



HATOF Foundation
(An Environment NGO)

MONITORING AND EVALUATION GUIDELINE

AMENDMENT

MARCH 2025



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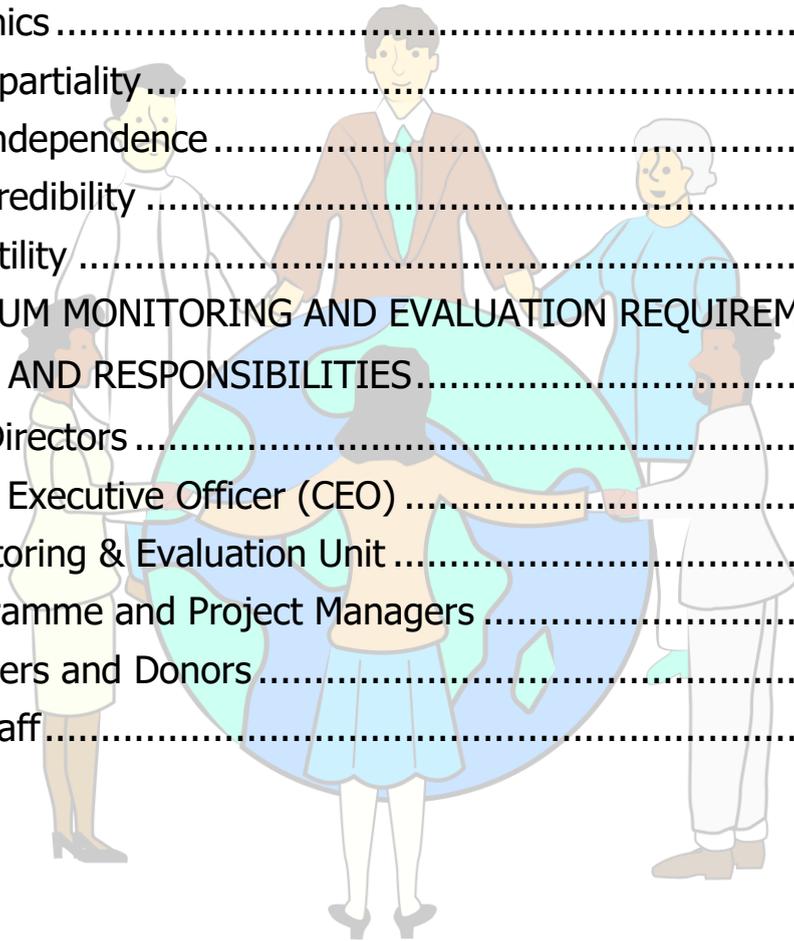
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1. INTRODUCTION

HATOF Foundation employs a **results-based management (RBM)** approach for program and project management. This approach focuses on setting realistic expectations, tracking progress toward those expectations, evaluating outcomes, integrating lessons learned into management decisions, and reporting transparently on performance.

Monitoring and Evaluation (M&E) are essential components of HATOF's RBM system and serve as distinct yet complementary mechanisms for oversight, learning, and accountability. **Performance monitoring** tracks progress toward the environmental, social, and institutional goals outlined in HATOF's programs and projects, while **evaluation** assesses the overall value, relevance, and impact of interventions.

Monitoring data collected throughout the project or program cycle—including **baseline assessments, implementation performance indicators, and results tracking**—forms the foundation for evaluations. These evaluations help measure not only what was achieved but also how and why.

M&E knowledge serves as a foundation for **evidence-based decision-making** across HATOF's operations. It informs both short-term actions, such as adapting implementation plans, and long-term strategies for institutional growth and climate governance impact.

To ensure organizational learning, all **lessons learned, evaluation findings, and recommendations** must be documented and integrated into HATOF's internal knowledge management system. This will:

- (a) Define and refine desired development outcomes, and
- (b) Strengthen the methods, tools, and partnerships used to achieve those outcomes.

