

Uttaran

Monitoring & Evaluation Framework

Community Mobilization

Poverty Eradication

Environmental Justice

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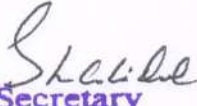
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1. Background

In the context of severe social and economic discrimination prevailing in the Southwestern part of the country, Uttaran (means positive transformation) started its campaign to uphold the rights of the poor and underprivileged in 1985. Since then, the organization has evolved by assisting the disadvantaged and abused people on their struggle for human rights and justice while ensuring their effective participation in various spheres of development.

In the beginning, Uttaran has concentrated on working for the social upliftment of the rural poor. It focused on landless especially women, outcastes, untouchables and religious-ethnic minorities who are victims of socio-economic classification, hierarchic caste system and the male-dominated society. Uttaran aimed at capacitating these individuals with tools like group formation needed to deal with their social, environmental, health, economic and cultural predicaments onwards self-reliance and making them as responsive agents of their own development.

From 1985 to present, Uttaran has expanded its initiatives by implementing diversified social development programs as reflected to the needs and context of its target groups and communities. To maximize impact, the organization implements programs adhering integrated development approach, providing counterparts and other supports as needed.

With recognition and acceptance as the leading organization in the SW region and with its increased capacity and capability, strong organizational setup and networking with the NGOs, CBOs, media and civil society, Uttaran has gained such respect as an institution in social development fields of Bangladesh.

Today, Uttaran is actively present and operating in three strategic districts of the region namely Satkhira, Jessore and Khulna with 11 branches covering 25,000 direct partner-beneficiaries, of which 67% are women and 34% are outcaste, untouchables and religio-ethnic minorities.

Vision Mission and Core Values of Uttaran

Vision: A society with gender, class and caste equality.

Mission: Equip the disadvantaged people with the tools needed to deal with their social, environmental, health, economic and cultural issues and concerns.

Core Values:

- Respects the unique worth of every person.
- Values individual and believes in the equal rights of all.
- Encourages people to fulfill their potentials. Thus, sustainable development is indeed the realization of those potentials.
- Works with hope.
- Exercises responsible stewardship.
- Values unity and teamwork to achieve positive and lasting change.


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- Believes that preservation and promotion of common good is the object of social justice, as it aims to protect and enhance the rights of all people to human dignity; reduce social, economic, and political inequalities and remove cultural inequities.
- Believes that transformation must be borne from consciousness honed in human rights and values, acted upon with total commitment to a clear and holistic vision and immerse within the concrete struggle and challenges of developing society.
- Values transparency and commitment to learning.
- Values prudence and wise utilize of resources.

Goals

- Remove the barriers of social inequalities and discrimination.
- Eradicate poverty by creating enabling environment for opportunities, quality livelihood and leadership.
- Promote environmental protection and sustainable management.
- Provide education to the underprivileged and ultra poor.
- Ensure people's participation and good governance.
- Promote human rights and social justice.
- Promote primary health care and alternative health services.
- Promote eco-sensitive and sustainable agriculture.
- Sustain quality of life in times of natural and man-made disasters.

Strategic Approaches

- Involve women, outcaste, untouchable and religio-ethnic minorities directly in the whole development process.
- Community organizing, capacity building and institutional strengthening.
- Perform advocacy on various social, economic, health, environmental and cultural issues and concerns towards policy change.
- Provide formal, non-formal and technical education.
- Citizenship building for effective and participatory governance.
- Provide access to resources to eradicate poverty and underdevelopment.
- Establish linkage and partnership.

The Management of Uttaran

A 7-member Executive Committee (EC), under a General Committee oversees the overall programs and activities of Uttaran. The Director manages the administration, operations and implementation of the program activities following a yearly action plan based from organization's Strategic Plan. The organization has an existing strength of 246 personnel consisting of 30% female and 70% male with equal representation in the Operational Management Team.


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Programme Focus, Goals, Objectives and Activities

I. Food Security & Sustainable Livelihood Programme

Goal: Achieve food security of the poor people and reduce poverty

Objective: To boost the local and regional economy of southwest Bangladesh through sustainable and innovative agricultural practices, ensuring farming and non farming inputs and extension services to local farmers and skilled labour and enhancing their capacity.

Key activities:

- 1) Creation of sustainable diversified livelihood options
- 2) Access to public resources for production and income generation
- 3) Productive asset transfer
- 4) Sustainable and climate resilience agriculture
- 5) Sustainable and climate adaptive aquaculture
- 6) Livestock and Poultry development
- 7) Income Generation Support to extreme poor and landless
(Small trade/business/Handicrafts/ Technical skill labour production)
- 8) Market Promotion/ Access to market
- 9) Cash for work programme
- 10) Establish food grain bank for the poor community

II. Health, Nutrition and WASH Programme

Goal: Improve quality of life of the poor people and reduce their income losses.

Objective: To improve primary health care; improve nutrition status; improve availability of safe drinking water and positive behavioral change on sanitation.

