

*Unofficial Translation*

# **Results Based Monitoring and Evaluation Guidelines 2067 (2010)**



**Government of Nepal  
National Planning Commission  
Singha Durbar**

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## **Background**

Monitoring and Evaluation can play a vital role in providing information whether the objectives and the goals set in the Periodic Plan for the development of nation, have been achieved or not. Monitoring and Evaluation have been considered as an important tool to provide information whether the development programmes have been implemented appropriately or not and whether the expected output and outcomes have been achieved. Besides, it also provides evidence based information on main contributing factors behind the success and failure as well as the improvements that will be required in future.

Efforts have been made to improve the shortcomings and weaknesses that were felt in the process of setting up Monitoring and Evaluation system as a useful management tool. National Planning Commission has developed this Guideline by incorporating the suggestions received from different sectors regarding the essential process of Monitoring and Evaluation for the development programmes and projects launched by the government as well as considering the new dimensions and values that emerged in the monitoring and evaluation system. Therefore, the provisions clearly specified in this Guideline will make the Monitoring and Evaluation process systematic, regular, and results based in enhancing its effectiveness.

This Guideline has been developed not only focusing on the inputs and outputs of the development activities but also on the process of ensuring clear and systematic implementation of monitoring and evaluation by measuring the results, outcomes/effects and impact on the basis of certain methods and procedures. It provides clarity in the monitoring and evaluation work at different levels and creates conditions for providing information on a regular basis to all our stakeholders and development partners about the effect and impact on development.

National Planning Commission believes that this Guideline will lead the development programmes in the proper direction and make the overall development programmes results based. All the ministries and agencies are requested to implement the Guideline so that it will help us to achieve our expected development goals and objectives. National Planning Commission would like to extend its gratitude to all concerned for their contributions in preparing this Guideline.

Shrawan, 2067 (2010)

National Planning Commission

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## **Results Based Monitoring and Evaluation Guidelines, 2010**

### **Preamble**

Whereas, recognizing the need to accomplish the development policy, programme and projects in accordance with the predetermined quantity, quality, input and timeframe and attain the goals and objectives set in the periodic plan;

Whereas, recognizing the need to evaluate to what extent the target groups achieved the output from the implementation of the development plan, programme, and projects; and whether or not such output can be attained in the long-term and what effect and impact of such output lie in the living standards of the people;

And whereas, considering the need accordingly to adjust the development process and to make the input in the development projects transparent and results based;

Therefore, it is necessary to clearly define the Results based Monitoring and Evaluation system and ensure its implementation, National Planning Commission has issued this guideline to exercise the power pursuant to Clause 27 of Formation and Operation of Directive of National Planning Commission, 2067.

### **Part 1 Preliminary**

**1.1 Title and Commencement:** This Guideline shall be called "*Results Based Monitoring and Evaluation Guidelines, 2067(2010)*." This Guideline will come into effect immediately.

**1.2 Definitions:** Unless the subject or context otherwise requires, in this Guideline,

- (a) **"Monitoring,"** means the regular and periodic act of assessment to be performed by the management itself at different levels or the person, agency or group designated by the management. It is mainly done to confirm whether the pre-determined inputs and means for development policy, programme and project or the flow of other activities relating to these, have been implemented properly or not and whether the expected outputs have been achieved or not by implementing the programme according to the plan of action.

- (b) **"Evaluation"** means the act of assessment performed logically and in a systematized manner by the management itself at different levels or the person, agency or group designated by the management. It is to confirm to what extent activities are relevant, beneficial and effective regarding the set objectives of development policy, programme and project.
- (c) **"Result"** means the output, production or outcomes/effect (desired/undesired or positive/negative) achieved from the implementation of any programme.
- (d) **"Commission"** means National Planning Commission.
- (e) **"Ministry"** means concerned Ministry of the project-implementing agency.
- (f) **"Plan"** means Periodic plan.
- (g) **"Programme"** means the project, working modality relating to different sectors directed by the specific objective or the integrated structure of the services.
- (h) **"Project"** means the structure of the correlated activities implemented in the specific area and within certain timeframe for achieving certain objectives.
- (i) **"Indicator"** means the basis of monitoring and evaluation to measure quantity and quality of development or the changes.
- (j) **"Work performance indicator,"** means the indicator used for the quantitative or qualitative measurement against the approved goal or for measuring the work performance, working efficiency, outcomes, etc according to any other system.
- (k) **"Independent or Third Party Monitoring and Evaluation"** means monitoring and evaluation conducted by the public agency beyond the control of the plans, programmes and projects of the implementing agency or by the independent person or the organisation beyond the public agency or jointly by such public agency and other independent person or organization.
- (l) **"National Development Action Committee"** means the committee formed under the chair of the prime minister to conduct review, monitoring and evaluation of the development policy, programmes and projects.
- (m) **"Ministerial Level Development Action Committee"** means the committee formed under the chair of the minister/state minister of the concerned ministry to conduct review, monitoring and evaluation of the development policy, programmes and projects.

- (n) **"Monitoring and Evaluation Supervision Committee"** means the committee formed under the chair of the Vice-president of the Commission to make the activities relating to monitoring and evaluation conduct in each level systematic, to supervise them and provide necessary directive.
- (o) **"Input"** means the financial, human and other physical resources required to achieve the desired and necessary outputs through the planned activities.
- (p) **"Terms of Reference (TOR)"** means the job description, which includes the scope of monitoring and evaluation, its methods, working procedures, resources and timeframe and the desired format of the monitoring and evaluation report.
- (q) **"Public agency"** means all the constitutional bodies and agencies, all the ministries under the Government of Nepal, secretariats, departments, and projects including courts and security agencies and other government offices.

**1.3 Objective of the Guidelines:** The objective of this Guideline is to implement result based monitoring and evaluation method, process and tools to assess plan, policy, programme and project regularly, reliably and effectively so that it can achieve the desired goals. It helps to ensure the maximum use of public inputs to produce desired outputs, outcomes and impact as per expected quantity, cost, time and quality. Thus, it can develop confidence within the stakeholders and development partners.

**1.4 Significance of the Guidelines:** Preparation and implementation of such guidelines have been considered necessary and appropriate in order to create favourable situations for making the development policy, programme and the project activities results-based and utilising the resources to the optimum level, with a view to make the monitoring and evaluation process logical. The significance of the guidelines is also to inform the development partners and the stakeholders regarding the implementation status of the development programmes/projects and integrating the network of automated monitoring and evaluation system from the project implementation to the policy level and to enhance public accountability.



## **Part 2**

### **Results Based Monitoring**

**2.1 Criteria and Standards for the Results Based Monitoring and Evaluation:** The public agency should take into account the Logical Framework as the basis while developing the criteria and standards for results based monitoring and evaluation. Moreover, monitoring and evaluation should be conducted taking into consideration the input in the results chain targeted by the concerned programme/project, output, outcomes, impact including relevance, efficiency, utility and impact, sustainability, use and mobilization of resources, results achieved and its possible impact.

**2.1.1 Provision Regarding Indicators:** The public agency should prepare the monitoring and evaluation indicators in accordance with the objectives, which should be fair, independent, specific, measurable, achievable, reliable and time bound. These indicators also should be assessable and comparable, practical, monitoring friendly, transparent and representative. Approval of the major indicators related to monitoring and evaluation has to be received together with the programme/plan. The indicators can be modified upon requirement while the budget and programme are approved on an annual basis. For the purpose of this Guideline, the samples of the main sectoral indicators of monitoring the outcome/impact are in Annex 2 and the sectoral indicators for work performance monitoring are in Annex 3.

**2.1.2 Actions to be taken while Monitoring:** While conducting monitoring, the project office should emphasize the implementation (resources/outputs) monitoring, the programme level on the outcome/impact monitoring and the policy level on the effect monitoring.

**2.2 Conducting Monitoring Pursuant to the Stages of Results Based Monitoring:** The public agency should conduct monitoring pursuant to the stages of the results based monitoring specified in this Guideline.

**2.2.1 Preparation and Amendment of the Log frame:** The public agency, for the purpose of monitoring and evaluation, should prepare a log frame and receive approval for it. Such log frame should clearly indicate the goal, objective, outcomes, output and show the relationship of causes and effects between them in accordance with Table 1. If the existing log frame requires any amendment after the project comes into effect, amendment and approval received at the beginning of the fiscal year before the monitoring should be initiated.

**Table 1**  
**Logical Framework**

Name of the programme:

Date of amendment:

Results Chain	Descriptive Summary	Indicators of Work Performance	Means of Verification	Key Assumptions
Goal				
Purpose				
Outcomes				
Output				
Activities				
Inputs				

*Note: The sample of logical framework is in Annex 1 with examples.*

**2.2.2 Identification of questions regarding work performance and indicator setting:** The public agency should select indicators that provide clear answers to the questions based on SMART theory while identifying the questions regarding work performance and setting the indicators. The SMART process and the validation questions are prescribed in Table 2.

**Table 2**  
**SMART Process and the Validation Questions**

Process/System	Validation Questions
S = Simple/Specific	<ul style="list-style-type: none"> <li>Are the indicators simple, measurable and do they clearly indicate what to measure?</li> </ul>
M = Measurable	<ul style="list-style-type: none"> <li>Do the stakeholders agree on the indicators that reflect expected change &amp; subject to measure? Are the policy &amp; programme reliable, clear &amp; measurable for the change results and quality measurement?</li> </ul>
A = Achievable	<ul style="list-style-type: none"> <li>Have the indicators been approved prior to the implementation of the programme and project with the consent of the stakeholders? Will this reflect the intensity of effect on the indicators due to the factors beyond the control of the project and the expected outcomes of the development activities and verification of the results?</li> <li>Are the indicators achievable?</li> </ul>
R = Reliable	<ul style="list-style-type: none"> <li>Do the indicators embrace the importance of the desired results and do they have the capability to measure the relevance, transparency, reliably and measurability, regarding expected outputs and outcomes?</li> </ul>
T = Time Bound	<ul style="list-style-type: none"> <li>Do the indicators have the qualities that allow to measure on regular basis at appropriate time, to refine the collected data and reporting them to the concerned party and whether the data to use are economical and prepared in accordance with the monitoring plan?</li> </ul>

**2.2.3 Approval of the monitoring framework, monitoring plan and monitoring action plan:**

- 1) The public agency, for monitoring, should get approval of the monitoring framework when the project is approved. The monitoring framework is prescribed in Table 3.

**Table 3**  
**Monitoring Framework**

Results Chain	Indicators	Baseline Data	Means of Measurement	What to measure	Who to measure	Timeframe for measurement	When and whom to report
Goal							
Objective							
Outcome							
Output							
Activities							
Input							

*Note: The given framework should be prepared according to the monitoring sector and use in all three levels- programme/project and policy, as per need.*

- 2) The public agency, for monitoring purpose, should get approval of the monitoring plan at the stage of the project approval. The matters to be included in the monitoring plan depend on the type, amount and complexity of the input. The project itself and the thematic ministry, taking into account the input to monitor, should therefore determine it. The key points to be included in the monitoring plan should be as prescribed in Table 4.

**Table 4**  
**Essential Points to be included in the Monitoring Plan**

Section	Proposed Content
Objective and Scope	This includes review of input, goal, objective and outcome, relevance and significance of the monitoring system and discussion with the participants, analogy between quantitative and qualitative matters, resource requirement and the points the monitoring system intends to focus on. This will help the ways the monitoring system can assist to the management, to provide timely reporting and information to the stakeholders.
Concept	This identifies the method of the stakeholders' participation and its review, concept and application of learning, types of information and application regarding the methods of collecting information. The concept is framed on the subjects such as the extent of implementation of participatory approaches, the status of Geographical Information System (GIS), computerized information system and the base line survey.
Logical Framework and Indicators	Following matters should be included in the logical framework: The questions regarding work performance at every level mentioned above - indicators and definition of information system; needs and relevance of information; technical knowledge; evaluation of feasibility of resources; need of information for key stakeholders and evaluation of their interest; evaluation of every monitoring related to indicators including the external factors; questions regarding work performance and selection of indicators etc. (In this process, things should be taken into consideration that will be affected by the climate, values, economic condition, policy change etc.)
Management Information System (MIS) and Report	This should include the objective of management information system, collection and analysis of information, reporting, informal contact and feedback, flow of information regarding the results, reporting and its deadline, annual action plan, budget structure and procurement plan including other necessary details along with the physical and financial reports.

