



Planning Monitoring and Evaluation Guideline

Acronyms

CDO	Chief District Officer
CSRC	Community Self-reliance Centre
DCA	Danish Church Aid
DLRF	District Land Right Forum
GoN	Government of Nepal
HHs	Households
ILC	International Land Coalition
INGO	International Non-Government Organization
JLO	Joint Land Ownership
JLO	Joint Land Ownership
LRFs	Land Rights Forums
M&E	Monitoring and Evaluation
MoLRM	Ministry of Land Reform and Management
NGO	Non-Government Organization
NLRF	National Land Right Forum
NRA	National Reconstruction Authority
PM&E	Planning Monitoring and Evaluation
PRRP	Participatory Review and Reflection Process
SDG	Sustainable Development Goals
SDGs	Sustainable Development Goals
SWC	Social Welfare Council
VLRF	Village Land Rights Forum

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Chapter I: Introduction

1.1 Introduction

Community Self-reliance Centre (CSRC) is a membership-based non-governmental organization (NGO), founded in 1993 through the registration at the District Administration Office of Sindhupalchowk. Since its establishment, CSRC, a social development organization, has been working for the cause of, empowering communities to be self-reliant. From a locally based organization that initially took more of an integrated approach to community development CSRC has grown into a national organization. The core team of CSRC, based in Kathmandu, works collaboratively with the National Land Rights Forum (NLRF) and District Land Rights Forum (DLRF), towards building a sustainable movement of landless and tenant farmers, bonded and agricultural labors, and other land deprived men and women. With an objective to guide and support CSRC and partner organisations for providing assistance in organizational monitoring evaluation system CSRC has developed this PM&E guideline. The main objective of this policy is to strengthen overall PM&E system of CSRC through quality reporting and effective documentation of the implemented projects or programmes.

1.2 Background

Monitoring and Evaluation play an important roles for effective and meaningful implementation of plans, policies, programmes and projects. Realizing the need for a systematic, simplified result oriented and, reliable and effective monitoring and evaluation system CSRC has prepared this guideline.

This guideline aims at ensuring effective planning, monitoring and evaluation system of CSRC as per the existing organizational policies and practices of governments' laws and policies. It is expected that the guideline will be instrumental in making overall monitoring function easier and more comprehensive by establishing unified, user-friendly, and explicit monitoring and evaluation procedure of CSRC.

1.3 Objectives of the guideline

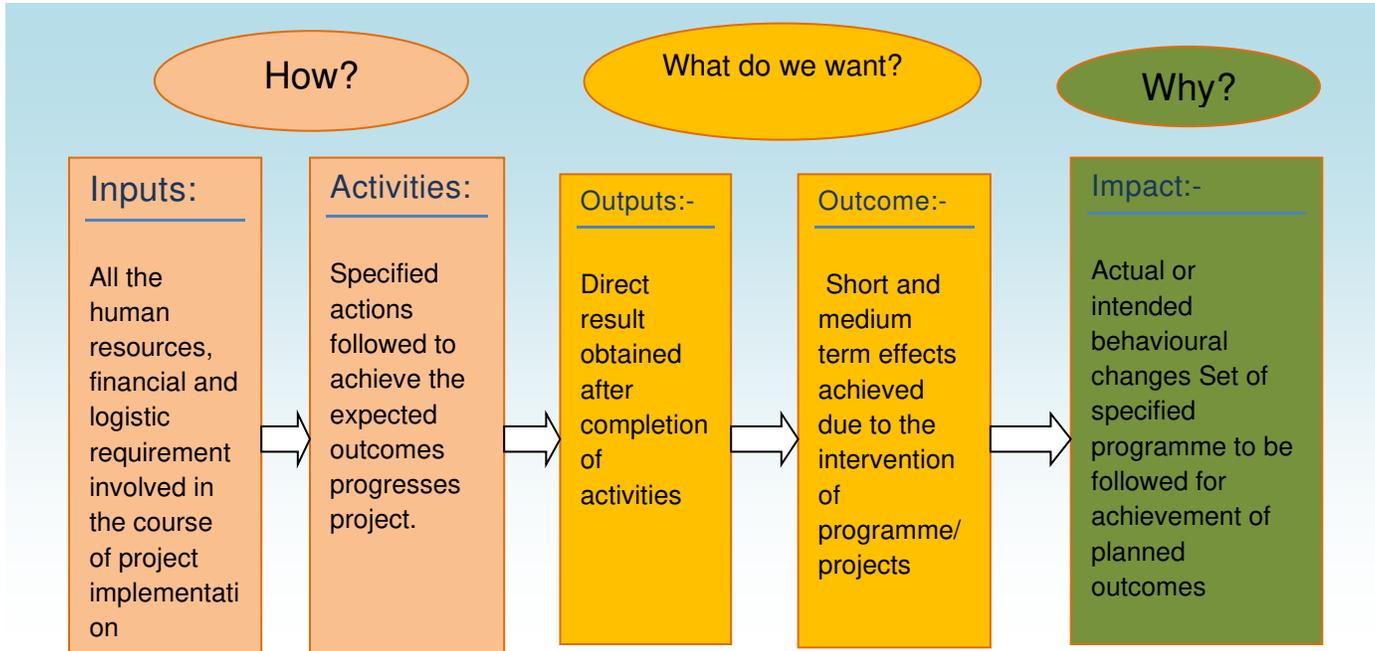
The followings are the objectives of this guideline:

