Planning, Monitoring, Evaluation and Reporting Framework 2013

Nepal Red Cross Society

Cover photographs: Nepal Red Cross Society

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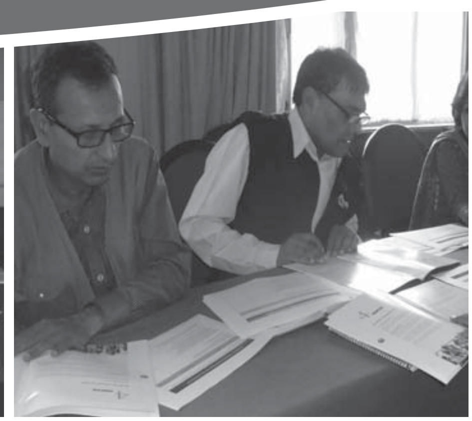


Nepal Red Cross Society

Foreword

It is a pleasure to share with our target communities, partners and all stakeholders, while endorsing the planning, monitoring, reporting and evaluation (PMER) framework that aims to pave way for the development of a culture of good PMER practices within Nepal Red Cross Society (NRCS) network and beyond. This volume seeks to meet international standards, and contribute to the delivery of efficient and better quality programmes and services to target communities.

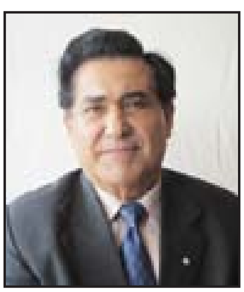
The PMER framework is a generic guideline for the NRCS units to:

- Create a coherent system of learning and performance measurement within the NRCS;
- Ensure a common and consistent approach to PMER within the NRCS;
- Ensure all staff and volunteers, and all units/departments at National Headquarters, district chapters and sub-chapters are clear about their respective roles and responsibilities with respect to PMER when implementing programmes/projects; and
- Ensure optimal use of limited resources available for the effective functioning of the NRCS and the delivery of programmes and services to vulnerable communities.

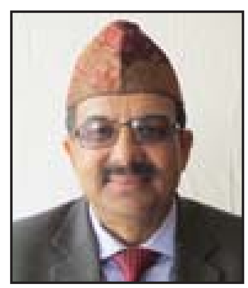
Ultimately, the framework will help to enhance NRCS's accountability to all its stakeholders, in particular the individuals and communities it seeks to serve. In the long run, this will help to strengthen the NRCS's profile locally and globally, and generate greater support and resources for the NRCS.

We acknowledge the inputs provided by NRCS governance, staff, members, and partners during the framework development process. We thank Mr. Cheekeong Chew, the senior PMER officer of International Federation of Red Cross and Red Crescent Societies, for providing technical support in developing this document.

Finally, we would like to request and encourage all concerned individuals and units, to use the framework as a handy guiding document for their PMER actions.



Dev Ratna Dhakhwa
Secretary General



Sanjeev Thapa
Chairman

About the PMER framework

NRCS has a strong tradition in PMER. Almost all projects implemented by the National Society have log frame, and are well-monitored, evaluated and reported. However, these differ from department to department and between programmes of the National Society, in terms of terminology, definitions, tools and approaches. Furthermore, as an increasing number of bilateral projects are implemented with diverse partners, NRCS project staff has to contend with a variety of PMER approaches and tools, besides those of the IFRC, based on the different approaches, needs and requirements of the partners. This has become a major source of confusion and burden for NRCS project staff.

The NRCS PMER Framework, which is results-driven, is a major effort by NRCS to improve the performance and accountability of all its programmes, projects and services. It spells out the PMER approach of NRCS and provides guidance to all staff and volunteers of the NRCS on the planning, monitoring, evaluation and reporting of programmes, projects and services to address the needs and priorities of targeted groups and communities.

Key elements of this framework are introduction and purpose of framework, integrated and sector based projects, project cycle and beneficiary participation, approach and tools for assessment, planning, monitoring, evaluation and reporting, project M&E system, using beneficiary communications and emerging technologies for PMER, PMER roles and responsibilities, gender, diversity and inclusion, learning organization, resourcing for projects and working with donors, In addition, table of content, glossary of terms and standard core assessment and PMER tools have been provided in the documents. Result framework and emergency PMER and communication framework are being developed in 2014.

This framework has been developed through series of consultative meetings and workshops with NRCS governance and programmes as well as IFRC and in-country Partner National Societies.   Existing PMER practices and tools within the NRCS and Red Cross and Red Crescent Movement, particularly from the IFRC, have been used as resource for the document.

The NRCS, as a progressive and learning organization, will continuously adapt, adopt and incorporate new PMER tools and approaches to further improve PMER knowledge and practice in the organization. NRCS welcomes relevant feedback and input to improve the PMER framework and PMER system.

Pushpa Raj Paudel
Officiating Executive Director

Abbreviations and Acronyms

CBHFA	Community Based Health and First Aid
FGD	Focus Group Discussion
FWRS	Federation-Wide Reporting System
HHs	Households
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
ITT	Indicator Tracking Table
M&E	Monitoring and Evaluation
NGO	Non-governmental organization
NRCS	Nepal Red Cross Society
NHQ	National Headquarters
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
PMER	Planning, Monitoring, Evaluation and Reporting
PPP	Project/Programme Planning
PNS	Partner National Society
PRA	Participatory Rural Appraisal
RBM	Results-Based Management
SDP	Strategic Development Plan
SMART	Specific, Measurable, Achievable/available, Relevant, Time-bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
VCA	Vulnerability and Capacity Assessment
WASH	Water, sanitation and hygiene promotion

TABLE OF CONTENT

1. Introduction

Nepal Red Cross Society (NRCS)'s Sixth Development Plan highlights the importance of planning, monitoring, evaluation and reporting (PMER) for all its interventions to support community and other groups. The NRCS PMER Framework, which is results-driven, is a major effort by NRCS to improve the performance and accountability of all its programmes, projects and services. It spells out the PMER approach of NRCS and provides guidance to all staff and volunteers of the NRCS on the planning, monitoring, evaluation and reporting of programmes, projects and services to address the needs and priorities of targeted groups and communities.

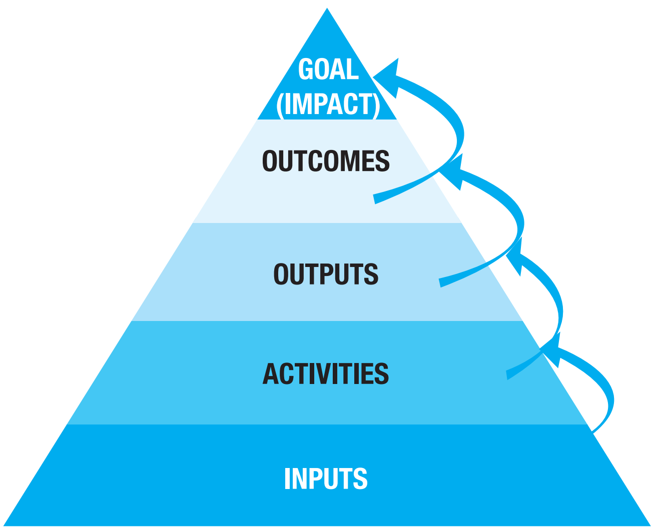


Figure 1 : Result chain

However, having this PMER Framework does not mean that the NRCS will only use the PMER approach and tools described in the Framework. The NRCS, as a progressive and learning organization, will continuously adapt, adopt and incorporate new PMER tools and approaches to further improve PMER knowledge and practice in the organization. This framework will serve as generic guideline on PMER for NRCS.

Note: For the rest of this document, the words "programme" and "project" will be used interchangeably.

2. Purpose of the PMER Framework

This Framework will help to:

- create a coherent system of learning and performance measurement within the NRCS which is results-based, i.e. a system that focuses on achieving outputs and outcomes, as well as impact in the longer term;
- ensure a common and consistent approach to PMER within the NRCS. This means that all planning, monitoring and evaluation (M&E) and reporting at every level of the NRCS will follow a common approach and a set of common guidelines, and use a core set of standard PMER tools;
- ensure all staff and volunteers, and all units/ departments at National Headquarters (NHQ), district chapters and sub-chapters are clear about their respective roles and responsibilities with respect to PMER when implementing projects; and
- ensure the optimal use of limited resources available for the effective functioning of the NRCS and the delivery of programmes and services to vulnerable groups.

NRCS's PMER Framework is a results driven framework which focuses on achieving the following results:

Outputs – these are the result of the activities undertaken.

Outcomes – these are the primary change(s) that a project/programme is trying to achieve - which contribute to the achievement of the Goal. These changes are usually in KAP: Knowledge, Attitudes, Practice, and also condition change.

Goal – this is the long term change in the target community to which the project seek to contribute to. It is the long term impact the NRCS expects as a result of our intervention and the interventions of others.

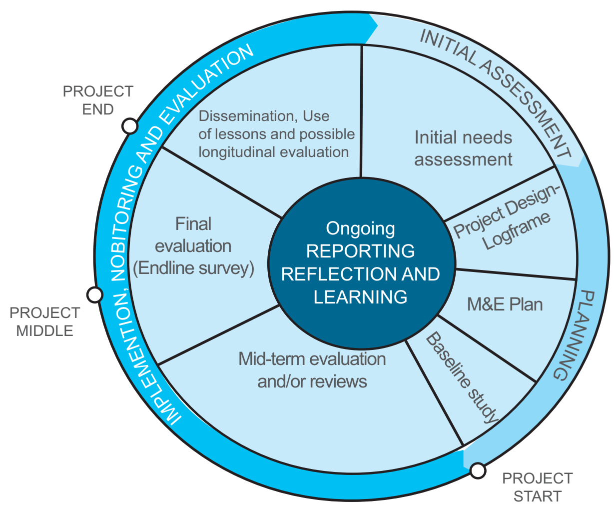
This Framework will pave the way for the development of a culture of good PMER practices within the NRCS which meet international standards, and contribute to the delivery of high quality programmes and services to targeted vulnerable groups. Ultimately, it will help to enhance NRCS's accountability to all its stakeholders, in particular the individuals and communities it seeks to serve. In the long run, this will in turn help to strengthen the NRCS's profile locally and globally, and generate greater support and resources for the NRCS.

3. Integrated and sector-based projects

The NRCS will adopt an integrated approach to help vulnerable communities to become "safer and more resilient". Through this approach, the NRCS will try and address simultaneously as much as possible the needs and vulnerabilities of the targeted community. Such projects will be horizontally integrated (across units/departments at the same level) and also vertically integrated (across different levels – NHQ, district chapter, sub-chapter). They will go through a process of joint/integrated assessment, planning, implementation, monitoring and evaluation. While the focus will be on integrated projects, sector-based projects which aim to address one area of need or vulnerability of the targeted community will continue to be implemented by the NRCS, depending on the situation at the community level and the resources available.

4. The project cycle and beneficiary participation

Figure 2 : Programme/ project cycle



All projects of the NRCS will aim to address one or a combination of priority areas highlighted in the Strategic Development Plan. Depending on the type and duration of the projects, they will go through the following project cycle: initial assessment; planning; monitoring and reporting; and evaluation.

In each of the phases in the project cycle, the NRCS will use a standard approach and a core set of standard tools. The different phases and the corresponding tools are described in more detail in the later sections. NRCS will make efforts to ensure the main stakeholders take ownership of the project. Participatory approaches will be used to encourage the active participation of all major stakeholders, in particular the targeted communities/groups, during the assessment, design, implementation and monitoring of the NRCS's programmes and projects. All members of the target community will be provided with an equal opportunity to participate in all stages of the project cycle and influence its course. Meetings will be held with all major stakeholders to share the details of the project before its implementation, and to develop a shared understanding of each other's roles, responsibilities and expectations. During implementation, regular meetings will be held with the major stakeholders to discuss the progress of the project, find solutions to problems, and to plan ahead.

5. Assessment

5.1 Purpose of assessment

A careful assessment of the potential target community will be carried out to find out whether or not an intervention is required. The assessment will essentially identify:

- the problems and issues within the community and their causes, needs, interests, capacities and constraints; as well as
- who is affected, and to what extent.

Based on the identified needs and capacities in the assessed community, the NRCS will decide whether an intervention is required to provide support to the community. In a situation where it is clear that an intervention is required, the assessment can include an initial analysis on the type of intervention required to support the community and help them become safer and more resilient. The planning for the intervention to help the community comes in the next phase. (See Section 6)

5.2 Assessment tools

A joint/integrated assessment will be carried out for integrated projects, using the following tool: participatory rural appraisal (PRA) and vulnerability capacity assessment (VCA). The assessment will be carried out by multi-disciplinary team. Sector-based assessments will be carried out using the appropriate sector-based assessment tool, including PRA or VCA (refer to NRCS Field Practitioner guideline/VCA tools).

The assessment team will produce a report (refer annexes 1-3) which will detail the findings of the assessment and suggest if a Red Cross intervention is required, as well as the type of intervention. Interventions by the NRCS will be need-based and will target the most vulnerable among the communities.

6. Planning

6.1What is planning?

Planning is a process which will help to determine and clarify:

- the objectives to be achieved;
- how these objectives will be achieved;
- how and when to measure the achievement of these objectives;
- the quantity and quality of the resources needed to achieve the objectives; as well as
- the risks which can affect the achievement of the objectives as well as the mitigation measures required.

Programme/project planning in the NRCS will be guided by the NRCS's Strategic Development Plan (SDP) which spells out the priority focal areas of the NRCS. The planning period will depend on the type and duration of the project, as well as the context and topography of the intended project area.

6.2 Planning approach and tools

The NRCS follows a results-based participatory project planning approach by adopting the International Federation of Red Cross and Red Crescent Societies (IFRC)'s project/programme planning (PPP) (https://fednet.ifrc.org/en/resources/ns-development/planning-and-evaluation/guides-and-manuals1/), The PPP, which is based on the Logical Framework Approach, will involve the main stakeholders, particularly the intended beneficiaries, in the planning and design of project to help ensure relevance, and promote inclusiveness and ownership of NRCS projects by the main stakeholders.

In accordance with the PPP, the planning of NRCS projects will apply the following steps and corresponding tools:

Analysis stage:

- Situation Analysis (Stakeholder analysis and SWOT)
- Problem analysis
- Analysis of objectives
- Analysis of potential solutions/strategies

Design stage:

- Logical framework matrix/logframe
- Activity scheduling/work plan
- Resource planning and budgeting
- M&E plan and indicator tracking table (ITT)

The main output of the design stage is the project logframe, which is a results-based plan for the project.

Logical framework: definitions 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 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 for the goal to contribute to higher-level results.
Outcome(s) The primary result(s) 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 achieve the outputs.	**Inputs** The materials and resources needed to implement activities.	**Costs (and sources)** The summary costs for each of the identified resources/ activities; sources of income can also be specified.	External factors beyond the control of the intervention, necessary for the activities to achieve the outputs.

Based on the completed log frame (refer annex 4), a results-based budget (refer annex 5), work plan (refer annex 6 and 7) and M&E plan (refer to annex 8) will be developed. In addition, an indicator tracking table (refer to annex 9), and people reached and capacity building tracking table (refer to annex 10) will be completed to manage data and track the performance of each indicator to inform overall project implementation and management. Along with the logframe, these tools will be used for monitoring (see section 10) and form part of the overall M&E system of the project (see Section 11)

The NRCS will also incorporate relevant elements of programme logic and outcome mapping to complement the PPP and enhance the effectiveness of the project planning process within NRCS.

6. 3 Planning for sustainability

Once the objectives have been identified (following the analysis stage of the planning process) in the first column of the logframe, a sustainability analysis will be carried out. Based on the analysis, new objectives will be added to ensure that the targeted community can continue to enjoy the benefits of the project long after the project has ended.

