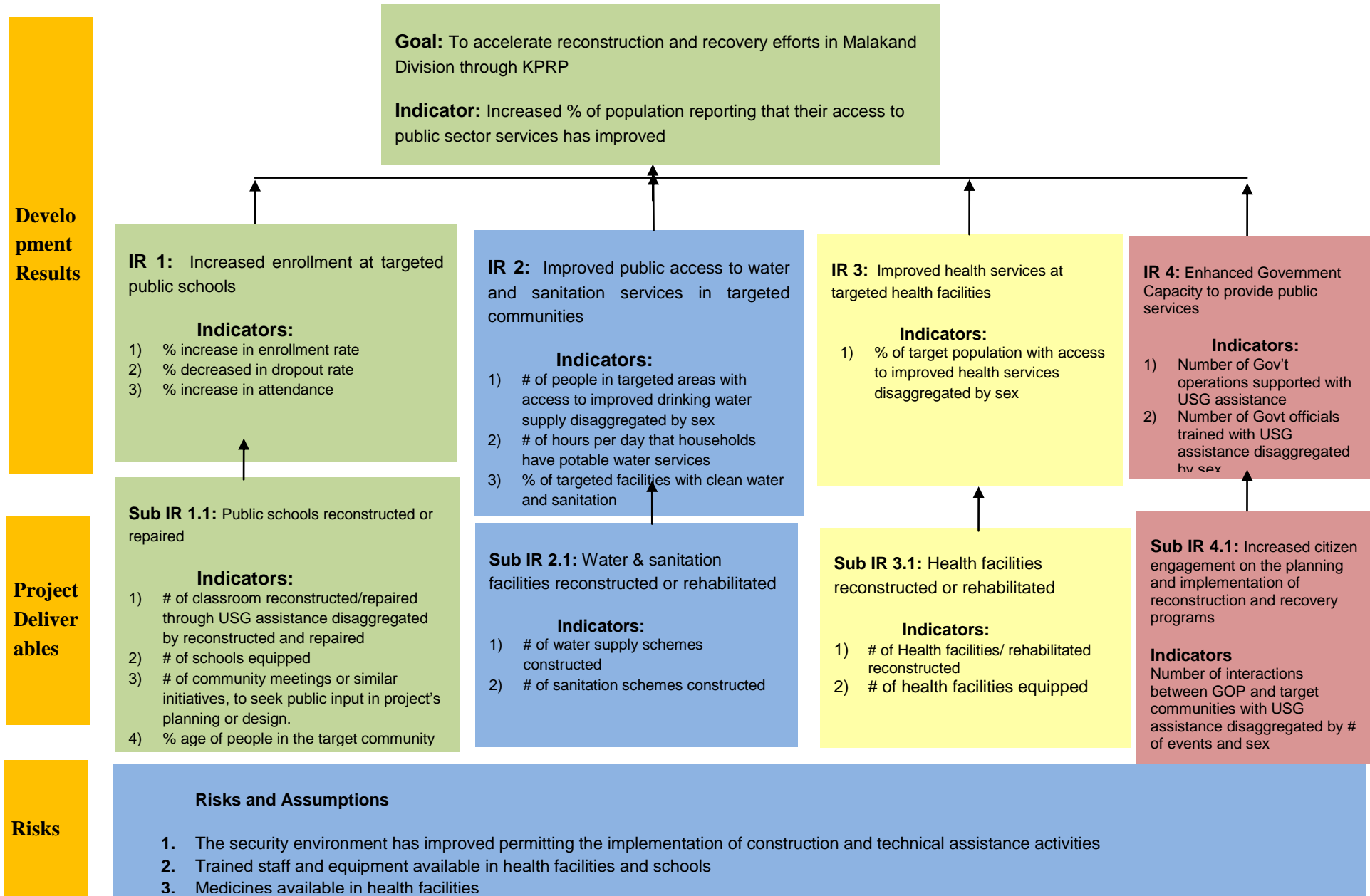
The results framework illustrates the understanding of the causal relationships and underlying assumptions of how activities lead to outputs, results, and impacts at the project level.

The causal model represented by the results framework, establishes the basis for how to organize the measurement, analysis, and reporting of results of activities conducted by the project.

