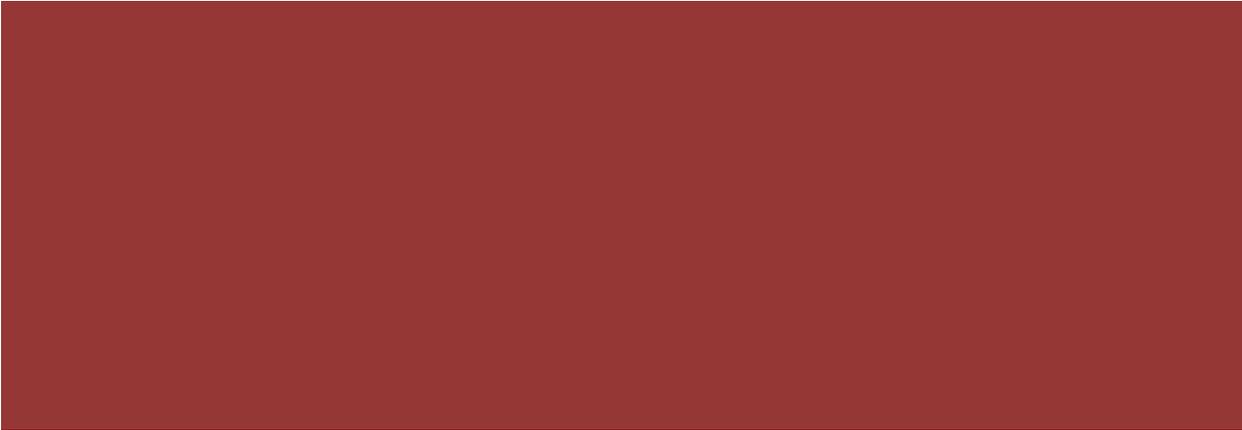# EAC Site Monitoring Guide

Step-by-Step Guide to Conducting Monitoring Site Visits with EAC Partners

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INTRODUCTION

Educate a Child (EAC) is a global initiative that seeks to catalyse efforts to increase the enrolment and retention of primary-aged out of school children (OOSC), with a particular focus on the most marginalized: those who live in extreme poverty, as well as children affected by conflict and natural disasters, children in rural areas and dense urban slums, and those groups that face particular educational challenges such as girls, the disabled, and minorities.

To accelerate the identification of these children and enrolment and completion in primary education, EAC works through a diverse set of strategic, implementing, advocacy, and resource partners, which include major international organizations as well as smaller, locally-based groups. Strategic partners hold a similar mission and vision to EAC and provide advice and access to resources and networks through their reputation and worldwide presence. Implementing partners are on-the-ground organizations with a demonstrated understanding of, and practical approach to, helping OOSC access and complete a quality primary education. Advocacy partners bring their expertise, energy, and persuasive influence to bear, with the goal of changing the situation for the millions of OOSC around the world. Resource partners contribute to EAC's mission by providing evidence of what works in reaching OOSC, innovating the most practical, appropriate, and affordable means to addressing the obstacles faced by OOSC, and providing financial resources to close the funding gap for primary education.

To monitor the progress of EAC partners towards enrolment and completion targets, EAC collaborates with its partners to employ a comprehensive monitoring and evaluation (M&E) framework. Part of the overall M&E plan includes project site monitoring visits to selected project sites. This *EAC Site Monitoring Guide* provides clear steps for preparing, implementing, and following up on monitoring site visits. As with any guide, these steps, protocols, and processes can and should be adapted as needed throughout the life of the EAC program. The guide was field-tested and protocols were modified accordingly.

Objectives of the EAC Site Monitoring Guide

To assist with completing site visits, the EAC Site Monitoring Guide has three main objectives:

1. To review achievements, challenges, innovations and success stories from selected partner projects;
2. To review the management, financial and procurement procedures of selected partner projects; and
3. To review the M&E system and verify reported data of selected partner projects.

Challenges and concerns identified during the site visit will result in an opportunity for EAC and the implementing partner to jointly develop recommendations and next steps. Findings of the monitoring visit can be useful to the participating partner in strengthening their own management, operations and reporting systems.

The Guide is divided into five main sections: (I) Methodology; (II) Conducting a review of accomplishments and challenges; (III) Conducting management, financial and procurement reviews; (IV) Conducting M&E system review and data verification; and (V) Writing the final report. Site visit protocols and checklists are included in the annexes.

NOTE: Ideally, a site monitoring visit will include all sections of this Guide. However, the process of conducting a site visit does NOT need to include an in depth review of all three objectives: accomplishments and challenges; management, financial and procurement reviews; and M&E system review and data verification. This guide can be used to support any of the three objectives independently of the other objectives and is to be modified according to the specific issues prompting the site monitoring visit.

For the purposes of this document the following definitions apply:

EAC Team: The people (one or two) who are responsible for the site monitoring visit, along with relevant EAC technical staff in EAC Headquarters. They are referred to throughout this guide as the "Team."

EAC Site Monitoring Guide: This document, which provides step-by-step guidance on preparing, implementing and following-up a monitoring site visit, hereafter referred to as the "Guide."

SECTION I. METHODOLOGY

Site visits to EAC partner organizations, projects, and their respective locations are conducted collaboratively with implementing partners for the purpose of: learning more about the successes and challenges of the projects; determining the projects' compliance with stated contractual and financial obligations; and assessing the quality of data reported by the project. Site visits generally include **pre-monitoring** activities, including a desk review of project documentation and reports prior to visiting the site. Following this, **monitoring** activities during the site visit may include:

- interviewing project site representatives;
- interviewing related stakeholders (e.g. education staff, students, community members);
- identifying potential success stories;

- reviewing project management, financial and procurement procedures and reports submitted to EAC;
- reviewing monitoring and evaluation procedures and reports submitted to EAC; and
- verifying the quality of reported data

The following section provides guidance on selecting the monitoring sites and preparing for a monitoring visit.

Selection criteria for monitoring site visit locations

EAC resource availability may not support a site monitoring visit to every project, given the exponential nature of partnership expansion over time. Consequently, to ensure that site visits capture the variety of EAC partner interventions and approaches being implemented, EAC will use ***purposeful sampling*** to select projects for the site visits. Purposeful sampling allows EAC to select sites based on a range of relevant criteria, such as size, barriers addressed, geographical proximity, and success/failure to meet targets. With this purposeful sampling approach, there is no need for a sampling plan. However, the findings produced from such a "purposeful" sample cannot be used to make inferences or generalizations about all the sites that participate in the EAC Program.

Three main categories constitute the purposeful sampling selection criteria. An explanation of each category is provided below.

Innovations
In reviewing the technical and financial reports, and monitoring data submitted by projects each reporting cycle, the Team will identify projects that indicate potential innovative approaches to reaching OOSC. Potential innovations may serve as selection criteria for site visits, particularly as related to developing success stories.

Enrolment Variance
EAC will consider selecting projects for site visits that report actual enrolments that are more than 20% above or below their target enrolments following a reporting cycle. Total enrolment variance is defined as the *actual enrolment minus the total projected enrolment.* For example,

17,532 (actual reported) – 12,650 (target/projected) = +4,882 or 38%

In this example, the project may be selected to exemplify a reported enrolment of more than 20% above the target enrolment.

Operations and Management
EAC will consider selecting projects for site visits due to concerns regarding financial, contractual, or technical operations and management related to the project.

Process for Selecting Projects

Annex I provides a *Site Selection Worksheet* to help purposefully select and justify monitoring visits. EAC staff should review the data from the most recent reporting period, including technical, financial and M&E reports and respond to the questions in the worksheet. Recommendations for priority monitoring visits are submitted to the EAC Director for decisions based in part on staff time and budget. Based on the review of the above categories, projects can be arranged in order of priority for conducting site visits.

Preparing for the Site Visits

The Team will prepare for the site visits through the following steps: (a) inform partner of visit and obtain the relevant documents; (b) establish scope of visit (c) estimate the timing required for the site visit; (e) arrange travel logistics; and (f) prepare materials.

Inform Partner of Visit and Obtain Relevant Documents

EAC will notify the project about the impending site visit and request necessary documentation from the partner.

After EAC has notified the project, the Team will gather the following types of documentation in advance of the country mission:

- Any relevant documents related to known innovations, success stories, publications, and presentations;
- Financial and technical reports and reviews, noting in particular, burn rate and achievement of targets;
- Other available documentation relating to contractual, financial, or technical reporting;
- Documentation related to reporting M&E data.

Annex 2 provides a **Documentation Checklist** for the Team. EAC staff complete this checklist to (a) gather documents reviewed and archived at EAC previously submitted by the project; and (b) make note of questions and requests for additional information or clarification ahead of the site visit that will be used to conduct the site visit.

Establish Scope of the Site Monitoring Visit

The purpose of site monitoring visits can – and will vary over the life of the EAC Program. Each phase or round of visits should be carefully planned and scoped. This process will help to determine the time required to conduct the visit as well as the detail and focus of the information gathered by the Team. The following steps will help to plan and scope each site visit.

1. **Understand information needs.** The first step to scoping the site visit is to understand what information the Team needs from the EAC partner project. For example,

a. Is the purpose of the visit to review all three objectives laid out in the beginning of this guide? In what level of detail?
b. Are there concerns about project performance (management, technical or financial)?
c. Is the purpose of the visit to collect qualitative data on accomplishments, success stories, and review project performance?
d. How many stakeholder interviews can be arranged?
e. Does the review of the project M&E system require a both a review of the processes and procedures, as well as verification of data?
f. Will the team remain in the main partner project headquarters or travel to different learning sites within the country, and if so how many?

