P4.S1.T1 Monitoring and Evaluation Plan

# Introduction

A Monitoring and Evaluation (M&E) Plan is a tool to define what exactly needs to be monitored and evaluated in the ME project, how it will be done, and when and by whom. It is a tool aimed to ensure that the key information to assess and monitor the progress of the project is collected in the right way and at the right moment. This plan has been developed to guide the monitoring of the implementation of MEs activities.

This M&E plan will start with the beneficiary selection until the end of the project, and should make it possible to measure the development of the individual MEs as well as the impact on the target beneficiaries’ economic situation according to the project indicators.

# Indicators

In order to monitor and evaluate the action, several indicators must be set out. Normally, some key indicators will be established, as well as some lower-rank ones.

Generally, the indicators to be monitored will be those included in the **logical framework of the project concerning livelihoods and MEs**. Additionally, other indicators may be chosen:

* Specific indicators regarding the functioning of the MEs, beyond those included in the logical framework.,
* Capacity of the people -beneficiaries, volunteers- who are going to carry out the activities.
* Sustainability of the ME project

# Process

Five stages are proposed in the process:

1. Planning

Planning consists of defining the monitoring plan and reviewing it by all parties involved. It is very important that all concerned people are involved (NS central headquarters, project staff at different levels, beneficiaries, PNS If applicable, consultants if applicable) in this phase. It is crucial to brief on the plan and test the forms before starting with the monitoring so that all the involved know their responsibilities, agree, and have the tools and capacities to implement it.

Sub-activities:

1. Prepare and revise the M&E plan/Chronogram/surveys.
2. Final version of the M&E plan/Timeline/survey formats.
3. Conduct a session or workshop on M&E and test surveys with the field team or other parties involved (Including assignment of responsibilities and deadlines).

In the process of preparing the monitoring plan, it would be convenient **to identify the risks** that could occur in the process -both externally and internally during the M&E process itself- and identify mitigation measures ***(See Annex 1)*** . This risk identification process and mitigation measures must be reviewed periodically.

* In cases where volunteers or beneficiaries are involved in monitoring, it is particularly recommended to:
* Include a section in the workshop to explain the indicators -the meaning of the indicators in general, and those of the monitoring system in particular-.
* Include role-playing games to simulate data collection in the field, assuming the roles of the different types of beneficiaries: institutions, MEs, etc.

Budgeting M&E resources is critical. To do so, please consider:

• Human resources cost, including per diems

• Payment of community representatives, or reimbursement for their costs

• Capital expenses, including costs of facilities or venues, office equipment and supplies, printing, publishing and distributing M&E documents

In terms of PGI, you should ensure that you build on existing M&E capacity, ensuring participation of affected community members and volunteers. Participatory activities can include: participatory monitoring where elected community representatives report on key monitoring indicators, and monitoring conducted by volunteers and sector staff.

1. Data collection in the field.

The data will be collected by the facilitators (staff, volunteers, consultants recruited) from all beneficiaries or a percentage, using the monitoring forms included in the Toolkit.

* *Entry form (Tool P4.S2.T1):* This survey is the first to be carried out and consists of knowing the profile of the beneficiary and the economic situation before receiving support.
* *Cash follow up for (post distribution monitoring) (Tool P4.S3.P2):* This survey will be conducted once the cash grants have been provided –if applicable- in order to understand how things are going with the launch of the ME.

Normally, cash monitoring will be carried out to verify whether the funds have been applied to what they were intended ; but in case the aid has been delivered in-kind, the P4.S3.P1 could be used, although it’s less common.

In order to monitor the purchases made with the grants received, photos should be done in order to record products and payment receipts (if applicable).

Instructions for taking pictures:

* The photo must be taken horizontally, including the products.
* If the recipient agrees, it is also important to include them in the photo.
* Better to take the picture outdoors, when possible.
* *Quarterly monitoring form (Tool P4.S3.P3)*: This survey will be carried out regularly to monitor the development of the MEs.
* *Exit form (Tool P4.S2.T2):* Exit survey to be conducted at the end of the program.

Concerning the specific indicators related to MEs, the collection must be done by the code given to each beneficiary (See Column “Beneficiary Number”) in all the monitoring forms, according to the official list of beneficiaries.

*Example:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ME Code** | **Business name** | **Number of beneficiaries** | **Beneficiary Number** | **Name and surname beneficiary** |
| ME-1 | *Fish for you* | 2 | ME-1-1 | Michael |
| ME-1-2 | Ibrahim |
| ME-2 | *Good Bread* | 1 | ME-2-1 | Mark |
| ME-3 | *So fast Transports* | 4 | ME-3-1 | Angela |
| ME-3-2 | Keita |
| ME-3-3 | Doris |
| ME-3-4 | Barry |

To carry out the surveys, a data collection plan should be defined, not lasting more than a week, although it depends on the context.

At the beginning of the project, the monitoring **deadlines** must be set -monthly, annually, etc.- taking into account aspects such as:

* Available resources to carry out the monitoring.
* Reporting needs: reports to the donors, indicators
* to be reported, types of reports, etc.
* Capacities of the people who will carry out the monitoring: staff, volunteers, beneficiaries, consultants, etc. In this sense, where applicable, the training needs should be considered.

