



# Monitoring and Evaluation Policy



**BISAP**

(BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME)

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# **BISAP Monitoring and Evaluation Policy**

## **INTRODUCTION**

BISAP is the acronym of “Bangladesh Integrated Social Advancement Programme”. It is a non-political, non-profitable, secular and non-government development organization. It came into existence in 1989 in response to the felt-needs of the area of the poor and hard core people, especially problems of endemic poverty, ill-health which manifest in landlessness, unemployment, illiteracy, malnutrition and vulnerability to frequent natural disaster, by the active initiative of local social workers, philanthropists and educationists with a view to alleviating poverty through empowerment, education and resource mobilization for improving their life and livelihood and innovating appropriate development strategies to lead the programme towards sustainability. It Programme which is underpinned by the following principles:

## **Monitoring and Evaluation Procedures:**

- ✓ Must be explicit consensual and agreed whole Programme level;
- ✓ Have, primary focus to community health, women empowerment, human Right, child abuse , Environment, Climate change, disaster risk reduction and capacity building
- ✓ Are part of the community development of self-reliance, self-evaluation and self improvement;
- ✓ Should result in outcomes which are followed up and lead to action for improvement;
- ✓ Must be linked to the Programme development plan;

## **Aims**

The aims of our monitoring and evaluating policy are to ensure that self-evaluation and review are based on an organised and structured programme of collecting, analysing and interpreting information about all aspects of the work and life of the programme. Monitoring and evaluation is undertaken to strengthening the programme:

- ✓ Find out about the quality of implementation and management of the programme and enhance the quality achievement.
- ✓ Identify strengths and areas of improvement;
- ✓ Take appropriate action to address indentified areas for improvement;
- ✓ Ensure consistency in continuity and progression;
- ✓ Provide appropriate support and resources;
- ✓ Ensure that project objectives, goal needs are addressed;
- ✓ Share good practice;

**Monitoring** is the means by which we gather information systematically. We believe that effective monitoring:

- ✓ Promotes excellent performances and better performances result throughout project implementation;
- ✓ Ensure result base planning and delivery of activities;
- ✓ Identifies the strengths and needs for professional development;
- ✓ Offers an opportunity to celebrate progress and success;
- ✓ Identifies specific areas which need to be looked at/ updated to ensure progression throughout the project period;

## **What is monitored?**

### **Project Programme Review**

- ✓ Assessment information;
- ✓ Day to day progress ( in line with Marking Policy);
- ✓ Monthly Progress, Quarterly, Six Monthly, Need based;
- ✓ Year to year progress;

### **Assess the performance of the Project & Impact Made**

- ✓ Coverage, continuity and progression;
- ✓ Use of resources;
- ✓ Beneficiaries, project documentation and compiled report

### **Assess Managerial skill**

- ✓ Effectiveness in ensuring quality performance.
- ✓ project documents and reports;
- ✓ Collaborating channels;
- ✓ Ethos;

### **Project Staff Professional development**

- ✓ Helping staff to identify strengths and weaknesses find strategies for development and identify training needs.

**Evaluation** is the judgments on the effectiveness of action taken, based on their impact on the quality of project objectives:

#### **1. Taking action and reviewing**

Leadership team and all staff regularly review monitor progress and impact of the smooth programme implementation.

#### **2. How well are doing?**

Leadership teams gather evidence of current practices and their effectiveness.

#### **3. How well should we be doing?**

Leadership team/whole staffs compare their current practice. Identifies areas of good practice to celebrated, as well as future developmental needs.

#### **4. What more can we aim to achieve?**

Agree priorities for improvement with all staff, Agree outcomes.

#### **5. What must we do to make it happen?**

Define success criteria for agreed outcomes. Formulate action plan with explicit links to CPD.

## Monitoring and Evaluation Framework

Monitoring and Evaluation in BISAP are part of a planned process and ensure that all aspects of the School's performance are systematically and regularly reviewed as part of an annual cycle (appendix 1). All evidence of monitoring will be filed and used to inform future work. A timeline for subject coordinators outlining monitoring and evaluation is in place. This is used to inform our overall programmer monitoring and evaluation. Where possible monitoring is linked to specific programmer targets, which are included within the Programmer development plant (PDP) and linked to performance review and staff development PRSD.

## Roles and Responsibilities

The Project coordinator/Programme Manager and the Monitoring and Evaluation Officer /Finance & Admin Officer of BISAP are involved in monitoring and evaluation of the programme in field level.

The Principal monitors standards of the programme by monitoring and reporting on benchmarking, standardized assessments, of field activities, looking at community level field level being implemented.

The Project coordinator, Programme Manager, Finance & Admin Officer, Field Officer, monitor medium term planning throughout the programme for their own work places, mainly by looking at work-plan, action-plan of the project. They collect samples look at displays and look at work produced by concerned staff in monthly coordination meeting. Limited field level observation taken place together with supporting and advising other members of programme staff.

The concerned Project Coordinator, /Manager, Monitoring and Evaluation Officer and coordinators keep records of all monitoring undertaken at office and field level. These records include day-to-day performances activities impact case study and other lesson learned.

Programme staff (Field Level) monitors the progress and achievement made through day-to-day follow- up and monitoring of the programme through putting feed-back and recommendation for further strengthening the programme and its good impact.

Monitoring by the BISAP is covered in the monitoring and evaluating as per BISAP's Monitoring & Evaluation Policy.

