



# **MONITORING AND EVALUATION POLICY AND POLICY IMPLEMENTATION GUIDELINE**

## **FPA Sri Lanka Monitoring and Evaluation Policy**

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## **PREFACE**

The Family Planning Association of Sri Lanka (FPA Sri Lanka) is the pioneer institution to initiate and establish a space for Sexual and Reproductive Health (SRH) services in the country. While its aim is to develop components related to health and wellbeing, FPA Sri Lanka also moulds the quality of peoples' lives. Being in existence for 60 years, FPA Sri Lanka has made vast strides in every area of Sexual and Reproductive Health. FPA Sri Lanka continues to reach out to where services are needed most, implementing its programs under five themes; HIV/AIDS, Abortion, Access, Advocacy and Adolescents.

Currently FPA Sri Lanka has a well established computer based data system for service delivery (Client Information Management System - CIMS) which is under the umbrella of a broader data system (Management Information System- MIS). The system provides analytical results for program feedback including inputs for periodic reporting for different donors. All program units feed their data into the system on a regular basis. Realizing the importance of monitoring and evaluation of programs in ensuring quality, smooth operation and capturing results, FPA Sri Lanka developed a Monitoring and Evaluation Policy, which will be aligned with the organization's Vision, Mission and Core Values. This monitoring and evaluation policy of the organization will give the right direction to all M&E functions. The M&E policy will be further supported by an M&E manual which will include reporting formats, data collection tools and evaluation guidelines.

Monitoring and evaluation policy of FPA Sri Lanka was developed keeping in mind the country's needs to fulfill requirements of donor agencies such as IPPF, UNFPA, AUSAID, European Union etc. All program staff will be guided by the M&E policy for monitoring and evaluation aspects of program implementation. The M&E Policy document is divided into two main sections: Section A provides the overall structure and architecture of FPA Sri Lanka's M&E Policy whilst Section B provides guidelines for the implementation of the M&E Policy of FPA Sri Lanka.

My gratitude is hereby extended to Dr. Ponniah Sivaraja, M & E consultant for developing this policy in an expeditious manner. Our deep appreciation goes to Mr. Tharanga Godellage and Ms. Mahua Sen for their technical support, advice and encouragement, without which we would not have embarked on this initiative this year. The untiring efforts of the M & E team of FPA headed by M. Suchira Suranga, undoubtedly contributed to having an M & E policy within the important discipline of Monitoring and Evaluation in a short space of time. I am confident of their ability to take it to the next level by developing supportive manuals and tools in the ensuing period.

This policy was approved by FPA Sri Lanka National Council on 10<sup>th</sup> of June, 2013.

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Executive Director - FPA Sri Lanka

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## Acronyms

CBO	Community Based Organization
CBSL	Central Bank of Sri Lanka
DCS	Dept. of Census & Statistics
DS	Divisional Secretariat
ECI	Essential Core Indicators
ED	Executive Director
FU	Financial Unit
FPR	Final Project Review
FPA Sri Lanka	TheFamily Planning Association of Sri Lanka
FY	Financial Year
GOSL	Government of Sri Lanka
IPPF	International Planned Parenthood Federation
LFA	Log Frame Approach
M&E	Monitoring and Evaluation
NC	National Council
NGO	Non-Governmental Organization
PU	Procurement Unit
SDP	Service Delivery Points
SMART	Specific, Measurable, Accurate, Relevant and Timely
SMP	Social Marketing Program
TAC	Technical Advisory Committee
TOR	Terms of Reference
UNFPA	United Nations Population Fund
WHO	World Health Organization

## **Section A**

### **M&E Policy of FPA Sri Lanka**

#### **1. Background**

1.1 The health sector in Sri Lanka has experienced new challenges in implementation of family planning, especially sexual and reproductive health projects/programs over the past decade mainly due to dwindling resources coupled with poor state funding. In response to the challenge the FPA Sri Lanka has embarked on a five year Strategic Plan (2011-2015) aimed to reform program implementation, which aims at improving access to quality reproductive health services on the basis of equity and social justice. Others are strengthening the capacity of the system to measure the impact of interventions while ensuring sustainability of accrued gains.

