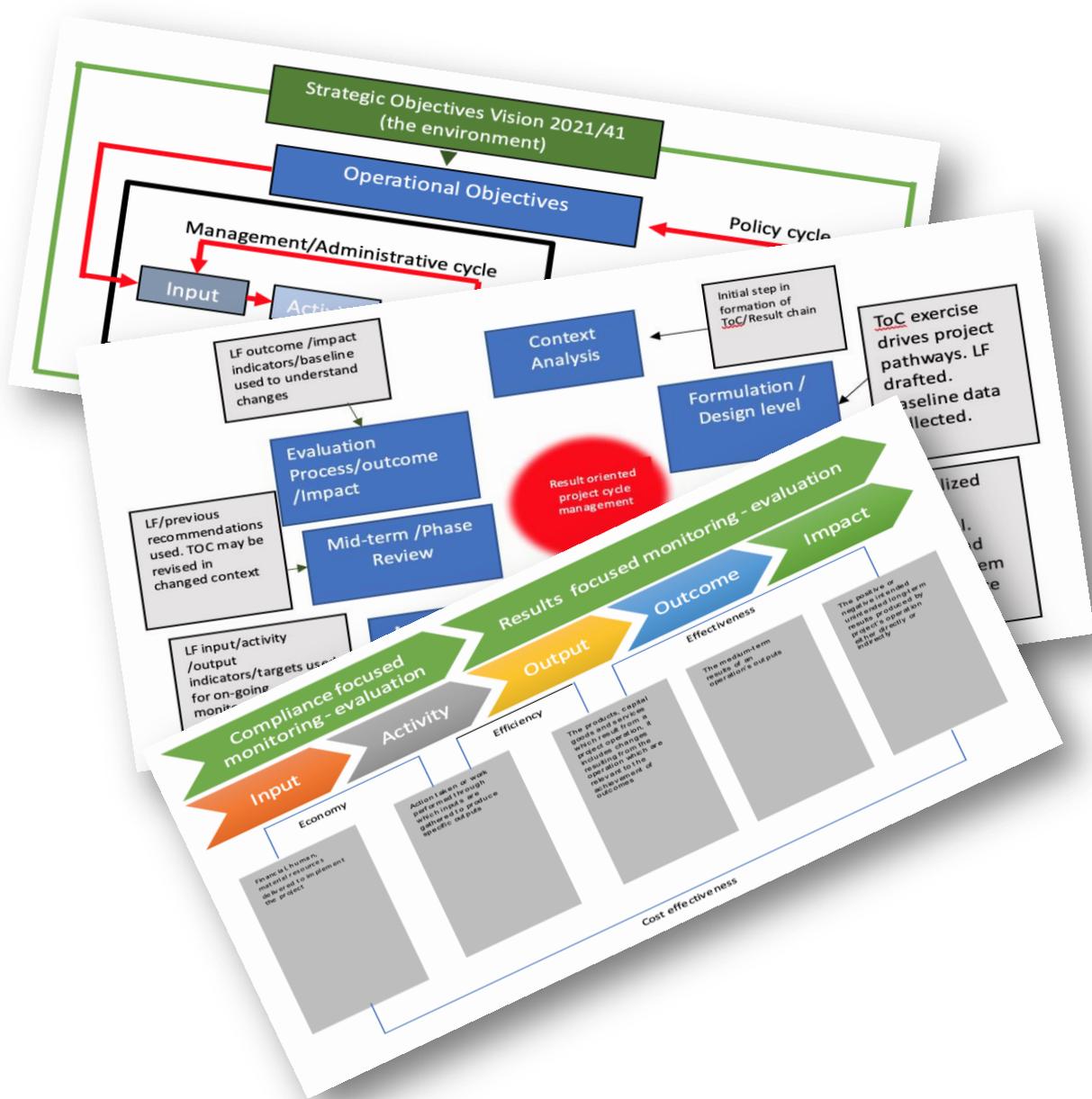


Implementation Monitoring and Evaluation Division (IMED)

Ministry of Planning

Sher-e-Bangla Nagar, Dhaka-1207, Bangladesh

M & E Policy Study



June 2019

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ACCRONYMES & ABBREVIATIONS

ADB	Asian Development Bank
ADP	Annual Development Programme
AMS	Audit Management System
APA	Annual Performance Agreement
BBS	Bangladesh Bureau of Statistics
BIDS	Bangladesh Institute of Development Studies
BWDB	Bangladesh Water Development Board
CAG	Comptroller Auditor General's Office
CCEA	Cabinet Committee on Economic Affairs
CPTU	Central Procurement Technical Unit
DAC	Development Assistance Committee
DAE	Department of Agricultural Extension
DoE	Department of Environment
DoF	Department of Fisheries
DP	Development partner
DPEC	Development Project Evaluation Committee
DPP	Development Project Proforma
DPHE	Department of Public Health Engineering (DPHE)
EA	Executing Agency
ECNEC	Executive Committee of the National Economic Council
ERD	External Resource Division
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
FAPAD	Foreign Aided Project Audit Directorate
FD	Finance Division
FY	Fiscal Year
GDP	Gross Domestic Product
GED	General Economic Division
GoB	Government of Bangladesh
IFAD	International Fund for Agricultural Development
IMED	Implementation Monitoring and Evaluation Division
IRD	Internal Resource Division
KII	Key Informant Interview
KPI	Key Performance Indicator
LGD	Local Government Division
LGED	Local Government Engineering Division
LM	Line Ministry
M&E	Monitoring & Evaluation
MoLGRD&C	Ministry of Local Government, Rural Development & Cooperative
MIS	Management Information System

MTBF	Medium-Term Budget Framework
MoF	Ministry of Finance
MoP	Ministry of Planning
NAPD	National Academy for Planning and Development
NEC	National Economic Council
NSARP	National Strategy for Accelerated Poverty Reduction
OECD	The Organization for Economic Co-operation and Development
PC	Planning Commission
PD	Project Director
PEC	Project Evaluation Committee
PLC	Project Life Cycle
PMIS	Project Management Information System
PP	Project Proforma
PPP	Public Private Partnership
PSC	Project Steering Committee
RADP	Revised Annual Development Programme
RBM	Result-Based Management
RBM&E	Result-Based Monitoring and Evaluation
RoB	Rules of Business
SFYP	Sixth/Seventh Five Year Plan
SMECI	Strengthening M&E Capabilities of IMED
SPEMP	Strengthen Public Expenditure Management Programme
SPPP	Strengthening Project Portfolio Performance
RHD	Roads & Highways Department
SDGs	Sustainable Development Goals
SMECI	Strengthening Monitoring and Evaluation Capabilities of IMED
SP	Strategic Plan
AWAp	Sector Wide Approach
SWOT	Strengths; Weakness, Opportunities and Threats
ToR	Terms of Reference
TPP	Technical assistance Project Proposal
TQM	Total Quality Management
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNOPS	United Nations Office for Project Services
WB	World Bank

SECTION-I

1.1 Introduction

Monitoring and Evaluation (M&E) has an important role for effective and meaningful implementation of projects and programmes. Understanding the need for a systematic, result-oriented, reliable, and effective monitoring and evaluation system, IMED takes the initiative to prepare this policy consolidating various frameworks from the past monitoring and evaluation processes and practices, and consulting with many other M&E policy documents of different countries relevant to Bangladesh's development strategic context in implementing the Annual Development Programme.

This Monitoring and Evaluation Policy Framework has the core objectives to: ensure accountability among the key agencies engaged in public service sectors; assist to ensure results from development investments; support in assessment and measurement of direct and indirect impacts of development interventions on the lives and livelihoods of the people; and improve effectiveness and result-orientation in future strategies, policies and programmes by obtaining feedback from past learning.

It is expected that these policy frameworks would be instrumental in making overall monitoring activity systematic and inclusive by establishing a well understood, user-friendly, and explicit monitoring and evaluation process and thereby would contribute towards 'making the vision 21 happen'.

1.2 Background and Rationale

Present days monitoring and evaluation has taken a critical turn in various countries particularly in a bid to realize the desired goal through enhancing the efficiency and accountability and transparency in project management, and there 'result-oriented performance management system is becoming the priority choice. Bangladesh is not a difference than that. Numerous steps are being taken to increase the effectiveness of its development investments. One major drive is introducing Annual Performance Agreement (APA) by Prime Minister's Office. It is a tool to assess with specific 'target with value' for understanding the progress of the planned activities by concerned departments.

The current development perspective plan – vision 21, the 6th (2011- 2015) and 7th (2016 – 2020) Five Year Plan have given special importance to reform the present M&E system of IMED and to transform it into a result-based M&E management being equipped with IT for ensuring efficient and transparent services.

The 6th Five Year Plan mentioned, in the context of vision 21 the result based M&E would be critical to helping government track and monitor progress with implementation of the respective targets. The Plan further commented by introducing RBM&E, IMED would help the government in bringing about major cultural change leading to improve performance; increase accountability and transparency; and build a knowledge base for preparing better future projects.

The 7th Five Year Plan has repeatedly mentioned that the IMED needs to take necessary initiative to undertake RBM&E in place of the traditional M&E, and for that the capacity,

accountability and roles of IMED need to be developed, and towards that a policy framework necessarily should be in place.

In that juncture, IMED has set out its strategy to redefine its M&E roles and approach in context of the need for RBM&E and towards that a policy framework necessarily should be in place and functional.

Implementation Monitoring and Evaluation Division is the apex body of the Government of Bangladesh to monitor and evaluate the implementation of the public-sector development projects included in the Annual Development Programme (ADP). The prime function of the IMED is to monitor and evaluate the implementation of development projects in order to enable the Ministries and Executive Agencies to ensure proper implementation. Through monitoring and evaluation, it points out to the project implementing ministries and other concern authorities the progress of the project implementation and problems encountered, if any, in the field relating to the quality, time, cost etc. for taking necessary remedial measures. For timely and proper management of these activities, an initiative to strengthen the structure has been being gravely felt for a long time. IMED has meantime undertaken a project for capacity building, entitled "Strengthening M&E Capabilities of IMED (SMECI)" funded by the GOB. This policy study is an attempt by SMECI to enhance the capacity and the roles of the IMED for undertaking effective M&E activities in line with the demands of investment effectiveness with focus on achieving results maintaining optimum value for money.

IMED: its origin, and present state and focus

After the liberation of the country, the necessity of strengthening the projects M&E was strongly felt particularly for the management of the foreign aided projects. Against the backdrop of that, in January 1975, Project Implementation Bureau (PIB) was created under the office of the President of Bangladesh. The PIB was formed following the model of Malaysia. With the increase of the activities, later in 1977, PIB was upgraded into an individual division with the name Project Monitoring Division (PMD). After that, in 1982, PMD was named as Implementation Monitoring and Evaluation Division (IMED) and in 1984 it was placed under the Ministry of Planning. From then onward IMED is constantly growing with its necessity and importance for making the ADP effective towards reaching the goals of the Vision of the country. In Perspective plan and others development plan such as five-year plan and in ADP the roles of IMED have been given special emphasis with a changing focus on introducing the norms and procedures of result-based management for facilitating more accountable implementation of the projects under ADP. The Mission Statement and the Rules of Business of IMED (Allocated Business, 1996, revised in 2014) are:

Mission Statement:

To provide effective assistance in socio-economic development of the country through monitoring the implementation of the projects, qualitative evaluation of the completed projects, and ensuring transparency and capacity in public procurement process.

Rules of Business:

- Monitoring and Evaluation of the implementation of development projects included in the Annual Development Program.
- Collection and compilation of project-wise data for preparing quarterly, annual and periodical progress reports for information of the President, NEC, ECNEC, Ministries and other concerned.
- Rendering such advisory or consultancy services to Ministries/Agencies concerned on implementation of projects as and when necessary.
- Field inspection of projects for on the spot verification of implementation status and such other Co-ordination works as may be necessary for the removal of implementation problems, if any, with the assistance of related ministries/ agencies.
- Taking steps to resolve the problems in project implantation through coordination among ministries/divisions/agencies if necessary
- Submission of project inspection reports to the PM and Ministers concerned when attentions at such levels are considered necessary.
- Matters relating to Central Procurement Technical Unit (CPTU).
- Matters relating to The Public Procurement Rules (PPR), 2008.
- Such other functions as may be assigned to the Division by the Prime Minister/Minister of Planning/National Parliament from time to time.

Source: IMED & Cabinet Division

SECTION-II

2.1 The Policy: Framework and Scope

Policy by tasks often varies in context and needs. However, in general, its features are - very formal, contains high-level statements, and that usually outline:

- The roles;
- Responsibilities; and
- expectation for specific causes.

It discusses values and objectives of the aspects, and alongside indicates pathways for taking decisions and layout ways to assess success or achievement. It sometimes gets mixed up with guidelines, but it should not. Policies are enforceable and mandatory. They guide to sort of consequences in wrong doings. Policy may be framed organization-wide/country-wide, or sector or subject wise.

Where guideline simplifies task, policy lays the groundwork for effective overall operation of the tasks. At the core, policy convey the values, culture and principles of the organization. It says what the staff may expect from the organization and organization vis a vis. Policy thereby ensures compliances as well as assist the staff to understand the accountabilities, both at their part and of the organization.

Policy effectiveness goes with its ability in adaptation with changed context and needs. Therefore, essentially, management should be ready enough for regular review of the policy to keep it updated and sustained.

For an effective M&E policy it needs to be drawn within the above normative, functional, enabling and diffusing culture of operation. All those elements are to be adequately included and dealt for preparing a well functional policy framework when the policy is the need being a main guiding instrument or regulatory framework to govern a system to work with proper roles, responsibility, accountability and realizing the results maintaining the standards, procedures, values and principles.

IMED presently is implementing its M&E activities under a guideline and it finds not adequate in its present increasing needs and accountability. The guideline is working but largely for management of activities and inputs, not in a policy environment containing rules and norms, values, principle and accountability to pursue results. The policy which has been assigned to develop by this assignment will search for that in context and need for a M&E in RBM system.

In line with enduring efforts of the government to improve on all the components of the public-sector development management system (i.e. planning, budgeting, implementation, monitoring, and evaluation). **IMED, being the mandated agency to undertake the M&E activities for public sector, has approached with a specific initiative to strengthen its M&E system with an effective 'policy framework' or may say a set of 'guiding principles' to promote Result-Based Management in public sector investment.**

Particularly the present 7th five Years Plan and the preceding one have emphasised enormously to reform the M&E approach of IMED for entering into result-based management regime and that resulted in a strategic congenial environment for formulating a policy framework toward that need, when in past the M&E was just a physical and financial management tool in project operation.

This policy framework is drawn in that scope and commitment particularly to bring transparency, accountability, and promoting evidence-based decision in implementation of the projects of ADP and thereby to expedite a process to achieve the strategic objectives and goals of the Vision 2021. The following figure shows the new paradigm driven by strategic objectives of perspective plan that has given the scope to promote RBM&E system and where policy framework is a must to undertake that.

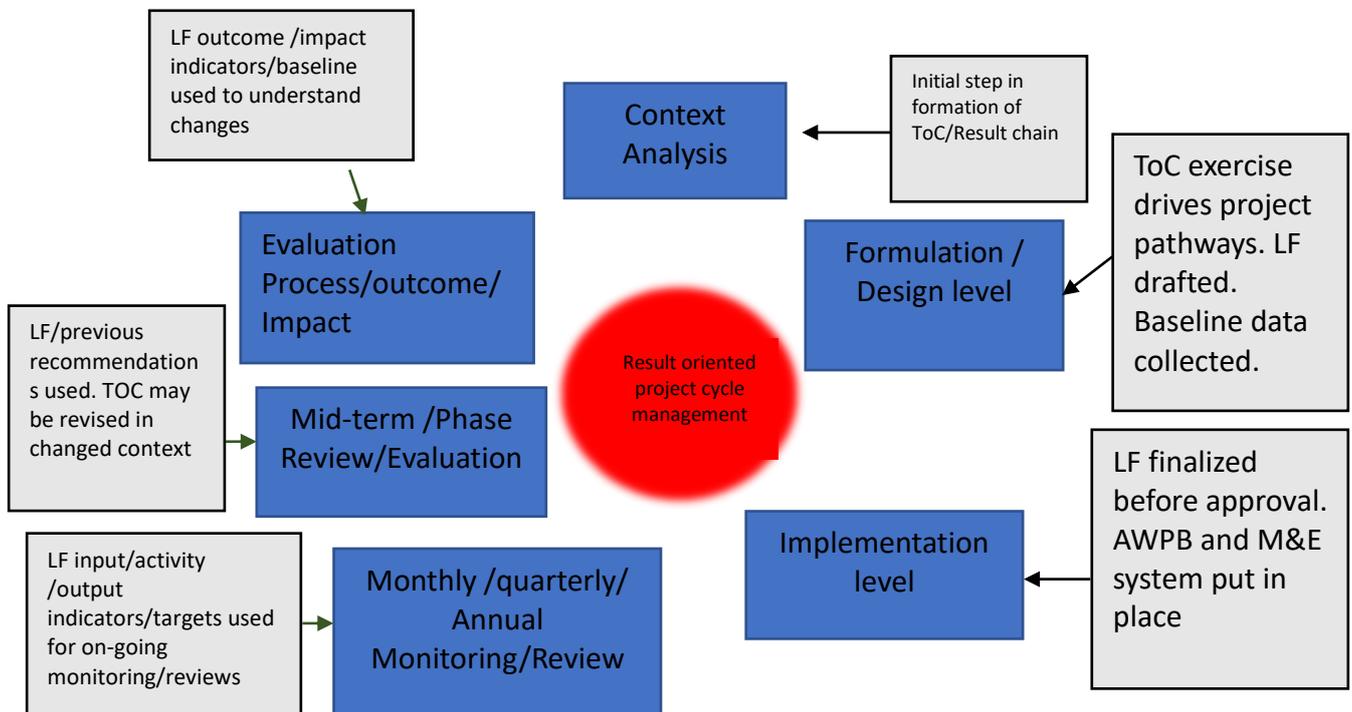
2.2.4 To expedite the PMIS feasible system and process for data collection, registration, dissemination should be in place and functional in timely manner both at IMED and project levels with open access of the all stakeholders.

2.2.5 M&E reporting should assess with proper indication if the results achieved are aligned with national and other priorities government is committed for.

2.2.6 The M&E activities shall be understood as a knowledge-base of learning so that it can contribute to build better projects in future.

To make the policies effective some changes are necessary in the reporting formats. The form (01 2003) is need to be revised on a few issues. The project needs to be identified or categorized by a ‘strategic objective’ and that should be strictly aligned with current vision perspective plan 2021. The point A.6 of the format (probable major impacts/thrusts) are to be calibrated with the priority needs of the perspective vision plan 2021and SDGs. In the same form, the status and scope of the project baseline, M&E framework, and HR allocation for the project need to be mentioned. In the PCR, the project needs to review and report on the progress of all the expected impacts, strategic objective and status of other issues like HR along with other indicative target compliances contained in project LF.

Figure 2 RB M&E in Result Based Project Management Cycle



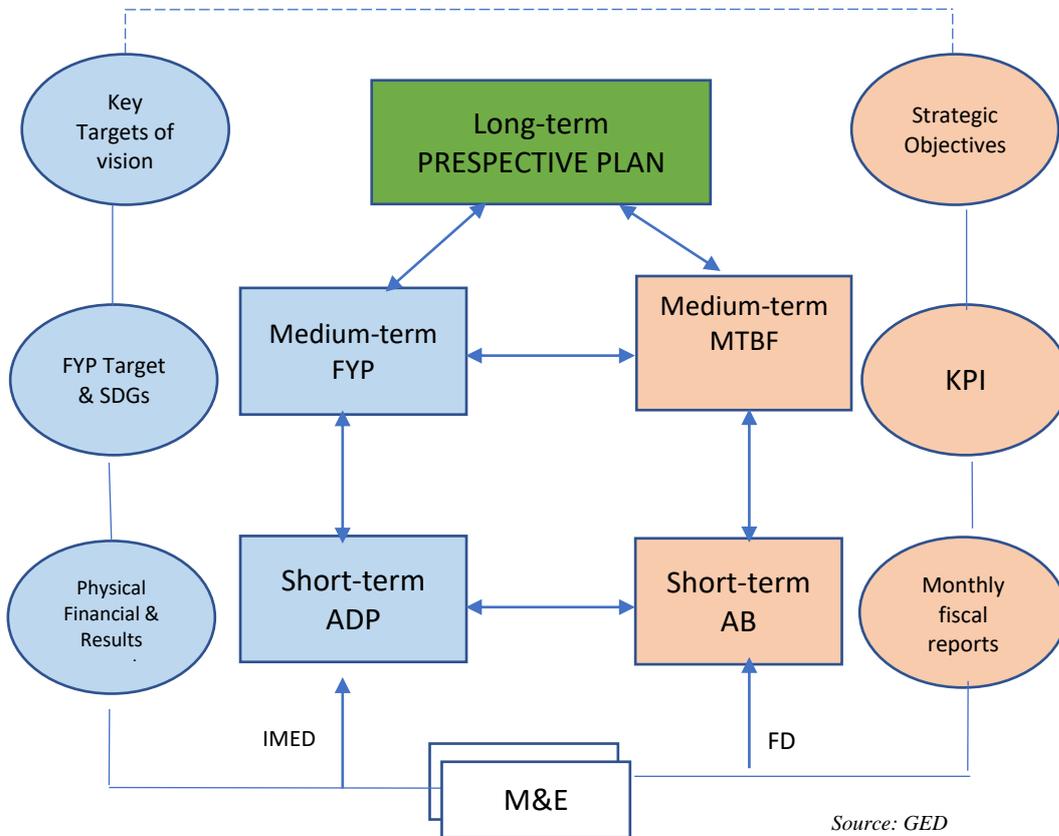
2.3 The Coverage and coordination with other sectors and divisions

This policy framework for IMED is to undertake monitoring and evaluation for the projects under ADP of Government of People’s Republic of Bangladesh which are clustered under 17 sectors (14 as mentioned in 7th Five Years Plan). IMED however monitors the activities of all those economic sectors under 6 combined and consolidate sectors. This policy framework is developed to expedite the process of achieving the goals of Vision 21 with development priorities drawn under perspective plan dedicated to ‘making the vision a reality’ along with other cross-cutting goals that are to be deliverable by GOB to

global agenda such as SDGs. A set of core expected indicators are therefore needed to determine for the projects to assess the progress to those ends. A possible chart has been drawn for that, and 13 impact indicators identified (please see appendix II – 3) which are derived from the priority indicators of Vision 21 and aligned with SDGs and would be the core attributions of ADP projects.

One big challenge IMED has been facing in undertaking the M&E activities is to ensure coordination and integration with other divisions such as finance and GED who have roles in monitoring the ADP projects. The following figure shows the monitoring of the present investment management of ADP.

Fog 3 Annual Development Programme’s Investment Management Monitoring



Source: GED

The policy formulation for IMED has taken an initiative to bring harmony and set identical strategic objectives between FD and IMED’s monitoring keeping that corresponding and aligned with long-term and medium-term goals and targets including SDGs as well. In the appendix II, No 2, all ‘Strategic Objectives’ of ADP projects under sectors and categories of 7FYP have been given. This effort would not only bring the harmony in monitoring the ADP projects, but would make the projects more focused on perspective goals to be realized by investments.

For further consolidation and better grounding of PF, it would be effective and necessary as well to consult with the concern ministries of all economic sectors of ADP on the options of policy framework, its objectives, necessity, and scope to a good extend prior to make it effective. The consultation may be undertaken in a workshop form to give the scope of wider participation of the attendees and thereby they will own the policy and would be reconciled to implement it with due attention.

SECTION III

3.1 M&E: Concept, Components and Scopes

Generally, monitoring and evaluation are looked as synonyms. In reality, both are interdependent, and "Monitoring and Evaluation" together is treated as an important management tools that are necessary to track the progress and facilitate decision making for present and future interventions. In function and usages, there are distinct differences between them (please see the appendix II - 4). The primary difference between monitoring and evaluation is that while monitoring is a continuous activity, performed at the functional level of project/programme management, evaluation is a periodic activity, performed at the outcome and impact level of project activities. The detail on Monitoring and Evaluation is being discussed in the following sections.

3.2 Monitoring

Monitoring is the process of keeping track of progress on a continuous and/or periodic basis by management at different levels of an institutional order, or the individual or agency entrusted by the management to examine whether the inputs and resources meant for the implementation of plans, policies, programmes and projects are being properly delivered. Moreover, the role of monitoring is to verify whether the project activities are being implemented and whether or not the intended outputs are being achieved in accordance with the plan. More or less, monitoring is an administrative tool facilitates to improve the decision-making process of management on regular basis.

