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Guidelines for Project Monitoring and Evaluation

Effective on 27 November 2020

Asian Forest Cooperation Organization

CONTENTS

1. Introduction

1.1   Purpose

This purpose of the Guidelines for Project Monitoring and Evaluation (**the Guidelines**) is to provide necessary directions for users, including 1) project monitoring and evaluation teams to develop the most appropriate and effective tools to conduct the mission and 2) project steering committee (**PSC**), implementing agency (**IA**), the Secretariat including prospective external evaluators to facilitate monitoring and evaluation activities. Yet, users of the Guidelines should be informed that each project can vary according to the local context and need.

1.2   Scope

This Guidelines provides specific information for all stakeholders for effective project M&E under the Asian Forest Cooperation Organization (**AFoCO**) subjected to Article 11 of AFoCO Project Manual, 'Project Monitoring and Evaluation'. The M&E activities are also guided by the Policies on Environmental and Social Safeguards[1] and Gender[2] and the related guidelines.

If deemed necessary, the Secretariat can make separate M&E guidelines for specific projects. The Secretariat may undertake M&E of project based on the requirements of the project's donor(s).

1.3   Definition of Terms

For applying this guielines:

(a) "AFoCO" means the Organization established under the Agreement on the Establishment of the Asian Forest Cooperation Organization (AFoCO).

(b) "Assembly" means the highest decision-making organ of AFoCO.

(c) "Secretariat" means the body which shall provide administrative support to AFoCO as well as carry out the activities guided by the Assembly.

(d) "Executive Director" means the chief administrative officer of AFoCO who is appointed by the Assembly.

(e) "Gender" refers to the roles, behaviors, activities and attributes that a given society at a given time considers appropriate for men and women. In addition, gender is part of the broader socio-cultural context, including class, race, poverty level, ethnic group, sexual orientation, and age. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to

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[1] Environmental and social safeguard policy: http://afocosec.org/policies-5/
[2] Gender policy: http://afocosec.org/policies-6/

and control over resources, as well as decision-making opportunities.

(f) "Gender Policy" refers to Gender Policy of AFoCO which was approved by the Assembly.

(g) "Environmental and Social Safeguard (ESS) Policy" refers to ESS policy of AFoCO which was approved by the Assembly.

(h) "Project" is defined as an execution of activities over a planned period to achieve the specific goals and objectives.

(i) "Monitoring" is defined as a continuous or periodic process of collection and analysis of data and information, for the purposes to assess progress on project implementation.

(j) "Evaluation" is defined as a periodic, systematic and impartial assessment, for the purposes to assess relevance, efficiency, effectiveness, impact and sustainability of project to guide on the further improvement of the project and/or on the formulation of the future projects.

(k) "National Focal Point (NFP)" is a designated position for a member country to oversee and coordinate the implementation of all AFoCO activities, as the official channel of communication

(l) "Implementing Agency (IA)" is a body responsible for implementing and executing project activities.

(m) "Project Concept Note (PCN)" is the first document submitted by the NFP to the Secretariat for consideration as a potential project.

(n) "Project Proposal" is a project description submitted by a respective NFP to the Secretariat for appraisal and for subsequent approval by the Assembly.

(o) "Project Document" is a project description translated from the project proposal as approved by the Assembly together with its annexes.

(p) "Work Plan and Budget (WPB)" is a set of document comprised of the schedule of activities and the respective budget.

(q) "Project Implementation Plan (PIP)" is a multi-year physical and financial plan covering the whole duration of the Project which is developed based on the Logical Framework Matrix. PIP servers as the basis in the preparation of the annual Work Plan and Budget.

(r) "Project Steering Committee (PSC)" is a supervisory and decision-making body for project implementation.

2. Principles for Monitoring and Evaluation

2.1   Five Principles

In light of the Result-Based Monitoring and Evaluation framework, project monitoring and evaluation is guided by the following five (5) principles[3]:

(a) **Impartiality**

M&E processes should be impartial and take into account the views of all stakeholders. M&E processes should be free from external influence and bias to provide comprehensive and objective results of the project including a truthful description of successes and shortcomings of the project.

(b) **Utility**

M&E should be usable for intended users. Those findings and recommendations, which are relevant to the issue as well as at an appropriate time, will contribute to better project performance and decision-making.

(c) **Credibility**

M&E should be based on reliable data, observations, and references ensuring a high quality of standards in a professional field. M&E results should be replicable to build on existing evidence and reference.

(d) **Measurability**

M&E should be implemented using measurable indicators as much as possible to assess the contribution and achievements of AFoCO.

(e) **Partnership**

M&E processes should be pursue involving multiple stakeholders, who are affected by the M&E results. Those active partnerships will make M&E results better understanding and more utilized for future actions.

2.2   Relationship between Monitoring and Evaluation

M&E is interactive, but has the respective focusing areas to be conducted as described in **Figure 1**. Generally, monitoring focuses on project input, activity and output, while evaluation considers beyond them towards project outcomes and goals considering external factors of the project (**Table 1**).

