

付 属 資 料

1. M/M
2. 質問票
3. プロジェクト作成資料

**MINUTES OF MEETING
BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM
AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF NEPAL
ON JAPANESE TECHNICAL COOPERATION
FOR THE PROJECT ON STRENGTHENING THE MONITORING AND
EVALUATION SYSTEM IN NEPAL**

The Japanese Terminal Evaluation Team (hereinafter referred to as 'the Japanese Team') organized by the Japan International Cooperation Agency (hereinafter referred to as 'JICA'), headed by Dr. Nobuhisa TAKEDA, visited Nepal from 29 June to 11 July, 2009, for the purpose of conducting a terminal evaluation of the Project on Strengthening the Monitoring and Evaluation System in Nepal (hereinafter referred to as "the Project").

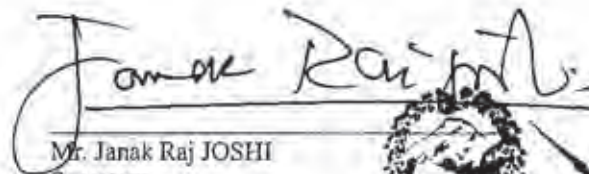
The Japanese Team and the authorities concerned of the Nepal on the Project confirmed the progress and achievements of the Project through interviews and had a series of discussions in respect of desirable measures to be taken by both Governments for the successful implementation of the Project.

Both sides agreed on the contents of the Terminal Evaluation Report attached, which was accepted by the Joint Evaluation Meeting and to recommend to their respective Governments the matters referred to in the documents attached hereto.

Kathmandu, Nepal, 9 July, 2009



Dr. Nobuhisa TAKEDA
Leader
Japanese Evaluation Team
Japan International Cooperation Agency



Mr. Janak Raj JOSHI
Secretary
National Planning Commission Secretariat
The Government of Nepal



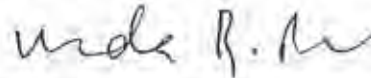
ATTACHED DOCUMENT

**FINAL EVALUATION REPORT
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON STRENGTHENING THE MONITORING AND
EVALUATION SYSTEM IN NEPAL**

**Kathmandu, July 9th, 2009
JOINT EVALUATION TEAM**



Dr. Nobuhisa TAKEDA
Leader
Japanese Evaluation Team
Japan International Cooperation Agency



Mr. Mukunda Raj Prakash GHIMIRE
Leader, Nepal Evaluation Team
National Planning Commission Secretariate
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1. Introduction

1-1 Objective of the evaluation

The evaluation activities were performed with the following objectives;

- (1) To verify the achievements of the Project compared to those planned (achievements of inputs, outputs and the Project purpose);
- (2) To evaluate the Project based on the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability);
- (3) To make recommendations and draw lessons learnt for the actions to be taken in the future.

1-2 Members of the Joint Evaluation Team

(1) The Japanese Team

Field in Charge	Name	Position/Organization
Leader	Dr. Nobuhisa TAKEDA	Senior Advisor, JICA
Governance Strengthening	Mr. Yoichiro KIMATA	Assistant Director, Public Administration Division, Public Policy Department, JICA
Planning Cooperation	Ms. Miwa HIASA	Representative, JICA Nepal Office
Evaluation Analysis	Ms. Ayako NOMOTO	Researcher, Meiji University

(2) The Nepal Team

Field in Charge	Name	Position/Organization
Leader	Mr. Mukunda Raj Prakash Ghimire	Joint Secretary, Poverty Monitoring Division, NPCS
Member	Mr. Lava Bahadur K.C.	Program Director, NPCS
Member	Mr. Uddhav Prasad Rijal	Planning Officer, NPCS

1-3 Schedule of the Study

From June 29 to July 9, 2009. Details are shown in Annex 1.

2. Outline of the Project

2-1 Background of the Project

The technical cooperation for the project on Strengthening the Monitoring and Evaluation System in Nepal (hereinafter referred to as "the Project") has been implemented since October 2006 for 3 years and 2 months based on the Record of Discussions (hereinafter referred to as "the R/D"), signed on June 8, 2006, between the Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Government of Nepal (hereinafter referred to as "GoN"). Since 2 year and 8 months

has been passed, the Project needs to conduct a terminal evaluation for effective implementation of the Project. This is a summary of the terminal evaluation toward the end of the Project period.

2-2 Summary of the Project

The summary of the Project is as follows

(1) The Overall Goal

Results of monitoring and evaluation (M&E) are reflected in the process of policy formulation, project planning and implementation

(2) The Project Objective

M&E capabilities of National Planning Commission Secretariat (NPCS), sectoral ministries, and key projects and programs are strengthened.

(3) Outputs of the Projects

1. Human resources in M&E trained
2. Monitoring and evaluation tools (M&E guidelines, monitoring reporting formats, Project Design Matrix (logframe) manuals) are prepared / improved.
3. Enhanced awareness and improved understanding and support for M&E from decision makers and officers.

3. Methodology of Evaluation

3-1 Methodology of Evaluation

The evaluation study was conducted by the Joint Evaluation Team consisting of Japanese and Nepalese members. The Japanese members were nominated by JICA and Nepalese members were nominated by NPCS. Accomplishment of the Project was measured in terms of inputs, activities, outputs and project purpose, all of which accord with the R/D, Project Design Matrix (hereinafter referred to as "PDM") and Plan of Operation (hereinafter referred to as "PO"). The evaluation was conducted based on the "JICA Guideline for the Project Evaluation", revised version of March 2004. The evaluation activities include report analysis, field survey, questionnaire survey, interview to the persons concerned, and discussions with official staff concerned to the Project based on the five evaluation criteria listed below:

3-2 Criteria of Evaluation

The Team reviewed all the activities and achievements and evaluated the Project based on the following five criteria. And five criteria evaluates as High, Moderate, and Low.

(1) Relevance

Relevance refers to the validity of the Project Purpose and the Overall Goal in connection with the development policy of GoN as well as the needs of beneficiaries.



(2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project (not as that of external factors).

(3) Efficiency

Efficiency refers to the productivity of the implementation process, and examines if the Inputs of the Project was efficiently converted into the Outputs.

(4) Impact

Impact refers to direct and indirect, positive and negative impact caused by implementing the Project, including the extent to which the Overall Goal has been attained.

(5) Sustainability

Sustainability refers to the extent to which the Nepal side can further develop the Project, and the benefits generated by the Project can be sustained under Nepal's policies, technologies, systems and financial status of the Nepal side

4. Performance of the Project

4-1. Inputs

Japanese side and Nepal side inputs are shown in ANNEX 4.

4-2 Outputs of the Project

Most of the Outputs (Output 1- Output 3) have been accomplished as scheduled. Overall Accomplishments of Outputs are shown in ANNEX 3.

5. Results of the Evaluation

Summary of the evaluation results is as follows. Detailed evaluation results are shown in ANNEX 3.

5-1 Relevance: Relatively High

(1) Policy aspects


- The Project is relevant to the current Nepal's Three Year Interim Plan (hereinafter called "TYIP"), because TYIP is aimed to make monitoring and evaluation of development policies, projects/programs regular and reliable through institutional strengthening of monitoring and evaluation system and utilizing the feedbacks thereby in decision making process of policy making, formulation and implementation of development plan.

(2) Needs of the GoN

- The Project meets the needs of the GoN because the GoN faces difficulties in measuring and realizing development effectiveness since the quality of M&E still needs to be strengthened in terms of systematic utilization of M&E results.

(3) Approach of the Project



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- The scope of the counterpart "Poverty Monitoring Division (hereinafter called "PMD") of NPCS" is not suitable for promoting relationship with target group (9 Ministries and 3 districts) in the project.

5-2 Effectiveness: Moderate

- The Project has achieved project purpose in terms of the actual utilization of the trained professionals for further human development as trainers. Some ministries organized their own training courses with the training modules developed by the Project.
- However, the progress of reporting and compiling and analyzing of Priority 1 (hereinafter called "P1") projects from line ministries are not satisfactory, and in producing NPCS's periodic monitoring reports.
- The factors which affect to achieve the project purpose are (i) government's direction of utilization of M&E results and M&E professionals has not been authorized (ii) Coordination between PMD and other divisions in NPCS needs to be strengthened, and (iii) the development of guideline is still underway because the direction of the M&E guideline is under discussion by NPCS.
- Some ministries initiated their independent trainings with the modules developed by the Project

5-3 Efficiency: High

- Inputs from Japan and Nepal are appropriate for producing Outputs and utilized. However, the intention of GoN should have been reflected to selection of resource persons.
- Counterpart training/seminar in Japan directly improved the technical level of core trainers, and increases the awareness and understanding from higher level officials (Output 1 and 3 respectively)
- However, the counterpart, core trainers and national trainers needs to be retained.

