Organization for Promotion of
Health & Community Development

Performance Management Unit

Monitoring and Evaluation Framework

2017

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Organization for Promotion of Health &Community Development

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AOUT OPHCD,

Introduction:

Organization for Promotion of Health & Community Development (OPHCD) is a non-government, non-profit, non-political, impartial and independent organization registered with:

- the NGOs Department of the Ministry of Economy of the Government of Islamic Republic of Afghanistan with license No 4160
- the Ministry of Public Health of the Government of Islamic Republic of Afghanistan with the registration No 762

The organization established to serve the community and advocate for better coordinating and directing the available resources and activities for provision of quality services to the communities with an equitable manner. OPHCD, as a non-governmental organization committed for a joint mission with having dedicated and expert staff in public health, Water Sanitation and Hygiene, education, community development as well as volunteers who have been working in technical and managerial positions with national and international NGOs since more than one and half decade.

The members of the Board of Directors, senior Management Team (SMT) as well as the volunteers of the organization having appropriate experience, dedication and voluntarism which is a professional contribution to the health, education and development sector for achieving of more sustainable results. The core staff of OPHCD have more than one and half decade of successful experience of being directly involved in developing different policies and strategies as well as designing and implementation of projects in the areas of health, WASH, education and community development sectors such as; Primary Health care (PHC), Basic Package of Health Services (BPHS), Essential Package of Health Services (EPHS), Water & Sanitation and Hygiene, Primary education and Literacy programs, youth awareness and development, Public Nutrition, emergency preparedness and response and disaster risk reduction, trainings and coordination of different humanitarian Aids. Furthermore, the SMT and core Technical, Administration and Finance staff of the organization have up to date knowledge and rich experience of Grant Management, Project Management as well as conducting professional tasks of supportive Supervision, Monitoring, Evaluation, and Researches. Likewise, developing and on-time reporting (monthly, quarterly, annual, end of project and ad-hoc reports) to the donors and stakeholders, presenting the results of the aforementioned programs at the community, organizational, national and international levels are the expertise of the organization's technical and administrative staff.

Vision:

An empowered society with sustainable and self-reliance health, social and economic stability at the community level.

Mission Statement

OPHCD, as a non-governmental organization is striving for well-being of the society with promotion of health and sustainable development of the communities through advocating for better coordinating and directing the national policies and strategies as well as available resources and activities for provision of quality health, educational, social safety, human right and social welfare, economic,

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environmental and development services to the communities with the focus on the women and children, drugs users, IDPs and other marginalized group of the society with an equitable manner.

Monitoring and Evaluation Framework

Monitoring and reporting framework is a formulated stepwise guideline providing a clear and essential approach for monitoring and reporting unit explaining how the organization/ program is supposed to work by following the outlined components and initiative with consideration of the order/steps needed to achieve the desired results. The framework increases understanding of the organization's/program goals and objectives, defining the relationships between programs/projects objectives and results. As well as outlining the required steps for conducting monitoring aimed improving quality of the program/project implementation for achieving its' proposed output and outcome. Furthermore, it articulates the internal and external elements that could affect the organization/program success.

Purpose of Monitoring & Evaluation framework

The purpose of Monitoring and Reporting framework is to:

- Outline monitoring and reporting's guiding principles and procedures for conducting missions, data collection and flow, analysis, utilization, dissemination and follow at different levels of the organization's/Programs' for continues performance improvement and achievement of the project expected results.
- Assist and guide project implementation unit and Monitoring and Reporting officers in developing sound monitoring plan and implementation of monitoring activities.

Whys Monitoring and Evaluation?

Monitoring (M) is defined as "measuring progress in delivering a plan, project or program implementation and operation with the view of learning and correction at time; and Evaluation (E) is a periodic review of the performance of a plan, project or program".

