د کلیو د بیا رغونی او پراختیا وزارت

وزارت احیا و انکشاف دهات

دافغانستان اسلامی جمهوریت

جمهوری اسلامی افغانستان

Islamic Republic of Afghanistan,

Ministry of Rural Rehabilitation and Development
(MRRD)

Manual for Research, Documentation and Reporting

Social Protection Directorate (SPD)

Ministry of Rural Rehabilitation and Development (MRRD)

Content list

1. Research

    1.1 What is Research
    1.2 Classification of Research
    1.3 Relevance of Research
    1.4 Type of Research
    1.5 Importance of Research
    1.6 How to design and conduct the research

2. Documentation
    2.1 Concept of documentation and document
    2.2 Purpose of documentation
    2.3 Components of good documentation
    2.4 Types of documentation
        2.4.1   Concept Note
        2.4.2   Project Proposal
        2.4.3   Memorandum of Understanding (MOU)
        2.4.4   Case Study

3. Reporting
    3.1 What is Report
    3.2 Type of Report
        3.2.1   Periodic Report
        3.2.2   Official Memorandum
        3.2.3   Email Drafting
    3.3 Salient Features of Report
    3.4 How to organize Report

Word from Director…………….

Institutional success depends a lot upon the strategic projection of the achievements as well as the larger benefits to the target audience. Social Protection Directorate (SPD) is an institutional arrangement within the Ministry of Rural Rehabilitation and Development (MRRD) to coordinate the activities related to early recovery and disaster mitigation among the programme of MRRD. It is mandated to provide the timely support to the people of Afghanistan in case of any disaster as well as facilitate the process of disaster mitigation under the aegis of MRRD programme. MRRD is also sharing the responsibility of Vice-Chair for National Disaster Management Committee (NDMC) and providing the strategic direction for strengthening the disaster management system in the country.

Domain of mandate is large and strategic in nature and it requires the quickest action for reaching to people affected by the disaster. Due to the nature of mandate, SPD is required to develop the capacity of its units and team members in the area of professional documentation. Most of the work is related to assessment, monitoring, development of plan, reporting for ministers and deputy minister's offices and writing the professional directive mails and letters to PRRD offices for their timely action.

Professional documentation and communication falls under the domain research, documentation and reporting. It does not require the very advance research but simple analysis also required to apply the tool of research to get the correct and analytical information and to place those analytical information in form of effective document so that higher authority can take the appropriate action on time. Again it does not require the higher and advance knowledge of documentation as well as reporting. But it requires having the basic and formative knowledge on Documentation and reporting among the team members of SPD.

Keeping the above view point in the centre, SPD has developed a very simple training manual to provide the basic guidance and knowledge about the process of research, documentation and Reporting. It will help the team to build the capacity in area of documentation and reporting and it would enhance the efficiency of SPD in terms of fulfilment of the mandate in effective way. It will also serve the purpose for acquiring the advance knowledge in the area of Research, Documentation and Reporting on the basis of this basic and fundamental knowledge in the subject.

Thus this training manual has been designed to train the team member of SPD in the area of Research, Documentation and Reporting. This is developed in brief. Most of the contents have been put in the doable form so that it could be used just after reading also. It does not require to use this manual in formal set of training system. It is a handy guidebook for the functionaries, who are the real actor in the process.

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1. Research

1.1 What is research

Research is composed of two words 'Re' and 'Search', which means to search again, or to search for new facts or to modify older ones in any branch of knowledge.

1.2 Classification of Research

There are two broad classification of Research
- Research in physical or natural sciences.
- Research in social and human sciences: Research in social sciences are based on human behaviour, which influenced by so many factors such as, physical, social, temperamental, psychological and economic.

1.3 Relevance of Research

- Research is based on logical relationships and just not on beliefs.
- It involves scientific thinking and promotes the development of logical habits of thinking and organization.
- Research gathers new knowledge of data.
- Research is expert, systematic and accurate investigation.
- Research if logical and objective, applying every possible test to verify the data collected and procedures employed.
- Research endeavours to organise data in quantitative terms as far as possible.
- It is highly purposive.
- It maintains the rigorous standards.
- Research usually involves problems, hypothesis or set of hypothesis concerning the tentative explanation of phenomenon or the solution to problem.