5-4 Impact: Moderate

(1) Probability for achieving the overall goal:

- If the M&E guideline is approved by National Planning Commission (hereinafter called "NPC"), the reporting format revised by the Project would produce further impacts to feedback M&E results effectively.
- It might be difficult to measure whether achieving the overall goal, because the overall goal is influenced too much by other assumption (e.g. direction of M&E on strategy supported by other donor, influence of political transition), than the Project scope.
- Major obstacle of achieving the overall goal is that National Development Action Committee (hereinafter called "NDAC") has not been held regularly for monitoring and evaluation of development projects. Though, NPC is planning to hold NDAC in August 2009 under the new government and the meetings on feedback M&E results to line ministries in different levels. And

some ministries have hold MDAC periodically.

(2) Other Impact

- The Project starts to support the NPC's initiative to review the TYIP. NPC has started the first year TYIP review and will try to review the 2nd year TYIP in the following year. Such results will be shared with decision makers and used for the formulation of the next periodic plan.

5-5 Sustainability : Moderate

(1) Human resource management and organizational arrangement

- NPC approved to establish the training unit in NPC on July 1, 2009. One officer from PMD will be assigned to the Unit. More than 10 training events for 3-5day each will be held next year which target M&E personnel in NPC, ministries, and District Development Committee (hereinafter called "DDC"). Those trainings will mobilize Core and National trainers. These training courses will be financed by GoN and donor assistance.
- Ministry of Local Development and Ministry of Forest and Soil Conservation conduct independent training courses for further development of human resources.
- Frequent personnel transfer will produce adverse effects on utilization of trained professionals. As the measures, NPC plans to keep addressing this issue at monthly networking review or other occasion.

(2) Financial aspects

- The 2008/2009 budget for M&E has been increased from the previous year, and NPC try to increase for 2009/2010 budget. Though, there are difficulties for full budget disbursement in current government system.
- Although TYIP directs a provision of 0.5% of the total estimated cost for M&E for big projects, the guideline for this allocation is yet to be established.

6. Conclusion

The Project meets the needs and policy of the GoN. The Project contributed to human resource development of NPC and line ministries through core and national trainers. Though, the Project design did not have the mechanism in NPC for supporting institutionalization of M&E practices in line ministries. In addition, frequent change of Project Director/Manager affected the consistency of the project management.

In spite of the above conditions, there have been the achievements since the project started in October 2006.

- Human resources have been developed for implementing M&E in NPC and Line Ministries and 3 pilot districts
- M&E reporting format has been revised with initiative of PMD.



- M&E guideline is under formulation to provide feedback M&E results effectively to the development program and to clarify NPCS function and role.
- The policy forums have been held yearly to enhance the awareness of decision makers however no mission statement for promoting M&E has been made.

The Project is facing constraints as follows.

- Though NPCS has hold the working-level meeting with line-ministries, NDAC to share the M&E results among Ministries has not been held
- Frequent transfers including Core trainers and National trainers.

Based on the above achievements and constraints, M&E capabilities in human resources and materials have been strengthened. However, it is expected to enhance more awareness of promoting M&E from decision makers with self-reliant effort of GoN.

7. Recommendations and Lessons Learnt

7-1. Recommendations

As mentioned in the previous clause, the human resources and tools in M&E will be developed by the end of the Project despite the political transition and frequent change of counterparts. It is recommended that the Project would be completed as originally scheduled on condition that the Project supports the sustainability of such achievements and the awareness from decision makers and officers. For encouraging self-reliant effort of GoN, the following issues need to be considered during and after the Project.

(1) Issues to be considered during the Project

- 1) In order to motivate sending P1 report from line ministries, PMD should formulate annual report based on the analysis of the P1 report to feedback M&E results.
- 2) Coordination between PMD and sector divisions of NPCS should be strengthened for improving existing M&E reporting on Priority projects/programs and enhancing the relationship with line ministries.
- 3) It should be considered how to follow up the application of M&E knowledge to daily work in line ministries based on the developed core and national trainers and trainees as well as M&E training modules in the Project.
- 4) It is required to make an implementation plan of M&E training for self-reliant operation after the completion of the Project considering the budget and human resources in NPCS.
- 5) Practical M&E guidelines including clarification of PMD function must be drafted in the



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technical group and considered among the members from NPCS and other ministries in the workshops.

(2) Issues to be considered for sustaining self-help efforts after the completion of the Project

- 1) M&E guideline should be authorized by NPC before the beginning next Nepal Fiscal Year.
- 2) NDAC and other working level coordination meetings should be held regularly to consider the feedback mechanism of M&E to the strategy and plan.
- 3) NPCS should utilize M&E tools developed in the Project and consider to establish the mechanism to train M&E personnel including new core and national trainers for securing sustainable M&E capacity in frequent change of personnel.
- 4) Based on the developed human resources and tools in the Project, it is necessary to be considered to formulate the project planning and management framework based on M&E in line ministries.
- 5) The role and function of PMD should be clarified when considering the future restructuring of NPCS.

7-2. Lessons Learnt

(1) Formulation of the Project implementation system

In order to strengthening the cross ministerial coordination, it is necessary to clarify the communication channel and to include the focal points in the Project implementation system. It is required to consider the inter-division coordination in the counterpart organization based on each division's role and function.

(2) Project formulation and management in political transition

In case of the country in political transition, it is difficult to complete project design only on its formulation stage. It is required to incorporate refining project design and identifying the relating actors of the project in the early stage of its implementation.

Even though the frequent change of political direction and environment, it is necessary to have a continuous effort of formulating institutional mechanism suitable for the country context as well as human resource development to ensure sustainability of the project.

(3) Joint Project design

The joint project design between JICA and counterpart agency is expected to be promoted to identify possible constraints and to clarify both sides' responsibilities to overcome those constraints. It contributes to securing policy commitment and institutionalization of project outputs.

(4) Higher Level Commitment



Project steering committee under the chairmanship of higher authorities comprises the secretaries of line ministries can facilitate better coordination, effective implementation and increase the sustainability of the project.



ANNEX 1 Schedule of Terminal Evaluation

Date	Items	Interviewees/Participants
June 29 (Mon)	15:00- Internal Meeting with SMES Japanese expert team	Expert Team (Ms.Ishida,Ms.Tsubone, Ms.Komatsubara)
June 30 (Tue)	10:00-Meeting with Nepal Evaluation Team	1) Mr. Mukunda Ghimire 2) Mr. Lava Bhadur K.C. 3) Mr. Uddhav Prasad Rijal
	11:00- Interview with Core Trainers*	Core Trainers with a focus on NPCS officers
	13:00- Interview with National Trainers*	National Trainers
	15:00- Interview with M&E/Planning section and Trainees of MoAC	1) Dr. Purushottam Prasad, Joint Director 2) Ms. Renu Adhikari 3) Trainees
July 1 (Wed)	10:30- Interview with Sectral Division (Agriculture, Forest and Land Reform) , NPCS	1) Mr. Biju Kumar Shrestha , Program Director
	12:00- Interview with M&E/Planning section of MoFSC	1) Mr. Madhav Aacharaya, Joint Secretary 2) Mr. Chevan Prasad Guragain, Under Secretary
	13:30- Interview with M&E Section of MoHP	1) Ms. Sharada Pandey , Senior Public Health Officer
	14:30- Interview with M&E/Planning Section and Trainers of MoPPW	1) Mr. Bidya Nath Bhattarai, Senior Div-engineer 2) Mr. Prem Prasad Ghimire, 3)Mr. Govinda Prasad Khanal
July 2 (Thu)	10:30- Interview with Joint Secretary of PMD, NPCS	Mr. Prem Prasad Ghimire
	12:30- Interview with M&E Division and Trainees of MoF	1)Mr. Shankar Prasad Adhikari, Joint Secretary 2) Mr. Janardan Prasad Tripathi, Under Secretary and others
	14:30- Interview with M&E section and Trainers of MoLD	1) Mr. Kedar Neupane , Under Secretary 2) Mr. Mr. Ramesh Aryal (National Trainer)
July 3 (Fri)	10:30- Interview with Joint Secretary of PMD, NPCS	Mr. Mukunda Ghimire
	15:00- Meeting with Expert Team and JICA	Expert Team
July 4	14:00- Meeting with Expert Team and JICA	Expert Team

