CREATIVE APPROACHES FOR DEVELOPMENT CAD

MONITORING AND EVALUATION POLICY AND PROCEDURES MANUAL

VERSION 2018

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MONITORING AND EVALUATION POLICY

M&E POLICY of Creative Approaches for Development (CAD)

A. **Creative Approaches for Development (CAD)** is committed to ensure transparency, accountability and effectiveness in all its development efforts, projects and programs.
B. To ensure transparency, accountability and effectiveness, **Creative Approaches for Development (CAD)** requires its management to establish and strengthen an M&E function at organizational level.
C. **Creative Approaches for Development (CAD)** endorses allocating necessary human and capital resources required for establishment and proper functioning of its M&E function.
D. **Creative Approaches for Development (CAD)** firmly believes that our program management practices should be guided by certain M&E Principles. **Creative Approaches for Development (CAD)** requires its management to adhere to these principles.

These _**M&E Principles**_ are;

Relevance:

- the projects have clearly _identified_ their target beneficiaries
- the projects are meeting the _real needs_ of target beneficiaries
- the projects ensure that the real needs are met in required magnitude

Effectiveness:

- the project results represent the most _desirable changes_ in the lives of the target beneficiaries
- the _intervention logic_ is defined correctly
- the project outputs are _significantly_ contributing towards the project purpose
- the project inputs are _identified_ correctly

Efficiency:

- the project inputs are organized and _utilized_ efficiently to ensure best value for money (the project benefits reach to the _maximum beneficiaries_ by utilizing the available resources)
- the project inputs are the _best available_ resources to achieve the desired results
- the project targets are _achieved_ on planned timelines

Impact

- the project is contributing towards the _solution of the subject problem_
- the project is contributing towards the _long-term goals_
- the changes caused or influenced by the project sustain after the life of the projects

Sustainability:

- the project beneficiaries and partners are enabled to sustain and augment the changes caused or influenced by the project

- the reforms pursued by the project in policies, administrative structures, systems, processes and practices are institutionalized within respective entities.
- the project is not producing any changes (intentionally or un-intentionally), which are harmful for the target beneficiaries and the society at large.

Learning & Sharing:

- the key learning points are recorded and used for programmatic decisions for adequate alterations/ adjustments in the design and implementation of intended efforts
- the stakeholders especially beneficiaries are kept informed about relevant achievements, failures, changes and decisions.

Inclusion and participation:

- the stakeholders especially beneficiaries are included in designing, planning and implementation processes.
- no team member is excluded from management processes on the basis of religious, ethnic, sectarian or any other identity.
- no potential beneficiary is excluded from availing the benefits on the basis of religious, ethnic, sectarian or any other identity.

Accountability:

- the stakeholders especially beneficiaries are made part of the monitoring processes.
- A feedback/ complaint system is established and activated for the beneficiaries.
- responsibilities of stakeholders and staff are clearly identified in ways that cater to conflict of interest between implementation and monitoring roles.
- Reporting mechanisms are clearly established specifying the timelines and nature of required information.
- All programmatic decisions/ approvals are recorded adequately.

E. **Creative Approaches for Development (CAD)** believes that achieving results is the central thrust of our development efforts. **Creative Approaches for Development (CAD)** hence requires its M&E function to ensure continuous information gathering, assessment, analysis, learning and reporting around results.

F. **Creative Approaches for Development (CAD)** requires its management to constitute a Monitoring and Evaluation Committee (MEC). The Monitoring and Evaluation Committee will be custodian of **Creative Approaches for Development (CAD)**M&E function. The following Terms of References (ToRs) spell out the composition and responsibilities of **Creative Approaches for Development (CAD)** Monitoring and Evaluation Committee (annex 13).

M&E POLICY:

STANDARD PROCEDURES AND METHODOLOGY

Standard Procedures and Methodology

Creative Approaches for Development (CAD) M&E system strives to attain procedures, which ensure effectiveness, transparency and accountability in to the program management practices at various stages of program cycle. The table below outlines a set of M&E procedures and identifies the type of information required to perform these procedures. Tentative timelines and responsibilities to perform these M&E procedures are also proposed, which may be appropriated as required.