1.4 Type of research

- **Descriptive Research:** It includes surveys and fact finding for different things. The researcher can only report what has happened or what is happening. E.g. Frequency of shopping, preference of people etc and survey methods are used for data collection.
- **Analytical Research**: The researcher has to use facts or information already available, and analysed those to make a critical evaluation of the material. E.g Using data of the bank and using the analytical methods to risk minimization in bank.
- **Applied Research:** It is also called action research aims at finding a solution for an immediate problem faced by society. E.g. a particular product may not be selling well and the management might want to find the reason for the in order to take the corrective action.
- **Fundamental Research:** Also termed as pure or basic research. Eg. Research studies concerning human behaviour with a view to make generalization about human

behaviour, a university professor may be interested in investing the facts that contribute to absenteeism as a matter of more academic interest, later on manager can use this information to determine the facts of absenteeism identified are relevant to his organization if absenteeism of employees take place.

- **Qualitative Research:** It is concerned with qualitative phenomena. It is especially important in the behaviour science where the aim is to investigate the reason for human behaviour. Attitude, opinion research, motivation research all are qualitative research. E.g Studying what makes people work hard or be lazy will lead to the arriving at qualitative causes such as , whether salary is not attractive or jobs are not of interest.
- **Quantitative research:** It is appreciable to phenomena that can be exposed in term of quantitative. Eg. Demand for product or market share etc. Experimental research all under this category.
- **Conceptual Research:** It is related to some abstract ideas or theory. It is used by philosophers and thinkers to develop new concepts or to interpret the existing ones. It is also called philosophical studies.
- **Empirical Research:** It is date based coming up with conclusions that are capable of being verified, by observation or experiment. Relating to the problem hypothesis are formulated and enough facts or data is collected to prove or disapprove the hypothesis made. Most of researches are empirical in nature.
- **Clinical or Diagnostic Research:** This type of research follows case study methods to reach the basic causal relations. Very small sample and very deep probing is involved to go deep in to the cause of things or events that interest us.
- **Exploratory Research:** The objective of exploratory research is the development of hypothesis rather than their testing.
- **Historical Research:** This type of research utilises historical sources like documents, literatures, leaflets, philosophy of persons and ideas of past etc.

1.5 Importance of research

- Research is a process of information gathering and it helps in analyzing and making important decision for positive intervention.
- It advances the knowledge, which has been developed and created in the past.
- Research is designed to solve particular existing problems so that immediate and long term solution could be ensured around that issue.
- It highlights the deficits in the system along with different viable options for solution.
- Research is actually an act of studying something carefully and extensively in order to attain the deeper knowledge in the same.
- Research provides all necessary information in the field of one's work, study or operation before someone start working on it.
- Sometimes, there are in-built problems in a process or projects that are hard to discovery. Research helps in find those root cause and associated elements.
- It helps in bringing new knowledge innovation and helps in the progress of the world in the desired way.

- It helps in all walks of life like health, nutrition, food technology and medicine etc.
- It is a process of investigation. An experimentation of a subject from different point of view. It hunts for the truth. It is a way of educating oneself about the issues.
- Research is an important to society because it allows us to discover more and more new things in the life that makes the life easier, more comfortable and safer.

1.6 How to design and conduct the research

There are following important and simple steps are followed in conducting any research to get the desired results.

- **Review of literature:** It is important to develop the knowledge base on the existing problem by studying the different literatures and work done in the past on the issue it would help in understanding the problem and designing the objectives of study and hypothesis.
- **Defining objectives and Hypothesis:** Hypothesis is most determining factor in any research study. It should be much focused and could be tested. A good hypothesis is
  - ➢ Clear enough to be tested
  - ➢ As simple as possible
  - ➢ Adequate to explain the event
- **Specify the target group:** Research project need to specify the target group, population so that it could provide the substantial evidences to agree or disagree with the hypothesis.
- **Evaluate the feasibility of testing the hypothesis:** One should relatively certain that the experiment can be set up to adequately test the hypothesis with the available resources. Therefore, a list should be made of the cost, materials, personal, equipments etc. to be sure that adequate resources are available to carry out the research. If not, modification could be made in design of research to fit in to the resources.
- Selection of appropriate sample for data collection
- Data collection Methods
- Make a complete analysis of data: Be sure to have a plan of data analysis and in what order will they would be done. Interpret the results

2. Documentation

2.1 Concept of documentation and document

In general terms, documentation is a communicable material (such as text, video, audio CD and DVD etc or combination thereof) used to explain some facts of an object, systems or procedures. It is a process of keeping records on any projects or events. The documented material becomes a useful resource for its creators as well as for other to understand and learn from it.