The following facts are analysed in the process of monitoring of plans, strategies, programmes and projects:

1. If the resources are available and used by the agencies within the limits of an agreed budget and stipulated timeframe.
2. If the Intended activities are taken and outputs are achieved in a timely and cost-effective manner.
3. What is the level of implementation capacity of the implementing agencies?
4. What kinds of risks are faced and what remedial measures are taken?

During monitoring, data and information on the above mentioned aspects are collected, processed and reported in a continuous, systematic, and time-bound manner. This helps identify problems and initiate corrective measures before it is too late.

3.3 Evaluation

Evaluation is a systematic and purposeful undertaking carried out by internal or external evaluators to appraise the relevance, efficiency, effectiveness of, as well as the impacts and sustainability generated by the plans, policies, programmes and projects under implementation. The main objective of evaluation is to draw lessons from the strengths and weaknesses experienced in the implementation of plans, policies, programmes and projects so as to improve their design and implementation in the future as well as to hold the officials and agencies involved in the process accountable for its implementation and results. It focuses on the changes impacted by devilmnt interventions and assessed in a few criteria to gather lessons. Therefore, evaluation may be taken as a tool for learning lesson.

In addition, along with M&E process, another activity is undertaking, the 'review'. It is quite similar to evaluation, but it looks at the results of an evaluation and decides whether it needs to change.

Information from monitoring may also prompt a review based on issues and in a limited form, Review may take place annually, mid-term or at the end of a longer-term project for specific objectives.

3.4 Monitoring & Evaluation in Result Based Management: a shift in M&E approach

Results-based Management intends to enhance the effectiveness of investments by linking outputs and outcomes in exchange of inputs and activities. Managing the development results is an important strategy of result based management. This strategy prepares strategic plans, manages risks and measures outcomes placing development results at the centre of consideration and helps to make the management decision processes objective based and sustainable.

The strategy of RBM has been used extensively but primarily in three important areas of demand:

- Strengthening internal capacity of the government to make the development programme effective;
- Enhancing the relevance and effectiveness of foreign aid; and
- Improving global relations with accountability, transparency, and governance.

RBM approaches emphasis on facilitating the changes in conventional management. It is a total change in development management which focus on the results intended for by a project. For this purpose, conceptually, it has to go through a process that includes:

- Reviewing of organizational understanding on result-chains/indicators/outputs;
- Undertaking an overall rigorous appraisal of the management capacity in the given organization for facilitating the process of change and improvement;
- Providing clear strategic guidelines for linking result-chains and indicators across different sectors and the implementing organizations;
- Appraising existing organizational systems with a view to prepare all the entities to achieve organizational goals;
- Assessing the orientation, motivation, and incentive systems of the organizational staff members and orienting them to achieve results; and
- Developing immediate, medium-term and long-term plans for organizational changes and performance evaluation.

The management, while manoeuvres its way to development results through all the phases, mentioned above, comes across lessons to learn as inputs and prepares to implement them into its business plan usefully.

M&E in RBM is a system of monitoring performance based on indicators, concepts, and principles of results-based monitoring. It is done by keeping results at the centre of the process so as to ascertain whether the flow of inputs, outputs and outcomes are in accordance with the targets and objectives spelt out in the logical framework of a given plan, policy, programme, or project.

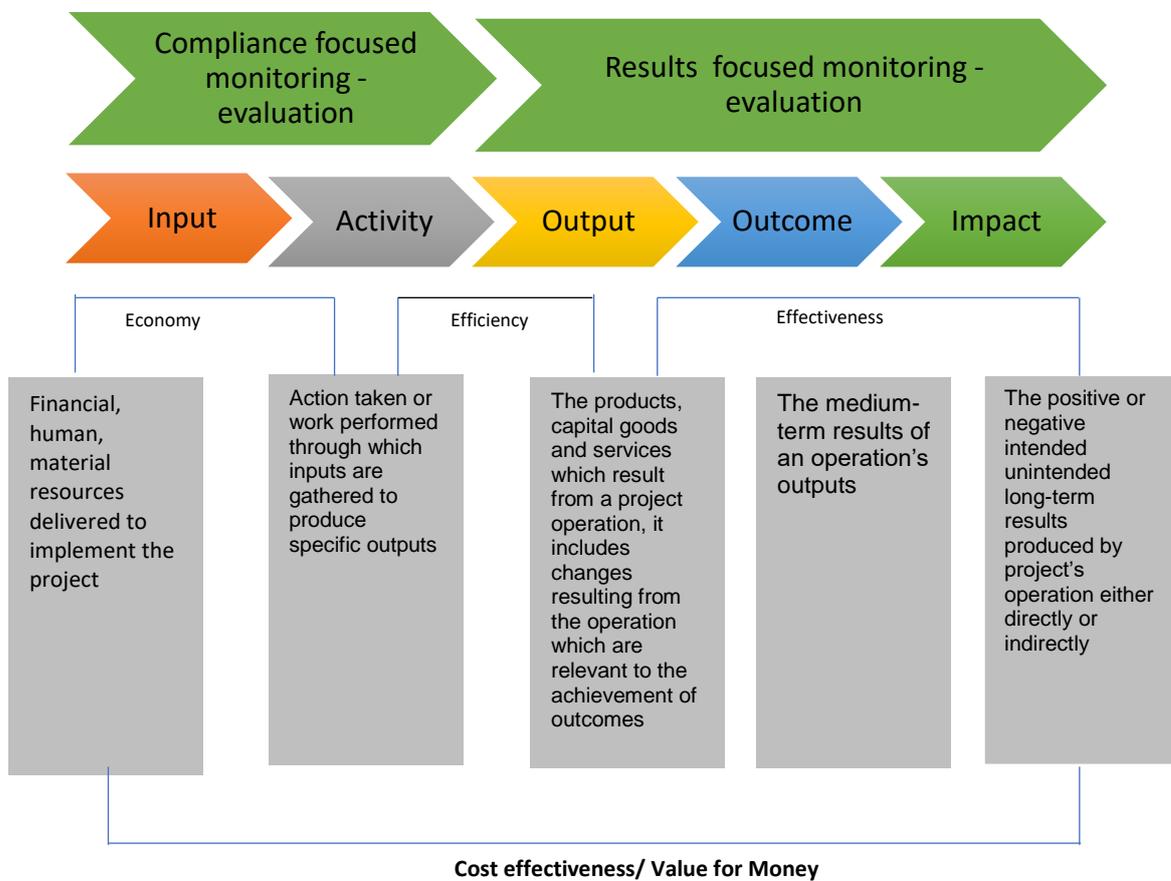
Results-based monitoring is a process of incessantly collecting and analysing information on the extent to which results from the implementation of a given plan, policy, programme or project have been achieved so as to compare it with the expectations.

Whereas, Results-based evaluation is an undertaking that appraises relevance, efficiency, effectiveness, resilience, inclusiveness, and sustainability of a given plan, policy, programme or project by making comparison of the outcomes of implementation with the intended results.

3.5 The Basis of Results-based Monitoring and Evaluation

The main basis of RBM&E is Logical framework. Besides, result-framework, sources of information, programme management information systems (P/MIS), information from studying the value for money (VfM) and monitoring and evaluation plans, among others, can be considered as the basis for undertaking results-based monitoring and evaluation activities and that has made the RBM&E a more accountable system in project management and planning with focus on the result-chain (please see the figure 4 for schematic understanding on the issue). The origin of the RB monitoring lies in The Paris declaration in 2005 on Aid effectiveness called on countries to improve aid effectiveness and be held accountable through a series of indicators and targets to combat poverty in developing countries; The declaration was organized around five core principles: ownership, alignment, harmonization and managing for results and mutual accountability. Later it was further strengthened in Accra Forum in 2008, called Accra Agenda for Action (AAA). It is all about accountability in delivering and accounting for efficient development results. Bangladesh endorses it strongly and find full basis to introduce this RBM in its development activities whether implemented by own funds or foreign aids. In this context for Aid Effectiveness a Joint Cooperation Strategy (JCS) was signed and has been functional since June 2010.

Fig: 4 The result-based M&E system based on the result chain of log frame and cost effectiveness



SECTION-IV

4.1 Component and Activities

It has been observed IMED internally and externally under their M&E activities undertake three categories of activities, Monitoring, Reviewing and Evaluation. They regularly collected data for monitoring the project progress, casually review the project progress based on the reports from IAs, call for in-depth review (called in-depth monitoring) of project as and when necessary by outsourcing and undertake mid-term/phase review/evaluation as required for on-going project, carryout final

Monitoring and Evaluation at different stages of the project with particular types of interventions

Stages of the project	Ex-ante & Start-up stage	Implementation and consolidation stag	Completion/ Matured stage	Ex-post stage	Remarks
Types of M&E	FORMATIVE → ONGOING → SUMMATIVE →				
Survey/Study/Assessment	<ul style="list-style-type: none"> Baseline survey Need assessment Pre/Re-feasibility study Risk assessment 				Subject to project's IE's responsibility. However, in special case like for priority projects, for critical study IMED may need to undertake these surveys/study as national need. The tasks may be carried out internally or be outsourcing.
Monitoring		<ul style="list-style-type: none"> Ongoing monthly/quarterly/ annual monitoring 	<ul style="list-style-type: none"> Completion/Terminal monitoring 		All the monitoring undertaken based on the progress reports submitted by IAs in defined formats, and IMED produces reports out of those to ICNEC & NEC as required.
Evaluation	<ul style="list-style-type: none"> Process evaluation Management/system evaluation Governance evaluation 	<ul style="list-style-type: none"> Outcome evaluation Cost-effectiveness evaluation KAP Sustainability evaluation 	<ul style="list-style-type: none"> Impact evaluation Meta- evaluation 	<ul style="list-style-type: none"> Impact Evaluation Meta- evaluation 	At both stages, formative and summative, evaluation can be undertaken to understand the efficiency, effectiveness, and variations in project implementation process, in changes of project results levels. The tasks may be carried out internally or be outsourcing.
Review		<ul style="list-style-type: none"> Ongoing review/field inspection In-depth review 	<ul style="list-style-type: none"> Ongoing review/field inspection Midterm review Phase review 	<ul style="list-style-type: none"> Final review 	Different types of review at different stages undertaken in a form of assessment, internally and externally, based on the reports submitted by IAs and other relevant documents.

review upon the completion of the project, and initiate impact evaluation by outsourcing if it be necessary for any projects on needs. This policy work finds some other scopes as well that IMED may need to undertake as those go with the present strategic needs of IMED for their effective engagement in ADP implementation. A framework shows (please see the appendix II -17) all the tasks that are to be included in M&E at different stages of the projects of ADP whether undertaken by IMED, or outsourcing, or carried out by IA or jointly in some cases. The red highlighted tasks have been in practice until by IMED.

To specify the M&E activities in result-based set up, IMED may classify their activities into monitoring, review and evaluation.

4.2 Monitoring Component

Activity 4.2.1 Capturing Inputs, Activities

The monitoring of inputs and activities refers to monitoring of budgets, expenditures and activities. The focuses are on the compliances basically in relation to project activity plan and budget. **This policy is proposing to include the risk status with remedies undertaken in monthly reporting**

This report is produced by the project in prescribed format given by IMED. And IMED produces report based on that for ECNEC in a fixed framework.

Policy options:

4.2.1.1 To assess inputs and activities monitoring shall be undertaken against the approved AWPB of the project along with all compliances of applicable rules and process according to the contract agreements of/between the project and party. This category of monitoring will be carried out on monthly basis and subject to receive by the first week of the following month of the reporting period.

4.2.1.2 The report shall clearly indicate the burn rate of the project at real time against the corresponding planning along with the justification for any deviation.

4.2.1.3 The report shall mention if the project encounters any risk that has impeded the implementation of the project and what remedies were undertaken for that by project management

Activity 4.2.2 Capturing Inputs, Activities, outputs and outcomes level (project to IMED)

The monitoring of outputs and outcomes is associated with results-oriented monitoring, which, in turn, is an essential part of results-based management. The assessment of this component in the M&E system will give special emphasis in view of project strategic relevance within country's perspective plans. The reports of this category are undertaken in three months and yearly frequency. With physical and financial, and outputs, these reports are to reflect on the outcome milestone against the targets and citing the sources of the information of the project and on remedies to risks if surfaced.

Policy options:

4.2.2.1 To assess the progress of outputs and the outcomes this category of monitoring should be undertaken in three-month interval in quantitative and qualitative terms against the indicators and the targets against baselines cited in the Log frame of the project.

4.2.2.2 The report should mention the sources of the information to ensure the evidence and validation.

4.2.2.3 For outcomes, it is encouraged the report should be submitted coupled with significant case studies, photos etc. in support of the outcomes achieved.

Activity 4.2.3 Capturing inputs, Activities, Output and outreach Level Reporting

The report intends to produce the physical, financial, and output progress against the targeted plan of the project over a fiscal year and indicates the area-wise outreach status

Policy options:

4.2.3.1 To assess the physical, financial, procurement and outreach progress of the project against the yearly target in quarterly milestones, this category of monitoring report shall be undertaken on yearly basis and submitted by the IA in prescribed format with the following quarter of the year end.

4.3. Review

4.3.1 Activity: On Going Review (field based monitoring/spot visit by IMED)

It is a critical task of project monitoring by IMED. The improvement of risks management, in all forms, is the major objective of this task for strengthening the project implementation process in achieving the results with due capacity and in time. All projects should maintain the risk logs very regularly and in the monthly report/return risk status are to be mentioned with remedies (action points) to mitigate that. This will be the critical basis to undertake the field visit by IMED. It means, although all projects are subject to monitoring, the project prone to risks are to be included for inspection

Policy option:

4.3.1.1 All projects under ADP should be monitored by its risks and the assumptions cited in projects LF in terms of programmatic, political, social, environmental etc. , those may be surfaced during the implementation of projects and impeded its progress. The report returns by project are to be duly instructed to mention of the risks in clear manner with possible implications that may affect the project in terms of cost, time, quantity and results.

4.3.1.2 Field inspecting shall be required only for those projects which are critically in risk in terms of

time and cost overrun and too slow in progress and in such case first track projects shall be given priority.

4.3.1.3 Detailed guidelines should be in place to understand the process and procedure of the field visit by IMED official vis a vis the project implementers.

4.3.1.4 Detailed guidelines/modalities should be in place on the process of sharing the field visit findings, recommendations and later for the follow-up with concern project authorities, and determine the possible action points that are to be pertinent based on the situations.

4.3.2 Activity: In-depth Review

It is an in-depth level review undertaken at on-going stage of the project in case of special need to look into the state of project progress more critically with a specific objective to keep the project on track in delivering the activities with compliances and targeted milestones.

Policy options:

4.3.2.1 This type of review may be undertaken internally or external support or in a mixed form with explicit terms of reference on deliverables.

4.3.2.2 The project implementing entity shall be prior informed on this monitoring with its objectives and procedures.

4.3.2.3 Procurement process of the external support/consultants shall be followed by the standard rules and issue based experiences of the consultant need to be duly considered

4.3.3 Activity: Midterm/ Phase Review or goal based evaluation

The review is almost similar to evaluation, but the utility is different than evaluation. It looks into the fiduciaries and the outcome results of the projects and intends to bring revision, if necessary. It is called for reviewing the needs for project's revision it that project can be made more effective and efficient.

Policy option:

4.3.3.1 The review shall be undertaken internally with IMED's capacity or by outsourcing, if required, in conjunction with national development priorities and project compliances to make the project effective and efficient towards the causes.

4.3.4 Activity: Review meeting (with Stakeholders – concern Ministries, Divisions, Departments, IAs)

The review meetings are the only platforms to discuss on the project status, giving feed-back for remedies and follow-up the progress according. Usually it takes place on monthly basis at ministerial levels, but it may be further arranged with IA if required. The process should be a framework based approach including gravity of the shortfall, action points mentioning the process of the actions, time specific, predefined overseeing responsibilities and reporting.

Policy options

4.3.4.1 The review meeting shall be undertaken for trouble shooting in joint and supporting manner to bring remedies towards any shortfalls in implementation of ADP projects. It may be undertaken beyond the usual schedule (once a month) and even avoiding physician presence when the situation is urgent.

Video-conference, skype contact may in such cases be used for immediate interactions and undertaking actions.

4.4 Evaluation

The evaluation component corresponds to the evaluation of the process of project implementation and its results whether these are relevance, effective, efficient, resilient and sustained (the detailed criteria given in Appendix II -7). This is particularly to capture lessons for learning for improving implementation effectiveness of the projects and for better planning for future projects. It may take at formative stage, intermediate stage, and at the end of the project, as required.

4.4.1 Activity: Formative Evaluation

Formative evaluation is carried out during the beginning of a project with specific objectives like detail need assessment, process justification when the information of the project appraisal found not sufficient in the project needs and not justified in real time context.

Policy options:

4.4.1.1 Formative evaluation shall be undertaken if major gap is found in project needs and activity implementation process/procedure and that may be critically negative in achieving the project objectives.

4.4.1.2 For all priority projects (fast track projects) formative evaluation shall be undertaken for better monitoring of project progress towards realising the project objectives.

4.4.1.3 The evaluation may be carried out internally or outsourced but under explicit terms of reference for particular deliverables following the standard criteria.

4.4.2 Activity: Project Completion Report (PCR)

PCR is a narrow type of evaluation as it intends to respond to the changes at outcome/objective level of the project along with outputs, activities including inputs. However, it has rather characterised to group in review category, but that is subject to some revision of reporting nature. The format of the PCR needs to be changed so that it can:

- update the status of the expected impact/thrust that they desired in the format along with the impact on corresponding SDGs;
- final HR status; and
- give evidence based 'most significant changes' that project can claim.

Policy option:

4.4.2.1 The task of PCR shall be undertaken in time and reached IMED within three month of project completion as the date effective in this regard and stipulated in the DPP/RDPP. The Project Implementation agency needs to be duly oriented by IMED to report the PCR in true and detailed form particularly at outcome/objective level based on proper evidences and most significant changes and failures.

4.4.3 Activity: Summative Evaluation on submission of PCR

This is an evaluation or may say review undertaken by IMED for each of the completed projects under ADP based on the PCR. It seems to be a formality for an official closing the project at IMED's end. Particular format is used to undertake the evaluation and intends to understand the learnings, negative or positive, those are to be used in preparing better future projects.

Policy Option:

4.4.3.1 This evaluation on project completion is to be set under detailed guidelines to make it effective and useful. The evaluation should not be concluded with the comments by IMED only, but concern projects management responses should be included in that report. Every year a 'knowledge sharing seminar/workshop' should be arranged in participation of all ADP stakeholders on projects lessons and the seminar's/workshop's outcomes shall be duly document is such a manner so that, that can be used in future project preparation.

4.4.4 Activity: Summative Evaluation / Impact Study

Summative evaluation is carried out upon the project completion or at Ex-post level of the project for understanding the project impact and learning aiming to utilise that in future project planning.

Policy option:

4.4.4.1 Summative evaluation shall be undertaken on the completion of all project under ADP and for the selected projects for impact study when that is justified to understand and giving inputs to future project planning those are considered as the priorities.

4.4.5 Activity: Ex-Post Evaluation

This evaluation has its huge merit to undertake for understanding the sustainability of the project and to capture lessons in order to further improvement of the project in formulation and design for more effective future intervention.

Policy option:

4.4.5.1 IMED should have the provision and scope to undertake ex--post evaluation as it might be necessary to contribute to some projects that are to be in the demand in the view of country's strategic and priority needs. The evaluation may be undertaken with internal resources or through outsourcing. An explicit detailed ToR shall have to be drawn and followed to ensure the affectivity of the task.

SECTION-V

5.1 Institution Agenda

It is necessary that IMED should have well determined agenda for undertaking M&E activities set in RBM as desired by country strategic plan and priorities for development.

That agenda should be made functional by proper M&E planning in concurrent with long and short-term perspective plans and the ADP conceived to make the vision 21 a reality.

Policy options:

5.1.1 M&E Sector/section wise long-term and short-term plan shall be drawn considering to use of all potentials of IMED, and that shall be maintained and made rolling out timely and effective manner with increased capacity and commitment.

5.1.2 IMED management shall have to ensure that M&E are undertaken with due regard for impartiality and in line with evaluation best practices criteria.

5.1.3 IMED management shall have to submit to the implementing agency the findings and recommendations of evaluation activities in time.

5.1.4 IMED management shall have to ensure timely publication of all M&E reports in website.

5.1.5 IMED management shall have to submit all M&E reports to concern reportable authorities in accordance with prescribed guidelines and in timely manner.

5.1.6 IMED shall have to serve as repository (digitally and paper form) of all M&E reports and studies conducted and commissioned under ADP.

5.1.7 IMED management and its sectors shall draw the Result Framework in a detailed form following a well-set format to contribute to the result framework of 7th Five Year Plan developed by GED

5.1.8 IMED should have a plan and procedure to acquaint the ADP project implementers in a practical manner (e.g. training, orientation) with all the reporting obligations to IMED at start-up of the projects and if necessary shall give follow-up support as well.

5.1.9 In projects' start-up workshop IMED should have particular session to discuss on RBM&E and review the aspects whether the project is monitorable and evaluative, and shall advise on the necessities and requirements to that respects.

5.1.10 There should be a provision that IMED may recommend the best performed project from each economic sector under ADP for national performance award as incentive, and similarly disincentive in a form of sanction shall be applicable where the performance would be unsatisfactory. In this regard, a set rules shall be followed to assess and rate the performance of the project focussing on a few areas like, fiduciary aspects, project implementation progress, Outputs and outcome, likelihood of achieving development/strategic objectives, gender, inclusiveness, risk mitigation and likelihood of sustainability. A Proposed performance rating of project with description of the score is given in Appendix III, No. 20.

5.2 Disclosure of M&E observations and recommendations

Uses of M&E observations and recommendations are of great necessity for effective implementation of projects and future planning. Therefore, report should be disseminated to project implementing agency and concern ministry/division in time vis a vis thereafter the management response from implementing agencies invariably.

Policy options:

5.2.1 Implementing agency shall have to prepare management response including follow through actions intended to be taken being follow-up of the evaluation findings and recommendations, and this is a compliance that shall be acquainted by implementing agencies by proper directive.

5.2.2 IMED shall have the scope so that the findings of M&E can be disseminated for planning and design of similar projects in ADP.

5.3 Induction of the Policy Framework

Policy option:

5.3.1 IMED shall allocate in their annual budgets adequate resources to comply the provisions of the Policy Framework.

This shall include funds for:

- *Capacity development during the start-up phase of the Policy Framework;*
- *Training to ensure an adequate capacity and skill of the internal team to undertake M&E effectively;*
- *Necessary operations and maintenances; and*
- *Procuring external expert service.*

Policy option:

5.3.2 IMED shall be provided with adequate resources to be able to comply with the provisions of this Policy Framework, including funds for:

- *Capacity development during the start-up phase of the Policy Framework;*
- *Training to ensure an adequate capacity and skill of the internal team to undertake M&E effectively;*
- *Operations and maintenance; and,*
- *Procuring external expert service.*

5.3.3 An orientation and training program on the adoption of the Policy Framework shall be conducted for relevant personnel of departments/agencies.

5.3.4 For capacity building of IMED personnel on RBM&E by quality training/workshop shall have to be arranged at home and abroad, and for that Planning and Development Academy (PDA) can and should play a specific and adequate role.

5.4 Review, Amendment, and Revision

Policy option:

5.4.1 A formative evaluation of the M&E Policy Framework shall be undertaken within the second year following the effective date of the Policy Framework. The findings and recommendations of the formative evaluation shall advise to amend the Policy Framework as justified.

5.4.2 A summative evaluation of the Policy Framework on Evaluation shall be undertaken in the year of onset of new Vision Framework so that it can be purposive to work effectively with the priority needs of new vision 2041. The findings and recommendations of the summative evaluation shall advise to amend the Policy Framework as justified.

5.4.3 A coordination committee shall be formed under facilitation of IMED comprising representatives from Planning commission and Finance Division explicitly along with other agencies as required for reviewing the recommendations to amend or revise the policy framework.

5.5 Replacing clause/article

All policies and issuances or parts thereof inconsistent with the M&E Policy Framework are hereby repealed or amended accordingly.

5.6 Effectivity

This signed circular takes effect immediately.

SECTION - VI

6.1 Policy Approval and Acquaintance

This policy framework may be subject to approval by due entity beyond the IMED prior to take it into effect. For that evidently found a few options.

6.1.1 First, IMED, may follow the process as it approved its 'Strategic Plan 2008-2013'. In that case the Finance and Planning Advisor approved the Strategic Plan in August 2008 (ADB, Technical Assistance Consultant's Report, Bangladesh: Strengthening Result-Based Monitoring and Evaluation Project - special fund resource of Japan, Project NO. 39469, Jan 2010, Page 4).

