



MONITORING & EVALUATION FRAMEWORK

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Proper monitoring and review in a regular manner is an essential ingredient for having an in-depth insight about the progress and performances of all the stakeholders with respect to project action plans.

LKP has been implementing its activities with its core principle of enabling women institutions themselves to transparent self monitoring and review mechanism during programme implementation for their own development. The approach of LKP for implementation of the project is to ***conduct all functions managed by the community organization only.***

The activities followed by the women institution for monitoring and evaluation are as below:

- **Monitoring and review by the community institutions** at different tiers- sub cluster, cluster and federation for successful implementation of the project.
- Formation of **community based social audit team**, as a subcommittee in order to establish transparency and identify gaps to make further progress.
- As per LKP's ongoing practice, **Group based livelihood seasonal plans are to be drawn by the groups** and integrated at the village level and subsequently at GP level by the village level and GP level federations. To monitor and review the entire activities **regular monthly meeting** both at the village and GP level, **regular field visits** for situation appraisal, **training need assessment** at various levels, and feed back from village level/SHG level organizations etc. for further progress of the project activities will be organized.
- **CRP and PP** play very important roles in transfer of technology and knowledge both in group management as well as agro and animal resource based livelihood activities. The community institution like the village and GP level federation will act as watch dogs for successful implementation of

the project activities. The CRPs/PPs will be given a target based on monthly action plan. They will monitor and review the performance of the CRP/ PPs on a monthly basis and report to the PIA. A grading template would be developed for evaluation of performance of local resource persons.

LKP is carrying out the following activities for monitoring and evaluation of the project activities:

- **Documentation** of the entire process for records, evaluation and research
- **Formation of Project Implementation Body (PIB)** to facilitate programme implementation process at the field level
- Formation of a **Programme Advisory Committee** with the participation of representative of the state Governments, Experts (managerial and mainly technical) from concerned fields of activities for their guidance and assistance in technical matters and also in making liaison with Government departments, district administration and Technology generating Institutes
- **Monthly monitoring** of field progress by the district / block level programme managers and reporting to the state head quarters by the last week of every month followed by the PIB meeting at the state level in the first week of the next month for review.
- Regular field visit for monitoring and finding gaps, and intervene through the project management group



- Guidance to overcome practical difficulties encountered by Mahila Kisans during field work would be provided to build up their confidence and improve quality at any stage of work.
- Some specific areas of support will be provided to the groups to prepare their business development plans , community based management systems, establish forward and backward marketing linkages including financial management, exposure visits, Group management, to extend assistance etc.
- Issue and filling up of **Mahila Kisan Card** as an instrument of regular monitoring process



- **MIS Automation System** specifically developed as per our programme requirement is an integral part of monitoring to capture various information on progress, achievement from the block level field offices to central (HQ) level
- **The MIS Automation System** would generate ready report about the detail of current status of individual MK as well as her group supported under each of the activity in a given time period.
- **The project specific data** would be drawn from **manual reports (Mahila Kisan card, Record Book etc.)** as well as **web- based MIS** so

that cross check of progress can be visualized & reports can be prepared for further analysis & decision making. This would be done by the MIS specialist at the HQ in consultation with the senior project officials.

- **Data Collection:** Specific formats (under *Mahil kisan Card*) are developed, circulated to all Block offices. Women institutions will also be strengthened through their skill building to enable them to participate into our MIS system.
- **Orientation, Clarification on the format:** All project staffs have been oriented on the formats. For example the individual Mahila Kishan Profiling, SHG data collection, Crop coverage & production, Livestock data collection formats etc were oriented to CRP, PPs and Project Managers.

- At state level Block/GP wise MK profile (basic information), their seasonal plan, physical progress, production, incremental income, success stories, best



practices etc may be stored electronically and compiled document can be used as and when needed.

- Block coordinators shall submit the Monthly Progress Report (MPR) within last day of each month to the DPMs of the respective districts & DPMs would forward it to PD with a copy to Secretary-LKP within 3rd day of next month. Separate format to capture the progress vis a vis target report has

been designed for the purpose.

- A QPR (physical and financial) would be submitted to WBSRLM and MoRD respectively. The WBSRLM as well as the MoRD team will also visit the project sites for the purpose of monitoring and review.
- The district and block level officers of the state government will hold meeting at a regular interval to discuss the progress of the project activities. LKP regularly submits the MPR of MKSP project activities to the entire district and block development offices.

