REPUBLIC OF GHANA

MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND RURAL DEVELOPMENT

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION PROJECT (SOCO)

MONITORING AND EVALUATION MANUAL

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ABBREVIATIONS

AAP- Annual Action Plan

BCM-Beneficiary Contact Monitoring

CDD-Community Driven Development

CF- Community Facilitator

CIG- Common Interest Group

CPIC- Community Project Implementation Committee

CRC-Citizens Report Card

CRC-Committee for Regional Coordination

CSOs-Civil Society Organization

DA-District Assembly

DCD-District Coordinating Director

DMTDP-District Medium-Term Development Plans

DPCU-District Planning and Coordinating Unit

DQA-Data Quality Assessment

FCV- Fragility Conflict and Violence

FMCs- Facility Management Committees

GIS-Geographic Information System

HH- Household

ICR-Implementation Completion Report

ICT- Information Communication and Technology

LED- Local Economic Development

M&E – Monitoring and Evaluation

MINT- Ministry of Interior

MIS – Management Information System

MLGDRD- Ministry of Local Government Decentralization and Rural Development

MMDAs- Metropolitan Municipal District Assemblies

MNS- Ministry of National Security

MoF-Ministry of Finance

MoYS- Ministry of Youth and Sports

MTR-Mid Term Review

NDPC- National Development Planning Commission

NGOs-Non-Governmental Organization

NPIU- National Project Implementation Unit

NTC- National Technical Committee

PDO – Project Development Objectives

PIU-Project Implementation Unit

PM&E-Participatory monitoring and evaluation

POC – Project Oversight Committee

PPBME-Policy Planning Budgeting Monitoring and Evaluation

PWDs-Persons With Disabilities

RCC- Regional Coordinating Council

RCP-Regional Coordination Platform and Dialogue

RF- Results Framework

RPCU- Regional Planning Coordinating Units

SO -Satellite Office

SOCO- Northern Regions Social Cohesions Project

TOC-Theory of Change

UBIDS-University of Business and Integrated Development Studies.

1.0 BACKGROUND TO THE MONITORING AND EVALUATION MANUAL

The Government of Ghana is intensifying its focus on development results and effectiveness and how it can better contribute to the realization of development objectives. The growing demand for project success is largely based on the realization that producing good deliverables is not enough. Resourceful projects and outputs will lose their relevance if they yield no palpable improvement in development conditions and change in the quality of life of the target people.

To support this strategic shift toward results, the Gulf of Guinea Northern Regions Social Cohesions Project (SOCO) needs a strong and coherent monitoring and evaluation manual that promotes learning, accountability, and performance measurement.

The manual is user-friendly enough for all project staff, partners, and stakeholders to use it to ultimately enhance the development success of the organization as a whole.

This SOCO Monitoring and Evaluation *Manual* is guided by three important objectives:

a. to align the monitoring and evaluation system with the SOCO Project Appraisal Results Framework.
b. to promote evaluative knowledge and learning around results; and
c. to simplify monitoring, evaluation and reporting policies and procedures for all stakeholders.

It calls for changes in the mindset and approach of staff in several elements which places a quality on articulate and long-range planning around results; partnering for development change; capacity building for and ownership of monitoring and evaluation; and promoting knowledge, learning and the use of evaluative evidence. Continuous training and mentorship will therefore be necessary to affect this mindset.

It is important to underscore that the introduction of this manual represents a key step forward for SOCO in realizing its intended objectives. The tools and policies described here are intended to promote the use of evaluative evidence so that lessons learned inform management decisions and future programming decisions. Furthermore, they are designed to help SOCO and its partners in selecting and focusing on the right results, testing the success of our development, and demonstrating how and why change happens where it matters most in improving the lives of the host communities.

The SOCO Project is implemented at the community level with oversight responsibilities in terms of monitoring and evaluation provided at the national, regional, and district levels and beneficiary communities. The Project Development Objective (PDO) is to improve the socio-economic resilience of communities in the target Northern regions of the Gulf of Guinea countries exposed to conflict and climate risks through regional dialogue and border-zone investments.

Monitoring and evaluation arrangements include the setup of a monitoring and evaluation system, management information system, reporting and a project beneficiary feedback mechanism. The Project

M&E system is linked to the national M&E system. The system defines the indicators for outputs, intermediate outcomes and expected impacts. The procedures and roles, data to be collected, processed, and analysed in relation to the Results Framework is provided, A bottom-up approach is employed in the conduct of M&E. The Results Framework guides the assessment of the performance of the relevant components of the project during the project implementation period.

The SOCO Monitoring and Evaluation manual is a guide which will help key stakeholders in identifying their roles in the project M&E process and the realization of the project development objective. Due to the dynamic nature of project monitoring and evaluation, the manual cannot exhaustively bring out all the emerging issues. Therefore, from time to time the project will endeavor to review it to incorporate current issues as they emerge from the field. The manual will interface with existing national and District level M&E system to benchmark on best practices for replication.

The SOCO manual commences with a general introduction of the project in Chapter One

CHAPTER ONE: PROJECT BACKGROUND

1.1 General Introduction

The Gulf of Guinea Northern Regions Social Cohesion Project (referred to as SOCO) is designed to proactively prevent the spread of conflict from the Sahel, reduce vulnerability to climate change, strengthen local institutions, improve economic opportunities, and build public trust. This project, valued at $450 million, seeks to promote regional thinking and local actions.

The Government of Ghana (GoG), through the Ministry of Local Government, Decentralization and Rural Development (MLGDRD), in collaboration with the Ministry of Finance, has received funding of $150 million (out of the total $450 million) from the World Bank to implement the Gulf of Guinea Northern Regions Social Cohesion (SOCO) Project, in six regions in the northern parts of Ghana - namely the Northern, Upper East, Upper West, North East, Savannah and Oti Regions. The project seeks to contribute to the prevention of conflict spillover from the Sahelian countries by improving the social and economic resilience of the targeted northern regions and strengthening regional dialogue across the Gulf of Guinea countries.

This project will improve regional collaboration and socio-economic resilience of border-zone communities in the target Northern regions of the Gulf of Guinea countries exposed to conflict and climate risks. The proposed regional approach involving Côte d'Ivoire, Ghana, Togo, and Benin is expected to among others: enable adoption of coherent and consistent approaches to prevent the common Fragility Conflict and Violence (FCV) spill-over effects and ensure a relatively consistent level of investment in connectivity and access to economic opportunity in each country.

The SOCO Project is being implemented in forty-eight (48) districts across six (6) regions in the northern part of Ghana. (i.e., Upper East, Upper West, Savannah, Northeast, Northern, and Oti). Forty-eight (48) districts in these six regions have been selected based on their high vulnerability to climate risk, proximity to border, poverty and exclusion and security risk (i.e., likelihood of exposure, sensitivity, and adaptive capacity). All forty-eight (48) Districts will be targeted in the project's first year. The targeting was informed by vulnerability assessments/data on climate and conflict risks. The project will be implemented for five (5) years (2022 – 2027)

1.2 Components of the Project

Component 1: Investing in Community Resiliency and Inclusion **Component 2:** Building foundation and capacity for inclusive and resilient communities **Component 3**: Regional Coordination Platform and Dialogue to improve regional coordination among the four target nations **Component 4:** Project Management for the effective implementation of project activities, **Component 5**: Contingent Emergency Response.

Component 1: **Investing in Community Resiliency and Inclusion (USD 112.5M which is 75% of the Total Project Amount)**

This component aims to support people in the target Metropolitan, Municipal, and District Assemblies (MMDAs), henceforth referred to as "District Assemblies (DAs)", to fully participate in their local development activities through the financing of local-level investments to promote inclusive and resilient communities with enhanced access to economic opportunities, especially in border areas. Local

investments (Sub-projects) will be drawn from the District Medium-Term Development Plans (DMTDP) of the participating DAs, validated and prioritized (through ranking) by the communities through the Community Project Implementation Committees (CPICs) of the clusters. Investments will be implemented in collaboration with communities, DAs, and targeted groups (women, youth, pastoralists, and marginalized persons)

Component 1 has 3 subcomponents which are: 1.1: Community investments for strengthening local resilience and inclusion, 1.2: Strategic economic activity investments for local economic development, and 1.3: Youth engagement and social cohesion activities.

Component 2: Building Foundation and Capacity for Inclusive and Resilient Communities (USD15m)

This component supports training and capacity-building activities aimed at strengthening the capacity of stakeholders at various levels, including individual beneficiaries, DAs, Community Facilitators (CFs), CPICs, Facility Management Committees (FMCs), youth groups, women groups, and other local-level actors, as well as national level stakeholders.

Component 3: Regional Coordination Platform and Dialogue (USD 7.5M)

This component aims to improve regional coordination among the four target countries and promote a coordinated response to Fragility, Conflict and Violence (FCV) and climate-related challenges. Specifically, it will fund the project's Regional Coordination Platform (RCP), which will focus on three pillars, i.e., data collection and analysis, knowledge generation, and dialogue. As part of this component, a Committee for Regional Coordination (CRC) shall be established with the position of Chairperson rotated every 15 months amongst beneficiary countries. The component will improve national capacity to engage and co-lead regional dialogues, including advancing a shared vision of the Gulf of Guinea countries in existing regional and sub-regional platforms.

Component 4. Project Management (USD15M)

This Component supports project management and coordination at the regional, national, and subnational levels to ensure the effective implementation of project activities. The component covers project management areas such as planning, implementation, and technical oversight of program activities; management and monitoring of social and environmental safeguards; financial management and procurement; preparation of work plans, budgets, and progress reports; communication and publicity campaigns; monitoring and evaluation arrangements, including the setup of a Management Information System (MIS); setting up and managing a project beneficiary feedback mechanism, as well as steps to improve openness and accountability, including the use of ICT platforms.

Component 5: Contingent Emergency Response Component

This zero-budget component will serve as a contingency funding mechanism that will be activated in the case of a natural or man-made disaster, as well as a health crisis such as a pandemic, via a formal declaration of a national emergency or a formal request from the government. If a disaster or crisis occurs, monies from the unallocated expenditure category or other project components could be shifted to support emergency response expenditures to address immediate demands.

1.3 Implementation Arrangement of SOCO

The table below summarizes the implementation arrangement of SOCO across all levels.

S/N	INSTITUTION	LEVEL	ROLES AND RESPONSIBILITIES
1.	Regional Coordination Platform and Dialogue (RCP)	Four-Country Level	A Committee for Regional Coordination (CRC) is established with focus on three pillars i.e., data collection and analysis, knowledge generation, and discourse building/ dialogue amongst the four countries
2.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	National Level	The MLGDRD is the lead implementing Agency of the Project. The MLGDRD is responsible for coordinating all components of the SOCO Project
3.	Project Oversight Committee (POC)	National	The POC chaired by the Minister for Local Government, Decentralization and Rural Development oversees the coordination and implementation of the Project as well as provide policy guidance to ensure consistency and coherence
4.	National Technical Committee (NTC)	National	The NTC is chaired by the Chief Director for the Ministry of Local Government, Decentralization and Rural Development. Its responsibility is to offer technical support to the MLGDRD and other implementing agencies to ensure that the project development objectives are achieved.
5.	Project Implementing Unit (PIU)	National	The PIU shall be headed by the Project Coordinator. The PIU prepares and consolidate the annual work program and budget, define technical project implementation guidelines, monitor, and evaluate project activities, manage contracts for PIU implemented investments, initiate payments, and disbursements, as well as prepare reports on project progress.

			Additionally, the PIU is responsible for financial management, procurement, and safeguard management as well as M&E (including producing progress and other required reports) in accordance with Government of Ghana and World Bank guidelines and procedures. The PIU also include Zonal Coordinating Offices (ZCOs) in three regions (Upper West, Upper East and Northern Regions) and Satellite Offices in the other three regions, thus, Savannah, Northeast, and Oti Regions. They provide field technical assistance and support the MMDAs and communities to ensure the achievement of project objectives and delivery deadlines. The ZCOs/SOs assist in identifying, validating, implementing, and monitoring project activities and ensure the existence of capacity for delivery of the various components
6.	Regional Coordinating Councils	Regional	The Regional Coordinating Councils under the leadership of the Regional Ministers through the Regional Planning Coordinating Units (RPCUs) coordinate all regional development programs and provide technical support to the beneficiary MMDAs. The RCCs play a key role in monitoring of SOCO implementation activities including holding review meetings to ensure effective implementation
7.	Metropolitan, Municipal and District Assemblies	District	The MMDAs through relevant departments, is responsible for the implementation, supervision, and monitoring of sub-project activities in accordance with the Medium-Term Development Plans (MTDPs)
8.	Urban, Zonal, Town and Area Councils (UZTACs)	Sub-District	The sub-metropolitan/urban/ zonal/town and area councils (UZTACs) will coordinate and consolidate action plans of communities within their areas of jurisdiction.
9.	Beneficiary Communities	Community	Beneficiary Communities are clustered into 8-12 communities, to foster cohesion. Members drawn from these communities i.e., vulnerable, and marginalized groups (PWDs, women, youth, pastoralists), traditional authorities form

			the Community Project Implementation Committee, responsible for the day-to-day monitoring and supervision of the implementation of subprojects. A Facility Management Committee (FMC) will be formed for each target community or community clusters, and will support the MMDAs in the overall management, implementation, community engagement and monitoring at the community level. The FMCs will automatically include the Community Facilitators (to be appointed/recruited specifically for the project). Other members will be drawn from the Unit Committees or ordinary members of the project communities, where there is no Unit Committee representative from that community.

