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**EGOAIZIA**

# 4YBIN

## Monitoring and Evaluation Manual

Jan 1, 2023

MEKELLE, ETHIOPIA





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## 1. INTRODUCTION

### 1.1. ABOUT THE ORGANIZATION

4YBIN is registered and licensed by the Tigray Region bureau of Justice, as local Charities in accordance with the proclamation N 113/2011 (accreditation issued on 29th December 2022, Certificate N. 05/2015). 4YBIN works in Tigray Region –Ethiopia from December 2022 and opened coordination office in different zones from the main city Mekelle, to Major to Major towns in the Region like Adwa, wukro, Adigrat , Axum and shire in the Tigray Region in order to implement different interventions. 4YBIN foundation is also set up in the Netherlands to provide technical and financial support to our local NGO and focused on recovery /Rehabilitation and development interventions.

Mission: The mission of 4YBIN is promoting entrepreneurship and enterprising culture to help youth, especially vulnerable youth, change their life and thereby accelerate and integrate sustainable development in economically poor communities.

Vision: Vision of 4YBIN is becoming the leading Ethiopian civil society organization in providing excellent entrepreneurship and business incubation support to youth within 10 years.

Goals: Goal of 4YBIN is to provide youth comprehensive support packages to start their own businesses including business idea generation, business plan development, entrepreneurship and technical training, technology selection, financing startups and creating market linkages.

#### 1. M and E Plan objectives, Structure, functions and Capacity

4YBIN as an organization has been implementing many humanitarian and development programmes, it has in place an organization structure, strategic plan and human resources responsible for the overall management of programmes/projects in general and M & E personnel in particular. Although having such systems and human resource capacity is very much commendable, it's equally important to have a clear M & E plan in place to make that development results are well captured and measured on its outcomes and impacts as well as on understanding how it contributes to national, regional and the vision and the mission of the organization. Cognizant of this fact, it was found very imperative to formulate one standard this M & E manual and guideline to frame and structured the monitoring, evaluation and reporting works of 4YBIN. M& E is a management tool for those who manage anything from a small project/program component to the entire project. The purpose of using M&E plan is to improve the project/program implementation in order to both achieve and enhance the impacts of the project. More broadly, the purposes/objectives of this M& E plan guideline/manual are:

- o **More effective results-based management (RBM)**; M&E, in addition to planning and implementation, constitute a primary pillar of RBM. M&E thus play a critical role in steering the works of REST programmes and projects towards the achievement of development results;





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o **Improved institutional learning through the identification of lessons and systematic follow-up;** M&E help to ensure that lessons learned in implementation and delivery inform planning processes and strengthen the developmental contribution of 4YBIN to the overall development of the country in general and to the region of Tigray in particular.

o **Strengthened accountability to its constituencies and other development partners within the boarder environment.** M&E promote transparency and participation throughout the RBM process and serve to display the results of the work of 4YBIN to all stakeholders

### Functions of this M& E Manual

A good M&E system/plan will help in the following:

- Clarify what impact the project/program is expected to have
  - Decide how progress and impact will be assessed
  - Gather and analyze the necessary information for tracking progress and impact
  - Explain the reasons for success and failure, and
  - Agree on how to use this information to improve future actions
- Effective M&E plan can:
- o Provide managers with information needed for day-to-day decisions
  - Provide key stakeholders with information to guide the project strategy
  - Provide early warnings of problems
  - Help empower primary stakeholders, especially beneficiaries, and involve them more
  - o Build understanding and capacity amongst those involved, and
  - Assess progress and so build accountability

In summary a good M&E system/plan is a tool for managing for impact. However, it is not a tool that replaces the other specific management functions of planning, leading, organizing and controlling. Evaluators of projects frequently have five standard questions that need to be answered. The M&E system thus should be designed to provide answers to those questions.

- **Relevance:** Did the project address priority problems faced by the target areas and communities? Was the project consistent with policies of both donors and recipient governments (or agencies)?
- **Effectiveness:** Have activities, outputs and outcomes been achieved?
- **Efficiency:** Were inputs (i.e., staff, time, money, equipment) used in the best possible way to achieve outputs? Could implementation have been improved? Was there a better way of doing things?
- **Impact:** What has been the contribution of the project to the higher-level development goals? Did the project have any negative, or unforeseen, consequences?
- **Sustainability:** Have the necessary systems been put in place to ensure the project itself, and more particularly the project benefits, continue once the project and its (foreign) funding has ended?

### Organizational Structure of 4YBIN

A Board of Directors at the Head Quarter in Mekelle –Tigray governs 4YBIN. It has representatives in major towns in Tigray where 4YBIN operates. The General Manager (GM)



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represents the Organization in Tigray Ethiopia. The GM is directly responsible for all the work in intervention areas. Besides creating the link between the office in Mekelle – Tigray, he/she co-ordinates the various projects from the office in project areas. In implementing his role, the HM is supported by a Deputy Manager. The board appoints the GM and the DGM through submitting letters of Power of Attorney to the designated persons and to the concerned governmental bodies.

## **2. 4YBIN Monitoring and Evaluation Plan**

### **Definition and Steps Definition of M & E plan**

A monitoring and evaluation (M&E) plan is a document that helps to guide monitoring and evaluation efforts and track and assess the results of the interventions throughout the life of a program/project. It is a living document that should be referred to and updated on a regular basis. While the specifics of each program's/projects M&E plan will look different, they should all follow the same basic structure and include the same key elements. The Monitoring and Evaluation plan (M&E plan) is a document used by the project team to help plan and manage all Monitoring and Evaluation activities throughout a particular project cycle. It also should be shared and utilized between all stakeholders and sent to donors. It keeps track of what you should monitor and evaluate, when you should monitor and evaluate, who should monitor and evaluate, and why you should monitor and evaluate.