Section	Proposed Content
Monitoring Action Plan and Timeframe for Activities	This includes the subjects of monitoring such as resource, activities and effective management for implementation, outcomes and the impact of the implementation strategy. These can be done through collecting suggestions and comments, surveys, participatory annual review, workshop, midterm review & programme completion report, monitoring action plan and other necessary things related to it.
Monitoring Organization/ requirement of resources / necessary conditions and capacity development	This includes the network and mechanism within the institution and the one that requires contact with the stakeholders, structure and power in functioning and management of existing monitoring, needs identification of human resources, number of various stakeholders related to monitoring, their capacity, accountability and facility, training needs and assistance regarding vehicle, other equipment and the technical input.
Budget	This includes the summary of the budget allocation for monitoring.
Annexes	This includes the annexes related to subjects such as the proposed list of indicators, methods of data collection, annual and bi-annual timeframe for the activities, quarterly, bi-annual and annual reports, summary of key outcomes, status report of the input and resources, output and study of monitoring results, conclusion and summary of recommendations, questionnaires of baseline survey (if applied any), detail of the staff and status of their facilities, detail of the technical support (if any), monitoring framework and action plan, budget detail for monitoring, etc. The initial information and the revised one if any, should be provided for logical framework or framework in order to support, justify and elaborate the information mentioned prior to this box.

- 3) The public agency, for monitoring, should develop annual monitoring action plan for the monitoring activities to be conducted by different levels, based on the monitoring plan and should get it approved together with the approval of the budget and the programme. The framework for monitoring action plan is prescribed in Table 5.

**Table 5**  
**Monitoring Action Plan**

Levels of Monitoring

Results Chain	Indicators	Program/ Activities	Base line Data	Time for monitoring	Responsible authority/ person to monitor	Source of data	Authority to analyze	Remarks
Goal								
Objective								
Outcome								
Output								
Activities								
Input								

*Note: This framework should be prepared according to the monitoring sector and used in all three levels- programme/project and policy, as per the need.*

**2.3 Organizational Provision:** Except as provided for in the laws in force, the organizational provision to conduct monitoring and evaluation at different levels and their functions should be as provided for in Annex 9.

**2.4 Major Points to be included in the Report by the Monitor:** The monitor should prepare the monitoring report of the level he/she had conducted the monitoring evaluation. Such a report should include the level wise key points in accordance with Annex 5 and should submit it to the concerned authority.

**2.5 Applications of information and findings of the monitoring and feedback:** The information and findings of the monitoring should be utilised for implementation of the Medium Term Expenditure Framework (MTEF) and Managing for Development Results (MfDR), to identify the status of the project/programme, to improve the work performance of the development project/programme and as a feedback for developing project/programme and policies in the future.

## Part 3

### Results Based Evaluation

- 3.1 Evaluation of Development Project/Programme:** The public agency should evaluate the development project/programme as follows within the allocated timeframe:

**Initial stage:** Prior to making government investment in any project, arrangement should be made to conduct evaluation by various government agencies regarding the significance of the project. Assistance may be sought for such an act from the independent body or from a third party as required. The feasibility and relevance of the project should be the key concern during such an evaluation.

**Midterm:** Midterm evaluation of the project should be conducted in collaboration with the management team and with the involvement of the independent agency or the third party as per requirement. The evaluation should concentrate on the relevance as well as priority and working efficiency.

**Final stage:** On completion of the project, evaluation should be conducted with the involvement of the implementing agency or jointly with the evaluators of the independent agency or the third party. In this stage, effectiveness of the project and its sustainability should be clearly taken into consideration.

**Effect/Impact Evaluation:** Impact study should be conducted within 2-5 years of the project completion. For this purpose, priority should be given to the independent or the third party evaluators. This evaluation should chiefly consider the effect, impact and sustainability of the project.

**As required:** If any unexpected problems are encountered during the implementation of the project or if such problems may be encountered, evaluation can be conducted at any time as per requirement.

- 3.2 Evaluation Methodology:** The public agency should arrange to conduct evaluation of the project/programme using the methods either based on one or all aspects from among the relevance, effectiveness, working efficiency, impact and sustainability, depending on the necessity and significance. In order to make the evaluation results oriented, the evaluation should be conducted maintaining combined relationship between the hierarchy of logical framework and evaluation methodology as provided for in Table 6.

**Table 6**  
**Relationship between Logical Framework & Monitoring Methodology**

Results Chain	Working Efficiency	Effectiveness	Impact (Effect)	Relevance	Sustainability
Goal			What positive & negative impacts were seen during implementation?	To what extent were the objective & goal of the monitoring relevant?	To what extent can the relevant agencies preserve the positive impacts after completion of the project?
Objective		Were the objectives fulfilled and to what extent has the output supported to it?			
Outcomes					
Output	What is the rate of return?				
Activities					
Input					

**3.3 Provisions regarding the evaluation to be conducted at different levels:** Generally, the public agency should conduct evaluation of the programmes and projects at the following levels:

- (a) **The programme level:** The evaluation of the activities such as feasibility study of the programme, project appraisal report (for which the objective, timeframe and budget are specified in the project framework document) should be conducted from the programme and project level.
- (b) **Sectoral Level:** Evaluation of sectoral programme related to the national goal and the sectoral programmes of different regions should be conducted by the sectoral ministry level. Even the subjects are to be considered in their entirety but the project level should not be evaluated from the sectoral level.
- (c) **National Policy Level:** Evaluation of the policies of strategic importance from the national perspective and periodic plans, the national level programmes and projects of strategic importance should be conducted by the national policy development level such as Commission, Council of Ministers, National Development Action Committee and National Development Council.

**3.4 Stages of Evaluation:** The public agency should pursue following stages in order to make the evaluation process to be conducted at the project/programme level, effective and results based.

- (a) First stage: Preparation of logical framework for evaluation,
- (b) Second stage: Evaluation framework and evaluation plan,
- (c) Third stage: Data collection and analysis,
- (d) Fourth stage: Summary of evaluation and report,



### 3.5 Need to Approve the Evaluation Framework, Evaluation Plan and Evaluation Action Plan:

1. The public agency should get approval of evaluation framework for evaluation process at the stage of getting approval of the project. The evaluation framework shall be as provided for in Table 7.

**Table 7**  
**Evaluation Framework**

Results Chain	Indicators	What to measure	How to measure	Who will measure	When to measure	Techniques, tools & methods used for measuring	When and whom to report
Goal							
Objective							
Outcomes							
Output							
Activities							
Input							

2. The public agency should get approval of evaluation plan for evaluation process while receiving approval of the project. The major points to be included in the evaluation plan should be as provided for in Table 8.

**Table 8**  
**Major Points to be Included in the Evaluation Plan**

1. Objective,
2. Detail mapping and review of the activities to be evaluated,
3. Job description of evaluation team or group of evaluators,
4. Activities to be measured,
5. Questions and challenges,
6. Information and indicators that guide for conclusion and suggestions,
7. Techniques and approaches to be used,
8. Form of change,
9. Communication plan,
10. Time table
11. Feedback mechanisms,
12. Application of results management,
13. Required resources and means for evaluation,
14. Remarks or points to be clarified

3. The public agency should prepare annual evaluation action plan for evaluation process and get it approved at the stage of getting approval of the budget and programme. The framework of the evaluation action plan shall be as provided for in Table 9.

**Table 9**  
**Evaluation Action Plan**

Results Chain	Indicators	Program/Project	Base line Data	Time for evaluation	Type of evaluation	Source of data	Process to be adopted for evaluation	Remarks
Goal								
Objective								
Outcomes								
Output								
Activities								
Input								

**3.6 Evaluation methodology:** The evaluator, while conducting evaluation of the development policy, programme/project, should use any one or more than one methodology as follows, in accordance with the needs and importance.

- (a) **Direct Observation Method:** This method should be used chiefly to evaluate the sectors in which quantitative or qualitative changes occur. For example, a field visit should be conducted in order to make on-the-spot observation to see whether the bridge has been built or not in accordance with the programme for construction of a bridge.
- (b) **Target Group Method:** This is a participatory method. Therefore, it should be used to review the reports prepared by other actors in those sectors where qualitative changes occur. For example, it is appropriate to see whether the reports prepared by the consultants are correct or not.
- (c) **Semi-structured Interviews:** As this is also a participatory method, it should be used to find out the reason behind change and to find out the facts from direct observation. For example, an interview can be conducted to discuss with the key stakeholders.
- (d) **Pilot Method:** This method should be used to identify which participatory methods to be used to involve stakeholders in the evaluation activities to ensure representation in the survey.
- (e) **Questionnaire and Survey Method:** This participatory method should be used in order to involve many stakeholders related to the project.
- (f) **Strength, Weakness, Opportunity & Threat (SWOT) Method:** This method should be used to identify strength, weakness, opportunity and threat especially to integrate the qualitative data and the evaluation results.

- (g) **Kirkpatrick Model:** This method should be used to evaluate the input made in education and training. The sample of the evaluation technique using this method is given in Table 10.
- (h) **Goal Attainment Scaling:** This method should be used to evaluate the capacity development, service delivery and the environmental issues faced by the local people.

**3.7 Subject matters to be included in the Evaluation Report:** The evaluator should submit the evaluation report with coverage of the points mentioned in the list of contents in Table 10.

**Table 10**  
**List of Contents to be included in the Evaluation Report**

<b>Executive Summary</b>	<b>Lessons learnt from the evaluation, suggestions, use of findings to support Managing for Development Results</b>
Main Section of the Report	<ol style="list-style-type: none"> <li>1. Evaluation Framework (Objective, Strategy, Role, Time, Evaluator)</li> <li>2. Narrative overview of the expenditure</li> <li>3. Evaluation log frame and descriptive summary</li> <li>4. Findings of every approach being evaluated <ul style="list-style-type: none"> <li>• Expertise</li> <li>• Effectiveness</li> <li>• Effect &amp; impact</li> <li>• Relevance</li> <li>• Sustainability</li> </ul> </li> <li>5. Conclusion <ul style="list-style-type: none"> <li>• Summary of the findings, lessons learnt &amp; suggestions</li> <li>• Use of findings for management</li> <li>• Significance of evaluation plan</li> <li>• Changes made in the implementation model at different periods</li> </ul> </li> </ol>
Annexes	<ol style="list-style-type: none"> <li>1. Initial logical framework used for implementation</li> <li>2. Evaluation log frame &amp; table which shows the state of progress</li> <li>3. Evaluation questionnaires &amp; findings analyzed by indicators</li> <li>4. Raw data collected from interview, survey, direct contact etc.</li> <li>5. Review of reference materials</li> </ol>

**3.8 Appropriate suggestions received from Evaluation should be considered as Feedback:** The public agency should accept the appropriate suggestions received from evaluation and consider them as feedback for the planning process.

## Part 4

### Provisions Regarding Conduction of Monitoring and Evaluation by Independent Evaluator or Third

#### Party

- 4.1 Involvement of Independent Evaluator or Third Party in Monitoring & Evaluation Process:** The monitoring and evaluation of development policy, programme/project should be conducted independently as required. The public agencies, which are not the implementing body of such policy, programme and project can be involved in this process. The monitoring and evaluation may be conducted by procuring the service from the third party in accordance with the process of procuring consultancy service provided for in the guidelines in the following conditions: if the evaluation and monitoring is not possible from the human resources of the public agency; or if it cannot be accomplished effectively from the available human resources; or if the monitoring and evaluation process requires the service of the relevant specialists; or if the agreement with the donor agency requires to conduct monitoring and evaluation of the particular project by the third party outside the public agency..
- 4.2 Service from person outside the public agency or organization should be procured by preparing Terms of Reference (TOR):** The details of the service to be procured by the third party along with the relevant cost should be drawn clearly before implementing the service procurement for monitoring and evaluation from a person or an organisation outside the public agency. A clear Terms of Reference (TOR) should also be prepared before procuring the service. The basic points to be included in the TOR will be as prescribed for in Annex 11. The provisions inherent in Public Procurement Act, 2063 and Public Procurement Regulations, 2064 should be applied while acquiring services from the third party.
- 4.3 To provide required data, documents and information regarding monitoring and evaluation:** The public agency should provide data, information and documents regarding the monitoring and evaluation to the independent body or third party as required or within the stipulated time. If it was not possible to provide the data, information and documents to the independent or third party because of the sensitivity of such documents, the concerned party should be informed in writing accordingly.
- 4.4 The monitor, evaluator and the implementing agency should not have any interest for their personal benefit:** The monitor and evaluator should conduct

monitoring and evaluation of public agency in a professional, logical and impartial manner. If there is any personal interest or benefit in either the past or present or if he/she is considered unable to perform the job to ensure optimum benefit in favour of the organization, he/she should not be appointed as an independent monitor and evaluator.

