



**MONITORING AND EVALUATION STRATEGY FOR THE PROJECT SUPPORTING
VULNERABLE REFUGEE HOUSEHOLDS AND HOST COMMUNITIES IN
ADJUMANI AND MOYO DISTRICTS IN NORTHERN UGANDA, 2017
CANADIAN LUTHERAN WORLD RELIEF**

FINAL M&E STRATEGY

JUNE 2017

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ACRONYMS

CHAST	Child Based Hygiene and Sanitation
CLWR	Canadian Lutheran World Federation
GAC	Global Affairs Canada
HH	Household
HMIS	Health Management Information System
LWF	Lutheran World Federation
M&E	Monitoring and evaluation
MoH	Ministry of Health
MTI	Medical Team International
NFI	Non Food Items
NGO	Non- Governmental Organization
OPM	Office of the Prime Minister
PSN	Persons with Special Needs
PHA	Persons Living with HIV
PWDs	Persons With Disabilities
SGBV	Sexual Gender Based Violence
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UNHCR	United Nations High Commission for Refugees

DEFINITION OF KEY M&E TERMS

Evaluation is the structured, objective and periodic collection, analysis and acting on information about the Organization's activities (programs) or policy. Objective means being methodologically unbiased in conducting evaluation studies. Periodic means specific points in time i.e. semi-annual, annual, midterm and end of program. Evaluation involve reflection and taking stock of program implementation with the intention to identify weaknesses that need redress, strengths that should be built on and learning from committed mistakes.

Indicators provide the quantitative and qualitative detail to a set of goals, objectives and targets of a policy or program. An indicator is a specific measure of program performance or impact that is tracked over time by the M&E system.

Monitoring is the systematic and continuous collection, analysis and acting on information pertaining to organization's activities (programs) as well as compliance with values, procedures and policies. Systematic means structured collection, analysis and acting on information following prescribed procedures and tools. Continuous means routine collection, analysis and acting on information.

M&E strategy is a flexible guide to the steps an organization can use to document project activities, answer evaluation questions, and show progress toward project goals and objectives. It explains the goals and objectives of the overall plan as well as the evaluation questions, methodologies, implementation plan, expected results, proposed timeline, M&E instruments for gathering data, frequency of data collection, levels of data collection, indicators and their definitions, data sources, persons responsible, methods of data analysis, moving and using information (information needs for different users) and types of reports.

M&E System refers to logically related procedures that enable capturing of quality data, analysing and interpreting it and generation of information. In practice, an M&E system is concerned with procedures for regular capturing of data on each of the defined indicators, transforming that data into information and disseminating it for decision making and planning.

Logical framework is an analytical, presentational and management tool which can help planners and managers to; analyse the existing situation during project preparation; establish a logical hierarchy of means by which objectives will be reached; identify the potential risks to achieving the objectives, and to sustainable outcomes; establish how outputs and outcomes might best be monitored and evaluated; present a summary of the project in a standard format and monitor and review projects during implementation

Impact is the long term effects of an intervention; they are the ultimate results attributable to a development intervention over an extended period. They usually reflect a result achieved over a long time period (5-10 + years)

Results are measurable intended or unintended, positive or negative change in target population or individual or institution of a development intervention. They are stated as a change in the state of affairs in the target group, are not only physical outputs but a start to enjoyment of sustainable benefits.

Outcomes are results obtained at the population level due to programme processes and the generation of programme outputs. Short term outcomes measure changes that come before changes in behaviour (e.g. increase in knowledge), intermediate outcomes measure specific behaviours or practices of the target group and may take 2-5 years.

