



The Mena region Initiative as a model of Nexus Approach and  
Renewable Energy Technologies (MINARET)

# Monitoring & Evaluation Framework

**07 January 2020**

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**Version 5.0**

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## Acronyms

MINARET	The Mena region Initiative as a model of Nexus Approach and Renewable Energy Technologies
M&E	Monitoring and Evaluation
PM	Project Manager
PC	Project Coordinator
VCM	Value Chain Mapping

# 1 Introduction

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## 1.1 Purpose

The ultimate purpose of this Monitoring and Evaluation Framework is to formulate a set of strategies for quantifying the implementation of MINARET activities throughout the life cycle of the project. This is aimed to achieve by providing an overall impact assessment of the resulted outcomes. The progress of the project will be measured in the same way for the quantitative indicators and source of information, that were established, developed and described before each relevant task begins. Considering that, monitoring and evaluation are indispensable management tools for improving ongoing, future program planning, implementation and decision-making processes.

Monitoring tool will use the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds, while the evaluation will be adopt the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results.

The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability.

## 1.2 Definitions of M&E

**Monitoring and Evaluation (M&E)** is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by governments, international organizations and NGOs. It establishes links between the past, present and future actions.

**Monitoring** is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage. Its purpose is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies as quickly as possible.

**Evaluation** is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. The idea in evaluating projects is to isolate errors in order to avoid repeating them and to underline and promote the successful mechanisms for current and future projects.

An important goal of evaluation is to provide recommendations and lessons to the project managers and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects.

**Indicator** is a specific, observable and measurable characteristic that can be used to show changes or progress a programme is making toward achieving a specific outcome. Indicator should be defined in precise, unambiguous terms that describe clearly and exactly what is being measured. Where practical, the indicator should give a relatively good idea of the data required and the population among whom the indicator is measured. Indicator shall be SMART; which is Specific, Measureable, Achievable, Relevant and Timed.

### 1.3 Project summary

The MENA Region Initiative as a Model of NEXUS Approach and Renewable Energy Technologies (MINARET) aims to address the unique sustainability challenges and opportunities of the MENA region by increasing local and regional sustainability capacities using the synergies between renewable energy technology and efficiency, water management, and food security.

The 4-year project kicked off in the first quarter of 2017 to be implemented in Jordan, Tunisia and Lebanon. The MINARET project intends to build the municipality's resilience to climate change through adopting renewable energy resources and energy efficiency, water management techniques and food security. The following table contains a summary about the project.

**Table 1 Summary of MINARET Project**

<b>Title</b>	The MENA region Initiative as a model of Nexus Approach and Renewable Energy Technologies (MINARET)
<b>Starting Date</b>	November, 2016
<b>Duration</b>	4 years
<b>Partners</b>	RSS/NERC (Lead Partner), IUCN, HORIZONS

<b>Target Area</b>	Jordan, Lebanon, Tunisia
<b>Beneficiaries</b>	Karak Municipality /Jordan , Jdaideh AlChouf Municipality /Lebanon, Monastir Municipality /Tunisia
<b>Budget</b>	4,000,000 JOD
<b>Funding Source</b>	Swedish International Development Cooperation Agency (SIDA)
<b>Goal</b>	The project is designed to be implemented over four years in partnership with municipalities in three different countries: Tunis, Lebanon, and Jordan. It is the first Project in the region that utilizes a nexus approach to address the unique sustainability challenges and opportunities that face each of the countries from a local municipal level concerning water, energy and food security.

## 2 M&E Framework

Monitoring focus mainly on the inputs, activities, and outputs. In contrast, evaluation takes place at specific moments, and permits an assessment of a program's progress over a longer period. Evaluation tracks changes and focuses more on the outcome and impact level. This is illustrated by Figure 1, which shows the link of the chain of inputs, outputs, outcomes and impacts with the planning cycle.