(Sat)		
July 5 (Sun)	10:30- Meeting with Joint Evaluator	Joint Evaluator 1)Mr.Lava Bahadur K.C.
	15:00- Internal meeting with Expert Team, National Staff	Expert Team(Ms. Ishida, Ms. Komatsubara,)_ National Staff (Mr. Ram Prasad Bhandari and Mr. Bhim Kumar Shrestha)
July 6 (Mon)	10:30- Meeting with Joint Secretary of PMD	Mr.Mukunda Ghimire
	13:30- Meeting with Vice Chairperson of NPC	Dr. Yuba Raj Khatiwada , Vice Chairperson
July 7 (Tue)	10:30- Meeting with M&E related officers of MoLD	1)Mr.Dinesh Kumar Thapaliya, Joint Secretary of Planning Div., 2)Mr. Kedar Neupane, Under Secretary, M&E section 3)Mr.Subas Chandra Shiwakoti, Section Officer of Planning Div.
	14:30- Meeting with M&E related officers of MoAC	1)Dr.Purushottam P.Mainali, Joint Secretary of Planning Div. 2)Ms. Basudha Bhattarai, Senior Agriculture Economist,
	15:30- Meeting with Joint Evaluators and JCC Members for formulating M/M	1)Mr. Mukunda Ghimire 2)Mr. Lava Bahadur K.C 3)Mr. Udhav Prasad Rijal
July 8 (Wed)	11:00- Meeting with MoFSC	Mr.Shyam Sundry Shrestha, Chief of DOSC
	11:30-Internal Meeting	Expert team
	13:30- Meeting with Secretary of NPC	Mr.Janak Raj Joshi
	14:00- Joint Evaluation Meeting with JCC Members for finalizing M/M	1)Secretary of NPC 2) Mr. Mukunda Ghimire 3)JCC Members 4)Joint Evaluators
July 9 (Thu)	10:30- Signing of Minutes of Meeting	1)Secretary 2)Mr. Mukunda Ghimire 3)JCC Members
	13:00- Meeting with ADB/UNDP/LGCDP	
July 10 (Fri)	10:30- Discussion for FY2009 Requested Survey with NPC	Joint Secretary of NPC M&E section chief, MoLD
	15:00- Report to EoJ	
	16:30- Report to JICA Nepal	

List of participants at the Group Interview

Group	Name	Institution	Designation
Core Trainers	Mr. Diwakar Dhungel	Ministry of Education	Under Secretary
	Mr. Bishnu Bahadur G.C	Department of Education	Under Secretary
	Mr. Shekhar Babu Karki	National Planning Commission Secretariat (NPCS)	Planning Officer
	Ms. Januka Wagle	District Public Health Office Kathmandu	Section Officer
	Mr. Shanti Raj Prasai	NPCS	Planning Officer
	Ms. Indu Ghimire	Ministry of Local Development	Under Secretary
National Trainers	Mr. Asman Tamang	Office of the Prime Minister Officer and Council of Ministers	Section Officer
	Mr. Bikash Kafle	Ministry of Physical Planning and Work	Engineer
	Mr. Anil Kumar Thakur	Ministry of General Administration	Joint Secretary
	Ms. Mimangsa Adhikari	Ministry of Finance	Section Officer
	Mr. Ramesh Aryal	Ministry of Local Development	Section Officer

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ANNEX

**PDM₂ of the Strengthening of Monitoring and Evaluation (SMES) Project
(Revised and agreed by the JCC at the 9th JCC Meeting on 3 July 2008)**

Project Period: November 2006 to December 2009
Target Group: Ministries¹ and Districts² in Nepal

Project Summary	Indicators	Data Source	Important Assumption
<p>Overall Goal: Results of monitoring and evaluation (M&E) are reflected in the process of policy formulation, project planning and implementation</p> <p>Project Purpose: M&E capabilities of National Planning Commission Secretariat (NPCS), sectoral ministries, and key projects and programs are strengthened.</p>	<ol style="list-style-type: none"> Projects reported with monitoring results discussed during project planning and budget preparation for feedback purpose Evaluation results discussed during policy formulation and project planning for feedback purpose 	<ol style="list-style-type: none"> 1-1 NPCS monitoring report 1-2 Interviews 2-1 Record of discussions 2-2 Tracking of monitoring reports and evaluation results 	
<p>Expected Outputs:</p> <ol style="list-style-type: none"> Human resources in M&E trained Monitoring and evaluation tools (M&E guidelines, monitoring reporting formats, PDM (logframe) manuals) are prepared/improved. Enhanced awareness and improved understanding and support for M&E from decision makers and officers. 	<ol style="list-style-type: none"> Percentage of Priority-1 (P1) projects which complete monitoring reporting in time increased by 25% A periodic monitoring report of NPCS produced within 5 weeks after trimester/year No. of M&E reports and results published through the Web-site of NPCS or the sectoral ministries No. and technical level of the M&E training sessions taught (outside the Project) by the trainers trained by SMES Project No. of trainers who have taught more than 2 M&E topics/sessions within/outside the Project 	<ol style="list-style-type: none"> Baseline survey reports and NPCS monitoring report Ditto NPCS and the ministries' Web-site SMES Progress Report Questionnaire to trainees Questionnaire/interview to Joint Secretaries of partner ministries Questionnaire to core/national trainers 	<ul style="list-style-type: none"> Adequate budget and logistics to M&E sections/divisions
	<ol style="list-style-type: none"> No. and technical level of trainers (30 trainers) No. and technical level of M&E and planning officers of NPCS, partner ministries and partner districts trained in M&E (160 officers) No. and technical level of officers of NPCS and partner ministries trained in M&E Management Information System (MIS) (25 officers) 2000 copies of M&E guidelines prepared Practical M&E guidelines prepared Use-focused and user-friendly reporting formats prepared 2000 copies of revised PDM (log-frame) 	<ol style="list-style-type: none"> SMES progress reports Questionnaire for rating SMES progress reports Questionnaire for rating SMES progress report Questionnaire for rating SMES progress reports Questionnaire to M&E officers and policy-makers Questionnaire to M&E officers and policy makers SMES progress reports Questionnaire to M&E officers Feedback during the training 	<ul style="list-style-type: none"> Trained personnel retained in M&E M&E professionals available for continuous training chain

¹ SMES Project covered, based on the JCC discussion, Ministries of Finance, Agriculture and Cooperative, Forestry and Land Conservation, Education and Sports, Health and Population, Local Development, Physical Planning and Works, Prime Minister's Office, and Women, Children and Social Welfare by December 2007.

² SMES Project covered, based on the JCC discussion, Districts of Farbat, Jumla and Morang and the Municipality of Pokhara in JFY2007.

³ "MIS training" in the SMES means to provide training of how to select/collect/manage/analyze indicators in M&E.

<p>Project Summary</p> <p>Main Activities:</p> <p>1-1 Set-up a training taskforce</p> <p>1-2 Prepare M&E training programs</p> <p>1-3 Conduct ToTs of core and national trainers</p> <p>1-4 Draft M&E training modules</p> <p>1-5 Conduct SMES M&E main training courses</p> <p>1-6 Conduct M&E practical trainings and/or on-demand trainings</p> <p>1-7 Conduct follow-up trainings of trainers</p> <p>1-8 Finalize M&E training modules</p> <p>1-9 Organize networking workshops with trainers and trainees</p> <p>2-1 Set-up a M&E tools taskforce</p> <p>2-2 Conduct baseline survey</p> <p>2-3 Review the existing M&E manuals and guidelines</p> <p>2-4 Review the existing monitoring report formats</p> <p>2-5 Organize consultation workshops on the existing guidelines, manuals and formats</p> <p>2-6 Draft M&E guidelines, updated monitoring formats and PDM (logframe) manuals</p> <p>2-7 Organize consultation workshops on the drafts and finalize the drafts</p> <p>2-8 Produce necessary copies of M&E guidelines, updated monitoring formats</p>	<p>2-5 manuals produced and user-friendly PDM (log-frame) manuals prepared</p> <p>3-1 No. of cases of supports in action by decision makers and planning officers.</p> <p>3-2 Mission statements and agreements produced in the M&E Policy Forums</p>	<p>and consultation workshops</p> <p>3-1 Interview and questionnaire of M&E officers</p> <p>3-2 Record of discussions and mission statements of the M&E Policy Forum</p>	<p>Important Assumption</p> <ul style="list-style-type: none"> - Line ministries understand and collaborate with the SMES Project - Drafted reporting format, manual and guideline approved timely by the GoN authority <p>Pre-Conditions:</p> <ul style="list-style-type: none"> - Project budget approved by GoN - Sufficient budget available on time
<p>Input:</p>			
<p>1. Nepalese side:</p> <ul style="list-style-type: none"> - Chairperson of JCC (Joint Secretary of PMD, NPCCS) - Project director = Joint Secretary of PMD - Project manager = Under Secretary of PMD - Counterpart members - Project office, utility cost, meeting/training room - Local cost for government staff - Reporting and monitoring activities <p>2. Japanese side:</p> <ul style="list-style-type: none"> - Japanese M&E experts - Nepalese M&E experts - ToI in Japan - Meeting/training room (outside of GoN) - Equipments: vehicles, office equipment - Local costs: printing, publishing, resource person (outside of GoN), other direct cost of training agreed 			

