

PROGRAM DEVELOPMENT AND MANAGEMENT GUIDELINE

Version 1, Effective from July 01, 2022

RISDA-Bangladesh

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1. Organization Concern

1.1 Organization Background:

RISDA-Bangladesh (Resource Integration and Social Development Association in Bangladesh) is a non-government voluntary development organization. The Organization came into existence in 1993. Since then as an outcome of the dedication, sincerity and tireless efforts of all irrespective of staff, volunteers, community people and development partners involved with RISDA-Bangladesh, the organization has grown into one of the reputed non-government development organization in Bangladesh and engaged significantly in transforming the lives of underprivileged, marginalized and hard to reach people in the country.

1.2. Vision of the organization:

RISDA-Bangladesh envisions a society where deprived and discriminated people are living with sustainable development in their life and livelihood and with respect and dignity.

1.3 Mission of the Organization:

Mission of RISDA-Bangladesh is to work with deprived and discriminated people, stakeholders in the society and state party for collective action to establish rights and entitlement for their life and livelihood.

1.4 Core Values and Operating Principles:

RISDA-Bangladesh is committed to four core values of:

- Diversity-Care and respect for all people.
- Inclusion- Mainstreaming the marginalized people
- Equity-Maintain equity in Society
- Integrity –Demonstrate dependability, honesty, loyalty and good judgment.

Our action is guided by four operating principles:

- Innovation- Create space for learning by encouraging research and creativity
- Quality-Achieve excellence in every action
- Accountability- Implements its activities in transparent way and accountable to its program participants
- Sustainability- Target long term sustainable impact

1.5 Strategic Objectives of the Organization:

- ❑ To increase organizational capacity to become capable for quality management and institutional governance of RISDA Bangladesh for integrated development program.
- ❑ To strengthen and expand renewable energy base quality services and social business model for environment friendly economic sustainability of community and the institution.
- ❑ To increase income of the poor people with development of groups, awareness raising, accumulating savings and credit supports.
- ❑ To empower poor people economically for sustainable livelihood of individual or group of poor people to live in the family and society in improved living condition.
- ❑ To empower poor and discriminated people for establishing their rights to access to public resources and services for their improved life with dignity and respect in the society.

1.6 Purpose of Program Implementation Guideline:

The purpose of this guideline is to practice a standard system for project designing, programme development, implementation, monitoring, evaluation, documentation and replication to internal and also to external stakeholders/ actors. RISDA- Bangladesh always give priority the value for money. RISDA always emphasis quality and does not compromise with standard.

An effective internal control system can be assured that ensure quality standard tasks for program towards achieve the organizational mission and vision.

The following issues are considered for program implementation guideline of RISDA- Bangladesh.

- Conceptual understanding of program and project
- Project cycle
- Community and beneficiaries
- Needs identification and analysis
- Project design & planning
- Project preparation
- Project implementation
- Project monitoring & evaluation
- Project impact assessment and reporting
- Gender and Diversity
- Documentation and knowledge management

The specific objectives of the program implementation guideline are:

- To conceptual understanding among development actors regarding terminology of project, programme and project cycle
- To design realistic and priority based program/ project for community focusing needs and entitlement.
- To implementation of program/ project focusing relevancy, effectiveness, efficiency, impact and sustainability
- To monitor and assessing results of program/ project for said population focusing women engagement and their contribution for family, society and national contexts
- To ensure process and result documentation of programme/project and knowledge dissemination among the backward population

2. Conceptual Understanding

2.1 Concept of Program:

Program is big issue rather than project. Under a program there could be several projects. Like Water and Sanitation (WASH) is a program and under the WASH there could be different project like Safe water supply project, sanitation project, hygiene and sanitation project, etc. So, program is big issues and there could be several problems under a program. The programs are WSAH program, Education program, Health program, Micro Finance Program, etc.

2.2 Concept of Project:

The project cycle is an introduction to the concepts, definitions and planning tools.

Concept of “Project”: It is time bound initiatives with specified objectives and results and a limited amount of resources. Regardless of the type of work it does, every project follows a similar pattern from the initial analysis and identification to the planning, implementation and evaluation. A project can be defined as a series of activities aimed at bringing about clearly specified objectives and “tangible” results with limited resources (time and budget). If you talk about a project, the following criteria should come to mind:

Objective oriented – the overall objective, specific objectives and results of the project are specified and the necessary time and budget is limited.

Complex – the initiative is complex; sub-activities are strongly interlinked and interdependent and their content and dependencies can change over time. Activities therefore need to be planned and managed wisely and with foresight.

Interdisciplinary – The specific objective and results of a project can often only be achieved through the interaction of various professional qualifications from various organizational units.

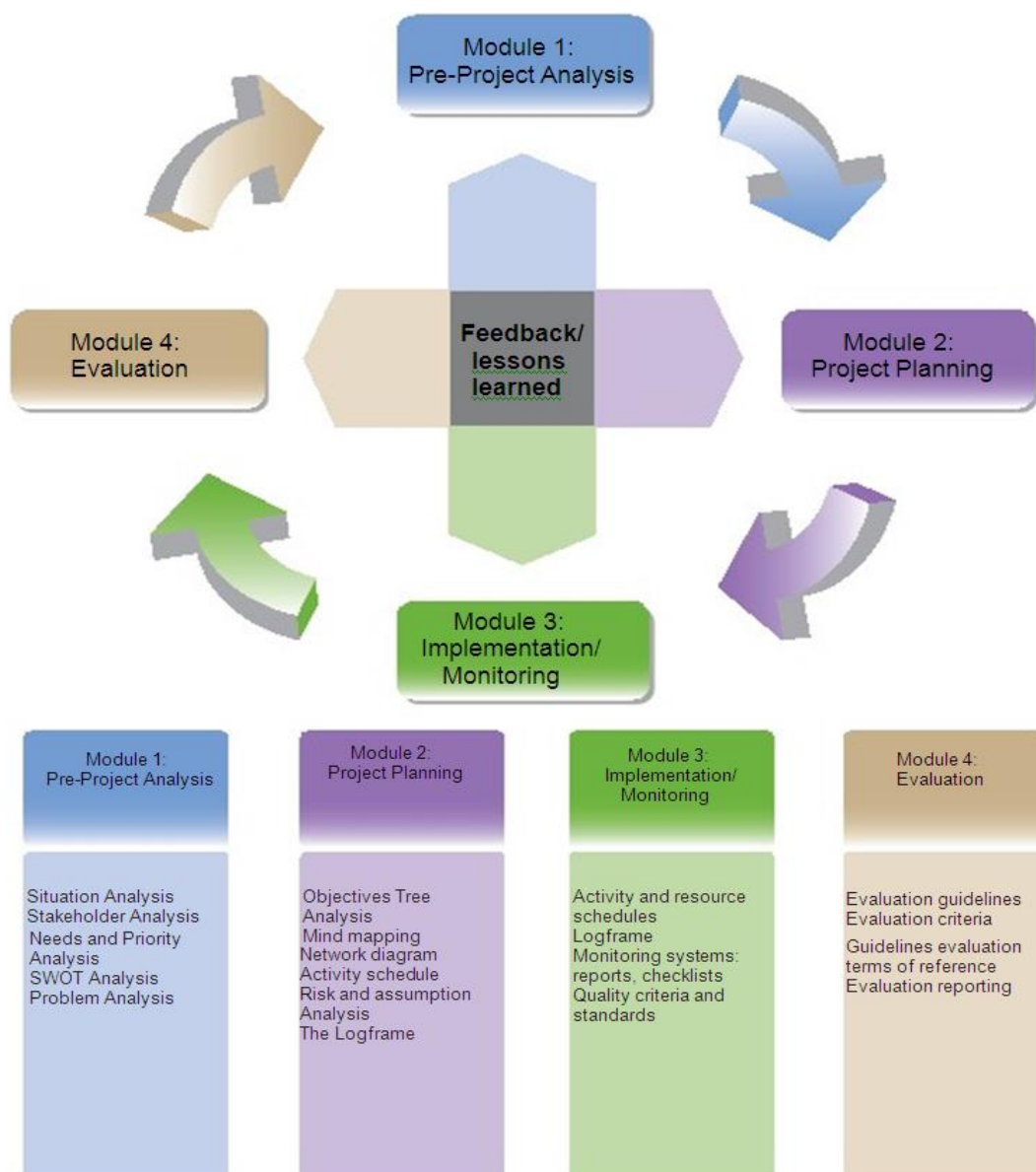
2.3. Project Cycle Management (PMC):

To be able to achieve the specific objective and results with the given resources (time and budget), activities need to be planned, organized, controlled and appraised so that the project can be implemented successfully. Each project passes through the following phases:

- 1) Pre-Project Analysis
- 2) Planning stage
- 3) Implementation and Monitoring
- 4) Evaluation

Project Cycle Management encompasses all activities to successfully manage these phases. The project phases can also be understood as the “life cycle” of a project. The understanding of the four project phases as a cycle supports a systematic approach to project management, aiding project managers and their teams to examine issues in a more systematic way by means of a well-structured process, applying respective analytical tools and techniques at each step during the life cycle of a project. The phases of the project cycle are progressive. Each phase leads to the next. Information is required at each phase so that sound decisions can be made before progressing to the next phase. This way, the proposed process ensures that project concepts and the context within which projects operate are clear, project plans are well founded, decision making is structured and sound and monitoring and evaluation of project activities is done in a systematic way focusing on relevant areas.

Diagram of PCM:



2.3 Conceptual understanding of community and beneficiaries:

Community: Community means a group of people who are living in a place and they practice similar culture, language and same geographical pattern. It can be different in religious variance but their social culture, norms and values and believes are similar. The economical variation is present but they are very supportive to each-others for humanitarian contexts.

Beneficiaries: The beneficiary means who get benefits or gets additional facilities rather than other people (general community) from any project or any program. Like – There is a micro finance group and the members of MF group gets credit facilities from RISDA- Bangladesh. So, the people who are getting credit (loan) facilities are called beneficiaries.

Here the people who are not getting credit facilities from RISDA- Bangladesh but they live in that village or para. So they are called as community in that areas and their social culture, norms, values, etc. are similar as benefices.

3. Need Identification and Analysis

RISDA accomplishes needs assessment of community or specify group of people and analysis of data for project designing. RISDA carry out it before a project designing as per EOI of donor or developing any project as per RFP. RISDA has some skilled experts who perform this assignment. The details about need identification and analysis are as follows.

3.1 Need identification:

Need means wants and assessment means measure the requirement to full fill the wants. Here need assessment means; to measure the specific requirements against problems of community or a group of people facing for maintaining their lives in the lights of basic needs and their entitlements. The need identification is “what types of actions are required to remove identified problems facing by the people of respective areas”. It means that what is the gap compared than existing facilities and currently requirements (needs) of people.

3.2 Need analysis:

A need analysis helps to understand a situation, priorities identified needs, respond appropriately, and make decisions on whether there is any particular course of action required. The follow tools are used for analysis the analysis the needs of community and affected population related to the objective of project.

3.2.1 Situation analysis: RISDA-Bangladesh analyses the situation to understand the real situation of community related the project objectives. Situation analysis is good to obtain a snapshot in time and space to clearly understand the situation and the context within which the project will take place. This can become a key part of stakeholder/community mobilization, and requires the adoption of a participatory approach.

3.2.2 Problem analysis: Problem analysis–in conjunction with situation analysis and stakeholder analysis – helps to structure the problems identified and focuses the project team on the key problems of the target areas that should be addressed. Problem analysis furthermore identifies underlying issues that may affect the long term sustainability of the project. It feeds directly into an analysis of objectives which is a key stage within the planning stage.

3.2.3 Stakeholder analysis: A stakeholder analysis helps to identify and assess the importance and interests of key people, groups of people, or institutions who are likely to play a role in the project, be affected by the project, have a vested interest in the project or activity, and may have an influence on the successful outcome of the project.

3.3 Comparison of Need analysis and situation analysis:

Needs analysis differs from situational analysis, it (need) assesses what problems and opportunities exist and what needs to be added or scaled up to address them or strengthen them; whereas the situational analysis identifies priority problems in a complex situation and considers the underlying dynamics with a view to identifying potential points of intervention. It also focuses on capacities, current policies, relevant services, and current and potential stakeholders.

3.4 Objectives of need identification and analysis:

Mainly RISDA carry out need assessment before a project designing as per EOI of donor or developing any project as per RFP. There are direct and indirect purpose of need identification and analysis. The specific objectives of need identification and analysis are as follows:

- Understand the gaps of services/needs compared than existing services/ facilities in the community level.
- Structured information gathered and focuses the project by mapping out clearly problems and their interrelation (causal relationships).
- Standardized project design as per EOI of donor or developing any project as per RFP.
- Making unique plan through a strong basis of needs of people/ community
- Develop short & long term strategic plans of RISDA- Bangladesh
- Set up a priorities for planning and designing program/ project
- Appropriate allocation of scarce resources
- Taking typical decisions through analysis the need assessment of data
- Enriching profile of RISDA- Bangladesh
- To build partnerships with UN, GOs, INGOs/ NGO, CBOs
- Rapport building with key stakeholders through engagement them with the process
- Develops skills & knowledge RSIDA's employees

3.5 Methodology and approach of need identification and analysis:

Needs identification and analysis is the 1st step and important part of project cycle management. RISDA practices following mentioned methodology and approach for needs assessment and analysis.

