

PROGRAMME MANAGEMENT

MONITORING AND EVALUATION

Monitoring and evaluation is part of the program that has its own challenges, due to the complexity of the future changes and the extent of the geographic work range of the partners. Monitoring and evaluation system, design and arrangement is conducted by independent organization, to monitor the progress compared to the logical framework. The monitoring and evaluation system will provide information on the progress and achievements of the program, problems to be anticipated, interesting and good lessons learned, and other occurrence each year. Stakeholders will further discuss and analyze the information generated and formulate the future strategy balancing the activities and the partnership.

There are two basic requirements in Monitoring and Evaluation implementation, based on the objective and the utilization of the monitoring results. First, short and medium term need, which includes reporting, administration and knowledge management required to track the progress of activities and program management. Second, long-term need, where the aim of monitoring is to measure the impact of the program to the beneficiaries, such as the economic development and poverty alleviation targets, and institutional and policy changes, in particular right and access to the forest resources; access to justice; access to financial support such as credits and business opportunities. The result shall be used for more strategic objectives, such as to develop policy arguments, to influence government policy, to monitor the policy implementation and public oversight, to bring the knowledge management resulted from monitoring and evaluation into public discourse, and to provide recommendations to MFP management. For those reasons, MFP should be able to carry out effective monitoring and produce monitoring and evaluation concept, including M&E tools development that can be used to oversee the MFP II.

The monitoring concept in the MFP II includes material and technical aspects as described below:

A. Monitoring dan Evaluation Components

Program monitoring and evaluation is designed for effective and measurable observations that depicts all achievements, progress and changes occurred and the association with the overall program objectives. Monitoring will refer to targeted output Besides targeting the output achievement based on the MFP II logframe, monitoring should capture changes occurred in the program management context. The three important components in monitoring are:

1. Measure institutional changes at the community level,
2. Measure government policy changes
3. Identify and measure the beneficiaries of the above changes.

The three components above shall be used as general indicators for the ongoing activities according to the MFP II grants through the four grant portfolios and logframe, for the specific issues concerning poverty alleviation, economic development, deforestation cessation, corruption elimination, and the accountability of forestry regulations and governance.

Additionally, monitoring activities shall record impacts resulted from the interventions to the above issues. Each activities from the four grant portfolios shall be composted according to the activities or implementation of all MFP 2 partners. A monitoring and evaluation worksheet shall be formulated together between PMU and

program facilitators, and approved by Program Director and Co-Directors as MFP II monitoring and evaluation tool.

B. The Scope of MFP Monitoring and Reporting Obligation

The program performance will be monitored and evaluated through formal reporting system. Formats for reporting will be developed by the PMU with input by Community Foundation, MoFr and other GoI partners, and small grant recipients, during the first month after mobilization. Format of the Reports shall consist of Progress to date, issues and financial status.

Prepared by :	Submitted to :					
	CFs	CFs	RMF	PMU	SC	Donor & Public
Grantee National & Regional	Monthly Report			✓		
Community Foundation	Monthly Report		✓	✓		
Technical Advisers	Monthly Report			✓	✓	
Program Management Unit (PMU)	National Level Report (Quarterly Report, Annually Report)				✓	✓

Table 1. Program performance report matrix

Program Director will send the progress and financial quarterly reports through Co-directors to the Steering Committee. The reports are result-oriented and will be used as indicators for program documents. Achievements reported shall base on the logframe and annual plan, and portray progresses only from the review result and recommendations.