During the sustainability analysis, the following factors will be investigated:

- Policy support measures: Policy advocacy measures will be included in a project if it is felt that having a local or national policy will provide a more lasting solution to certain issues faced by the targeted community.
- Appropriate technology: Outputs of the project (in particular, equipment and infrastructure) will be assessed to ensure that they will be developed with appropriate technology. This means ensuring spare parts are locally available, and maintenance is as simple as possible and within the capacity of the community.
- Environmental protection: Activities in the logframe will be analyzed to ensure that they will not have a negative impact on the environment. Such activities will be replaced with alternatives which will not harm the environment. If alternatives cannot be found, measures will be incorporated into the project to reduce the negative impact of such activities as much as possible. If this is still not possible, such activities will be left out.
- Gender and socio-cultural aspects: Gender and socio-cultural aspects will be analyzed to ensure that all aspects of the project are gender aware and appropriate, and the project's activities are well-received by the target community.
- Institutional and management capacity: Activities must be built into project to develop or strengthen the institutional and management capacity of the target community to enable them to continue implementing and managing essential project activities after the project ends.
- Economic and financial aspects: The targeted community should also possess the financial capacity/ resources to carry on essential project activities after the project ends. The target communities should have the capacity to generate funds on their own, either from within or outside the community, as a sustainability measure. The establishment of a community fund could be included as a project output as one such measure towards this end.

In conclusion, a sustainability analysis is carried out and sustainability objectives incorporated into the logframe during the planning phase, and not added later during project implementation as an after-thought.

6. 4 Assumptions and overall risks

Once the assumptions in the logframe and overall risks to the project have been identified, a risk register (refer annex 11) will be developed and mitigation measures identified for each of the assumptions and overall risk. The assumptions and overall risks will be monitored (see Section 7) during the project. Mitigation measures highlighted in the risk register will be implemented when the risks become real threats.

6.5 SMART indicators

Indicators in NRCS projects will be SMART and meet relevant national/SPHERE standards. Indirect or proxy indicators will be used when other considerations, such as cost, timeliness or practicality make it necessary.

SMART indicators refer to indicators which are:

- Specific, worded simply and clearly;
- Measurable (can easily be quantified, and closely measure intended change)
- Available/achievable (i.e. the information can be easily obtained and cost effective)
- Relevant and sensitive (appropriate to local needs, capacity & culture)
- Time-bound (spell out by when results should be achieved

6. 6 Baseline, end-line surveys and target setting

Baseline information will be gathered before a target is set for each indicator. Reliable secondary data will be the first source of information. When needed a baseline survey will be carried out by hiring external consultant/s or internally by mobilizing volunteers before the start of a project. Based on the baseline data, the technical capacity and experience of the NRCS, as well as the resources available (human, material, time, funds) available, the NRCS will set realistic target for each indicator. An end-line survey will be carried out to assess the changes at the end of the project. This would be usually carried out as part of an evaluation process. Refer annexes 12-13 for the baseline and end line study guideline and report for sector-based/ integrated projects which will be used by the NRCS.

7. Monitoring

7.1 What is monitoring?

Monitoring can be defined as the day-to-day management task of collecting and reviewing data that reveals how an operation is proceeding to achieve the pre-determined objectives and what aspects of it, if any, need correcting.

Once the project is implemented, data should be collected and analyzed regularly to assess the progress of the project. To be useful, the data has to be relatively easy to collect, reliable, and accurate. And the data needs to be made available in a timely manner so that problems can be detected early and changes can be made or corrective actions taken without delay to minimize any damage.

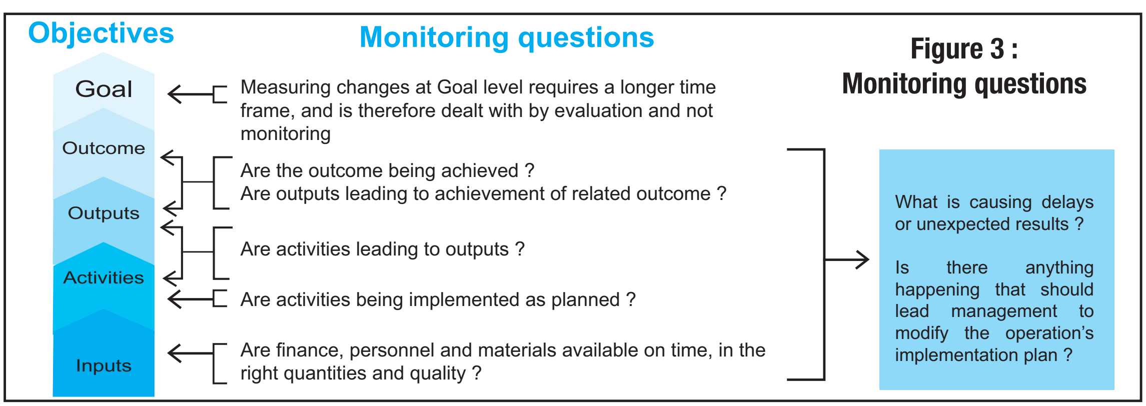


Figure 3 : Monitoring questions

7.2 Basis and core tools for monitoring

The main basis for monitoring will be the project logframe, which sets out the objectives, targets/indicators of achievement, means of verifications and assumptions. The core monitoring tools for all NRCS projects are the logframe, work plan, budget, M&E plan and indicator tracking table.

7.3 What will be monitored?

Inputs and activity (process) monitoring
This follows, on a day-to-day basis, the availability as well as the quantity, quality and timeliness of inputs, and whether activities are being implemented as planned. Input monitoring ensures resources are available for implementing the set activities. Activity monitoring is crucial to ensure that outputs are produced on schedule.

Results monitoring – intended and unintended
This is the continuous assessment in relation to achievement of the planned results (outputs, outcomes). The project will continuously assess if the activities carried out lead to the intended/planned outputs, and following that, the extent to which the achieved outputs lead to the intended/planned outcomes. It will also constantly lookout for unintended results and analyze how these impact on the targeted community.

Situation/context monitoring
This follows the changes in the project environment which may affect the implementation and progress of the project. These could be changes in the socio, economic and political environment, as well as the assumptions (4th column of logframe).

Compliance monitoring
This includes regular checks to ensure that the implementation of the project complies with the Red Cross Red Crescent (RCRC) Fundamental Principles, NRCS policies, as well as donor requirements and other requirements such as peripheral obligations.

Financial monitoring
This is to ensure that project funds are spent as planned according to the project budget on a timely basis. This also includes monitoring of project income to ensure that there are sufficient funds to support the project implementation; and to bring to attention the need for fundraising when project income is low. If fund is not able to materialize, the project plan should be updated accordingly.

Beneficiary (contact) monitoring
During project implementation, the project team and volunteers will regularly interact with the targeted communities and monitor changes in their behavior. If the changes are negative, the project team will analyze the causes and take corrective actions in the project implementation. The project team will also find out if community members are satisfied or unsatisfied with the project, and the reasons for these responses. As part of this beneficiary monitoring, the project will also include a formal complaints and feedback mechanism.

7.4. The monitoring process

The monitoring of projects in the NRCS will follow the process as shown in the diagram:

When collecting M&E data, NRCS projects will first seek out secondary sources which may already have relevant and reliable data, and are able to provide the data either free of charge or at minimal cost. This will save time and resources for the project. As much as possible, the data to be collected will be mixed data, i.e. data which is both quantitative and qualitative. Efforts will also be made to ensure the data collected is both valid and reliable. To ensure reliability and reduce bias, the data collected will be triangulated using a variety of data collection methods as well as different sources.

The collected data will be processed and analyzed by the Project Team. The analysis of the processed data will provide information on the progress of the project. This information is then included in progress reports and shared upwards and downwards within NRCS, and with the targeted community, as well as donors.

Depending on the project and based on the M&E plan, project-specific data collection, processing, analysis and reporting tools will be developed for use by the Project Team and volunteers. These tools will be field-tested before they are rolled out. Before the project is implemented, the Project Team and trained volunteers will be comprehensively-oriented on the purpose of each of the relevant tools, and trained on how to use the tools.

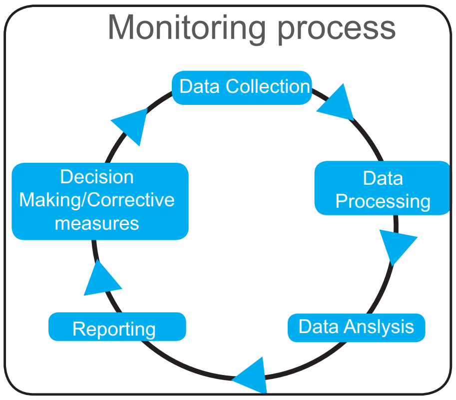


Figure 4 : Monitoring process

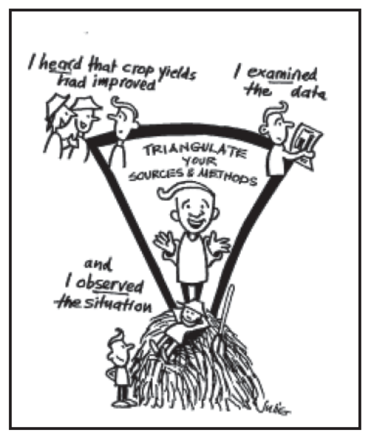


Figure 5 : Information triangulation

7.5 Monitoring at different levels

Projects implemented by the NRCS will undergo rigorous monitoring. Monitoring will be done at various levels by the NRCS project staff and volunteers.

a) Community and sub-chapter level monitoring

For community-based projects, monitoring is most crucial at this level as most project activities, if not all, are carried out at this level. It is the responsibility of the Project Team, trained volunteers/motivators/social mobilizers and the NRCS sub-chapter. Being part of the targeted community, the sub-chapter will be actively involved in the project, from planning to implementation, and monitoring. It is at this level where the day-to-day collection, processing and analysis of data is carried out to check if the project is proceeding according to plan, and whether there are any unexpected results or problems.

Trained volunteers/motivators/social mobilizers will be provided the required data collection and reporting tools to monitor the specific types of activities they have been trained to carry out. They will carry out their activities according to a monthly work plan and submit a monthly report of their activities to the project supervisor/Project Team Leader.

The project field staff will have the necessary tools to compile, process and analyze the data provided by the trained volunteers/motivators/social mobilizers through their monthly reports. In addition, they will also have tools to monitor the specific project activities which they carry out themselves. As part of the efforts to monitor the work and performance of volunteers/motivators/social mobilizers, the project field staff will make regular visits to the areas being served by each volunteer/motivator/social mobilizer to verify the progress reported in the volunteers' monthly reports. This is done through meetings with various community stakeholders, as well as random household visits to observe and chat with community members. The project field staff will also use these visits to provide technical support to the volunteers/motivators/social mobilizers, help build their capacity and to resolve problems. They will also randomly contact project beneficiaries to find out how they feel about the services they have received and indirectly verify the project activities which have been carried out, and how effective these were.

Review as part of monitoring
A review is a systematic process of analysing the progress of a project. It is usually done by the Project Team together with the main stakeholders. It gives all parties the opportunity to state their views, identify the lessons learned and best practices, and lead to a common understanding and agreement on the performance and status of the project.

Periodic reviews will be carried out at the community/sub chapter, district chapter and head quarters levels, with the participation of the relevant stakeholders.

(Note: Data collection tools used by volunteers/motivators/social mobilizers will include a provision for the names and telephone/mobile phone number of community members who received some sort of service from the project. This information is shared with the project staff through their monthly reports.)

The Project Field Team will also develop and work according to monthly and annual work plans. They will submit monthly/quarterly and annual progress reports to the district chapter. They will hold regular meetings among themselves, and with the volunteers (monthly) and ward committees (quarterly) to review the progress achieved, discuss and find solutions to problems, and to plan for the next period.

Periodic reviews will be carried out by the Project Field Team at the community/sub chapter level with the participation of the relevant stakeholders.

The core set of standard data collection and reporting tools for monitoring at the community level will include the following:

For volunteers/motivators/social mobilizers

- Monthly work plan
- Training report template (when conducting training/awareness raising activities) (refer to annex 14 and 15)
- Household (HH) awareness monitoring tool (this tool can be modified to monitor any expected changes or developments in targeted HHs, as a result of the project) (refer to annex 16)
- Monthly report (to be submitted to the Project Team leader) (refer to annex 17)

For Project Field staff

- Project logframe
- M&E plan
- Indicator tracking table
- Monthly meeting report/minute (refer to annex 21)
- Monthly work plan
- Annual work plan
- Training workshop report template
- Monthly (refer to annex 18)
- Quarterly report (refer to annex 19)
- Annual report (refer to annex 20)
- Volunteer/motivator work and performance monitoring checklist and report (refer to annex 22)
- Project team leader field monitoring checklist and report (refer to annex 23)

b) District chapter level monitoring

The District Executive Committee, District Project Committee receives a monthly progress report from Project Team Leader. With information from the report, the committee will make regular monthly/quarterly visits to the project site to verify and find out the progress of the project first hand. This is done through meets with key stakeholders, including Project staff and volunteers, and randomly visiting targeted households to chat with community members and to make observations. Additionally, they will randomly call up project beneficiaries and other stakeholders to find out how they feel about the services they have received. This will indirectly help to verify how well the project is progressing.

The District Executive Committee/District Project Committee and Project Team Leader will also meet regularly to review the progress of the project. The committee will submit a monthly/quarterly and annual progress report to NRCS head quarters. Usually, these will be the same ones as those submitted to the committee by the Project Team Leader.

Periodic reviews will be carried out by the District Executive Committee/District Project Committee and Project Team at the district chapter level, with the participation of other relevant stakeholders.

Tools for monitoring at this level are:

- Project logframe
- Indicator tracking table
- Progress reports from project team leader
- Monthly and annual work plans of project team
- Field monitoring checklist and report
- Monthly/quarterly and annual report
- District chapter monitoring report (refer to annex 24)

c) National headquarters level monitoring

Monitoring at this level is carried out by the technical unit/department responsible for the project that is being implemented. The individual/unit/department receives regular progress reports from the district chapter. The progress reported will be monitored against the project logframe, indicator tracking table and work plan of the Project Team. To verify the progress reported, the unit/department will undertake regular monitoring visits to the project site. Because of the long distances from the project sites, these visits should be carried out either every 3-4 months or half-yearly only. They may also regularly call up at random project beneficiaries and other major stakeholders to find out how they feel about the project and/or the services they have received to get a sense of how the project is progressing.

At the programme level, half-yearly and annual reviews will be carried out by the programme units/departments/division with the participation of key stakeholders from the district and sub-chapters. For the annual review, the participants will include members of Project Field Teams, the district and sub-chapter's Executive/Steering Committee, members of the National/Central Committees, and if the budget allows, also representatives from the targeted communities. Donors are most welcomed to take part in these reviews. The annual reviews look at the overall progress achieved against the targets in the different projects, problems and constraints, as well as lessons learnt and best practices. At these reviews, the plans for the following period/year are reviewed and discussed. Recommendations and action points are identified.

The programme units/departments/divisions will send quarterly, half-yearly and annual progress reports of their programmes to the relevant Central and National Committees as well as the Central Executive Committee. These committees will review the progress of the programmes during their regular meetings. Member(s) of these committees will often make annual visits to the projects to observe the progress of the projects first-hand. The headquarters sends regular quarterly and annual progress reports to the donors.

Tools for monitoring at this level are:

- Project logframe
- M&E Plan
- Indicator tracking table
- Quarterly and annual reports
- Quarterly and annual work plans of project team
- Field monitoring checklist and report
- Department/division quarterly, half-yearly and annual reports
- Headquarters monitoring and supervision report(refer to annex 25)

8. Reporting

8.1 Purpose of reporting

Reporting is an important phase of the monitoring process. Reports describe the performance of an organization and its project/programme and services. They tell us how much we have achieve and provide the basis for decision making. Timely, regular and accurate reporting is vital to ensure good management support and sufficient funding for any programme and service. Reports display our accountability and integrity to all our stakeholders, and in particular our beneficiaries. They show our transparency and honesty, and that we do what we have said that we will do, and if not why! It serves as an information tool (when it is timely) and also as a marketing/fundraising tool. It gives the NRCS credibility with all its stakeholders.

The Project Team will be ultimately responsible for ensuring the quality and timeliness of project reports. The format of these reports will be appropriate to the target audience. Progress reports are expected to meet the required standards that have been set.