## Areas of Focus for monitoring

Monitoring will focus on seven areas

1. The overall projects of BISAP.
2. The management and leadership of programme staff.
3. The behavior and general discipline of the programme staff as well as its beneficiaries.
4. The listening and learning environment of programme in office and field level.
5. The effective implementation of programme & lesson learned; and recommendation/feed-back.
6. Quality of work and progress & achievement made and.
7. Preservation and record keeping of findings & documentation.

## Criteria for evaluating Each Area of Focus:

### 1. Ethos

- ✓ There is general evidence of progress towards the Project aims & objectives.
- ✓ Concerned stakeholder, beneficiaries as well as programme staff are observed or reported to be safe, happy and productive (with any exceptions being temporary and dealt with to the satisfaction of all parties).

### 2. Management and Leadership

- ✓ There is specific evidence of progress within action plan of the project.
- ✓ Staff Members contribute to the on-going development of the programme.
- ✓ Members of staff provide feedback that is mostly positive in relation to the programme and its sustainability.

### 3. Behavior

- ✓ Relationships are based on respect, patience and co-operation
- ✓ Project beneficiaries display an interest in their own development.
- ✓ The beneficiaries stay on task for periods of time appropriate to their staff task.
- ✓ The beneficiaries are able to work both co-operatively and independently.
- ✓ The beneficiaries walk quietly about the programme and behave appropriately.
- ✓ The programme staff are polite and well behaved during project implementation, coordination meeting, net-working and mutual trust and cooperation programme and when representing the community at outside events.
- ✓ There is evidence of self-discipline.

### 4. The Working Environment

- ✓ Displays are fresh and imaginative and reflect the work of Project Beneficiaries.
- ✓ Displays are varied and include representations from cross-curricular areas.
- ✓ Displays include stimuli and reference material or learning points.
- ✓ The working environment in the office as well as field level and other premises are clean and used as a resource for learning.

### 5. The Working and Learning

- ✓ On-going evaluation using “together towards improvement”
- ✓ Thinking skills and personal capabilities are infused in day-to-day programme practices.
- ✓ Planning is realistic and effective, showing; desired smooth implementation, impact; working strategies and programme management; effective use of resources; cross-curricular links; and success criteria.
- ✓ Planning reflects differentiation and high expectations.
- ✓ The working strategies that are used are appropriate to targeted beneficiaries;
- ✓ Programme Staff demonstrate a sound knowledge to attract beneficiaries;
- ✓ Beneficiaries are given opportunities to develop independence in their listening & learning their own development.

## 6. Standards of Work

- ✓ All of staff members; displays and performance indicates continuing progress that is appropriate to the project, ability, personality, strengths and needs.
- ✓ Beneficiaries work reflects the programme staff high expectations and knowledge of individual beneficiaries, including that gained through their better performance.
- ✓ End of key stage results reflect rising standards across the programme at a level compared favorably with BISAP benchmarking Data.

## 7. Assessment and Record keeping

- ✓ Assessment of record keeping of project work is in accordance with BISAP Policy.
- ✓ Formal assessment indicates the progress of beneficiaries and informs planning (AfL) by identifying areas that require support or suggest opportunity.
- ✓ Assessment and record keeping reflect the performance of the programme.
- ✓ Daily and weekly reports are written and records kept in accordance with assessment policy.
- ✓ Assessment and record keeping reflect the target and achievement of the programme as well as the areas required to improve.

## Forms of Monitoring

The degree of formality is determined by the information sought through any monitoring activity of BISAP.

- ✓ A general awareness of programme and its implementation project period and log-frame.
- ✓ A focused discussion of an aspect of the programme and its target.
- ✓ Field visit follow-up monitoring and sharing discussion with beneficiaries and practices in relation to one or more issues;
- ✓ Annually overall programme review by all team.
- ✓ A comparison of target & achievement project-wise and the barriers/challenges faced and mode of its solution.
- ✓ The formal observation of Senior management and their comment/remarks.
- ✓ The inspection process.

## Performance Review and Staff Development (PRSD)

PRSD will be used within the programme to ensure that the Programme Implementation Plan (PIP) is effectively being carried out. All member staff will work on to commonly agreed targets as a whole programme approach to improvement. These targets will follow the focus of the BISAP. The final target will be a personal target that staff will develop within their classroom practice or within a subject they coordinate. Shows the format that is used for recording and feedback of targets.

## The Governing Body

- ✓ Agree, in consultation with the Principal, the areas which need to be monitored and evaluated;
- ✓ Support and reinforce the view that the purpose of monitoring and evaluation is to progress;
- ✓ Receive monitoring and evaluation data at agreed times and in the agreed format in order to review the information and consider its implications;
- ✓ Use a summary of some the monitoring and evaluation data to inform parents about the programme progress and performances;
- ✓ Ensure that monitoring and evaluation are used to establish realistic targets for continuous improvement and programme development.

## Review

Name of reviewer:	
Date of approval by Governing Body:	
Signature of Chair Governors:	
Signature of Head Teacher :	
Date Due for review:	

**Appendix 1: General BISAP Monitoring / Evaluating Cycle. Appendix 2: Monitoring Arrangement.**

**Appendix 3: See Learning and Teaching Policy. Appendix 4: See Marking and Presentation Policy. Appendix 5: Performa for PRSD.**



**Mohammad Dostagir**  
Chairman



**S.M. Tareque Jabed**  
Chief Executive-BISAP