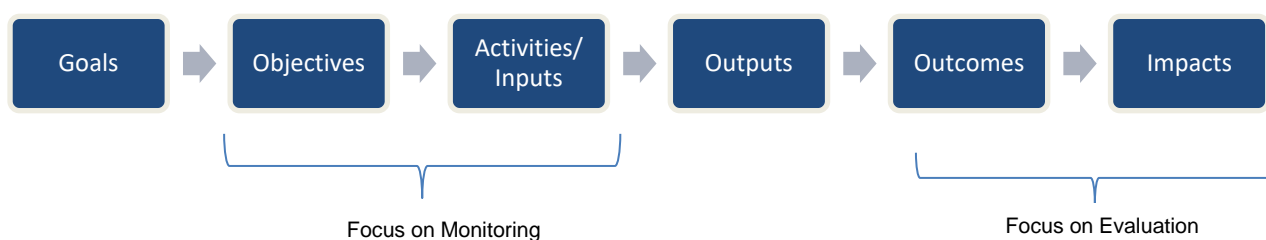


Figure 1 Program Progress

### 2.1 Performance Indicators

Performance indicators are measures of inputs, processes, outputs, outcomes, and impacts for development projects, programs, or strategies. When supported with sound data collection—perhaps involving formal surveys—analysis and reporting, indicators enable managers to track progress, demonstrate results, and take corrective action to improve service delivery. Participation of key stakeholders in defining indicators is important because they are then more likely to understand and use indicators for management decision-making.

### 2.2 Selection of Indicators

Selection must be based on, a careful analysis of the objectives and the types of changes wanted as well as how progress might be measured and an analysis of available human, technical and financial resources.

A good indicator should closely track the objective that it is intended to measure and the selection should be based on an understanding of threats.



### 2.3 Implementation of M&E in MINARET Project

The implementation of the M&E activities in MINARET project will be carried out according to the following Table 2.

**Table 2 M&E Framework in MINARET Project**

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
<b>1</b>	<b>Situational Analyses and Needs Assessment</b>						
1.1	Finalize Overall Project Management Guidelines & Procedures	Standard Operating Procedures (SOPs)	2 partners reports are complied with the SOPs	Project Management	Submitted Reports	Upon Submission	<ul style="list-style-type: none"> <li>Submitted Reports</li> <li>Annual Report</li> </ul>
1.2.1	Conduct an analysis of the mandate of municipalities including their responsibilities and authorities.	4 Reports for municipalities in the region	Mandate of 4 Arab municipalities are studied and the application of NEXUS approach is assessed	NERC	Submitted Reports	Upon Submission	Annual Report
1.2.2	Finalize MINARET Baseline.	Baseline reports for the project municipalities	2 Key criteria are quantified for E,W,F for each municipality	NERC IUCN Horizons	Submitted Reports	Upon Submission	Baseline Reports

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
1.2.3	Prepare a Case Study on one municipality with Best Municipality Practices to Encourage NEXUS Thinking & Application.	Case Study Report	2 specific and actionable recommendations are proposed for municipalities to implement / advocate for.	NERC	Submitted Reports	Upon Submission	Annual Report
1.2.4	Map Regional Players in NEXUS and with Municipalities.	Report for Regional Players in NEXUS and with Municipalities	<ul style="list-style-type: none"> <li>• 4-7 key regional players identified</li> <li>• Cooperation established with at least one key player</li> </ul>	IUCN	<ul style="list-style-type: none"> <li>• Submitted Reports</li> <li>• MOU/ Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Upon Submission</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Stakeholder Analysis Report</li> </ul>
<b>2</b>	<b>Value Chain Mapping, Capacity Building &amp; Training and Awareness</b>						
2.1	Functioning of NEXUS Task Forces to ensure the continued effective implementation of SEAP and/or SECAP and support MINARET Activities during implementation and post-project.	<ul style="list-style-type: none"> <li>• 3 Reports for task forces in the project municipalities</li> <li>• MOMs for task forces in the project municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Task forces are established</li> <li>• Task forces met at least once for each municipality</li> </ul>	IUCN	<ul style="list-style-type: none"> <li>• Submitted Reports</li> <li>• MOMS</li> </ul>	<ul style="list-style-type: none"> <li>• Upon Submission</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Task Force Reports</li> </ul>