1.2 To address the above challenges, departments/units and various programs of FPA Sri Lanka are developing or updating policies and strategies to be in line with the FPA Sri Lanka objectives. These will only provide the road map towards the FPA Sri Lanka overall targets and unless their implementation and impact is continuously monitored and measured, the goals might not be realized. It is therefore, imperative that a well-defined M&E policy is in hand and M&E capability is strengthened to support the above initiatives.

1.3 An M&E unit has been established at FPA Sri Lanka to coordinate the organization's performance measurement processes and build M&E capacity at operational levels. In the past, several programs of FPA Sri Lanka have used various methods to gather data for

measuring their performances but the translation of the information there of for improving performance has not been systematic. The new unit therefore faces the challenge of establishing a systematic M&E program, a culture of using M&E information and an incentives structure that supports better performance.

1.4 It is envisaged that the M&E unit will coordinate the process of translating FPA Sri Lanka's mission into strategic indicators and develop methods for tracking performance. The methods must be understandable and acceptable at all levels; they should include appropriate data collection and processing, publication and dissemination of achievements and new lessons.

**The FPA Sri Lanka also embraces the core values of:**

- **Quality**  
Products, services and programs that are gender sensitive, non-judgmental, affordable and are of high quality.
- **Choice**  
Believes and respects free choice and the rights of all individuals.
- **Good Governance**  
Values participatory, consensus oriented, accountable and transparent decision-making. The process, by which decisions are implemented, should be responsive, effective, efficient, equitable and inclusive and follow the rule of law.
- **Volunteerism**  
Believes in the spirit of volunteerism as central to achieving our goals and ideals.
- **Sustainability**  
Uphold sustainability of program effectiveness, financial security, and organizational viability.
- **Diversity and Equality**  
Believes in diversity and equality in extending our services to everyone who needs them, irrespective of race, gender or sexual orientation. We respect socio-cultural values, norms and concerns of the people.

Based on all the above core values the FPA Sri Lanka implements its programs and projects to meet the client's needs and fulfill its goals.

## 2. Rationale of Monitoring and Evaluation (M&E) at FPA Sri Lanka

2.1 FPA Sri Lanka needs a cohesive and comprehensive system for measuring and reporting its achievements to the governance, management, donors, and major stakeholders including IPPF, government of Sri Lanka. M&E of FPA Sri Lanka shall therefore constitute a management tool that will entail systematic planning, constant followups and the impact assessment of planned activities. Overall, efforts shall be made to track performance of all programs of the FPA Sri Lanka in order to establish whether goals and objectives are being achieved with available resources and on a timely basis.

2.2 Monitoring and Evaluation should also provide an in depth performance assessment of the FPA Sri Lanka in terms of resources allocated to activities, the impact of those activities, effectiveness of strategies employed, gaps identified within different strategies and a continuous learning forum for service improvement. This way the Monitoring and Evaluation system can assess the effectiveness and impact of policies and strategies of FPA Sri Lanka in achievement of its goals.

2.3 Lastly, M&E information should be used to enhance accountability to stakeholders through provision of information to respective constituencies whether progress is being made and which strategy works at what cost or which does not work. In the long run, such practices will promote transparency and good governance.

### 3. Specific Objectives of M&E

3.1 To provide a system with capacity for tracking output and impact of FPA Sri Lanka activities, programs and projects in a timely manner for informed decision making.

3.2 To standardize methods and procedures of performance measurement and management of sexual and reproductive health programs of FPA Sri Lanka.

3.3 To facilitate FPA Sri Lanka's management and Units/Centers staff to overcome barriers and improve program and service provision.

3.4 To promote accountability and transparency of the organization by recording and reporting required information in a timely manner.

#### 4. Guiding Principles for Monitoring and Evaluation

Monitoring and evaluation in the FPA Sri Lanka will be guided by the following principles. These principles are not minimum requirements, but are internationally recognized professional ideals that need to be applied to the specific evaluations and monitoring systems that FPA Sri Lanka undertakes, or in which FPA Sri Lanka partners collaborate.

- a. **Independence.** Members of evaluation teams should be independent from both policy-making process and delivery and management of assistance. In particular, they should not have been engaged in the activities to be evaluated or been responsible in the past for the implementation, or supervision of the project, program, or policy to be evaluated.
  
