

# Monitoring & Evaluation (M&E) Guideline



**JAN VIKAS SAMITI**

Murdaha, Christnagar PO | Varanasi – 221003 | Uttar Pradesh, India.

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*Passed by the Governing Board in its meeting on 05, January 2021.*

*Effective from 05, January 2021.*

## The Organization

Name of the Organization	JAN VIKAS SAMITI
Policy Title	Monitoring & Evaluation (M&E) Guideline/ Policy
Policy type	Implementation & Monitoring
Coverage	All projects and Programs

## Jan Vikas Samiti (JVS)

Jan Vikas Samiti, a charitable society registered in 1997 under the Societies Registration Act, of 1860 From its inception it has been rendering dedicated and committed services for the empowerment of the marginalized and vulnerable groups of society with a special focus on women, children, and Dalits.

### **Vision**

To build a just inclusive humane society based on the values of Equality, Justice, Freedom, and brotherhood.

### **Mission**

Empowerment of the marginalized people of the society, especially the Dalits, Women, and Children through a process of awareness, an organization for collective actions, and advocacy for raising Socio-Political, Educational, Economic, and Health Status and Promotion of the Environment.

## M&E Guidelines

The guideline explains the nature and purposes of project/program monitoring and evaluation (M&E). The guidelines ensure that the monitoring and evaluation of the project/program are carried out in a` systematic way.

### The Guideline Aims to

- To explain the principles, objectives and processes of project monitoring and evaluation.
- To provide guidelines on the principal requirements of a successful project monitoring and evaluation system.
- To present approaches to project monitoring and evaluation using the Log-frame.
- To highlight results-based monitoring and evaluation and the key steps for implementation.
- To set out the key principles for developing indicators.
- To provide a sufficient understanding of the role of monitoring and evaluation in rural development, to be able to judge the effectiveness of existing project M&E systems, and the appropriateness of proposed project M&E designs.

## What is M&E?

M&E is a process of continual gathering of information and assessment of it in order to

determine whether progress is being made towards pre-specified goals and objectives and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. It is an integral part of the project cycle and of good management practice. In broad terms, monitoring is carried out in order to track progress and performance as a basis for decision-making at various steps in the process of an initiative or project. Evaluation, on the other hand is a more generalized assessment of data or experience to establish to what extent the initiative has achieved its goals or objectives.

### **The Purpose of M&E**

- Monitoring systems provide managers and other stakeholders with regular information on progress relative to targets and outcomes. This enables managers to keep track of progress, identify any problems, alter operations to take account of experience, and develop any budgetary requests and justify them. This enables the early identification of problems so that solutions can be proposed. It is considered to be a critical part of good management.
- Periodic evaluation is also considered to be good practice and can be used to investigate and analyze why targets are or are not being achieved. It looks at the cause and effect of situations and trends which are recorded within monitoring.
- Periodic and formal evaluations are vital for internal reporting and auditing and are also requested by funding agencies – often as mid-term and final evaluations. External stakeholders and funding agencies who are accountable to donors or are part of the public sector, need to see results and demonstrable impacts.
- M&E is also important for incorporating the views of stakeholders, particularly the target population and can be a further mechanism to encourage participation and increased ownership of a project.

## **MONITORING, REPORTING, AND EVALUATION**

### **Policy framework**

#### **General policy statements**

1. Monitoring and evaluation are essential management functions that are interactive and mutually supportive. They help JVS to ensure accountability in the use of resources entrusted to it; provide a clear basis for decision-making; and offer practical lessons from experience to guide future development interventions.
2. Monitoring and evaluation will be integrated into the programming cycle to enhance the implementation and achievement of results from current programs and projects as well as the design of future programs and projects.
3. Monitoring and evaluation exercises must be results-oriented and include assessments of the relevance, performance and success of JVS development interventions.

## **COVERAGE**

The policies and procedures on monitoring and evaluation apply to all programs and projects implemented by JVS.

### **Monitoring and evaluation during the program and project cycle**

**Monitoring** - is a continuing function that aims primarily to provide the main stakeholders/ staff/ beneficiaries of an ongoing program or project with early indications of progress or lack thereof in the achievement of program or project objectives.

**Reporting** - is the systematic and timely provision of essential information used as a basis for decision-making at appropriate management levels. It is an integral part of the monitoring function.