- 4.5 The monitor and evaluator should conduct the work as specified:** The monitor and evaluator should abide by the TOR and the agreement while conducting the monitoring and evaluation by the third party.
- 4.6 The monitor and evaluator should work within the parameter of the prevailing laws:** The monitor and evaluator should abide by the prevailing Policy, Act, Rules and Laws. If any loss is incurred subject to contravening the legal provisions, the monitor and evaluator should be liable to the loss according to the prevailing laws. These provisions should also be stated in the TOR and the agreement for the monitor and evaluator.
- 4.7 Evaluation can be conducted through the legally recognised organizations through the prepared listing:** The public agency can conduct monitoring and evaluation of the development policy, programme/project from the third party, that is recognised legally. List of such organisations should be prepared in advance. However, the public agencies are not bound to register the list of the service provider organisations.

## Part 5

### Miscellaneous

#### 5.1 Provisions Regarding Monitoring and Evaluation Supervision Committee:

1. In order to ensure systematic conduction of the monitoring and evaluation at each level, following directive committee shall be in operation under the chair of Vice Chairperson of the Commission to supervise and provide necessary directives:
 

1 Vice Chairperson, National Planning Commission	Chairperson
2 Member responsible for Monitoring & Evaluation sector of Commission	Member
3 Secretary, National Planning Commission Secretariat	Member
4 Secretary, Ministry of Finance	Member
5 Secretary, Ministry of Housing and Physical Planning	Member
6 Secretary, Ministry of Energy	Member
7 Secretary, Ministry of Irrigation	Member
8 Secretary, Ministry of Education	Member
9 Secretary, Ministry of Health and Population	Member
10 Secretary, Ministry of Agriculture and Cooperatives	Member
11 Chief, Public Procurement Monitoring Office	Member
12 Chief Officer, National Vigilance Centre	Member
13 Financial Comptroller General, Financial Comptroller General office	Member
14 Joint Secretary, Monitoring and Evaluation Division of the NPC Secretariat	Member Secretary
2. The secretaries of the other ministries, thematic experts of the organizations regarding evaluation activities registered in accordance with the prevalent laws, thematic experts of Non-Governmental Organizations (NGOs) and development partners may also be invited as necessary, in the Committee meetings.
3. The committee may provide necessary directives and guidelines to the public agency regarding monitoring and evaluation. It is the duty of all concerned to abide by such directives.
4. With regards to a particular project and programme, if the higher authority deems it necessary to conduct additional monitoring or if it is deemed necessary to conduct one off monitoring of the process, output and outcomes, the monitoring may be conducted by the Committee itself or with the assistance of other agencies.
5. For every fiscal year, the Committee can select the development policy, programme and project for monitoring and evaluation to be conducted by an independent or third party for every fiscal year and can issue directives to the responsible organization to accomplish the necessary work accordingly.
6. The Committee will develop its procedures.

7. The Committee should submit the annual progress report to the Chairperson, within three months on completion of the fiscal year.
- 5.2 To provide resources and input to the monitor and evaluator:** The concerned agency should provide necessary resources and input for carrying out monitoring and evaluation of the development plan, programme and project. There should be no overlap in allocation of such resources, input and remuneration.
- 5.3 Linking the public agency systems with the system at central level for conduction of monitoring and evaluation:** In order for functioning monitoring and evaluation, it shall be the duty of all concerned agencies to operate the systems such as District Poverty Monitoring and Analysis System (DPMAS), Poverty Monitoring and Analysis System (PMAS), Education Management Information System (EMIS) and Health Management Information System (HMIS), linking them with the Project Performance Information System (PPIS), with view to their future autonomy.
- 5.4 The Commission should attend the ministerial level review:** The ministries should conduct the review of the progress by inviting the sectoral representative officer of the Commission and the representative officer of the M&E Division.
- 5.5 To link the performance with results achieved from monitoring and evaluation:** The findings of monitoring and evaluation will be linked to the work performance of the project implementing organization and the staff and arrangements for reward and punishment can be made.
- 5.6 The monitor and evaluator should conduct monitoring and evaluation using the checklist of related documents:** The monitor and evaluator should use the checklist of documents as prescribed for in Annex 4 of this Guideline to conduct the monitoring and evaluation.
- 5.7 The monitor and evaluator have to state the source of information including the objective and methodology of the monitoring and evaluation:** The monitor and evaluator should state the objective and methodology of monitoring and evaluation and quote the source of information in the monitoring and evaluation report.
- 5.8 The data, information and the documents collected during the monitoring and evaluation should not be disclosed without consent of the concerned authority:** The data, information and documents collected by the monitor and evaluator during monitoring and evaluation process should not be made public by any means in his/her discretion without prior approval of the concerned agency unless such information is formally presented in the monitoring and evaluation report.
- 5.9 The monitoring and evaluation report should be made public:** The reports prepared on the basis of the monitoring and evaluation conducted by an independent or a third party should be made public within one month by the concerned agency to inform the stakeholders, unless the reports are required to be kept confidential by prevailing law.

- 5.10 The monitor and evaluator should abide by the conduct and responsibilities as prescribed for in the prevailing laws:** The monitor and evaluator should abide by the conduct and responsibility in accordance with the prevailing law, the professional norms and the provisions in Terms of Reference.
- 5.11 Should not be involved or involve others in temptation, corruption or fraudulent practices:** The monitor and evaluator should not partake in bribery or fraudulent practices under the influence of any type of greed. If any officials who are related to the agency carrying out the monitoring and evaluation or other individual persuades to prepare a fake report tempting the person involved in monitoring and evaluation or such person involved in any sort of corruption or fraudulent activity, information regarding such act should be conveyed to the head of such agency and the office a level higher.
- 5.12 Use of guidelines:** The monitoring and evaluation of development policy and programme should be implemented in accordance with this guideline, without contravening the prevalent law and agreement with the donor agency. While conducting the programme/project level monitoring and evaluation, the use of this guideline shall be mandatory regarding the Priority I projects and the projects operated with foreign aid. Whereas monitoring and evaluation of other projects are concerned, they should be conducted in accordance with the guidelines in effect which is issued by the Commission in 2066 Bhadra. The Commission may issue directives at certain interval of times and it shall be duty of all to be obliged to such directives.
- 5.13 To be abided by the prevailing Act and Regulations:** If any provisions in this guideline are found to be inconsistent with the prevailing Act, Regulations and legal provisions, to the extent of such inconsistency, implementation of the guidelines should be made in accordance with the relevant Act, Regulations and the legal provisions.
- 5.14 The Commission may develop and issue the procedures and training manual:** The Commission may develop and issue the procedures and training manual required to implement the guidelines.
- 5.15 Power to remove difficulties:** If any difficulty arises in connection with the implementation of this guideline, the Commission may clarify and remove the difficulty and issue necessary orders. It shall be duty of all to abide by such orders issued by the Commission.
- 5.16 Amendment of the guidelines:** The Commission may amend this guideline as and when it deems necessary.



## Annex – 1

### Explanation of the Content to be Included in Log Frame

The contents of the results chain ranging from the goal to the input are in the first column. The contents after the result column should validate every result. These contents also belong to descriptive indications, performance indicators, basis of validation and key assumptions. The person involved in monitoring and evaluation should have clear knowledge of the contents as follows:

S.N	Result Chain	Descriptive Indication	Indicators of Performance	Criteria of Validation	Key Assumptions
1	Goal	The outcomes in the level of the project or programme is briefly mentioned here.	The indicators are written here. Such indicators should be objective and measurable. For instance, how much road construction has been accomplished, how much work has been done? Such indicators are related to quantity, quality, time and the input.	Validation of the accomplished works and outcomes according to predetermined indicators is to be presented here, and the indications based on predetermined resources and activities. The main bases for this are data and source of information. For instance, annual progress reviews report.	In this, evaluation of the special types of elements impacting the project or programme takes place and efforts will be made to reduce the impact and risk causing from such elements. Success of the project lies on it. For instance, whether it is appropriate to pursue the project; whether human resources are available or not?
2	Purpose	It is briefly mentioned here the desired action or why the project is necessary. For instance, creating employment or increasing income.	Here are presented expected outcomes in measurable objective indicators. For instance, the average per capita income.	The types of the sources of such indicators are mentioned here. For example, living standards survey or name survey report.	In this, estimation is made regarding inflation, assumption of the possibility of fluctuation of the elements that affect income. For instance, the effect of monsoons in agriculture, assumption regarding inflection in the market commodities.
3	Outcome	The targeted outcomes should be briefly mentioned here. For instance, improvement of living standard of the poor population of the group and location covered by the project or programme.	The achieved outcomes should be presented in objective indicators. For instance, the exact percentage of the people whose opportunity for employment and income have been increased.	Reports of National Planning Commission, Department of Statistics and ministries (For instance, Impact Evaluation Report, Living Standard Survey, Survey, etc)	Decrease in leaving village/place of the concerned families once the programme and project have visible impact.
4	Output	It is to mention here the result to be achieved after the programme comes into operation. For instance, the expansion of the branches of the banks when new economic activities are initiated. It means, there is an increased opportunity for the target group to get access to the loans.	1. Number of the family receiving loans once new entrepreneurship has been started. 2. Number of the people getting employment.	Reports on annual review, midterm and project completion evaluation, technical examination.	Additional families will get into new economic activities and entrepreneurship. The new families will gain additional knowledge from the old families.