8.2 Quality reporting

Essentially, NRCS reports:

- will be results-based;
  It will include a summary of the activities carried out and highlight the extent to which these activities are leading to the achievement of the planned/intended outputs, and following that, the extent to which the achieved outputs are contributing to the intended/planned outcomes.
- will report against targets;
  The progress report will highlight how much has been carried out and achieved during the reporting period, as well as overall, in comparison with the targets which have been set. The ITT will be included as part of report to show this. Variances between achievement and target which are greater than 10 per cent will be explained in the report.
- will report on impact;
  The progress report will also highlight the impact the project is having on the targeted community - in social, cultural, economic and political terms, both intended and unintended, positive and negative.

- will be analytical;
  The report will include analyses of what is working well and what is not working so well, as well as how changes in the project context or environment is affecting/may potentially affect the project in the future.
- will report on challenges and constraints faced;
  The report will highlight the challenges and constraints faced, if any, and actions taken to resolve them.
- will ensure that narrative and financial information are coherent;
  While the narrative and financial reports are separate, they complement each other.
- will include gender and diversity perspective;
  A gender and diversity perspective will be included in all facets of reporting. Achievements and beneficiaries of services provided by the project will be broken down based on gender and diversity whenever possible. The impact of the project on the different groups within the target community will be analyzed. (Refer also Section 11)
- will include focus for next reporting period;
  Plans for the next reporting period will be included to show that the Project Team already know what they have to do based on the latest project experience and results.
- will report against the IFRC Federation Wide Reporting proxy indicators .
  During monitoring, data will be gathered on the relevant IFRC proxy indicators and this will be included in the progress reports. Data on these proxy indicators will be compiled from projects (and other services) and included in NRCS's annual report. on the seven proxy indicators to the IFRC.

The progress reports will also be CLEAR:

- Concise (brief)
- Logical (makes sense)
- Effective (to the point)
- Accurate and up-to-date
- Readable (use simple language, easy for the reader)

9. Evaluation

9.1 What is evaluation?

NRCS adopts the OECD/DAC definition of evaluation as "an assessment, as systematic and objective as possible, of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability. Evaluations should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making processes of the NRCS, as well as its partners, including donors, to improve on-going or future interventions.

9.2 Purpose of evaluation

NRCS evaluations serve the following key purposes:

i) **Improve our work and ultimately our mission to help those in need;**
   Evaluations help to improve our performance through reliable and accurate assessment of success and failures. The findings inform management and decision making processes, including strategic planning, policy and programme design, programming, budgeting, implementation and reporting. Evaluations help to improve the relevance and impact of our work and optimize the use of resources.

ii) Contribute to organizational learning;

Evaluation findings provide the basis for learning which will allow the NRCS to continuously improve on the management and delivery of its programmes and services. They provide opportunities to reflect upon and share experience and learning, and enhance collaboration so that NRCS can gain the full benefits from what we do and how we do it, and build on our strengths as a leading actor in humanitarian relief.

iii) Uphold accountability and transparency;

Evaluations will help the NRCS to uphold its accountability and transparency to our stakeholders - beneficiaries, donors, Partner National Societies, partner organizations and governments, and other key stakeholders in the humanitarian field. Evaluations will help to demonstrate whether or not NRCS has carried out the work as agreed and in compliance with established standards. They will also provide opportunities for stakeholders, especially beneficiaries, to provide their feedback and perceptions, demonstrating our openness to criticism, as well as our willingness to learn from experience and to adapt to changing needs.

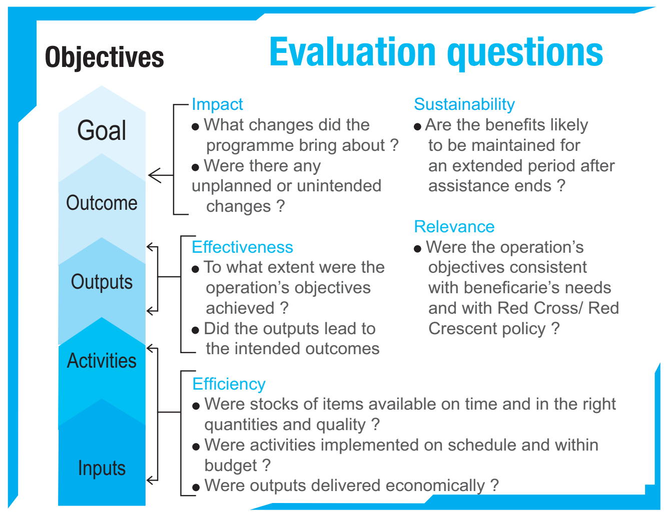


Figure 6 : Evaluation questions

iv) Promote and celebrate our work.

Evaluations will highlight the successful efforts of the NRCS in helping to build safer and more resilient communities in Nepal. They will help to promote and celebrate our work, and contribute to NRCS advocacy and resource mobilization efforts.

9.3 Basic guidance for evaluations

a) Evaluations will be guided by the IFRC Framework for Evaluation (https://fednet.ifrc.org/en/resources/ns-development/planning-and-evaluation/guides-and-manuals1/) in term of the criteria (what we evaluate), standards (how we evaluate), as well as the processes and key practices.
b) Evaluation TOR will be developed on the standard template. (refer to annex 28)
c) Evaluation reports will also use a standard template. (refer to annex 29)

10. Project M&E system

M&E are separate and different processes which complement each other. Good M&E is crucial for effective project management. An M&E system will be set up for each project to enable the project to carry out efficient and effective monitoring and evaluation.

Having a M&E system means each project will:

- Develop a logframe with clearly defined objectives and assumptions, as well as SMART indicators, both qualitative and quantitative, for each objective and assumption.
- Develop an M&E plan, which summarizes information needs, data collection and analysis, information use, responsible persons and time frame for key tasks to be completed.

- Ensure adequate financial resources (budget) and human capacity for M&E is available, including a training plan for staff/volunteers.
- Conduct a baseline study before or at the beginning of the project.
- Identify all M&E requirements for the project and develop plans to meet these requirements.
- Establish a data management system.
- Establish a reporting and feedback system that allows for timely decision-making by management on monitoring findings, and regular sharing of results upwards and downwards to all stakeholders and getting their feedback. This should include regular review or reflection meetings (at all levels) attended by key stakeholders, including beneficiaries.
- Establish a beneficiary complaints and feedback mechanism, which provides for clear, transparent and published procedures for beneficiaries to make complaints about the processes of project implementation, as well as the Red Cross services delivered.
- Ensure all M&E activities are integrated within the project work plan.
- Ensure review/evaluation studies are planned and carried out at specific points of the project to assess relevance, efficiency, effectiveness, sustainability, impact, coverage, coherence and/or other criteria.
- Ensure recommendations and lessons learned from review/evaluation studies are acted upon and/or incorporated into future planning and programming.

11. Using beneficiary communications and emerging technologies for PMER

These newer emerging technologies can be adapted to allow for more efficient and effective application of existing PMER tools. For example, Rapid Mobile Phone technology, which is already assisting the conduct of assessments, can be adapted to carry out baseline and end line surveys as well as mid-term knowledge, attitude and practice surveys when needed. The beneficiary communications TERA technology can be used to send key messages regularly to the community members to strengthen their awareness. The technology can also be used to solicit rapid feedback from the community regarding certain aspects of the implementation of the project or arising issues.

12. Gender, diversity and inclusion

Assessment and PMER processes will be gender-aware – they will take into account the different roles, needs, priorities and experiences of men and women in the community. These processes will also be sensitive to diversity, as different groups exist in a community, including women, youth, children, differently able, ethnic minorities and migrant groups. Each group will have different needs, and the impact of any intervention on each group may differ. Strategies will be developed to ensure that women and marginalized groups are actively involved in the design, implementation and monitoring of project activities. This is to help to ensure equity in the provision of services, which will be based on needs alone.

Assessment

- During assessment, data will be collected on the age, gender and diversity of the targeted population.
- The needs-assessment teams will be gender-balanced, possess a willingness to listen and is culturally-sensitive.
- Gender roles and diversity in the community will be identified to inform programme design.
  Information about needs, practices and constraints will be gathered from a gender perspective.
- Separate focus group discussions (FGDs) for different groups within the community (such as men, women, children and traditional healers). Within each group, representatives from different backgrounds

will be included as far as possible.

Planning, Monitoring, Evaluation and Reporting

- Representatives from all different groups and specialists will be consulted when planning the project and designing activities in specific ways that ensure that all groups, in particular the marginalised and disadvantaged groups, have access to the available resources and are able to participate equally in decision-making.
- Efforts will be made to understand the long term history of discrimination against any group within the target community so that activities can be planned to try and help overcome such discrimination.
- In addition to technical considerations, criteria will be developed to ensure appropriate representation of women and marginalised groups in all committees, working groups, etc. including decision-making and management roles. Efforts will be made to ensure there are at least 33 per cent women on any project-related committee.
- Monitoring data will be collected, analyzed and disaggregated by gender and diversity, and included in progress reports.
- The impact of the project on gender relations, and on the different groups within the community, including the marginalized groups, will be monitored.

13. Results Framework

The Results Framework contains the key outcomes which NRCS seek to achieve through its projects to help build safer and more resilient communities. These include outcomes in the focal areas of all NRCS programmes such as health, first aid, water and sanitation and community based disaster risk reduction. The Results Framework also highlights the key outputs under each outcome, as well as the indicators for these objectives. (refer to NRCS result framework)

14. PMER Roles and Responsibilities

14.1. Programme units/departments

a) Department/Unit Heads and project managers have primary and overall responsibility for community assessments and PMER of projects. They must ensure that assessments are properly carried out and all programmes/projects implemented by the NRCS abide by the PMER Framework, as well as NRCS's other policies and procedures, and donor requirements.

b) Department/Unit Heads and project managers must ensure that all technical programme/project staff (including themselves) possesses PMER skills and knowledge, as part of good project management. This is so that they have the capacity to plan, monitor, evaluate and report effectively on the projects they implement.

c) All technical programme/project staff will be provided basic PMER training and mentoring, as well as regular refresher training. Where appropriate, active and capable volunteers supporting the NRCS's programmes/projects and services will also be provided PMER training and mentoring.

d) Project managers/team leaders will be primarily responsible for monitoring the performance and progress of their respective project in the targeted community, and also the performance of their respective team.

e) Department/unit heads will be overall responsible for the performance of the projects and Project Teams under their care.

f) Project managers and department/unit heads are primarily responsible for ensuring the timeliness and quality of progress reports of projects under their care.

14.2. PMER unit

a) Help to build/strengthen PMER capacity of technical staff and volunteers through regular training/refresher training and mentoring activities.
b) Monitor and ensure all projects abide by the NRCS's PMER Framework.
c) Provide technical guidance and support to programme staff with their planning, M&E and reporting, including the development of data collection, processing and reporting tools/templates.
d) Monitor and provide technical support to help ensure the quality of project PMER documents such as the logframe, M&E plan and progress reports.
e) Regularly update and share the latest/new PMER tools and thinking within NRCS.
f) Support NRCS's strategic planning process and operational alliances.
g) Build capacity in project proposal development and help to ensure the quality of project proposals developed by technical units.
h) Coordinate sharing of internal PMER expertise and resources.
i) Provide technical support for baseline studies and evaluation activities.
j) Help to establish the NRCS as a learning organization. Refer also Section 14

15. Learning organization

The NRCS will endeavour to be a truly learning organization. It will ensure that all project evaluations/ reviews abide by the NRCS PMER Framework (Refer Section 9). Workshops will be held to identify best practices and lessons learned. Technical units/departments will document these best practices and lessons, and ensure that these are applied in future programming. The units/departments ensure that all relevant recommendations from evaluations and reviews are acted upon to strengthen existing and future projects. For the benefit of other National Societies and stakeholders, the NRCS will share reports of project evaluations/reviews with the IFRC to be uploaded onto its evaluation database on the IFRC homepage. This will allow for sharing of experience, improved collaboration, and more peer learning within the wider Movement family.

16. Resourcing for projects and working with donors

For projects which require donor funding, a concept note (refer to annex 26) will be produced initially for each project and shared with potential donors. Interested donor/s is/are then expected to provide initial funding to enable the NRCS to carry out an assessment of the potential target community/communities, followed by planning, to allow the National Society to develop and submit a full and comprehensive proposal (refer to annex 27 to the interested donor. Once the proposal is agreed by both the NRCS and donor organization, and once funds are available from the donor organization, the implementation of the project can begin.

It should be clear from this PMER Framework that the PMER approach and tools of the NRCS conforms to quality and international standards. Partner donor organizations are encouraged to accept the use of this approach and tools for the NRCS projects which they fund. With the large number of bilateral partners, it would impose a great burden on the NRCS and create a headache for its staff, if they have to work with the many different PMER approaches and tools of the partners. Having said that, the NRCS recognise that there is merit in many of the alternative PMER approaches of the bilateral partners, and will try and incorporate important elements within its own PMER approach and tools, to create a win-win situation for all parties.

17. PMER in emergencies

Please refer to the separate guidelines for Emergency PMER and communications which will be developed in 2014.

Glossary of Terms

Beneficiary communications: Beneficiary communications and accountability is about giving people a voice and empowering them to participate in their own recovery. It connects humanitarian programming with vulnerable people by employing communications to provide and receive information. It is classic community engagement with its roots in community outreach, community media, and public health. It is a mix of both new and old technologies working in concert to allow communicating with beneficiaries more effective and efficient than ever before.

Baseline: A point of reference prior an intervention against which progress can later be measured and compared.

End-line: A measure made at the completion of a project/programme (usually as part of its final evaluation), to compare with baseline conditions and assess change.

Indicator tracking table: A data management tool for recording and monitoring indicator performance (targets, actual performance and percentage of target achieved) to inform project/programme implementation and management.

Logframe: A table (matrix) summarizing a project operational design, including: the logical sequence of objectives to achieve the project intended results (activities, outputs, outcomes and goal), the indicators and means of verification to measure these objectives, and any key assumptions.

M&E plan: A table that builds upon a project logframe to detail key M&E requirements for each indicator and assumption. Table columns typically summarize key indicator (measurement) information, including: a detailed definition of the data, its sources, the methods and timing of its collection, the people responsible, and the intended audience and use of the data.

Primary data: Data is collected directly by the project/programme team or specifically commissioned to the project/programme.

Programme: A set of coordinated projects implemented to meet specific objectives within defined time, cost and performance parameters. Programmes aimed at achieving a common goal are grouped under a common entity (country plan, operation, alliance, etc.).

Project: A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Problem analysis: Used to get an idea of the main problems and their causes, focusing on cause-effect relationships (often conducted with a problem tree).

Rapid Mobile Phone-based (RAMP) Survey: It is a survey methodology utilizing mobile phones to help Red Cross and Red Crescent Movement , Government, NGOs, and other partners efficiently conduct quality survey.

Results-based management: An approach to manage project/programme based on clearly defined results, and the methodologies and tools to measure and achieves them.

Results monitoring: Tracks the effects and impacts – determines any progress towards intended results (objectives) and whether there may be any unintended impact (positive or negative).

Secondary data: Secondary data refers to data that is not directly collected by and for the project/ programme, but which can nevertheless meet project/programme informational needs.

Stakeholder: A person or group of people with a direct or indirect role or interest in the objectives and implementation of an intervention (project/programme) and/or its evaluation.

Strategic development plan: Long term development plan of Nepal Red Cross Society

Sustainability: The degree to which the benefits of an intervention are likely to continue once donor input has been withdrawn.

Terms of reference: Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated and reporting requirements(OECD/DAC 2002).

Trilogy Emergency Relief Application (TERA): It is a mobile phone application that allows aid agencies and mobile phone users in disaster areas to interact and be informed in real time manner.