CHAPTER TWO: SOCO MONITORING AND EVALUATION ARRANGEMENTS

2.1 *Purpose of the Monitoring and Evaluation Manual*

The SOCO Monitoring and Evaluation manual is a guide which will help key stakeholders in identifying their roles in the project M&E process and support the realization of the project development objective through monitoring and evaluation.

The M&E manual provides general guidance to the various implementers at different levels of implementation to encourage their active engagement and involvement in the M&E activities as outlined in the Project Results Framework. It is also meant to serve as a tool to track implementation progress towards the set of indicators and provide timely action if needed. It further prescribes and sets the boundaries/parameters for M&E responsibility at the various levels of the project on how to plan, organize, carry out and report on M&E activities and data collection. It ensures the availability of sound M&E data and information for project management and for transparency, learning and accountability. It re-affirms evidence-based decision making in the long run.

The Manual helps project implementers, including primary stakeholders to:

- Clarify what impact the project is expected to have for the host communities and how results will be achieved.
- Decide how progress will be monitored to enable any adjustments where necessary.
- Gather the necessary information to enable impact assessment to explain the reasons for success or failure.

2.2 Monitoring and Evaluation of SOCO

2.2.1 Monitoring:

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems and assess progress.

The Results Framework and the Annual Workplan and Budget provide the basis for this monitoring. There are different levels of monitoring, each related to what kind of information is relevant, and the regularity of monitoring as illustrated in the table below.

Table 1: Different levels of monitoring

Monitoring Level	**Regularity**
Which activities are underway and what progress has been made?	Monthly

At what rate are means being used and cost incurred in relation to progress in implementation?	Monthly
Are the desired results being achieved?	Quarterly
To what extent are these Results furthering the Project Purpose? What changes in the project environment occur? Do the Assumptions hold true?	Six-Monthly Annual

Monitoring provides management and stakeholders of the Project with ongoing interventions that show early indications of progress towards achieving project objectives. Monitoring under the Project will focus on the outputs and intermediate outcomes of the project. Whilst the output will relate to specific products and services that emerge from processing inputs through the project and other activities, outcomes would relate to changes in the developmental conditions of project beneficiaries.

Monitoring under the Project ensures satisfactory delivery of project activities, tracking and feedback of results as they occur. This is achieved through data collection, verification, analysis and reporting on the progress of implementation of activities and outputs in relation to work plans to send early signals for redress, ensuring efficiency and effectiveness.

Through field visits, actors at the various levels of project implementation would be able to discover immediate challenges and initiate action to mitigate them, as well as other anticipated difficulties that would be encountered if preparations for the next steps have not been adequately made.

Participatory monitoring and assessment process will be pursued to ensure greater involvement and ownership by beneficiary community members and other primary stakeholders.

1.4 Monitoring and Evaluation Responsibilities Across all Levels

The responsibility for tracking at various levels of implementation, verifying that the processes are on track, and the means for measuring the processes is well coordinated and synergised to avoid duplication and ensure efficiency. The specific monitoring responsibilities of the key actors at the various levels of implementation are as follows:

2.3.1 Four Country Level

The project has formed a Committee for Regional Coordination (CRC), composed of representatives of the four countries, to ensure strong commitment by participating countries to lead and contribute to regional dialogues and collaboration. The main roles and responsibilities of the CRC are to coordinate project activities with a strong and common regional vision, promote knowledge sharing, and lead planning and implementation of Component 3.

2.3.2 National Level

At the National level, the Ministry of the Local Government, Decentralisation and Rural Development (MLGDRD) is the Lead Implementing Agency and is supported by the Project Implementation Unit (PIU) in managing the project at the national level. A Project Oversight Committee (POC) provide overall guidance for project implementation. The POC, amongst others, approves the project's Annual Work Plans and Budget. The POC is chaired by the Minister for Local Government, Decentralisation and Rural Development or his/her representative. The Chief Director, Directors of Decentralisation,

PPBME, and Finance of the Ministry, are members of the POC. In addition, membership of POC include representatives from other MDAs, (including NDPC, MoF MINT, MNS, MoYS, and the RCC).

The Monitoring and Evaluation Unit of MLGDRD ensures the streamlining/mainstreaming of the project's results framework into the Sector M&E Framework and Action Plans. The Unit, in collaboration with the PIU and the Regional Coordinating Councils will monitor project implementation progress at least twice every year (i.e., half-yearly).

The PIU is responsible for project inspection and backstopping of sub-national implementation teams for the delivery of the Project and would be required to submit quarterly reports to the Ministry, which will set the basis for the Ministry's monitoring of the project. The template for the quarterly monitoring shall reflect the result frameworks and other key indicators derived from the Rural Development Policy, Local Economic Development Policies etc.

The Project M&E is led by an M&E Specialist assigned to the PIU who collaborates closely with designated officers at the various Zonal Offices, the RPCU and DPCU

2.3.3 Regional Level (Regional Coordinating Councils)

At the regional level, the Regional Planning and Coordinating Unit (RPCU) under the RCC, with support from the Zonal Coordinators, collate and harmonise the project's work plan and budget from participating Districts within the region and undertake quarterly monitoring of project implementation in districts within their jurisdiction.

The Zonal Offices, in collaboration with the RPCU, collect relevant data under the Comprehensive Results Framework. Other tasks include:

a) Coordinate M&E activities of the different MMDAs and Specific Collaborating Agencies and collect data to generate required implementation and outcome reports.

b) Facilitate video documentation of implementation at communities with commentary.

c) Document any relevant information that may require in-depth assessment.

d) Engage MMDAs and Communities in Participatory Monitoring and Evaluation with support from the PIU and MLGDRD

e) Provide summary Monitoring and Supervision (M&S) reports or back-to-office reports based on the sample formats in Annex…….

A Summary of the regional Monitoring & Supervision reports should be prepared as part of the ZCO quarterly report to the PIU.

2.3.4 District Level (MMDAs)

The District Assembly is responsible for the overall project implementation at the local level. The District Planning Co-ordinating Unit (DPCU) leads M&E data collection, analysis and reporting to the RCC/RPCU. This include collecting the relevant data under the Comprehensive Results Framework of the project.

The Planning Unit reviews and incorporates project activities into the District Medium Term Development Plan and DA's Annual Action Plan (AAP). The Unit will be responsible for the day-to-

day management of project deliverables and submission of project reports to the RCC, the Zonal Offices and the Ministry as required.

The Budget Unit of the MMDA incorporates Project budgets into the Composite Budget and the Annual Budget estimate of the Assembly. Only project activities captured in the approved AAP would be included in the Budget estimates of the Assembly.

2.3.5 Community Level

Monitoring at the community level is critical to the success of the interventions, particularly when a large group of beneficiaries are involved. Community Facilitators (CFs) assigned to a particular cluster are responsible for collecting basic data to feed the Project M&E system.

2.3.6 Annual Work Plan Review

The Annual Work Plan and Budget is reviewed semi-annually to provide progress on the implementation of activities to improve service delivery. This is intended to review the key detailed activities planned for implementation during a given year including the expected results, timeframe, budget, and person/department responsible for executing a given task/activity.

The NPIU will call for annual review and work planning meetings for the PIU/MLGDRD. Two months before the beginning of every year, the PIUs will prepare the first draft of an annual plan for the next year. When preparing the first draft, the component leads, and the Zonal Coordinators will share with the National Project Coordinator on progress of implementation to date and on the proposed work program for next year. The final Work Plan must be submitted to the National Project Coordinator at least one month prior to the beginning of the annual plan period. The National Technical Committee will review the Annual Workplan and Budget and provide feedback and recommendations for improvement before approval by the Project Oversight Committees.

2.3.7 Field Visit Schedule

Field visits are a key source of data for monitoring the progress of the project. The field visit is essential for observing the progress being made towards the achievement of planned results articulated in the workplans. It is important to ensure that the purpose of the field visit is clear from the onset. The objectives of the field visit also determine its timing e.g. ensure that enough time has lapsed to enable the implementation of activities, or cultural contexts and sensitivities should be observed. As far as possible, field visits should be as inclusive of all partners as possible to ensure transparency and accountability in project implementation.

Field visits will be scheduled during physical implementation by the DAs, ZCOs and supporting institutions such that at least an officer of the DPCU is available for periodic visits in the participating communities to ensure adherence to implementation guidelines and specifications and obtain feedback on the progress in relation to expectations.

2.3.8. Field monitoring report formats

Monitoring Reporting template have been developed and used by all field officers at the M&E Unit, Project Implementation Units, Zonal Coordinating Offices, Regional Coordinating Ccouncils (RCC) and District Assemblies to ensure harmony in reporting relevant information, effecting corrective action and providing feedback. The field officers handle issues requiring immediate redress at the field level in collaboration with the relevant community level structures, i.e., Unit Committees, Community Facilitators and Community Grievance Committees. If the issues at stake are beyond these structures, they are required to communicate the issue to the DAs through the Desk Officer for redress or the ZCO. It also includes a collation of the quarterly and semi-annual reports from monitoring visits.

ANNEX 1: MONITORING/BACK TO OFFICE REPORT FORMAT FOR PIU/ZCOs/MMDAS
ANNEX 2: MONTHLY REPORTING TEMPLATE FOR COMMUNITY FACILITATORS

2.3.9 Management Information Systems (MIS)

A web-based reporting tool will be used by the project to monitor and report in realtime, the implementation progress of the planned targets and actual results indicated in the Project Appraisal Documents. MMDAs, Zonal Offices and Community Facilitators will upload data in the MIS. The uploaded data will be aggregated horizontally and vertically in real time.

In places where there will be challenge of internet access, the project MIS Officer will download the excel sheet of the monitoring tool, complete the updating while logged out of the network and then upload it back to the system, when having access to the network. The Project MIS Specialist at the project headquarters will be the SOCO site administrator for the "mother" framework, while the Zonal MIS officers will be given the data entry rights for the Zonal "child" frameworks. All the other project staff and stakeholders will have the user right, to enable them to view the project implementation progress and generate reports in real time.

The site administrator will carry out a validation exercise for the data entry every quarter, during monitoring of the project activities, before it can be adopted as the valid position of implementation.

2.3.10 GIS application and Mapping

SOCO will make use of GIS application and mapping for reporting and monitoring of some project indicators in the results framework. The Zonal project MIS officer will coordinate all investment sites of the project and forward them to the project M&E and MIS Specialist at the NPIU for uploading in the project GIS page. For every investment to be mapped corresponding baseline information will be collected by the PIU. This will make the basis for monitoring and evaluation of the investments.

2.3.11 Community-driven development (CDD) App and Project MIS:

The Project Team facilitates the development of online reports that enhance the analysis of project performance and tracking of implementation, especially on climate change and FCVs at the community level. In line with this, summary tables for management use, reporting formats, checklists etc., are developed and deployed in line with the Project Results Framework and the process monitoring framework. Community facilitators collect data regularly using tablets linked to the national database. Digital Fellows who are students of UBIDS collect community level data on key relevant thematic areas annually, using tablets.

2.3.12 Picture and Video Documentation:

MMDAs and ZCOs have been provided with the necessary support in the form of required logistics and training to make short video documentation with commentary at the start of every intervention or stage of activity to give a baseline impression. The commentary should provide information on the type of

intervention, district and participating communities, the potential number of beneficiaries, and impressions by a few of them on their expectations etc. This would be brief (not exceeding 3 minutes) to enable internet upload. The video documentary should also be done mid-way into implementation and at the end, during which relevant bits of post-completion focus group evaluations could be recorded. Video documentation would be done for a sample of communities for each type of intervention and for peculiar/extra-ordinary situations that can form the basis of case studies.

A videographer has been engaged to take short videos of the specific thematic areas such as Locally Led Climate Change. Conflict and Social Cohesion, Sub project implementation and cover the perspective of beneficiary community members on the current situation, gaps, and challenges as well as how the situation can be improved through SOCO.

2.4 Participatory Monitoring and Social Accountability Mechanisms

Participatory monitoring and evaluation (PM&E) involve primary stakeholders as active participants and offers new ways of assessing and learning from change that are more inclusive and reflects the perspectives and aspirations of those most directly affected.

The stakeholder groups typically involved in a participatory M&E activity include: the end users of project goods and services, including both men and women at the community level; intermediary organizations, including NGOs; private sector businesses involved in the project; and government staff at all levels.

PM&E aims to incorporate the knowledge and opinions of rural people in the planning and management of development projects and programmes. It includes various techniques such as participatory mapping, transect walks, interviews, visualization, community score card, etc.

2.4.1 Principles of PM&E

- Focus on building stakeholder capacity for analysis and problem-solving.
- builds commitment to implementing any recommended corrective actions.
- Local people are active participants — not just sources of information.
- Stakeholders evaluate, outsiders facilitate.

2.4.2 Steps to Ensure Effective Participatory Monitoring and Evaluation

Step 1: **Planning the PM&E Process and Determining Objectives and Indicators**

- Identify the stakeholder groups to be involved in the planning of the PM&E process
- Stakeholders must define the objectives of the PM&E, and identify monitoring indicators, including what will be monitored, how and by whom

Step 2: Gathering Data

- This includes the use of both quantitative and qualitative methods and tools. Quantitative methods can include community surveys; interviews; and observations. Qualitative methods can include various participatory learning methods using visual, interviewing and group tools and exercises.

