Annex 9: Project Monitoring, Evaluation, and Learning Plan Template

Call for Proposals

for

“Projects with Swiss Companies in Ukraine”

Cover Page

Project Title: [Insert]
Company: [Insert]
End-beneficiary in Ukraine: [Insert]
Project Duration: [Start date – End date]
Total project costs: [Insert]
SECO contribution: [Insert]
Geographic Scope: [Oblasts / Territorial communities]
MEL Point of Contact (from the Company): [Name, role, email]

Glossary

- **Company:** Swiss private-sector entity, which is awarded with a subsidy within the Call for Proposals for Swiss companies in Ukraine and implements the project
- **Project:** SECO-funded intervention delivered by the Company
- **Recipient:** any legal entity or individual in Ukraine who directly receives goods, services, training, or other assistance financed by the Project. The term excludes the Company, its employees, and any vendors/subcontractors engaged solely to implement the Project
- **PMELP:** Project Monitoring, Evaluation, and Learning Plan
- **Project Team (PT):** Team that implements the Project
- **Third-Party Monitoring (TPM) Contractor:** DT Global
- **SECO:** State Secretariat for Economic Affairs
- **Embassy:** Switzerland's Embassy in Ukraine

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1. General Clauses

Binding Instrument & Consistency. The PMELP is a binding, stand-alone document incorporated into the Contract. Amendments to the PMELP are effective only when approved by the Parties and recorded in the PMELP Change Log.

Semi-Annual Reviews & Updates. TPM Contractor initiates and facilitates semi-annual joint reviews (learning sessions) of the PMELP with SECO and the Company. At each review, the Parties will agree any updates; approved changes shall be recorded in the PMELP Change Log.

Consequences of Non-Compliance: Per Contract, non-compliance with deliverable verification will result in suspension of disbursements until the issue is corrected and verification is complete.

Access to Information & Site Access. Upon reasonable notice, the Company provides the TPM Contractor and its authorized representatives full and timely access to all relevant data, records, systems, and Project sites (including subcontractor locations within the Project Team's control), and cooperates in monitoring activities (site visits, interviews, financial audits, and document reviews). Access shall not be unreasonably withheld, conditioned, or delayed and will follow Annex C: DT Global Site Visit Protocols and applicable confidentiality/data-protection requirements.

Reporting. The Company uploads the Milestone Progress/Final Report (Annex A: MPR template) and supporting documentation verifying deliverables completed during the reporting period to the DTGO platform – or another agreed channel – for TPM Contractor review.

Data Quality & Management. The Company maintains rigorous data quality and information-management standards across data collection, reporting, storage, sharing, and disposal. The Company ensures that all data underlying the Milestone Progress/Final Reports are accurate, complete, timely, consistent, and traceable to verified source documents/means of verification; are captured using standardized definitions, unique identifiers, and version control; and are subject to routine quality assurance checks.

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2. Link to the Results Framework

- **Strategic Orientation [#]:** [Insert]
- **Objective [#]:** [Insert]
- **Outcome [#]:** [Insert]
- **Immediate Outcome [#]:** [Insert]

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3. Theory of Change (ToC)

IF [we deliver these activities/outputs for these beneficiaries],

THEN [these outcomes/behavior changes will occur].

BECAUSE [these mechanisms/assumptions hold true in this context].

Guidance: Keep the ToC concise (≤10 lines). Highlight critical assumptions, causal mechanisms, and why change is plausible. Note any dependencies on partners or external reforms. (Note: DT Global will standardize all ToC's using this format, but will not change the sentiment of the ToC, but the company will need to approve it.)

Critical assumptions:

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4. Outcomes

Guidance: Outcome is a change in performance, quality, access, capacity, or resilience experienced by the Recipient because of project Deliverables. Summarize intended outcome-level changes attributable to the Project. Example: Increased operational resilience of critical facilities. Hospitals, waterworks, and emergency services in the service area maintain ≥95% uptime during disruption events (blackouts/shelling-related outages) by [date], enabled by redundancy and automation installed by the Project.

- **Outcome 1:** [Description]
- **Outcome 2:** [Description]

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5. Performance Indicators

*Guidance: List relevant SECO standard indicators. Set baselines and targets by Milestone periods. Assign data sources and responsibilities. [**Note**: these will be taken from the company* *application, and DT Global may deviate slightly in wording from Annex B: SECO Performance Indicator Reference Sheets (PIRS)]*

6. Deliverables and Supporting Documents

Guidance: List all contractual deliverables. For each, specify the exact evidence required for verification, acceptance criteria, and responsible parties.

#	DELIVERABLE	Documents Review and Field Monitoring	Calendar	Tranche Amount for Milestone
0	**Pre-payment**			
0.1	Contract with SECO signed			**CHF**
1	**Milestone 1:**		**Milestone period: [Start: DD.MM.YYY] – [End: DD.MM.YYY]**	
1.1				
…				
1.X				**CHF**
2	**Milestone 2:**	**Material to be delivered:**	**Milestone period: [Start: DD.MM.YYY] – [End: DD.MM.YYY]**	
2.1				
…				
2.X				**CHF**

7. Milestones and Deliverables Calendar

Guidance: Map deliverables to time-bound milestones. Identify dependencies and any phased submissions. Keep this information synchronized with reporting deadlines.

8. Risk Matrix

Guidance: Include programmatic, operational, fiduciary, political, and security risks. Rate likelihood/impact, propose proactive mitigations, and assign owners. Update semi-annually.

Risk Description	Likelihood	Mitigation Measures
Include programmatic, operational, fiduciary, political, and security risks types	High/ Medium / Low	Describe proactive measures and assign responsible Team members

9. Learning Tracker

Guidance: Maintain an ongoing log of learning questions, findings, and the actions they trigger.