<p>and PDM (logframe) manuals.</p> <p>3-1 Organize M&E Policy Forms</p> <p>3-2 Hold consultation seminars with decision makers</p>		
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ANNEX 3

**Project for Strengthening the Monitoring and Evaluation System in Nepal
Evaluation Grid**

I. Table of Achievement

Items	Indicators	Findings																		
Input	Input from Japan	<p>■ Experts</p> <p>Japanese experts as below titles are dispatched, total 47 person-months.</p> <ol style="list-style-type: none"> 1. Team Leader/Project Coordinator 2. Training Planning and Management Specialist(Training Program Preparation and Operation of Training Courses) 3. Training Planning and Management Specialist(M&E of Training Courses) 4. Seminar Lecture (Policy Evaluation) 5. Seminar Lecturer <p>■ Total project costs (in million Yen)</p> <table border="1" data-bbox="694 224 901 1366"> <thead> <tr> <th></th> <th>JFY2006</th> <th>JFY2007</th> <th>JFY2008</th> <th>JFY2009</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Actual</td> <td>22</td> <td>69</td> <td>73</td> <td>-(plan:44)</td> <td>(Plan:208)</td> </tr> <tr> <td>Plan (FY2005)</td> <td>25</td> <td>81</td> <td>59</td> <td>33</td> <td>198</td> </tr> </tbody> </table>		JFY2006	JFY2007	JFY2008	JFY2009	Total	Actual	22	69	73	-(plan:44)	(Plan:208)	Plan (FY2005)	25	81	59	33	198
	JFY2006	JFY2007	JFY2008	JFY2009	Total															
Actual	22	69	73	-(plan:44)	(Plan:208)															
Plan (FY2005)	25	81	59	33	198															
	Input from Nepal	<p>■ Equipment; Printer, Laptop Computer, Projector ,Inverter, Generator, Office-facilities</p> <p>■ Counterpart Training in Japan</p> <ul style="list-style-type: none"> ➢ TOT: 16 persons ➢ Counterpart Seminar: 5 persons <p>■ Personnel</p> <p>assignment of counterparts and other personnel Total 172.4 person-months has dispatched(Oct 2006-June 2009).</p> <ul style="list-style-type: none"> ➢ Number of Counterpart:3 ➢ Core trainers:15 ➢ National trainers:15 ➢ JCC member:7 (3 from NPCCS, 1 each from MoF, MoAC, MoFSC, and MoLD) <p>■ Facilities</p> <p>Office space, Electric supply, Water, Telephone, LAN has provided for the project.</p>																		

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Output 1. Human resources in M&E trained	1-1 No. and technical level of trainers (30 trainers)	<ul style="list-style-type: none"> ■ 15 core trainers and 15 national trainers were trained. ■ The technical level is satisfactory from the result of the internal evaluation, as well as the trainer's evaluation. ■ Self-assessment results on internal evaluation is as follows: > Self-assessment on Technical Skills as M&E Officer 																		
		<table border="1" data-bbox="411 273 660 1335"> <thead> <tr> <th></th> <th>Project management</th> <th>Logical framework approach</th> <th>M&E</th> <th>Facilitation & Presentation</th> <th>Daily work as M&E officer</th> </tr> </thead> <tbody> <tr> <td>Mid-term evaluation</td> <td>3.8</td> <td>3.7</td> <td>3.5</td> <td>3.8</td> <td>3.6</td> </tr> <tr> <td>Terminal Evaluation</td> <td>4.1</td> <td>3.8</td> <td>3.8</td> <td>4.0</td> <td>3.8</td> </tr> </tbody> </table>		Project management	Logical framework approach	M&E	Facilitation & Presentation	Daily work as M&E officer	Mid-term evaluation	3.8	3.7	3.5	3.8	3.6	Terminal Evaluation	4.1	3.8	3.8	4.0	3.8
	Project management	Logical framework approach	M&E	Facilitation & Presentation	Daily work as M&E officer															
Mid-term evaluation	3.8	3.7	3.5	3.8	3.6															
Terminal Evaluation	4.1	3.8	3.8	4.0	3.8															
		<ul style="list-style-type: none"> ■ Self-assessment on technical level as a trainer <table border="1" data-bbox="692 273 941 1335"> <thead> <tr> <th></th> <th>Clarity</th> <th>Accuracy</th> <th>Responsiveness and handling of Q&A</th> <th>Training materials</th> <th>Time management</th> </tr> </thead> <tbody> <tr> <td>Mid-term evaluation</td> <td>3.6</td> <td>3.5</td> <td>3.5</td> <td>3.5</td> <td>3.7</td> </tr> <tr> <td>Terminal Evaluation</td> <td>3.3</td> <td>3.2</td> <td>3.5</td> <td>3.3</td> <td>3.3</td> </tr> </tbody> </table> ■ Core and national trainers had opportunities to teach 140 sessions (Core Trainers: 112 sessions, National trainers: 28 sessions) in trainings in SMES to strengthen their technical level. ■ Core and national trainers has been regularly followed up by practical follow-up training (2 times), and a refresher training to keep or improve their skills. ■ However, further follow-up is needed for those whose technical level is lower than others. ■ Also, follow-up for those who left M&E divisions/sections is needed. The system should be established whereby those transferred core and national trainers continuously utilize their acquired skills in the new positions with liaison with SMES. 		Clarity	Accuracy	Responsiveness and handling of Q&A	Training materials	Time management	Mid-term evaluation	3.6	3.5	3.5	3.5	3.7	Terminal Evaluation	3.3	3.2	3.5	3.3	3.3
	Clarity	Accuracy	Responsiveness and handling of Q&A	Training materials	Time management															
Mid-term evaluation	3.6	3.5	3.5	3.5	3.7															
Terminal Evaluation	3.3	3.2	3.5	3.3	3.3															
	1-2 No. and technical level of M&E and planning officers of NPCS and partner ministries and partner districts trained in M&E (160 officers)	<ul style="list-style-type: none"> ■ 68 officials were trained in the main training courses ■ 41 officials were trained in the sector-specific training courses ■ 68 officials were trained in the district training ■ 21 officials were trained in indicator training ■ At the end of each training course, the trainees self-evaluated the understanding of the subject. 																		



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		<ul style="list-style-type: none"> ■ Technical level of them is unknown, since the Project is unable to follow-up those who participated in the above-referenced training courses. ■ Although the internal terminal evaluation is conducted, only 9 questionnaires were collected (out of 68 distributed questionnaire), and therefore unable to analyze and generalize the technical level and the utilization of acquired knowledge and skills.
	1-3 No. and technical level of officers of NPCCS and partner ministries trained in M&E Management Information System (MIS) (25 officers)	<ul style="list-style-type: none"> ■ 3 core trainers were trained in MIS sessions in the first TOT training. ■ 18 officials from related ministries were trained in MIS training. ■ According to the trainers' evaluation, the introductory knowledge is acquired by the trainees. They become to be aware the present situation/challenges of each ministry. As the result, NPCCS plans to conduct follow-up course for NPCCS and related ministries.
2. Monitoring and evaluation tools (M&E guidelines, monitoring reporting formats, and logframe manuals) are prepared/improved	2-1 2,000 copies of M&E reporting formats prepared	<ul style="list-style-type: none"> ■ The revised format was approved by NPC on 1st July 2009. ■ 3,000 copies will be printed out and distributed to Ministries, Department and District by middle of August 2009 ■ High level reflection and dissemination program will be organized with in August to the NPC and NPCCS officials ■ Training on reporting formats (3 batches from M&E section and 4 batches from ERTA (Economic Reform Technical Assistance) supported by World Bank); Target is 25 persons in each batch - The target participants are NPCCS, Ministries, Department and District M&E people - Tentative time is August and September for 2 batches ■ NPCCS will use and disseminate it Ministries, Department and District from this FY 2009/10.
	2-2 Practical M&E guidelines prepared	<ul style="list-style-type: none"> ■ The NPCCS and the Project team have agreed the table of contents of the guidelines. NPCCS will prepare the draft guidelines by organizing the technical group including members from various ministries and hold consultation workshops by the end of the Project period.
	2-3 Use-focused and user-friendly reporting formats prepared	<ul style="list-style-type: none"> ■ Technical group consisting of various ministries took initiative in revising M&E reporting format and consultation workshops were held thereafter. ■ Feedback from district training was made.
	2-4 2000 copies of revised PDM (log-frame) manuals produced	<ul style="list-style-type: none"> ■ The updated Log-frame part (briefing of the concept and structure of Log-frame) is included in the M&E reporting format and SMES training modules. ■ Whether to formulate another Log-frame manual for planning is under discussion.
	2-5 Use-focused and user-friendly (log-frame) manuals prepared	<ul style="list-style-type: none"> ■ Yet to be made.
	Additional output	<ul style="list-style-type: none"> ■ Training modules (1-8) were almost completed.