- To make a result-based monitoring and evaluation system as an integral part of every plan, policy, programme and project beginning at the early stages of formulation
- To furnish all necessary data and information of programmes and projects to CSRC
- To carry out the regular and systematic monitoring and evaluation system to keep track of inputs, activities, processes, outputs, outcomes and impacts of programmes and projects being implemented by CSRC.

1.4 Monitoring Framework:

As with most things in international development, there is no standard definition of a Monitoring and Evaluation (M&E) framework, or how it differs from an M&E plan. For many organisations, an M&E framework is a table that describes the indicators that are used to measure whether the program is a success.

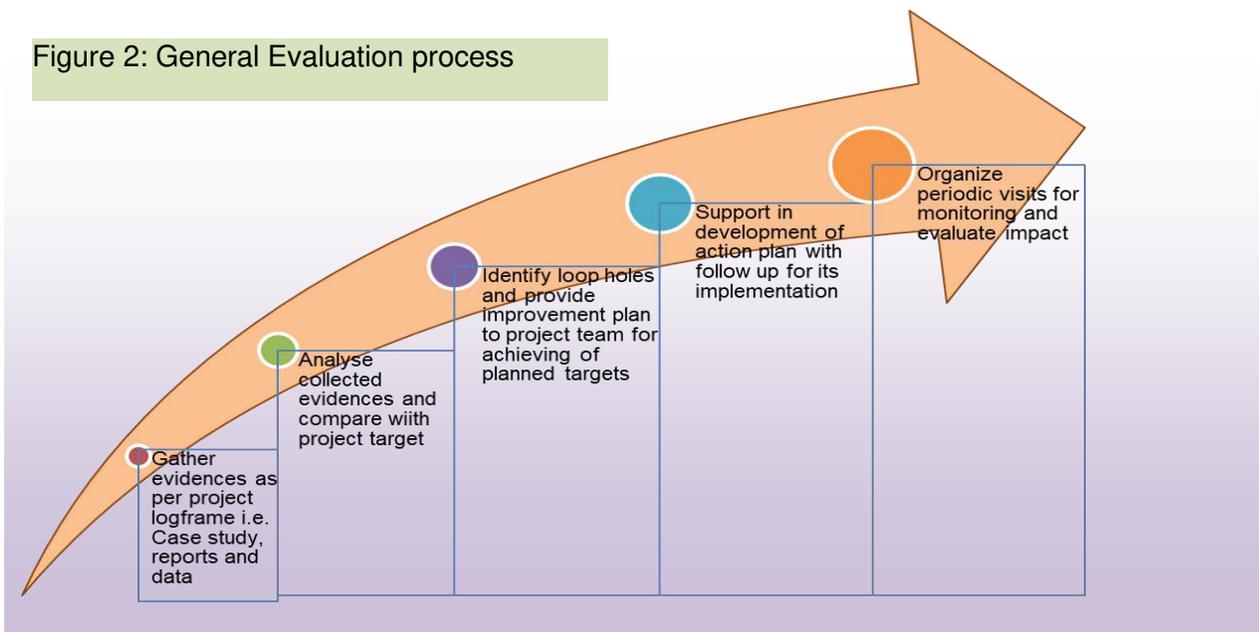
Figure 2: Figurative representation of Monitoring frame work