3.5.1: Review circulated EOI and RFP by donor/ financial agency: RISDA- Bangladesh reviews EOI or RFP circulated by donor or financial agencies. Based on the review of EOI and RFP, RISDA- Bangladesh make a plan for submission the EOI or RFP to the respected donor.

3.5.2: Determine the information needed for EOI/ RFP: According to review the EOI/ RFP; RISDA- Bangladesh develops a concrete understanding about the information which will be required to accurately identify and assess the needs of the target group. The data should be scientific, facts and figures (quantitative), or experiential (qualitative) that a combination of both is essential.

3.5.3: Identify appropriate sources of information and key informants: RISDA- Bangladesh identify the prospective and appropriate sources of information including key informants that are best suited to provide the information. In order to achieve success, RISDA- Bangladesh seeks direct participation and input from those who are, or will be, affected by the project. For example, any attempt to design services without seeking the input of those who are prospective users of the service will result in the planners being viewed as patronizing and paternalistic, making successful outcomes for your project extremely difficult.

3.5.4: Develops structured questionnaire and checklist: RISDA- Bangladesh develops and uses structured questionnaire/ checklist for needs assessment of community/ targeted population based on the project hypothesis. The questionnaire/ checklist is finalized based on the field test for justified appropriateness. Questions are be clear, unbiased and specific. Here open-ended and close-ended questions are considered in the questionnaire/ checklist but focusing on the open ended questions due to more clear understanding of requirement/ needs of community for designing the question. Please see Annexure -One for structured questionnaire and checklist for KII and FGD.

3.5.5: Apply methods to collect the information from different sources: RISDA-Bangladesh follows different methods for data collection towards needs identification and analysis as well.

3.5.5.1 Respondents' selection approach: Different random sampling approach is applied for respondent selection to identify the needs of community. Both probability and non-probability sampling approach is considered for respondent selection.

3.5.5.2 Literature reviews/ review secondary sources: Records may be printed information or computer databases, annual reports, files, studies, and research papers and so on that may contain or provide insights on relevant information are reviewed by RISDA- Bangladesh.

3.5.5.3 Stakeholder surveys: RISDA- Bangladesh carry outs stakeholders survey through focus group discussion or meeting or by mail/e-mail, and guided/administered in person or over the telephone. Surveys are done in brief and concise as possible while still being comprehensive enough to collect the desired information.

3.5.5.4 Semi-structured/ Individual interview: In depth interviewing is a valuable tool in needs analysis. The individual population are surveyed for information collection to identify the needs of community against the problems faced by the people.

3.5.5.5 Key informants interview (KII): Key informant is the prime respondent for need identification and data analysis because they are well known about the problems as well as situation related to the issues of EOI/ RFP. RISDA- Bangladesh gives priority to conduct KII for information collection and triangulation of data in the lights of authenticity and accuracy contexts. They provide a lot of intimate detail and a great deal of insight into the community being assessed.

3.5.5.6 Focus group discussion (FGD): Focus groups are an excellent way of gathering detailed information quickly. The similar characteristic participants are drawn from the target group, keep the group small (6-10 recommended), and make it attractive for participants to attend, by providing transportation and refreshments. Prepare questions in advance and take notes at the meeting. Here at least two people are engaged; one for facilitation and another is note keeping during facilitation session.

3.5.5.7 Large group meetings: RISDA- Bangladesh carry outs open forum or public meeting for getting many people involved for need assessment. Important considerations are: accessible meeting location, broad representation, and good facilitation.

3.5.5.8 Observation method: RISDA-Bangladesh applies structured and non-structured observation method for data collection towards need identification and data analysis.

3.5.5.9 Qualitative and quantitative method: Both qualitative and quantitative methods are followed for need identification and analysis by RISDA- Bangladesh.

3.6: Quality assurance of information:

RISDA- Bangladesh believes that quality is the brand and its emphasis to ensure the quality of every stage of program. So, it applies the triangulation approach for quality checking through field visit, revisit/ cross checking the respondent's information and also verify with the secondary reliable data sources.

3.7: Implement the data collection/ survey plan:

RISDA surveys and/or conduct the interviews, focus groups and or meetings as per designed. Information is collected orally, visually, electronically and in printed form. Visual images such as

photographs and videos are carried out during data collection from field. Whatever questionnaire/ checklist is employed, proper and appropriate documentation is critical.

3.8: Analyze the data:

RISDA-Bangladesh is entered the collected data into a standard data based form through a user friendly software. All collected data is coded in to a unique system for analysis. The data is analyzed through tabular form and graphical aspects. The data analysis is focused by percentage (%) basis rather than numeric number.

3.9: Summaries the information:

RISDA summarizes data as per needs analysis has revealed. The summary should contain as a minimum:

- How we have collected our information;
- What we have found in analysis;
- What is our interpretation of the information is;
- What we have made plan to do with the information.

3.10: Validation of findings through feedback of stakeholders/ respondents:

RISDA conducts validation workshop/meeting with the stakeholders and respondents for authentication of general findings identified during data collection and also analysis the data. The triangulation is accomplished for validation the findings from different sources.

3.11 Problem tree analysis for root cause identification:

Under the need assessment part; RISDA Bangladesh analysis the problem trees for identify the real needs and causes of problems. This analysis is accomplish during FGD with the community. The strategy of problem tree analysis are mentioned below:

- Write down all problems that come to mind, and that were identified during the needs and situation analysis on meta-plan cards or pieces of paper (one problem per card).
- Identify the core/root problem (this may involve considerable trial and error before settling on one).
- Group the problem cards according to the cause and effect relationship of the problem. The question can be asked while grouping the cards is:
 - (i) Does this problem lead to the next one?
 - (ii) Is this problem caused by another one?
- Sometimes two or three problems together may lead to the next one.

The result is the creation of a problem hierarchy. So it is better to use a pin board for the development of the problem tree as problem cards can easily be moved round during the stakeholder discussion. OR

- The problem cards can be set on the ground at community level according to sequence of causes related to root/ prime cause.

4. Project Design and Planning

4.1 Project Design:

RISDA Bangladesh emphasis the needs of community, affected population and needs of stakeholders for designing the project.

The purpose of project design is “to understand the context in which a project is identified”. This part is important to understand the problem, underlying causes and identify potential solutions and opportunities. Based on the findings of needs assessment; RISDA Bangladesh design the project. This includes the analysis of project’s stakeholders (target groups, actors in the same field, partners, decision makers, etc.), needs and problems, the stakeholders’ influence and relevance to the project as well as type of involvement.

During the project design, the project goal, objectives and expected result indicators are set-out based on the needs analysis (problem trees) findings from primary and secondary sources.

4.2 Project Planning:

Planning is a team exercise that helps to identify the strategies for a project to achieve an agreed upon objective. In the planning process, activities and resources are identified and organized to realize the project objectives in an effective and efficient manner. Planning places a high emphasis on:

- ✚ Realising clearly identified project objectives (later referred to as specific objective and project results) and project results).
- ✚ The need to identify interventions based on thorough analysis rather than depending on intuition.
- ✚ A collective effort: The need for consensus, involving partners and stakeholders in the choices made.
- ✚ The development of effective and efficient strategies aiming at working towards institutional/ organizational, economical/financial and ecological sustainability.

4.2.1 Objective of Project Planning:

There are many reasons that developing a sound project plan is important. These are the most essential:

- ✚ To improve the project quality, effectiveness, efficiency.
- ✚ To clarify expectations about what the project should be doing?
- ✚ To facilitate monitoring and evaluation of the project process, results and impacts in accordance with agreed upon indicators.
- ✚ To facilitate clear communication and transparency between the partner organizations, collaborating partners, target groups and donors.
- ✚ To ensure continuity of the project when key project staff decide to move on.
- ✚ To ensure exchange and agreement between the various project stakeholders and take their different points of view into account during the planning exercise.

4.2.2 Who does the planning?

Planning can be a joint exercise, involving representatives of those who are affected by the implementation of the project (potential target groups), those who are involved in the project implementation (relevant staff members), those who will need to collaborate with to ensure the successful implementation of the project (external stakeholders, such as networking partners or governmental departments) and project management as well.

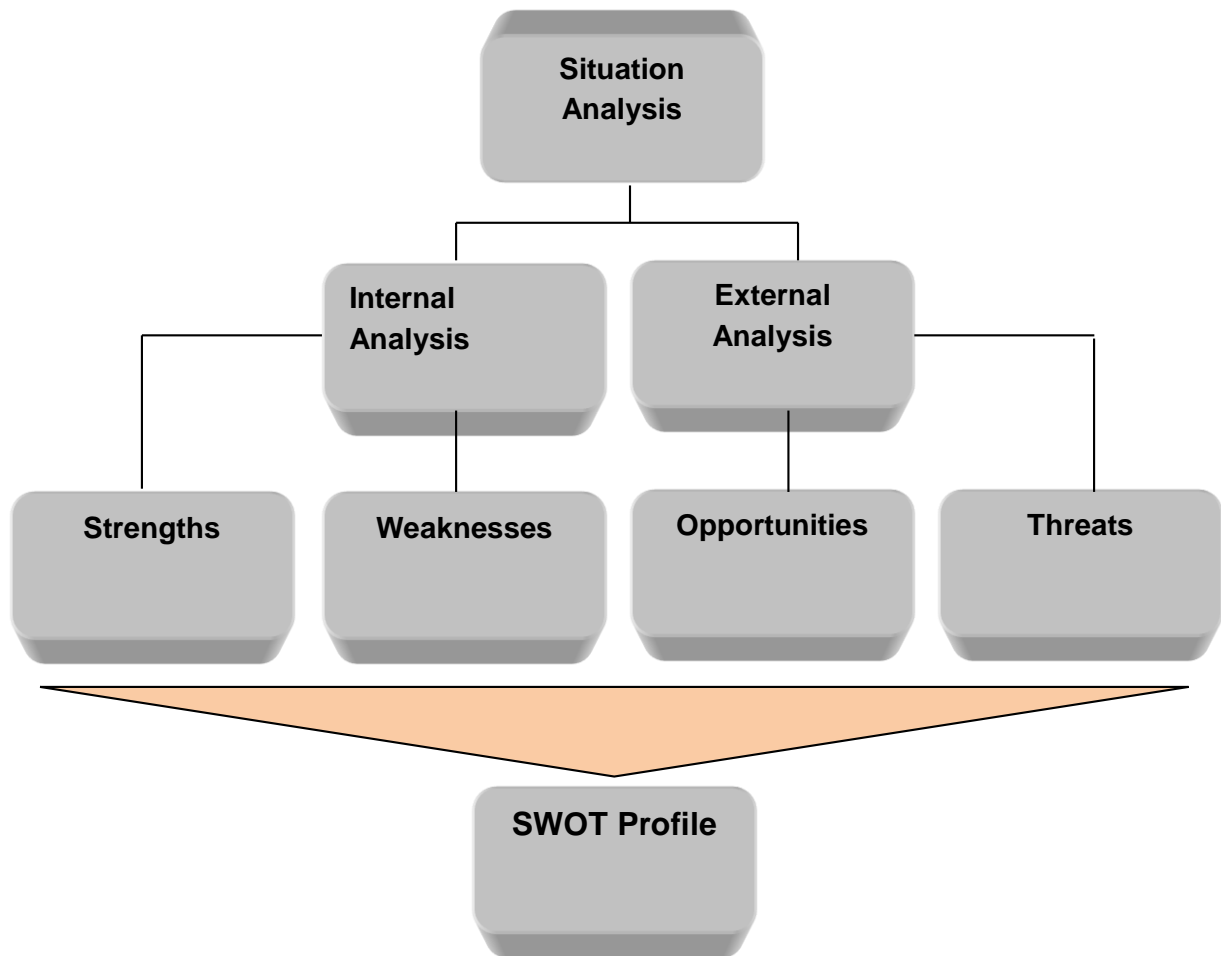
4.3 Methodology and approach of project design and planning:

RISDA- Bangladesh considers its strength aligned with sustainable development goal for project design and planning. It applies the needs of community linked with the goal and indicators of selected SDGs. RISDA follows its 5 strategic areas for designing project according to its latest strategic plan. RISDA considers the government and UN policies for designing and planning of

project. It follows the donor’s guidelines and requirement for designing and planning of project. Gantt chart is developed for project planning like - weekly, monthly, quarterly and annually. RISDA applies the Sphere standard for selecting the indicators of a project during design and planning.