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
2.2	Prepare value chain mapping for socio-economic projects resulting from Assessments, focusing on agriculture in Al-Jdaideh - Lebanon, dairy & eco-tourism in Karak - Jordan, and Seawater preservation & eco-tourism in Monastir - Tunisia	<ul style="list-style-type: none"> <li>• 3 Value Chain Mapping (VCM) reports for socio-economic projects in the project municipalities</li> </ul>	Value Chain Mapping for the selected project in the municipalities is conducted	IUCN	Submitted Reports	Upon Submission	VCM Reports
2.3	Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth.	<ul style="list-style-type: none"> <li>• Capacity Building and Training &amp; Awareness plan</li> <li>• Training Material</li> <li>• Training Agenda</li> <li>• Training Reports</li> <li>• Attendance Sheets</li> <li>• Pre-and Post-evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• At least 120 trainees from the project municipalities trained</li> <li>• 75% of the participants showed an improvement in their knowledge</li> </ul>	NERC IUCN Horizons	<ul style="list-style-type: none"> <li>• Capacity Building and Training &amp; Awareness plan</li> <li>• Training Reports</li> <li>• Evaluation sheets</li> </ul>	<ul style="list-style-type: none"> <li>• Upon the plans preparation</li> <li>• Upon the training implementation</li> <li>• Upon training reports submission</li> <li>• After the training conduction</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Training Reports</li> </ul>

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
<b>3 Communication</b>							
3.1.1	Monitoring and evaluation on the implementation of communication action plan and carrying out assessment on the achieved results.	3 Communication Action Plans for the project municipalities	70% of the relevant decision makers are identified in the communication action plans	IUCN	Communication Action Plans	Upon Submission	Communication Action Plans
3.1.2	<p><b>Develop 2 papers:</b></p> <p>a) <b>One</b> white paper on implementing NEXUS in municipalities, which provide a clear and quantitative case on the benefit of involving municipalities in NEXUS, and</p> <p>b) <b>One</b> position paper on required changes in laws, policies, procedures, &amp; incentive mechanisms on a national / regional level to improve on NEXUS model &amp; ensure replicability and scalability within the region based on Project findings.</p>	<ul style="list-style-type: none"> <li>• 1 White Paper</li> <li>• 1 Position Paper</li> </ul>	<ul style="list-style-type: none"> <li>• 1 case on the benefit of the involving municipalities in NEXUS is shown</li> <li>• The required changes in laws, policies, procedures, &amp; incentive mechanisms on a national / regional level to improve on NEXUS model &amp; ensure replicability and scalability are identified</li> </ul>	IUCN	<ul style="list-style-type: none"> <li>• White Paper</li> <li>• Position Paper</li> </ul>	Upon Submission	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Submitted Papers</li> </ul>

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No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
3.2	Organize annual meeting, learning workshops and exchange visits involving partners and relevant stakeholders to foster internal communication, discuss achievements and exchange knowledge.	Annual meeting, learning workshops and exchange visits reports	At least 3 annual meetings, learning workshops and exchange visits are conducted	Project Management	Annual Meetings Reports	Once Convened	Annual Meetings Reports
3.3	Organize a final event that will be structured as a two-day conference to be held in Amman, where the project results will be presented and disseminated.	Final event report	The project results are presented and disseminated	Project Management	Final event report	Once Convened	Final event report
3.4	Follow-up and reporting on gender mainstreaming in the 3 selected municipalities (Monastir, Karak, & Jdaideh).	Gender mainstreaming report	Approved Gender Plans	IUCN	<ul style="list-style-type: none"> <li>• Gender mainstreaming reports</li> <li>• Gender Plans</li> </ul>	Upon Submission	<ul style="list-style-type: none"> <li>• Gender mainstreaming reports</li> <li>• Gender Plans</li> </ul>
3.5	Introduce visual representation of the NEXUS response plan and related projects and services developed	NEXUS Response Plan	NEXUS Response Plan and the related projects and services are represented visually	Project Management	NEXUS Response Plan	Upon Submission	<ul style="list-style-type: none"> <li>• NEXUS Response Plan</li> <li>• Annual Report</li> </ul>