Documentation is defined as the process or speciality of accumulating and classifying documents and making them available for others.

Document is a collection of data, regardless of the medium own which it recorded that generally has the permanence and can be read by human or machine. Document includes both paper and electronic version. A document is information on one or more related topic prepared for specific purpose and presented as a unit. A document may be used in a printed form, online form or a combination of two. Example of documents includes- manuals, reports, proposals, leaflets, faxes, emails, case studies and concept notes etc. It is a support for decision making based upon the information coming from different sources.

2.2 Purpose of documentation

Documentation is always done with a purpose. It is determined by target audiences, utility of document and establishment of the facts of any event. There could be the following purpose of the documentation

- To share the actual status of any programme/events/activities/impacts/changes etc with other world.
- To update the support agencies about utilization of resources.
- To provide the empirical evidences for validation of programme.
- To enhance the visibility and credibility of the organization.
- To develop the experiences and learning for future improvement

2.3 Components of good documentation

There are few basic elements, which makes the document a readable document for the audience.

- Documents should be clear, concise and in logical order and easy to understand by the target audiences.
- It should mention the facts very clearly with the acknowledgment and reference of the sources.
- It should not create the confusion and ambiguity among the readers
- It should be easily communicable to the target audience. We should avoid too many jargons and unpopular words in the document.
- It should follow the certain format of writings and purpose of document should be clearly visible

- It should have the details of all acronyms used in the documents as well as the list of the tables and figures should be added as a part of document either at the end or beginning of the document.
- It should also have the clear distinction of fonts and colour between headings, sub headings and the running write-up of ht contents.
- Font size should be clearly visible and readable to the audience.

2.4 Type of Documentations

There are varieties of documents used in the world. It all depends upon the purpose, target audiences and ultimate need of the document. MRRD and SPD are dealing with the development projects. Therefore, it has the relevance for the following documents in its official use to survey the purpose with regards to its work.

2.4.1 **Concept Note:** Concept Note: A concept note is a summary of a proposal containing a brief description of idea of project and the objective to be pursued

It guide to the donor and resource sharing agencies to supporting the long term project proposal.

The Concept note is comprised of following

- Title: The title should reflect the main programmatic thrust of the project, and
  - ➢ It should be short
  - ➢ Concise
  - ➢ Attractive and Meaningful
  - ➢ Simple and realistic
  - ➢ Complete reflection of the theme etc

- Background: It is a summary of the development issues, which is needed to be addressed to have some sustainable solution to the mentioned problem, and
  - ➢ It should be very concise and focus on the issue
  - ➢ It should clearly spell out about the needs and priority of the programme
  - ➢ Existing Capacity Resources and required capacity as capacity gap
  - ➢ It should also details about the tentative benefits etc.

- Objective: It is divided in to two parts as overall objective and specific objectives. Overall objective is a summative of specific objectives. A well formulated objective should answer the question like, what does the project intent to achieve.
  - ➢ It should be concise
  - ➢ No longer sentences
  - ➢ Meaningful
  - ➢ Easy to understand
  - ➢ Avoid the jargons etc

- Expected Accomplishment: It describes the desirable future conditions of the individual or institution, associated with the project. It should be achievable within the project period and budget.
- Indicators of achievements: These are measures used to determine to what extent the stated objectives have been achieved. It refers to the information needed to help determining progress towards meeting stated project objectives. One expected output may have more than one indicator.
- Main activities: Main activities are the actions that have to be taken or provided to achieve the expected accomplishment. Well formulated activities should answer the question like, what specific actions need to be taken by the project management team.

2.4.2 Project Proposal

A project Proposal is a document that written with specific purpose to propose certain things to deliver for community or society. It is an argument. If it is not put in a logical or viable way, it might have the chances to losing the track of deliverables. It is developed on the basis of audience and client agencies requirement. It also allows the writer to clarify what it is and what is to be done to address the particular issue.