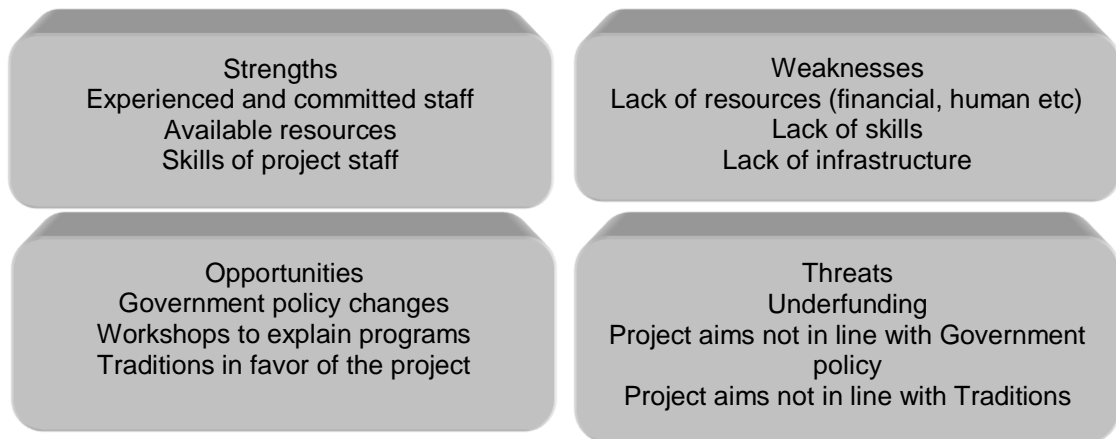
4.3.1 SWOT Analysis: During project design phase; RISDA-Bangladesh carry out SWOT analysis: The SWOT analysis is a simple tool that helps to order thoughts and findings into four categories: Strengths, Weaknesses, Opportunities and Threats. These can then be contribute the project planning.

Figure -1: Diagram SWOT Analysis Matrix



RISDA carry out SWOT analysis both internal and external situations contexts. The following diagram is used for SWOT analysis.

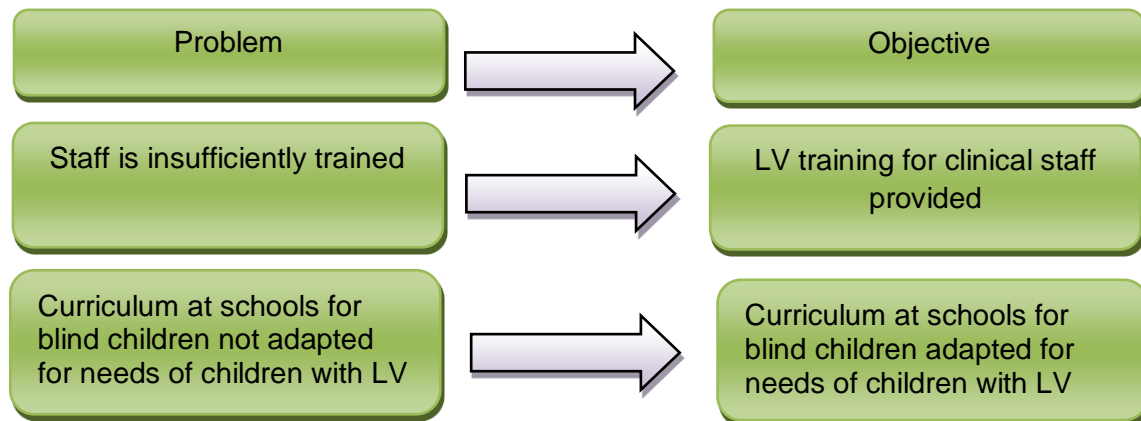
Figure -2: Diagram of SWOT Analysis



4.3.2 Objective tree analysis:

Under the project planning stage, RISDA Bangladesh carry out the objectives tree analysis. Based on the problem tree analysis in need assessment stage; RISDA- Bangladesh analysis the objective tree for project planning. In this stage; overall project objective, specific objective and results of project are determined in planning part.

Figure-3: Example: Diagram of problem into objective



4.3.3 Others different analysis in planning process:

RISDA- Bangladesh carry out different types of analysis in planning process of project. Mind mapping, networking analysis, activity schedule and resources schedule, risk and assumption analysis and prepare a logical framework for the project. In the planning part RISDA also prepare the below table for smoothly planning the program.

4.3.3.1 Logical framework: The 4x4 log frame metrics is developed by RISDA according the project objectives.

Table -2: Logical framework template:

	Narrative Summary	Objectively verifiable indicator (OVI)	Means of verification (MOV)	Risk/ Assumption
Overall Objective (Goal)				
Specific Objectives (Outcomes)				
Results (Outputs)				
Activities related to results		Resources/ Inputs	Cost	
Activity-1:				
Activity-2:				

4.3.3.1.A Objectively verifiable indicator (OVI):

The indicators of log frame is very much important for project planning. RISDA- Bangladesh emphasis to set up SMART indicators during project Planning.

SMART means :

S = Specific. All indicators should be clearly specific to understand

M= Measureable. The selected indicators should be easily measureable and meaning full

A = Achievable. During setting the indicators; RISDA considers that it should be achievable with the timeframe and also the overall situation of problems liked with the objectives

R= Realistic and reliable. The indicators should be realistic considering the set up objectives and results.

T= Time bound. The indicators should be time bound to achieve.

RISDA also considers the direct and indirect indicators. The qualitative and quantitative indicators are important consideration for setting the indicators of project proposal.

4.3.3.1.B Risk Analysis and Management:

RISK / Assumption of logical framework is important issue for planning process of a project. RISDA is very much conscious regarding the RISK analysis. RISDA always avoid the killer assumption the log frame. During risk analysis; RISDA- Bangladesh prioritize and categorize the RISK likelihood (probability) as (i) Low risk, (ii) Medium Risk, (iii) Significant, (iv) High Risk and (v) Critical Based on the categories of risk; RISDA set out the mitigation measurement during the planning phase of project. The magnitude (seriousness) of risks are treated as minor, serious, sever, major and catastrophic consideration. The risk assessment matrix are below.

Figure-3: Risk assessment matrix.

LIKELIHOOD Understanding and meaning of risk level/ ranking.	Likelihood Rating	Minor	Serious	Severe	Major	Catastrophic
	5. Almost Certain	Medium	High	Critical	Critical	Critical
	4. Likely	Medium	Significant	High	Critical	Critical
	3. Possible	Medium	Medium	Significant	High	Critical
	2. Unlikely	Low	Low	Medium	Significant	Critical
	1. Rare	Low	Low	Medium	Medium	High

Critical	Extreme risk - detailed research and management planning required at senior levels
High	High risk- immediate senior management attention needed
Significant	Significant risk - Senior management attention needed
Medium	Moderate risk - Management responsibility must be specified
Low	Low risk - Manage by routine procedures

The following template is used for risk mitigation approach by RISDA- Bangladesh. The two issues consider for risk analysis and management.

Table-3: Template of Risk Management

Activity	Possible risk/ Problems	Risk level		Causes of risk	Mitigation/ Management strategy
		Probability	Seriousness		

RISDA- Bangladesh practices the following steps for risk analysis and mitigation the risk towards achieve the stated goal and objectives of project.

- Step 1: Identify areas in the plan where you anticipate problems or where problems could most severely impact success
- Step 2: Identify the specific problems that could occur
- Step 3: List the likely causes for these problems
- Step 4: Plan actions that will prevent the likely causes from occurring
- Step 5: Plan actions that will serve as a contingency in case the problems do occur
- Step 6: Modify your project plan to include those actions.

4.3.3.2 Identifying activities, planning and costing of activities:

Under the project planning process we know exactly what we want to achieve and what types of project's overall objective, specific objective and the results based on the need assessment and community requirements. In this connection; RISDA makes a plan that identifies project activities, responsibilities, the dependencies, timing and schedule of works.

To make realistic plan and mobilizing resource for project activities, it is also essential to include staff members with the relevant expertise during the whole planning exercise. RISDA applies the following steps for making a realistic plan in the lights of operation the project appropriately.

Step 1: Identify all activities that are necessary to implement your project

Step 2: Clarify dependencies and sequence

Step 3: Summaries scheduling of main activities

Step 4: Define milestones

Step 5: Define knowledge and skill requirements

Step 6: Allocate tasks among the project staff

Step 7: Estimate time requirements for team members

Step 8: Visualize the activity schedule

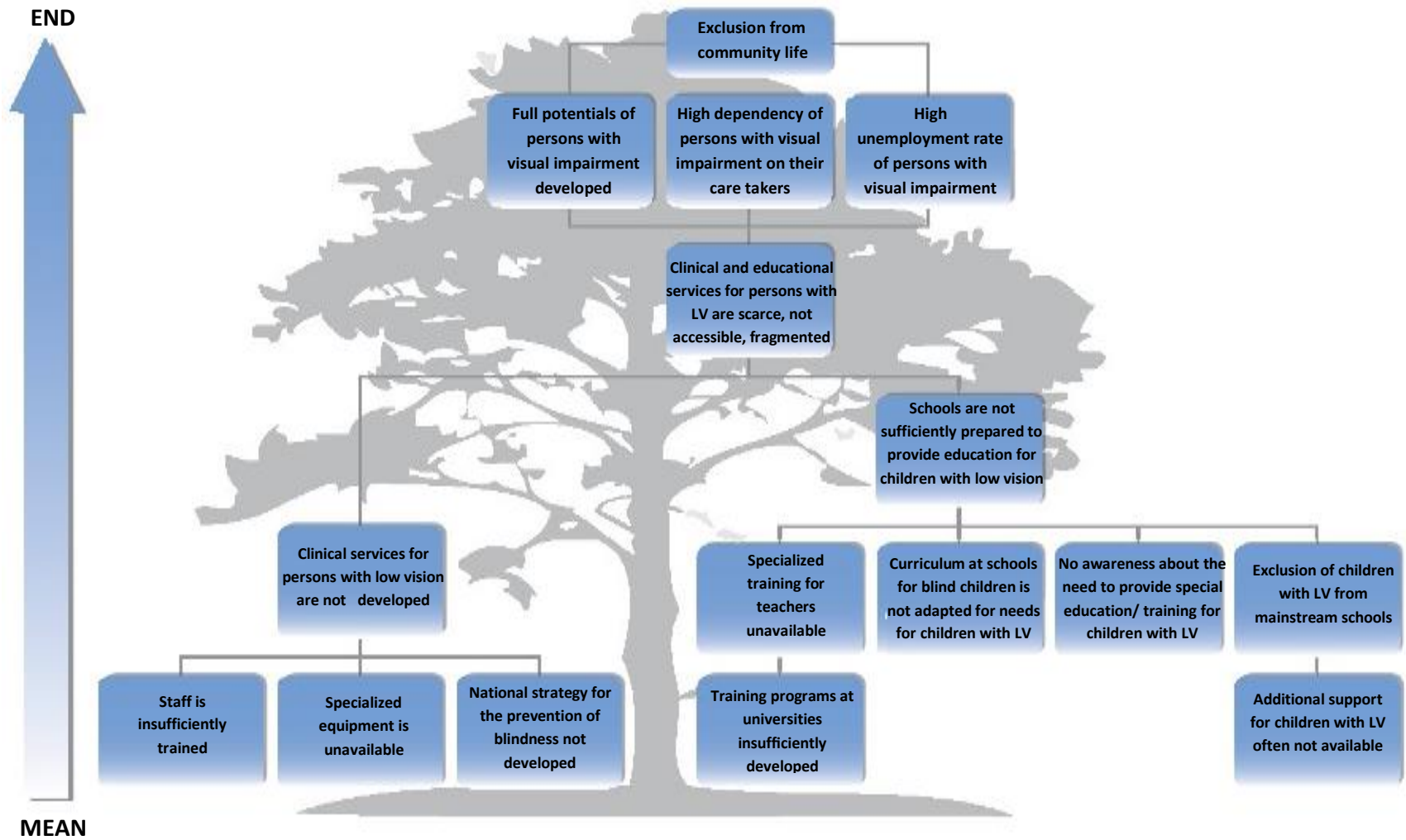
Step9: Identification of resource requirements and cost

Step 10: Summarizing the main activities and resource requirements in the log frame

Table-4: Template of Action Plan:

What to be done	Target of action (#)	How to be done	When to be done	Who will do (Responsible)	Resources required

Figure-4: Example: Diagram of an Objective tree



4.3.2 Community participation process in planning?

Participation is fostered and achieved in an environment of equal interaction based on listening and mutual acceptance of views. The following three requirements are necessary to achieve participation in planning:

(1) Focusing on the target groups of the project: The project target groups are most directly affected by the intervention. Without the direct target groups, project activities are meaningless. It is therefore recommended that every possible measure is taken to ensure that you involve and consult them accordingly during our project planning process. Participation of the project target groups can help ensure that to identify the real priorities of project design is relevant and realistic to the different target groups' needs.