Outputs are the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities

1.1 Introduction and Background

LWF-Uganda is a country program of the larger Lutheran World Federation (LWF), an international organization based in Geneva, Switzerland. Since 1979, LWF has worked in Uganda to empower communities to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life. The national headquarters, based in Kampala, oversee the overall management of 7 sub-programs responsible for the implementation of humanitarian and development projects across the country. LWF-Uganda implements food security and livelihoods projects. It empowers Ugandan households to take control of their development and economic prospects by providing them with training, start-up kits, inputs, crop production schemes, and technical support. LWF-Uganda also has a successful track record responding to refugees in Uganda. It currently supports Congolese and South Sudanese refugees living in settlements in the districts of Kamwenge, Moyo Adjumani, and Lamwo with access to safe water, sanitation and hygiene services, community services, protection, psychosocial support, livelihoods and environmental conservation. With regard to the South Sudanese refugees, following the violent clashes in South Sudan in December 2013, LWF-Uganda was one of the first organizations to arrive on the ground in Adjumani district to respond to the urgent and critical needs of the refugee population. From 1986-2007, LWF-Uganda was already operational in Adjumani responding to the needs of Sudanese refugees. Since December 2013, it has re-established its presence in the area. Thanks to its past experience working with refugees in Uganda, LWF-Uganda benefits from strong support and has a good reputation within the district government and the respective technical departments. Its quick intervention in Adjumani has also earned LWF-Uganda its role as one of United Nations High Commission for Refugees (UNHCR)'s main implementing partner in various sectors of intervention such as water, sanitation and hygiene (WASH), protection, livelihoods, environment, infrastructure development and community services, including construction of PSN shelters, in the Adjumani refugee settlements. Adjumani hosts 207,111 refugees in the settlements as of January 2017. With refugee settlements in Adjumani and Yumbe districts reaching full capacity by November 2016, the UNHCR and the Ugandan Office of the Prime Minister (OPM) opened Palorinya Refugee Settlement in Moyo District on 9 December 2016. The settlement received all new arrivals until reaching its projected capacity at the end of February 2017. As of 23 March 2017, Palorinya is hosting 146,752 refugees in four zones. UNHCR/OPM have designated LWF-Uganda as the lead implementing partner (IP) in the new Palorinya in the sectors of protection, WASH, livelihood/environment, and community services, including PSN shelters and NFI. LWF-Uganda has recently received funds from the Canadian Lutheran World Relief (CLWR), in partnership with Global Affairs Canada (GAC), to reduce the vulnerability and dependency of 25,170 South Sudanese refugees and host community members in Adjumani and Palorinya refugee settlements.

The Development Objective

The ultimate outcome is to have lives saved; suffering alleviated and human dignity maintained in countries experiencing humanitarian crisis or that are food insecure

In order to achieve the ultimate objective, the CLWR/GAC supported project is guided by the following objectives;

1. Improved hygiene conditions as a result of increased access to clean water and functioning latrines, as well as improved hygiene practices

2. 2. Increased access to necessary non-food items and improved shelter for PSNs
3. Agricultural training and inputs to increase livelihood opportunities and food security
4. Strengthened protection mechanisms against SGBV
5. Increased access to support for persons with disabilities

1.2 Developing the monitoring and evaluation strategy

Whereas LWF has a number of project interventions targeting refugee and host community populations, it's acknowledged that there is need for an effective monitoring and evaluation system to track performance and the overall impact made in the target population. CLWR and LWF deemed it necessary to develop an M&E strategy that defines the scope and scale of the M&E efforts. A number of output and outcome indicators have been agreed upon to guide implementation of the one year project.

1.3 Purpose of the monitoring and evaluation strategy

This strategy has been developed to operationalize the monitoring and evaluation framework at the functional and operational management levels of LWF national and sub office in Adjumani and Moyo district. It is intended to provide a systematic approach to monitoring and evaluation of CLWR/GAC funded project and will form the basis for:

1. Guiding LWF management, the project managers and all stakeholders in assessing their M&E needs with regard to resources and setting priorities.
2. Laying out to the stakeholders on how CLWR/GAC funded project will provide accountability for resources allocated along the results chain i.e. inputs, the processes they undergo to generate outputs and the effects the outputs have on the intended beneficiaries.
3. Elaborating indicators at the different levels of the results chain which will provide the main stay for performance measurement, quality assurance and assessment of the overall impact of CLWR/GAC funded project.
4. The plan will further lay out the tools for data collection, management and information management systems for decision making.