Operationally, monitoring is the continuous assessment of the implementation of projects in relationship to what was planned or expected according to predetermined activities, outputs, outcomes, and impact of project beneficiaries. It provides managers and other stakeholders with regular feedback on project implementation and early indication of progress and problems in the achievement of planned results in order to facilitate timely adjustments of in the operation of projects.

Evaluation is a periodic assessment of the relevance, performance, efficiency, and impact of projects in relation to its stated objectives. Evaluation is undertaken selectively to review progress, predict likely effects and identify necessary adjustments in project design and strategy.

Role of Monitoring & Evaluation Unit

OPHCD has an independent Monitoring and evaluation unit within organization to ensure accurate and timely reporting of quality data. The Monitoring, Evaluation, Learning and Reporting Team consists of M&E Reporting Manager and M&E Officers. The M&E Reporting Manager reportable to the Program Director while the M&E Officers of each Project report to M&E Reporting Manager. The M&E and Reporting Manager is primarily responsible for:

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- Development and compiling organization's integrated annual M & E work plan, guiding development and designing M & E tools and checklist for each individual project , oversight and follow implementation Organization's monitoring framework, tools, procedures and surveys to assess the project progress and its success in achieving the targets as developed for the projects.
- Review of existing Projects' indicators and targets so as to ensure that they are appropriate and realistic, and if required suggest changes to line management as well as ensure the satisfactory achievements of project objectives, indicators and targets.
- Reviewing Projects' monthly progress reports and suggest changes, if required.
- Conducting field visit to implementation area of the project, visiting to the outreach activities of the project as well as collecting and analyzing data for situation analysis and share findings and evidence with relevant stakeholders for evidence-based Programmer/Project planning and implementation and contribute to discussions on how to re-direct interventions as appropriate.
- Establishing networks of information collection and sharing, and strengthening overall M&E capacity.
- Review the monthly Monitoring Work Plan and conduct monthly meeting with the team.
- The M&E Reporting Manager will work with the Project Manager to implement the monitoring strategy, frameworks and tools for successful implementation of Project.

Under the leadership and with technical support and guidance of the M & E Reporting Manager, the M&E officers of the organization/program/projects are primarily responsible for:

- Designing, implementation and oversight/monitoring and evaluation of field activities for the individual projects implemented by the Organization at country level. Additionally, the M&E officer are responsible to develop M&E work plan and costing for the project they are working for and will have visit to the project sites as per monitoring plan. The M&E officers of all projects are reportable to the M&E and Reporting Manager as well as the Project Manager.
- Preparing mission report within 1-6 working days (depend on the nature and objective of the mission) following the completion of the mission and share it with the M&E Reporting Manager with analyzed data and results. The M&E Manager will follow up the reports with Project Manager to understand the gaps and push the team for better results and ask the PM for developing and taking remedial actions. Following the development of the remedial action plan the M&E Reporting Manager share the report along with the remedial action plan with the organization/program/project management team for the follow-up and with the donor (if required) and relevant stakeholders for their information.

Key components of OPHCD Monitoring and Evaluation framework

OPHCD Monitoring and Evaluation framework focus on below main components required for function monitoring system for achieving the desired results.

M&E system within the Organizational Structures

Considering the vital role of the Independent M& E system for institutional development of the organization, OPHCD has an independent M & E unit in its structure with main purpose to coordinate all the M&E functions at its level.

Human resources and enabling environment for M&E system

Both, availability of qualified and expert staff and continuous capacity building of the staff is mandatory for an effective M & E system. OPHCD M & E unit led by an M & E expert and supported by a group of M & E officers working for different programs/projects implemented by the organization.

Partnerships for Planning, Coordinating and Managing the M&E System

Existence of enabling partnership environment is a prerequisite for successful M&E systems at organizational and program/project levels where Organizations' Program/project development, implementation and support units should have clear mechanism for developing such complementing Partnerships. Thus OPHCD Technical, Program/project implementation and support staff are required to develop organizational annual and program/project bases M & E plan led by the M & E unit of the organization.