Responses to these types of questions that identify the different information needs, will determine the necessary skill set, length of the site visit, as well as which protocols the Team will need to use to review information.

2. **Define the budget and refine the scope.** EAC management will determine the amount of funding available in conjunction with the information needs and refine the scope of the visit based on the budget, time and staff available to conduct the various reviews and the data verification.

3. **Constitute the Monitoring Site Visit Team.** It is recommended that, when possible and depending on the scope of the monitoring visit, the following skills be represented on the Team:

- Educational expertise in the type of work being done by the EAC partner project;
- Education information systems, M&E systems design, indicator reporting;
- Data Management (e.g., data models and querying/analysing databases);
- Interview/focus group facilitation;
- Relevant country experience.

The composition of the Team should be based on the budget and information needs of EAC for each particular site visit. While the total number of Team members will vary, it is recommended the Team include at least one senior-level education specialist or an evaluation specialist.

When visiting the sites, larger Teams can split into sub-teams and pair-up with *at least* one representative of the project. Each sub-team will be responsible for conducting the different activities.

Estimate Timing

Depending on the scope, budget and number of team members who are available to participate in the site visit, the EAC team will need to estimate the time required to conduct the visit. For a

site visit that encompasses collecting information on all three objectives, including interviewing multiple stakeholders, the following guidelines are suggested:

- Review of management, financial, procurement, and M&E procedures, organizational flow, and documents: 1 day on-site
- Review and discussion of accomplishments, challenges, successes and innovations: 2-3 days including interviewing all scheduled stakeholders
- Review of project M&E Unit, Intermediate Aggregation Sites and Service Delivery Sites to conduct the M&E system review and data verification: 2-3 days (concurrently with review of accomplishments and challenges)
- Conduct closeout meeting: ½ day

Maximum number of estimated days for a full visit: 6 working days

Table 1 provides an illustrative daily schedule for a site visit. The illustrative schedule assumes a team of two people conducting activities for all three monitoring site objectives: to review accomplishments and challenges; to review management, financial and procurement procedure reviews; and review M&E system and verify OOSC data. It should be noted that fewer days and smaller teams might be assigned to visit a project focusing on only one programmatic aspect.

Table 1. Illustrative daily schedule for a site monitoring visit

Country/Project:			
Date:	**Interventions:**		**Team:**
Activity		**Estimated Time**	
Introduction of Management, Financial, Procurement Reviews			**Day 1**
1 Introductions and presentation of site monitoring process		30 min	Morning
2 Questions and answers		15 min	Morning
3 Confirm reporting period schedule		15 min	Morning
4 Complete Management System Review		1 hr	Morning
5 Complete Financial and Procurement System Review		1 hr	Morning
Introduction of M&E System Review & Data Verification Process			**Day 1**
1 Introduction and presentation of M&E system process		30 min	Afternoon
2 Questions and answers		15 min	Afternoon
3 Discuss reporting period and service observation time		15 min	Afternoon

4 Complete "Protocol 1: M&E System Assessment Protocol"
   a. Request additional documentation (if needed)
   b. Discuss and get answers to protocol questions
		1-2 hrs	Afternoon

Interviews and Meetings Related to Accomplishments and Challenges			Days 2-4
1	Interview relevant staff regarding activities	2-4 hrs	Day 2
2	Review relevant publications not yet submitted to EAC	2-4 hrs	Day 2
3	Interview relevant stakeholders regarding activities	2 days	Days 2-4

4	Complete "Protocol 2: Data Verification for number of OOSC enrolled" at Intermediate Aggregated Site(s) and Delivery Site(s)
	   a. Request additional documentation (if needed)
	   b. Discuss and get answers to protocol questions
		2-3 hrs per site	Days 2-4

Team Work Day			**Day 5**
1	Review and consolidate Management and M&E Protocols	1-2 hrs	Morning
2	Complete preliminary findings and Recommendation Notes	3 hrs	Morning
3	Prepare final presentation for meeting with M&E Unit	4 hrs	Afternoon
Project Headquarters			**Day 6**
Conduct closeout meeting		2-3 hrs	Morning

Arrange Travel Logistics

The Team will work with the project to plan for travel to the country, working with the project staff to agree on dates. The Team will obtain appropriate medications (e.g. antimalarial treatment) and visas necessary for travel. The project staff will accompany the Team during visits. According to determined information needs for the visit, the appropriate stakeholders will be scheduled for interviews.

Prepare Materials

When the Team visits the project, it should be prepared with all the materials needed to carry out the on-site monitoring and review steps. **Annex 3** provides a list of possible materials, which is to be adjusted to match the scope of the site visit.

SECTION II. CONDUCTING A REVIEW OF ACCOMPLISHMENTS AND CHALLENGES

The following six steps should be taken to review project performance, including accomplishments, successes, delays, and challenges. Each step is detailed in the following section.

Step 1. Review evaluation questions from the reporting tool.

Step 2. Review relevant documents from the project selected for site monitoring.

Step 3. Review accomplishments and challenges with project staff.

Step 4. Conduct interviews with relevant stakeholders.

Step 5. Review the results of documents and interviews.

Step 6. Agree on recommendations and success stories, if appropriate.

Step 7. Visit Service Delivery Sites.

Step 8. Discuss any challenges and develop an action plan for improvements. Performance reviews, which are often used to discuss accomplishments and challenges with projects, are best conducted in a participatory manner. The following steps can be used: (a) identify accomplishments for the project; (b) review challenges; (c) identify innovative practices; and (d) identify success stories.

Step 1. Review evaluation questions from the reporting tool

Questions 27-39 on the EAC M&E online reporting tool identify accomplishments, challenges, publications, and presentations for each partner organization. The Team should begin by reviewing the data submitted for the most current reporting cycle and the completed the *Site Selection Worksheet* for the selected project. These questions will begin to provide the Team with insights

into possible innovative practices and successes and challenges that the project may be experiencing.

Step 2. Review relevant documents from the project selected for site monitoring

The Team will review relevant reports, documents, and publications in the EAC archive (including Questions 27-39 from the EAC M&E online reporting tool) prior to the visit. A review of these documents will provide the Team with more in-depth knowledge of the possible innovations and success stories prior to the site visit.

Step 3. Review accomplishments and challenges with project staff

The Team will meet with project staff individually or as a group to gather the following information:

- What activities that have been successful;
- What delays (if any) have occurred and why during the last reporting cycle;
- What innovative practices are helping to enrol and retain OOSC, and why;
- What data supports their perspective on innovative practices;
- Which (if any) schools/learning sites are the most successful, and why; and
- What can be improved, including organizational and/or management practices.

Step 4. Conduct interviews with relevant stakeholders

EAC partner projects work with a host of stakeholders that support their programming in the schools and communities. These stakeholders include: staff at the schools/learning sites; students; community members; project partners who provide matched funding; and MOE officials. **Annexes 4-9** provide protocols that can be used to conduct interviews and/or focus groups with different stakeholders.

Step 5. Review the results of the staff meetings and stakeholder interviews

The results of the staff interviews should be synthesized in the *Project Staff Summary Table* found in **Annex 10.** The results should also be reviewed against any set **objectives** or targets previously agreed on with EAC.

Step 6. Agree on recommendations and success stories, as appropriate

Based on the results of the staff meetings, stakeholder interviews and available data, the EAC team can work with the project staff to generate any additional success stories to be shared through EAC reporting and dissemination channels. The success stories should be prepared within two weeks of completion of the site visit. A *Success Story Template* is included in **Annex 11.** A lead project person should be tasked with writing and submitting the success story, in compliance with communications guidelines and requirements for high resolution photographs and/or video.

Step 7. Visit selected field sites.
If appropriate, identify and visit field sites for collection of information necessary for documenting success story.

Step 8. Discuss any challenges and develop an action plan for improvements
Should the Team identify any delays, challenges or shortcomings in activities related to the EAC funded project, they will work together with the project staff to develop a performance improvement action plan with follow-up steps. A template for an action plan is included in **Annex 12.**

SECTION III. CONDUCTING THE MANAGEMENT, FINANCIAL, AND PROCUREMENT REVIEWS

A general review of a project's management, financial, and procurement practices can provide an understanding of how the project functions as well as help to identify any issues that may require further review to ensure that the project and/or funder in not at risk. If appropriate, the end of the review process should produce an action plan to address any areas of concern that are identified during the review process.

The following seven steps should be taken to review project Management, Financial, and Procurement Processes. Each step is detailed in the following section.

Step 1. In advance of the visit, review the contract and reports submitted to EAC.

Step 2. Review the Management, Financial, and Procurement System Review Tool and the completed Site Selection Worksheet for the project.

Step 3. Review partner's financial and technical reports submitted against the final proposal, contract, budget and implementation plans.

Step 4. Request any additional financial and operational policy and procedure documents from the project that are relevant to the EAC partnership.

Step 5. Review the project's documented policies and procedures.

Step 6. Review with staff the project's Management, Financial, and Procurement policies and practices.

Step 7. Agree on findings and recommendations with project staff.

Annex 13 provides the criteria against which the project's management, financial, and procurement practices will be reviewed.

Step 1. Review the Partner's contract and proposal with EAC

The first step prior to the site visit is for the EAC Team to become familiar with the goals and objective of the project and the contractual requirements of the project. During this step, the EAC Team should document any requirements that the project is contractually bound, such as target number of children to reach, target number of schools to build, financial reporting requirements. It should also become familiar with the implementation plan.

Step 2. Review the Management, Financial, and Procurement Practices Review Tool and the completed Site Selection Worksheet for the project

Once the EAC Team has a good understanding of the contractual requirements for the project, the Team should review the Management, Financial, and Procurement Practices Review Tool found in Annex 13, and the completed Site Selection Worksheet for the project.