- b. **Impartiality.** Evaluations must give a comprehensive and balanced presentation of strengths and weaknesses of the policy, program, project, or organizational unit being evaluated. The evaluation process should reflect impartiality at all stages and take in to account views of all stakeholders. Units commissioning evaluations should endeavor to ensure that evaluators selected are impartial and unbiased.
  
- c. **Transparency.** Transparency and consultation with the major stakeholders are essential at all stages of M&E processes. This involves clear communication concerning the purpose of the evaluation or monitoring activity, the criteria applied, and the intended use of the findings. Evaluation and monitoring reports shall provide transparent Information on sources, methodologies, and approach

d. **Disclosure.** The lessons from monitoring and evaluation shall be disseminated by establishing effective feedback loops to the governance, management, operational staff, project beneficiaries, the policy-makers and the general public. In the spirit of partnership, the FPA Sri Lanka partners shall share FPA Sri Lanka-related evaluation reports, monitoring reports, and other internal periodic reviews of progress and implementation and make findings and lessons available to project management for improved effectiveness.

e. **Ethical.** Monitoring and evaluation shall provide due regard for the welfare, beliefs, and customs of the clients/beneficiaries, avoiding conflict of interest. Evaluators must respect the right of institutions and individuals to provide information in confidence. If evidence of wrongdoing is uncovered, the evaluator or manager shall report such cases discreetly to the FPA Sri Lanka focal person of M& E, who will take appropriate action such as informing the Executive Director of FPA Sri Lanka. Ethical monitoring and evaluation require that management and/or consultants of evaluations remain open to the findings and do not allow vested interests to interfere with the evaluation.

f. **Partnership.** FPA Sri Lanka activities are being implemented through various partnerships of international organizations and national or non-governmental entities. The FPA Sri Lanka M & E unit and the FPA Sri Lanka partners shall actively explore the possibility of joint evaluations which would provide the FPA Sri Lanka with insights and feedback that might not be realized through a stand-alone evaluation.

g. **Competencies and Capacities** - The M & E Unit shall be responsible for selecting independent-minded, experienced, and sufficiently senior

evaluators, and adopting a rigorous methodology for the assessment of results and performance. Evaluations of FPA Sri Lanka activities shall make the best possible use of local expertise, both technical and evaluative. The FPA Sri Lanka partners shall, as feasible, cooperate to stimulate evaluation capacity development at the local level, with a specific focus on sexual and reproductive health evaluation concerns.

h. **Credibility.** Monitoring and evaluation shall be credible and based on reliable data or observations. This implies that monitoring and evaluation reports shall reflect consistency and dependability of data, findings, judgments, and lessons learned, with reference to the quality of instruments and procedures and analyses used to collect and interpret information.

i. **Utility.** Monitoring and evaluation must serve the information needs of intended users. Partners, evaluators, and units commissioning evaluations shall endeavor to ensure that the work is well informed, relevant, and timely, and is clearly and concisely presented so as to be of maximum benefit to stakeholders. M & E reports should present in a complete and balanced way the evidence, findings or issues, conclusions, and recommendations.

## 5. Major Policy Issues of Monitoring and Evaluation

5.1 In the context of the FPA Sri Lanka operations, monitoring shall include the process of continuous, systematic and critical follow up of events related to programs and projects, ensuring that inputs, activity schedules and outputs are achieved as planned.

5.2 The monitoring process shall continuously collect data to assess and provide records of progress, detect deviations from planned objectives and goals and report to relevant authorities for corrective actions.

5.3 Also, evaluation shall define the broader concept that deals with periodic assessment of programs or project performance in terms of relevance, effectiveness, efficiency, and sustainability as well as the impact on the beneficiaries. To standardize understanding, the definitions below shall be retained:

**Relevance:** shall measure the degree to which the program or project objectives are justified considering FPA Sri Lanka's goals/priorities and the needs of the beneficiaries.

**Efficiency:** shall describe the rate of conversion of inputs to outputs economically. Focus shall be placed on costs, implementing time and resulting outputs.

**Effectiveness:** shall measure the extent to which objectives have or are likely to be achieved. In this section barriers and enablers for achievement shall be highlighted.