M & E Plan and costs

M & E work plan and related cost is an important component and complementing factor for the M&E frameworks and program/project implementation. Program/project logical framework and M & E framework outlining objectives, inputs, outputs and outcomes of the intended project while the M & E work plan outlining how the resources that have been allocated for the M&E functions will be used to achieve the goals of M&E. The M E work plan should show how personnel, time, materials and money will be used to achieve the set targets for M&E functions in terms of frequency/quantity and quality of the Monitoring missions. OPHCD M & E unit and M & E officers of each individual program/ project are responsible for developing annual M & E plan and its estimated costing at the organization and project levels. (Annex-I, M&E plan template)

Logical Framework as Program/projects M&E framework/tool.

As Logical framework outlines the Goal, objectives and activities as well as inputs, outputs and outcomes of the intended project and the indicators that will be used to measure all these. It also outlines the assumptions that the M&E system will adopt (Annex-III, Logical framework and Log Frame Matrix template). The M&E framework or Performance Measurement Framework is essential as it links the objectives with the process and result and enables the M&E expert know what to measure and how to measure it (Annex-III, M&E/Performance framework template). Considering the Logical framework of each program/project, OPHCD M & E unit is responsible to develop M & E framework for each individual program/project. In circumstances, where a program or a project does not have Logical framework, the M & E unit is recommended to do re-engineering of the project for development of logical framework and M & E framework accordingly.

Advocacy, Communication, reporting and dissemination of M & E findings

Advocacy for M & E system refers to the presence of policies and strategies within the organization to promote M&E functions. Without continuous advocacy and communication initiatives within the

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organization it is difficult to enrich the M&E culture and resources. For institutional development of the M&E function and continues advocacy for that purpose, OPHCD M&E unit required to:

- Establish M & E committee and maintain its monthly meetings for sharing and dissemination findings at the organization and Program/project level.
- Develop annual M & E work plan and report its implementation regularly on monthly/ quarterly bases. (Annex-I, M&E work plan template)
- Conduct regular monitoring missions according to the M&E/Performance framework of the program/project with preparation of quality M & E reports in a standard and unified reporting template along with the remedial action plan.
- Measure the progress and reflect the difference made towards achieving the program/project indicators following the M & E findings.
- Present and share lessons learns of each individual program/project for cascading at the organization level continues performance improvement.

Routine Programme Monitoring

Conceptually, monitoring refers to the continuous and routine data collection, compiling, analysing, reporting and follow up that takes place during project implementation for finding deviation and recommending corrective remedial actions for achieving the desired results. Data needs to be collected and reported on a continuous basis to show whether the project activities are driving towards meeting the set objectives. OPHCD M & E unit at organization level and M & E officer at program/project level required to:

- Develop standard monitoring checklist using a unified template to enable the organization, program/project managers to collect the relevant data for measuring the progress towards indicators and set targets of the program/project.
- Maintain updating data base through monitoring's data entry for easy access and on time analysis, reporting, feedback and follow up.
- Conduct monthly/quarterly base (according to the program/project requirement) objective oriented monitoring missions for data collection, analysis, reporting and taking on time remedial actions.
- Prepare mission report within 1-10 days (depend on the nature and objective of the mission) following the completion of the mission report and share it with the organization/program/project management team, program/project staff for developing and taking remedial actions, donor (if required) and relevant stakeholders for their information and comments, if any. M & E officers of all projects are required to use a unified Monitoring report template developed by the M&E reporting unit of the organization.
- Follow up implementation of the agreed remedial action plan for continues performance improvement. M & E officers of all projects are required to use a unified Monitoring report template developed by the M&E reporting unit of the organization.
- Present the change made following the monitoring mission within the organization/program/project staff as well as with the external of and stakeholders.

