Mukti Foundation

MEAL POLICY

FEBRUARY 2024

www.muktifoundationbd.org

Preface

In today's rapidly evolving landscape of humanitarian aid and development, the Mukti Foundation (MF) remains steadfast in its commitment to meticulously examine and analyze every aspect of our projects. We understand that the effectiveness of our efforts depends on thorough scrutiny of project design, implementation strategies, and resulting outcomes and impacts.

Recognizing the crucial importance of outcomes and impacts, the Mukti Foundation emphasizes transparency and accountability as fundamental principles underlying our interventions. These principles enable us to demonstrate the measurable impact of our initiatives.

The "Monitoring, Evaluation & Learning Policy of Mukti Foundation" serves as our guide in our pursuit of accountability and impact. Through a robust MEAL framework, we aim not only to monitor progress but also to evaluate effectiveness and learn from our experiences. This collaborative approach involves engaging various stakeholders, including partners, beneficiaries, and communities, in monitoring and evaluation processes.

We understand that MEAL is not solely a technical exercise but a shared responsibility and a driver of continuous improvement. By systematically monitoring with the guidance of Logical Framework Analysis and carefully crafted indicators, we seek to extract valuable lessons from both successes and shortcomings, thereby enhancing the outcomes and impact of our development efforts.

In crafting this policy, the Mukti Foundation reaffirms its unwavering dedication to transparency, accountability, and the relentless pursuit of impactful change. We express our sincere gratitude to Malteser International for their generous financial and technical support in developing our MEAL Policy, as well as to all our partners, supporters, and beneficiaries who contribute to our mission of making a meaningful difference in the lives of those we serve. We invite all stakeholders to join us in this noble endeavor, as together, we strive to create a more equitable and sustainable future.

Gobinda Ghosh
Director, Mukti Foundation
Tala, Satkhira, Bangladesh
February 2024

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Policy Statement

The Mukti Foundation is committed to a Monitoring, Evaluation, Accountability, and Learning architecture, which serves to ensure adherence to Mukti Foundation's values of unity, solidarity, human worth, and rights for all (irrespective of gender, ethnicity, religion, sexual orientation, disability, and social status), promote wider learning, and improve performance.

Purpose

The purpose of the Mukti Foundation MEAL approach is to promote the strategic and systematic application of knowledge, lessons learned, and good practices into our work to enhance participation, accountability to the population we support, transparency of decision-making, and to promote organizational learning and the continual improvement of interventions in support of Mukti Foundation's values, policies, and strategies. The MEAL approach is valid for all Mukti Foundation programs, including program partners with contractual obligations.

Objectives

- The policy shall commit Mukti Foundation to Monitoring, Evaluation, Accountability, and Learning (MEAL) as key components of a Results-Based Management System.
- MEAL activities shall contribute to the promotion of Mukti Foundation's values and policies.
- MEAL activities shall focus on the analysis of coherence, relevance, efficiency, effectiveness, and impact of Mukti Foundation interventions and the sustainability of its results.
- Mukti Foundation shall continuously improve based on quality knowledge development, the sharing of good practices and challenges, and incorporate lessons learned into MUKTI FOUNDATION 's decision-making and interventions.

Target Audience

Overall, this policy is intended as a reference and guide for all Mukti Foundation staff and partners engaged in Mukti Foundation programming at any level, with the contents and structure shaped accordingly. In general, the following people and groups are expected to be the core audience:

- **Project Managers and Coordinators** responsible for designing and managing projects and programs, to ensure those implementing adhere.
- **Field staff implementing projects** who are responsible for undertaking M&E activities, so they have a common understanding to best practices in M&E at Mukti Foundation.
- **Technical Advisors** who support programs, so they can provide common advice on M&E;
- **Consultants undertaking assessments, evaluations** or any other activity which will contribute to and inform program and project planning and learning.
- **Partners and other stakeholders**, to ensure understanding of and coordination with Mukti Foundation’s approach to M&E.