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[3] The five (5) principles are mainly referred to those of the result-based monitoring and evaluation system, according to the OECD Development Assistance Committee (DAC).
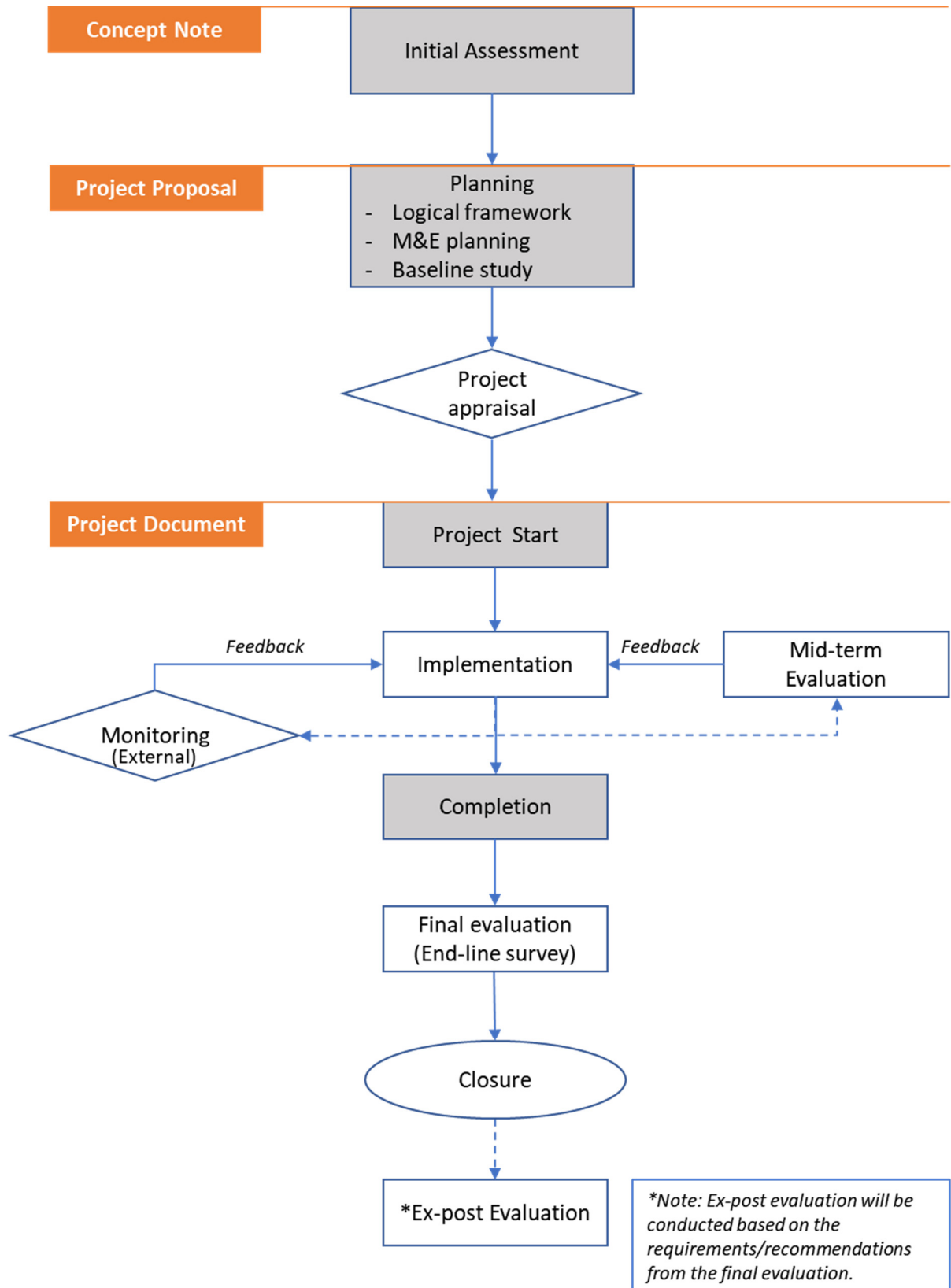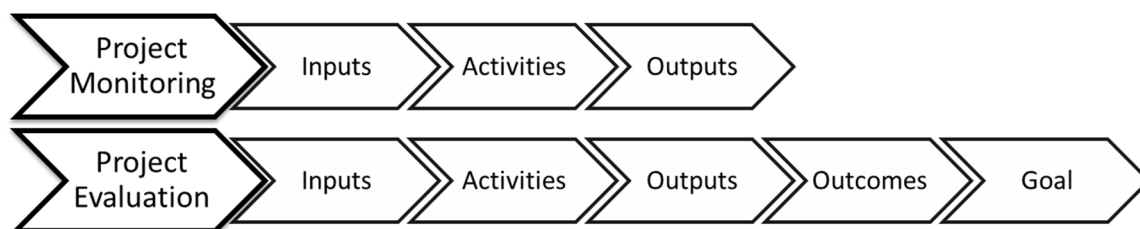
Figure 1. Flow chart of project monitoring and evaluation

Table 1. Relationship between monitoring and evaluation*

	Monitoring	Evaluation
Focus	Monitoring focuses on the inputs and outputs as well as the activities conducted. It seeks to determine if and how the outputs of a project are delivered within a zone or area and whether direct results were produced and are attributable to the project.	Evaluation focuses on the outcomes and goals of a project. It determines whether, why and how outcomes are achieved and provide a measure of AFoCO's contribution towards improving the status of development in the project area.
Scope	The scope of project monitoring is specific to the project's objectives, inputs, outputs and activities, and whether or not these aspects are pertinent and continuously related to the project outcome are also taken into consideration.	The scope of evaluation broadly covers broadly the outcomes and the degree to which programs, the project, soft assistance, initiatives by partners, and synergies among partners contribute to the achievement of the project outcomes.
Purpose	The purpose of monitoring is project-based. It aims to either improve the implementation process, alter the direction of future projects in the same are or increase the scale of the project.	The purpose of evaluation aims to strengthen the effectiveness of development, guide and support decision-making and policy-making, guide the future provision of AFoCO and develop an organized system for innovative approaches to sustainable human development.

(*Note: The M&E of AFoCO project generally adopts the Results Based Management of OECD/DAC, which is defined as a 'management strategy focusing on performance and achievement of outputs, outcomes, and impacts').

3. Project Monitoring

3.1　Objective

The objective of monitoring is to provide regular and timely updates on project implementation as well as to identify any corrective actions needed for effective and efficient implementation of the project.

3.2　Regular monitoring

Both the IA and the Secretariat will be conducting the project monitoring on the basis of the project implementation plan (PIP) as confirmed and submitted by the IA. The activity-level monitoring including field monitoring is conducted by the IA, while the output-level monitoring on the basis of the desk review of the project milestone indicators will be done by the Secretariat.

The monitoring result conducted by the IA will be submitted in a form of updated PIP when the IA submits the mid-year and annual progress reports, including summary on the activity-level monitoring results will be included. On the basis of the IA's monitoring results, the oversight monitoring will be conducted by the Secretariat for its reporting at the PSC meeting.

As and when required by the IA, PSC and/or the Secretariat, on-site validation activity may be conducted, as part of the Secretariat's monitoring activity. In consultation with the NFP and the IA, the Secretariat will report its findings and recommendations at the PSC meeting as basis of further actions. The steps for the on-site validation activity is described under Section **3.5**.

3.3　Performance Items and Indicators

Monitoring will focus on the project performance and progress focusing on **inputs, activities and outputs** based on each verifiable indicator in the logical framework and Project Implementation Plan **(PIP)** (**Table 2**). By appropriate methodology to measure the indicators, monitoring should 1) provide the variance between actual and planned inputs, activities and outputs, and 2) address any necessary actions to keep the project on track.

By assessing the following performance items, monitoring report should include key findings and issues, recommendations, and supplementary information using the reporting template.

Table 2. Performance Items for Monitoring and indicators

Performance Items for Monitoring		Indicators* (*Detailed indicators will follow those described in the logical framework in Project Proposal)
Input	Ensuring that all project resources are available on time and in the right quantities and quality in the use of allocated funds	– Measurement of the quantity and quality of resources provided for project activities (e.g. finance, authorities, human resources, training, equipment, materials, supplies, etc.)
Activities	Ensuring that all planned activities are delivered on time in the most appropriate ways	– Measurement of appropriateness of applying project resources, following the plan (e.g. timing, quantities, quality, etc.) – Assessment whether activities are leading to the expected outputs (e.g. technical assessment)
Output	Ensuring that all expected products or services are created or provided as planned	– Measurement of the quantity or quality of products or services created or provided through the use of inputs (e.g. number or percentage of products, viability, knowledge, information, changes and benefit) – Analysis of intermediate factors (defined linkages between input and expected output)

3.4   Procedures

All the regular projects will set the basic direction and budget for monitoring at the planning stage of the project when designing the project proposal. IA is responsible for including monitoring activity in the annual work plan and allocating the budget accordingly starting from the second fiscal year. IA should submit the annual work plan and budget to the Secretariat no later than 31 October, and the annual report of the current year to the Secretariat no later than 31 January. Monitoring will not be conducted in the final year, instead, a final evaluation will be conducted if deemed necessary.