An M&E plan will include some documents that may have been created during the program/project planning process, and some that will need to be created new. For example, elements such as the logic model/logical framework, theory of change, and monitoring indicators may have already been developed with input from key stakeholders and/or the program donor. The M&E plan takes those documents and develops a further plan for their implementation. It is important to develop an M&E plan before beginning any monitoring activities so that there is a clear plan for what questions about the program/project need to be answered. It will help program staff to decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both to the donor and internally among staff members for program/project improvement. Remember, M&E data alone is not useful until someone puts it to use! An M&E plan will help make sure data is being used efficiently to make programs as effective as possible and to be able to report on results at the end of the program.

Think about the M&E Plan as a work plan specific to Monitoring and Evaluation activities. Generally, the M&E Plan includes:

- Goals and objectives of overall plan M&E questions and methodologies
- Implementation plan
- Matrix of M&E indicators and expected results
- Proposed timetable of all M&E activities
- M&E instruments for gathering data

The M&E plan should have a rigid flexibility; rigid enough that it is well thought out and planned but also flexible to account for changes that can improve or identify better monitoring



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and evaluation practices. This is especially important in the ever-changing and fast-moving conflict environment.

### **Who should develop a Monitoring and Evaluation Plan?**

An M&E plan should be developed by the research team or staff with research experience and/or knowledge of planning, monitoring and evaluation, with inputs from the program and finance staff who are involved in the design and implementation of program/project.

### **Who is this manual for?**

This manual is designed primarily for 4YBIN program/project managers or M and E personnel. This guide can help managers to support the need for program/project and ensure that project staff have adequate resources to conduct the research that is needed to be certain that the program is evidence based and that results can be tracked over time and measured at the end of the program. The M&E plan is intended to be a reference to the organization. Therefore, the M&E plan should be designed by those who are involved in the program, including strategic partners. This participatory approach facilitates project team work and learning, which can increase effectiveness of the M&E and organizational capacity.

Monitoring and evaluation plan is important for identifying:

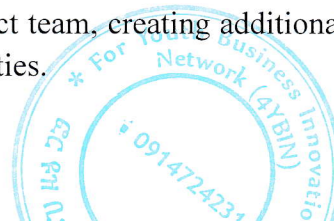
- Challenges during the project implementation
- Impacts and results of the activities
- What works and what does not work
- Lessons learned and how to improve the project and the future programming

### **What are M and E Plans used for?**

The M&E plan allows all staff involved with the project to have a reference sheet of all the monitoring and evaluation activities during the progress of the project and highlights data. It helps to identify “who is supposed to do what to collect which data and when it is collected” and how that data has changed over the course of a certain period. The M&E manager and or coordinator and project team can use the M&E plan to contribute to evaluation design and monitoring implementation.

### **Why should we write an M and E Plan?**

In short, the M&E Plan is used for the purposes of management and good practice. It is a critical tool for planning, managing and documenting data collection. The M&E Plan keeps track of the progress we are making, monitors the indicators being used as well as their results. In this way it contributes to the effectiveness of the monitoring and evaluation system by assuring that data will be collected and on schedule. Additionally, it works to build ownership and of the M&E system by the project team, creating additional responsibility and accountability for the success of the M&E activities.





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### **When should the M and E Plan be used?**

The M&E Plan should be used as a reference throughout the length/life span of the program/project cycle, tracking all programs/projects and updated to include all monitoring and evaluation data and results. It should be constantly updated to include up-to-date information of monitoring and evaluation progress. This includes indicator results after each activity or intervention, data collection methods and sources, and who will be collecting data. If they occur, it should also be used and to track changes and updates to monitoring and evaluation activities.

### **Steps to Develop M&E plan**

Developing an M & E plan requires going through a number of steps. Different donors have different approaches and considerations in the formulation of M& E plan. Below is a generic step that can be adaptable to many context and different donor needs and requirement.

#### **Step 1: Identify Program Goals and Objectives.**

The first step to creating an M&E plan is to identify the program goals and objectives. If the program/Project already has a logic model or theory of change, then the program goals are most likely already defined. However, if not, the M&E plan is a great place to start defining and re-defining the programme/projects Goal and objectives. Identify the program goals and objectives. Defining program/project goals starts with answering three questions:

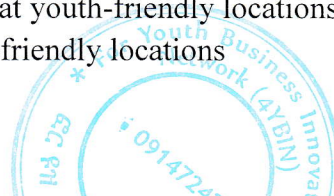
- What problem is the program/project trying to solve?
- What steps are being taken to solve that problem?
- How will program/project staff know when the program has been successful in solving the problem?

Answering these questions will help identify what the program/project is expected to do, and how staff will know whether or not it worked. It is also necessary to develop intermediate outputs and objectives for the program to help track successful steps on the way to the overall program goal.

#### **Step 2: Define Indicators**

Once the program's/projects goals and objectives are defined, it is time to define indicators for tracking progress towards achieving those goals. Program/project indicators should be a mix of those that measure process, or what is being done in the program, and those that measure outcomes. Process indicators track the progress of the program. They help to answer the question, "Are activities being implemented as planned?" Some examples of process indicators are:

- Number of trainings held with health providers
- Number of outreach activities conducted at youth-friendly locations
- Number of condoms distributed at youth-friendly locations





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- Percent of youth reached with condom use messages through the media Outcome indicators track how successful program activities have been at achieving program objectives.

They help to answer the question, “Have program activities made a difference?” Some examples of outcome indicators are:

- Percent of youth using condoms during first intercourse
- Number and percent of trained health providers offering family planning services to youth
- Number and percent of new STI infections among youth.

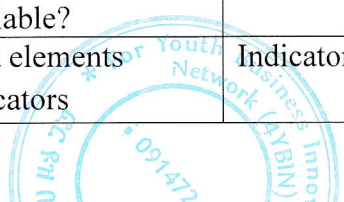
These are just a few examples of indicators that can be created to track a program’s success.