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<p>3. Enhanced awareness and improved understandings and support for M&E from decision makers and officers</p>	<p>3-1 No. of cases of supports in action by decision makers and planning officers.</p>	<ul style="list-style-type: none"> ■ M&E Thematic committee was made under the Local Governance and Community Development Program. JCC member and national trainer of MoLD is the output manager of the committee. ■ Nepal Portfolio Performance Review set the special agenda for M&E ■ NPCS holds monthly network meeting to keep people aware of the importance of M&E.
	<p>3-2 Mission statements and agreements produced in the M&E Policy Forums</p>	<ul style="list-style-type: none"> ■ No mission statements were made in the Policy Forums, however following efforts have been made: <ul style="list-style-type: none"> ➢ The First Policy Forum agreed that M&E could not be effective without resources, accountability and commitment of the service providers. ➢ The Second Policy Forum discussed the present poor status of M&E practices and agreed that NDAC and MDAC need to be revitalized. The Forum made recommendations to strengthen M&E capacity of academic institutions and to increase political leaders' awareness and understanding on M&E. ➢ In the fourth year the Policy Forum will be held in a manner that the forum becomes the permanent setting where the donors and related ministries exchange the dialogue on M&E.
<p>Project Purpose M&E capabilities of National Planning Commission Secretariat (NPCS), sectoral ministries and key projects and programs are strengthened</p>	<p>1. Percentage of Priority 1 (P1) projects which complete monitoring reporting in time increased by 25%</p>	<ul style="list-style-type: none"> ■ 86% in 1st trimester 2007/2008 (92% in 2006/07, and from 76% in 2005/2006) . ■ Out of 254 targeted P1 projects, 219 (86%) projects completed the monitoring reporting in time in the first trimester of FY 2007/08. Out of 219, P1 projects 136 (62%) had achieved more than 80% progress, 55 (25%) had achieved in-between 50% to 79%, and 23 (14%) had achieved less than 50%. ■ As to the FY2008/2009, PMD receives 45% (140 out of 313 projects) for 1st trimester, and 53% (167 out of 313 projects) for 2nd Trimester. ■ According to the ministries interviewed, they said they submit reports to NPCS each trimester. Some sectoral division also said it collects reports periodically from line ministry. However, PMD of NPCS has not been able to receive all reports. Submission to the sectoral division and PMD is not the same. ■ Monthly networking meeting has been implemented by PMD to keep people aware of importance of M&E.
	<p>2. A periodic monitoring report of NPCS produced within 5 weeks after trimester/year</p>	<ul style="list-style-type: none"> ■ NPC prepares the Annual Program, including the progress of the projects and plans for the next FY, at central and district levels every year by July 15. The Annual Program is the mandatory by the parliament. ■ The five week period is targeted because NDAC is scheduled to be held 5 weeks after the each trimester. However, because no NDAC has been held since 2004, NPCS does not produce monitoring report periodically. ■ As to the first and second trimester of FY 2008/09, PMD had sent letters to the ministries and

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	<p>3. No. of M&E reports and results published through the Web-site of NPCS or the sectoral ministries</p> <p>4. No. and technical level of the M&E training session taught (outside the Project) by the trainers trained by SMES Project</p> <p>5. No. of trainers who have taught more than 2 M&E topics/sessions within/outside the Project</p>	<p>requested to submit MDAC reports, but only a few ministries replied.(from internal evaluation)</p> <ul style="list-style-type: none"> ■ As of May, 2009, 8 evaluation reports out of total 22 reports which were completed before 2004 are published in the NPCS web-site. ■ Currently no project/program evaluation studies are conducted at NPCS. ■ 142 sessions (126 by core trainers and 16 by national trainers) were taught outside the SMES Project. ■ Ministry of Forest and Soil Conservation conducted 15-day training course with the modules developed by the SMES and with the Core and National Trainers as facilitators/lecturers. ■ Ministry of Local Development conducted one training course by their own with Core and National Trainers as facilitators/lecturers. ■ 15 core trainers taught more than two M&E topics/sessions. ■ 7 national trainers taught more than two M&E topics/sessions.
<p>Overall Goal: Results of monitoring and evaluation (M&E) are reflected in the process of policy formulation, project planning, and implementation</p>	<p>1. Projects reported with monitoring results discussed during project planning and budget preparation for feedback purpose</p> <p>2. Evaluation results discussed during policy formulation and project planning for feedback purpose</p>	<ul style="list-style-type: none"> ■ At the project level, there should be many cases that the planning was made based on the previous monitoring results. ■ To what extent monitoring results are discussed/used during project implementation for feedback purpose, project planning and budget preparation is not so systematic. ■ The data on number of MDAC held is not available at PMD, however, MDACs are held responding to the results of the monitoring reports and thereby the sector policy/program reflects the results. ■ The last NDAC was held in October 2004. Since then it has not been held, partly because of change of the regime. Therefore, there is limited opportunity to feedback to the policy decision -making. ■ The last NDAC was held in October 2004. Since then it has not been held, partly because of change of the regime. Therefore, there is limited opportunity to feedback to the policy decision -making. ■ NPCS carried out the evaluation until 5 years ago with the support from ADB. Since then, no evaluation has been conducted. ■ At the ministry level, donor supported projects/programs are evaluated according to the project requirement led by donor initiatives. ■ TYIP review is to be undertaken for formulating next national plan.

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II. Implementation process	Progress of Activities - Main questions	- Sub questions - ■ Are there any issues found in the course of project implementation? ■ How were those problems solved? ■ Are there any problems on method of technical transfer? ■ If so, what is the problem? ■ How have the measures taken	Findings
Does the Project change or modify the plan in order to achieve the expected outputs?	■ PDM was modified to include the output "Enhanced awareness and improved understanding and support for M&E from decision makers and officers" This modification strengthen the structure of the Project because without the decision makers understanding/support and without being used for planning, the M&E activities cannot be improved.	■ Various actions were taken as the means of technical transfer. ➢ Taking initiatives in activities of taskforce teams ➢ Participating in training module development ➢ Designing and Implementing of the training courses ➢ Acting as a moderator/lecturer at the training course ➢ Conducting internal evaluation ■ However, the on-the-Job training based on the job description for each division of NPCGS and partner ministries needs to be conducted upon clarification of the job description and responsibility.	
Is the method of technical transfer appropriate?	■ Are JCC meetings and taskforce meetings held timely and is the theme appropriate?	■ JCC has been held regularly (11 times in total). ■ Training taskforce consists of core trainers were active in preparing the main training course. The leader of the training taskforce has been changed and the training taskforce had not been active in the past 6 months until the refresher course which was conducted in the end of May 2009. However, instead of meeting with all of the taskforce members, the training plan was prepared through discussing with the key members of the taskforce and with the key persons of the line ministries in the meeting or by phone. ■ The M&E tools taskforce is now functioning as the M&E technical group to update the monitoring format with the initiative of NPCGS. ■ To formulate guideline and follow-up of the format, the same technical group should continue to function.	
Is the project management system appropriate?	■ How is the Project being monitored?	■ The project is monitored in accordance with the schedule of JCC meetings, and preparation of progress and annual report. ■ In addition, internal mid-term evaluation and internal terminal evaluation were carried out for monitoring and evaluation purpose (and capacity building purpose)	
	■ Is communication among	■ There has been no substantial problem in the communication among the experts, the national	 