**Annex – 2**  
**Main Indicators of Outcome/Impact/Effect Monitoring**

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
<b>1. Income/ Consumption poverty</b>	Population below poverty line	<ul style="list-style-type: none"> <li>• Proportion of population below poverty line</li> <li>• Proportion of population below poverty line in the total national consumption</li> <li>• Gini Coefficient</li> </ul>
<b>2. Economic growth</b>	Economic growth	<ul style="list-style-type: none"> <li>• Overall GDP growth (real) percentage per year</li> <li>• Agriculture sector growth (real) percentage per year</li> <li>• Industrial sector growth (real) percentage per year</li> <li>• Service sector growth (real) percentage per year</li> <li>• Per capita income growth (real) percentage per year</li> </ul>
<b>3. Macro economic stability</b>	Fiscal balance	<ul style="list-style-type: none"> <li>• Revenue /GDP ratio (percentage)</li> <li>• Capital expenditure/Total expenditure ratio (percentage)</li> <li>• Domestic borrowing/GDP ratio (percentage)</li> <li>• Development expenditure/GDP ratio (percentage)</li> <li>• Domestic borrowing/GDP ratio (percentage)</li> </ul>
	Balance of payment status	<ul style="list-style-type: none"> <li>• Export/gross domestic product ratio (percentage)</li> <li>• Import/gross domestic product ratio (percentage)</li> <li>• External remittance of the workers/labourers/gross domestic ratio (percentage)</li> <li>• Gross revenue</li> <li>• Current account balanced amount</li> </ul>
	Monetary stability	<ul style="list-style-type: none"> <li>• Broad money growth (percentage per year)</li> <li>• Domestic credit growth (percentage per year)</li> </ul>
	Inflation	<ul style="list-style-type: none"> <li>• Consumer inflation (percentage) per annum</li> </ul>
	Capacity in public expenditure	<ul style="list-style-type: none"> <li>• Prioritization (priority 1, priority 2, priority 3) (percentage)</li> <li>• Budget dispersion to the priority 1 project compared to the allocation (percentage)</li> <li>• Privatization/Number of public organisations cancelled their registration</li> <li>• Pro-poor expenditure compared to the total expenditure (percentage)</li> <li>• Money spent addressing the target group compared to the total expenditure (percentage)</li> <li>• Gender based expenditure compared to the total expenditure (percentage)</li> </ul>
	Financial sector	<ul style="list-style-type: none"> <li>• Percentage of annual change in mobilisation of total deposit (of commercial banks)</li> <li>• Total deposit/at the ratio of gross domestic product</li> <li>• Total internal loan/at the ratio of gross domestic product</li> </ul>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
		<ul style="list-style-type: none"> <li>Ratio of non-performing capital</li> <li>Amount of short-term loan</li> <li>On the spot inspection of commercial banks (times)</li> </ul>
<b>4. Agriculture</b>	Food crisis	<ul style="list-style-type: none"> <li>Number of districts facing food crisis</li> <li>Number of food supplied districts among those facing food crisis</li> </ul>
	Agriculture sector development	<ul style="list-style-type: none"> <li>Number of households having access to agriculture extension</li> <li>Quantity of main food crops (metric ton)</li> <li>Area of cultivated land (hector)</li> <li>Area of land with crop plantation (hectare)</li> <li>Number of agriculture product collection/number of markets</li> <li>Amount of agriculture loan</li> <li>Irrigated area (hector)</li> <li>Use of chemical fertilizer (metric ton)</li> <li>Number of employment received from agriculture sector</li> </ul>
	Crop production	<ul style="list-style-type: none"> <li>Number of the active farmer groups</li> <li>Number of agriculture cooperatives</li> <li>Production of improved seeds (metric ton)</li> <li>Distribution of improved seeds (metric ton)</li> <li>Number of pocket programmes in operation</li> </ul>
	Livestock product	<ul style="list-style-type: none"> <li>Number of households with access to livestock service</li> <li>Number of farmer groups involved in animal husbandry</li> <li>Number of artificially bred animals</li> <li>Milk production (litre)</li> <li>Fish production (metric ton)</li> <li>Meat production (metric ton)</li> <li>Number of pocket programmes</li> <li>Animal husbandry loan</li> <li>Eggs production (number)</li> </ul>
	Cooperative	<ul style="list-style-type: none"> <li>Number of cooperatives</li> <li>Number of cooperative affiliated members</li> <li>Capital mobilised through cooperative</li> <li>Number of employment received from cooperative sector</li> </ul>
<b>5. Irrigation</b>	Area irrigated throughout the year	<ul style="list-style-type: none"> <li>Area irrigated from surface irrigation system (hectare)</li> <li>Area irrigated from underground irrigation system (hector)</li> <li>Water user group/number of organisations</li> <li>Area with irrigation facility throughout the year (hector)</li> </ul>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
	Transfer of management to water user group/ organisation	<ul style="list-style-type: none"> <li>• Number of the transferred irrigation system and irrigated area (hector)</li> <li>• Number of irrigation systems operated in joint management and irrigated areas (hectare)</li> </ul>
	Control of water induced disaster	<ul style="list-style-type: none"> <li>• Embankment construction (kilometre)</li> </ul>
<b>6. Forest and soil conservation</b>	Area covered by dense forest	<ul style="list-style-type: none"> <li>• Area of national forest (hectare)</li> <li>• Area of community forest (hectare)</li> <li>• Number of community forestry users</li> <li>• Area of leasehold forest (hectare)</li> <li>• Number of leasehold forest users</li> <li>• National park/area of forest within protected area</li> <li>• Area of afforestation (hectare)</li> <li>• Total area covered with forest (hectare)</li> <li>• Number of employment received from forest</li> <li>• Area protected from soil conversation programme (hectare)</li> <li>• Area with herbs plantation (hectare)</li> </ul>
	Income from forest	<ul style="list-style-type: none"> <li>• Income generated by forest user group</li> <li>• Income from herbs</li> </ul>
<b>7. Environment</b>	Improvement in environment	<ul style="list-style-type: none"> <li>• Ratio of traditional fuel (firewood) among the total energy use</li> <li>• Per capita energy consume (metric ton)</li> <li>• Urban pollution level</li> <li>• Population benefited from alternative energy (percentage)</li> </ul>
<b>8. Industry, commerce/ trade and supply</b>	Expansion of industrial product	<ul style="list-style-type: none"> <li>• Annual growth rate of productive industry (percentage)</li> <li>• Annual growth rate of service sector (percentage)</li> <li>• Portion/ratio of productive industry in gross domestic product</li> <li>• Portion/ratio of service sector in gross domestic product</li> <li>• Loan amount for industrial and service sector</li> <li>• Foreign direct investment amount</li> <li>• Number of additional employment</li> </ul>
	Supply management	<ul style="list-style-type: none"> <li>• Food quantity stored by Nepal Food Cooperation (metric ton)</li> <li>• The sold food quantity (metric ton)</li> <li>• Storage capacity of petroleum (kilolitre)</li> <li>• Import quantity of petroleum (kilolitre)</li> <li>• Quantity of iodine salt supply (quintal)</li> </ul>
	Small and	<ul style="list-style-type: none"> <li>• Number of registered (cottage, small, medium and</li> </ul>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
	medium scale industry	large) industries <ul style="list-style-type: none"> <li>• Number of trainings held/participants</li> <li>• Amount of capital investment</li> <li>• Number of additional employment created</li> </ul>
	Import/export trade	<ul style="list-style-type: none"> <li>• Status of import trade (percentage)</li> <li>• Status of export trade (percentage)</li> </ul>
<b>9. Labour</b>	Labour and employment	<ul style="list-style-type: none"> <li>• Number of the Nepali workers working in the countries other than in India</li> <li>• Total annual external remittance amount</li> <li>• Employment targeted trained human resources</li> <li>• Internally employed human resources</li> </ul>
<b>10. Tourism</b>	Contribution of tourism	<ul style="list-style-type: none"> <li>• Total number of tourist coming to Nepal (total, airways/road)</li> <li>• Number of promotional activities outside Nepal</li> <li>• Available seats in the international flights (every week)</li> <li>• Duration of the tourists' stay (average days)</li> <li>• Number of stars/tourist friendly hotels</li> <li>• Number of tourism industry</li> <li>• Number of employment received from tourism sector</li> <li>• Per day per tourist expenditure (in USD)</li> <li>• Earning of foreign currency from tourism sector</li> <li>• Proportion of tourism in gross domestic product</li> </ul>
<b>11. Road</b>	Increase in road service/facility	<ul style="list-style-type: none"> <li>• Total length of roads (k.m.)</li> <li>• Construction of new roads (k.m.)</li> <li>• Number of district headquarters with access to roads</li> <li>• Road upgrading, reconstruction and improvement (k.m.)</li> <li>• Period repair and maintenance (k.m.)</li> <li>• Regular repair and maintenance (k.m.)</li> <li>• Number of bridge constructions</li> <li>• Number of repair of bridges</li> </ul>
<b>12. Energy (power)</b>	Electricity service	<ul style="list-style-type: none"> <li>• Consumption of total energy (.....)</li> <li>• Capacity of total connected electricity (megawatt)</li> <li>• Status of electricity supply (percentage)</li> <li>• Percentage of electricity leakage (percentage)</li> <li>• Household having electricity connected already (percentage)</li> </ul>
	Increase in rural utility	<ul style="list-style-type: none"> <li>• Per capita utility of rural electricity</li> <li>• Number of VDCs having access to electricity</li> </ul>
<b>13. Information and communication</b>	Access to telephone service	<ol style="list-style-type: none"> <li>1. Total number of people with access to telephone</li> <li>2. Number of telephone service providers (including private sector)</li> <li>3. Telephone density (per one hundred)</li> <li>4. Number of VDCs with access to telephone services</li> </ol>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
	Radio & television	<ul style="list-style-type: none"> <li>Percentage of population having access to the radio/television service</li> <li>Percentage of the area having access to the radio/television</li> <li>Number of radio/television service providers (including private)</li> </ul>
<b>14. Education</b>	Improvement in access	<ul style="list-style-type: none"> <li>Number of pre-primary/Child Development Centres</li> <li>Net enrolment ratio at pre-primary/Child Development Centre</li> <li>Number of primary schools</li> <li>Net enrolment ratio in primary schools</li> <li>Percentage of students receiving scholarship (foundation level)</li> <li>Percentage of household having access to school within just half and hour distance</li> </ul>
	Education quality	<ul style="list-style-type: none"> <li>Ratio of continuation of the students until grade V.</li> <li>Ratio of retention of the students until grade 8</li> <li>Net enrolment ratio in grade 1</li> <li>Percentage of training primary/secondary school teachers</li> <li>Number of the schools transferred to the community</li> <li>Students who completed the primary cycle (percentage)</li> </ul>
	Adult education (15+)	<ul style="list-style-type: none"> <li>Number of community study centres</li> <li>Adult literacy ratio</li> <li>Portion of Adult education in total education expenditure</li> </ul>
	Gender equality	<ul style="list-style-type: none"> <li>Portion of female teachers in primary school (percentage)</li> <li>Number of girl students receiving scholarship (primary/secondary)</li> <li>Number of schools having separate toilets for girl students</li> <li>Gender equality indicator in net enrolment (basic/secondary)</li> </ul>
<b>15. Health</b>	Access to health service	<ul style="list-style-type: none"> <li>Number of primary health (first aid) centre, health post, sub-health post and district hospitals</li> <li>Number of private and community health services/organisations</li> <li>Number of transferred sub-health posts</li> <li>Ratio of population who need to walk more than one hour to reach to health centre for health service (percentage)</li> </ul>
	Improvement in quality	<ul style="list-style-type: none"> <li>Number of primary health centres having full staff according to approved vacancy</li> </ul>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
		<ul style="list-style-type: none"> <li>Percentage of the unfulfilled vacancy in remote area</li> <li>Number of health centres providing minimum 15 medicines among the most necessary medicines</li> </ul>
	Infant/child/maternal mortality	<ul style="list-style-type: none"> <li>Ratio of women receiving health checked up after delivery</li> <li>Percentage of under 1 year old children having access to services who suffered from respiratory infection</li> <li>Percentage of one year old children full course of vaccine against the targeted diseases</li> <li>Percentage of children suffering from mal-nutrition</li> <li>Ratio of women affected from mal-nutrition</li> <li>Number of women having access to obstetric care service in hospital and health centres</li> <li>Number of health workers promoted to ANM</li> <li>Pre-matured birth rate</li> <li>Pre-matured mortality rate</li> <li>Infant mortality rate (per thousand)</li> <li>Child mortality rate (per thousand)</li> <li>Maternal mortality rate (per one hundred thousand)</li> <li>Under-5 suffering from dysentery /diarrhoea rate</li> <li>Under-5 respiratory infection rate</li> </ul>
	Life expectancy (at birth)	<ul style="list-style-type: none"> <li>Per capita health expenditure (national level)</li> <li>Life expectancy at birth</li> </ul>
	Population growth	<ul style="list-style-type: none"> <li>Contraceptive prevalence rate</li> </ul>
	Infection from main diseases	<ul style="list-style-type: none"> <li>Number of HIV infected</li> <li>Number of patients diagnosed and treated for tuberculosis, malaria, black fever and Avian influenza</li> </ul>
<b>16. Drinking water supply and sanitation</b>	Access to clean drinking water	<ul style="list-style-type: none"> <li>Number of population benefited from basic drinking water services</li> <li>Number of population benefited from high and medium level drinking water services</li> </ul>
	Reduction of waterborne disease	<ul style="list-style-type: none"> <li>Number of population benefited from sanitation services</li> </ul>
<b>17. Social inclusion and targeted programme</b>	Human development index of central and far-western development region	<ul style="list-style-type: none"> <li>Budget expenditure in mid-western development region and far-western development region</li> <li>Budget allocated to provide grant to the local bodies on the basis of poverty formula</li> <li>Number of districts in which Poverty Eradication Fund has operated programmes</li> <li>Human development index of mid-western development region and far-western development region</li> </ul>
	Access of women, Dalit and ethnic	<ul style="list-style-type: none"> <li>Number of women, <i>Dalit</i>, <i>Madhesi</i> and ethnic population benefited from scholarship</li> </ul>

Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
	group to education	<ul style="list-style-type: none"> <li>Number of women, <i>Dalit</i>, <i>Madheshi</i> and <i>Janajati</i> benefited from training</li> <li>Number of women, <i>Dalit</i>, <i>Madheshi</i> and <i>Janajati</i> receiving scholarship for higher education</li> <li>Ratio of boys and girls students in primary and secondary education</li> </ul>
	Life expectancy of <i>Dalit</i> and oppressed community/ sector	<ul style="list-style-type: none"> <li>Number of trained attendants, ANM and nurse</li> <li>Number of health centres in remote areas (22 districts)</li> </ul>
	Ratio of women, <i>Dalit</i> and ethnic group involved in politics and public position	<ul style="list-style-type: none"> <li>Number of women, <i>Janajati</i>, <i>Madheshi</i>, <i>Dalit</i>, disable and remote area population involved in teaching profession</li> <li>Number of women, <i>Dalit</i>, <i>Madheshi</i> and <i>Janajati</i> holding political position/portfolio</li> <li>Ration of the seats represented by women, <i>Dalit</i> and <i>Janajati</i> in the parliament</li> </ul>
	Access of women, <i>Dalit</i> and ethnic group to debt	<ul style="list-style-type: none"> <li>Number of women groups</li> <li>Mobilisation of saving from women groups</li> <li>Amount of loan given to women and their numbers</li> <li>Amount of loan given to <i>Dalits</i> and their numbers</li> <li>Amount of loan given to <i>Janajatis</i> and their numbers</li> </ul>
	Ratio of women in income employment	<ul style="list-style-type: none"> <li>Portion of women in income generating employment in non-agriculture sector</li> </ul>
<b>18. Governance/ Improvement in civil service</b>	Improvement in governance	<ul style="list-style-type: none"> <li>Number of survey of organisations and management</li> <li>Number of survey of complaint/settlement (management)</li> <li>Number of investigation of management</li> <li>Number of beneficiary surveys</li> <li>Effectiveness of implementation of good governance act and rule</li> </ul>
	Women, <i>Dalit</i> and ethnic group in public service	<ul style="list-style-type: none"> <li>Number of application received from women, <i>Dalit</i>, <i>Madheshi</i> and <i>Janajati</i> groups at civil service</li> <li>Percentage of women, <i>Dalit</i>, <i>Madheshi</i> and <i>Janajati</i> groups in civil service</li> </ul>
<b>19. Corruption control</b>	Cases of corruption	<ul style="list-style-type: none"> <li>Number of corruption related cases: Registered/filed, adjudicated, convicted (fully/partially)</li> </ul>
<b>20. Decentralisation</b>	Allocation of quality service/delivery	<ul style="list-style-type: none"> <li>Number of the agencies delivering services transferred to the local bodies <ul style="list-style-type: none"> <li>➤ Agriculture extension service (districts/areas)</li> <li>➤ Health service</li> <li>➤ Primary and secondary school</li> <li>➤ Other</li> </ul> </li> <li>Length of urban/rural road transferred to the local</li> </ul>



Sector/ Subject	Outcome/ Impact/ Effect	Outcome/Interim Indicators
		bodies (k.m.) <ul style="list-style-type: none"> <li>Number of the trained staff in the local bodies</li> <li>Number of districts having prepared or updated periodic district development plan</li> <li>Number of districts (District Development Committee) having prepared Citizen Charter</li> <li>Ratio of conditional grant in development budget</li> </ul>
	Increase in self-dependence and accountability	<ul style="list-style-type: none"> <li>Percentage of internal income in the annual budget of local body (VDC/municipality/DDC)</li> <li>Number of local bodies conducting one hundred percentage of public audit of the projects operated by them</li> <li>Number of local bodies conducting public hearing (VDC/municipality/DDC)</li> <li>Number of complaints registered at local bodies and the complaints adjudicated (VDC/municipality/DDC)</li> <li>Number of local people's complaints against the infrastructural projects accomplished by the local bodies</li> <li>Number of local bodies to inform local people through the media (radio, newspapers, interaction) and percentage of the population to receive information about the projects operated by local bodies</li> <li>Number of the local bodies to accomplish financial audit in time</li> </ul>
<b>21. Human rights</b>	Violations of human rights	<ul style="list-style-type: none"> <li>Number of cases investigated against human rights</li> </ul>

**Annex-3**  
**Sectoral Sample Indicators of Implementation Monitoring**

Sector	Objective	Strategy	Activities	Indicators	Source of Information	Responsible Agency	Quantity/ Outcome
<b>Comprehensive/ Extensive Economic Stability</b>	Maintain financial discipline	Encourage to manage appropriate expenses/ expenditure	Prepare budget in accordance with business plan pursuant to MfDR by categorizing public expenditure in current expenditure and capital expenditure and strengthening MTEF	<ul style="list-style-type: none"> <li>Number of ministries preparing MTEF based on the unit price/ investment</li> <li>Number of ministries implementing Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review of MTEF</li> <li>Review of MfDR</li> </ul>	National Planning Commission, Ministry of Finance, thematic ministries	
<b>Agriculture</b>	Increase agriculture product, productivity and income for poverty alleviation and food security	Extend/expand the use of available modern technology	Increase the technology transfer process based on small groups and develop capacity of staff and farmer groups	<ul style="list-style-type: none"> <li>Number of active farmer groups</li> <li>Number of technology transferred to minimal food district</li> <li>Number of visits paid to control quality of fertiliser</li> </ul>	Report of Ministry of Agriculture and Cooperative	Ministry of Agriculture and Cooperative	
<b>Irrigation</b>	Provide irrigation facility in the land suitable for irrigation throughout the year	Strengthen public and community irrigation system	Encourage the repair and maintenance of the irrigation system managed by farmers and government irrigation systems	<ul style="list-style-type: none"> <li>Number of the transferred projects</li> <li>Expansion of the scope of the transferred projects</li> <li>Increase in the number of water users/ associations/ organisations in operation</li> </ul>	Report of Ministry of Irrigation/ Department	Ministry of Irrigation/ Department	
<b>Commerce</b>	Increase the	Adopt trade policy	Amendment of Act/Rule	<ul style="list-style-type: none"> <li>Establishment of export</li> </ul>	Nepal Gazette	Ministry of	

Sector	Objective	Strategy	Activities	Indicators	Source of Information	Responsible Agency	Quantity/ Outcome
	contribution of commerce/trade in economic management	in accordance with regional /international agreements	in accordance with the WTO standards	processing site • Extension in quality systemisation		Commerce and Supply	
<b>Labour</b>	Increase employment opportunities for poverty alleviation	Adopt an objective for employable economic growth	<ul style="list-style-type: none"> <li>• Conduct orientation to make public expenditure creating more employment</li> <li>• Encourage private sector to create employment and economic growth and improve in policy</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation for labour intensive infrastructure programme</li> <li>• Prepare improved policy and implement it</li> </ul>	Budget book and report of the ministries concerned	National Planning Commission/Ministry of Finance/Ministries concerned	
<b>Infrastructural development (road)</b>	Develop and manage road transportation networks to support economic and social development efforts	Expand/extend road networks to connect the districts where there is no access to roads Encourage private sector participation	<ul style="list-style-type: none"> <li>• Number of the roads linked with additional districts</li> <li>• Implementation of BOOT Act</li> </ul>	<ul style="list-style-type: none"> <li>• Length of the additional roads constructed</li> <li>• Number of roads linked with additional district headquarters</li> </ul>	Report of Ministry of Physical Planning and Work	Ministry of Physical Planning and Work	
<b>Energy Sector</b>	Increase the sector for electricity supply with view to reliable and economic and social sustainability	Promote private sector participation in the energy sector	<ul style="list-style-type: none"> <li>• Establish energy development fund</li> <li>• Establish independent regulatory body</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of energy development fund</li> <li>• Establishment of regulatory body</li> </ul>	Report of Ministry of Energy	Ministry of Energy	
<b>Information and</b>	Increase everybody's	Private sector participation.	<ul style="list-style-type: none"> <li>• Participation of private sector in telecom</li> </ul>	<ul style="list-style-type: none"> <li>• Activation of GSM operation from/of</li> </ul>	Report of Ministry of	Ministry of Information and	

Sector	Objective	Strategy	Activities	Indicators	Source of Information	Responsible Agency	Quantity/ Outcome
<b>Communication</b>	access to information and communication	Clarify the roles and responsibilities of the directors of public and private sectors	<ul style="list-style-type: none"> <li>Extend/expand radio transmission services</li> </ul>	private sector <ul style="list-style-type: none"> <li>Expansion of radio and television services throughout the country, expansion of internet</li> </ul>	Information and Communication	Communication	
<b>Tourism, Infrastructure, Service and Promotion</b>	Expand/extend the tourism related activities	Promote tourism /develop production and markets	Initiate promotional activities focusing regional market	<ul style="list-style-type: none"> <li>Number of promotional activities</li> <li>Implement the World Heritage Guidelines effectively</li> </ul>	Report of Tourism and Civil Aviation Ministry/Tourism Board	Ministry of Tourism and Civil Aviation/Tourism Board	
<b>Industry</b>	Expand/extend industrialisation	Strengthening market orientation policies	<ul style="list-style-type: none"> <li>Appropriate the custom rate</li> <li>Improve foreign investment policy</li> </ul>	<ul style="list-style-type: none"> <li>To appropriate custom rate</li> <li>New foreign investment policy</li> </ul>	<ul style="list-style-type: none"> <li>Review of custom rate</li> <li>Nepal Gazette</li> </ul>	Ministry of Industry Ministry of Finance	
<b>Supply</b>	Improvement if supply and distribution of most necessary goods	Strengthen food supply in remote areas	To appropriate the activities of Nepal Food Cooperation and strengthen supply management	<ul style="list-style-type: none"> <li>Quantity of food procured at the local level</li> <li>Capacity development of storage</li> <li>Policy resolution regarding private sector participation</li> </ul>	Report of Ministry of Commerce and Supply	Ministry of Commerce and Supply, Nepal Food Cooperation	
<b>Education</b>	Enhance quality of primary education and increase access	Decentralise school management community/local body and change regulation, monitoring and	<ul style="list-style-type: none"> <li>Transfer management of the school to community/local bodies</li> <li>Develop/prepare action plan to evaluate the achievement of students' knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Number of the schools transferred to local community</li> <li>Improved holistic training programme</li> <li>Number of community learning centres</li> </ul>	Report of Ministry of Education	Ministry of Education/Department of Education	

Sector	Objective	Strategy	Activities	Indicators	Source of Information	Responsible Agency	Quantity/ Outcome
		evaluation from implementation of role of centre and district based bodies					
<b>Health</b>	Increase the most necessary health services for all particularly the rural/rural area population	Developed trained staff and allocate them particularly to remote places	<ul style="list-style-type: none"> <li>• Make conditions and criteria for appointment and transfer transparent</li> <li>• Arrange incentives for health workers in village and rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of transferred on completion of working period pursuant to the letter of transfer</li> <li>• Percentage of pregnant women having minimum 4 times access to health service</li> </ul>	Report of Ministry of Health and Population	Ministry of Health and Population	
<b>Drinking Water and Sanitation</b>	Increase access to/improve basic drinking water services in rural areas in a sustainable manner	Prioritize the policy to make the rural water supply and sanitation project demand driven and participatory	Include and amend conditions regarding sectoral actors' clear role and responsibility in the policy	<ul style="list-style-type: none"> <li>• Appropriate sectoral policy prepared and implemented</li> <li>• Proportion of drinking water projects operated by the community</li> <li>• Proportion of new projects that have included sanitation</li> <li>• Number of households constructing and using toilets according to new rural projects</li> </ul>	Report of physical Planning and Work	Ministry of Physical Planning and Work	
<b>Forest and Soil</b>	Assist in poverty reduction by	Develop capacity of the forest users	<ul style="list-style-type: none"> <li>• Develop capacity of the forest users</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trainings/study visits</li> </ul>	Annual progress report	Ministry of Forest and Soil	

Sector	Objective	Strategy	Activities	Indicators	Source of Information	Responsible Agency	Quantity/ Outcome
<b>Conservation</b>	affiliating rural people to the forest and providing forest related employment opportunity and income generation	to protect forest and plants related to sources	<ul style="list-style-type: none"> <li>Implement participatory sector management</li> </ul>	accomplished <ul style="list-style-type: none"> <li>Number of source management groups</li> <li>Number of forests transferred to the community</li> </ul>		Conservation	
<b>Targeted Programme</b>	Rescue/remove poor/socially marginalised and backward groups from poverty cycle	Provide orientation regarding sectoral programme and focus on targeted group/area	Initiate process to extend and develop the sectoral activities on the basis of poverty mapping	<ul style="list-style-type: none"> <li>Number of districts having completed poverty mapping</li> <li>Increased all sectoral budget allocation for backward group/region</li> <li>Transfer of the agencies providing basic services to the local bodies</li> <li>Increased access of targeted group to policy making level</li> </ul>	Census, survey, budget booklet	National Planning Commission, Central Bureau of Statistics, Sectoral ministries	

**Note:** While planning the budget, the ministries should determine such indicators as necessary and implement them under/within the approved programme of National Planning Commission

**Annex-4**  
**Checklist Regarding Monitoring and Evaluation of Activities**

1. Working calendar
2. Human resource management
3. Management of necessary resources
4. Monitoring and evaluation plan
5. Following reports and documents to be tested/verified:
  - Programme/project profile
  - Monthly/quarterly/annual progress report
  - Programme/project period and details of agreement with the donor agency
  - Details of budget dispersion to be supported/covered by the government and foreign aids
  - Report on special imprest
  - Long-term plan regarding procurement
  - Documents regarding tender of annual procurement
  - Procurement procedure
  - Pre-plan/verification and selection procedure
  - Evaluation process of tender and result of the evaluation process
  - Procurement agreement and management for its implementation
  - Land acquisition and arrangements for distributing compensation and status of compensation distribution
  - Rehabilitation plan and its implementation
  - Policy regarding environment protection, programme and status of the programme implementation
  - Framework of the objective outline
  - Work performance index and institutional role and responsibility regarding monitoring and evaluation