Key activities:

- 1) Nutrition, health & hygiene education
- 2) Encouraging community hygiene to prevent worm infestation
- 3) Micronutrient supplements and De-worming
- 4) Promotion of IYCF (Infant and Young Children's Feeding Practice)
- 5) Promotion of CLTS (Stop Open defecation and Improvement of WatSan status)
- 6) Screening for Severe Acute Malnutrition (SAM)
- 7) Homestead gardening support for natural nutrition
- 8) Formation of Mother to Mother Support group, Positive Deviant Mothers group and Community Support System
- 9) Linking beneficiaries to existing services
- 10) Construction and material of safe water sources support to the poor people
- 11) Re-excavation of Pond
- 12) Sanitary latrine and hygiene kit support
- 13) Establish satellite / mobile clinic
- 14) Establishment of Health & Family service linkages with the community
- 15) BCC activities


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III. Natural resources management, climate justice & adaptation programme

Goal: Ensure environmental protection, sustainable management, enhance coping capacity of poor community in to climatic change, and reduce their vulnerability.

Objective: To promote and undertake community-based coastal wetland management and climate change adaptation and resilience initiatives

Key activities:

- 1) Disaster Awareness Raising and Capacity Building at various level
- 2) Capacity Building of District and Upazila Administration, LEAs, Civil Society and CBOs
- 3) Emergency Response and Recovery / Relief and Rehabilitation Works
- 4) Sustainable Water Resource Management (SWRM) and River Basin Management (RBM)
- 5) Identify new and resilient crops, efficient methods and sustainable technologies
- 6) Social mobilization and Strengthening Community-based organization (CBO)
- 7) Provision of climate adaptive income generating activities
- 8) Advocacy and campaign for Sustainable Disaster Management (SDM)
- 9) Research and study on climate change adaptation strategy of poor and extreme poor in southwest Bangladesh

IV. Education and Literacy Programme

Goal: Promote education for all

Objective: Ensure rights and access to quality and sustainable education among the poor and disadvantaged poor adult and children.

Key activities:

- 1) Adult literacy and numeracy activity for extreme poor
- 2) Non-formal / Innovative primary education support
- 3) Develop effective management and quality teaching in all formal educational institutions of Uttaran
- 4) Facilitate sponsorship initiative for the poor and disadvantaged children
- 5) Operate Public Library at upazila level as a alternative development education centre
- 6) Reflect circles formation and Lokokendro management
- 7) Advocacy and awareness raising on education for all and quality education at various level
- 8) Educational infrastructure development
- 9) Technical and vocational institution establish and management
- 10) Mobile technical school operate for poor youth


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V. Rights, Justice and Good Governance Programme

Goal: Poor and disadvantaged people claim and enjoy their rights and enjoy social justice

Objective: To uphold rights of the poor people to become empowered agent of their own development and Improve micro-governance system and processes in a more participatory, responsive, transparent, accountable and gender sensitive way.

Key activities:

- 1) Good Governance and Institutional Democratization
 - Capacity building and skills development of the LEBs/UPs for more efficient and effective services
 - Policy advocacy and research based on advocacy strategy of Uttaran
 - Grassroots mobilization
 - Sensitization of law enforcement agencies
- 2) Legal Aid and Literacy Initiatives:
 - Legal Aid
 - Law Cadre Development
 - Alternative Dispute Resolution
 - Public Litigation Support and
 - Support to create access in the judicial system
- 3) Capacity Building of the Civil Society,
- 4) Media Campaign.

VI. Integrated Rural Empowerment & Development Programme

Goal: Reduce poverty and improve socio-economic condition and income opportunities of marginalized rural community through holistic and integrated community development interventions.


Objectives:

- Build and strengthen capacity of the poor for sustainable development and enable them to participate in the mainstream of development.
- Provide access on micro-finance to reduce income poverty and foster self-help development.
- To remove the bottlenecks of social inequalities and oppression to pave the way to access public resources and become active participants in social structures which systematically deprived them.

Key Activities:

- 1) Forming and strengthening institutions
 - Primary Organizations Formation & Strengthening
 - Vertical Network through Gono Unnayan Federation (GUF)
- 2) Capacity and consciousness development
- 3) Savings and economic activities to ensure community development
 - Savings for Capital Formation and Security
 - Credit for Income and Employment Generation
- 4) Empowerment and self-reliance


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- 5) Capacity building of the poor people and their federation through human and skill development training
- 6) Linkage with existing government social and financial services
- 7) Access to public productive resources
- 8) Income asset transfer to the ultra poor
- 9) Education and capacity building on gender and development, leadership and group management, human rights and law, caste and society, and good governance
- 10) Need-based skills and technical capacity development
- 11) Instigate partnership and network with local government (UPs) and likeminded local organizations of similar intention and strategic directions

VII. Human Resource Development Programme


Goal: Improve human resource

Objective: Strengthen and develop staff competency, effectiveness and efficiency.