As part of the annual work plan and when required by the PSC, the Secretariat, in consultation with the NFP/IA, will conduct the on-site validation activities. The PSC is responsible to form a monitoring team and conduct regular project monitoring. The project monitoring team is comprised of two (2) members: one (1) external expert (e.g. an expert nominated from the expert pool for project review) and one (1) member nominated by the Secretariat.

The Terms of Reference for the team will be made as considering the contents of the project monitoring report prescribing the scope and focus, methodology, lessons learned and findings, and recommendations (**Annex 1**). The monitoring team will prepare for the detailed monitoring plan and schedule by using the template in **Annex 2**, as referring to the checklist for monitoring (**Annex 3**) and submit it to the PSC before the mission.

Monitoring is recommended to be carried out one-month prior to the annual PSC meeting organized in every March. If necessary, on-site monitoring will be conducted. The first monitoring may be replaced of review on submitted annual report by PSC, instead of the monitoring team. The diagram of the monitoring is in **Table 3**. After the mission, the monitoring team will submit the monitoring report for consideration by the PSC at its regular meeting, using the template in **Annex 4**. Following-up actions of the monitoring will be decided at the PSC meeting to reflect feedbacks and improve the future project implementation.

In case of the project period less than 12 months, on-site validation may be omitted, and the all project performance will be monitored by desk-review and assessed at the final coordination and assessment meeting.

Table 3. Annual cycle of regular monitoring by IA and the Secretariat

IA	Month	Secretariat
To submit the annual report, including the PIP	Jan.-Feb.	To conduct the year-end monitoring in consideration of the milestone indicators, based on the annual report and PIP
To facilitate the PSC meeting as the secretariat	Mar.	To attend the PSC meeting as one of the bases in the review and approval the annual budget
To request the Q1-Q2 budget		To transfer the Q1-Q2 budget
	Apr.-Jun.	
To submit the mid-year progress and financial report, including the PIP	Jul.	To review the mid-year report and PIP
To request the Q3-Q4 budget		To transfer the Q3-Q4 budget
	Aug. Sep.	
To submit the next year's annual work plan and budget, including the PIP	Oct.	
	Nov.-Dec.	To review the work plan and budget To prepare for the year-end monitoring
Every month, the IA will update the monthly progress, including concerns and issues to the Secretariat.	Year-around	As and when necessary, the Secretariat will conduct the validation activities.

3.5   Provisional Steps

Following the plan of the on-site validation, the monitoring will be conducted as follows:

3.5.1 Step 1: Planning monitoring

The IA is expected to:
- ■ provide project documents, reports and an annual work plan, including monitoring activity as well as corresponding budget to the Secretariat on time
- ■ arrange necessary logistics
- ■ develop a detailed program, if necessary (e.g. stakeholders interview, meeting or questionnaire survey)

The PSC is expected to:
- ■ Responsible to form the monitoring team and review the monitoring plan in consultation with the Secretariat

The monitoring team is expected to:
- ■ develop a detailed monitoring plan and schedule using the template in **Annex 2**:
  - setting up the monitoring indicators and methodologies based on the logical framework of the project proposal; and,
  - planning the overall schedule (date and venue) in consultation with IA
- ■ submit the monitoring plan **(Annex 3)** to the PSC

The Secretariat is expected to:
- ■ check all monitoring plans and schedules are on track
- ■ For regular projects which do not require for PSC, responsible for the roles of the PSC

3.5.2 Step 2: Performing monitoring

The IA is expected to:
- ■ provide necessary resources and logistics for meetings and field survey (e.g. meeting room, interpreters, local transportation, etc.)
- ■ make presentations on the project progress to the monitoring team and provides supplementary information, upon the request from the monitoring team
- ■ assure the presence of stakeholders and/or project participants for interview, meeting or questionnaire survey

The PSC is expected to:
- ■ Responsible to conduct monitoring in consultation with the Secretariat

The monitoring team is expected to:
- ■ conduct document review to:
  - check the project performance in terms of compliance with the annual plan;
  - check the issues to follow-up at the last PSC meeting;
  - provide quantitative information to be expressed in numerical terms as numbers and ratios; and,

- provide qualitative information to be expressed through descriptive prose.
- ■ conduct field survey if necessary to:
  - assess the project progress at the project site;
  - meet with project participants and stakeholders;
  - verify infrastructure and allocation and conditions of procurement items; and,
  - take photographs for the AFoCO database.
- ■ discuss any matter about the monitoring process with IA, PSC, and the Secretariat
- ■ collect supplementary information (e.g. photos, videos, maps, policy documents of the country, etc.) in consultation with the Secretariat

The Secretariat is expected to:
- ■ check all monitoring activities are on track
- ■ Make sure all supplementary information is collected and archive them to the AFoCO database
- ■ For regular projects which do not require for PSC, responsible for conducting project monitoring in consultation with the NFP

3.5.3 Step 3. Reporting of the monitoring results and following-up

The IA is expected to:
- ■ follow-up on decisions made by the PSC

The PSC is expected to:
- ■ Guide follow-up actions after monitoring

The monitoring team is expected to:
- ■ complete the monitoring report **(Annex 4)** and submit it to the PSC
- ■ submit the collected data to the Secretariat for the update on AFoCO database
- ■ follow up issues requiring further actions

The Secretariat is expected to:
- ■ check all monitoring activities are on track
- ■ Make sure all follow-up actions are taken on

3.6 Budget

IA should ensure that the cost for regular monitoring (i.e. travel cost, DSA, consultant fee, etc.) will be allocated cost-effectively considering the total budget of the project as well as that monitoring cost will be covered by the project budget following the approved project document. The budget for on-site validation will be covered by the Program Support Fee and/or other fund sources that may be determined by the Secretariat.

4. Evaluation

4.1 Objective

The objective of project evaluation is to come up with findings and recommendations to guide or give advice on the implementation of the ongoing project for the remaining years. Through validation activities, the evaluation will also provide valuable/related recommendations in terms of the formulation and implementation of new projects.

4.2 Types

A particular approach and methodology should be adapted based on the three (3) types of conducting evaluation: mid-term, final and ex-post. When necessary, the Executive Director can propose other types of evaluation (i.e. thematic evaluation for a group of projects).

AFoCO project evaluations will be undertaken in consideration of the project's donor(s) which normally includes mid-term and final evaluation. The composition of the evaluation team will be decided based on the total amount of budget and project duration, among other considerations.

4.2.1 Mid-term evaluation

The main purpose of a mid-term evaluation is to draw conclusions and recommendations, based on all factors relevant for the current implementation of the projects to improve the design and performance of a planned or ongoing activities. In the case of project with a period of less than five (5) years and/or a total budget of USD 500,000 and below, mid-term evaluation may not be considered.

Consistent with the principles of the result-based monitoring and evaluation, this type of evaluation will also be utilized to check and ensure that the accomplished and/or milestone outputs are leading to the achievement of project objectives and outcomes. From the mid-term evaluation, major revisions may be also considered to include cost cutting, reduction/addition the project outputs and activities and components, and reallocation of the budget across the activities.

4.2.2 Final evaluation

The main purpose of a final evaluation is to assess how well the project achieved its intended objectives, in terms of a summative evaluation at the completion of project implementation. From the final evaluation, the sustainability of the outputs beyond the project will be carefully reviewed. At the same time, the best practices and lessons-learned will be collected as basis for future project development and implementation.