The review of the Site Selection Worksheet for the project will help the team understand why the project was chosen for a site visit. Any issues or concerns that have arisen to date around technical, procurement, and financial issues should be documented in the Site Selection Worksheet for the project. Through the review of these documents the team will gain an understanding of what some of the issues may be, questions that arise, and the areas in which they may need to spend more time reviewing.

Step 3. Review Partner's financial and technical reports submitted against the final proposal, contract, budget and implementation plans

By reviewing the financial and technical reports, the team will have a better understanding of what the project has done to date. These documents should be reviewed against the final proposal submitted to EAC that outlines the intended activities, outcomes, and results of the project, and the project's contract, budget and implementation plan. Among other things, this will help the team understand how project expenditures align with project activities.

Step 4. Request any financial and operational policy and procedure documents from the project that are relevant to the EAC partnership

Request from the project any financial and operational policy and procedure documents that are related to the EAC co-funded project. Examples of such documents might include:
- Project policy manual
- Project operations manual including organizational structure, HR policies, etc.
- Financial guidelines (procurement thresholds, procedures for reviewing RFQs/RFPs, purchase request procedures, etc.)
- Financial or operational forms that are used in relation to the EAC co-funded project (purchase request forms, petty cash request forms, travel advance forms, etc.)

Step 5. Review the project's documented policies and procedures

Become familiar with the policies and procedures that the project has in place that apply to EAC co-funded projects. In Step 5, the EAC Team will review documentation of practices against the policies and procedures the project has in place, so it is very important that the team is familiar with these and understand what they require of the project staff.

Step 6. Work with project staff to conduct the review of the project's Management, Financial, and Procurement practices.

While on site at the project office, work with the project's financial and operations team to review the projects policies and procedures as they pertain to the EAC contract. Assess the implementation of the policies and procedures by requesting completed documentation and verifying that it has been used in accordance with the projects policies and procedures.

The Team may also interview project staff to gain an understanding of the extent to which they understand and adhere to the projects policies and procedures.

Step 7. Agree on findings and recommendations with project staff.

Once the Team has completed the Management, Financial, and Procurement practices Tool, work with the project's finance, operations, and administrative staff to determine the key recommendations that should come out of the review. Document any actions that need to be taken to complete the recommendations and the project staff person who is responsible for each action item.

After completing the tool and agreeing on recommendations with the project staff, the Team will need to determine if an additional in-depth review is warranted. If the number of "No" and "Partially" responses are more than 60% or more of the total responses, the project may be considered for additional review. The observations made during the review will help in the determination and justification of this recommendation.

SECTION IV. CONDUCTING M&E SYSTEM REVIEW & DATA VERIFICATION

A review of the M&E system and verification of data are critical to ensuring that the data reported by projects are accurate, timely, and reflects what is happening in the field. Section IV of this guide provides a summary of the steps required to complete the M&E System Review and Data Verification Protocols at the Project Office, Intermediate Aggregation Sites,[1] and Service Delivery Sites.[2] For the project being assessed, the findings of the M&E System Review and Data Verification can also be useful for strengthening their own data management and reporting systems. Particular attention will be paid towards the student tracking system in place.

The purpose of an M&E assessment includes:

☒ Assessing the ability of data management systems to collect and report quality data; and
☒ Verifying the quality of the reported data for key EAC indicators at selected sites.

The reviews are comprised off the 8 following steps.

Step 1: Review student enrolment and retention, training, and construction data from technical and online reports and select indicators and reporting period to be monitored.

Step 2: Request necessary documentation (in conjunction with requests for management, financial and procurement related documents).

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[1] Intermediate Aggregation Level/Site is usually a region or district project office where schools or learning sites submit their initial reporting data for aggregation. Each regional/district office then submits reports with data from a number of schools learning sites in an aggregated manner. Not all EAC partner projects will have Intermediate Aggregation Sites.
[2] Service Delivery Sites are the places that deliver the learning and provide the initial reporting data. In the case of the EAC partner projects, these are the individual schools or learning sites.

Step 3: Select sites and types of facilities to be assessed; notify project office.

Step 4: Review project's data management and reporting system documentation.

Step 5: Assess the data management system (at Project Office and Intermediate Aggregation Sites).

Step 6: Trace and verify results from Intermediate Aggregation Sites.

Step 7: Verify records at the Service Delivery Sites.

Step 8: Consolidate data management and verification data.

Step 9: Complete the M&E System Review and Data Verification report and integrate into the overall site monitoring visit report.

Step 1: Review student enrolment and retention, training, and construction data from technical and online reports and select reporting period and indicators to be monitored.

The review of the Site Selection Worksheet for the project will help the team understand why the project was chosen for a site visit. Any issues or concerns that have arisen to date around technical, procurement, and financial issues will have been documented in the Site Selection Worksheet for the project. Through the review of these documents the Team will gain an understanding of what some of the issues may be, questions that have arisen, and the areas in which they may need to spend more time reviewing.

Identify current data on enrolment, training and construction achievements and other EAC indicator to identify and select at least two indicators to be monitored. More than five indicators could lead to excessive time and expense. "Must review" indicators[3] should be selected first (enrolment and retention). If the project has construction and/or training activities, these indicators should also be included.

Step 2: Request necessary documentation from the project (in conjunction with requests for management, financial and procurement related documents).

The Team should receive documentation clearly describing the data collection, management and reporting system (including system in place for tracking students) related to the indicator(s); templates of all data-collection and reporting forms used at all levels of the data management system for the indicator(s) under review; the M&E plan for the EAC project, if one exists. Additionally, a list (name, location, enrolment numbers) of all Intermediate Aggregation Sites and Service Delivery Sites are necessary in order to select locations for field site visits.

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[3] Indicators selected for review are generally the indicators that are reported to measure progress on EAC goals.

Step 3: Select sites and types of facilities to be assessed; notify project office.

Once the partner has submitted the requested documentation, select Intermediate Aggregation and Service Delivery Sites to be assessed and notify the project office.

Step 4: Review project's data collection, management and reporting system documentation from EAC partner.

The review of the M&E system is accomplished in several steps (Steps 4, 5, 6 & 7) with the use of two protocols (Protocol 1: M&E System Assessment Protocol; Protocol 2: Data Verification; see **Annexes 14 and 15**). Using Protocol 1: M&E System Assessment Protocol as a guide, conduct a desk review of information provided in advance by the project in preparation for the follow-up reviews at the project M&E unit and intermediate aggregation levels. The Team should nevertheless anticipate that not all required documentation will be submitted by the program/project in advance of the country mission.

Ideally, the desk review will give the Team a good understanding of the project's reporting system — its completeness and the availability of documentation relating to the system and supporting audit trails. At a minimum, the desk review will identify the areas and issues the Team will need to follow-up at the project M&E unit.

Step 5: Assess the M&E system (at project office and Intermediate Aggregation Sites).

The Team will complete The Protocol 1: M&E System Assessment Protocol (**Annex 14**) as well as obtain documentary support for answers obtained at the project's M&E unit. The most expeditious way to do this is to interview the project's key data management official(s) and staff and to tailor the interview questions around the unresolved system design issues following the desk review of provided documentation. Ideally, one meeting will allow the Team to complete the Protocol 1: M&E System Assessment Protocol sections for the M&E unit. A similar interview will take place with the individuals assigned to M&E tasks at the Intermediate Aggregation Sites and Service Delivery Sites being visited.

Step 6: Trace and verify results from Intermediate Aggregation Sites.

Decisions on which aggregation sites to visit (if appropriate) will be done on a case-by-case basis. Steps to verify data at the Intermediate Aggregation Sites include: (a) determine if key elements of the project's data management and reporting system are being implemented at the Intermediary Reporting Sites (e.g., Districts or Regions); and (b) Trace and verify reported numbers from the Service Delivery Site(s) through any aggregation or other manipulative steps performed at the intermediary sites.

During this phase, the Team should meet with key staff involved in project M&E at the relevant intermediate aggregation level. This could include the staff member(s) in charge of M&E and other staff who contribute to aggregating the data received from Service Delivery Sites and reporting the aggregated (or otherwise manipulated) results to the next reporting level.

The Team will use *Protocol 2: Data Verification Protocol* (see **Annex 15**)—for the indicator(s) being reviewed—to determine if the sampled Intermediate Aggregation Sites have accurately recorded the data on source documents. They will then trace those data to determine if the numbers have been correctly aggregated and/or otherwise manipulated as the numbers are submitted from the initial sites, through Intermediary Aggregation Sites, to the M&E unit. The protocol has specific actions to be undertaken by the Team at each level of the reporting system.

While the data verification exercise implies recounting numbers from the level at which they are first recorded, for purposes of logistics, the M&E unit sections of *Protocol 2: Data Verification Protocol* can be completed first. Doing so provides the Team with the numbers received, aggregated and reported by the Project M&E unit and thus a benchmark for the numbers the Team would expect to recount at the intermediate aggregation and service delivery levels.

NOTE: On some projects, the Service Delivery Sites (schools/learning sites) may report directly to the central M&E unit, without passing through intermediate aggregation levels. In such instances, the Team should not perform this step in reviewing data.

Step 7: Verify records at Service Delivery Sites. At selected Service Delivery Sites, review data collection mechanisms for determined indicators. Steps to verify data at the Service Delivery Sites include: (a) determine if key elements of the project's data management and reporting system are being implemented at the Service Delivery Sites (e.g., schools and learning centres); and (b) Verify reported numbers from the Service Delivery Site(s) with those reported at the Intermediate Aggregation Site.