Program Evaluation an aspect of M&E framework

The M & E is consisting of two aspects of Monitoring and Evaluation. Evaluation of projects is done at specific times period most often at the starts of the project as bae line, mid- term and at the end of the project. OPHCD objective of the evaluation is to identify whether the project has met he desired objectives, to produce lessons learns and success for further improvement and sharing with other stakeholders.

Supportive Supervision and Data Auditing

To have reliable quality data for evidence-based decision making and planning, there is need that every M&E system to have a plan for supervision and data auditing. Data auditing implies that the data is subjected to verification to ensure its reliability and validity. This is crucial because all project decisions are based on the data collected. While supportive supervision is important since it ensures the M&E process is run efficiently. Therefore, OPHCD M & E unit provide supportive supervision and data auditing opportunity and strictly follow it thorough M&E process in such a way that offering suggestions for further improvement.

National and Sub-national databases

For proper data management and use, there is need for M&E systems to make data available for decision-based planning and decision making. OPHCD M&E system submitting relevant, reliable and valid data to national and sub-national databases. OPHCD M & E staff is required to collect and enter the data in the relevant data bases for further reporting and utilization.

Data Analysis, Reporting, Dissemination and Use

The data collected during Monitoring and Evaluation during the project implementation phase needs to be converted to the information to inform future activities. For this purpose OPHCD M&E staff is required to analysis the collected data and prepare monitoring/evaluation report either for reinforcing the current implementation strategy or to partially or completely change it. Additionally, the results and findings of both monitoring and evaluation need to be shared out to relevant stakeholders through a standard reporting procedure for accountability purposes. OPHCD M&E unit must therefore ensure that there is an information dissemination plan either in the annual M&E work plan.

Monitoring Process

Annual basis M&E planning, issue selection and checklist preparation

In the beginning of the year and at the time of commencement of any new project, M&E plan is developed and issues of monitoring (Indicators and Targets) for the year and projects are selected through a workshop with the participation of all Program/Project management and M&E unit staff (M&E Reporting Manager and Program/Projects' M&E officers). The number of issues to be selected for each project will depend on the complexity of the project and resources for monitoring available. As soon as project wise plan developed and issues are selected, checklist for each program/project to be prepared either to be revised, if need

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revision, or newly prepared according to the monthly, quarterly, annual and project based indicators and targets in the same workshop.

Quarterly basis monitoring planning and issue distribution

Following development of annual M&E plan and identifying of the issues (indicators & Targets) are for the year/project, these are distributed among four quarters to predefine that which issue will be monitored in which quarter. In addition, the milestones for conducting monitoring missions, processing monitoring data, preparing and presenting the findings for the relevant stakeholders for developing remedial action plan and taking corrective actions are identified.

Selection of methodology and orientation to the monitoring staff

Following the finalization of the annual and quarterly M&E plan and developing required checklist and data collection tools, It is required that a list to be prepared demonstrating that which methodology and data collection technique will be used for which issues. The M&E unit will then orient the M&E staff on the organization's M&E requirements and resources such as; final annual monitoring plan, Monitoring issues (Objectives, Monitoring Indicators and targets), Monitoring methodology and Data collection techniques for each individual program/project as well as data management, analysis and report preparation and dissemination.

Monitoring missions, Data Collection, Reporting, dissemination and follow up.

After finalizing and sharing all required resources, tools and procedures including annual and quarterly M&E plan with the M&E officers and project management team, OPHCD program/project manager are required for its implementation and the M&E unit/Manger is responsible for regular follow up of the monitoring missions. The M&E officers are responsible for quality data collection using the pre-developed checklist and other data collection tools, analysis and on time report preparation, within 1-6 working days (depend on the nature and objective of the monitoring) following completion of the mission and share it with the M&E Reporting Manager with analyzed data and results. The M&E Manager will follow up the reports with Project Manager to understand the gaps and push the team for better results and ask the PM for developing and taking remedial actions. Following the development of the remedial action plan the M&E Reporting Manager share the report along with the remedial action plan with the organization/program/project management team for the follow-up and with the donor (if required) and relevant stakeholders for their information.