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	<p>the parties concerned appropriate?</p>	<ul style="list-style-type: none"> ■ staff, core trainers/national trainers and NPCCS. ■ However, the activities are implemented based on the Project's planned schedule and not on the based on the NPCCS's schedule. ■ Lack of important information sharing on personnel matters of the counterpart and core trainers (i.e. official transfer).
	<ul style="list-style-type: none"> ■ Is communication with the Project team and the partner ministries appropriate? 	<ul style="list-style-type: none"> ■ There have been no substantial problems in the communication with partner ministries and the partner districts. ■ However, there are some cases that less frequent communication with ministries if there are transfers of core trainers and counterpart.
	<ul style="list-style-type: none"> ■ Do counterparts and taskforce team members have ownership in the Project? 	<ul style="list-style-type: none"> ■ The ownership of the counterpart has become strong, however, more support and strong commitment from higher level officials and NPCCS as a whole could have been made. ■ M&E tool technical group is functioning with full ownership for Nepalese side. ■ Although the Project facilitated, the members actively coordinate and attend the meetings. There is an issue of arrangement of transportation and daily allowance on different criteria.
	<ul style="list-style-type: none"> ■ Is communication between the Project and JICA appropriate? 	<ul style="list-style-type: none"> ■ Flexible and timely support from the JICA Nepal office
<p>Other promoting/impeding factors</p>		<ul style="list-style-type: none"> ■ The rapport among the expert, national staff and NPCCS staff members is one of the promoting factor.(During the absence of Japanese resident experts, the project has been smoothly implemented with the presence of the national staff)

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III. Evaluation Grid on Five evaluation criteria

1. Relevance

Evaluation questions - Main questions -	Evaluation questions - Sub questions -	Findings
Is the SMES Project still relevant to the state policies of Nepal?	How is the improvement of M&E positioned in the new government policies, if any?	<ul style="list-style-type: none"> ■ Three-Year Interim Plan (TYIP) may be extended two-three years because of political transition period. Discussion is going on the preparation of next periodic plan. More importance in M&E will be given in it. ■ In TYIP, M&E is aimed at "to make monitoring and evaluation of development policies, projects/programs regular and reliable through institutional strengthening of monitoring and evaluation system and utilizing the feedbacks thereby in decision making process of policy making, formulation and implementation of development plan"
Does the project still meet the needs of Nepal?	What is the most critical problem in the present M&E system as a whole, and for NPCS, partner ministries, and partner districts?	<ul style="list-style-type: none"> ■ GoN faces difficulty to measure the development effectiveness, because of the quality of M&E practice still needs to be strengthened for systematic utilization of the M&E results. ■ The project needs to take measures because of the following problems: <ul style="list-style-type: none"> ➢ Ineffective application of M&E results for further policy making, planning and project formulation are still lacking. ➢ Institutionalization of M&E at the project level, as well as district, regional, and department level are still lacking. ➢ Capability of and number of personnel to conduct M&E are still lacking
Does the approach and content of the Project meet the needs of the target group?		<ul style="list-style-type: none"> ■ The Project meets the needs of Nepal. ■ The Project was designed and started before fully clarifying the capacities and functions of the counterpart, partner ministries, and partner districts and actual practices of M&E. As the results, the counterpart and target group . ■ No mutual understanding of the status and expected roles of partner ministries and partner districts in the Project. So NPCS demands the increasing the number of partner districts. ■ More components can be incorporated such as: <ul style="list-style-type: none"> ➢ Creating the general awareness on M&E could have been more focused. ➢ As to the training design, more functional aspects which directly linked to the daily work should have been incorporated (such as making monitoring reports through on-the-job training). ■ Nepalese system as a whole is not made to use the skills of trained manpower for M&E. The objective-oriented M&E information database could be introduced.

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	<p>Does the approach of cascaded M&E training meets the needs of NPCS, partner ministries, and partner districts?</p> <p>Relevance to the prioritized issues in the ODA, and JICA assistance plan for Nepal</p>	<ul style="list-style-type: none"> ■ Core and national trainers have enough capacities as trainers to disseminate their experiences to their own ministries.
<p>Does the project meet the aid policies of the Japanese government?</p> <p>Is there any comparative advantage in the technology in Japan</p>		<ul style="list-style-type: none"> ■ Guideline for Economic Cooperation for Nepal (2008) of GOJ has three priorities- poverty alleviation in local areas, democratization and peace-building, and development of social and economic infrastructures. As one of targets to support a process of democratization, empowerment of government administration in central and local level is included. ■ The law for "Evaluation on Policies by Government Administration Bodies " was enacted in June, 2001. ■ Effective M&E has been conducted by the local government (prefecture).

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2. Effectiveness

Evaluation questions – Main questions –	Evaluation questions – Sub questions –	Findings
Have the outputs been achieved or will be achieved?	See the table of achievements	
Will the Project purpose be achieved?	See the table of achievements (Attainment of indicators)	
	Have the quality of the monitoring and evaluation activities over the line ministries and districts by NPCS been improved?	<ul style="list-style-type: none"> ■ Some core trainers in NPCS have implemented effective advises to line ministries (i.e. The TYIP monitoring action plan was made where NPCS collects information from line ministries. Core trainers were able to give advices to the ministries.) ■ The Project has contributed to the gradual improvement of NPCS' sense of and ownership and skills to supervise the line ministries. ■ However, the periodic monitoring report is rarely prepared by NPCS and no significant feedback is made to ministries.
	How have the learning and skills acquired by the Project been utilized in the daily works in planning and M&E?	<ul style="list-style-type: none"> ■ Opinion of trainees of main training course on "How do you assess the effectiveness of the M&E outputs/unit in your workplace" (n=9): 56% rated 4, 33% rated 3, 11% rated 2 (internal evaluation). (9 answers out of 68) ■ In addition to the trainings mentioned in the "Table of Achievements", MoLD initiated following activities: <ul style="list-style-type: none"> ➢ MoLD conducted one evaluation study this year, and plans to conduct 3 evaluation studies next year. ➢ MoLD developed the indicators. Currently the focus is placed on the process indicators, it tries to revise to include output, outcome and impact indicators. ➢ MoLD has decided to develop evaluation guidelines, and revise the existing monitoring guideline next year. ■ Ministry of Health and Population tried to formulate annual M&E plan with the support of SMES, however, due to the transfer of person in charge (national trainer), the plan has been suspended. ■ Other than above, according to the group interview with core trainers and national trainers, individually, they utilize the knowledge and skills they acquired to their daily works such as (1) for making check list for their monitoring fields visits, (2) for preparing/checking PI

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<p>Do outputs contribute to the achievement of project purpose?</p>	<p>Were the outputs enough to achieve project purpose?</p>	<p>reports, (3) for project formulation, (4) for project appraisal.</p> <ul style="list-style-type: none"> ■ After the PDM-2 approved the strengthening of the awareness of the decision makers is included, and the structure of the output has become more appropriate. Without the decision makers understanding/support and without being used for planning, the M&E activities cannot be improved. ■ However, the project lacks the on-the job trainings for NPCPS by which NPCPS may be able to produce the annual report and give feedback/guidance to ministries upon clarification of NPCPS' s job description and duties. ■ Creating the general awareness on M&E could have been more focused. ■ Nepalese system as a whole is not made to use the skills of trained manpower for M&E.
<p>What factors impede the achievement of the project purpose, if any?</p>		<ul style="list-style-type: none"> ■ No NDAC is held, therefore, the monitoring report is not prepared effectively. ■ Although the trimester reporting to NPCPS is procedurally decided, but not in the legal framework and therefore ministries do not obey. Besides, no feedback is given from NPCPS (due to no NDAC), ministries might be reluctant to submit. In addition, there is duplication of M&E supervision among Ministry of Finance, Prime Minister' s Office, and NPCPS. Ministries are reluctant with this redundancy. ■ However, they are planning to implement Project Performance Implementation System as a two year program for sharing the M&E results of P1 projects ■ NPCPS drafted their parts of Annual Development Program after MoF decides the budget, which impedes the NPCPS' s planning function. ■ Coordination between PMD and other divisions not enough, which impedes the effects of strengthening M&E capabilities of line ministries.
<p>Important assumptions</p>	<p>Are there any adverse affects by the resign/turnover/transfer of M&E personnel/counterpart to the Project?</p>	<ul style="list-style-type: none"> ■ Some core and national trainers were transferred to other division. The Project tries to strengthening the network with those who were transferred in order for them to utilize the acquired knowledge and skills in the new positions. ■ Frequent transfer of personnel at the inter-ministry level without considering expertise (partly because of the regime change) made it difficult to institutionalize the effect of the project.
	<p>Is appropriate number of M&E professionals available for continuous training chain? Drafted reporting format, manual and guideline approved timely by the GoN authority</p>	<ul style="list-style-type: none"> ■ There are professionals with basic M&E knowledge; however the professionals with practical experiences in M&E are limited. ■ The monitoring format is approved on the progress of the project. The log-frame manual and guideline are on the process for approval.