**Step 3: Define Data Collection Methods and Tools**

After creating monitoring and Evaluation indicators, it is time to decide on methods for gathering data and how often various data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors. These methods will have important implications for what data collection methods will be used and how the results will be reported. The source of monitoring and evaluation data depends largely on what each indicator is trying to measure. The program/project will likely need multiple data sources to answer all of the programming questions. Once it is determined how data will be collected, it is also necessary to decide how often it will be collected. This will be affected by donor requirements, available resources, and the timeline of the intervention. Some data will be continuously gathered by the program/project (such as the number of trainings), but these will be recorded every six months or once a year, depending on the M&E plan. For further reference see the M& E framework/matrix section of this manual.

**Data Follow Chart**

Source	Collection	Collection and storage	Analysis	Reporting	use
What are we collecting	Who collects the data? From where and how often?	How are data aggregated? Where are the data stored?	List any possible opportunities to transform the data into more meaningful information and thus for further review Are there other pieces of information available?	To whom this information will be reported	How can this information be used to make decisions? List specific opportunities for use. Link to data use template.
Data elements	Data elements	Data elements Indicators	Data elements Indicators	Indicators	Indicators





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#### **Step 4: Identify M&E Roles and Responsibilities**

The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of M&E staff, research staff, and program staff. Everyone will need to work together to get data collected accurately and in a timely fashion. Data management roles should be decided with input from all team members so that everyone is on the same page and knows which indicators they are assigned. Such arrangements will avoid role confusion and surprises in the time of reporting. An easy way to put this into the M&E plan is to expand the indicators table with additional columns for who is responsible for each indicator. See the M& E framework/matrix section of this manual.

#### **Step 5: M&E Work Plan Matrix**

The M&E Matrix summarizes a Monitoring and Evaluation Plan by including a list of methods to be used in collecting the data. The matrix provides a visual format for presenting the indicators-and their corresponding activities-for each project objective. Again, there is no specific template. As a result, the M&E Matrices tend to include a wide range of information. What information is or is not included is determined by either (1) what is deemed most important to the team that is utilizing the M&E plan or (2) donor suggestions/requirements. The most common information included is:

- Indicator and definition
- Who is responsible for data collection?
- How is data collected? o Where is data collected?
- When is data collected?
- Targets
- Disaggregation
- Data collection activities
- Data quality audits /data quality assurance activities
- Activities related to reporting and information sharing
- Activities related to training staff in data collection, management, analysis and use
- Learning review activities, to be conducted at the end of the project, funding period, or year.

#### **Step 6: M&E**

**Timetable** The M&E Timetable is fairly straightforward. It provides an answer to the question. When are each of the monitoring and evaluation activities being implemented?

#### **Step 7: Create an Analysis Plan and Reporting Templates**

Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program. The M&E plan should include a section with details about what data will be analyzed and how the results will be





presented. Do research staff need to perform any statistical tests to get the needed answers? If so, what tests are they and what data will be used in them? What software program will be used to analyze data and make reporting tables? Excel? SPSS? These are important considerations. Another good thing to include in the plan is a blank table for indicator reporting. These tables should outline the indicators, data, and time period of reporting. They can also include things like the indicator target, and how far the program has progressed towards that target.

### **Step 8: M&E Information Map**

The M&E Information map is utilized as a visual tool for knowledge management. M&E information maps can take on many different shapes, but all should include:

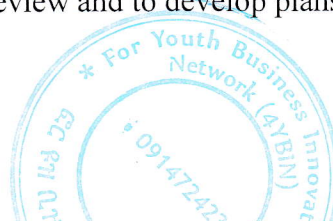
- Proposal documents (Budget, LogFrame)
- Project documents (Work Plan, M&E Plan, Baseline)
- M&E data collection sources (Reports, Surveys, Meetings)
- M&E reports (Annual Report, Mid-term Evaluation, Final Evaluation)
- M&E stakeholders (SFCG Staff, Beneficiaries, Donors)

The purpose of an M&E information map is to ensure that the proper documents and information is disseminated and correctly used throughout the project cycle. In short, it's a visual representation of the gathering, processing, and feedback of data within the project. This step is extremely important in making sure that monitoring and evaluation activities inform future decision making and feedback to the project.

### **Step 9: Plan for Dissemination and Donor Reporting**

The last element of the M&E plan describes how and to whom data will be disseminated. Data for data's sake should not be the ultimate goal of M&E efforts. Data should always be collected for particular purposes. Consider the following:

- How will M&E data be used to inform staff and stakeholders about the success and progress of the program? How will it be used to help staff make modifications and course corrections, as necessary? How will the data be used to move the field forward and make program practices more effective?
- The M&E plan should include plans for internal dissemination among the program team, as well as wider dissemination among stakeholders and donors. For example, a program team may want to review data on a monthly basis to make programmatic decisions and develop future workplans, while meetings with the donor to review data and program progress might occur quarterly or annually.
- Dissemination of printed or digital materials might occur at more frequent intervals. These options should be discussed with stakeholders and your team to determine reasonable expectations for data review and to develop plans for dissemination early in the program.





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- If these plans are in place from the beginning and become routine for the project, meetings and other kinds of periodic review have a much better chance of being productive ones that everyone looks forward to.

### **3. Describe the program/ project result framework**

M & E are regarded as integral and indispensable elements of project implementation. For this reason, project proposals should include a section outlining your M & E plan. It is important to remember that establishing an M & E system and applying methods of data gathering and analysis can be time-consuming and costly. M & E should therefore also feature as budget items in the proposal you submit to the donor agency. So, M & E planning and design should be an integral part of project design, because it is very difficult to go back and set up M & E systems once you have already started to implement the project. The first information gathering should take place when you establish baseline data and needs assessments. These are so important, in fact, that they have the potential to convince donor agencies to fund your project in the first place. To incorporate M & E in your project design, you should:

- Establish baseline data describing the problems to be addressed;
- Make sure that project objectives are clear, measurable and realistic;
- Define specific project targets in accordance with the objectives;
- Define indicators to be used for M & E project performance and impact;
- Define the types and sources of data needed and the methods of data collection and analysis required based on indicators;
- Clarify the roles and responsibilities for M & E of personnel within your organization; and
- Allocate an adequate budget for M & E.