6.1.2 Secondly, as this policy framework is a part of IMED's 'Rules of Business', IMED may take it into the process for the approval by Cabinet Division by revision of its present rules of business.

6.1.3 Third, as per the clause 4 (ii) of the RULLES of BUSINESS 1996/revised July 2012, the Cabinet Division is entrusted by the state to approve any policy as the clause stipulates 'no important policy decision shall be taken except with the approval of the cabinet', and by dint of that it is assumed Cabinet Division can necessarily approve the policy in due course of action.

6.1.4 Finally, If ECNEC has the scope to approve that. The committee feels a priority need for effective M&E intervention by IMED with an urgency to know the results of the ADP. In this case, within the ministry IMED belong to may process the matter. If it be, then ECNEC will be aquatint with the policy from its inception and they will own it and exert urge to see its effectiveness.

However, it is to note, this policy framework is a guiding instrument to undertake M&E activities by IMED with an intention to promote RBM&E which must be implemented under a national RB Public Sector Performance Management System if it is in place. With reference to SP's goal number 6, particularly 6.2 & 6.3, it is well understood. In this case, if such system is yet to develop, this M&E Policy framework may work to prepare the filed to develop that public performance system through tripartite collaboration of IMED, Planning Commission and Finance Division, in addition may include other agencies as well found effective.

SECTION– VII

7.1 Conclusion and way forward to introduce and strengthening Result- based M&E in present context.

As mentioned earlier IMED has been engaged to introduce RBM&E since 2010 and yet to have any result to make it effective. It happens to bring any change it takes time. Some elements observed that Finance Division of Ministry of Finance by their Medium Tem Budget Framework has taken a drive to understand the result based change against the expenditure of ADP project. They have made the project accountable with KPI and aligned with the priority goal of FYP introducing ‘Strategic Objective’ against each project undertaking by Ministry or Division. Hence effort is in place and where IMED has prime roles to take it forward with a start, even if it be not in a whole form, but being ethically and conceptually proactive. In that view, in nutshell, the following ways are being suggested to initiate a process at least to start RB M&E and towards that possible policy options have been included in this report.

The way forward:

- **Introduced project-level RBM&E framework and risk Log for the projects under ADP oversee by IMED.** This will be better aligned with the monitoring of the strategies and targets of the 14 sectors in the ADP/FYP/Perspective Plan and SDGs. The RBM&E approach fits into the direction of improvement of the M&E system of the Implementation Monitoring and Evaluation Division (IMED).
- **Strengthen linkage of RBM&E between FYP targets and ADP projects.** Since the monitoring indicators and scale at the FYP and ADP levels are different, the ways to match the two levels need to be articulated.
- **Developed the capacity of officials involved in RBM&E.** Development of the capacity to conduct RBM&E should not be limiting to officials at the IMED. Capacity development is to be needed for the officials in the Programming Division of ministries/divisions and executing agencies, and IMED is at the right position and responsible as well to initiate that.
- **Re-clustering the IMED M&E sectors to meet the priority needs of perspective plan.** It may be clustered by Natural resources, Energy; Communication & Infrastructure; Human resource development, Social protection and safety-net; Industry, private sector and public-private partnership; Critical/in-depth review, Outcome and Impact evaluation, P/MIS. For each sectors and sub-sectors detailed guidelines are be developed for effective engagement.
- **Further strengthen linkages of RBM&E with KPI in MTBF.** Special attention should be given to the linkages of RBM&E of the ADP with the monitoring of KPI included in the MTBF. The linkages with KPI will help the Government to monitor development performance in a holistic way.
- **Piloting RBM&E before full function and integrated with Result-Based Public Performance Management System.** As the Finance Division has introduced the MTBF phase by phase to cover all Ministry/Divisions, that process may be followed to introduce the RB M&E Policy of IMED to cover all ADP projects.

Government of the People's Republic of Bangladesh
Ministry of Planning
Implementation Monitoring and Evaluation Division (IMED)
Strengthening Monitoring and Evaluation Capabilities of IMED (SMECI) Project
Sher-e-Bangla Nagar, Dhaka-1207, Bangladesh

Preparation of Monitoring and Evaluation Policy

KII for project implementing departments on M&E policy formulation for IMED

1. General

How does the department undertake M&E activities? Has the department any policy guideline?

Has at project level there is dedicated/mainstreamed set-up for undertaking M&E activities

If the M&E is at project based, has there a regular reporting system from project to central M&E unit, or project maintains all reporting internal and external?

Has the organization introduced PMIS and that is actively functional to share updated data?

2. Monitoring

2.1 How does the project plan the activities, (AWPB and etc)

2.2 To what extent does the monitoring cover the LF (input-activities-output)?

2.3 At what frequency monitoring is undertaken (monthly, quarterly, six-monthly, yearly)?

2.4 Is the monitoring system good enough to respond IMED's monitoring requirements?

3. Evaluation

3.1 Is there any scope for undertaking evaluation of project results? If yes, of/at what categories and level

Categories:

Formative/before mid-term evaluation

Process evaluation

Midterm evaluation

Summative/completion/terminal evaluation

Level:

Outcome study

Impact study

3.2 How are the evaluations undertaken - internal or external/outsourced?

4. RBMS

4.1 Does the project understand/know about Result Based Management System?

Have they any plan to adopt that or already adopted?

4.3 If they adopted, how do they report?

5. Alignment with country strategy and global development framework

5.1 Does your M&E include indicators that can refer to the priority targets of five-year plan/ perspective plan/ SDGs

6. Knowledge management and lesson sharing

6.1 Has the organization any knowledge management system, and is any process in place to share the lessons in a systematic or mandatory manner

7. Risk mitigation

7.1 Has the M&E considered the scope of assessing the emerging risks while project progressed?

8. Accountability

8.1 Is the due diligence sufficiently in place to address the compliances and fiduciaries?

8.2 Is the project provisioned with any process to address the public complaints?

9. IMED

9.1 Is the project M&E System Management familiar with all reporting requirements for IMED? If no, specify

9.2 Is the M&E system adequately in place to respond the needs of IMED? Y/N - If no, specify

9.3 Has the project any suggestions to improve the IMED activities in relation to project monitoring and evaluation?

9.4 If a policy is developed for IMED on project M& Evaluation, what are the suggestions for that and how will that benefit to their M&E activities?

10. SWOC

10.1 In specific tell about the:

strength,

weakness,

opportunity, and

constraint of the existing project's M&E system

Terms of Reference
For
Preparation of Monitoring and Evaluation Policy
Proposal Package No M&W/S48/18-19 Lot: 06
Strengthening Monitoring and Evaluation Capabilities of IMED (SMECI)
Implementation Monitoring & Evaluation Division
Ministry of Planning

Background of the study

Implementation Monitoring and Evaluation Division (IMED) is the apex body of the Government of Bangladesh to monitor and evaluate the implementation of the public sector development projects included in the Annual Development program (ADP). The prime function of the IMED is to monitor and evaluate the implementation of development projects in order to enable the Ministries and Executive Agencies to ensure their proper implementation. Through monitoring and evaluation, it points out to the project implementing ministries and other appropriate authorities the progress of implementation and problems encountered, if any, in the field relating to the quality, time, cost etc. for taking remedial measures. For timely and proper management of these activities along with the main functions a comprehensive strengthening program has been gravely felt for long time. Therefore, IMED has undertaken the development project, entitled "Strengthening M&E Capabilities of IMED (SMECI)" funded by the GOB.

Beside many other functions that are performed by the IMED, an important function is to carry out regular field review of development projects to keep itself abreast with the latest progress of projects in the field. It informs the relevant ministries and agencies with the impending problems as well as current problems affecting the progress of projects, for taking remedial actions at their end, so that project's physical and financial progress are accelerated.

III. For the purpose of carrying out field review a comprehensive guideline is necessary. Therefore, IMED intends to develop a Monitoring & Evaluation Guideline on agriculture, Fisheries and Livestock sector projects. Since these sectors are considered the main stay of the Bangladesh economy, contributing almost 50% of the GDP and spending substantial allocation of the annual development budget, its development activities have attracted greater attention of the government and that demands more focused and intensive quality monitoring by the IMED.

2. Objective of the Assignment

The main objective of the assignment is to engage an experienced Consulting Firm for preparing an M & E Policy concerning the sectors of Annual Development Plan (ADP) / Projects/important areas of IMED.

The specific objectives of the assignment are the following:

- 2.1 To review the existing available documents/guidelines on project implementation, monitoring and evaluation;

- 2.2 To review the existing available documents and practical guidelines of other similar countries and development partner agencies;
- 2.3 To undertake a situational analysis of the current policy environment to enhance understanding of the dynamics;
- 2.4 To consult all key stakeholders on how the IMED can be regulated, guided and improved;
- 2.5 To review the IMED activities /components of ADP for developing M&E policy;
- 2.6 To formulate the policy on IMED and produce a draft;
- 2.7 To validate the draft policy with key stakeholders;
- 2.8 To analyse objectives of the assignment thoroughly;
- 2.9 To develop a Policy that can be effectively used by the IMED and other stakeholders;
- 2.10 To guide the officers of the IMED and external stakeholders in building systematic approach through use of the Policy;
- 2.11 To ensure the project management, monitoring and evaluation knowledge areas (such as scope, time, cost, procurement, quality, integration, human resource, stakeholders, communication and risk);
- 2.12 To help accelerate progress of the development projects.

3. Scope of Services

Consultancy services shall broadly include:

- 3.1 Gathering and reviewing relevant literature (particularly literature related to develop IMED policy);
- 3.2 Compiling a comprehensive situational analysis report to inform stakeholder consultations and ultimate policy formulation;
- 3.3 Reviewing the IMED components / sectors activities;
- 3.4 Synthesizing secondary and primary data collected to address the objectives of the policy formulation exercise;
- 3.5 Development of a Monitoring and Evaluation policy considering the ADP sectors;
- 3.6 Presenting draft documents to key stakeholders through meetings and workshops;
- 3.7 Incorporating comments as necessary and finalizing documents accordingly;
- 3.8 Identify weaknesses and limitations in the monitoring and evaluation of the related projects;
- 3.9 Study monitoring reports, in- depth study reports and other related reports of the projects of the concerned sector and identify monitoring and evaluation weaknesses etc.; and
- 3.10 Any other related works assigned by the.

4. Qualifications and Experience of Firm and Team

4.1 Firm: The assignment will be undertaken by a firm having similar experience in development of Policy, and having adequate staff with appropriate professional qualifications and suitable experiences.

Firm registered with the Government of Bangladesh;

At least 3 years' working experience in conducting similar type of assignments;

Demonstrated capability in monitoring and evaluation of projects as evidenced by the qualifications

and experience of the professional staff;

Excellent understanding and knowledge of project monitoring, evaluation and implementation procedures, and Policy;

Proven track record of data collection, compilation, analysis and analytical report generation;

Advantage will be given for experiences of preparation Policy in public sector; and

Skills in translation of documents/Policy in English to Bengali.

4.2 Team

Sl. No	Type of professionals	Educational qualifications	Experience required
1.	Team Leader	At least Masters' degree in any relevant discipline. Advantage will be given MS in M&E, PMP. Ph.D. degree will be preferred	Understanding of the M and E system in Bangladesh Government. In addition, the TL should possess the following skills and competencies: Broad knowledge and understanding of key developmental issues, program/project implementation system in Bangladesh. Experience in policy development and strategic planning. Sound understanding and application of policy concepts, methodologies and tools. Good analytical and report writing skills. Fluent in spoken and written English. Good communication and facilitation skills. Good interpersonal skills; and High computer literacy;
2	Additional team member should proposed by firm.	The total size of team will not be more than three person excluding Team Leader.	

5. Duration of assignment

Duration of assignment shall be **04 (four) months** from the date of signing the contract.

Consulting Firm Responsibilities

6.1 The Consulting Firm must propose services of consultants having good academic background and knowledge of the subject (assignment), so that quality M&E Policy can be prepared and delivered within the stipulated time frame;

6.2 Consulting firm shall propose an appropriate methodology for the study in the context of objective of the assignment and scope of services;

6.3 Prepare and finalize M & E Policy based on the study of documents, objective of the assignment and the data/information collected from various internal and external sources,

6.4 Arrange a Workshop/Seminar for dissemination of the study findings and finalizing the Policy incorporating comments/observations of the participants;

6.5 Deliver final M& E Policy document in English and Bangla.

7. Expected Deliverables/Reporting

The following deliverables are expected (from the date of contract signing):

Sl.	Deliverables	Number of reports	Delivery timeline (Weeks after signing contract)
1	Inception report (Inclusive of detailed work plan, methodology, sample size, questionnaire and strategy)	10	3
2	Submission and finalizing the data collection instruments after field testing	-	4
3	Information collection from stakeholders and preparation of draft report (Guideline)	-	8
4	Submission of 1 st draft report	10	8
5	Submission of 2 nd draft report	10	12
6	Workshop with stakeholder for finalization of draft report (Guideline)	50 copies in English	13
7	Submission of final report (Guideline) incorporating feedback from stakeholders.	40 copies in English, 10 copies in Bangla (Unicode) & soft copies	15

8. Client's Input, Logistics and Support Arrangements

8.1 Project Director, Strengthening Monitoring and Evaluation Capabilities of IMED (SMECI) will be the Client, and will make available all relevant reports, documents, information for the Consultant and designate counterpart personnel, if available.

8.2 The client will facilitate the consultancy activities like data collection, meeting/seminar arrangement and other arrangement related to the proposed assignment.

8.3 The Consultant will make own arrangement for necessary equipment (Desktop I Laptop, Printer, Scanner etc.) and facilities (home office space with telephone, fax, internet connectivity etc.) essential for providing the services. The client will arrange temporary necessary working space when required to review the documents at client premises. The Consultant will make own arrangement for all sorts of transportation.

The criteria followed to frame the policy and assess its viability**A. Policy framing framework**

Why (purpose)	Making the M&E system result based
How/when (strategy)	Timely systematic monitoring and evaluation
Who (accountability)	Internal/ outsourcing
Output/outcome	Results achievement reviewed / Lesson learned
Policy potion: (example to understand if it be a sound policy)	
<p><i>The M&E activities shall not to be exhaustive at physical and financial monitoring level of the project, but along with that adequate emphasis shall be given on to assess the achievement of outputs, outcomes and Impacts of the project in a timely and purposive manner being carried out internally or externally, as required, to make it effective and acceptable.</i></p>	

B. Criteria to assess the viability of a policy framework in a country context

Inclusiveness	Well captured all effective elements and no discrepancy at any levels to undertake the policy
Legal feasibility	Consistency with constitution and mandate
Political viability	Acceptability to strategy/perspective and other plan of government
Social/cultural feasibility	Acceptable to cultural and social norms
Technical feasibility	Competency in terms of skillful application
Administrative feasibility	Competency in terms of organizational structure and accountability
Cost effectiveness	Impacting on cost efficiency
Economic efficiency	Maximization of economic impact
Responsiveness	Policy outcome satisfy the needs of the national strategy
Appropriateness	Desired outcome of the policy performance is well fit in terms of context and demand
Feedback/ Follow-up	Necessary scopes in place for receiving systematic feedback and follow-up on policy effectiveness
Sustainability	Renewable with/in needs and context to impact on targeted results

C. M&E Policy Implementation Framework, IMED

Policy Ref:	Policy <i>What is the policy to be implemented</i>	Actions <i>What actions must be completed to implement the policy?</i>	Responsibilities <i>Who is responsible for the action?</i>	Timeframe <i>When must the action be completed by?</i>	Budget/Inputs <i>How much will it cost to implement the action?</i>	Budget /Input Souch <i>Where will the funding come from?</i>	Status <i>Is the action not started, in progress, or complete?</i>
P No. !	< >	1. 2 3.	IMED Administration	By By By			

APPENDICES

APPENDIX I

THE PROCESS OF THE STUDY: THE SCOPE, APPROCH, METHODOLOGY AND PLAN OF THE STUDY

1. Scope of the Services

The scope of the study was quite ample as IMED was yet to have any policy for M&E system operation and its strategy as well was emphasizing on enhancing the capacity and accountability of M&E system which goes with the need of a comprehensive policy. The government has as well been emphasizing on policy and strategy-based operation of all sectors. Besides, to the development partners, multilateral and bilateral both, policy for M&E was a need particularly for aid effectiveness and raising accountability to public expenditures.

In above needs, the specific scopes of the study were:

- gathering and reviewing relevant literature (particularly literature related to develop IMED policy;
- compiling a comprehensive situational analysis report to inform stakeholder consultations and ultimate policy formulation;
- reviewing the IMED components / sectors activities;
- synthesizing secondary and primary data collected to address the objectives of the policy formulation exercise;
- development of a Monitoring and Evaluation policy considering the ADP sectors;
- presenting draft documents to key stakeholders through meetings and workshops;
- incorporating comments as necessary and finalizing documents accordingly;
- identify weaknesses and limitations in the monitoring and evaluation of the related projects; and
- study monitoring reports, in- depth study reports and other related reports of the projects of the concerned sector and identify monitoring and evaluation weaknesses etc.

2. Responsibilities of the Consulting Firm

The responsibilities those agreed to undertake by the consulting firm included:

- The Consulting Firm proposed services of consultants having good academic background and knowledge of the subject (assignment), so that quality M&E Policy can be prepared and delivered within the stipulated time frame;
- Consulting firm proposed an appropriate methodology for the study in the context of objective of the assignment and scope of services;
- Firm prepared and finalized M & E Policy based on the study of documents, objective of the assignment and the data/information collected from various internal and external sources,
- Arranged a Workshop/Seminar for dissemination of the study findings and finalized the Policy incorporating comments/observations of the participants;
- The Consulting Firm delivered the final M& E Policy document in English.

3. Approach & Methodology

3.1 Approach

3.1.1 General Approach: The consultants as part of their approach to accomplish the objectives of the study assessed the needs of the M & E policy for undertaking effective and efficient monitoring and

evaluation activities against smart indicators at the project levels towards archiving results in compliance with countries perspectives strategic goals.

3.1.2 Specific Approach: The consultants' approach was in line with the main objective of the study that sought to gather information, analyze that and got proper basis to frame the M&E policy that can be effectively used by the IMED and other stakeholders. In addition, the study carried out a SWOC analysis to identity strengths, weaknesses, opportunities and constraints in needs of effective implementation of the policy by IMED within its existing scopes and possible additional supports.

Methodology

The methodology for the present study for the preparation of M & E policy used system-wide approach which was both detailed and participatory. The approach involved wide-range of sequenced discussion with SMECI professionals and officials to assess the implementation status of the project and results of the project support and services. The study involved semi-structured interviews by means of Key informant interview, collection of primary and secondary information, and reviewing the available reports, national and international, by a team of consultants.

While the conceptual model crystallized different ideas into a simple form for carrying out the study, the detailed methodology provided the modes of implementation including study design, sampling procedures, preparation of questionnaire, framing of analytical techniques and the output generation.

The consultants used different techniques of research methodologies for the various activities involved in implementing the proposed work-plan within the framework of approach. The consultants collected secondary information from various sources and stakeholders to know their views on M & E policy needs, its strengths, weakness and limitation, etc., and in that regard the study team hold small working meetings with key officials and informants of IMED, Planning Division of MoP, ministers and departments. The consultants followed simple but critical techniques of research methodologies to capture quality information and feedbacks for the study. The consultants, based on the objectives strategy and study plan, collected secondary and primary data employing qualitative techniques and appropriate tools. The study and reliability of the secondary information and study tools were also ensured by following international protocols. The consultants' methodology and work plan were along a holist fashion so that the study as completed on time and generate useful information and produced a report after in-depth analysis of information and feedbacks.

The consultants considered that there should have been a common understanding of the study inputs and outputs including approach and methodology and tools right before the study starts to ensure a successful study as expected by the client. The consultants undertook several meetings with the stakeholders and client and reached a consensus on the appropriate approach and methodology and tools and timeline.

The activities and how these would be carried out that was discussed in brief in the following paragraphs along with the tools that were used.

Study Framework: a study framework was drawn to guide the study with clear interpretation of all aspects.

Stakeholders involved in the study: IMED officials, General Economic Division, Finance Division Projects Sponsored Ministry and Divisions, Project Executing Agencies, key M&E officials of EAs and the SMECI consultants and officials, Development Partners and other institutions like BIDS and ...were involved and consulted for the study.

Coordination with PD-SMECI:

The consultants led by the team leader were coordinated with respective SMECI and IMED officials to get their advices and undertake the study effectively. With the help of IMED and suggestions from the PD-SMECI, the team leader with other experts reached the target stakeholders to collect information, conducting Key Informant Interviews and other communications in needs of the study. Collaboration between the consultant and IMED existed throughout the study in the phases of preparation, pre-testing and finalization of all information collection instruments. Moreover, during information collection, concerned IMED staffs were invited to observe the activities of the consultants. In addition to that, the consultants discussed as and when necessary with the officials of IMED.

4.4 The information collection and review process

The study was initiated to develop a policy in a situation when IMED has no policy for M&E in place. The study was therefore had to consult with other countries' experiences in their M&E policy formulation and adoption, particularly for the RB M&E system management. In most cases for that the relevant documents were reviewed and consulted with experts involved in the process of policy development or worked under such policy environment. In that, support was taken from development partner organisations. The study team consulted with all key actors of ADP including oversight institutions, development partners, sector wise project implementing agencies and academy such as BIDS as well.

The following table shows the categories of documents reviewed and agencies and countries were included in that:

Table: 1-Type of Documents and Sources

Types of documents	Source Agencies/Countries
All M&E reporting formats, criteria, and guidelines, PMIS policy and scope of IMED for ADP	IMED
Criteria and format of project supervisions by Development partners with focus on RBM	WB, ADB, IFAD, UNDP, EU
All M&E formats, criteria, guidelines and MIS for ADP projects implementing agencies	DAE, DoF, BWDB, LGD, LGED, DPHE, DoE, Department oversee the implementation of SDG
M&E policies and framework of other countries included or are in the process of inclusion of RBM	India, Nepal, Philippines, Thailand, Rwanda, South Africa
RBM concept, principles, framework and criteria.	OECD-DAC, UNEG, WB, ADB

It was not as such a process of data collection but to collect information of experiences, views and suggestions in relation to M&E policy. The methods for that were included interview with key informants, issue-based discussion with stakeholders, arranging meeting with experts or M&E operators, in house discussion with sector-wise IMED team. For Key Informant Interview a semi-structured set questionnaire was followed which was finalised after field test and approval by IMED.

In all methods of information collection participatory approach was followed and documented in a detailed form.

The draft inception and situation report was finalized by a review meeting with IMED.

Incretion, first and second draft report reviewed by the Steering Committee and suggestion and requirement from them were incorporated at different stages of the report and finalized upon consented by the Steering Committee of the Study.

The draft M&E policy options report was finally reviewed in a stakeholder and experts workshop and incorporating their recommendations that were finalised by IMED authority and upon that it was sent for to be published. On this, further has been discussed in a chapter below.

Areas to be addressed

Drawing the issues highlighted in the Terms of Reference and analyzing the situation by the initial review of the documents and discussion with the key stakeholders, the study found the following key areas to address in formulating a comprehensive policy on M&E for IMED.

The key areas to be addressed were:

- How far the existing IMED guidelines and the policy elements are effective to implement the monitoring and evaluation activities?
- How are the other countries, implementing the similar nature of ADP, undertaking their M&E activities within a policy, procedures, and approach?
- What policy environment does prevail to engage IMED in implementing an effective M&E system?
- What do the stakeholders think about for better regulations of IMED and its scope of efficient functionality?
- What should be considered in terms of roles, responsibilities, values and principles to draw a comprehensive M&E policy framework for IMED?
- What would be the scope and process to put in place a systematic knowledge management mechanism that can feed the lessons to better formulation and implementation of projects under ADP?
- What support should be in place to guide and engage the project implementers with full capacity in line with the M&E needs of IMED?
- Does the preset structure and management of IMED effective enough to undertake the RB M&E management system?

4.7 Key Informant Interview (KII)

The Key Informant Interview (KII) was conducted with the Director General, Directors, Deputy Directors and Assistant Directors of different sectors & Project Directors, M & E consultants of SMECI, Planning/M&E related officials of different agencies and policy makers of the MoP. The KII questionnaire was developed in semi-structured format to obtain information of the issues such as:

1. Project formulation and its weakness for effective monitoring;
2. Existing M & E policy and its strengths and weakness;
3. Current M & E policy and its functionality;
4. Lessons learning from projects, donors and neighboring countries best practices of M & E policy;
5. Follow-up action on the recommendations of monitoring report;
6. Effectiveness of monitoring and evaluation;
7. Analysis of strengths and weakness of M & E policy; and

8. Recommendations for improvement to accelerate progress of the development projects through appropriate monitoring & evaluation policy.