Step 3: Analysing Data

PM&E is an opportunity to actively involve various categories of program stakeholders in the critical analysis of successes and constraints and the formulation of conclusions and lessons learned.

Step 4: Sharing the Information and Defining Actions to Be Taken

At this stage the results of M&E activities are shared with other stakeholders, and there is discussion of appropriate actions to be taken based on the findings.

Participatory monitoring and evaluation often entail development of other techniques that are designed to be used by community members and other local-level stakeholders as part of an M&E activity, namely:

Civil society Organizations will be engaged by the project to facilitate Social Accountability processes in beneficiary Communities to improve responsiveness of social services to the needs of target communities. Two of the participatory monitoring and evaluation mechanisms, namely, Citizens Report Card and Community Score Card will be employed to achieve the objectives of Social Accountability for SOCO Project. The CSOs will also provide third party monitoring of SOCO performance for improved credibility.

2.4.5 Methodology and tools for the Social Accountability

Social Accountability tools are methods or mechanisms that enable citizens and civil society organizations to monitor and influence the performance and behavior of public officials, institutions, and service providers.

Even though there are various tools for conducting participatory citizens monitoring of projects and social accountability, this assignment requires the CSO to use two tools, namely, Citizens Report Card and Community score Card.

a. **Citizens Report Card (CRC)**

CRC is a participatory performance monitoring and evaluation tool involving participatory community surveys that register perceptions of users regarding quality, adequacy, and efficiency of public services. The CRC will be a collective measure of satisfaction of users with services provided by the project based on an array of indicators including access, use and reliability.

Data aggregates that will be collected through CRC will be the scores given by households regarding satisfaction with services like education, water, and health, based on criteria such as availability, accessibility, quality, and reliability.
The CSO as an independent implementing partner is expected to undertake the following tasks using the CRC tool:

i. Identification of Scope of Survey*:*

The CSO should identify the scope of the survey regarding the services or sectors to be assessed. The choice is based on criteria such as closeness of the services to the target communities, facilities provided by the SOCO project in the cluster, and facilities saddled with delivery problems,

ii. Design the questionnaire.

This requires interactions with certain groups like service providers and clients. The questionnaire should be broken into modules to be answered by different members of a household depending on demographic statistics and income/expenditure. The sample size needs to be decided to ensure greater representation followed by the sampling frame and selection of sample respondents. The aim of the questionnaire should be to ensure equitable representation in terms of gender and age. If the questionnaire is broken into modules, different members can answer different modules.

iii. Execution of the survey.

This requires selection and training of a cadre of data collectors/enumerators to conduct the survey using the questionnaire and interview guide that has already been prepared and used for the training of enumerators.

iv. Random spot-check during survey.

This should be done to ensure that the information being filled in is accurate. Data should be checked to sort out inconsistencies.

v. Data Analysis

Analysis the data into tables, and graphs and average the scores to produce a satisfaction score (in percentage) called the report card.

vi. Reporting and information dissemination

After finalization of the scores, and documentation of the findings into a report, the data needs to be extensively shared and publicized to provide feedback for improved service delivery.

b. **Community Score Card (CSC)**

The Community Score Card (CSC) serves as a process and tool for community members to assess the quality of public services provided. It involves a combination of quantitative and qualitative evaluations, which are gathered through focus groups consisting of service providers and users.

The CSO should follow some key steps in conducting which may include:

i. informing all relevant individuals,
ii. taking an inventory of planned projects,
iii. develop benchmark performance criteria for project implementation and utilization of services.
iv. facilitate users to select and assign scores to analyze project performance based on their own indicators,
v. Service providers to generate indicators and evaluate their own performance,

vi. stimulate direct feedback mechanism between users and providers through accountability fora. Undertake interface meetings (accountability fora) where service providers and users present their scorecards,
vii. compare performance of facilities across facilities/districts,
viii. build local capacity and strengthen citizen's voice and community empowerment.
ix. negotiate and prepare a joint action plan to institutionalize the agreed service delivery gaps.

In facilitating focus group meetings, group dynamics must be carefully considered. Such a step would require meetings to be moderated by an independent entity. Separate Meetings may generate valid resolutions for the way forward, but adequate representation is necessary.

2.5 EVALUATION:

Evaluation is a systematic and objective assessment of an on-going or completed project or programme, its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.
Evaluation differs from monitoring in three respects: Timing, Focus and Level of Detail.

Monitoring and evaluations are interactive and mutually supportive processes. Monitoring and evaluation of development activities therefore provides government officials, development managers, and civil society with better means for learning from experience, improving service delivery, planning, and allocating resources, and demonstrating results as part of accountability to key stakeholders.

The following are some activities that will be conducted during implementation in relation to Project Evaluation.

2.5.1 BASELINE SURVEY

As a requirement of a result-based management system and the project document, a detailed baseline study will be carried out prior to the implementation of the project. The objectives of the baseline are to:

i. measure the project's key outcome indicators prior to SOCO implementation.
ii. determine the current level and availability of the community infrastructure and services expected to be provided by the Project as well as community participation, and satisfaction levels.
iii. Establish the benchmarks for future measurement of changes in key Project Development Objective (PDO) and intermediate level indicators especially on access to basic services, community participation, and satisfaction levels.
iv. provide timely information to project management, government, and other stakeholders on the current conditions in target communities.

The M&E Specialist will prepare a detailed baseline study protocol in consultation with other stakeholders to ensure that the baseline information collected is in line with the indicators of the project result framework.

ANNEX 3: Baseline Indicators

2.5.2: Mid-Term Review/Evaluation

A Mid-Term Review (MTR) will be conducted jointly by the Government (facilitated by MLGDRD) and the World Bank, during which the progress of the project will be examined towards meeting the PDO and intermediate levels outcomes and propose any modifications thereof. At project mid-term, an in-depth review of the physical and financial aspects of project implementation, and particularly the relevance of the indicators in assessing the developmental impact of the project, will be undertaken. The PIU, through the MLGDRD, will prepare a comprehensive Mid-Term Review report covering the implementation period, which will be delivered to the Bank before the MTR.

The report is expected to lead to review of the strategies and re- tooling to achieve desired results of the project, thus providing an opportunity to review strategies and outputs. The recommendations from the report will be discussed by NTC and POC and any management decision taken will be incorporated to achieve better results and have a significant impact.

2.5.3 Intermediate Outcome Assessment

Assessment of intermediate outcomes of components 1 to 3 is the direct internal responsibility of the Ministry (as an implementing agency). In this regard, the PIU and the M&E Unit will track implementation data for individual beneficiaries and groups and sustainability signals through the collection and analysis of data about implementation as well as intermediate-level outcomes as spelled out in the Project's Results Framework.

2.5.4 Endline Evaluation

Endline evaluation will be conducted at the middle of 2027 financial year to measure the achievement against the expected outcomes and probable impacts. The evaluation will be a basis to draw conclusions for lessons learned and achievements. The PIU/MLGDRD will develop the Terms of Reference for approval by the World Bank. The /MLGDRD/PIU will engage an independent consultant/firm to conduct the evaluation. The endline evaluation will include Economic and Value for Money analysis to establish the cost of delivery and value of the benefits accruing to the intended target communities. Iinvestment and activity level evaluations will be carried out to satisfy specific objectives. The Ministry, with approval of the Bank or the other way, may commission an evaluation to document the findings and lessons for the project.

2.5.5 Beneficiary Survey

Two surveys will be conducted throughout the project's lifetime to inform survey-based indicators (mostly on beneficiaries' perceptions). First survey in Year 2 to inform Mid-Term Result (MTR) and second survey in Year 5 (final year). The survey will be mainly for beneficiaries of component 1 and 2 investments to determine the efficiency and effectiveness of the implementation processes; how positively the interventions have altered the groups' vulnerabilities; and the sustainability signals that may have emerged. In all situations, efforts will be made to either engage or, at minimum, involve local researchers in the various evaluations in order to develop national capacity and engender ownership.

3.0 KNOWLEDGE MANAGEMENT AND REPORTING

Knowledge management and reporting are strongly tied to the SOCO project development objective. Knowledge Management is a key aspect of the project under component 3. Learning, knowledge sharing, and management are necessary for the project as a whole, as it will ensure that beneficiaries learn from other beneficiaries' experiences and best practices. It also enhances the knowledge capacity of the implementation team and project partners.

Internal learning and knowledge sharing will include stocktaking, case studies, and dissemination of M&E findings and other relevant thematic studies undertaken within the project. External learning will entail stocktaking of best and tested practices from regional bodies and the other project implementing partners. This information will be consolidated and used to strengthen the capacity of the team. Best practices will be disseminated to inform the scaling up of successful investments to strengthen the project Annual workshops and training. Sharing of the lessons learned will be organized at the national and Zonal level. Training on the use of knowledge management tools will also be conducted. An investment register, community database, and research catalog will be established to complement a digitized knowledge management platform created to store and publicize knowledge generated by the project.

Specific knowledge management components include the following:

3.1 BEST PRACTICE DOCUMENTATION

National and zonal project implementation units will identify and document best practices**.** This process will enable project implementation units to benefit tremendously from exchanging experience and hard-won solutions with one another. Project component leads, and Zonal Coordinators will forward every quarter best practice to the National Office

3.2 REPORTING

Reporting will be an integral part of the M&E and learning process and will involve the systematic and timely collation and provision of essential information at periodic intervals. The information collected through the reports will be used to establish the status in activity completion against the set time frames and planed target outputs, compliance with the set policies, procedures, and standards, what is working and what has not worked and why.

Reports will emanate from the community level through the Community facilitators (CFs) who will be engaged to support the communities in implementing Component 1&2 investments.
To ensure standardisation and uniformity of reports emanating from the various intervention communities, the CFs will be provided with simple templates to help compile monthly data and submit same to the DA for analysis and collation into a monthly report. The CFs will be required to send electronic versions of these monthly submissions (via CDD mobile app) to the Zonal Coordinating Office (ZCO), which will also be visualised at the national MIS system, as evidence of their work, and based on this, they will be paid their monthly allowance.

At the DA level, the District Focal persons, working through the DPCU (with the DCD as head) shall be responsible for reporting. He/she shall ensure monthly DA reports are submitted to the ZCO and the RCC within 15 working days after the month has elapsed.

Details required in the reports shall include the following:

a) Achievements vis a vis planned activities for the reporting month and explanation of any variances.

b) Grievances/Complaints received and redressed at the Community and District level

c) Outlook for the ensuing month

d) Accompany results and financial data.

ANNEX 4: MONTHLY REPORTING TEMPLATE OF COMMUNITY FACILITATORS

3.2.1 Quarterly Reports

The ZCO shall, in turn, collate inputs from the various implementing DAs into quarterly progress report and submit the same to the PIU within 20 days after the expiration of the quarter using the Project MIS system.

From the Quarterly Reports received from the zones, the M&E Specialist shall compile national quarterly reports on the technical and financial aspects of the project and submit them to the MLGDRD by the Project Coordinator.

The reports shall include the overall performance of the unit as against planned; efficiency in the use of resources; financing (sources of funds during the period of the report and expenditures against proposed)

The quarterly progress report shall also include intermediate outcomes in the Results Framework, rates of achievement; reasons for variations between planned and actual achievements; and a summary of evaluations and other studies that may have been carried out at the time.

Quarterly progress reports shall be submitted to the World Bank through the Chief Director of MLGDRD at most 30 days after the end of the quarter.

ANNEX FIVE: QUARTERLY REPORT TEMPLATE OF MMDAs

3.2.2 *Annual Reports*

Annual Project Reports summarising project achievement for all components, including the status of implementation, shall be prepared, and submitted (within 45 days after the year has ended) to the Minister of MLGDRD for submission to the World Bank.

The project will develop and deploy MIS systems to support the management and storage of data from the district to ZCO and from ZCO to the National. MIS Specialist will manage the day-to-day activities of the Projects' MIS software and to generate reports at the various levels.

3.2.3 Implementation Completion Report

An Implementation Completion Report (ICR) summarising the achievements of the various components of the Project and its impacts on the PDO and Intermediate indicators will be submitted by the Government to the Bank not later than six months after the completion of the project. The ICR should be prepared jointly by the Government and World Bank

4.0 M&E CAPACITY BUILDING AND QUALITY ASSURANCE

The effective coordination and implementation of M&E requires that all implementers have adequate skills, capacity, tools, and resources. The NPIU will make efforts to identify capacity gaps and strengthen the areas that are found lacking. SOCO will carry out capacity building for all implementing partners as the need arises during the implementation period of the project. M&E capacities will be ensured through training and provision of necessary tools at the national, subnational, and local levels so that collected data can be shared and discussed for further informing the project's activities and policy making.

