

ARCT – RUHUKA

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Strategic Plan (2018-2022) Monitoring & Evaluation Plan

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Acronyms

ARCT-Ruhuka	Association Rwandaise des Conseillers en Traumatisme- Ruhuka
CPWs	Community Psychosocial Workers
MEL	Monitoring and Evaluation and Learning
SP	Strategic Plan

1 Introduction

This is a detailed monitoring and evaluation framework, which will guide efforts to track progress of the implementation of ARCT-Ruhuka strategic Plan (2018-2022), and demonstrates evidences for the results it will be achieving over time. It presents performance indicators for each of the identified strategic objective and outputs, data sources and methods for data collection and underlying assumptions.

1.1 Purpose of this Framework

Monitoring and evaluation, as an essential element of every Strategic Plan, provides a way to assess the progress of the strategy in achieving its goals and objectives and informing the organization board, members management, staff and key stakeholders about the results.

Monitoring is the periodic oversight of the implementation of an activity which seeks to establish the extent to which input deliveries, work schedules targeted outputs, and other required actions are proceeding according to Framework , so that where deficiencies are detected, timely corrective action can be taken.

Evaluation is hereby understood to be episodic data gathering activities that assess the progress and direction of the project. The data that are gathered are organized around key performance indicators. In the context of this Strategic Framework , indicators quantify or describe what is happening strategic priorities and illustrate the process being made towards the specified goals.

This M&E Framework adheres to the principle of monitoring being an ongoing process of gathering data about key performance indicators and M&E questions – thus serving the process of continual self-evaluation.

ARCT-RUHUKAA has select clear, realistic and feasible performance Indicators . These will help answer the question: what is going to show that we have accomplished our objectives? They are as follows:

Output Indicators

Output indicators will be measuring whether activities needed to deliver interventions have been conducted. Data for measuring many activity-related indicators will be collected from program records as a part of program monitoring. Activity-level progress will be monitored to assess whether the inputs and outputs that drive results are being achieved in an efficient and timely manner.

Outcome indicators

These are mainly population-based coverage indicators, which will be use to measure whether mothers or children have received interventions.

Impact indicators

Given the aforementioned data needs, an M&E Framework detailing the SP expected results (and/or objectives) and interventions which are developed to achieve these results and describing how the results (and/or objectives) will be measured. It demonstrates how its expected results relate to its goal. It describes data needed. Monitoring and Evaluation Framework provides information in the following areas:

ARCT-RUHUKA approach to monitoring is built on four pillars, namely: Preventive, detective, corrective, and learning:

- a) **Preventive**- Prevents the risks such as poor implementation of activities, non - compliance with the best practices of financial management, timely reporting among others.
- b) **Detective**- involves the identification of some events that have happened and make sure that actions are taken so that the risk is reduced or limited. Examples that can be mentioned are : delays in implementation of activities, deviation of activities from their original intended objectives, event reports and submitting financial reports among others;
- c) **Corrective**- Includes applying appropriate remedies to address a situation that has already occurred relating to non-compliance with the set guidelines and Framework s
- d) **Learning**- this sets out guidelines on how information will be collected, and analyzed on a regular basis to facilitate reflection, evidence-based decision-making, lesson learning and experience sharing of which are designed to improve program implementation.

1.2 Strategic Priorities

Innovative mental health and psychosocial support services with a few of contributing to the improvement of people's mental wellbeing by preventing and responding to people psychological problems. The two objectives the organization will pursue under this strategic priority are as follows:

- 1.To increase public awareness on psychosocial problems, their causes, consequences preventives, and responsive measures
- 2.To provide quality services to address mental and psychosocial problems using innovative psychosocial techniques that incorporate the diverse needs of people with psychosocial problems.