Key target activities:

- 1) Formulate human resource development plan and KAP survey
- 2) Specialized capacity building on HR management, administration and logistics management for admin, finance and management staff
- 3) Specialized capacity building on participatory management, leadership, crisis / conflict management for staff and primary organization members
- 4) Specialized training on project management, monitoring & evaluation, Management Information System (MIS), Computer literacy and IT, quality documentation for programme/ project and mid-level staff
- 5) Specialized training on English language course for senior and mid level staff
- 6) Specialized training on financial management, accounts management and monitoring, and software application for finance staff
- 7) Agriculture, aquaculture, livestock training for frontline staff of Uttaran and partners NGOs
- 8) Organize communication skills training & workshops
- 9) Facilitate communication sharing meetings
- 10) Conduct annual staff performance evaluation and programme review
- 11) Participate in exchange visits/exposure
- 12) Send staff (especially programme / project/middle level staff) for extensive training and short term courses both local and abroad
- 13) Upgrade /exploit potentialities of IDRT to create competitive human resource training facilities

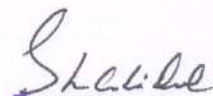

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Current Development Interventions, Objective and Participants


Sl.	Name of Project	Objective of the Project	# of participants
1	Asserting Popular Access and Rights to Resources in Southwest Bangladesh (APAR)	To reduce social, economical and political inequalities and injustices particularly landlessness, poverty and underdevelopment caused by denial of rights, inadequate access to public resources, bad governance and violence.	27,930 direct primary group members
2	Sustained and Expanded Effort to Make the Ultra Poor Out of Extreme Poverty by Transferring Assets, Cash and Skill in an Integrated Approach (SEMPTI Project)	At least 57,600 extreme poor people (17% from women headed HHHs) in southwest coastal areas of Bangladesh have lifted themselves out of extreme poverty by 2015	12325 beneficiary households
3	Advancing Sustainable Indigenous Agriculture in Southwest Bangladesh (ASIA)	Organized and empowered marginal farmers have revived sustainable indigenous agriculture; have gained considerable food security towards safeguarding their livelihood-resource base in harmony with nature across southwest Bangladesh	Marginal Farmers of Tala upazila
4	Sustainable effort to ensure access to safe drinking water and sanitation in southwest Bangladesh	To increase use of safe water and sanitation amongst 36,045 poor and socio economically marginalized households of Satkhira, Khulna and Bagerhat Districts	36,045 poor
5	Rural Opportunities for Public Assets (REOPA) Project	The two major objective of REOPA project, - Socio-economic condition and food security of the project individual beneficiaries are improved and sustained and - Social, economic and investments condition of rural communities, especially the rural poor are improved through pro-poor investment.	4914 rural destitute women
6	The Implementation of Livelihood Recovery Support to the Aila Affected People of Koira Upazilas under Khulna District	The objective of this recovery programme is to provide support for CFW, income generating activities (IGA) and assistance for innovative alternative livelihood options to self-employed farmers/ entrepreneurs to approximately 5,435 Aila affected families in Koira under Khulna district.	4435 Cyclone Aila affected families


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Sl.	Name of Project	Objective of the Project	# of participants
8	Campaign for Sustainable Rural Livelihood (CSRL)	Campaign for agricultural reform in the context of climate change.	Throughout all the 19 coastal districts community people.
9	Sustaining Capacity Building of the Grassroots People of the Southwest Bangladesh for Claiming and Exercising Rights	Grassroots people's basic human rights situation substantially improved.	Marginalized community people of Satkhira and Khulna district
10	Enhancing Quality of Primary Education through School Feeding Programme	To contribute to the achievement of MDG- 2 by improving the food security of the poor and ultra poor children of the targeted area, through distribution of fortified biscuits and accessing them to quality primary education	23,339 students
11	Homestead Agro forestry through Improved Management Practices	Organize poor communities for improving their institutional capacities - Improve technical capacities of the poor communities - Improve livelihood of the communities - Create community awareness on planting indigenous species and conserve existing indigenous flora	1000 women households
12	Study and Research Project	To Produce a report on how to use TRM (Tidal River Management) effectively to solve the water logging problem in South-West Region of Bangladesh especially in the Kabadak River/Hari – Mukteswari River basin.	Waterlogged people of southwest region of Bangladesh
13	Volunteer support	Capacity building of youth groups in Uttaran's library at Tala.	120 young students of Tala upazila
14	Coastal Biodiversity Conservation through their Creating AIG Facilities	Organize poor communities for improving institutional capacities - Improve technical capacities of the poor communities - Improve livelihood of the communities - Create community awareness on planting indigenous species and conserve existing indigenous flora	1000 women households
15	Integrated empowerment & Rural development	To establish a democratic society based on gender equity without class and caste discrimination; by forming and strengthening institutions, capacity and consciousness development, savings, Micro-Credit or economic activities to ensure community development, empowerment and self-reliance.	1,586 Primary Organizations, There are 32,202 members with approximately 161,010 individual household members


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2. The Key Concept of M&E and Indicators

Monitoring

It is the process of continuously collecting information about the on going progress of the project. Collecting the information is a normal part of day-to-day work. The purpose of doing that is to decide whether activities are being implemented as planned and that the outputs related to these activities are reached. The information is then used to make decisions about improving the management and implementation of the project.

Evaluation

It is a process to measure the impact and effectiveness of a project, in order to provide lessons learned. This is done by determining the achievement of the project objectives. Project evaluations are separately scheduled activities performed at specific intervals (for example in the middle or at the end of a project).