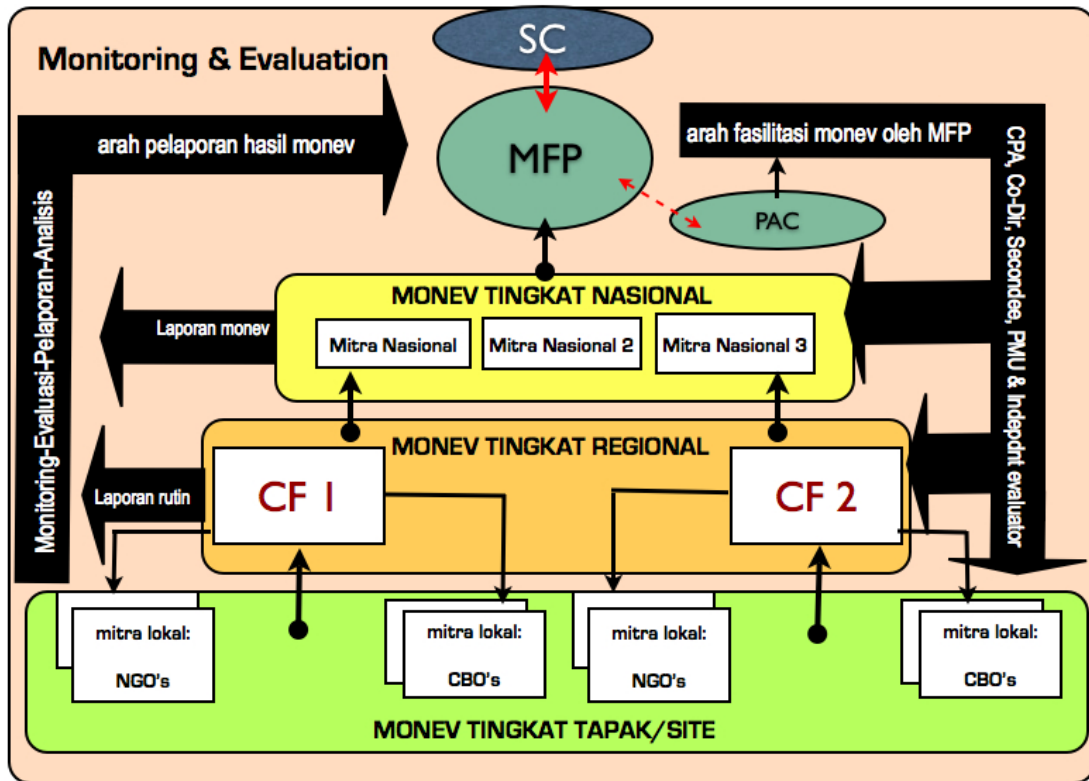
Annual reports will be sent to the Steering Committee. The annual reports shall consist of:

- Narrative of the actual outputs compared to the projected outputs as stated in the Annual Plan;
- Summary of the expenditures compared to the budget;
- Program efficiency analysis: how efficient the resources use compared to the result;
- Explanation on deviation or gap between plan and implementation;
- Analysis on problems and risks (internal and external) that contribute to the program success;
- Identification on the need for adjustment of the action plan and input/output, including the risk management;
- Annual audit report.

Final Report for the three years period is the wrap up report that will cover:

- All topics included in the annual reports;
- Impact assessment, including: changes and impacts (positive or negative) that are planned and the intangible impacts on the targeted groups and to other groups;
- Assessment on the program sustainability, such as the continuity of the program towards the positive impact obtained after the external assistance and facilitation completed and reported;
- Summary of the lessons learned.

Reports will be sent to the Steering Committee in Indonesian language. The reports in English will be prepared subsequent to the approval of the Report in Indonesian language.



Picture 7. Reporting, Monitoring and evaluation Process for MFP II

In conjunction of the monitoring and evaluation activities mentioned above, PAC will carry out six-monthly monitoring on the implementation progress of the four strategies (Policy, Regional, Engagement and Tactical Small Grants) and the grant portfolio, to ensure the attainment of outputs and impact of the PAC Strategic Plan and Logframe. PAC will determine the time, schedule, and method for the six-monthly monitoring, by taking into account the overall schedule at local, regional, and national level.

