

STANDARD OPERATING PROCEDURES FOR MONITORING AND EVALUATION OF GOVERNMENT PROJECTS AND PROGRAMMES



NATIONAL MONITORING AND EVALUATION DIRECTORATE (NAMED)
OFFICE OF THE PRESIDENT
SIERRA LEONE

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ABBREVIATIONS

CAS	Country Assistant Strategy
DS	Development Secretary
ITT	Indicator Tracking Table
M&E:	Monitoring and Evaluation
MDAs:	Ministries, Departments and Agencies
MTNDP-2019-2023:	Medium-Term National Development Plan 2019-2023
MoPED:	Ministry of Planning, and Economic Development
MIS:	Management Information System
NaMED:	National Monitoring and Evaluation Department
ODA:	Official Development Assistance
PIMD:	Public Investment Management Directorate
SOP:	Standard Operating Procedures
PIP	Public Investment Project
SDGs	Sustainable Development Goals

GLOSSARY OF TERMS

Approval:	Approval is a firm obligation supported by the appropriation or the availability of public funds.
Assessment	Assessment means the review of programme performance against planned goals and objectives.
Baseline study	This is the activity undertaken to measure the conditions before the commencement of a project/programme, to provide quantitative or/and qualitative descriptions against which progress will be measured or comparison made
Baseline measurements	These are the specific quantitative or/and qualitative data descriptions of the indicators of the development challenges to be addressed; against which progress will be marked.
Beneficiaries	The community, group, category of people or organization that the project is intended to specifically benefit (directly or indirectly) and impact positively.
Data Management	The processes and systems for systematically and reliably capturing, managing and storing project/programme information in a readily useable form.
Effectiveness	The extent to which the objectives of a development intervention (policy, programme or project) were achieved, or are expected to be achieved.
Efficiency	The extent to which resources (funds, items, expertise, time) are used such that a greater level of output is produced with the same level of input or, a lower level of input is used to produce the same level of output in quantity and/or quality.
Endline	Measures, at the end of the project, the same aspects and indicators as the baseline; to allow for comparison and assessment of the progress achieved.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy; its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, impact, and sustainability.

Goal:	The broad and long-term outcome towards which development effort is directed.
Implementing Agency	The implementing agency is the institution actually implementing the programme or project, from inception to completion.
Impact	The actual or intended changes brought about in the life and wellbeing of targeted beneficiaries by the policy, programme, or project. Positive and negative, primary and secondary long-term changes produced by the intervention, directly or indirectly, intended or unintended.
Indicator	A quantitative or qualitative factor or variable that provides a simple and reliable means to measure change, to reflect the changes connected to an intervention, or to help assess the performance of a person/institution.
Initial assessment	A process to understand the current situation and find out whether or not an intervention is required. This is done by identifying the key factors influencing the situation, including problems and their causes, as well as the needs, interests, capacities and constraints of the different stakeholders.
Input	Inputs are the personnel, training, equipment and other resources that are put into a project, in order to achieve outputs.
Logical framework matrix	A summary worksheet for presenting a project design. The elements include project goal; purpose; outputs; and inputs. For each element the matrix lists objectively verifiable indicators; means of verification; and, important assumptions perceived at the time of the project design that will influence the achievement of project/programme goals.
Monitoring	Monitoring is the systematic and continuous set of activities undertaken by those responsible for a project/programme, to see whether the inputs outlined towards the completion of a project, and the incremental output thereof, are being realized as planned.
Needs assessment	An information gathering process that identifies the materials, services, knowledge, or any other needs of an individual,

organisation or community, and is then utilized to design a course of intervention.

Objective	A statement that describes the intended impact of a policy, programme or project. The intended impact is usually framed in terms of the contribution to the physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.
Outcome	Refers to changes in people's behavior and skills; attributable to an output
Output	Outputs are what individuals, institutions or component groups produce.
Plan	A simplified statement or illustration of the coordinated and incremental steps and activities to be undertaken, towards the achievement of the project objective.
Policy	An agreed upon guideline adopted by government, or the executive management or Board of Directors of an organization that is expected to be followed.
Project	A project is a set of coordinated activities undertaken to meet a specific goal and purpose in a set time period and budget.
Programme	A programme is the collectivity of projects with a common goal, theme, or geographic locus, over longer time span.
Result	The outcome or impact of a public policy, or project/programme intervention; whether intended or unintended, positive or negative.
Sustainability	The capability of a project/programme to continue to effectively provide its services after the end of the initial investment; with minimum dependency on external assistance.
Target beneficiaries	Target beneficiaries are those beneficiaries who are intended specifically to benefit from the outputs of a project/programme.

PART 1 INTRODUCTION

1.1 The Background to Standard Operating Procedure Manual

Monitoring and evaluation (M&E) are at the heart of best practice for project and programme planning and execution. Monitoring avails information on how well a project or programme is progressing; as the evidence for management decisions-making on next steps or what needs to be adjusted. Evaluation provides information as to how well the intended objectives, outcomes or benefits of a project and programme were realized; providing lessons on what worked and what did not.

Within government in Sierra Leone, monitoring and evaluation has gained currency over the years; albeit without strategic and institutional underpins. There was no effective national monitoring system for assessing Ministries, Departments and Agencies (MDAs), and Local Councils' (LCs), delivery and achievements of National Development Plans.¹ Equally, Monitoring and Evaluation across government agencies has never been standardized; leaving each agency to use different systems.

There was therefore, a desire to improve, strengthen, harmonise and effectively coordinate mechanisms for monitoring and evaluating public sector projects and programme s. Towards this desire, Government established the National Monitoring and Evaluation Directorate (NaMED); initially in 2018 within the Ministry of Planning and Economic Development (MoPED), and now the Office of the President with the overall mandate to create an effective government-wide and national institutional framework for monitoring and evaluating all Government and donor funded projects/programme s, as well as the Medium-Term National Development Plan-2019-2023 (MNDP-2019-2023) Plan.

The purpose of the enhanced national M&E system is to support effective decision making at all levels in government; using continuously flowing, credible, relevant data that can be processed, analysed and used for informed decision-making.² This is intended to leverage Government's ability for tracking interventions, outputs, and outcomes, for corrective actions as may be required, planning, resource allocation, and accountability of service providers to citizens.

¹ See the Medium-Term National Development Plan 2019-2023 Volume 1; page 185.

² This purpose is laid out in both the National Monitoring and Evaluation Policy and the Medium-Term National Development Plan 2019-2023 Volume 1

This Standard Operating Procedures (SOP) Manual for monitoring and evaluation within government MDAs and LCs has been produced by NaMED; being one of the standard selected “strategic documents”; as part of the preparatory and formulative activities.

1.2 Purpose of the Standard Operating Procedures Manual

The SOP Manual is intended to be the source-document and point of reference that will guide monitoring and evaluation within government at national and sub-national levels. It lays out the requirements, procedures, protocols and directives; with accompanying tools that MDAs and LCs are obliged to follow in monitoring and evaluating projects and programmes; as a common and harmonized approach to M&E within the public sector. This simply means that there should be harmonisation of M&E activities across MDAs, LCs and development partners.

1.3 Who does the SOP/ Manual apply to

The SOP/Manual applies to all MDAs and LCs in their domestic funded development projects and programmes, and not service delivery work. Additionally, the SOP/Manual applies to all projects/programmes financed under co-operation agreements between Government of Sierra Leone and an International Development Partner. In respect of projects and programmes financed under co-operation agreements between Government of Sierra Leone, and an International Development Partner, the SOP/Manual does not apply to free-standing technical co-operation; involving the provision of resources aimed at the transfer of technical and managerial skills and know-how, or of technology for the purpose of building up national capacity to undertake development activities without reference to the implementation of any specific investment project(s). The SOP/Manual does not apply to programme/budgetary aid or balance of payments support; in the context of broader development programme and macro-economic objectives.

1.4 How the SOP/ Manual is Organized

This SOP Manual is divided into 6 parts. Part 1 is introductory issues; including the background and purpose, and scope of the Manual.

Part 2 explains the legal and policy framework that the SOP is borne out of.

Part 3 spells out the processes, procedures, and protocols that MDAs and LCs are expected to adhere to, in their monitoring and evaluation obligations; both in respect of policies, projects and programmes funded from the annual budget, and by international development partners.

Part 4 describes the project/programme cycle, and the M&E obligations and activities therein. Part 4 also lays the other critical requirements that an MDA/LC should meet for a robust monitoring and evaluation ecosystem.

Part 5, which make the Annex, contains the tools and templates that MDAs must use, as indicated for the different M&E processes and procedures

PART 2 LEGAL AND POLICY FRAMEWORK FOR THE STANDARD OPERATING PROCEDURES MANUAL

The Sierra Leone 1991 Constitution, other legislations and policies affirm government institutions' obligations to execute development and service delivery duties with considerations for maximizing outcomes, and accounting for results. For example, the Constitution provides that the State shall take all steps to eradicate all corrupt practices and the abuse of power. Under "Economic Objectives", and within the context of the ideals and objectives for which provisions are made, the Constitution obliges the State to harness all the natural resources of the nation to promote national prosperity and an efficient, dynamic and self-reliant economy; and manage and control the national economy in such a manner as to secure the maximum welfare and freedom of every citizen on the basis of social justice and equality of opportunity.³ Monitoring and evaluation of government policies, projects and programmes enhances this fundamental constitutional objective.

