



EFICOR'S **Monitoring,** **Evaluation and** **Learning Policy**

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Applicability	All EFICOR Stakeholders
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Recommended by	Governance Standing Committee
Approved by	EFICOR Board
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EFICOR MONITORING, EVALUATION AND LEARNING POLICY

EFICOR recognizing its commitment to excellence and learning, works towards fulfilling recognized international principles, norms and standards. In fulfilling this, EFICOR has systems for proper monitoring, peer reviews, internal and external assessments to achieve better performance. It recognizes that the divergence caused by specific goals and objectives of EFICOR, may lead to differences in applications of standards across the organization.

A. MONITORING & LEARNING

The following are the principles and systems put in place for Monitoring and Learning:

Monitoring Frequency and Responsible Personnel:

Each project will be monitored at least four times a year by management staff. Of these:

- The Zonal Implementer, Master Trainer, or Manager of the concerned department will conduct two on-site visits.
- One virtual monitoring session will be conducted with the project staff.
- One on-site visit will be conducted by the HQ Management Team. The HQ visit will include the Executive Director, the concerned Department Lead, the Finance Lead and Finance Senior Manager, HR and OE.

Monitoring procedure and reporting

1. The Monitoring person will be there in the project site for three days and monitor various aspects of the project as per the monitoring checklist developed.
2. The Monitoring Report on the prescribed format should be filled at the project site itself and the main findings, concerns and issues should be shared with the Project Coordinator/Project In-charge/ Designated Staff of the Partner Organization in meeting at the end of the monitoring visit.
3. The report is generated and sent from the field to the concerned Lead and copy to the Executive Director.
4. Follow up activity is undertaken on the recommendations provided by the person who monitored the project.
5. If there are Policy changes required in the implementation of the project as per the recommendation of the Monitoring person, the Executive Director will discuss at the Leadership meeting. The recommendation for the change in policy will be forwarded to the Governance Standing Committee and then, to the Board for final approval. If any major changes required in implementation, then supporting partners approval is taken prior to making the changes.

Planning for Monitoring

1. Planning for Monitoring must be a part of project designing, and budgeting at the project level and for the organization as a whole.
2. Monitoring should be managed to ensure cost-effectiveness.
3. Normally the cost for monitoring is budgeted separately in the Project Budget itself taking into account the cost of the Monitoring persons.

Monitoring principles and criteria

Recognizing monitoring is different from policing, both the staff who monitors the project and the staff whose project is being monitored will endeavour to do the following:

1. Respect each other and their views.
2. Have a learning attitude.
3. Be transparent in providing or seeking right and accurate information. In doing this, clear communication concerning the scheduling and scope of monitoring and activities should be shared before the actual monitoring takes place.
4. Ensure documentation resulting from monitoring should be in an easily consultable and readable form so as to also contribute to both transparency and legitimacy.
5. Should have open mind and not have bias attitude.
6. Be sincere while doing the checklist.
7. Ensure monitoring is credible and based on reliable data or observations. The monitoring reports should reflect consistency and dependability in data, findings, judgments, and lessons learned, with reference to the quality of the instruments, procedures, and analysis used to collect and interpret information.
8. Ensure monitoring serves the information needed for the intended users.
9. Ensure monitoring reports present the evidence, findings, issues, conclusions, and recommendations in a complete and balanced way. They shall be both results and action oriented.
10. The lessons from monitoring shall be disseminated by establishing effective feedback system to all stakeholders including Senior Management, operational staff and beneficiaries appropriately.
11. Ensure monitoring involves all staff at the field, community members, community leaders, representatives of CBOs, government officials, and civil society organizations operating in the location in giving feed backs.
12. EFICOR projects will adopt monitoring systems – including planning for relevant performance and, where appropriate and feasible, progress toward impact indicators—that are specific, measurable, achievable, relevant, and time-bound, characteristics that are denoted by the acronym SMART. EFICOR recognizes for the acronym SMART as:
 - a. **Specific.** The system captures the essence of the desired result by clearly and directly relating to the achievement of an objective and only that objective.
 - b. **Measurable.** The monitoring system and indicators are unambiguously specified so that all stakeholders agree on what they cover and there are practical ways to measure them.
 - c. **Achievable and Attributable.** The system identifies what changes are anticipated as a result of the intervention and whether the results are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
 - d. **Relevant and Realistic.** The system establishes levels of performance that are likely