(2) Ensuring conditions of effective communication: Ensure that relevant stakeholders are able to take an active part in the exchange and planning. This can be achieved by creating a productive and participatory working atmosphere, ensuring equality among all participants. Every stakeholder should have an equal right to speak with the freedom to express their view points, be heard with what they have to say, and have the right to make mistakes without being sanctioned.

(3) Taking differences into account: Participation of individuals can vary depending on how they are affected by the problem, their age group, their capacity, and status. Some may be the main people concerned, others may be less involved. RISDA- Bangladesh try to ensure that as many stakeholders as possible are involved while being aware that the level of involvement and manner of participation of each may differ. RISDA- Bangladesh applies two modes of participation in planning such as consultation and participation in decision making:

Consultation: RISDA- Bangladesh ensures the stakeholders opinions through consolation dialogues/ meeting for project planning aspects.

Participation in decision making: RISDA-Bangladesh emphasizes and involves stakeholders for making choices during the planning exercise. At the beginning of the planning process; RISDA decides on the most appropriate method to involve the different stakeholder groups in the planning and implementation of the project intervention.

4.3.3 Considerable aspect for project planning:

Some points to consider before you start your planning process.

Existing national strategies and policies: Project planning should always be seen in the broader context of existing national strategies and policies. Relate the project strategies to the relevant national strategies and policies to ensure that the project is embedded in the national context to increase its sustainability.

Alignment with project requirement: During apply for funding donor, RISDA- Bangladesh ensures the alignment of the project plans with the donor requirements.

Assets and Resources for Planning: RISDA-Bangladesh always thinks about the assets and resources for project planning. RISDA ensures that the project plan builds on and incorporates already existing strengths, at the same time being realistic towards addressing the identified needs and problems.

Lesson Learned: Always consider the lessons learned from previous projects or similar projects of other organizations. Avoid mistakes previously made.

Relevant with Target Group: Project strategies need to be relevant to the target groups, effective, efficient and sustainable.

Others organization services: Consider what other organizations are already doing and align the project plan where possible. RISDA- Bangladesh avoids building parallel service structures (duplication), and instead collaborate and network where possible.

Cross cutting issues: RISDA considers cross cutting issues in the development of the project plan. Under the cross cutting issues; RISDA focuses the gender mainstreaming, people with disabilities, climate changes, etc.

4.4 Methodology and approach of project preparation:

RISDA follows the HR and procurement policy for project preparation. RISDA recruits skill staff through advertisement in both newspapers and Bdjobs. All necessary logistics is arranged according to project plan. Office is set-up and decorated according to budget and assets/equipment. Project implementation strategies is developed based on the nature of interventions. Staff's capacity is built through training or orientation including partners. Different registers, training/orientation modules, training materials, awareness materials, etc. are developed. Required documents are also prepared related project implementation aspects. RISDA also develops documentation strategy under this part of project cycle management. Bank account is opened where required.

The respective sector actors, GoBs and stakeholders are oriented and informed on project interventions and their engagement including roles and responsibilities. The information related baseline / base mark are collected through baseline study by internal or external sources under the project preparation. All necessary agreements are accomplished with the relevant actors as per project design.

5. Project Implementation

5.1 Meaning of implementation:

Implementation means the execution of project activities in the field. During the implementation phase the project plan is executed. A major activity is to assess whether the project is on or off track. This requires establishing a monitoring system that will help to assess the actual progress against the planned progress. We may have to take measures to improve the performance of the project or adjust project plan as necessary. Regular monitoring enhances continuous learning during the implementation and achieves accountability. A special focus during the implementation is ensuring the sustainability of project activities. This relates not only to financial sustainability but also to technical issues, national policy adherence, institutional capacity development as well as compliance with socio-cultural norms.

RISDA follows some process and procedures for implementation of project according to project designed and planning. Under the implementation stage; RISDA- Bangladesh ensure the financial and technical supports as and when required. In this stage; level of accountability for resources used and results are achieved as per plan of action. Here lessons learned are captured for replication and also redesigned the planning process for similar project in future or revise the activities in the same project as required.

5.2 Different stages of implementation:



During project implementation, a project runs through several stages. RISDA- Bangladesh practices the following three main stages for project implementation:

Stage 1: The inception period – the inception period is when we review the project context and objectives and, if necessary, revise the implementation plan to fit with the current situation in context. Specific objectives should not change, but the means of achieving them (activities and activity schedule) may be adjusted to take into account the changes that have taken place since the project documents were drafted. Producing an Inception Report can be a useful opportunity to identify key individuals for the project activities (e.g. to select the right trainers and target group for training). The contents of an Inception Report could be a short description of the present situation, on how the situation has changed since the planning phase, and how the structure of the project needs to reflect these changes.

Stage 2: The main implementation phase – this is the core part of the project cycle. Here the previously planned activities are carried out by RISDA Bangladesh and managed in order to achieve the envisioned results. Progress towards a planned objective must be measured at different levels by comparing actual results with planned results using the indicators that were set out in the log frame. This enables the project team/management to adapt the project implementation in response to the findings. It is therefore beneficial to use regular, timely and structured reporting in order to ensure that the management team is aware of all relevant issues. The donor report both program and financial aspects are prepared according their requirement.

Stage 3: Closure and final report – the final report includes a summary of achievements since the project started and a section on lessons learned. Depending on the kind of project it may also include a final financial report covering the whole period of implementation. For some projects, also preparing an exit strategy is crucial. The last section of this chapter gives details on exit strategies.

5.3 Methodology and approach of project implementation:

RISDA implements the project according to Gantt Charts. During the project implementation; RISDA ensures all necessary logistics and technical supports to the project staff. Effective coordination is accomplished with stakeholders and communities. RISDA believes governance in program and ensures participation and accountability of stakeholders and beneficiaries in the project activities. RISDA follows the pre-designed guideline for project implementation. It emphasis to ensure the quality of activities in the lights of impact and sustainability of project. It reviews the Gantt Charts based on the reality and situation of project areas where it is required. RISDA identifies the best practices and replication them accordingly.

5.4 An Outline of Project implementation:

RISDA- Bangladesh applies the following key points for implementation of project in the field.

- ✚ Preparation of implementation documents for service, works and supply contracts (e.g. contract for printing materials, project agreement, and IT consultancy).
- ✚ Monitoring of project progress and suggestion of corrective measures if required to support efficient and effective implementation.
- ✚ Contribution as appropriate, to regular reviews and updating of operational plans.
- ✚ Keeping appropriate records of project progress, the results achieved and constraints encountered and preparing progress reports.
- ✚ Support of timely disbursement of funds based on approved planning and budgets and regular review of project performance.
- ✚ Facilitation of communication and information flow between, and feedback to, key stakeholders.

- ✚ Managing project reviews and/or evaluations and, once required, providing relevant project information.
- ✚ Making timely decisions to solve problems and support implementation.

Under the implementation phase; project monitoring is worked as path finder initiative. Based on the monitoring findings, RISDA management takes decision and changes the implementation modalities where and when required.

6. Project Monitoring and Evaluation

Monitoring and Evaluation is very much important part of the project operation and management. RISDA always gives emphasis for monitoring and evaluation of the project. RISDA has independent M&E department. This department works as catalyst for improvement of project in the lights of qualitative and quantitative manners. Both ED and DED directly support this department for capacity building of M&E staff and others necessary requirement towards perform the M&E related activities. RISDA has a common M&E framework and different tools and methods for monitoring and evaluation of project interventions. According to project designed; the M&E system is aligned with common framework as well tools and methods respectively.

6.1 Concept of Monitoring:

Monitoring is a continuous and systematic process carried out during the duration of an intervention, which generates quantitative or qualitative data on the implementation of the intervention, but not usually on its effects. The intention is to correct any deviation from the operational objectives, and thus improve the performance of the project as well as facilitate subsequent evaluation.

It is the process collection and management of data related to the predefined target values for the indicators (OVIs) in the logical framework. Monitoring information is collected on a continuous basis thought out the implementation phase of the project. It provides feedback to the project management towards improvement both quantitative and qualitative aspects of project based on the findings. Monitoring carry out following aspects and provides the feedback about information to the project management.

- a) Analysis the current situation of project
- b) Identify problems and solutions
- c) Discovered trends and patterns
- d) Keep project activities on schedule
- e) Measure progress towards intermediate goals and formulate/revise actions to achieve these goals
- f) Make decisions about human, financial and material resources

The monitoring is accomplished by internal staff. It focus the achievement in the lights of process, progress and expected results of project. Impact assessment is also important part of monitoring towards understand the changes of situation of pre-set problems and needs of targeted population.

Monitoring highlights the strengths and weaknesses in project implementation, enabling managers to deal with problems, find solutions and adapt to changing circumstances in order to improve project performance. It is therefore an information gathering exercise based on:

- ❖ Knowledge of project documentation, current status and general project environment
- ❖ Compiled information of all stakeholders and levels involved to get an holistic project overview;
- ❖ Structured opinion on progress;
- ❖ A facilitator for good project management;

- ❖ A transparent exercise, whereby all parties are aware of project progress and difficulties;
- ❖ A speedy and effective way of providing brief and informative reports;
- ❖ An overview of project implementation at a given point in time, which is carried out against a clear set of objective criteria.

Different types of information is collected for monitoring the indicators under the logical framework. Generally monitoring should focus on collecting and analyzing information on:

- ✚ Physical progress (input provision, activities undertaken and results delivered) and the quality of process (i.e. stakeholder participation and local capacity development)
- ✚ Financial progress (budget and expenditure)
- ✚ Preliminary response by target groups to project activities (i.e. use of services or facilities and changes in knowledge, attitudes or practices)
- ✚ Reasons for any unexpected or adverse response by target groups, and what remedial action can be taken.
- ✚ The information is depend on the nature of indicator. Actually based on the indicators, the measure able information is collected.

6.2 RISDA practices the different types of monitoring for program operation and management:

Process monitoring: RISDA- Bangladesh practices the process monitoring towards tracks the use of inputs, resources and materials in order to convert the activities into expected outputs. Process monitoring ensures the quality of activities/ services delivery to the targeted population.

Results/ performance monitoring: Result monitoring is the important part of program operation and management. RISDA ensures the results monitoring namely intended outputs, outcomes and impact in its program/ project. Both quantitative and qualitative aspects are monitored for tracking the expected effects and impacts of project.

Context monitoring: It refers to monitoring the pre-set risk and assumption of project/ program. RISDA develops risk mitigation matrix in the planning phase of project. So, RISDA ensures the risk/ assumption risk monitoring throughout the implementation phase of a project/ program. RISDA monitors the consequence effects of pre-identified risks and assumptions as well as also any unexpected situations that may arise for affecting the program/ project. Generally the context monitoring focus both internal and external aspects of program Those are natural calamities, beneficiaries/ stakeholder reactions, political aspect, institutional aspect, funding and policy issues of GoB which can affect the project/program. Actually the context monitoring helps us to identify the real mitigation actions/ influences on time for success or failure of the project/ program.

Compliance monitoring: RISAD is very much conscious about the donor compliance. So, it emphasis for ensuring the donor compliance of project / program operation and management contexts. Not only has the donor compliance, RISDA also monitors the government compliance issues for program operation and management in the field. Those compliances are donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, ethical standards and so on.

Financial monitoring: RISDA- Bangladesh ensures the financial monitoring in regular basis throughout the project period. In RISDA-Bangladesh, It is mandatory to practice this monitoring system for ensuring the financial efficiency and reducing the financial misuse/ corruption within the project/ program. Through this monitoring RISDA tracks the real expenditure involved in a project in comparison to the allocated budget and helps the project team to form strategies to maximize outputs with minimal inputs.

Organizational monitoring: RISDA- Bangladesh practices organizational monitoring system in order to tracking institutional development, improve communication system, develop collaboration with stakeholders/donors, sustainability of organization and capacity building of organizational staff/ partners including different stakeholder in relation with program/ project.

Beneficiary monitoring: RISDA-Bangladesh thinks that beneficiary monitoring is the important part of program operation and management. Its primary objective is to track the overall perceptions of direct and indirect beneficiaries in relation to the respective program/ project cycle. RISDA does “beneficiary monitoring” for measuring their satisfaction or complaints with the project and its different components. RISDA monitoring their participation with program/project, their actions/treatment for project, access to resources in terms of equitable and their overall experience and their changes for the project. RISDA applies this monitoring for tracking stakeholders complaints and capture feedbacks for improvement the quality of interventions or services under the program/ project. Sometimes it’s referred to as beneficiary contact monitoring (BCM). The participatory monitoring is also considered under the beneficiary monitoring system.