4.8 Development and Finalization of KII Questionnaire

As mentioned above, a semi-structured questionnaire of KIIs was prepared based on the objectives and scope of the study and the needs as indicated in the TOR. The semi-structured questionnaire was further reviewed by the project consultants and then discussed with the client for finalization. Upon approval from the client, field-testing of the questionnaire was conducted. The information was collected by interviewing the key selected interviewees finalized through discussion with IMED. Where necessary FGD was used based on set discussion points.

The following table shows the name of the agencies consulted and the tools used

Table 2: Name of the Agencies consulted

Categories/Name of the agencies	Name of the agencies	Mode of consultation	Remarks
Oversight agencies	EC/NEC, ERD, IRD, Planning commission/GED	Discussion with focal person for M&E	A set of discussion points will be followed
IMED	All sectors (including coordination and CPTU)	Discussion under certain agenda	A set of discussion points will be followed by round table sitting discussion
Project implementing agencies/ departments	DAE, DoF, WDB, LGD, LGED, RHD, DPHE, DoE, Department oversees the implementation of SDG	Interviewing the focal person for M&E	A set of questionnaire for KII will be followed
Academy/Research Institution	BIDS, NAPD, BBS, CDP, TIB	Discussion with focal person for M&E	A set of discussion points will be followed
Development partners	WB, ADB, UNDP, IFAD, FAO, UNOPS	Discussion with the focal person for M&E	A set of discussion points will be followed

4.9 Workshop with all Stakeholders

A half-day workshop on draft M&E policy reports for IMED was conducted. The purpose of the workshop was to share with the stakeholders regarding the issues relating to the study. The location of the Workshop was selected in consultation with the IMED. The workshop was arranged and managed by the consultants. An outline of discussion points in Workshop are as follows:

1. Validate the draft reports including M & E policy;
2. Analyze the findings of the reports;
3. Identify strengths and weaknesses of the reports (policy); and
4. Recommendations for further improvement.

4.10 Quality Assurance Measures of Data

The highest possible care was taken in ensuring a high quality of collected information. A system of Total Quality Management (TQM) was instituted which comprised of all systematic arrangements and activities directed towards safeguarding, maintenance and promotion of quality throughout the study period. To ensure appropriate quality of the collected information various steps were endeavored

Data entry and processing: The KII filled-in questionnaires were considered as the sources of raw information. For effective analysis and conclusion, the following steps were undertaken:

1. Filing the filled-in questionnaires and checklists;
2. Editing questionnaires and checklists; and
3. Finalizing the responses.

The deliverables

The followings are the deliverables with the schedule

Table 3: Deliverables and timeframe

Deliverables	The Contents of the reports	Due date	Copies to be submitted
Inception report	The inception report will include the detailed work plan, methodology, questionnaire, list of informants. The methodology and questionnaire are subject to approval of IMED before information collection	03 weeks (after signing of the contract)	10 copies
Situation analysis report	The consultant will submit and finalize the situation analysis report on policy environment for approval of IMED	04 weeks	
1st Draft policy	The consultant will prepare 1 st Draft M&E Policy framework for presenting to the Technical Advisory Committee for approval according to the requirements as described in the TOR. All the experts under the leadership of Team Leader will be involved in preparation of draft report for the survey. The 1 st draft study report will contain information on comprehensive M&E policy framework with necessary recommendations.	08 weeks	10 copies
2nd Draft policy document	On the basis of comments and suggestions of the Technical committee of the IMED on the 1 st Draft policy, a comprehensive 2 nd Draft policy will be prepared. The policy will contain detailed policy formulation, templates of M & E and recommendations. Before submission of final policy, 2 nd draft policy will be presented in the national level Workshop.	12 weeks	10 copies
Workshop	The consultant will organize workshop with stakeholders for finalization of 2 nd draft policy	13 weeks	140 copies in English

Deliverables	The Contents of the reports	Due date	Copies to be submitted
Final policy document	On the basis of comments and suggestions of the participants in the National Level Workshop, a comprehensive report will be prepared. The report will contain final M & E policy and recommendations.	15 weeks	25 copies in English, 25 copies in Bangla (Unicode) & soft copies
M&E policy study report publishing	The final printed report including the M & E policy will be submitted to the PD/SMECI	16 weeks	

Work plan

The work plan is primarily aimed at identifying the tasks that will be involved in the proposed study. It will also give an attention to developing a task schedule and an appropriate staffing schedule of professional consultants and supporting staff for conducting the impact study. An understanding of the tasks to be addressed by the study team will be facilitated through an analysis of the objectives of the study. Such an analysis will lead to an identification of the major areas of activity, which, in turn, will suggest detailed tasks to be undertaken as well as appropriate methodology and measuring instruments.

The firm will try its best to carry out efficiently the obligations of the services. The entire work will be divided into in four phases in a number of tasks to be performed by the study Team. Each task will be broken down to a set of activities. The activities will be arranged in sequential order in a timeframe and will be assigned to the concerned member or group of members of the team. Thus the main activities are arranged in a time bound work plan as shown in Table 4.

Table 4: The work plan of the M&E Policy Planning

Duration in Days	Major Activities and Outputs	Remark
04 weeks	<p>Activity 1: Mobilization and Setting up Office</p> <p>Preliminary discussion with IMED authority and meeting the team member of the study and doing all sorts of correspondences Organizing a meeting of the team with IMED Authority/Client Collection of existing available documents/ guidelines and template on policy framework related to M & E</p> <p>Activity 2: Review the documents for the study</p> <p>including neighboring countries Finalization of methodology and the process of the study in consultation with IMED Preparing the inception report Conducting situation analysis (SWOT) on M & E policy</p>	Proposed that the situation analysis will be included in the inception report
1 week	<p>Activity 4: Review the questionnaires of KII etc.</p> <p>Finalization of informants list in consultation with IMED Finalization of instruments and questionnaires</p> <p>Activity 5: Schedule for the interview</p>	

	Finalization of the schedule of information collection in consultation with the IMED In house discussion on inception report, finalization and approval from the client	
2 weeks	Activity 6: Information collection Communicating with IMED for intimation with informants Information collection administering the instruments (KII questionnaires etc.)	
2 weeks	Activity 7: Analyze and summarize the information and preparation of report Summaries the information Discussion with IMED on the M&E policy study report template/content Preparation of 1 st draft on M&E policy study report	
4 weeks	Activity 8: Presentation of 1st draft policy Organize Workshop to present results and findings of 1 st draft policy Examine the suggestion and recommendations from the workshop and adopted those for the preparation of 2 nd draft report on M&E policy study report	
3 weeks	Activity 9: Conduct presentation of 2nd draft report Organize workshop to present results and findings of 2 nd draft policy Examine the suggestion and recommendations from the workshop and incorporating them to the final M&E policy study report	
1 week	Activity 10: Deliver final report in published form Submitting final report to IMED	
The schedule of deliverables		
Completion timeframe of each deliverable/report with affect from contract date		
By 3 weeks	Submission of Inception Report	
By 4 weeks	Submission situation Analysis Report	
By 8 weeks	Submission of 1 st Draft M&E Policy Study Report	
By 12 weeks	Submission of 2 nd Draft M&E Policy Study Report	
By 15 weeks	Submission of final M&E Policy Study Report	
By 16 weeks	Publishing the final M&E Policy Study Report	

Literature Review

A good number of literatures have been reviewed for undertaking the assignment. The materials were grouped in a few categories to capture the different essentials and views in relation to develop a diverse project-wide M&E policy. The categories were classified particularly for:

- understanding present M&E practice and priority of IMED including the recommendations of different studies for effective undertaking of M&E activities;
- country priority needs in achieving the sectoral, national and global goals and targets;
- understanding the modern concepts and practice of M&E with emphasis on RBM&E; and
- understanding the M&E policy framework of different countries those would be the best fit in our country context.

For understanding present M&E practice and priority of IMED including the recommendations of different studies for effective undertaking of M&E activities, the following documents were reviewed:

- Strategic plan 2008-2013, IMED; June 2009.
- Annual Report of IMED 2017 -2018; 2018.
- Seven-Year Achievement of IMED; 2018.
- Project Inspection Guidelines of IMED.
- M&E Data Collection & Reporting Formats, 2003, IMED;
- Guidelines for preparing ADP 2018-2019, Planning Commission;
- Projects overview/List of project of Annual Development Programme 2018-2019, Planning Commission;
- Methods of preparation, processing, approval and revision of the projects under ADP, Planning Commission;
- Development Project Proforma/Proposal Manual, Planning Commission.
- Technical assistance Report, People's Republic of Bangladesh: Strengthening Result-Based Monitoring and Evaluation Project, Project Number: 39469, December 2006, ADB;
- Technical Assistance Consultant's Report, People's Republic of Bangladesh: Strengthening Result-Based Monitoring and Evaluation Project, Project Number: 39469, January 2010, ADB;
- Fact Finding Study on Public Investment management in Bangladesh, Final Report Japan, March 2012, International Cooperation/ IN Net Limited; and
- Monitoring and Evaluation of the Development Budget, Synopsis of main Findings, Government of the People's Republic of Bangladesh, Strengthening Public Expenditure Management Programme (SPEMP), December 2013, World Bank/ ECORYS/PMTC/ADSL.

Primarily it has observed ADP projects are classified into 17 sectors and those fall in 4 types of investment categories. However, this classification confusingly varies from 17 to 14 and when

these are grouped for fund allocations projects are grouped under 13 sectors which puzzles further.

Considering the priority, out of all projects, few are classified as the fast-track projects with relatively bigger investments. ADP is implemented by 62 ministries/divisions.

IMED initiates monitoring and evaluation activities following a guideline and based on some criteria. They maintain particular frequency in data collection and reporting and undertake field inspection as required. Besides, in-depth monitoring/review and impact study are also carried out to understand the bottlenecks and the lessons from particular projects. These in-depth monitoring and impact study are usually met by outsourcing.

It is found, IMED intends to extend its focus on understanding the results of the projects along with its time-bound financial and physical performance review. Other important issue they are expediting to establish an effective project management information system(PMIS). In the strategic plan as well as in the annual report 2017- 18 these two issues have got high priority for inclusion in M&E management system.

In country priority needs in achieving the particular sectoral, national and global goals and the targets, the following documents were reviewed:

- Outline Perspective Plan of Bangladesh 2010-2021, Planning Commission.
- The 7th Five-Year Plan FY 2016–FY 2020 (accelerating Growth, Empowering Citizen). December 2015, General Economics Division Planning Commission.
- The 6th Five-Year Plan FY - FY 2005.
- National Social Security strategy of Bangladesh, July 2015, General Economics Division Planning Commission.
- Sustainable Development Goals: Bangladesh Progress Report 2018, December 2018, Planning Commission.
- The National Sustainable Development Strategy (NSDS) Planning Commission; and
- Good Practices Integrating the SDGs into Development Planning-Bangladesh, UNDP.

All those documents have given priority to poverty elimination, growth escalation and inclusion, enhancing resilience and ensuring sustainable development. Specific timeframe, indicators and criteria for achieving those are well defined and subject to systematic monitoring by IMED.

Understanding the modern concepts and practice of M&E with particular focus on result-based monitoring management, the following documents were included to review:

- Monitoring and Evaluation: some tools, methods and applications, 2000, World Bank.
- Result-Based Management Handbook, 24 March 2010, UNDG.
- Monitoring & Evaluation framework, UNISDR.
- Handbook on Monitoring and Evaluation for Results, 2002, UNDP.
- Handbook on Planning, Monitoring and Evaluating for Development Results, 2009, UNDP.

- DAC Evaluation Quality Standard, 2006, OECD.
- Monitoring and Evaluation Policy Framework, March 2012, revised April 2017, UNITAR.
- M&E Manual Guide for IFAD Funded Project in Vietnam, October, 2012, DEPOCEN.
- The Logical Framework, 2015, INTRAC.
- Project Level Monitoring and Evaluation, Issues paper, 2008, IFAD.
- Building country capacity for M&E in the public sector: selected lessons of international experience. ECD Working Paper 13. IEG, World Bank.
- Experience with Institutionalizing M&E systems in Five Latin American Countries. ECD Working paper 16. IEG. World Bank.
- How to Build M&E Systems to Support Better Government. IEG. World Bank.
- Institutionalizing M&E Systems to Improve Public Sector Management. ECD Working Paper Series # 15. Independent Evaluation Group and the Thematic Group for Poverty Analysis, Monitoring and Impact Evaluation. The World Bank.

A good variety of documents were included for getting detailed perspectives on M&E concepts, types, processes, methods and applications with better focus on and understanding of theory of change, Logframe and result-based performance monitoring and study.

Understand the M&E policy framework of different countries those would be the best-fit in Bangladesh country context, the following countries' M&E policies were considered for consultation:

- National Monitoring and Evaluation Guidelines, 2013, National Planning Commission Secretariat, Government of Nepal.
- National Evaluation Policy Framework of the Philippines, 15 July 2015, National Economic and Development Authority and Department of Budget and Management, Republic of the Philippines.
- Result Based Performance Management (RBM) Policy for Rwanda Public Service– Policy Paper, August 2015, Ministry of Finance and Economic Planning.
- National Evaluation Policy Framework, 23 November 2011, Minister of Performance Monitoring, Evaluation and Administration, South Africa.
- Policy Framework for the Government-wide Monitoring and Evaluation System, November 2007, Minister of Performance Monitoring, Evaluation and Administration, South Africa.
- Insight of National Evaluation Capacity in 43 countries, December 2015, UNDP.

The countries included were found quite in the line with Bangladesh's vision and development strategies. Besides the countries' M&E policy frameworks, documents were included for study to understand the evaluation capacity aspects and criteria in view to set the policies having the scope and directions to build the necessary capacity of IMED M&E setup.

Apart from above, different articles and reports on implementation, monitoring and evaluation of development projects were consulted from international and national sources.

TOOLS AND NOTCONTENTS

1. Notes on List of Economic Sectors & Thrust Sectors
2. Proposed New Clustering of Sectors in IMED
3. Notes on the strategic objectives of the ADP projects in accordance with the vision and goals of the Perspective Plan under economic sectors and the categories set in 7th five Year.
4. Notes on Impacts in context of Vision and SDG
5. Notes on Difference between M&E
6. Notes on LF
7. Notes on TOC
8. Notes on Criteria for Evaluation
9. Notes on Indicator
10. Notes on PRA
11. Notes on preparing and undertaking KII
12. Notes on undertaking effective FGD
13. Notes on undertaking effective Case study
14. Notes on undertaking KAP survey
15. Notes on Gross Margin Analysis
16. Notes on Value for Money
17. Notes on Risk Management
18. Overall M&E Activity framework
19. M&E Framework for ADP projects
20. Proposed performance rating of project with description of the score

1. List of Economic Sectors & Thrust Sectors

Presently for ADP 14 uniform sectoral divisions have been adopted to avoid the lack of uniformity of sectoral classification among the ministries. Previously Planning Commission followed 17 sectors and Ministry of Finance used 13 sectors for resource allocation while Sixth Five Year Plan focused on 10 thematic areas. This recently adopted change of having the same sectoral classification for ministries seems will bring harmony among planning, resource allocation, implementation and monitoring of the projects under ADP.

1.A 17 Economic sectors of ADP as followed by Planning Commission

1. Agriculture
2. Communication
3. Education and Religious Affairs
4. Health, Population and Family Welfare
5. Industry
6. Labour and Manpower
7. Mass Media
8. Oil, Gas and Natural Resources
9. Physical Planning and Water Supply
10. Power
11. Public Administration
12. Rural Development and Institutions
13. Science and Technology
14. Social Welfare, Women's Affairs and Youth Development
15. Sports and Culture
16. Transport
17. Water Resources

1.B 14 economic sectors as adopted recently

1. Agriculture
2. Defence
3. Education and Technology
4. Environment and Climate Change
5. General Public Services
6. Health
7. Housing and Community Amenities
8. Industrial and Economic Services
9. Local Government and Rural Development
10. Power and Energy
11. Public Order and Safety
12. Recreation, Culture and Religion
13. Social Protection
14. Transport and Communication

1.C 8 IMED monitoring cluster/thrust sectors (present)

1. Monitoring & Evaluation sector-1 (Industry & Power)
2. Monitoring & Evaluation sector-2 (Transport)
3. Monitoring & Evaluation sector-3 (Local Govt. & Rural Development)
4. Monitoring & Evaluation sector-4 (Agriculture & Water Resource)
5. Monitoring & Evaluation sector-5 (Health & Housing)
6. Monitoring & Evaluation sector-6 (Education & Social)
7. Monitoring & Evaluation sector-7 (In-depth Monitoring & Research)
8. Monitoring & Evaluation sector-8 (Evaluation)

2. Proposed New Clustering of Sectors in IMED

Following is the proposed re-clustering of the IMED M&E sectors done keeping harmony with the priority goals of perspective plan, the 7th FYP, 14 Economic Sectors and fund allocation to Ministry/Division by national budget for ADP (except 8 and 9). The clustering comprises: Natural resources, Environment and Conservation; Industry, private sector, and public-private partnership; Power and Energy; Transport and Communication; Human resource and Governance; Social protection and Disaster Risk Reduction; Local Government, Rural/Urban development, Water sanitation, and Block Grant; Critical/in-depth review, Mid-term Review, Outcome and Impact evaluation, PMIS. For each sectors and sub-sectors detailed guidelines are be developed for effective engagement.

1. Natural resources

- Agriculture crop
- Forestry
- Fisheries & Livestock
- Land management
- Water resource

2. Environment and climate

- Disaster Risk Reduction

3. Industry, Private Sector and Public-Private Partnership

- Industry
- Just and Textile
- Commerce
- Labor and employment
- EPZ

4. Power and Energy

- Energy and Mineral resource
- Power

5. Transport and Communication

- Road
- Railway
- Water navigation
- Civil aviation

- Posts and Telecommunication
- Bridge

6. Human Resource & Governance

- Mass education
- Secondary and Higher education
- Science and Technology
- ICT
- Information
- Youth and Sports
- Culture
- Religion Affairs
- Madrasah education
- Health Service
- Medical education
- Public service

7. Social Protection and Disaster Risk Reduction

- Social welfare
- Women and Children
- Liberation Legendry and Heritage
- Food security
- Law and justice
- Legislative
- Judiciary

8. Local Government, Rural/Urban development, Water sanitation, and Block Grant

- Local government
 - Rural development & cooperative
 - Housing and public works
 - Block grant support
- In-depth review/study & Evaluation
 - In-depth review
 - Midterm review
 - Outcome study
 - Impact evaluation
 - Research & Training
 - PMIS
 - IT based data registration
 - Data analysis and synthesis
 - Report generation
 - ADP Dashboard projection and updating

3. The strategic objectives of the ADP projects in accordance with the vision and goals of the Perspective Plan under economic sectors and the categories set in 7th five Year.

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
-	Income & Poverty	<ol style="list-style-type: none"> 1.Increased economic growth 2.Reduced poverty 3.Increased employment and Income 	Overall expected priority impact resulted by ADP
Agriculture	Sector Development	<p>Agriculture (crop)</p> <ol style="list-style-type: none"> 1.Increased production and productivity of crop 2.Increased supply and affordability of agricultural inputs 3.Development and maintenance of agricultural land resource base management 4. Support in supply, processing and effective marketing of agricultural products. <p>Fisheries & Livestock</p> <ol style="list-style-type: none"> 1. Increase production and productivity of fisheries 2. Increase production and productivity of the livestock, dairy and poultry sectors. 3. Prevention and control of fisheries and livestock diseases. 4. Institutional capacity enhancement, human resource development and create employment opportunities 5. Increase export of fish, fish products and livestock products. <p>Land Management</p> <ol style="list-style-type: none"> 1. Modernisation of Land Management 2. Rehabilitation and improvement of the socio-economic conditions of the landless, ultra-poor 3. Transparent and efficient land revenue administration 4. Ensuring Land ownership rights 5. Resolution of issues regarding domestic and international land boundary <p>Water Resource</p> <ol style="list-style-type: none"> 1. Ensure balanced, integrated and sustainable management of water resources 2.Flood control and protection of river bank from erosion 3.Development of Haor and Wetlands and water management of Coastal region by keeping the balance with climate change 4.River Basin Management 	
Environment and Climate Change	Environmental sustainability	<p>Environment/Climate & Forest</p> <ol style="list-style-type: none"> 1.Mitigating the adverse effects of climate change 2.Conservation and sustainable management of forest resources 	

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		3.Control of Pollution Eco-system and 4. Conservation of biodiversity	
Local Government and Rural Development	Rural and Urban Development	<p>Local Government</p> <ol style="list-style-type: none"> 1.Good governance at the local level 2.Development of rural Infrastructure 3.Socio-economic development of women 4.Facilities development for the citizen 5.Development and expansion of equitable distribution of small scale water resources 6.Environment- friendly planned urbanization <p>Rural Development & Cooperative</p> <ol style="list-style-type: none"> 1.Socio-economic development of the rural and backward section of the population 2. Creation of skilled human resources 3. Strengthening policy framework for rural development 	Rural is not included in 7 five-year plan categories, but there are many project for rural development in ADP
Industry and Economic Services	Sector Development	<p>Industry</p> <ol style="list-style-type: none"> 1. Sustainable and climate sensitive industrial growth and development 2. Develop the quality of products to international standard 3. Environment- friendly sustainable industrial development 4. Green Industrial growth in high priority sectors 5. Develop entrepreneurs and skilled labour force 6. Employment and livelihood opportunity generation 7. Ensuring profitable and climate sensitive state-owned industries <p>Jute &Textile</p> <ol style="list-style-type: none"> 1. Diversification and market expansion of textile and jute products 2. Human Resource Development 3. Co-operation in jute and textiles business 4. Strengthening research related to technology and innovation 5. Expansion investment opportunity in jute and textile sector <p>Commerce</p> <ol style="list-style-type: none"> 1. Creating business friendly environment 2. Increase supply of essential commodities and maintain price stability 3. Creating new markets for Bangladeshi commodities 4. Protecting rights and interests of the consumers 	

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		<p>Labor and employment</p> <ol style="list-style-type: none"> 1. Improve work environment and welfare of workers employed in mills and factories 2. Generation of employment through developing skilled labour force 3. Eradicate child labour 	
Power and Energy	Energy & Infrastructure	<p>Energy & Mineral Resource</p> <ol style="list-style-type: none"> 1. Ensuring energy security 2. Ensuring efficient use of energy and its supply throughout the country 3. Expand reserve of non-oil and gas mineral resources <p>Power</p> <ol style="list-style-type: none"> 1. Ensuring uninterrupted and quality power supply 2. Increasing the use of renewable energy and energy conservation technology 3. Enhance efficiency in the Power Sector to ensure transparency and, accountability 	
Transport and Communication	Energy & Infrastructure	<p>Road</p> <ol style="list-style-type: none"> 1. Ensuring development and expansion of highway network 2. Modernization of motor vehicle management system 3. Ensuring road safety measures 4. Introduction and expansion of integrated mass rapid transit system 5. Expansion of passenger and cargo services on domestic and international routes <p>Railway</p> <ol style="list-style-type: none"> 1. Development and expansion of railway infrastructure 2. Procurement and development of rolling stocks. 3. Rendering efficient and safe rail services 4. Increase the revenue earnings <p>Water navigation</p> <ol style="list-style-type: none"> 1. Increasing the efficiency and quality of services through the development and modernization of the infrastructure of the sea and land ports 2. The Overall development and expansion of shipping Sector 3. Development and maintenance of inland waterways and expansion of inland water transport system <p>Civil Aviation</p> <ol style="list-style-type: none"> 1. Enhancement and expansion of capability in Civil Aviation, Passenger and Cargo 2. Efficient and standardized air cargo transport 	Very limitedly included in 7 th FYP