1.5 Evaluation

Evaluation being a broad term has a definite meaning. A process of analyzing a work comparing to its initial targets and current achievement can be defined as Evaluation. In general it summarizes process from analyzing, gathering evidences, identifying loopholes, developing improvement plan of action and follow up for achieving set target. CSRC follows specific procedure of evaluation on the very foundation of participatory approach. As it beliefs in programme intervention, monitoring and evaluation is only effective when focused group take lead. General evaluation process of the organization has been shown as follows:

Figure 2: General Evaluation process



Chapter II: Basic concept of Monitoring and Evaluation (M&E)

2.1 Monitoring

Monitoring is a systematic process of keeping track of progress on a continuous and/or periodic basis by management at different levels of an institution. It is the systematic and routine collection of information from projects and programmes for four main purposes:

- To learn from experiences to improve practices and activities in the future.
- To have internal and external accountability of the resources used and the results obtained
- To take informed decisions on the future of the initiative
- To promote empowerment of beneficiaries of the initiative

In the same way, the role of monitoring is to verify whether the project activities are being implemented and whether or not the intended outputs are being achieved in accordance with the plan.

2.2 Types of Monitoring

Different documents have different categories of monitoring. However, some general types of monitoring have been mentioned below:

2.2.1 Process Monitoring

In process monitoring, routine data is collected and analyzed in order to establish whether the project tasks and activities are leading towards the intended project results. It authenticates the progress of the project towards the intended results. This kind of monitoring measures the inputs, activities and outputs. Mainly it searches the answers of the following questions.

- What has been done so far?
- Where, When and How it has been done?

2.2.2 Technical Monitoring

Technical monitoring involves assessing the strategy that is being used in project implementation to establish whether it is achieving the required results. It involves the technical aspects of the project such as the activities to be conducted.

2.2.3 Financial Monitoring

Just like the name suggests, financial monitoring simply refers to monitoring project/ program expenditure and comparing them with the budgets prepared at the planning stage. The use of funds at the disposal of a program/project is crucial for ensuring there are no excesses or wastages. Financial monitoring is also important for accountability and reporting purposes, as well as for measuring financial efficiency (the maximization of outputs with minimal inputs).

2.2.4 Assumption Monitoring

Any project has its working assumptions which have to be clearly outlined in the project log frame. These assumptions are those factors which might determine project success or failure, but which the project has no control over. Assumption monitoring involves measuring these factors which are external to the project.

2.2.5 Impact Monitoring

Impact monitoring is a type of monitoring which continually assesses the impact of project activities to the target population. Indeed, impacts are usually the long term effects of a project. However, for projects with a long life span or programs (programs have no defined timelines) there emerges a need for measuring impact change in order show whether the general conditions of the intended beneficiaries are improving or otherwise

2.4 Evaluation

Evaluation is assessing, as systematically and objectively as possible, a completed project or programmes. It is systematic and purposeful undertaking carried out by internal or external evaluators to appraise the relevance, efficiency, effectiveness of, as well as the impacts and sustainability generated by the plans, policies, programmes and projects under implementation. The main objective of evaluation is to draw lessons from the strengths and weaknesses experienced in the implementation of plan, policies, programmes and projects so as to improve their design and implementation in the future. There are different types of evaluation which are mentioned below:

2.4.1 Proactive Evaluation

Evaluation within this form takes place before a project/programme is designed. It assists programme planners to make decisions about what type of programme is needed. Proactive evaluation places the evaluator as an adviser, providing evidence about what is known about policy development, what format of programme is needed or how an organization may be changed to make it more effective. Some typical issues associated with proactive evaluation is mentioned below:

- Is there a need for the programme/project?
- What do we know about this problem that the programme/project will address?
- What is recognized as best practice in this area?
- Has there been other attempts to find solutions to this problem?
- What could we find out from external sources to rejuvenate an existing policy or programme?

2.4.2 Clarificative Evaluation

Evaluation within this form concentrates on clarifying the internal structure and functioning of a programme or policy. This is sometimes described as the theory or logic of a programme. It

refers to the causal mechanism which are understood to link programme activities with intended outcomes. In this evaluation, the evaluator works with policy or programme staffs. This type of evaluation often involves the use of interview, observation and document analysis. Some issues associated with clarificative evaluation are mentioned below:

- What are the intended outcomes of this programme/project and how is the programme/project designed to achieve them?
- What is the underlying rationale for this programme/project?
- What programme/projects elements or structures need to be modified to maximize programme potential to achieve the intended outcomes?
- Is the project/programme plausible?
- Which aspects of this programme are amendable to a subsequent monitoring or impact assessments?