#	M&E Procedure	Key tasks and guidelines	Frequency /Timeline	Responsibility
1	Preparing and updating M&E policy manual	**Step 1 Preparing to set up an M&E System** Develop organization's long term (i.e. 5 years) LFM/ Results Framework ascertaining long term objectives and indicators.	Annual	Management through M&E Function
2	Approval of M&E Manual	Develop Performance Monitoring Framework supplementing organization's LFM/RF. This will require reviewing indicators, identifying baseline data, setting targets, identifying data sources, data collection methods, frequency of data collection and responsibilities for data collection.	Annual	BoD
3	Routine sharing of M&E manual with relevant staff	Constitute project monitoring teams. This may require hiring of new staff. In case of non-availability of monitoring staff (for example due to budgetary constraint), designate Monitoring Focal Person/s (MFP) from within the available team/ staff. It is important to ensure that the staff/ team members having a background in monitoring are designated as MFPs. Please note that;	As and When required	Management through M&E Function
4	Resourcing M&E function with dedicated staff and finances	Reporting line of the monitoring staff is separately drawn from the project supervision/ management line to avoid conflict of interest element. the work-load of the designated MFPs is considered and appropriated accordingly.	As and When required	Management through BoD
5	Establishing program objectives (long and short term objectives)	Terms of References for monitoring positions/ staff are clearly identified. Conduct orientation session/s to help the monitoring staff clearly understand **Creative Approaches for Development (CAD)** M&E policy and standard M&E procedures. Facilitate the inducted/ designated monitoring staff in clearly understanding their role to ensure an efficient implementation of **Creative**	3 to 5 yearly	BoD and Management
6	Identification of quantitative and qualitative indicators to measure achievement of program objectives	**Approaches for Development (CAD)** M&E policies and procedures, thereto. Facilitate monitoring team in understanding the intervention logic of project/s. It is very important to ensure that the monitoring team acquires an in-depth understanding of the results promised by the project/s. Develop/ review project based Performance Monitoring Frameworks. Developing Performance Monitoring Framework may also require development of data collection instruments specific to the needs of a particular	3 to 5 yearly for program/ Project based	BoD and Management M&E Function
7	Identification of program interventions and activities	project. The monitoring team is required to grasp the project specific monitoring requirements. The monitoring team is also required to identify and outline project specific M&E tasks and instruments as may be proposed or required by the project. Identify (project) specific reporting requirements. Discuss, understand and practice the reporting templates. Specify timelines and responsibilities to complete reporting	3 to 5 yearly for program/ Project based	BoD and Management/ M&E Function
8	Development of Results Framework based on its objectives, indicators and activities	requirements. Please note the following; The monitoring team is required to ensure that project specific monitoring tasks and instruments have interface with **Creative Approaches for Development (CAD)** performance monitoring framework. A set of sample monitoring instruments/ TEMPLATES is also attached with this manual. However, this	3 to 5 yearly for program/ Project based	BoD and Management/ M&E Function