Components of Project Proposal

- **Title:** The title of the project is significant. The title is important for understanding the meaning of whole of proposal. Therefore, it should represent the whole concept of the proposal in very few words and it should be attractive for the audience.
- **Introduction:** The introduction to the project provides a general introduction to the phenomena or issue of interest. It should have the clear description and logic of the project. It should also details about the project all about and why is this project important for the people. Introduction is also outlining the brief background and capacity of the organization to ensure the suitability of the organization for the implementation of the project.
- **Project objective and expected result:** This section should contain a clear and specific statement of what the proposed project will accomplish. It would be a written statement. It is written in two segments.
  - ➢ General objective or overall goal of the project: It would describe the ultimate aim of the project target. It is pertaining to intended changes, which project may like to bring after the implementation of the activities in systematic way in due course of time.
  - ➢ Specific objectives: it would lead toward the accomplishment of general objectives. It will qualify for the addressing the issues mentioned in the description of the problem statement of the project.
- **Description of project activities:** This section would describe that what would actually be done to produce the expected results and accomplish the project's objectives. There should be clear and direct linkages between activities and outcomes. Activity description would be as specific as possible, indentifying what will be done, who will do it, when it would be done (beginning, duration and completion) and where it would be

done, in describing the activities, an indication should be made regarding the organization and individual involved or benefitting from the activity.

- **Implementation Plan and time frame:** This section may be presented in graphical or tabular form and can be attached in an annex. It should indicate the sequence of all major activities and implementation milestones, including targeted beginning and ending dates for each step, indicating that all the things must happen have been carefully thought from the current to end of the project situation. Include in the implementation plan all required highlight reports, project reviews and evaluation of the activities.

- **Plan to Ensure community Participation:** Describe the involvement of the community at
    - ➤ Project Planning and design level
    - ➤ Project Implementation level
    - ➤ Project Monitoring and Evaluation level to ensure efficiency and effectiveness in delivery

- **Risk to Successful implementation:** Identify and list the major risk factors that could result in the project not producing the expected results. There should include both internal and external factors. Key assumptions could also be mentioned. Most of the assumptions are related to external factors.

- **Monitoring & Evaluation Plan and Indicators:** This section should contain an explanation of the plan for monitoring and evaluation of the project, during its implementation and at completion. It will include-
    - ➤ How the performance of the project will be tracked in terms of achievement of the steps and milestones set forth in the implementation plan.
    - ➤ How the impact of the project will be assessed in terms of achieving the project objectives.
    - ➤ How the mid-course correction and adjustment of the project design and plan will be facilitated on the basis of feedback received.
    - ➤ How the participation of community members in the project monitoring and evaluation.

- **Sustainability:** The Proposal should also contain the paragraphs about the strategy for sustainability of the project so that it could help the community for longer period and may be replicated to other areas for have the larger benefits.

- **Project Budgeting and financial management:** Project budget it an important part of the project proposal. The management and development of project budget very crucial to generate the realistic budget for the project activities. The following important principle should be kept in mind in preparing a project budget.

    - ➤ Include only cost which directly relate to efficiently carrying out the activities and producing the objectives which are set forth in the proposal.
    - ➤ The Budget should be realistic, fine out what planned activities will actually cost and do not assume more or less.

- The budget should include all costs associated with managing and administering the project in particular, include the cost of monitoring and evaluation.
- Project Proposal may also include the other costs like, salary of staff, rent and other related expenditure, if it is principally agreed with Donor.
- At the last we can have some annexure to support the proposals strongly, like, logframe, maps and other relevant documents.

2.4.3 Memorandum of Understanding (MOU)

A Memorandum of Understanding (MOU) is a document describing a bilateral or multilateral agreement between two or more parties. It expresses a convergence of will between the parties, indicating common line of action. It is a tool to recognise and articulate collaboration and partnership for achievement of certain stated objective or goal.

- A MOU is simply a written agreement to identify the working relationship and guidelines between collaborating and partnering entities.
- It spells out the common understanding. It clarifies what kind of support will be provided and outlines the specifics of communication and duration.

MOU has the following components

- Purpose and Scope: This section represents the name of partners entering to the partnership and describes the purpose and scope of the MOU.

  - ✓ Why is this MOU being established, briefly state the reason for the collaborative relationship of the parties included in MOU and they will work under what jurisdiction.
  - ✓ What is the official name of each organization?

- Introduction: This information fully describes vision, mission and goal of each partner agency existing in the MOU.

- Roles and Responsibilities: This section states the roles and responsibilities of each partner included in MOU. It states how each organization will support the relationship established by the MOU and what each will contribute to the effort. The items of this section can be fairly specific and will likely relate to the topics such as leadership, communication, staff and volunteers, budget and finances, logos and emblems and overall accountability.