As the need arises or further replication of good practices is imperative based on the recommendations from the final evaluation, another phase of project implementation covering

all or some of its components may be discussed with certain project donor(s) for consideration and approval by the Assembly.

The evaluation team will also conduct a preliminary investigation on a need of ex-post evaluation, and develop an indicative plan (when/what) in the final evaluation report.

The final evaluation will be conducted after IA submitted the draft project completion report to the Secretariat. IA should submit the document 60 days before the Final Coordination and Evaluation Meeting.

4.2.3 Ex-post evaluation

The main purpose of an ex-post evaluation is to draw up lessons and conclusions for future project development and implementation. The ex-post evaluation may be decided based on the indicative plan emanating from the final evaluation report. From the ex-post evaluation, a comprehensive assessment will be targeted to examine the influence of external factors on the project activities.

4.2.4 Thematic evaluation for a group of projects

The main purpose of a thematic evaluation is to perform comparative analysis among projects under specific thematic area, to review and find out facilitating and hindering factors that influence the project performance and achievements relevant to one or more Priority Areas of AFoCO. More directly, the insights from the thematic evaluation can provide better understanding as well as recommendations to gauge and further improve the usefulness of AFoCO's approaches and interventions on the corresponding theme.

4.3 Criteria and Indicators

Evaluation of a project will generally consider the indicators for the five criteria in terms of relevance, effectiveness, efficiency, impact, and sustainability, and specific evaluation factors will be developed accordingly.

The number of criteria will be decided on the basis of the nature of the project, including its extent in terms of budget and implementation period and/or the requirements from project donor (**Table 4**).

Table 4. Evaluation criteria and indicators

Evaluation criteria		Indicators
Relevance	Degree of the objectives of development projects satisfying the needs and priorities of beneficiaries and policies of donors and recipients	To check if the Project remains to be relevant based on the priorities and policies of the target group, recipient and donor
Effectiveness	Degree of the objectives of projects achieved	To measure the extent to which an aid activity attains its objectives
Efficiency	Degree to which the costs of development projects can be rationalized against alternatives. In other words, the degree of several inputs economically used and turned into outputs and results	To measure the outputs – qualitative and quantitative – in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted
Impact	Overall results of the positive, negative, intended or unintended effects of development projects	To see the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. To see impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. To find out external factors deriving unintended results and providing the positive and negative impact
Sustainability	Possibility of a positive long-lasting effect after implementing an evaluation object policy or completing an evaluation object project	To measure whether the benefits of an activity are likely to continue after donor funding has been withdrawn. To foresee environmental as well as financial sustainability

(*Note: AFoCO may initially adopt the OECD/DAC criteria and indicators for project evaluation.)

4.4 Procedures

All the regular projects should consider the basic direction for mid-term and final evaluation at the planning stage of the project when designing the project proposal. The Secretariat is responsible for setting the overall direction of the evaluation and facilitating the evaluation function/activities in consultation with the project donor(s). The diagram of the evaluation is in **Figure-3**.

In all types of evaluation, the Secretariat is responsible to form an evaluation team. Ideally, the team should be composed of at least three (3) external evaluators, considering the scope and objectives of the evaluation. If deemed necessary, the Executive Director can propose such evaluation utilizing internal or in-house capacities.

The Terms of Reference for the team will be made as considering the contents of the project evaluation report prescribing the scope and focus, methodology, lessons learned and findings, and recommendations (**Annex 1**). In consultation with the IA and NFP, the evaluation team will prepare for the detailed evaluation plan and schedule by using the template in **Annex 5**, as referring to the checklist for evaluation (**Annex 6**), and submit it to the Secretariat prior to the mission.

The IA is responsible for providing necessary information such as project documents, reports and other project relevant documents for prior-review. The IA should provide logistic support in the case of field visits to the project site(s) and when interviews are held with the stakeholders and other relevant personnel.

After the evaluation mission, the evaluation team will submit the evaluation report to the Secretariat, using the template in **Annex 7**. The Secretariat assesses the quality of the evaluation report and submit to the Assembly for further consideration. The follow-up report will be subsequently prepared and submitted by IA and/or the Secretariat, in order to facilitate implementations of such recommendations.
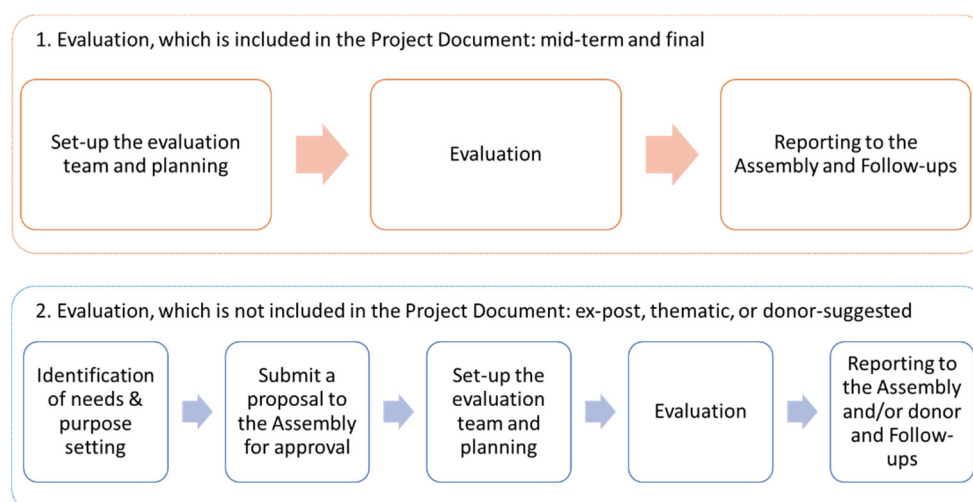

Figure 3. Diagram of project evaluations

4.5 Provisional Steps

Following the evaluation plan, the evaluation will be conducted as follows by four (4) steps:

4.5.1 Step 1. Planning the evaluation

The Secretariat is expected to:
- set the basic direction and budget for evaluation at the planning stage of the project
- facilitate the evaluation function in coordination with the project donor(s)
- review the annual work plan and budget of the evaluation for each r project as submitted by IA, and develop a consolidated and project-specific evaluation plan
- form an evaluation team and develop appropriate Terms of Reference for the evaluation team
- monitor the implementation of all project evaluation activities

The evaluation team is expected to:
- develop a detailed evaluation plan and schedule using the template in **Annex 5**:
- formulate the evaluation criteria and indicators and methodologies with reference to pertinent project documents e.g. logical framework of the project proposal, and checklist for evaluation (**Annex 6**); and,
- plan the overall schedule (date and venue) in consultation with IA
- submit the evaluation plan to the Secretariat before the mission

The IA and NFP is expected to:
- prepare required documentation
- arrange necessary logistics
- coordinate schedule and availability of project stakeholders/key informants
- develop a detailed program, if necessary

4.5.2 Step 2. Performing evaluation – document review and discussion

The Secretariat is expected to:
- check all evaluation activities are on track
- make sure all supplementary information is collected and archive them to the AFoCO database