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to be achieved in a practical manner and that reflect the expectations of stakeholders. e. **Time-Bound, Timely, Trackable, and Targeted.** The system allows progress to be tracked in a cost-effective manner at the desired frequency for a set period, with clear identification of the particular stakeholder group(s) to be affected by the project or program.

B. EVALUATION & LEARNING

The following are the principles and systems put in place for Evaluation and Learning:

Duration and the persons who will be involved in Evaluation

1. Normally, evaluation will be carried for Development Programmes, if the project is for a minimum of three years.
2. In case of Donor requirement then the project may be evaluated earlier also.
3. For Relief operations evaluation will be done at the end of the operations if the total relief amount is more than 1 crore or as per the requirement of the supporting partner.
4. Mid term evaluation may be conducted depending on the kind of project and donor requirement.
5. Normally an External Evaluator will head the Team of Evaluators. The Evaluation Team may comprise of Technical experts, Stakeholders including community members and representative from EFICOR Senior Management and/or staff involved in similar kind of project.

Evaluation procedure and reporting

1. To ensure transparency and accountability, the evaluation team should include external evaluators and those not involved in the project at any stage.
2. In normal circumstances, the draft copy of the Evaluation's Terms of Reference (ToR) is written either by EFICOR or the Supporting partner. This will be mutually agreed upon with changes made upon the suggestions given.
3. Either EFICOR or the Supporting partner will identify a list of Potential Evaluators and select among them the Team of Evaluators after mutually agree upon.
4. The Terms of Reference will clearly state who had initiated the evaluation and to whom the report should be submitted.
5. All evaluations should include a response from Management in relation to the evaluation's findings, conclusions, and recommendations and lessons-learned.

Evaluation principles and criteria

1. Ensuring Effective Evaluations

- All projects and activities should be designed with clear, measurable results to allow proper evaluation.
- Every project proposal or agreement must include details on evaluation requirements and methods.

2. Data, Findings, and Impartiality

- Evaluations should be based on accurate data, observations, and lessons learned using reliable methods and indicators.

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- Evaluators must be independent, fair, and free from bias. They should not have been involved in the project at any stage.
- Evaluations should present a balanced view of the project's strengths and weaknesses.

3. Transparency and Stakeholder Involvement

- The evaluation process should be open and involve key stakeholders, including community members and partners.
- All evaluation-related decisions, criteria, and purposes should be clearly communicated.
- Reports should be easy to understand, with clear details on sources, methods, and findings.

4. Usefulness and Learning

- Evaluations should provide practical recommendations to help improve future projects.
- Lessons learned should be shared widely with policymakers, staff, beneficiaries, and the public through reports, meetings, and other knowledge-sharing platforms.

5. Ethical Standards and Confidentiality

- Evaluators must respect the rights, beliefs, and customs of those involved and avoid conflicts of interest.
- Any wrongdoing found during the evaluation should be discreetly reported to the Executive Director for necessary action.
- Institutions and individuals should have the right to provide information confidentially.

6. Expertise and Evaluation Process

- Evaluations require experts in relevant fields such as technical, environmental, and social sciences.
- The team responsible for evaluations must choose skilled, experienced professionals and follow a rigorous assessment method.
- Each evaluation should have clear terms of reference, including scope, purpose, key questions, methodology, timeline, and expected outcomes.