*Example of indicator monitoring table*:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Indicator** | **Capital/s of the sustainable LH framework involved** | **Type of indicator** | **Location** | **Date** | **Unity of measure** | **Measure of the indicator** | **Person in charge of measure -charge** | **Person in charge of measure –name and surname** | **Other comments** |
| *Number of business plan supported* | *Financial* | *Quantitative* | *Location A* | *May 2022* | *Number of business plans* | *85* | *S&E officer* | *Peter Smith* |  |
| *% of total MEs whose business plan is operative* | *Financial* | *Quantitative* | *Location A* | *May 2022* | *% of total MEs* | *87%* | *S&E officer* | *Peter Smith* |  |
| *Number of MEs obtaining benefits after 6 months of implementation* | *Financial* | *Quantitative* | *Location B* | *November 2022* | *Number of MEs* | *87%* | *S&E officer* | *Peter Smith* |  |
| *Savings groups created among MEs members* | *Social, financial* | *Quantitative* | *Location A* | *May 2022* | *Number of saving groups* | *0* | *S&E officer* | *Peter Smith* | *Activities to be carried out in 2023* |
| *Survival strategies identified within MEs beneficiaries and their families* | *Financial, Human, Social* | *Qualitative* | *Loc*  *ation A* | *December 2022* | *List of survival strategies* | *See Annex – List of survival strategies identified in Location A* | *Project Volunteer of the NS in Location A* | *Mark Olivarez* |  |
| *…* | *…* | *…* | *…* | *…* | *…* | *…* | *…* | *…* | *…* |

1. Data cleaning and general analysis.

This phase essentially consists of data cleaning, grouping, summarizing and comparing, the analysts must break them down into manageable pieces by summarizing the information for different categories, for example by geographic areas. Comparing and contrasting these summaries helps to identify and to find errors.

Please see the data cleaning tips:

[Steps to clean data.docx (live.com)](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwebviz.redcross.org%2Fctp%2Fdocs%2Fen%2F4.%2520data%2520management%2F3.%2520Cash%2520IM%2520Resources%2FSteps%2520to%2520clean%2520data.docx&wdOrigin=BROWSELINK)

[Beneficiary Cleaning Excel Tips .docx (live.com)](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwebviz.redcross.org%2Fctp%2Fdocs%2Fen%2F4.%2520data%2520management%2F3.%2520Cash%2520IM%2520Resources%2FBeneficiary%2520Cleaning%2520Excel%2520Tips%2520.docx&wdOrigin=BROWSELINK)

After the general data analysis, the coordinator of the program –together with the NS referents, if applicable- should review the information and inform the staff and/or other parties involved about:

* Errors.
* Surveys that were not completed (missing information).
* Mitigation measures for beneficiaries at risk of failing (Annex 1)

1. **Reporting, sharing and learning**

In order to be able to draw conclusions about the results of the project, we need to analyse the data and track the progress of the activities, which will allow us to observe how the results are progressing. To do this, we could create a **dashboard** where the results are more visible and easier to analyze.

*Example:* [Microsoft Power BI](https://app.powerbi.com/view?r=eyJrIjoiZDhkNTc3MjctMGVlOS00ZDE4LTg4MmEtNmUzZWFkZWEwZDI2IiwidCI6Ijc1OTEwOGY5LWNkYjMtNGIwNC1iOTc2LTNlOWIzZDlhZDBiZSIsImMiOjh9)

Once the first surveys are completed, it will be the time to do a first analysis in order to elaborate the dashboard, involving the different people involved, namely –depending on the context-: coordinator, PMER team, staff, NS headquarters, other partners involved, PNS, Livelihood Resource Center, etc.

As mentioned above, the deadlines for producing the reports should be set, as well as the way in which the results will be shared with the different parties involved: beneficiaries, authorities, donors, etc. Measures to disseminate the results can also be included as visibility and communication tools: social networks, videos, etc.

*Example*: <https://cash-hub.org/wp-content/uploads/sites/3/2020/11/4_3_2-IFRC-CTP-case-study-template.docx>

# Quarterly monitoring

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| FORM | FORM 1 | FORM 2 | FORM 3 | FORM 4 |
| TYPE | ENTRY FORM  *[This survey is the first to be carried out and consists of knowing the profile of the beneficiary and the economic situation before receiving support]* | CASH POST MONITORING FORM  *[This survey will be conducted once the grants have been provided –if applicable- in order to understand how things are going with the launch of the ME]* | QUARTERLY MONITORING FORM (x)  *[This survey will be carried out regularly to monitor the development of the MEs.]* | EXIT FORM  *[Exit survey to be set up at the end of the program.]* |
| Data collection | *[MONTH]* | *[MONTH]* | *[MONTH X]*  *[MONTH X]*  *[MONTH X]*  *…* | *[MONTH]* |
| Month of Reporting | *[MONTH]* | *[MONTH]* | *[MONTH X]*  *[MONTH X]*  *[MONTH X]*  *…* | *[MONTH]* |
| Level | BENEFICIARY | ME | ME | BENEFICIARY |
| Number of surveys | xx | xx | xxx | xx |

