

The background features a white page with three large, overlapping blue circles of varying sizes. Two thin blue lines intersect at the top left, forming a triangular shape that frames the circles. A large, faint watermark reading 'FRDP M&E Annual' is oriented diagonally across the page.

***FRDP* MONITORING
& EVALUATION POLICIES
& SYSTEM**

**MANUAL OF FRDP
Monitoring & Evaluation System**



FRDP M&E Manual

PREFACE

This Manual has been prepared for the FRDP which is being implementing its Projects on WASH, Livelihoods, and providing M&E support to International organizations based projects in Pakistan. To ensure that information needed to manage and adjust the project activities in the life of the FRDP. Monitoring and evaluation system is being set up to cover all levels, from field level to Head office level.

Monitoring and evaluation for FRDP projects has been defined as the gathering of data to enable detection of changes in the status. This manual describes the way in which an M&E system can be developed, but it is also meant to function as a specific project resource containing information on how to plan, organize, carry out and report on the M&E activities. Considering that many of the associated staff involved in M&E may be relatively new to the subject, and may lack substantial background in the subject, this manual can also serve as a basic reference on M&E, and serve as the notes for an introductory training course.

A set of matrices and detailed Indicator datasheets specific to FRDP have been prepared. While every effort has been made to select indicators which are available, there has been little time to check application use of the system will prove whether it has been well prepared or not.

Many people have contributed to the development of the M&E system, particularly to identification of indicators, Staff of FRDP, persons in the Project Management Unit.

Toseef Ali
Head of M&E unit
FRDP

MONITORING & EVALUATION

Brief description

This toolkit deals with the “nuts and bolts” (the basics) of setting up and using a monitoring and evaluation system for projects implemented by FRDP. It clarifies what monitoring and evaluation are, how FRDP plan to do them, how design a system that helps FRDP Management to monitor and an evaluation process that brings all together usefully. It looks at how FRDP collect the information need and then how save projects from drowning in data by analysing the information in a relatively straightforward way. Finally it raises, and attempts to address, some of the issues to do with taking action on the basis of what FRDP have learned.

Why FRDP has detailed toolkit on monitoring and evaluation?

If we don't care about how well you are doing or about what impact you are having, why bother to do it at all? Monitoring and evaluation enable us to assess the quality and impact of your work, against our action plans and strategic plan. In order for monitoring and evaluation to be really valuable, we do need to have planned well.

Who should use this toolkit?

This toolkit should be useful to anyone working in FRDP. Who is concerned about the efficiency, effectiveness and impact of the work of the project implemented by FRDP

When will this toolkit be useful?

This toolkit will be useful when:

- FRDP is setting up systems for data collection during the planning phases of a project;
- We want to analyse data collected through the monitoring process;
- We are concerned about how efficiently and how effectively we are working;
- FRDP reach a stage in project, or in the life of our organisation, when we think it would be useful to evaluate what impact the work is having;
- Donors ask for an external evaluation of our work.

Definitions

Before discussing how to organize and conduct Monitoring & Evaluation a definition of both Monitoring & Evaluation is needed to provide a common understanding. Collecting the information in project is a normal part of day-to-day work. The purpose of doing that is to help you decide whether project activities are being implemented as planned. The information is then used to make decisions about improving the management and implementation of the project.

Monitoring

Monitoring helps continual self-evaluation through both formal and informal systems of projects. It is the process of continuously collecting information about the progress of the project. Monitoring gives information on where a project or program is at any given time (and over time) relative to established end-line targets and periodic benchmarks of its activity outputs. Outputs are the products that the project activities produce,

Evaluation

Evaluation in its broadest sense means “to assess or judge the worth or value of something” In the project context it is a process to measure the outcomes, impacts and effectiveness of a project, in order to use lessons learned. We do this by determining the achievement of goals and objectives of the projects. Project evaluations are separately scheduled activities performed at specific intervals (for example in the middle or at the end of a project). Therefore whilst M&E are related, there are also some differences, as shown in the table below:

Table 1: Comparison of Monitoring & Evaluation

Tasks	Monitoring	Evaluation
When is it done?	Continuous	At fixed points
What information is Collected?	Directly available information about outputs	More detailed information; may be harder to get
With what purpose?	To check that activities are being implemented as planned	To see whether the goals and objectives are being reached
Who does it?	M&E Staff as part of their day to day work	Internal, or external team with specialist knowledge, assisted by project staff
How is the result	To improve quality of	To judge the impact on the

used?	implementation and adjust Planning. As input to evaluation.	target population, adjust objectives; decide about the future of the project
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Purpose of Monitoring and Evaluation

M&E is a **management tool** for those who manage anything from a small project Component to the entire project. The purpose of using M&E is to improve the project implementation in order to both achieve and enhance the impacts of the project.

A good M&E system will help in the following:

- Clarify what impact the project is expected to have
- Decide how progress and impact will be assessed
- Gather and analyze the necessary information for tracking progress and impact, and explain the reasons for success and failure, and agree on how to use this information to improve future actions

Effective Monitoring & Evaluation:

- Provide project coordinator/program officer & M&E Specialist with information needed for day-to-day decisions
- Provide key stakeholders with information to guide the project strategy
- Provide early warnings of problems
- Help empower primary stakeholders, especially beneficiaries, and involve them more
- Build understanding and capacity amongst those involved
- Assess progress and so build accountability

In summary a good effective M&E system is a tool for **managing for impact**. However it is not a tool that replaces the other specific management functions of Planning, leading, organizing and controlling.