7.5 Evaluation:

The M&E section of PDMA-PaRRSA shall be responsible for conducting mid-term evaluation. However, final performance evaluation shall be conducted by USAID through Independent Monitoring and Evaluation Contract (IMEC).

Result Framework Matrix-KPRP



Annexure

ANNEXURE

Annex-A KPRP- Performance Data Table (PDT)

<i>Increased % of population reporting that their access to public sector services has improved</i>										<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>	
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>					
2011									2011				
2012									2012				
2013									2013				

<i>IR 1: Increased enrollment at targeted public schools</i>										<i>Cumulative Achievements and Targets To Date</i>			
<i>1.1: % increase in enrollment rate</i>										<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>						
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>			
2011									-				
2012									-			-	
2013									-			-	

<i>1.2: % decrease in dropout rate</i>										<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>	
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>					
2011									-				
2012									-			-	
2013									-			-	

<i>1.3: % increase in attendance</i>									<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
<i>2011</i>								-	<i>2011</i>		-	
<i>2012</i>									<i>2012</i>			-
<i>2013</i>								-	<i>2013</i>		-	

<i>IR 2: Improved public access to water and sanitation services in targeted communities</i>												
<i>2.1: # of people in target areas with access to improved drinking water supply disaggregated by sex</i>									<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
<i>2011</i>								-	<i>2011</i>		-	
<i>2012</i>								-	<i>2012</i>		-	-
<i>2013</i>									<i>2013</i>			

<i>2.2: # of hours per day that households have potable water services</i>									<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
<i>2011</i>								-	<i>2011</i>		-	
<i>2012</i>								-	<i>2012</i>			-
<i>2013</i>								-	<i>2013</i>		-	

<i>2.3: % of targeted facilities/Population with clean water and sanitation</i>									<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
<i>2011</i>								-	<i>2011</i>		-	
<i>2012</i>									<i>2012</i>			
<i>2013</i>									<i>2013</i>			

IR 3: Improved health services at targeted health facilities												
3.1: % of target population with access to improved health services disaggregated by sex									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011								-	2011		-	-
2012								-	2012		-	-
2013								-	2013		-	-

Sub IR 1.1: Public schools reconstructed or repaired												
1.1.1: # of classroom reconstructed/repared through USG assistance disaggregated constructed and repaired									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			
2013									2013			

1.1.2: # of schools equipped									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

F4

1.1.3: # of community meetings or similar initiatives, to seek public input in project's planning or design.								Cumulative Achievements and Targets To Date			
<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>					
<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	Period	Actual	Target	Baseline
2011								2011			
2012								2012			-
2013								2013			
1.1.4: % age of people in the target community aware of the project								Cumulative Achievements and Targets To Date			
<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>					
<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	Period	Actual	Target	Baseline
								2011			
								2012			-
								2013			

Sub IR 2.1: Water and Sanitation facilities reconstructed and rehabilitated												
2.1.1 # of water supply schemes constructed								Cumulative Achievements and Targets To Date				
Period	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		Period	Actual	Target	Baseline
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
2011									2011			
2012									2012			
2013									2013			

2.1.2: # of sanitation schemes constructed									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

Sub IR 3.1: Health facilities reconstructed and rehabilitated												
3.1.1: # of Health facilities reconstructed									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

3.1.2: # of health facilities rehabilitated									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

3.1.2: # of health facilities equipped									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

IR 4: Enhanced Government Capacity to provide public services												
4.1: # of Govt. operations supported with USG assistance									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011								-	2011		-	
2012									2012			-
2013								-	2013		-	

4.2 # of Govt officials trained with USG assistance disaggregated by sex									Cumulative Achievements and Targets To Date			
Period	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		Period	Actual	Target	Baseline
	Actual	Target	Actual	Target	Actual	Target	Actual	Target				
2011									2011			
2012									2012			-
2013									2013			