**Impact:** shall measure negative and positive, anticipated and unforeseeable effects of the program or project under review. The real difference that the program/project have made and the number of beneficiaries who benefited from it shall be outlined.

Sustainability: shall measure the extent to which benefits from the program/project can continue beyond the lifetime of the current efforts. Factors contributing to sustainability or lack of it shall be explored.

5.4 The M&E program of FPA Sri Lanka will depend on definition of clear goals, objectives and targets that have sector-wide consensus and implications. To this end the FPA Sri Lanka shall from time to time identify long term, short term priorities and targets to which core performance indicators for assessing progress and impact will be developed.

5.5 To make M&E meaningful, FPA Sri Lanka in collaboration with other relevant authorities shall device means of making managers accountable for results and provide some incentives for extra ordinary performances. FPA Sri Lanka's senior management shall utilize M&E information to identify performance gaps and exceptional performances.

5.6 The M&E has no benefit to the organization, unless products from the process are utilized for performance management. The FPA Sri Lanka shall therefore endeavor to strengthen means and opportunities for sharing of M&E information among governance, managers, staff and all stakeholders. A system of follow up should also be established to ensure that a higher level of action stems from the M&E process.

5.7 In pursuance of the above, use of Logical Framework Approach (LFA) for program and project planning and design shall be promoted for setting up an effective M&E system. Program managers and partners shall be persuaded to ensure that all their plans are evaluable and at least LFA is used for development of plans at all levels.

5.8 Routine and systemic M&E activities in FPA Sri Lanka shall include;

a) Monthly Financial Review: Financial monitoring for both recurrent and capital expenditure shall be conducted in collaboration with the Financial Unit (FU). Monthly financial status of income and expenditure report shall be produced by the FU for each Centre/Unit which will consolidate the information to depict the financial picture and disseminate to all Program Managers. As much as practically possible, activity monitoring and financial monitoring shall be linked and formats for collection of the information and reporting shall be developed in consultation with all stakeholders.

b) Quarterly M&E Review: shall be conducted at the end of every quarter of the Financial Year (FY) followed by a report dissemination meeting for all stakeholders. The exercise shall be comprehensive and inclusive to cover all programs and projects of the FPA Sri Lanka. The M&E unit shall from time to time draw procedure guidelines, the scope and objectives of such undertaking.

c) Annual Joint Review: shall be conducted annually between January and March each year, to review performance in implementation of the projects and programs. At all times this shall be an undertaking between the governance, management and staff of FPA Sri Lanka and its partners

in family planning and reproductive health. The donor community, other partners including representation from the public shall be involved in all aspect of the review. At the end of the review a joint meeting shall be organized to discuss and disseminate the report. The M&E Unit shall from time to time publish guidelines for review and after the meeting develop a follow up action plan on the recommendations from the review.

d) Mid-Term Review: shall be conducted. The goal here is to ascertain whether the project is still on track and identify areas (particularly as regards project design) that will benefit from adjustments. It is advised that external reviewers be involved in implementation of MTR to provide a more independent view.

e) Final Project Evaluation: to evaluate the achievements and the impact of the project at the same time document lessons learned during the process. It is encouraged that independent evaluators are used and again the budget should reflect such a position

## 6. Monitoring and Evaluation (M&E) Indicators

6.1 M&E program of the FPA Sri Lanka shall depend on well-defined goals and objectives for which a set of quantifiable and direct indicators are identified to measure positions before and after specified interventions.

6.2 The M&E Unit shall define and publish a set of Essential Core Indicators (ECI) inline with the Sexual and Reproductive Health Policy and the IPPF to measure progress and impact toward the achievement of the FPA Sri Lanka goals at the organizational level.

6.3 In pursuance of the above tasks, in addition to national requirements, particular attention should be taken to incorporate global indicators for interventions that are ratified by IPPF and GOSL including the Global Millennium Development Goals, Global Disease Surveillance, etc.

6.4 The ECIs shall be categorized into the level of activities/services and the main attributes of SRH Sector, i.e. those that measure access, quality, equity, efficiency, effectiveness, impact and sustainability.