**Evaluation** - is a time-bound exercise that attempts to assess systematically and objectively the relevance, performance, and success of ongoing and completed programs and projects to ascertain their impact in the field.

## **POLICIES – MONITORING**

- All JVS's programs and projects regardless of budget and duration will be monitored;
- Monitoring of the projects/programs is the responsibility of the entity through its designated staff/persons since it is the entity responsible for the overall management of a program or project.

## **Field Visits**

**Definition and purpose:** - A field visit is a direct observation of a program or project at its site. Its purpose is to enable the person making the field visit to obtain first-hand information on the progress of a program or project toward achieving the expected results outlined in the work plan.

**Policy:-** The responsible program in-charge or representative must visit all programs and projects once in a month/quarter or more frequently, as necessary. Joint field visits by other departmental heads involved in the project are encouraged in order to promote a participatory approach.

**Procedures:-** A person visiting a program or project must undertake the following tasks:

- Obtain the views of target groups, direct beneficiaries, and other stakeholders on how the program or project is affecting them and their recommendations for addressing relevant issues.
- Determine whether adequate mechanisms are in place for consulting with, and obtaining feedback from, the stakeholders;
- Inspect the program or project site, outputs and services and assess their adequacy in terms of quality and quantity vis-à-vis the expected results;
- Prepare a report immediately after the visit, highlighting stakeholders' views as well as his or her own observations and recommendations on how to address any issues

concerning the program or project;

- Present/provide the report to the Management team/executive director.

**Follow-up on the field visit report:-** The management team/ Executive Director reviews the assessment and recommendations of the report and takes appropriate action for improvement.

## **REVIEW MEETINGS**

Jvs will conduct periodic review meetings of the project and programs. The review meetings may be conducted monthly/quarterly/half-yearly or annually.

### **Monthly/Quarterly/Half-yearly Review Meetings**

- The program HoD will ensure that the review meetings are conducted regularly to evaluate the progress of the projects
- Review meetings shall be conducted project wise
- A report of the meeting will be maintained
- The Meeting report shall be signed by the project staff and the HoD programs. These reports may be verified by the Executive Director.
- Summary of such review meeting shall be incorporated in the progress report of the HoD, which shall be submitted to the PMT/ED in the PMT meetings.

### ***Monthly evaluation/review may include;***

- Reviewing the plans for the month and the progress
- Status of the target achieved
- Budget comparison
- Challenges and issues in achieving the target
- Lessons learned
- Action Plans for the upcoming Month/Months/Year
- Follow-up plans of activities
- Planning budgeting and financing of the activities.

### **Review Reports and follow-up**

- The program responsible person will ensure that the periodical review meeting reports are presented to the management team/ executive director.
- The management team/executive director will review the review reports and share feedback for the improvements.

- The program responsible person should ensure that the feedback from the team is considered while preparing the action plans for the future implementations of project activities.

## **ANNUAL PROGRAM/PROJECT REPORT**

### **Definition and purposes.**

The APR is an assessment of a particular program or project during a given year of the program or project results that aims to;

- Provide a rating and textual assessment of the progress of a program or project in achieving expected results;
- Present stakeholders'/donors' progress and any issues affecting the implementation of a program or project and their proposals for addressing those issues;
- Serve as an input to any evaluation of the program or project;
- Be a source of input to the preparation of the annual reviews of the Organisation.

**Contents and structure:-** Annual program or project report should contain the following information

1. Numerical rating of program or project relevance and performance as well as an overall rating of the program or project.
2. Textual assessment of the program or project, focusing on major achievements, early evidence of success, issues and problems, recommendations, and lessons learned.
3. Consists of a summary table with two sections: one section reports on resources and expenditures and the other highlights progress toward achieving expected results.

### **Procedures for preparing for the APR:-**

- The organization is responsible for preparing the APR. This preparation must be done in consultation with the stakeholders, and beneficiaries. The APR must be ready within 30 days after the completion of the project/program.
- APR should cover all the aspects of the project/program objectives and expected deliverables.