<i>Sub IR 4.1.1 : Increased citizen engagement on the planning and implementation of reconstruction and recovery programs</i>												
<i>4.1.1 # of interactions between GOP and target communities with USG assistance disaggregated by # of events and sex</i>									<i>Cumulative Achievements and Targets To Date</i>			
<i>Period</i>	<i>1st Qtr</i>		<i>2nd Qtr</i>		<i>3rd Qtr</i>		<i>4th Qtr</i>		<i>Period</i>	<i>Actual</i>	<i>Target</i>	<i>Baseline</i>
	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>	<i>Actual</i>	<i>Target</i>				
<i>2011</i>									<i>2011</i>			
<i>2012</i>									<i>2012</i>			
<i>2013</i>									<i>2013</i>			

Annex-B

**Field Monitoring Report
PDMA-PaRRSA**

Visit date: _____

Name of M&E personnel		Sector	
Project Name		Donor	
Project Component		Implementing dept.	
Sub component		Project status(ongoing/completed)	

Details of Site Visited:

- Project location:
- Objective of Visit:
- Methodology:

Overall Implementation of the Project: *(according to implementation schedule)*

Initial Stage	On Schedule	Delayed (Quantify delay in months)

Component wise details:

S. No	Component/ scheme name	Status <i>(completed/ ongoing)</i>	Planned completion date	Actual/expected completion date	% of progress
1					
2					
3					
4					
5					
6					
7					

Financial status:

Component details	Planned cost	Actual cost	Releases

Key findings (Issues Risks and Accomplishments)

This section shall cover any qualitative/subjective information regarding the intervention including budgeted cost and actual cost, planned completion date and actual/expected completion date, unexpected deviations, challenges and risks.

- 1.
- 2.
- 3.
- 4.

Findings/Ref #	Debrief memo	Response of Imp. Agency	Responsibility	Time limit

Follow up on last Monitoring Report.

	Observations	Action taken
i.		
ii.		
iii.		

PDMA - PaRRSA
Advisory Letter - Monitoring & Evaluation

Date of Monitoring Visits:			Report Submitted by M&E Team:			
Report issued by M&E to Section heads:			Response Received from Section Heads:			
A.L submitted to Competent Authority for approval:			A.L Received back from Competent Authority:			
A.L issued to Implementing Agency:			Tentative follow up date:			
S.No.	Statements of Issues and Accomplishments	Remarks by Section Head	Approval/Remarks by Competent Authority	1st Progress Report by Implementing Agency	Follow up by M&E	General Remarks (if any)
	Sector:					
	Project:					
	Project Component:					
	Implementing Agency:					
	Sub component 1:					
1.1.1						
1.1.2						
1.1.3						
	Sub component 2:					
1.2.1						
1.2.2						
1.2.3						
	Sector:					
	Project:					
	Project Component:					
	Implementing Agency:					
	Sub component 1:					
1.1.1						
1.1.2						
1.1.3						

Monitoring & Evaluation Plan				
Khyber Pakhtunkhwa Reconstruction Program				
Indicator	Data Collection Methods/Sources	Frequency & Schedule	Responsibilities	Information Use/Audience
GOAL: To accelerate reconstruction and recovery efforts in Malakand Division through KPRP				
<p>Indicator: Increased % of population reporting that their access to public sector services has improved</p>	Stratified random Sample Survey , FGDs and Secondary data	End of project/Annual Survey Date:	M&E section & Independent Monitoring and Evaluation Contract (IMEC).	Impact evaluation to justify intervention to department of RR&S, donors, etc. Accountability to donors and public through community meetings, website posting, and local newspaper reports.
<p>Assumption: The security environment has improved permitting the implementation of construction and technical assistance activities</p>	In field monitoring by program team with community partners. Media monitoring of national newspapers and TV/radio broadcasting.	Ongoing monitoring during duration of program.	Field monitoring: Program staff. Media monitoring: Communication section.	Monitor risks for informed implementation and achievement of the project objective/s.
OUTCOME 1: (IR-1) Improved public sector education services				
<p>Indicator 1.A % increase in enrollment rate</p>	sample surveys, School surveys	Annual	M&E Section	Annual project report