1.4 Goal and objectives

The goal of the M&E strategy is to generate information that will be used to inform decisions at the different levels of management through operationalising the CLWR/GAC funded project M&E framework.

To achieve this goal, the M&E strategy will be guided by the objectives in the framework which include;

- (i) Monitoring project implementation and evaluation of results and impacts;
- (ii) Providing a basis for decision making on necessary program amendments and improvements;
- (iii) Promoting accountability for resource use; and
- (iv) Documenting, providing feedback on, and disseminating lessons learned to users and stakeholders.

1.5 CLWR/GAC Project description

CLWR/GAC funded project will implement activities under five main intervention areas which include;

1. Shelter
2. Non Food Items
3. Water, Sanitation and Hygiene.
4. Protection.
5. Livelihoods

1.6 Monitoring and evaluation efforts

The monitoring and evaluation efforts will be designed around the intervention areas above. The results chain model (*Refer to Figure 1*) will provide the levels at which indicators will be identified to track progress and results of the different intervention areas and the outcome of CLWR/GAC funded project in the targeted community.

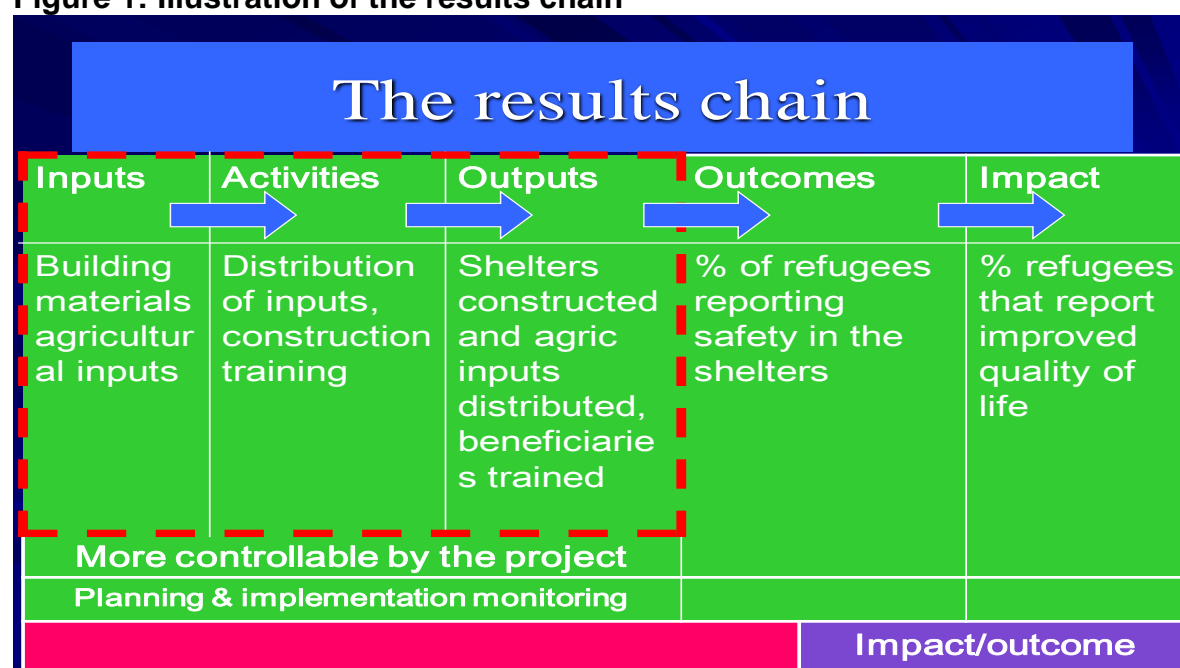
1.6.1 What should be monitored?

Monitoring will be done on an ongoing basis and focus on efficiency of resources (inputs) use which will have a direct bearing on the quality of services and the interventions in general. Monitoring will also be done of the services coverage in terms of geographical area and number of beneficiaries reached. It will further examine immediate outcomes on the targeted community in terms of behaviour changes and knowledge transferred in terms of capacities enhanced.