In addition, the Government Budget and Accountability Act, 2005 provides for the function to control and manage, prepare, monitor and implement the State budget; including any adjustments to it, and to ensure that all interested parties are able to participate fully in the decisions taken on the budget within the medium-term expenditure framework developed by the Minister.⁴ Furthermore, the Public Financial Management Act, 2016, being an act that makes provision for the prudent, efficient effective, and transparent management and use of public financial resources, and under the institutional responsibilities in budget system and other related matters, gives power to the Cabinet to monitor and review the execution of the State budget and the financial management of government, in general; through review of the quarterly statement of the central government, the annual financial statements of the Consolidated Fund, the annual financial statements of the central government, and the audit reports of the Auditor-General.⁵ The Audit Service Act of 2014 being an Act with

³ The 1991 Constitution of Sierra Leone, Chapter II Section 5 to 7

⁴ The Government Budget and Accountability, 2005, Part II, Section 3(2) (b)

⁵ The Public Finance Management Act, 2016, Part III Section 4 (b)

the authority to ensure greater accountability in the receipt, disbursement and control of public funds, to promote greater efficiency and effectiveness in the use of public funds and to provide for other related matters⁶ also lends credence to the need for control and monitoring of the use of public resource and funds.

The Finance Act 2019 specifically makes provision for the establishment of NaMED, with the key reasonability for creating an effective national institutional framework to monitor and evaluate government and donor funded public sector projects as well as the National Development Plan.⁷

At the policy level, there has been a number of relevant policy and strategy documents that have been adopted that underscore the need for a national monitoring and evaluation system for Sierra Leone. Among these are the MTNDP -2019-2023, the Public Finance Management Reform Strategy 2018- 2021; and the National Monitoring and Evaluation Policy. In the MTNDP, a sub cluster of the implementation plan, focuses on the scope and institutional framework for monitoring and evaluation.⁸ Additionally, the Public Finance Management Strategy specifically identifies the challenges facing monitoring and evaluation, and lays out key strategic objectives to be achieved over a four-year period.⁹

Finally, with the establishment of NaMED, efforts will continue, alongside the development of this SOP Manual, and other institutional documents, to develop other strategy, technical and implementation documents.

⁶ The Audit Service Act, 2014, Short Title

⁷ The Finance Act 2019, Part III Section 30(a)

⁸ Sierra Leone 's Medium Term National Development Plan 2019-2023. Pg. 183 - 185

⁹ The Public Finance Management Reform Strategy 2018 – 2021 Pg. 22 – 23.

PART 3 PROCESSES, PROTOCOLS AND PROCEDURE FOR MONITORING AND EVALUATION OF PROJECTS AND PROGRAMMES

3.1 Government Budget Funded Projects and Programmes

Sierra Leone's budget cycle follows the normal calendar year, that is, from January to December. The key aspects of the budget cycle, including timing of key activities, and obligations to consult are stipulated in various laws, including the Constitution of Sierra Leone 1991, the Government Budget and Accountability Act, 2005; the Local Government Act, 2004; and the Public Procurement Act, 2004, the Public Financial Management Act, 2016, and the annual Finance Acts. The cycle is described as follows:

Micro-economic forecasting: The budget cycle begins with a micro-economic forecasting by which government seeks to estimate total resource envelope for the coming year.

Budget Call Circular: Following the micro-economic forecasting, the Ministry of Finance, (MoF) issues a Budget Call Circular in the months of April and May. The Budget Call Circular indicates ceilings for the amount of funds MDAs could ask for; and reiterate the strategic policy directions of government.

National Policy Hearings: Following the issuance of the Budget Call Circular, a National Policy Hearing is conducted on the overarching financial and economic development policy framework. Participants in a National Policy Hearing include MDAs, LCs, and Civil Society Organisations.

Budget Finalization: The budget is finalised thereafter, by the MoF and taken to Cabinet for approval.

Parliamentary approval of the budget: Following approval by Cabinet, the budget is laid before Parliament and debated for five consecutive days; and thereafter, passed into law.

Quarterly Disbursement of funds: After Parliamentary approval of the budget, funds are then released to MDAs and LCs on a quarterly basis.

TABLE 1 **PROCESSES AND TIMELINES FOR PROJECT DEVELOPMENT, IMPLEMENTATION, MONITORING AND EVALUATION**

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
Stage 1	MDA meets with internal and external stakeholders to discuss project ideas based on the Medium-Term National Development Plan and Policy and/or Strategic Plan of the MDA.	Q1-Q2	MDAs National Stakeholders
Stage 2	MDA plans to submit project proposal to Ministry of Planning and Economic Development (MoPED).	Q1-Q2	MDAs MoPED
Stage 3	MDA develops project idea into a project proposal.	Q1-Q2	MDA NaMED
Stage 4	MDA submits project proposal including summary profile to MoPED.	Q3	MDA, MOPED
Stage 5	Public Investment Management Directorate (PIMD) in collaboration with NaMED reviews project proposal/profiles and recommends to the Development Secretary (DS) for inclusion into the National Budget.	Q3	MoPED (PIMD), NaMED
Stage 6	The DS reviews the set of projects and submits them with a covering note to the Hon. Minister of Planning and Economic Development for approval.	Q3	MoPED
Stage 7	The approved set of projects are forwarded to the Hon. Minister of Finance for final review and subsequent inclusion into the National Budget as capital budget projects/Public	Q3-Q4	DS

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
	Investment Projects (PIPs).		
Stage 8	If approved, project enters the annual budget allocation and becomes a PIP	Q3-Q4	MDA, MoF
	Monitoring Cycle		
	New Projects		
Stage 1	Affected MDAs ensure that all project background documents including project proposal/ profile/ are submitted, reviewed and finalised by MoPED and NaMED before the start of the financial year.	Q1	MDA, PIMD NAMED
Stage 2	M/D/A submits project profiles to PIMD for first tranche of funds.	Q1	MDA, PIMD NAMED
Stage 3	PIMD in collaboration with NaMED assesses project profile for compliance and quality and submits to DS for verification and clearance.	Q1	PIMD, NAMED DS
Stage 4	The DS submits cleared project to FS for verification and disbursement.		DS, FS
Stage 5	FS/MOF acknowledges receipt of verified project profiles, submits comments if any, to DS. DS submits comments to PIMD and NaMED.	Q1	MOF, MOPED
Stage 6	NaMED in collaboration with PIMD engages MDA to respond to comments. If satisfactory, responses are relayed to the MoF through the DS.	Q1	MDA, NAMED
Stage 7	MoF communicates to NaMED for the verification of project and recommendation of	Q1	MOF, MOPED,

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
	disbursement or non-disbursement.		NaMED
Stage 8	<p>NaMED communicates with MoF copying the concerned MDA recommending disbursement or non-disbursement for the project depending on the following;</p> <p>Is there a background document for the project provided to NaMED/MoPED?</p> <p>Is the project recorded in the national budget PIP?</p> <p>Does the amount requested tally/match with the budget allocation as disaggregated by quarters in the project profile?</p>	Q1	MOF, MOPED, NaMED
Stage 9	MDAs request for first tranche disbursement to MoF by submitting PET Form for the specific project and amount requested.	Q1	MDA, NAMED
Stage 10	NaMED engages the MDA for a work plan	Q1	MDA, NAMED
Stage 11	MoF disburses first tranche of funds to MDA and informs the DS who in turn informs NaMED and PIMD.	Q1-Q2	MOF, MoDEP,
Stage 12	Upon disbursement of funds to the MDA, MoF communicates with NaMED so that the process of monitoring of the project activities can kickstart	Q1-Q2	MOF, MOPED, NaMED
Stage 13	In collaboration with the MDA, NaMED monitors project when and as necessary.	Q2-Q4	NaMED, MDA

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
Stage 14	NaMED produces reports as the case maybe (Back-to- office report, semi and annual reports).	Q3-Q4	NaMED
Stage 15	Affected MDA submits a request to MoF for the disbursement of funds for the ongoing implementation of project activities.	Q3-Q4	MOF, MOPED, NaMED
	Monitoring ongoing projects		
Stage 1	For ongoing projects, NaMED alerts MDAs to submit progress report form and request for subsequent tranche of funds.	Q1-Q4	NaMED
Stage 2	Affected MDA simultaneously submits to NaMED all progress reports and related supporting documentations on the implementation of the said project	Q1-Q2	NaMED, MDA
Stage 3	NaMED undertakes desk analysis, review and other monitoring and verification exercises of the project.	Q1-Q2	NaMED
Stage 4	Where found, NaMED can either recommend disbursement or non-disbursement through a monitoring report using traffic light measurement system.	Q1-Q2	NaMED
Stage 5	MoF communicates with NaMED requesting the validation and verification of the milestones and results of the said project.	Q1-Q2	MOF, MOPED, NaMED
Stage 6	Where non-disbursement is recommended, NaMED will work with the MDA to address the issues that have led to the recommendation(s) in a bid to putting the project on track	Q1-Q2	NaMED, MDA