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3. Efficiency

Evaluation questions - Main questions -	Evaluation questions - Sub questions -	Findings
Actual input	See the table of achievements	
Achievement of the outputs	See the table of achievements	
Appropriateness of input	Are the number, expertise, the schedule of dispatch of Japanese experts appropriate?	<ul style="list-style-type: none"> ■ Generally appropriate. ■ Some cases were found such as: <ul style="list-style-type: none"> ➢ Experts are dispatched based on the planned schedule but not based on the Nepalese system needs (of M&E). If they were dispatched in accordance with annual schedule of Nepalese M&E, it would have been more beneficial. If needs-based dispatch is needed, it is necessary to share their actual annual plan in advance. ➢ GoN has no opportunity to be involved in JICA system's selection of experts. ➢ Sometimes experts do not meet the Nepal's context.
	Are the number of trainees, duration and schedule of the counterpart training appropriate?	<ul style="list-style-type: none"> ■ TOT in Japan improves the capacity as Core trainers. In addition, it functions to improve the incentive for them to networking among them and increase the sense of ownership of the project. ■ Counterpart seminars in Japan targeting high level officials improve their awareness to M&E policies. ■ Some selection by NPCCS of participants in the counterpart seminar is not appropriate since three officials are transferred right after the counter-part seminar in Japan.
	Are the number of counterpart staff, positions and capacities of them appropriate?	<ul style="list-style-type: none"> ■ Currently, the capacity and commitment of Nepal side input has become more appropriate and active. Previously, there were a few key persons to work with; however, not practical, in general.
	Is budget expenditure by Nepal side appropriate?	<ul style="list-style-type: none"> ■ Previously, very limited costs were covered by Nepal, however, currently the part of the operation cost is borne by Nepal (for organizing consultation of workshop)
Utilization of inputs	Is the input by the Japan side fully utilized?	<ul style="list-style-type: none"> ■ Some of the core trainers, who were trained during the counterpart training, were transferred. Some of the decision makers, who participated in the counterpart seminar, were transferred, as well. However, the key persons of the core trainers and the decision makers, who joined the training in Japan, have contributed to the effective implementation of the Project. This frequent transfer is due to the Nepal's government official appointment system, and political condition.

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		<ul style="list-style-type: none"> ■ The Japanese experts and the national staff members have been effectively utilized, in general. ■ Office equipment (mainly P.C.) and vehicles are fully utilized for training implementation.
	<p>Is the input by the Nepal side fully utilized?</p>	<ul style="list-style-type: none"> ■ The personnel from the Nepal side are currently fully utilized. ■ The facilities of the Nepal side are utilized as much as possible. Especially 24 hour connection to LAN system and electricity during blackouts were helpful.




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4. Impact

Evaluation questions - Main questions -	Evaluation questions - Sub questions -	Findings
Is the overall goal going to be achieved?	See the table of achievement	
	Are there any factors that impede the achievement of overall goal, if any?	<ul style="list-style-type: none"> ■ Political transition ■ Frequently change of assignment of policy makers ■ Since the NDAC has not been held since October 2004, there is limited opportunity to feedback the policy decision-making. NPCS is discussing to conduct alternative feedback meeting with line ministries chaired by VC or Member of NPC and meeting is held at Joint Secretary level. ■ The Project was designed and started before fully clarifying the capacities and functions of the counterpart, partner ministries, and partner districts and actual practices of M&E. ■ No mutual understanding of the status and expected roles of partner ministries and partner districts in the Project. ■ Overall goal is too ambitious and the indicator is not measurable.
Logics between overall goal and project purpose	Are there any other factors that contribute to the achievement of the overall goal?	<ul style="list-style-type: none"> ■ n/a
Anticipated impacts - impacts on policy or institutions	Are there any other measures which should have been taken to achieve the overall goal? Are the revised M&E tools institutionalized in the policy, program, and project planning and implementation process of the Government of Nepal?	<ul style="list-style-type: none"> ■ Coordination among NPCS/line ministries and the international development partners might be essential in the Nepalese M&E context. ■ Revised monitoring format is approved and NPCS will disseminate and conduct trainings for its usage. ■ If the guideline which clarifies the demarcation of each institution is approved by NPC and internalized by other Ministries, more systematic flow of information/decision-making on M&E could be established.
Other impacts	Are there any positive/negative impacts?	<ul style="list-style-type: none"> ■ NPCS starts the 1st year TYIP review. NPCS also reviews the 2nd year TYIP in the following year, and such results will be used for the formulation of next periodic plan. SMES has supported NPCS to review the TYIP and share the findings/results with the senior officers and the decision makers. The feedback of findings of TYIP review will be discussed in the third policy forum, as well.

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		<p>■ A core trainer and SMES Project published an article on the Project in a Japan Evaluation Society's journal. Presentation by the counterparts was made at the Japan Evaluation Society's annual national conference.</p>
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ANNEX 3

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5. Sustainability

Evaluation questions – Main questions – Policy setting	Evaluation questions – Sub questions – Do the government policies secure NPCS, ministries, and districts to continue its effort of implement and improve M&E system after the Project? (new TYIP and others.)	Findings										
Institutional arrangement	Will the Policy Forum be institutionalized?	<ul style="list-style-type: none"> ■ Discussion is going on the preparation of next periodic plan. More importance in M&E will be given. 										
Budgets and financial aspects)	Has the appropriate budget for M&E (including training) been allocated for NPCS, partner ministries, or the Government of Nepal as a whole?	<ul style="list-style-type: none"> ■ In the 4th year, the Project plans to hold a policy forum where the institutionalization of the forum among the ministries as well as donors will be the topic. ■ Developing an action plan for institutionalization of the forum is under discussion in NPCS. ■ The M&E program budget for the PMD/NPCS are as follows <table border="1" data-bbox="670 392 742 1310"> <thead> <tr> <th>Budget (NRs)</th> <th>2005/2006</th> <th>2006/2007</th> <th>2007/2008</th> <th>2008/2009</th> </tr> </thead> <tbody> <tr> <td></td> <td>1,800,000</td> <td>400,000</td> <td>550,000</td> <td>1,500,000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ■ Due to mainly late budget release, NPCS cannot utilize the budget effectively in 2008/2009. ■ 5 Million NRs have been requested as the 2009/2010 budget to Ministry of Finance. ■ MoLD was successful to allocate some budget during the current fiscal year program for M&E training and conducting evaluation. ■ Under the TYIP 2007-2009 <ul style="list-style-type: none"> ■ The provision of budget for monitoring and evaluation will be compulsorily included while preparing the cost estimates of the development Programs. ■ In the process of getting approval, arrangement will be made for allocating 0.5 percent of total costs of larger projects, which exceeds a certain amount, for monitoring and evaluation purpose. ■ However, the guideline for this budget arrangement is yet to be made (by NPCS), therefore it has not been operationalized. 	Budget (NRs)	2005/2006	2006/2007	2007/2008	2008/2009		1,800,000	400,000	550,000	1,500,000
Budget (NRs)	2005/2006	2006/2007	2007/2008	2008/2009								
	1,800,000	400,000	550,000	1,500,000								
Technical aspects	Have the NPCS and partner ministries acquired the appropriate skills to continue the M&E activities?	<ul style="list-style-type: none"> ■ Core and national trainers acquired skills to continue the M&E activities, but further networking of those trainers are needed. ■ Each ministry needs to consider to develop the another resource persons for preventing the adverse effects of the personnel transfer.. 										
	Is the system established to strengthen the network of core trainers and national	<ul style="list-style-type: none"> ■ The most core trainers recognized the importance of the network among themselves. ■ The refresher course, the internal terminal evaluation, and the module updating were 										

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	trainers, and to continuously use them?	<p>conducted to improve the networking. The Web site of the SMES will be improved to strengthen the networking, as well.</p> <ul style="list-style-type: none"> ■ NPCS holds the network meeting with various ministries monthly. At that occasion, NPCS keeps making people aware of the importance of the M&E and related professionals. In order to strengthen the network of professionals, providing incentives have been discussed.
Human resources management and organizational arrangement	Are adequate human resources and management system secured for further improvement of the M& E activities?	<ul style="list-style-type: none"> ■ The number of human resources is static in NPCS and ministries. ■ NPC approved to establish the training unit in NPCS on July 1, 2009. One officer from PMD will be assigned to the Unit. More than 10 training events for 3-5day each will be held next year which targeted M&E personnel in NPC, ministries, and DDC. Those trainings will mobilize Core and National trainers. Next year budget incorporates this trainings with donor assistance. ■ MoLD conducted one training supported by SMES and another training by their own with Core and National Trainers as facilitators/lecturers. MoLD plans to launch a training program with their budget but needs some technical assistance. ■ MoFSC implemented the training course which utilizes the training modules and the trainers developed by the SMES. The budget for the M&E training for the central level and 5 regional centers has been requested for the next year. In addition, the concepts of the project management and evaluation learned from SMES training was reflected in the modules for the promotion training. ■ Project Performance Implementation System is planned to be updated for sharing the M&E results with related Ministries.