Date	Learning Question	Evidence / Finding	Implication	Action / Decision	Owner	Status
[dd/mm/yyyy]	[Insert]	[Insert]	[Insert]	[Insert]	[Role]	[Open/Closed]

10. PMELP Change Log

Guidance: Record all amendments to maintain version control.

Version	Date	Section(s) Changed	Summary of Changes	Author	Reviewed By	Approved By
v1.0	[dd/mm/yyyy]	[All]	Initial PMELP	[DT Global]	[Company PoC]	[SECO PM/POC]

Annex A. Milestone Progress/Final Report Template

Guidance: Use this structure for each reporting period. Keep the narrative concise and evidence-linked.

Company Name	
Project Name	
Reporting Period	
Name/Number of Report	

Progress reports must not exceed a maximum of 10 pages. The contractually agreed payment for this milestone is subject to acceptance of the report.

Performance Indicator(s)

Please provide actuals for indicators described in the PMELP for the reporting period and accumulative as of the report date.

Performance Indicator	**Planned**	**Actual**				
		Milestone 1	**Milestone 2**	**Milestone 3**	**Milestone 4**	**Total**

Geographic Location(s)

Please insert actual geographic areas where this project is implemented. Note all applicable Oblasts and territorial communities.

Key Project Partners in Ukraine

Please indicate how partnerships and co-operations work.

Planning / Timeframe

Please describe whether all activities are running as planned and if the work will be completed on schedule. If not, please explain the reasoning and the plan for next steps.

Project Deliverables

Describe all deliverables achieved as a result of project activities according to the approved PMELP.

Note: The final report must include information on all implemented deliverables.

Financial Monitoring

Financial Monitoring Overall

As part of the financial monitoring process, the company should report actual costs against the budget provided in its application form (annex 3 – point 4, and document cost calculation per unit). The company is free to propose an Excel table format that suits it for this reporting, provided that all information provided in the documents listed above is included.

Financial Monitoring of Own Contribution

As part of the financial monitoring process, the company should clearly outline which goods and services were procured through its own financial contribution to the project. This description should:

- Identify items and services – Provide a detailed list of goods and/or services purchased with the company's contribution, specifying quantities, suppliers, and dates of procurement.
- Link to project activities – Explain how each item or service directly supports the implementation and intended results of the project.
- Provide continuous market price monitoring compared to SECO project prices per item.
- Support with evidence – Attach relevant financial documentation, such as bank statements, invoices, receipts, or contracts, that verify the expenditures.
- Ensure traceability – Make sure all financial records can be easily traced back to the specific procurement transactions reported, ensuring transparency and accountability.

Project Outcomes

Describe key outcomes (after-effects) achieved as a result of project activities according to the approved PMELP.

Note: The final report should include evidence of all planned outcomes (or an explanation of why outcomes were not achieved).

Implementation Challenges and Lessons Learned

Please provide bullets on any new risks, obstacles or problems you encountered and how they were solved or what you plan to do to solve them. These problems could include in particular delays in implementation, operational challenges, a lower-than-expected yield, etc. Be as honest as possible. It is important for SECO to learn from the successes and problems in order to improve future programming.

Next planned steps to overcome challenges:

Place, date **Signature**

________________ __________________

Annex: **Illustration materials such as copies of press clippings, pictures, testimonies, etc.**

Annex B. SECO’s Standard Indicators List

(see Annex 10 Application Documents Call for Proposals)

Annex C. DT Global’s Site-Visit Protocol

1. Purpose and Scope (Company-Facing)

DT Global, on behalf of SECO, conducts routine and milestone site visits to independently verify agreed deliverables, outputs, and outcomes under the Company’s Monitoring & Evaluation (MEL) plan.
These visits:
• Ensure transparency and accountability for SECO-supported investments.
• Verify compliance with agreed deliverables and standards.
• Identify risks, challenges, and lessons for adaptive management.
• Provide SECO and the Company with credible, evidence-based findings.

2. Visit Frequency and Types

• Routine Visits – Planned at least [X times per year or per contract terms].
• Milestone Visits – Triggered by completion of major deliverables or phases.
• Ad hoc / Spot Checks – May occur with [7–10 days] notice if compliance concerns arise.

Notification: Companies will receive written notification at least [X weeks] in advance of routine visits.

Placeholders (to be filled in at contracting stage):
- Next planned visit date: ____________________
- Company focal point: [Name, Position, Contact, Email/Phone]
- DT Global Team Lead: [Name, Position, Contact, Email/Phone]
- SECO reference contact: [Name, Position, Contact]

3. Roles and Responsibilities

• DT Global TPM Team – Plans and leads visits, verifies evidence, documents findings, ensures confidentiality.
• Company – Provides access to sites, facilities, staff, and required documentation. Assigns a focal point.
• SECO – Receives visit reports and oversees follow-up actions.

4. Visit Process Overview

1. Pre-Visit – Agenda and checklist shared; company prepares documentation and staff access. DT Global conducts risk and security reviews in line with standard protocols.
2. On-Site – Verification of deliverables/outputs/outcomes, including sampling of beneficiaries with appropriate gender balance, compliance checks, short interviews.
3. Exit Meeting – Brief debrief with company focal point, clarifying scope of observations.
4. Reporting – DT Global submits draft Site Visit Report (SVR) within 10 working days. Company may provide factual clarifications within 5 working days. Final report is shared with SECO and the Company within 15 working days.

5. Confidentiality & Data Protection

• All data collected remains confidential and will only be shared with SECO and the Company.
• Photos, audio, or geotags will only be used for monitoring and reporting purposes.
• Data is managed under GDPR and SECO data protection standards.