## **7. Dissemination of Monitoring and Evaluation (M&E) products**

7.1 The Executive Director has to approve all products/outputs of M&E done by the FPA Sri Lanka on the projects/programs implemented before it is disseminated to external stakeholders.

7.2 Dissemination of findings, lessons learned and recommendation from M&E are an integral part of the process. The M&E Unit and all stakeholders shall make necessary arrangements – financial or otherwise to ensure that M&E information reach all those who need to know in a way that they can understand it.

7.3 The M&E unit shall also devise means of engaging policy and decision makers to enhance internalization of the lesson learned from M&E. This shall include systematic follow up of recommendations, easy access to M&E information and organization of related and relevant staff training (Workshops, Seminars and Peer Discussions).

## **8. Review of M&E Policy of FPA Sri Lanka**

This M&E Policy establishes a framework for monitoring and evaluation in the sexual and reproductive health programs of FPA Sri Lanka. It is anticipated that the M&E subject area will continue to evolve, particularly in view of the emphasis being placed on value for money in all programs/projects, as the nation progresses towards Millennium Development Goals (MDG) vision. The Policy should therefore be reviewed after the first three years of implementation and every five years subsequently. The M&E Unit, ED and the National Council shall be responsible for reviewing the M&E Policy.

## **Section B**

### **Guidelines for M&E Policy Implementation**

#### **9. Managing Monitoring and Evaluation (M&E) in FPA Sri Lanka**

##### 9.1 Role of other Units in M&E

9.1.1. The M&E- Information Management System (ME\_IMS) shall provide timely and accurate statistical data and reports on routine and vital events of FPA Sri Lanka.

9.1.2. The M&E unit shall work in collaboration with the Financial Unit (FU) and Procurement Unit (PU) to maintain integrated financial and activity monitoring for all programs and projects in the FPA Sri Lanka.

9.1.3. All central level programs shall develop their program specific strategic plans in LFA format and work with the M&E unit to develop monitoring work plans. Subsequently they shall participate in quarterly and annual joint review of the programs.

9.1.4. The M&E Unit shall form the centre for M&E activities at operational level. To facilitate this requirement, FPA Sri Lanka shall build the capacity of the Units in development of LFA based annual work plans and budget with accompanying M&E work plans. The Units shall identify a focal person who will spend at least 30-50% of her/his time on providing required data / information for monitoring and evaluation activities. The Program Units shall be required to provide progress reports to M&E Unit at FPA Sri Lanka at pre agreed intervals with means of verifications (MoVs).

## 9.2 Resources for M&E

9.2.1 To standardize practice, the M&E Unit shall develop generic formats for M&E work plans, guidelines for project and program reviews, annual joint reviews, M&E reports and a catalogue of indicators for all levels.

9.2.2 The M&E unit will work with Human Resources Unit of FPA Sri Lanka to develop a non-monetary and monetary incentive for extra ordinary performance.

9.2.3 A comprehensive training program in M&E shall be developed for pre-service staff and serving staff of FPA Sri Lanka.

9.2.4 Both monitoring and evaluation reports shall be widely circulated to the general public and all stakeholders while additional copies shall be made available at the FPA Sri Lanka Information/ Centre and the FPA Sri Lanka web site.

9.2.5 The FPA Sri Lanka shall establish and maintain collaboration with significant other agencies/ institutions (e.g. IPPF, WHO, UNFPA) within and outside Sri Lanka involved in M&E for the purposes of learning and sharing of data and information.

9.2.6 The M&E Unit shall standardize M&E language as used in Sri Lanka through publication of definition of common terminologies used in the discipline. In pursuance of this task, care shall be exercised to avoid departure from international terminology.

### 9.3 Investment for Monitoring and Evaluation (M&E)

9.3.1 Within FPA Sri Lanka, monitoring and evaluation shall be seen as an investment whose critical product is higher quality action emanating from the process. While requirements of projects will differ, as a rule, all new projects shall be required to set-aside at least 5-10% of the total budget for M&E while the ongoing program shall ensure a dedicated budget line for M&E in their annual budget estimates.

9.3.2 Provision of training and incentives are efficient enablers in building an M&E culture. It is recommended that all programs and units of FPA Sri Lanka, budget and institute such measures to make M&E relevant and an appreciated tool for improving performance.