Reference

IFRC.2010. Strategy 2020. International Federation of Red Cross and Red Crescent Societies
IFRC.2010. Project/Programme Planning Guidance Manual Guidance. Geneva: International Federation of Red Cross and Red Crescent Societies

IFRC.2011. Monitoring and Evaluation Guide. Geneva: International Federation of Red Cross and Red Crescent Societies

IFRC. 2011. Framework for Evaluation. Geneva: International Federation of Red Cross and Red Crescent Societies

IFRC.2013. Baseline Basics. Geneva: International Federation of Red Cross and Red Crescent Societies
NRCS.2010. Sixth Development Plan 2011-2015. Kathmandu: Nepal Red Cross Society

NRCS.2011. Reference Guideline for NRCS Field Practitioner, Considering Assessment of Climate Change Risk using Vulnerability and Capacity Assessment (VCA) Tool. Kathmandu: Nepal Red Cross Society

NRCS, IFRC and PNS Key PMER Templates: District, VDC/Municipality Preliminary Assessment templates, Sectoral and Integrated Assessment Report format, Activity/Work Plan templates, Logframe template; Monitoring and Evaluation Plan Table; Indicator Tracking Table, People Reached and Capacity Building Tracking Table, Training/Workshop Report format, Household Awareness Monitoring Tool, Project/ Programme Report templates, Monitoring and Supervision Checklist and Reporting templates , Project Concept Note Tamplate, Project Proposal Tamplate, Evaluation ToR Template, Evaluation Report template, NRCS CBHFA PMER toolkits, NRCS WASH PMER toolkits

Web sites
IFRC Federation-Wide Reporting System (FWRS) web page – https://fednet.ifrc.org/en/resources-and-services/ns-development/performance-development/federation-wide-reporting-system/ (accessible only to IFRC members registered with FedNet).

http://www.ifad.org/operations/policy/cosop/guidelines/sourcebook/17.pdf

http://www.swiss-cooperation.admin.ch/mekong//.../resource_en_215922.pdf

Annexes : Standard core assessment and PMER tools

1. A. District preliminary assessment format
   B. VDC preliminary assessment format
2. Preliminary assessment report
3. Sectoral and integrated assessment VCA report
4. Log frame template
5. Results-based budget template
6. Annual work plan template (for project team-headquarters and district)
7. Monthly work plan templates (for project team- district)
8. M&E plan template
9. Indicator tracking table template
10. People reached and capacity building tracking table
11. Risk register template
12. Baseline study guideline
13. Baseline report template
14. Training/workshop report template (for district)
15. Training/workshop report template (for headquarters)
16. Household awareness monitoring tool
17. Monthly report template (for volunteers/motivators)
18. Monthly report template (for project team/district chapter)
19. Quarterly report template (for project team/district chapter/headquarters)
20. Annual report template (for project team/district chapter/headquarters)
21. Meeting minute format
22. Volunteer/motivator work and performance monitoring checklist and reporting template
23. Project supervisor/team leader monitoring and supervision cheklist and reporting template
24. District chapter monitoring and supervision cheklist and reporting template
25. National headquarters monitoring and supervision cheklist and reporting template
26. Project concept note template
27. Project proposal template
28. Evaluation TOR template
29. Evaluation report template

1. A. District preliminary assessment format

To be filled and analysed for district selection for programme/project
Development Index

1. General information

Name of the district							
Rank in human development index							
Literacy rate							
Communication accessibility	During monsoon period (No. of –village development committee-VDC)			Normal period (No. of VDC)			
General physical accessibility	During monsoon period (No. of VDC)			Normal period (No. of VDC)			
Number of VDC and Municipalities	VDCs- Municipalities-						
Distance of VDC /municipality from district headquarter (number)	Within 10 km.	11 to 20 km.	21 to 30 km.	31 to 50 km.	> 51 km.		
Estimated population (district profile)	Male	Female	Total	≤4 age group	5 to 19 age group	20 to 59 age group	≥ 60 age group
Population dynamics ***	Dynamics -1			Dynamics -2	Dynamics-3	dynamics-4	dynamics-5
Main Hazards (Ranking)			Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Number of VDC and municipality potential to be affected due to hazards			Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
			VDC- Municipality-	VDC- Municipality-	VDC- Municipality-		
Severity, frequency and prevalence of							
problem/disaster/epidemics during last five years			[Year]	[Year]	[Year]	[Year]	[Year]
Problem/disaster/epidemics during last five years and effects (VDC/municipality covered)							
Problem/disaster/epidemics during last five years and effects (deaths, missing, injuries)							
I/NGO working in district, area and activities	I/NGO-1 (name) Working area I/NGO-2 (name) Working area I/NGO-3 (name) Working area I/NGO-4 (name) Working area			Activities- Activities- Activities- Activities-			

2. Institutional capacity overview

Name of the chapter				
Address				
Distance of chapter from main highway				
Number of office building				
Programme (Current)				
Coverage				
Activities				
Supported by				
Available office equipments				
District chapter executive committee and gender composition				
Number of sub-chapters and coverage	Number of sub-chapter- Cooperation committees- Coverage-			
Number of Trained Volunteers	Category - 1	Category - 1	Category - 1	Category - 1
Inclusion and participation*	Category - 1	Category – 1	Category - 1	Category - 1
	Male	Female		
Staff	General- Programme- Male- Female- Cast and ethnicity (by %)- e.g. Dalit, Brahmin, Janajati			
Annual income and sources				
Annual expenditures				
Willingness and chapter commitment **				

*** Population dynamics relevant to targeted programme/ project
* Geography/caste/ethnicity/ religion/culture/age
** Leadership commitment, status of statutory obligation, success indicator of previous programme and project

1. B. VDC/municipality/ward level preliminary assessment format

To be filled and analyzed during VDC/municipality/ward preliminary assessment/selection for programme/project
Name of district:
Number of VDCs:
Number of municipalities:
Total population:

1.General information	VDC/municipality/ ward: X	VDC/municipality/ward: Y	VDC/municipality/ward: Z	Scoring		
				X	Y	Z
Total population						
Population dynamics						
Accessibility from district headquarters						
Physical facility rank (Source from FGD at district)						
2. Situation (for sectoral project, only sectoral relevant data can be taken)						
2.1. Health and nutrition						
Indicator 1:						
Indicator 2:						
Indicator 3:						
2.2. Disaster preparedness, resilience						
Indicator 1:						
Indicator 2:						
Indicator 3:						
2.3. Water and sanitation						
Access to drinking water (%)						
Access to sanitation facilities (%)						
Morbidity of water-borne diseases (children <5)						
Mortality of water-borne diseases (children <5)						
ODF situation						
2.4. Climate change and adaptation						
Access to climate information (%)						

Indicator 2:						
Indicator 3:						
Indicator 4						
3. Organisational capacity NRCS						
Availability of sub-chapters						
Number of junior/youth Red Cross circles						
Number of Red Cross members						
Number of trained volunteers (male and Female)						
Implemented 1 or more projects during last two years						
willingness and sub-chapter com-mitment						
4. Major risks/hazards of the VDC/municipality/ward						
Floods						
Landslides						
Fire						
Drought						
Storm						
Epidemic						
Other						
5. Other factors						
Presence of a district level multi-year/operational plan if any						
Presence of other NRCS projects						
Presence of other projects (by any organisations)		-				
VDC capacities (human resource, budget and other assets						
Total score						

Note: Please add number of rows and column as needed

- Scoring 1-5 (1 for the lowest)

2. Preliminary assessment report (district/ VDC/ municipality/ward)

To be prepared after the district/ VDC/municipality/ward preliminary assessment

1. Name of the assessment team:
   Name of team leader:
   Name of team member:
2. Objectives of the preliminary assessment study:
3. Study methodology and tools used:
4. Findings:
5. Main risk/problems:

Name of (district/ VDC/ municipality/ward)	Main risk/problem	Capacities	Physical facilities

6. Organizational capacity :
6.1. Number of sub-chapter
6.2. Number of trained volunteer
6.3. Current programme/project and coverage and type

7. Scoring*, analysis and recommendation

Name of districts	Name of VDC/ municipality/	Total population	Type of risk/ problem	Affected families (5 years)	Rank of district	Remarks

* To be defined as required

8. Conclusion:

3. Sectoral or integrated assessment/VCA report

To be prepared by the assessment team after sectoral or integrated assessment/VCA.

District	
VDC/Municipality	
Ward	
Date	
VCA Facilitator (s)	
VCA participants (number)	
VCA tools and methods used	

1. Executive Summary

1 page maximum

Findings from the VCA tools

- o Population, environment, social, daily routine, infrastructure, health, food, water, sanitation, livelihood
- o Capacities, resources, hazards, risks and vulnerabilities

Main conclusions of learning by doing

2. Background information:

1 page maximum
Brief context of the community

3. Prevailing risks, problems and hazards:

4. Existing capacities, coping mechanisms and adaptation strategies:
How do people cope? What are the economic, social, physical, environmental and human resources that help people to cope?

5. General recommendation:

6. Possible solutions to address the vulnerabilities:

Sector	Vulnerability reduction measures
Hazard mitigation, preparedness, response and prevention	
Water	
Sanitation	
Health	
Livelihood	

7. Annexes

1. Comparative mapping analysis

S. No.	Issues	Past scenario	Present scenario	Factual trend change	Predicated trend change
1	Hazards/risks				
2	Vulnerabilities				
3	WASH facilities and practices				
5	Livelihood system and resources				

2. Hazard/risk ranking

Hazard						Ranking
Landslides						
Shortage of water (both access and quantity)						
WASH related risks (weak sanitation facilities, diseases-pneumonia, diarrhea, wombs prolapsed, child health)						
Fire (domestic)						
Seasonal winds						
Score						

3. Hazard matrix

Hazard/Risks	Type of Hazard	Warning Sign	Speed of onset	Frequency	Duration	Element at risk	Impact

4. Vulnerability matrix

Hazards	Elements at risk	impacts of hazards to the elements at risk	Characteristics of elements at risk that contribute to vulnerability	Vulnerability factors

5. Capacity matrix

Hazards	Elements at risk	Coping mechanism	Resources used	Capacity factors

6. Historical profile and time-line:

Year (B.S/A.D)	Disaster	Impacts

7. Comparative seasonal calendar

S. No.	Events	Time scale	Months											
1		Present												
		Past												
2		Present												
		Past												
3		Present												
		Past												
4		Present												
		Past												

8. Stakeholder analysis

S. N.	Name of organization	Address	Contact person	Available resources and capacity
1				
2				
3				
4				
5				
6				
7				
8				
9				

9. Livelihood analysis

S. No.	Activities	Available resources for livelihood	Hazards that threaten these resources	Ways of strengthening	
1					
2					

i. Transect walk
ii. Problem tree
iii. Solution tree
iv. Social maps
v. List of participants in VCA
vi. Schedule of VCA

4. Logframe template

To be developed by the project team in a participatory way during the design phase of project/ programme planning

Name of Department/Division/District Chapter/Sub-chapter
Name of Programme/Project Logframe

Objectives (Goal outcomes, out-puts)	**Indicators**	**Means of verification**	**Assumptions**	**Baseline**	
Goal:					
Outcome 1:					
Output 1.1:					
Output 1.2:					
Output 1.3:					
Activities	**Description**	**Means of verification**	**Precondition (optional)**	**Funding Sources (in case of multiple donors/partners)**	**Budget Total bud-get NPR**
Activity 1.1.1					
Activity 1.1.2					
Activity 1.1.3					
Activity 1.1.4					
Objectives (out-comes, outputs)	Indicators	Means of verification	Assumptions	Baseline	
Outcome 2:					
Output 2.1:					
Output 2.2:					
Output 2.3:					

Activities	Description	Means of verification	Precondition (optional)	Funding Sources (in case of multiple donors)	Budget
					Total budget NPR
Activity 2.1.1					
Activity 2.1.2					
Activity 2.2.1					
Activity 2.2.2				Costs	
				Common Cost	
				Sub total	
				Management support costs (5% of total)	
				Total	
Please repeat the rows as needed					

5. Result-based budget template

The purpose of this template is to club all relevant budget lines into main headings to facilitate procurement plan for financial analysis.

Name of Department/Division/District

Name of Programme/Project:	Budget lines			Total
	Supplies	Capital	Transport Personnel General	
Outcome 1:				
Output 1.1:				
Activity 1.1.1:				
Activity 1.1.2:				
Output 1.2:				
Activity 1.2.1:				
Activity 1.2.2:				
Activity 1.2.3:				
Outcome 2:				
Output 2.1:				
Activity 2.1.1:				
Activity 2.1.2:				
Assessment, monitoring & evaluation				
Monitoring				
Mid-term and/or				
final evaluation				
Total				

6. Annual work plan

To be developed by programme/project team in the beginning of every year

Name of department/division/district
Name of programme/project
Annual work/action plan

What Activities	Where Place	Who Responsibility	How Process	Whom Beneficiaries	How many Quantity	When												Budget	Partner
Activity 1.1.1: (planned)						Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec		
Execution																			
Activity 1.1.2: (planned)																			
Execution																			
Activity 1.2.1: (planned)																			
Execution																			
Please repeat the rows as needed																			

7. Monthly work plan

To be developed by staff/volunteer

Name of department/division/district
Name of programme/project
Monthly work/activity plan

Name of staff/volunteer:
Designation:

Date	Planned Activities	Location	Support need (human resource, finance, tools)	Remarks

8. M&E plan template

To be prepared by the programme/project team in a participatory way

Name of department/division
Name of project/programme

M&E plan template (Note: add rows for more indicators or assumptions when necessary)					
Indicator	**Indicator definition (& unit of measurement)**	**Data collection methods/ sources**	**Frequency & schedule**	**Responsibilities**	**Information use/audience**
Goal:					
Outcome 1:					
Indicator 1.1.					
Indicator 1.2.					
Indicator 1.3.					
Assumption					
Output 1.1:					
Indicator 1.1.1					
Indicator 1.1.2					
Indicator 1.1.3					
Assumption					
Output 1.2:					
Indicator 1.2.1					
Indicator 1.2.2					
Assumption					

9. Indicators tracking table

To be developed by project team in the beginning of the project and updated regularly
Project name:

IIndicator	Project baseline		Quarterly reporting period			Annual target	Year to date actualachievvement	% of Year to date actual achievement	Life of project (LoP) target	LoP actual achievement	% of LoP actual achiev ment
	Date	Value	Target	Actual	% of target						
Goal:											
Outcome1:											
1a.											
1b.											
1c.											
Output 1.1:											
1.1a											

1.1b											
1.1c											
Output 1.2:											
1.2a											
1.2b											
1.2c											
Outcome 2:											
2a.											
2b.											
2c.											
Output 2.1:											
2.1a											
2.1b											
2.1c											
Output 2.2:											
2.2a											
2.2b											
2.2c											
Please repeat the columns as needed											

10. People reached and capacity building tracking table

To be updated by project team throughout the project

Name of project
People reached and capacity building tracking tabl

S. N.	Name of activities								No. of NRCS volunteers and staff capacitated via trainings or orienta-tions			No. of people covered (Expected no of people to be covered by preposition of materials)			No. of volunteers mobi-lized			Rema ks
	No. people reached	Direct recipients			Indirectrecipients		Total (Total no of direct + total no of indirect recipients)											
		Male	Female	Total	Planned	Actual	Planned	Actual	Male	Fe-male	To-tal	Male	Female	Total	Male	Female	Total	
		Planned	Actual	Planned	Actual	Planned	Actual					Planned	Actual	Planned	Actual	Planned	Actual	
1																		
2																		
3																		
4																		
5																		
6																		

Note: No. of people reached are the direct and indirect recipients and people covered by project activities and services in the project area.

People covered are people that are targeted by a programme for which the benefit is not immediate but from which target population can benefit if an adverse event occurs. In the Federation wide reporting system, this does apply only to disaster and preparedness programmes, as for such programmes the target population does not benefit from it until a disaster strikes, but not to any other type of programmes (Health, Social or Development).

No. of staff and volunteers for capacity building : We do not count NRCS personnel (staff, members, and volunteers) towards the total people reached when they are trained and equipped to enable them to deliver services to other people in need. Their record is kept separately as volunteers roster.

11. Risk register format

To be prepared by the project during planning phase and monitored throughout the project

Name of project

No	Risk	Impact (Examples)	Possibility	Mitigation Measures (Examples)	Deadline	Responsible
Risk item number	List and describe the anticipated key risks	Describe the anticipated impacts or consequences of the risks Grade the impact by: High/ Medium/ Low	High / Medium / Low	Describe planned control and mitigation activities (or refer to specific outcomes, outputs and/or activities within the logframe of the operational plan, which are specifically set up to control or mitigate the risk)	Deadline or frequency for the activities	Person in charge for the activities
1						
2						
3						
4						
5						
6						
7						

12. Baseline study guideline

This guideline has been adopted from IFRC baseline guide, 'Baseline Basics' (www.ifrc.org/PageFiles/79595/Baseline%20Basics%2010May2013.pdf). Purpose of the guideline is support NRCS project/programme teams to conduct reliable and useful baseline studies that help better measure and deliver services to those in need.