Moreover, M&E knowledge must be **accessible and disseminated internally** to enable adaptive learning, informed strategy revision, and enhanced delivery of HATOF's mission in sustainability, climate action, and environmental governance.

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2. CONTEXT AND SCOPE

HATOF Foundation is in the process of fully consolidating its Monitoring and Evaluation (M&E) framework to clarify the roles, responsibilities, and accountabilities of all internal and external stakeholders. This guideline is designed to provide direction on how M&E will be systematically integrated into all HATOF operations—programs, projects, partnerships, and policy initiatives.

The need for this policy arises in response to increasing national and international focus on measuring development outcomes, improving accountability, and promoting learning from what works and what does not. With growing expectations from donors, partners, and communities, a robust M&E system is essential for strengthening results-based management and enhancing impact in climate governance and environmental

sustainability.

To institutionalize this, a dedicated M&E function will be established or situated within the **Programmes and Projects Department**, with cross-cutting responsibilities across all units. This unit will coordinate data collection, analysis, reporting, and learning to inform planning and implementation.

The M&E guideline is part of HATOF's broader internal policy framework, which includes the **Governance Policy, Code of Conduct, Risk Management Policy, and Anti-Corruption and Accountability Procedures**. Together, these ensure that monitoring and evaluation efforts are ethical, transparent, and aligned with the Foundation's values and compliance obligations.

While primarily targeted at HATOF staff, this guideline is also a reference for donors, implementing partners, government collaborators, and beneficiaries—ensuring a shared understanding of HATOF's M&E standards and reinforcing its commitment to transparency, learning, and performance accountability.

3. AIM AND OBJECTIVE

The **HATOF Foundation Monitoring and Evaluation (M&E) Guideline** is designed to help HATOF and its partners systematically track and assess the outcomes and impacts of its programs and initiatives using technically sound, participatory, and transparent methodologies.

The overarching goal of this guideline is to create unified structures and standards across the organization to govern the effective use of M&E systems in order to enhance the impact, accountability, and sustainability of HATOF's environmental and climate interventions. Specifically, this policy seeks to:

- a. Demonstrate HATOF's commitment to monitoring and evaluating its work and applying findings to strengthen performance and long-term impact.
- b. Define minimum M&E requirements, guiding principles, and clarify the roles and responsibilities of internal and external stakeholders.
- c. Provide an introductory framework to M&E at HATOF, supported by tools, templates, and references for more detailed guidance and operationalization.

4. DEFINITION OF MONITORING AND EVALUATION

4.1 Monitoring

Monitoring is the **ongoing process of collecting, analyzing, and using information** to assess progress in program or project implementation, achievement of planned results, and effective use of resources. At HATOF, monitoring occurs at various levels—project, thematic, regional, and institutional—and informs continuous learning, risk identification, and decision-making.

It involves the use of agreed indicators, baseline and target data, and performance reports to track implementation against timelines, budgets, and deliverables.

4.2 Evaluation

Evaluation at HATOF refers to **formal and structured assessments** conducted at specific stages of a project, program, or policy cycle. It is a **systematic and periodic review of relevance, effectiveness, efficiency, impact, and sustainability** of an activity in line with its stated objectives and desired development outcomes.

Evaluations may focus on individual projects, thematic portfolios, partnerships, or organizational performance. They are designed to provide **credible and timely evidence** that informs strategic decisions, enhances accountability to stakeholders, and ensures continuous improvement.

Evaluation findings, lessons learned, and recommendations are integrated into future planning and are disseminated internally and externally as appropriate.

5. THE DIFFERENCE BETWEEN MONITORING AND EVALUATION

The terms 'monitoring' and 'evaluation' are frequently used interchangeably. Data gathered through monitoring is an important source of information used in the evaluation. While monitoring tells us what is happening, evaluation gives us more specific information, such as why and how things are going. In other words, while monitoring indicates whether an activity is on track to meet its objectives, the evaluation indicates whether the activity as a whole is on track. Monitoring, evaluation, and planning form the foundation of the HATOF's broad management strategy, Results-Based Management (RBM).