## **FEEDBACK FROM THE BENEFICIARIES/STAKEHOLDERS-MECHANISM**

*JVS shall adopt the following methods for obtaining feedback from the project beneficiaries and stakeholders to gather input, enhance project transparency, and improve outcomes.*

- Baseline/Sample survey
- Surveys and Questionnaires during and after the project implementation.
- Focus Group Discussions and its report
- Personal Interviews with project beneficiaries and stakeholders.
- Community Meetings and its reports
- Participatory Rural Appraisal (PRA)
- Third-Party Evaluations

## **EVALUATION**

### **Policies on evaluation coverage.**

Evaluation is an important tool for learning and ensuring accountability as far as possible JVS will evaluate all assisted programs and projects, considering the magnitude of the costs and time that would be required to do so. Thus, for evaluation to be cost-effective, it should be undertaken on a selective basis. Some evaluations are mandatory by the project donors others are not. Those not as mandatory will be considered for the evaluation based on the budget available with the organization.

### **Mandatory Evaluation.**

**The policy regarding mandatory evaluation is as follows:**

- External evaluation is part of the program and specifies the budget for such evaluation
- Mandated by the funding partner.
- Required for the second phase of the project

### **Non-mandatory evaluation.**

JVS may decide to do or conduct an evaluation of the project/program as and when the need arises for the purpose of developing follow-up projects, improving the quality of implementation, for the purpose of submitting the final reports to the funding partner, and other purposes of the organization.

**The policy regarding non-mandatory evaluation is as follows:**

- Availability of Budget for such evaluation
- The need for such evaluation should be determined
- Purpose and Feasibility of such evaluation need to be determined.

- The required approvals from the executive director/management team are to be obtained.

## **TYPES OF EVALUATIONS**

JVS will take up the following types of evaluation as and when necessary.

- **Internal or self-evaluation:** an evaluation conducted by those directly involved in the formulation, implementation, and management of the program or project;
  - Internal evaluation will be carried out by the project staff/ management team.
  - Internal evaluations may be conducted on a monthly/quarterly/half-yearly basis
  - The entire project team will be part of the internal evaluation of any project/program
  - Evaluation reports shall be combined and shared with the management team/ executive director.
- **External or independent evaluation:** an evaluation conducted by those not directly involved in the formulation, implementation, and management of the program or project;
  - The need for such evaluation will be determined by the management team.
  - External agency or person will be hired to do such evaluations
  - Call for proposal for evaluation with the scope of evaluation will be announced through the website and other communication channels
  - Quotations will be obtained from the external agencies
  - The management team will assess the quotation and scope of Evaluation and select the evaluator based on the criteria.
  - All the evaluation reports will be shared with funding partners
  - Evaluation reports will be published and used for the betterment of future programs.

### **Planning and managing an evaluation**

The management team is responsible for ensuring that JVS's evaluation policies and procedures are complied with in planning and managing evaluations. In particular, they must ensure that all evaluations are:

- Carried out at the appropriate time
- Follow a methodology (including team composition) that ensures that critical issues will be objectively examined
- Produce the expected results

### **Advance preparation.**



Once a program or project has been selected for evaluation, the persons responsible for planning and managing the evaluation prepare for the evaluation exercise shall ensure;

- Need of such evaluation
- What products are expected from the evaluation exercise
- Who are the evaluation stakeholders

### **Formulating the terms of reference. (ToR)**

The next step in planning for an evaluation is formulating the TOR, a written document that defines, among other elements, the issues that the evaluation should address and the products expected from the evaluation. It serves as a useful tool for ensuring that the evaluation is effectively carried out. The following procedures are suggested when preparing the TOR:

- Invest adequate time in formulating and refining the TOR
- Involve key stakeholders in the process to reflect their views and interests in the TOR;
- Scope of the evaluation
- Issues to be addressed by the evaluation
- Products expected from the evaluation.
- Methodology or evaluation approach
- Composition and responsibilities of the evaluation team
- Implementation arrangements.

### **Managing the evaluation.**

The management team/ responsible person will play a critical role in managing the evaluation exercise being conducted in the field. The responsible program person must be thoroughly familiar with the TOR and ensure that the evaluation team is fulfilling the TOR through all the arrangements.

### **THE EVALUATION REPORT.**

The evaluation report by the evaluator should include the core elements as:

- **Findings** - A finding is a factual statement about the program or project based on empirical evidence hence the findings from an evaluation must be specified in the evaluation report.
- **Conclusions** - A conclusion is a reasoned judgment based on a synthesis of empirical findings or factual statements that correspond to a specific circumstance hence the conclusion of the evaluation report must be clear and should be derived from the facts of the findings.