Component of Monitoring, Evaluation, Accountability, Learning (MEAL)

Monitoring, evaluation, accountability, and learning are in synergy, and must be implemented concurrently in order to achieve the objectives of this policy. In application, MEAL systems of all programs contribute to a participatory and inclusive approach throughout the program cycle. These components should be jointly planned and executed with partners and the people & community we support. These components include:

MONITORING

Monitoring is the systematic, periodic and continuous collection, analysis, and utilization of information on project processes, outputs, and outcomes throughout the project life cycle. It builds upon solid problem analysis and the project logical framework. Project monitoring data may be used to adjust project implementation, enable internal and external reporting, inform project design and advocacy, and promote accountability to beneficiaries.

EVALUATION

Evaluation provides a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance, connectedness, coherence, coverage, efficiency, effectiveness, impact and sustainability of projects and programs.

ACCOUNTABILITY

The process of collecting and analyzing information to assess a project or program's outcomes and the factors that influenced results. Accountability has been defined as "the means through which power is used responsibly. It is a process of taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of power" (The 2010 HAP Standard in Accountability and Quality Management. HAP. 2012)

Accountability can pertain to multiple levels of stakeholders in a project e.g. donors, target populations, governments, etc., and is concerned with how the needs of different groups are balanced and considered in decision making and activity implementation. However, a primary focus is on ensuring that the men, women, boys and girls affected by a crisis, and that the project aims to assist, are involved in planning, implementing and judging interventions. (The Good Enough Guide, ECB, 2007)

International standards have been set to guide humanitarian organizations in being accountable; these standards suggest that an organization should:

- **Set out the commitments that it will ensure accountability** on and how these will be delivered.
- Ensure that **staff have competencies** that enable them to meet the organization's commitments.
- Ensure that the people it aims to assist, and relevant stakeholders, have **access to timely, relevant, and clear information** about the organization and its activities.
- **Listen to the people it aims to assist**, incorporating their views and analysis in program planning and decisions.
- Facilitate ways for the people it aims to assist and relevant stakeholders **to raise complaints and receive a response** through an effective, accessible, and safe process; and
- **Learn from experience** to continually improve its program performance.

Establishing a feedback mechanism(s) is a key step towards meeting these standards and strengthening the accountability of projects. (The 2010 HAP Standard in Accountability and Quality Management. HAP. 2012)

LEARNING

Learning is acquiring new, or modifying and reinforcing existing knowledge, behaviors, and skills. It is contextual and it involves synthesizing different types of information. Learning may be viewed as a process that produces changes in an organization.

MEAL Principles

All MEAL activities shall follow certain principles, based on MUKTI Foundation's values and sound MEAL architecture. The quality, reliability, and credibility of M&E findings and subsequent decision-making can be compromised if ethical principles are not taken into account. M&E processes should therefore abide by international professional ethics, standards, and regulations to minimize any negative ramifications or risks to stakeholders, particularly local stakeholders, and ensure credibility and accountability. However, it is worth highlighting some of the key issues and principles:

CONFIDENTIALITY/ ANONYMITY

All stakeholders that have taken part in MUKTI Foundation's MEAL activities shall be secure that the data is not traceable to the individual, and that data is stored safely. A person's right to provide information in confidence and anonymously should be built into data collection, with potential respondents asked about their preference for anonymity.

INFORMED CONSENT

Potential respondents should be informed of the purpose of the data collection, how the interview will be conducted, how information will be used, and whether it will be published.

QUALITY

To maintain confidence in MEAL architecture, high standards of quality are required. Mukti Foundation's methods for data collection and analysis shall be known to the Mukti Foundation program staff and possible to track internally in Mukti Foundation. The methods shall be appropriate for the purpose and to the greatest degree possible be based on developed and tested methods. To minimize bias, the MEAL data and analysis shall be representative and must reflect the reality of the different groups of stakeholders we are analyzing to the greatest extent possible. In this regard, MEAL activities should follow the UN principles of leaving no one behind. It is also vital to include objective methods of data collection and analysis, such as external evaluations, feedback mechanisms, designated MEAL staff, and stakeholder analyses.

GOVERNANCE

The MEAL architecture requires sound governance by Mukti Foundation senior management in order to ensure sufficient integrity and objectivity. Mukti Foundation management & program teams have a key role in terms of establishing the MEAL framework, maintaining oversight and follow-up. Governance also means that Mukti Foundation staff and relevant stakeholders participate and take ownership of the quality of MEAL activities and that roles and mandates in MEAL activities are clearly defined and are articulated in annual plans.