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		system 3. Expansion of tourism Posts & Telecommunication 1. Modernization and expansion of telecommunication services 2. Modernization of postal services, expansion of ICT based Postal services and service diversification Bridge 1. Development of integrated road transportation systems	
Housing & Community Amenities	Water Sanitation/ Urban Development	Housing and public works 1.Planned urbanization 2. Ensuring affordable housing for people of different income groups 3. Innovation of technology on planned housing and construction techniques 4. Ensuring infrastructural facilities be fitting for Government activities	There are scopes to consolidate between sector and FYP indicators
Education and Technologies	Human Resource/ ICT Development	Mass education 1. Extend universal access to primary education 2. Ensure Quality Primary Education 3. Increase literacy rate and create opportunity for continuing and lifelong education Secondary and Higher education 1. Improve access to quality secondary education to ensure free and fair education for all boys and girls 2. Improvement of the overall quality of tertiary education focusing on general science, applied science and business administrative education 3. To eliminate gender disparity in education and ensure equal opportunities for secondary and tertiary education levels for the people with disabilities and ethnic minority groups 4. Increasing the efficiency of the teachers through effective training and increasing the number of qualified teachers at a significant rate 5. Construction and development of education infrastructure sensitive to children, gender and disabled with safe, inclusive and effective learning environment. Science and technology 1. Providing assistance for research work related to science & Technology 2. Popularizing of Science & Technology 3. Ensure safe and peaceful use of nuclear energy 4. Environment friendly and sustainable technology innovation for socioeconomic	There are scopes to consolidate between sector and FYP indicators

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		development 5. Development of infrastructure for expansion of science and technology Information communication and Technology 1. Strengthening e-Governance framework 2. Human resource development on ICT sector and enhancement of mass awareness 3. Development of ICT Infrastructure	
Recreation Culture and Religion	Human resource	Information 1. Building mass awareness and uphold the Right to Information 2. Development and promotion of modern, effective and pro-people mass-media industry 3. Promotion, enrichment and preservation of national history, heritage and culture Youth and sports 1. Building skilled and productive youth community 2. Promotion and development of the standards of sports Culture 1. Preservation, promotion and development of indigenous culture including the mother tongue 2. Nurturing thousand years' heritage, history and values Religion Affairs 1. Building a society based on religious and moral values 2. Development of Hajj Management 3. Developing infrastructure of religious institutions and organizations and improving management standard 4. Socio economic development of the destitute and religious personalities/institutions Madrasah education 1. Improve access to quality technical and Madrasah education. 2. Ensure equity and equality at all levels of education 3. Generate skilled human resources for domestic and international labor market 4. Strengthen governance in education management	There are scopes to consolidate between sector and FYP indicators
Health	Human Resource	Health 1. Ensuring improved health care for mother and child 2. Upgrading quality health care services for all 3. Ensuring quality specialized health care	There are scopes to consolidate between sector and FYP indicators

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		services 4. Control communicable, non-communicable diseases and new diseases, arising out of climate change 5. Increasing food safety with nutritional standards 6. Establishment of improved and efficient pharmaceutical sector 7. Development of efficient human resources in health, population and nutrition sector Medical Education 1. Expansion of the scope of quality health education 2. Expansion of population control and improved reproductive health 3. Strengthening mother and child care services 4. Building and infrastructure development 5. Expansion of the scope of research and training	
Social Protection	Gender equality and social protection	Social Welfare 1. Equitable socio-economic development 2. Social protection for the disadvantaged people 3. Social justice and social inclusion Women and Children 1. Equal opportunity for women in social and economic activities 2. Social protection and justice for vulnerable women and children 3. Social and political empowerment of women 4. Developing children as good citizen Liberation Legendry and Heritage 1. Ensure overall welfare of freedom fighters 2. Establish the ideals and spirit of liberation war among the present and future generations to instil patriotism 3. Preserve history and memorials of the Liberation War and development of infrastructure Food Security 1. Ensure food security through sufficient stock and providing price incentive to farmers 2. Ensure availability of food to the poor (especially to the women and children) 3. Ensure availability of safe food and improved nutrition 4. Build institutional capacity of Food Management through Food Policy and strategies 5. Ensure price stability of food grains (rice and wheat)	There are scopes to consolidate between sector and FYP indicators

Economic Sectors	7 FYP Category	Strategic Objectives Indicators of ADP projects	Remarks
		Disaster Risk Reduction 1. Institutionalising disaster management system, ensuring professionalism competence and capacity 2. Construction, extension and up-gradation of infrastructure to reduce disaster risks 3. Reducing the sufferings and disaster risks for vulnerable people and people in danger	
Public Order and Safety	Social Protection/ Governance	Law and Justice 1. Ensuring efficient and effective judicial system 2. Ensuring equality in access to judicial system 3. Simplification of land registration management 4. Protection of government properties, rights and other interests Legislative 1. Improving legal framework for executive organ of the Government 2. Providing effective legal advice to Ministry/ Division/Other Institutions of the Government 3. Facilitating protection and development of human rights in the country Judiciary 1. Ensuring justice through establishment of efficient administration of justice 2. Simplifying access to justice Anti-Corruption Commission 3. Build a corruption-free society	There are scopes to consolidate between sector and FYP indicators
General Public Service	Governance/ Human resource	Public Service 1. Ensure selection of suitable persons for appointment in the services of the Republic 2. Promote good governance and discipline in the public administration	There are scopes to consolidate between sector and FYP indicators
General Public Service	Macro-economic Development	-	Not under IMED's M&E mandate
Defense	-	-	-

Note: The strategic objectives have been taken from MTBF

Sources: Grant allocation against KPI in MTBF

4. Impacts in context of Vision 21 and SDG

Project Impact in line with the vision 21 of Bangladesh and SDG.

Bangladesh in 2021 shall be a country in which:

- Every citizen has equal opportunities to achieve his/her fullest potential;
- All citizens enjoy a quality of life where basic health care and adequate nutrition are assured;
- All citizens have access to a modern, technical, and vocational education tailored to meet the human resource needs of a technologically advancing nation;
- Sustainability of development is ensured through better protection from climate change and natural disasters;
- There is respect for the principles of democracy, rule of law, and human rights;
- Gender equality is assured; so are the rights of ethnic populations and of all other disadvantaged groups including persons with disability; and
- The diversity and creativity of all people are valued and nurtured.

13 points impact justification in line with Country's vision 21 & key SDGs indicators are to be monitored

GROWTH:	increased/contributed to productivity, production and employment.
INCOME:	contributed to increased income.
INCLUSION & INCLUSIVENESS:	ensured wider access to opportunities created by development irrespective of any class, gender and disabilities (leave no one behind).
POVERTY:	contributed to reduce poverty and increase food security with special focus on extreme poor.
GENDER EQUALITY:	ensured equal opportunity irrespective gender difference.
HUMAN RESOURCE:	contributed to better access to education, health food and skill to acquire knowledge for decent livelihoods, physical and mental improvement, and moral services for an advance nation with increased human capital.
SOUND & RESILIENT INFRASTRUCTURE:	contributed to build environment friendly infrastructure considering withstanding ability to climate changes and disasters impacts resulted in increased safe mobility and secured living (build back better).
SUSTAINABILITY:	addressed environment adversity and climatic changes to sustain development impacts.
GOVERNANCE:	policies and frameworks are in place and functional to ensure governance.
INNOVATIVE:	promoting innovative technologies under digital Bangladesh.

KNOWLEDGE BASED SOCIETY:

developed information platform to build a knowledge base society that impacted on employment generation.

SOCIAL WELLBEING & SECURITY:

contributed to social care and increased security by rules and rights, and social capital building.

GLOBALIZATION AND REGIONAL COOPERATION:

contributed to develop global and regional cooperation to capture scopes and benefits for economic growth, capacity building, and national security.

Project’s possible impact on achieving development priorities of Vision 21 and SDGs

Project impacts	Project Impact on development priorities Plan for Vision 21	Project impacts on SDGs
<p>GROWTH: <i>increased/contributed to productivity, production, value addition</i></p>	<ul style="list-style-type: none"> Broad-based growth and food security. 	
<p>INCOME: <i>contributed to increased employment and income</i></p>	<ul style="list-style-type: none"> Ensuring broad-based growth and food security. 	
<p>INCLUSION & INCLUSIVENESS: <i>ensured wider access to opportunities created by development irrespective of any class, gender and disabilities (leave no one behind).</i></p>	<ul style="list-style-type: none"> Ensuring broad-based growth and food security. <p>Creating a caring society.</p>	
<p>GENDER EQUALITY: <i>ensured equal opportunity irrespective gender difference</i></p>	<p>Creating a caring society.</p>	
<p>POVERTY: <i>contributed to reduce poverty and increase food security with special focus on extreme poor.</i></p>	<p>Ensuring broad-based growth and food security.</p> <p>Creating a caring society.</p>	
<p>HUMAN RESOURCH <i>contributed to better access to education, skill and knowledge for decent livelihoods; improved health service for physical and mental wellness, and moral services for an advance nation with increased human capital</i></p>	<p>Establishing a knowledge based society</p> <p>Promoting innovation under a digital Bangladesh</p>	

Project impacts	Project Impact on development priorities Plan for Vision 21	Project impacts on SDGs
SOCIAL WELLBEING AND SECURITY <i>contributed to social care and increased security by rules and rights, and social capital building.</i>	Creating a caring society.	  
SOUND & RESILIENT INFRASTRUCTURE <i>contributed to build environment friendly infrastructure (rural and urban) by improved technologies considering withstanding ability to climate changes and disasters impacts resulted in increased safe mobility and secured living (build back better).</i>	Building a sound infrastructure. Mitigating the impacts of climate change.	   
ENERGY: <i>Contributed to improved uninterrupted clean energy for development and household consumption</i>	Providing energy security for development and welfare	
KNOWLEDGE BASE: <i>developed information platform to build a knowledge base society that impacted on employment generation</i>	Establishing a knowledge based society Promoting innovation under a digital Bangladesh	 
INNOVATIVE: <i>promoted innovative technologies under digital Bangladesh</i>	Promoting innovation under a digital Bangladesh	
SUSTAINABILITY: <i>addressed resource degradation, environment adversity, and climatic changes by effective management to sustain development impacts.</i>	Building a sound infrastructure. Mitigating the impacts of climate change.	  
GOVERNANCE: <i>put effective policies and frameworks in place and made functional to ensure governance.</i>	Ensuring effective governance	
GLOBALIZATION AND REGIONAL <i>contributed to develop global and regional cooperation to capture scopes and benefits for economic growth, capacity building, and national security.</i>	Addressing globalization and regional cooperation	

Sustainable Development Goals, Agenda 2030

- GOAL 1: No Poverty
- GOAL 2: Zero Hunger
- GOAL 3: Good Health and Well-being
- GOAL 4: Quality Education
- GOAL 5: Gender Equality
- GOAL 6: Clean Water and Sanitation
- GOAL 7: Affordable and Clean Energy
- GOAL 8: Decent Work and Economic Growth
- GOAL 9: Industry, Innovation and Infrastructure
- GOAL 10: Reduced Inequality
- GOAL 11: Sustainable Cities and Communities
- GOAL 12: Responsible Consumption and Production
- GOAL 13: Climate Action
- GOAL 14: Life Below Water
- GOAL 15: Life on Land
- GOAL 16: Peace and Justice Strong Institutions
- GOAL 17: Partnerships to achieve the Goal

5. Difference between M&E

Monitoring and evaluation both are management tools used to track the progress and facilitate decision making for present and future interventions. However, there are distinct differences between them. For better understanding of the difference the key differences between monitoring and evaluation are given below:

Monitoring	Evaluation
Monitoring is the systematic and routine collection of information about the programs/projects activities	Evaluation is the periodic assessment of the programs/projects activities
It is ongoing process which is done to see if things/activities are going on track or not i.e. it regularly tracks the program	It is done on a periodic basis to measure the success against the objective i.e. it is an in-depth assessment of the program
Monitoring is to be done starting from the initial stage of the projects	Evaluation is to be done after certain point of time of the project, usually at the mid of the project, completion of the project or while moving from one stage to another stage of the projects/programs
Monitoring is done usually by the internal members of the team	Evaluation is done mainly done by the external members. However, sometimes it may be also done by internal members of the team or by both internal and external members in a combined way
Monitoring provides information about the current status and thus helps to take immediate remedial actions, if necessary	Evaluation provides recommendations, information for long term planning and lessons for organizational growth and success
It focuses on input, activities and output	It focuses on outcomes, impacts and overall goal
Monitoring process includes regular meetings, interview, monthly and quarterly reviews etc. Usually quantitative data.	Evaluation process includes intense data collection, both qualitative and quantitative
It has multiple points of data collection	Data collection is done at intervals only
It gives answer about the present scenario of the project towards achieving planned results considering the human resources, budget, materials, activities and outputs	It assesses the relevance, impact, sustainability, effectiveness and efficiency of the projects
Monitoring studies the present information and experiences of the project	Evaluation studies the past experience of the project performance
Monitoring checks whether the project did what it said it would do	Evaluation checks whether what the project did had the impact that it intended
Helps to improve project design and functioning of current project	Helps to improve project design of future projects
Monitoring looks at detail of activities	Evaluation does not look at detail of activities but rather looks at a bigger picture
It compares the current progress with the planned progress	It looks at the achievement of the programs along with both positive/negative, intended/unintended

Monitoring	Evaluation
	effects
Information obtained from monitoring is more useful to the implementation/management team	Information obtained from evaluation is useful to all the stakeholders
Monitoring result is used for informed actions and decisions	Evaluation result is used for planning of new programs and interventions
Answers the question "Are we doing things right?"	Answers the question "Are we doing right thing?"
Regular report and updates about the project/program act a deliverables here	Reports with recommendations and lessons act as a deliverable here
Good or effective monitoring does not rely on evaluation results	Good or effective evaluation relies to some extent on good monitoring
There are few quality checks in monitoring	There are many quality checks in evaluation
It provides information for evaluation	It provides information for proper planning

Understanding Logframe

The logical framework, or logframe, is the most common and best-known planning tool used in development sector. Originally designed for use in simple time bound projects, it is now the tool of choice ranging from small projects to organisational core investment and TA projects. The logical framework is often used as a basis for monitoring and evaluation.

Brief history

The logical framework was originally created as a planning tool for military purposes, and was then further developed by NASA to plan space programmes. After being adopted by USAID in the 1970s, the logical framework, or logframe, has since spread to all areas of the development sector. It is the tool of choice for official donors for planning and performance assessment and is closely associated with results based management approaches (Hailey and Sorgenfrei, 2004; Earle, 2002).

A logical framework can have many different purposes. However depending on the circumstances, a Logframe can be:

- a planning tool;
- a tool for programme management;
- the basis for M&E in a project or programme;
- an accountability mechanism;
- a succinct summary of a piece of work;
- a 'window' into the work of an organization or complex programme;
- a linear theory of change; or
- a mechanism for seeking funding

The original logical framework was based on a simple grid, and described what a project or programme needed to do to achieve its goal through a hierarchy of objectives.

Starting with the narrative summary column, the goal defines the longer-term impact that a project or programme aims to contribute to. The goal may be designed to be achieved after completion of the project or programme, and may depend on the actions of many different agencies, as well as changes in the external environment. The next row down deals with the objectives or purpose of the project or programme – the changes it hopes to directly influence over its lifetime. The outputs row includes the tangible products or services the project or programme aims to produce. The last two rows deal with

the activities of the project or programme and the resources required (inputs).

The second column – objectively verifiable indicators – defines what information will be collected to indicate whether or how far the goal, objectives and outputs have been achieved. The third column – means of verification – indicates the sources that will be used to collect the indicators, such as interviews, observation or secondary sources. The final column identifies the key risks and assumptions that might influence the success or otherwise of the project or programme. When developing a logical framework, it is normal to work down the first column by identifying the goal, objectives, outputs, activities and inputs. Theoretically, the assumption column should then be filled in from bottom to top, followed by the middle two columns.

If a logical framework is done properly, the hierarchy of objectives should read logically from the bottom to the top. If the inputs are sufficient the activities can be carried out. If the activities are carried out then the outputs will be produced. If the outputs are produced then the objectives should be realised. And if the objectives are realised they should contribute to the ultimate goal.

However, the tool recognises that in development work things do not always go according to plan, and there are many factors that may influence whether outputs translate into objectives or objectives into the goal. The purpose of the assumptions column is to make these external factors explicit at the start of a project or programme and encourage staff to take appropriate mitigating action. The logic of the logical framework is therefore as follows:

IF the activities are carried out AND the assumptions are realised THEN the outputs should be delivered.

IF the outputs are delivered AND the assumptions are realised THEN the objectives should be achieved.

IF the objectives are achieved AND the assumptions are realised THEN the project or programme will contribute to the goal.

The 4/4 Matrix of LF

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
1. OVERALL OBJECTIVE The longer-term benefits to (target-group) beneficiaries and wider benefits to other groups	1. INDICATORS Measures (direct or indirect) to verify to what extent the overall objective is fulfilled	Data sources for indicators for overall objective	[This cell is empty in the EC version but some versions put here: Important events, conditions or decisions necessary for sustaining objectives in the long run]
2. PROJECT PURPOSE	INDICATORS	Data sources	ASSUMPTIONS

Benefits to be received by the project beneficiaries or target group	Measures (direct or indirect) to verify to what extent the project purpose is fulfilled	for indicators for project purpose	Important events, conditions or decisions outside the control of the project which must prevail for the overall objective to be attained
3. RESULTS Services to be delivered to the intended beneficiaries or target group	INDICATORS Measures (direct or indirect) to verify to what extent the results are produced	Data sources for indicators for results	ASSUMPTIONS Important events, conditions or decisions outside the control of the project management, necessary for the achievement of the project purpose
4. ACTIVITIES The activities that have to be undertaken by the project in order to produce the outputs	5. INPUTS Goods and services necessary to undertake the activities		ASSUMPTIONS Important events, conditions or decisions outside the control of the project management, necessary for the production of the results

The Terminology as varied with different organisations:

Although all LFs are based on a similar logic, the vocabularies differ as differ the versions.

EC	DFID	WB	IFAD	USAID
Overall objectives	Impact	Goal	Result 3	Goal
Purpose	Outcome	Development Objective	Result 2	Purpose
				Sub-Purpose
Results	Outputs	Outputs	Result 1	Outputs
Activities	Activities	Activities	Activities	Activities
Inputs	Imputes	Inputs	Inputs	Inputs

With 4/4 the common format others a few formats are now in practice to make the use of it more effective particularly for monitoring purpose. It now comes with added three more things: baseline value, milestone and with impact weightage along with the outputs. In that format, it has been revised into 7/4 matrix, but with some more rows to indicate the progress planed against the achievement and that sources of the information.

6. Understanding Theory of Change

A Theory of Change describes how change is assumed to come about through intervention in a existing situation. The theory is usually laid out in a diagram showing the connections between interventions and outcomes – the causal pathways or results chains. But more than this, it makes clear that these causal pathways rest on a set of assumptions. And these assumptions have varying degrees of evidence to support them. It makes all three things explicit: causal pathways, assumptions, and evidence.

The idea of a 'Theory of Change' is not new. It is regarded by many as more flexible and able to capture the more complicated and real-world nature of initiatives. Therefore, it has become a popular tool for development practitioners who work in complex and changeable environments. Theory of Change encourages a more holistic understanding of a context and the role of the intervention in the context. This level of perspective often strengthens design, implementation, continuous learning and adaptation, and ability to deliver desired impacts.

Sometimes an intervention is not about change, but aims to stop or reduce a specific change, or prevent something from happening - for example, maintaining biodiversity despite pressures from agriculture and industry. In such cases the theory of change explains how pressure to change will be resisted or deflected. The intervention can be seen as changing a situation from what it otherwise would have been.

Use of a theory of change approach

Creating a Theory of Change is beneficial because it

- Provides a **framework to think logically** through the assumed change pathways of an intervention, or design an intervention based on the current change pathways in a certain environment.

- Provides a **forum for stakeholders** to express their assumptions of what changes will take place. Creation of a Theory of Change is ideally participatory, capitalising on a diverse range of knowledge, and creating shared understanding, expectations, and ownership.

- Prompts you to **weigh the evidence** behind each assumption of change, highlighting:

 - Evidence gaps, which can ideally be filled in design phase, or if none exists then;

 - Areas of weak evidence that need to be monitored and maybe evaluated

 - Helps to **identify potential blockages** or risky pathways that need to be managed, the potential impact of those risks, and alternative change pathways that could act as a contingency plan. Helps to **identify opportunities** - other partners/events/circumstances that contribute to an intended outcome, which could be strengthened rather than putting a new intervention in place, therefore offering better vfm.

 - Forms the **basis of a results framework**, often in the form of a logframe - helping to identify SMART outputs, outcomes, and impacts, in an open and transparent way.

The difference of Theory of Change from a Log frame

The basic difference between the ToC and LF is ToC is a process tool and LF is an action tool and ToC is used as a framework for designing the LF. ToC gives more acceptances to LF if it is accompanied in preparing the LF.

The key differences between the two are highlighted in the table below:

Theory of Change	Log frame
<p>Maps out multiple causal pathways with sight of the 'bigger picture' context.</p> <p>Explores what is implicit - spelling out assumptions.</p> <p>Cites the evidence (or lack of it) relating to each causal link.</p> <p>Prompts critical reflection and re-thinking of approach.</p> <p>Is of particular value for evaluation</p>	<p>Monitoring tool to measure progress against the Results Chain, comparing planned and actual results along selected causal pathways.</p> <p>Includes indicators, baselines, targets and sources to measure progress.</p> <p>Outlines the assumptions and risks, which are linked to the realisation of certain causal pathways.</p>

Characteristics of a good Theory of Change

A good Theory of Change is:

Meaningful: represents action that's valued and worth doing; influences the design, management and M&E.

Plausible: makes good sense; is logical, comprehensive, clear and understandable

Feasible: it can actually be carried out; it's practical and focussed

Testable: results chains and assumptions can be verified. Evidence gaps are noted.

For further learning: <http://ow.ly/HgWj101vN4K>

7. Understanding Criteria for Evaluation

Evaluation Criteria in general
Relevance: It means the extent to which a development intervention was suited to the priorities and policies of the target group, recipient and donor.
Inclusiveness: It means to what extent the intervention was pro-poor and that equally values and incorporates the contributions of all stakeholders - including marginalized groups - in addressing development issues. It promotes transparency and accountability, and enhances development cooperation through collaboration between civil society, governments and private sector actors to achieve project results
Effectiveness: It is a measure of the extent to which a development intervention has attained its objectives.
Efficiency: It is an economic term which signifies that the development intervention used the least costly resources possible to achieve the desired results.
Impact: It includes the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.
Resilience: It measure to what extent the capacity enhanced of individuals, households, communities, institutions, nations, infrastructures or even value chains and ecosystems to withstand crises, recover from them, and adapt so as to better withstand them.
Sustainability: It is concerned with assessing whether the benefits of an intervention are likely to continue (or have continued) after donor funding has been withdrawn.
Evaluation Criteria particularly for Humanitarian focused
Coverage: It means the extent to which major population groups facing life- threatening suffering were reached by the humanitarian action.
Coherence: It is the extent to which security, developmental, trade, and military policies, as well as humanitarian policies, are consistent and consider humanitarian and human rights considerations.
Coordination: It means the extent to which the interventions of different actors were harmonised with each other, promoted synergy, and avoided gaps, duplication and resource conflicts.
Connectedness: It assesses the extent to which activities of a short-term emergency nature were carried out in a context that took longer-term and interconnected problems into account.

8. Understanding Indicators: to develop, select and to use as required

SMART is the common best practice in developing indicators for M&E. However, there are two more principles for indicators. One is CREAM principle and other is SPICED. SMART when usually used for developing good featured indicator, CREAM is for selecting the good indicator, and SPICED is for use the best way of indicators. Following are the features of the three indicators:

The SMART indicators are goal setting quantitative indicators usually used for performance monitoring and suggested for result-based M&E. SMART is best in performance monitoring and evaluation but not always effective when quantitative measurement is necessary.

S	Specific: Reflect what the project intends to change and are able to assess performance
M	Measurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Be comparable across projects allowing changes to be compared.
A	Attainable: Achievable by the project and sensitive to change. Feasible time and money to collect data using chosen indicators. Available at a reasonable cost.
R	Relevant: Relevant to the project in question.
T	Time bound: Describes when a certain change is expected.

The CREAM principles are formulated in a way that makes applicable to qualitative indicators. This is good for in a complex situation like climate change adaption. Where it is difficult to capture the whole reality, but the indicator can give adequate level of acceptance.

C	Clear: indicators should be precise
R	Relevant: appropriate to the subject and evaluation
E	Economic: can be obtained at a reasonable cost
A	Adequate: the ability to provide sufficient information on performance
M	Monitorable: easily monitored, and amenable to independent validation

The SPICED is good to understand how indicators are to used best and god for deeper study/evaluation/research and to gather learning to inform stakeholders. SPICED criteria can easily be combined with other criteria, SMART or CREAM, because they serve a different purpose. Their use is indicating the type of M&E design that will be pursuing mix of qualitative / quantitative indicators, and whether the M&E will be participatory or not.