FRDP ORGANIZATIONAL POLICY

Monitoring & Evaluation

- Comprehensive and practical monitoring and evaluation plan must be structured according to the program design of the FRDP, integrating all projects at different district offices across intervention areas in Sindh.
- Monitoring and evaluation plan and process must be able to support the progress review at all levels, with feedback mechanism to the implementing staff & communities, and impact assessment at program level. It should be able to assess the effectiveness and efficiency of the programs.
- All project staff must be aware of their job responsibilities and their hierarchy in the monitoring and evaluation system.
- The selection of indicators should be based on the policy needs, goals, priorities and resources. The indicators should be sustainable and replicable.
- MIS should be integrated with all existing systems in order to ensure sustainability. MIS should be strengthened and optimally utilized.
- Duplication of services and work should be avoided, thus improving efficiency and decreasing workload.
- Data collection process should be standardized and regularly monitored to ensure quality.
- Clear guidelines for data utilization by different levels of program staff should be introduced and followed.
- Teamwork among service delivery staff, Program coordinator and program officer and decision makers should be ensured.
- Analysis should use simple techniques and the results presented in non-technical language, if required.
- Feedback should be integral part of Management Information System, including timely dissemination of findings and regular feedback at all levels, according to the requirements and capacity to understand at each level.
- A sense of ownership should be created among those who generate data at grass-roots level by involving them in data processing, interpretation and analysis.
- Management Information System should be cost-effective and sustainable.
- Utilization plan of the findings and information should be in place, to make the future plan.

Elements of monitoring & evaluation plan should be well defined

including:

- Description of program goal and objectives.
- Purpose of M&E plan (performance monitoring and impact assessment)
- Logical Framework with all program components.
- Indicators system.
- Data sources (Routine vs. non-routine, types)
- Utilization & dissemination plan
- Baseline design and plan.
- Impact evaluation design and plan.
- Adjustments to M&E plan during project implementation and post project or program.

MIS STRATEGY

Objective:

Well-established MIS should be able to:

- ✓ Routine data collection system in operation within program.
- ✓ Collect data at all levels & aspects of the program.
- ✓ Communicate data between different levels.
- ✓ Interpret relevant information.
- ✓ Use data for progress & performance review and then future strategic planning.
- ✓ Allows both monitoring & evaluation of total program its units.

Guiding Principles:

- ✓ Program components given in program design.
- ✓ List indicators require for each program component.
- ✓ Ability to collect quality data without harming quality of services.
- ✓ Well – defined & simple tools to record the data, for completeness of data collection.
- ✓ Clear flow of information data communication to central source
- ✓ Logistical capacity to process data.
- ✓ Availability of human resource to analyses the data.
- ✓ Utilization plan of the data & information.
- ✓ Data is easily accessible from central source.
- ✓ Can determine success of pre – defined objectives.

Methodology:

1. Orientation of the staff regarding program design, components, indicators & how to use these for Monitoring & Evaluation.
2. Review of the MIS with district offices & projects staff regarding their objectives, indicators, data source, data collection process to develop workable MIS and district office level M & E plan.

3. Improve logistical capacity to process data at district office & head office of FRDP.
4. Development of workable database for each program component.
5. Development of supervisory tools for each project.
6. Strengthening of existing monitoring system at community level, and district offices & head office level.
7. Strengthening or development of feedback mechanism their supervision / monitoring process involving all staff in M&E plan.
8. Development of timeline for data collection and its utilization plan.
9. Development / Strengthening of data analysis & accordingly review of the program / project progress.

FRDP M&E Manual

FRDP Monitoring & Evaluation System

To measure the program performance and effectiveness, management information systems are used as tools of monitoring and evaluation. Planners and program officers/coordinators use this information for their decision-making and modification or improvement of intervention strategies.

It has always been a challenging task to identify and adopt adequate and relevant performance indicators for strong monitoring and evaluation mechanisms for cost-effective program interventions. FRDP has developed a monitoring and evaluation policy and strategy which based on:

- ✓ The system should be simple to understand, easy to implement and functional.
- ✓ It should be able to serve program needs, and emphasized on grass-roots performance evaluation and accountability.
- ✓ The system should be relevant to all program components policies, providing basic information to program planners and coordinators.
- ✓ The system should serve as a viable check-and-balance system and also produce timely outputs on regular basis.

Monitoring Mechanism:

- Desk monitoring
- Field Monitoring

Desk Monitoring:

It is based on routine reporting system, followed by monthly progress report meeting at district office level, and then monthly all district Project coordinators meeting at head office, Monthly Financial review meeting at head office.

Quarterly reports of projects generated. They are discussed and reviewed by Monitoring & Evaluation officers and then discussed with CEO/Program Officer/Coordinator Operation & Compliance for approval. After review of reports by Monitoring & Evaluation section after progress analysis, strategic issues are decided, while in executive committee meeting policy issues are discussed and decided.

Field Monitoring:

Supervisory & monitoring visits to look at field-based activities, Audit activities of field MIS records, Audit of District Offices records, stock register, Accounts books, and Transport record / vehicles status etc.

Working Model of FRDP M & E



Reports Generation:

- Regular Monthly Data collection
- Regular Data entry in to Database
- Completion of Data reporting formats for each project
- Completion of Data reporting formats for District Office
- Data transfer to Head Office Monitoring & Evaluation Section Database
- Data management at each District Office & then at Head Office.
- Data Analysis
- Report writing (Information generation