TRANSPARENCY

Subject to any legal obligations and/or the need to protect confidentiality, Mukti Foundation should strive to be as transparent as possible to ensure accountability – internally and externally. Mukti Foundation commits to sharing result information to the groups we are accountable to, the related publication of evaluations and using public channels for other result information.

INTEGRATE WITH PROGRAM ACTIVITIES

Mukti Foundation integrates MEAL activities with program activities to ensure the coordination, efficiency, and appropriateness of our work. MEAL must not be viewed as a siloed/disconnected activity but a core component of project management. This approach will ensure that all MEAL efforts are truly and systematically geared toward improving program quality for our clients. In day-to- day activities, the program teams' priorities, milestones, and decisions must feed into the MEAL work plans and the MEAL data must inform project performance and adaptation. At a strategic level, the MEAL strategy and activities must be rooted in organizational and program goals to foster wider portfolio understanding and learning.

CODE OF CONDUCT, TRANSPARENCY & CORRUPTION

Mukti Foundation organizational procedures, standards and code of conduct should be adhered to as part of any M&E system and any real or potential conflict of interest, including offers of incentives or payments, should be raised to the relevant people. Monitoring of potential or actual corruption in projects and communities should also continuously be reviewed and checked.

PROMOTE GENDER, EQUALITY, DIVERSITY, AND INCLUSION (GEDI)

Mukti Foundation promotes the values of gender, equality, diversity, and inclusion in all MEAL work. These values must be fully integrated in the way we conduct our day-to-day activities, the way we lead our teams when learning and practicing skills to carry out our work, and in hiring MEAL staff. It is also essential to prioritize gender, equality, diversity, and inclusion (GEDI) when disaggregating and analyzing data in order to understand and improve program quality, safety and equity in outcomes for our clients especially those marginalized because of characteristics such as gender, race, ethnicity, or age. Read the Gender Sensitive M&E Practices for a complete overview on how to ensure gender equity and inclusion across all MEAL activities.

CONTINUAL IMPROVEMENT

The MEAL architecture of Mukti Foundation reinforces an organizational culture of continual improvement by establishing processes to cultivate internal reflection, learning, and adaptive response. Mukti Foundation supports continuous professional development to nurture competencies and motivation among staff. Staff are expected to acquire and apply the skills necessary to fulfill their duties and enhance the quality of their work. Managers are expected to encourage staff to allocate time and effort to learning and applying new skills and competencies, which should be included in performance goals. All MEAL standards have associated practices necessary to meet the required standard. Each practice is accompanied by learning resources, some of which support self-directed learning and others that can be utilized for group training.

DO Not Harm

The underlying principle of 'do-no-harm' applies to all MEAL activities. One shall, for instance, make sure that MEAL activities are not a risk to partners nor the population we support. Data collectors and those disseminating M&E findings/reports should consider where information might endanger or embarrass respondents or those non-community members involved in conducting the M&E.

DATA STORAGE AND SECURITY OF PERSONAL INFORMATION

The collection and storage of individuals' personal information poses additional ethical obligations for project teams. Any personal data collected from individuals/households should be securely maintained and be available only to those with access rights.

FOCUS ON PROGRAM PARTICIPANTS

Mukti Foundation prioritizes the rights, priorities, preferences, and feedback of program participants during MEAL activities. We engage respectfully with program participants and communities at all stages of the project lifecycle, beginning with obtaining informed consent from clients before data collection. We understand, value, and incorporate their perspectives into decision-making processes. We acknowledge that the primary objective of MEAL work is to provide quality data to enhance program performance and outcomes for all our clients. We recognize the ethical and legal obligations associated with collecting, utilizing, and storing data about individuals.

The Basics of an M&E System: Results-Based Management, Logical Frameworks & Results Chains

M&E at Mukti Foundation is grounded in Results-Based Management (RBM), which is a management strategy focusing on the performance and achievement of results in terms of outputs, outcomes, and impacts. A key function of M&E is therefore to test and determine whether or not the project's objectives and causal analysis (i.e. the sequence of results expected based on certain inputs and activities) articulated in the project design holds true; and if not, why not, and what should be done to address this and learn lessons?