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
3.6	Functioning the regional online learning platform and website	Regional online platform and website Report	Regional online platform and website is launched and functioned correctly	IUCN	Online verification	<ul style="list-style-type: none"> <li>• Once Launched</li> <li>• Ongoing</li> </ul>	Annual Report
<b>4</b>	<b>Project Implementation</b>						
4.1	Implement pilot projects for renewable energy & energy efficiency and water savings & management in the three selected Municipalities	Pilot projects reports	pilot projects for renewable energy & energy efficiency and water savings & management are implemented in the project municipalities	NERC IUCN Horizons	Pilot projects reports	Upon Completion	<ul style="list-style-type: none"> <li>• Pilot projects reports</li> <li>• Annual Report</li> </ul>
4.2	Support small initiatives for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development. Implement the value chain socio-economic projects within	Initiatives Reports	The value chain socio-economic projects within municipalities in partnership with Community Based Organizations & NGOs are implemented with particular attention to women	Horizons	Initiative Reports	Upon Submission	<ul style="list-style-type: none"> <li>• Initiatives Reports</li> <li>• Annual Report</li> </ul>

No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
	municipalities in partnership with Community Based Organizations & NGOs.						
<b>5</b>	<b>Project Scalability &amp; Replicability</b>						
5.1	Develop Sustainable Energy Action Plans (SEAP) for each of the selected Municipalities for the next (10) years.	SEAPs for the three municipalities	SEAPs for the three municipalities are developed	NERC	SEAPs	Upon Submission	<ul style="list-style-type: none"> <li>• SEAPs</li> <li>• Annual Report</li> </ul>
	Follow up on Covenant of Mayors requirements	Covenant of Mayors (COM) Approval	Applications to join COM are approved for the three municipalities	NERC	Approval Letters	Upon Approval	<ul style="list-style-type: none"> <li>• Approval Letters</li> <li>• Annual Report</li> </ul>
5.2	Facilitate the participation of Project applicant, partners, municipality representatives and other key project stakeholders in regional & international conferences, forums and other learning & knowledge exchange venues to present MINARET NEXUS model and activities.	Participation Reports	MINARET NEXUS model and activities is presented in regional & international conferences, forums and other learning & knowledge exchange venues by project applicant, partners, municipality representatives and other key	Project Management	Participation Reports	Upon Participation	<ul style="list-style-type: none"> <li>• Participation Reports</li> <li>• Annual Report</li> </ul>

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No.	Components	Deliverable	Indicator	Responsible Partner	Sources of Verification	Frequency	Supporting Documents
			project stakeholders				
5.4	5.4 Establish a NEXUS fund (Access to Finance) at each of the 3 project municipalities: -Develop fund mandate, scope & criteria; -Develop fund governance, ensuring engagement of community in the governance & management of the fund; -Develop fund-operating procedures; - Develop fund auditing & quality assurance mechanism and procedures.	<ul style="list-style-type: none"> <li>• NEXUS Fund report including (mandate, scope, criteria, governance)</li> <li>• Fund operating procedure</li> <li>• Fund auditing &amp; quality assurance mechanism and procedures</li> </ul>	NEXUS fund (Access to Finance) at each of the project municipalities is established and all related procedures, requirements are developed	Horizons	<ul style="list-style-type: none"> <li>• NEXUS Fund report</li> <li>• Fund operating procedures</li> <li>• Fund auditing &amp; quality assurance procedures</li> </ul>	Upon preparation	<ul style="list-style-type: none"> <li>• NEXUS Fund report</li> <li>• Annual report</li> </ul>
5.5	Organize 3 national events/workshops/open day, one in each country to establish public, private and community networking around identified opportunities at each of the 3 project's municipalities	3 reports for national events/workshops/open day in the municipalities	Public, private and community networking around identified opportunities is established in the municipalities	IUCN	Submitted Reports	Upon organization	<ul style="list-style-type: none"> <li>• Submitted reports</li> <li>• Annual report</li> </ul>
5.6	Produce final Project report	Final Project Report	---	Project Management	Final Project Report	Upon Submission	Final Project Report



