

**MINISTRY OF GENDER, CHILDREN AND SOCIAL
PROTECTION**



MONITORING AND EVALUATION MANUAL

2020

List of Acronyms

CB:	Capacity-Building
MGCSP:	Ministry of Gender, Children & Social Protection
M&E:	Monitoring and Evaluation
MTE:	Mid Term Evaluation
PCM:	Project Cycle Management
RBM:	Results Based Management
RF:	Results Framework
SIP:	Student Immersion Programme
SMART:	Specific, Measurable, Achievable, Realistic and Time-bound
ToC:	Theory of Change
ToR:	Terms of Reference

INTRODUCTION

The new mandate of the Ministry is to promote the development, empowerment and protection of women, girls and children, as well as the welfare and integration of persons with disabilities, the vulnerable, extremely poor, excluded and disadvantaged. Specifically, the Ministry will initiate, develop and implement and/or coordinate policies and programs aimed at women, girls, and children, as well as those physically challenged, marginalized, disadvantaged and excluded, to ensure that their rights are protected and that they are integrated, and contribute to, and benefit from, the peace, stability and socio-economic advancement of the country.

Among all social factors in the program area gender is the most significant. It is therefore important to take into accounts all the significant indicators and ensure they are disaggregated. These indicators will help in measuring impacts on women, girls and the most vulnerable, marginalized, disadvantaged and excluded in the national agenda which is the Pro poor Agenda for Prosperity and Development, the National Gender Policy, the Sustainable Development Goals and other international instruments.

This Monitoring and Evaluation Manual will ensure a broad staff ownership of M&E, establish communication between M&E staff and Program Staff to be managed and improved, identify ongoing troubleshooting of issues and calibration of intervention (management and monitoring) based on data.

The Theory of Change (ToC) in this manual will provide the initial reference point in seeking to determine the degree to which its programmes and projects are delivering on the expectations of its intended beneficiaries, of the Ministry itself, and of its donors and partners.

The DMRPP must ensure that the quality of an evaluation conforms to international best standards. Accordingly, the Deputy Minister for Research, Policy and Planning shall ensure that the Istanbul Principles indicated below form a key reference point for the evaluation of the Ministry's development work:

- i. Respect and promote human rights and justice
- ii. Embody gender equality and equity while promoting women and girls' rights
- iii. Focus on people's empowerment, democratic ownership and participation
- iv. Promote environmental sustainability
- v. Practice transparency and accountability
- vi. Pursue equitable partnerships and solidarity
- vii. Create and share knowledge and commit to mutual learning
- viii. Commit to realizing positive sustainable change.

KEY DEFINITIONS

- a. For the purpose of this manual, **monitoring** is defined as the continuous and systematic assessment of the implementation and performance of a project or program over the course of its implementation cycle. The process shall involve ongoing collection and review of information to measure progress against program plans and objectives.
- b. Similarly, **evaluation** is defined as a rigorous and in-depth assessment of the progress of all aspects of an intervention, against its initial plan and objectives at key points during its life cycle. Evaluations may be undertaken at the beginning (formative), at the mid-point of the project (a mid-term evaluation) and at the end of the project cycle (a final or summative evaluation).
- c. For the purpose of this manual, a **program** is defined as a coherent and integrated set of individual projects that may be implemented by the Ministry and one or more partner institutions/agencies in order to achieve significant and sustainable benefits for a defined target group, including women and children.

15. ADHERENCE TO INTERNATIONAL STANDARDS AND BEST PRACTICE

A very credible approach to monitoring and evaluation, is guided by a number of key international standards and best practices and approaches indicated below:

- i. **Relevant:** The extent to which the activity is suited to the priorities and policies of the target group, recipient and donor;
- ii. **Effective:** A measure of the extent to which an aid / development activity attains its objectives;
- iii. **Efficient:** A measure of the program outputs in relation to the inputs (including the cost-effectiveness, timing and efficiency of process);
- iv. **Impact:** The positive and negative changes produced by the intervention, directly or indirectly, intended or unintended;
- v. **Sustainable:** Establishing whether the benefits of the activity are likely to continue after funding has been withdrawn or the program has been completed (including both financial and environmental sustainability).

M&E POLICY MANUAL

Context, Purpose and Scope of this Manual (PM)

This Monitoring and Evaluation (M&E) Manual outlines the approaches of the Ministry's program monitoring and evaluation activities as key components of the broader institutional Project/program Cycle Management (PCM).

The Manual incorporates all program interventions, including government, donor and multinational funded projects. These programs may address beneficiaries, including women, children, the elderly and all other vulnerable groups. As the Ministry takes on program formulation and implementation, the M&E Manual will ensure that due diligence is applied, accountability and result management are equally a focus of institutional management.

Purpose for Monitoring and Evaluation

- a. The purpose for M&E shall be to ensure that Ministry is fully accountable for the delivery of all of its services, program and project activities;
- b. To ensure that the Ministry and its partners learn lessons from the implementation of projects or programs, and utilize that learning in seeking to improve or enhance the implementation of programs on an ongoing basis.