S	Subjective: Contributors have a special position or experience that gives them unique insights which may yield a high return on the evaluator's time. What may be seen by others as 'anecdotal' becomes critical data because of the source's value.
P	Participatory: Indicators should be developed together with those best placed to assess them. This means involving the ultimate beneficiaries, but it can also mean involving local staff and other stakeholders.

I	Interpretable: Locally defined indicators may be meaningless to other stakeholders, so they often need to be explained.
C	Cross-checked: The validity of assessment needs to be cross-checked, by comparing different indicators and progress, and by using different informants, methods, and researchers.
E	Empowering: The process of setting and assessing indicators should be empowering in itself and allow groups and individuals to reflect critically on their changing situation
D	Disaggregated: There should be a deliberate effort to seek out different indicators from a range of groups, especially men and women. This information needs to be recorded in such a way that these differences can be assessed over time.

9. Understanding Participatory Rural Appraisal

Participatory Rural Appraisal (PRA) is an exercise for communication and transfer of knowledge. Regardless of whether it is carried out as part of project identification or appraisal or as part of country economic and sector work, the learning by doing and teamwork spirit of PRA requires transparent procedures. For that reason, a series of open meetings (an initial open meeting, final meeting, and follow up meeting) generally frame the sequence of PRA activities.

Other tools common in PRA are:

Diagramming

Transect Walk

Transects are observatory walks to study the natural resources, topography, indigenous technology, soils and vegetation, farming practices, problems and opportunities. These are done with a group of villagers-either following a particular course, cross country or covering the area.

Seasonal Calendar (info on problems that repeats in a certain period of time)

Seasonal Diagrams can be used for obtaining seasonal patterns of rainfall, employment, income/expenditure, diseases, livestock, production, workforce availability, crop pattern etc.

Venn diagram:

It is used to depict key institutions, organizations and individuals and their relationship with the local community or others. Key players in decision making are shown. On the Venn diagram, each institution is represented by a circle. The size of the circle represents the importance, significance or power of those institutions.

Daily Routine Charts:

It is used to identify daily routine pattern of either gender in a particular area. It helps in analysing work type and distribution of workloads throughout the day, for comparative analysis between different individuals' daily schedules. It helps:

To identify the gender roles.

To document the timings of the activities.

For discussion of new activities and their implications for time use.

For discussing time of meetings and training sessions

To illustrate mobility and periods spent away from home.

Flow Diagram

Flow diagrams discover and analyse impacts and linkages. Current situations, constraints, problems and opportunities can be discussed as the effects of specific problems or interventions.

Mapping

Maps are used to identify the comparative location and importance of different resources within an area. They can examine a great breadth of subject matter, and allow for a range of different types of maps to be produced for one area, or for comparative analysis by different groups within the same area.

Interviewing

Structured Interview:

Structured interview is a type of interview in which the interviewer asks a particular set of predetermined questions. In structured interviews, questions are planned and created in advance, which means that all candidates are asked the same questions in the same order. Structured interviews are also known as:

- Standardized interviews
- Patterned interviews
- Planned interviews
- Formal interview

Semi-Structured:

SSI is a tool that can be used any time. SSI is guided interviewing, where only some of the questions are predetermined and new questions come up during the interview. The interviewer prepares a list of topics and questions rather than a fixed questionnaire.

4. Individual interviews
5. Group Interviews
6. Key Informant Interviews
7. Focus group discussions

Preference ranking

Ranking of problems, issues, solutions on the basis of needs or personal preference

Matrix Ranking:

The main objective here is to prioritize the issues at hand such as:

It allows us to see individual and group priorities and can also be applied on the uneducated and illiterate groups in a community.

Proportional Piling:

It is a measure of relative importance of issues and thus helps in obtaining data from respondents in relative terms. Moreover, it can also be used for questions whose answers people don't like to give directly e.g. income levels, expenditures etc.

Poverty Ranking

Mapping and Modelling

The making of maps that depicts conditions and environment of the area is called mapping. It increases the knowhow of the natives about their surrounding and the physical features of the area.

Social Maps:

Consists of household information such as population density, social classes, land use etc.

Resource Maps:

Shows resources of the area like soil, water, minerals etc.

Topical Maps:

Contains information about physical features of the area, crops grown in the area, population and infrastructure facilities present in the area.

Hazard Maps:

Showing areas that can be affected by hazards.

Resource to consult further: <http://ow.ly/geYu101vNwX>

10. Key Informant Interviews (KII): Capturing information and knowledge to draw solutions more inclusive way

Key informant interview: what it is.

The term “key informant” refers to a person who can provide detailed information and opinions on a particular subject based on his/her knowledge of this particular issue.

Example: If you need information on how project activities have influenced the use of water resources in the community, key informants could be the leaders of a water users’ group.

Key informants can be young or old and may come from a variety of socioeconomic or ethnic groups.

Key informant interviews (KIIs) are open-ended, semi structured interviews. Every interview should have clear objectives in terms of what kind of information is needed and how this information will be used.

The output of a KII is a textual description of a situation, guided by standard questions.

KII: When it needs

Key informant interviews are tools that will help one to develop an in-depth understanding of qualitative issues and obtain suggestions and recommendations from key informants. They may thus provide a basis to explore new ideas that have not been discussed before.

Often, KIIs are used to gather qualitative information that will be used to “triangulate”¹ the findings of other types of evaluation methods (e.g., quantitative surveys).

While there are other qualitative evaluation tools (e.g., focus group discussions²), KIIs are best used if some type of information can only be obtained in a context of full confidentiality.

Example: In order to understand why 80% of members of farmer groups are not satisfied with project services, as shown in a recent survey, interviewing key informants (e.g., reputable leaders of farmer groups or individual farmers) may be better than organising focus group discussions with groups of farmers, as some farmers may be too shy to express their views in public or in front of their leaders.

Also, this is the method best recommended for complex issues of a more general nature or for issues that may concern the whole community and for which individual farmers may not have answers

Limitations of KIIs

While KIIs have a number of advantages—for example, they provide the opportunity to explore new ideas and they are simple to conduct and inexpensive—they also have a number of limitations:

The information obtained can be biased if the key informant was not properly selected. Key informants are not necessarily among village elites or leaders; a key informant can also be a simple farmer who is known to be smart, respected and outspoken.

Results of key KIIs will not always be representative of what the entire community thinks and they may overlook the perspectives of community members who are less visible. Again, this stresses the importance of careful selection of key informants.

The information that one will get will provide very little basis for quantification. This is why such method should be used in conjunction with surveys.

Open-ended information is more difficult and time-consuming to synthesize well enough to obtain clear results. Also, it can be difficult to keep interviews focused, making different interviews difficult to compare properly.

Key informant interviews are also usually more difficult to conduct and they require more interviewing skills. The interviewer will need to be well prepared and well informed in order to get the most out of the interview.

Key informant interviews are also susceptible to interviewer bias, as the interviewer may only pick up information that confirms his/her preconceived ideas.

Preparation before going to the field

Identify the discussion topics for which you need answers. The number and kinds of topics to discuss with key informants will depend on the time and resources available.

The questions should be such that interviewees can express opinions through a discussion/dialogue. A logical sequence of the questions should help the discussion flow. (See annex for examples of questions.)

For each discussion topic, prepare an interview guide.

For each discussion topic, determine how many interviews are required (usually 3-4 per discussion topic).

Interview guide – suggested content

- Name of interviewer and key informant
- Location and date
- Brief description of the objectives of the interview
- Lists of questions for the key informant, with blank space on which to write answers
- Blank space for general comments by the interviewer (s)

Identify the key informants. This is usually done by:

Identifying the relevant groups from which key informants may be drawn (e.g., water user associations, women groups).

Consulting several knowledgeable persons (e.g., village leaders, field workers, project staff) who will help you select your key informants. For each discussion topic, be sure to interview a mix of people (of different ages, ethnicity, religious affiliation, educational level).

Preparing the final list of key informants but being ready to add additional key informants once interviews are started (it often happens that, during an interview with a key informant, the name of

a new key informant may be suggested).

In most cases, 15 to 35 key informants are sufficient for most studies or even less if KIIs are combined with other methods.

Train interviewers to ensure that they understand the purpose and they develop the proper skills (how to encourage discussion, take accurate and useful notes, etc.). Training needs to address team preparation, interview context, selection of key informants, sensitive listening, sensitive questioning, judging responses, recording the interview and self-critical review.

Pretest the interview guides to make sure that the questions are appropriate and accurate enough, and that the answers permit useful analysis. Pretesting provides an opportunity to determine whether the wording of the questions is appropriate, whether questions elicit discussion and whether questions are easily understood. Pretesting can be conducted during the training of enumerators.

Data/Information Collection

Upon arrival in each village, talk to the village leader to present the work being conducted and ask for permission to interview village members.

When you start the interview with the key informant, introduce yourself, the project (if needed) and explain the purpose of the interview. Be sure the informant understands the purpose of the interview and what you intend to do with the information you will receive from him/her.

A good introduction will gain the interest and cooperation of the respondent without biasing the respondent's answers. Emphasise the fact that the interview results will remain confidential (in the sense that the name of the informant will not be associated with the answers collected).

As in focus group discussions, KIIs are best conducted by two people, one leading the discussion and the other taking note. Accurate note taking is particularly important to make analysis and interpretation possible.

A good interviewer will have the following abilities:

Ability to listen and neutrality (does not share his/her own views on the subject)

Familiarity with the issue discussed (to be able to ask additional, unanticipated questions if required)

Ability to seek clarification and elaboration on initial responses provided while maintaining a conversational tone (to avoid making the informant feel interrogated, judged or misunderstood.)

Data/Information analysis and reporting

Proper note taking during the interview will facilitate the analysis stage. It is also a good idea to sit down right after each interview and put your thoughts on paper: a summary, your impressions of the key informant's feelings, and anything else that seems relevant.

Since the result of each interview will be long hand-written interview texts, the first step involves the preparation of electronic interview summaries so as to reduce information into manageable

themes, issues and recommendations. These summaries will only retain the key views, main points and recommendations made by each key informant.

At the same time, it can be useful to add descriptive codes in the margin of hand-written interview texts. This will allow you, in subsequent stages, to more easily retrieve detailed information related to a specific topic or find more easily exact quotes from the informants.

For example, if a recurrent sub-question under all main questions was “access to information by the poor”, the descriptive code “Poor-ACS” can be handwritten in the margin of the hand-written interview text whenever this issue is covered in the document.

The next step will involve the consolidation of all interview summaries. For each discussion topic/theme, a short report (2-3 pages) should be produced, showing the most important elements to take into consideration for project management. Convergent views, as well as conflicting opinions, shall be highlighted.

Whenever possible, visual displays (tables, boxes, charts) shall be used to help communicate the findings more effectively.

When the same topic was discussed both in focus group discussions and KIIs, compile the findings in the same report. If both are also combined with a quantitative survey, you can then prepare a case study report.

11. Focus Group Discussions: How to undertake an effective FGD

A Focus Group Discussion (FGD) is a qualitative research technique consisting of a structured discussion and used to obtain in-depth information (qualitative data) from a group of people about a particular topic. The purpose of the discussion is to use the social dynamics of the group, with the help of a moderator/facilitator, to stimulate participants to reveal essential information about people's opinions, beliefs, perceptions and attitudes.

Focus groups are often conducted among homogenous target populations, who usually share a common characteristic such as age, sex, or socio-economic status, which encourages a group to speak more freely about the subject without fear of being judged by others.

Key Steps in Conducting a FGD:

STEP 1: Select field team

Moderator: The moderator/facilitator should have knowledge and experience or skills in leading FGDs, and at the least, understand the importance of assisting all members to speak at some point, be able to manage dominant group members, and have an ability to ask open questions and follow up with relevant additional questions to stimulate conversation and reflection. It is not desirable to run them as a question / response, question / response exercise. In that situation, people are more likely to respond what they think the interviewer wants to hear.

Interpreter: Make sure the FGDs are conducted in the local language or in the language the participants feel most comfortable in, and if needed, use interpreters that have been trained/or train them in their role as translators in FGDs. (They need to translate directly and, as far as possible, not get involved themselves in the discussion, then translate back an edited version)

Observer/recorder: It can be effective to have two people conducting the focus group – one asking the questions (the moderator) and one writing and observing expressions, body language etc, which can give clues about sensitivities etc. When using an interpreter, however, the moderator might be able to do both given the lag time for translation.

Other staff: There needs to be a clear motive if any other staff is to be present during a FGD.

Make sure that none of the field staff are biased to the subject at stake (i.e. no personal or organizational interest) or have a role that might obstruct participants to speak out freely.

STEP 2: Determine what types and number of groups needed

In each location, there should be interviews with elderly women, elderly men, adult women, adult men. If it does not inhibit conversations, age groups or gender could be mixed when it would be inconvenient to them to be separated, as long as the topic does not relate to or is affected by gender or age stereotypes, and as long as there is some possibility of also gaining disaggregated information.

Interview adolescent girls and boys if the moderator is trained or experienced in interviewing young people under 18. Be particularly careful in interviewing younger children

Group size: the ideal size is 5-15 persons, however smaller and larger groups can work well and oftentimes judgement must be made quickly on the spot so as not to offend or inconvenience

people. If the space available is noisy, try to make the groups smaller to facilitate hearing.

Make every effort to ensure that non-participants are not present or within hearing distance, particularly as this can give rise to protection risks.

Try to ensure that people such as community leaders or representatives are not mixed in amongst the groups, as they may well discourage others from speaking freely. If such people are present, it is best to interview them separately.

The nature of this kind of work is that all the best laid plans are likely to disappear out of the window when the team arrives at the venue, and quick thinking and flexibility is required to manage the best outcome in what is likely to be chaotic circumstances.

STEP 3: Prepare for the individual FGD

Location for FGD: Try your best to organize the meeting in a private, safe and comfortable environment (e.g. not direct under the sun), and that it is accessible (especially to persons with disabilities, older persons, and women). In the current conditions, be prepared to compromise and check with the group that the compromise works for them.

Date and time for the FGD: ensure mobilization of participants before the meeting as far as possible, and inform community leaders in advance of the discussion so they are aware of it. If a local agency is facilitating your access to communities, ask them to explain the purpose of your visit and to the extent possible, prepare the groups to reduce time lost in confusion.

Plan with your team beforehand how you will divide groups between you. You want to aim for as much consistency of approach so that results are comparable.

STEP 4: Conduct the FGD: Introduction

Introduce the focus group by explaining the reason for the visit. It is important to explain the rationale to avoid raising expectations. Explain what you will do with the information, and be very clear that when asking about needs, there is no guarantee that things will change, however to the extent possible, you will pass on their feedback to relevant authorities.

The discussion might touch upon some sensitive issues such as security and violence. Ensure participants there are no requirement to respond if the question causes discomfort. Participation is completely voluntary and participants are free to answer or not, or to leave at any point.

Reassure participants that confidentiality will be kept throughout in that no names or personal information will be disclosed or used in any publications/reports.

Explain that you will be taking notes during the interview to help you remember what was said, but that these are for your own personal use and will not be shared with others.

Make sure that your notes reflect as closely as possible what was said. When it comes to analyzing the outcomes, the more detail captured the better, and the more likely you are to have quotable passages which can be very powerful. Scant notes can render the exercise useless.

Ask if there are any questions before starting the interview and make sure to take some notes about the demographics of the group.

Be mindful that these are people who have suffered great loss and trauma and are also all individuals who have their own stories. Without spending all the time set aside building rapport, and without getting too personal, it is advisable to spend some time showing genuine interest in the people to whom you are speaking, to learn a bit about them and to put them at ease. You might like to ask people what they did before the typhoon, and in our experience, people also don't mind telling a bit of their experience of the typhoon. Use your judgement and be a bit creative.

Step 5: Tips for the facilitator, observer and interpreter

Notice body language and expressions as relevant.

Make sure to listen to participants, non-judgmentally and intervene if others are judging them, reminding them of the respect for other opinions.

Encourage that only one person talks at a time, and remind people and the interpreter not to go too long in between translation, as you will lose a lot of the detail.

It can be helpful sometimes, especially in one on one interviews, to put a question in the form of a role play. For example, you might say something like, "imagine I'm the head of (insert local authority or aid agency), what would you say to me?"

Use neutral comments and encourage the quieter people to contribute – "Anything else?", "does anyone else have something to add?", "How about this side of the group?"

Explain to interpreters the importance of translating sentence-by-sentence and not summarizing what people say. Interviewers should help interpreters by asking only one short question at a time and by reminding them about confidentiality of the discussions.

12. Case Studies: preparing an effective case-study to reflect the changes

Case Studies are an often used approach in research across the Social Sciences. A Case Study presents something, in our case a Widening Participation (WP) or outreach activity, within its real-life context. In doing so, case studies offer an up-close, in-depth, and detailed exploration of an example of anything around which we want to enhance understanding.

A case study can focus on an individual person, a group of people, a project, agency, or a particular event. What is important to consider is what phenomenon your selected Case is chosen to represent and to communicate this carefully. For example, more than describing a story of a farmer's life, the 'case' that is being made might be of achievement over the odds or the positive effects of engaging in something specific e.g. a development activity. Therefore, Case Studies need to be selective and narrated so we can see the importance of what it is the case is saying.

The Case Study approach is seen as a way for social scientists to 'box' real life. A useful analogy for this is investigating the contents of a suitcase. The suitcase can be a way to imagine your activity, school or other unit of case study.

1. Imagine the process of investigating one item of clothing or each individual piece of clothing in the suitcase
2. Imagine that you investigate how the suitcase is packed
3. Imagine that you investigate how the clothes were put inside the suitcase

Following these steps can help you to explore one or more individual experiences of your activity, how it looks as a whole, and how the activity was put together and delivered.

Common Features of Case Studies

The depth of Case Studies means that they can be quite labor intensive to put together including collecting, organizing and describing the desired information.

Every Case Study is unique. Because the focus is on representing depth rather than breadth of information, Case Studies cannot be used to develop generalizations, or develop from that one case arguments about what is likely to be more widely applicable as true for others.

Planning for Case Studies

Things to consider when developing, organizing and presenting Case Studies may include the following:

Responsible Case Study development must be built around an ethics of informed consent by participants (for further information see our accompanying Toolkit resource on Ethics) and a 'Duty of care.' You will need to check whether participants are happy to have their real name, details and photographs included as part of the Case Study. If not, you will need to balance careful anonymization with retaining a sense that there is still a 'real' person behind the account presented.

When researching your Case Study, you will want to have some carefully thought-out questions that address the issues you want to illustrate. These could be questions you ask directly to someone or that you ask yourself with the information you have to hand. It could include 'What was it about your story/the event/the action that was most important or successful? What evidence do you have for any demonstrable change?' Questions need to be open-ended in order to generate responses that tell a story rather than 'yes' or 'no' type responses.

Include photographs or video, where appropriate and where consent has been given, to bring the case study to life and make it more engaging.

Developing a Case Study

An effective case study focuses around developing a good narrative - a highly readable story that integrates and summarizes key information to illustrate the wider activity that the Case Study sets out to capture. The Case study needs to provide a complete picture in that it is the eyes and ears to provide an outside reader with a comprehensive understanding of the activity. However, in doing so you may need to be selective of the most crucial and important information in the account so the essence of what happened does not get missed. Importantly, Case Studies set out to show not what a true and representative experience is for everyone, but focus in on the truth of one individual story.

What that a case study includes

Key elements that a Case Study may represent include the following:

Demographic information, where appropriate and where consent has been given, about the individual participant, or otherwise information about the School and/or characteristics of the participants as a group (e.g. gender, age).

The Case study might include perspectives from one or several different roles or vantage points – for example a teacher, pupil and parent, or someone who really benefitted from the activity and someone for whom there were challenges.

Selected information or evidence that highlights strongly why something was significant and which will grab the reader's interests. This could include one good example or one powerful feedback comment.

Information or guidance as to how someone else might follow up or take action on the case presented. This could include advice on how to run a similar event or links to how others might be able to access the support a young person received. This ensures the case has the potential to instigate change.

13. KAP SURVEY: understanding the change at knowledge, attitude and practice levels after imparting any knowhow/training

A Knowledge, Attitude and Practices (KAP) survey is a quantitative method (predefined questions formatted in standardized questionnaires) that provides access to quantitative and qualitative information. KAP surveys reveal misconceptions or misunderstandings that may represent obstacles to the activities that we would like to implement and potential barriers to behavior change. Note that a KAP survey essentially records an “opinion” and is based on the “declarative” (i.e. statements). In other words, the KAP survey reveals what was said, but there may be considerable gaps between ‘what is said and what is done.’

USES: KAP SURVEY CAN:

Measure the extent of a known situation; confirm or disprove a hypothesis; provide new tangents of a situation’s reality.

Enhance the knowledge, attitude, and practices of specific themes; identify what is known and done about various health-related subjects.

Establish the baseline (reference value) for use in future assessments and help measure the effectiveness of health education activities ability to change health-related behaviors.

Suggest an intervention strategy that reflects specific local circumstances and the cultural factors that influence them; plan activities that are suited to the respective population involved.

The STEPS in KAP SURVEY:

Constructing the survey protocol

Preparing the survey

Course of the KAP survey in the field

Data analysis

Presentation of the survey report for validation

Finalization of the study

OPERATIONS

Number of Staff Required: The team will be composed of surveyors and supervisors. The number of supervisors is directly dependent on the number of surveyors, which is determined by the size of the survey and the resources available. Each supervisor should have daily face-to-face contact with each of the surveyors that s/he supervises. For 10-15 surveyors, for example, two supervisors work quite well.

Time: A KAP survey takes between six and twelve weeks.

Cost of Assessment: This will vary depending on the context and the number of respondents. It is critical to not to underestimate the magnitude of resources and time necessary for the implementation of KAP surveys, which are costly and time-consuming.

Training: Training surveyors is crucial. The training lasts two-to-four days depending on the complexity of the survey and questionnaire and the experience level of surveyors recruited. The training should allow surveyors to master the knowledge, skills, and expertise specific to the KAP survey.

Geographic Targeting: A KAP survey is conducted on a specific target population; respondents are randomly selected from a complete sampling frame. The target group may share common characteristics, such as youth under 18 years old, artisans, or drug users (here the KAP questionnaires

are aimed at individuals), or a more general population, e.g. a region or village (questionnaires aimed at households).

Type of Data Collection: A KAP survey uses household and individual surveys.

Degree of Technical Difficulty: KAP surveys vary; the complexity will be determined by the specific questions included in a given survey.

Complements other Resources: Open-ended interviews and focus groups can complement a KAP survey, allowing further exploration of a situation or problem, and potentially highlighting aspects that are not yet known. These methods combine observations and open interviews and help deepen topics addressed in the KAP survey.

14. GROSS MARGIN: to understand the efficiency of a technology

The gross margin for a crop or livestock product is obtained by subtracting the variable costs from its value of production.

$$\text{Gross margin} = \text{Value of production} - \text{Variable cost}$$

An example of gross margin
A farmer who produces a crop worth \$600
at a variable cost of \$100 generates a gross margin of \$500 (\$600 – \$100).

Calculating gross margins is essential when deciding between different technologies. If a farmer wants to know whether to continue with a certain crop or grow another, he or she could compare the gross margins of the two crops. If a farmer changes crop, the fixed costs will probably not change. But what will change are the variable costs and value of production. Using a gross margin will help the farmer to see if the change in technology/production will be profitable or not.

15. VALUE FOR MONEY (VfM): understanding sustainable results against cost

VfM has become the term of choice when the public and private sectors wish to demonstrate (to the electorate or shareholders respectively) that they are working to reduce risk, curtail unnecessary spending, and avoid the waste of funds (IDRC 2013).

The term VfM originates from the audit profession (GSCRC 2010), rising to prominence as a result of increased auditing.

The most widely cited explanation of VfM comes from the UK National Audit Office, which identifies three components, known as the three E's:

Economy is a measure of costing inputs and resources – what goes into providing a service or an intervention.

Efficiency is a measure of productivity – how much you get out in relation to what you put in.

Effectiveness is a measure of the relationship between intended and actual results, using both qualitative and quantitative measures to demonstrate the ability to deliver objectives.

However, the OECD has identified a fourth E:

Equity ensures that VfM analysis accounts for the importance of reaching different groups.

Aid groups commonly describes VfM as achieving the best possible development outcomes over the life of an activity relative to the total cost of managing and resourcing that activity and ensuring resources are used effectively, economically and without waste.