| #	Activity		Timeline	Responsibility
9	Annual work planning based on results framework	may require addition, deletion or adaptation as per the project specific requirements. Keep stakeholders on board and seek their feedback while planning for implementation of M&E tasks/ procedures. Discuss M&E procedures and adopt/ adapt accordingly.	Annual	Project Team/s
10	Updating annual work plans on quarterly basis Note: It is advised that process and quality standards of activities are also identified.	Develop a monitoring plan which lists all the monitoring activities, timelines and the responsibilities to conduct these activities. Prepare/ review Annual Project Work-plan with quarterly break-down of targets and Annual Project Budget with quarterly break-down of amounts. Identify arrangements to carryout M&E activities. This will have cost implications. Align the cost of M&E activities with the project budget. *Step 2: Implementing an M&E system* (Gathering data/ information and analyzing)	Quarterly	Project Team/s
11	Development of annual monitoring and evaluation plan	Implement monitoring activities as per the plan. Start gathering required information using monitoring instruments. Make system to gather and consolidate information. The information which is gathered must be answering the following questions.	Annual	M&E Function
12	Updating annual monitoring plan on quarterly basis	To what extent the activities have taken place? To what extent the outputs have been produced and counted? What are the tangible outputs/ products produced by completing the activities? How much output targets have been achieved during the reporting period?	Quarterly	M&E Function
13	Establishing baseline in the beginning of program/ project	Who are the beneficiaries of these outputs/ products? If the outputs are benefitting the identified beneficiaries? How many people benefited from these outputs/ products (if the outputs are benefitting the desired number of people)? If the benefits are distributed equitably among women, men, minority, children		
14	Establishing Progress tracking system (manual/ automated) which produces measurable data	etc? To what extent the outputs produced and counted satisfy inclusion and participation (of the genders, minorities, stakeholders, beneficiaries etc) What are the changes created/ contributed by the outputs (if the outputs are causing desirable change in behaviors, attitudes, practices, skills, capacities etc)? What extent these changes are likely to contribute towards the project purpose/ intended outcome?	Monthly/ Quarterly	M&E Function
15	Development of Performance Measurement Framework	To what extent, the outputs produced and counted seem contributing towards the change in the perceptions, attitudes, practices, skills etc? To what extent, the indicators have moved from baseline towards the target? To what extent, the outputs produced seem contributing towards the outcome at large? Lessons about partnerships, successes and failures; what worked and what went wrong?	Project based	M&E Function
16	Reviewing and updating Performance Measurement Framework	Conduct any other monitoring activity deemed necessary such as special monitoring missions, case studies etc.*Step 3: Analyzing, Learning and Integrating lessons* Summarize the collected information and analyze the findings. Ensure that the information meets the needs of the management. Conduct reflection sessions and/ or review workshops for validation of collected information as well as	Regularly/ quarterly	M&E Function
17	Data collection	collective learning.		M&E Function
18	Monitoring visits for verification of collected data	Generate recommendations for adoption of required changes/ alterations/ modifications. (this is very essential task since this helps in re-aligning our efforts for achievement of desirable/ intended results) Seek approval of the required changes/ modifications. Implement the changes/ modifications.		
19	Compiling/ consolidating/ collating		Required reporting	M&E Function

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			intervals	
	progress against all plans	*Step 4: Reporting of results*	intervals	
20	Reporting key lessons to further improve program design and delivery	Plan for reporting results. This will require embedding the reporting requirements, timelines and responsibilities in to the project monitoring plans. Identify and know your audience. It is important to know the requirements and interests of the target audience, which will determine the purpose of reporting results. In general, results are mainly reported for accountability, advocacy (including awareness raising) and/ or participatory decision making purpose/s to seek financial support, commitment for action, cooperation and/ or improved coordination. The identification of the right purpose further guides us in knowing;	Quarterly	M&E Function
21	Periodic internal evaluations		Annual	M&E Function
22	External evaluations	What type of information (e.g. numeric or subjective) is required for desired reporting?	Mid-term/ project End	Management and M&E Function
23	M&E Institutional Assessment of the organization	How much information is required? (It is very important to limit our wish list. Since the information gathering involves time, efforts and resources, it should therefore be determined that how much information would suffice our reporting requirements) What writing style should be adopted or how to narrate the results? Form a team for reporting/ communicating results. Reporting/ communicating results in ways preferred by the target audience can earn back huge support/ response. This is recommended to pool multiple professional experts in to the reporting team. Involve people with skills in presenting statistical data, writing catchy narratives, formatting and most importantly people with ability to interpret results by drawing conclusions from M&E findings. (In case the organization does not have in-house capacity to pool the abovementioned skills, involve volunteer students, teachers and social workers). Raise consensus on M&E findings. Discuss the M&E findings with the stakeholders and reach to the agreed conclusions. This will help in enhancing the accuracy of the M&E findings. Draft narrative on performance against results. The narrative should be based on the agreed M&E findings. The narrative on results' performance may include the following elements. what was the main idea/ crux behind the output and how the output is linked with the project outcome/s progress on the output delivered (quantity, spatial coverage, beneficiaries etc) immediate effect of the output (how the output has contributed towards achieving the desired change e.g. change in behavior, practices, knowledge, skills, capacities etc) what are the examples to qualify reporting the change If the outputs delivered took in to consideration the inclusion, gender balance, participation of and accountability to the beneficiaries and stakeholders? What are the activities performed to deliver these outputs, implementation methodology/ process User's perception on the quality and contribution of the output. Efficiency of resources invested Major learning outcomes (what went well and what went wrong) Note: it is important to understand that these are the generic elements of reporting results. The emphasis and order of these elements may vary in different reporting environments. Share narrative with the concerned team members and seek feedback. Incorporate the feedbacks, which enhance clarity of the narrative and presentation of the information to capture the interest of the target audience as well as serve the intended purpose. Finalize the narrative and share with the target audience.	Annual	M&E Function with Program team/s