1. What is a baseline?

A "baseline" refers to measurements of key conditions (indicators) before a project begins, from which change and progress can be assessed. Sometimes baseline data is available, other times a baseline study is needed to determine baseline conditions.

Note: A needs assessment is different from a baseline study. A needs assessment identifies needs, and informs whether and how to intervene (the project design); A baseline study measures specific conditions after a project has been designed, based on the indicators (e.g. in the logframe). Data from needs assessments may be used in a baseline study, but only if it reliably captures the relevant conditions.

2. At what stage should a baseline study be conducted?

In relation to the project cycle, a baseline study should be conducted after the initial needs assessment and project design, but prior to the start of a project. This will allow the project team to assess pre-project conditions and set specific targets for the indicators identified to measure the results. Sometimes a baseline study is require well before a project start to inform project development (according to donor requirements), providing the basis for any investment decision. But typically, the baseline study is conducted after the project design (and respected indicators) are determined from the needs assessment.

3. Why is baseline data important?

Without baseline data, it can be very difficult to plan, monitor and evaluate future performance. Baseline data help to set achievable and realistic indicator targets for each level of result in a project's design (e.g. logframe), and then determine and adjust progress towards these targets and their respective results. Additional reasons for conducting baseline studies include:

- Inform project management decision-making, providing a reference point to determine progress and adjust project implementation to best serve people in need.
- Assess measurability of the selected indicators and fine tune the systems for future measurement.
- Uphold accountability, informing impact evaluation to compare and measure what difference the project is making.
- Promote stakeholder participation, providing a catalyst for discussion and motivation among community members and project partners on the most appropriate means of action.
- Shape expectations and communication strategies by assisting by sharpening communication objectives, and focusing content of media materials.
- Convince and provide justification to policy-makers and donors for a project intervention.
- Support resource mobilization for and celebration of accomplished project results compared to baseline conditions. If conducted properly, baseline results can be generalized and used to inform service delivery for communities with similar characteristics.

4. Planning a baseline study

4.1 Identify the purpose and scope of the baseline study

- Provide clear justification for the baseline study: It is important to communicate to other stakeholders the rationale for the study and the required time and resources. This includes explaining the utility of the specific study to ensure it does not duplicate existing research.
- Identify and consult with the key stakeholders and intended audience of the study: This is important to determine who to involve early in the planning process for ownership and to ensure the baseline will ultimately be conducted and used most effectively.
- Partner collaboration: Oftentimes, especially in complex contexts such as a large scale emergency operation, there are multiple projects by different organizations. If each organization conducts its own baseline study, it can be counterproductive, resulting in "assessment fatigue" in the target population; this can lead not only to unreliable data, but it can foster local resentment. Therefore, it is highly recommended to collaborate and coordinate baseline studies with other implementing projects when possible.
- Identify the geographic and demographic scope of the study. Who and what localities will be included in the study? This will be related to the specific sampling methodology and is an important consideration to estimate need time and resources.
- Identify any critical conditions/assumptions for the study. Is recent or expected extraordinary events such as natural disasters, political upheavals or economic shocks? Are there planned national or religious holidays (e.g. Dashain), political elections, or seasonality concerns such as monsoon season or dry season that can affect the ability to conduct the baseline study, as well as the reliability for the measurements?

- Identify available budget for the study. Prior to detailing out the data collection methodology, it is important to determine what amount of funding is available. Is funding provided by the donor, budgeted into the existing project budget, or does it need to be secured and approved?
- Develop a Terms of Reference (ToR) for the baseline study. Whether the baseline study will be conducted externally (e.g. by a consultancy firm), internally (e.g. by the project team), or a combination of both, a ToR plays a critical role summarizing the key elements of the baseline study. This not only assists in the planning of the baseline, but in clarifying and communicating with key stakeholders to ensure understanding, ownership, and support. The specific content of the ToR will depend on the project, but key sections to the ToR format typically include:

  a. Background
  b. Purpose and Scope
  c. Specific objectives – i.e. particular focus areas/questions for the study.
  d. Methodology
  e. Deliverables – i.e. the report and potential oral presentation of findings/conclusions.
  f. Timeframe - schedule
  g. Quality and ethical standards
  h. Qualifications or description of the baseline study team
  i. Application procedures – for studies for which an external team will be commissioned.

4.2. Plan for data collection (methodology) and management

- Identify what is to exactly be measured: Identify the baseline indicators and assumptions from the project design (logframe), and refer to any other relevant M&E planning tools, such as an M&E plan table. Baseline studies typically concentrate on higher level indicators – e.g. outcome rather than output indicators that focus on changes in knowledge, attitudes, and practice (behaviour). Often times, the baseline indicators are industry recognized, such as Sphere or Cluster approach to humanitarian response indicators. Need to measure any key assumptions (risks) that may be critical to monitor to ensure the successful project implementation.
- Only measure what is necessary and sufficient: Baseline data should provide the minimum information required to assess the quality of the activity implementation and measure the development results. Anything more than this is likely to be a waste of time, effort and resources and risks making replication of the baseline study difficult.
- Determine the appropriate data sources and methods for the baseline indicators: This will vary according to the project context, which includes the types of indicators, the baseline scope, and the available budget and resources. Again, reference to thought already given to this should be made to the project logframe and any existing M&E plan. Key considerations include the balance of qualitative and quantitative data, and triangulating data sources and methods.
- Primary data: To what degree does the project team need to collect baseline data itself, and which qualitative and quantitative methods are most suited to the baseline study? Data collection methods involve trade-offs with respect to cost, precision, credibility, and timeliness. For example, quantitative methods, such as household surveys tend to be more precise and objective, but can be costly and time consuming. On the other hand, qualitative methods, such as individual interviews and focus group discussions, may be preferable to measure key indicators that are difficult to quantify, or in situations when a structured survey is not feasible. See Section 8 below on reconstructing baseline data to read further on the use of individual and group interviews. Other qualitative approaches for baseline data collection can include the use of audio-visual methods, as well as case studies and stories.
- Secondary data: Assess the availability of existing baseline data \already collected by the project team, organization, or other organizations/agencies: this can safe considerable time and resources. However, whatever the secondary source, it is critical to ensure that it is reliable and relevant! Examples of secondary data for baseline measurements include administrative records, census and survey data

from government agencies, studies from NGOs and donors, university research studies, media sources, financial market data, etc. Occasionally data from a needs assessment or vulnerability capacity assessment (VCA) can be used in a baseline study.

- Triangulate – mix methods and sources: It is good practice to triangulate or mix sources and/or methods of data collection. For example, secondary and primary data can be used to complement and confirm data accuracy and precision. Oftentimes a mixed methods approach combining both qualitative and quantitative methods is preferable; for instance, qualitative research that is conducted first to inform the development of a quantitative survey.
- Determine the sampling requirements: A sample is a subset of a whole population selected to study and draw conclusions about the population as a whole. Sampling (the process of selecting a sample) occurs whether the data uses random (probability) samples for quantitative methods such as a survey, or purposeful (non-random) samples for qualitative methods, such as interviews or focus groups.
- Prepare and pilot the data collection tools: It is important to carefully prepare data collection tools and guidance so that baseline indicators will be consistently and reliable measured among data collectors in different locations and at different times. This is critical for the comparability of the data, which is a primary function of conducting a baseline. It is also extremely important to pre-test the data collection tools to ensure they are linguistically and culturally appropriate. Management procedures and formats should designed according to the project's needs, size and complexity, and is often part of an organization's overall data management system.
- Prepare for data management: Data management should be timely and secure, and in a format that is practical and user-friendly. Poorly managed data wastes time, money and resources; lost or incorrectly recorded data affects not only the quality and reliability of the data but also all the time and resources invested in its analysis and use. Data management includes consideration to data format, organization, availability, security, technology, and quality control.
- Ensure data disaggregation by gender and other appropriate demographic characteristics. It is essential that data collection and management tools disaggregate demographic for key population characteristics, including gender, age, and any other relevant socioeconomic, ethnic, religious characteristics. It is critical to measure the baseline situation of potentially marginalized populations to assess their degree of participation, access to services, and empowerment. Planning for this during data collection/management will allow such important characteristics to be examined and reported on during the data analysis.
- Prepare for the target population: It is necessary to properly inform and gain permission from the target communities prior to conducting a baseline (e.g. community leaders, elders) – this may occur earlier when initially consulting with the key stakeholders. Later, during the actual data collection, it is necessary to individually inform and gain consent from baseline participants – (this should be built into the data collection tools/guidance, discussed above). Not only is this ethically responsible, (upholding the Red Cross and Red Crescent Fundamental Principles and Code of Conduct), it also ensures that the baseline study respects local customs, culture, and dignity of human subjects in the study.

4.3. Plan for data analysis

Data analysis is the process of converting collected (raw) data into usable information. It is important to have a clear plan for data analysis, which should account for the purpose, timing, methods, and people responsible for the data analysis. Key elements of data analysis include:

- Identify the purpose for analysis: What and how data is analysed will be largely determined by the specific project indicators, and ultimately adequately capturing the pre-project conditions for later comparison and assessment of the project.
- Plan for timely data analysis: Accurate information is of little value if it is not timely. Depending on the methods involved, it is important to plan for efficient data analysis so baseline values can inform realistic target setting of the baseline indicators. It may be necessary to compromise between speed, frequency

and accuracy. Timeliness can be largely enhanced with effective use of data management and analysis technology, such as digital data collection using mobile phones that utilize the internet to transfer data for efficient analysis.

- Determine the appropriate data collection methods and tool: As with the data collection, it is important that the data analysis methods and tools can be replicated in a consistent and reliable manner by different people and at different times for the comparability of the data. Therefore, it is useful to clarify this in a data analysis plan/guidance, which includes data preparation, the actual analysis, data validation and presentation. Related, it is important to pre-test the data analysis methods to assess accuracy and amount of plan/guidance, which includes data preparation, the actual analysis, data validation and presentation. Related, it is important to pre-test the data analysis methods to assess accuracy and amount of time needed.

4.4. Plan for information reporting and utilization

Reporting of the baseline data plays a critical role in how the data is immediately put to use to inform and motivate project implementation, and how it is later put to use to compare with future measurements of the baseline indicators. It is important to remember that reporting can be done in different formats according to audience and purpose:

- Written baseline report: The baseline report is the end-product of the baseline study. The format and content will be specific to the particular project and baseline indicators being reported on. For example, statistical survey data may have a different presentation format (e.g. pie charts or graphs) than narrative data obtained from observation and interviews. It is important that the report is complete, concise, and well-structure so that it is accessible and user-friendly. It is worth noting that a baseline study does not typically include recommendations; it may inform recommendation in an evaluative study, but its primary focus is on findings and conclusions. Following is an example of a written baseline report format:

  a. Title page
  b. Acronyms
  c. Executive summary
  d. Table of contents
  e. Introduction and background
  f. Methodology (and methodological limitations)
  g. Analysis of the findings
  h. Conclusions

- Baseline report dissemination: This can be a strategic decision that can help build recognition and support for the project, and frame expectations among stakeholders. It also upholds transparency and accountability, and it is important to note that it is an ethical responsibility to share critical findings related to health and other key measures of target population safety and welfare. How the report is disseminated can raise awareness, and generate further discussion and feedback. Typical outlets for written report dissemination include email, websites, and delivery of printed report.
- Oral presentation of findings: In addition to the written report, it is advisable to have an oral debrief and presentation from the baseline study team. This helps to check accuracy of data, confirm findings, and provide additional input and impressions to inform future action/recommendation. Furthermore, it keeps stakeholders informed, reinforcing transparency, building ownership, and supporting organizational learning.
- Beneficiary communication: It is an ethical responsibility to follow-up and communicate the baseline findings to the target population, especially those directly involved in the study. Formats for communicating the baseline findings should be appropriate to the target population; examples include community meetings (especially for illiterate populations), summaries on notice boards using visuals, information

pamphlets or devoted sections in the local newspaper, radio spots, websites, etc. A critical reminder with beneficiary communication is that it should be "two way," meaning that it is not enough to just inform the target population of the findings, but to meaningfully engage them and listen to their responses and perspectives. This upholds the participatory principles central to the Red Cross Red Crescent Movement, and can be an important strategy to build stakeholder understanding, frame expectations, and encourage ownership and support for the project. For instance, if community members discuss starting conditions prior to a project, it can motivate their participation in the project, and their input can result in innovative, sustainable solutions to future programming.

4.5. Plan for human resources and capacity building

The usefulness of a baseline study depends on the competence of those doing the data collection analysis, and reporting.

- Identify the baseline study manager. First and foremost, it is important to identify the person who will take the lead in managing the baseline study. Typically it is someone from the project team. However, it is important to remember that the manager delegates and ensures that people follow-through and the study is completed according to the ToR/schedule; they are not expected to do everything!
- Assess the project team's capacity to conduct the baseline study. This will largely depend on the scope and complexity of the baselines study, and the project team members' experience and expertise. Accurate data collection is important, and both qualitative and quantitative data collection and analysis requires a degree of expertise. For example, conducting a household survey requires experience with random sampling, questionnaire development, proper enumeration, statistical analysis, and report writing. Such skills are not beyond a project team, and ample guidance is available, but it is critical that data collection is reliable if it is to be useful.
- Determine the extent of local participation. Participation of local stakeholders in the baseline data collection and analysis can be empowering, building capacity and ownership to support project implementation and sustainability. It can also be more culturally and linguistically appropriate, while saving money and time compared with using the project staff or external consultants. On the other hand, the use of local people can require more time and cost to train and manage them, and it can jeopardize the quality of data and analysis due to local bias. It is also dependent on the capacity of local people, who may not be able to afford the time to be trained and participate in the baseline study.
- Determine the extent of outside expertise. Outside specialists are usually employed for technical expertise, objectivity and credibility, to save time and/or as a donor requirement. It is important to anticipate this need early, and to incorporate it into the baseline study ToR with ample time to commission external expertise. There are a range of consultants that specialize in baseline studies/surveys, and sometimes it may be possible to utilize local university students/professors or NGO staff.
- Define roles and responsibilities. Whether the baseline study is to be internally, externally, or a combination of both, it is important to clearly identify who will be responsible for the various parts of the study. NRCS recommends that this is done as part of an M&E Plan. Key responsibilities include the development of data collection and analysis methods and tools, enumerator training, data collection, data analysis, report writing and sharing, etc. It can be helpful to refer to any M&E plan that may have been developed identifying key responsibilities and scheduling.
- Plan for any capacity building requirements: Once roles and responsibilities have been determined, it is important to plan for any specific training requirements. Oftentimes, this includes enumerator or data collection training for field work. It can also include specialized training for targeted individuals, such as sampling methods, survey development, statistical analysis and use of statistical software programs, etc. Training can involve employing an outside trainer, sending individuals to training workshops, online or academic courses, etc. However capacity building needs are met, it is critical that baseline team members are competent to collect and analyse data in a reliable manner, according to specified methods.

3.6. Prepare the budget for the baseline study

As noted in Step 1 above, it is best to determine and plan for the budget early on to 1) determine what is within the financial capacity of the study and 2) best ensure adequate funding is available. Following are key considerations for budget planning after the baseline study is considered in more detail through the above planning steps.