Indicator Typology of VfM

The VfM Indicators are of three types:

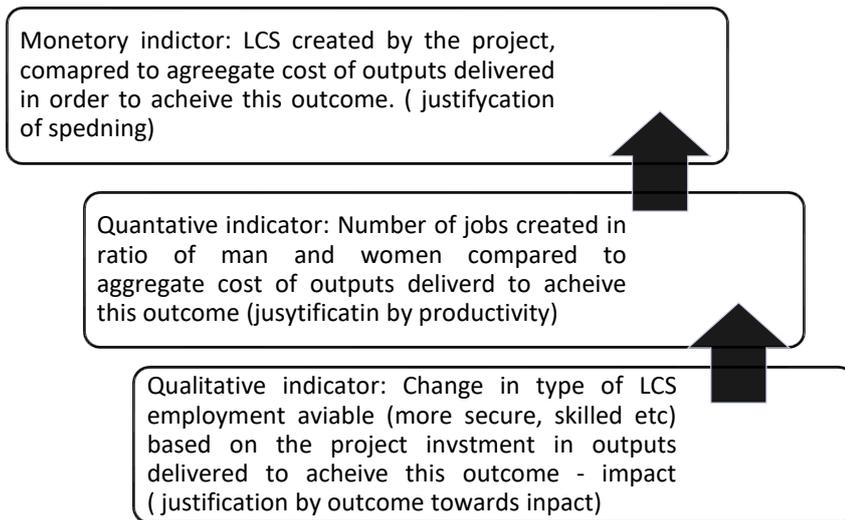
Monetary indicators – which report the monetary value/input of a point on a programmer's results chain (e.g. an output or an outcome) – in relation to the associated cost

Quantitative indicators – which report how much (in numbers/output) a programme has achieved in relation to the associated cost

Qualitative indicators – which report the kind of change/outcome a programme has achieved (in descriptive terms – eg. an improvement in quality), in relation to the associated cost

The Indicators categories results (value) against which costs can then be allocated. It is a system of promoting accountability where cost is critically analyzed to achieve optimum sustainable impact by efficient productive expenditure. It justifies the resultants in Result-based management in its chain of operation including the inclusiveness of the benefit impact distribution.

Following is an example in LCS work (job creation programme for the poor) for VfM:



In RBM&E, VfM is a strong tool for understanding the project's financial and economic viability by weighing best value spending against the results.

16. Understanding Risk Analysis

Risk management is a key part in management and M&E has a vital role to assist management in that by giving proper and timely signal on the risk and probable impacts so that management can take decision in time to mitigate the crisis that may otherwise hamper to relies the project objectives.

Risk is defined as uncertainty, whether positive or negative, that may affect the outcome of an activity or intervention. The term ‘management of risk’ incorporates all the activities required to identify and control the exposure to risk that may have an impact on the achievement of an organisation’s objectives, here it is the development objectives.

Risk identification and analysis

Risk is usually managed at three levels- at central/corporate/state level, operational level, and intervention level. A central level risks are registered in a generalised form based on the corporate concerns. Usually for development programme that concerns are categorised into four broad categories:

- Development risks - Projects may fail to realise the outcome and thereby the impact
- Delivery risks - Outputs in quality and qualitative terms are not being achieved

Likelihood Assessment Table

- Resource risk- Insufficient skill staff and financial control
- Reputation risks - Cross cutting compliances may not be achieved (SDGs, vision goals etc.)

Risk Assessment

Traffic Light	Description	Interpretation
HIGH	Is expected to occur, almost certain.	Greater than 80%
MIDIUM/HIGH	Will probably occur, measures may or may not exist to reduce likelihood.	Between 20 and 80%
MEDIUM	Could occur, this is possible. Measures to reduce likelihood exist, but may not be fully effective.	Between 10 and 20%
LOW/MEDIUM	Might occur at some point in time. Conditions do exist for this to occur, but controls exist and are effective.	Between 5 and 10%
LOW	Rare, may occur in exceptional circumstances. No or little experience for a similar failure	Less than 5%

Impact Assessment Table

Impact Level	Description	Interpretation
HIGH	May cause key objectives to fail. Very significant impact on vision goals. Legal or regulatory implications. Significant reputational impact.	Significant impact on Vision Significant impact on SDGs. Significant impact on Financial implications
MEDIUM/HIGH	Major effect. Risk factor may lead to significant delays or non-achievement of objectives.	Impact on country level objectives/programme. Financial implication
MEDIUM	Moderate effect. Risk factor may lead to delays or increase in cost.	Considerable impact for programme/project. Financial implications
LOW/MEDIUM	Some impact of the risk, fairly minor	Some impact for programme/project Financial implications
LOW	Fairly insignificant, may lead to a tolerable delay in the achievement of objectives of minor reduction in Quality/Quantity/ and/or an increase in cost	Financial implications

Risk Matrix

		Probability				
		Low	Low/Medium	Medium	Medium/High	High
Impact	High	High Impact Low Probability	High Impact Low/Medium Probability	High Impact Low Probability	High Impact Medium/High Probability	High Impact High Probability KILLER RISK
	Medium/High	Medium/High Impact Low Probability	Medium/High Impact Low/Medium Probability	Medium/High Impact Medium Probability	Medium/High Impact Medium/High Probability	Medium/ High Impact KILLER RISK
	Medium	Low/Medium Impact Low probability	Low/Medium Impact Low/Medium Probability	Low/Medium Impact Medium Probability	Low/Medium Impact Medium/High Probability	Low/Medium Impact High Probability
	Low/Medium	Low/Medium Impact Low Probability	Low/Medium Impact Low/Medium probability	Low/Medium Impact Medium Probability	Low/Medium Impact Medium/High Probability	Low/Medium Impact High Probability
	Low	Low Impact Low Probability	Low Impact Low/Medium Probability	Low Impact Medium Probability	Low Impact Medium/High Probability	Low/Medium Impact High Probability
	Low	Low Impact Low Probability	Low Impact Low/Medium Probability	Low Impact Medium Probability	Low Impact Medium/High Probability	Low/Medium Impact High Probability

Possible Risk Responses

For each identified risk, a response must be recognised. The possible response options are:

Avoidance: Change the project plan, structure, location, objectives, etc.

Transference: Shift the responsibility thereby the risk to other implementers. It does not eliminate it, it simply shifts responsibility.

Mitigation: Take steps to reduce the probability and/or impact of a risk. Taking early action, close monitoring, more testing, etc.

Risks Register

Name of the Project:

Sector:

Risk category	Description	Triggered by and date	Mitigating action /Date	Implication/ Residual impact	Trend/ status	Contingency plan	Conclusion/ Lesson learned

17. Monitoring and Evaluation Framework, IMED

Stages of the project ⇒	Ex-ante & Start-up stage	Implementation and consolidation stag	Completion/ Matured stage	Ex-post stage	Remarks	
Types of M&E ↓						
Survey/Assessment	1. Baseline survey 2. Need assessment 3. Pre/Re-feasibility study 4. Risk assessment 5. Project inception/identification status survey				<i>Subject to project's IE's responsibility. However, in special case like for priority projects, for critical study IMED may need to undertake these survey/study</i>	
Monitoring		Ongoing monthly/quarterly/ annual monitoring by Project 1. Monthly report cover: - Financial/input - Physical/activity	1. Quarterly report cover: - Financial/input - Physical/component - Problem encountered & remedies	1. Yearly report cover: - Financial/input - Physical/component - Areas covered	1. Project Completion Report by Project The report covers: - Financial/input - Physical/component - Areas covered	All the monitoring undertaken based on the progress reports submitted by IAs

			<p><i>undertaken in implementation</i></p> <p><i>- Procurement status</i></p> <p><i>- Problem/reasons for delay in contract implementation</i></p>				
Evaluation		<p>1.Process evaluation</p> <p>2.Management/system evaluation</p> <p>3.Governance evaluation</p>	<p>1.Outcome evaluation</p> <p>2.Economic/Cost-effectiveness evaluation</p> <p>3.Goal based evaluation</p> <p>4.KAP study</p> <p>5.Sustainability evaluation</p>	<p>1.Impact evaluation by outsourcing</p> <p>2.Meta- evaluation by outsourcing</p>	<p>1.Impact Evaluation by outsourcing</p> <p>2.Meta- evaluation by outsourcing</p>	<p><i>At both stages, formative and summative, evaluation can be undertaken to understand reasons of effectiveness and efficiency, variations in implementation process, and the changes at outcome and impact levels of the project.</i></p>	
Review		<p>1. Implementation review/field inspection by IMED</p> <p>The report cover:</p> <p><i>- Finance/cost/input</i></p> <p><i>- Physical/Component</i></p> <p><i>- Area coverage</i></p>	<p>1.Implementation review/field inspection by IMED</p> <p>2.Midterm review/goal based evaluation by IMED</p> <p>3.Phase review/goal</p>	<p>1.Final review by IMED on PCR</p> <p>The report cover:</p> <p><i>- Finance/cost/input</i></p> <p><i>- Physical/Component</i></p> <p><i>- Area coverage</i></p> <p><i>- Procurement (VfM)</i></p>		<p><i>Review undertaken in a form of assessment based on the report submitted by</i></p>	

		<ul style="list-style-type: none"> - Procurement (VfM) - Land accusation - Audit status - Governance/PSC meeting - PIMS - Risk mitigation - Beneficiaries comment - Overall comment - Evidence - Recommendation <p>2.In-depth review (outsourcing)</p>	based evaluation by IMED	<ul style="list-style-type: none"> - Land accusation - Audit status - Governance/PSC meeting - PIMS - Risk mitigation - Beneficiaries comment - Overall comment - Evidence - Recommendation 		<p>IAS.</p>
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In a growing environment of increased accountability of public services, M&E has a more critical role to play. In all the way, from project inception to Ex-post stage, more interventions are found inevitable for better project selection, effective planning and implementation. At ex-ante, formative level, early summative level such as outcome study – in all these areas, there is ample scope and necessity of works for IMED. The projects under ADP are to be rationally aligned to report with the priority goals of the country and that are to be put in track by a due reporting system. All projects are to be engaged in IT-based reporting in line with IMED PMIS structure, and that needs a systematic orientation initiated by IMED. The above framework includes the present M&E activities of IMED as well as proposes a few that are envisaged a necessity in present demand of the ADP implementation where IMED has specific responsibility and accountability. The policy framework aims at to facilitate that process.

Purposes and process of use of the different types of evaluations:

Formative Evaluation (also known as ‘evaluability assessment’)

Formative evaluation is used before program design or implementation. It generates data on the need for the program and develops the baseline for subsequent monitoring. It also identifies areas of improvement and can give insights on what the program’s priorities should be. This helps project managers determine their areas of concern and focus, and increases awareness of your program among the target population prior to launch.

When:

New program development

Program expansion

What:

The need for your project among the potential beneficiaries

The current baseline of relevant indicators, which can help show impact later

Why:

Helps make early improvements to the program

Allows project managers to refine or improve the program

How:

Conduct sample surveys and focus group discussions among the target population focused on whether they are likely to need, understand, and accept program elements.

Questions to ask:

Is there a need for the program?

What can do to improve it?

Process Evaluation *(also known as 'program monitoring')*

Process evaluation occurs once program implementation has begun, and it measures how effective your program's procedures are. The data it generates is useful in identifying inefficiencies and streamlining processes, and portrays the program's status to external parties.

When:

When program implementation begins

During operation of an existing program

What:

Whether program goals and strategies are working as they should

Whether the program is reaching its target population, and what they think about it

Why:

Provides an opportunity to avoid problems by spotting them early

Allows program administrators to determine how well the program is working

How:

Conduct a review of internal reports and a survey of program managers and a sample of the target population. The aim should be to measure the number of participants, how long they have to wait to receive benefits, and what their experience has been.

Questions to ask:

Who is being reached by the program?

How the program is being implemented and what are the gaps? Is it meeting targets?

Outcome Evaluation *(also known as 'objective-based evaluation')*

Outcome evaluation is conventionally used during program implementation. It generates data on the program's outcomes and to what degree those outcomes are attributable to the program itself. It is useful in measuring how effective your program has been and helps make it more effective in terms of delivering the intended benefits.

When:

After the program has run for some time period

At an appropriate time to measure outcomes against set targets – usually benchmarked time periods

What:

How much the program has affected the target population

Clearly establish the degree of benefit provided by the program

Why:

Helps program administrators tell whether a program is meeting its objectives

Insights from outcome-focused feedback can help increase effectiveness

How:

A randomized controlled trial, comparing the status of beneficiaries before and during the program or comparing beneficiaries to similar people outside of the program. This can be done through a survey or a focus group discussion.

Questions to ask:

Did participants report the desired change after the implementation of the program?

What are the short or long-term results reported by participants?

Economic Evaluation (*also known as 'cost analysis', 'cost-effectiveness evaluation', 'cost-benefit analysis', and 'cost-utility analysis'*)

Economic evaluation is used during the program's implementation and looks to measure the benefits of the programs against the costs. Doing so generates useful quantitative data that measures the efficiency of the program. This data is like an audit, and provides useful information to sponsors and backers who often want to see what benefits their money would bring to beneficiaries.

When:

At the beginning of a program, to remove potential leakages

During the operation of a program, to find and remove inefficiencies.

What:

What resources are being spent and where

How these costs are translating into outcomes

Why:

Program managers and funders can justify or streamline costs

The program can be modified to deliver more results at lower costs

How:

A systematic analysis of the program by collecting data on program costs, including capital and man-hours of work. It will also require a survey of program officers and the target population to determine potential areas of waste.

Questions to ask:

Where is the program spending its resources?

What are the resulting outcomes?

Impact Evaluation

Impact evaluation studies the entire program from beginning to end (or at whatever stage the program is at), and looks to quantify whether or not it has been successful. Focused on the long-term impact, impact evaluation is useful for measuring sustained changes brought about by the program or making policy changes or modifications to the program.

When:

At the end of the program

At pre-selected intervals in the program

What:

Assesses the change in the target population's well-being

Accounts for what would have happened if there had been no program

Why:

To show proof of impact by comparing beneficiaries with control groups

Provides insights to help in making policy and funding decisions

How:

A macroscopic review of the program, coupled with an extensive survey of program participants, to determine the effort involved and the impact achieved. Insights from program officers and suggestions from program participants are also useful, and a control group of non-participants for comparison is helpful.

Questions to ask:

What changes in program participants' lives are attributable to your program?

What would those not participating in the program have missed out on?

Summative Evaluation

Summative evaluation is conducted after the program's completion or at the end of a program cycle. It generates data about how well the project delivered benefits to the target population. It is useful for program administrators to justify the project, show what they have achieved, and lobby for project continuation or expansion.

When:

At the end of a program

At the end of a program cycle

What:

How effectively the program made the desired change happen

How the program changed the lives of program participants

Why:

Provides data to justify continuing the program

Generates insights into the effectiveness and efficiency of the program

How:

Conduct a review of internal reports and a survey for program managers and target populations. The aim should be to measure the change that the project has brought about and compare the change to the costs.

Questions to ask:

Should the program continue to be funded?

Should the program be expanded? If so, where? What factors worked in its favor and what worked against it?

Goals-Based Evaluation *(also known as 'objectively set evaluation')*

Goals-based evaluation is usually done towards the end of the program or at previously agreed-upon intervals. Development programs often set 'SMART' targets — Specific, Measurable, Attainable, Relevant, and Timely — and goals-based evaluation measures progress towards these targets. The evaluation is useful in presenting reports to program administrators and backers, as it provides them the information that was agreed upon at the start of the program.

When:

At the end of the program

At pre-decided milestones

What:

How the program has performed on initial metrics

Whether the program has achieved its goals

Why:

To show that the program is meeting its initial benchmarks

To review the program and its progress

How:

This depends entirely on the goals that were agreed upon. Usually, goals-based evaluation would involve some survey of the participants to measure impact, as well as a review of input costs and efficiency.

Questions to ask:

Has the program met its goals?

Were the goals and objectives achieved due to the program or externalities?

Development programs with effective monitoring and evaluation frameworks use different types of evaluation at different points of time. Some programs might even run two different types of evaluation at the same time for entirely different purposes. No matter what types of evaluation you use, we hope you find this blog useful in making your project and program more successful and efficient!

18. M&E needs and activities: Roles and responsibilities of IMED and Implementing agencies

Activities	Description	Category and coverage of the activity	Roles of Implementing Agency	Roles of IMED
Baseline	A survey to define the state/value of project indicators at the beginning of the project	Survey/Assessment	Undertaking prior to project implementation or at the beginning of the project	Check if it be in place and done rightly, and recommending as required
Need assessment	The assessment undertaken to understand or review the actual needs to results in real time context	Survey/Assessment	Undertaking in needs to make the needs appropriate in context	Check if it be in place and done rightly, and recommending as required
Pre/Re- feasibility study	The study undertaken to understand the state of feasibility of the project activities	Survey/Assessment	Undertaking in needs to make the project activities more appropriate in context	IMED may recommend it for undertaking by IA as required.
inception/identification status survey/assess whether the project is monitorable/evaluative	The study undertaken to meet the gap, if any, that crate	Survey/Assessment	Making it proper by instruction of IMED	IMED may recommend action points to make the project monitorable and evaluative.
Monthly monitoring	It focuses mainly on financial and physical progress against the AWPB of the project	Monitoring	Preparing report and submitting to IMED based on prescribed format	Preparing report for ECNEC based on submitted reports by IA
Quarterly monitoring	It focuses on financial and physical progress against the AWPB of the project including problem encounters, procurement status, reasons for delayed in contact implementation	Monitoring	Preparing report and submitting to IMED based on prescribed format	Preparing report for ECNEC based on submitted reports by IA
Yearly monitoring	It covers <i>financial/input and physical/ component progress and areas covered with area wise spending.</i>	Monitoring	Preparing report and submitting to IMED based on prescribed format	Preparing report for ECNEC based on submitted reports by IA
Project completion Report	The report covers: Financial/input,	Monitoring &	Preparing report and	Prepared review level report

Activities	Description	Category and coverage of the activity	Roles of Implementing Agency	Roles of IMED
(PCR)	Physical, output, objective, Impact and Lesson learned	Evaluation	submitting to IMED based on prescribed format	based on PCR
Process evaluation	The evaluation undertaken to understand the process and procurers of the project activities for lesson learned	Evaluation	May be prepared by IA	IMED may be engaged in design phase
Management/system evaluation	The evaluation undertaken to understand the capacity, counterbid and governance of the project management that impacts on project results	Evaluation	-	IMED may undertake it to recommend planning commission in reviewing proposed project management of ADP projects for increasing their effectivity.
Outcome evaluation	The evaluation undertaken to understand the changes and its pattern incurred by project outputs and whether those are directing to project goals	Evaluation	IA may initiate it to include the findings in PCR	IMED may propose IA
Economic/Cost-effectiveness evaluation	The evaluation undertaken to understand the status of value for money over the total result-chain of the project	Evaluation	IA may undertake it and include in PCR	IMED can include it in its project terminal report
KAP study	The study undertaken to understand the change on knowledge, attitude and practice status of the beneficiaries received project support or part of project output	Evaluation	May undertake by IA in project's need	IMED can propose project to do that for PCR
Impact evaluation	The evaluation undertaken to understand the state of impact resulted by project support	Evaluation	May undertake by IA in association with IMED	IMED can initiate by outsourcing to contribute to future projects of ADP

Activities	Description	Category and coverage of the activity	Roles of Implementing Agency	Roles of IMED
Sustainability evaluation	The study focuses on impact sustainability of the project	Evaluation	-	IMED can initiate by outsourcing in needs to contribute to future projects of ADP
Meta- evaluation	The evaluation is an evaluation of evaluation to justify or validate the evaluation comments and recommendation	Evaluation	-	Prior to use the results of any evaluation in future project under ADP for enhance projects' effectivity.
Implementation review/field inspection	<i>It undertaken based on the report submitted by IA and usually taken into consideration:</i> finance/cost/input, Physical/Component, area coverage, procurement (VfM), land accusation, audit status, governance/PSC meeting, PIMS. risk mitigation, beneficiaries comment, overall comment on project progress, given evidence and recommendation.	Review	-	It should be need based to make the project on track and effective
In-depth review	It is an issue based review to understand in-depth statues of the concerned situation.	Review	-	IMED will initiate it with support from external expertise to make the projects get on track
Mid-term review/evaluation/assessment	It is a call for review of the project subject to revision	Review	-	IMED will undertake it based on project reports and proposed revised proposal
Final review on PCR	It is undertaken based on the PCR submitted by IA. It is the terminal report of a project.	Review	-	IMED will undertake it based on PCR

19. RB M&E Framework, For ADP Project

Result Chain	Indicator	Definition/Description <i>How is it calculated /designed?</i>	Baseline <i>What is the current value?</i>	Target <i>What is the target value?</i>	Source of information <i>How will it be measured?</i>	Frequency <i>How often will it be measured?</i>	Responsibility <i>Who will measure it?</i>	Reporting <i>Where will it be reported?</i>
Goal	< >							
Outcomes	1. 2.							
Outputs	1.1							
	1.2							
	2.1							
	2.2							
Activity Process	1.1.1							
	1.2.1							
	2.1.1							
	2.2.1							

20. Proposed performance rating of project with description of the score

Performance Rating

Score	Assessment	Category
6	Highly satisfactory	Satisfactory
5	Satisfactory	
4	Reasonably satisfactory	
3	Quite unsatisfactory	Unsatisfactory
2	Unsatisfactory	
1	Highly unsatisfactory	

Description of Score

Rating scale	Description of score
Highly satisfactory (6)	The activities of the project achieved or surpassed all main targets, objectives, expectations, results and on track to realize impacts. The project could be considered as a model within its project typology.
Satisfactory (5)	The activities of the project achieved almost all (over 80-95 per cent) of the main targets, objectives, expectations, results, and on track to realize impacts.
Reasonably satisfactory (4)	The activity of the project achieved the majority (indicatively, 60 to 80 per cent) of the targets, objectives, expectations, results or impacts. However, a significant part of these was not achieved.
Quite unsatisfactory (3)	The project activities did not achieve its main targets, (indicatively, less than 60 per cent) objectives, expectations, results and unlikely to achieve the impacts.
Unsatisfactory (2)	The project activities achieved only minimum of its targets, objectives, expectations, results and not on the track to realize the impacts.
Highly unsatisfactory (1)	The project activities achieved almost none of its targets, objectives, expectations, results and thereby no way on the track to reutilize the impacts.