2.4.3 Interactive Evaluation

Interactive evaluation provides information about delivery or implementation of a programme or about selected components or activities. Interactive evaluation can be concerned with the documentation or incremental improvement of an innovation, or establishing what is happening to help staff to understand more fully how and why a programme operates in a given way. The evaluator provides findings and facilitates learning and decision-making. Some issues associated with interactive evaluation are mentioned below:

- What is the programme/project trying to achieve?
- How is this project/programme going?
- Is the outcome of the programme/project working?
- Is the outcome of consistent with the programme plan?
- How could the programme/project be changed to make it more effective?

2.4.4 Monitoring Evaluation

Monitoring evaluation involves the development of a system of regular monitoring of the progress of the programme/project. In this evaluation quantitative performance indicators have been used as the means of organizing data. Evaluation within this form is likely to be management driven. Evaluators are likely to be internally located in large scale organizations. Some issues associated with this evaluation are mentioned below:

- Is the programme/project reaching the target population?
- Is implementation meeting programme benchmarks?
- How is implementation of the programme/project going on?
- Are programme/project costs rising or falling?
- How can the programme/project implementer finetune to make it more effective and more efficient?

2.4.5 Impact Evaluation

Impact evaluation is used to assess the impact of a settled programme/project. It assumes some logical end-point analysis. This evaluation intends to make a decision about the merit or worth of the programme. Impact evaluation assists with decisions about whether to terminate a programme/project or whether to adopt it in another place. Some of the key issues associated with impact evaluation have been mentioned below:

- Has the programme/project been implemented as planned?
- Have the stated goals of the programme/project been achieved?
- Have the needs of those served by the programme been achieved?
- What are the unintended outcomes of the programme/project?
- Does the implementation strategy lead to the intended outcomes?
- Has the programme been cost effective?

2.5 Difference between Monitoring and Evaluation

One can present the differences between monitoring and evaluation in different ways. The common and major difference between monitoring and evaluation can be shown from different grounds. Such grounds are mentioned below:

Grounds of Differences	Monitoring	Evaluation
Timing	Continuous throughout the project	Periodic review as significant point in project progress, end of project, mid-point project, change of phase
Scope	Day to day activities, outputs, indicators of progress and change	Assess overall delivery of outputs and progress towards objectives and goals
Main Participants	Project staffs and project users	External evaluators/facilitators, project users, project staffs and donors
Process	Regular meetings, interviews, weekly, semi-monthly, weekly updates and reviews	Meeting and other data collection exercises

Chapter III: Planning Monitoring and Evaluation System of CSRC

3.1 Planning

CSRC focuses on the participation of its beneficiaries in all planning processes of the organization. Prior to implementing any project CSRC consults with community people and discuss whether the implementing project would have some meaning to them or not. Generally, CSRC follow three stages to make the organizational planning process more effective and efficient. CSRC holds Participatory Review and Reflection Process (PRRP) to review and plan the existing programme or project in half yearly basis. The members of VLRF, DLRF, NLRF, representatives of funding organizations and CSRC team participate in the process

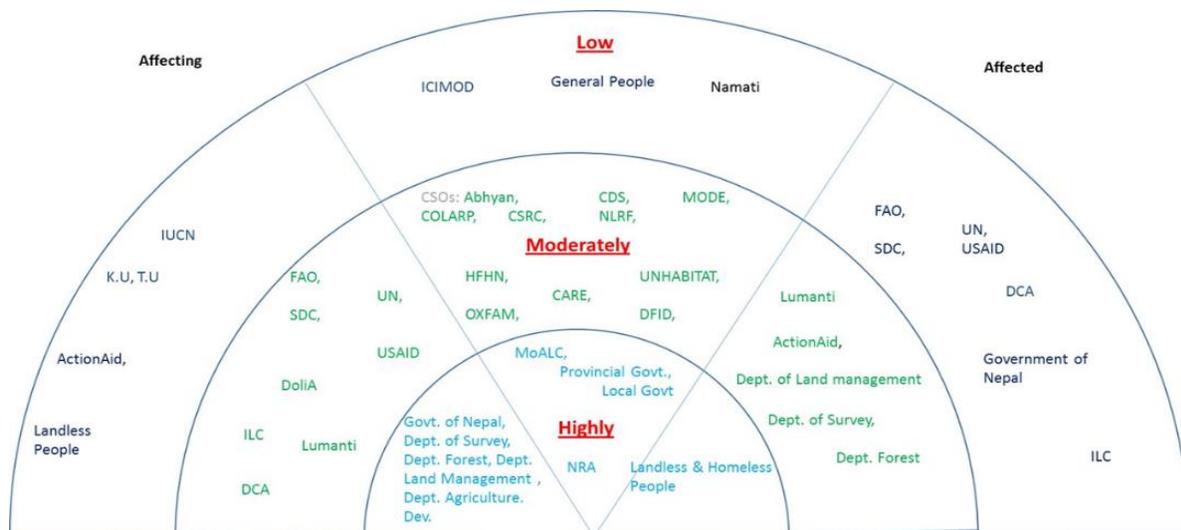
The three stages are summarized as below:

3.1.1 Context Analysis

Before the implementation of project at community level CSRC does consultation with the community people including local level stakeholders. It does context and situation analysis to find out the land related issues of the project implemented districts. In the same way, CSRC believes and strictly follows that the community participation is the prerequisite for the implementation of any project.

3.1.2 Stakeholder Analysis

The review and planning meeting of CSRC conducts in the participation of stakeholders. Stakeholder analysis is also done by the CSRC team to find out the possible stakeholders. CSRC prepares a rainbow diagram after the stakeholder analysis as followings;



3.1.3 SWOT Analysis

CSRC performs SWOT Analysis to examine the strengths, weaknesses, opportunities and threat of the organization. CSRC begins by conducting a review of internal strengths and weaknesses of the organization. It will then note the external opportunities and threats that may affect organization based on the context analysis and stakeholder survey.

3.1.4 Others

- CSRC does not implement any project/programmes without proper planning. Prior to the implementation of any activities a detail action plan is prepared and shared to the project/programme implementation team. The staffs members of CSRC shares weekly plan in every Friday. Similarly, each staffs prepare monthly action plan every month and shares within three days of next month to the concerned line manager. The line managers review the time sheet with monthly plan within two days and provides to administration unit for documentation.
- Each unit will share quarterly plan with major roles and responsibilities for the implementation of planned activities within one week of the of next month of a quarter
- The concerned stakeholders such as government stakeholders, civil society organizations that work for land and agrarian rights, media persons, political parties, target groups of CSRC are invited to formulate annual planning of organization.
- The proposed activities, time frame, role and responsibilities to implement the activities etc. are discussed while designing organizational plan

3.2 Monitoring

- To monitoring the current status of programme CSRC conducts Outcome Mapping (OM) in half yearly basis. The findings of the outcome mapping are shared in the regular Participatory Review and Reflection Process (PRRP).
- CSRC conducts periodic monitoring of every programme/projects. The project staffs, management team with the participation of NLRF members visit project implemented areas in order to ensure effective monitoring of the projects or programmes.
- The project staffs share detail plan prior to the field visit for monitoring and shares to all staffs. The field visit plan is prepared by field level staffs and shares to the visit team.
- The field visit team collects necessary information such as case story, good quality photos with other necessary information while conducting monitoring
- Both on site [direct presence of project staffs in the field] and off site [monitoring conducted through the review of reports and other documents sent from staffs] monitoring will be conducted by the project staffs.

3.3 Evaluation

- CSRC conducts Baseline survey, mid-term and final evaluation. To conduct evaluation it discusses with experts, consultants and other stakeholders and finalize methodology, areas for evaluation.
- Prior to the implementation of any projects or programmes a baseline survey will be conducted and
- The evaluation team discusses with programme/project beneficiaries, major stakeholders and other partners while conducting evaluation. Maximum attention has been given to include women, marginalized, Dalit, oppressed and other communities to collect necessary information for evaluation.

3.4 Data Collection and Management

- CSRC has its own data base system to collect both quantitative and qualitative data from field. For quantitative data respective project staffs send a compilation format to the district and local level staffs and cumulative data will be generated by project staffs
- For qualitative data it conducts perception survey, stakeholder analysis, context mapping with detail analysis.
- The data will be analysed with the support of different tools and techniques
- The district and regional level staffs regularly updates database system with major progresses and sends to the central team.
- The district team sends the complete data base within third day of next month of every quarter. The central team reviews the data base and asks necessary information [if necessary] within fifth of the same month. After the compilation of data base a periodic report is prepared and sent within 15th of the next month in every quarter.