- Itemize the baseline study budget: This includes: 1) human resources such as staffing, any external expertise, training/capacity building, translation, data entry, etc., and 2) capital costs such as equipment, ravel and accommodation, computer and software, printing, publication, dissemination, etc. It is best to prepare a spread sheet clearly itemizing baselines expenses, following any format requirements form the implementing organization/donor. It is recommended to provide any narrative necessary to justify each budget items.
- Incorporate baseline costs into the project budget: It is better to include baseline costs as part of the project overall budget, rather than as part of the organization's overhead. This helps to ensure the true cost of the project is reflected and secured in the budget, rather than later suggesting inefficiencies or poor planning.
- Check any donor budget requirements and contributions: If the baseline study is required by the donor or implementing organization, determine whether equivalent is provided. If multiple funding sources are utilized, ensure that the budget is broken down by donor source, and identify any additional cost not covered.
- Plan for contingency costs: Unexpected costs may arise during the baseline study, such as the need for additional data collection/analysis to verify findings. Although budget planning seeks to avoid such risks, unexpected expenses do arise and it is better to be prepared.

13. Baseline report format

To be prepared by the baseline study team

Baseline survey
Name of project/programme
Name of VDC/municipality, name of district

Name of principle investigator
Acknowledgments

The study team

Project support unit

Abbreviations and acronyms

Executive summary

Contents

List of tables

List of figures

Chapter 1

Introduction:

1.1 Background
1.2 Introduction of district
1.3 VDC/municipality
1.4 Objectives of the study:
1.5Problem statements

Chapter 2

Methodology

2.1 Project area selection process
2.2 Field organization and data collection
2.3 Data management and analysis
2.4 Organization of the report
2.5 Existing organization in the VDC
2.6 District chapter/sub-chapter institutional capacity assessment

Chapter 3

3. Characteristics of study population and respondents

3.1 Household information
Caste/ethnicity
Religion followed
Main occupation
Economic status (level of income)
Food sufficiency through agro products

3.2 Respondent's information
Sex of the respondents:

i. Age
ii. Level of education
iii. Marital status

Chapter 4

4. Findings (Sectoral knowledge, awareness and risks) (For the sectoral project (s), take the concerned sector only)

i. Water, sanitation and hygiene
ii. Health and nutrition
iii. Livelihood
iv. Disaster preparedness, resilience
v. Climate change and adaptation
vi. Risks
vii. Organizational development

Chapter 5

Gender based violence

5. 1 Violence against women
5.2 Women empowerment

Chapter 6

Natural disaster

Knowledge about Red Cross

Chapter 7

Discussion, conclusion and recommendation

Annex

1. Terms of reference
2. Questionnaire
3. Focus group discussion and key informant interview guiding questionnaire
4. Household level data including household no., address, name of the house owner and responder and other major findings (in case community based project)
5. List of the people (including address) who involved the focus group discussion and key informant interview guiding questionnaire

14. Training/workshop report

To be prepared after district and community level training or workshop

Name of district
Name of project
………….. (Name of training)
Training/workshop report

Training period: ....to................................
Venue:..........................

1. Background/Introduction:

2. Objectives of the training:

a)
b)
c)

3. Methodology:

Number of participants: male, female, people living with disability and total
Resource persons:

a) Name, designation, address
b) Name, designation, address

Name of observer (s):

a)
b)
c)

4. Day wise measure achievements

a) Inauguration
b) Climate setting
c) Pretest
d) Knowing each other
e) Norms setting
f) Session one (content, presentation, used methodology and materials, assessment and session entry and exist,)
g) Session two(resource person(s), topic and contents, presentation of each content, use methodology and materials in each content, assessment and session entry and exist,)
h) Post test
i) Training/ Course evaluation
K) Closing programme

5. Budget

a) Proposed budget (NPR)
b) Actual budget (NPR)
c) Expenditure (NPR)

Annex

a) Schedule/programme overview
b) Training session photo and group photo
c) Reading materials
d) Handouts
e) Presentation slides copy
f) List of participants

Prepared by:

15. Training/workshop report template

To be prepared after national and international level training

Title of workshop / training
Date
Location

1. Background/Introduction
2. Training/ workshop objective
3. Methodology
4. Overall progress (Narrative)
5. Evaluation
6. Recommendation
7. Conclusion
8. Follow up plan:
9. Annexes (course curriculum, schedule, budget with expenditure, content, list of participants, list of templates / other docs, photos, checklist etc)

Prepared by:

16. Household monitoring tool

To be filled by volunteers/motivator/social mobilizer after household monitoring / visit

Name of programme /project
Monthly household monitoring format (e.g. sanitation and personal hygiene)

District:
VDC:
Ward No.:
Name of volunteers/motivator/social mobilizer:

Please mark (√) in appropriate row

S. N.	Name of house owner	Date of HH visit	Latrine				Washing platform				Utensil dryer				Garbage pit			Hygiene practice					Comments
			Yes	No	Being built	Being used	Yes	No	Being built	Being used	Yes	No	Being built	Being used	Being used	Being built	Newly built	Hand washing station	Covering drinking water pots	Using dust-bin for waste	Surround-ings are clean	Personal hygiene	
1																							
2																							
3																							
4																							
5																							
6																							
7																							
8																							
9																							
10																							
11																							
12																							
13																							
14																							
15																							
16																							
17																							
18																							
19																							
20																							
21																							
22																							
23																							
24																							
Total																							

17. Monthly motivator/social mobilizer reporting format

To be prepared by project volunteer/motivator/social mobilizer

Name of project
……………........…..VDC/municipality, …...............………district
Monthly report

Name of volunteer/motivator: Ward no: Tole:

Month:

1. Household visit

No.	Name of house owner	Date of HH visit	Latrine				Washing platform				Utensil dryer				Garbage pit			Hygiene practice					Comments
			Yes	No	Being built	Being used	Yes	No	Being built	Being used	Yes	No	Being built	Being used	Being used	Being built	Newly built	Hand washing station	Covering drinking water pots	Using dust-bin for waste	Surround-ings are clean	Personal hygiene[a]	
1																							
2																							
3																							
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14																							
15																							
16																							
17																							
18																							
19																							
20																							
21																							
22																							
23																							
24																							
Total																							

Note: This is just an example and will vary based on the changes in practice that we wish to monitor.

[a]personal hygiene: at least brushing teeth, trimming hair and nails, and cleaning hands and feet of the interviewee/respondent

2. Health education/awareness sessions

Date	Place/ ward No.	Description/ use of IEC materials		Target group	No. of participants			Remarks (Can be added other disaggregated data (age wise, ethnicity and disability)
		Main subject of the session	Type of IEC materials used		Male	Female	Total	
1 Jan 2014								
Total								

3. Meetings

S.N.	Name/type of meeting	Date	Place (ward/ tole)	Number of participants			Agenda	Decision
				Male	Female	Total		
1								
2								
3								
4								
5								

4. Additional information (which has not been covered under above headings e.g. status/number of pregnant women, discernible impact/positive change)

5. Challenges/constraints

6. Remedies to overcome the challenges

7. Suggestion and recommendation to make the project activities more effective in next months

8. Success story, best practices, lessons

9. Plan/activity schedule for next month

10. Comment of supervisor

Annex:

1. List of participants of awareness sessions (with phone number as far as possible)
2. List of participants of the meetings (with phone number as far as possible)
3. List of the people who have received services (such as first aid service) from project

18. Monthly progress report

Headquarters/..................... district chapter
Address..

Name of project/programme
Monthly report
Name of month and year

Submitted to: ....
Address:...
Submission date:............................
Report prepared by:............................

List of abbreations

Table of contents

1. Intervention information
2. Summary
3. Situation/context analysis – (positive & negative factors)
4. Activity based report:
5. Number of people reached
6. Coordination and collaboration
7. Monitoring and supervision events
9. Technical support required from headquarters and district chapters
10. Other if any
11. Annex

1. Intervention information

Implementing organization:	**Geographical coverage (Programme VDC/municipality and district)**	**Type of intervention (Name of project):**
Nepal Red Cross Society		
Programme/project period:	**Reporting period:**	**Number of people reached**
(Day-month-year to day-month-year)	(Day-month-year to Day-month-year)	
Progamme/project manager:	**Project code:**	**Contract budget: NPR…………… (EURO/USD/ CHF ………………..)**
Partner organization(s)/donor(s)		

2. Summary

Provide a general summary of the implementation of your project during the reporting period.

3. Situation/context analysis – (Positive and negative factors)

- What were the most significant socio-political, natural events to affect the project(s) and its target beneficiaries during the reporting period
- How were the effects of these events managed by NRCS and project?

4. Activity based report:

Sn	Planned activities	Progress up to last month	Progress during this month	Remarks
Outcome 1:				
Output 1.1:				
1.1.1				
1.1.2				

- Please repeat the rows as per need

5. Number of people reached

People reached for reporting period									
Direct recipients						Indirect recipients		Total planned	Total people reached
Male		Female		Total		Planned	Actual		
Planned	Actual	Planned	Actual	Planned	Actual				

Total people reached = total actual direct + actual indirect

Number of volunteers mobilized during reporting period		
Male	Female	Total

6. Coordination and collaboration

- Describe the coordination role with the government. Indicate whether this has contributed to better programming and service delivery by the NRCS.
- Concisely describe how key stakeholders have been involved in the project (particularly local beneficiaries for community-level project).
- . Highlight any new needs which need to be addressed through these partnerships.

7. Monitoring and supervision events

Provide a concise update of the key monitoring and supervision activities and their findings (detail should compulsorily be in the annex)

8. Key issues/challenges/constraints (if any)

SN	Issues/challenges/constraints	Action that taken by project/district chapter to solve the challenges and constraints
1		
2		
3		
4		
5		

9. Technical support required from headquarters and district chapters

10. Other if any

11. Annex

1. Statistical details
2. Supporting documents like minute, participants list
3. Photographs
4. Success story
5. Plan for the next month

Objective	Activities	Annual target	Target for the month	Estimated budget	Responsible	Remarks
Outcome/						
Output	1.					
	2.					
	3					

Please repeat rows as needed.

19. Quarterly project report for district and headquarters

To be prepared by project field team leader and headquarters

Headquarters/ .... district chapter
Address...

Name of project/programme
Quarterly progress report
day-month-year to day-month-year

Submitted to: ....
Address:...
Submission date:............................
Report prepared by:.........................

List of abbreations

Table of contents

1. Intervention information

Implementing organization:	**Geographical coverage (Programme VDC/municipality and district)**	**Type of intervention (Name of project):**
Nepal Red Cross Society		
Programme/project period:	**Reporting period:**	**Number of people reached**
(Day-month-year to day-month-year)	(Day-month-year to day-month-year)	
Progamme/project manager:	**Project code:**	**Contract budget: NPR…………… (EURO/USD/ CHF ………………..)**
Partner organization(s)/donor(s)		

2. Executive summary

Overall project/programme status: concisely summarize the overall project/program status and whether it is on track/target or not for the reporting period – explain why in the respective subsection below. Include information on the goal (impact) indicators where possible.

People reached for reporting period									
Direct recipients						Indirect recipients		Total planned	Total people reached
Male		Female		Total		Planned	Actual		
Planned	Actual	Planned	Actual	Planned	Actual				

- Disaggregate direct recipients by gender wherever possible
- Total people reached = total actual direct + actual indirect

Number of volunteers mobilized during reporting period		
Male	Female	Total

Key accomplishments: highlight any notable accomplishments for this reporting period.

Key issues: summarize any key problems or challenges that affect whether the project is being implemented according to target.

Plans for next quarter: summarize overall plan of action for quarter, highlighting any key considerations.

3. Financial status

Use the table below to summarize key financial data (detail finance report is developed by finance person). Particular attention should be given to expenditure rates and forecasts for the current reporting period.

Budget and expenditure analysis (NPR)	
A. Annual approved budget	
B. Total funding to date	
C. Funding to date as % of annual budget (B ÷ A)	
D. Year to date budget (YTD)	
E. Total expenditure to date	
F. Expenditure to date as % of YTD budget (E ÷ D)	
G. Expenditure to date as % of annual budget (E ÷ A)	

Financial status explanation: explain reasons in the following cases:

- If the annual budget has been revised since the initial approval.
- If the budget is not yet fully funded for the year, explain how this will affect implementation and what is being done to address this issue?
- If total expenditure to date exceeds Year To Date budget or is less than 80% of Year To Date budget, explain the reasons and explain what is being done to address this issue?

4. Situation/context analysis – (Positive and negative factors) (Overall context of project VDC/ district)

Identify and discuss any external factors that affect the project operating context and implementation (e.g. change in security or a government policy etc), and related actions to be taken.

5 Analysis of implementation (Indicator based reporting)

Indicators (copy indicator from logframe)	Narrative	Base line	................Quarter			Annual target	Annual achievement to date	% of Annual achievement to date	Three years (project) target	Over all achievement to date	% of overall achievement to date
			Target	Achievement	Achievement %						
Outcome 1:											
Indicator 1.1.											
Indicator 1.2.											
Output 1.1:											
Indicator 1.1.1:											
Indicator 1.1.2:											
Indicator 1.1.3:											
Output 1.2:											
Indicator 1.2.1:											
Indicator 1.2.2:											
Outcome 2:											
Indicator 2.1.											
Indicator 2.2.											

Note:

- Please repeat the rows as per need
- Indicator variance explanation: Variance is the difference between identified targets and actual results. Referring to the Indicator tracking table above, explain any variance greater than 10% (% of target) for indicators reported on during this period.

6. Additional activities

Mention here the major activities which have not been covered in the above implementation analysis table

7. Coordination and collaboration

- Describe the cooperation processes between the different partners , and the coordination mechanisms (regular meetings, agreements, at the strategic/operational level) both within the Red Cross Red Crescent Movement, and with external partners.
- Describe the coordination role with the Government. Indicate whether this has contributed to better programming and service delivery by the NRCS.
- Concisely describe how key stakeholders have been involved in the project (particularly local beneficiaries for community-level project).
- Identify any gaps which have not been addressed through these partnerships, and indicate who would best address any gaps. Highlight any new needs which need to be addressed through these partnerships.

8. Monitoring and evaluation events

Provide a concise update of the key monitoring and evaluation and reporting activities (for example baseline study/survey, midterm evaluation/review, final evaluation). (Consolidated report as per the format provided and the details should compulsorily be in the annex)

9. Key issues/challenges/constraints (if any)

SN	Issues/challenges/con-straints	Action that taken by project/district chapter to solve the challenges and constraints
1		
2		
3		
4		
5		

10. Key lessons

Highlight key lessons and how they can be applied to this or other similar projects/programs in future. Note that this section should not repeat the specific action points in the Executive Summary (Section 1) or analysis of implementation section.(section 4) . Instead, it should highlight lessons that to inform organizational learning for this and similar projects/programs in the future.

11. Cross-cutting issues

Use this section to discuss activities undertaken or results achieved that relate to any cross-cutting themes (gender equality, environmental conservation, etc.) not covered elsewhere in the report.

12. Sustainability strategy summary

Summarize overall progress towards the sustainability strategy and eventual continuation of the project objectives after handover to local stakeholders (e.g. local government or community based organization), and any other relevant information.

13. Plan for next quarter

S. N.	Activities	Annual target	Quarter-ly target	Month 1	Month 2	Month 3	Estimated budget for each activi-ties	Remarks
Outcome 1	1 2 3							
Outcome 2								

Annex

Attach any useful supplementary information for the project/programme monitoring reporting, such as:

- TORs (terms of reference) for any key assignments, such as technical assistance, an evaluation, a baseline survey, etc.
- Relevant pictures, letters, case/success studies, reports, etc.

20. Annual progress report

To be prepared by project field team leader and headquarters on annual basis

Headquarters/.................... district chapter
Address.............................

Name of project/programme
Annual report
day-month-year to day-month-year

Submitted to: ....
Address:.......................................
Submission date:............................

List of abbreations

Table of contents

1. Intervention information

Implementing organization:	Geographical coverage (Programme VDC/municipality and district)	Type of intervention (Name of project):
Nepal Red Cross Society		
Programme/project period:	**Reporting period:**	**Number of people reached**
(Day-month-year to day-month-year)	(Day-month-year to Day-month-year)	
Progamme/project manager:	**Project code:**	**Contract budget: NPR…………… (EURO/USD/ CHF ……………….)**
Partner organization(s)/donor(s)		

2. Executive summary

Overall Project/programme status: Concisely summarize the overall project/programme status and whether it is on track/target or not for the reporting period – explain why in the respective subsection below. Include information on the goal (impact) indicators where possible.