Review Mechanism

M & E along with MIS to capture both process indicators & output indicators at different phases are as follows:-

- To build up system & process with strategy
- The **key out puts and objectively variable indicators** have been developed & submitted after sharing with Project field appraisal team.

- **M&E** would constantly review, access & learn from the qualitative & quantitative achievements of the progress on a phase to phase basis.
- **A computerized data base** will be prepared and updated as an ongoing process to capture these achievements.
- **Accountability in institutions (SHG, sub-cluster, Cluster etc)** will include institutional self monitoring, internal audit of process & local social auditing.

1. **Monthly /quarterly** planning review of progress, process reporting & internal review.
2. **Regular field visit** by the facilitators /community CRPs, PRPs & Project Manager & State/ District officials.
3. **Periodic visits** by the supervisory levels of officials from Head quarter to the grass root field level.
4. **Subject specific supervision** visits from time to time.
5. **Joint half-yearly & annual review by the SRLM & NRLM officials** through field visits
6. **Review & consultation workshops** with various stakeholders.

<p>Internal review mechanism at various levels will include</p>	<p>7. External Social audit & tracking of expenditure at the field level.</p> <p>8. Impact assessment on the basis of the studies of progress on key result indicators.</p> <p>9. MIS-based input-output monitoring system will be developed.</p> <p>10. Expenditure statements & related audit reports will be submitted.</p> <p>11. Progress reports will be uploaded on the LKP website annually.</p> <p>These can be linked with the web based - MIS if developed at the State & the National level.</p>
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Internal review mechanisms

Sl no	Level	When	Remarks
1	Review with project staff Districtwise	Monthly	DPMs shall review the progress (Physical and Financial), constraints, suggest actions and report to LKP HQ every month. (In presence of PD & Jt.PD of MKSP)
2	Review Daily diaries , Monthly & Seasonal plan with CRPs/ PPs Blockwise (visit of CMC)	Monthly , Seasonal & quarterly	<ul style="list-style-type: none"> Block coordinators, FPAs, CRPs in Presence of DPMs shall review and plan major livelihood activities GP wise for next month (before commencing the coming month) Each team would meet monthly to report performance against plans and make plans for the next month. A Central Monitoring Committee (CMC) comprising of all DPMs, Subject Matter Specialist, PD from head office shall review performance once in three months.

3	PIB review at Head-quarter	Only quarterly	LKP shall convey the quarterly review meeting (as PIB meet headed by Secretary LKP) to review the progress (physical, financial) and plan for next six month. It can be at Kolkata or at any District location of our intervened area.
4	At Community level (Panchayat & Cluster level)	Monthly	<ul style="list-style-type: none"> • Much of the operational review of the project shall be done at the Cluster/ Panchayat level weekly & monthly meeting respectively. • The Gram sabha (2nd & 4th Saturday meetings) will be tried to be an active stake-holder in review the progress of the activities undertaken by Participatory FGD mode. • These community institutions will organize themselves, with the facilitative support of the PIA staff, to run the processes for monitoring and review in terms of inputs, processes and outputs and impact.

Information flow chart

- **CRPs** to submit all reports/information etc to Block Coordinators through FPAs
- **FPAs** submit all reports/information etc to Block coordinators would submit the same to District Program Manager.
- **District Programme Manager** reports to the Project Director of the organization.
- **Chief Accountant of PIA** can consult for clarity on operational issues related to accounts with District Accountant of the project area.
- **Secretary & Project Director-MKSP of PIA** can consult for clarity on operational issues related to programs with all project implementing staffs at PIB meeting in Kolkata Head quarter.
- **PD-MKSP** is responsible to submit the monthly, quarterly and annually reports to the Secretary LKP based in Kolkata (central office of MKSP) and also coordinate with District administration.

External review mechanisms

Sl no	Level	When	Remarks
1	District level	As intimated by WBSRLM/DR DC of the district	PIA shall attend monthly and submit a report mentioning the progress against the plan and invite the administration to visit the site, the representative from LKP would be there with the district when they will attend and appraise the progress. A short report on the decisions taken in the district review would be sent from the

2	State level	As intimated by WBSRLM	The representatives of State team along with PIA shall attend the meeting with a compile updated report on the progress against monthly/ Quarterly plan & shall discuss the issues related to the project for better implementation.
3	Central level	As intimated by NMMU of MoRD	LKP will attend the review meeting along with the WBSRLM representative as & When convened by NMMU.



Divisional Commissioner during his visit in MKSP project area in Birbhum

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