1.6.2 What should be evaluated?

In order to conduct project evaluation, important evaluation questions, which link directly to the stated goals and objectives, will be set. The questions will address the stakeholders concerns (Technical staff, donors, and members of the target populations). They will; among others; focus on *“What the stakeholders want to know at the end of the project”* and *“What they change should be observed in the target population by the end of the project”*

Figure 1: Illustration of the results chain



1.7 Indicators for monitoring and evaluation

Criteria for indicator selection: Selected indicators clearly corresponded to the project interventions under the five thematic areas. While the M&E Framework spells out a set of core indicators, the M&E plan endeavours to outline more elaborate results and implementation monitoring indicators. Consideration was made in regard to reliability of indicators, ability of the indicators to clearly measure the changes that they were designed to track, cost implications, timeliness and logistics involved in collection of data. The detailed lists of indicators are attached.

1.8 Data collection and management

Data collection tools will be designed according to the level of the M&E efforts. Tools for **monitoring** inputs, processes and outputs will depend on the nature of the intervention. The M&E team both at national and sub office levels will as the need arise; determine monitoring and evaluation methodologies through setting terms of reference depending on the information needs.

Table 1: Tools for data collection

(Monitoring)	Data collection tools	
Administrative data recording of all inputs	Supply and distribution registers	
Administrative data recording of all activities carried and outputs produced	Summary Activity report form	
Regular follow up or spot checks to the sites where activities are being implemented	Biannual Monitoring matrix with a checklist	
Joint Field Monitoring Visits (National Office and Development Partner)	Summary Mission visit Activity form	
Regular meetings with stakeholders	Attendance register and minutes	
Period surveys/studies	Survey instruments e.g. Key informant and focus group discussion guides, questionnaires	Instruments will be developed according to the evaluation study design
Conducting End line project Evaluation		
National Supervisory support Meetings	Review instruments	
Documenting case studies and experience of refugee and host community beneficiaries	Testimony guides	

Data base

LWF has a dynamic computerized database that is already in operation and used for reporting.

1.9 Institutional arrangement for implementing the M&E Strategy

1.9.1 M&E Unit

Clearly, the success of the M&E strategy will depend on the technical capacity of M&E Unit staff to carry out monitoring and evaluation activities. This invariably requires the staff to be in place and technical assistance. Already relevant human resources are in place. The unit is equipped with computers, printers and data storage facilities.

The M&E unit should establish a system for regular reviews of the M&E strategy with the different stakeholders to cater for emerging changes that show up during implementation of the project.

1.9.2 Reporting and feedback

M&E unit will generate analysis reports that will be the basis for writing project performance reports. The information will be used at the different levels of project management and other stakeholders. The kind of information for these levels will depend on their information needs that shall be established through an information needs assessment. The information will be translated into program policy language, disseminated to relevant stakeholders and decision-makers, and used for ongoing program refinement.

1.9.3 Types of reports generated by the M&E Unit

Weekly, Monthly and activity reports: For purposes of monitoring, the major reports from the M&E unit will be weekly, monthly and quarterly progress reports. The five intervention project staff will collect regular data and forward it to the M&E unit for entry.

Weekly reports: Project staff will provide weekly activity reports depending on the interventions.

Monthly reports: The weekly reports will be consolidated to come up with monthly reports on project performance based on the output indicators

Quarterly reports: The individual activity reports from the five interventions will form the basis for compiling the quarterly progress reports for project.

Annual report: The quarterly reports will be aggregated at the end of the year to generate an annual report. This report will inform the end line project assessment.

End line Project evaluation report: This report will be generated from evaluation studies aimed at measuring programme outcomes and impacts. The project outcomes/impacts will be measured through project survey.

1.9.3 Dissemination of information

Monthly meetings will be conducted for project staff to share information on project performance and change of implementation strategies. Quarterly dissemination meetings involving project technical management and stakeholders will be conducted as a feedback mechanism while other means of information dissemination will be through the web site, quarterly reports.