Step 8: Consolidate data management and verification data.
This is the first of several data verification steps that will assess, on a limited scale, if service delivery levels (e.g. schools and learning centres), intermediate aggregation levels (e.g., Districts or Regions), and the M&E unit are collecting, aggregating, and reporting data accurately and on time for EAC purposes.

After the Team has returned to the project M&E unit, the Team will: (a) complete the review of the M&E data management and reporting system by answering the 12 overarching M&E system summary review questions (see **Annex 16**) and consolidating all of the verified data; and (b) develop preliminary site monitoring visit findings and recommendations.

The draft findings can then be shared and reviewed with the project staff.

Step 9: Complete the M&E system and data quality assessments report and integrate into the overall site monitoring visit report.

Once the project staff has reviewed the draft M&E system and data verification report and provided feedback, the Team will complete the final report and integrate the findings and

recommendations into the final Site Monitoring Visit report.

After completing the report, the Team may determine that a Data Quality Assessment (DQA) is necessary. A DQA would follow similar steps to the M&E assessment, but would expand the scope of the task to include a greater number of Intermediate Aggregation and Service Delivery Sites visited and indicators reviewed.

SECTION V. COMPLETING A FINAL REPORT FOR THE MONITORING SITE VISIT

The final step in completing the *site visit* is to complete a final report. This process involved four main steps.

Step 1. Review the Entry/Exit checklist. Members of the Team should review the checklist and ensure that all steps have been completed and that documentation of findings is available for each activity.

Step 2. Develop preliminary monitoring and review findings and recommendations. While still in country, the Team should develop an initial set of recommendations for each of the three objectives of the site visit to: (a) review project accomplishments and challenges; (b) review management, financial and procurement procedures (c) review the M&E system and verify reported data implemented in the partner project. The findings and recommendations should be reviewed with the project staff in a close-out meeting.

While the Team is meeting with the project office, it should determine how the findings will be shared with staff at the lower levels being reviewed. Partners and project's have different communication protocols; therefore in some cases, the Team will be able to share preliminary findings at each level, while in other cases, the Project office will prefer to share findings at the end of the assessment. It is important for the Team to comply with the communication protocols for the project.

Step 3. Conduct a Closeout meeting. The Team should communicate the preliminary findings and recommendations to the project's senior management during a closeout meeting. The closeout meeting should review the objectives of the initial visit; steps and actions taken during the visit; results and recommendations.

Step 4. Write the final Report. Upon returning to Doha, the Team should write the final report. The project staff should be given an opportunity to comment on the report and write a response to findings and recommendations that are included in the report. **Annex 17** provides a sample template for the final report. Once completed, the report will be archived with EAC reporting materials.

ANNEX I. SITE SELECTION WORKSHEET

Site Selection Worksheet			
Project Name:		**Project country location:**	
Project start and end date (month/year):		**Number of reporting periods completed:** **Number of reporting periods remaining:**	
1. Innovation			
Questions	**Y/N**	**Points**	**Comments**
Project technical reports show evidence that the partner is using innovative methods (i.e. are not being widely used by other	☐Yes ☐No	Yes=10pts No=0pts	If YES, list the types of potential innovations implemented by the project.
There is evidence that the project has influenced policy or practices (beyond the project itself) to help reduce the barriers to enrolling and retaining OOSC.	☐Yes ☐No	Yes=10pts No=0pts	If YES, list any policies or practices beyond the project that the project has influenced.

There is evidence that the project has produced presentations, policy papers, or publications outlining best practices in reaching and retaining OOSC.	□Yes □No	Yes=10pts No=0pts	If YES, list any presentation, policy papers, or publications on the issues of OOSC produced by the project.
Total Points: _____/30 In consideration of the above items, do overall innovations make the project a possible candidate for a monitoring visit? □Yes □No			

2. Enrolment Variance			
Question	**Y/N**	**Points**	**Comments**
The reported enrolment during the most recent reporting cycle was more than 20% <u>above</u> targets.	□Yes □No	No=0pts 21-25%=5pts 26-30%=10pts >30%=15pts	If YES, list percentage above or below target. Provide reasons for variance and if these reasons cause concern.
The reported enrolment during the most recent reporting cycle was more than 20% <u>below</u> targets.	□Yes □No	No=0pts 21-25%=5pts 26-30%=10pts >30%=15pts	If YES, list percentage below target. Provide reasons for variance and if these reasons cause concern.
The reported enrolment for previous reporting periods has consistently been above or below set targets	□Yes □No	No=0pts 2 periods=2pts 3 periods=5pts 4 periods =8pts 5 or more periods=10pts	If YES, list the number of reporting periods above or below set targets. Provide reasons for variance and if these reasons cause concern.
Total Enrolment Variance Points: ___/25 In consideration of the above items, do overall concerns make the project a possible candidate for a monitoring visit? □Yes □No			

3. Operations and Management			
Questions	**Y/N**	**Points**	**Comments**
EAC has questions about the project's financial practices.	Yes No	Yes=5pts No=0pts	If YES, list the key questions in regard to the project's financial practices.
The project has had delays in meeting financial reporting deadlines.	Yes No	No=0pts 2 periods=2pts 3 periods=3pts 4 periods=5pts 5 or > periods=10pts	If YES, list the number of financial reporting deadlines not met. List why deadlines were not met.
The project has reported spending less than 75% of its allocated funds for the reporting period.	Yes No	No=0pts 74-65%=5pts 64-50%=10pts < 50%=15pts	If YES, list the percentage of allocated funds expended during the period. List any explanation as to why funds were not spent.
The online M&E reported data for the project required corrections.	Yes No	Yes=5pts No=0pts	If YES, list the types of corrections needed.

There are contractual concerns related to the project.	Yes No	Yes=5pts No=0pts	If YES, list the contractual concerns.
There are technical concerns related to the project.	Yes No	Yes=5pts No=0pts	If YES, list the technical concerns.

Total Operations and Management Points: _____/45
In consideration of the above items, do overall concerns make the project a possible candidate for a monitoring visit?
☐Yes ☐No

Recommendation for Site Visit
Innovation Total: _____/30 **Enrolment Variance Total:** _____/25 **Operations and Management Total:** _____/45 **Grand Total:** _____/100
This project is recommended for a site monitoring visit: ☐Yes ☐No

If YES, provide a brief description of why this project is recommended for a site monitoring visit and what needs to be reviewed during the visit.

If NO, provide a brief description of why this project IS NOT recommended for a site monitoring visit:

ANNEX 2. DOCUMENTATION CHECKLIST

Functional Areas	Documentation requested	Check if provided
I – Publications, Presentations, Success Stories	Any relevant publications related to the enrolment and retention of OOSC	
	Any relevant presentations related to EAC project work with OOSC	
	Any success stories submitted by project sites	
	Other relevant documents related to identifying innovations, successes, and accomplishments	
II –Management, Financial, and Procurement guidelines	Organizational chart depicting the project's management, financial and M&E staffing	
	Instructions to staff on how to provide EAC with financial and contractual reporting information	
	Project procurement procedures	
III – M&E data collection and reporting guidelines	Instructions to project reporting sites on EAC specific reporting requirements and deadlines	
	Description of how data is recorded on source documents and if/how it differs from the projects regular data collection process.	
	M&E plan for the project	
	Detailed flow diagram from intermediate aggregation sites to M&E main office	
IV – Data collection and reporting forms and tools	Data collection form(s) for EAC indicators being reviewed	
	Reporting form for indicator(s) being reviewed	
	Instructions to project staff for completing these forms	
V – Data management processes	Written documentation of the data management processes including a description of how the project verifies all aggregation and manipulation steps.	
	Written procedures for addressing specific data quality challenges (e.g. double counting, drop out). This may include detailed description of student tracking system.	
	Guidelines and schedules for any routine supervisory field site visits by project management	

ANNEX 3. ENTRANCE/EXIT CHECKLIST FOR THE SITE VISIT

The objectives of the Monitoring Site Visit are to:
1. To identify achievements, challenges, innovations and success stories from the partners.
2. To review management, financial, and procurement procedures of the partner organizations.
3. To review M&E system and verify reported data.

1. Tasks Performed by the Team at the Project Office

Interview Program Manager and staff involved in the project.

Review availability, completeness, and timeliness of technical, financial, and M&E reports.

Review documentation and procedures for signature authorizations, files, receipts, financial safeguards.

Conduct interviews with stakeholders, partners, and beneficiaries to identify success stories and accomplishments.

Conduct M&E system review and data verification.

2. Staff to Be Available During the Monitoring Visit

Program Manager.

M&E Director.

Staff involved in reviewing and compiling reports received, including staff at intermediate aggregation sites.

IT staff involved in database management, if applicable.

Communications staff, if applicable

Relevant staff from partner organizations working on project, if applicable.