Qualified institutions or trained personnel will be engaged to build M&E capacity in relevant subject which could include: -

i. Participatory Monitoring and Evaluation
ii. Project Management Information System.
iii. Theory of Change
iv. Project Results framework and M&E framework/Plan
v. Sampling and data collection methodologies including statistical analysis.
vi. Reporting on project progress and achievements

4.1 Quality control

Quality Assurance audits and checks will be carried out periodically by the NPIU to assess the quality-of-service delivery and data collected to ensure credibility and value for money during the implementation of the project. It is recommended that this activity should be undertaken quarterly by a Monitoring and Evaluation Specialist and Component Leads who will each be responsible for developing the guideline/checklist for undertaking the activity. The feedback from the quality assurance will be reported to the National Project Coordinator and will be fed into the bi-annual progress reports which will be submitted to the World Bank. The key quality control mechanism to be undertaken includes: -

4.2 Data Quality Control

Each indicator in the results framework has an identified means of verification to be used as a quality control measure. All project MIS Officers and Focal Persons will be guided to use common planning, data collection and reporting guidelines. M&E/MIS Specialists will observe that data entry staff make use of means of verification instruments, assess the capacity of users to capture, process and disseminate accurate data on indicators specific to it; ensure credibility, accuracy, completeness, consistency, and validity of data reported; and provide the users with technical support assistance that may be required. The National Project Coordinator will be required to verify the data quality before signing it off to the next level of transmission. Reporting rates will also be monitored for all subprojects and community service reporting at all levels.

4.3 Data Quality Assessments

At the end of every quarter, a Data Quality Assessment (DQA) will be carried out by the project M&E/MIS Specialists to ascertain the quality of the data entered in the Management Information System and initiate data cleaning. All corrections made to the data must be highlighted and feedback must be given to the source. All fields with wrongly entered data or missing data will be marked to be

sent to the source to be corrected. Once source data is corrected, it is re-entered in the Monitoring tool by the data entry person. DQA will not be counted as complete until the appropriate measures preventing reoccurrence of previous errors are instituted.

5.0 RESULTS FRAMEWORK, THEORY OF CHANGE AND MONITORING AND EVALUATION PLAN

5.1 RESULTS FRAMEWORK

A results framework is an explicit articulation (graphic display, matrix, or summary) of the different levels, or chains, of results expected from a particular intervention—project, program, or development strategy. The results specified typically comprise the longer-term objectives (often referred to as "outcomes" or "impact") and the intermediate outcomes and outputs that precede, and lead to, those desired longer-term objectives. Defining cause-effect linkages for one or more interventions lays the groundwork for a results framework.

It is difficult to know if projects have succeeded or failed if the expected results are not clearly articulated. An explicit definition of results— precisely what is to be achieved through the project or program and by when—keeps measurable objectives in sight, helps monitor progress toward those objectives, and assists with adjustment and management of program implementation.

A results framework serves as a key tool in the development landscape, enabling practitioners to discuss and establish strategic development objectives and then link interventions to intermediate outcomes and results that directly relate to those objectives.

The project Results Framework will be a base for key data and indicators to monitor implementation progress, which will be reported by each PIU of the four countries and consolidated at the regional level. All indicators are disaggregated by gender (percent female) and youth (percent youth) for core indicators on direct project beneficiaries. As social cohesion is an important part and a higher-level objective that the project aims to contribute to, social-cohesion-related perception indicators will be designed and monitored through the project beyond the Results Framework (as progress on social cohesion would not be attributable to only this project). A typical results framework contains indicators at all levels of project expected results (objective hierarchy or results chain, baseline values for the indicators, targets for the agreed periods (quarterly or annually for the entire duration of the project)

Refer to ANNEX 6 for the PROJECT RESULTS FRAMEWORK

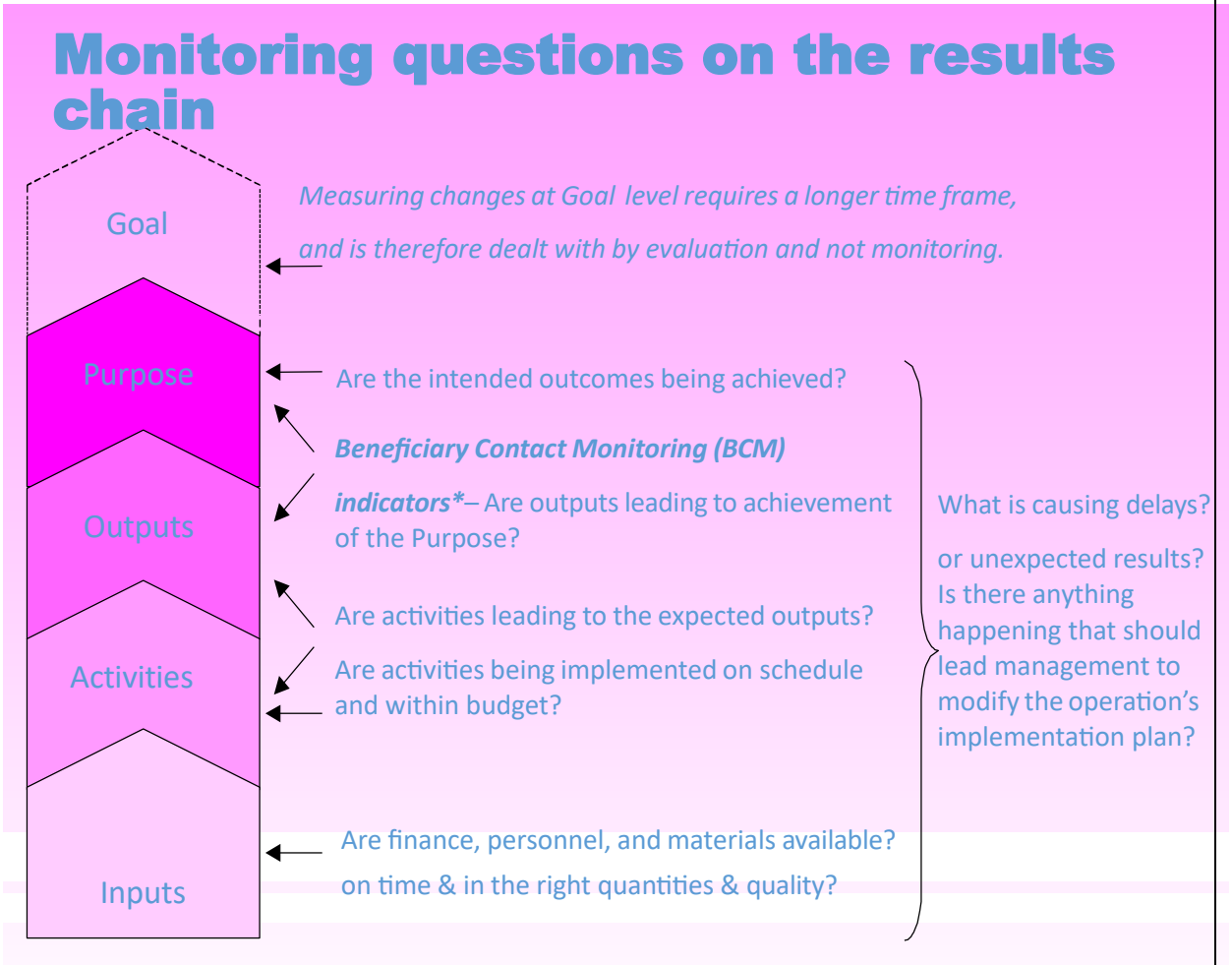
1.5 5.2 PROJECT THEORY OF CHANGE

Weiss popularized the term theory of change as a way to describe the set of assumptions that explain both the mini steps that lead to the long-term goal of interest and the connections between program activities and outcomes that occur at each step of the way.

The TOC process hinges on defining all the necessary and sufficient preconditions required to bring about a given long-term outcome. At each step, the outcomes produced are considered to be preconditions for the stage that follows. In other words, the preconditions for the long-term outcome occur in the intermediate stage of change, and the preconditions for the intermediate outcomes occur in the early stages.

At minimum, a Theory of Change should include:

a. An **outcomes framework/Logic Model** that summarizes the set of necessary and sufficient preconditions—known as early and intermediate outcomes—that precede attainment of the long-term outcome.
b. A **set of assumptions** that explain the connection between the outcomes in the change pathway; delineates the set of outcomes as the necessary and sufficient preconditions for goal attainment; justifies the choice of interventions planned to bring about the outcomes in the path; and articulates constraints in the environment that may hinder or promote the achievement of the long-term goal.
c. A **set of interventions** designed to bring about outcomes in the pathway.
d. A **set of indicators** designed to reflect the amount of change that must occur over a specified period and for a specified target population in order for a successful outcome to be declared.



BCM indicators measure changes in beneficiary behaviour resulting from delivery of the interventions outputs and are an important means of tracking progress towards desired improvements in status or livelihoods.

The theory of change model allows stakeholders to visualize the logic of an intervention and identify the proposed causal links among inputs, activities, outputs, and outcomes. It is designed to help practitioners understand not only the intended outcomes of a program but also the inputs and activities needed to achieve them.

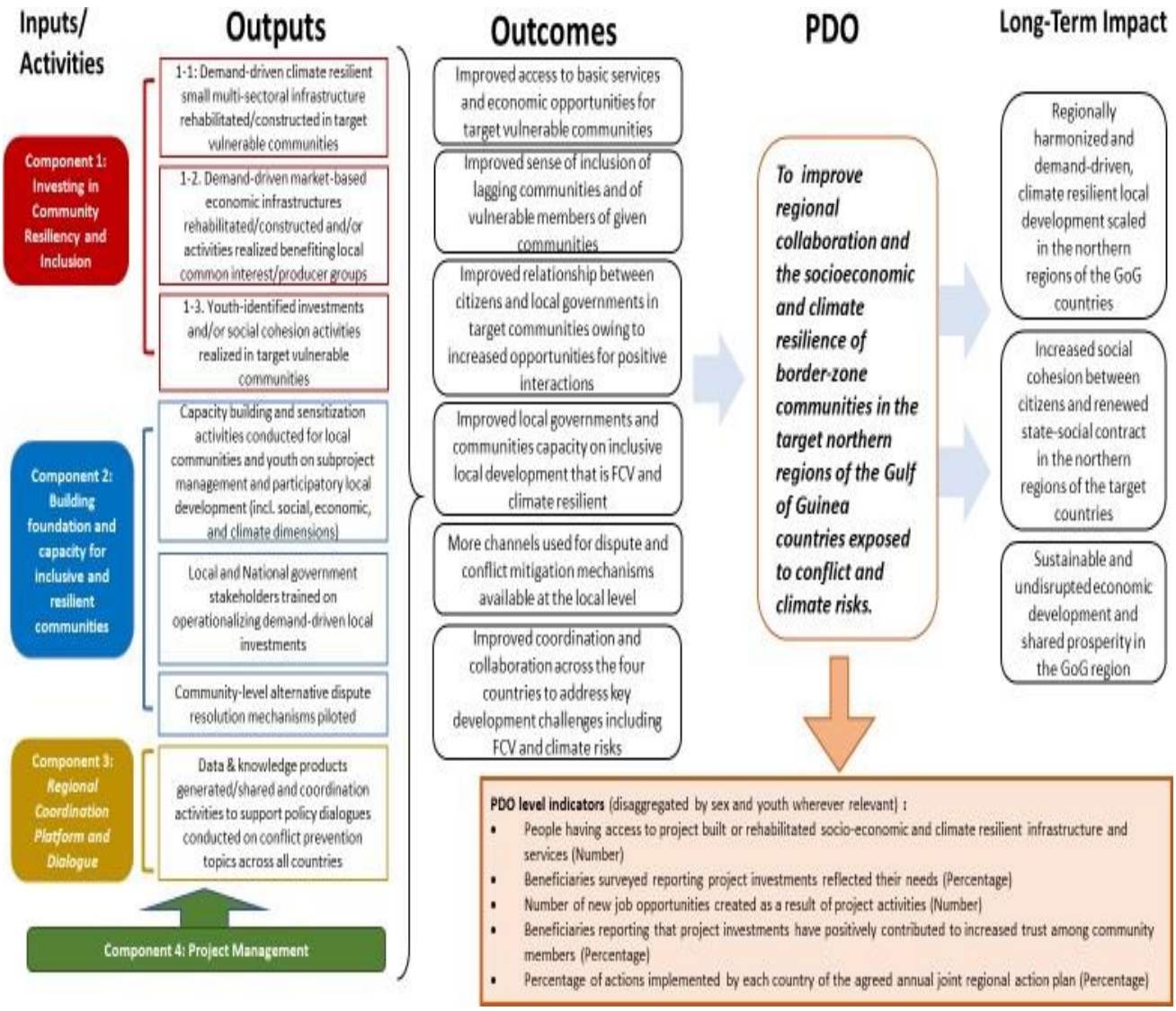
The development of a good results framework requires clarity with respect to the theory of change—the reasons why the project, program, or strategy will lead to the outputs; why those outputs are likely to lead to the immediate or intermediate outcomes; and how those outcomes are (at least hypothetically) linked with longer-term outcomes or impact. The ToC identifies any underlying critical assumptions that must be in place for the intervention to be successful, that is, to lead to achieving the targeted outcomes and impacts.

The ToC highlights the key linkages in the objective hierarchy or results chain that underpin the intervention. A simple but clear ToC engages constituents in thinking through the theory of change underpinning the intervention. Discussion of a ToC often requires program staff and other stakeholders to identify the development hypothesis—Why would a particular intervention lead to the outputs identified and the outcomes expected? How does it link with the ultimate objective? This participatory discussion serves a critical role in building consensus and ownership around shared objectives and clarifying different interpretations of the elements of the hypothesis.

The ToC specifies the causal pathways from the planned interventions to the intended outcomes.