STRATEGY FOR IMPLEMENTATION

All departments, divisions and units are required to adhere to the provisions of this manual in support for its successful implementation as follow:

1. Implementation Responsibility

1a. All departments are required to submit all project/program documents to the Monitoring and Evaluation Division for facilitation of M and E plans, result framework and reporting template were applicable The Division of Monitoring and Evaluation shall assume full responsibility of developing the various tools for said projects M&E frameworks and Result Frameworks.

1b. All departments, divisions and units shall, together with the M&E Division, plan all monitoring or assessment exercises to ensure compliance with project M&E plan.

2. Responsibility of Monitoring and Evaluation Division

2a. Monitoring and Evaluation Division shall present annual M&E plan for the Ministry

2b. Monitoring; as well as assessment exercises shall be solely conducted by the Division for Monitoring and Evaluation. However, when the need arises, some key staff from concerned departments, with requisite expertise may be included on the team to provide the necessary support for the successful accomplishment of the assessment or the monitoring mission.

2c. All departments, divisions and units shall submit, to the Monitoring and Evaluation Division, copies of work plans; as well as action plans, service delivery schedule and other activities plan prior to implementation date. This would enable the M&E Division timely prepare its monitoring plan.

2d. The M&E Division shall submit the Ministry's annual M& plan to the office of the Deputy Minister for Research, Policy and Planning , with the appropriate budget.

2e. The DRPP shall work with the various projects and the DMA for budgetary support to Ministry's annual M&E Plan.

3. The Role of Partners in Evaluation

3a. Interim evaluations shall take place around the mid-point of the project implementation cycle, but partners will have a key role to play in agreeing with the Terms of Reference for the evaluation with the Ministry and stakeholders facilitating the evaluation itself, and ensuring full and objective participation of beneficiaries in the evaluation process.

3b. The Ministry will ensure that recommendations from an MTE are considered in a similar manner to those from a final evaluation. Lessons learned and recommendations made from an MTE are also formally documented and considered in how to change / adapt the program as it progresses

4. Final Evaluations

The Ministry shall commission final evaluations of all projects periodically and make sure they are conducted on an annual basis.

5. Evaluation Tools and Methodologies

5a. MGCSP does not limit itself to a particular methodology to be used for all of its evaluations. Rather in consultation with others. It shall seek to identify a process and methodology that is appropriate to each individual evaluation situation and context.

5b. The Ministry will seek to use a planning tool appropriate for designing and managing its evaluation processes according to the following stages outlined under that tool:

- i. Managing the evaluation
- ii. Defining what is to be evaluated
- iii. Framing the boundaries of an evaluation
- iv. Describing activities, outcomes, impacts and context
- v. Understanding causes of outcomes and impact
- vi. Synthesizing data from one or more evaluations
- vii. Reporting and supporting the use of findings.

6. Internal Accountability:

6a. It shall be the responsibility of the Minister to call for accountability, through the heads of projects, program or service providers to account as follow:

6b. The DMA and DMRPP shall ensure that the Ministry is delivering to the best of its ability on its planned program objectives and activities, in line with the Ministry's strategic plan and the National Gender Policy.

7. Donor Accountability:

The Minister shall ensure that commitments made to donors and supporters are fulfilled. This includes the provision of adequate and timely information in relation to the use of funds raised from Government and its partners. It also includes delivery on specific commitments made to Government and institutional donors that fund particular program or aspects of the Ministry's work.

8. Accountability to Other Stakeholders

The Minister also shall ensure that the Ministry is accountable to its stakeholders which may include government agencies; other local agencies or institutions that are not directly involved in the projects or service delivery; and other (non-donor, non-partner) agencies that the Ministry may be collaborating with in the implementation of programs.

9. Linking with Audit and Financial Management

All program monitoring and evaluation process shall include basic reviews of expenditure against budget.

10. Learning

The M&E Division shall ensure that lessons are formally and systematically documented and reported for program development and public information purposes.

11. Role of Project Designers

The project designer shall ensure that a set of indicators are established for the measurement of progress at output, outcome and objective levels. Indicators may be both **quantitative and qualitative** in nature, and a mixture of both types is often used. In order to make meaningful assessments of progress, and to facilitate rigorous and accurate evaluation processes, all indicators shall be required to be SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

12. Capacity-Building for M&E

Under the Capacity Building Approach, the Ministry shall provide the needed support to the Division for Monitoring and Evaluation in the form of supplies, logistics and training opportunities; as well as adequate budgetary support to facilitate the effective workings of the Division.

13. Annual Internal Review of Programing Work

The Ministry shall hold an annual program & administrative review and planning retreat meeting to be led by the Division of M&E, and the Program, Partnership & Resource Mobilization Division. The purpose of the review meeting is to consider progress in relation to all aspects of

relationships with partners, both institutional and programmatic. The review shall include the following activities:

- i. Consideration of how issues arising during the previous year's annual review have been addressed in the interim period;
- ii. A discussion of key issues arising from the annual field workshop with partners, both in relation to programming work and partner capacity-building;
- iii. A systematic review of recommendations from program evaluations undertaken during the year, and the management responses to these recommendations, from both accountability and learning perspectives;
- iv. A discussion of issues emerging from reviews or formal evaluations.

14. Updating the Manual

This Monitoring and Evaluation manual is operational from 2020, and will be updated on an ongoing basis as required to incorporate new developments or changes in other policies, strategies or processes within the Ministry. A full review of the policy will take place after two years.