Opinion sharing meeting on the monitoring results at the quarterly meeting

The Project/field based monitoring staffs share the results/report of monitoring with the M&E Reporting manager and Project Management teams (team in-charge and project manager) in their work locations following completion of their monitoring missions. Organization's M&E Reporting unit compile Project wise main findings, shortcomings, recommended and applied solutions, lessons learns and ways forward for further improvement of the project implementation and strengthening of the overall M&E system at the organization level. Additionally, the M&E Reporting unit sharing update integrated quarterly M&E plan developed based on the organization's annual M&E plan for the upcoming quarter with the

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Organization's/Programs'/Projects' management. In a year, four quarterly meetings held in which, the senior management of the relevant projects from the main and project offices remains present. Open discussion is held during presentation of the results on each issue.

Data collection technique

There are many different data collection methods for the purpose of Monitoring and Evaluation. However the method to use could be selected according to the:

- Type of data/information that is needed?
- Who is collecting it? and
- When and how it will be used?

No one of the data collection method is ideal for every situation while using multiple methods to assess the same expected result/outcomes (e.g., using document review, exit interview, observation to assess program management) provides a richer and more detailed picture. Using multiple methods also illuminates inconsistencies and reduces the chance of bias caused by a particular method. Considering the fact that using multiple methods requires more resources, however, to the possible extent, OPHCD M&E system, recommending following multiple methods whenever possible.

- Field visit
- Documents Reviews
- Direct Observation
- Spot check
- Interviews and Focus groups discussions
- Surveys
- Training Assessment and post training follow up.
- Exit Interview and Beneficiaries feedback mechanism

Field visit

Characterized by a planned itinerary, usually of a predetermined length during which a particular project environment, past or present project is observed and studied. Each field visit should have, definite start and end time, proper transportation and accommodation arrangement, required project information, handouts, checklist and etc… and a proper data collection, analysing, reporting and utilizing plan. After each field visit, Project management team should meet to discuss the findings and way forwards.

Documents Review

Review of the existing documents is a common method for data collection during for monitoring purpose. The documents to be reviewed could be as following but not limited to:

- Project proposals, Work Plan , contract and other planning documents.
- Project progress reports , M & E and assessment reports. and field directors reports
- Relevant donor policy documents and strategy papers

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- Previous reviews and evaluations reports
- Surveys and special studies conducted
- Relevant correspondence, minutes of meeting

Direct Observations

Direct observation is observing/watching people engaged in performing activities and with no interruption from your side and recording only what occurs.

Spot Checks

Spot check is a quick examination or cross checking of few numbers of what the project staff or the project beneficiary are engaged in and what has reporting or reported.

Interviews and Focus Groups discussions

Data collection through verbal autopsy and oral conversations are mainly the interviews that we are conducting during our monitoring mission or evaluation of a project while the focus group discussions are most often used to gather detailed, qualitative descriptions of how a program/project operate in a specific geographical location and how the stakeholders perceive it. Interviews are conducted one to one, while focus group discussions are conducted in a small group of people having idea about the subject of the discussion and are somehow aware about the relevant program/project OR FGDs are moderated discussions on a particular topic or issue. Both are usually conducted with targeted samples of stakeholders, such as staff, administrators and community member and etc... Interviews could be recorded though a sound recorder or in a writing form filling pre-developed structured questioner while the FGDs could be moderated through a semi structure non directive questioner and mostly recorded with a sound recorder as well as taking notes with the consideration of the " No guiding" principles.

Survey

Surveys is a common method for evaluating any program/project through conducting periodic review of the performance of a plan, project or program and mostly conducted for measuring the objectives and outcomes of the program/project. Data collected during the survey are often include demographic information, satisfaction levels, and opinions of the service providers, beneficiaries and the overall community. Surveys are collecting data through a structured or semi-structured questionnaires usually administered on paper with recoding written or recorded responses to clearly defined questions.