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
Stage 7	Meanwhile, NaMED will continue to work with MDA to improve on the outputs and results of the project.	Q1-Q2	NaMED, MDA
Stage 8	When NaMED is satisfied that project is put on a healthy track, NaMED will then recommend the disbursement of said fund, less fund or more fund.	Q1-Q2	NaMED, MDA
Stage 9	Where disbursement is recommended and MoF disburses the fund, NaMED is immediately informed by MoF so that continuing monitoring of the project is enhanced.	Q1-Q2	MOF, MOPED, NaMED
Stage 10	In collaboration with the MDA, NaMED monitors project when and as necessary.	Q2-Q4	NaMED, MDA
Stage 11	NaMED produces reports as the case maybe (Back-to- office report, semi and annual reports).	Q3-Q4	NaMED
Stage 12	MDA requests for second tranche of funds through NaMED by submitting a brief technical and financial report/template on the utilization of the first tranche of funds, and work plan plus budget for the requested second tranche of funds.	Q3-Q4	MDA, NaMED
Stage 13	NaMED verifies the request against the executed work plan/progress report for the first (or second, third etc) tranche of funds. If any discrepancy exists, NaMED follows up with the MDA for clarification of any issue. NaMED keeps MoPED in copy.	Q3-Q4	MDA, PIMD, DS

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
Stage 14	NaMED clears the executed and requesting work plans/progress report and submits request for the second or subsequent tranche of funds (through DS?) for the requesting work plan to the MoF	Q3-Q4	NaMED, DS
Stage 15	MoF acknowledges receipt of request for second tranche of funds, submits comments, if any, to NaMED and MDA.	Q3-Q4	MoF
Stage 16	NaMED engages MDA to respond to comments	Q3-Q4	MDA, NaMED
Stage 17	MOF disburses second tranche of funds to MDA and informs NaMED who informs DS and PIMD	Q3-Q4	MOF, DS, PIMP, NaMED
Stage 18	NaMED engages the MDA for a work plan	Q3-Q4	MDA, NaMED
Stage 19	In collaboration with the MDA, NaMED monitors project when and as necessary.	Q2-Q4	NaMED
Stage 20	MDA requests for subsequent tranche of funds through NaMED by submitting a financial report for utilization of funds and work plan for the requested tranche of funds	Q1-Q4 depending on stage of the project	MDA, NaMED
	Evaluation		
Stage 21	At the end of a project lifespan that is 3 years or less, the MDA submits a Project Completion Report to NaMED. This exercise commences at least 3 months to the end of the project.	ongoing	MDA, NaMED
Stage	Projects up to three or more years, NaMED conducts an independent evaluation of a	ongoing	MDA,

Stage	Action	Timeline	Responsible Party
	Project Development Cycle		
22	sample of projects, based on quantum of money and potential impact of the project. Depending on duration of the approved project, evaluations will be conducted at midterm and/ or at end of the project.		NaMED
	No Cost Extensions of ongoing projects		
Stage 23	For projects that are not on track, MDA may request, with reasons for delay in project implementation, for an extension of the project for a period not exceeding 8 months	As needed	MDA, NaMED

For Donor Funded Projects with co-financing arrangements with GoSL

The above also applies.

3.2 International Development Partners' Funded Projects and Programme

Government's service delivery and development interventions are sometimes funded by international development partners through loans or grants; as stand-alone projects/programmes, outside the government budget. This section lays out the procedures for MDAs that execute stand-alone projects and programmes funded by international development partners.

Preparation of Country Development Assistance Paper: Development assistance portfolios of international development partners are often intended to be in line with the country's overall national development plan. Essentially, the portfolios, often referred to as a Country Assistance Strategy, are articulated to align with the priorities and strategies of the national development plan.

International development partner with relevant MDAs to develop projects and programmes: Once an international development partner adopts a Country Assistance Strategy, engagement is now made with relevant MDAs to develop projects and programmes for funding.

Conclusion of project development engagements and formal adoption of projects and programmes: The engagement concludes with the articulation and adoption of a *project Appraisal Document*, and a *Project Operational Manual*. These project documents are thereafter sent to Parliament for approval; leading to signing of an agreement between government and the international development partners.

Disbursement of funds: Project/programme implementation starts once Parliament approves the Project/programme documents. International development partners' funds support to projects and programmes in Sierra Leone can start anytime in the course of the year; and do not have to follow the normal calendar year. Disbursement request can be at any time, by the project implementing entity. Before any disbursement is requested, the project implementing entity provides NaMED a Progress Report for monitoring purposes.

Table 2 Development partners project/programme financing cycle

Broad Project financing and Implementation phase	Agency	Description of specific obligations/responsibilities	Key Outputs to indicate performance of roles
Budget Execution	International Development Partner	International Development Partner articulates a CAS, aligned with the MNDP In other cases, cooperation portfolios are not derived from CAS, but by direct negotiations	Individual partners' CAS
		International Development Partners and MDAs engage in project/programme development discussions, leading to a Project Appraisal Document.	Project proposal documents
	Government	Through Parliament and MoF, government signs project/programme financing agreement with international development partner	Signed grant/loan agreement
Project financing and Implementation phase	Agency	Description of specific obligations/responsibilities	Key Outputs to indicate performance of roles
Budget Execution	MDA	Submits first Disbursement Request through MoF to international development partner	Disbursement Requests made
	MoF	Receives, reviews first Disbursement Request, and settles any matters arising with the MDA	Endorses for the attention of International Development Partner
	International Development	International Development Partner receives and reviews first Disbursement Request; and settles any matters arising	First disbursement made

Broad Project financing and Implementation phase	Agency	Description of specific obligations/responsibilities	Key Outputs to indicate performance of roles
	ent Partner	with the MDA	
		International Development Partner receives and reviews subsequent Disbursement Requests, and makes disbursement	Subsequent disbursements made
	MDA	Collects data on project/programme implementation	Data set on all aspects of project/programme implementation
		Produce monthly project/programme progress report for internal use	Monthly project/programme progress report
		Produce end-of-quarters project/programme progress reports for submission to NaMED	End-of-quarter project/programme progress report
		Conduct Mid-term and End-Term Evaluation of project/programme	Mid-term and End-Term Project/programme Evaluation Report

3.3 Local Councils' Development Projects and Programmes

Local Councils are responsible for basic infrastructure, human settlement and environment, social services and welfare, and primary and junior secondary education, at community levels. Grants that are tied to devolved functions and administrative expenses are transferred to Local Councils by the central government. In addition to central government transfers, Local Councils also generate their own revenue, and may solicit grants and loans from other sources to finance development and service delivery activities.¹⁰

For development projects, outside recurrent service delivery work, Local Councils are required to submit a Development Plan, to the Local Government Finance Committee. The Development Plan could have a number of development projects, with accompanying budgets. For both devolved functions and development projects financed by the central government, a Local Council is required to submit every quarter, a Budget Execution Report including the amount of actual revenues and expenditures, and any other information as may be specified.¹¹

The calendar for budget negotiation for capital projects, between LCs and MoF, and actual disbursements follow the same processes and timeline, as previously described for MDAs. Consequently, LCs' M&E responsibilities and interfaces with NaMED follow the same steps as that for MDAs.

¹⁰ See the Local Government Act, 2004.

¹¹ See Parts V11 and XI of the Local Government Act, 2004, for detailed descriptions of the processes and requirements.

PART 4 PROJECT/PROGRAMME CYCLE - MONITORING AND EVALUATION OF PROJECTS/PROGRAMMES

4.1 Overview of the project/programme cycle

Following the issuance of the budget call circular, and as shown in Table 1, MDAs and LCs go through the cycle of project proposal preparation, project proposal submission, budget allocation, implementation, monitoring, evaluating, and reporting. To ensure that MDAs and LCs undertake this process well, a “project/programme cycle” (Figure 1) model described below should be followed. The “project/programme cycle” describes the management of an intervention through a sequence of interrelated phases; Initial assessment, Planning, Implementation and monitoring, and Evaluation.

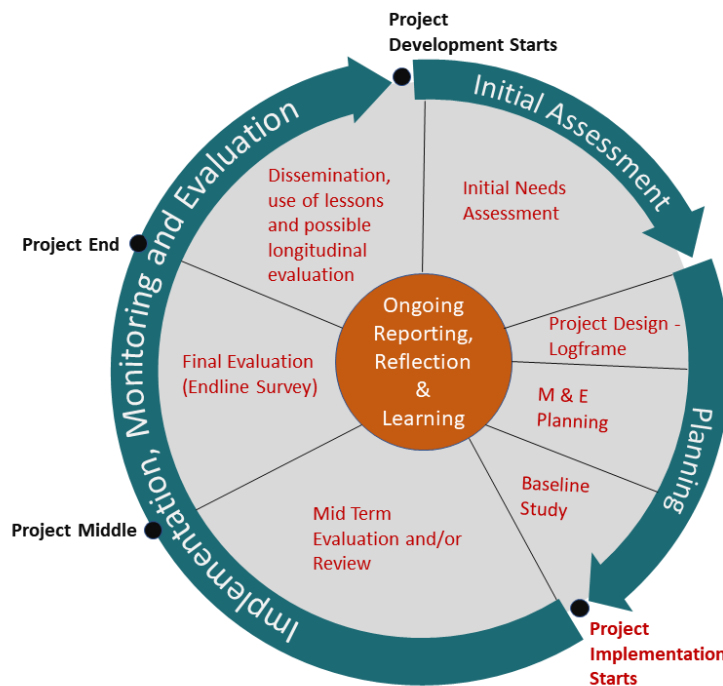


FIGURE 1: THE PROJECT/PROGRAMME CYCLE

The phases are broadly progressive, interrelated and may at times overlap. The type, duration and importance of activities related to each phase will vary depending on the context

4.1.1 Tools and Techniques

In each phase, the SOP recommend an M&E tool to be used in carrying the activities in that phase. This SOP has produced in the annexes the M&E working tools that will be used for M&E reporting activities. NaMED will provide the necessary technical expertise to MDAs and LCs with on the use of the proposed tools and M&E Systems.