Results Framework/LFA/ LFM (Template)

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoVs)	Critical Assumptions and Risks
Goal/ Impact/ Ultimate Outcome			
Purpose/ Outcome/Intermediate Outcomes			
Results/ Immediate Outcomes			
Outputs			

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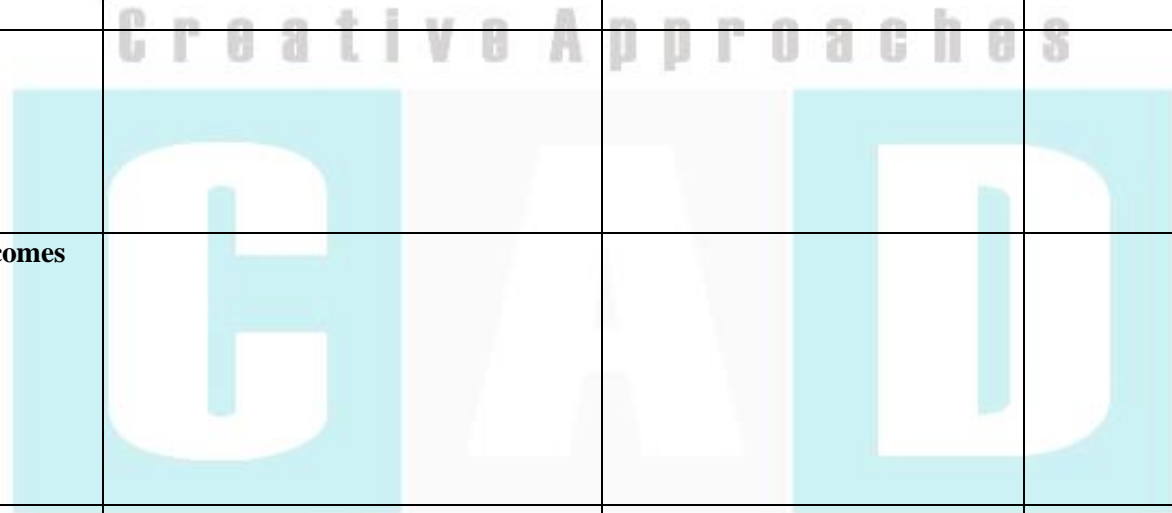
ANNUAL WORK PLAN (Template)

Start and end Month:

Year:

Projec t Ref.	Activit y Ref.	Descriptio n of activities	Unit of Measur e	Total Target/ s	Achieved Target/s	Remainin g Target/s	This year's Target/s	Qtr. 1	Qtr.2	Qtr.3	Qtr.4	Annual Budge t	Responsibilit y
									Timeline				
abc01	1.1	Activity 1.1											
abc01	1.2												
abc01	1.3												
abc01	1.4												
abc02	1.1												
abc02	1.2												
abc03	1.1												

Comments (If any):