People reached for reporting period									
Direct recipients						Indirect recipients		Total planned	Total people reached
Male		Female		Total		Planned	Actual		
Planned	Actual	Planned	Actual	Planned	Actual				

- Disaggregate direct recipients by gender wherever possible
- Total people reached = total actual direct + actual indirect

Number of volunteers mobilized during reporting period		
Male	Female	Total

- Complete this table wherever appropriate

Key accomplishments: Highlight any notable accomplishments for this reporting period.

Key issues: Summarize any key problems or challenges that affect whether the project is being implemented according to target.

3. Financial status

Use the table below to summarize key financial data (Detail finance report is developed by finance person). Particular attention should be given to expenditure rates and forecasts for the current reporting period.

Budget and expenditure analysis (NPR)	
A. Annual approved budget	
B. Total expenditure to date	
C. Expenditure to date as % of annual budget (B ÷ A)	

Financial status explanation: explain reasons in the following cases:

- If the annual budget has been revised since the initial approval.
- If the budget is not yet fully funded for the year, explain how this will affect implementation and what is being done to address this issue?
- If total expenditure to date exceeds annual approved budget or is less than 80% of annual approved budget, explain the reasons and explain what is being done to address this issue?

4. Context/Situation (Positive and negative factors)

Describe significant factors affecting the operating context (e.g. changes within the organization, change in security situation or Government policy, the actions of other humanitarian organizations etc.) during the reporting period. Highlight specific developments and/or related actions that have been taken or will be taken to address it. (if there have been no significant issues then simply state that).

5. Implementation analysis (Indicator based reporting)

Indicators (copy indicator from logframe)	Narrative	Base line	Annual target	Annual achievement to date	% of annual achievement to date	Three years (project) target	Over all achievement to date	% of overall achievement to date
Outcome 1:								
Indicator 1.1.								
Indicator 1.2.								
Outcome 2:								
Indicator 2.1:								
Indicator 2.2:								
Outcome 3:								
Indicator 3.1.								
Indicator 3.2								

Note:

- Please repeat the rows as per need
- Indicator variance explanation: Variance is the difference between identified targets and actual results. referring to the indicator tracking table above, explain any variance greater than 10% (% of target) for indicators reported on during this period.

6. Discernable impact of the project

- Highlight impact of the project in the target community.

7. Coordination and collaboration

- Describe the cooperation processes between the different partners , and the coordination mechanisms (regular meetings, agreements, at the strategic/operational level) both within the Red Cross Red Crescent Movement, and with external partners.
- Describe the coordination role with the Government. Indicate whether this has contributed to better programming and service delivery by the NRCS.
- Concisely describe how key stakeholders have been involved in the project (particularly local beneficiaries for community-level project).
- Identify any gaps which have not been addressed through these partnerships, and indicate who would best address any gaps. Highlight any new needs which need to be addressed through these partnerships.

8. Monitoring, evaluation and review events

Provide a concise update of the key monitoring and evaluation and reporting activities (for example baseline study/survey, midterm evaluation/review, final evaluation). (Consolidated report as per the format provided and the details should compulsorily be in the annex)

9. Key issues/challenges/constraints (if any)

SN	Issues/Challenges/Constraints	Action that taken by project/district chapter to solve the challenges and constraints
1		
2		
3		
4		
5		

10. Key lessons and best practices

Highlight key lessons and best practices and how they can be applied to this or other similar projects/programs in future. Note that this section should not repeat the specific action points in the executive summary (Section 2) or analysis of implementation section. (Section 5). Instead, it should highlight lessons that to inform organizational learning for this and similar projects/programs in the future.

11. Cross-cutting issues

Use this section to discuss activities undertaken or results achieved that relate to any cross-cutting themes (gender equality, environmental conservation, etc.) not covered elsewhere in the report.

13. Sustainability Strategy and Looking Ahead

Summarize overall progress towards the sustainability strategy and eventual continuation of the project objectives after handover to local stakeholders (e.g. local government or community based organization), and any other relevant information.

Annex

Attach any useful supplementary information for the project/programme monitoring reporting, such as:

- TORs (terms of reference) for any key assignments, such as technical assistance, an evaluation, a baseline survey, etc.
- Relevant pictures, letters, case/success studies, reports, etc.

21. Meeting minute format

To be prepared after district and headquarters level meetings

Name of programme/project
.........................District
Monthly meeting minute
Date (Day, month and year)

Venue of the meeting: **Time:**

1. List of participants

S. N.	Name	Position/designation
1.		
2.		
3.		

2. Agenda, discussion and decision
Agenda item # 1: Review of previous meeting minutes

Discussion	
Decision	

Agenda item # 2:

Discussion	
Decision	

Agenda item #3: Any other business (AOB)

Discussion	
Decision	

Next meeting	Date (Day, Month and Year)

22. Volunteer-motivator work and performance monitoring checklist and reporting template

(This is to be used by supervisor/project team leader to give constructive feedback to volunteers/motivators who are conducting training and/or dissemination activities. It can also be used by the project steering/management committee and the headquarters to give constructive feedback to project field staff and volunteers. This activity supervision is usually carried out in conjunction with the regular monitoring and supervision visits to wards/VDC. Project steering/management committee and national headquarter staff should also share the findings with the Project Field Team leader and Motivator.

Name and designation of person making
visit District :____

Visit Team Members: ---
Date of visit: ________/__________/____________ Time: _____________ to ____________
Ward visited : ____
Activity/event observed :____
Organised by :____

Objectives of the visit:

Key observation and comments (Please tick one option and put comment below)
Activity organized as planned: Largely ( ) Average ( ) Poorly organized ( )
____
____

# of participants as per expected level Good Average Poor participation
____
____

Key message delivered correctly Mostly Some Incorrectly delivered
____
____

Volunteer participation Good Average Poor
____
____

Volunteer motivation level Good Average Poor
____
____

Community involvement Good Average Poor
____
____

Remarks
____
____

Key findings

____

____

Recommendations

____

____

Signature of person carrying out the visit
Reported by:
Name :
Designation :
Date:

23. Project supervisor/ team leader monitoring and supervision cheklist and reporting template

To be used by supervisor/project team leader on monthly basis when visiting the project areas / wards for monitoring progress and/or supervision. These visits should be used by the supervisor/project team leader to:

i) check if previous recommendations have been followed-up/implemented;
ii) verify progress reported by volunteers and staff;
iii) investigate/address/resolve any specific issues/concern/complaint;
iv) meet with all the major stakeholders, including volunteers, ward committee, teachers, community members local GOs/ NGOs/ CBOs to get their feedback and perspectives on progress of project, what the problems and challenges are and discuss possible solution etc.

Note: On a quarterly basis, supervisor/project team leader should monitor progress of Ward Committees as well as community satisfaction by also using the Ward Committee Visit and Community Satisfaction Checklist.

v) provide supervision and guidance to volunteers/motivators and other who may need it; and
vi) make random HH visits to verify change as reported by volunteers/motivators;

During such visits, he/she should bring along latest updated progress reports from volunteers.

If possible, the monitoring and supervision visits should be timed to coincide with training, awareness raising and dissemination activities carried out by the volunteers and staff. This will provide opportunities to observe the activities, identify strengths and weaknesses, problems and issues, and provide feedback and guidance to the volunteers. In this respect, Motivator and/or PO should bring along and complete Form: Activity Supervision Checklist

Findings from this visit should be shared and discussed with the Ward Committee/s and volunteers/motivators before supervisor/project team leader returns to district headquarters.

Name of person making visit: ____

Designation of person making visit: ____

Date of visit: __________/_____________/____________ Time: _____________ to ________________

Name of Ward visited : ____

Name of the team members : ____

A. Objectives of visit

1. ____
2. ____
3. ____
4. ____
5. ____

(Add as required)

B. Observations and findings from visit

1. Meeting with key stakeholders

These meetings should be used to: gather information on issues of concern which have been identified; their perspectives on the project including the positives, problems and challenges, as well as potential solutions; performance of volunteers and staff; and provide any guidance if needed. The stakeholders include the volunteers, ward committee, teachers/schools, VDC, community members, NGOs, CBOs, partners, others ..).

No.	Name of stakeholder	Issues discussed and findings
1		
2		
	(Add more rows as needed)	

Overall remarks

____
____
____

2. Issues investigated and findings (if there are no issues investigated, leave blank)

No.	Issue/problem	Findings/reasons	Way forwards/recommendations
1			
2			
(Add more rows as needed)			

3. Random household visits

Select several households in the commune and visit them (with or without volunteers). Observe progress in households and compare with what is recorded on latest household progress report for the volunteer/s. Talked to the members of the households and find out their perspectives on the project, problems and challenges faced, and other issues)

No	Name of owner of randomly selected household	Address	Observations/Findings
1			
2			
(Add more rows as needed)			

Overall remarks:

____
____
____
____

4. Other observations/findings

Include here anything else/other issue that was observed or discovered during the visit, which does not fit in earlier sections.

____
____
____
____

5. Follow-up/recommendations agreed with stakeholders

____
____
____
____

C. Overall recommendations for project management

Include here all recommendations based on all your observations, findings and discussions during this visit, in relation to the earlier sections.

____
____
____
____

Annexes (visit schedule; checklist/tools; key person met/interviewed; other significant documents)

Signature of person making visit:______________________________________
Prepared by
Designation
Date

24. District chapter monitoring and supervision cheklist and reporting template

To be used by members of district chapter/project committee (DC/PC), except the project team leader, when visiting the VDC/wards for monitoring progress and/or supervision or when attending special events like training activities etc,. These visits should be carried out at least on a quarterly basis, and each time the district chapter/project committee (DC/PC) member visits the ward or VDC.

The objectives of the visit could include any or a combination of the following:

vii) Praise/commend/motivate the project team on the good work
viii) Verify progress reported by volunteers and volunteer team leader;
ix) Investigate/address/resolve any specific issues/concern/complaint;
x) Meet with all the major stakeholders, including Commune People's Committee, community group members local level GOs/NGOs/CBOs to get their feedback and perspectives on progress of operation, what the problems and challenges are and discuss possible solution etc.
xi) Provide supervision and guidance to volunteers and volunteer team leader / project staff if needed; and
xii) Make random HH visits to verify improvements as reported by volunteers / staff.

During such visits, he/she should bring along latest updated progress reports from the project staff, volunteers and volunteer team leader.

If the monitoring and supervision visits coincide with training, awareness raising and dissemination activities carried out by the volunteers and staff, the District RC member should use these opportunities to observe the activities, identify strengths and weaknesses, problems and issues, and provide feedback and guidance to the volunteers. **In this respect, the member should also bring along and complete the Form: Activity Supervision / monitoring checklist.**

Note: Findings from this visit should be shared and or clarified with the volunteers and volunteer team leader before the district chapter/project committee member leaves the commune.

Name of district: ____

Visit team members: ____

Designation of person making visit: ____

Date of visit: __________/_________/__________ Time: ______________ to ______________

Name of commune visited: ____

A. Objectives of visit

____
____
____
____
____

(Add as required)

B. Observations and findings from visit

1. Meeting with key stakeholders

These meetings should be used to: gather information on issues of concern which have been identified; their perspectives on the project including the positives, problems and challenges, as well as potential solutions; performance of volunteers; and provide any guidance if needed. The stakeholders include the volunteers, ward committee, teachers/schools, VDCs/Municipality wards community members, CBOs, partners, others ..).

No.	Name of stakeholder	Issues discussed and findings
1		
2		
	(Add more rows as needed)	

Overall remarks

____
____
____

2. Issues investigated and findings (if there are no issues investigated, leave blank)

No.	Issue/problem	Findings/reasons	Remarks/recommendations
1			
2			
(Add more rows as needed)			

3. Random household visits

Select several households in the commune and visit them (with or without volunteers). Observe progress in households and compare with what is recorded on latest households progress report for the volunteer/s. Talked to the members of the households and find out their perspectives on the project, problems and challenges faced, and other issues)

No	Name of owner of randomly selected households	Address	Observations/Findings
1			
2			
(Add more rows as needed)			

Overall remarks:

____
____
____
____

4. Other observations/findings

Include here anything else/other issue that was observed or discovered during the visit, which does not fit in earlier sections.

____

____

____

____

5. Follow-up/recommendations agreed with stakeholders

____

____

____

____

____

____

____

____

C. Overall recommendations for project management

Include here all recommendations based on all your observations, findings and discussions during this visit, in relation to the earlier sections.

____

____

____

____

Annexes (visit schedule; checklist/tools; key person met/interviewed; other significant documents)

Signature of person making visit:_______________________________________
Prepared by
Designation
Date

25. Headquarters monitoring and supervision checklist and reporting template

To be used by national headquarters volunteers & programme staff when visiting the project district and wards for monitoring progress and/or supervision either on a quarterly or half-yearly basis, or whenever national headquarters staff visit the project in the field. These visits should be used by the national headquarters programme staff to:

- check if previous recommendations have been followed-up/implemented;
- verify progress reported by district chapter and project team leader through monthly and/or quarterly reports;
- investigate/address/resolve any specific problems/issues/concern/complaint;
- meet with all the major stakeholders, including DCPC, SC, PO, Motivator, selected volunteers, ward committees, teachers, community members, GOs/NGOs/CBOs to get their feedback and perspectives on progress of project, their satisfaction, what the problems and challenges are and discuss possible solution etc.
- provide supervision and guidance to project staff, volunteers/motivators and other who may need it; and
- make random households visits to verify change in hygiene practice as reported by volunteers;

During such visits, he/she should bring along latest updated progress reports.

If possible, the monitoring and supervision visits should be timed to coincide with training, awareness raising and dissemination activities carried out by project staff and/or volunteers. This will provide opportunities to observe the activities, identify strengths and weaknesses, problems and issues, and provide feedback and guidance to the project staff and volunteers. In this respect, national headprogramme staff should bring along and complete the Form: Activity Supervision / Monitoring Checklist

Findings from this visit should be shared and discussed with the district project committee/project team leader before national headquarters staff returns to Kathmandu.

It is very important for national headquarters staff to do all these or as much as possible during the visit as the project district or VDC is usually very far from Kathmandu and opportunities to visit the District Chapter and project VDC are few.

Name of person making visit: ____

Designation of person making visit: ____

Date of visit: ________/________/________ Time: _________ to ___________

Name of VDC and Ward/s visited ____
Name of visit team members:

A. Objectives of visit

____
____
____
____
____

(Add as required)

B. Observations and findings from visit

1. Meeting with key stakeholders

These meetings should be used to: gather information on issues of concern which have been identified; their perspectives on the project including the positives, problems and challenges, as well as potential solutions; performance of volunteers; and provide any guidance if needed. The stakeholders include the volunteers, ward committee, teachers/schools, VDC / wards, community members, CBOs, partners, others ..).

No.	Name of stakeholder	Issues discussed and findings
1		
2		
(Add more rows as needed)		

Overall remarks

____
____
____

2. Issues investigated and findings (if there are no issues investigated, leave blank)

No.	Issue/problem	Findings/reasons	Remarks/recommendations
1			
2			
(Add more rows as needed)			

3. Random households visits

Select several households in the commune and visit them (with or without volunteers). Observe progress in households and compare with what is recorded on latest households progress report for the volunteer/s. Talked to the members of the households and find out their perspectives on the project, problems and challenges faced, and other issues)

No	Name of owner of randomly selected households	Address	Observations/Findings
1			
2			
(Add more rows as needed)			

Overall remarks:

____
____
____
____

4. Other observations/findings

Include here anything else/other issue that was observed or discovered during the visit, which does not fit in earlier sections.

____
____
____
____

5. Follow-up/recommendations agreed with stakeholders

____
____
____
____
____
____
____
____
____
____

6. Overall recommendations for district project management

Include here all recommendations based on all your observations, findings and discussions with stakeholders during this visit, in relation to Sections 1 – 5 earlier..

____
____
____
____

7. Overall recommendations for national headquarter project management

Include here all recommendations based on all your observations, findings and discussions with stakeholders during this visit, in relation to Sections 1 – 7 earlier..