3. Documentation for Project Staff to Prepare in Advance of Arrival of the Team

Project organizational chart, management procedures, list of staff

Technical, Financial, and M&E reports submitted to EAC

Project financial procedures

Procurement Policy

Procurement documentation

Project M&E procedures

Presentations about the EAC partner project

Publications about the EAC partner project about the EAC partner project

4. Materials Needed for Site Monitoring visit
Management, Financial, and Procurement Review Protocols M&E System Assessment and Data Verification Protocols Interview Protocols Focus Group Protocols Notebooks/computers for taking notes during site visit Camera (to photograph sites as appropriate)

ANNEX 4. INTERVIEW PROTOCOL: PROJECT STAFF

Country:_____ Date: _____

Implementing Organization:_____

Project Name:_____

Please check the type of interview conducted: ___Individual _____ Group/Focus group

	Question	Notes and Comments
	Enrolment and retention of OOSC	
	Instructions: EAC Team and the project staff should review the project's enrolment and retention results for the first two reporting cycles. During that review, the EAC Team should engage the project staff around the following series of key questions.	
1	To what extent has the project met or exceeded year one targets?	
2	If the project has met or exceeded Year One targets, what has contributed to meeting the targets (e.g. specific interventions, advocacy, and incentives)? *The interviewers should probe to understand the project staff's perspectives on what led to successful meeting of targets.*	
3	If the project DID NOT meet its targets, what challenges and obstacles did it face? *The*	

	Question	Notes and Comments
	interviewer should probe to understand what obstacles and challenges occurred and try to gather any evidence to support what the project states.	
4	What steps have been taken to ensure the project meets its targets? *The interviewer should include both steps related to "continuing to meet targets" as well as any corrective steps the project is taking to improve if they did NOT meet targets.*	
5	To what extent has EAC support (technical, financial or otherwise) contributed to your project's ability to reach additional OOSC from those it reached before the partnership? *Probe to understand the partnership aspects, for example, participating in Partner Technical meetings, Ministerial meetings, WISE.*	
Project Strategies and Lessons Learned		
6	Please describe some of the key strategies that your project has used to successfully enrol OOSC. *Probe to understand WHY the strategies have been successful. Are the strategies meeting a special need? Are the strategies culturally bound?*	

	Question	Notes and Comments
7	What lessons has your project learned and implemented that have helped you target and enrol OOSC since joining the EAC Initiative?	
8	To what extent have the lessons and strategies you are learning helped you with project programming related to OOSC? How have these helped?	
Increasing Visibility of OOSC		
9	From your prospective, to what extent has the visibility of the issue of OOSC risen on the local, national and/or international agenda? Why has it risen?	
10	How are findings and results from your project used to influence strategies to address the issue of OOSC? *Are there specific barriers that the project has used the project results to address? What are these? How have the results been used?*	
11	Does the project have any publications or presentations related to the EAC supported work that can be shared with the team? If so, please list the titles below. How can EAC get copies of these if not already submitted?	

	Question	Notes and Comments
	Which of these, if any, can be featured on the EAC website?	
Accomplishments, Challenges, and Sustainability		
12	From your prospective, what are the project's most significant accomplishments to date? *Ask the project staff to discuss the top 3 accomplishments and explain why they feel these stand out.*	
13	From your prospective, what are the top 5 areas in which the project could improve? *Ask the project staff to discuss up to three areas they feel improvements can be made and what support may be needed to achieve the improvements.*	
14	From your prospective, are there any concerns about the sustainability of the project and project results post EAC support?	
15	What are 1 or 2 things that we (EAC staff) can do to better support you and your experience as part of the partnership with EAC?	

ANNEX 5. INTERVIEW PROTOCOL: COMMUNITY MEMBERS

Country:_____ Date: _____

Implementing Organization:_____

Project Name:_____

Affiliation with EAC Partner Project (i.e. volunteer, School Management Team or equivalent, parent, business owner)**:**

_____

Please check the type of interview conducted: ___Individual   _____ Group/Focus group

	Question	Notes and Comments
Engagement of the Community and OOSC		
1	As a member of the community, what has been your role/involvement with this project?	
2	Please describe how the issue of OOSC affects your community—or has affected the community in the past?	
3	With regards to education, particularly for OOSC, what do you think are the community's greatest needs?	

	Question	Notes and Comments
4	To what extent are you familiar with the Educate A Child program and its contributions to the _____(state the project name) project?	
5	To what extent does the _____(project *name)* communicate information about its mission and vision of getting OOSC into education programs to the community? *Probe and ask for examples of how they communicate if a positive answer is given.*	
Visibility of the OOSC Issue		
6	From your prospective, to what extent has the visibility of the issue of OOSC risen on the local, national and/or international agenda? Why has it risen?	
7	From your perspective as a community member, how do you think this project has—or has not—contributed to understanding the issues of OOSC? *Probe by asking for specific examples? How has the example increased or decreased visibility of the issue?*	
Accomplishments, Challenges, and Sustainability		
8	What are this project's most significant accomplishments to date? *Ask the community member to discuss the top 2-3 accomplishments and explain why they feel these are important.*	

	Question	Notes and Comments
9	From your prospective, what are the top 2-3 areas in which the project could improve? *Ask the community member to discuss up to three areas they feel improvements can be made and what support will be needed to achieve the improvements (if applicable).*	
10	From your prospective in the community, are there any concerns about the sustainability of the project and project results? *Probe: If there are concerns, please ask the community member to give an example.*	
11	What are 1 or 2 things that we (EAC and/or project staff) can do to better to support OOSC and your community?	

ANNEX 6. INTERVIEW PROTOCOL: EDUCATION/LEARNING SITE STAFF

Country:_____   Date: _____

Implementing Organization:_____

Project Name:_____

Role in the education system or learning site (i.e. teacher, school director, administrator, teacher trainer/supervisor)**:**

_____

Please check the type of interview conducted: ___Individual   _____ Group/Focus group

	Question	Notes and Comments
	Engagement of the Community and OOSC	
1	As a member of the education staff, what has been your role/involvement with _____(*project name)*? How long have you been engaged with the project (*if applicable)?*	
2	Please describe how the issue of OOSC affects your school/education community – or has affected the education community in the past?	
3	With regards to OOSC, what are the greatest challenges your school or learning site face in terms of enrolling and retaining these children in school? *Probe: please request they give specific examples*.	

	Question	Notes and Comments
4	To what extent are you familiar with the Educate A Child program and its contributions to the _____(*project name)* project?	
5	To what extent does the _____(*project name)* communicate information about its mission and vision of getting OOSC into education programs to the community? *Probe and ask for examples of how they communicate if a positive answer is given.*	
Visibility of the OOSC Issue		
6	From your prospective, to what extent has the visibility of the issue of OOSC risen on the local, national and/or international agenda? Why has it risen?	
7	From your perspective as an educator, how do you think this project has – or has not – contributed to understanding the issues of OOSC? *Probe by asking for specific examples? How has the example increased or decreased visibility of the issue?*	
Accomplishments, Challenges, and Sustainability		
8	What do you think have been the _____(*project name)*'s most significant accomplishments to date? *Ask the educator(s) to discuss the top 2-3 accomplishments and explain why they feel these are important.*	

	Question	Notes and Comments
9	From your prospective, what are the top 2-3 areas in which the project could improve? *Ask the educator to discuss up to three areas they feel improvements can be made and what support will be needed to achieve the improvements (if applicable).*	
10	As an educator working with _____(*project name),* what concerns (if any) do you have about the sustainability of the project and project results? *Probe: If there are concerns, please ask the educator to give an example.*	
11	What are 1 or 2 things that we (EAC and/or project staff) can do to better to support OOSC and your school/learning site?	

ANNEX 7. INTERVIEW PROTOCOL: STUDENT IN THE EAC PARTNER PROJECT SCHOOL/LEARNING SITE

Country:_____   Date: _____

Implementing Organization:_____

Project Name:_____

Please indicate the following: (*check all that apply*): ____Student in program ____Student Volunteer ____Student Peer Tutor

Please check the type of interview conducted: ___Individual _____ Group/Focus group

	Question	Notes and Comments
	Engagement of the Community and OOSC	
1	As a student with _____(*project name)*, how long have you been enrolled in a school/learning site supported by the project (*if applicable)?* Were you previously an OOSC? *Please explain the definition(s) of an OOSC to the student prior to asking the question.*	
2	*If the student was an OOSC, please ask:* How long have you been enrolled in school/learning now with this project? How old are you and what grade are you in? What role did this project have in helping get you into school/learning site?	

	Question	Notes and Comments
3	How do you think the OOSC issue affects your life?	
4	What are the biggest challenges you face being/staying in school? *Probe: please request they give specific examples.*	
Visibility of the OOSC Issue		
5	As a student attending one of the project supported schools/learning sites, do you think the community is aware of the issue of OOSC and the barriers children face?	
6	To what extent do you think this project has – or has not – contributed to understanding the issues/barriers faced by OOSC? *Probe by asking for specific examples? How has the example increased or decreased visibility of the issue?*	
Accomplishments, Challenges, and Sustainability		
7	What do you think have been the _____(*project name)*'s most significant accomplishments for you in school/learning site until now? *Ask the student(s) to discuss the top 2-3 accomplishments and explain why they feel these are important.*	

	Question	Notes and Comments
8	From your prospective, what are the top 2-3 areas in which the school/learning site could improve? *Ask the student to discuss up to three areas they feel improvements can be made and what support will be needed to achieve the improvements (if applicable).*	
9	What are 1 or 2 things that we (EAC and/or project staff) can do to better to support you to complete your education?	

ANNEX 8. INTERVIEW PROTOCOL: MINISTRY OF EDUCATION STAFF

Country:_____   Date: _____

Implementing Organization:_____

Project Name:_____

Role in the Ministry of Education (i.e. Minister, Deputy Minister, Department Head, Researcher; Data Analyst)**:**

_____

Please check the type of interview conducted: ___Individual   _____ Group/Focus group

	Question	Notes and Comments
Enrolment and Retention of OOSC		
1	To what extent are you familiar with the _____(*project name)* project? To what extent are you familiar with the Educate A Child Program?	
2	To what extent has _____(*project name)* contributed to increasing the enrolment of OOSC in their locations?	