Table 1. Comparison between monitoring and evaluation at HATOF

	MONITORING	EVALUATION
Purpose	Determine if programs or projects are progressing according to the plan.	<ul style="list-style-type: none"> ▪ External accountability to partners ▪ State and donors ▪ Internal accountability ▪ Organizational learning
Responsibility	Head of Portfolio Management	Portfolio Management Unit
Use of findings	<ul style="list-style-type: none"> ▪ Take corrective action to ensure that program and project objectives are met ▪ Ensure accountability to partners and donors 	<ul style="list-style-type: none"> ▪ Incorporate lessons learned in the strategic planning and decision-making process of HATOF ▪ Ensure accountability to donors and partners
Focus	<ul style="list-style-type: none"> ▪ Expected accomplishments, indicators of achievement ▪ Outcomes/Outputs/activities 	<ul style="list-style-type: none"> ▪ Objectives (program) ▪ Outputs/Outcomes (project) ▪ Results (themes)
Deliverables	<ul style="list-style-type: none"> ▪ Updated information ▪ Output, work month reports, 	<ul style="list-style-type: none"> ▪ Evaluation reports with findings,

	<ul style="list-style-type: none"> ▪ accomplishment accounts, ▪ Project and Programme Performance Report ▪ Progress and terminal reports 	<ul style="list-style-type: none"> ▪ lessons learned and recommendations
Dissemination	<ul style="list-style-type: none"> ▪ Departments, project stakeholders ▪ and, at important milestones 	<ul style="list-style-type: none"> ▪ HATOF office, donors, and other stakeholders ▪ Intranet; Internet
Quality assurance support	<ul style="list-style-type: none"> ▪ Portfolio Management Unit 	Internal Audit

6. THE PURPOSE OF MONITORING AND EVALUATION AT HATOF

Within HATOF the purpose of M&E is three-fold:

6.1 Learning and Improvement

M&E enables HATOF to understand the extent to which both expected and unexpected outcomes are achieved and their effects on stakeholders. It is a key tool for continuous learning, helping the organization identify what works, what doesn't, and why. This feedback loop strengthens program design and contributes to HATOF's growing knowledge base in climate action, environmental governance, and sustainability.

6.2 Accountability

M&E enhances HATOF's accountability to its Board, donors, partners, and the communities it serves. It demonstrates responsible use of resources and ensures that all interventions deliver measurable results. M&E also holds staff and implementing partners accountable for performance and adherence to agreed standards and goals, reinforcing trust with funders and collaborators.

6.3 Evidence-Based Management

M&E findings directly inform management decisions at HATOF—from adjusting project strategies to scaling successful models. The evidence generated through monitoring and evaluations supports adaptive management, strengthens risk and performance oversight, and guides future programming for greater impact and relevance.

7. TYPES OF MONITORING AND EVALUATION

There are many types of M&E, and depending on the activity being evaluated, some may be more appropriate and useful than others. However, HATOF's M&E work generally falls into one of the following categories.

7.1 Monitoring

Monitoring is a management tool used to improve the delivery and performance of organizations.

7.2 Uses of monitoring

Monitoring is an ongoing management function that answers the question, "Are things going according to plan?" It focuses on the substantive implementation and financial progress of programs and projects of HATOF, emphasizing outputs and expected accomplishments.

Results from monitoring are used:

- a) Improve programs and project management, by identifying bottlenecks and taking required corrective actions to ensure that objectives are met within the given time frame and budget by comparing actual against initial plans;
- a) Support organizational learning, inform decision-making, and strengthen future strategic and program planning by documenting and sharing findings and lessons learned internally and externally;
- b) Hold clients and partners accountable by providing evidence of the efficient and effective use of funds and staff resources.