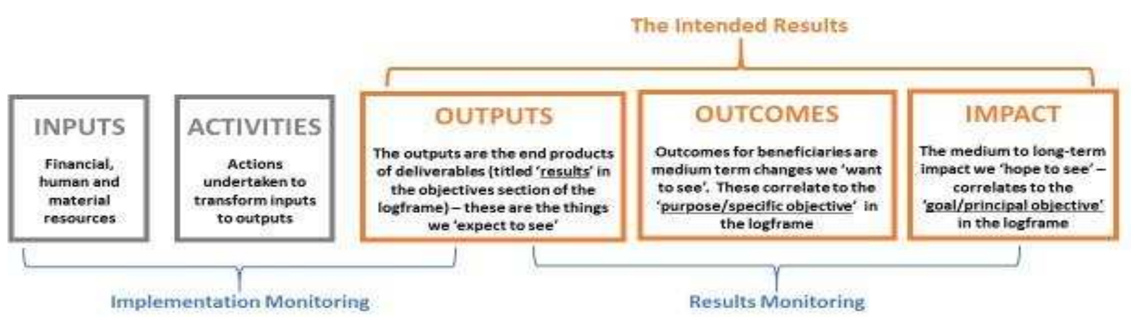
M&E systems at Mukti Foundation are formulated based upon the project logical framework (logframe), which is one type of program logic model. A logframe is an important tool in project design and management, mapping the multiple levels of objectives and associated results (measured through indicators) in the short, medium, and long term. Indicators are units of measure that determine whether the objectives formulated in the logframe have been achieved.

The table below summarizes standard logframe objectives and results, and the types of indicators used to measure them, which form the basis of a project M&E system and plan:

TABLE : LEVELS OF LOGFRAME OBJECTIVES AND INDICATORS

Logframe Objectives Definitions		Objectively Verifiable Indicators (OVI) that measure logframe objectives	
Impact [Goal/ Overall Objective]	Higher level project objectives in terms of longer-term benefits to beneficiaries and the wider benefits to society. The goal will not be achieved by the project alone; the project aims to contribute to its goal	**Impact Indicator**	Impact indicators measure this long term change in conditions of the community (e.g. % change in malnutrition rates or mortality rates due to malnutrition)
Outcomes [Purpose/ Specific Objective]	The short-term and medium-term objectives in terms of benefits to the project beneficiaries due to the intervention's outputs; the project can only indirectly control achievement of outcomes; behavior change is often a key component	**Outcome Indicator**	Outcome Indicators describe the medium-term effects of an intervention's outputs. (e.g.% change in the population with access to adequate food, rate of adoption of improved farming practices, % of beneficiaries using latrines, % practicing hand washing)
Outputs [Results]	The outputs produced by undertaking a series of activities. This is what will be delivered to the intended beneficiaries or target group, and it should be possible for project management to be held accountable for this delivery	**Output Indicator**	Output Indicators describe the immediate effects of an activity; tangible products, goods and services, and other immediate changes that lead to the achievement of outcomes (e.g. number of people trained).
Activities	The tangible goods and services delivered by the project. (e.g. distribution of inputs)	**Process Indicator**	Process Indicators describe the activities undertaken (e.g.quantity and quality of inputs distributed)
Inputs	The financial, human, and material resources used for the development intervention	**Input**	Indicators used to measure the utilization of inputs

The logical relationship of inputs leading to activities that produce outputs, which result in medium term change (or outcomes), which result in longer term change (or impact), can be mapped out as a Results Chain, as in Figure below:



Example Results Chains

INPUT	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Food aid	Distribution of food aid	- Number of people who received food - Quantity of food distributed	- Increase in number of meals consumed per day - Increase in FCS	% decrease in undernutrition rates (GAM, SAM)
Water purification tabs	Distribution of water purification tabs	- Number of people who received water purification tabs	- Improved water quality (proxy for reduced waterborne disease prevalence)	% decrease in undernutrition rates (GAM, SAM)

Inputs are used to carry out activities, → Activities produce specific outputs, → Outputs produce outcomes, → Outcomes contribute to the impact (overall objective) of a project.

Most monitoring activities tend to focus on short to medium-term tangible results in the form of activities, outputs, and outcomes, rather than long-term change (impact – see box below). When considering logframes and M&E, it is also essential to pay attention to and include the project's risks and assumptions within the M&E system.