### 9.4 Structures and Coordination of Monitoring and Evaluation in FPA Sri Lanka

9.4.1 FPA Sri Lanka shall equip and provide resources to the M&E Unit to enable it to coordinate M&E activities within the organization. The Unit shall;

Establish and operationalize effective M&E interventions in the sexual and reproductive health (SRH) sector.

Develop and publish performance measures (indicators) for monitoring and evaluations of the SRH policy.

Develop a system of feedback and dissemination of M&E experience to all stakeholders including data sharing.

Coordinate monitoring, review and evaluation studies in the SRH sector.

## **10. Linkages with Other Agencies**

10.1 The M&E Unit shall establish a close working relationship with the Dept. of Health Services, Dept. of Census and Statistics (DCS) and the Central Bank of Sri Lanka (CBSL) as a source of primary and secondary data for M&E.

10.2 The M&E Unit shall also have collaborative linkages with the IPPF, WHO, UNFPA and other Donor Agencies (USAID, EU, AUSAID etc).

## **11. Use of Consultants**

The use of consultants is recognized as a valid alternative when comprehensive evaluations cannot be conducted using internal resources or when an independent external evaluation is specifically requested by Donor Agencies. Comments from the Monitoring and Evaluation Unit should be sought when Terms of Reference for evaluations are prepared.

## **12. Compliance with Monitoring and Evaluation Policy**

It is recognized that Units/Centers of FPA Sri Lanka may need to put systems in place to facilitate compliance with the reporting requirements of the M&E Policy. An inter-FPA Sri Lanka team of M&E officers and other relevant technical support staff will be established under the chairmanship of the Executive Director, to assist the Director/ M&E Unit and Program Managers in specific areas, based on written requests.

Program and Project Units, as well as Centers will be required to comply with this Policy on a phased out basis, within time frames to be determined, but should not exceed six (06) months following acceptance by the National Council. The Director/M&E will report to the Executive Director on compliance with the Policy at the end of the first quarter of each financial year. The report will be based on the previous financial year and will focus on the submission of Project/Program Status Reports; conduct of evaluations; and commencement of new projects and programs. This report will also include recommendations on action to be taken in cases of continued non-compliance of Units and Centers of FPA Sri Lanka.

## **13. Roles and responsibilities of FPA Sri Lanka Units and Centers**

### 13.1 M&E Partners in the FPA Sri Lanka

Monitoring and evaluation is a shared responsibility at FPA Sri Lanka. The corporate objectives are prepared by the focal persons of each thematic area/unit and submitted to the ED. The ED proposes to the National Council and gets approval on how these objectives and results should be monitored. Emerging population and sexual and reproductive health trends, and FPA Sri Lanka results and performance within the context of these trends, are reported on, in the overall performance study prepared by the FPA Sri Lanka M&E Unit.

Based on this information, the FPA Sri Lanka National Council (NC) makes strategic and policy-level decisions. FPA Sri Lanka, its Agencies and their partners execute project, program, and portfolios. The FPA Sri Lanka M&E unit collaborates with the independent evaluation units of the FPA Sri Lanka Agencies to enhance collective capacity to fulfill evaluation needs effectively and efficiently. Table O1 below contains a brief description of the key roles and responsibilities of each FPA Sri Lanka partner in M&E, outlining their respective mandate and comparative advantage.