Prepared By: **Verified / Approved by**

QUARTERLY WORK PLAN (Template)   <u>**Annex 3**</u>

<u>**Quarter**</u>   <u>**Start and end**</u>
<u>**:**</u>   <u>**Month:**</u>

Project Ref.	Activity Ref.	Description of activities	Unit of Measure	Total Target/s	Achieved Target/s	Remaining Target/s	This Quarter's Target/s	Timeline			Quarterly Budget	Responsibility
								Month 1	Month 2	Month 3		
abc01	1.1											
abc01	1.2											
abc01	1.3											
abc01	1.4											
abc02	1.1											
abc02	1.2											
Total												

Comments (If any):

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Individual Monthly Work Plan (Template)

Employee Name		Project	
Designation		Supervisor / Line Manager	

Ref.	Activity (to be taken from quarterly workplan)	Sub Tasks	Mar-13	Key Deliverable / Outputs
			1 F / 2 S / 3 S / 4 M / 5 T / 6 W / 7 T / 8 F / 9 S / 10 S / 11 M / 12 T / 13 W / 14 T / 15 F / 16 S / 17 S / 18 M / 19 T / 20 W / 21 T / 22 F / 23 S / 24 S / 25 M / 26 T / 27 W / 28 T / 29 F / 30 S / 31 S	

Legend:
- Weekend
- Gazetted / Public Holiday

Supervisor / Line Manager's Comments (If any):

Prepared By:	Verified / Approved by

Activity Processes and Quality Standards

Project title:

Activities	Steps	Quality Standard
Activity 1	Step 1	
	Step 2	
	Step 3	
	Step 4	
	Step 5	
Activity 2	Step 1	
	Step 2	
	Step 3	
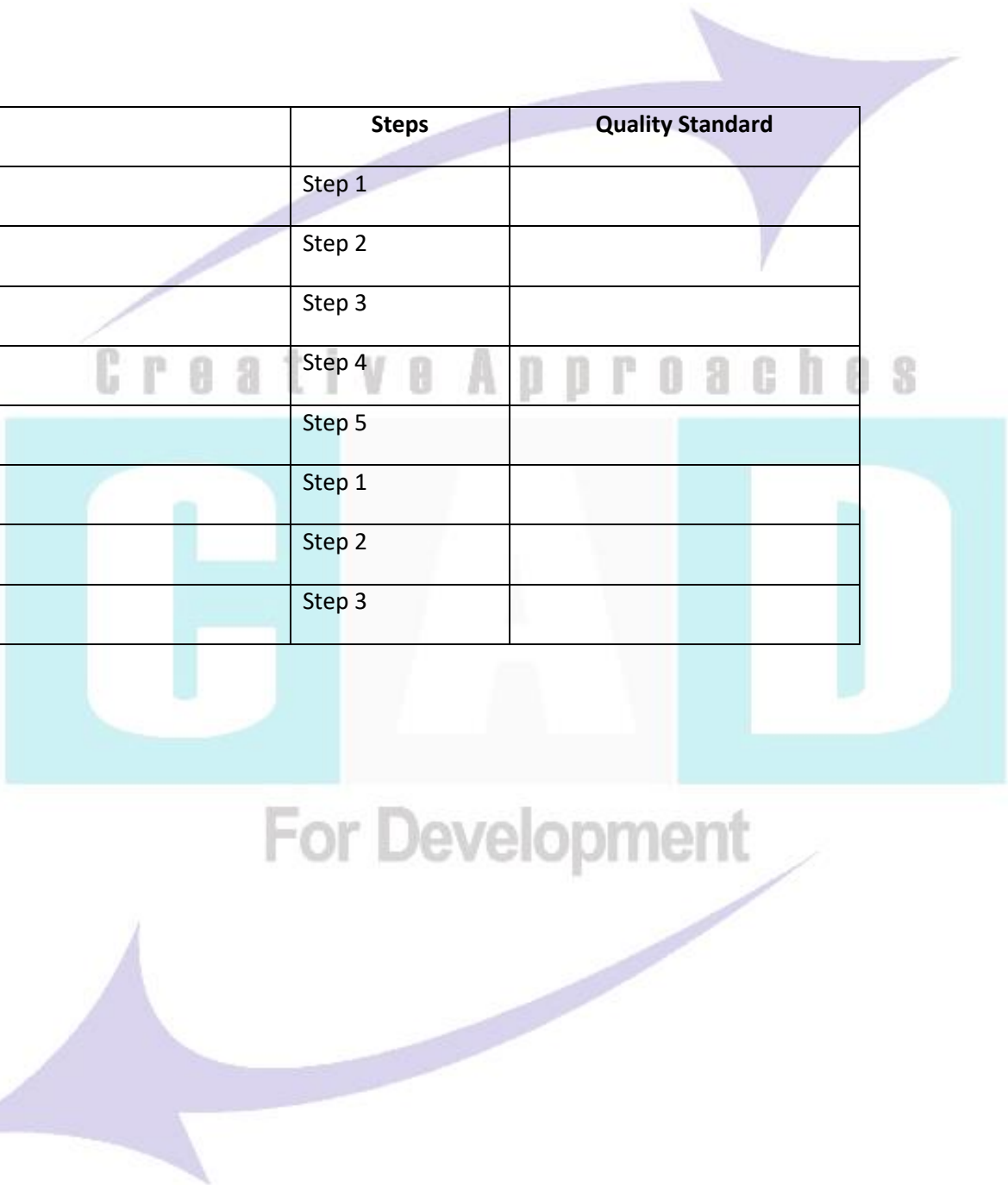
Monitoring Plan