## **Annex- 5**

### **Key Points to be Included While Preparing Monitoring Report**

#### **(a) Project Level (Output)**

1. Background
2. Objective
3. Stage of monitoring (The stages mentioned in the guidelines)
4. Sources of information
5. Findings of monitoring
6. Main problems, suggestions for solution and planning for implementation of the suggestion (works to be done, responsible institution and individual and deadline)
7. Conclusion

#### **(b) Programme Level**

1. Background
2. Objective
3. Executive summary
4. Method of data/information collection and the tools used
5. Sources of information
6. Findings of monitoring
7. Main problems, suggestions for solution and planning for implementation of the suggestion (works to be done, responsible institution and individual and deadline)
8. Conclusion
9. Annex

#### **(c) Policy Level (Goal and Outcome)**

1. Background
2. Objectives
3. Monitoring mechanism
4. Sources of information
5. Findings of monitoring
6. Main problems, suggestions for solution and planning for implementation of the suggestion (works to be done, responsible institution and individual and deadline)
7. Conclusion
8. Annex



**Annex- 6**  
**Core Data of the Project and Updated Status Form**

1. Sub-title number of the project budget
2. Name of the project:
3. Goal of the project:
4. Objective of the project:
5. Output/outcome of the project:
6. Main activities of the project:
7. Millennium development goal:
8. Policy and strategy of the project periodic plan
9. Sector:
10. Sub-Sector:
11. Poverty indicator
  - ☐ To contribute directly to poverty eradication
  - ☐ To contribute indirectly to poverty eradication
  - ☐ Others
12. Indicator related to gender
  - ☐ To contribute directly to gender equality
  - ☐ To contribute indirectly to gender equality
  - ☐ Others
13. Type of the project
  - ☐ Service oriented                      ☐ Research oriented      ☐ Production oriented
  - ☐ Construction oriented              ☐ Good governance
14. Project implementation site and the criteria adopted while selecting
  - (a) Implementation site:              District:
  - Electoral constituency:              Municipality/V.D.C.
  - (b) Selection criteria
15. Total cost of the project:
16. Details of the resource distribution to cover the project cost

Detail	Amount	Detail	Amount
<b>Internal Source</b>		<b>External Source</b>	
Government of Nepal		Loan	
Local body/agency/ Organisation		Grant	
People's participation		Technical support	
<b>Total</b>		<b>Total</b>	

17. Donor Agency:

18. Project period: (Proposed total years):

(a) Date of start:

(b) Date of accomplishment:

(c) Revised date of accomplishment:

19. Priority order of the project according to MTEF:

☐ First priority

☐ Second priority

☐ Third priority

20. Annual distribution of total amount of the project

First Year	Second Year	Third Year	Fourth Year	Fifth Year

21. Budget allocation for project consultant

Consultant	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Internal					
External					
Total					

22. Project implementing agency:

### Part B: Updated Project Status

#### 23. Status of Project Expenditure:

Description	Total Cost	Expenditure until the last fiscal year
<b>(a) Internal Source</b>		
1. Government of Nepal		
2. People's participation		
3. Organisation		
4. Local body		
<b>(b) External</b>		
1. Loan		
To be compensated		
Direct payment		
2. Grant		
To be compensated		
Direct payment		
Assistance in kind		
3. Technical assistance		
External/international consultant		
Local consultant		
Miscellaneous expenditure		
Total amount		
<b>Grand total amount</b>		

#### 24. Physical outcomes and achievement of the project to date (According to No. 5):

#### 25. Benefit from the implementation of the project:

##### (a) Total population benefited

Total Population:

Woman:

Children:

Indigenous ethnicity:

*Dalit*:

Madhesi:

Muslim:

Specify if any other:

##### (b) Number of employment created (Labour day):

##### (c) Estimated quantity to be increased in production:

##### (d) Contribution towards regional balance:

26. Details Regarding Services:

Details	Internal	External
Total number of consultants for the project		
Number of the consultants appointed until the last/ previous fiscal year		

27. Status of Reimbursement with the Donor Agency:

Amount to be requested from the beginning to date (Rs.)	Amount requested from the beginning to date (Rs.)	Amount reimbursed from the beginning to date	Amount to be requested for reimbursement (Rs.)

28. Physical and Financial Progress and Duration of the Project:

Until Last Fiscal Year - Out of the Total of the Project		
Percentage of Physical Progress	Percentage of Expenditure	Percentage of Time Spent

29. Details of the Project Chief:

Name	Duration of Working at the Project	
	From	To

Name of project chief:

Designation:

Signature:

Date:

**Annex-7**  
**Status of Work performance/Output Indicators**

**Name of Ministry:**

**Project:**

**Fiscal Year:**

S.N.	Main Activities	Description	Indicators	Unit	Status from the beginning of the year to date		Total of the reported year		From the beginning of the project to the end of the year	
					Proposed	Actual	Proposed	Actual		
1	2	3	4	5	6	7	8	9	10=(5)+(7)	11=(6)+(8)
	<b>Action 1</b> Output 1.1 Activity 1.1.1 Activity 1.1.2 Activity 1.1.3									
	<b>Action 2</b> Output 1.2 Activity 1.2.1 Activity 1.2.2 Activity 1.2.3									
	<b>Action 3</b> Output 1.3 Activity 1.3.1 Activity 1.3.2 Activity 1.3.3									

Note: The project level should prepare this form on trimester basis and send it to the ministry.

**Name of officer to prepare:**

**Signature:**

**Designation:**

**Date:**

**Name of the head of the office**

**Signature:**

**Designation:**

**Date:**

**Name of head of department/secretary of ministry**

**Signature:**

**Designation:**

**Date:**

**Annex – 8 (A)**  
**Yearly Development Programme**  
**(According to Fiscal Procedure Regulations 20(1) Relevant to Budget Preparation)**

- |  |  |   |
|--|--|---|
| 1. F.Y.:                                 | Annual Budget Rs.  | 11. Total project cost: Initial Revised |
| 2. No of budget subtitle:                | (a) Internal (1) Government of Nepal:                                  | (a) Internal (1) Government of Nepal:   |
| 3. Ministry:                             | (2) Local body/organisation:   | (2) Local body/organisation:            |
| 4. Department/Organisation:              | (3) People's participation:  | (3) People's participation:             |
| 5. Programme/Name of Project:            | (b) External (1) Loan:   | (b) External (1) Loan:                  |
| 6. Location: (a) District                | (2) Grant:   | (2) Grant:                              |
| (b) V.D.C./Municipality/Ward No.:        | 12. Expenditure until previous FY (Including direct payment and kinds) |   |
| 7. Date of Commencement of the Project:  | (c) Exchange rate:   | (a) Internal (1) Government of Nepal:   |
| 8. Date to Accomplish the Project:       |  | (b) Local body/organisation:            |
| 9. Project/Name of the Office In-charge: |  | (c) People's participation:             |
|  |  | (b) External (1) Loan                   |
|  |  | (2) Grant                               |

(Amount Rs. in thousand)

SN	Programme /Activity	Unit	Total Activities of Project			Until the Previous Fiscal Year among All Actions			..... of Fiscal Year Annual	Target of ..... Fiscal Year														Remarks
			Quantity	Cost	Weightage	Quantity Accomplished	Cost	Weighted T Progress	Annual			First Quarter		Second Quarter			Third Quarter							
									Anticipated Progress	Expected Cost	Quantity	Weightage	Budget	Quantity	Weightage	Budget	Quantity	Weightage	Bueget	Quantity	Weightage	Budget		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
(a) Programmes under capital expenditure																								
(i)	Total programme																							

SN	Programme /Activity	Unit	Total Activities of Project			Until the Previous Fiscal Year among All Actions			..... of Fiscal Year Annual	Target of ..... Fiscal Year															Remarks
			Quantity	Cost	Weightage	Quantity Accomplished	Cost	Weighted T Progress	Target Quantity	Annual			First Quarter		Second Quarter				Third Quarter						
										Anticipated Progress	Expected Cost	Quantity	Weightage	Budget	Quantity	Weightage	Budget	Quantity	Weightate	Bueget	Quantity	Weightage	Budget		
	under capital expenditure																								
(b) Programmes under current expenditure																									
(i)	Total programme under current expenditure																								
(ii) Total expenditure of programme (a+b)																									
(iii) Cost for utility																									
(iv) Cost for office operation																									
(v) Grand total expenditure (a+d+e)																									

**Note:** The annual basis projects should not be filled in Columns 4-9, and Columns 4-12 can be hidden while getting approval of the trimester allocation. However, the column numbers should remain unchanged.

**Indicators of Expected Output According to the Project Goal  
and Description of Other Activities Regarding Implementation**

S.N.	Description	Unit	Annual Goal	First four-monthly goal	Second four-monthly goal	Third four-monthly goal
1	2	3	4	5	6	7
a)	Expected outcome according to project goal:					
	(i)					
	(ii)					
	(iii)					
	(iv)					
b)	Other actions regarding implementation:					
1.	Initial actions					
2.	Land acquisition	Hector				
3.	Supply of human resource	Number				
	Appointment of consultant					
	(1) Internal	Number				
	(2) External					
4	Procedural Actions					
	Cost for contracting/agreement for supply, construction and other activities	Rs. in thousand				
5	Sending the auditor's report to the donor agency	Number				
6	Reimbursement dues	Rs. in thousand				

c) Detail output according to logical framework of the project

S.N.	Description of the Project Output	Unit	Target	Outcomes Until Previous Fiscal Year

Name, designation and signature: Name, designation and signature of project/office in-charge: Name, designation and signature of the person to verify

Date:

Date;

Date:



**Annex-8 (B)**  
**..... Trimester/Annual Progress Report**

- |   |   |
|---|---|
| 1. Fiscal Year:<br>2. Budget Subtitle Number:<br>3. Ministry:<br>4. Name of Programme/Project:<br>5. Name of Project/Office Head:<br>6. Budget during this Period (Rs.):<br>(a) Internal      (1) Government of Nepal:<br>(2) Organisation:<br>(3) People's Participation:<br>(b) External      (1) Loan:<br>(2) Grant: | 7. Expenditure during this year (Rs.):<br>(a) Internal      (1) Government of Nepal:<br>(2) Local body/organisation:<br>(3) People's participation:<br>(b) External      (1) Loan:<br>(2) Grant:<br><br>8. Trimester/Percentage of expenditure compared to the annual budget:<br>9. Percentage of total expenditure from the beginning to this period (compared to total cost/investment)<br>10. Time spent in percentage (compared to the total period):<br>11. Percentage of physical progress from the beginning to this period: |
|---|---|

SN	Programme/ Activities	Unit	Annual Target			..... Trimester/Target			Trimester/Annual Progress		Until the Reporting Period Progress of this Fiscal Year		Until this Period from among the Total of the Project		Remarks
			Quantity	Weightage	Budget	Quantity	Weightage	Budget	Quantity	Weighted	Quantity	Weighted	Quantity Accomplished	Weighted Progress	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>(a) Activities under capital expenditures:</b>															
(i)	Total of capital expenditure programme														
<b>(b) Activities under current expenditure:</b>															
(ii)	Total of capital expenditure														
(iii)	Programme														

SN	Programme/ Activities	Unit	Annual Target			..... Trimester/Target			Trimester/Annual Progress		Until the Reporting Period Progress of this Fiscal Year		Until this Period from among the Total of the Project		Remarks
			Quantity	Weightage	Budget	Quantity	Weightage	Budget	Quantity	Weighted	Quantity	Weighted	Quantity Accomplished	Weighted Progress	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Expenditure Total (a+b)														
	(iv) Utility expenditure														
	(v) Office operational expenditure														
	(vi) Expenditure – Grand Total (c+d+e)														

Weighted progress of the reporting period while calculating the trimester progress: Column 11/8x100 of Row (C)

Weighted progress of reporting period while counting the trimester progress: Column 11/5x100

**Remarks:**

1. Column 14 and 15 should not be filled in the case of annual programmes.
2. Column 7, 8 and 9 should not be filled in while presenting the annual target, progress.
3. The progress column 12 and 13 should not be filled in while presenting annual target, progress.