Governance level

The M&E Unit will filter out information that will be used by the stakeholders to guide the refugee interventions at strategic level.

Management level

This level will require information regarding individual sectors performance in line with the overall LWF development goal and strategic objectives. This information will be required for project and programme reviews and change in implementation strategies.

Operational level

At operational level, the system will generate information for use by the project implementers. This will help them to assess activity implementation and project progress in light of the set objectives.

Settlement/Community level

The targeted populations will require information about availability of services, the range of the available services. Any changes in project interventions will be communicated to the beneficiaries through community feedback meetings, radio programme among others.

1.10 Assessing performance of the Monitoring and Evaluation Strategy

An M&E strategy is a living document that needs to be adjusted when any project intervention is modified. It is dynamic due to the evolving nature of the key issues, including M&E indicators. Also, given the ever changing implementation context involving refugee population, it is important to periodically assess how well the Monitoring and Evaluation strategy is working, with a view toward making changes as appropriate. Some of the key questions to be asked to determine if an M&E strategy is working include but are not limited to the following:

Key Questions

- Are the M&E activities progressing as planned?
- Are M&E questions being answered sufficiently? Are other data needed to answer these questions? How can such data be obtained?
- Should the M&E questions be re-framed? Have other M&E questions arisen that should be incorporated into the plan?
- Are there any methodological or valuation design issues that need to be addressed? Are there any practical or political factors that need to be considered?
- Are any changes in the M&E strategy needed at this time? How will these changes be made? Who will implement them?
- How are findings from M&E activities being used and disseminated? Should anything be done to enhance their application to project and programmes implemented by LWF?

It will be the responsibility of the M&E unit and sector heads to regularly update the M&E strategy in order to accommodate emerging changes.

RECOMMENDATIONS

We make the following observations for consideration of LWF:-

- a) For the M&E strategy to be operational it will be essential to have staff and equipment to undertake the role of monitoring
- b) Where need be, LWF will outsource additional support for M&E unit/s to analyse project performance and ensure the deliverables are due at the right time and reported accurately
- c) Regular review of the project M&E strategy should be an issue to be discussed in the biannual meetings to cater for the changes required and ensure top performance
- d) The planned interventions should target the settlements that are adjacent to each other to avoid the spreading thin in all the settlements with meagre resources
- e) The criteria for the selection of PSNs and SGBV survivors needs to be well articulated and interventions targeting the households in the sites visited needs to be followed for effective benchmarking in future
- f) For livelihood interventions, mixed groups of refugee and host communities are possible especially when it comes to crop production (FFS).
- g) Constant dialogue between host and refugee communities is called upon to ensure harmony especially for the shared community resources like water and land.

Annex I: Performance Measurement Framework

Immediate Outcome Indicators

Outcome	Indicator	Baseline Data				Targets	Expected Result	Suggested Sample Size	Data collection periods
		Moyo		Adjumani ¹					
		Ref	Host	Ref	Host				
100 Increased access to safe drinking water for women, girls, boys and men in refugee & host communities	# of selected households with access to at least 15 l/p/d of safe drinking water	49% (100 HHs)	59% (72 HHs)	NA	NA	1,000 HH (5,000 individuals: F-3,150; M-1,850)	1,000 HH (5,000 individuals: F-3,150; M-1,850) have access to 15 L/p/d of safe drinking water	278 HH	Baseline, midterm, end line
	Average amount of safe drinking water collected per person per day among targeted HH	49%	59%			1,000 HH (5,000 individuals: F-3,150; M-1,850)	at least 15 l/p/d of safe drinking water	278 HH	Baseline, midterm, end line
100 Increased access to latrines and hand washing facilities in refugee settlements, with a focus on households that include people with specific needs, such as at-risk women and survivors of sexual and gender-based violence (SGBV)	% of targeted households who have access to functional personal latrines and handwashing facilities	15%	88%			1,000 HH (5,000 individuals: F-3,150; M-1,850), of which 100 are PSN households	100%	278 HH	Baseline, midterm, end line

¹ In Adjumani two interventions are to be implemented namely NFIs and Livelihoods and therefore some of the indicators in the matrix may not be applicable.