Peace building and reconciliation whose goal is to contribute to sustainable peace among different segments of the Rwanda population

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1. Promote healing and reconciliation processes in targeted communities
 2. To enable citizens to adopt positive and non-violent behaviours in their daily lives.
- III. Family conflict prevention and management with a goal of contributing to non-violent behaviors in families and break the cycle of violence. Two objectives in support of this goal are as follows:
1. To increase couples' knowledge and skills to prevent family conflicts and Gender Base Violence.
 2. To increase couples' abilities to prevent and settle family conflict in peaceful manner
 3. Promote women's rights and children's rights and protection.
- IV. Research and advocacy for policy influencing under which ARCT-Ruhuka will strive to influence the formulation and implementation mental health policy and programs. The two objectives ARCT-Ruhuka intends to achieve are:
1. To contribute relevant inputs in mental health policy processes
 2. To establish and maintain strategic partnership with partners involved in mental health sector
- V. Organizational development and effectiveness whose efforts are geared toward making ARCT-Ruhuka a viable, effective and accountable Non-Governmental Organization. The objectives for the next five years are twofold, namely:
1. To improve ARCT-Ruhuka Organizational capacity needed for the realization of its mission, goals and objectives
 2. To increase ARCT-Ruhuka institutional capacity needed for the realization of its mission, goals and objectives.

The section 6 entitled strategic priorities and results framework provide further details on how ARCT-Ruhuka will achieve set goals, objectives, and performance indicators needed measure and demonstrate progress, means of verifications for objective level indicators, and associated assumptions.

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2 Logical Frameworks

Complete the following logical framework table for each of the Strategic Priorities. The table should describe the goal, outcome, outputs and activities of the project.

I. Innovative Mental Health and Psychosocial Support Services

	STRATEGIC PRIORITY SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	To contribute to the improvement of people's mental health wellbeing by preventing and responding to people psychological problems.			
Objective 1	Increase public awareness on psychosocial problems, their causes, consequences preventives, and responsive measures	<ol style="list-style-type: none"> 1. Proportion of people among target groups aware of the psychosocial problems 2. Proportion people aware of causes, consequences of psychosocial problems 3. Proportion of citizens knowledgeable of preventing and response measures against psychosocial problems 	Knowledge test Knowledge Attitude Practice(KAP) study	Target groups continue show interest in awareness raising interventions
Output 1	Organized awareness raising sessions on the importance of preventing psychosocial problems and seeking services in case there is need to	Number of awareness raising on the importance of preventing psychosocial problems and seeking services organized	Significant activity report on awareness raising sessions organized	Target groups do participate in awareness raising events
Output 2	Drug abuse prevention campaigns intended for children and youth organized	Number of drug abuse prevention campaigns targeted to children organized	Significant activity repots on drug abuse prevention campaigns	Target groups do participate in awareness raising events
Output 2	Sensitize school teachers and children in centers on the identification, referral and management of mental health problems	Number of sensitization on identification, referral and management of mental health	Significant activity repots on drug abuse prevention campaigns	Target groups do participate in awareness raising events

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		problems intended to children and teachers that are organized		
Objective	Provide quality services to address mental and psychosocial problems using innovative psychosocial techniques that incorporate the diverse needs of people with psychosocial problems	<ol style="list-style-type: none"> 1. Number of clients receiving services directly form ARCT-Ruhuka 2. Number of clients receiving services from semi-professional counsellors 	ARCT-Ruhuka M&E Systems	<p>People with diverse psychosocial needs willing to seek services CPW continue supporting people with psychosocial problems on a voluntary basis</p> <p>Other stakeholders accept to cooperate in the identification exercise Semi-professional counsellors continue to volunteer their services</p>
Output 1	Increase in the number of community based social and psychological support	Evaluate and standardize to professional levels of psychosocial support.	Evaluation report	Resources to conduct the evaluation are available
Output 2	technical capacities of professionals and semi-professionals working in mental health services strengthened	Trained community based Psychosocial workers	Training reports	Targeted CHWs accept to participate in the training program
Output 3	Victims of psychosocial problems supported to get better	Number of victims supported	ARCT-Ruhuka M&E reports	Victims of psychosocial problems accept and or seek MHPSS services

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II. Peace building and reconciliation.