3.5 Reporting and Update

- CSRC has its own time frame for reporting and update. It shares semi-monthly [first and fourth week of every month] update and monthly update to partners, stakeholders, beneficiaries, media persons and CSRC staffs. The PME unit will be responsible to prepare and share the updates.
- The district and regional staffs will send monthly updates and reports within 3rd of next month and PME unit will share the update within 10th of the next month. The district team will share complete database with narrative report while sending the periodic report. Consistency of the data in narrative report and database will be ensured while finalizing the progress report.

- Besides programme reports and updates monitoring reports will also be prepared and shared to the respective line manager within five days of monitoring and discuss key issues that need to be addressed from management team of the organization.
- Monitoring and evaluation feedback reports are shared on GESI aspects with staff and partners in review meetings and actions explored for improvements.

3.6 Logical Framework

- CSRC recognizes the usefulness of logical frameworks as a tool to manage for results. Every project proposals should include logical frameworks or other appropriate results formulations and specify major activities, outputs, outcomes and impacts, performance indicators, means of verification and risks and assumptions should be specified for output and outcome level results; for projects or other undertakings in which an impact evaluation is to be performed, indicators of achievement and means of verification should also be specified for intended impacts.
- Performance indicators should include baseline and target measures for expected results. In the event baseline information may not be available in the design phase or at the submission time of a proposal, project staffs should plan to obtain baseline or other relevant information within a reasonable period from project start-up (e.g. inception meeting or workshop) to ensure effectiveness of results. When projects are to be implemented jointly, logical frameworks should be discussed and agreed with respective partner.

3.7 Implementation

- CSRC is abided by different policies including human resource and GESI policies. The provisions made in other policies and related to M&E will be fully implemented from planning to implementation of the programme/project.
- Maximum attention has been given to maximize the progress of the programme/project through effective planning, monitoring and implementation of programme/project.

ANNEXES:-

A. Planning:-

Annex -1: Template of Participatory Monitoring and Evaluation Plan

Community Self-Reliance Centre (CSRC)					
Monitoring & Evaluation Plan					
Name of Project:	Monitoring Period: (Quarter)			Date and Duration:	
Indicator	Progress of the Period	Data Collection Methods/Sources	Frequency & Schedule	Responsibilities	Information Use/Audience
Objective 1:					
Expected Result (i):					
Indicator (I)					
Indicator (II)					
Indicator (III).					
Objective 2:					
Expected Result(i):					
Indicator (I).					
Indicator (II).					
Indicator (III).					
Objective 3:					
Expected Result (i)					
Indicator (i).					
Indicator (ii)					
Expected Result (ii)					
Indicator (i).					
Indicator (ii).					

B. Template of logical framework for working district

Name of Programme/Project:

Working District:

	Result Chains	Indicators	Base line	Annual Target	Source Means of Verification	Assumptions
Impact	Long term goals and behavioral change supported by external factors as well	Qualitative and quantitative data to measure impacts	Current situation	Target Acquired for change	Methods, Reports and surveys for verifying the data	External conditions required for or against achieving goals
Outcomes	Primary result through programme intervention	"	"	"	"	"
Output	Product achieved directly after activities are completed	"	"	"	"	"
Activities	Action conducted by project for achieving the expected outcomes	"	"	"	"	"
Inputs	Human resource, budget, logistic, external consultant required for impact	"	"	"	"	"

C. Template of Plan Vs Progress format

Name of Organization:

Working district:

Indicator	Baseline data		Project duration target	Achievement till date	% of achievement till date	Quarterly Achievement Period			Reason for Variance
	Date	Value				Target	Achievement	% of achievement	

D. Template of Monthly plan

Name of Programme: -							District:.....	
Month:								
S.N	Name of Activity	Date	Target	Location	Responsibility			

E. Template of Quarterly plan

Name of Programme :.....																	
District :.....																	
S.N	Name of Activity	Month-1				Month-2				Month-3				Target	Location	Responsibility	Remarks
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4				

I. Reporting and Documentation

Template of Weekly update

Weekly Update, Name of district (Date				
Major Achievement: (Please describe major outcome/output level achievement of the week their description and impacts <i>{if possible}</i> in this part)				
Plan VS Progress: <i>(Please describe quantity achievement of project/programme compared to previous week)</i>				
S.N	Plan	Achievement	Reason of Variance	Alternate plan
Photos and News Cutlets: (Please put photos and news cutlets of the week)				