Training Assessment and post training follow up

To measure the effectiveness of training/learning activities provided to the project staff or the project beneficiaries can be monitored by regularly assessing the skills and knowledge of trainees/beneficiaries. The most common methods for measuring effectiveness could be as following but not limited to;

- Observation of normal practices using a checklist
- Conducting question and answer session with the beneficiaries
- Demonstration
- Written and oral test
- Role play

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Exit Interview and Beneficiaries feedback mechanism

As described in section 8.5 of this framework, Interviews are verbal autopsy and oral conversations mainly we are conducting during our monitoring mission while the "Exit interviews" is a specific form of interviews that we are conducting with the clients getting the services and benefited the program/project before the interview. Beneficiary feedback mechanism or Beneficiary satisfaction survey is a cross sectional study mostly conducted through exit interviews with the program/project beneficiaries through a standard and structured questioner covering all or few aspects of the services provided by the program/project. The questioner could be formulated in such a way to collect the required demographic and socio-economic information need for measuring the objectives and outcome of the program/project.

Data Analysis Techniques

Data analysis refers to the way the data is interpreted and converted to the information, and how the meaning of the results is assessed and utilized. OPHCD using both, quantitative and qualitative data analysis techniques depend on the nature of the data collected.

Quantitative Analysis

Quantitative methods are used to analyze the collected data in a numerical form.

- **Numerical or statistical analysis** will be necessary where numerical data are collected. Where the amount of data is small, simple calculation of **Totals** may be all that is needed while for large amount of data; for example, from surveys or from a large number of records, it may be necessary to calculate averages, proportions, frequencies, rates of change, statistical difference, variance, and so on which mostly applied in the evaluations.

Qualitative Analysis

Qualitative research methods such as Focus Group Discussions, exit interviews for Beneficiary feedback Mechanism are designed to carry out in-depth analysis in a relatively small population, and data is collected in a more open-ended way. They are particularly useful in assessing, monitoring and evaluating work, which involves social political change. Meetings are an important means of analyzing the findings from quantitative analysis, and of analyzing qualitative information. These could include team meetings, supervisory meetings, or staff reviews, or meeting between partner organizations and donor.

Techniques of Analysis Include but not limited to:

- Statistical analysis of numerical data
- Graphs of quantifiable data, for example to show distribution of different characteristics or trends over time
- Description of the important points raised in the interviews and interpretation (for qualitative results)
- Selection of examples of what people actually said in interviews, word- for-word, which illustrate important pointes, This can be the best way of conveying local views to people regarding the report
- Discussion of finding with different people concerned. (For the analysis of qualitative finding it is particularly important to see how different people could interpret the results in different ways).

Data Presentation

Following data analysis, it is necessary to made it ready for further presenting and utilization for evidence-based planning and decision making. Tables, charts, graphs, diagrams, maps are the main tools used for data presentation.

Charts or Graphs

Charts or Graph is a type of information graphic or graphic organizer that represents tabular numeric data or functions. Charts are often used to make it easier to understand large quantities of data and the relationship between different parts of the data. Charts can usually be read more quickly than the raw data that they come from. They are used in a wide variety of fields, and can be created by hand (often on graph paper) or by computer using a charting application. Certain types of charts are more useful for presenting a given data set than others. For example, data that presents percentages in different groups (such as "satisfied, not satisfied, unsure") are often displayed in a pie chart, but are more easily understood when presented in a horizontal bar chart. On the other hand, data that represents numbers that change over a period of time and need to follow the trend such as "annual revenue of OPHCD from 2015-2018" might be best shown as a line chart.

Diagram and maps

Diagram and Maps are data presenting tools which could be used to analyze qualitative changes at the community level.

Graphs and diagrams

Can be used to show how the numerical results are relevant to the work, and to show up any patterns, which emerge. They can also be used to analyze numerical data as it is collected, for example by drawing bar charts of monthly clinic attendance.