Annual work plans should also be an integral part of your project proposal. The work plans should describe in detail the delivery of inputs the activities to be conducted and the expected results. The annual work plans should clearly indicate time schedules and staff members responsible for conducting specific activities.

### **4. Define Indicators**

Indicators should already be established during the project design phase, as part of the project proposal. An indicator should provide a clearly defined unit of measurement. Indicators should be relevant and independent. They should demonstrate whether or not the objectives of the project have been achieved. Indicators enable project managers to track project progress, to demonstrate results and, if necessary, to take corrective action to improve project management. As an “early warning system”, they can help to identify problems and allow for corrective actions to be taken. They also indicate whether an in-depth evaluation of certain aspects of the project is needed. Indicators are developed to tell the project whether or not what has been planned is actually happening or has



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happened. They are systematic measures, direct or indirect, that provide evidence to verify progress toward reaching targets or standards. While working on these indicators, following were our three guiding questions:

- How as a project would we know whether we are heading for success or failure?
- How as a project would we measure improvement?
- How as a project would we notice when a change has occurred?

Further, Indicators were developed to:

- Specify how results of this project would be measured?
- Provide the parameters for monitoring and evaluation
- Determine and verify the intended (or unintended) results of this project
- Determine the extent to which direct or indirect target groups have been served

Indicators would be reported quarterly or wherever specified annually.

The information would come through the routine reporting system; the management information system (MIS) of the project. While working on the project monitoring and evaluation system, we have attempted to focus on a few critical indicators. Data would be collected to show trends, and support programming process. While working on these indicators and data collection tools and methods we have considered that we need to be good stewards, hence measure only what matters. Following definitions were considered while defining the indicators and working on the tools and the measurement process.

Indicators should be directly linked to the level of assessment: Input indicators: can be obtained from management and accounting records. They can be verified through internal record-keeping. Output indicators: show the immediate output of the project. They can also be verified through internal record-keeping.

**Outcome indicators:** might be obtained by surveying beneficiaries' perceptions regarding project services. They depend on a number of factors. Some might be controlled by the project, others cannot be thus controlled. Outcome indicators require data collection among the beneficiaries of the project. **Impact indicators:** relate to long-term developmental change. Measures of change might involve complex economic and social welfare statistics, and depend on data gathered from beneficiaries. Again, some aspects of the impact can be controlled by the project, while others cannot. Some impact indicators, such as mortality rates or improvement in household income, are hard to attribute to the project in a direct cause-effect relation. The higher (and sometimes more unrealistic) the objective, the more difficult it becomes to demonstrate cause-effect linkages. Project impact will always be a result of a variety of factors, including but probably not limited to the project itself. When we prepare a plan to implement a project/program, we can look at this as the theory of what we want to do. Once we start the implementation of the project in practice, there will be problems and issues arising. So, in practice most of the time it will be impossible to do exactly what we said we would do in theory. To be able to see in practice whether the project is achieving what it said it would achieve in theory, or how far it has deviated, it requires indicators. Indicators are realistic and measurable criteria of project progress. They should be defined before the project



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starts, and allow us to monitor or evaluate whether a project does what it said it would do. In project planning; indicators form the link between theory and practice. Indicators are either quantitative or qualitative.

**Quantitative Indicators**- can be expressed as a number. For example, the number of people attending training, the weight of fish caught in a fish pond, the average rice harvest per hectare.

**Qualitative Indicators**- on the other hand, indicate the quality of something, and they cannot normally be expressed as a number. For example, 'Women's participation in decision making in the Village Development Committee', or 'improved working relations among staff'.

**Proxy Indicators** - Since qualitative indicators are hard to measure directly; we often measure something else instead. For example, instead of measuring 'improved participation' directly, we look at the number of meetings organized, how many people attended, how many women were there, what decisions were made, and who made them. This kind of information then gives us an idea of the increase in participation in decision making. The indicators we measure instead of the qualitative information are then called 'proxy indicators' or 'indirect indicators'.

**External indicators** focus on general social, economic and environmental factors which are beyond the control of the project, but which might affect its outcome.

### How to develop indicators

To develop indicators, you can follow these steps:

Step 1	Identify the problem situation (baseline data, needs assessment) your project is addressing.
Step 2	Develop a vision on what the objectives of your project are. Based on these project objectives, you should work out which data could give you an indication of your having achieved what you were attempting to. For instance, if you are working in the health sector, possible questions could be: Has the infant mortality rate gone down? Do fewer women die during childbirth? Has the HIV-infection rate been reduced?
Step 3	Now you should identify ways in which to achieve your objectives. This exercise will lead you to the progress indicators. If you want success to be attained through community mobilization, then your process indicators might include the number of community health workers that have been trained
Step 4	The next step would be to define indicators for effectiveness. If you have a project that aims to increase the secondary school pass rate by training teachers, you have to find out if your project has achieved its objective. For example, you could circulate questionnaires among students in order to establish if they are satisfied with the quality of





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	their teachers. It would be best to compare this data with data gathered before project implementation (pre-test – post-test model).
Step 5	Last but not least, you should develop indicators that measure the efficiency of the project. Here you can set indicators such as whether the envisaged workshops ran within the planned timeframe, and whether the costs for these workshops were kept to a minimum and were within budget

### 5. M&E framework /matrix

The framework presented below provides a logical and comprehensive approach to development of the M&E system, but does assume a sound knowledge of the project LFM or Result Framework as the starting point. The Matrix combines three features

- The development of a set of indicators;
- The information needs of the indicators; and o
- The use of the information gathered.