## 3 Monitoring

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### 3.1 Base Line

Baseline is extremely important in assess the level of progress achieved by MINARET project. Baseline provides a benchmark at different point of project implementation, for comparison and analysis with actual progress. However, it is also appropriate to conduct baseline only once at the start of each activity to facilitate the M&E process.

### 3.2 Data Collection Frequency

Defining frequency for each category and type of indicator is extremely important. Data collection frequency depends on the type, category and availability of financial / human resource for M&E. For instance, data collection frequency for Impact / Outcome indicator may differ from Output Indicators, depending on the methodology and approach.

### 3.3 Data Collection Methodology / Tools

Methodology for data collection is a vital component of M&E Plan. Data collection methodology usually depends on the category and type of the indicator. For instance, data collection methodology for Impact / Outcome indicators may be different from Output indicators, because Impact / Outcome indicators demand information to be collected from the grass-root level were activities are actually being carried out, in order to assess actual outcome / impact of the activities. In contrast to the Outcome / Impact indicators, data collection methods for most of the Output level indicators.

Tools / instruments being used for data collection are also described in the plan, specifically for the Qualitative indicators, where information collected during the process need to be quantified for proper assessment. The relevant data collection methods and tools that are adopted in the M&E process for MINARET are defined hereunder:

- Periodic Progress Reports
- Project Completion Reports
- Field Visits
- External Assessments / Monitoring (Donor/Consultants)
- Stakeholder Meetings

- Reviews: Annual reviews / evaluation studies by the partners / donors
- Behaviour Observation Checklist
- Opinion Surveys
- Self-Ratings
- Questionnaire
- Case Studies
- Individual Interviews
- Group Interviews

### **3.4 Data Collection Responsibility**

The responsibilities for monitoring are different at each level, where the focus is on higher-level results at each higher level of the project. The main responsible is the M&E officer who is assigned to perform the M&E tasks and to coordinate the data collection mechanism with the project partners, stakeholders, and M&E focal points. The data collection duties to be identified ahead and circulated to everyone involved in this process to maintain efficiency and transparency.

### **3.5 Means of Verification**

Monitoring demand tangible prove for progress reported against each performance indicator at output and outcome level. These means of verification could be any physical prove of progress reported against indicators e.g. reports, publications, products, policy documents and workshop / seminar reports etc. During the data collection process, the indicators and means of verification will be collected against each output and outcome indicators for authentication and verification of reported progress.

## 4 Evaluation

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Evaluation is the systematic identification of the effects – positive or negative, intended or not – on individual households, institutions, and the environment caused by a given development activity such as a program or project. Evaluation helps us better understand the extent to which activities reach the poor and the magnitude of their effects on people's welfare. Evaluations can range from large scale sample surveys in which populations and control groups are compared before and after, and possibly at several points during program intervention; to small-scale rapid assessment and participatory appraisals where estimates of impact are obtained from combining group interviews, key informants, case studies and available secondary data.

### 4.1 Types of Evaluation

Two types of evaluations will be applied in the M&E process in the case of MINARET project depending on the object being evaluated and the purpose of the evaluation, these two types are: The **Formative Evaluation** and the **Summative Evaluation**.