Project:

Project duration:

M&E Instrument/ activity (these are only examples)	Timeline (Mention dates/ week/month)	Responsibility
1. Review of LFM		
2. Record progress against Performance Monitoring Framework		
3. Update Results performance tracking sheet		
4. Prepare and review Monitoring plan		
5. Consolidate findings of Monitoring visit report		
6. Hold Quarterly review and planning meetings		
7. Prepare and submit Monitoring Note by EBME		
8. Monthly/ quarterly progress reporting		
9. Annual project work plan		
10. Quarterly project work plan		
11. Monthly Staff work plan		
12. Operational plan		
13. Develop and review Activity processes and Minimum Quality Standard		
14. Update Activity target tracking sheet		
15. Undertake M&E Capacity assessment		
16. Undertake Evaluation		

Monthly Activity Targets Tracking Sheet

Project Title:

Total Project Duration (Months):	36	Reporting Jun-10
Reported Months:	18	
Remaining Months:	18	

#	Activity	Unit	Total Target	Desired Rate/Month	Achieved	Current rate/Month	Still to be Achieved	Required Rate/Month	Rate of Achievement	Rate to be achieved	Responsibility
1.1	Teachers training	Teachers	1,500	42	540	30	960	53	36%	64%	Lead
1.2	Awareness sessions with parents of out-of-school children	Sessions	3,000	83	1,200	67	1,800	100	40%	60%	
				0		0	0	0	#DIV/0!	#DIV/0!	
				0		0	0	0	#DIV/0!	#DIV/0!	
				0		0	0	0	#DIV/0!	#DIV/0!	
				0		0	0	0	#DIV/0!	#DIV/0!	
				0		0	0	0	#DIV/0!	#DIV/0!	

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Performance Measurement Framework (PMF)

(Template)

Project title:							
Project Start date:			**Project End date:**				
Geographical coverage of the project:							
Expected Results	**Indicators**	**Baseline**	**Targets**	**Data Source**	**Data Collection Method**	**Frequency**	**Responsible**
Ultimate Outcomes	Women voter turnover in project area	5%	30 %	ECP results (secondary source)	Request ECP	Once in Project life at the time of conclusion	GH
Intermediate Outcomes				Interviews of beneficiaries (Primary source)	Survey		
Immediate Outcomes							
Outputs							