Indicators

Indicators are realistic and measurable criteria of the progress of the programme. The indicators must be defined before the programme starts which would allow stakeholders to monitor or evaluate whether the programme does what it said it would do. In programme / project planning, indicators form the link between theory and practice. Indicators are: quantitative, qualitative and time bound (QQT)

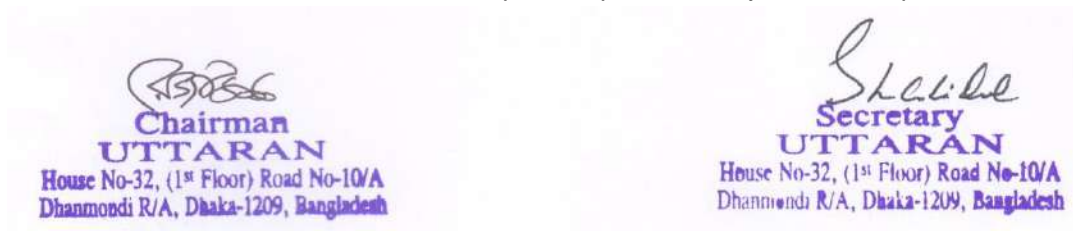
Quantitative Indicators - Are expressed as a number. For example, the number of people attending training, the number of BHHs received khasland

Qualitative Indicators - Indicate the quality of something. For example, 'Women's participation in decision making in the planning meeting of Primary Organization. Because qualitative indicators are hard to measure directly, it may often be necessary to measure something else instead. For example, instead of measuring 'improved participation' directly, one can look at the number of meetings organised by Primary Organization, how many people attended, was there a women majority in the meeting, what decisions were made, and who made them. This kind of information then gives an idea of the increase in participation in decision-making.

Time bound indicators - State when a result is planned to be achieved and aims at revealing if there are any delays in project implementation, which is a signal that there are problems in the implementation of certain activities.

Generally speaking, a good indicator is:

Relevant which means it measures an important part of an objective or output;



Objective If two people measure the same indicator using the same tool, they should get the same result. The indicator should be based on fact, rather than feelings or impressions (another way to say that it should be Measurable);

Available Indicators should be based on data that is readily available, or on data that can be collected with reasonable extra effort as part of the implementation of the project.

Realistic It should not be too difficult or too expensive to collect the information

Specific which means that the measured changes should be attributable to the project and should be expressed in precise terms;

3. Objectives of Monitoring and Evaluation Framework

The M&E Framework of Uttaran has adopted a logical approach of input, process, output, outcome and impact indicators to ensure ongoing monitoring and evaluation of the goals and objectives of the project and Programmes. In addition, the M&E system also track external factors such as Khasland policies and mitigate the possible negative influence of such factors on local conditions. This framework will help to improve performance and achieve results, promote efficient use of resources; facilitate scaling up and coverage of outreach. This lays the foundation for M&E activities and the development of a MIS.

The overall aim of monitoring and evaluation framework is to assist the key actors by providing reliable information real-time, to determine progress and identify constraints of tasks to be accomplished as per plan.

The specific objectives of monitoring and evaluation of the project are to:

To keep track of the status and progress of planned activities, outputs and budgets

To identify actual and potential problems/deviation and institute immediate corrective measures

To precipitate decisions on the direction of the project, e.g., whether to continue or discontinue, limit or expand scope / coverage etc


To determine what has been transpired, and whether it is in accordance with budgetary allocations and time schedules

To ascertain whether planned activities were actually done, if not, what was done instead

To know the problems being encountered by project implementation and determine the appropriate courses of action

To produce appropriate and standard reporting format, data collection and preservation system and data using mechanism for activities and output monitoring regularly;


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4. Scopes and Monitoring Points

Program Inputs:

To determine the status of inputs, the monitor will be guided by this general questions: are the inputs being provided at the right time, in the right quantity and of the right quality required by the activity specified in project implementation plan? One important component of inputs, which is often left out during monitoring, is the quality of human resources. All other inputs being properly in place, this component can make or break a project. For this reason, the following questions can help focus monitoring of human inputs:

- Do the staffs fully understand their respective responsibilities, rights and accountabilities?
- Are the staffs assigned to the project capable of undertaking their respective functions including planning, record keeping, target setting, evaluation and documentation?
- Are the project staff (both office and field personnel) properly supervised? How are they supervised?
- Does the implementation organization make use of available resources in the in carrying out the project?
- Does working linkages establish and maintain?
- Is there a clear delineation of tasks, responsibilities and accountabilities among the agencies involved in the project?
- What is the extent of utilization of the project staff?

Critical Activities:

The project's activities, especially those classified as critical, deserve attention during monitoring. Hence, the question that follows needs to be asked during the course of monitoring: *are the critical activities being carried out on time and in manner and extent specified in the project implementation plan?* Necessarily, the above questions can guide the monitor in determining how best to approach of monitoring critical activities for an assured smooth project implementation.