Actions for developing a ToC therefore start with understanding both the problem to be addressed and the desired outcomes, specifying the program logic, and building stakeholder consensus related to this theory of change. The figure below illustrates the project results chain as developed at the time of project appraisal.

SOCO PROJECT RESULTS CHAIN



1.6 5.3 M&E FRAMEWORK/PLAN

The conceptual presentation of a results chain (outputs, outcomes, and impacts) is often accompanied by a more detailed plan for monitoring progress toward the ultimate objectives through measuring the achievement of outputs, outcomes, and impacts at different intervals of time. Results are typically defined through indicators, which are often, but not always, quantifiable, and measurable or observable. The monitoring plan typically includes baseline values and targets expected for outputs and outcomes, and it specifies the measures that will be used for data gathering to ensure that the results framework is populated with data, updated with information at key points during program/project implementation, and used in decision making. The M&E Plan contains results framework indicators (and definitions of the indicators), targets, timelines for measurement, data sources, methodology and responsible person/institution to undertake the measurements.

Refer to ANNEX 8 for SOCO PROJECT M&E PLAN

ANNEX 1: Monitoring Report format. Back to Office report

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION PROJECT

MINISTRY OF LOCAL GOVERNMENT DECENTRALIZATION AND RURAL DEVELOPMENT

Monitoring Report format. Back to Office report

PURPOSE OF THE VISIT

Write a summary comment on the purpose of the visit, the monitoring team composition, and the key outcome and output indicators agreed upon for purpose of this monitoring mission. (As per the project Results framework).

Visit details

Dates	Project Area/Site visited	Objectives/Indicators observed during the visit

Agenda

The following activities were completed as part of the field visit:

Time	Date	Activity	Participants

METHODOLOGY USED:

Describe how you were able to obtain the information/data from the field.

GENERAL OBSERVATION/OUTCOME OF THE VISIT

Insert the general observations from the monitoring visit. This may be a few paragraphs up to a few pages. Include photos, to illustrate the points. This section discussion includes: progress of project activities, is the project addressing priority needs? Are the interventions addressing the needs of target groups, have participants increased their knowledge in SOCO issues, are there signs of project sustainability, stakeholder perception of SOCO project etc.

CHALLENGES/PROBLEMS AND ACTIONS

List the specific issues/ problems that were identified during the visit. Identify the actions that need to be taken to solve the problem. This should include the specific individuals responsible for taking the action, and when it should be completed.

Dates	**Area/sites visited**	**Issues/problems observed**	**Proposed mitigation measure /person responsible**	**Timelines /when it should be resolved**

NEXT STEPS/WAYFORWARD WITH TIMELINES

Activities	**Person responsible**	**Timelines**

1 ANNEX 2: Monitoring Template for Community Facilitators

MINISTRY OF LOCAL GOVERNMENT DECENTRALISATION AND RURAL DEVELOPMENT (MLGDRD)

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION (SOCO) PROJECT

MONTHLY MONITORING TEMPLATE

Community Facilitators (CFs) and Community Project Implementation Committees (CPICs)

Name of District

Name of clusters

Names of communities

Person(s) reporting

Reporting Date:

Date [1]	Name of subproject[2] and activities carried out	Start Date[3]	Expected End date [4]	Cost	Number of people participated (M, F)[5]	Number of unskilled labor[6]	Material supplied at site[7]	Flow of resources [8]	Adherence to E&S [9]	Adherence to technical specifications[10]	Progress of work[11]

[1] Date on which the activity was undertaken on the named sub project

[2] This activity is found in the cluster level Action plan with timelines (start and end dates), person responsible, budget/resource requirement

[3] Did the activity start as planned? What was the planned start date and actual start date

4 Did the activity end as planned or it was delayed? what was the cause of the delay?

[5] How many local people participated in the activity within the reporting period, disaggregated by male, female, youth, PWD, herdsmen etc.

[6] How many unskilled labor were employed by the sub project, disaggregated by male, female, youth, PWD, Minority. Was the planned or expected number of people employed

7 What materials were received or locally mobilized. Are they released on time? Are they being judiciously used?

8 Are funds for the project being released as planned? Has all the monies received been properly documented and appropriately used

9 What are the environmental and social issues at the site, is the contractor complying with environmental and social requirements,

10 is the contractor adhering to technical specifications e.g, design specifications and climate proofing. This should be done with the works department of the District Assembly

11 Are there any problems in the implementation? If so, what are they, what is the cause of the problem, who are responsible, how are the problems being resolved

ANNEX 3: Baseline Indicators

Demographic Data.

1. To establish the baseline and to gain a better understanding of the characteristics of the beneficiary communities, data to be collected include, though not limited to:
    - Basic HH demographic data in the project communities e.g. HH size, occupation, religion, ethnicity, gender, literacy rate/education/skills, age cohorts; disability status etc.
    - Existing Livelihoods, assets, income, consumption issues in the communities
    - Access to housing, land, and property (by gender, age, ethnicity, religion)
    - Existing external assistance are available to the communities (by aid agencies, government, church, etc.)
    - shocks (e.g.- natural disasters, conflicts) affecting the communities and the existing coping mechanisms.

Access to Infrastructure and Services

2. The most important impacts of the SOCO Project are expected to be on access to socio economic and climate resilient infrastructure and services of the types funded by the project. The study will assess the degree to which access to infrastructure and services differs between social groups, specifically with regards to gender, age, and ethnicity, occupation, and social status. To establish a benchmark against which to measure SOCOs interventions, the baseline survey will ask the following questions under the socio economic and climate resilient infrastructure component:

Component Indicators	Research Questions
1.1 Socio-Economic and Climate Resilient Infrastructure a. Availability b. Access c. Quality of infrastructure d. Operation and maintenance	• What are the existing socio economic and climate resilient infrastructure in the communities?[12] • Which group of people are benefiting or have access to the existing socio economic and climate resilient infrastructure (disaggregated by sex and youth). This includes current access to water, health, sanitation, road, education, electricity, etc. • What is the perception of the people in terms of how the current infrastructure services reflect their needs? • How is the existing community infrastructure maintained? Are there maintenance plans or facilities management committee?

[12] Survey tool will specify the applicable socio economic and climate resilient infrastructure.

e. Community perception and satisfaction with the infrastructure	• What is the current level of knowledge about climate risks in the community? What is current demand for climate-resilient infrastructure?

Local Economic Development

3. A key aspect of the project is to undertake strategic economic activity investments for local economic development to enhance benefits to existing economic activities, and to build longer-term economic sources of resilience by investing strategically in targeted local markets. Areas which will receive support include rehabilitation of existing rural markets, as well as the development of economic activities (services, development of value chains, quality enhancement, aggregation, and so on) linked to the rehabilitation of these markets with the aim of generating local employment and income. The baseline survey will therefore examine the current local economic situation as follows:

Component Indicators	**Key Research Questions**
1.2 Local Economic Development (LED) a. Rural Markets b. Jobs/livelihood/employment c. Income	• What are the existing economic/livelihood/job opportunities in the target communities? • What is the percentage of the females who reported increased income in the previous year? • How many people were able to access job opportunities prior to SOCO Project? • Proportion of community members earning a living out of construction of infrastructure • Which communities have access to rural markets currently? What are the perceptions on the quality, size, and accessibility of the market(s)? • How many farmers have access to agricultural assets? • How many farmers have access to agricultural services? • What type of agricultural assets and services are available to farmers • Which Institutions are providing local economic development opportunities? • What type of interventions are being provided by these institutions?

Youth and Social Cohesion

4. The project will finance youth-identified social cohesion activities and/or cluster-level community infrastructure. The investment will be in (a) social cohesion activities and events as well as (b) the rehabilitation, upgrading and/or equipment of cluster-level community infrastructure—that are identified and prioritized by the youth. The baseline survey will therefore investigate the current situation around current percentage of youth engaged in social cohesion activities, types of youth related social cohesion activities existing and institutions providing youth related social cohesion activities in the catchment area.

Community Driven Development/Capacity building

5. The project intends to fund a variety of training and capacity-building activities aimed at strengthening the basis and capacity of local stakeholders, particularly in the areas of (a) building a foundation for a local economic ecosystem with a cross-border vision that can lead to medium- to long-term territorial development in the target northern region, (b) building the capacity on local actors to plan, implement and manage infrastructure (c) training targeted youth in border communities to participate in project activities to help inclusion and community cohesion and (d) promote a better understanding and practice of social inclusion and cohesion. Communities, LGs, community facilitators, local technical employees of line ministries and partners, as well as a few key national-level stakeholders. To this end the baseline survey will investigate the following:

Component Indicators	**Key Research Questions**
Types of capacity building currently being provided to local actors. Institutions providing the capacity building.	• Which Institutions are currently providing capacity building for local development? • What type of local capacity building interventions are currently being provided? • What is the proportion of the community members who participated in local capacity building activities within the previous year? • What is the proportion of the community members who participated effectively in planning, decision-making, or monitoring of project in the previous year? • What is the proportion of the women and youth with a say in community decision-making? • What is the proportion of the community members with capacity to use digital platforms for project activities?

proportion of the community members who participated effectively in planning, decision-making	

FCV studies, Community cohesion/Trust/digital platforms

6. The project intends to support data collection and analysis, knowledge generation, and discourse building. Data-collecting operations are aimed at improving access to high-quality data and information so that complicated regional and national FCV and climate dynamics can be better understood. Evidence-based analysis will be used to build regional/cross-border policies and inform project implementation through knowledge-generating initiatives.

7. Activities will be implemented to mainstream climate fragility and risks, assisting countries in better understanding the climate change-security nexus and developing appropriate response plans. Other important regional issues, such as transhumance conflicts, cross-border trade, and economic opportunities (including "lessons learned" from the project's financed activities will be shared and analyzed regionally as part of data and research activities, as well as regional dialogues among participating countries.

Key issues that will be relevant for the baseline under the **FCV studies, Community cohesion/Trust/digital platforms will include:**

- What is the proportion of community members with the capacity to use digital platforms?
- What types of digital platforms are used by community members?
- Which institutions are providing community support for digital data collection?
- How many studies have been conducted on key FCV themes and/or climate fragility sponsored by other projects?
- What is the proportion of community members who participated in social cohesion dialogues in the previous year?

Community level of tolerance towards different groups: SOCO intends to use capacity building for the youth on social cohesion, collective development planning and conflict resolution to improve trust among different groups. The baseline survey will examine the current level of trust among the following:

- Between community members and local government
- Between traditional leaders and religious institutions
- Between traditional leaders and local Government
- Between major ethnic groups
- Between Christians and Muslims

Data to be collected will also include,

- Perception of existing social divisions, and associated tensions, grievances, and threats
- Experience and impacts of conflicts and actors involved.
- Perceived exclusions that exist at the local and sub-national levels.
- Existing Grievance Redress/feedback and conflict resolution mechanism in the communities/districts.
- No. of complaints received (by type e.g. call).
- No. of complaints resolved within a certain time.
- Level of community satisfaction with the existing Grievance Redress Mechanism (GRM)

ANNEX 4: MONTHLY REPORT TEMPLATE FOR COMMUNITY FACILITATORS

MINISTRY OF LOCAL GOVERNMENT DECENTRALIZATION AND RURAL DEVELOPMENT

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION PROJECT

A. Name of cluster:

B. Name of District

C. Name (s) of Community Facilitators

D. Progress Report on planned Activities

S/N	Date	Names of Communities	Activities undertaken within the Reporting Month/Topics discussed	Total Number of participants	Male	Female	Status/progress update
1.			i.				
			ii.				
			iii.				
			iv.				
			v.				

	Challenges in the implementation of activities	
	i.	
	ii.	
	iii.	
	iv.	

E. Pictures of activities undertaken by Community Facilitators

ANNEX 5: Monitoring Template for Community Facilitators

MINISTRY OF LOCAL GOVERNMENT DECENTRALISATION AND RURAL DEVELOPMENT (MLGDRD)

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION (SOCO) PROJECT

MONTHLY MONITORING TEMPLATE

Community Facilitators (CFs) and Community Project Implementation Committees (CPICs)

Name of District

Name of clusters

Names of communities

Person(s) reporting

Reporting Date:

Date [13]	Name of subproject[14] and activities carried out	Start Date[15]	Expected End date [16]	Cost	Number of people participated (M,F)[17]	Number of unskilled labor[18]	Material supplied at site[19]	Flow of resources [20]	Adherence to E&S [21]	Adherence to technical specifications[22]	Progress of work[23]

[13] Date on which the activity was undertaken on the named sub project

[14] This activity is found in the cluster level Action plan with timelines (start and end dates), person responsible, budget/resource requirement

[15] Did the activity start as planned? What was the planned start date and actual start date

16 Did the activity end as planned or it was delayed? what was the cause of the delay?

[17] How many local people participated in the activity within the reporting period, disaggregated by male, female, youth, PWD, herdsmen etc.