Results/ Indicators Tracking Sheet

Description	Unit	Baseline Vs. Target	Values	Achievement	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Total
Indicator 1.1	Percentage	Baseline	0	Reporting period	5	5	5	5	20
Indicator 1.1	Percentage	Target	20	Total	5	10	15	20	20
Indicator 1.2	Numbers	Baseline	0	Reporting period	6	6	6	6	24
Indicator 1.2	Numbers	Target	24	Total	6	12	18	24	24
Indicator 2.1	Percentage	Baseline	20	Reporting period	10	20	30	20	80
Indicator 2.1	Percentage	Target	100	Total	30	50	80	100	100
Indicator 2.2		Baseline		Reporting period					0
Indicator 2.2		Target		Total					0
Indicator 3.1		Baseline		Reporting period					0
Indicator 3.1		Target		Total					0
Indicator 3.2		Baseline		Reporting period					0
Indicator 3.2		Target		Total					0
Indicator 3.3		Baseline		Reporting period					0
Indicator 3.3		Target		Total					0

Field Monitoring Report

1. **Date:**
2. **Project:**
3. **Visit location with activity reference:**
4. **Name of monitor:**

5. **Objective/s of the Visit**

6. **General Observations**

7. **Recommendations& Action Points**

No	Feedback on activity Processes and quality standards	Recommendations/ Suggested actions	Responsibility

8. **Special instructions**

   8.1   Who should read this report (mention names and title)

   8.2   have you shared a copy of this report with the people concerned (YES /   No)

Signature: _____

QUESTIONS TO EXTRACT PROGRAM LESSONS

- To what extent the activities have taken place?

- To what extent the outputs have been produced and counted? What are the tangible outputs/ products produced by completing the activities? How much output targets have been achieved during the reporting period?

- Who are the beneficiaries of these outputs/ products?If the outputs are benefitting the identified beneficiaries? How many people benefited from these outputs/ products (if the outputs are benefitting the desired number of people)? If the benefits are distributed equitably among women, men, minority, children etc? To what extent the outputs produced and counted satisfy inclusion and participation (of the genders, minorities, stakeholders, beneficiaries etc)

- What are the changes created/ contributed by the outputs (if the outputs are causing desirable change in behaviors, attitudes, practices, skills, capacities etc)?

- What extent these changes are likely to contribute towards the project purpose/ intended outcome?

- To what extent, the outputs produced and counted seem contributing towards the change in the perceptions, attitudes, practices, skills etc?

- To what extent, the indicators have moved from baseline towards the target?

- To what extent, the outputs produced seem contributing towards the outcome at large?

- Lessons about partnerships, successes and failures; what worked and what went wrong?

Evaluation ToRs(Template)

(NB: The evaluation ToRs will be essentially required in order to carry out the evaluation of projects. The following framework provides a set of generic questions, which could be used to determine scope of intended evaluation. The list of questions is open and subject to adjustments as may be required.)

1. SCOPE OF EVALUATION

Level of Hierarchy	What to evaluate (Major questions)
Activities	• If the needed inputs were mobilized adequately? • If the inputs produced the intended products/ services? • If the planned activities achieved agreed targets? • If the agreed activities were implemented according to the planned timeline? • If the targets were achieved within the budgeted costs?
Outputs	• What are the tangible outputs/ products produced by completing the activities? • Who are the beneficiaries of these outputs/ products (if the outputs benefitted the <u>targeted people</u>)? • How many people benefited from these outputs/ products (if the outputs benefitted the desired <u>number of people</u>)? • What are the changes created/ contributed by the outputs (if the outputs have contributed/ caused desirable change in practices, skills, capacities etc)? • What extent these changes have or (are likely) to contribute towards the project purpose/ intended outcome?
Outcome	• If the project over its completion has created/ contributed towards the overall desirable change? • What extent, these changes can be attributed to the project? • What are other positive or negative changes produced by the project?