For the purposes of this manual, the different phases of the project/programme cycle are briefly described below.

4.2 Initial assessment:

This phase commences in the project development cycle following the micro-economic forecasting, and the issuance of the Budget Call Circular. In this phase, MDAs/LCs discuss project ideas, undertake analysis of the current situation and determine whether a project intervention is required. The analysis will identify the key factors influencing the situation, including problems and their causes, as well as the needs, interests, capacities and constraints of the different stakeholders. At this phase, MDAs and LCs are expected to produce a concept note which they will share with NaMED.

Template to use: Concept note (Tool 1) found in the Annex.

4.3 Planning

Planning stage is a very important stage that requires dedication and adequate time. It is best to involve stakeholders as much as possible throughout the programme management cycle. Through stakeholder participation different perspectives are taken into account. The aim of the planning phase is to define an intervention's intended results (objectives), the inputs and activities needed to accomplish them, the indicators to measure their achievement, and the key assumptions that can affect the achievement of the intended results (objectives).

planning phase is composed of seven distinct sequential steps which can be broadly categorised into two processes: the Analysis process and the Design process (Sections 4.3.1 and 4.3.2). Each of these processes are further broken into steps with recommended tools.

4.3.1 Project/Programme Analysis

Step 1 Situation and problem analysis

Based on the conclusions and recommendations of the initial assessment, a detailed analysis of the problems to be addressed can commence. In this manual, the following tools are recommended for use in Situation analysis:

1. Stakeholder analysis – to assess the problems, interests and potential of different groups in relation to the conclusions of the assessment. Use Table 3 to rank the stakeholders in terms of their interests, importance, and influence.
2. SWOT analysis – a tool used here, to assess the capacity of the implementing agency or team. Use Table 4 for the SWOT analysis.
3. Problem tree analysis – to get an idea of the main problems (identified during the assessment stage) and their causes, focusing on cause-effect relationships (Figure 2)

TABLE 3 STAKEHOLDER ANALYSIS TABLE

Stakeholders	Interest in Activity	Nature of Interest (+ve or -ve)*	Importance Scale of 1 to 5, 5 = highest	Influence (Scale of 1 to 5, 5 = highest)

TABLE 4 SWOT ANALYSIS OF YOUR MDA/LC IMPLEMENTING TEAM

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

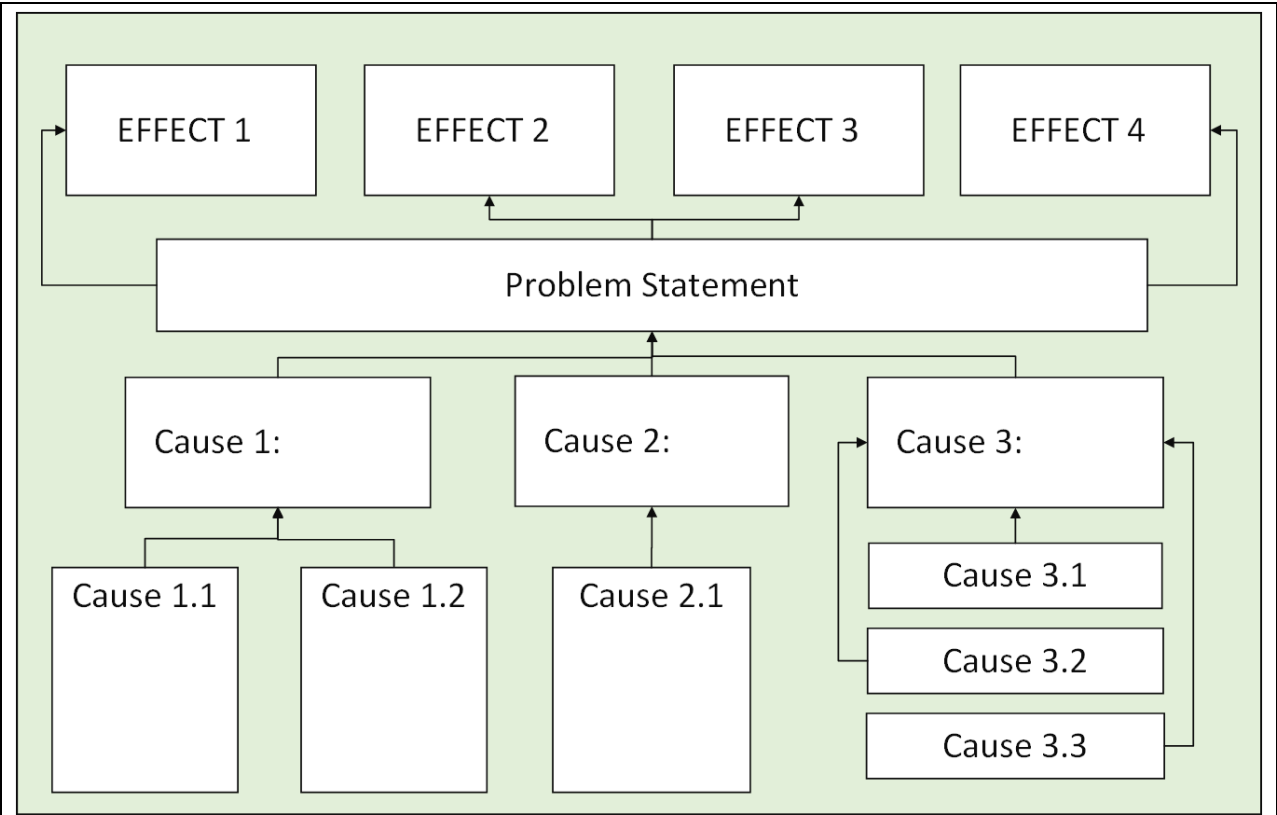


FIGURE 2: PROBLEM TREE ANALYSIS

Step 2 Development of Objectives

The objective is the intended result that the project intervention sets out to achieve. This is the stage at which you begin to define the results you want to achieve at different levels. In this manual, we will recommend an objective tree (Tool 4 in the Annex) in developing, identifying and selecting the objectives.

4.3.2 Project/Programme Design

The design stage of planning is composed of the following;

Step 1: Developing the Logical framework

Step 2: Developing the Work plan,

Step 3: Developing the Budget, and

Step 4: Developing the M&E system

Step 1: Logical framework matrix (LF)

The Logframe is the first step in the design stage. Without due considerations given to the analysis phase, it will be difficult to commence the design stage. The Logframe provides a summary of the project/programme's operational design, based on the situation and problem analysis conducted during the analysis stage. It summarizes the logical sequence of objectives to achieve the project/programme's intended results (activities, outputs, outcomes and goal), the indicators and means of verification to measure these objectives, and any key assumptions.

The table below shows the Logframe as a table with four rows and four columns. There are different formats used for logframes, but for this SOP, Table 5 shows the format, terminology and definitions to be used by all MDAs/LCs. Different approaches are used in creating the logframe matrix. The approach recommended here is to fill in all the objectives, then check whether they are realistic by looking at the assumptions at each level, before adding the indicators and means of verification.

TABLE 5 LOGICAL FRAMEWORK DEFINITION OF TERMS

Objectives (What we want to achieve)	Indicators (How to measure change)	Means of Verification (Where/how to get information)	Assumptions (What else to be aware of)
Goal/Impact The long-term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention	Impact indicators Quantitative and/or qualitative criteria to measure progress against the goal	How the information on the indicator(s) will be collected (can include who will collect it and how often)	External factors beyond the control of the intervention, necessary to contribute to the goal
Purpose/Outcome(s) The change that an intervention seeks to achieve, most commonly in terms of the knowledge, attitudes or practices of the target group	outcome indicators Quantitative and/or qualitative criteria to measure progress against the outcomes	As above	External factors beyond the control of the intervention, necessary for the outcomes to contribute to achieving the goal.
Outputs The tangible products, goods and services and other immediate results that lead to the achievement of outcomes	output indicators Quantitative and/or qualitative criteria to measure progress against the outputs	As above	External factors beyond the control of the intervention, necessary if outputs are to lead to the achievement of the outcomes
Activities The collection of tasks to be carried out in order to	Inputs The materials and resources needed to	costs (and sources) The summary costs for each of the identified resources/	External factors beyond the control of the intervention, necessary if outputs

Objectives (What we want to achieve)	Indicators (How to measure change)	Means of Verification (Where/how to get information)	Assumptions (What else to be aware of)
achieve the outputs	implement activities	activities; sources of income can also be specified	are to lead to the achievement of the outcomes

Use LF template (Tool 5) in the annex to develop the logframe to accompany the project proposal.

M&E Tool required: Logical Framework.

Step 2 Workplan

Once the logframe has been completed, with all the objectives, assumptions, indicators and means of verification properly inserted in the matrix, MDAs/LCs should now focus on defining the activities for each of the outputs. The workplan answers the following questions:

- What will happen?
- When, will it happen, and for how long?
- In which order activities have to be carried out (dependencies)?
- Who will do what?
- What types of inputs, besides people, will be needed?
- How much will it cost (Budget)?

The workplan will have the same outcomes, outputs, and output activities as in the logframe. To help structure the workplan, please use the workplan template in the annex (Tool 6) to accompany the project proposal.

M&E Tool required: Workplan

Step 3 Budgeting and resource planning

Once the workplan has been completed and satisfied with, it is time to move to creating the budget which details the resources and their costs. The budget is the financial plan of a project and as such should include all resources and costs needed for each identified activity. The budget should be prepared by the “project/programme manager” or “budget holder”. Ensure the budget is realistic and that the prices quoted are those approved by NPPA.