	Question	Notes and Comments
3	To what extent has this project contributed to the retention of OOSC in schools/learning sites? *Probe: How does the person being interviewed think the program has or has not helped? Ask them to give concrete examples.*	
Engagement of the Community and OOSC		
4	As a member of the Ministry of Education, what has been your role/involvement with _____(*project name)*? How long have you been engaged with the project (*if applicable)? In what capacity?*	
5	Please describe how the issue of OOSC affects the education community – or has affected the education community in the past?	
6	With regards to OOSC, what are the greatest challenges the MOE faces in terms of enrolling and retaining these children in school? *Probe: please request they give specific examples.*	

	Question	Notes and Comments
7	To what extent does the _____(*project name*) align with the MOE mission and vision for getting OOSC into education programs? *Probe and ask for examples of how the project aligns/supports the MOE education sector plan if a positive answer is given. Also ask who the project communicates with inside the MOE.*	

Visibility of the OOSC Issue

8	From your prospective, to what extent has the visibility of the issue of OOSC risen on the local, national and/or international agenda? Why has it risen, or not?	
9	From your perspective within the MOE, how do you think this project has – or has not – contributed to understanding the issues of OOSC? *Probe by asking for specific examples? How has the example increased or decreased visibility of the issue?*	

Accomplishments, Challenges, and Sustainability

10	What do you think have been the _____(*project name)* most significant accomplishments to date? *Ask the educator(s) to discuss the top 2-3 accomplishments and explain why they feel these are important.*	

	Question	Notes and Comments
11	From your prospective, what are the top 2-3 areas in which the project could improve with regards to enrolling and retaining OOSC? *Ask the educator to discuss up to three areas they feel improvements can be made and what support will be needed to achieve the improvements (if applicable).*	
12	What concerns (if any) do you have about the sustainability of the project and project results as it relates to OOSC? *Probe: If there are concerns, please ask the educator to give an example.*	
13	What are 1 or 2 things that we (EAC and/or project staff) can do to better to support OOSC and the education sector?	

ANNEX 9. INTERVIEW PROTOCOL: PROJECT PARTNERS PROVIDING MATCHING FUNDS

Country:_____   Date: _____

Implementing Organization:_____

Project Name:_____

Name of Partner Organization:_____ **Role on Project**_____

Please check the type of interview conducted: ____**Individual**   _____ **Group/Focus group**

	Question	Notes and Comments
	Enrolment and retention of OOSC	
1	Please describe your role in working with _____(*project name).*	
2	If your role is to provide funding, please describe the types of activities that your organization is funding vis a vis this project.	
3	Is this project expected to report to your organization on any indicators related to OOSC? If yes, please describe the indicators.	

	Question	Notes and Comments
4	To what extent has the project met its expected targets? What steps have been taken to ensure the project meets its targets? *The interviewer should include both steps related to "continuing to meet targets" as well as any corrective steps the project is taking to improve if they did NOT meet targets.*	
5	Are you familiar with the Educate A Child program? If yes, to what extent has EAC support (financial or otherwise) contributed to the project's ability to reach additional OOSC ? *Please provide concrete examples.*	
Project Strategies and Lessons Learned		
6	Please describe some of the key strategies that this project is using to successfully enrol OOSC. *Probe to understand WHY the strategies have been successful. Are the strategies meeting a special need? Are the strategies culturally bound?*	
7	What lessons do you believe this project learned and implemented that have helped them to target and enrol OOSC since joining the EAC program?	

	Question	Notes and Comments
Increasing Visibility of OOSC		
8	From your prospective, to what extent has the visibility of the issue of OOSC risen on the local, national and/or international agenda? Why has it risen?	
9	How are findings and results from this project used to influence strategies to address the issue of OOSC? *Are there specific barriers that the project has addressed? What are these? How have the results been used?*	
Accomplishments, Challenges, and Sustainability		
10	From your prospective, what are the project's most significant accomplishments to date as it relates to enrolling and retaining OOSC? *Ask the partner to discuss the top 3 accomplishments and explain why they feel these are important.*	
11	From your prospective, what are the top 3 areas in which the project could improve as it relates to enrolling and retaining OOSC? *Ask the partner to discuss up to three areas they feel improvements can be made and what support will be needed to achieve the improvements.*	

	Question	Notes and Comments
12	From your prospective, are there any concerns about the sustainability of the project and project results beyond EAC support?	
13	What are 1 or 2 things that we (EAC staff) can do to better support you and your experience as part of the partnership with EAC?	

ANNEX 10. PROJECT STAFF MEETINGS SUMMARY TEMPLATE

Project Staff Meetings Summary	
Project Name:	**Date of Workshop:**
Names of Project Staff:	**Titles:**
Project Accomplishments:	
Data to support accomplishments:	

Project Staff Meetings Summary	
Project Name:	**Date of Workshop:**
Names of Project Staff:	**Titles:**

Innovative practices identified:

Challenges or delays facing project

Schools/learning sites for success stories

Useful sites, links, or additional documents for review:

ANNEX 11. SUCCESS STORY TEMPLATE

A. Provide Background Information. Identify the school/learning site/project, the activity, the location, and its length and size, the sponsor, and its funding source.

Example: The PROJOVEM learning site in Presidente Venceslau is part of the *Programa de Formacao de Jovems Empresarios Rurais*, supported through funding from the Kellogg Foundation; Centro Tecnologico Paulo Souza; and the University of Sao Paulo, ESALQ. The program has been functioning for 3 years and currently serves three cohorts of students.

B. Describe the activity.

Example: The main objective of Projovem is to prepare rural youth to administer and manage small farm holdings in a competitive and sustainable way, guaranteeing increased productivity for the farm and hence an increased standard of living for the rural family. The program targets students who have left the secondary education system or who are at risk of dropping out.

C. Give Details of What Happened in the Activity.

Example: Through child-centred pedagogical practices and hands on learning, students develop an agricultural/entrepreneurial business plan and apply for funding from local banks. These projects are implemented on the family's farm. (Include details of innovative and successful practices.)

D. Give the Results Achieved as a Consequence of the Activity

Example: During the last six months, 20 students at this site completed their projects, presented the projects to the Bank Advisory Board; and received $3,000 each to implement their projects. Through these 20 projects alone, a cost-benefit analysis shows that family earnings will potentially increase by more than 50% in the next year. Moreover, of the 200 students at this site, more than 180 have re-enrolled in the secondary school system to complete their education. Fifty per cent of these students currently serve a peer mentors.

E. Give a Quote from the Participant.

Example: *"Before entering the Projovem program, I did not see myself as having a future. I assumed we would continue to be part of the landless movement and suffer from poverty. I am now completing grade 11 and my project as already generated an additional R500 each month for our family. I am hopeful for a better tomorrow."*

F. Provide Photos from the Project. Photos of students participating in project activities need to be 30cm x 30cm or larger and have a minimum of 300 dpi (dots per inch).

ANNEX 12. PROJECT ACTION PLAN

Project Action Plan	
Project:	**Date:**
Summary of delays, challenges, or performance concerns (Please provide sufficient detail so that performance concerns are clear)**:**	
Action Plan for addressing delays and challenges (Please provide clear and detailed action steps)**:**	
Timeline for completing steps in action plan (Please provide a timeline linked to each action step above)**:**	

ANNEX 13: MANAGEMENT, FINANCIAL, AND PROCUREMENT REVIEW TOOL

Management Review

A. Award Management: Implementation Plans & Budgets

Project implementation plans reflect current agreements and reporting requirements are met to EAC's satisfaction.

Performance Expectation	Finding	Means of Verification/ Documentation List documents reviewed/ interviews conducted	Findings, Recommendations, and Comments *(Include methods used to reach the finding. Document any findings and recommendations)*
1. Project Team understands the EAC award contracting mechanism.			
EAC contract requirements are documented and made known to key project staff to promote understanding and increased compliance.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project team seeks guidance to ensure project compliance with EAC rules and regulations.	☐Yes ☐Partially ☐No ☐Not Applicable		
2. Project documents are up-to-date and appropriately shared.			
Implementation plans, budgets, and subsequent modifications reflect current EAC agreement.	☐Yes ☐Partially ☐No ☐Not Applicable		
Implementation plans and budgets are routinely shared with EAC and Project staff.	☐Yes ☐Partially ☐No ☐Not Applicable		
Modifications to implementation plans and budgets are approved by EAC as per the agreement and changes are documented.	☐Yes ☐Partially ☐No ☐Not Applicable		

A. Award Management: Implementation Plans & Budgets			
Project implementation plans reflect current agreements and reporting requirements are met to EAC's satisfaction.			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Findings, Recommendations, and Comments** *(Include methods used to reach the finding. Document any findings and recommendations)*
A system is in place to regularly review implementation plans and document progress and challenges for the EAC co-funded project.	☐Yes ☐Partially ☐No ☐Not Applicable		
3. **Quality of project reports submitted to EAC**			
EAC reporting templates and formats are used for both technical and financial reports.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project financial and technical reports are submitted to EAC by the dates specified by EAC..	☐Yes ☐Partially ☐No ☐Not Applicable		
At a minimum, project technical reports to EAC include description of progress on implementation plan (and explanations for delays, etc.), plans for completing unmet implementation plan activities, progress toward indicators, major accomplishments, challenges and issues, and implementation plan for the next reporting period.	☐Yes ☐Partially ☐No ☐Not Applicable		
At a minimum, project financial reports to EAC include, project budget and reported expenditures for the reporting period.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project reports to EAC include process and outcome/results reporting, and data is used in reports to show evidence of improvements or issues.	☐Yes ☐Partially ☐No ☐Not Applicable		