# Chronogram with responsibilities.

*Example of chronogram*:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ACTIVITIES** | **RESPONSIBLE** | **COORD WITH** |  | | | | | | | | | | | | | | | | | | | | | |
| 1 | | 2 | | 3 | 4 | | 5 | | 6 | | 7 | | 8 | | 9 | | 10 | | 11 | 12 | |
| Prepare and check M&E plan / Chronogram/ Surveys | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Final version M&E plan / Chronogram/ Surveys | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Train / explain / test with field Team | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Reporting: design a dynamic chart (DASHBOARD) | LRC / NS | IM Team |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data collection: Entry form (Form 1) | LH Officers /Vol. |  |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data cleaning and analysis and coordination with field teams | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data collection: Cash Monitoring Form (Form 2) | LH Officers /Vol. |  |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data cleaning and analysis and coordination with field teams | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Managing risk with mitigation measures | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data collection: Quarterly Monitoring form x 4 (Form 3) | LH Officers /Vol. |  |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data cleaning and analysis and coordination with field teams | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data collection: Exit form (Form 4) | LH Officers /Vol. |  |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |
| Data cleaning and analysis and coordination with field teams | Pj. Coordinator | LH. Officer |  |  | |  | |  |  | |  | |  | |  | |  | |  | |  | |  |

Annex 1: Example of risk and mitigation measures for livelihood activities

| **Risk** | **Mitigation measures** |
| --- | --- |
| Beneficiaries **might not start the business or stopped the activity once he/she has started** (because of different reasons) | 1. Discussion with their families and relatives 2. Discussion with their guarantor to start the business 3. Try to pay back the money through the local administrators’ effort 4. Start the process of pay back the money by the beneficiary if is present or from the guarantor if not present 5. Discussing with concerned stakeholders and substituting to an eligible one   Include deadline in case of not running/Not started/stopped. These deadlines are given as an example   * Discussion with their families and relatives (3 months)   + First verbal discussion. 2 months   + Letter to beneficiary with a deadline of 1 month to return the grant or start the business * Discussion with their guarantor to start the business (3 months-6 months)   + First verbal discussion. 1 month   + Letter to guarantor with a deadline of 2 month to return the grant or start the business * Try to pay back the money by the local administrators’ effort. (7 months)   + Extraordinary meeting with CEA to check measures to be taken with these beneficiaries |
| **Beneficiary who sells the assets** provided by the project | 1. Collateral (guarantor) and ask to return the money |
| **Conflict among the group members/Group disintegration or separation** | 1. Advising and solving the problems occurred among the members of the group by participation of CEA and other stakeholders 2. Governing through group by-law for taking actions and capacitating the committee and continues mentoring and coaching 3. Strong monitoring and support 4. Conflict resolution training & PSS support |
| **Group member who does not participate** in the activities of group as per by-law/plan | 1. Monitoring, consultation and punishments based on the by-law that they have agreed and signed |
| **Beneficiary leaves the group** | 1. Replacing by other based on scoring & governed by-law |
| **Death of animals/ Cattle diseases** | 1. Communicate with the veterinary experts for preventing diseases of the animals 2. Provision of continuous vaccination by aligning the activities with the Agriculture office. 3. Close follow-up of the animals’ health |
| **Grazing or feeding problems** for cattle | 1. Arranging land for feeding animals 2. Promote fodder cultivation |
| **Change of the working area** (inside target woreda) and/or **type business change** | 1. Developing by-law and agreement with local authorities, beneficiaries and National Society in advance.   *(If the beneficiary wants to move to another region, he/she needs to return back the grant)* |
| **Literacy level** (knowledge and skill gap for developing the business) | 1. Provision of specific technical trainings and coaching |
| **Beneficiaries who are working at individual level** instead of group | 1. Promoting Community saving group for beneficiaries to have access to credit and enhance networking 2. Use volunteers to support additional capacity building |
| **Wrong information provided from the beneficiaries** during beneficiaries monitoring or registration | 1. Cross-check mechanism with other family members and/or local authorities 2. Taking practical actions and modify to the correct information |
| **Security issues** in the venue of the business | 1. Solving the issues internally by developing by-law 2. Assign a family member or employ an external employee |
| **Lack of work land for beneficiaries** (Long chain (legal issues) for getting working premises) | 1. Quarterly review meeting with government bodies to lobby them 2. Daily work with local stakeholders 3. Do the procurement after work land is secure |
| **Inflation & higher prices** during procurement | 1. NS team should establish the best way (agreements with the suppliers for fixed prices, procurement in different market places.) |
| **No legal financial documents as receipts/invoices** during procurement of in-kind support | 1. Bidding process by financial manuals and via agreements made among sellers/ suppliers and procurement committee |
| **Low amount of transfer value** (amount of the grant) | 1. Mobilizing internal or own resources from beneficiaries and creating a sense of ownership and sustainability in the beneficiaries |
| **Lack of market demand for the business** | 1. Develop market assessment before starting any activity 2. Ensuring market linkage, promoting market activities |