7. Budget for Evaluations

- The cost of an evaluation should be planned within the project budget.
- The total cost should not exceed 2.5% of the project's budget.

Criteria

EFICOR adopts the widely recognized criteria for evaluation, which are as follows:

1. Effectiveness: How effective is the project in achieving the intended project objectives? Specific areas for consideration include:

- a. the level to which EFICOR has achieved the objectives set out in the proposal for the Project (please refer to each output, the purpose and the goal within the logical framework)
- b. the major factors influencing the achievement / non-achievement of the project objectives.
- c. has the project responses targeted the vulnerable and those in need?
- d. to what extent has EFICOR respected local culture, customs and structures in the target communities?

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- e. the appropriateness of the programme both culturally and structurally?
- f. has sufficient effort been devoted to the involvement of the community members in the design, management and implementation of the project?
- g. has the complaint handling mechanism in the community is planned with the community participation and appropriate and timely action taken in a transparent way?
- h. has the project reduced the vulnerability of at-risk communities and helped create a sustainable lifestyle?
- i. was the allocation of expenditure and project inputs between various activities appropriate?
- j. was the timing of these activities appropriate?
- k. has there been adequate attention to advocacy issues, which could strengthen linkages between the community and State providers of service?

2. Impact: What impact (intended and unintended effects (social, physical, environmental, economic and spiritual) both positive and negative has the project had on beneficiaries and non-beneficiaries?

Specific areas for consideration include:

- a. the major factors influencing the impact of the project on beneficiaries and non-beneficiaries
- b. the economic, social, and political impact among the community
- c. the degree to which EFICOR programmes have contributed towards or mitigated against development of a dependency culture in the community.

3. Relevance: How relevant is the project to the needs and priorities of the targeted beneficiaries, a contextual situation to be addressed and donor priorities?

Specific areas for consideration include:

- a. the relevance of the project with the needs and vulnerabilities of the target group;
- b. the use and enhancement by the project of the existing skills, knowledge and coping strategies of the target group;
- c. the contribution of the project to strengthen other stakeholders in its role to work with local communities where applicable;
- d. the consistency of the project with the vision, values, strategy and resources of EFICOR;

4. Efficiency: Has the project been efficient in achieving the intended objectives? Has the project taken into account cost effectiveness in transferring inputs into outputs taking into consideration alternative approaches?

Specific areas for consideration include:

- a. the cost-effectiveness of project activities;
- b. the achievement of objectives to time and to budget;
- c. comparison of the implementation of the project with alternatives;
- d. the appropriateness of the management processes, systems, and structure for the coordination, supervision and monitoring of the project;
- d. the major factors influencing the efficiency of the project.
- e. have all dealings been done with transparent and accountable system of transaction.

5. Sustainability: Will the benefits of the project be sustained after the end of the project? Projects need to be environmentally as well as financially and socially sustainable.



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Specific areas for consideration include:

- a. the ability of the target communities to sustain the project outputs after the end of the project;
- b. the major factors influencing the sustainability of the project.
- f. to what extent has the project built up the capacity of local people and institutions.
- g. has disaster preparedness planning been appropriate, so that the local response to a future tsunami would be better?

6. Coordination and coherence: How has the project been integrated with the activities and priorities of other agencies and organizations (including local and national government)?

Specific areas for consideration include:

- a. the linkages and relationships between the target group, the partner, major donors, and other agencies and organizations.
- b. the coherence of the project with national and local policies as well as with agreed international codes of practices.
- c. the major factors influencing coordination and coherence of the project with the activities and priorities of other agencies and organizations.

KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING

1. The creation, storage, management, sharing, and application of knowledge, including insights from evaluations, are essential for continuous improvement.
2. To enhance evaluation use, organizational learning, and service quality, the Organizational Effectiveness Unit will periodically organize learning circle meetings to share lessons from evaluation processes and outcomes.
3. Evaluation reports will be presented during PACT meetings and other staff forums.