Bar Chart and its usage

Bar chart consist of an axis and a series of labeled horizontal or vertical bars that show different values for each bar. The numbers along a side of the bar graph are called the scale. Bar chart uses bars to show comparisons between categories of data. These bars can be displayed horizontally or vertically. As stated bar graph always have two axis. One axis generally have numerical values, and the other describing the types of categories being compared. When we have comparative data that and would like to represent through a chart then a bar chart would be the best option. This type of chart is one of the more familiar options as it is easy to interpret. These charts are useful for displaying data that is classified into nominal or ordinal categories. A good example of a bar chart can be seen below.

Example
The below bar chart shows comparative result of the pre and post-test of 14 students in a training class.

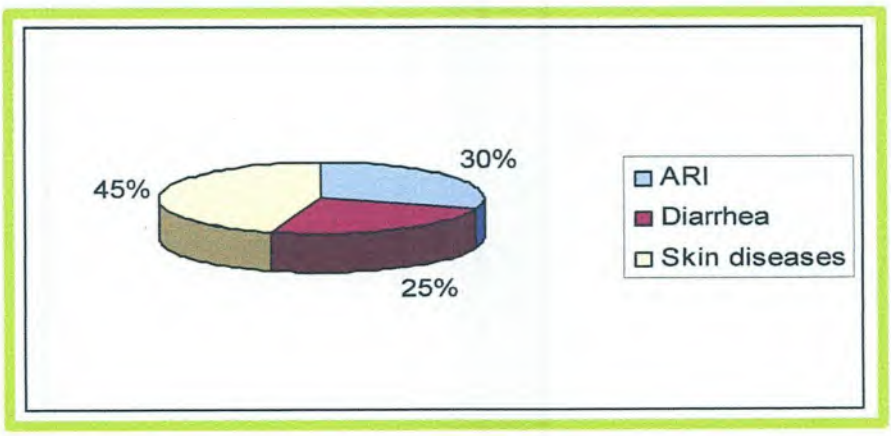


Pie Charts

A pie chart is a circle graph divided into pieces, each piece displaying the size of some related piece of information. Pie charts are used to display the sizes of parts that make up some whole. Pie charts are generally used to show percentage or proportional data and usually the percentage represented by each category is provided next to the corresponding slice of pie. Pie charts are good for displaying data for around 6 categories or fewer.

Example 1:

The pie chart below shows the percentages of three diseases ARI, Diarrhea and Skin diseases are 30, 25 and 45 in a province in Afghanistan.

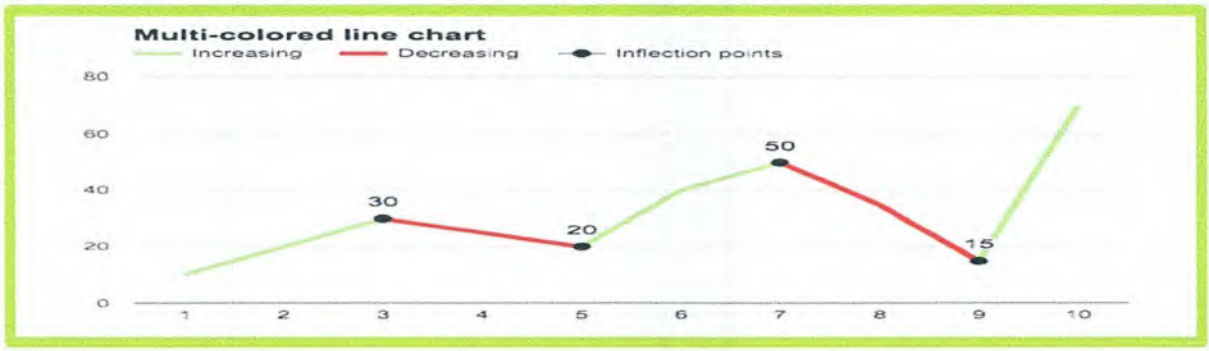


Line Graphs

A line graph is a way to summarize how two pieces of information are related and how they vary depending on one another. The numbers along a side of the line graph are called the scale. Line graphs can also be used

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to compare changes over the same period of time for more than one group. Pie charts are best to use when you are trying to compare parts of a whole but they do not show changes over time while line charts is used to show the trend and change over time.