	STRATEGIC PRIORITY SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	To contribute to sustainable peace among different segments of the Rwanda population			
Objective 1	Uplift healing and reconciliation processes in targeted communities	Number of citizens engaged in group healing	Focus group discussion Most significant story of change	Trained people accept to apply the knowledge and skills they will have acquired
Output 1	<ol style="list-style-type: none"> 1. Students and youth clubs facilitated 2. Prevention campaigns intended for children and youth conducted 3. Education creation on Sexual and reproductive health for female and male adolescents conducted 4. Awareness raising sessions on the importance of preventing psychosocial problems and seeking services in case there is need to organize 5. Key stakeholders sensitized on the role and importance of the professional board 6. School teachers and children centers in identification, referral and management of mental health problems sensitized 	Number of youth clubs facilitated Number of prevention campaigns conducted	Significant activity reports Program/Project records	Target groups and beneficiaries of planned activities make to these events Financial resources needed become available
Objective	To enable citizens to adopt positive and non-violent behaviours in their daily lives.	<ol style="list-style-type: none"> 1. Proportion of targeting citizens adopting non-violent behaviours 2. Number of grassroots structures that oppose violence or advocate for positive action; nonviolent direct-action campaigns 	Mini-survey using KAP methods Key informant Interviews FGDs	Target groups willing commit to change their violent behaviour patterns.
Output 1	Citizens educated on the basics of non-violent means aimed at breaking the cycle of violence in their daily lives	Number of citizens educated on non-violent means	Training/sensitization report	Target citizens do participate in education/sensitization program

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Output 2	Community opportunities, community forums conducive for reconciliation facilitated	Number of such spaces/occasions organized	Significant activity reports	Citizens accept to participate in those for a/spaces.
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III. Family Conflict Prevention and Management

	STRATEGIC PRIORITY SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	To contribute to non-violent behaviours in families and break the cycle of violence			
Objective 1	Increase couples' ability to prevent family conflicts	<ol style="list-style-type: none"> 1. Proportion of families aware of factors and effects of family conflicts 2. Proportion of couples reporting having successfully resolved their conflict after following family therapy received 	Pre- & Post training test findings Community Psychosocial Workers progress report	Couples are willing to participate in awareness and sensitization activities
Output 1	CPWS and other relevant service providers equipped with counselling skills in dealing with GBV	1. Proportion of CPWs demonstrating of and skills in handling GBV issues	Pre- & Post training test findings of CPWs	CPWs are willing to participate in planned capacity building initiatives
Output 2	Couples equipped with skills in peaceful techniques for family conflict prevention and management including effective parenting	1. Proportion of trained couples demonstrating understanding of conflict prevention and management techniques	Pre- & Post training test findings of couples involved in capacity building initiatives	CPWs are willing to participate in planned capacity building initiatives
Objective 2	Increase couples' abilities to prevent and settle family conflict in peaceful manner	Number of coalition and network ARCT actively participate in	ARCT-Ruhuka Progress reports (semi-annual and annual reports) Proceedings of networks and coalitions meetings	Local and regional Partners are willing to enter into partnership and participate in networks action Frameworks
Output 1	Youth, their families and community sensitized on effects of drug abuse consequences, and preventive measures	Number of groups/community sensitized on effects of drug abuse, consequences and preventive measures	Significant activity reports	Target groups accept to participate in sensitization sessions

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IV. Research and Advocacy for Policy Influencing

	STRATEGIC PRIORITY SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	To influence the formulation and implementation mental health policy and programs			
Objective 1	Provide relevant inputs in mental health policy processes	Number of policy changes to which ARCT-Ruhuka has contributed to	Public policy documents and evidence changes made following ARCT-Ruhuka inputs	Decision-makers accept to integrate inputs provide by ARCT-Ruhuka
Output 1	Research evidence-based research used to engage policy makers and decision-makers on MHPSS issues and citizens' concerns	1. Number of research evidence based briefs generated to influence debates, dialogue, and other advocacy with decision makers related to policies, laws and programmes. 2. Number advocacy initiatives conducted	Copies of policy brief/papers produced and presented to decision-makers	Decision-makers accept to listen to policy concern presented by ARCT-Ruhuka and other coalition members.
Output 2	ARCT-Ruhuka establishes and participate in professional network and coalitions for experience sharing and learning and strategic partnership	Number of professional network in which ARCT-Ruhuka actively participate	Significant activity report on advocacy initiatives undertaken Network and coalition meeting minutes	Other members of coalitions and professional network involve and continue to value ARCT-Ruhuka's inputs
Objective 2	Establish and maintain strategic partnership with partners involved in mental health sector	Number of coalition and network ARCT actively participate in	ARCT-Ruhuka Progress reports (semi-annual and annual reports) Proceedings of networks and coalitions meetings	Local and regional Partners are willing to enter into partnership and participate in networks action Framework s

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V. Organizational Development and Effectiveness