The evaluation team is expected to:
- review the project-based evaluation criteria, focusing on:
  - achievements of the project outputs;
  - process of project formulation and implementation;
  - external factors affecting project implementation environmentally and socially
  - risks management of the project; and,
  - deviations from the original project design during implementation.
- collect supplementary information (e.g. photos, videos, maps, policy documents of the country, etc.) in consultation with the Secretariat

The IA is expected to:
- provide necessary resources and logistics (e.g. meeting room, interpreters, etc.)
- provide project documents, reports and other project relevant documents for prior-review
- make presentations on the project progress to the evaluation team
- provide supplementary information, upon the request from the evaluation team

4.5.3 Step 3. Performing evaluation – field visit

The Secretariat is expected to:
- check all evaluation activities are on track

The evaluation team will:
- conduct orientation meeting with the IA and project stakeholders
- assess and validate project progress/outputs including project issues and concerns at the field level
- meet with project stakeholders and participants
- collect supplementary information (e.g. photos, videos, maps, policy documents of the country, etc.) in consultation with the Secretariat
- conduct exit meeting with the IA and project stakeholders

The IA is expected to:
- provide logistic support to the project site(s) and when interviews are held with the stakeholders and other relevant personnel
- assure the presence of stakeholders and/or project participants

4.5.4 Step 4. Reporting of the evaluation results and following-up

The Secretariat is expected to:
- assess the quality of the evaluation report (**Annex 7**) to ensure whether the report meets the evaluation scope, standards and expected deliverables based on the Terms of Reference, and other requirements
- report and submit the evaluation report to the Project donor and Assembly for further consideration
- if necessary, provide a follow-up report (usually for ex-post or other thematic evaluation)

The Assembly is expected to:
- As necessary, make decisions relative to the recommendations emanating from the findings of the project evaluation
- Guide follow-up actions after evaluation

The evaluation team is expected to:
- complete the evaluation report (**Annex 7**) and submit it to the Secretariat
- submit the collected data to the Secretariat for update on AFoCO database

The IA is expected to:
- report the evaluation mission to the PSC
- follow-up issues requiring further actions from the PSC
- take actions based on decisions made by the Assembly
- if necessary, provide a follow-up report (usually for mid-term and final evaluation)

4.6   Budget

The budget for the mid-term and final evaluation (i.e. travel cost, DSA, consultant fee, etc.) will be covered by the Program Support Fee and/or other fund sources that may be determined by the Secretariat. The total budget of both evaluations should not exceed 5% of the total project budget. The Secretariat should ensure that the cost for evaluation will be allocated cost-effectively considering the total budget of the project. The standards of DSA and consultant fees will follow the regulations of AFoCO.

The budget for ex-post evaluation (i.e. travel cost, DSA, consultant fee, etc.) will be covered by the Operational Expenditure of the Secretariat. The standards of DSA and consultant fees will follow the regulations of AFoCO.

In any other cases, all the cost (i.e. travel cost, DSA, consultant fee, etc.) will be covered by the requesting body.

Annex-1. Template for Terms of Reference

Terms of Reference

External Expert for Project Monitoring / Evaluation
of
[Project title (AFoCO Project Number)]

1. Background

In accordance with the respective project agreement (MOU or MOA) and decisions made at the respective project steering/coordination meeting, the Secretariat for the Asian Forest Cooperation Organization developed an annual plan for project [monitoring/evaluation] in [YEAR].

The objective of project [monitoring/evaluation] is to [describe objectives, based on the project M&E guidelines and Project Document].

2. Profile of the project subject to project [monitoring/evaluation]

- Project Title:
- Project number:
- Duration:[ ] years (Month Year - Month Year)
- Budget: USD
- Participating country:
- Implementing Agency:

3. [Monitoring/Evaluation] team

The project **[monitoring/evaluation]** team is comprised of [NUMBER] members: (e.g. one (1) external expert (e.g. an expert nominated from the expert pool for project review) and one (1) member nominated by the Secretariat.)
- [NAME]   Expert on [SPECIATIES]
- [NAME]   Expert on [SPECIATIES]
- [NAME]   AFoCO Secretariat

4. Purpose and scope of work

The purposes of this project [monitoring/evaluation] is are to:

- Develop detailed methodologies, quantitative and qualitative, based on the criteria;
- Review relevant project documents, focusing on the criteria;
- Review the progress of implementation against the Project Document and annual work plan;
- Identify the implementation issues, their impact and plan to resolve;
- Identify relevance of the project against national policy and local circumstances;
- Collect supplementary information (e.g. photos, maps, policy documents, etc.);
- Verify the negative and positive issues based on the criteria; and,
- Identifying sustainability issues, if any, and future potentials;

The scope of work for the [monitoring/evaluation] team is as follows:

- Development of [monitoring/evaluation] plan based on the information and materials provided by the Secretariat;
- Conduct of [monitoring/evaluation] activities by document review, field visits to project sites, meeting with stakeholder including local people involved in the project;
- Collect and submit supplementary data (photo, videos, policy documents, etc.) to the Secretariat; and
- Preparation and delivery of the [monitoring/evaluation] report with key findings and recommendations.

5. Duration of consultancy

The duration for the consultancy services will commence upon signing of the contract and complete upon submission of the [monitoring/evaluation] report.

6. Required expertise and criteria

The external expert must have the following expertise and criteria:

a. Strong professional knowledge and background in forest cooperation projects in Asia;
b. Practical experience on review and analysis of project implementation;
c. Fluent in English language skill;
d. Good interpersonal skill, experience in public communication, and good understanding of multi-cultural settings; and
e. Adaptation to flexible working environment.

7. Deliverables and timeline

Delivery date / time	Deliverables	Workload (day)
	Development of [monitoring/evaluation] plan based on the information and materials provided by the Secretariat	
	Field mission * Travel expenses including airfare, DSA, and accommodation is covered by the Secretariat.	N/A
	Preparation and delivery of the [monitoring/evaluation] report	
	Total working days	

8. Service terms and conditions

The fee for this service will be paid at the rate of USD xxx per working day before taxes based on the total workload calculated under section 7 above. The travel cost including airfare at actual rate, daily subsistence allowance, and accommodation will be provided according to the AFoCO staff regulations for the field mission. The Secretariat will pay the incumbent upon the completion of the services.

Annex-2. Template for Monitoring Plan

Monitoring Plan

Project Profile	
Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Main Objective	

Budget and Source of Finance	Total: US$ _____
	   - AFoCO: US$ _____
	   - National: US$ _____
	   - Others: US$ _____ (to be specified)

Summary of Monitoring Report	
Monitoring Period	
Monitoring Site	
Monitoring Check Points	● *(To include key issues and constraints.)*

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4. **Budget Estimates**
5. **Monitoring Schedule**
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7. **Appendix**

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1. Introduction

(To cover the decision of the PSC regarding the monitoring and its Terms of Reference)

(To cover the purpose of monitoring and current issues to be addressed)

2. Monitoring scope and methodology

(To describe the activities undertaken for the purpose of monitoring)

(To cover the specific methodology to check input/progress/output of each project activity, following the table below)

Activity No.	Activity	Performance Indicator	Monitoring Method	
			Quantitative	Qualitative

3. Participants and main task for monitoring

	Name	Affiliation	Main task
1			
2			
3			

4. Budget estimates

(The unit cost will follow the AFoCO financial regulation.)

    a. Airfare

    b. Local Travel

    c. Accommodation

    d. DSA

    e. Consultant Fee

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    f.   Others (e.g. VISA)

5. Monitoring schedule

Date / Time	Description	Responsible person	Venue

6. Implementation status of project activities, based on the document review

Activity no.	Activity description	Planned	Completed	Observation and further checkpoints, if any, based on the document review

7. Appendix

(To add supplementary data, documents, etc. for the monitoring)

Annex-3. Checklist for Monitoring Mission

The following checklist contains a list of questions and actions that may guide the monitoring process. Not all questions and actions need to be considered/taken during the process.