[18] How many unskilled labor were employed by the sub project, disaggregated by male, female, youth, PWD, Minority. Was the planned or expected number of people employed

19 What materials were received or locally mobilized. Are they released on time? Are they being judiciously used?

20 Are funds for the project being released as planned? Has all the monies received been properly documented and appropriately used

21 What are the environmental and social issues at the site, is the contractor complying with environmental and social requirements,

22 is the contractor adhering to technical specifications e.g, design specifications and climate proofing. This should be done with the works department of the District Assembly

23 Are there any problems in the implementation? If so, what are they, what is the cause of the problem, who are responsible, how are the problems being resolved

ANNEX 6: QUARTERLY REPORTING TEMPLATE FOR MMDA/ZCOs

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION PROJECT (SOCO)

Ministry of Local Government Decentralization and Rural Development

REPORTING TEMPLATES AT THE CLUSTER/COMMUNITY LEVEL

Quarterly Report

		Section 1 Basic Information
1	Name of District	
2	Name of Region	
3	Title of Community Focal Person	
4	Reporting Period	
5	Project Cluster	
6	Communities	
7	Total Amount Budgeted in the cluster	
8	Total Amount Spent	
9	Executive Summary of achievements	(Capture achievements, types of infrastructure and services undertaken, capacity building, community participation in decision making, prioritization and monitoring, challenges and lessons learnt. Include some significant events or issues that have taken place in the community)

2 Basic data on the subproject(s)

S/N	Name of Sub-Project and community	Subproject Cost (GHS)	Amount Paid to Unskilled Participants (GHS)	No. of Unskilled Participants	Start Date	Expected End Date	Status of implementation
1.							
2.							
3.							
4							

3 Progress of works , LED and Youth activities

S/N	**Name of Sub-Project/LED /Youth Activity**	**Activities undertaken within the Reporting Quarter**	**% Completion of Activity**	**Overall Subproject Completion (%)**	**Remarks**
1.		i.			
		ii.			
		iii.			
		iv.			
		v.			
2.		i.			
		ii.			
		iii.			
		iv.			
		v.			
3.		i.			
		ii.			
		iii.			
		iv.			
		v.			

4 Progress on sub projects, capacity building, youth development and led monitoring based on the results framework indicators.

a. INFRASTRUCTURE SUB PROJECTS

Section 2 Progress on sub project, Capacity building, Youth Development and LED Monitoring

Environmental & Social Safeguards

SOCIAL AND ENVIRONMENTAL RISKS

Community/cluster	**Name and Type of subproject**	**Type of Environmental risk/concern identified/observed (drop** down for each community)	**Mitigation measures**
		Dust pollution	
		Noise	
		Water/stream/river contamination	
		Poor sanitary conditions	
		Accidental releases Spillage (oil, chemicals etc.)	

Health and Safety

Did any of the ff occur during the Month	Indicate number of occurrences	**No. of Victims**	**Action taken**
Injuries (from cutlasses, pickaxes, shovel, etc.)		No. of Victims:	
Snake bite and or bee attack		No. of Victims:	
Sudden illness by participant (s)		No. of people:	

Stakeholder Engagement

Date	Name of Community	Type of Stakehol der	Method of	Number of people engaged/grou	Issues discussed with	Actions taken on community concerns

	/Cluster	engage ment	engagem ent	ps engaged (Male, Female, Youth	communiti es	

Grievance Redress Mechanism (GRM)

Date	Community /cluster	Number of Complaints	Type of complaint/ Grievances	Gender of the person who raised the grievance	Status of Grievance Redress (Resolved/Not resolved) a	how it was resolved

2 ANNEX 7: SOCO RESULTS FRAMEWORK

Gulf of Guinea Northern Regions Social Cohesion Project (P175043)
RESULTS FRAMEWORK

Y1	Y2	Y3	Y4	Y5 Closing
Till 30 June 2023	1 Jul 2024 – 30 June 2025	1 Jul 2024 – 30 June 2025	1 Jul 2025 – 30 June 2026	1 Jul 2026 – 31 May 2027

Component 1: Investing in Community Resiliency and Inclusion

Indicator 1: People having access to project built or rehabilitated socio-economic and climate resilient infrastructure and services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	**People having access to project built or rehabilitated socio-economic and climate resilient infrastructure and services (disaggregated by sex and youth) (Number)**		81,000.00	283,500.00	526,500.00	729,000.00	810,000.00
	% coverage per year		***10%***	***25%***	***30%***	***25%***	***10%***
	Additional Target: Women (40%)		93,780.00	328,230.00	609,570.00	844,020.00	937,800.00
	Additional Target: Youth (40%)		93,780.00	328,230.00	609,570.00	844,020.00	937,800.00

Assumptions behind RF targets: 400 beneficiaries per $50K C1.1 sub project; 800 beneficiaries per $100K C1.2 mkt infra sub project ($150K envelop: $100K mkt infra + $50K livelihood activities); 200 youth beneficiaries per $37.5K C1.3 sub project (either up to $40K per cluster infra OR $5K per social cohesion activity per village)

Indicator 2: New job opportunities created as a result of project activities (disaggregated by sex and youth) (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	New job opportunities created as a result of project activities (disaggregated by sex and youth) (Number)	0.00	2,119.00	12,713.00	25,425.00	38,138.00	42,375.00
	% coverage per year		5%	25%	30%	30%	10%
	Additional Target: Women (40%)		2,434.40	14,607.20	29,214.00	43,821.20	48,690.00
	Additional Target: Youth (40%)		2,434.40	14,607.20	29,214.00	43,821.20	48,690.00

Assumptions- Sum of the following jobs created: 10 laborers hired per C1.1 and C1.3 sub-projects; + 15 laborers hired per C1.2 sub-projects; +100 livelihood C1.2 beneficiaries per cluster (assuming $50K for livelihood per cluster); +50 market vendors benefit from each $100k C1.2 market investment

Indicator 3: Community socio-economic climate-resilient infrastructure rehabilitated or constructed under the project (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Community socio-economic climate-resilient infrastructure rehabilitated or constructed under the project (Number)	0.00	211.00	563.00	914.00	1,266.00	1,406.00
	% coverage per year		15%	25%	25%	25%	10%

Assumption: End Target subprojects = C1.1 envelop with an ave. $50k (Togo and CIV) or $60K (Benin and Ghana) per C1.1 sub project

Subcomponent 1.2: Strategic economic investments for climate-resilient economic development

Indicator 4: Rural markets rehabilitated or expanded under the project (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Rural markets rehabilitated or expanded under the project (Number)**	**0.00**	**0**	0.00	75.00	135.00	150.00
	% coverage per year		**0**	**50%**	**40%**	**10%**	**0%**

Assumptions:

- *67% of total C1.2 envelop will go to C1.2 mkt infra subprojects, remaining 33% will go to C1.2 livelihood/CIG activities*
- *(OR 100K out of the total 150K per cluster will go to C1.2 mkt infra subproject and 50k to C1.2 livelihood/CIG activities)*

Indicator 5: Farmers reached with agricultural assets or services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Farmers reached with agricultural assets or services (CRI, Number)**	**0.00**	0.00	1,125.00	5,625.00	10,125.00	11,250.00
	% coverage per year		**0%**	**10%**	**45%**	**45%**	**0%**

Assumptions:33% of total C1.2 envelop will go to C1.2 livelihood/CIG (equipment / commercial & service activities), while 67% to C1.2 mkt infra subprojects (OR 50K out of the total 150K per cluster will go to C1.2 livelihood/CIG activities and 100k to C1.2 mkt infra subproject)

Indicator 6: Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services (Number)**	**0.00**	0.00	450.00	2,250.00	4,050.00	4,500.00
	% coverage per year		**0%**	**10%**	**45%**	**45%**	**0%**

Assumptions: 40% of target of females for above indicator "Farmers reached with agricultural assets or services"

Component 2: Building foundation and capacity for inclusive and resilient communities

Indicator 7: People participating in local capacity building activities

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**People participating in local capacity building activities (Number)**	**0.00**	1,772.00	4,725.00	7,678.00	10,631.00	11,813.00
	% coverage per year		**15%**	**25%**	**25%**	**25%**	**10%**

Assumptions:7 staff per local government; 7 trained community members per community

Indicator 8: Community Facilitators and Technical Facilitators trained and using their participatory development skills

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Community Facilitators and Technical Facilitators trained and using their participatory development skills (Number)**	**0.00**	76.00	127.00	127.00	127.00	127.00
	% coverage per year		60%	40%	0%	0%	0%

Component 3: Regional Coordination Platform and Dialogue

Indicator 9: Completed studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the Committee for Regional Coordination (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Completed studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the Committee for Regional Coordination (Number)**	0	0.00	2.00	4.00	7.00	10.00
	% coverage per year		**0**	**20%**	**20%**	**30%**	**30%**

Assumptions:at least 2 studies per country for Y2 and Y3; 3 studies per country for Y4 and Y5

Indicator 10: Establishment of digital platforms by country with effective data sharing at regional level (Yes/No)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Establishment of digital platforms by country with effective data sharing at regional level (Yes/No)	No	Yes	Yes	Yes	Yes	Yes

Indicator 11: Actions implemented by each country of the agreed annual joint regional action plan (Percentage)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	Actions implemented by each country of the agreed annual joint regional action plan (Percentage)	0.00	0.00	80.00	90.00	95.00	100.00
%			0	80%	10%	5%	5%

Indicator 12: Monthly active users of the Community-Driven Development/Citizen Engagement applications (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Monthly active users of the Community-Driven Development/Citizen Engagement applications (Number)	0.00	183.00	489.00	795.00	1,101.00	1,223.00
	% coverage per year		15%	25%	25%	25%	10%

Community Participation and Perception Survey RF indicators

Indicator 13: Households in target communities who participated in planning, decision-making, or monitoring of subprojects (Percentage)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Households in target communities who participated in planning, decision-making, or monitoring of subprojects (Percentage) *Same targets for all countries*	0.00	50.00	50.00	50.00	50.00	50.00

Indicator 14: Surveyed women and youth beneficiaries reporting that they have a say in community decision-making

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Surveyed women and youth beneficiaries reporting that they have a say in community decision-making (Percentage) *Same targets for both women and youth*	0.00			60.00		70.00

Indicator 15: Beneficiaries surveyed reporting project investments reflected their needs (disaggregated by sex and youth

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Beneficiaries surveyed reporting project investments reflected their needs (disaggregated by sex and youth)[24] (Percentage)	0.00			75.00		85.00

Indicator 16: Beneficiaries reporting that project investments have positively contributed to increased trust among community members

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	Beneficiaries reporting that project investments have positively contributed to increased trust among community members (Percentage)	0.00			75.00		80.00

[24] Disaggregated data for male vs female and youth should be collected but no individual targets required for each group.

ANNEX 8: MONITORING AND EVALUATION PLAN OF SOCO

MINISTRY OF LOCAL GOVERNMENT DECENTRALIZATION AND RURAL DEVELOPMENT

GULF OF GUINEA NORTHERN REGIONS SOCIAL COHESION PROJECT

MONITORING AND EVALUATION PLAN[25]

Y1	Y2	Y3	Y4	Y5 Closing
Till 30 June 2023	1 Jul 2023 – 30 June 2024	1 Jul 2024 – 30 June 2025	1 Jul 2025 – 30 June 2026	1 Jul 2026 – 31 May 2027

Overall assumptions behind RF targets:

- ***Baseline is 0 for all RF indicators.***
- *Total C1 is 75% of total financing envelop[26], out of which 75% is C1.1, 20% is C1.2 and 5% in C1.3.*
- *C1.1: Ave of $60,000 per C1.1 sub project*
- *C1.2: $150,000 per cluster, broken down into:*
    - *$100,000 per C1.2 mkt infra subproject*
    - *$50,000 total of C1.2 livelihood activities*
- *C1.3 total envelop:*
    - *50% - $37.5K per youth cluster subproject*
    - *50% - $ 5k per social cohesion activity*

[25] Templates (Monitoring and Reporting) have been developed at the community/cluster, district, and National Levels to measure and report on progress of all indicators in the results framework.

[26] C2 is 10%; C3 is 5% and C4 is 10% of total project financing envelop.

PROJECT DEVELOPMENT OBJECTIVE

Improve regional collaboration as well as the socio-economic and climate resilience of border communities in the target northern regions of the Gulf of Guinea countries exposed to conflict and climate risk."

Component 1: Investing in Community Resiliency and Inclusion

Indicator 1: People having access to project built or rehabilitated socio-economic and climate resilient infrastructure and services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	**People having access to project built or rehabilitated socio-economic and climate resilient infrastructure and services (disaggregated by sex and youth) (Number)**	**0.00**	81,000.00	283,500.00	526,500.00	729,000.00	810,000.00
	% coverage per year		***10%***	***25%***	***30%***	***25%***	***10%***
	Additional Target: Women (40%)						
	Additional Target: Youth (40%)						

Assumptions behind Results Frame targets: 400 beneficiaries per $60,000 C1.1 sub project; 800 beneficiaries per $100,000 C1.2 market infra sub project ($150,000 envelop: $100,000 market infra + $50,000 livelihood activities); 200 youth beneficiaries per $37.5k C1.3 sub project (either up to $40,000 per cluster infra OR $5000 per social cohesion activity per village)

Indicator Nam	Definition/Description	Frequency	Datasource	Methodology fo Data Collection	Responsibility Data Collectio
People having access to project built or rehabilitated	Definition: Number of persons having access to and use of climate screened project-built or rehabilitated infrastructure and services (e.g., all weather roads, water, schools, markets, etc.) under C1.1, 1.2 and 1.3. This indicator	Annual	Project MIS, sub-project completion reports, field	[Annual] Review of field reports/surveys	National level PIUs with support from

socio-economic and climate resilient infrastructure and services (disaggregated by sex and youth)	will be disaggregated by sex and youth. The target for women is 40% and youth 40%.
	Description:
	All subprojects under C1 should be climate screened as part of the prioritization and selection of the sub-project.
	