6.3 Concept of Evaluation:

Evaluation is a periodic assessment which is carried out by the external expert or organization. It is the process of gathering and analysis information to determine (1) whether the project is generation its planned outcomes and (2) the extent to which the project is achieving its stated goals through these activities. It is a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of an ongoing or completed project. Evaluation is undertaken to answer specific questions and to guide decision-makers, project management and stakeholders. It provides information on whether underlying theories and assumptions used in project planning were valid, what worked, what did not and why. The purpose of evaluation is

- To find out how effective the project is
- To determine whether the goals have been achieved
- To learn how well things are being done
- To learn from experience so future activities can be improved (lessons learned)

Generally evaluation is done for completed project or program (or a phase of an ongoing project or program that has been completed). Evaluations assess data and information that inform strategic decisions in order to improve the project or program in the future. During an evaluation, information from previous monitoring processes is used to understand the ways in which the project or program developed and stimulated change. Evaluations focus the following five main aspects of the intervention under the project/ program:

Relevance – Is the pre-set interventions are relevance for meet up the beneficiaries needs/ requirements against the determined problems/ constraints?

Effectiveness – Is the project deliverables effectiveness for achieving the stated objectives of project?

Efficiency – Does the project use its resources efficiently and value for money?

Impact – Does the project contribute for changing the lives of targeted population in the lights of economic, social, political, environmental and behavioral or any others aspects related to project’s indicators.

Sustainability – The project achievement/ performance (intervention/ results) will continue at the end of the project without any support/assistant form donor or any others external actors. Actually sustainability relates to whether the positive outcomes of the project at the specific objective level are likely to continue after external assistance has come to an end.

6.4 RISDA practices the different types of evaluation for program operation and management:

Evaluation can be "formative", meaning that it forms the basis of conclusions and recommendations for remaining implementation periods as well as for future project considerations. It can also be "summative", summing-up the evidence as to whether all resources were used wisely to the benefit of your target group. There are many others evaluation in development aspects.

Whatever it is; RISDA does the following evaluation for program operation and management.

Mid-term evaluation or Mid-term review: RISDA-Bangladesh carry outs mid-term evaluation/ mid-term review at the mid-period of a project. Generally it is performed by the external experts/ expert organization. But sometime it is accomplished internally due to funding crisis in the project budget. It objectives is as follows:

- ✦ To understand the project is operating in right tracks for achieving its stated goal and objectives
- ✦ To review the interventions and plan of action if required
- ✦ To review the goal and objectives basically logical framework in the lights of reality and situation of project risks and assumption
- ✦ To assess the inputs are contributing to achieve outputs and outcomes
- ✦ To identify any gaps which are affecting the project towards achieving its objectives in terms of quality and qualitative aspects.
- ✦ To capture the lesson learned and replicate in different project of organization or others geographical location of the similar project.
- ✦ To make appropriate decision for resources management namely money, man and materials for achieving project objectives

End-line or Final Evaluation: RISDA-Bangladesh is mandated to accomplish end-line or final evaluation of the project at the end period or closer period of project. Generally it is performed by the external experts/ expert organization. During project planning; RISDA make plan for evaluation. It objectives is as follows:

- ✦ To measure the magnitude of project goal/ objectives have been achieved considering relevance, effectiveness, efficiency, implant and sustainability
- ✦ To measure what impact has been occurred in the lives of target beneficiaries
- ✦ To capture lessons learned for future project designing and implementation
- ✦ To assess whether the project will need extend for next phase or to be closed within this phase.

Baseline study: RISDA-Bangladesh carry outs baseline study for capturing the bench mark information related to project indicators under the logical framework. The baseline information is collected to set out target and measure the changes status. RISDA conducts a baseline for collecting information which is required for monitoring and evaluating the project's implementation. This way you ensure that only the essential information will be collected. Generally RISDA makes plan to do it at the early stage of project/ program. RISDA does not baseline for small and short term project.

6.5 Methodology and approach of Monitoring and Evaluation:

RISDA practices a common M&E framework and different tools and methods for M&E activities. It practices participatory M&E system for monitoring process, progress and performance of project. Regular monitoring and follow-up is accomplished through field visit and review the documents/reports. Effective feedbacks are provided to concerned staff, stakeholders and direct beneficiaries. Both qualitative and quantitative methods is applied for M&E activities. RISDA practices daily, weekly, monthly, quarterly and annual frequency of M&E tasks based on project design and donor needs. RISDA makes baseline and mid-term/end-line evaluation as required. RISDA practices different software in M&E tasks as per donor's requirement.

6.6. Steps of M&E System Development:

RISDA Bangladesh develops M&E system based on the project design and logical framework. The following steps are followed for M&E system development,

- Step-1: Review the preset logical framework.
- Step-2: Review the project documents and secondary documents
- Step-3: Review the current information collection system and find out the gaps of information (For old project)
- Step-4: Organize meeting/ workshop with the project staff; specially program management personnel and identify the information needs of management.
- Step-5: Organize meeting/ workshop with the donor party and identify the needs of information towards measure the project goal and objectives
- Step-6: Organize meeting/ workshop with the partners and different stakeholders and identify their needs of information for measuring indicators of project
- Step-7: Identify data needs based on the measurable indicators of logical framework and also the data needs of different level such as donor, stakeholders and project management unit.
- Step-8: Develop M&E tools for data collection form primary and secondary sources
- Step-9: Identify, select and develop data collection methods according to developed M&E tools
- Step-10: Field test the M&E tools and methods for data collection and finalize Tools and methods
- Step-11: Recruit/ select data collectors (Internal/ external) for data collection from primary and secondary sources
- Step-12: Collect data from selected sources
- Step-13: Quality checking of data and validation through triangulation of related data sources (Randomly and observation approach)
- Step-14: Develop database software for data entry and data analysis
- Step-15: Ensure data entry according to database software
- Step-16: Cross checking the entered data and validation through randomly
- Step-17: Data analysis and report generation
- Step-18: Staring findings and provide feedback to concerned staff and management through personnel interaction, meeting, presentation etc.
- Step-18: Staring findings (Report) with concerned staff and management through personnel interaction, meeting, presentation etc.
- Step-19: Improve the quality and quantity of project performance.

6.7 Develop M&E plan:

RISDA- Bangladesh used to practice a common M&E plan for operation and management different program/ project.

Objectives of M&E Plan: The M&E plan will help project meet the minimum standard based on the logical framework that ensures the collection of baseline, monitoring and result/impact assessment data.

- The M&E plan will be used as effective performance measurement matrix for information gathering and used for decision making in future.
- The M&E plan will concentrate on specific aspect of the project cycle.
- The M&E plan will useful matrix to improve project implementation status, develop future projects and strategic organizational planning.

Template of M&E plan:

Outputs/ Result of logical framework	Operati onal indicat ors	Data needed to measur e indicato r	Data sourc es	Data collecti on tools	Data collecti on metho ds	Data analysi s by whom	Report prepare d by whom	Report dissemi nation to whom	Purpose of informati on use

6.8 M&E Methods:

RISDA-Bangladesh applies different methods and monitoring and evaluation of the project activities. Those methods are Field visit, Discussion/ Dialogues, Observation, Reviews related policies and documents, Follow up, Compare, Sample checking/ sample survey, Interview, Meeting, Case Study, Workshop and Validity ensuring/checking of information.

6.9 M&E Tools

RISDA-Bangladesh applies different tools for monitoring the project/program operation and management. Those tools are namely Format, Questionnaire, Checklist, Monthly Field Report, Different record sheets/books, Different Meeting Minutes, Movement register, Schedule/work plan, Attendance register, Baseline report, Audit report, Relevant documents, Photos, Log Book, etc. These tools are developed and review based on the indicator project log frame. Please find the sample of different tools of program operation and management in the annexure –two (M&E Tools of EiE project).

7. Project Impact Assessment and Reporting

RISDA likes to know the impact of each and every program. RISDA considers the impact assessment for it program to understand the changes situation of targeted population and also the impact of national and global aspect as consecutive effects of program/ project deliverables. Generally RISDA assess the impact through measuring changes of lives of targeted people as a result of project interventions. RISDA prepare different types of reports monthly, quarterly and annual basis. The report focus the impact situation of people through capturing best practices as case study or narrative description of the changes.

7.1 Concept of Impact Assessment:

Impact means the changes of lives of people as a consequences results of project’s interventions. It focus the outcomes level changes of the program/ project interventions. If any changes is occurred as a consequence results of activities of the project that is called as impact. The term

impact refers to the totality of all long-term effects of project initiatives on people, organizations, societies and physical environment brought about by a project or policy. The effects can be positive or negative, intended or unintended. Impact is seen as the positive and negative, intended or unintended. Generally it is considered for long-term aspect. Impact should be seen as the contribution of the intervention to the overall goal. Impact Assessment focuses the effectiveness of organizational activities and judging the significance of changes brought about by those activities. Impact assessment considered for primary beneficiaries /stakeholders and assess its long-term effects on them related to attitude, skill, knowledge, behavior, livelihood developed and changes the economic, social environment, etc. It is neither Art nor Science, but both. Impact assessment is intimately linked to *Mission*, and, in that sense, ripples through the organization. Being able to assess and articulate impact is a powerful means of communicating, internally and externally, the contribution of activities.

Example- productive asset is provided to the ultra-poor people. So, the beneficiaries' income and livelihood condition has been changed. Then it would be considered as impact of project. As a whole, if any consequence changes are occurred at the individual, social, geographical, political and national level that is called impact. Impact should be seen as the contribution of the intervention to the overall goal.

Generally; RISDA- Bangladesh practices to do impact assessment (short term context) during the project period through case study of direct beneficiaries, community performance by FGD, structured observation on direct beneficiaries/ community, SSI with stakeholders/ service providers, and so on.

7.2 Concept of Reporting:

Report means "A bunch of information". Information is the meaningful data which focus the accuracy and specification of respective context or issue. So report is the basket of data that is focus (1) accuracy and time, (2) specific and organized for a purpose, (3) presented within a context that gives it meaning and relevance, and (4) can lead to an increase in understanding and decrease in uncertainty of information. So, when different types of data is represented under a structured format or tool that is called reporting. A report focus the qualitative and quantitative aspects. It is prepared by focusing the data in numerically and narratively. It also presents in % (percentage) and also graphical aspect in designed.

There are different types of report such as weekly, fortnightly, monthly, quarterly, half-yearly, annually, project inception report, project completion report (PCR), impact assessment report, evaluation report, mentoring report, financial report/ financial statement, financial variance report, etc.

7.3 Methodology and approach of Impact Assessment and Reporting:

RISDA accomplishes mid-term or end-line evaluation where is required as per designed of project. But generally, it assesses the outcomes and impact level indicators to know the changes of magnitude in social, economic, political, environment, resilience on DRR and others aspects. RISDA does assessment in quarterly or annual basis for focusing the report on impact. Especially different case studies and best practices are captured and documented under this impact assessment process. RISDA prepares both qualitative and quantitative reports in weekly, monthly, quarterly and annual basis. Qualitative reports focus the impact of project interventions considering sustainability.

RISDA- Bangladesh prepare all sorts of report according to design of program/ project for donor, government, and stakeholders and also own for promoting its reputation and publication. Generally RISDA- Bangladesh collect information through different reporting tools in hard copy.

The hard copy is entered in to computer with in a standard and user friendly software. RISAD practices MIS system for reporting its progress and results of project.

RISAD-Bangladesh validates the data through cross checking with different sources of information and ensure triangulation with related data sources. The primary and secondary information is used for report generation and impact assessment. RSIAD captures all best practices and lesson learned through case study, newsletter, personal interview (survey), group discussion, FGD, KII, meeting, workshop and seminar.

Annexures

Annexure-1: Sample Household Survey Questionnaire for Need Assessment

HOUSEHOLD SURVEY QUESTIONNAIRE FOR NEED ASSESSMENT

Questionnaire Serial Number:

Organization: RISDA- Bangladesh

Address: HOUSE # 18, ROAD # 1, Block # B, Mirpur-6, Dhaka-1216

Households ID No.								
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Respondent Identification

Name: _____

Father/Husband/Guardian's Name: _____

Age: Education: Occupation:

Religion: Marital status:

Village and ward no: Union:

Upazila:..... District:

Age: Age of a household member in years.