**Formative Evaluations** strengthen or improve the object being evaluated -- they help form it by examining the delivery of the program or technology, the quality of its implementation, and the assessment of the organizational context, personnel, procedures, inputs, and so on.

**Summative Evaluations**, in contrast, examine the effects or outcomes of some object -- they summarize it by describing what happens subsequent to delivery of the program or technology. Assessing whether the object can be said to have caused the outcome; determining the overall impact of the causal factor beyond only the immediate target outcomes; and, estimating the relative costs associated with the object.

### 4.2 Evaluation Methods

Evaluators ask many different kinds of questions and use a variety of methods to address them. These are considered within the framework of formative and summative evaluation as presented above.

*What is the definition and scope of the problem or issue, or what is the question?*

Formulating and conceptualizing methods might be used including brainstorming, focus groups, nominal group techniques, stakeholder analysis, lateral thinking, input-output analysis, and concept mapping.

*How well is MINARET project delivered?*

Qualitative and quantitative monitoring techniques, the use of management information systems, and implementation assessment would be appropriate methodologies here.

The questions and methods addressed under summative evaluation include:

*What type of evaluation is feasible?*

Evaluability assessment can be used here, as well as standard approaches for selecting an appropriate evaluation design.

*What was the effectiveness of the MINARET as a regional project?*

One would choose from observational and co relational methods for demonstrating whether desired effects occurred, and experimental designs for determining whether observed effects can reasonably be attributed to the intervention and not to other sources.

*What is the net impact of MINARET?*

Econometric methods for assessing cost effectiveness and cost/benefits would apply here, along with qualitative methods that enable us to summarize the full range of intended and unintended impacts.

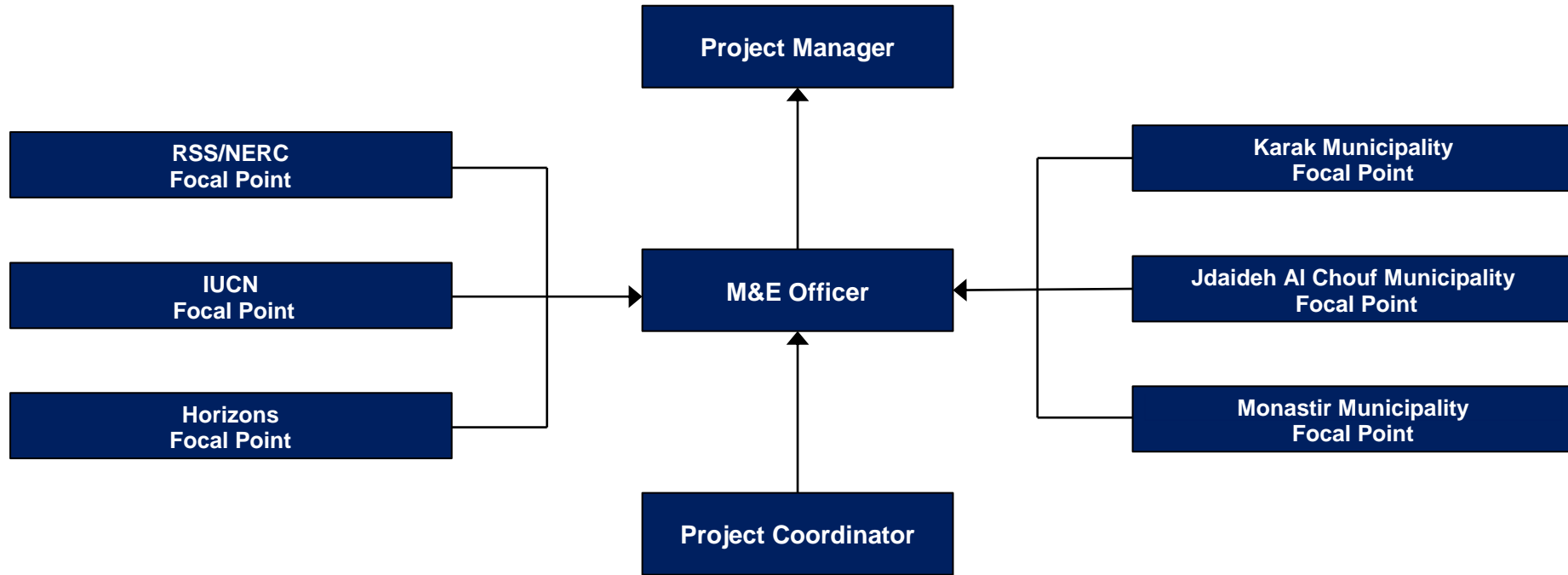
There are two impacts of MINARET project; the first one is to create NEXUS Model contribute to the provision of sustainable synergies between Energy Saving, Water Management, and Food Safety at municipal level in MENA Region, and the second one is to ensure well-being of households, sustainable livelihood, and less vulnerability to sudden shocks. The main target of the evaluation is to make sure that the project's activities has achieved these impacts in the three project municipalities.