Monitoring is almost always carried out internally at HATOF. However, it is common for clients to monitor on their own at the project level. The following topics are the focus of GIIF's organization-wide monitoring and reporting efforts.

8. TYPES OF MONITORING AND EVALUATION

8.1 Monitoring

8.1.1 Programme Monitoring

Programme monitoring tracks the contribution of HATOF's thematic and regional programs to the organization's strategic goals through key performance and impact indicators. Program leads are responsible for compiling annual implementation reports, which summarize achievements, lessons learned, and challenges encountered. These reports are synthesized into a comprehensive institutional performance report presented to the Board and partners.

8.1.2 Project Portfolio Monitoring

This form of monitoring assesses the overall health and risk exposure of HATOF's project portfolio. It examines indicators such as financial sustainability, implementation delays, reliance on external funding, and alignment with strategic priorities. Portfolio reviews are conducted quarterly to inform strategic adjustments and resource

allocation.

8.1.3 Project Monitoring

Project-level monitoring evaluates ongoing implementation based on agreed work plans, results frameworks, and M&E plans. This involves regular tracking of activities, outputs, and outcomes using predefined indicators and milestones. Monitoring tools include baseline studies, field visits, progress reports, and terminal evaluations. Donor templates and reporting cycles are adhered to, ensuring compliance and transparency.

8.2 Evaluation

Evaluations at HATOF are structured assessments conducted at specific intervals to determine the relevance, effectiveness, efficiency, sustainability, and impact of interventions. They contribute to evidence-based learning, accountability, and strategic planning.

8.2.1 Uses of Evaluations

- To demonstrate achievement of intended outcomes and promote transparency.
- To provide recommendations for improving project and program effectiveness.
- To guide decisions on scaling, replicating, or redesigning interventions.
- To assess the effectiveness of strategic partnerships or advocacy efforts.
- To identify lessons that support inclusion, gender equity, and community empowerment.

8.2.2 Project Evaluations

Project evaluations assess the design, implementation, and results of specific projects, typically conducted at midterm and completion. They measure achievement of objectives, assess cost-effectiveness, and document sustainability prospects. Findings inform ongoing program design and institutional learning.

8.2.3 Programme Evaluations

Programme evaluations examine broad thematic or regional initiatives, assessing their alignment with HATOF's mission and overall development strategy. These are typically commissioned internally and aim to identify systemic strengths and areas for improvement.

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8.2.4 Strategic Reviews

Strategic reviews assess HATOF's institutional performance, organizational capacity, and policy relevance. These may be conducted internally or externally, at the discretion of the Board or Executive Management, and are used to guide strategic realignment.

8.2.5 Policy Evaluations

These evaluations focus on HATOF's influence on environmental policy, climate governance, and advocacy outcomes. They measure policy uptake, behavioral change, and stakeholder engagement resulting from HATOF's interventions.

9. CRITERIA AND GUIDING PRINCIPLES

9.1 Monitoring Criteria (SMART)

To ensure that monitoring information is useful and actionable, HATOF applies the SMART criteria: Specific, Measurable, Attributable, Relevant, and Time-bound. These guide the selection and use of indicators across all programs and projects.

- **Specific:** Indicators must clearly reflect the intended results and measure progress without ambiguity.
- **Measurable:** Information should be quantifiable or observable, enabling consistent tracking over time.
- **Attributable:** Results must be linked directly to the interventions implemented by HATOF or its partners.
- **Relevant:** Indicators should align with HATOF's mission and programmatic priorities.
- **Time-bound:** Monitoring efforts must occur at defined intervals to detect and respond to changes effectively.

9.2 Evaluation Criteria

HATOF evaluations follow internationally recognized evaluation criteria. These include:

- **Relevance:** The extent to which the intervention aligns with HATOF's goals and addresses stakeholder needs.
- **Effectiveness:** The degree to which objectives and targets are being achieved.
- **Efficiency:** How economically resources and inputs are converted into results.
- **Impact:** The broader, long-term effects of interventions, both intended and unintended.
- **Sustainability:** The likelihood that benefits will continue after donor support ends.