Outcome	Indicator	Baseline Data				Targets	Expected Result	Suggested Sample Size	Data collection periods
		Moyo		Adjumani					
		Ref	Host	Ref	Host				
100 Improved hygiene awareness and hygiene practices for women, girls, boys and men in refugee and host communities	% of targeted households who report washing their hands with soap/ash after contact with faecal matter and before handling food	40%	76%			1,000 HH (5,000 individuals: F-3,150; M-1,850)		278 HH	Baseline, midterm, end line
	% of targeted households where soap/ash and water is available for handwashing	45%	75%			1,000 HH (5,000 individuals: F-3,150; M-1,850)		278 HH	Baseline, midterm, end line
200 Improved access to essential non-food items (NFIs) for PSN households, focusing on women at risk and survivors of SGBV	Average level of satisfaction (1-5 scale) among NFI receiving HH with the quality of NFIs received ²	31%	66%	57%	55%	1,000 HH (5,000 individuals: F-3,150; M-1,850)	Average 3.5 level of satisfaction (1 being low and 5 being high)	278 HH	2 months after distribution, end line
	% of targeted households who felt the NFIs distributed met their needs	23%	59%	75%	59%	1,000 HH (5,000 individuals: F-3,150; M-1,850)	80%	278 HH	After distribution, end line
200 Increased access to shelters for PSN households, focusing on women at risk and survivors of SGBV	# of targeted PSN HH who report feeling safe in their shelters (disaggregated by CHH, WHH, SGBV survivors, and PWDs)	17%	69%			250 HH (1,250 individuals: F-788; M-462)	250 PSN households (1,250 individuals: F-788; M-462) have access to improved shelters	152 HH	Baseline, midterm, end line

² The average percentage provided is derived from all those respondents who mentioned some level of satisfaction (ranges 1-5)

Outcome	Indicator	Baseline Data				Targets	Expected Result	Suggested Sample Size	Data collection periods
		Moyo		Adjumani					
		Ref	Host	Ref	Host				
500 Refugee and host community households with strengthened knowledge and skills to improve their agricultural productivity	% of targeted farmers utilizing improved agronomic practices (disaggregated by Refugee farmers and host community farmers) (Based on list of practices complied by LWF- U)	27%	20%	13%	30%	1,000 HH (5,000 individuals: F-3,150; M-1,850)		152 HH	Baseline, growing season after training, end line
	Average # of food groups consumed by HH in the last two days (disaggregated by Refugee farmers and host community farmers) (See food group list) ³	2.73	2.69	2.61	3.18	1,000 HH (5,000 individuals: F-3,150; M-1,850)		152 HH	Baseline, after harvest, end line
500 Increased economic self-reliance through cash grants to small business owners, female and male, in the refugee and host communities	% of entrepreneurs who have received cash grants who are able to maintain or grow their businesses	10%	17%	7%	0%	250 individuals (F-158; M-92)	100%	152 HH	Baseline, midterm, end line
600 Increased awareness of SGBV and improved quality of SGBV response	Average response rating among targeted individuals on the gender relations scale*	10.23	9.88			Lowered overall rating	900 individuals will be involved in community led dialogue sessions	270 individuals	Baseline, midterm, end line
	% of reported SGBV cases that were responded to within 72 hours (per month)	47% ⁴				All cases in a given month			May, September, March

³ The percentages provided are derived from those households who had at least 3 groups of the food groups listed in the M&E framework provided by LWF

⁴ This was based on the time the incident occurred and when reported, 167 cases were reported between 0-3 days and the assumption is that after reporting then response is possible.