Outputs:

Equally important as the two-abovementioned monitoring points are outputs. Thus, in examining this particular element of a project, it may useful to bear in mind the following questions:

- What outputs or results have so far been obtained? How do they compare with targets?
- Are the intended targets or beneficiaries as identified in the project's objectives being adequately, efficiently and effectively reached?
- What strategies have been employed to obtain the outputs?
- What problems have been encountered and what solutions were applied of these?
- What were the strengths (and weaknesses/ constraints) in the achievement of the expected outputs?


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5. Methods, Tools and Approaches for M&E

Uttaran has emphasis to apply participatory method and approaches for monitoring and evaluation. For the programme monitoring and evaluation the following tools, approaches and methodology will use at various level and ways as per programme need.

Logical Framework

The Logical Framework of all projects is the key M&E tools.. The matrix summarizes the logic of project's interventions, its underlying assumptions and how M&E will be undertaken. The matrix constitutes a useful management tool and forms the basis for operational and annual work plans. During the preparation of LFA, Uttaran followed four steps: (1) establishing objectives (2) establishing cause-and-effect relationships among activities, inputs, outputs and objectives (3) identifying assumptions underlying the causal linkages and (4) identifying objectively-verifiable indicators for evaluating progress and success.

M&E matrix

Based on logical framework an M&E matrix will be prepared in every project. The M&E matrix which including performance indicator for performance monitoring and evaluation of project goal to outputs. The format of M&E matrix are given below

Objective Hierarchy	Performance Question	Performance Indicators	Source of Information	Data to be Collected	Responsibilities & Mechanism
Goal					
Purpose					
Outputs					
Activities/ Inputs					

Field Visits/ Spot Visit

This method is conducted in order to:

- Obtain first-hand information on the progress of the project;
- Validate, confirm statistical, narrative and financial reports of the project;
- Spot or pinpoint strengths, and problems and issues that may arise during project implementation;
- Come up with appropriate plan of action and intervention schemes to deal with these problems; and/or
- Appraise the contribution of cooperating agencies/ partner-NGOs to the project.

The needed data may be obtained through observation, interviews or informal talks with the project staff, target beneficiaries and other agencies involved in the project. During the field visit, the monitor will also ask: *During the last month, in your opinion, what do you think were the most significant changes that took place in the lives of the people participating in the project?* The respondents will answer the question in two ways 1) a description of what they felt had happened and 2) an explanation of the importance of the changes.


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Household Visit / Monitoring

The monitoring and the senior and mid level project and regional office based staff will visit programme participants households frequently for checking the progress, situation, authenticity of data and quality of intervention and assets physically. They will use prescribed 'household visit and monitoring format' as per programme need.

Assessment of Primary Organizations (POs)

Uttaran forming primary group at grass root level for capacity building of poor people and protect their socio-economic capital. The primary organisation is a key factor to upholding their rights. In this basis these organization need to be regular monitored. Uttaran will follow a special tools **Efficiency Level of Organization (ELO)** assessment format for assessing the organisational capacity in every year. The frontline field worker will follow a guideline will fill up the ELO format and send it to programme M&E unit and M&E unit compile it and the management and supervision unit will follow the progress at regular basis based on this report.

Meeting of Primary Organization

Weekly PO meetings are useful sources of information for getting a broad response from the beneficiaries. Regular household level information will be collected by frontline staff during the weekly meeting of primary organisations. In addition the following information will be collected by monitoring team on a random basis:

- Progress and problems relating to project implementation
- Performance of individual field workers
- Quality of the suggestions provided by the field staff
- Quality of recording of meeting minutes
- Access to public services
- Social and economic empowerment
- Changes of life of programme participants
- Decision mechanisms within the groups, etc

Community Meetings

This involves a gathering of a fairly large group of beneficiaries to whom questions, problems, situations are put for input to help in measuring indicators.

Community meetings are useful for getting a broad response from many people on specific issues. It is also a way of involving beneficiaries directly in an M&E process, giving them a sense of ownership of the process. They are useful to have at critical points in community projects. May be community score card can be used for effective tools in this area.

Monthly Coordination Meeting with PNGOs & Project Staff:

This meeting will be headed by the programme coordinator and directors of PNGOs. Relevant staff of Uttaran and PNGOs will participate in the meeting. During this meeting, current status of the programme i.e. progress, failure, causes, factors, barriers, effects, and impact, etc. will be analyzed and decision will be taken accordingly.


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Annual Programme Review Workshop

This event will be organized on annual basis to mirror the views and feedback of the staff on the overall progress of the programme. The employee will take part in discussions and find out operational strengths and weaknesses and obstacles. It will also enable the project to incorporate learning of one year in future planning. The result of the workshop will finally create new work plan and will make positive changes in the implementation process. The programme priorities and monitoring tasks for next year will also be determined.

Special Meeting

Special meetings are held with selected community leaders and members on various programs/ projects at the Center Branches or Head Office. These meetings give special attention on the issue of variance between the senior management and the field personnel in terms of progress/implementation of project components, performance of field staff, and decision mechanism from bottom to top etc.

Focus Groups Discussion (FGD)

In a focus group, groups of about six to 12 people are interviewed together by project monitor with a carefully structured interview schedule. Questions are usually focused around a specific topic or issue. The FGD will held with different stockholder at different level as per programme need.