Use the workplan template (Tool 6) to include the budget information.

M&E Tool required: Work plan

Step 4: Develop the M&E system

The M&E plan should be developed before implementation of the project/programme. This will ensure there is a system in place to monitor the project/programme and evaluate success.

It is important to develop the M&E plan before beginning any monitoring activities so that there is a clear plan for what questions about the programme need to be answered. The plan will help project staff decide how they will collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated within the MDA/LC, to NaMED, MoPED, MoF, and other stakeholders.

The M&E plan is a document that helps to track and assess the results of the interventions throughout the life of a project/programme. It is a living document that should be referred to and updated on a regular basis.

Developing the M&E plan requires the following steps; Identify the programme goals and objectives, define key performance indicators, define baseline level and milestones/targets, define data gathering methods and timeline, identify M&E roles and responsibilities, creating an analysis plan and reporting templates, and developing a dissemination plan.

In the next sections, each of these will be discussed including the recommended tools.

Identify Programme Goals and Objectives

In the context of this manual, programme goals and objectives have already been developed through development of the logframe. The M&E plan will have the same goals and objectives as in the logframe.

Defining key performance indicators

The M&E plan will have the same indicators for outcome and outputs as in the logframe. The indicators will have a mix of those that measure process, or what is being done in the programme, and those that measure outcomes.

Baseline data:

Good indicators enable project managers to track progress and demonstrate results. To track changes in indicators over time, baseline data on indicators should be established as a guide to know where we are at present relative to the results we are trying to achieve. The baseline is the first measurement of an indicator. It sets the current condition against which future change can be tracked. Most baselines can be set from secondary data such as national surveys, desk reviews of related documents and from the literature. In cases where secondary data cannot provide some of the indicators e, then primary data are collected through key informant interviews, focus groups, surveys using questionnaires, workshops, and field visits.

In cases where most, if not all, of the indicators in the M&E plan lack baselines, then a baseline study should be carried out before or during project implementation by the project personal or hired out depending on the complexity of the indicators, the methodology, time and budget. It is prudent that the process is managed by the project team of the MDA/LC.

In addition to inserting the baseline values in the M&E plan, the baseline can also be inserted in the baseline template found in annex (Tool 8)

M&E Tool developed: Baseline template

Performance targets:

Target should be established after gathering baseline data on indicators—what can be achieved in a specific time toward reaching the results. Identifying the expected and desired level of project, programme, or policy results require the selection of specific performance targets/milestones. Factors to consider include baselines, available resources, time frames and political concerns. A participatory process with stakeholders and partners is key in establishing targets.

If the baseline for a community Food Insecurity is 70% and the target is to “Reduce Food Insecurity” to 35% by the end of the project life cycle, then the target is to reduce it by 50%. As implementation progresses from one quarter to another, we will check the

change in the indicator to see if progress is made and how much. With the targets established, insert the values into the M&E plan.

NaMED will put in place a project/programme performance tracking mechanism with the view to rating M&E performances of projects and programmes implemented in all MDAs/LCs to ensure 'Value for Money'

Data Management

After establishing the baselines and targets, for each of the outcome and output indicators in the M&E plan, it is time to decide on methods for gathering data and how often various data will be recorded to track indicators. This should be a decision between the project staff, the MDA/LC M&E Staff if any, stakeholders, and donors in the case of donor funded projects. Once the method has been agreed, the data source will have to be reported. The data source will depend largely on what each indicator is trying to measure. Most of the indicators will likely need multiple data sources to answer all of the programming questions. Below is a table that represents some examples of what data can be collected and how.

Once it is determined how data will be collected, it is also necessary to decide how often it will be collected. This will be affected by government and or donor requirements, available resources, and the timeline of the intervention. Some data will require continuous gathering by the project/programme (such as the number of trainings), but these will be recorded monthly, quarterly, half yearly, or yearly, depending on the M&E plan.

Identify M&E Roles and Responsibilities

The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of project/programme staff, and M&E staff if there is any. Everyone will need to work together to get data collected accurately and in a timely fashion.

Data management roles should be decided with input from all team members so everyone is on the same page and knows which indicators they are assigned. This way when it is time for reporting there are no surprises. As the M&E plan will assign who is responsible for each indicator.

Create an Analysis Plan and Reporting Templates

Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. If the project/programme has a dedicated M&E staff, this will likely to be done by them else it will be done by project/programme staff with M&E oversight.

The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Do project/programme/M&E staff need to perform any statistical tests to get the needed answers? If so, what tests are they and what data will be used in them? What software programme will be used to analyze data and make reporting tables? Excel? SPSS? These are important considerations.

Plan for Dissemination and Donor Reporting

The last component of the M&E plan describes how and to whom data and reports will be disseminated. The monitoring data should be used to inform staff and stakeholders about the success and progress of the project/programme. It should also be used to help staff make modifications and take corrective actions. The M&E plan should include plans for internal dissemination among the project/programme team, as well as wider dissemination among stakeholders and donors.

With the inclusion of the aforementioned elements, finalise the M&E plan using the template (Tool 7) in the annex and have the project team to approve it. Once the M&E Plan is complete, include it as an annex to the Project Proposal document.

Step 5 Project proposal development and submission

Every project from MDAs/LCs requesting funding either from government or from international development Partners will have to be in the project proposal format of government or the funding partner.

Using information derived from the assessment and planning, and the project ideas in the concept note should be transformed into a project proposal using the project proposal template (Tool 2) in the annex.

MDAs/LCs submits the completed project proposal to NaMED and PIM of MoPED for review and approval.

4.5 Implementation and monitoring

Good assessment, early and thorough planning will lay a solid foundation for the implementation of projects/programmes. The logframe, the M&E plan, and the Indicator Tracking table (ITT) are the key monitoring tools, outlining expected results, indicators, baselines and targets against which change is monitored. During implementation and monitoring, data on the indicators have to be gathered to demonstrate changes over time.

The gathered data should be stored in the Indicator Tracking table (ITT). The ITT differs from the M&E plan because while the M&E plan prepares the project/programme for data collection on the indicators, the ITT is where the ongoing measurement of the indicators is recorded. ITT is an important data management tool for recording and monitoring indicator performance to inform project/programme implementation and management.

In this manual, using an Excel spreadsheet to develop the ITT using the template in the annex (Tool 12).

M&E Tool developed: Indicator Tracking Table (ITT) template

Project/programme implementation and monitoring commences once the MDA and LC have received the budget allocation for that quarter. In each quarter, data on inputs, and activities, are collected, analysed, reports created, and decisions and learning made.



FIGURE 3: FLOWCHART OF ACTIVITIES THAT TAKE PLACE IN EACH QUARTER.

In the sections, each of the steps of data collection, analysis, in each quarter is described including the recommended tools.

Step 1 Data collection

During implementation, continuously collect data on inputs, activities, and outputs and store the data in the ITT. Data can be collected through surveys, interviews, observation, records, etc. Data can come in many forms but are primarily in; numerical which can be collected using spreadsheets, database sets) and alpha numeric/descriptive collected through narrative field trip reports, checklists, forms). Using the Indicator Tracking Table (Tool 10), the collected data can be aggregated for each of the indicators based on need e.g., per gender, district, sector, cluster etc. With the cloud based NaMED MIS system in place, the data can be directly inputted or kept in a Dropbox folder, or SharePoint, or web portal and shared with project team members and secure from unauthorized use. Where an MDA/LC can afford use of Tablets and android mobile phones, the ITT can be configured to enable mobile data collection by project team members with or without the internet.

M&E Tool developed: Data Collection tools

Step 2: Data analysis

Detailed data analysis as explained should only be considered for annual project reports, mid-term, and end-term project reports and not for quarterly progress reports. Data analysis converts collected (raw) data into actionable information, by making sense of gathered data to inform ongoing and future programming. Depending on the data, analysis can occur immediately after data collection, or it can be done when data is to be reported.

Data analysis involves looking for trends, clusters or other relationships between different types of data, assessing performance against plans and targets, forming conclusions, anticipating problems and identifying solutions and best practices for decision-making and organizational learning¹².

Prior to data analysis, MDAs/LCs should develop a data analysis plan with time frame, methods, relevant tools/templates, people responsible for, and purpose of the data analysis. The analysis plan can either be a standalone or added to the M&E plan. The following provides key considerations when undertaking data analysis:

¹² Project/programme monitoring and evaluation (M&E) guide, IFRC, 2011

- Analysis should separately consider both output and outcome indicators,
- Frequency of data analysis should sufficiently produce timely and relevant information,
- Roles and responsibilities for data analysis to be defined based on type and timing of analysis,
- Data analysis should not be done haphazardly but structured and planned and to consist of the following:
 - **Data preparation:** First step is to do pre-processing, and data cleaning, before doing aggregation. Quantitative data will need to be prepared using techniques such as exploratory data analysis before subjecting to statistical analysis. For qualitative data from recorded FGDs, and key informant interviews, transcribe the recordings before coding into thematic areas using appropriate software like MAXQDA, a Computer-Assisted Qualitative Data Analysis (CAQDAS) software package.
 - **Data analysis:** - Undertake both descriptive (What happened) or interpretive analysis (Why it occurred and What are the underlying causes),
 - **Data validation:** Verify your findings through triangulation, or comparison, or collecting additional data to substantiate the findings.
 - **Data presentation:** Bearing in mind the audience, tailor your presentation to the appropriate level/format. Examples of formats to use may include but not limited to; descriptive narrative reports, matrices/tables, statistical charts, infographics, dashboards, and maps,
 - Recommendations and action planning – Ensure to place data and analysed information to use as evidence or justification for proposed actions.