	STRATEGIC PRIORITY SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	ARCT-Ruhuka become a viable, effective and accountable National Non-Governmental Organization.			
Objective 1	Improve ARCT-Ruhuka Organizational capacity needed for the realization of its mission, goals and objectives	<ul style="list-style-type: none"> A knowledge management and MEL system in place and functional 	<p>ARCT-Ruhuka capacity self-assessment findings</p> <p>ARCT-Ruhuka evidences of learning and adoption of new strategies that ensued.</p>	<p>Current donors continue support ARCT-Ruhuka strengthening initiatives</p> <p>More donors accept to support ARCT-Ruhuka strengthening initiatives</p> <p>Current global and national financial situation improves</p>
Output 1	ARCT-Ruhuka staff equipped with additional MEL skills	Number of staff equipped with adequate skills to carry out advocacy initiatives	Capacity strengthening plan and evidence of its implementation Training report	Resources needed for staff capacity strengthening made available
Output 2	M&E plans and guidelines for M&E activities developed and explained to all staff involved in data collection, data analysis and reporting are developed	M&E plans in place, data collection and reporting templates developed and used to	ARCT-Ruhuka M&E System	Persons responsible for developing M&E systems have time and resources to accomplish the exercise
Objective 2	Increase ARCT- Ruhuka institutional capacity needed for the realization of its mission, goals and objectives	Quality of ARCT-Ruhuka financial and program management systems	ARCT-Ruhuka records	Political, social and economic situations in the country and the region remain stable
Output	Enhanced data capturing, lessons learning, documentation of best practices and translation of learning into program development and implementation	Number of Lessons learned to improve programs effectiveness and to ensure replication and sustainability	ARCT-Ruhuka M&E records/archives	Learning is intergrate into daily management practices
Output 2	Enhanced existing self-funding mechanisms	Number of additional sources funding created	ARCT-Ruhuka financial records	More funding opportunities available Ability to implement existing resource mobilization plan

3 Performance Indicators

For each indicator listed in the previous log frame tables, there is need to precisely define what the indicator is and how it will be measured. Below is an example of the performance Indicator reference sheet that will be used as the basis for the length-of-program monitoring of each of the indicators chosen for the SP objectives in order to ensure harmonization by concerned people on indicator definitions, data collection mechanisms, and reporting responsibilities.

Performance indicator reference sheets will be developed once ARCT-Ruhuka has reviewed and approved each and every performance indicator.

Each indicator sheet provides information on:

1. Indicator definition, unit of measurement, and any data breakout requirements;
2. Data acquisition method, data sources, timeliness for data acquisition, and person responsible for data acquisition;
3. Plan for data analysis, review, and reporting;
4. Any data quality issues, including any actions taken or planned to address data limitations; and
5. Notes on baselines, targets and data calculations methods.

See Annex 1 and double click on the displayed caption to see the templates you can choose from

4 M&E Roles & Responsibilities

List each role in the organisation and their specific responsibilities for monitoring and evaluation. This may include collecting data, checking data, conducting analysis, reviewing reports, making decisions based on the data, etc.

Table: Description M&E roles and responsibilities

M&E Processes	Person responsible for conducting SP related activity including CPWs	Partner Staff	Field Officers	Heads of Programs, Program Manager and Executive Secretary
Data Sourcing	Activity Report Record of Meeting	Activity Report Financial Records	Activity Report Reports received from Partners CSOs	Activity Report Reports received from field officer and Partner CSO staff
Data Collection	Count client receiving MHPSS service Complete report on	Complete Activity report forms	Complete Activity report forms Document Case Studies, Best	Complete activity report forms