Criteria	Questions to be considered
Input	- Is finance available on time and in the right quantities and quality? - Is materials (procurement) available on time and in the right quantities and quality? - Are intangible inputs (e.g. human resources like staff qualifications, supportive mood of the project team, logistical support) located and available in the right place? - Is there any shortfall in resources? If so, why? - Is there any disaggregated unit cost for activities compared to the other project sites? (Too expensive? Too cheap?) - Are there issues to respond providing early warning of the kinds of logistical challenges that may limit project effectiveness?
Activities	- Are activities being implemented on schedule and within budget? - Are the scope of activities being implemented essential for the project success? - Are activities targeted what and where, following the project document and annual work plan? - Are there any comments and opinions from project stakeholders, and project surrounding local people, in terms of project implementation? - Are there issues to respond providing early warning of the kinds of activity implementations that may limit project effectiveness? - Are there any issues which evaluation, excluding the planned ones?
Output	- Are activities leading to the expected outputs? - How do project beneficiaries feel about the work? - Are the range of current and expected outputs essential for the project success? - Are there any difficulties to measure the project outputs? - Are there any similar outputs in different projects? If so, any lessons-learned to recommend to address issues from the project? - Are projects having high potential to be replicated in the future? If so, why?

Annex-4. Template for Monitoring Report

Monitoring Report

Project Profile	
Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Main Objective	
Budget and Source of Finance	Total: US$ _____ - AFoCO: US$ _____ - National: US$ _____ - Others: US$ _____ (to be specified)
Summary of Monitoring Report	
Monitoring Period	
Monitoring Site	
Monitoring Check Points	● *(To include key issues and constraints.)*

	Signature	Date	Name/Title
Reporter	_____	_____	_____
	Signature	Date	Name/Title
Reporter	_____	_____	_____

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Notes to the Authors & Readers

The monitoring report is intended to provide regular and timely updates of project implementation progress as well as to identify any corrective actions needed for effective and efficient implementation of the project.

A designated person or team is expected to conduct a monitoring in timely manner according to the Terms of Reference provided by the Project Steering Committee (PSC) and submit the report(s) to the PSC as scheduled.

The following table of contents presents a sample list of items to be included in the monitoring report, however, the addition or revision of those items is recommended in pursuit of more effective and transparent delivery of the monitoring results.

Further guidelines for monitoring will be provided by the Secretariat.

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1. Introduction

(To cover the decision of the PSC regarding the monitoring and its Terms of Reference)

2. Monitoring scope and methodology

(To describe the activities undertaken for the purpose of monitoring)

(To cover the specific methodology to check input/progress/output of each project activity, following the table below)

Activity No.	Activity	Performance Indicator	Monitoring Method	
			Quantitative	Qualitative

3. Findings and issues

(To list significant observations with explicit description of the cause-effect relations and supporting evidences. Use of location map, photos, or graphical illustrations are highly recommended for better clarity.)

3.1. Key findings and issues

(To cover the specific issues to be addressed)

3.2. Implementation status of project activities (as of monitoring mission)

(To update the implementation status made before the monitoring mission, through observation of each activity, based on the on-site verification, interview, etc.)

Activity no.	Activity description	Planned	Completed	Observation
A	*Inception meeting*			
A.1	*Inception meeting among the implementing*	*Q2, 2016*	*Q2, 2016*	*9 June 2016*

	countries			
B	*Establishment and maintenance of demonstration plots*			
B.1	*Site identification, surveying and mapping*	*Q3, 2016*	*Q2, 2017*	*It took time to complete site selection and project was launched at Zambales site on 3 Apr 2017.*
B.2	*Vegetation assessment*	*Q1, 2017*	*On-going*	*Gathering of baseline data completed in Q2, 2018*

4. Supplementary information

(To provide any additional information not included in the sections above, but relevant to the purposes of overseeing the project progress. Optional. E.g. updated national policy, financial regulations on tax, other interviews of project-related personnel and/or reports of similar project theme, etc.)

5. Recommendations

(To describe and summarize general recommendations, in narrative, based on the analysis of monitoring result.)

(To specify findings and recommendations from the monitoring in the table below.)

Activity No.	Activity	Recommended Follow-up actions	Responsible Person/Body	by when

6. Appendix

(To include audio-visual records of monitoring and any other relevant documents as to support the report)

Annex-5. Template for Evaluation Plan

(Mid-term/Ex-post) Evaluation Plan

Project Profile	
Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Main Objective	

Budget and Source of Finance	Total: US$ _____
	   - AFoCO: US$ _____
	   - National: US$ _____
	   - Others: US$ _____(to be specified)

Summary of Evaluation Report	
Evaluation Period	
Evaluation Site	
Evaluation Check Points	● *(To include key issues and constraints.)*

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2. **Outline of the Project**
3. **Evaluation Scope and Methodology**
4. **Budget Estimates**
5. **Evaluation schedule**
6. **Annexes**

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1. Introduction and outline of the project

(Clarify why evaluation of the Project was decided and describes the purpose of evaluations for AFoCO in general and the evaluation type, including any specific aspects.)

    1.1 Introduction

    1.2 Purpose of the evaluation

2. Outline of the project

The intention of this section is to summarize the most essential information and facts to understand the project intervention. It gives a brief description of the project, including:
- *relevant background, including origin of the project;*
- *development objective;*
- *main problems to addressed;*
- *specific objective(s) and outputs;*
- *project rationale;*
- *starting date, duration and date of any former evaluation; and,*
- *executing agency and collaborating agencies.*

Table x. Outline of the project

Title	
Duration	
Budget	
Target countries	
Objectives	
Details	
Beneficiaries	
Expectation	
Executing agency	

3. Evaluation Scope and Methodology

The intention of this section is to:

1) *elaborate the purpose of the evaluation, and the reason for undertaking it;*
2) *elucidate the scope and focus of the evaluation referring to the Terms of Reference for the evaluation mission;*
3) *introduce the mission members, profession, nationality, further relevant background; and,*
4) *set out the approach of the task; sources of data, collection methods and measures adopted to ensure reliability of data collected. (e.g. documents studied, field visits, meetings, feedback on preliminary findings, the duration of the evaluation), based on the criteria of evaluation: relevance, effectiveness, efficiency, impact, and sustainability.*

3.1. Evaluation scope

(Evaluation of AFoCO projects adopt the OECD/DAC criteria and indicators for evaluation – Relevance, Effectiveness, Efficiency, Impact, and Sustainability – and each specific evaluation factors are developed based on them. Under the evaluation criteria, the evaluation questions can be composed at each stage of the project logical framework.)