Step 3 Create monitoring reports

Reporting is the most visible part of projects/programmes implementation and monitoring where collected and analysed data is presented in key reports and shared with MDA/LC stakeholders such as NaMED, and the rest of the public. In addition to the aforementioned, the reports can be shared widely via the MDA/LC website, web portal, social media, MDA billboards etc.

Tools to be used:

In the context of this SOP, the following reports are required to be created and submitted. On a quarterly basis, the Quarterly progress report should be submitted before the next quarterly budget allocation can be authorised:

Table 6 Reports and templates

	Report	Frequency	Template	Submitted to who?
1	Field visit report,	As and when done	Tool 9	Project Management
2	Quarterly Progress report	Quarterly	Tool 10	NaMED & PIM
3	Semi-annual reports,	Half yearly	Tool 10	NaMED & PIM
4	Annual reports	Annually	Tool 10	NaMED & PIM
5	Mid-term project report	Mid project lifespan	Tool 13	NaMED & PIM
6	Project completion report	End of project	Tool 13	NaMED & PIM
7	Project closure report	End of project	Tool 13	NaMED & PIM

Submission of M&E reports is a criterion for the remittance of funds into MDAs/LCs accounts and those reports will be accessible for public consumption.

Once satisfactory reports are received, NaMED will review and recommend to the MoF the disbursement of funds from MoF to implementing MDA/LC.

4.6 Evaluation

As defined in the glossary, “evaluation” is defined as the coordinated process of data collection, analysis and interpretation about the activities, processes, outputs, and outcomes, and impact of a project/programme.

During evaluation, the following questions are asked about the logframe:

TABLE 7 EVALUATION MATRIX

Logframe objectives	Evaluation theme	Evaluation questions
Goal & Outcomes	<i>Impact</i>	<ul style="list-style-type: none"> • What changes did the project bring about? • Were there any unplanned or unintended changes?
	<i>Sustainability</i>	<ul style="list-style-type: none"> • Are the benefits likely to be maintained for an extended period after assistance ends?
Output	<i>Effectiveness</i>	<ul style="list-style-type: none"> • Were the operation’s objectives achieved? • Did the outputs lead to the intended outcomes?
	<i>Relevance</i>	<ul style="list-style-type: none"> • Were the project objectives consistent with beneficiaries’ needs and with the MDAs/LCs policies?
Activities	<i>Efficiency</i>	<ul style="list-style-type: none"> • Were stocks of items available on time and in the right quantities and quality? • Were activities implemented on schedule and within budget? • Were outputs delivered economically?
Input		

An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.”¹³

In the context of this SOP, two types of evaluations are done; mid-term, and end-term evaluation. To help in the selection of the Consultant(s) in carrying out the evaluations, a Terms of Reference template is provided. The evaluation reports will either help steer the project or to draw lessons for future projects and programming.

Templates to be used: Terms of Reference template (Tool 14) and Report template (Tool 15)

In the context of this SOP, the following evaluation reports are required to be submitted during the course of the project lifespan.

Table 8 Evaluation reports and templates

No	Report	Purpose	Frequency	Template
1	Mid-term evaluation report,	These are important reflection events to assess and inform ongoing project/programme implementation. It establishes course correction to guide project implementation	Mid project lifespan	TOR: Tool 14 Tool 15
2	End-term evaluation, and	Occurs after project/programme completion to assess how well the project/programme achieved its intended objectives and what difference this has made	End of project lifespan	TOR: Tool 14 Tool 15

¹³ Project/programme planning Guidance manual, IFRC & RCS, 2010

4.7 Learning and Accountability

Throughout the project/programme cycle, reporting, reflections and learning informs ongoing programming. In the course of the project/programme cycle, critical reflections can occur formally and informally in the form of project meetings, workshops with partners and primary stakeholders or as part of external evaluations. Informally, it can occur in ongoing discussions between project stakeholders. Such critical reflections will normally mean questioning what is normally taken for granted, particularly project assumptions, but also reflecting on what did work or did not work.

Ensure that the reports, reflections and learning are documented as part of the knowledge management to be shared to influence ongoing programming as well as future projects/programmes.

4.8 Project Management Team M&E Roles and Responsibilities

Table 9 Roles and responsibilities

Role	Responsibilities
Director General, Permanent Secretary, Managing Director, Executive Director or Chief Executive Officer, as applicable	<ul style="list-style-type: none">• Principally represents the agency to NaMED, to account for M&E responsibilities• Supervise all staff to ensure that M and E activities are undertaken line with the project requirements
Head of Finance	<ul style="list-style-type: none">• Principally responsible, within the agency for collecting and aggregating finance data inputs data, and producing reports thereon, for use by the Officer designated as principally responsible for M and Reporting
Project/programme Coordinator or lead	<ul style="list-style-type: none">• Specifically designated as the person who primarily liaises with superior and lower personnel to ensure that project/programme inputs are made and activities are implemented; aggregates data thereon, and accounts for overall

Role	Responsibilities
	<p>outcomes.</p> <ul style="list-style-type: none"> • Where there is no designated M&E officer, Project/programme Coordinator or lead bears principal responsibility for M&E.
Officer designated as principally responsible for M&E	<ul style="list-style-type: none"> • Principally responsible, within the agency for collecting and aggregating data for M&E reports; and producing the reports

4.9 Conclusions

Part 1 deals with introductory issues; including the background and purpose, and scope. Part 2 explains the legal and policy framework that the SOP is borne out of. Part 3 spells out the processes, procedures, and protocols that MDAs and LCs are expected to adhere to, in their monitoring and evaluation obligations to citizens and donors; both in respect of policies, projects and programmes funded from the annual budget, and by international development partners.

In Part 4, the manual began with an overview of project/programme cycle and introduces the various phases. It describes a step-by-step approach in carrying out the project/programme cycle, the deliverables expected from each of the phases and the M&E tools to be used in each of the phases. The SOP requires all MDAs and LCs to follow the project/programme cycle using the templates which are found in the annex.

Part 4 also lays the directives for all other critical requirements that an MDA/LC should meet for a robust monitoring and evaluation ecosystem. Part 5, which make the Annex, contains the tools and templates that MDAs must use, as indicated for the different M&E processes and procedures.

PART 5 ANNEXES

Tool 1 Concept Note

Please limit this concept note to 2-3 pages.

Name of MDA/LC: Contact Person (POC): Email Address: Telephone Number for POC:	
Project Sector:	
<u>Project Description:</u>	
What is the problem that this proposed project seeks to address?	
What are the goals of the project, and the activities that will be implemented toward those goals?	
What is the “Theory of Change” behind your project design? (How does your project design link to the goals that you have identified?)	
What is the expected impact of the project?	

How will this project be monitored and evaluated?

What is the relation between your work and the government in poverty reduction and the strategic pillars as reflected in the Development Plan?

Project Duration

Over what period of time will this project be implemented?

Project Team Staff

Please outline the staff, roles and responsibilities of your project team as they are related to your project plan and goals.

Budget and Timeline

What is the estimated cost of the project? (a full budget is not necessary at this time.)

Tool 2 Project Proposal for Government Funding

1.0 PROJECT IDENTITY

2.0 BACKGROUND AND STATEMENT OF THE PROBLEM

3.0 DEVELOPMENT OBJECTIVE(S)

3.1 Overall Project Objective

3.2 Alignment with National Development Objective(s)

3.3 Alignment with Sustainable Development Goals

Environmental Impact and Resettlement Needs: (State whether this project will have any environmental impact and resettlement needs in its implementation and how that can be mitigated)

A. Environmental Impact: -----

B. Resettlement Needs: -----

14. Gender Impact: (State how gender especially women, will be impacted in the implementation of the project)

4.0 EXPECTED PROJECT RESULTS

4.2 Impact

4.2 Outcomes

4.1 Outputs

4.3 Project Beneficiaries

5.0 PROJECT IMPLEMENTATION AND MANAGEMENT PLAN

5.1 Project activities and work plan

6.0 PROJECT MONITORING AND EVALUATION

7.0 BUDGET

8.0 Annexes

8.1 Logframe

8.2 Workplan with budget

8.3 **M&E plan**

Tool 3 Project Profile Template

Ministry of Planning and Economic Development in Collaboration with Ministry of Finance - Capital Budget Project Profile Template	
Project Code: (State Project Code as defined in the IFMIS): ----- -	
1.	Project Title: (Give the name of the project title. It should be clear and consistent with the project information)
2.	Implementing Agency: (Name the Implementing MDA/Local Government Council) -----
3.	Project Location: (State Project Location (s) - Region, District, City, Chiefdom, Ward) -----
4.	Beneficiaries: (identify the communities/Individuals benefiting from the project, and the estimated number of beneficiaries. Describe the benefit qualitatively and/or quantitatively) A. Direct Beneficiaries: ----- B. Indirect Beneficiaries: -----
5.	Project Objective: (Clearly state the overall and specific project objectives) A. Overall Objective: ----- B. Project Specific Objectives I. ----- 2.-----