Whilst many projects have a set of indicators built into the LFM, using this Matrix, it is easy to revise the indicators, and it can be done as an exercise involving many of the stakeholders at an early stage in the project implementation.

Hierarchy Level	Performance Question	Information Needs	Indicator	Baseline Information	Data Gathering Methods	Required Forms, Training	Analyzing, Reporting, etc.
Impact							
outcome							
Outputs							

**Column 1: Hierarchy Level.** This is the LFM Level in the Narrative Statement Column

**Column 2: Performance Question/Hypothesis** - Make an initial choice, assess its feasibility, and accept/reject

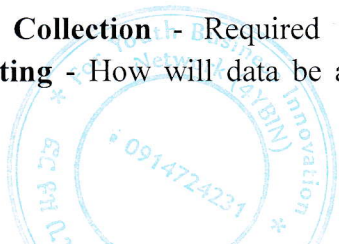
**Column 3: Information Needs** - Identify the information needs for which you will collect data

**Column 4: Indicator Name**

**Column 5: Baseline Information** - Do you intend making comparisons? Decide what baseline data is required, if it is already available needs collecting when, how, etc

**Column 6: Data Gathering Methods** - Decide what method will be used to collect data, who will do it, frequency, etc.

**Column 7: Practical support for Data Collection** - Required forms, staff training, responsibilities **Column 8: Analysis, reporting** - How will data be analyzed, how will be reported, to whom, what action will be taken.





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### 6. M&E Roles and Responsibilities

The overall M&E responsibilities are defined by the organizational structure of the 4YBIN and by the job descriptions of key staff members responsible to the works of monitoring and evaluation. The Organization and the key personnel defined in the organization for the different programmes and projects is responsible for guidance and oversight of the work of the 4YBIN in relation with M & E. 4YBIN directors, managers and M & E focal persons have a number of critical roles and responsibilities in relation to M&E:

- Since 4YBIN is accountable to its stakeholders, the leadership has the responsible to provides regular M&E reports to the development partners and signatory body
- By approving the strategic framework and programme budget, the leadership also approve the results framework, which forms the basis for programme M&E;
- By approving the programme budget, the leadership also approve the monitoring and evaluation plan of 4YBIN.

#### **More specifically,**

Monitoring responsibilities are described in job descriptions of relevant staff members and specific monitoring tasks are included in their performance appraisal.

- Sub-programme managers, i.e. the chiefs of divisions or the heads of other organizational units with the overall coordinating responsibility for the sub programmes of 4YBIN carry the primary responsibility for programme monitoring. They approve monitoring reports;
- Planning, monitoring and evaluation (PME) focal points provide coordinated division-level support in the process of PME. Each organizational unit responsible for delivering 4YBIN's programme of work.
- Section chiefs, heads of regional institutions, project officers and other staff members monitor the sub-programmes and projects in which they are involved or for which they are responsible;
- The Programme Management Division (PMD) plays a technical support and coordinating role and, together with the Department of Management, has a quality assurance function;
- The Department of Management provides quality assurance and support in monitoring the programme of work of 4YBIN
- High level leadership/managers monitors overall compliance with programme monitoring requirements.

### 7. Define Data Collection Methods & tools

Most projects/programs collect data!! However too much data is either of little value or is not used properly. The data needs to be synthesized and analyzed to provide it with meaning so that it becomes information. This then becomes knowledge when it is related to a concrete situation, i.e. a project. The M&E system must be designed to provide information and this is best done when those needs are understood. Part of that understanding relates to communication of the information – to whom does it go, in what form, at what time, etc. The



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information needs of the various stakeholders of any project, and the use to which they put the information, is related to the roles that they have.

Some of these uses are for the following:

- Creating awareness and understanding of physical progress
- Tracking receipt and disbursement of funds
- Improving and/or adjusting implementation
- For application to other (similar) situations
- Enabling training needs to be identified and programs undertaken, and
- For dissemination to communities

The level of detail and the priority of the need vary, but the primary users of the M&E system will be the “project/program management unit”, including both the implementation agency and the funding agency. It is also important to recognize what information is already available within the different programmes/projects and in the associated agencies and to make use of it as far as possible when developing the M&E system. It is not necessary to have a unique (or even perfect) system and have the project spending considerable time collecting primary data. Sometimes data from other sources can be used by small adjustments to the indicators, and opportunity may even present itself to negotiate with other agencies to add to their collection methods, for example some additional questions to household surveys.

### Data Collection Methods

Before any information can be managed, it must be collected. This is effectively the first stage of information management. The actual methods of collecting data must be determined once having decided upon indicators. This involves several decisions including the type of data that best relates to the indicator, the frequency of collection, collectors, how will it be collected. Data for monitoring (inputs and outputs) is basically collected as part of everyday activities, and the choices are limited. But for evaluation the choice is more complex. Finally, it comes down to either very structured (formal) or less structured (informal).

Structured (Formal) Data Collection	Less Structured (Informal) Data Collection
Used for collecting large amounts of quantitative information	Used to collect qualitative data to understand a situation, in small amounts
Collection takes much time and resources	Takes few staff and resources
Easily analyzed by computer	Staff need training
Needs knowledge of statistical methods	Not normally statistically analyzed
Little stakeholder involvement	Stakeholder involvement encouraged

In making the selection of data to be collected, a number of factors need to be considered:

- Frequency of collection
- Method of collection
- Ease/difficulty of collection
- Sampling size o Accuracy needed





- Reliability
- Validity
- Direct costs
- Number of collectors and the capabilities needed
- Purpose/use of data collected

There are three frequently used methods of data collection for evaluation, and they may be used singly or in combination:

- Review of existing materials such as project reports and government statistics;
- Direct observation (in the field); and,
- Interviews with concerned people such as community members and government officials

In (almost) every evaluation, a review of existing project materials should be the starting point; such materials might include:

- Original project proposal;
- Regular reports – monthly, annual, special, etc.;
- Budget and financial reports;
- Organization chart; o Reports of meetings; and,
- Previous M&E reports

The review should also include: i) collecting official data from agencies such as “National Statistics Offices”, relevant Ministries and Departments, and, ii) reading material from other projects including NGOs.