### Description of the Project Outcomes/Output

SN	Description	Unit	Annual		..... Trimester		To date of this Fiscal Year	
			Target	Progress	Target	Progress	Target	Progress
1	2	3	4	5	6	7	8	9
a)	Expected output of the project according to its target							
	(i)							
	(ii)							
	(iii)							
b)	Other actions related to implementation							
	<u>Preliminary Actions</u>							
1.	Land acquisition	Hectare						
2.	Supply of human resources	Number						
3.	Recruitment of consultants:	Number						
	(i) External							
	(ii) Internal							
4.	<u>Procedural Actions</u>							
	(i) Cost of the Action of contract (tender)/agreement signed for supply, construction and other activities	Rs. in thousand						
5.	Audit report submitted to donor agency	Number						
6.	Due amount for reimbursement	Rs. in thousand						
	(a) Amount to be requested (demanded)							
	(b) Actual amount requested (Rs.)							
	(c) Amount yet to be received (Rs.)							

c) Description of output according to the project logical framework

S.N.	Description of Project Output	Unit	Target	Achievement of this Period	Achievement to Date

**Description Regarding Problems of the Project**

S.N.	Main Problems Observed in the Project Implementation	Causes of the Problems Observed	Efforts Made to Solve Problems	Problems Observed to be Presented in MDAC	Suggestions for Solution of Problems
1	2	3	4	5	6

*Details as per this page should be filled in and submitted to the Ministry to present MDAC to be held on every four months/ and every two months.*

Name, designation and signature:

Date:

Name, designation and signature of project/office in-charge:

Date:

Name, designation and signature of the person to verify

Date:

**Annex -8 (C)**  
**Overall.....Trimester/Annual Progress Report of the Projects in Priority Order (P.....)**

**1. Fiscal Year .....**

**2. Name of Ministry/Sector:**

**3. Date of the latest meeting held of MDAC:**

S.N.	Budget Sub-title	Name of Project/ Programme	Status of the Progress of the Project from its Initial Stage to Date (%)			Trimester/Annual Progress Status (%)		Key Achievements during this Period	Main Problems Observed in Implementation	Efforts made in Solving Problems	Suggestions for Solving Problems	Problems to be Presented in NDPSC Meeting
			Physical	Financial	Time Spent	Physical	Financial					
1	2	3	4	5	6	7	8	9	10	11	12	13

*Note: Column 4, 5 and 6 should not be filled in the case of an annual project.*

**Status of the implementation of the decisions of the second last meeting of MDAC:**

- 1.
- 2.

**Main decisions made in the MDAC meeting:**

- 1.
- 2.

Name, designation and signature:

Date:

Name, designation and signature of project/office in-charge:

Date:

Name, designation and signature of the person to verify

Date:

### Annex – 8 (D)

#### Trimester/Annual Progress Status of the Priority I Project/Programmes of Fiscal Year ....., Problems Observed in Implementation and Efforts Made in Solving Problems

- Name of Ministry/Agency:
- Total Number of Priority I Projects/Programmes:
- Among them, Number of the Project/Programmes Received Details:
- Number of Projects/Programmes Achieving 80 and more than 80 per cent:
- Number of Projects/Programmes Achieving between 50 per cent and 79.99 per cent:
- Number of Projects/Programmes Achieving below 50 per cent:
- Number of Projects/Programmes not having Trimester Targets during this Period:

S.N.	Budget Sub-title Number	Name of Project/Programme	Status of Progress (%)		Main Achievements Made to Date	Problems Observed in Implementation	Efforts Made in Solving Problems	Remarks
			Physical	Financial				
1	2	3	4	5	6	7	8	9

*Note:* 1. This form should be filled in by the Section of Concerned Division under the Secretariat of National Planning Commission.  
2. Additional sheets of paper can be used as required.

Name, designation and signature:

Date:

Name, designation and signature of project/office in-charge:

Date:

Name, designation and signature of the person to verify

Date:

**Annex-8 (E)**  
**Core Data of the Project and Updated Status Form**

**Part A: Basic information related to Project**

1. Sub-title number of the project budget:
2. Name of the project:
3. Goal of the project#:
4. Objective of the project#:
5. Output/outcomes of the project#:
6. Main activities of the project#:
7. Millennium development goal:
8. Policy and strategy of the periodic plan of the project
9. Sector:
10. Sub-sector:
11. Indicator of poverty
  - ☐ To contribute directly to poverty eradication
  - ☐ To contribute indirectly to poverty eradication
  - ☐ Others
12. Indicator related to gender
  - ☐ To contribute directly for gender equality
  - ☐ To contribute indirectly for gender equality
  - ☐ Others
13. Type of the project
  - ☐ Service oriented                      ☐ Research oriented      ☐ Production oriented
  - ☐ Construction oriented              ☐ Good governance
14. Project implementation site and the criteria adopted while selecting
  - (a) Implementation site:      District:                      Electoral constituency:  
   Municipality/V.D.C.
  - (b) Selection criteria
15. Total cost of the project:
16. Details of the resources to cover the project cost

Detail	Amount	Detail	Amount
<b>Internal Source</b>		<b>External Source</b>	
Government of Nepal		Loan	
Local body/organisation		Grant	
People's participation		Technical Support	
<b>Total</b>		<b>Total</b>	

*#To be filled in according to the logical framework. In the event when there is no log frame, it should be filled in according to the project proposal.*

17. Donor Agency:
18. Project Period/Duration of the project (proposed total year):
- (a) Date of Start:
- (b) Date of accomplishment:
- (c) Revised date of accomplishment:
19. Priority order of the project according to MTEE
- ☐ First priority      ☐ Second priority      ☐ Third priority

20. Allocation of the total project budget on annual basis

First Year	Second Year	Third Year	Fourth Year	Fifth Year

21. Budget allocation for project consultant

Consultant	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Internal					
External					
<b>Total</b>					

22. Project implementing agency:

### **Part B: Updated Status of Project**

23. Status of Project Expenditure:

Distribution	Total Cost	Expenditure until the previous/last fiscal year
<b>(a) Internal Source</b>		
1. Government of Nepal		
2. People's participation		
3. Organisation		
4. Local body/agency		
Total amount		
<b>(b) External</b>		
1. Loan		
To be reimbursed/recovered		
Direct payment		
2. Grant		
To be reimbursed		
Direct payment		
Assistance in kind		
3. Technical assistance		
External/international consultant		
Local consultant		



Distribution	Total Cost	Expenditure until the previous/last fiscal year
Miscellaneous expenditure		
Total amount		
<b>Grand total amount</b>		

24. Physical output and outcomes of the project to date (According to No. 5):

25. Benefit/advantage from the implementation of the project:

(a) Total population benefited

Total Population:

Woman:

Children:

Indigenous ethnicity:

*Dalit*:

Madhesi:

Muslim:

Specify if any other:

(b) Number of employment created (Labour day):

(c) Estimated quantity to be increased in production:

(d) Contribution towards regional balance:

26. Details regarding services:

Detail	Internal	External
Total number of consultants for the project		
Number of consultants appointed until the last fiscal year		

27. Status of Reimbursement with Donor Agencies:

Amount to be requested from the beginning to date (Rs.)	Amount requested from the beginning to date (Rs.)	Amount reimbursed from the beginning to date (Rs.)	Amount yet to be reimbursed (Rs.)

28. Physical and Financial Progress of the Project and Duration:

Until the last fiscal year from among the total of the project		
Percentage of physical progress	Percentage of expenditure	Percentage of the time spent

29. Details Regarding Project Chief:

Name	Duration of Working in the Project	
	From	To

Name of project chief:

Designation:

Signature:

Date:

**Annex – 8 (F)**  
**Monthly Progress Report Form**  
**(For Project/Programme to be Carried out Special Monitoring)**

..... Year ..... Month

1. Number of budget sub-title:
2. Ministry
3. Name of department/organisation:
4. Name of the project:
5. Annual budget Rs:
6. Budget until this trimester Rs:
7. Expenditure amount up to this month Rs:
8. Status of goals/progress according to annual action plan of the project:

S.N.	Action Goal of this Month According to Annual Action Plan	One Month's Progress According to Action Goal	Main Activities Accomplished until the Last Month	Remarks
1				
2				
3				

9. Progress until the last trimester (in percentage)  
 (a) Physical (b) Financial

10. Problems revealed in the project and solutions:

S.N.	Main Problems	Techniques Adopted for Solution	Detail of Support Required from Other Agencies, if Any
1			
2			
3			

Name of project chief:

Signature:

Date:

Comments and suggestions of the ministry:

- 1.
- 2.

Head of Monitoring and Evaluation Division

Name:

Signature:

Date:

Verified By

Name:

Signature:

Date:

**Annex-8 (G)**  
**Government of Nepal**  
..... Ministry  
**Details of Form for New project**

**(To be filled in by the concerned Ministry while submitting the proposal for approval of new project)**

**Part A: Basic Description of the Project**

1. Name of the project:\*
2. Goal of the project:\*
3. Objective of the project:\*
4. Targeted output/outcomes of the project:\*
5. Main activities of the project:\*
6. Indicators of millennium development goal:
7. Policy and strategy of the periodic plan of the project
8. Sector:
9. Sub-Sector:
10. Indicator of poverty
  - ☐ To contribute directly to poverty eradication
  - ☐ To contribute indirectly to poverty eradication
  - ☐ Others
11. Indicator related to gender
  - ☐ To contribute directly for gender equality
  - ☐ To contribute indirectly for gender equality
  - ☐ Others
12. Type of the project
  - ☐ Service oriented      ☐ Research oriented      ☐ Production oriented
  - ☐ Construction oriented      ☐ Good governance
13. Project implementation site and the criteria adopted while selecting
  - (a) Implementation site:      District: Electoral constituency:  
Municipality/V.D.C.
  - (b) Selection criteria
14. Total cost of the project:
15. Donor agency:

*\*To be completed according to the project framework*

16. Duration of the project (Total proposed year):

(a) Date to be commenced:

(b) Date to be accomplished:

17. Project implementing agency:

18. Detail of the resource allocation to cover the project cost

Detail	Amount Rs	Detail	Amount Rs
<b>Internal Source</b>		<b>External Source</b>	
Government of Nepal		Loan	
Local body/agency/Organisation		Grant	
People's participation		Technical Support	
<b>Total</b>		<b>Total</b>	

19. Annual distribution of total amount of the project (Amount in thousands)

First Year	Second Year	Third Year	Fourth Year	Fifth Year

20. Budget for project consultant

Consultant	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Internal					
External					
Total					

21. Feasibility Study of the Project:

- Whether there has been any financial and technical feasibility-study taken place? If not, specify the reason:
- Year in which financial technical feasibility study was taken place:
- Conclusion of financial technical feasibility study:

22. Economic and financial analysis of the project:

- Pay-back period
- Benefit cost ratio
- Financial internal rate of return – FIRR
- Economic internal rate of return – EIRR
- Net present value – NPV
- Cost-effectiveness analysis
- Agency for conducting feasibility study:

23. Brief description of environmental impact assessment (Mention the reason if not taken place).

24. Benefit from the implementation of the project and nature of benefit:

(a) Total beneficiary population:

Total population:

Women:

Children:

Indigenous *Janajatis*:

*Dalit*:

*Madheshi*:

Muslim;

Specify if any other

(b) Number of employment created (labour day):

(c) Estimated quantity of growth in production:

(d) Contribution towards regional balance:

### Part C: Administrative and Logistic Detail

25. Management of human resources required for implementation of the project:

(a) To be managed by the current human resources:

(b) Details of the required additional human resources:

(c) Consent of Ministry of General Administration regarding required additional human resources:

26. Institutional arrangement to carry out monitoring and evaluation of the project:

(a) Budget allocated for monitoring and evaluation:

(b) Details of monitoring and evaluation to be conducted by the donor agencies:

(c) Details of monitoring and evaluation to be conducted by Government of Nepal

(d) Details of indicators to reflect the output and impact of the project:

27. Main physical items necessary for the project:

Name of Items	Unit	Estimated Cost Rs.

28. Details of similar types of other projects in the location for which this project is proposed:

(a) Details of similar types of projects accomplished and their strengths and weaknesses:

(b) Details of similar types of projects currently in operation:

(c) Details of similar types of project to be launched, if any:

29. Sustainability of the project and phase-out plan

To be filled in by National Planning Commission Secretariat

30. Name and designation of the authority to approve before submitting the project to the Commission meeting and date of approval:

Name:

Designation:

Date of approval:

31. Consent of the Division concerned:

- (a) Whether or not it is appropriate to get approval from National Planning Commission:
- (b) Reasons for being appropriate or inappropriate:
- (c) Points to be decided:

Note: Following details are required to be included along with this project description.