3.													
4.													
<p>C. Project Components/Brief Description</p> <p>I-----</p> <p>2.-----</p> <p>3.-----</p> <p>4.-----</p>													
6.	Project Duration: (State start date and end date) -----												
7.	Project Cost: (Estimate the total cost of implementing the project, taking into account cost of material, compensation payment, etc) ----- -----												
8.	Funding Source:(List Funding method, GoSL, Donor (State Name) and funding type, e.g. budget, loan, grant, etc)												
<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Source</th> <th style="width: 35%;">Type (Budget, Loan, Grant)</th> <th style="width: 30%;">Amount</th> </tr> </thead> <tbody> <tr> <td>GoSL</td> <td></td> <td></td> </tr> <tr> <td>Donor (s) (State Name)</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> </tr> </tbody> </table>		Source	Type (Budget, Loan, Grant)	Amount	GoSL			Donor (s) (State Name)			Total		
Source	Type (Budget, Loan, Grant)	Amount											
GoSL													
Donor (s) (State Name)													
Total													
9.	Alignment with Government National Development Objective: (Specify how the project aligns with the Government's overall development objectives and priorities as contained in the PRSP 4)												
10.	<div style="border-bottom: 1px dashed black; height: 15px; margin-bottom: 5px;"></div> Alignment to the Sustainable Development Goals (SDGs): (Specify how the project aligns with the United Nations SDGs) <div style="border-bottom: 1px dashed black; height: 15px; margin-top: 10px;"></div> <div style="border-bottom: 1px dashed black; height: 15px; margin-top: 5px;"></div>												
11.	Annual Disbursement Plan: (For 2019 Financial Year, State expected disbursement to the project)												

Quarter	Foreign (Le)	Domestic (Le)
Quarter 1		
Quarter 2		
Quarter 3		
Quarter 4		
Total Annual		

12. Project Contact Person: (Please state name, designation, telephone number and email of the official responsible or leading the implementation of the project)

Tool 4 Problem to Objective Tree

	The Problem /Cause	The Evidence for the Problem/Cause W/Citation		The Objective Statement
Explanation	<p>The PROBLEM/CAUSE column where the problems and causes from the Problem Tree analysis are entered.</p> <p>Remember, the problems and causes are the actual situation in the target area expressed as the negative condition.</p>	<p>The EVIDENCE FOR PROBLEM/CAUSE W/CITATION column is a way to document the source of the evidence for each problem or cause. It helps ensure that the problems and causes identified in the project design are based on actual or observed situations. It is a way to document what is found in the needs assessment, but can also come from other MDA/LC needs assessment, government report, agency report, or other published document. The document or source of the evidence for each problem/cause should be placed in parenthesis behind the evidence.</p> <p>For example, if the Problem is "poor agricultural productivity in a chiefdom" then the evidence with citation could be "Agricultural output in Chiefdom X has decreased by 25% from 2011-2013 (Needs assessment page 45)." The citation helps document key information and can also assists in setting indicator or beneficiary targets.</p>		<p>The OBJECTIVE STATEMENT column is where the project's objectives are documented. Having this column on the same page as the PROBLEM/CAUSE helps ensure that the proposed objective responds to the problems/causes identified during the assessment stage.</p> <p>The objectives statements are the opposite of negative condition identified in the Problem Tree analysis. They are written as the positive condition and as if the result has already been achieved.</p>

Project Title:				
#	PROBLEM/CAUSE	EVIDENCE FOR PROBLEM-CAUSE W/ CITATION	#	OBJECTIVE STATEMENT
Problem 1			GOAL:	
Cause 1			Outcome 1	
Cause 1.2			Output 1.1	
Cause 1.3			Output 1.2	
Cause 1.4			Output 1.3	
Cause 1.5			Output 1.4	
Cause 2			Outcome 2	
Cause 2.1			Output 2.1	
Cause 2.2			Output 2.2	

Cause 2.3			Output 2.3	
Cause 2.4			Output 2.4	
Cause 2.5			Output 2.5	
Cause 3			Outcome 3	
Cause 3.1			Output 3.1	
Cause 3.2			Output 3.2	
Cause 3.3			Output 3.3	
Cause 3.4			Output 3.4	
Cause 3.5			Output 3.5	
Cause 4			Outcome 4	

Cause 4.1			Output 4.1	
Cause 4.2			Output 4.2	
Cause 4.3			Output 4.3	
Cause 4.4			Output 4.4	
Cause 5			Outcome 5	
Cause 5.1			Output 5.1	
Cause 5.2			Output 5.2	
Cause 5.3			Output 5.3	
Cause 5.4			Output 5.4	
Cause 5.5			Output 5.5	

Tool 5 Logical framework

The **logframe** is a supplemental document accompanying the project proposal.

OBJECTIVE STATEMENTS (What you want to achieve)	INDICATORS (How to measure change)	MEANS OF VERIFICATION (Where & how to get information)	RISK AND ASSUMPTION (What else to be aware of)
GOAL/IMPACT:	G 1:		
	G 2:		
OUTCOME 1:	Outcome Indicator 1a:		
	Outcome Indicator 1b:		
OUTPUT 1.1:	Output Indicator 1.1a		
	Output Indicator 1.1b		
OUTPUT 1.2:	Output Indicator 1.2a		
	Output Indicator 1.2b		

OBJECTIVE STATEMENTS (What you want to achieve)	INDICATORS (How to measure change)	MEANS OF VERIFICATION (Where & how to get information)	RISK AND ASSUMPTION (What else to be aware of)
OUTPUT 1.3:	Output Indicator 1.3a		
	Output Indicator 1.3b		
Activities (for Output 1.1)	Inputs/resources	Costs & sources	
1.1.1:	1.1.1:		
1.1.2:	1.1.2:		
Activities (for Output 1.2)	Inputs/resources	Costs & sources	
1.2.1:	1.2.1:		
1.2.2:	1.2.2:		
Activities (for Output 1.3)	Inputs/resources	Costs & sources	
1.3.1:	1.3.1:		
1.3.2:	1.3.2:		

OBJECTIVE STATEMENTS (What you want to achieve)	INDICATORS (How to measure change)	MEANS OF VERIFICATION (Where & how to get information)	RISK AND ASSUMPTION (What else to be aware of)
OUTCOME 2:	Outcome Indicator 1a:		
	Outcome Indicator 1b:		
OUTPUT 2.1:	Output Indicator 2.1a		
	Output Indicator 2.1b		
OUTPUT 2.2:	Output Indicator 2.2a		
	Output Indicator 2.2b		
OUTPUT 2.3:	Output Indicator 2.3a		
	Output Indicator 2.3b		
Activities (for Output 2.1)	Inputs/resources	Costs & sources	
2.1.1:	2.1.1:		

OBJECTIVE STATEMENTS (What you want to achieve)	INDICATORS (How to measure change)	MEANS OF VERIFICATION (Where & how to get information)	RISK AND ASSUMPTION (What else to be aware of)
2.1.2:	2.1.2:		
Activities (for Output 2.2)	Inputs/resources	Costs & sources	
2.2.1:	2.2.1:		
2.2.2:	2.2.2:		
Activities (for Output 2.3)	Inputs/resources	Costs & sources	
2.3.1:	2.3.1:		
2.3.2:	2.3.2:		

Note: Add as many Outcomes, Outputs and activities depending on the project

Tool 6 Work Plan

The **Work Plan** is a supplemental document often required for proposal development. The Work Plan outlines when each proposed project objective will take place over the life of the project. For some objective statements, such as the goal, may occur throughout the project. Some, such as a training Programme by extension workers, may only occur in one month of a five-year project. Included in the Work Plan is a guideline for tracking who is responsible for the completion of specific objectives. In some cases, this may be an individual, but in larger consortiums, this may be a place to indicate that a proposed partner is responsible for completion of a specific objective.

[illegible]

Activity 1.2.A																									
Activity 1.2.B																									
Outcome 2.0																									
Output 2.1																									
Activity 2.1.A																									
Activity 2.1.B																									
Output 2.2																									
Activity 2.2.A																									
Activity 2.2.B																									
Outcome 3.0																									
Output 3.1																									
Activity 3.1.A																									
Activity 3.1.B																									
Output 3.2																									
Activity 3.2.A																									
Activity 3.2.B																									

Note: The Outcomes, Outputs and activities should be the same as in the Logframe

Tool 7 Monitoring & Evaluation Plan

Project Name:						Project Location:	District	Chiefdom	Village	Project Year:				
Identifier:						Partner:				Project Start Date:				
Project Sector(s):										Project End Date:				
PERFORMANCE INDICATORS		BASELINE TARGET VALUES						DATA GATHERING			ANALYSIS, USE, REPORTING			
Indicator	Indicator Definition	Baseline	Target					Method	Mean of Verification	Frequency and Schedule	Responsible person/team	Data Analysis	Information Use/Audience	Reporting Deadline
			Y1	Y2	Y3	Y4	Y5							

[illegible]

[illegible]

Outcome 3.0														
Output 3.1														
Activity 3.1.a														
Activity 3.1.b														
Output 3.2														
Activity 3.2.a														
Activity 3.2.b														

Note: The Outcomes, Outputs and activities should be the same as in the Logframe

Tool 8 Baseline Report Template

[illegible]

Indicator 2.2.b:									
OUTCOME 3:									
Indicator 3.a:									
Indicator 3.b:									
OUTPUT 3.1:									
Indicator 3.1.a:									
Indicator 3.1.b:									
OUTPUT 3.2:									
Indicator 3.2.a:									
Indicator 3.2.b:									

Note: The Outcomes, Outputs and activities should be the same as in the Logframe

Tool 9 Field Trip Report

Project Title:

Project ID:

Date of visit:

1.Objectives of the field trip (linked to the indicators noted in M&E plan);

2.People and groups met and sites visited during the visit;

3.Methods used to collect and analyse the data;

4. Analysis and Findings

5. Conclusions

6. Recommendations for action

Tool 10 Quarterly and Semi-Annual Reporting Format

Output ID:								
Output:								
Indicator #1								
	Baseline		Target		Actual		MoV	
Indicator #2								
	Baseline		Target		Actual		MoV	
Narrative progress								
Lessons learnt / challenges <i>issues</i> <i>faced</i> Proposed solutions /action(s) taken								
Estimated budget		Allocated budget			Amount spent			

Note:

Include all the Output indicators in the Logframe

Annex:

Work plan for next quarter (use Tool 5)

Tool 11 Annual Project Progress Report

“Title of Project/Programme” Quarterly Progress Report

1. PROJECT/PROGRAMME INFORMATION

Project/Programme reporting period: *XX/month/XXXX to XX/month/XXXX*

Project/Programme start date: *XX/month/XXXX*

Project/Programme end date: *XX/month/XXXX*

Project/Programme code: e.g. *Ag/PXXXXXX*

Project/Programme manager:

Project/Programme location: *District, Chiefdom, Town/Settlement*

Project/Programme sector:

2. EXECUTIVE SUMMARY

This section should have key summary points from the other sections of this report. The aim is to provide a snapshot overview of where the project/Programme's is at that moment, and key actions planned to address any ongoing or new issues and support project/ programme implementation.

It should broadly have;

- Overall project/p status.
- Key issues.
- Key accomplishments.
- Plans for next quarter.

3. PROJECT BENEFICIARY REPORTING (1-2 SENTENCES)					
Table 3.1	Beneficiary Tracking Table				
	Women	Men	Girls	Boys	Total

Direct Beneficiaries:					
Indirect Beneficiaries:					

4. KEY MANAGEMENT AND ADMINISTRATIVE UPDATES (1-2 PAGES)	
Table 4.1	Updates from current reporting period
1.	

Table 4.2	UPDATES FROM PREVIOUS REPORTING PERIOD	
Previous Issues/Updates Encountered From Previous Reporting Period:	Corresponding Actions Taken	Additional Action Required? If yes, explain.
1.	1.	1.
2.	2.	2.

TABLE 5.0 ANALYSIS OF PROJECT/PROGRAMME IMPLEMENTATION TABLE (5-7 PAGES)	
TABLE 5.1	GOAL SUMMARY

State the goal statement as it appears in the project/pProgramme logframe – there is no need to report on the goal performance because such overall analysis should be covered in the executive summary above.

Table 5.2	OUTCOME 1: ANALYSIS AND REPORTING	
OUTCOME 1: <i>State the outcome statement as it appears in the project/programme logframe.</i>		
Summary Analysis		
Indicator 1.x:		
OUTPUT 1.1: State output as appears in the logframe.		
Summary Analysis		
Indicator 1.1.x:		
ACTIVITIES 1.1		
KEY ACCOMPLISHMENTS		
Activity 1.1.X:		
KEY CHALLENGES	RECOMMENDATIONS FOR ACTION	
Activity 1.1.X:	Activity 1.1.X:	
Challenges Faced From Previous Reporting Period	Corresponding Actions Taken	Additional Action Required? If yes, explain.
Activity 1.1.X:	Activity 1.1.X:	Activity 1.1.X:

OUTPUT 1.2: State output as appears in the logframe.		
Summary Analysis		
Indicator 1.2.x:		
ACTIVITIES 1.2		
KEY ACCOMPLISHMENTS		
Activity 1.1.X:		
KEY CHALLENGES	RECOMMENDATIONS FOR ACTION	
Activity 1.2.X:	Activity 1.1.X:	
Challenges Faced From Previous Reporting Period	Corresponding Actions Taken	Additional Action Required? If yes, explain.
Activity 1.2.X:	Activity 1.2.X:	Activity 1.2.X:

6. FINANCIAL STATUS (1/2 PAGE)			
<p><i>This section should provide a concise overview of the project/programme's financial status based on the project/programme's monthly finance reports for the reporting quarter.</i></p> <p><i>Please use the Project Quarterly Finance Status table below to summarize key financial data.</i></p>			
<i>Total budget allocated during reporting period:</i>		<i>Total budget spent during reporting period:</i>	
<i>Project Total budget</i>		<i>Total project budget spent to date:</i>	

7. CROSS CUTTING THEMES (1/2-1 PAGES)

--

8. PLANS FOR NEXT REPORTING PERIOD (1/2-1 PAGES)

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Adapted from: Project/programme monitoring and evaluation (M&E) guide, FRC 2011, and Design, Monitoring, Evaluation and Learning Framework, Lutheran World Relief

Tool 12 Indicator Tracking Table

Project/Programme Name					
Project/Programme Manager				Reporting Period	
Project/Programme #/ID				Project/Programme Start Date	
		District	Chiefdom	Town/Village	GPS Coordinate
Project/Programme Location					Project/Programme End Date

Project/Programme Sector					Extra Field					
MDAs/LCs Progress Reporting Indicators										
Target Beneficiaries										
Direct				Total Direct Beneficiary covered	Indirect				Total Indirect Beneficiary covered	Grand Total
Women	Men	Girls	Boys		Women	Men	Girls	Boys		

Project/Programme Logframe Indicators								
INDICATOR	Project Baseline	L o	L o	% of	Q1 Reporting Period	Q2 Reporting Period	Q3 Reporting Period	Q4 Reporting Period

[illegible]

Indicator 2.2.b:																	
OUTCOME 3:																	
Indicator 3.a:																	
Indicator 3.b:																	
OUTPUT 3.1:																	
Indicator 3.1.a:																	
Indicator 3.1.b:																	
OUTPUT 3.2:																	
Indicator 3.2.a:																	
Indicator 3.2.b:																	

Adapted from: Project/Programme monitoring and evaluation (M&E) guide, FRC 2011,
and Design, Monitoring, Evaluation and Learning Framework, Lutheran World Relief

Tool 13 Project Completion Report with instructions

Project Completion Details

Project Description

< Provide a brief overview of the project describing the project need, solution and approach. Also include a perspective of the project scope and deliverables, team size, vendors used and anything else you might feel helpful to future teams. >

Review of Project Objectives

Stated Project Objectives	Status	Comment
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >
	< Met or Not Met >	< Include any pertinent comments/explanations about the objective, especially if it was not met. >

Project Schedule

< Use the following table to indicate when each milestone of project was scheduled for completion and when it was actually completed. If the completion date does match the scheduled completion date, include an explanation and the number of any pertinent change request(s). Note: This is not intended to be an exhaustive list. The text below is an example of what you might include. >

Milestone	Scheduled Completion Date	Actual Completion Date	Variance Explanation	Change Request #
Charter Completed				
Project Kick-off				
Requirements Phase				
Development Phase				
Testing Phase				
Deploy to Production				
Project Close				

Outstanding Issues

< Identify any outstanding issues from the project and associated detail as indicated in the table below. >

Issue	Issue Log Assignment	Assigned To	Expected Resolution Date (dd-mmm-yyyy)	Status (Complete / Not Complete)	Comments

Project Variables

< This area is used to speak to any changes in the project such as budget, scope and timelines. >

Budget

< Provide details of the budget. Detailed budget information can be included in an Appendix.

Note: The MDA/LC internal auditing unit will conduct an audit on final cost of the project. >

Original Approved	Latest Approved	Final	Variance (\$/%)	Comments

Scope

< Indicate what scope changes there were. Include dates and reason for change. >

Item	Original Approved	Latest Approved	Final	Variance	Comments

Timelines

< Indicate any changes in the timelines of the project. >

Project Variable	Original Approved	Latest Approved	Final	Variance (calendar days)	Variance Explanation
Start Date:	dd-mm-yyyy	dd-mm-yyyy	dd-mm-yyyy		
End Date:	dd-mm-yyyy	dd-mm-yyyy	dd-mm-yyyy		

Tool 14 Terms of Reference Template

The ToR should, at a minimum, cover the elements described below:

1. Background and Context
2. Evaluation Purpose
3. Evaluation Scope and Objectives
4. Evaluation Questions
5. Methodology
6. Evaluation Products (Deliverables)

Evaluation inception report

Draft evaluation report

Final evaluation report

Evaluation brief and other knowledge products

7. Evaluation Team Composition and Required Competencies
8. Evaluation Ethics
9. Implementation Arrangements
10. Time Frame for The Evaluation Process
11. Cost
12. Annexes

Project Logical Framework

Key stakeholders and partners

Documents to be consulted

Evaluation matrix

Schedule of tasks, milestones and deliverables

Required format for the evaluation report

Code of conduct

Tool 15 Evaluation Report Template

1. INTRODUCTION

- Background and context
- Evaluation purpose
- Evaluation scope and objectives
- Evaluation questions

2. METHODOLOGY

- Objectives of the evaluation and definitions
- Evaluative questions
- Timeframe of the evaluation
- Target population, Data collection and tools
- Sampling of the survey
- Evaluation team
- Challenges and limitations of the evaluation

3. FINDINGS

- Evaluation Themes (depending on the TOR);
 - Relevance
 - Efficiency
 - Effectiveness
 - Impact
 - Sustainability
- Project indicators

4. CONCLUSION

5. RECOMMENDATIONS

6. LESSONS LEARNED