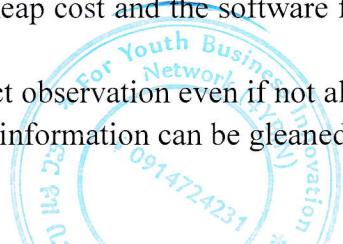
**Interview:** is one of the main tools used in data collection, and can be either structured or unstructured. There are four basic types of interview to select from: o

- Individual (or household) interview with people selected because of some specific involvement in the project
- Key informant interview with person(s) who have a special knowledge of the subject
- Group interviews or discussions for more general (community) level information
- Focus group discussions with small groups on specific topics.

**Direct observation** means systematically observing events, people, plants, animals, watercourses, indeed anything that relates to the project/program, and carefully recording what is seen. Observation is a good way to cross-check information obtained during interviews, group discussions and similar activities. Direct observation is important when conducting a mid-term review or an ex-post project evaluation. When making observations, there should be a plan – decide what you might want to observe, for example:

**Sites** – Description of a site can include physical characteristics such as size, level of activity, dress of people which might indicate status, ethnicity, and wealth. You can use photographs, record sounds and make measurements; these are part of direct observation. With the range of audio-visual equipment available at relatively cheap cost and the software for processing, this is now a cheap and effective method.

**Field visits** also afford opportunity to make direct observation even if not always planned or scheduled. Often situations arise where valuable information can be gleaned. But remember







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that observations should never be used alone, but should be cross-checked using other more structured data gathering methods. Data collection does not just happen!! It must be planned – checklist, questionnaires and interview guides need to be prepared, materials collected, staff briefed (or trained if need be), and schedules set up. And as part of the planning, decisions need to be made on how data is recorded both during collection and afterwards. And the method of analysis must also be determined in the preparation stage.

**Questionnaires** are an important data collection tool but their development is not dealt with in this Manual; there are many good references available. But there are two important aspects are important to consider: i) to structure the questionnaire so that it has built in checks on reliability of answers, and ii) use a coding system that facilitates data entry into a computer. Stakeholders, and especially beneficiaries, may be used as informants in providing information. This often requires them to give opinions on how projects have affected them, in which case the methods used in Participatory Rural Appraisals (PRA) are often quite appropriate.

## 8. Data Sources and Reporting System

The M&E reporting system is concerned with the collection, analysis and storage of data. Communicating information on the other hand concerns the findings of the M&E process and is for action and accountability. Where the M&E system incorporates reporting on completion of milestones this is normally adequate for the monitoring of actual activities versus planned activities. For evaluation however something more is needed, and many projects fail to integrate progress reports on the achievement of their objectives into regular report formats, instead leaving it until the project completion report. Preferably, semi-annual/annual reports should be produced. Annual reports have tended to be concerned with recording the activities undertaken, and the funds spent, i.e. it is more a monitoring report. However, it can be more and it should be reporting on changes in status from the previous period and highlighting any issues arising from the review. But it should also discuss impacts to date, for example, where annual household income is collected it is easy to see if changes are occurring.

Once again there has been a “tradition” where the regular reports are given to the funding agency, and to the implementation partners. And where a project management consulting company is involved they would also receive a copy. The broader communities – the stakeholders with most at stake – rarely are the recipients of detailed reports on progress. They may get snippets, perhaps results of trials and demonstrations, and of course they do have their own ideas of success. But they have probably never had the expected impacts explained. For example, if the project is to impact upon poverty, it would be easy to call a meeting of affected communities and discuss the findings of the latest household income survey. Project management might even benefit from the feedback that communities would give. When projects are truly “participatory” that does not just mean having communities do things, it also means taking communities into your confidence and sharing information with them, information that could lead to even better outcomes for the supposed beneficiaries.



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### Data Sources

Sources of evidence in monitoring and evaluation are the persons, documents, or observations that provide information for the inquiry. More than one source might be used to gather evidence for each indicator to be measured. Selecting multiple sources provides an opportunity to include different perspectives regarding the program and thus enhances the evaluation's credibility. An inside perspective might be understood from internal documents and comments from staff or program managers, whereas clients, neutral observers, or those who do not support the program might provide a different, but equally relevant perspective. Mixing these and other perspectives provides a more comprehensive view of the program.

The criteria used for selecting sources should be stated clearly so that users and other stakeholders can interpret the evidence accurately and assess if it might be biased. In addition, some sources are narrative in form and others are numeric. The integration of qualitative and quantitative information can increase the chances that the evidence base will be balanced, thereby meeting the needs and expectations of diverse users. Finally, in certain cases, separate evaluations might be selected as sources for conducting a larger synthesis evaluation.

### 9. Data quality assurance mechanisms

Once we have a Monitoring and Evaluation system and plan in place, the other thing that needs equal attention and focus is the issue of Data Quality Assurance Mechanism. The Quality Assurance Unit/ monitoring and evaluation units need to conduct periodic review of results for ensuring data quality. This review focuses more on authenticity of data being reported. This review primarily focuses on minimizing risk that can threaten the viability and reputation of the organization.

Quality Assurance Mechanism should follow structured systems and procedures and must use certain criteria. Some of these criteria includes but are not limited to: Reliability, Accuracy, Timeliness, Completeness and Integrity. While the results review system would ensure that quality standards are compiled for program data, the Internal Audit system would ensure that same standards are compiled by the Finance System.