  - ✓ What roles and responsibilities will the partner work on collectively (Jointly) and how they will be accomplished.

- ✓ What roles and duties does each individual partner take responsibility for this partnership?

- ➢ Meeting and Reporting: This section defines how and when the partner will meet for the purpose of ensuring the compliance of the MOU. It also includes specific reporting agreement.

  - ✓ How many times will the partner meet during the duration of MOU
  - ✓ What would be the format for the meeting (face to face, teleconference etc)
  - ✓ What are the reporting requirements for each partner (eg fiscal accountability, progress of partnership towards the stated goals, mission, impact of the progress etc)

- ➢ Duration: This section describes when the MOU begins and ends.
  - ✓ When will the MOU take effect
  - ✓ When will the MOU expire

- ➢ Termination or Amendment: This section outlines how the MOU may be terminated or amended. There may be instances when one of the cooperative partners will need to amend or even terminate the relationship described by the MOU. Allow for the smooth evolution by stating how the change be completed. Typically this will refer to the within which the other partner will need to be notified that changes are necessary. It may be 30 days, 60 days or 90 days depending upon the situation.

  - ✓ How will the MOU be terminated
  - ✓ How are the amendments or changes to the MOU handled
  - ✓ What is the time frame for notification of termination or amendment?

- ➢ Authorize Signatories: An authorized individual from each organization will sign and date the MOU. Each organization's support of the agreement will be represented by the signature of someone who serves in a leadership role in each organization. It can be committee chairperson or board of president for other agencies involved in MOU.

  - ✓ Do the signature lines include the written signature, printed signature, title of the person and date of signing?
  - ✓ Are those signing the MOU, authorized person for each individual partner?

- Benefits of the MOU

  ✓ Sets a better tone for partnership
  ✓ Build a strong working relationship
  ✓ Set up a structure for partnership
  ✓ Clarifies how regulations will be interpreted
  ✓ Protects the organization's right over a time period

2.4.4 CASE STUDY

A case study is a story about something unique, special or interesting. It can be of individuals, organizations, process, programme, neighbourhoods, institutions and events.

The case study gives the story behind the result by capturing what happened to bring it about, and can be good opportunities to highlight project's success, or to bring attention to a particular challenges or difficulty in project. It can also document for the failure of the project for future learning and provoking for doing things differently for good or desired result. Case study is the real life situation and it analyses the situation.

- Process to conduct the case study: The process for conducting the case study follows general method of research, planning, collection data, analysis of data, development of report and dissemination of report.

  ➢ Plan
    ✓ Indentify the stakeholders
    ✓ Brainstorm a case study topic
    ✓ Identify what information needs from whom
    ✓ Identify documents to be reviewed
    ✓ List the stakeholders to be interviewed or reviewed
  ➢ Organise the survey tools
    ✓ Develop the rules that guide the administration and implementation of the interview/survey.
    ✓ What to say to the interviewees
    ✓ What to do during interview
    ✓ What to do following interview
  ➢ Collect data
    ✓ Gather all relevant document
    ✓ Set up interview/survey with stakeholders
    ✓ Seek informed consent
    ✓ Re-examine the purpose of interview
    ✓ It respondent has consented, conduct the interview/survey

- ➢ Analyze the data
  - ✓ Review all relevant documents
  - ✓ Review all the interview/survey data

- ➢ Develop Report
  - ✓ Introduction (Problem statement)
    - o Identify the problem
    - o Explain the importance of this problem
    - o How was the problem identified
  - ✓ Step taken for addressing the problem
  - ✓ Result
  - ✓ Challenges and how they were met
  - ✓ Beyond the result
  - ✓ Lesson learnt

- ➢ Disseminate the report
  - ✓ Solicit the feedback
  - ✓ Revise
  - ✓ Disseminate for wider learning.

3 Reporting

3.1 What is report

Report is a self-explanatory statement of facts relating to a specific subject and serves the purpose of providing information for decision making and follow-up actions. It is a systematic presentation of ascertained facts about specific event/subject. Report is a summary of findings and recommendations about particular matters/problem. Report is for the guidance to higher authorities like policy makers, administrators and implementers.

Report facilitates timely decision and follow-up measures.