A. Award Management: Implementation Plans & Budgets			
Project implementation plans reflect current agreements and reporting requirements are met to EAC's satisfaction.			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Findings, Recommendations, and Comments** *(Include methods used to reach the finding. Document any findings and recommendations)*
Project reports are reviewed by senior project staff prior to submission to EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
4. **Project is responsive to EAC feedback on reports and project performance.**			
Issues with reports or project progress raised by EAC are addressed immediately and documented and reported to EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
EAC project staff are advised of issues and proposed resolution plans are communicated.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project documents EAC requests, assigns staff members responsible for follow-up and senior project staff member monitors progress.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subtotals for Award Management: Implementation Plans & Budgets			
Subtotal Yes _____ **Subtotal Partially _____**		**Subtotal No _____**	**Subtotal Not Applicable_____**

	B. Implementation			
	Activities of the Project are consistently implemented per the implementation plan and within the prescribed timeframe.			
	Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Findings, Recommendations, and Comments** *(Include methods used to reach the finding,. Document the findings and any recommendations)*
1	**Project has an effective implementation plan.**			
	Activities in the implementation plan are consistent with objectives described in the program proposal submitted to EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
	Changes (deviations from the proposal activities) in the project implementation plan are documented with clear justification and reported to EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
2	**Project systematically tracks its progress.**			
	Project employs standard tool to track progress against implementation plan.	☐Yes ☐Partially ☐No ☐Not Applicable		
	Progress tracker/tool is reviewed and updated at least semi-annually by senior project team..	☐Yes ☐Partially ☐No ☐Not Applicable		
	Actions to address implementation issues of the project are documented, communicated to relevant staff, and staff are held accountable for follow-up actions.	☐Yes ☐Partially ☐No ☐Not Applicable		
3				
	Project has copies of relevant local laws (i.e. labour law) and project policies and practices are in line with these laws.	☐Yes ☐Partially ☐No ☐Not Applicable		
	Subtotals for Implementation			
	Subtotal Yes _____	Subtotal Partially _____	Subtotal No _____	Subtotal Not Applicable_____

C. Compliance (only use this section for external audits/reviews)			
Project promptly and thoroughly addresses findings and takes follow-up actions from internal and third party/external audits and assessments.			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, including documents reviewed and interviews conducted. Document the findings and any recommendations)*
1. **EAC other external technical audit and assessment findings and recommendations are systematically and promptly addressed.**			
Project notifies relevant program and technical staff of EAC requested external audit or assessment.	☐Yes ☐Partially ☐No ☐Not Applicable		
A liaison is assigned between external technical/financial auditors and is responsible for all communications and draft responses for all audits required by EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project action plans—with accountable staff and deadlines—are developed and implemented to address EAC or external technical/financial audit findings.	☐Yes ☐Partially ☐No ☐Not Applicable		
Actions and improvements are shared as appropriate, approval sought, and subsequently reported to EAC or external auditor.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subtotals for Compliance			
Subtotal Yes _____	**Subtotal Partially _____**	**Subtotal No _____**	**Subtotal Not Applicable_____**

Totals for Project Management and Operations			
Total Yes _____	**Total Partially _____**	**Total No _____**	**Total Not Applicable_____**
Key Recommendations Project Management and Operations:			

Financial Management Review

A. Policies and Practices				
Performance Expectation		**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
1.	**Policies and procedures are in place, documented, and made known to project staff.**			
	The project has documented and up-to-date policies and procedures for procurements, purchases, other financial transactions that are applied to EAC payments.	☐Yes ☐Partially ☐No ☐Not Applicable		
	There are documented policies and procedures in place to help ensure that expenditures of EAC payments are reasonable and justified, and that they ensure value for money and cost effectiveness.	☐Yes ☐Partially ☐No ☐Not Applicable		
	There is clear segregation of duties in procurement and payment processes that are linked to EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
	There is clear segregation of duties in preparation and approval of payroll that is linked to EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
	The project keeps separate, accurate and up-to-date accounts and records of the receipts and expenditures of EAC payments.	☐Yes ☐Partially ☐No ☐Not Applicable		
	There is clear documentation of the expenditure of EAC payments. Invoices, receipts, accounts and any other relevant documents relating to the expenditure of the EAC payments are available.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subtotals for Policies and Practices				
Subtotal Yes _____	Subtotal Partially _____		Subtotal No _____	Subtotal Not Applicable_____

B. Implementation Plans and Budgets			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
1. **Project pipeline is routinely monitored and used to track progress.**			
A designated staff member is responsible for monitoring and updating the project's financial pipeline of EAC payments and communicating issues to senior managers.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project monitors financial pipeline from EAC payments does not spend past its current obligation.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project maintains sufficient funds on hand to implement current implementation plan activities related to the contract with EAC.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project financial reports to EAC are reviewed and approved by senior project staff prior to submission.	☐Yes ☐Partially ☐No ☐Not Applicable		
System is in place to document when goods purchased for the implementation of the EAC funded project are received and the condition that they are received in.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subtotals for Implementation Plans and Budgets			
Subtotal Yes _____ **Subtotal Partially _____** **Subtotal No _____** **Subtotal Not Applicable_____**			

C. Finance			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
1. Project finances are proactively managed.			
Monthly project financial reports for EAC funding are prepared and jointly reviewed by program and financial staff.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project uses standard tool to monitor budget against expenditures over time for EAC contract.	☐Yes ☐Partially ☐No ☐Not Applicable		
Issues with burn rates of EAC payments are systematically documented and addressed.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project alerts senior staff to burn rate issues with EAC payments and associated risks in every instance.	☐Yes ☐Partially ☐No ☐Not Applicable		
2. Procurement agreements and disbursements follow sound financial management practices			
Appropriate documentation for each procurement made with EAC funding is on file, as outlined in the project's policy manual.	☐Yes ☐Partially ☐No ☐Not Applicable		
Purchase Requests or other required documentation are submitted and approved prior to purchases made with EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
Requests for Quotes (RFQ)/Proposals (RFP) for procurements with EAC funding are used according to the project's policies and procedures and are clear and explain the items needed and the selection criteria.	☐Yes ☐Partially ☐No ☐Not Applicable		

C. Finance			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
Payment records for payments made with EAC funding are tied to the original procurement documentation	☐Yes ☐Partially ☐No ☐Not Applicable		
All procurements are in line with the EAC project budget and implementation plan.	☐Yes ☐Partially ☐No ☐Not Applicable		
3. Project systematically and accurately records cost share.			
Project has a documented system for collecting and documenting EAC required co-funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project verifies and reports matching funds in EAC financial reports.	☐Yes ☐Partially ☐No ☐Not Applicable		
Co-funding is documented at least semi-annually.	☐Yes ☐Partially ☐No ☐Not Applicable		
Actions are taken to redress unmet EAC required matching funds in a timely manner.	☐Yes ☐Partially ☐No ☐Not Applicable		
Relevant project staff is apprised of co-funding issues and associated risks to the EAC project at every instance of concern.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subtotals for Finance			
Subtotal Yes _____	**Subtotal Partially _____**	**Subtotal No _____**	**Subtotal Not Applicable_____**

D. Subcontracts			
EAC guidelines, tools and processes are used to ensure effective development, review, approval and monitoring of diverse types of subawards.			
Performance Expectation	**Finding**	**Means of Verification/ Documentation** *List documents reviewed/ interviews conducted*	**Justification of findings** *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
1. Project uses documented process for subcontract design and review as related to EAC contract.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project complies with their procurement policy.	☐Yes ☐Partially ☐No ☐Not Applicable		
Designated project staff person confirms that current EAC project obligation accommodates full subcontract budget before execution.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subcontract project design reflects evidence-based approaches aligned with Project objectives and EAC contract.	☐Yes ☐Partially ☐No ☐Not Applicable		
2. Project utilizes finance tools and reporting guidance to monitor and report on subcontracts' financial status in relation to EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subcontract's financial reports for EAC funding are up to date and on file in the Project office.	☐Yes ☐Partially ☐No ☐Not Applicable		

D. Subcontracts

EAC guidelines, tools and processes are used to ensure effective development, review, approval and monitoring of diverse types of subawards.

Performance Expectation	Finding	Means of Verification/ Documentation *List documents reviewed/ interviews conducted*	Justification of findings *(Include methods used to reach the finding, Document the findings and any recommendation. If NOT APPLICABLE was checked, explain the reason why.)*
Project financial staff reviews subcontract financial reports for EAC funding for accuracy and completeness.	☐Yes ☐Partially ☐No ☐Not Applicable		
Project staff has documented roles and accountabilities for resolving issues of subcontract financial reports for EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		
Subcontract financial issues are documented upon identification, communicated to subcontractor and monitored for follow-up for EAC funding.	☐Yes ☐Partially ☐No ☐Not Applicable		

Subtotals for Subcontracts

Subtotal Yes _____   **Subtotal Partially _____**   **Subtotal No _____**   **Subtotal Not Applicable_____**

Totals for Financial Management

Total Yes _____   **Total Partially _____**   **Total No _____**   **Total Not Applicable_____**

Key Recommendations Financial Management:

Project Management, Financial and Procurement Review Summary

Totals for Contractual and Operational Management and Financial Management
Total Yes _____   Total Partially _____   Total No _____   Total Not Applicable_____
Overall Key Recommendations:
Is this project being recommended for a full external audit or request for a copy of a recently completed external audit? ☐Yes   ☐No
If yes, what is the justification for the recommendation?