### Data Quality Component

1	<b>Reliability</b>	The data generated by a program's information system are based on protocols and procedures that do not change according to who is using them and when or how often they are used. While designing M&E System of the project along with the Partners, certain protocols were agreed, those protocols for each indicators in terms of how reliable because they are measured and collected consistently.
2	<b>Accuracy</b>	The Accuracy dimension refers to how well information in or derived from the database or registry reflects the reality it was designated to measure. For every indicator to be reported in the M&E system, the project has defined the source of information. The Project Manager will



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		validate all the information provided by the project team by personally visiting the District in each quarter and cross tally the data reported with the source tool.
3	<b>Timeliness</b>	refers primarily to how current or up-to-date the data are at the time of release, by measuring the gap between the end of the reference period to which the data pertain and the date on which the data becomes available to users. Supervisory checklist have been developed for various levels to ensure that data is being reported timely, and is available to all concerned on a timely manner.
4	<b>Completeness</b>	It's about an information system from which the results are derived is appropriately inclusive. information, or information not being provided.
5	<b>Integrity</b>	It's about when data generated by a program's information systems are protected from deliberate bias or manipulation for political or personal reasons

### 11 M&E Findings and Reporting

The Annual programme/Project Report(APR) may be prepared periodically or skipped for smaller projects or projects that do not have strategic outputs, such as:

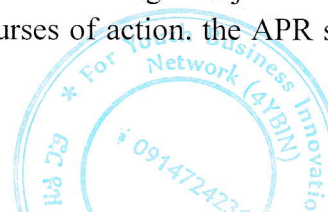
- Performance monitoring through client satisfaction for services provided and other means may be sufficient for projects dealing with purely administrative matters, including program logistical support projects, business centers and certain umbrella projects without specific development results;
- Day-to-day monitoring and a final report on results may be appropriate for smaller projects with a duration of one year or less;
- Performance monitoring mechanisms may suffice for smaller projects or projects that do not have key strategic outputs or outcomes.

#### Use of the APR:

The annual project report could serve as an oversight and monitoring and project management, and the building block of the annual review. Once the report distributed, the next step is to hold consultations, which may take place at the management committee or with partners.

In this context, APR could be used for:

**Performance Assessment:** The Program Manager reviews the APR for accuracy in reporting and to determine whether or not the highlighted problems seem complete, and may ask for additional information if the achievements reported do not seem clear. When using mechanisms such as partner groups or steering committees to review project performance, the APR may also provide a basis for consensus-building and joint decision making with key partners on recommendations for future courses of action. the APR should be used as a basis for feedback on project performance.





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**Learning:** The APR provides information on what went right or what went wrong, and why. This should feed into the annual review, learning and practitioners networks, repositories of knowledge and evaluations. It is recommended that the APR for the final year of the project add sections on lessons learned and planning for sustainability (exit strategy). APRs may address the main lessons learned in terms of best and worst practices, the likelihood of success and recommendations for follow-up actions where necessary. APRs may also be used to share results and problems with beneficiaries, partners and stakeholders and to solicit their feedback.

**Decision-making:** The partners may use the APR for planning future actions and implementation strategies, tracking progress in achieving outputs, approaching “soft interventions”, and developing partnerships and alliances.

The APR allows program managers and partners to seek solutions to the major constraints to achievement of results. The Program Manager highlights issues and brings them to the attention of the top management for action, contributing to discussion on results achieved, key problems and next steps.

### Content and Format of the APR:

The APR is very brief and contains the basic minimum elements required for the assessment of results, major problems and proposed actions. These elements include:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- Constraints in progress towards results, and reasons behind the constraints;
- Lessons learned;
- Clear recommendations for the future approach to addressing the main problems contributing to lack of progress.

Beyond the minimum content, additional elements may be added as required by the project management or partners. For example, some organizations may want to include management issues such as output expenditure, implementation problems (i.e. how the management arrangements work), the adequacy of implementation approaches and strategies, external factors affecting relevance, staff issues and team work. The more that is added, however, the less easy it may be to focus on the key issues. Also, in the interest of harmonization, donor report formats may be used—as long as information on outcome, output and partnership strategies is included.

- Is there an implementation plan for the program?
- If it is a new program, what concerns, if any, do stakeholders have?

A typical M&E report could have the following

1. Title page
2. Table of contents
3. Acronyms
4. Executive summary





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5. Introduction; background information, M&E period
6. Objective of the report
7. Findings
8. Lesson learned
9. Challenges
10. Conclusions and recommendations
11. Appendices
  - List of interviewee o\
  - Case studies
  - Supporting documents, etc)
  - Methodology





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### *Annex 1. Understanding and Describing Your Programme*

Question	Describing your programme
Need(s) addressed by the programme	
Intended recipients	
What will recipients receive(s)	
Expected outcomes for the recipients	
Expected outcomes to the programme	
Desired impact of the Programme	
Who are the stakeholders	
Developing SMART Objectives	
Developing M & E questions	





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### *Annex 2: Indicators Reference Sheet/Profile*

<b>Indicators Reference Sheet/Profile</b>	
Name of Indicator:	
DESCRIPTION	
Precise Definition(s):	
Rationale:	
Disaggregated by:	
Calculation/Unit of Measurement:	
Baseline value:	
PLAN FOR DATA COLLECTION	
Data collection method & instructions:	
Source of data:	
Time schedule for data collection:	
Responsibilities	





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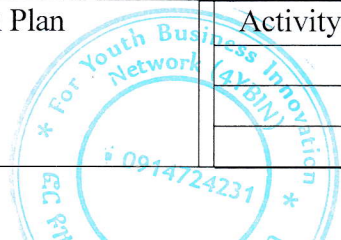
**Annex 3. Monthly reporting**