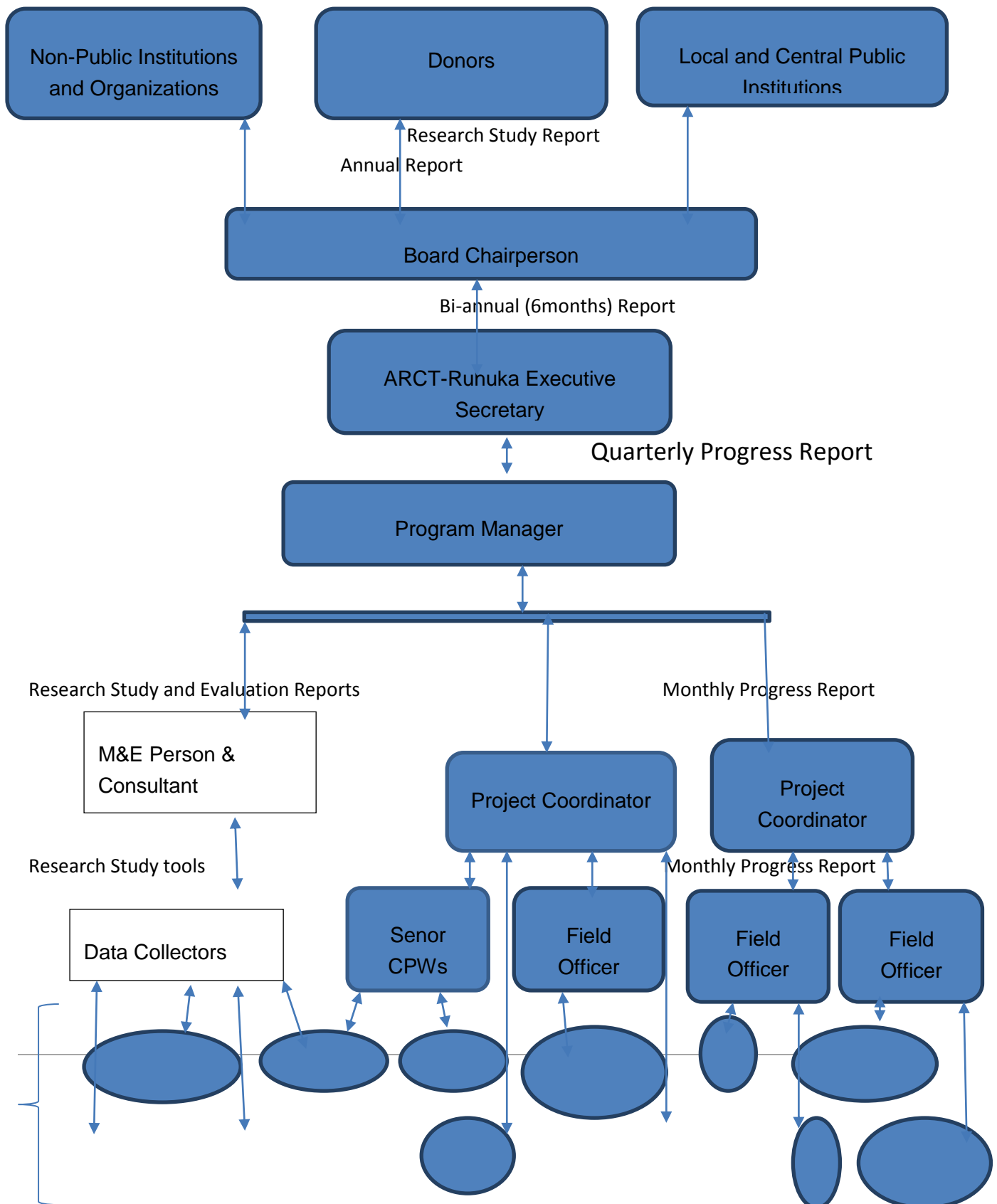
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	activity form		Practices and Lesson Learned	
Data Collation	Count client receiving MHPSS service Tally activity reports	Tally activity report	Compile data from Implementing partners Tally activity report	Compile data from field officer Partner CSO staff Tally activity reports
Data Analysis	Analyze data collated	Conduct data verification Analyze report received from Implementation	Conduct data verification Analyze report receive from Implementation	Conduct data verification Analyze received from field officer Partner CSO staff Analyze report received Framework and facilitate reflective meetings
Data Reporting	Produce and report on program/project implementation Progress using designed templates	Produce and report on Project implementation on Progress using designed reporting templates	Produce and report on Project implementation Progress using designed reporting templates	Produce and report on program implementation Progress using designed reporting formats (Quarterly, and Annual Reports)
Data Use	Use data to correct identified problems	Use data to devise strategies to resolve identified problems	Use data to devise strategies to resolve identified problems Provide feedback to CPWs Produce monthly, Quarterly and Annual Reports	Use data to devise strategies to resolve identified problems Provide feedback to Field Officers and partners Staff Use data for decision-making processes and learning Share best practices and lessons learned with stakeholders

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5 Data and Information Flow

Below a data flow chart and description showing how the monitoring data will flow from the place where it is collected up to the management team and then to other stakeholders, including the donor



Local communities, families and individual clients



6 Data Management

6.1 Storage

- Describe how the data collected will be stored.
- For example, will it be stored in a spreadsheet, database, hard copies, etc.
- How will it be backed up?