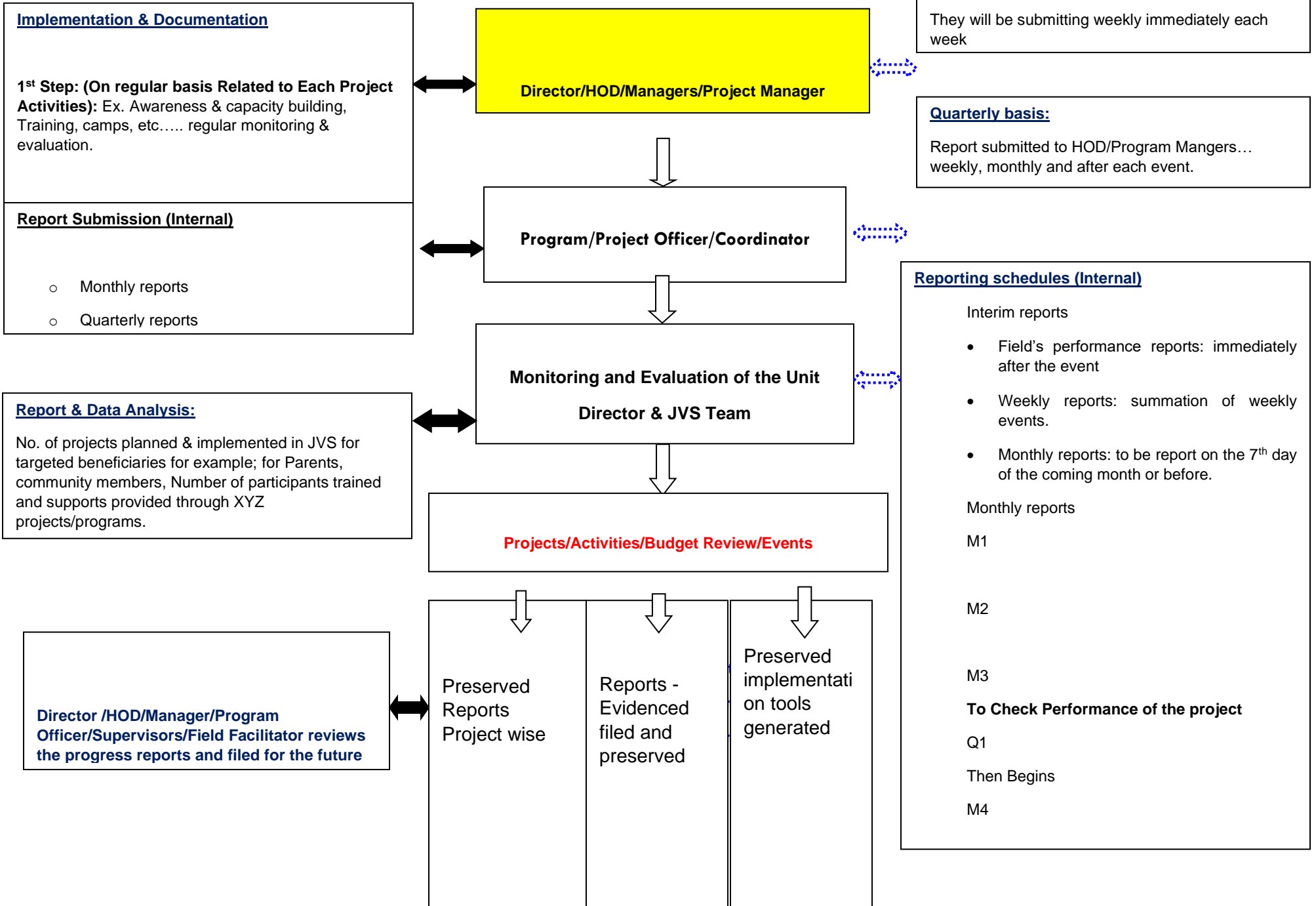
- **Recommendations** - A recommendation is a proposal for action to be taken in a specific circumstance, including the parties responsible for that action. Recommendations for improvement based on the findings of the evaluation must be defined in the report. These recommendations should be useful for the future enhancement of the project/program implementation.
- **Lessons learned** - A lesson learned is learning from experience that is applicable to a generic situation rather than to a specific circumstance. An evaluation report must contain the lesson learned session to determine the impacts and outcome of the project.