3.2   Types of report

3.2.1 Periodic report

Annual Report:

It is a document which reflects the organizational achievements, learning, challenges, and innovation in the light of set plans or goals. It is a golden opportunity to reflect over the past and provoke for plan in future in more effective way. It is a document, which is shared to all different stakeholders for seeking their attention and participation in the organizational work. It can help in inviting the innovative ideas for further improvement in the future course of action. It tells the story of your organization to people in most compelling way.

How to organise the annual report

- Develop a reporting template: Develop a reporting template based on vision, mission, strategy, work and achievement of the organization. It can also be finalized the number of pages for optimum utilization of the resources for transfer of this report electronically or getting it printed in hard form. Chapters are also developed in template and it could also be decided that how many pages are dedicated for each chapter logically.

- Gather the information from available sources: Gather the required information from organizational strategy document, previous reports, departmental and unit reports. It may also be collected from staff's daily diary, monthly reports and other related document. Put the all gathered information in one folder in soft or hard so that it could be utilized during the development of report.

- Plot the information in relevant chapter: Plot the information in chapters to make it more logical and professional in terms of its presentation. Kindly put the reference of materials under the each content, which have been taken from other sources.

- Quantify the success: Use the relevant statistics to quantify the success. It may be presented in form of table, chart, pie charts, figures, bar charts, whichever is more presentable and readable for the audience.

- Be Visual: Present the relevant pictures to supports your achievement. It can help in development of live and dynamic document. It could be used by wide number of audience.

- Read the Report carefully: It is advisable to read the document several time to check the language, correctness, accuracy of data, presentation etc. It is also advisable to engage some professional proof readers for professional presentation of language of document.

- Decide the stakeholders for sharing prior to printing or larger sharing: Share the draft report to all concerned persons and authority for their validation and final suggestion and incorporate it.

- Send for printing: Send the report for the printing after the validation from all the concerned authority. Take a proof from the printer and ensure that data is not mis place, design is appropriately chosen, if all is satisfactory than order the number of copies required from the printer and take the final word as well as PDF format from the printer for future use as well dissemination of report the electronically to all concerned.

Quarterly Report:

Quarterly reports are developed for internal circulation within the systems or institution. It is developed against the planned activities to gauge the progress made under each head of planned activities. It also shares the challenges and new innovation done during that quarter.

How to develop the quarterly report

- It is an informal form of reporting but some institutions follow the specific reporting format.
- It is developed on the basis of daily, weekly or monthly reports.
- Collect the information at one place and organize it under different head as decided and authorized by the management.

- Use very simple and recognised word for this report so that it could be read and understood by all concerned team members.
- This report is largely divided in introduction; it is details about the project and institutional involvement in the project. It would also detail about the logical relationship between goals and objectives and progress of the project activities.
- Quarterly reports highlight the achievements under each project components. It should follow the logical flow the project activities and monitoring mechanism of the project activities.
- It also suggests the recommendation for further improvement in the project activities as per the decided goals and objectives.
- Quarterly reports should not be so big. It should cover the main point only to guide and update the authorities for achievement made and challenges encountered during the implementation so that It could be guided or directed from the authority for further improvement and resource input in implementation of the project.

Monthly Report: It is considered as a personal activity report largely of the officials involved in the project activities to accomplish the certain objectives. Collectively it could be a monthly unit report, department report and ministry report for the month. It highlights the specific achievement in the month along with challenges faced in the accomplishment of the task. It is prepared for the purpose of guiding and updating the unit head or departmental to take the appropriate decision for the speedy and effective implementation of the task with optimum utilization of resources.

How to prepare a good monthly report

➢ Collect the information about the project activity on daily dairy and convert it in to the weekly report
➢ Try to capture every angle of the project activity and try to analyse it in terms of input and output. It will also include the process of the implementation
➢ Interact with team member on regular basis and ask them to maintain the daily dairy as well as weekly report of the project.
➢ Monthly report should be concise and clear for the reader
➢ It should be written in the format of introduction, methodology, achievements, challenges and recommendation for the future improvement.
➢ It should also capture the new innovation so that material for good case study be also collected.

3.2.2 Official Memorandum

The basic function of a memorandum is to solve the specific problem by making concern official aware about the specific information. A memo can be written to persuade other to take actions or give specific feedback on particular matters, when written properly, memos can be very effective in connecting with the issue of writers with the readers.