Participants Observation

This involves direct observation of events, processes, relationships and behaviors. "Participant" here implies that the observer gets involved in activities rather than maintaining a distance. It can be a useful way of confirming, or otherwise, information provided in other ways.

One-on-One Interviews

These can be structured, semi-structured or unstructured (see Glossary of Terms). They involve asking specific questions aimed at getting information that will enable indicators to be measured. Questions can be open-ended or closed (yes/ no answers). It can be a source of qualitative and quantitative information. It can be used with almost anyone who has some involvement with the project. Can be done in person or on the telephone or even by e-mail.

Case Study

The success or failure stories caused due to project interventions at beneficiaries' level will be captured in the form of case studies for lesson learning. The field staff of each of the PNGOs and Centres will prepare at least three case histories in each quarter. The Area Coordinator should also try to ensure two successful cases in the same period.


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Field Workers Reports

Structured report forms that ensure that indicator-related questions are asked and answers recorded, and observations recorded on every visit. This process is flexible, an extension of normal work, so cheap and not time-consuming. The report will be written form or digital form (Using mobile phone / IT technology). A regular verification will be done as a kind of 'policing' function to ensure that staff are kept honest in their report writing.

6. Data Accumulation and Analysis

Data Collection and Quality Control

The Monitoring Division will lead the data collection, quality checking and entry process. Monitoring Officer will verify the data authenticity and accuracy at various levels and using various methodologies.

Data entry

After collection of data, M&E Team will ensure the data entry using computer software. Uttaran will use modern technology for data collection, entry and processing. Based on project need a data entry software (using access or others computer programming) in each project will set up. MIS staffs under the M&E division will responsible for data base software preparation, data entry, data management, data cleaning and providing tabulation support. In addition they will responsible for computer trouble shooting, networking and IT support to field to central office.

Data Analysis

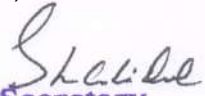
Analysis is the process of examining information, i.e. sorting out, and comparing with other information, in order to understand the "parts" in relation to the "whole". Community members/ beneficiaries and the monitor together plan the analysis to ensure that information is comprehensive, valid and easily understood.

Presenting the information in partly analyzed form to community meetings is very effective because community members has the opportunity to contribute further to analysis, that is, analysis is validated by more people, resulting to more reliable information. The community members will also understand the process used in the analysis.

Report Preparation

They check the data consistency and analyze it and compare with log frame indicator and baseline findings. The findings along with suggestions (if any) will be shared with the program Coordinator, other senior staff and Director. The major findings and corrective measures and suggestions will be included in the monitoring reports. The reports will be sent to the management of Uttaran, PNGOs and other stakeholders for their comments, suggestions for corrective measure. As soon as the final report is produced it will be shared with donors (if required).


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It is hope that all these reports will provide an opportunity for managers to assess the effectiveness of the M&E strategy itself, including the extent for the information being collected compared to the a ctual data requirements.

Steps to analyze information

Step1. Review the questions: It is always important to review the questions generated before the information was gathered. Questi ons that M&E division should ask are: What questions we need to answer? What kinds of decisions are to be made given the available information, etc.

Step2. Organize information: Organizing information would vary depending on the way the people would like to analyze. Nonetheless, there are certain rules of thumb that must be followed to facilitate analysis:

- Gather together all relevant info rmation that has been collected.
- Some may need analysis, some may have been analyzed while other information may have been partly analyzed.

Step3. Decide how to analyze information: Analysis may take the form of similarities. It c an also contrast information by setting two things in opposition so as to show the difference. Adding up numbers and averag ing them may show relationships of one thing to another.

Step4. Analyze quantitative information: Two important tools used to indic ate information is the use of Tally Sheets or Summary Sheets. Summary Sheet shows information individually in order to see the difference between ea ch piece of information.

Presentation of visuals such as sketches and other forms of symbols such as table or graph c an be used to effectively convey the message. This is very effective when presenting in group or community meetings.

Step5. Analyze qualitative information: Analysis of descrip tive information (qualitative data) is a creative and critical process. Analysis of information gathered will probably determine how it c an best be analyzed. Normally, presentation of qualitative information can make use of case studies or other forms of presentation that c an be easily understood.

Step6. Integrate the information: The M&E department should take the responsibility for putting together the analyzed parts into a complete form so that a holistic picture is created. It is advisable to al ways do a partial analysis and present the results to the community for completion.


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7. Reporting System of Uttaran

The reporting system of Uttaran will ensure timely production and supply of different reports to relevant persons. This will provide an opportunity to review the results of monitoring and evaluation measurement and progress of the project.

The following reporting types have been considered primarily as essential to ensure monitoring of the project and establish fixed reporting schedules.

Weekly Report

The weekly reporting will start from the grass root level workers. The frontline staff will produce a weekly report. They will hand over their report to Supervisor.