2. *METHODOLOGY OF EVALUATION (APPROACH AND ACTIVITIES)*

3. *DATA/ INFORMATION COLLECTION INSTRUMENTS*

4. *TIMELINES OF EVALUATION ACTIVITIES*

5. *COST INVOLVED IN CARRYING-OUT EVALUATION*

M&E Institutional Assessment Checklist

Weight: Importance of indicator(Low=1, Medium=2, High=3, Very important=4)

P/P: How strongly the indicator is mandated by organizational policy (No=0, Weakly=1, Fairly=2, Strongly=3)

Practice: How strong is the evidence, which supports the implementation (No=0, Weak=1, Fair=2, Strong=3)

#	Indicators	Weight	P/P	Practice	Comments: What is the Evidence?	Recommended Actions for Improvement
1	The organization has an M&E policy manual	4				
2	The manual is approved by the governing body	4				
3	The M&E manual is routinely shared with relevant staff	4				
4	The organization has an M&E function resourced by dedicated staff	2				
5	The organization has established program objectives	4				
6	The organization has identified both quantitative and qualitative indicators to achieve its objectives	4				
7	The organization has identified program interventions and activities	4				
8	The organization has an approved Results Framework based on its objectives, indicators and activities	3				
9	The organization follows an	3				

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	approved annual work plan based on results framework					
10	The organization reviews and updates annual work plan on quarterly basis	2				
11	The work plans specify the following:					
	➢ Activities and tasks with targets	1				
	➢ Timeframe for completion of activities	1				
	➢ Responsibilities	1				
	➢ approve budget	1				
12	The organization follows an approved monitoring plan specifying the following;					
	➢ All monitoring and reporting activities to be carried out	1				
	➢ the timing of monitoring activities (on agreed/ required intervals)	1				
	➢ the person/ team responsible to carry out the monitoring activities	1				
	➢ the type of information/ data required for monitoring activities	1				
13	The organization has an established Progress tracking system (manual/ automated)	3				
14	The tracking system is capable of producing measurable information/ data on achievement of activity targets	3				
15	The organization has an approved Performance measurement framework specifying the following;					

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	➢ Baseline values against indicators	1				
	➢ Performance targets against indicators	1				
	➢ Sources of data (to collect information on performance indicators)	1				
	➢ Timing/ frequency of data collection	1				
16	The organization has a mechanism for verification of information/ data collected	2				
17	The organization collects segregated data (gender, age, area etc)	4				
18	The organization compiles/ document progress against all plans on agreed/ required reporting intervals	4				
19	The organization uses lessons learned to further improve program design and delivery	2				
20	The organization reviews and updates the performance measurement framework regularly	1				
21	The organization management regularly uses monitoring reports in their program planning and progress reviews	2				
22	The organization has established a baseline in the beginning of program/ project	4				
23	The organization uses baseline for periodic internal evaluations	3				
24	The organization undertakes external evaluations (when required) to validate its program/ project performance	3				

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25	The organization incorporates feedback of potential beneficiaries in all its program/ projects design	3				
26	The organization has a system of regular feedback from program/ project beneficiaries	3				

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Terms of Reference of Monitoring and Evaluation Committee (MEC)

(ToRs of MEC)

1. The BoD/ BoG/ BoT of **Creative Approaches for Development (CAD)**notifies constitution of MEC, which will be custodian of **Creative Approaches for Development (CAD)** M&E function.

2. MEC is constituted by having one representation each from the following segment;

    a. BoD/ BoG/ BoT members

    b. stakeholders/ partners

    c. beneficiaries,

    d. civil society e.g. academia, media, social activists etc.

    e. M&E function of **Creative Approaches for Development (CAD)**

3. The representative of M&E function of **Creative Approaches for Development (CAD)** is *ex-officio* secretary of the MEC.

4. MEC meets quarterly (or as and when deemed necessary basis).

5. MECis responsible to ensure that M&E principles are adhered by achieving respective standards.

6. MEC is responsible to ensure that every project complies with **Creative Approaches for Development (CAD)**monitoring procedures as well as project specific monitoring requirements if arise.

7. MECis responsible to furnish Quarterly Monitoring Note (QMN) extracting findings of all M&E activities. The QMN is supposed to outline recommendations for BoD/ BoG/ BoT requiring strategic adaptations and/or implementation level changes. QMN may include recommendations such as revisiting the intervention logic, revision of budget, indicators, targets, activities, processes and replacement of spatial coverage etc.

8. The secretary MEC is responsible to draft QMN for MEC in consultation with other members and project/ program teams. The MECis responsible to finalize the QMN and submit to the BoD/ BoG/ BoT subsequently.