Education: 1 = class I passed, 2 = class II passed10 = class X passed, 11 = SSC passed, 12 = HSC passed, 13 = B.A/B.SC/B.Com, 0 = Illiterate, 98 = can sign, 97 = can read & write, 96 = others (specify)

Section 1: General Information of Household Member

Q.Code: 001: Details of Family Members

Sl. #	Name	Age	Education	Marital status (Yes = 1, No =2)	Main occupation	Secondary occupation	Have disability/ Leprosy (Yes = 1, No =2)
01							
02							
03							
04							
05							

Answer Code:

Age	Education	Main occupation	Secondary occupation
Age of a household member in years. But, if there is a child in the family	1 = class I passed, 2 = class II passed10 = class X passed,	1= day-laborer (agriculture), 2 = day-laborer (others), 3 = rickshaw/van puller, 4 =	1= day-laborer (agriculture), 2 = day-laborer (others), 3 = rickshaw/van puller, 4 = shopkeeper, 5 = hawkers, 6 =

less than 6 months old, age of the child should be written in months. And if the age of a child is more than 6 months it would be written 1 year.	11 = SSC passed, 12 = HSC passed, 13 = B.A/B.SC/B.Com, 0 = Illiterate, 98 = can sign, 97 = can read & write, 96 = others (specify)	shopkeeper, 5 = hawkers, 6 = Small trader, 7 = housewife, 8 = unemployed, 9 = beggar, 10 = domestic servant, 11 = student, 12 = farmer cultivate own land , 13 = farmer cultivate land for crop sharing basis, 14 = service, 15 = others (specify),	Small trader, 7 = housewife, 8 = unemployed, 9 = beggar, 10 = domestic servant, 11 = student, 12 = farmer cultivate own land , 13 = farmer cultivate land for crop sharing basis, 14 = service, 15 = others (specify),
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Q. Code: 002: Is there any widow/divorced/separated people in your households?

Yes = 1 / No = 2

1.2.1 Why? _____

1.3 Are you and your family did early marriage of children? Yes = 1 / No = 2

1.3.1 If yes, why? _____

1.4 Do you know about fundamental rights and entitlement people or for you ? Yes = 1 / No = 2

SECTION TWO: Problems and Support Needed for Solution

2.1 What types of problems your family or you are facing now?

Problems	(Yes = √, No = X)	Problems	(Yes = √, No = X)	Problems	(Yes = √, No = X)
Food insecurity		Mal-nutrition		Shelter facilities	
Health related		Sanitary latrine crisis		Water crisis	
Child education		Disaster affect		Environmental aspects	
Social protection		Protection / GBV aspects		Education of children	
Women empowerment		Livelihoods		Others (Specify please) -----	

2.1.1 Food Security and food Consumption Information:

Particulars	Response	Types of support needs for solution the crisis
Usual number of meals per day (1/2/3)		
How many meal(s) did you have yesterday		
How often do you eat fish (no. days / month)		
When did you last have fish before this survey (specify no. days ago)		
Name the fish you last ate?		
How did you get the fish (fishing/ bought)?		
How often do you eat meat? (no. days / month)		
When did you last have meat? (specify type of meat + number of days ago)		
How did you get the meat (own/bought)?		

Particulars	Response	Types of support needs for solution the crisis
How often do you eat dal? (no. days /month)		
When did you last eat have dal before this survey? (today/yesterday/day before yesterday/ last week)		
How often do you have eggs in your meal? (daily/twice/thrice in the week or month)		
When did you last have eggs before this survey (Today/yesterday/day before yesterday/ last week)?		
How did you get the eggs (own/bought)?		
How often do you take vegetable? (daily or twice/thrice in a week) how do you get vegetables? (your own land or buy from the market)		
How often do you take fruits? (daily or twice/thrice in a week)		
how do you get fruits? (your own land or buy from the market)		
When did you last have milk before this survey? (code: today 1		
How often do you have milk in your meal? (daily/twice/thrice in the week or month)		
When did you last have milk before this survey (code: today 1, yesterday day = 2		
How did you get the milk (own/bought)?		

2.1.2 Mal-nutrition situation:

Particulars	Response	Types of support need for solution the problems
Is there any Mal-nutrition of < 2 children? (Yes = 1, No =2)		
Is there any Mal-nutrition of < 5 children? (Yes = 1, No =2)		
Is there any Mal-nutrition of adolescent girls (< 14 children)? (Yes = 1, No =2)		
Is there any Mal-nutrition of pregnant women? (Yes = 1, No =2)		
Is there any Mal-nutrition of lactating mother? (Yes = 1, No =2)		
Is there any Mal-nutrition of disable children? (Yes = 1, No =2)		
Do you or your family members aware about effect of mal-nutrition? (Yes = 1, No =2)		
Do you or your family members know about nutritious food? (Yes = 1, No =2)		
Generally which nutritious food do your family intake?	What is the sources of these nutritious food?	

1. 2. 3. 4. 5. 6. 7. 8. 10.	
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2.1.3 Information of Shelter Facilities

Particulars	No. of house	Types of pillar	Types of roof	Wall/ Fencing	Floor	Ownership of house (Self/ other)
Living house						
Kitchen house						
Others house						

What problems do you face for shelter?	Types of support need for solution the problems

2.1.4 Health Related Information.

Particulars	Response	Types of support need for solution the problems
Is there any child health problems? (Yes = 1, No =2)		
Is there any mother's health problems? (Yes = 1, No =2)		
Is there any adolescent girl's health problems? (Yes = 1, No =2)		
Is there any ANC related problems? (Yes = 1, No =2)		
Is there any PNC related problems? (Yes = 1, No =2)		
Is there any STD related problems? (Yes = 1, No =2)		
Is there any HIV/AIDS related problems? (Yes = 1, No =2)		

Particulars	Response	Types of support need for solution the problems
Is there any immunization problems for children? (Yes = 1, No =2)		
Is there any vaccination/immunization problems for pregnant women/ adolescent girls? (Yes = 1, No =2)		
Is there any unhygienic problems? (Yes = 1, No =2)		
Is there any family planning related problems? (Yes = 1, No =2)		
Is there any reproductive health related problems? (Yes = 1, No =2)		
Any others problems (Please specify)?		

2.1.5 Sanitation Related Information.

Types of latrine use by the households (put v mark)	Ownership (own/others)	(No. of users)	Installed in own land or other land
Pucca with water seal			
Semi pucca			
Ring Slab			
Hanging latrine			
Open latrine			

What problems do you face for sanitation?	Types of support need for solution the problems

2.1.6 Water Using Related Information.

Sources of drinking water (put v mark)	Arsenic free or not (where applicable)	Ownership (Own / Others)	Distance from house 1 = < half km, 2 = 0.5-1 km, 3 = 1 km +
Deep tube well			
HTW			

Dug Well			
Pond/open water			
River/cannel			
Rain water			

What problems do you face for water using?	Types of support need for solution the problems

2.1.6 Child Education Related Information.

Children read in types of institutes (put ✓ mark)	No. of children read	Types of problems face	Support needed for solution
KG School			
NFPE school			
Govt. primary school			
Govt. high school			
Non-Govt. high school			
Govt. college/ university			
Non-Govt. college/ university			

2.1.7 Disaster Related Information.

Particulars	Types of disaster occurred	Types of Responses taken	Responses taken by whom (GoB / NGOs)
When was the most recent disaster in your area (flood/storm/river erosion/others)?			
What losses did you have during the last disaster? (damage status with cash value)			
How did you recover? (self help/loan/govt. assistance/			

selling of assets or others-specify)			
Is there any preparation you took to avoid the crisis? (if yes, please specify)			
Do you have any family disaster preparedness plan for future (specify)			
What did you prefer during disaster (Govt./NGO assistance/Neighbors/Villagers or self help) Why?			

Generally what problems do you face for natural disaster?	Types of support need for solution the problems

2.1.8 Environmental and Hygiene Related Information.

Environment Issues	Answer
Where do you dispose household waste and excreta?	
Where do you usually wash your clothes?	
Do you wash your hands with soap/ash after using toilets?	
Do you wash your hands with soap before taking foods?	
Do you wash vegetables before processing those for cooking?	
Do you cut your nails timely?	
During the menstruation, what do the women use? (if applicable) – Sanitary Pad =1, Clean Cloth =2, Others=3	
If yes, from where did you know?	
What type of burner do you use for cooking purpose?	

Generally what problems do you face for environmental aspect?	Types of support need for solution the problems

2.1.9 Protection and GBV Related Information.

Environment Issues	Yes/ No	If yes, types of abuse/ problems	Support needed for solution
Is there any child abuse in physical/ emotional/ psychologically in your house / society?			
Is there early marriage of girls in your house / society?			
Is there any widow/ women abuse physical/ emotional/ psychologically in your house / society?			
Is husband beat/ any abuse the wife in your household?			
Is adolescent sexual/emotional/ psychologically abuse in your household?			
Is there any extremism occurred related regions of others fundamental causes?			
Is there any dowry/ polygamy practice in your household or society?			
Is there any problems related trafficking of child or women?			
1. Others problems related GBV/ Social aspects (Please mentioned) - -----			
2. Others problems related GBV/ Social aspects (Please mentioned) - -----			

2.1.10 Women empowerment related Information.

Particulars	Present Practice	What is needed to do
Who takes the following decisions in your family (wife, husband, jointly)		
Purchase of large assets (e.g land, house, cow, rickshaw etc.)		
Small purchases of small assets (goat, chicken etc)		

Particulars	Present Practice	What is needed to do
Children's education		
Reproduction		
Working away from home/migration		
What was the last decision taken in your family?		
Who made the final decision in that case?		
Was there any major family event in your family during last year (Yes/No) : if yes please specify		
What role did you play in decision making about that event?		
Are you allowed to go outside of home for any work?		
When did you go out for the last time?		
Why did you go outside (job/doctor/relative's house/others)		
Can you spend own earnings according to your wishes?		
Are you as a woman allowed to express your opinion in social arbitration?		
Have you ever taken part in any decision making process in the community?		

What problems do you face for gender aspects?	Types of support need for solution the problems

2.1.11 Livelihood Related Information.

Types of Livelihood options	Pick Periods (months) of livelihood option		Lean Period (month) of livelihood option		Major earning Source
	From	To	From	To	

What problems do you face for livelihood?	Types of support need for solution the problems

2.1.12 Others Problems Related Information.

What others problems do you face?	Types of support need for solution the others problems

Section -3: Household Assets & Social capital

3.1 Land information (amount (decimal) and value):

Type of land	Homes tead land	Agricultural Land	Homestead Garden	Pond	Leased in land	Leased out land	Share cropping	Total land	Mai n crops
Cultivable									
Non cultivable									

3.2 Have you been a member of any savings group in the past? Yes/no_____

3.3 Tell us it is Bank or NGO. -----

Section 4: Access to Services

4.1 If you and/or your family members are a regular beneficiary of any NGO, please state:

4.1.1 Name of the NGO: _____

4.1.2 Type of assistance/services received from the NGO? _____

4.1.3 Skill training received (if any):

Name of training	Duration (days)	Course Organized By	Location	Remarks

4.2 Access to Services from GOB

Service Particulars	Do you have any relation or linkage? (1=Yes, 2=No)	Received services and inputs (1=Yes, 2=No)	If yes, please mentioned the type of services and inputs received by your household
01.Department of Agriculture Extension (DAE)			
02.Department of Fisheries (DOF)			
03. Department of Livestock (DLS)			
04. Govt. Land Office			
05. Department of Youth Development			
06. Department of Women's Affairs			
07. Department of Cooperatives			
08. Govt. family planning			

Service Particulars	Do you have any relation or linkage? (1=Yes, 2=No)	Received services and inputs (1=Yes, 2=No)	If yes, please mentioned the type of services and inputs received by your household
09. BRDB			
10. Govt. Immunization Services			
11. Union Parishad			
12. NGOs			
13. CBOs			
14. Commercial Bank			
15. Grameen Bank			
16. BADC seed department			
17. Union Health Services			
18. Upazila Health Services			
19 Others (Specify)			

4.2.1 Problems Faced for Service Received and Support Required.

What problems do you face for service received from GOB?	Types of support need for solution the others problems

Comments of the Enumerator:

Name of Enumerator: _____ Designation: _____ Signature Date	Signature of the beneficiary/respondent Date
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Annex-2: Sample Process Monitoring Checklist:

RISDA - Bangladesh
Early Learning and Informal Basic Education Program
To 4-14 Years Rohingya Children in Bangladesh.
Learning Center (LC) Visit Checklist

পরিদর্শনকারীর নামঃ	পদবীঃ
এলসি-এর নাম / ক্যাম্প এর নামঃ	
শিক্ষকগণের নামঃ (১) ন্যাশনালঃ	(২) রোহিঙ্গাঃ
খস্ট পরিদর্শনের তারিখঃ	খস্ট-তে উপস্থিত হওয়ার সময়ঃ
পরিদর্শনকৃত খস্ট-র শিফটঃ ১ম / ২য় <input checked="" type="checkbox"/>	খস্ট ত্যাগ করার সময়ঃ
মোট শিক্ষার্থীর সংখ্যাঃ মোটঃ	চলমান শিফট এর সময়সূচিঃ শুরুঃ
ছেলেঃ	শেষঃ
মেয়েঃ	পরিদর্শন তারিখে উপস্থিতির সংখ্যাঃ মোটঃ
	ছেলেঃ
	মেয়েঃ
	খস্ট পরিদর্শনের সময় উপস্থিতির সংখ্যাঃ মোটঃ
	ছেলেঃ
	মেয়েঃ