Weekly and Monthly Report

The reporting will start from the grass root level workers. The frontline staff will compile his/ her weekly report and produce a monthly report. They will hand over their report to Supervisor. The supervisor will verify and check the information and give to center manager along with their comments. The center manager will compile all the reports and produce monthly report and send to M&E division and line management. M&E division will send it to programme coordinator and Director. The coordinator will produce monthly progress report for donor and send to Director. The director of Uttaran will send it to respective donor agencies as per their need. Report will include a narrative part of any special events or incident of the month.

Quarterly Report

The quarterly reports will be compiled taking data from the monthly report and analyzed on quarterly basis. The findings of the quarterly report will be discussed in the quarterly project management committee meetings. MIS staff will prepare a activity based quarterly quantitative report.

Half-yearly Reporting

This will report to what extent the results are furthering the project purpose. Uttaran will prepare this report based on the quarterly reports. This report will be shared in the PMC meeting of the project. This report will be prepared in the light of donor's reporting requirements.

The monitoring system will aim at assessing the areas of strengths, weaknesses, and constraints, potentials and obstacles in order to reinforce the ongoing implementation system and for taking appropriate corrective measures. The basic events of monitoring are:

Annual M&E Report

This report will show extent of the implementation of the programme activities and results achieved. Uttaran M&E division will prepare this report based on monthly MIS report, Staff and Beneficiaries opinion from field level, Household impact analysis using various methods (FGD, Case study etc.) This report will be shared only in the


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meeting of Senior Project Management Team of Uttaran. The report will be prepared in Bengali.

Yearly Progress Report:

The report will focus on all kinds of events, status of beneficiaries, development, constraints and a chievement of the projec t compared to the annual action plan. The programme coordinator will be responsi ble for compiling an overall report of programme. Finally, copies of the report will be forwarded to relevant donor(s), partners, forums, etc.

Project Completion Report:

This report will be prepared as required after completion of project through the conducting of one terminal evaluation, which aims to assess the effect and impa ct of the project implementation. Uttaran M&E Team will conduct this review with the involvement of its project beneficiaries and other relevant partners. Recommendations for further continuation of the project will result from this evaluation.

Evaluation Report:

Every project will evaluate 2 times as per donor needs and requirement.

Midterm Evaluation Report

This report will be prepared as required mid time of every project. The external evaluation team with the help of M&E divi sion of Uttaran will produce this report.

Terminal Evaluation Report

This report will be prepared as required after completion of every program / project through the conduct of one terminal evaluation, which aim to assess the effect and impact of the project implementation. Uttaran M&E division will c onduct this review with the involvement of its project beneficiaries, relevant partners and donor's representative. Recommendations for further continuation of the project will result from this evaluation.


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8. Presenting Information and Usage of the Results

Importance of presenting results

Results of Monitoring will be presented during the Project Management Committee and staff coordination meetings at by mont hly, quarterly and annually. The results will be presented to the community of the same schedules. These may also be incorporated with evaluation results

Results of Evaluation are generally presented in complete 'narrative form' or comprehensive report package, where 'parts' have been incorporated into the 'whole' and include both qualitative and quantitative information.

Visual Presentation of Results

Since there are few people in the community who have the knowledge and skills in writing reports, presentation of results may be done using visuals. Visuals will help show information quickly, make reports more understandable and interesting, enhance important points in a report and present the total picture in a concise form.

A number of suggested visual presentation may be used such as Tables, Graphs, Pie Charts, Map Charts, Pictograms, Cartoons, Photographs, Oral Presentation, to name a few.

Tables : Tables contains information organized in a way, which shows the relationship between all the information. Tables, which reflect numbers/ figures can easily be interpreted by community members. This helps people see, understand and remember the information.

Graphs: Graphs are represented by lines or bars, which show relationships and comparisons between information. They can represent results clearly and effectively in a small space. It can show occurrence of changes and trends that can easily be seen.

Photographs: Availability of photographs, which pertain to a specific topic/subject can enhance any presentation. They can be sorted out and labeled to support the message and they can be displayed for a large audience.

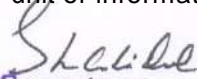
Pie charts: Pie charts are very useful and effective in presenting information for comparison. Pie charts show the parts in relation to the whole. A round object with segments can easily be used.

Map charts: Map charts are very useful to present complex relationships. This is done using different color patterns to easily show visual information.

Bar charts: Bar charts are very useful (using vertical and horizontal bars) and effective in comparing different items of information at the same time. The length of each bar clearly indicates the quantity that the bar represents.

Pictograms: A pictogram uses symbols or pictures to vividly represent the information. Each symbol may represent an item or a particular unit of information.


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Oral presentation: In some circumstances, oral presentation may be enhanced by combining them with visuals. For instance, in a community where generally it has a low literacy level, oral presentation using some visual as describes above, may be an appropriate method of presentation of results.