To support the objectives of monitoring and evaluation to all MFP II partners, overall result of the monitoring shall be written in a formatted report, and become an obligation of PMU, including Program Director and Co-Directors. The reporting format is:

1. Three-monthly and mid-term financial reports will be sent to Co-Directors and DFID Officer (Mey Lan Wong).
2. Three-monthly and mid-term narrative reports will be sent to Co-Directors and DFID Officer. These reports contain:
 - (i) Progress report of each PMU staff, Secondree, and TA (according to the TOR);

- (ii) Summary of the grant management and the updated grant status (according to the activity report – see below)

3. Monthly, mid-term, and annual reports of the impacts, consist of:

- (i) **Monthly Report** made by the grantees, will be recorded, analyzed and synthesized by PMU, Secondees, and TA to be followed up in the next monitoring and evaluation and for the capacity building implementation purposes.
 - Every month each of the grantee will prepare a monthly report based on the approved report formats and submit it to the PMU or the Community Foundation.
 - The Technical Advisers will independently send a monthly report to the PMU and Steering Committee.

- (ii) **Mid-term Report** on every grant portfolio (regional, small, and MoFr/GoI) for PAC evaluation. This will require:
 - Mid-term report from all grantees;
 - Mid-term report that has been analyzed by facilitators, TAs and Secondee, to be compared with the indicators of the approved milestones
 - Feedback from PMU on all PAC evaluation reports to improve grantees' performances.
 - The Community Foundation will consolidate the grantee and Regional Multistakeholder Forum monthly reports to prepare a monthly Community Foundation Report including a package of Financial Statement (Statement of Fund Received and Disbursement, Statement of Budget and Fund Balance Status and Statement of Actual and Forecast Expenditure)
 - Based on monthly grantee, Community Foundation, Technical Adviser and any other relevant documents, the PMU will prepare a national level report for quarterly distribution to the Steering Committee, Donors and other concerned stakeholders.

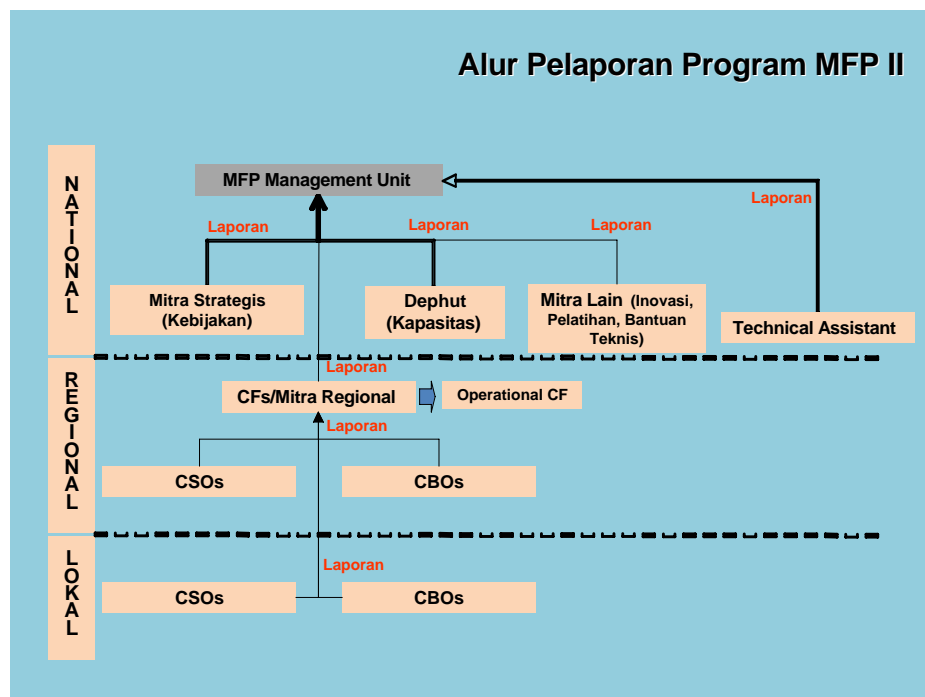
- (iii) Annual Report on overall MFP 2 grant portfolios, consists of:
 - Compilation of PAC monitoring on every main grant and grant portfolio;
 - Professional documentation on every result made by the main grant or grant portfolio;
 - Observation on the program impact compared to the logframe.
 - PMU and Community Foundation will all also prepare Program Annual Report and Program Completion Reports. The Steering Committee will undertake an annual review of the program, and a comprehensive mid-term review. In addition, the PMU's Program administration will be subject to an independent annual audit, which will be reported to the Steering Committee.