Outcome	Indicator	Baseline Data				Targets	Expected Result	Suggested Sample Size	Data collection periods
		Moyo		Adjumani					
		Ref	Host	Ref	Host				
600 Increased material and medical support for persons with disabilities (PWDs), female and male, in refugee and host communities	Average level of satisfaction (1-5 scale) among targeted PWD with material and medical support provided (disaggregated by material support, medical support, cash support)					550 individuals (female and male)	550 PWDs with access to material, medical and cash support	227 PWD	Midterm, end line

Output Indicators					
Output	Indicator		Baseline Data	Targets	
110 Boreholes drilled in refugee and host communities	# of boreholes drilled		Do not require data collection beyond internal records	10 boreholes (7 in refugee settlement, 3 in host community)	
120 Water user committees trained in refugee and host communities	# of water user committee recruited and trained		All values zero	10 water user committees	
130 Households supported with materials for household latrine construction	# of households supported with materials for household latrine construction			900 HH (4,500 individuals)	
140 PSN latrines constructed for PSN households	# of PSN latrines constructed			100 HH (500 individuals: F-275, M-225)	
	# of youth trained in latrine construction			60 individuals trained in latrine construction	
150 1,000 Jerry cans, 1,000 water storage buckets with taps, and 1,000 Tippy Tap kits distributed	# of jerry cans, buckets with taps, and Tippy Tap kits distributed			1,000 HH (5,000 individuals)	

160 Train and support 10 hygiene promoters, female and male, to conduct gender-sensitive hygiene and sanitation campaigns using community-based participatory approaches, including radio talk shows and drama	# of hygiene promoters trained			10 individuals (F-5, M-5)	
170 Schools trained in child-based hygiene and sanitation transfer (CHAST) approach	# of schools trained using CHAST approach			2 schools	
180 In partnership with district authorities, organize events to mark WASH-related national and international observance days	# of events organized			1 event	
210 1,000 PSN HHs provided with cash vouchers to purchase essential NFIs.	# of PSN HHs			1,000 PSN HHs (5,000 individuals: F-2,750; M-2250)	
220 250 shelters constructed for vulnerable households by youth groups	# of shelters constructed			250 shelters	
220 100 youth retrained in shelter construction	# of youth retrained in construction skills			100 youth	
510 Establish 50 farmer groups to be trained (55% female)	# of farmer groups established			50 farmer groups established	
520 Train 1,000 farmers on improved farming practices through FFS and equip with 100 oxen, 50 ox ploughs, assorted seeds, and hand tools (hoes, wheel barrows, etc.)	# of farmers trained through FFS approach			1,000 farmers (F-550; M-450)	
530 Arrange and carry out farmer exchange visit for 50 farmers (55% female)	# of farmer exchange visits			1 farmer exchange visit	

540 Organize and implement agricultural competitions with prizes	# of agricultural competitions organized and implemented			1 competition	
550 Provide tools to 1,000 kitchen gardeners (55% female)	# of gardeners who received gardening tools			1,000 gardeners (F-550; M-450)	
560 Provide cash grants and ongoing entrepreneurship training to 250 individuals or groups (55% female) operating small businesses in refugee and host communities	# of cash grant received			250 cash grants (F-138; M-112)	
610 Provide material and non-material support such as meals, clothing, sanitary pads, underwear, transportation fees, and access to medical examinations for SGBV survivors (women, girls, boys and men) in the Protection House	# of SGBV survivors supported			150 survivors supported (estimated)	
620 Strengthen response to SGBV incidents by supporting duty-bearers such as police, district officials and civil society organizations to be first responders for SGBV incidents; equipping existing SGBV desks in eight settlements; maintaining SGBV toll-free hotlines; and providing two trainings, along with material support, to informal community structures to enhance SGBV prevention and response	# of SGBV desks equipped			8 SGBV desks equipped	
	# of hotline maintained and functioning			1 toll-free hotline	
	# of trainings for informal community structure			2 trainings for informal community structure	