ANNEX 14: PROTOCOL 1: M&E SYSTEM ASSESEMNET PROTOCOL

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	**Means of Verification/Documentation** *(List documents reviewed/ interviews conducted)*
I. M&E Function, Structure and Responsibilities			
1.1. There is a clear organizational chart that identifies positions that have data management responsibilities at the M&E Unit.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
1.2. All staff positions dedicated to M&E and data management have clear job descriptions.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
1.3. There is a training plan that includes staff involved in data-collection and reporting at all levels in the reporting system.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	**Means of Verification/Documentation** *(List documents reviewed/ interviews conducted)*
1.4. All relevant staff have received training on the data management process and tools.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
1.5. A senior staff member is responsible for reviewing the aggregated numbers prior to submission of data on EAC Reporting System.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
1.6. There is designated staff responsible for reviewing the quality of the data (i.e. accuracy, completeness, timeliness) received from the intermediate aggregation sites.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
1.7. There is designated staff responsible for reviewing the aggregated numbers prior to the submission to the next level.	N/A	□ Yes □ Partially □ No □ N/A A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	
			Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
1.8. The responsibility for recording the data at the schools/learning centres is clearly assigned to the relevant staff.	N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
II. EAC Indicator definitions and reporting guidelines			
2.1. The M&E Unit has documented and shared the definition of the EAC Indicators with all levels of the reporting system.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
2.2. The M&E Unit has provided clear written guidelines regarding what is supposed to report on for EAC needs.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	
			Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
2.3. The M&E Unit has provided clear written guidelines regarding how (in what specific format) they supposed to report EAC data.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
2.4. The M&E Unit has provided clear written guidelines regarding to whom the EAC M&E reporting information is to be sent.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
2.5. The M&E Unit has provided clear written guidelines regarding when the EAC data is due (i.e. reporting dates).	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	
			Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
2.6. The M&E Unit has provided clear written procedures for how EAC source documents are to be completed and stored.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
III. Date Collection and Reporting Forms			
3.1. The M&E unit uses a standard form to collect data from the various levels of the system.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
3.2. The M&E unit uses a form specific to EAC indicators and definitions to collect data from the various levels of the system.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
3.3. There are standard reporting forms/tools that are used at all levels of the system.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	**Means of Verification/Documentation** *(List documents reviewed/ interviews conducted)*
3.4. Clear instructions have been provided to all levels of the system on how to complete the data collection process for reporting to EAC.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
3.5. The source documents and reporting forms are consistently used by all reporting levels.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
3.6. The data collected by the M&E system has sufficient precision to measure the EAC indicators and its relevant disaggregation.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
IV. Data Management Processes			
4.1. The M&E unit has clearly documented data aggregation, analysis, and/or manipulation steps performed at each level of the reporting system.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	
			Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
4.2. There are written procedures to address late, incomplete, inaccurate, and missing date.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
4.3. There is a clear process for documentation and resolving any inconsistencies in the data.	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:
4.4. The M&E unit provides feedback to the lower levels in the system regarding the quality of their reporting (i.e. accuracy, completeness, and timeliness).	□ Yes □ Partially □ No □ N/A	N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	**Means of Verification/Documentation** *(List documents reviewed/ interviews conducted)*
4.5. There are quality controls in place for when data from paper-based forms are entered into a computer or tablet (e.g. double entry, post-data entry verification).	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
4.6. The data collection system for the project enables the tracking of students— identification and recording promotion through grades, dropout, or person "lost to the system."	N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
4.7. The data management system for the project enables the tracking of students— identification and recording promotion through grades, dropout, or person "lost to the system."	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:

Protocol 1: M&E System Assessment Protocol for EAC Site Monitoring Visit			
Component of the M&E System	**System Level Response**		**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
	M&E Unit	**Intermediate Aggregation Site**	
			Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
4.8. The M&E unit can demonstrate that regular supervisory site visits have taken place and that the quality of the data has been reviewed.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
4.9. 1dWritten documentation exists on how to aggregate or manipulate the date for reporting to EAC.	□ Yes □ Partially □ No □ N/A	□ Yes □ Partially □ No □ N/A	
			Means of Verification:
Please list the types of date quality checks and balances that exist in the system.			

Protocol 2: Data Verification at Intermediate Aggregation Site		
Intermediate Aggregation Site: Reporting Cycle Dates (from when to when):		
Description of the data collection and recording practices of the Intermediate Aggregation Site. Please describe the connection between the data collection and aggregation process and completion of the source document that is sent to the M&E unit for consolidation.		
Indicator-Specific notes for the EAC data verification team: The Team should ask the staff at the Intermediate Aggregation site to describe the process of collecting the data from the school/learning site levels and then about completing the source document. Identify the source document for the site.		
Question	**Answer**	**Findings, Comments, Recommendations** *(Include methods used to reach the finding. Document any findings and recommendations)*
		Means of Verification/Documentation *(List documents reviewed/ interviews conducted)*
1.1. Describe the source document for recording the aggregated data from each school/learning site. Is it a standardized form? Is it a customized form? Obtain a copy if possible.	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
1.2. Are there sufficient supplies of the blank source documents? Have the source documents been computerizes?	□ Yes □ Partially □ No □ N/A	
		Means of Verification:

1.3. Is there any indication of a delay between submission of the data from the school/learning site and aggregation at this level?	□ Yes □ Partially □ No □ N/A	
		Means of Verification:

Additional Comments:

Documentation Review. Review the availability and completeness of any source documents related to this indicator for the reporting cycle listed above.

Indicator-specific notes for the EAC data verification team: The source document is any document or form that is used to collect data at the individual school/learning site level (e.g. enrolment registries, attendance logs).

Availability and completeness of data.

Question	Answer	Findings, Comments, and Recommendations
2.1. Review any source documents for the reporting period under review. Are there any missing source documents? If yes, determine how the missing documents may affect reporting.	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
2.2. Are all source documents complete? If no, determine how that	□ Yes □ Partially	

may affect the quality of the data reported.	□ No □ N/A	Means of Verification:
2.3. Review all the dates on the source documents. Do the dates fall within the reporting period under review? If no, explain how that may affect the quality of the data reported.	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
Verify data recording procedures to avoid data quality challenges (i.e. double counting)		
2.4. Do the units being counted correspond with the EAC indicator definition? (e.g. newly enrolled OOSC)	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
2.5. Is there a process for documenting students/OOSC lost to dropout or "follow-up"?	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
2.6. Is there a process for documenting students who have transferred to other schools/learning sites?	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
2.7. Is there a process to ensure that students/OOSC are not double counted? If yes, please describe.	□ Yes □ Partially □ No □ N/A	
		Means of Verification:
2.8. Are there other risks to counting errors? If yes, please describe.	□ Yes □ Partially □ No □ N/A	
		Means of Verification:

Additional Comments:

Trace and Verification. Recount data reported in the source documents and verify with summary forms. Explain any discrepancies.

Recount results from source documents and compare the verified numbers with the site reported numbers.

Question	Answer	Team's Comments
3.1. Recount the number of newly enrolled OOSC recorded during the designated reporting period by reviewing the source document.		
3.2. Copy the number of newly enrolled OOSC reported during the designated reporting period from the M&E Unit summary report.		
Calculate the ration of recounted to reported		

Determine the reasons for any discrepancies between the recounted and reported results.
Reasons for discrepancies:

Overarching M&E System Summary Questions

Project Name:

Indicator:

	Assessment	Comments
1. Are key M&E and data management staff identified with clearly assigned roles and responsibilities?	□ Yes □ Partially □ No □ N/A	
2. Have the majority of key M&E and data management staff received the required training?	□ Yes □ Partially □ No □ N/A	
3. Has the project clearly documented (in writing) what is reported, to whom, how and when reporting for EAC is required?	□ Yes □ Partially □ No □ N/A	
4. Are there operational indicator definitions meeting relevant standards that are systematically followed by all schools/learning sites?	□ Yes □ Partially □ No □ N/A	
5. Are there standard data collection and reporting forms that are systematically followed by all schools/learning sites?	□ Yes □ Partially □ No □ N/A	
6. Are data recorded with sufficient precision /detail to measure all relevant indicators?	□ Yes □ Partially □ No □ N/A	
7. Are data maintained in accordance with international and national confidentiality guidelines?	□ Yes □ Partially □ No □ N/A	
8. Are source documents for each school/learning site kept in accordance with a written policy?	□ Yes □ Partially □ No □ N/A	
9. Does clear documentation of collection, aggregation and manipulation steps exist?	□ Yes □ Partially □ No □ N/A	
10. Are data quality challenges identified and are mechanisms in place for addressing the challenges?	□ Yes □ Partially □ No □ N/A	

11. Are there clearly defined and followed procedures to identify and reconcile discrepancies in reports?	□ Yes □ Partially □ No □ N/A	
12. Are there clearly defined and followed procedures to periodically verify source data?	□ Yes □ Partially □ No □ N/A	

ANNEX 17. TEMPLATE FOR THE FINAL REPORT

Section	Contents
I	**Executive Summary**

II	**Introduction and Background**
	    Purpose of the Monitoring Site Visit
	    Background on the project
	    Activities conducted during monitoring visit
	    Names, titles, roles of people interviewed

III	**Assessment of the Management, Financial and Procurement Systems**
	    Description of the assessment process
	    Key findings
	    Overall Strengths and weaknesses
	    Analysis of overall management, financial and procurement system

III	**Assessment of the M&E System and Data**
	Description of the performed system assessment steps
	Dashboard summary statistics
	
	    Key findings at each level:
	      • M&E Unit
	      • Intermediate Aggregation Levels
	      • Service Delivery Level
	    Overall strengths and weaknesses of the Data Management System
	    Verification of reported data
	    Overall analysis of M&E system quality

IV	**Assessment of Project Performance, including accomplishments, delays, challenges, and successes**
	    Description of the assessment process
	    Key findings
	    Overall Strengths and weaknesses
	    Analysis of overall performance

V	**Conclusions and Recommendations**
VI	**Follow-up and Action Plans**
VII	**Partner response to monitoring site visit and findings**