6.2 Analysis

Describe which software / tools will be used to analyse the data, such as SPSS, Stata, Excel, Tableau Public, etc

6.3 Privacy

Discuss any privacy issues with the data and how they will be addressed

For example, if you are collecting clients sensitive information how will they be kept confidential, who will have access to them, when will they be destroyed, etc

6.4 Assessing Data Quality

Poor-quality data can create two problems: 1) providing poor information to decision-makers; and 2) skewing information used for reporting purposes. Appropriate standards for data quality will be designed, and agreed upon by internal and external users, including donors and other stakeholders. In order to measure and attribute results accurately—for both reporting and management needs, ARCT-Ruhuka management team and various donors will ensure that collected data on implemented program and projects meet certain standardized evaluation criteria.

The M&E and Learning Officer will design a systematic data quality assessment Framework and will be responsible for conducting annual data quality assessment reviews. Strategies and the M&E and Learning Officer shall develop instruments on data quality assessment.

The M&E and Learning Officer aided in that by the ARCT-Ruhuka Program Manager and Project Coordinator will work toward developing the capacity of local partners and CPWs to assure data and information quality at their level.

7 Performance Data Presentation

it is crucial that M&E information be presented in clear and understandable manner to enable its intended users make informed decisions.

ARCT-Ruhuka will give priority to the dissemination of Monitoring information and communication of evaluation results to key stakeholders and other audiences as soon as possible and in forms that are easy to understand and use. First, disseminate results to those with a direct interest in the program being evaluated – especially to those with responsibility for making important decisions about the program -and then to other potential users. In addition to delivering a final report, it will be organizing meetings with various stakeholders using a variety of techniques such as visual displays and oral presentations to communicate evaluation results, and help users assimilate and interpret the information.

In addition, seminars, workshops and discussion groups will be organized. Such working sessions will offer opportunities for stakeholders to not only hear about evaluation findings, but also interpret them and construct meaning – these are opportunities for learning. Channels communications that will be put to use include but not limited to: detailed written reports, brochures on the principal project achievements, annual reports, news releases, public meetings, and website.

8 Critical reflection processes and events

ARCT-Ruhuka will make every effort possible to ensure M&E data is used in critical reflection with relevant stakeholders. They will be asking themselves questions such as “why”, “so what” and “now what” after M&E data has shown what happened and which results were achieved. To that end, they will be organizing reflections events intended for a cross section of project primary and secondary stakeholders. They will regularly identifying “ **lessons learned**” so as to hold them refocus and give others the opportunity to benefit from the challenges and successes. They will be holding annual project review meetings. There will be also organizing mid-term evaluation which will enable them see the programs/ project through different lessens and identify strategic improvements.

9 Planning and Conducting/Facilitating Evaluation Exercises

9.1 Formative Evaluations:

Formative evaluation normally will be conducted at the beginning of (or prior to) a program in the concept and design phase. Formative evaluations will be geared toward helping ARCT-Ruhuka understand the operational setting of a potential program and focus on determining if an intervention or program is required (and where), what exactly is required, who should be involved in the intervention, and how the intervention will be carried out. Formative evaluations will provide the information needed to define realistic goals, objectives, and strategies for a each designed program/projects.

Methods to undertake formative evaluation may include:

- a) Reviews of existing information and knowledge (literature reviews and discussion with potential beneficiaries and partners)
- b) Focus group or small group discussions
- c) Individual in-depth interviews or short surveys
- d) Participant observation

9.2 Process Evaluations:

Process evaluations will be conducted once activities are underway and will focus on tracking the efficiency of a given program. Process evaluations will be conducted purposely to providing information relating to what extent planned services are being realized, how well services are being provided, in what timeframe, at what cost, and with what result. Process evaluations will set out to analyze how efficiently inputs (money, time, equipment, personnel, etc.) are being used in creation of outputs (products, results, etc.).

Process evaluations could be conducted informally (staff meetings, etc.) at regular intervals during the program year to assess progress toward achieving the results. They need to be based on performance data (results from indicator data collection) as well as staff observation of projects and programs.