## **RESULT**

**JAN VIKAS SAMITI**

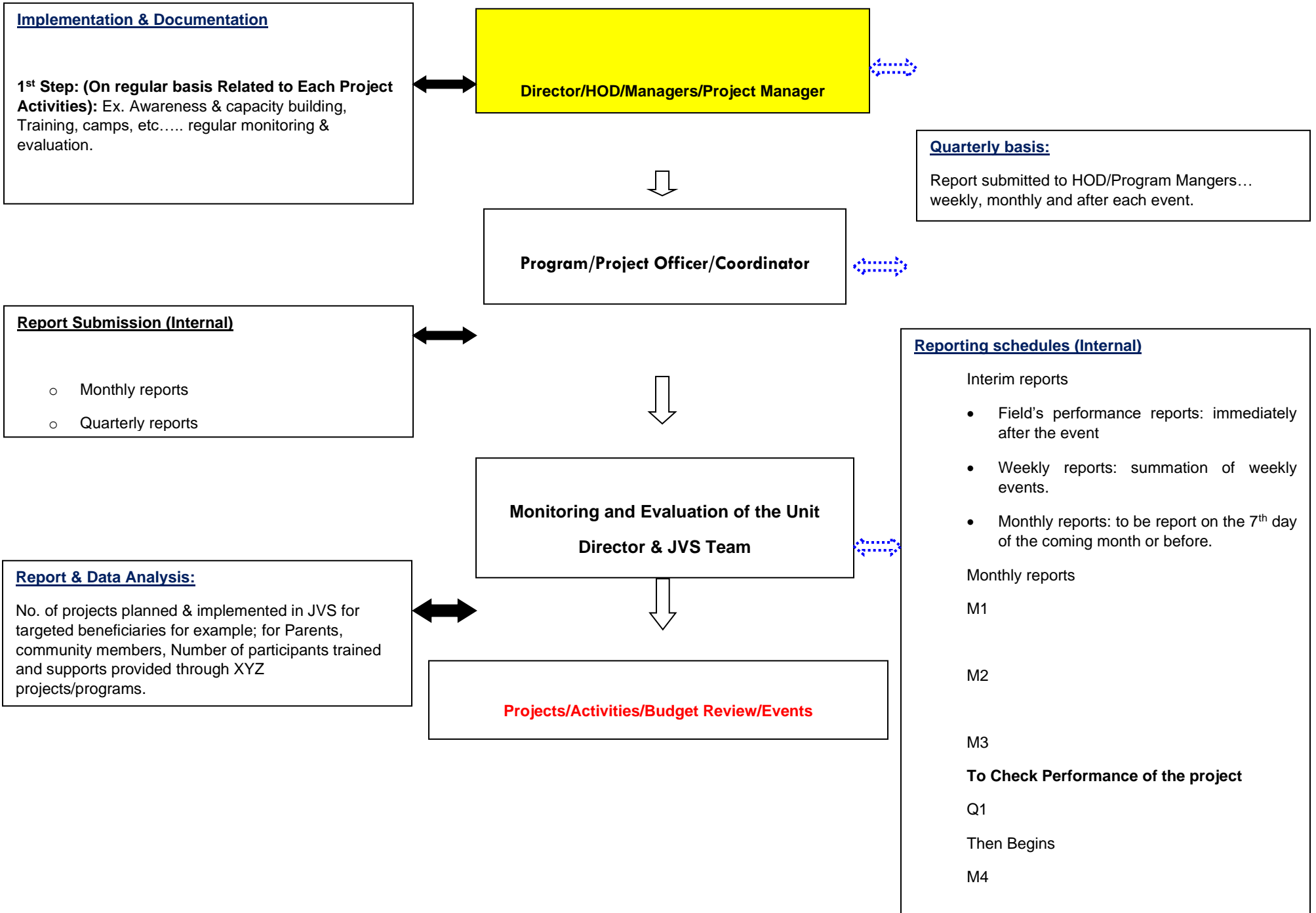
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# JVS Monitoring & Evaluation Flow Chart





# JVS Monitoring & Evaluation Flow Chart



**Director /HOD/Manager/Program  
Officer/Supervisors/Field Facilitator reviews  
the progress reports and filed for the future**



Preserved Reports Project wise	Reports - Evidenced filed and preserved	Preserved implementati on tools generated
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