	No. of beneficaries will be estimated by sub-project type as informed by:
	• Using total population count of community that benefit
	  ○ e.g. total population of all the communities that have access to or use the infratructure: road, market upgrading, school/ health post rehabilitation
	• This will be used for connectivity infrastructure like roads.
	  And average user statistics of similar water related infrastruture like wells, small dams vs boreholes; electricity grid. CFs, FMC will collect the data on the actual users of the facility like schools, boreholes, CHPS, Toilets
	• Do not double count the population of the community for multiple sub-projects (if that same community benefits from multiple sub-projects)
	
	Women/ youth targets will be calculated by:
	• Reference usage data of infrastructure (where available); or data from the census
	• Youth: individuals ranging from 15 to 35 years (as specified in country PIM)
	
	From the francophone PIUs
	• The three PIUs agreed to follow the approach proposed in the reference document, i.e. to rely on the number of inhabitants or the local population of the communities (i.e. not direct users)
	• However, each PIU may in parallel develop a differentiated calculation by type of infrastructure (health, education, boreholes, etc.) in order to have more precise information and align with national reporting requirements.
			reports, Census data (e.g. community population/ proportion)	[Annual] Review of C1.1, C1.2 and C1.3 Subproject Completion Activity Reports in MIS	regional PIU offices

	• For infrastructures at the district level, geographical proximity will be the main criteria used to identify beneficiary communities (so that the full population of the district is not included in the computation)				

Indicator 2: New job opportunities created as a result of project activities (disaggregated by sex and youth) (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	**New job opportunities created as a result of project activities (disaggregated by sex and youth) (Number)**	**0.00**	2,119.00	12,713.00	25,425.00	38,138.00	42,375.00
	% coverage per year		**5%**	**25%**	**30%**	**30%**	**10%**
	Additional Target: Women (40%)						
	Additional Target: Youth (40%)						

Assumptions- Sum of the following jobs created: 10 laborers hired per C1.1 and C1.3 sub-projects; + 15 laborers hired per C1.2 sub-projects; +100 livelihood C1.2 beneficiaries per cluster (assuming $50,000 for livelihood per cluster); +50 market vendors benefit from each $100,000 C1.2 market investment

Indicator Na	Definition/Description	Freq	Datasource	Methodology for Data Collection	Responsibility Data Collectio
New job opportunities s created as a result of project activities	Definition: Measures the number of new job opportunities created as a result of project activities. It includes jobs related to public works as part of project-financed investments under C1 and new job opportunities created linked to C1.2 LED market activties and C1.3 activities.	Annual	field reports/ survey reports	[Annual] Review of field reports/surveys. [Annual] Review of infra subproject Progress/Completion activity reports in MIS (e.g. no of	National PIUs

(disaggregated by sex and youth)	The results of this indicator will also be broken down by sex and youth. The target for women beneficiaries is 40% and for youth 40%. **Description:** Sum of jobs created (disaggregated by sex and youth): • Laborers contracted for the construction of the subprojects for C1.1, C1.2 and C1.3 • Beneficiaries of livelihood/ LED activities • Beneficiaries of Common Interest Groups (CIGs) • Market vendors at market where C1.2 market infra projects is sited who benefit from the mkt infra subproject **Implication:** • *40% of laborers hired/ LED & CIG beneficiaries/ Market vendors should be female.* • *40% of laborers hired/ LED & CIG beneficiaries/ Market vendors should be youth.* **From the francophone PIUs** The PIUs agreed to aggregate: • Laborers contracted for sub-project. • People working in rehabilitated markets. • Members of the groups that received support as part of the LED activities. Data will be collected both through traditional M&E tools and the digital app		Data for e-payment system for unskilled labour	laborers hired, mkt vendors benefiting, disaggregated) [Annual] Review of Livelihood Progress/Completion Activity Report (with no. of selected beneficaries, disaggregated) [Annual] Review of CIG Progress/Completion Activity Report (with no. of selected beneficaries, disaggregated)	

Indicator 3: Community socio-economic climate-resilient infrastructure rehabilitated or constructed under the project (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Community socio-economic climate-resilient infrastructure rehabilitated or constructed under the project (Number)**	**0.00**	211.00	563.00	914.00	1,266.00	1,406.00
	% coverage per year		**15%**	**25%**	**25%**	**25%**	**10%**

Assumption: End Target subprojects = C1.1 envelop with an ave. 60,000 Ghana) per C1.1 sub project

Indicator Na	Definition/Description	Frequency	Datasource	Methodology for Data Collection to	Responsibility f Data Collection
Community socio-economic climate-resilient infrastructure rehabilitated or constructed under the project	Definition: Measures the number and type of community infrastructure identified by communities and completed by the project for **C1.1 and C1.3** amd (C1.2 mkt infra) Description: Community infrastructure is considered completed when all works have been completed and handed over to the community for access and use. Only add from francophone PIUs: since resilience to climate is a criteria for the approval of sub-projects, all infrastructures completed are considered climate resilient	Annual	Project MIS	[Annual] Review of field reports/surveys [Annual] Review of C1.1 and C1.3 Subproject Completion Activity Reports	National PIUs

Subcomponent 1.1: Community investments for strengthening local resilience and inclusion

No specific indicator

Subcomponent 1.2: Strategic economic investments for climate-resilient economic development

Indicator 4: Rural markets rehabilitated or expanded under the project (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Rural markets rehabilitated or expanded under the project (Number)**		0.00	75.00	135.00	150.00	150.00
	% coverage per year		**0**	**50%**	**40%**	**10%**	**0%**
	Ghana		0.00	75.00	135.00	150.00	150.00

Assumptions:

- *67% of total C1.2 envelop will go to C1.2 mkt infra subprojects, remaining 33% will go to C1.2 livelihood/CIG activities*
- *(OR 100,000 out of the total 150,000 per cluster will go to C1.2 market infra subproject and 50,000 to C1.2 livelihood/CIG activities)*

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Rural markets rehabilitated or expanded under the project	Definition: Measures the total number of completed rural market rehabilitation or expansion sub-projects financed under component 1.2. No additional comments from francophone PIUs	Annual	Project MIS, activity reports	[Annual] Review of C1.2 Review of field visits reports [Annual] Review of C1.2 Subproject Completion Activity Report (with beneficary numbers)	National PIUs

Indicator 5: Farmers reached with agricultural assets or services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Farmers reached with agricultural assets or services (CRI, Number)**	0.00	0.00	1,125.00	5,625.00	10,125.00	11,250.00
	% coverage per year		**0%**	**10%**	**45%**	**45%**	**0%**

Assumptions:33% of total C1.2 envelop will go to C1.2 livelihood/CIG (equipment / commercial & service activities), while 67% to C1.2 mkt infra subprojects (OR 50K out of the total 150K per cluster will go to C1.2 livelihood/CIG activities and 100k to C1.2 mkt infra subproject)

Indicator Name	Definition/Description	Freq	Data source	Methodology for Data Collection	Responsibility Data Collection
Farmers reached with agricultural assets or services	Definition: This indicator measures the number of farmers who were provided with agricultural assets or services as a result of World Bank project support. Description: • "Agriculture" or "Agricultural" includes: crops, livestock, capture fisheries, aquaculture, agroforestry, timber, and non-timber forest products. • Assets include property, biological assets, and farm and processing equipment. Biological assets may include animal agriculture breeds (e.g., livestock, fisheries) and genetic material of livestock, crops, trees, and shrubs (including fiber and fuel crops). • Services include research, extension, training, education, ICTs, inputs (e.g., fertilizers, pesticides, labor), production-related services (e.g., soil testing, animal health/veterinary services), phyto-sanitary and food safety services, agricultural marketing support services (e.g., price monitoring, export promotion), access to farm and post-harvest machinery and storage facilities, employment, irrigation and drainage, and finance.	Annual	Project MIS, activity completion reports, field visits	[Annual] Review of: • Livelihood Progress/Completion Activity Report (with beneficaries, assets/svc/ received, agri vs non agri, resulting increase in income) • CIG Progress/Completion Activity Report (with beneficaries, assets/svc/ received, agri vs non agri, resulting increase in income) • C1.2 Livelihood/CIG Training Reports (distinct individuals trained, agri vs non agri)	PIU, technical NGO/service providers

	• Farmers are people engaged in agricultural activities or members of an agriculture-related business (disaggregated by men and women) targeted by the project. • Covers all C1.2 benenficiaries of agri related C1.2 livelihood/CIG activities and training (including receiving assets and services) **Suggestion from the francophone PIUs:** Count all of the members of agricultural grops and farmer associations that received support under the project.				

Indicator 6: Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services (Number)**	0.00	0.00	450.00	2,250.00	4,050.00	4,500.00
	% coverage per year		**0%**	**10%**	**45%**	**45%**	**0%**

Assumptions: 40% of target of females for above indicator "Farmers reached with agricultural assets or services"

Indicator Name	Definition/ Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services	Definition: This indicator measures the number of female beneficiaries reporting an increase in annual income as a result of benefiting from agricultural assets and services under component 1.2. Description: *40% female target for above indicator "Farmers reached with agricultural*	Annual	Project MIS, activity completion reports, field visits	Review of technical documents *(same as indicator "Farmers reached with agricultural assets or services", see above)*	PIU, technical NGO/service providers

	assets or services"(see detailed description under that indicator) **Additional inputs from francophone PIUs**: Suggestion to use surveys of the female members of farmer association to get an estimate of the share who report an increase in income. Extrapolate from this share to get the count.				

Subcomponent 1.3: Youth engagement and social cohesion activities

No specific indicator

Component 2: Building foundation and capacity for inclusive and resilient communities

Indicator 7: People participating in local capacity building activities

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**People participating in local capacity building activities (Number)**	0.00	1,772.00	4,725.00	7,678.00	10,631.00	11,813.00
	% coverage per year		**15%**	**25%**	**25%**	**25%**	**10%**

Assumptions:7 staff per local government; 7 trained community members per community

Indicator Name	Definition/ Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
People participating in local capacity building activities	Definition: Measures the number of community members and or local government staff participating in capacity building activities to strengthen their capacity to be engaged in and/or manage local investments.	Annual	Project MIS, training reports	[Annual] Review of C2 Local Development Planning Training Completion Activity Report (no. of people	National PIUs

	Description: Only covers training activities related to local development planning (e.g. participatory M&E / facilitation skills; budgetary planning, Finance management, procurement). It excludes other types of training relating to livelihood, social cohesion, climate resilience etc. People trained can include only local government staff, community facilitators, technical facilitating partners, community members (but not PIU staff).			trained, recipient type [e.g. CF, community, local govt], activity)	

Indicator 8: Community Facilitators and Technical Facilitators trained and using their participatory development skills

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Community Facilitators and Technical Facilitators trained and using their participatory development skills (Number)**	**0.00**	**217.00**	**362.00**	**362.00**	**362.00**	**362.00**
	% coverage per year		60%	40%	0%	0%	0%
	Benin	0.00	38.00	63.00	63.00	63.00	63.00
	Côte d'Ivoire	0.00	76.00	127.00	127.00	127.00	127.00
	Ghana	0.00	76.00	127.00	127.00	127.00	127.00
	Togo	0.00	30.00	51.00	51.00	51.00	51.00

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Community Facilitators and Technical Facilitators trained and using their participatory development skills	Definition: Measures the number of community facilitators and technical facilitators for C1.1, C1.2 and C1.3 activities who have been: • trained by the project AND • Engaged for at least one full cycle (i.e. one year investment cycle; OR from community mobilization until the prioritization/selection of subproject in at least one of the assigned community, in implementing any C1 infra subproject, or C1.2 livelihood/CIG activities, or C1.3 social cohesion activity)	Annual	Project MIS, CDD application, training completion reports, facilitator evaluation reports	[Annual] Review of following documents: - C2 Local Development Planning Training Completion Activity Report, or any other training reports, where training has been completed by the Community or Tech Facilitator	National PIU, facilitating partners when relevant

Component 3: Regional Coordination Platform and Dialogue

Indicator 9: Completed studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the Committee for Regional Coordination (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Completed studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the Committee for Regional Coordination (Number)**	0.00	0.00	2.00	4.00	7.00	10.00
	% coverage per year		**0**	**20%**	**20%**	**30%**	**30%**

Assumptions:at least 2 studies per country for Y2 and Y3; 3 studies per country for Y4 and Y5

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Completed studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the Committee for Regional Coordination	Definition**:** Measures the number of published studies on key FCV themes and/or climate fragility sponsored by the project and endorsed by the CRC. Decription: This includes journal/ academic papers, articles, blogs, analysis, research reports that has been made available to the public via print or online. The CRC endorsement can be provided via email or as recorded in the CRC meeting minutes/documentation.	Annual	digital knowledge management platform	[Annual] Review of documentation for CRC endorsement of planned study reports (e.g. CRC meeting minutes, email) [Annual] Review of FCV Study Completion Report (with weblinks of studies published or printed studies)	RCC, National PIUs

	CRC could also discuss planned studies for the year ahead to promote regional coordination of research in the region.				