9.3 Monitoring and Evaluation Principles

9.3.1 Results-Oriented Accountability

M&E must clearly link actions to results and ensure that performance data informs strategic decisions. Staff and partners are encouraged to take ownership of results and be accountable for delivering impact.

9.3.2 Improving Planning and Delivery

M&E findings must feed into planning and implementation cycles. The goal is to make HATOF more responsive, efficient, and effective in delivering its mandate.

9.3.3 Quality Control

All data and evaluation outputs must meet defined quality standards. Reviews, audits, and peer feedback will support data credibility and methodological soundness.

9.3.4 Supporting an Evaluation Culture

M&E should be embraced by all staff as a tool for growth and not as a policing mechanism. Capacity building, recognition, and learning platforms will be prioritized.

9.3.5 Working in Partnership

M&E processes will be participatory, involving communities, partners, and stakeholders in data collection, review, and use.

9.3.6 Transparency

The M&E process, including its purpose, methodology, and findings, must be clearly communicated. Reports will be shared with internal and external audiences as appropriate.

9.3.7 Access

Final M&E reports and summaries will be accessible through digital platforms or direct distribution. Key findings will be integrated into annual performance summaries.

9.3.8 Ethics

M&E activities must respect the rights, dignity, and cultures of participants. All fieldwork must adhere to informed consent, confidentiality, and safeguarding protocols.

9.3.9 Impartiality

Evaluations must be objective and unbiased. Measures will be taken to minimize conflicts of interest and ensure balanced representation of results.

9.3.10 Independence

While internal staff may lead some evaluations, independence must be ensured by separating design and implementation roles and promoting transparent governance of evaluations.

9.3.11 Credibility

All findings must be backed by evidence and sound methodology. Validation workshops and peer review will be used to ensure integrity and accuracy.

9.3.12 Utility

M&E outputs must inform decision-making and strategic reviews. Reports will include actionable recommendations and clear follow-up steps.

10. MINIMUM MONITORING AND EVALUATION REQUIREMENTS

To ensure consistent and accountable application of M&E across all programs, HATOF has established the following minimum requirements:

- Each project and program must define a monitoring and evaluation plan with clear indicators, baselines, and targets.
- Annual performance reports must be submitted by all programs, detailing progress against defined indicators.
- Programs should track results and outcome indicators over multi-year cycles and provide annual updates.
- Each project must undergo a midterm and end-of-project evaluation regardless of donor requirements.

- Donor-specific reporting formats must be complemented by internal monitoring systems and frameworks.
- A management response plan must be developed for each completed evaluation to track and implement key recommendations.
- All project proposals must allocate budget lines for M&E activities, including training, tools, and evaluations.

11. ROLES AND RESPONSIBILITIES

Effective M&E requires active participation and ownership across all levels of HATOF's structure:

Board of Directors

Provides strategic oversight for M&E. Reviews key evaluation reports, ensures accountability for institutional performance, and approves the overall M&E policy and framework.

11.1 Chief Executive Officer (CEO)

Ensures implementation of M&E systems across departments. Uses M&E evidence for strategic decision-making and reporting to donors and stakeholders.

11.2 Monitoring & Evaluation Unit

Leads coordination of all M&E activities, develops tools, provides capacity building, and ensures that standards are adhered to. Supports program teams in designing and reviewing M&E plans.

11.3 Programme and Project Managers

Responsible for implementing M&E plans, collecting and analyzing data, and responding to recommendations from evaluations. Ensure integration of M&E into day-to-day operations.

11.4 Partners and Donors

Engage in the co-design of M&E plans, participate in review processes, and use results to inform shared learning and accountability.

11.5 All Staff

Contribute to data collection and reporting, uphold ethical M&E practices, and support learning and improvement efforts throughout the organization

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