The reports on points a, b, c will be the basis for Co-Directors to make the Mid-term Report and the Annual Report to the Steering Committee.

4. Independent Mid-Term Evaluation and Final Evaluation.

C. Monitoring and Evaluation Scheme

The monitoring and evaluation schedule at each level (site, regional, national, and overall program) will refer to the period in progress of the program and activities. However, the monitoring and evaluation process shall connect the monitoring results at each level and portray the relationships and the causal relations of all activities in systematically. Thus, a complete picture of the implementation can be acquired and it is possible to make analysis on the program integration and the deviation between the strategic plan and the implementation. All of the stages will be constructive for program development, documentation, reporting, and ultimately for knowledge management.



Picture 8. MFP II Reporting Mechanism

D. M&E Tools and System

The objectives of M&E will determine tools selected at all program lines. M&E tools and system will be developed in accordance with grantmaking portfolios that are grouped in four windows. In this fashion, monitoring and evaluation can reach the right targets and in line with each grantmaking portfolio.

In general, M&E tools and system development will cover all activities and results at several levels. These levels are:

1. National partners, that carry out their activities based on the Strategy Policy Window,

2. Regional partners, starting from the local partners at the site level, the Community Foundations (all of the results including the engagement of local government), based on the Regional Strategy,
3. The Government of Indonesia and the ministries, that conduct national initiatives on national policy development, based on the MoFr Engagement Strategy,
4. Activities, that support strategic activities related to the other 3 grantmaking portfolios, based on the Strategic Small Grant Strategy

PAC will determine agreed milestones and implementation strategy to be recorded by PMU for further development of M&E tools and system. PAC, Co-Director and PMU, in accordance with the monitoring task, based on the grantmaking portfolio level, together with key strategic national partners, regional partners (including Community Foundation and local government), MoFr partners, and other Ministries, will set up key performance indicators in to aspects: first, the evaluation of the implementation process, results, management performance, and grant delivery; second, the evaluation of the realization of program objectives. The results of site level partners shall be the basis of performance evaluation of the implementing partners.

PAC will initiate the six-monthly monitoring and evaluation for every activity from the four grantmaking portfolios. The evaluation results will be the basis of analysis of the subsequent monitoring carried out by MFP facilitators, Co-Director, and PMU.

The program will develop comprehensive M&E system that values participatory processes, and includes the PMU facilitation roles in grant management of the implementing partners, shared learning and knowledge management among partners, tools selected, and effective evaluation processes.

Results shall be measured from the aspects of: institutional change, policy change, and impact to the beneficiaries. The monitoring and evaluation measurement will be done periodically towards four areas: staff performance, partner performance, program performance, and institutional performance. Monitoring and evaluation will be integrated in all elements of program management. Community Foundation will include the community and be supported by the assisting NGO to continuously monitor the program implementation. Complaint resolution mechanism will be implemented and complains will be forwarded to any stakeholder that is concerned with the program. Engagement with local journalists and NGOs will help strengthen complaint management function effectively. Additionally, independent evaluator will be contracted to provide feedback to the MFP, the National Partner, Community Foundation, and donors concerning the program implementation and follow up.

The program will be carried out and supported by good institutional governance practices, together with the transparent information dissemination. This enables program monitoring to be done by the beneficiaries and the public. In the transparency aspect, program shall attach strong transparency function at local, regional, and national level.

E. Monitoring by Independent Team

To sharpen the monitoring and evaluation result and to keep the objectivity of monitoring process, it is allowed to have independent team to carry out monitoring and evaluation. To support roles and function of the independent team, the PMU will observe

the work of the independent team, avoid the repetition in the process and results. Therefore, selected M&E tools and system for the independent monitoring and evaluation shall be approved and stated in the **Term of Reference (TOR)** issued by the Co-Directors and Program Director.