3.2. Evaluation methodology

(Based on the indicators developed, research portfolio will be set up, and the evaluation matrix will be established consisting of detailed evaluation criteria, and quantitative/qualitative research method).

● Evaluation Frame and Research Portfolio

(To check 'x' at each box where the method will be used to evaluate the corresponding criteria)

Method ╲ Evaluation criteria	e.g. Document analysis	e.g. Data and statistics analysis	e.g. Interview with the local people and beneficiaries	e.g. Interview with the project stakeholders and implementers	e.g. Questionnaire survey of targeting group	e.g. On-site field trip and survey
Relevance						
Effectiveness						
Efficiency						
Impact						
Sustainability						

- Evaluation Matrix

Evaluation criteria	Detailed Evaluation Criteria	Indicator/checkpoints	Research Method
Relevance	e.g. Consistency with the AFoCo agreement		e.g. Document
	e.g. Alignment with the country needs and strategy		e.g. Document and interview
	…	…	
Effectiveness			
Efficiency			
Impact			
Sustainability			

3.3. Participants and main task for evaluation

	Name	Affiliation	Main task
1			
2			
3			
4			

4. Budget estimates

(The unit cost will follow the AFoCO financial regulation.)

    a. Airfare

    b. Local Travel

    c. Accommodation

    d. DSA

    e. Consultant Fee

    f. Others (e.g. VISA)

5. Evaluation schedule

Date / Time	Description	Responsible person	Place

6. Annexes

(To add supplementary data, documents, etc. for the evaluation)

Annex-6. Checklist for Evaluation Mission

The following checklist contains a list of questions and actions that may guide the evaluation process. Not all questions and actions need to be considered/taken during the process.

Criteria	Questions to be considered
Relevance	1) To what extent are the project objectives still valid? / How valid are the project objectives? 2) Does the problem analysis confirm the results of the Project identification? Can the results of the Project identification be confirmed by the analysis of the problem? 3) Are the activities and outputs of the project in line with/relevant to the overall aim and the fulfillment of the project objectives? 4) Are the activities and outputs of the project in line with/relevant to the expected impacts and outcomes of the project? 5) Does the project clearly comply with AFoCO's objectives, AFoCO's strategic priorities and the target country's national efforts in the relevant sector? 6) Considering the project objectives, Is the project budget amount appropriate? Are the costs of each activity suitably allocated? 7) Is the project rationale appropriate based on the analysis of the linkages of the logical framework? 8) Are the outputs essential and adequate in realizing the specific objectives of the project? 9) (Action) Assess the contribution of stakeholders to the project design. 10) (Action) Assess the status of ownership of the project. 11) (Action) Assess stakeholder and partner agency(ies) commitment to the project. 12) (Action) Assess the suitability/relevance of the project design (vertical logic rationale; level of details; logic, indicators, verification means, assumptions; management of risks, etc.).
Effectiveness	1) To what degree were the objectives met / likely to be met? 2) What were the key factors that were found to have an influence on the achievement (or non-achievement) of the objectives? 3) Are there more appropriate technical, financial or administrative approaches that can improve the effectiveness of the project? 4) (Action) Assess the technical or scientific intrinsic quality of the project proposal. 5) (Action) Assess the relevance of rationale of the project proposal in achieving its objectives. (This may include analyzing its logical framework critically and examining external factors which may influence the success of the project.) 6) (Acton) Conduct a risk assessment and assess the probability of success. 7) (Action) Assess the effectiveness of unexpected situation management and evaluate the approaches taken in comparison with other possible alternative approaches. 8) (Action) For ongoing projects, assess the validity of the project design, (This includes reviewing the logical framework and providing suggestions for revision when required.)
Efficiency	1) Were activities cost-efficient? Did the project activities achieve the expected outcomes with minimum possible cost inputs? 2) Were objectives achieved on time? Were the project objectives attained without delay?

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3) Was the chosen project implementation approach the most efficient one available (as compared to other alternative approaches)?

4) Are the activities and related inputs essential and adequate in realizing the outputs of the project?

5) (Action) Assess the technical, financial and managerial aspects of project implementation. (These include the usage of norms, standards and rules associated to technical and administrative actions, coordination of project staff, organization of the project reports, accounting documents and data, etc.)

6) (Action) Assess the allocation of inputs, including its timing and suitability, indication of whether they are being provided on time and at the estimated costs; indication of likely future trends in Inputs allocation considering the current situation; indication of cost effectiveness through the use of unit costs, comparative costs per beneficiary, etc;

7) (Action) Assess the internal monitoring of the project. Project internal monitoring;

8) (Action) Assess procurement procedures and the employment of consultants. (Action) Assess the commitment of the recipient country

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<tr><td>Impact</td><td>

1) What has happened as a result of the project or project and why? What is the consequence of the implementation of the project and why has this happened?

2) What real difference has the activity made to the beneficiaries? What are the actual impacts of the project activity on the beneficiaries?

3) Is there a clear understanding of the field or sub-sector involved and of its main characteristics? Has the field/sub-sector involved and its main characteristics been clearly understood?

4) Has adequate consideration been given to the environmental impact and stakeholder, including local community, participation and ownership? Have environmental impact, project stakeholders such as the local community, and aspects such as participation and ownership been adequately considered?

5) assessment of the post-project situation and of the specific conditions of its intended direct or indirect beneficiaries as compared to the Pre-project situation and expectations; assessment of whether this post-Project situation is likely to change additionally, in what direction and over what period;
(Action) Compare the pre project situations and expected outcomes with the post project situations and specific conditions of the intended beneficiaries (both direct and indirect). Assess the possibility of any changes that may occur in the post project situation and direction and period the change.

6) assessment of the achievement of the Project Specific Objective(s) and of its contribution to the Development Objective; critical analysis of the validity of the Assumptions made; presentation of the Indicators of achievement for each level of the Project elements;
(Action) Assess the attainment of the specific objectives of the project and how it contributes to the development objective; carry out a critical analysis of the legitimacy of the assumptions made; and present the indicators of achievement for each project element level.

7) assessment of unexpected effects and impacts either harmful or beneficial, and presentation of the reasons for their occurrence;
(Action) Assess all unintended effects (both harmful or beneficial) and describe the reasons for their occurrences.

8) (Action) Assess the environmental impacts that have resulted from the project and compare them with the expected impacts.

9) (Action) Assess the all related or unrelated and harmful or beneficial impacts of

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the project implementation on local communities.

Sustainability	1) To what degree did the positive impacts of the project continue after donor funding was no longer provided?
	2) Which key factors influenced the fulfillment and non-fulfillment of project sustainability?
	3) Will the results of the Project be sustainable, financially and in other ways? Can the sustainability of the project results be ensured, financially and in other aspects?
	4) elaboration on the availability of human resources and financial and institutional provisions to guarantee sustainability (Action) Explain in detail, the availability of manpower as well as financial and institutional provisions to assure sustainability.