9.3 Mid-Term Evaluations

Mid-term evaluations of programs and projects shall be conducted purposely to:

- a) Assess the organization's progress in implementing activities
- b) Assess progress toward achievement of objectives or benchmarks
- c) Assess whether interventions and budgets are sufficient to reach desired results
- d) Identify barriers to achievement of results, objectives, and activities
- e) Identify opportunities, unanticipated accomplishments, or innovation
- f) Specify course correction or changes required

Mid-term evaluations will be recommending actions to prompt mid-course adjustments in the last half of the program. To the degree possible, mid-term evaluations will be participatory and include stakeholder (target population) analysis of programs.

9.4 Midterm review of the Strategic Plan

A mid-term review shall be conducted during the third year to ascertain whether the Strategic Plan is on course and redesign the project if need arises

9.3. Final Strategic Plan Evaluation

At the end of five years, an end of project evaluation shall be conducted to assess the impact of the Strategic Plan on the target groups and beneficiaries. For each program or project that ARCT-Ruhuka will develop and implement the following exercises will be designed and implemented.

9.5 Final evaluation of the Strategic Plan

A summative evaluation also referred to as summative evaluation shall be conducted toward the end of the strategic plan lifespan, and focusing on assessing the overall outcomes and impacts attained. This end of Strategic Plan evaluation shall be seeking to answer the questions pertaining to what results achieved, what short-term and intermediate effects were observed because of program effort, and what the outcomes mean.

10 Reviewing and Updating the M&E Framework

This M&E Framework will serve as a “living” document that the program’s management team will use to guide overall project performance. One of the key principles of the PMP is that it will be a useful tool for management and organizational learning. As such, it will be updated as necessary to reflect changes in program strategy and ongoing project activities. The M&E Framework will be reviewed and revised annually. When reviewing the M&E Framework, the following issues shall be taken into account:

- a) Are the performance indicators working as intended in the design process?
- b) Does the indicator stand up to scrutiny?
- c) Are the performance indicators providing information needed to properly gauge the SP Program activities in each Strategic Priority?
- d) How can the M&E Framework be improved?

The M&E and Learning Officer, the Program Manager and the Executive Secretary will document any major changes to the M&E Framework regarding indicators or data sources, along with the rationale for these adjustments. If more changes are deemed necessary, such as indicator formulation and precise definition or responsible individual change, the M&E Framework will be updated with the involvement of all concerned people.

11 Necessary conditions and capacities:

The detailed M&E Framework will be part of the SP Implementation manual or an annex to it. Irrespective of where the management will decide to put it, they will ensure that the ARCT-RUHUKA SP implementation guidelines and M&E Guidelines are closely linked and coordinated. Good summaries will be contained in M&E timelines for everyone who will be playing an important M&E

role. These timelines will be integrated within weekly and monthly activity timelines so that M&E becomes an integrated part of ARCT-RUHUKA SP activities.

ARCT-RUHUKA will also design Frameworks to equip staff and local stakeholders that will be involved in M&E activities with necessary skills they need, in order to properly deliver on their responsibilities. They will be properly orientated on their roles, responsibilities, tools, and approaches they will be using while carrying out M&E activities. Resources and a reasonable budget will be allocated to M&E activities so as to ensure they are smoothly run like other project implementation activities.

Conclusion

This represents a first step in designing an M&E System for ARCT-Ruhuka and its partners. It has presented i) clear goals, objectives, indicators, Means of verification and assumptions; ii) a Framework for data collection and analysis; (ii) data collection tools and reporting templates, and (iv) a clear Framework for data dissemination.

It is anticipated that this M&E Framework will enable ARCT-Ruhuka to collect high quality data, analyze that data to produce relevant information and supporting evidence for decision-makers and stakeholders. For this to happen, ARCT-Ruhuka will ensure there is in-house M&E skills and adequate budget.

Appendices

Below are proposed reporting templates that can be customized to suit ARCT-Ruhuka and stakeholders information needs.

Sample Templates for Performance Indicator Reference Sheet



Sample of Performance Indicat

1. Significant Activity Report



Significant Activity Report Template.doc

2. Monthly Progress Report



Draft Monthly reporting template.doc

3. Quarterly Progress Report



Draft Quarterly Report Template.doc

4. Annual Progress Report



Draft Annual Report Template.doc