630 Improve protection infrastructure through the establishment of two safe spaces for women, and the installation of 20 solar lights	# of spaces constructed			2 safe spaces constructed	
	# of solar lamps installed			20 solar lamps installed	
640 Support 12 gender-sensitive community-led dialogues on SGBV, as well as community-led awareness campaigns such as Information, Education and Communication (IEC) materials, open sensitization events in the refugee settlements on SGBV-related laws, radio talk shows, and cultural galas	# of community-led dialogues			12 community-led dialogues	
650 Provide cash grants to enable 50 PWDs, female and male, to access specialized medical facilities such as the International Hospital in Kampala (IHK). Procure the necessary mobility devices (such as wheelchairs, crutches, and tricycles) for 200 PWDs, female and male.	# of PWD assisted with medical devices			200 PWD assisted with medical devices	
	# PWD assisted with access to specialized medical facilities			50 PWD assisted with access to specialized medical facilities	
660 Provide non-conditional cash grants for 300 PWDs, female and male, to meet their basic needs.	# of PWD assisted with non-conditional cash grants			300 PWD assisted with cash grants	

Annex 2 Reporting and Planning Tools

Description	Due dates	Responsible Actor	Distribution
Quarterly Work plan	By 14 th day of the 1 st month of the quarter	Heads of Sections/Interventions	<ul style="list-style-type: none"> • Team Leader • National office M&E unit • Project M&E unit in the sub offices • Settlement officer • OPM • UNHCR
Monthly work plan	By 4 th of the new month	Sector heads	<ul style="list-style-type: none"> • Team Leader • Project M&E unit at the sub offices • Sector heads • Settlement officer
Activity Report	Within 5 days of completing the activity	Sector activity lead person	<ul style="list-style-type: none"> • Team Leader • M&E Unit • Accounts and Logistics • Settlement officer
Monthly Coordination meeting Reports	By 28 th of every month	Sector heads	<ul style="list-style-type: none"> • Team leader • M&E officer, sector heads
			<ul style="list-style-type: none"> •
Monthly Monitoring report	1 week of the new the new month	Team leader	<ul style="list-style-type: none"> • National office •
Quarterly Reports	7 th day after the end of the quarter	Team leader/Project Manager	<ul style="list-style-type: none"> • National office
Annual Performance reports	By end of April 2018	Team Leader	<ul style="list-style-type: none"> • National office
Evaluation report/External	One month before end of project Period March 2018	Project Manager	<ul style="list-style-type: none"> • National office and OPM

Annual Monitoring Matrix Formats

Sector/Sub Sector-

Year/Period

NARRATIVE Objectives and Output	INDICATORS	ANNUAL TARGET	BUDGET PER OUTPUT	ACTUAL AMOUNT SPENT	ASSESSMENT OF PERFORMANCE AGAINST ANNUAL TARGETS
OBJECTIVE 1					
OUTPUT 1	1.1				
	1.2				
	1.3				
	1.4				
OUTPUT 2					
OBJECTIVE 2					
OUTPUT					

*Narrative, Indicators, Targets and Budgets to be drawn from the Project work plan

Quarterly Monitoring Matrix Format

Sector/Sub Sector-

Quarter/Period

OBJECTIVE & OUTPUTS	INDICATORS	ANNUAL TARGET	BUDGET PER OUTPUT	ACTUAL EXPENDITURE	ACHIEVEMENT DURING THE QUARTER	ASSESSMENT OF PERFORMANCE AGAINST ANNUAL TARGETS	REMARKS
OBJECTIVE 1:							
OUTPUT							

NB. Extract relevant sector objectives, outputs and indicators from the Project Logframe matrix

*To be filled by every sector head/ focal point officer for the project interventions

ACTIVITY SUMMARY REPORT FORMATS

SECTOR/ INTERVENTION: _____

Reporting period: _____

ACTIVITY TITLE:

OVERVIEW: What, when, where, who?

OBJECTIVES OF THE ACTIVITY:

ACTIVITY METHODOLOGY:

THE ACTIVITY RESULTS:

CHALLENGES

LESSONS

RECOMMENDATIONS:

Emerging Issues	Recommendation	Responsible Actor	Timeframe

Distribution list:

- 1-
- 2-
- 3-

Quarter _____

Intervention Area: _____

[illegible]

NB. Extract from the Project work-plan

Sector: _____

N.B

Comments on the Performance in terms of tracking the indicators:

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