- Additional issues specifically for mid-term evaluations

Questions to be considered	
Mid-term evaluations	1) Do the external events thus far coincide the expectations of the project team/developers?
	2) In particular do their assumptions still appear valid? If not, why not? Are the assumptions of the project team/developers still valid? if they are not, assess the reasons why.
	3) Has progress so far matched the implementation plan? If not, can action be taken to restore or improve the original Project track? If not, what should be done? Is the project progressing according to the implementation plan? If it is not, are there any actions that can be taken to rectify or improve the situation and put the project on the right track?
	4) Is the Project still valid in terms of its Specific Objective(s) and planned Outputs? Does any change need to be made? Is the project still justifiable by its specific objectives and planned outputs? Is it necessary to make any changes?
	5) Is the project budget and its initial cost effectiveness still reasonable?
	6) Are the expected impacts materializing? If not, what should be done? Are the expected outcomes of the project occurring? If they are not, are there any actions that can be taken?

- Additional issues specifically for ex-post evaluations:

Questions to be considered	
Ex-post evaluations	1) What happened to the Project, and what are the problems that were encountered?
	2) Were the Inputs provided as planned and were work schedules observed?
	3) Were the expected Outputs achieved?
	4) What problems (if any) caused delays (if any) and what consequences did this have for implementation? Are there any problems which lead to delays in the project and what are the impacts of these problems and delays on the implementation process?
	5) Was the project adequately managed and executed?
	6) Are the actual costs arising from the project similar to the budget provided?

7) Were the specific objectives of the project applicable?

8) Have the specific objectives of the project been attained?

9) Were there any changes to these objectives during implementation process?

10) Were there unexpected results and impacts, either harmful or beneficial? Were there any harmful or beneficial results or impacts that were unintended?

11) Who are the actual beneficiaries of the project?

12) Could it have been possible to achieve the specific objectives of the project with reduced costs or via an alternative project design?

13) What are the key lessons learnt from the implementation of the project?

14) What are the positive or negative factors that contributed to the corresponding success or failure of the project?

15) Does the project present new challenges or issues that require examination during the design of subsequent interventions?

16) What direct recommendations arise either for future similar Projects or for the continued operation of this one? Are there any recommendations derived directly from the project that can contribute to the implementation of similar projects in the future or to the continued operation of the project itself?

Annex-7. Template for Evaluation Report

(Mid-term/Ex-post) Evaluation Report

Project Profile	
Project Code	
Project Title	
Project Duration	Start date: End date:
Implementing Agency	
Participating Countries	
Project Site	
Main Objective	

Budget and Source of Finance	Total: US$ _____
	  - AFoCO: US$ _____
	  - National: US$ _____
	  - Others: US$ _____ (to be specified)

Summary of Evaluation Report	
Evaluation Period	
Evaluation Site	
Evaluation Check Points	● *(To include key issues and constraints.)*

	Signature	Date	Name/Title
Reporter	_____	_____	_____
Reporter	_____	_____	_____
Reporter	_____	_____	_____

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Executive Summary *(if necessary)*

Abbreviation & Acronyms

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1. **Introduction**
2. **Evaluation Scope and Methodology**
3. **Outline of the project**
4. **Key Findings and Lessons Learned**
5. **Conclusions and Recommendations**
6. **Appendix**

Disclaimer

The opinion, views, and recommendations provided in this evaluation report do not (NOT) represent the official view and position of the Asian Forest Cooperation Organization (AFoCO) Secretariat, but those of authors of the report. This report is based on the information and provided and observation made during evaluation mission. For further information and clarification, please contact (Name / E-mail address) and/or (Name / E-mail address).

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1. Introduction

(To clarify why evaluation of the Project was decided and describes the purpose of evaluations for AFoCO in general and the evaluation type, including any specific aspects)

2. Evaluation Scope and Methodology

(To elaborate the purpose of the evaluation, and the reason for undertaking it)

(To elucidate the scope and focus of the evaluation referring to the Terms of Reference for the evaluation mission)

(To introduce the mission members, profession, nationality, further relevant background)

(To set out the approach of the task; sources of data, collection methods and measures adopted to ensure reliability of data collected. (e.g. documents studied, field visits, meetings, feedback on preliminary findings, the duration of the evaluation), based on the criteria of evaluation: relevance, effectiveness, efficiency, impact, and sustainability)

   2.1. Evaluation scope

(Evaluation of AFoCO projects adopt the OECD/DAC criteria and indicators for evaluation – Relevance, Effectiveness, Efficiency, Impact, and Sustainability – and each specific evaluation factors are developed based on them. Under the evaluation criteria, the evaluation questions can be composed at each stage of the project logical framework.)

   2.2. Evaluation methodology

(Based on the indicators developed, research portfolio will be set up, and the evaluation matrix will be established consisting of detailed evaluation criteria, and quantitative/qualitative research method).

   ● Evaluation Frame and Research Portfolio

(To check 'x' at each box where the method will be used to evaluate the corresponding criteria)

Method \ Evaluation criteria	e.g. Document analysis	e.g. Data and statistics analysis	e.g. Interview with the local people and beneficiaries	e.g. Interview with the project stakeholders and implementers	e.g. Questionnaire survey of targeting group	e.g. On-site field trip and survey
Relevance						
Effectiveness						

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Efficiency						
Impact						
Sustainability						

- Evaluation Matrix

Evaluation criteria	Detailed Evaluation Criteria	Indicator/checkpoints	Research Method
Relevance	e.g. Consistency with the AFoCo agreement		e.g. Document
	e.g. Alignment with the country needs and strategy		e.g. Document and interview
	…	…	
Effectiveness			
Efficiency			
Impact			
Sustainability			

2.3. Participants and main task for evaluation

	Name	Affiliation	Main task
1			
2			
3			
4			

2.4. Research limitations

(To describe the limitations of the evaluation research)

3. Outline of the project

(To summarize the most essential information and facts to understand the project intervention. It gives a brief description of the project, including:
- *relevant background, including origin of the project;*
- *development objective;*
- *main problems to addressed;*

- *specific objective(s) and outputs;*
- *project rationale;*
- *starting date, duration and date of any former evaluation; and,*
- *executing agency and collaborating agencies.)*

Table x. Outline of the project

Title	
Duration	
Budget	
Target countries	
Objectives	
Details	
Beneficiaries	
Expectation	
Executing agency	

4. Key Findings and Lessons Learned

    4.1. Findings

1) Achievements of the Project

(To describe the achieved outputs compared to the planned ones)

2) Process of project formulation and implementation

(To review on the process of project formulation and implementation, as considering stakeholders, appropriateness of project design, etc., based on the evaluation criteria)

3) The Project proposal appraisal process

(To check whether observed failures of the project could been predicted in advance at the stage of development of project proposal)

(If not, describe what kind of indicators would be needed to prevent the failures)

      4.2. Lessons learned

(To describe the corresponding lessons learned.)

5. Conclusions and Recommendations

      5.1. Conclusions

(To highlight outstanding conclusions according to the headings used in Section 4.)

      5.2. Recommendations

(To describes recommendation grouped according to the five criteria of evaluation: relevancy, effectiveness, efficiency, impact and sustainability)

6. Appendix

(To include audio-visual records of monitoring and any other relevant documents as to support the report)