Indicator 10: Establishment of digital platforms by country with effective data sharing at regional level (Yes/No)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Establishment of digital platforms by country with effective data sharing at regional level (Yes/No)** ***For all countries***	No	Yes	Yes	Yes	Yes	Yes

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Establishment of digital platforms by country with effective data sharing at regional level	Definition: Data platform launched with backend integration in place for regional data sharing Decription: Website for country data platform functional, with relevant information also accessible to the public, and weblinks to data/ data platforms of the other participating countries.	Once-off		Verification of functioning webpage for country's data platform with the SOCO project information and related data (with weblinks to data/data platform of other countries)	

Indicator 11: Actions implemented by each country of the agreed annual joint regional action plan (Percentage)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
PI	**Actions implemented by each country of the agreed annual joint regional action plan (Percentage)**	**0.00**	**0.00**	**80.00**	**90.00**	**95.00**	**100.00**
%			0	80%	10%	5%	5%

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Actions implemented by each country of the agreed annual joint regional action plan	Definition: Measures the percentage of actions implemented by each country to support the regional harmonization of policies and investments in the Gulf of Guinea's lagging region, agreed during an annual coordination meeting with participation of the four countries. Description: List of actions (by country) should be reflected in the regional action plan that will be endorsed during the Annual Forum	Annual	Annual forums meeting minutes, activity completion reports	[Annual] Review of: - Annual Regional action plan, endorsed during the Annual Forum - Regional Action Activity Completion Report (based on the regional action plan from the previous year's Annual Forum)	CRC chair, national PIUs

Indicator 12: Monthly active users of the Community-Driven Development/Citizen Engagement applications (Number)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Monthly active users of the Community-Driven Development/Citizen Engagement applications (Number)**	0.00	183.00	489.00	795.00	1,101.00	1,223.00
	% coverage per year		15%	25%	25%	25%	10%

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Monthly active users of the Community-Driven Development/Citizen Engagement applications	Definition: Measures the number of people using the CDD/CE app at least once a month. Description: Users will include facilitators and community committee members, as well as staff from local and central government – who are involved in collecting citizen voice, project monitoring data, feedback or grievances/complaints via digital means. Examples include mobile phone applications (project specific apps or government apps or WhatsApp etc.), MIS modules collected via tablets, project website and social media pages.	Annual	Digital CDD application analytics	Technical review of: - Users Statistics Report for mobile application/tablets (with app analytics; user rates)	National PIU

Community Participation and Perception Survey RF indicators

Indicator 13: Households in target communities who participated in planning, decision-making, or monitoring of subprojects (Percentage)

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Households in target communities who participated in planning, decision-making, or monitoring of subprojects (Percentage)** ***Same targets for all countries***	**0.00**	**50.00**	**50.00**	**50.00**	**50.00**	**50.00**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Households in target communities who participated in planning, decision-making, or monitoring of subprojects	Definition: Measures the number of households in communities out of the total number of households in each community supported by C1 of the project that participate in planning, decision-making, or monitoring activities. Description: Using the proxy of the maximum no. of people that participated in any project - supported community meeting/event related to C1, divided by the total number of households in the community. Take a sample of the HHs to do a survey yearly Can consider alternative methods in Y1 To avoid double counting and for simplicity, it assumes each person attending the meeting is	Annual	Project MIS, activity reports	Review of community data and activity reports [Annual] Review of: - Baseline Community Profile data (total no. of households)	National PIUs

	from different households. The community meeting/events excludes training.				

Indicator 14: Surveyed women and youth beneficiaries reporting that they have a say in community decision-making

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Surveyed women and youth beneficiaries reporting that they have a say in community decision-making (Percentage)** ***Same targets for both women and youth***	**0.00**			**60.00**		**70.00**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Surveyed women and youth beneficiaries reporting that they have a say in community decision-making	Definition: Measures the percentage of surveyed women and youth in communities financed by the project across the four countries reporting having a say in community decision making as a result of the project activities To have a say means : you are part of the identification, selection and prioritization of subprojects. Description: Harmonized data collection/ sampling methodology and standardized questionaire to be used during mid-term (Y3)	mid-term and end-year	Study/survey reports	~~Survey of a sample of target communities~~ Qualitative / perception survey at mid-term (Y3) and project closing (Y5)	National PIU

	and project closing (Y5) across 4 countries that will be coordinated across countries				

Indicator 15: Beneficiaries surveyed reporting project investments reflected their needs (disaggregated by sex and youth

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Beneficiaries surveyed reporting project investments reflected their needs (disaggregated by sex and youth)[27] (Percentage)**	**0.00**			**75.00**		**85.00**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Beneficiaries surveyed reporting project investments reflected their needs (disaggregated by sex and youth)	Definition: Measures perception of community members on project investments under component 1. Percentage of community members based upon sample. Description: Harmonized data collection/ sampling methodology and standardized questionaire to be used during mid-term (Y3) and project closing (Y5) across 4 countries that will be coordinated across countries	mid-term and end-year	Study/survey reports	Qualitative / perception survey at mid-term (Y3) and project closing (Y5)	National PIUs

[27] Disaggregated data for male vs female and youth should be collected but no individual targets required for each group.

Indicator 16: Beneficiaries reporting that project investments have positively contributed to increased trust among community members

Type	Indicator Name	Baseline	Intermediate Targets				End Target
			Y1	2	3	4	5
II	**Beneficiaries reporting that project investments have positively contributed to increased trust among community members (Percentage)**	**0.00**			**75.00**[28]		**80.00**

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Beneficiaries reporting that project investments have positively contributed to increased trust among community members	Definition: Measures the percentage of people surveyed in communities benefiting by project investments reporting increased trust within their community as a result of the project. Description: Harmonized data collection/ sampling methodology and standardized questionaire (with retroactive questions) to be used during mid-term (Y3) and project closing (Y5) across 4 countries that will be coordinated across countries (with supporting qualitative studies as needed to inform design)	mid-term and end-year	Study / survey reports	Qualitative studies / perception surveys at mid-term (Y3) and project closing (Y5)	National PIUs

Other indicators to track across countries outside the RF:

- Grievances relayed through the GRM system that are addressed in the specified timeframe
- No. of beneficiaries of unskilled labour payed in a timely fashion (i.e. within 12 days from the completion of work) – epayment

[28] PAD reflected 70% but revised here as 75% in line with individual country targets of 75%.

- C1.3 Social cohesion activities; conflict resolution training
-
- Climate: % of people doing all-year-round farming due to access to water infrastructure under the project (add in yearly survey) -

ANNEX 9: GLOSSARY

Accountability: The obligations of parties to act according to clearly defined performance expectations, often concerning the prudent use of resources. being answerable to stakeholders such as taxpayers, civil society, and communities for what has been done, why, and how, including justifying or explaining costs and any negative results.

Activity: Actions taken or work performed through which inputs, such as funds, technical assistance, and other types of resources, are mobilized to produce specific outputs

Appraisal: An overall assessment of the relevance, feasibility, and potential sustainability of an intervention prior to a decision regarding funding or implementation. The purpose of the appraisal is to enable decision-makers to decide whether the activity represents an appropriate use of resources.

Assumptions: A set of factors and beliefs that form the basis of the intervention logic, and factors or risks, that affect its relevance, progress or success. Assumptions are the conditions necessary for the cause-and-effect relationships between the different levels of results (i.e. to move from activities to outputs, outputs to outcomes, and outcomes to impacts)

Baseline: The conditions existing prior to an intervention or at the beginning of the period, against which changes can be measured, monitored and evaluated.

Beneficiaries : The individuals, groups, or organisations, whether targeted or not, that benefit, directly or indirectly, from the intervention

Citizen Report Card: A participatory survey tool that collects feedback from citizens on public services and government performance. It is a form of social accountability mechanism that empowers citizens to voice their experiences and hold service providers accountable. Citizens provide feedback on aspects such as accessibility, quality, reliability, efficiency, and user satisfaction of the project.

Community Scorecard: A participatory tool used for community-based monitoring and evaluation of public services. It facilitates dialogue between service providers and the community to assess the quality of services, identify problems, and develop action plans for improvement

Data collection tool : Methods used to identify information sources and collect information. Examples include informal and formal surveys, direct and participatory observations, community interviews, focus groups, expert opinions, case studies, and literature search

Effects: Intended or unintended changes due directly or indirectly to an intervention

Evaluation feedback: The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning or accountability. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience

to people affected by the intervention, as well as funders, implementers, decision makers and other stakeholder

Evaluation: The systematic and objective assessment of a planned, ongoing or completed intervention, its design, implementation and results. The aim is to determine relevance, coherence, effectiveness, efficiency, impact and sustainability. Evaluation also refers to the process of determining the worth or significance of an intervention.

GLOSSARY OF TERMS

Goal : The higher-order objective to which an intervention is intended to contribute

Impact evaluation: An evaluation that assesses the degree to which the intervention meets its higher-level goals and identifies the causal effects of the intervention. Impact evaluations may use experimental, quasiexperimental and non-experimental approaches

Impacts The higher-level effects of an intervention's outcomes. The ultimate effects or longer-term changes resulting from the intervention. Such impacts can include intended and unintended, positive or negative higher-level effects

Indicator: Quantitative or qualitative factor or variable of interest, related to the intervention and its results, or to the context in which an intervention takes place.

Inputs: The financial, human, material (in-kind), and institutional (including technological and information) resources used for the intervention. Include not only the resources of a funding or implementing organisation but the totality of resources of all involved organisations, the community and the local environment used for the intervention.

Key Performance Indicator (KPI) : A subset of indicators that are considered to be the most important to achieving goals, and used to monitor progress, in an ongoing way.

Knowledge management: The process or approach through which institutions capture, distribute, retain and effectively use knowledge to achieve their goals.

Lessons learnt: Generalisation or extrapolation of findings and translation of analysis into relevant knowledge that supports decision making, improves performance and promotes the achievement of better results in other settings . lessons highlight strengths or weaknesses in the preparation, design, and implementation of interventions that affect performance and results. A lesson may be positive, neutral or negative

Management Information System: An integrated system that collects, processes, stores, and disseminates information to support decision-making, coordination, control, analysis, and visualization

within an organization. MIS is used to improve efficiency, streamline processes, and provide managers with the information needed to make strategic decisions

Mid-term evaluation: Evaluation performed towards the middle of the period of implementation of the intervention.

Monitoring: A continuing process that involves the systematic collection or collation of data (on specified indicators or other types of information). Provides the management and other stakeholders of an intervention with indications of the extent of implementation progress, achievement of intended results, occurrence of unintended results, use of allocated funds and other important intervention and context-related information

Objective: Intended positive impacts contributing to physical, financial, institutional, social, well-being, environmental, or other benefits to a society, community, or group of people via one or more interventions

Outcomes The short-term and medium-term effects of an intervention's outputs. Outcomes are often changes in the institutional and behavioural capacities for development conditions that occur between the completion of outputs and the achievement of impacts

Outputs The products, capital goods, and services that result from an intervention. Outputs may also include changes resulting from the intervention that contribute to the achievement of outcomes. Outputs include changes in knowledge, skills, or abilities produced by the activities. Outputs are within the control of the implementing team and attributable to it

Participatory monitoring and evaluation: An approach in which partners (including target groups) work together and are actively involved in monitoring and evaluation including designing plans, collecting and interpreting data, documenting and using findings, and formulating conclusions and recommendations

Performance indicator: Quantitative or qualitative factor or variable that provides a simple, verifiable, and reliable means to measure the performance of an actor, generally in terms of the process of implementation.

Performance monitoring: A continuous process of collecting and analyzing data to compare how well an intervention is being implemented against expected results

Quality assurance: Any activity or process that is used to assess and improve the merit or the worth of an intervention or its compliance with given standards and requirements. Examples of quality assurance activities include appraisals, reviews, and evaluations. Quality assurance may also refer to the assessment of the quality of a portfolio and its overall effectiveness.

Randomised Control Trial (RCT): A type of evaluation that randomly assigns access to the intervention, to control influencing variables and limit bias, generating internally valid estimates of results.

Results :The outputs, outcomes or impacts (intended or unintended, positive or negative) of an intervention

Results chain : The causal sequence of an intervention that stipulates the different stages leading to the achievement of the desired objectives. In general, the results chain starts with inputs, which then link to activities and outputs, and culminate in outcomes, and impacts.

Results framework: Explicit articulation (typically, in a graphical or tabular manner) of how a strategy or intervention will achieve the objective(s), including causal relationships and underlying assumptions and risks. Note: Generally, includes indicators (with baseline, data source, means of verification, etc. for each) for the full results chain: inputs, activities, outputs, outcomes, and impacts

Review: An assessment of the performance of an intervention, periodically or on an ad hoc basis. Sometimes the terms “review” and “evaluation” are used as synonyms. However, an evaluation is generally a more systematic and comprehensive assessment than a review. Reviews tend to emphasize operational aspects

Rubric: A framework that sets out criteria and standards for different levels of performance and describes what performance would look like at each level, as a way of answering evaluative questions

Sample: A subset of a given population that is chosen in such a way as to allow extrapolation of findings to the population.

Social accountability mechanisms: Processes and tools used by citizens, civil society organizations, and other stakeholders to hold public officials and service providers accountable for their actions and performance. These mechanisms aim to enhance transparency, accountability, and responsiveness in governance

Sustainability: The extent to which the net benefits of the intervention continue, or are likely to continue. Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time

Target: An objective, usually quantitative, defined as a value on an established indicator. The target is generally set at the beginning of an intervention and is expected to be achieved by a specific point in time with available resources

Terms of reference Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed, the resources and time allocated, and reporting requirements

Theory of Change: A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.