How to write a good memorandum

- Analyze the audience: Decide to whom the memorandum is being written and what is the audience priority and concern. Establish why this memo is important to reader.
- Write the heading: The heading should include to whom the memo is being written, who has written the memo, date and place it important for any memo
- Write a opening: State the purpose of the memo and identify the purpose in this part, the context of the problem, the particular assignment, identify the exact reason for writing the memo and make it clear to reader.
- Include a summary: This paragraph should provide a brief statement of important suggestion. This will help the reader quickly understand the parts of memo.
- Finish with the closing word: Close the memo with a friendly ending that states what action is required from reader side. Consider the way that the reader can benefit from the information in the memo and how these changes will be advantageous.
- Review the memo in terms of language, content and presentation before sending to the concern officials.

3.2.3 Email drafting

Email is the electronic medium of communicating the written form of message. It is necessary to draft the mail in a very professional way so that it can have the positive feedback as well as comment from the receiver.

Email for very good response and reaction.

- Subject: Give a subject title, which depict the context of subject line clearly. Without a subject, email message not be opened or transmitted because of fear of virus. People easily forget to type the subject. Subject, keep is short, clear and simple to understand.

- Greetings: Start message with a greetings so that it can create a friendly atmosphere for work. It gives a respectful feel and good gesture of your personality.
- Purpose: State with a clear indication of what the message it about in first few lines then give full details in next paragraph make sure that final paragraph indicates what should happen next.
- Any Action: Any action that you want to reader should do be clearly described, using polite phrases. It would depend upon the level and positioning of the team mate.
- Attachment: Make sure you refer, in the main message, to any attachments you adding than make extra sure that it is attached properly and ensure that you are sending the right attachments. Please mention few lines in the body of mail about the attachment.
- Ending: End the message in polite way. Common endings are yours sincerely, Best regards, Best wishes, Regards etc. You need not put comma after the end message, if you have not put the comma in the greetings
- Name: Indicate your name attached of message, it is also good to add your complete contact details or signature in the mail body.
- Review: Lastly, we should insure that we are sending the correct mail to correct persons and lines are properly drafted, attachments are properly attached by reviewing the whole of mail before clicking the send button.

3.3 Salient features of report: There are following salient feathers in any reports

- Complete and compact document: Report is a complete and compact written document giving updated information about a specific problem.
- Systematic presentation of Facts: Report is a systematic representation of facts, figures, conclusion and recommendation.
- Prepared in written form: Report is prepared in written form. It serves as complete, compact and self explanatory document in longer period of time.
- Provides information and Guidance: Report is a valuable document which gives information and guidance to the management while framing the future policy.
- Self explanatory: Report is a comprehensive document and covers all aspect of the subject matter and serves the desired purpose.
- Acts as tool for communication: Report is an effective tool for communication among different stakeholders.
- Act as permanent record; A report serves as a permanent record relating to certain business matter. It is used for future guidance and reference.

3.4 How to organise the report

In general practice the report is organised in following format.

- **Title page:** This should include the title of report. It should give a precise indication of the subject matter, the author's name, name of institution, for which the report is being prepared.
- **Acknowledgment**: Report should have a acknowledgment page. It should describe the name of individual or organization, which have helped in compilation of this report.
- **Content:** List of al main section of the report in sequence with page numbers, they begins on, if there are charts, diagrams, or tables include in the report, they may be listed separately.
- **Abstract or Summary:** It will contain the short paragraph by summarizing the main content and theme of report. It can also highlight the purpose, utility and methods used for the events.
- **Introduction:** This should give the context and scope of the report. State the objective clearly, define the limits of the report, give general background of the report and indicate the purpose.
- **Methodology:** It should include the different methods applied for data collection and analyzing the context for reaching on certain conclusion.
- Result or findings: Present the findings in a simple way. It could be presented in number of ways, like, tables, graphs, pie charts, bar chart and supported by brief description for each diagrams.
- **Discussion:** This section will include the contents of analysed findings. It will have the interpretation of data for drawing the result.
- **Conclusion and recommendation:** This section of report presents certain recommendations and suggestion for future action and rectification. It also brought whole issues together in a form of small brief.
- **References:** Give the details for literature reviewed to prepare the reports, like author's name, date of publication, publishers, place of publication, page number, and reference should be alphabetically with the name of author. Make it sure that it is accurate and comprehensive.
- **Appendices:** It can be the additional information pertaining to report in terms of maps, table, flow chart or any other relevant document for this report such as questionnaire etc.