____
____
____
____

Annexes (visit schedule; checklist/tools ; key person met/interviewed; other significant documents)

Signature of person making visit:___________________________________

Reported by:

Designation:

Date:

26. Project concept note template

<table>
<tr><th colspan="3">Implementing organization: Nepal Red Cross Society</th></tr>
<tr><td colspan="3">Legal form, year of establishment: Established in 1963 as a humanitarian non-government organization. Affiliated to IFRC and ICRC in 1964.</td></tr>
<tr><td>Geographical coverage (project VDC/ municipality) and district:</td><td>Type of intervention (Project name and Sub-sector code):</td><td>Total Project Budget (CHF/USD/ EURO/NPR):</td></tr>
<tr><td></td><td></td><td>e.g. Community resilience;</td></tr>
<tr><td>Expected start date:</td><td>Expected duration:</td><td>Number of people to be reached:</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>Project manager:</td><td>Project code:</td><td></td></tr>
<tr><td>Name and email address :</td><td></td><td></td></tr>
<tr><td colspan="2">Postal address: Nepal Red Cross Society, National Headquarters
P. O. Box: 217, Kathmandu, Nepal</td><td>Telephone: +977-1-4270650,
+977-1-4272761
Fax number: +977-1-427 191
Website: WWW.nrcs. org</td></tr>
<tr><td>Funding Partner (s):</td><td colspan="2"></td></tr>
</table>

1. Context and rationale

- Key information on the context (political, economical, social, environmental) relevant for the proposed project and linked with the intended changes of the intervention
- What are the problems and constraints to be resolved and the needs to be met?
- How relevant is the proposed intervention to the needs and constraints of NRCS and country?
- Who are the actors involved (ultimate beneficiaries, target groups)?
- How many beneficiaries are expected?

2. Objectives and implementation strategies

- Provide statement about the objectives (outcome and output) and intended impacts of the proposed activity. Estimate the benefits of the activity in quantitative (indicative only) and qualitative terms.
    - Project objectives:
    - Proposed activities:
    - Intended impact:
    - Quantitative benefits:
    - Qualitative benefits

- A broad description of the Theory of Change and implementation strategies that will form the basis of the work.
- Description of how the proposed activity is relevant to the NRCS and country context and will con tribute to the achievement of programme outcomes in the country, NRCS and donor/partners strategies (where relevant).

3. Implementation capacity

- Briefly outline the NRCS's capacity to implement such project.

4. Resources

- Resources required in terms of personnel, technology, know how, finance in relation to the objectives of the intervention, contributions of other donors and partners (subsidiary to partners' initiatives, mobilization of local resources, mechanisms for self-financing and long term outlook of partners capacities)
- Total amount required for proposed activities and expected contribution of strategic development plan, financial planning per year (annex)

5. Risk Management

- Synthesis of main risks, planned measures for mitigation

6. Monitoring and steering

- Description of the results-oriented monitoring system on outcome level, timing and responsibilities for results-oriented monitoring and steering
- Reference to planned reviews and evaluations

Signed on behalf of the applicant

Name	
Signature	
Position	
Date	

27. Project proposal format template

Implementing organization: Nepal Red Cross Society		
Legal form, year of establishment: Established in 1963 as a humanitarian non-government organization. Affiliated to IFRC and ICRC in 1964.		
Geographical coverage (project VDC/municipality) and district:	Type of intervention (Project name and Sub-sector code):	Total project budget (CHF/USD/ EURO/NPR):
	e.g. Community resilience; 3DMRR	
Expected start date:	Expected duration:	Number of people to be reached:
Project Manager:	Project code:	
Name and email address :		
Postal address: Nepal Red Cross Society, Headquarters P. O. Box: 217, Kathmandu, Nepal		Telephone : +977-1-4270650, +977-1-4272761 Fax number: +977-1-427 191 Website: WWW.nrcs. org
Funding partner (s):		

Executive summary

In one page or less:

i) explain why this project is necessary (what is the problem, who are the people affected and how will this project contribute to the solution?).

Ii) provide the key objective statements (goal and outcomes) and a summary of key activities and required resources, human, financial and other.

Iii) summarise how the project will be monitored and evaluated

Iv) briefly outline the implementing body's capacity to implement such a project.

Background
Context (200 words)

- Provide an overall brief explanation of country, region and district where the project will be carried out, (population, economic, socio-political, security etc.). Briefly describe the location of the proposed project and include a map and explain how this area was chosen.

Initial assessment (300 words)

- Situation analysis Outline the main needs, interests, capacities and resources of the target population as described in primary data (e.g. needs assessments, VCA) or other secondary documentation. What method has been used to carry out the needs assessment ?

Situation analysis (400 words)

- Initial analysis of the assessment information. Summarize the key roles and capacities of NRCS, IFRC presence, other relevant Movement and other partners. If analysis tools such as SWOT analysis, stakeholder matrix have been used, summarize the key findings or attach as an annex.

Problem analysis (400 words)

- Summarize the nature of the problem(s) the project will address. Identify the causes of these problems and potential and effects or consequences. If a problem tree has been developed, summarize here or attach as an annex.

Analysis of solutions (development and selection of objectives) (300 words)

- Explain why the particular objectives (goal, outcomes and outputs) have been chosen to be tackled by the project, referring to the analysis carried out. The reasoning should be linked to the needs assessment, situation and problem analysis. Consultation with or participation of the targeted community should be highlighted where this has happened. Explain which considerations influenced the decisions, such as Principles and Values, Code of Conduct, issues of sustainability, capacity etc.

Target population and their participation (200 words)

- Describe the target population the reasons why they are targeted and beneficiary selection criteria. Include beneficiary estimates broken down by gender where available (for staff/volunteers as well as primary beneficiaries). Describe what kind of consultation or participation with the target population occurred.

Coordination (200 words)

- Outline who the different partners are, who reports to whom, and what is the role of each party.
- Briefly describe how coordination among the various local and national humanitarian / government organizations working in the area will be carried out.

Summary of the project design

Narrative summary of the project
Describe and analyze the goal and the outcomes of the project.

Please note the following definitions:
Goal: The long-term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention.
Outcomes: The primary result (s) you are trying to achieve through your intervention most commonly in terms of the knowledge, attitudes or practices of the target group.
Outputs: The tangible products, goods and services and other immediate results that lead to the achievement of outcomes.

Logical framework

The logframe should include goals, outcomes and outputs with indicators as well as assumptions.

Objectives	Indicators	Means Of Verification	Assumptions
[Goal:]			
[Outcome 1]			
[Output 1.1]			
[Output 1.2]			
[Output 1.3]			
[Outcome 2]			
[Output 2.1]			
[Output 2.2]			
[Output 2.3]			
Continue to add additional rows for outcomes, outputs as necessary			

Pre-conditions
Outline any preconditions that need to be ensured before the project can begin. (E.g. securing additional funding from separate donors etc)

Risk assessment and analysis
Select and address a limited number of key risks, which are likely to hamper project/programme implementation if realized. Assess likelihood and impact of these risks: low – medium – high. Indicate which control and mitigation activities are planned for in relation to the identified risks, as well as the person in charge and deadline/frequency for each activity. Use the Risk Register template, which is attached as Appendix 1. In order to facilitate the thinking around project risks, impact and possible mitigation measures, use the attached Appendix 1.1 - Risk examples.

Monitoring and evaluation
Outline the main approaches to the monitoring and evaluation of the project. The M&E plan should outline how data from monitoring and evaluation will be collected, analysed and reported (refer to project reporting template, and M&E planning guidelines)

- Outline the key monitoring activities and who has the key responsibilities for this.
- Outline when the mid-term review and final evaluation will be carried out, when and by whom. For projects over 24 months in length, some type of mid-term assessment, evaluation, or review should be conducted. A final evaluation is required for all projects about six months after the project finalization. NRCS will need to be included as a stakeholder in the mid-term review and final evaluation and consulted in the evaluation design.

A detailed M&E plan will need to be developed in planning phase of the project. The detailed M&E plan will be annexed to operational plan.

Capacity building and sustainability
- Describe the capacity to implement the program in a quality and sustainable manner (referring to Situation analysis and any institutional assessment conducted). Describe any key capacity building activities necessary to support the implementation of the project. Describe how key activities will continue after project funding ends OR describe how the impact of the project will continue after key funding and critical activities end.

Budget

Outline the strategic budget for the project here per sub-sector and expenditure type. The budget lines for monitoring and evaluation should be clearly allocated in required level. The budget line for evaluation should include the mid-term review and final evaluation of the project in general. The direct and indirect budget lines should appropriately balance as per nature of the program. This is the budget you are expected to report on.

For reference please attach a more detailed activity level budget.

		Project name * (Sub-sector code)	Project name ** (Sub-sector code)	Total
Exp type	**Description**			
Supplies				
Equipment				
Logistics & Transport				
Personnel				
Consultants				
Workshops & Training				
General Expenditure				
Provisions				
Management support cost				
	Total budget			

*

Appendices

The following are to be annexed to this operational plan:

- Risk Register (Appendix 1)
- An activity plan.
- Complete logical framework with indicators and targets for the indicators and means of verification for all three levels (goal, outcome, output).
- A detailed M&E plan.

28. Evaluation terms of reference (TOR) template

Terms of Reference (TOR) format[1] for evaluation
"Evaluation/Study Title"

1. **Summary. Provides a succinct summary of key elements of the evaluation, including:**
   - **1.1.Purpose –** stated in a succinct sentence drawn from Section 3 of the TOR.
   - **1.2.Audience –** also summarized from Section 3 of the TOR.
   - **1.3.Commissioners –** identifies who is funding (requiring) the evaluation.
   - **1.4.Reports –** identifies who the evaluator/s or consultant will directly report to (i.e. the evaluation manager).
   - **1.5. Duration -** list only the number of days or hours for the consultant/s, not the overall management of the evaluation, i.e. time needed for the evaluation commissioner or manager to plan or follow-up.

1. There is no one way to prepare and format TOR, which should be tailored according to specific evaluation needs and requirements. However, there are key elements, which are presented in the recommended TOR template.

1.6.Timeframe – list only the dates for the consultant/s and not the overall management of the evaluation.

1.7. Location: List any locations where the consultancy will take place.

2. Background

Provides background history as well as the current status of the program being evaluated

3. Evaluation purpose and scope.

Presents the overall aim and parameters of the evaluation

3.1.Purpose (overall objective). State why the evaluation is necessary (at that particular point in time), how the information will be used, and by whom (the audience). This should include the audience of the evaluation – the key stakeholders using the information.

3.2.Scope. Focus the evaluation by setting the boundaries for what will and will not be included, such as the the unit of analysis covered by the evaluation, the time period or phase(s) of the program to be evaluated, the funds actually expended at the time of the evaluation versus the total amount allocated, the geographical coverage of the evaluation, and the target groups or beneficiaries to be included in the evaluation.

4. Evaluation objectives and criteria

Details the evaluation's purpose and scope with specific areas of inquiry and questions to be answered identified.

4.1 Objectives. Identify specific objectives about what the evaluation will do to fulfil the purpose of the evaluation. A given evaluation may pursue one or a number of objectives.

4.2 Evaluation criteria. Identify relevant evaluation criteria from the IFRC Evaluation Policy (Section 3, above): 1) adherence to Fundamental Principles and Code of Conduct, 2) relevance and appropriateness, 3) efficiency, 4) effectiveness, 5) coverage, 6) impact, 7) coherence, 8) sustainability and coherence.

5. Evaluation methodology

Outlines the key data sources, and methods of data collection and analysis.

6. Deliverables (or outputs)

Identifies the key deliverables or outputs from the evaluation; it is also recommended to identify specific dates for deliverables, as well as separate responsibilities when relevant.

7. Proposed timeline (or schedule)

Summarizes the timing of key evaluation events, i.e. desk review, briefing, data collection and analysis, presentations, draft and final reports, etc.

8. Evaluation quality and ethical standards

The following wording is recommended to uphold NRCS evaluation framework standards:

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and specific, applicable practices. The evaluation standards are:

1. Utility: Evaluations must be useful and used.
2. Feasibility: Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner.
3. Ethics and legality: Evaluations must be conducted in an ethical and legal manner, with particular regard

for the welfare of those involved in and affected by the evaluation.

4. Impartiality and independence; Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
5. Transparency: Evaluation activities should reflect an attitude of openness and transparency.
6. Accuracy: Evaluations should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
7. Participation: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
8. Collaboration: Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at: www.ifrc.org/what/values/principles/index.asp

9. Evaluation team and qualifications. Summarizes the composition and technical qualifications of the evaluation team

10. Application procedures. Clearly states the specific procedures, materials, and deadlines for potential applicants to submit their application. :

1. Curriculum Vitae
2. Cover letter clearly summarizing your experience as it pertains to this assignment, your daily rate, and contact details for three professional referees.

Applicants may be required to provide examples of previous written work similar to that described in this ToR. Application materials are non-returnable and we thank you in advance for understanding that only short-listed candidates will be contacted.

11. Appendices.
Provides additional information relevant to the TOR, such as a bibliography of documents, maps, a detailed evaluation schedule

29. Evaluation report template

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the content that should be included in a quality evaluation report.

The evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. The report should also include the following:

Title and opening pages—Should provide the following basic information:

- Name of the evaluation intervention
- Time-frame of the evaluation and date of the report
- VDC(s) /district(s) of the evaluation intervention

- Name and organization of evaluator(s)
- Name of the organization commissioning the evaluation
- Acknowledgements

Table of contents

Should always include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviations

Executive summary

A stand-alone section of two to three pages that should:

- Briefly describe the intervention of the evaluation (the project(s), programme(s), policies or other intervention) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspect of the evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

Introduction should:

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
- Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
- Identify the intervention of the evaluation (the project(s) programme(s) policies, or other intervention—see upcoming section on intervention.)
- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

Description of the intervention

Provides the basis for report users to understand the logic and asses the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

- Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
- Explain the expected results/outcomes map or results framework, implementation strategies, and the key assumptions underlying the strategy.
- Link the intervention to national priorities, NRCS /IFRC/priorities
- Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the key partners involved in the implementation and their roles.
- Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
- Indicate the total resources, including human resources and budgets.
- Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

Evaluation scope and objectives

The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.

- **Evaluation scope—**The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
- **Evaluation objectives—**The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.
- **Evaluation criteria**—The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.
- **Evaluation questions**—Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

Evaluation approach and methods

The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

- **Data sources**—The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
- **Sample and sampling frame—**If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
- **Data collection procedures and instruments**—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity.
- **Performance standards**—The standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
- **Stakeholder participation—**Stakeholders' participation in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
- **Ethical considerations—**The measures taken to protect the rights and confidentiality of informants (refer to IFRC evaluation framework).
- **Background information on evaluators—**The composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- **Major limitations of the methodology**—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

Data analysis

The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

Findings and conclusions

The report should present the evaluation findings based on the analysis and conclusions drawn from the findings.

- **Findings**—Should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.
- **Conclusions**—Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users.

Recommendations

The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming.

Lessons learnt

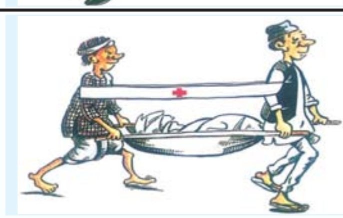
As appropriate, the report should include discussion of lessons learnt from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

Report annexes

suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- Terms of reference for the evaluation
- Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
- List of individuals or groups interviewed or consulted and sites visited
- List of supporting documents reviewed
- Project or programme results map or results framework
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
- Short biographies of the evaluators and justification of team composition
- Code of conduct signed by evaluators

Fundamental Principles of the Red Cross and Red Crescent Movement

	**Humanity** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.
	**Impartiality** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.
	**Neutrality** In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.
	**Independence** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.
	**Voluntary Service** It is a voluntary relief movement not prompted in any manner by desire for gain.
	**Unity** There can be only one Red Cross or one Red Crescent Society in any one country It must be open to all. It must carry on its humanitarian work throughout its territory.
	**Universality** The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide. The Fundamental Principles were adopted by the XXth International Conference of the Red Cross, in 1965. In 1986, the XXVth Conference decided to include them in the Preamble of the Statutes of the Movement. The latter not only recall that every component of the Movement is bound by the Fundamental Principles, but also establish that States have to respect at all times the adherence of those components to the Fundamental Principles.

Nepal Red Cross Society