*Name of the Organization:*-----

*Name of the Project* -----

*Month* -----

<p>Section 1: Major project achievement/Key highlights- Under this section write 3-5 best achievements that can bleed the achievement of the project objectives/Outcomes</p>				
<p>Section 2: Planned activities vs. achievement</p>	<p>Activity</p>	<p>Plan</p>	<p>Achievements</p>	<p>Remark</p>
<p>Section 3: If there is any deviation from the plan and reason for deviation-Write any deviation from the planned activities/Indicator of a month and describe the reason why deviation was happened.</p>				
<p>Section 4: Major challenges faced and actions taken</p>				
<p>Section 5. Lessons Learned</p>				
<p>Section 6. Other relevant information</p>				
<p>Section 7: Next month Plan</p>	<p>Activity</p>	<p>Plan</p>	<p>Achievements</p>	<p>Remark</p>







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### *Monthly Activity Reporting Template*

<i>No</i>	<i>Activity</i>	<i>Indicator</i>	<i>Plan/Target</i>	<i>Achievement</i>	<i>Remark</i>
1					
2					
3					
4					
5					
6					
7					
8					





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#### Annex 4. Quarterly reporting template

Name of the Organization:-----

Name of the Project-----

Reporting Date -----

Place

#### 1. General information about the project

Name Of organization	
Project Title	
Funding Organization	
Location of the Project	
Project Duration	
Reporting Period	
Annual Budget	
Project Contact Person (Name, Phone, Email and Position)	

#### 2. Situation/ Context analysis

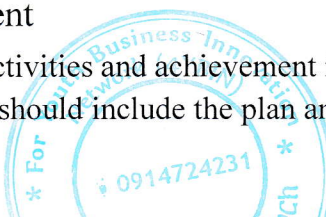
Identify and discuss any factors (positive and negative factors) that affect the project operating context and implementation (e.g. change in security or a government policy, etc), as well as related actions to be taken

#### 3. Analysis of implementation

Critical section of analysis based on the objectives as stated in the project logframe and data recorded in the project indicator tracking table (ITT).

#### 4. Planned activities vs. achievement

Under each objective describe planned activities and achievement in short narration form (If in quantitative form it should include the plan and accomplishment to date column)





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**Reporting by results**

<i>No</i>	<i>Output/outcome</i>	<i>Indicator</i>	<i>Plan/Target of the quarter</i>	<i>Achievement of the quarter</i>	<i>Remark</i>
1					





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1. Deviation from the plan and reason for deviation

Description of major changes observed as a result of the activities accomplished during the reporting quarter and in the previous quarters (link to log frame indicators)

2. Major challenges faced and actions taken

3. Lessons learned and recommendations

4. Description of activities that are carried over to the next quarter and reason for carry over

5. Case Studies (Success Stories)

At least one case study is expected every six month (2<sup>nd</sup> and 4<sup>th</sup> Quarter (part of annual report)). Write if there is any good case story was identified in the reporting period

6. Cross cutting issues

Summary of activities undertaken or results achieved that relate to any cross-cutting issues (gender equality, environmental, sustainability, etc.)

7. Other information

(Can be omitted if there is no additional information)

8. Plan of the activities for the next quarter

9. Financial report -Describe a detail financial report here





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Annex 5. Annual reporting template

Name of the Organization:-----

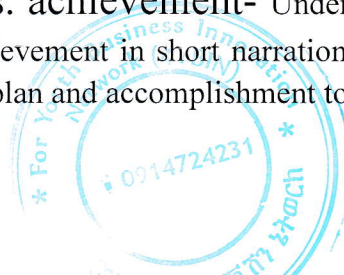
Name of the Project-----

Reporting Date -----

Place

Name Of organization	
Project Title	
Funding Organization	
Location of the Project	
Project Duration	
Reporting Period	
Annual Budget	
Project Contact Person (Name, Phone, Email and Position)	

- 1. Executive Summery-** Over all summary of the report, capturing the project status, and highlighting key accomplishments, challenges, and planned actions.
- 2. Situation/ Context analysis -** Identify and discuss any factors (positive and negative factors) that affect the project operating context and implementation (e.g. change in security or a government policy, etc), as well as related actions to be taken.
- 3. Analysis of implementation-**Critical section of analysis based on the objectives as stated in the project logframe and data recorded in the project indicator tracking table (ITT).
- 4. Planned activities vs. achievement-** Under each objective describe planned activities and achievement in short narration form (If in quantitative form it should include the plan and accomplishment to date column)





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### Reporting by result

<i>No</i>	<i>Output/outcome</i>	<i>Indicator</i>	<i>Plan/Target of the year</i>	<i>Achievement of the year</i>	<i>Remark</i>
1					
2					





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1. Deviation from the plan and reason for deviation- Description of major changes observed as a result of the activities accomplished during the reporting quarter and in the previous quarters (link to log frame indicators)
  2. Major challenges faced and actions taken
  3. Lessons learned and recommendations
  4. Description of activities that are carried over to the next quarter and reason for carry over
  9. Case Studies (Success Stories) -At least one case study/Success story is expected with supporting picture (Photo).
  10. Cross cutting issues-Summary of activities undertaken or results achieved that relate to any cross-cutting issues (gender equality, environmental, sustainability)
  11. Other information- It's optional
  12. Exit/sustainability strategy summary-Update on the progress of the sustainability strategy to ensure the project objective will be able to continue after handover to local stakeholders.
  13. Plan of the activities for the next quarter
  14. Financial report -Describe a detail financial report here (plan, Achievement, Variance explanation).
- Annex** - Insert or attach any supporting documents here (Excel Financial report, any government letter... etc.)





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**Annex 6 M&E framework**

	INDI CAT OR	DEFINI TION  How is it calculat ed?	BASE LINE  What is the curre nt value ?	TAR GET  Wha t is the targ et valu e?	DAT A SOU RCE  How will it be meas ured?	FREQU ENCY  How often will it be measur ed?	RESPON SIBLE  Who will meas ure it?	RESOU RCES  What resource s it require (financi al, material and human)	REPOR TING  Where will it be reported ?
Goal/Impact									
Outcomes									
Outputs									
INPUTS									







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