Usage of the Results

- Improve organization and management , particularly through enhanced communication between different levels of staff
- Using the result for planning procedur es. Monitoring information c ab used for improving quality of work being carried out. So, it must be inc orporated in the existing planning procedures or planning procedures should be developed specifically to use the information.
- Using results for institutional learning. Monitoring system is a way of analyzing project experience. The results of this analysis c an be used for making informed decisions about future works.
- As a basis for evaluation or review. Monitoring provides a continuous assessment of progress but a certain times it is useful to undertake a formal evaluation to look in more detail at the impa ct of the work. A review c an also take place to look detail at certain aspects of a program, which have been identified as problem areas.
- Improve public a ccountability


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9. Responsibilities of M & E Division

The M&E framework of Uttaran will be managed by the M&E Division composed of the Head of M&E Division with the guidance of the Director of Uttaran and direct participation of the Program /Project Coordinators (PCs). M&E division will perform the following major tasks and Responsibilities:

- The M&E division should thoroughly study the project documents. In particular, the M&E Division should determine the relative importance attached to each of the project goals and objectives, and identify the intended beneficiaries or the target groups. The M&E Division should also review the assumptions in the project design and appraisal; analyze the linkages, schedules, processes and activities, inputs required and targeted outputs; and identify the critical areas and constraints, which are likely to need special attention from the project management. The M&E Division should discuss its findings with project and line manager or coordinators and bring to their attention the critical areas, potential bottlenecks and constraints.
- After the study of the relevant project documents, M&E Division should determine the information needed for M & E work. The collection and analysis of information is the main task of the M&E Division. Nevertheless, it should keep information needs to the essentials, and choose only those, which are relevant, meaningful and objective.
- The M&E Division should consult project management and other potential users in determining information needs. It should identify the indicators, which can be used not only for monitoring and on-going evaluation, but also for terminal and ex-post evaluations. This consultative process is not easy one.

Some guidance can be given here:


- Start with the essential elements from a project logical framework analysis
- If necessary add items required for quarterly and annual reports
- If the project has been established from some time check back through the Minutes of the Project Management Committee Meeting to see what issues have arisen in the past (on a new project, try to explore the experience of similar projects)
- Read issues identified in reports by consultant and donors' mission, which are likely to be raised during future visit.
- Last, write down a clear statement of what is to be collected and what is not, so there is no misunderstanding about the scope of coverage.
- When information needs are identified, the M&E Division should review existing information system and databases before undertaking any primary collection of data. This can save a considerable amount of time and money. The M&E division (staff) should carefully examine the available data and their sources for their contents, reliability, usefulness, frequency and timeliness.


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- It should also review the pre-project data assembled during project formulation and appraisal, which often provide an adequate baseline for post-evaluation.
- The M&E Division should design and organize the collection of primary data if existing databases are found to be inadequate. It should arrange for a regular flow of data from appropriate sources. Maximum use should be made of existing sources of information. Only when these cannot satisfy data needs should attempts be made to collect new data.
- There are several ways/methods for collection of additional data, including sample survey, rapid assessment and in-depth case studies. The selection of method should be in accordance with the need. Even when a need for collection of data from primary sources is justified, it is preferable to utilize existing machinery as far as possible (e.g. any existing data collection organization or system).
- The M&E Division collects and analyzes data on input and output flows in order to monitor progress and identify constraints, problems that require corrective action by the project management. Data collection, analysis and evaluation should cover:
 - Physical facilities and infrastructures – procurement, construction and installation
 - Institutional aspect – organization, staffing, recruitment, training and turnover, inter- and intra-organizational cooperation and coordination, relations with public and private institutions, and in particular with the beneficiary groups.
 - Delivery system – delivery of services and materials; their volumes, qualities, coverage and timing
 - Results achieved – outputs and effected or immediate objectives, e.g. yield and production, employment and income, and other benefits.
- The M&E Division should monitor and analyze the progress of all these aspects to find out whether it is anticipated, and in accordance with time schedules, plan and budget. Whenever there is a delay or shortfall the M&E division should identify its causes, a corrective action to remedy it, and to forestall a similar problem in the future.
- These aspects of the work will be greatly assisted if the PMC prepare annual work plans and budgets, and tasks are clearly scheduled.
- The M&E Division should communicate its findings and recommendations in a timely fashion. Reports of the M&E findings and recommendations should be submitted to the project coordinator and through her/him to the higher authority (the Director) as necessary. It must be stressed that timeliness is of extreme importance because delay in action could be very costly.
- A good deal of communication can be oral, but the more important findings and recommendations should be in written reports. It is a good rule that reports should be short, simple and as straightforward as possible. The most effective channel for communicating findings and recommendations is Project


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Management Committee meetings and staff coordination meetings, where M&E Division staff (HME) can explain and amplify their recommendations, and can also receive comments and feedback immediately.

10. Conclusion

Uttaran will continually assess and functioning of the M&E framework and its utility in relation to the overall tasks in order to ensure that the system continues to be relevant and consistent in the data and information which it collects.

For better use and functioning of the M&E framework, senior management team of Uttaran and the programme management staff will take necessary steps and will whole hearted cooperation with M&E division. It is also mentioned that Uttaran have already maintaining the some of the above mentioned procedures for various project and programmes. These procedures also help us to evaluate the impact of the programmes. However, Uttaran has the potentials to comply any requirements regarding operational management and monitoring & evaluation. The above guideline and activities shall be reviewed to determine the appropriateness and adequacy in the changing programme dimensions.


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