Indicator 1.B % decrease in dropout rate	sample surveys, School surveys	Annual	M&E Section	Annual project report
Indicator 1.C % increase in attendance rate	sample surveys, School surveys	Annual	M&E Section	Annual project report
OUTPUT 1.1: <i>Education infrastructure improved and strengthened.</i>				
Indicator 1.1 A: Number of classroom reconstructed/repared through USG assistance disaggregated by reconstructed and repaired	Field visits, Monitoring reports, Data from R&R Section records.	Quarterly (at the end of each quarter)	M&E Section (M&E Officer)	Quarterly reports
Indicator 1.1 B: Number of schools equipped	Field visits, Monitoring reports, Data from R&R Section records.	Quarterly (at the end of each quarter)	M&E Section (M&E Officer)	Quarterly reports
Indicator 1.1 C: Number of community meetings or similar initiatives, to seek public input in project's planning or design.	Field visits, Monitoring reports, Data from R&R Section records.	Quarterly (at the end of each quarter)	M&E Section (M&E Officer)	Quarterly reports

OUTCOME 2: (IR-2) Improved public access to water and sanitation services in targeted communities				
Indicator 2. A: Number of people in target areas with access to improved drinking water	Stratified random Sample Survey , FGDs and Secondary data	End of project/Annual Survey Date:	M&E section & OR Independent Monitoring and Evaluation Contract (IMEC).	Impact evaluation to justify intervention to department of RR&S, donors, etc. Accountability to donors and public through community meetings, website posting, and local newspaper reports.
Indicator 2. B: Number of hours per day that households have potable water services	Stratified random Sample Survey , FGDs and Secondary data	End of project/Annual Survey Date:	M&E section & OR Independent Monitoring and Evaluation Contract (IMEC).	Annual project report
Indicator 2. C: % of targeted facilities/Population with clean water and sanitation	Stratified random Sample Survey , FGDs and Secondary data	End of project/Annual Survey Date:	M&E section & OR Independent Monitoring and Evaluation Contract (IMEC).	Annual project report
OUTPUT 2.1: <i>WATSAN facilities reconstructed and rehabilitated</i>				
Indicator 2.1 A: Number of water supply schemes constructed	Project records from R&R Section, Field monitoring visits.	Quarterly (at the end of each quarter)	Monitoring & Evaluation section (concerned M&E Officer)	Quarterly reports
Indicator 2.1 B: Number of sanitation schemes constructed	Project records from R&R Section, Field monitoring visits.	Quarterly (at the end of each quarter)	Monitoring & Evaluation section (concerned M&E Officer)	Quarterly reports

OUTCOME 3: (IR-3) Availability of health services to target communities increased				
Indicator 3 A: % of target population with access to improved health services	Stratified random Sample Survey , FGDs and Secondary data	End of project/Annual Survey Date:	M&E section & OR Independent Monitoring and Evaluation Contract (IMEC).	Impact evaluation to justify intervention to department of RR&S, donors, etc. Accountability to donors and public through community meetings, website posting, and local newspaper reports.
Output 3.1: Health facilities reconstructed and rehabilitated				
Indicator 3.1 A: Number of health facilities reconstructed	Project records from R&R Section, Field monitoring visits.	Quarterly (at the end of each quarter)	Monitoring & Evaluation section (concerned M&E Officer)	Quarterly reports
Indicator 3.1 B: Number of health facilities rehabilitated	Project records from R&R Section, Field monitoring visits.	Quarterly (at the end of each quarter)	Monitoring & Evaluation section (concerned M&E Officer)	Quarterly reports
Indicator 3.1 C: Number of health facilities equipped	Project records from R&R Section, Field monitoring visits.	Quarterly (at the end of each quarter)	Monitoring & Evaluation section (concerned M&E Officer)	Quarterly reports
Assumption 3.1a Trained staff and equipment available in health facilities and schools	Field visits and monitoring reports of the health facility. Record from implementing agency	end of activity	M&E and program section.	capture possible negative effect of external factors.

OUTCOME 4: (IR-4) Enhanced Government Capacity to provide public services				
Indicator 4 A: Number of Govt operations supported with USG assistance	Project records.	Annual	M&E section	Annual project report
Indicator 4 B: # of Govt officials trained with USG assistance disaggregated by sex	Project records.	Annual	M&E section	Annual project report
<i>Output 4.1: Increased citizen engagement on the planning and implementation of reconstruction and recovery programs</i>				
Indicator 4 A: # of interactions between GOP and target communities with USG assistance disaggregated by # of events and sex	Project records.	Quarterly (at the end of each quarter)	M&E section	Quarterly reports