Partner	Key roles and responsibilities in M&E
1. National Council	<ul style="list-style-type: none"> <li>- Involves in policy making on M&amp;E,</li> <li>- Approves the Strategic Plan, Annual Work Plan &amp; Budget</li> <li>- Creates an enabling environment for M&amp;E</li> </ul>
2. TACs	<ul style="list-style-type: none"> <li>- All the TACs and NC will get a report from M&amp;E unit at the end of each half year and TACs will provide required guidance for improvements to the responsible parties of each thematic area. This report will content the progress of Core Essential Indicators (COIs) of each thematic area and system auto generated progress report for all FPA projects.</li> </ul>
3. Executive Director	<ul style="list-style-type: none"> <li>- Oversee the implementation of M&amp;E policy</li> <li>- Creates an enabling environment for M&amp;E</li> <li>- ED recommends to NC any changes required to the M&amp;E Policy from time to time</li> </ul>
4. Monitoring and Evaluation Unit	<ul style="list-style-type: none"> <li>- conducts independent evaluations of FPA Projects</li> <li>- oversight of project and program evaluations</li> <li>- oversight of the relevance, performance and overall quality of the M&amp;E system</li> <li>- sets minimum requirements for M&amp;E</li> </ul>
5. FPA Sri Lanka Entity Units/ Sub-units	<ul style="list-style-type: none"> <li>- sets results framework at focal areas &amp; corporate level</li> <li>- maintains means of verification for data reported against each M&amp;E indicator</li> <li>- adaptive management of project &amp; program implementation</li> <li>- ensure M&amp;E at the program &amp; project levels</li> <li>- report units progress on program, project &amp; portfolio progress, results and lessons learned</li> </ul>
6. FPA Sri Lanka Operational Focal Points (SDPs)	<ul style="list-style-type: none"> <li>- to assist in the implementation of M&amp;E and data collection related to the projects</li> <li>- keeps evidence for data verification on Program /Project M&amp;E exercises.</li> </ul>
7. Other stakeholders (NGOs, CBOs, Civil Societies, Private sector)	<ul style="list-style-type: none"> <li>- assist the FPA Sri Lanka units in conducting field work related to M&amp;E</li> </ul>

### 13.2 National Council (NC)

The National Council of FPA ensures accountability and oversight of FPA Sri Lanka performance and results. As such, it develops, adopts, and evaluates the operational policies and programs for FPA Sri Lanka -financed activities; keeps under review the operation of the FPA Sri Lanka with respect to its purposes, scope, and objectives; The National Council provides an enabling environment for M&E activities in line with internationally accepted standards. The National Council promotes transparency, participation, and disclosure in M&E findings, and ensures that sufficient time is dedicated to discussion of M&E findings and issues at National Council meetings.

### 13.3 Executive Director (ED)

The ED shall be the chief administrative and executive officer for implementing the M&E Policy at FPA Sri Lanka and reports to the National Council on related matters. The ED is responsible for ensuring active use of M&E products for decision making and management through RBM and a related M&E planning system; systematic consideration of findings, conclusions, and recommendations. Similarly, the ED ensures that adequate resources are allocated to enable the responsible parties to perform the monitoring function effectively at the corporate, program, and project levels. The ED also ensures that the FPA Sri Lanka policies and work program, including operational strategies, programs, and projects, are monitored and evaluated on a regular basis.

## 13.4 Monitoring and Evaluation Unit

FPA Sri Lanka's Monitoring and Evaluation Unit operates as an organizational unit that is independent of FPA Sri Lanka operational management. The M&E Unit has the central role of ensuring the independent evaluation function within FPA Sri Lanka, setting minimum requirements for M&E, ensuring oversight of the quality of M&E systems on the project and program levels, and sharing evaluative evidence within the FPA Sri Lanka. The Monitoring and Evaluation Unit pursues the goals of improved governance, accountability and learning through three main functions:

- a. **Evaluative Function**—the main function of the M&E Unit is to independently evaluate the effectiveness of FPA Sri Lanka programs and resource allocations on project, program, portfolio, and institutional levels.
- b. **Normative Function**—the M&E Unit is tasked to set minimum monitoring and evaluation standards within the FPA Sri Lanka in order to ensure improved and consistent measurement of results.
- c. **Oversight Function**—the M&E Unit provides quality control of the minimum requirements of monitoring and evaluation practices in the FPA Sri Lanka, in full cooperation with relevant units, and tracks implementation of National Council decisions related to evaluation recommendations.

## 14. Tools for Monitoring and Evaluation

It is anticipated that a set of Tools will be developed by the Monitoring and Evaluation Unit of the FPA Sri Lanka that will assist Units and Centers to continuously self- assess their projects and programs, as well as assist in final evaluations.