## 5 Roles & Responsibilities

Role	Responsibilities
<b>M&amp;E officer</b> <b>(Ali AlMarzouq)</b>	Preparation of M&E plan Perform all M&E activities according to the plan Follow up with the focal points of the partners and the municipalities Follow up with the project coordinator Reporting to the project manager
<b>Project Manager</b> <b>(Rola Shaweesh)</b>	Facilitate M&E activities Provide all necessary information related to M&E Review and approval of M&E plan Review M&E reports
<b>Project Coordinators</b> <b>(Dana Daqqaq)</b>	Facilitate M&E activities Provide all necessary information related to M&E Perform requested M&E activities from the M&E officer Provide the M&E officer with all needed support regarding the coordination with the partners and municipalities Report to the M&E officer regarding related activities
<b>NERC Focal Point</b> <b>(Muhieddin Tawalbeh)</b>	Facilitate M&E activities Provide all necessary information related to M&E Perform requested M&E activities from the M&E officer Report to the M&E officer regarding related activities
<b>Horizons Focal Point</b> <b>(Mar Echevarria)</b>	
<b>IUCN Focal Point</b> <b>(Ola Mallah)</b>	
<b>Karak Municipality Focal Point</b> <b>(Sajeda Kfaween)</b>	
<b>Jdaideh AlChouf Municipality Focal Point</b> <b>(Dunia Fatayri)</b>	
<b>Monastir Municipality Focal Point</b> <b>(Wafa'a Gandouz)</b>	

## 6 Data Flow

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## 7 Timeline

Task	Expected Completion Date
M&E plan preparation and approval (including the assignment of M&E focal points)	31/01/2020
Meeting with the partners and introduce the role of M&E officer	02/02/2020 – 28/02/2020
Preparation of monitoring plan (for the completed and ongoing tasks)	28/02/2020
Perform monitoring plan	28/02/2020 – 30/11/2020
Monitoring report submission	31/12/2020
Preparation of evaluation plan	01/08/2020
Evaluation report submission	31/12/2020
Final report submission	31/01/2021

## 8 Data Management

### 8.1 Storage

All related data to M&E activities shall be stored at the M&E officer and the project coordinator. All relevant data shall be stored within a reliable system and backed up on a regular basis.

### 8.2 Privacy

All related data to M&E activities shall follow the privacy policy of MINARET project. All relevant data are confidential and shall not be shared with unrelated parties. This applies to M&E reports, questionnaires, surveys results, interviews results,... etc.

## 9 References

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1. United Nations
2. USAID

## Appendices

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### **M&E Toolkit**

1. Pre- Training Evaluation
2. Post-Training Evaluation

### **Check Lists**