- a. Logical framework of the project
- b. Agreement/consent letter regarding foreign aids
- c. Responsibility and approval letter of the local bodies if they are going to be involved in the project
- d. Letter of approval from Ministry of General Administration regarding additional human resources

**Remarks:**

- 1. Separate sheets of paper can be used if the space in the prescribed form is not adequate to write description.
- 2. Any details though not mentioned in these forms but informative for discussion and decision should be mentioned.  
(For examples, the project launched by NGOs)

## Part A: Basic Details of the Project

- | Sector | Sub-sector | Type of Project | Poverty Indication | Gender Indication | Millennium Development Goal |
|--------|------------|-----------------|--------------------|-------------------|-----------------------------|
|        |            |                 |                    |                   |                             |

- ## Part 2: Current Status of the Project

- | Percentage of the Progress until the Last Fiscal Year among the Total Project |      |  |
|---|------|--|
| Physical Progress   | Cost | Duration of the Project Implementation |
|   |      |  |
|   |      |  |

11. Total project cost and expenditure and proposed detail for additional period:

Description	Total Budget of the Project	Expenditure to Date	Amount Yet to be Spent	Proposed Amount for Additional Period
a) Internal Source				
1. Government of Nepal				
2. Organisation				
3. People's Participation				
4. Local Body				
b) External				
1. Loan				
To be reimbursed				
To be directly paid				
2 Grant				
To be reimbursed				
To be paid directly				
3. Technical assistance				
Programme Cost				
Cost for external consultant				
Cost for internal consultant				
Miscellaneous expenditure				
<b>Total Amount</b>				

12. Benefit from implementation of the project:

(a) Total population for implementation:

Total population:                      Wome                      Children:  
 Indigenous *Janajati*:                      *Dalit*:                      *Madhesi*:  
 Muslim:                      Specify if any:

(b) Number of Employment Created (Day for Labour):

(c) Expected Quantity of Increase in Production:

(d) Contribution in Regional Balance:

**Part C: Detail Regarding Extension of the Project Duration**

13. Reasons for Extending the Project Duration

- 1.
- 2.
- 3.

14. Activities to be done in the extended period and its benefits

S.N.	Activities	Unit	Quantity	Budget	Output



15. Human resources required for the extended period of the project:

(a) Current human resources to manage:

(b) Additional necessary/not necessary

(c) Consent of Ministry of General Administration if required additional:

16. Main physical assets required for additional period of the project:

Name of Item	Unit	Estimated Cost Rs.

17. Mention the details of any changes that occurred regarding the regular activities, scope, and expansion or up scaling including the log frame/indicators of the project while the duration of the project is extended:

18. Mention the key problems and strengths/weaknesses in the implementation of the project:

19. Priority order of the project in accordance with the Medium-term Expenditure Framework (MTEF):

☐ First priority

☐ Second priority

☐ Third priority

20. Sustainability and phase-out plan of the project:

21. Consent of the Ministry concerned regarding the extension of the project:

**To be filled in by the National Planning Commission Secretariat**

22. Name of the officer authorising to submit the proposal to the Commission for extension of the project and date of approval:

Designation:

Name:

Date of approval:

23. Consent of the Division concerned:

(a) Whether or not it is appropriate to consent from National Planning Commission to extend the project:

(b) Reasons of consenting/not consenting

(c) Points that need be decided

Note: Following details should be included along with this project description form.

1. Revised logical framework of the project

2. Consent/approval paper of external donor agency

3. Consent letter of Minister of General Administration regarding additional human resources

**Remarks:**

1. Separate sheets of paper can be used if the space in the prescribed form is not enough to write details.
2. Other details that are not mentioned in this form but informative for discussion and decision should be mentioned, if any.

**Annex-9**  
**Institutional Arrangements Regarding Monitoring and Evaluation**

**(a) National Development Action Committee:**

Constituted with the provision to be chaired by the right honourable prime minister, the National Development Action Committee is the supreme body regarding monitoring and evaluation. This committee normally holds its meeting every four-months and at any other time required. In this meeting, progress regarding implementation of the projects under different ministries are reviewed and the problems that are not addressed by the meetings of Ministerial Level Development Action Committee, issues regarding inter-ministry coordination, policy issues as well as legal issues are presented and efforts are made to identify the solutions of such problems. The committee comprises of the following office bearers:

1. Prime Minister	Chairperson
2. Minister/State Minister concerned	Member
3. Finance Minister	Member
4. Minister for General Administration	Member
5. Vice Chairperson, National Planning Commission	Member
6. Concerned members of National Planning Commission	Member
7. Chief Secretary	Member
8. NPC member responsible for Monitoring and Evaluation	Member Secretary
9. Invitee thematic office bearer	

**(b) Ministerial Level Development Action Committee:**

Constituted with the provision to be chaired by the concerned honourable minister/state minister in every ministry, this committee normally holds its meeting every two months as well as at any other time required. The details of the problems faced while implementing the projects launched under the ministries are discussed, and efforts are made to solve them in every meeting held every two months. The details of progress regarding implementation of the project are presented and reviewed. Consequently, efforts are made to identify the ways of solution of the problems in the meetings held every four months. The committee comprises of following office bearers:

1. Minister/State Minister	Chairperson
2. Secretary	Member
3. Representative of Ministry of Finance	Member
4. Representative of Ministry of General Administration	Member

5. Representative of Monitoring and Evaluation Division of Commission	Member
6. Representative of the concerned sectoral Division of Commission	Member
7. Head of concerned Department	Member
8. Head of Planning Division of Ministry	Member
9. Head of Monitoring and Evaluation Division of Ministry	Member Secretary
10. Office bearer of the project concerned	Invitee

**(c) National Body Regarding Monitoring and Evaluation:**

Monitoring and Evaluation Division exists under the Commission to function as a national body regarding monitoring and evaluation. Following are the responsibilities of this Division.

1. To determine monitoring and evaluation indicators and forms and to enforce them for implementation and operation of the sectoral programme/project,
2. To determine the procedures regarding monitoring and evaluation to be implemented at different levels and stages; to make the ministry and its line agencies to implement accordingly,
3. To compile the programme/project and prepare a detail along with its assessment,
4. To conduct on-the-spot monitoring and evaluation as and when necessary and identify the actual status of the projects,
5. To liaise with the concerned agency to address the problems faced in the implementation and operation of the project and arrange to perform the task,
6. To submit the relevant subjects to National Development Action Committee as required and arrange to implement as per the decision of the meeting,
7. To arrange training, study etc to prepare qualified human resources for development and operation of monitoring and evaluation system,
8. To avail necessary equipment and tools, services of the experts and institutions for monitoring and evaluation,

**(d) Ministerial Level Monitoring and Evaluation Divisions/Sections:**

Monitoring and evaluation divisions/sections exist in all ministries related to the development. The divisions/sections are obliged to function as follows in accordance with the monitoring and evaluation guidelines:

1. To implement and make others implement the forms specified regarding monitoring and evaluation in the programmes/projects operated by ministry and its command,

2. To operate monitoring and evaluation to be carried out at different levels and stages and ask the agencies under command to do so,
3. To compile the progress report of the work related to programme/project from the line agencies/offices in the stipulated time and prepare details along with the assessment and submit at the meeting of MDAC,
4. To conduct on-the-spot monitoring of programmes/projects and submit the report of actual status and send the findings of the on-the-spot monitoring and decisions made regarding this, to the Commission.
5. To discuss with the concerned agency to address the problems observed in the implementation and operation of the programmes/projects and to attempt to solve them and submit it to the meeting of MDAC,
6. To submit the relevant problems to NDAC and trimester/annual progress report and the details to be sent to the Commission in accordance with the monitoring and evaluation guidelines within the stipulated time to the Commission,
7. To arrange training for capacity development of the human resources involved in the operation of monitoring and evaluation system,

**(e) Arrangement Regarding Monitoring and Evaluation of Regional, District Level and Local Level Project**

- (1) The regional offices/directorates under the line ministry should perform monitoring and evaluation of the programmes under their responsibility in the sectoral fashion. The regional administration offices should perform overall monitoring and evaluation of the development activities operated within the region and should be reported to the centre.
- (2) A Supervision and Monitoring committee has been provisioned for monitoring of district level projects. This committee performs assessment of the anticipated as well as available resources for the district level projects and conducts monitoring to check whether the work has been accomplished as stipulated in the action plan and the project goal. The District Development Committee conducts review and evaluation of the district development plan as follows.
  - a. Impact study of the projects after one year from the accomplishment,
  - b. Bi-annual progress evaluation of the projects that are in operation,
  - c. Annual evaluation of the accomplished projects for management of their repair and maintenance,
  - d. Evaluation for identification of the type of beneficiary community, quantity, growth in production and employment opportunity and effect on the ecology, as and when necessary,

- e. Implementation of District Poverty Monitoring and Analysis System and performing monitoring and evaluation accordingly and making arrangements to send report to the centre on regular basis.
- (3) The monitoring and evaluation of the local level programmes implemented by VDC and Municipality should be performed from the local bodies in accordance with Local Self-governance Act, 2055. Most of the development activities in the local level are implemented through the user committees. Therefore, it is also necessary to encourage non-governmental organisations to monitor such activities.

**Schedule of the Meetings of National Development Action Committee and Ministerial Level Development Action Committee:**

Meeting of NDAC	Meeting of MDAC
Second week of Bhadra/Poush/Baishak months	Third week of Asoj/Magh/Jestha months (bi-monthly)
	Third week of Shrawan/Marga/Chaitra months (trimester)

## Annex – 10

### Outline of the Method Used While Evaluating According to Kirkpatrick Model

Level and Type of Evaluation	Explanation and Characteristic of Evaluation	Examples of Evaluation Tools and Approaches	Practicality and Relevance
1. Reaction	<p>What was the reaction of the participants before the training started?</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>Did the participants like the training?</li> <li>Was the training relevant?</li> <li>How was the physical facility?</li> </ul>	<ul style="list-style-type: none"> <li>Feedback</li> <li>Verbal reaction</li> <li>Survey after training</li> <li>Online grading and evaluation, etc from the participants</li> </ul>	<ul style="list-style-type: none"> <li>To be done immediately after training is accomplished</li> <li>Should be easy to collect feedback and make an analysis</li> </ul>
2. Learning	<p>What type of knowledge and capacity was enhanced after learning?</p> <p>Example:</p> <ul style="list-style-type: none"> <li>Did the participants learn what they were meant to learn?</li> <li>Were there expected changes and development after training? Etc</li> </ul>	<ul style="list-style-type: none"> <li>Test and evaluation before and after the training</li> <li>Interview and observation, etc</li> </ul>	<ul style="list-style-type: none"> <li>Relatively easy to do activities</li> <li>Extremely relevant for training in which technical capacity and quantity can be mentioned</li> </ul>
3. Behaviour	<p>Changes seen in behaviour after the participants returned to their jobs on completion of training</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>Have the trainings reflected learning effect after returning to work?</li> <li>Did they use relevant capacity and knowledge?</li> <li>Are the changes in habit and learning knowledge sustainable?</li> <li>Are they capable of cascading what they have learnt?</li> </ul>	<ul style="list-style-type: none"> <li>Observation and interview</li> <li>Relevant work performance indicators prepared in special manner</li> </ul>	<ul style="list-style-type: none"> <li>Management support and capacity necessary to be measured by changes seen in behaviour</li> </ul>
4. Results	<p>Changes seen in the organisation's activities through work appraisal</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>Changes seen in time for work performance, quantity, quality etc through work appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Management information system and reporting</li> <li>Annual work performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Operating evaluation becomes easier if function, duty and rights and responsibility are clearly specified</li> <li>External reason also may affect</li> </ul>

**Annex-11**  
**Main Points to be Included in the**  
**Terms of References (TOR) of Evaluator**

1. Background
2. Objective of evaluation
3. Scope of evaluation
4. Approaches and methods to be adopted during evaluation (Only if available special policy and programme)
5. Physical facilities and resources
6. Qualification and experience of the person involved in the evaluation
7. Deadline for accomplishment of work and working calendar
8. Stages and types of monitoring and evaluation report
9. Subjects to be included in the report
10. Contact person for evaluator or focal person or focal section
11. Other necessary matters