This Tools Series shall include the following documents:

- I. Tools Series I – Glossary of Monitoring and Evaluation Terms
- II. Tools Series II - A Training Manual on Monitoring and Evaluation Concepts, Tools and Strategies for FPA Sri Lanka Projects & Programs
- III. Tools Series III – Framework for Monitoring and Evaluation of Sexual & Reproductive Health sector interventions

## **15. Privacy and Confidentiality of information**

FPA Sri Lanka Monitoring and Evaluation process must ensure the privacy and confidentiality of data which are collected from the operational units. It must ensure a functioning system of roll based authentication to access the confidential information. At the operational level the focal person for Monitoring and Evaluation will provide necessary authentication for all the staff and partners to access required data to perform their duties assigned by the Executive Director / Unit Heads. Executive Director has the authority to take the final decision on any issues related to confidentiality and privacy of M&E information.

## **16. Summary**

The implementation of the Policy will be managed by the Monitoring and Evaluation Unit of FPA Sri Lanka. However, in order for implementation to be successful, the commitment and the active support of all stakeholders in the sexual and reproductive health sector, particularly Ministry of Health, DS's, CBOs and NGOs, would be required.

This Monitoring and Evaluation Policy is offered as the foundation for widespread support for the establishment of a comprehensive, integrated monitoring and evaluation system of Family Planning Association of Sri Lanka. It is intended to guide the National Council in implementing M&E at FPA Sri Lanka and is not a panacea for lack of good governance.

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## **Appendix 1**

### Glossary

Definition of common terminologies in M&E

#### **Baseline information**

Information consisting of facts and figures collected at the initial stages of the program or project, it provides the basis for measuring the effect of an intervention.

#### **Benchmark**

Reference point or standard against which performance and achievements can be compared. A benchmark might refer to what has been achieved in the past.

#### **Beneficiaries**

The individuals, groups or organizations that directly or indirectly benefit from the development intervention.

#### **Effect**

Intended or unintended change resulting directly or indirectly from a development intervention.

#### **Effectiveness**

A measure of the extent to which a program or project attains its objectives at the goal or purpose level- i.e. the extent to which a development objective has attained its objectives efficiently.

#### **Efficiency**

A measure of how economically inputs are converted into outputs

## **Evaluation**

A systematic examination of a planned, ongoing or completed project / program. Evaluation aims to answer specific management questions and judge the overall value of an intervention and provide lessons for future actions, planning and decision making.

## **Feedback**

Dissemination of evaluation findings to all stakeholders for learning and sharing of information.

## **Impact assessment**

The process of assessing the impact of a program/project on a targeted or untargeted group.

## **Indicator**

Quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance. A unit of information measured over time that can show changes in a specific condition. A given goal or objective can have multiple indicators.

## **Input**

The financial, human, material resources necessary to produce the intended outputs of a project/ program.

## **Joint Evaluation**

An evaluation in which different institutions or partners are involved.

## **Logical Framework Approach**

An analytical, presentational and management tool that involves problem analysis, stakeholder analysis, developing a hierarchy of objectives and selecting a preferred implementation strategy.

## **Mid-Term Evaluation**

An evaluation performed in the middle of the period of project/program implementation

## **Monitoring**

The systematic and continuous collecting and using information for corrective measures during the implementation of the program, it helps to provide information during evaluation.

## **Monitoring and Evaluation (M&E)**

A process whose purpose is to measure and assess performance in the overall implementation of a program/project.

## **M&E framework**

An overview of the M&E system developed during the design phase of project/program and included in the appraisal of the project

## **M&E plan**

An overall framework of performance and learning questions, information gathering requirements, reflection and review of events with stakeholders, resources and activities required to implement a functional M&E system.

## **M&E System**

The set of planning, information gathering and synthesis, reflection and reporting processes, along with necessary supporting conditions and capacities required for an effective M&E program.

## **Objective**

A specific statement detailing the desired accomplishments or outcomes of a program/project.

## **Outcome**

The results achieved at the level 'purpose' in the objective hierarchy

## **Output**

The tangible, immediate and intended results to be produced through sound management of agreed inputs.

## **Qualitative**

Something that is not summarized in numerical form. Qualitative data normally describe people's behavior or attitudes.

## **Quantitative**

Something that can be measured or measurable in numbers (quantified).

## **SMART**

Specific, Measurable, Accurate, Relevant & Timely -performance indicators characteristics.

## **Target**

A specified objective that indicates what is to be realized at the end of a project.

## **Target Group**

A specific group targeted by the program/ project

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