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Annex 4-2 Counterpart Training in Japan

SN	Ministry/NPCS	Name	Designation	Section	Division
1	Ministry of Physical Planning and Works	Mr. Yubaraj Adhikari	Section Officer	Monitoring and Evaluation	Planning, Monitoring and Evaluation
2	Ministry of Finance	Mr. Shiva Kumar Katuwal	Under Secretary		Monitoring and Evaluation
3	Ministry of Local Development	Mr. Subas Chandra Shiwakoti	Section Officer	Planning and Foreign Aid Coordination	Planning, Monitoring and Foreign Aid Coordination
4	Ministry of Health and Population	Mr. Gopal Giri	Section Officer	Monitoring and Evaluation	Public Health Administration Monitoring & Evaluation
5	Ministry of Education and Sport	Mr. Diwakar Dhungel	Under Secretary	Monitoring and Evaluation	Monitoring, Evaluation and Inspection
6	Ministry of Education and Sport	Mr. Bishnu Bahadur G.C.	Under Secretary	Inspection	Monitoring, Evaluation and Inspection
7	Ministry of Forest and Soil Conservation	Mr. Shyam Sundar Shrestha	Under Secretary	Project Monitoring & Evaluation	Monitoring and Evaluation
8	Ministry of Agriculture and Cooperatives	Mr. Rajendra Prasad Adhikari	Sr. Agriculture Economist,	Priority Project and Foreign Aid	Monitoring and Evaluation
9	National Planning Commission	Mr. Dhruva Bandhu Aryal	Section Officer	Administration & Communication	Social Development
10	National Planning Commission	Mr. Shekhar Babu Karki	Planning Officer	Monitoring and Evaluation	Poverty Monitoring
11	National Planning Commission	Ms. Januka Wagle	Planning Officer	Local Development	Agri. & Rural Infra Development
12	National Planning Commission	Mr. Tej Prasad Panthi	Planning Officer	Agriculture, Forest & Land Reform	Agri. & Rural Infra. Development
13	National Planning Commission	Mr. Shanti Raj Prasai	Planning Officer	Transport, Housing & Drinking Water	Infrastructure Development
14	National Planning Commission	Ms. Indu Ghimire	Planning Officer	Macro Policy Analysis, Program Budget & F.A.C.	Economic Management
15	National Planning Commission	Mr. Biju Kumar Shrestha	Program Director	Agriculture, Forest & Land Reform	Agri. & Rural Infra. Development
16	National Planning Commission	Mr. Basant Raj Gautam	Program Director	Monitoring and Evaluation	Monitoring and Evaluation

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Counterpart Seminar in Japan(26 November - 4 December 2008)

No.	Name	Designatin / Organizaton
1	Mr. Dharani Dhar Khatiwada	Officiating Secretary, NPCCS
2	Mr. Subarna Lal Shrestha	Joint Secretary, NPCCS Project Director of the SMES Project
3	Mr. Mukunda Raj Prakash Ghimire	Joint Secretary, NPCCS
4	Mr. Kesharv Raj Ghimire	Program Director, NPCCS Project Manager of the SMES Project
5	Mr. Kedar Neupane	Under Secretary, Ministry of Local Development



Annex 4-3 Equipment List

		Specifications	Amount	Location	Date of Product Inspection
1	desk/chair		3	SMES office	Jul-09
2	bookshelf		1	SMES office	Jul-09
3	chairs		2	SMES office	Jul-09
4	copier with printer	Kyocera KM-2035	1	SMES office	Jul-09
5	fax machine	Sharp F0-71	1	SMES office	Jul-09
6	cabinet		2	1 SMES/1 PMD	Jul-09
7	mobile phones		8	6 SMES/2 PMD	Jul-09
8	laptop computer	Panasonic	4	SMES office	Jul-09
9	printer	Canon	1	SMES office	Jul-09
10	projector	Epson	1	SMES office	Jul-09
11	generator		2	SMES office	Jul-09
12	inverter		2	SMES office	Jul-09
13	hard disk		1	SMES office	Jul-09
14	IC recorder		1	SMES office	Jul-09

Updated July 2009

Annex 4-4 List of Nepal Side Input

I. Counterparts Personnel (C/P)

- (1) **Project Director;** Mr. Mukunda Raj "Prakash" Ghimire, Joint Secretary of PMD, NPCS
(2) **Project Manager:** Mr. Shankar Prasad Kharel, Program Director (Under Secretary) of Poverty Monitoring section, PMD, NPCS

※ C/P list in the Project period

	Title	Oct 2006 -Jan 2008	Jan 2008 -Dec 2008	Dec 2008 - Feb 2009	Dec,2008- Current
Project Director	Joint Secretary NPCS · PMD	Mr.Subarna Lal Shrestha		Mr.Mukunda Raj Prakash Ghimire (JS of Social Development Div.,concurrently post)	Mr.Mukunda Raj Prakash Ghimire
Project Manager	Under Secretary M&E Section PMD	Ms.Basant Gautam	Mr.Keshav Raj Ghimire	-	Mr.Shankar Kharel
CP Member	Planning Officer M&E Section PMD	Mr.Shekhar Karki			

2. JCC members

- Mr. Mukunda Raj "Prakash" Ghimire, Joint Secretary of PMD,NPCS(Chairperson)
- Mr. Shankar Prasad Kharel, Program Director (Under Secretary) of Poverty Monitoring section, PMD, NPCS
- Mr. Janardan Prasad Tripathi, Under Secretary, Ministry of Finance
- Ms. Basudha Bhattarai, Senior Agriculture Economist, Ministry of Agriculture and Cooperatives
- Mr. Chevan Prasad Guragain, M&E Officer (Under Secretary), Ministry of Forests and Soil Conservation
- Mr. Kedar Neupane, Under Secretary, Ministry of Local Development

3. Other Input

Office space, Electric supply, Water Supply, Telephone, LAN has provided for the project.

Annex 6 List of Training and Workshop

Sn	Title	Date	Total
1	ToT:Project Management M&E/MIS (Country focused) Training	28July-26 August 2007 (30 days)	15
2	ToT.National level M&E Training	17-28 September 2007 (10 days)	15
3	1st Main M&E training	20 Feb-5 March 2008 (13 days)	40
4	2nd Main M&E training	8-16 September 2008 (7 days)	28
5	Practical Training on Ex-post Evaluation (National level trainers)	10-17 December 2007 (7 days)	12
6	Practical Training on Ex-post Evaluation	12-19 August 2008 (6 days)	16
7	Ministry of Agriculture and Cooperative	26-29 August 2008 (4 days)	17
8	Practical Training on Evaluation	14-19 December 2008 (6 days)	24
9	Data Analysis Training Workshop for TYIP Monitoring	24-27 February 2009 (4 days)	21
10	Monitoring Evaluation and MIS training	18-21 January 2009 (4 days)	22
11	Monitoring Evaluation and MIS training	27-30 April 2009 (4 days)	25
12	Monitoring Evaluation and MIS training	17-21 June 2009 (4 days)	21
Sub total of M&E Training			256
1	ToT:Project Management M&E/MIS(Country focused) Training	28July-26 August 2007 (30 days)	3
2	Management Information System (MIS) Training	2-5 March 2009 (4 days)	18
Sub total of MIS Training			21
1	Application of Monitoring and Evaluation Results in Planning and policy Making	18 December 2007 (1 day)	76
2	To Practice and Utilize the Policy Evaluation for Better Policy Making	2/11/2009 (1 day)	66
3	Consultation workshop in Parbat	11-12 February 2008 (2 days)	26
4	Consultation workshop in Jurnta	11-12 July 2008 (2days)	30
Sub Total of Policy Forum and consultatoin workshop			198
Grand Total			475