ক্রমিক নং	পর্যবেক্ষণের বিষয়	পর্যবেক্ষণ	মন্তব্য
০১	ন্যাশনাল শিক্ষক যথাসময়ে উপস্থিত হয়েছে কিনা ? হ্যা/ না		
০২	রোহিঙ্গা শিক্ষক যথাসময়ে উপস্থিত হয়েছে কিনা ? হ্যা/ না		
০৩	শিক্ষার্থীদের ট আকৃতিতে বসানো হয়েছে কি না? হ্যা/ না		
০৪	যথাসময়ে ক্লাশ শুরু হয়েছে কিনা? হ্যা/ না		
০৫	নির্ধারিত সময়ের আগে ছুটি হয়েছে কিনা ? হ্যা/ না		
০৬	শিক্ষকের নিকট লিখিত পাঠ-পরিকল্পনা আছে কিনা ? হ্যা/ না		
০৭	শিক্ষকের পাঠ-পরিকল্পনা যথাযথ নিয়মে লেখা হয়েছে কিনা? হ্যা/ না		
০৮	শিক্ষার্থীদের বয়স লেভেল অনুযায়ী ঠিক আছে কিনা? হ্যা/ না		
০৯	খস্ট-তে ব্লাক বোর্ড আছে কিনা ? হ্যা/ না		
১০	ব্লাক বোর্ডের অবস্থানঃ বোর্ডের লেখা সকলে দেখতে পায় কি? হ্যা/ না		
১১	খস্ট-তে সহ পাঠক্রম কার্যাবলীর অবস্থা ? সন্তোষজনক/উন্নয়ন দরকার/আদৌ নেই		
১২	খস্ট-তে সাইনবোর্ড আছে কিনা ? হ্যা/ না		
১৩	সাইনবোর্ডের অবস্থা। সন্তোষজনক/সন্তোষজনক নয়		
১৪	শিক্ষার্থীদের হাজিরা খাতা। ব্যবহার করে/ করে না/খাতা নেই		
১৫	স্টক রেজিস্টার আছে কিনা ? হ্যা/ না		
১৬	স্টক রেজিস্টার হাল নাগাদ আছে কিনা? (হ্যা/ না		
১৭	স্টক রেজিস্টারে কোন ফুইড ব্যবহার করা হয়েছে কিনা। হ্যা/ না		
১৮	স্টক রেজিস্টারের সাথে উপকরণ বিতরণ রেজিস্টারের মিল আছে কিনা। হ্যা/ না		
১৯	শিক্ষার্থীরা কতজন মগ নিয়ে এসেছে?		
২০	খস্ট-তে পানযোগ্য পানির ব্যবস্থা আছে কিনা? হ্যা/ না		
২১	এলসিএমসি মিটিং রেজিস্টার আছে কিনা? হ্যা/ না		
২২	এলসিএমসি মিটিং রেজিস্টার হাল নাগাদ আছে কিনা? হ্যা/ না		
২৩	অভিভাবক সভার রেজিস্টার আছে কিনা? হ্যা/ না		
২৪	অভিভাবক সভার রেজিস্টার হাল নাগাদ আছে কিনা? হ্যা/ না		
২৫	বিস্কুট বিতরণ রেজিস্টার এবং বাস্তবের মিল আছে কিনা? হ্যা/ না		
২৬	স্কুল ইন-এ বস্ত্র-এর ব্যবহার হয় কিনা? হ্যা/ না		
২৭	পুরাতন এবং নতুন দেয়া ইসিডি কীটের ব্যবহার শ্রেণি কক্ষে হয় কিনা ? হ্যা/ না		
২৮	লিষ্ট অনুযায়ী স্কুল ইন-এ বস্ত্র এবং ইসিডি কীটের সকল উপকরণ আছে কিনা ? হ্যা/ না		
২৯	ছেলে ও মেয়েদের আলাদা টয়লেট আছে কিনা? হ্যা/ না		
৩০	টয়লেটের দরজা খোলা আছে কিনা? হ্যা/ না		

ক্রমিক নং	পর্যবেক্ষণের বিষয়	পর্যবেক্ষণ	মন্তব্য
৩১	টয়লেট পরিষ্কার-পরিচ্ছন্ন আছে কিনা ? হ্যা/ না		
৩২	টয়লেটে পানির ব্যবস্থা আছে কিনা ? হ্যা/ না		
৩৩	টয়লেট সাবান আছে কিনা ? হ্যা/ না		
৩৪	খড়্গ/টয়লেট পরিষ্কার করার জন্য ক্লিনার আছে কিনা ? হ্যা/ না		
৩৫	খড়্গ/টয়লেট পরিষ্কার-পরিচ্ছন্ন আছে কিনা ? হ্যা/ না		
৩৬	শ্রেণিকক্ষ দৃষ্টি নন্দন কিনা (ডেকোরেশন) ? হ্যা/ না		
৩৭	ছাত্র-ছাত্রী উপস্থিতির সংখ্যার হার		
৩৮	শিক্ষকের পাঠ-পরিকল্পনা অনুযায়ী শিক্ষার্থীদের পাঠের অগ্রগতি কেমন? (সম্ভবজনক/মোটামুটি/উন্নতি করতে হবে)।		
৩৯	খড়্গ-র সামনে বারন্দার বাশ আছে কি না? (ভাল আছে /ভেংগে গেছে/ চুরি হয়ে গেছে)		
৪০	খড়্গ-র সামনে চারি দিকের বেড়ার অবস্থা। (ভাল আছে /ভেংগে গেছে/ চুরি হয়ে গেছে)		
৪১	খড়্গ-র উপরের ছাউনি/ ছাদের অবস্থা। (ভাল আছে /পানি পড়ে/রোদ্র ঢোকে)		

সার্বিক মন্তব্যঃ

স্বাক্ষর: -----

তারিখ: -----

Annex-3: Sample of Logical Framework

**Project: Early Learning and Informal Basic Education Programme
for Forcibly Displaced Myanmar Nations (FDMN) 4-14 years' Children in Bangladesh
Logical Framework**

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
<p>2019 JRP Education Objective 1: Expand and strengthen immediate access to equitable learning opportunities, in a safe and protective environment, for crisis-affected refugee and host community children and youth (3-24 years) Related to SO 1 & 2</p>	<p>JRP indicator: No. of children and youth benefiting from access to learner-friendly environments, including life skills and resilience programs in refugee and host communities (disaggregated by age, gender). – Target 462,460</p> <p>JRP indicator: No. of safe and equipped learning facilities with gender segregated WASH facilities in refugee camps and host communities . Target - 2,423 LCs</p>	<p>JRP reports, UNICEF HAC monitoring reports (4W, fortnightly)</p>	<p>GoB policy and Political situation favourable</p>
<p>JRP Education Objective 2: Improve the quality of teaching and learning for refugee and host community children and youth, aligned with Education Sector standards, and increase teaching-related professional development opportunities. Related to SO 1 & 2.</p>	<p>JRP indicator: No. of teachers/ learning facilitators from the host and refugee community who participate in basic/foundational training. Target 3,695 Teachers</p> <p>JRP indicator: No. of continuous professional development (PD) sessions for teachers/learning facilitators (PD on at least one unique topic per month)- 2,842</p> <p>JRP indicator: No. of learners receiving adequate education materials, supplies and equipment aligned with Education Sector standards (in refugee and host community). Target - 462.460 Learners</p>	<p>JRP reports, UNICEF HAC monitoring reports (4W, fortnightly)</p>	<p>GoB policy and Political situation favourable</p>

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
<p>JRP Education Objective 3:</p> <p>Increase refugee and host community participation and engagement in the education of children and youth. Related to SO 3</p>	<p>JRP indicator: No. of School and Community Education Committees (CECs) trained on learning facility/school management, Disaster Risk Reduction/ Preparedness & Response, and participatory engagement of the community (women, men, girls, boys) (with 50% female participation). Target - 3,000 CECs</p> <p>JRP indicator: No. of caregivers (disaggregated by sex and refugee/host community) sensitized on child/youth rights, protection and parenting. Target-200,000</p> <p>JRP indicator: No. of refugee and host children, youth and community members (disaggregated by sex and age) engaged in social cohesion initiatives (extra-curricular activities). Target-200,000</p>	<p>JRP reports, UNICEF HAC monitoring reports (4W, fortnightly)</p>	<p>GoB policy and Political situation favourable</p>
<p>CPD Output 1.4:</p> <p>By 2020, the quality of integrated service delivery and effective coverage have been strengthened in national and sub-national education systems to support the well-being of children under 5 years and their mothers, in emergency and non-emergency situations, including urban.</p>	<p>Number of boys and girls benefiting from early childhood education through alternative approaches (such as home-based provision of ECD, accelerated school readiness models, parent education, among others) with support from UNICEF. Target - 420,000 (50% girls)</p>	<p>Government report</p>	<p>GoB policy and Political situation favourable</p>

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
<p>CPD Output 2.2: By 2020, national and sub-national education systems have the technical, management and financial capacities to provide high-quality learning services to girls and boys, including children with disabilities, children in hard-to-reach areas, urban and in emergency and non-emergency situations.</p>	<p>UNICEF-targeted children in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces). Target - 50,000</p>	<p>Programme Reports (Different reports of programme)</p>	<p>Natural calamity and GoB policy favorable,</p>
<p>Programme Output 1. By December 2019, 150 Learning Centers (LCs) across 38 locations constructed and operationalized to deliver Early Learning and Informal Basic Education to Rohingya 4-14 years old girls and boys at Ukhiya & Teknaf of Cox's Bazar district</p>	<p>No. of Learning centers (LCs) established and operational to minimize the gap in 4th phase scale-up. Target - 150 LCs, 38 place (60: RISDA existing 90: New) No. of twin pit 2 unit's hygienic latrines for girls and boys with hand wash facilities constructed and operationalized. Target – 75 (15: RISDA existing 60: New (proposed more toilets to cover walking distance LCs as part of cluster approach) No. of deep tube well with Solar Pump installed for running water supply. Target- 5 No. of trees planted in LC premises. Target-900</p>	<p>Programmatic Visit/ Monitoring Reports, Monthly Reports, Quarterly report, Baseline, Construction work Plan, LC Inspection report, Progress tracking report</p>	<p>Natural calamity and GoB policy favorable, Land areas are available for TLC establish</p>
<p>Programme Output 2. By December 2019, 150 (60 existing and 90 new) learning centres are delivering quality early learning and basic education services to 12,000 (4,800 existing and 7,200 new)</p>	<p>No. of 4-6-year-olds enrolled children¹ continuing in early learning education programme. Target - 6,000 (50% girls), existing - 2,400: New-3,600</p>	<p>Programmatic Visit/ Monitoring Reports, Monthly Reports, Quarterly report Baseline</p>	<p>GoB policy favorable, Rohingya community is interested to education</p>

¹ Shifts will be re-arranged based on student assessment result and assessment was conducted in December 2018, we are waiting for publishing the result.

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
Rohingya refugee children.	<p>No. of 7-14-year-olds enrolled children continuing in basic education programme. Target- 6,000 (50% girls), existing - 2,400: New-3,600</p> <p>No. of host community teachers recruited, trained and deployed. Target- 150 (70% female) existing 60: New-90</p> <p>No. of Burmese Language Instructors recruited, trained and deployed. Target- 150 (50% female), {30: existing, 90: New (amended PD), 30: leftover (dropped from 1st PD as included herewith)</p> <p>Number of Programme Staff recruited, deployed and trained on Early Learning and Basic Education. Target – 29 930% Female), {14: existing 15: new}.</p> <p>No. of core Programme staff trained and oriented on LCFA. Target – 29 (11: existing, 15: new, 3: leftover (dropped from 1st PD as included herewith).</p> <p>No. of all host teachers and Burmese instructors receive monthly refreshers training on learning process and receive subject based and other training including LCFA. Target- 300 (120: existing 180 new).</p>	Learning Achievement of Student assessment report	Host community has required educated teachers
<p>Programme Output 3. By December 2019, adequate human resources are in place for effective</p>	<p>No. of Learning Centers Management Committees (LCMC) formed (minimum 2 female members in each committee) and oriented. Target – 38 (for 150 LCs in</p>	<p>Programmatic Visit/ Monitoring Reports, Monthly Reports, Quarterly report Baseline</p>	<p>GoB policy favorable, Rohingya community is interested to education</p>

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
implementation of the project activities	<p>38 locations (15: existing 23: new)</p> <p>No. of core programme staff² inducted and trained on curriculum and pedagogy. Target- 29 (50% Female), {11: existing, 15: new, 3: leftover}.</p> <p>No. of core programme staff³ inducted and trained on child protection, PSS, health and hygiene etc. Target- 29 (50% Female), {11: existing, 15: new, 3: leftover}.</p>	Report on the HPM indicators through ONA System	
<p>Programme Output 4. Rohingya refugee communities are engaged and aware about their responsibilities in education focusing on enrolment campaigns and school-based strategies involving the participation of parents and communities to ensure enrolment, retention and prevention of dropout through C4D in Emergency interventions.</p>	<p>No. of parents/ community members oriented on children’s educational participation, parenting and protection services. Target - 32,000 (50% female), {10,500: existing, 21,500: new}</p> <p>No. of Learning Centres Management Committee (LCMC) members meet monthly basis for analysis the status of learning, child protection issues including GBV, student attendance and LC management and operation. Target- 266 (105: RISDA existing, 161: new LCMC members).</p>	Programmatic Visit/ Monitoring Reports, Monthly Reports, Quarterly report Baseline	GoB policy favorable, Rohingya community is interested to education