Template of Monthly Update

Monthly Update	 MonthlyUpdateEnglish_CSRC_201704.docx
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Update and Reporting Template

Monthly Report	 Monthly report format-English.docx
Quarterly Report	 CSRC_Quarterly_Reporting Format_2021
Yearly Report	 CSRC_Annual_CARE Reporting Fo

Annex-J Outcome Mapping

CSRC Outcome Mapping (OM)	 Progress Marker-Model 1.docx
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Annex-K. Selection Procedure of Primary and Secondary Constituents of CSRC

Beneficiaries	How they are selected	Engagement in project	Benefits
<i>Primary beneficiaries</i>			
Landless agriculture labourers who never attended land rights campaign nor are the member of LRF	Identified by the local level stakeholders as the victims of land deprivation, human rights violation, and food and shelter insecurity	Awareness raising, land-related legal education, mobilization, cooperative, legal initiatives, volunteerism, agro-based initiatives to enhance productivity, use of public land and natural resources	-Rights awareness -Land use, leasing and/or ownership rights -Enhanced productivity -Access to local resources and public service -Representation and participation in local public forums
Landless agriculture labourers who already are members of LRFs	Identified by the local level stakeholders as the victims of land deprivation, human rights violation, and food and shelter insecurity	Land-related legal education, mobilization, facilitation, cooperative, legal initiatives, volunteerism, agro-based initiatives to enhance productivity, use of public land and natural resources	-Strengthened rights awareness -Land use, leasing and/or ownership rights -Enhanced productivity -Access to local resources and public service -Representation and participation in local public forums
Unregistered landless tenants	Identified by the local level stakeholders as the victims of deprivation from tenancy and land ownership rights, human rights violation, and food and shelter insecurity	Land-related legal education, mobilization, facilitation, cooperative, legal initiatives, volunteerism, agro-based initiatives to enhance productivity, use of public land and natural resources	-Strengthened rights awareness -Secure land use, leasing, tenancy and/or ownership rights -Enhanced productivity -Access to local resources and public service -Representation and participation in local public forums
Registered tenants	Identified by the local level stakeholders as the victims of deprivation from land ownership rights, human rights violation, and food and shelter insecurity	Land-related legal education, mobilization, facilitation, cooperative, legal initiatives, volunteerism, agro-based initiatives to enhance productivity, use of public land and natural resources	-Strengthened rights awareness -Secure land use, leasing and/or ownership rights -Enhanced productivity -Access to local resources and public service -Representation and participation in local public forums
Smallholders	Identified by the local level stakeholders as the victims of deprivation from land ownership rights, human rights violation, and food and shelter insecurity	Land-related legal education, mobilization, facilitation, cooperative, legal initiatives, volunteerism, agro-based initiatives to enhance productivity, use of public land and natural resources	-Strengthened rights awareness -Secure land use and/or leasing rights -Enhanced productivity -Access to local resources and public service -Representation and participation in local public forums
Secondary beneficiaries			
Politicians	Potential contribution to influence the formation of land acts and policies	Policy dialogues, interaction with beneficiaries/victims, partnership to formulate acts and policies	-Awareness and gain knowledge of land rights issues, enhanced political credibility, trust and recognition
MoLRM, DoLRM, DLRO and DLRO	Direct duty bearers related to land governance	Policy dialogues, interaction with beneficiaries/victims, partnership in drafting acts and policies, bureaucratic support	-Awareness and gain knowledge of land rights related issues, enhanced capacity in land governance, exposure to good land governance practices
DDC, VDC, District Agriculture Office, local leaders	Direct local level land and/or agriculture sector public service providers	Support to landless or land poor farmers in securing their land/tenancy and/or use rights, facilitate farmers in their campaigns and access to relevant services	-Awareness and gain knowledge of land rights related issues, enhanced capacity to deliver land-related public services
Local elites and landlords	Their stake in land ownership dispute and the resulting possible conflict	Nonviolent engagement in dialogues, community mediations, negotiations and legal actions	-Peaceful co-existence with the tilling farmers and tenants
CSOs and NHRC.	Collaborators and allies to take the agenda of land rights campaign forward	Sharing information on rights violation, human rights practices, resources and knowledge products.	-Partnership, common beneficiaries, access to CSRC-produced knowledge products and resources, coordination, synergy and enhanced impact