Glossary of Terms

Term	Description
Accountability	Responsibility for the use of resources and the decisions made, as well as the obligation to demonstrate that work has been done in compliance with agreed-upon rules and standards and to report fairly and accurately on performance results vis-a-vis mandated roles and/or plans.
Activity	Actions taken or work performed through which inputs such as funds, technical assistance, and other types of resources are mobilized to produce specific outputs.
Appraisal	An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding. Note: In development agencies, banks, etc., the purpose of appraisal is to enable decision-makers to decide whether the activity represents an appropriate use of corporate resources.
Assumptions	Guesses about factors or risks which could affect the progress or success of an intervention. Intervention results depend on whether or not the assumptions made, prove to be correct
Attribution	The ascription of a causal link between observed changes and a specific intervention.
Audit	An independent, objective quality assurance activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to assess and improve the effectiveness of risk management, control and governance processes.
Baseline	The status of services and outcome-related measures such as knowledge, attitudes, norms, behaviours, and conditions before an intervention, against which progress can be assessed or comparisons made.
Benchmark	A reference point or standard against which performance or achievements can be assessed. Note: A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in similar circumstances.
Beneficiaries	The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.
Case study	A methodological approach that describes a situation, individual, or the like and that typically incorporates data-gathering activities (e.g., interviews, observations, questionnaires) at selected sites or programs/projects. Case studies are characterized by purposive selection of sites or small samples; the expectation of generalizability is less than that in many other forms of research. The findings are used to report to stakeholders, make recommendations for program/project improvement, and share lessons learned.
Cash for work (CFW)	Pay cash to individuals for undertaking community or public relief and reconstruction work. CFW projects are short term, labour intensive,

	interventions designed to repair or rebuild a collective asset (e.g. building drainage systems, clearing agricultural land, planting trees, rural access roads, debris clearance, replant crops) while simultaneously injecting cash into local markets.
Cash transfer	Regular, predictable cash payments made to individuals or households, which reduce poverty through direct income support. Cash transfers seek to alleviate poverty in the short-term, while contributing to long-term poverty reduction by allowing households to invest in poverty-reducing activities and more effectively respond to shocks and risks.
Chronic poverty	Poverty that endures year after year, usually as a result of long-term structural factors faced by the household, such as low assets or location in a poor area remote from thriving markets and services.
Conclusions	Point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results, and more generally to any other strength or weakness. A conclusion draws on data collection and analysis undertaken through a transparent chain of arguments.
Cost-Benefit Analysis	A measure of inputs and outputs in monetary terms.
Cost-Effectiveness Analysis	An estimate of inputs in monetary terms and outcomes in non-monetary quantitative terms (e.g., reduction in HIV prevalence)
Counterfactual	The situation that would have existed over time without the changes introduced by the intervention.
Covariate shocks/risks	'Covariate' or 'systemic' shocks are those that by their very nature affect a large number of people sharing some common characteristics such as place of residence or nature of occupation. Examples include natural disasters such as floods and cyclones, and market shocks such as a steep increase in food prices or the sudden drop in the price of a staple crop.
Coverage	The extent to which a program/intervention is being implemented in the right places (geographic coverage) and is reaching its intended target population (individual coverage).
Daily routine chart	Used to identify daily routine pattern of either gender in a particular area.it helps in analysing work type and distribution of workloads throughout the day, for comparative analysis between different individual's daily schedules. It helps to: identify the gender roles, document the timings of the activities, discuss of new activities and their implications for time use, discuss time of meetings and training sessions, illustrate mobility and periods spent away from home.
Data	Specific quantitative and qualitative information or facts that is collected and analysed.
Disaster risk reduction	According to the UN International Strategy for Disaster Reduction, disaster risk reduction means: 'Actions taken to reduce the risk of disasters and the adverse impacts of natural hazards, through systematic efforts to analyse and manage the causes of disasters, including through avoidance of hazards, reduced social and economic vulnerability to hazards, and improved preparedness for adverse events'.
Discussion Group	Discussion groups serve to gather information about programs from larger

	numbers of people or individuals representing a range of program stakeholders, but are less structured than focus groups. (also see “Focus Group”).
Economic evaluation	Use applied analytical techniques to identify, measure, value and compare the costs and outcomes of alternative interventions. Types of economic evaluations include cost-benefit, cost-effectiveness, cost-efficiency evaluations.
Efficacy	The extent to which an intervention produces the expected results under ideal conditions in a controlled environment.
Effectiveness	The extent to which a program/intervention has achieved its objectives under normal conditions in a real-life setting.
Efficiency	A measure of how economically inputs (resources such as funds, expertise, time) are converted into results
Evaluability	Extent to which an intervention or program/intervention can be evaluated in a reliable and credible fashion
Evaluability Assessment	An approach used to determine a program’s readiness to be monitored and/or evaluated.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of implementers, sponsors and development partners.
Ex-ante evaluation	An evaluation that is performed before implementation of a development Intervention.
External evaluation	The evaluation of a development intervention conducted by entities and/or individuals outside the implementing organizations.
Facility survey	A survey of a representative sample of facilities that generally aims to assess the readiness of all elements required to provide services and other aspects of quality of care (e.g., basic infrastructure, drugs, equipment, test kits, client registers, trained staff). The units of observation are facilities of various types and levels in the same health system. The content of the survey may vary but typically includes a facility inventory and, sometimes, health worker interviews, client exit interviews, and client-provider observations
Feedback	The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.
Findings	Factual statements based on evidence from one or more evaluations.
Feasibility	The coherence and quality of a program strategy that makes successful implementation likely.
FGD	A discussion involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. It is a form of

	qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas. In focus group discussion participants are free to talk with other group members; unlike other research methods it encourages discussions with other participants. It generally involves group interviewing in which a small group of usually 8 to 12 people. It is led by a moderator (interviewer) in a loosely structured discussion of various topics of interest.
Food for work	Such programmes are for construction, maintenance, reconstruction and development of rural infrastructure. Under such programmes both food grains and cash money are allocated to the Upazilas on the basis of population. The schemes are executed by the Upazila Parishad under the supervision of the DC through the District Steering Committee. Upazila allocates the rice/wheat/cash money for FFW schemes to the Unions. The Upazila Parishad selects and prepares the FFW schemes through the UP Chairman and Upazila FFW committee scrutinize the schemes and recommends the schemes to the District Coordination Committee who approves the schemes. After approval of the schemes the Upazila Parishad executes the schemes as per circular. Sometimes both food grains and money allocated by the Ministry according to electoral constitution.
Formative evaluation	A type of evaluation intended to improve the performance of a program or intervention. A formative evaluation is usually undertaken during the design and pre-testing of the intervention or program, but it can also be conducted early in the implementation phase, particularly if implementation activities are not going as expected.
Generalizability	The extent to which findings can be assumed to be true for the entire target population, not just the sample of the population under study. Note: To ensure generalizability, the sampling procedure and the data collected need to meet certain methodological standards.
Goal	A broad statement of a desired, usually longer-term, outcome of a program/intervention. Goals express general program/intervention intentions and help guide the development of a program/intervention. Each goal has a set of related, specific objectives that, if met, will collectively permit the achievement of the stated goal.
Gross Domestic Product (GDP)	The total value of all goods and services produced domestically by a nation during a year. It is similar to Gross National Product (GNP), which is the value of output produced by a country's labour and capital regardless of whether it is in the country or not.
Hard-core/Extreme Poverty	Hard-core poverty is defined as those without a meal a day and a shelter over their head. This is basic human need and it is our responsibility as fellow human beings to provide for our less privileged community.
Human Development Index (HDI)	An index introduced by UNDP in 1990, which combines the three measures of life expectancy, educational attainment (itself a composite of literacy and school enrolment) and GDP per head. The index theoretically ranges from 0 for the least developed to 7 for the most (DFID 2001:179).
Hunger	Hunger is used at population level to describe the situation when dietary intake is below the Minimum Dietary Energy Requirement (MDER). The MDER is the amount of energy needed for light activity and a minimum

	acceptable weight for attained height, and it varies by country and from year to year depending on the gender and age structure of the population. It is typically taken as an average of 2100 kcal per person per day. Hunger is an outcome of food insecurity.
Human Poverty Index (HPI)	A composite index introduced by UNDP in 1997, which focuses on those who do not achieve minimum standards of health, education and living conditions. This index contrasts with that of the HDI, which measures average achievements.
Income poverty	Income is a key concept in almost all definitions and studies of poverty. Classically, income has been defined as the sum of consumption and change in net worth (wealth) in a period. Internationally, the income poverty line is set at \$1.90/person/day – 2011.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Impact monitoring	An approach that is carried out to understand how much progress in intermediate or final outcomes, or “impact,” can be achieved by programme/project interventions against its intended targets.
Impact evaluation	A set of procedures and methodological approaches that show how much of the observed change in intermediate or final outcomes, or “impact,” can be attributed to the program answering critically - why and how. It requires the application of evaluation designs to estimate the difference in results to assess the effectiveness in achieving the project/programmes ultimate goals.
Incidence	The number of new incidents/cases that occur in a specified population/geographic area during a specified time period.
Incidence poverty	Poverty is the state of one who lacks a certain amount of material possessions or money. Absolute poverty or destitution refers to the deprivation of basic human needs, which commonly includes food, water, sanitation, clothing, shelter, health care and education.
Inclusive policies	Policies which acknowledge that socially excluded, poor or vulnerable people are not a homogeneous group and have a right to be included in poverty alleviation and development work.
Lower poverty line	Extreme poor households whose total expenditures equal the food poverty line, i.e. the cost of the food bundle of the Upper poverty line, but with no allowance for non-food consumption. The Lower poverty line equals an intake of 1,803 kcal per day per person.
Inputs	The financial, human, and material resources used in a program/intervention.
Input and output monitoring	Tracking of information about program/intervention inputs (i.e., resources used in the program/intervention) and program/intervention outputs (i.e., results of the program/intervention activities). Data on inputs and outputs usually exist in program/intervention documentation (e.g., activity reports, logs) and client records which compile information about the time, place, type and amount of services delivered, and about the clients receiving the services
Internal evaluation	An evaluation of an intervention conducted by a unit and/or individuals

	who report to the management of the organization responsible for the financial support, design and/or implementation of the intervention.
Intervention	A specific activity or set of activities intended to bring about change in some aspect(s) of the status of the target population (e.g. poverty reduction, improving the quality of service delivery).
Joint evaluation	An evaluation to which different donor agencies and/or partners participate. Note: There are various degrees of “jointness” depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. Joint evaluations can help overcome attribution problems in assessing the effectiveness of programs and strategies, the complementarity of efforts supported by different partners, the quality of aid co-ordination, etc.
Key Informant Interview (KII)	A loosely structured conversation with people who have specialized knowledge about the topic to understand. Usually a checklist or a set of questions is followed for taking the interview
Knowledge management	A systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements. The management consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.
Lessons learned	Generalizations based on evaluation experiences with programs, interventions or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logical framework (Logframe)	Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.
Management Information System (MIS):	A data system, usually computerized, that routinely collects and reports information about the delivery of services, costs, demographic and health information, and results status.
The margin of error	Statistical findings taken from samples are never expected to be exact, and instead may cover a range of values. This is known as the margin of error.
Meta-evaluation	A type of evaluation designed to aggregate findings from a series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators.
Mid-term Review	Review performed towards the middle of the period of implementation of the intervention.
Monitoring	A routine function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated fund.

Most significant change	<p>A qualitative and participatory form of monitoring and evaluation tool based on the collection and systematic selection of stories of reported changes from development activities.</p> <p>Note: The technique was developed by Rick Davies in the mid-1990s to meet the challenges associated with monitoring and evaluating a complex participatory rural development program in Bangladesh, which had diversity in both implementation and outcomes. The technique is becoming popular, and adaptations have already been made.</p>
M&E framework	<p>A framework to guide monitoring and evaluation of a project or programme in a very structured form. It explains how the M&E is supposed to work by laying out the components of the initiative and the order or the steps needed to achieve the desired results of a project/programme.</p>
M&E plan	<p>A multi-year implementation strategy for the collection, analysis and use of data needed for program / project management and accountability purposes. The plan describes the data needs linked to a specific program / project; the M&E activities that need to be undertaken to satisfy the data needs and the specific data collection procedures and tools; the standardized indicators that need to be collected for routine monitoring and regular reporting; the components of the M&E system that need to be implemented and the roles and responsibilities of different organizations / individuals in their implementation; how data will be used for program / project management and accountability purposes. The plan indicates resource requirement estimates and outlines a strategy for resource mobilization.</p>
M&E work plan	<p>An annual M&E plan that describes the priority M&E activities for the year and the roles and responsibilities of organizations / individuals for their implementation; the cost of each activity and the funding identified; a timeline for delivery of all products / outputs. The work plan is used for coordinating M&E activities and assessing progress of M&E implementation throughout the year.</p>
Objective	<p>A statement of a desired program/intervention result that meets the criteria of being Specific, Measurable, Achievable, Realistic, and Time-phased (SMART).</p>
Operational research	<p>Systematic and objective assessment of the availability, accessibility, quality, and/or sustainability of services designed to improve service delivery. It assesses only factors that are under the control of program/project managers, such as improving the quality of services, increasing training and supervision of staff members, and adding new service components.</p>
Outcome	<p>Short-term and medium-term effect of an intervention's outputs, such as change in knowledge, attitudes, beliefs, behaviours.</p>
Outcome evaluation	<p>A type of evaluation that determines if, and by how much, intervention activities or services achieved their intended outcomes. An outcome evaluation attempts to attribute observed changes to the intervention tested.</p> <p>Note: An outcome evaluation is methodologically rigorous and generally requires a comparative element in its design, such as a control or</p>

	comparison group, although it is possible to use statistical techniques in some instances when control/comparison groups are not available (e.g., for the evaluation of a national program).
Outcome monitoring	Tracking of variables that have been adopted as valid and reliable measures (i.e., indicators) of the desired program/intervention outcomes. Outcome monitoring does not infer causality; changes in outcomes may be attributable to multiple factors, not just a specified program/intervention.
Outputs	The results of program/intervention activities; the direct products or deliverables of program/intervention activities, such as the number of HIV counselling sessions completed, the number of people served, the number of condoms distributed.
Pathway analysis	Used for monitoring data to evaluate the processes or pathways that facilitates or impedes a planned outcome or impact; the focus is upon evaluating the process of moving from one level to another in the logical framework analysis of the project.
Participatory M&E	An approach that invites active involvement in data generation, interpretation, and use from stakeholders. Allows learning about local conditions, perspectives, and priorities to design or revise responsive and sustainable interventions. May be used to evaluate a project, program, process, or policy.
Performance	The degree to which an intervention or organization operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.
Performance indicator	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.
Performance measurement	A system for assessing performance of development interventions against stated goals.
Performance monitoring	A continuous process of collecting and analysing data to compare how well a project, program, or policy is being implemented against expected results.
Policy framework	The set of guidelines, as well as long term goals which are taken in to account when policies are being made. These give the direction in which the firm is moving.
Poverty	Poverty is a multidimensional social phenomenon characterized by deprivation of basic material, human capability and social requisites for well-being, or vulnerability to such deprivation.
Poverty line	Represents the level of income or consumption necessary to meet a set of minimum requirements to feed oneself and one's family adequately and/or to meet other basic requirements such as clothing, housing and healthcare. Those with incomes or expenditure equal to or above the line are not poor. While what the minimum should be has an important subjective element, poverty lines are typically anchored to minimum nutritional requirements plus a modest allowance for non-food needs. In summary, An estimated minimum threshold of income or consumption expenditure that is required to meet the basic necessities of life.
PRA	An approach that uses a similar array of data collection methods to RRA but places greater emphasis on the participation of local people in identifying the issues to be investigated and in the collection and analysis of data.

Prevalence	The total number of persons living with a specific disease or condition at a given time.
Preference ranking	Ranking of problems, issues, solutions on the basis of needs or personal preference e.g. matrix ranking, poverty ranking etc.
Problem Statement	A statement that describes the nature and extent of the problem to be addressed by an intervention, including factors that put a population at risk. These factors may be related to knowledge, attitudes, beliefs, behaviours, skills, access to services and information, policies, and environmental conditions. The problem statement often results from assessment and planning activities.
Process	Program implementation involving the supply of inputs, carrying out activities, and achievement of outputs. A program's "process" is the combination of its executed activities.
Process evaluation	A type of evaluation that focuses on program/intervention implementation, including, but not limited to access to services, whether services reach the intended population, how services are delivered, client satisfaction and perceptions about needs and services, management practices. In addition, a process evaluation might provide an understanding of cultural, socio-political, legal, and economic contexts that affect implementation of the program/intervention.
Programme	An overarching national or sub-national response to a disease. A program generally includes a set of interventions marshalled to attain specific global, regional, country, or subnational objectives; involves multiple activities that may cut across sectors, themes and/or geographic areas.
Program evaluation	A study that intends to control a health problem or improve a public health program or service. The intended benefits of the program are primarily or exclusively for the study participants or the study participants' community (i.e., the population from which the study participants were sampled); data collected are needed to assess and/or improve the program or service, and/or the health of the study participants or the study participants' community. Knowledge that is generated does not typically extend beyond the population or program from which data are collected.
Project	An intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program.
Project Cycle Management (PCM)	Project Cycle Management is an approach to managing projects. It determines particular phases of the Project, and outlines specific actions and approaches to be taken within these phases. The PCM approach provides for planning and review processes throughout a cycle, and allows for multiple project cycles to be supported. The cycle usually contains: identification, appraisal, funding, implementation, monitoring and evaluation for learning and revision of the project.
Project evaluation	Evaluation of an individual development intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program. Note: Cost benefit analysis is a major instrument of project evaluation for projects with measurable benefits. When benefits cannot be quantified,

	cost effectiveness is a suitable approach.
Qualitative data	Data collected using qualitative methods, such as interviews, focus groups, observation, and key informant interviews. Qualitative data can provide an understanding of social situations and interaction, as well as people's values, perceptions, motivations, and reactions. Qualitative data are generally expressed in narrative form, pictures or objects (i.e., not numerically). Note: The aim of a qualitative study is to provide a complete, detailed description.
Quality assurance	Planned and systematic processes concerned with assessing and improving the merit or worth of an intervention or its compliance with given standards. Note: Examples of quality assurance activities include appraisal, results based management reviews, evaluations.
Quantitative data	Data collected using quantitative methods, such as surveys. Quantitative data are measured on a numerical scale, can be analysed using statistical methods, and can be displayed using tables, charts, histograms and graphs. Note: The aim of a quantitative study is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
Questionnaire	A tool for data gathering and research that consists of a set of questions in a different form of question type that is used to collect information from the respondents for the purpose of either survey or statistical analysis study.
Rapid Assessment Process (RAP):	An approach used for understanding perceptions, beliefs, practices, and behaviours of groups of individuals to plan or correct prevention activities mid-course. A combination of qualitative methods may be used instead of, or supplementary to, quantitative survey methods.
Rapid Rural Appraisal (RRA)	a systematic but semi-structured research activity carried out by a multidisciplinary team over a relatively short period of time; it can involve a range of informal data collection techniques such as semi-structured interviews, transect walks, mapping, and wealth and matrix ranking
Relevance	The extent to which the objectives, outputs, or outcomes of an intervention are consistent with beneficiaries' requirements, organizations' policies, country needs, and/or global priorities
Reliability	Consistency or dependability of data collected through the repeated use of a scientific instrument or a data collection procedure used under the same conditions.
Research	A study which intends to generate or contribute to generalizable knowledge to improve development/intervention practice, i.e., the study intends to generate new information that has relevance beyond the population or program from which data are collected. Research typically attempts to make statements about how the different variables under study, in controlled circumstances, affect one another at a given point in time.
Resource mapping	Mapping shows resources of the area like soil, water, minerals etc.
Results	The outputs, outcomes, and impacts (intended or unintended, positive and/or negative) of an intervention.

Result chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives- beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback.
Results framework	The program/project logic that explains how the development objective is to be achieved, including causal relationships and underlying assumption.
Results based management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
Result monitoring	monitoring of the outcomes and impacts of a project, i.e. monitoring of project purpose and goal as defined in logical framework analysis
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently “evaluation” is used for a more comprehensive and/or more in- depth assessment than “review”. Reviews tend to emphasize operational aspects. Sometimes the terms “review” and “evaluation” are used as synonyms.
Risk	The probability that an event or action may adversely affect the achievement of project objectives or activities. Risks are composed of factors internal and external to the project, although focus is generally given to those factors outside project management’s direct control.
Sample	The sample is a list of specific units from which data will be collected
Sample frame	The sample frame is a list of all the known units in the population.
Sample size	The sample size means the total number of units from which data will be collected and analysed.
Seasonal calendar	A diagram used for obtaining seasonal patterns of rainfall, employment, income/expenditure, diseases, livestock, production, workforce availability, crop pattern etc.
Seasonal poverty	Poverty, hunger and illness are highly dynamic phenomena, changing dramatically over the course of a year in response to production, price and climatic cycles. When acute hunger or disease occurs, it is not typically due to conflict or natural disaster, but as result of seasonal influences-annually recurring periods when existing harvest stocks have dwindled, little food is available on the market, and prices shoot upward. This results, predictably, in cycles of poverty that can be devastating.
Sector program evaluation	Evaluation of a cluster of development interventions in a sector within one country or across countries, all of which contribute to the achievement of a specific development goal. Note: a sector includes development activities commonly grouped together for the purpose of public action such as health, education, agriculture, transport etc.
SMART – as an approach to writing objectives	A tool to determine whether or not objectives will be measurable and useful to program planning. Specific: Identifies concrete events or actions that will take place. Measurable: Quantifies the amount of resources, activity, or change to be expended and achieved. Appropriate: Relates to the overall problem statement and desired effects of the program. Realistic: Provides a realistic dimension that can be achieved with the available resources and plans for implementation. Time-based: Specifies a time

	within which the objective will be achieved.
Social exclusion	Refers to processes in which individuals or entire communities of people are systematically blocked from rights, opportunities and resources (e.g. housing, employment, healthcare, civic engagement, democratic participation and due process) that are normally available to members of society and which are key to social integration.
Social insurance	Contributory benefits that provide transfers on the basis of contribution records and social solidarity. Benefits often include old age, disability and survivors' pensions, unemployment insurance and maternity insurance.
Social mapping	Mapping consists of household information such as population density, social classes, land use etc.
Social protection policies and programmes	Which aim to prevent and mitigate the shocks that create and maintain chronic poverty, and provide recovery assistance by protecting incomes and building the assets of the poor. Examples include pensions, and food for education programmes.
Social safety net	The term was introduced to refer to a temporary measure to catch those who were transiently made vulnerable through structural adjustment and liberalization (e.g. transfers to households or subsidy programmes). The term '(social) safety net' is now widely used, sometimes with a different meaning. There is no commonly agreed definition of this terminology, and actors may use it to refer to protective social transfer projects ensuring a minimum level of income (as per the original definition), or (humanitarian) cash transfer projects, or social transfer schemes developed within a broader social protection system (guaranteeing a long-term institutionalized social protection). This Reference Document adopts the original, narrower definition of a safety net as a temporary social transfer project operated outside of government structures.
Social security	The system of cash transfers provided by countries, comprising both non-contributory and contributory (social insurance) transfers. Social security is recognized as a human right in a range of international human rights conventions.
Stakeholder	A person, group, or entity who has a direct or indirect role and interest in the goals or objectives and implementation of a program/intervention and/or its evaluation.
Summative evaluation	A type of evaluation conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. It is designed to provide information about the merit or worth of the intervention.
Sustainability (of a program/project)	The sufficient likelihood that political and financial support will last to maintain the program.
SWOT analysis	An analysis of an organisation's Strengths and Weaknesses, and the Opportunities and Threats that it faces. A tool that can be used during all phases of the project cycle.
Target	The objective a program/intervention is working towards, expressed as a measurable value; the desired value for an indicator at a particular point in time.
Targeting	The means by which individuals are selected as beneficiaries of social

	protection programmes.
Target group	Specific group of people who are to benefit from the result of the intervention.
Tax-financed	A levy placed on a specific type of monetary transaction for a particular purpose. The concept has been most commonly associated with the financial sector; it is not usually considered to include consumption taxes paid by consumers.
Terms of Reference (TOR) of an evaluation)	A written document presenting the purpose and scope of the evaluation, the methods to be used, the standards against which performance is to be assessed or analyses to be conducted, the resources and time allocated, and the reporting requirements.
Thematic evaluation	Evaluation of a selection of development interventions, all of which address a specific development priority that cuts across countries, regions, and sector. Sometimes is called crosscutting evaluation.
Time series	A pre-intervention or baseline measurement is followed by a number of similar measurements after an intervention or service has been delivered. This design allows evaluators to see the possible effects of an intervention soon after clients receive it and at another time period after the intervention or service has been receive
Theory of change (ToC)	A comprehensive pathways and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. ToC is a systematic exploration of the links between outcomes, goal and the context. It is a structured thinking process that allows to turn the theories about what needs to change and why into a “causal pathway”
Transect walk	A observatory walk to study the natural resources, topography, indigenous technology, soils and vegetation, farming practices, problems and opportunities. These are done with a group of villagers-either following a particular course, cross country or covering the area.
Transient poverty	Poverty among households who are poor during some parts of a year but not others, or in some years but not all. They may be poor in some years due to idiosyncratic or covariate temporary shocks ranging from an illness in the household or the loss of a job to drought or macroeconomic crisis. Also called transitory poverty.
Triangulation	The analysis of data from three or more sources obtained by different methods. Findings can be corroborated, and the weakness or bias of any of the methods or data sources can be compensated for by the strengths of another, thereby increasing the validity and reliability of the results.
Upper-poverty line	Moderate poor households whose food expenditure is at the food poverty line. The line is defined by Cost of Basic Needs for a bundle of eleven food items corresponding to 2,122 kcal per day per person plus an allowance for essential non-food consumption.
Validity	The extent to which a measurement or test accurately measures what is intended to be measured.
Vulnerable group	VGF has been over the years, transformed into Vulnerable Group

development (VGD)	Development (VGD). About 500,000 women families are getting benefit and each family receives 30 kgs of wheat per month.
Vulnerable group feeding (VGF)	VGF is a form of gratuitous relief. This programme is normally launched during disaster and after disaster till the distressed people remaining vulnerable to hunger. It may be stated that the WFP started its relief activities as VGF Programme in Bangladesh among the poorest women from 1975 under projects BGD 2226.
Value Chain	The value chain describes the full range of activities that producer do to bring a product from its beginning to its end use and beyond. This includes activities such as planning, production, marketing up to the final consumer.
Value for money (VfM)	Value for Money (VfM) in development project/programme is about maximizing the impact of each unit of currency spent to improve the people's lives. The purpose of the VfM is to develop a better understanding (and better articulation) of costs and results so that investors can make more informed, evidence-based choices. VfM doesn't mean to go for the cheapest things, but the desired quality at the lowest price. This is a process of continuous improvement of the value of the expenses.
Venn diagram	Used to depict key institutions, organizations and individuals and their relationship with the local community or others. Key players in decision making are shown. On the Venn diagram, each institution is represented by a circle. The size of the circle represents the importance, significance or power of that institution.
Workfare programme	Form of social welfare programme requiring able-bodied adults to work for social transfers (cash or food).

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