² 1 FP, 1 PC, 1 Training Specialist (Quality Assurance Officer), 1 M&E, 1 Finance and Account Officer, 6 TOs, 15 POs, 1 Project Engineer, 3 Sr. Burmese Language Instructor (SBLI), 1 Admin and Logistic Officer and 1 Store Keeper

³ 1 FP, 1 PC, 1 Training Specialist (Quality Assurance Officer), 1 M&E, 1 Finance and Account Officer, 6 TOs, 15 POs, 1 Project Engineer, 3 Sr. Burmese Language Instructor (SBLI), 1 Admin and Logistic Officer and 1 Store Keeper

Narrative summary	Objective verifiable indicators (OVI)	Means of Verification (MOV)	Assumption/ Risk
<p>Programme Output 5. Rohingya communities are engaged and aware about their responsibilities in education through C4D in Emergency interventions</p>	<p>No. of staff and teachers trained on Emergency Preparedness and Response Package (EPRP) and Climate Change and disaster Risk Reduction (CCDRR). Target- 329 staff -300 teachers (new 210) and 29 project staff (15 new) Number of DRM, Health and Hygiene Module prepared for learning centers/ spaces. Target- 2,</p>	<p>Programmatic Visit/ Monitoring Reports, Monthly Reports, Quarterly report Baseline</p>	<p>GoB policy favorable and natural calamity favorable, Training module in place as per GoB rules</p>

Annex-3: M&E plan Format

Annex-Five: Monitoring Planning Matrix

Monitoring Plan: Outcome(s) level

Objectives	Indicators	Data need to measure indicator	Data Source (M&E tools)	Data Collection methods	Frequency	Responsible for data collection	Data analysis		Reporting by Whom	Dissemination to whom	Use by whom and what purpose
							Frequency	By Whom			

Monitoring Plan: Output(s) level

Objectives	Indicators	Data need to measure indicator	Data Source (M&E tools)	Data Collection methods	Frequency	Responsible for data collection	Data analysis		Reporting by Whom	Dissemination to whom	Use by who and what purpose
							Frequency	By Whom			

Monitoring Plan: Activities level

Activities	Target	Data need to measure indicator	Data Source (M&E tools)	Data Collection methods	Frequency	Responsible for data collection	Data analysis		Reporting by Whom	Dissemination to whom	Use by who and what purpose
							Frequency	By Whom			

Consistency Check:

Objectives	Indicators	Activities (to achieve each indicators/generate outputs)	Expected Output(s) through Activities

(Above matrix is important to check consistency and linkage between project activities, outputs and objectives and to understand whether planned activities are realistic to generate outputs and to achieve objectives)

Annex-4: Panning Matrix and Reporting Tools

Annex -4.1. Activities Plan Format (Total project period/Annual for Program Intervention)

a. Basic information:

Name of the project:	
Working areas:	
Total number of direct beneficiaries	
Project duration:	

b. Activities in Gantt chart

S l.	Name of Output	Name of Activity	Total # of Activities	1 st Year				2 nd Year				
				Q 1	Q 2	Q3	Q4	Q 1	Q 2	Q 3	Q 4	

Prepared by:

Name:

Designation:

Signature:

Date:

Annex 4.2. Activities Plan Format (Quarterly)

a. Basic information:

Name of the project:	
Working areas:	
Total number of direct beneficiaries:	
Project duration:	

b. Activity in Gantt chart

Sl.	Output #	Name of Activity	Total # of Activities	Quarter			
				Jan	Feb	Mar	Total

Prepared by:

Name:

Designation:

Signature:

Date:

Annex -4.3 Activity Plan Format (Monthly)

a. Basic information:

Name of the project:	
Working areas:	
Total number of direct beneficiaries:	
Project duration:	

b. Monthly Plan

Sl.	Output # (If Available)	Name of Activity	Total # of Activities	Required Budget	Responsible	Deadline	Person to be involved	Remarks

Prepared by:

Name:

Designation:

Signature:

Date:

Annex-4.4: Individual Work Plan:

Work plan for the month of

Project -----

Nam of Employee:

Designation:

Date	In Time	Out Time	Place of Work	Nature of Work	Remarks

Signature

Date:

Signature of Supervisor

Date:

Annex 4.5. Monthly Reporting Format

a. Basic information:

Name of the project:	
Funding Agency	
Name of implementing agency	
Project duration:	
Working areas:	
Total number of direct beneficiaries disaggregated by sex (gender) :	
Reporting Month:	
Total Budget:	
Budget expended in the reporting month	
Report submission date:	

b. Monthly Progress at a glance :

Sl	Output No.	Activities	Target of this month	Achievement of this month	Target So far	Achievement So far	Remarks

Report Prepared by:

Name:

Date:

Designation and

Signature:

Annex 4.6. Quarterly Reporting Format

Basic information:

Name of the project:	
Name of Funding Agency	
Implementing agency/ Partners	
Project duration:	
Working areas:	
Total number of direct beneficiaries	
Reporting period:	
No of quarter:	
Total Budget:	
Report submission date:	

Part 1: Quarterly Progress at a Glance

A. Status of planned Activities for this reporting quarter

SL. No.	Planned Activities	Target	Achievement	Reason for Deviation (if applicable)	Plan for addressing the Deviation
1					
2					
3					
4					
5					
6					

Part 2: Progress Monitoring:

Achievements: (Major results generated, visible changes)
Weakness & Challenges : (internal / external factors -beyond control and unpredictable)
Way to mitigate the challenges: (Provide response plan to address the challenges including way, process)
What new activities (if any) carried out during reporting period/ quarter those are not in the project proposal or annual work plan?
Any other Comments (Suggestion/Recommendation)
Lesson Learned:

Annex 4.7 : Financial Report:

Budget code	Accounts head	Budget in this quarter	Expenditure in this quarter	Total project budget	Total expenditure	Variance including rationale

Report Prepared by:

Name:

Date:

Designation and Signature:

Annex 4.8. Annual Reporting Format

Basic Information

Name of the project:	
Duration:	
Funding Agency	
Implementing agency	
Working Areas: (Up to Upazila) including number	
Reporting period:	
Total Number of Direct beneficiaries:	
1. Male : -----	
2. Female :-----	
3. Boys : -----	
4. Girls : -----	
5. PWD :-----	
6. Ethnicity : -----	
Indirect beneficiary	
Total Budget:	

Executive Summary:

Achievements (*Progress against planned Objectives*)

Project objectives	Indicators	Achievements (12 months)	Remarks

2. Weakness & Challenges faced by the project.

3. Action taken to address weakness & challenges

4. Lessons learned

5. Describe actions were taken at internal policy, program, or project level in regarding gender and diversity

6. Analysis of project impact (i.e. progress made towards sustainable improvements in well-being of targeted groups (this should include considering any impact indicators (pls. give emphasis on quantitative data) from project log frame, as well as indicators related to duty holder behaviors).

9. Any other points (not covered in the report):

10. Suggestions (If any)

Report prepared by:

Name:

Designation: Signature:

Date:

Annex:

Case study (One to Three Pages Analytical Case Study of project impact on a single individual or household)

Year's Annual Plan

Next Year's Annual Plan

Logical framework (if revised)

Annex 4.9: Project Completion Report Format

Name of the project			
Project duration	Phase no	Start (month & year)	End date (month & year)
Date of Report:			

1. Introduction

Background / context (related to the theme of the project)

Problem analysis / problem statement

The project proposal is based of this segment. The findings from baseline study/ situation analysis also can be part of this portion.

2. Project Description

Project goal and objectives: expected impact and outcomes

Project strategies and activities

Project geographic coverage, target groups, beneficiaries no and stakeholders involved

This chapter will follow the last version of project proposal and logical framework

3. Project Implementation and Management

Major events in project lifetime (Maximum 5 Events)

Quarter	Major Events

Mention 5 major events which significantly contributed to achieve the objectives of the project.

1st column will be filled up by the name of quarter when event happens. 2nd column is for mention the name of events following the quarter.

Major achievements of the project:

This portion will include quantitative and qualitative achievements of the project. Overall changes, minor impact will be described here. The compilation of all annual reports will be placed in this chapter. (for detail guideline see segment 1 of annual reporting format)

5. Analysis of project impact, i.e. sustainable improvements in well-being of target group.

(Narrative description of the nature, scope and scale of impact)

This chapter is compilation of all annual reports. There is the same chapter in annual reporting format which findings will be embedded here in summarized form. (for detail guideline see segment 6 of annual reporting format)

6. Institutional / organizational achievement

The following issues to be considered to write down this segment:

Mention overall organizational capacity development of the organization.

Description of institutional linkages resulting from the project, forming networks with other NGOs, information dissemination and sharing etc

Mention the organizational and staff capacity increased involving with the project.

7. Challenges faced and mitigation way

8. Lesson learned from the Project

Mention the lessons learned extracting from annual report and any new learning if any. Keep in mind that experiences that will guide the design and implementation of future projects of a similar nature. (for detail guideline see segment 4 of annual reporting format)

8. Conclusion

Concluding remarks and summarizes the project.

Annex:

Analytical Case Study

Budget & Overall Financial Report

Audit Report

Evaluation report

Organizational Development (List of capacity building objectives and progress towards their achievement; analysis of how MJF contributed to develop PNGOs organizational capacity)

Experience of cross learning visit

Other supporting reports (if any)

Annex 4.10: Field Visit Reporting Format

Date of visit	
Project visited	
Project Staff Contact	
Sites visited	
Duration	

1. Purpose of the field visit:

The field visit purpose will be specific and explanatory. The purpose of the field visit can cover:

- Checking projects' progress against stated objectives
- Assessing project implementation process and strategies followed in the project
- Exploring stakeholders' perception on project implementation
- Cross-checking gaps between programme & finance data
- Updating MJF understanding of projects and their challenges & opportunities
- Assessing future capacity building needs
- Provide specific feedback to the partners for project improvement

2. Methods used during field visit

Broad two categories suggested as methods i.e. Review of the secondary documents (activity plan, reporting format, and monitoring report) of the project and field exploration using various tools and techniques. FGD, short interview and large group discussion is useful tools during field visit. Keeping in mind that as the field visit covers both beneficiaries and other community people.

3. Stakeholders met during visit: The primary stakeholders will get the priority to meet during the visit. Moreover, secondary and government agencies, relevant parties involved with the project to be visited. This chapter just will describe the types of stakeholders met during the visit.

4. Activities & progress observed

This portion will be filled up keeping in mind the following issues:

- Review the targeted activity plan and assess the progress against original plan
- Find the evidence of the activities implemented in the field level
- The activities are on track to achieve goal and objectives of the project
- Explore the reason of not-attained or delayed activities in due time frame

5. Achievements observed during visit

The following issues to be considered during write this part:

- Both qualitative and quantitative achievement
- Results achieved due to implementation of the activities
- Sketch changes of life and livelihoods of the project beneficiaries
- Impact to the whole community other than the beneficiaries
- Significant event contributing to the changes

Usually the qualitative achievement rare to find in the 1st and 2nd quarter of the project. Then it is better to leave this segment of the report

6. Issues and concerns raised with rationale: The concerns can include the following areas:

- Programmatic
- Management
- Implementation process

Beneficiaries level
Staff skill and capacity
Monitoring process

7. Status of previous issues & concerned

Review the status of last field visit's findings and recommendations

8. Overall comments (suggestion/ recommendations)

The following issues can be included in this segment:

Area of improvement (any aspect)

New strategy or activities needs to include in next plan of action

Field visit done by (Name):

Signature:

Date:

Annex 4.11: Case study Format

Name of beneficiary/ respondent and address:

Previous situation (before engagement with project):

here what problems/ difficulties faced related the issues,

Family members/ relatives and their roles, etc.

how passed the life,

access to services,

productive/ nonproductive assets condition

Education

Occupation

Coordination, communication, supports, etc.

Current situation/ Changes situation (After engagement with project)

Improvement/ mitigation situation of problems/ difficulties was faced related the issues,

Family members/ relatives and their roles, etc

How currently passing the life,

Access to services/ Types of service received

Improvement of productive/ nonproductive assets condition

Education

Occupation and its diversity

Situation, Coordination, communication, supports, etc.

How changes have been occurred (How the situation has been improved)?

Future plan to reach the mission/ vision

Closing Appreciation to the project for contribution