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Annexes

Annex I: M& E plan template**

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Annual Integrated Monitoring Plan

No	Project	Province	Responsible	Priority	Months of the Year																						Total Monitoring Missions Vs Planned		Remarks
					Q 1						Q2						Q 3						Q 4							
					Jan		Feb		March		April		May		June		July		August		Sep		Oct		Nov		Dec			
					Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	
1	XXXX		M & E officer	Routine																							0	0	
2			XXXX	High																							0	0	
3			XXXX	Medium																							0	0	
4			XXXX																								0	0	
5			PM																								0	0	
6			PM																								0	0	
7			M & E officer																								0	0	
8			M & E officer																								0	0	
9			M & E officer																								0	0	
Total					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Note: Use (1) for planned and (0) for not planned AND also use (1) for performed/achieved and (0) for nor performed/not achieved

** M & E plan template in excel spread sheet is separately attached

Annex II: Logical Framework Approach and Log Frame Matrix

Logical Framework Approach (LFA) is an analytical, presentational and management tool which can help planners and managers:

- ⇨ analyses the existing situation during project preparation;
- ⇨ establish a logical hierarchy of means by which objectives will be reached;
- ⇨ identify the potential risks to achieving the objectives, and to sustainable outcomes;
- ⇨ establish how outputs and outcomes might best be monitored and evaluated;
- ⇨ present a summary of the project in a standard format; and
- ⇨ monitor and review projects during implementation.

A distinction is usefully made between what is known as the Logical Framework Approach (LFA) and the Logical Framework Matrix. The **approach** involves problem analysis, stakeholder analysis, developing a hierarchy of objectives and selecting a preferred implementation strategy. The product of this analytical approach is the **matrix** (the Log frame), which summarizes what the project intends to do and how, what the key assumptions are, and how outputs and outcomes will be monitored and evaluated.

When should LFA be Used?

LFA can be used throughout the activity management cycle in:

- ⇨ **Identifying** and assessing activities that fit within the scope of country programs;
- ⇨ **Preparing** the project design in a systematic and logical way;
- ⇨ **Appraising** project designs;
- ⇨ **Implementing** approved projects; and
- ⇨ **Monitoring**, reviewing and evaluating project progress and performance.

LFA is best started early in the Activity Cycle but the same analytical tools can be used help review and restructure ongoing projects which have not previously been designed using LFA principles. As LFA is an "aid to thinking", it has widespread and flexible application.

Intervention logic	**Objectively Verifiable Indicators**	**Means of Verification**	**Assumptions**
Overall objective			
Project Purpose			
Outputs			
Activities			

OPCD Organization for Promotion of Peace & Community Development

Annex III: M & E/ Performance Framework**

Overall Objective (Goal)	Objectives	Measuring Intermediate Result (Outcome)			Measuring Immediate Result (Output)			Measuring Process (Activities)			Direct Beneficiaries				
		Outcome	Outcome Indicator	Means of verification	Output	Output indicator	Means of verification	Activity	Activity Indicator / Description	Means of verification	Male	Female			

** M&E/Performance framework template in Excel spreadsheet separately attached

Change control history

Version No:	Approval date:	Approved by:	Change:
001	Jan,2021	Board of Trustee General Director	

Signature..... Date....02/2025....

Approved by:

After the review of the policy, on behalf of the OPHCD Board of Trustees, the said manual is hereby approved and ready to be implemented henceforth

Reviewed and Approved By: Board of Trusty