Monitoring & Evaluation (M&E) Framework Template for Mukti Foundation

	INDICATOR	**DEFINITION** How is it calculated?	**BASELINE** What is the current value?	**TARGET** What is the target value?	**DATA SOURCE** How will it be measured?	**FREQUENCY** How often will it be measured?	**RESPONSIBLE** Who will measure it?	**REPORTING** Where will it be reported?
Goal								
Outcomes								
Outputs								

MEAL & Project Cycle of Mukti Foundation

Project Design Stage: The process for determining indicators of measurement should start at the project design stage – early planning for M&E is important. As discussions evolve on what data can be collected this will form the basis for monitoring and evaluation. Indicators for monitoring will be shaped further during consultation with beneficiaries, ensuring participatory decisions on desired results.

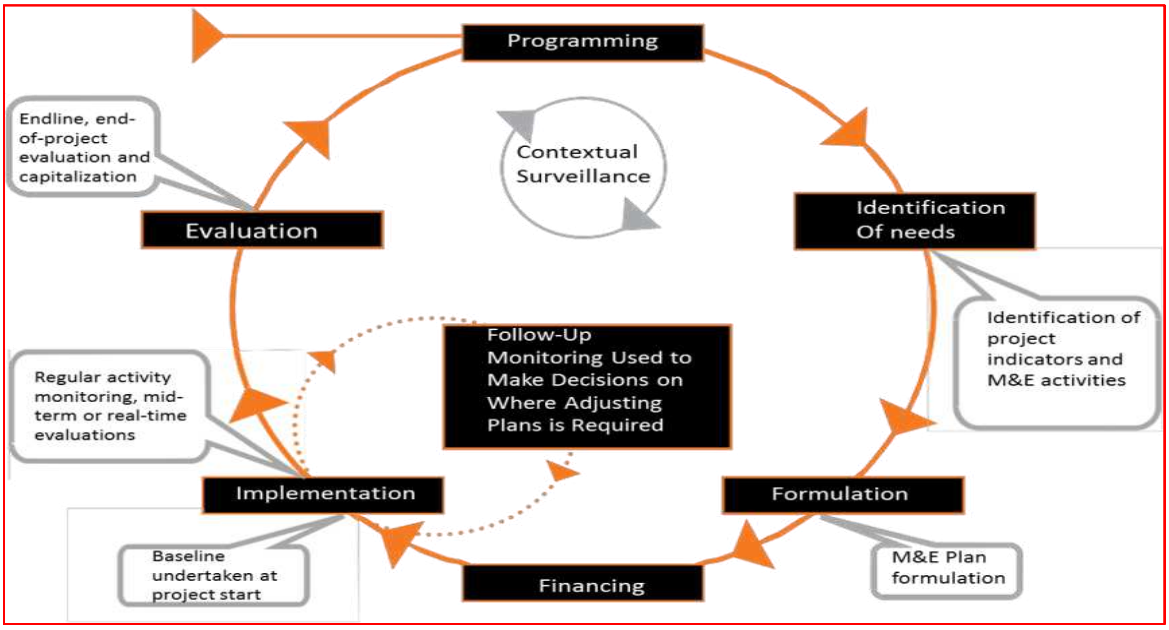
Formulation/Planning Stage: When project ideas become project plans, a full M&E is developed alongside the project logframe. Resources for the M&E Plan including budget, human resources, and equipment should be agreed on and included in the project budget.

Financing Stage: When a project proposal is submitted to the donor, resourcing plans for M&E activities should also be negotiated. In terms of budgeting for M&E, international standards recommend between 3 to 5% of the total project budget should be allocated for M&E activities.

Implementation Stage: A baseline survey should be conducted at the beginning of any project activities. End-of-project evaluations should be planned at the start of implementation to ensure collection of required data in the baseline survey. Once implementation begins, regular monitoring in line with plans should occur in consultation with beneficiaries and stakeholders, to assess actual progress against planned targets. An end-line survey is carried out after project activities have concluded.

Evaluation Stage: A project evaluation assesses the performance of the intervention and identifies lessons learned and good practices. Evaluations might also be undertaken during implementation, e.g., mid-term or real-time evaluations, or after action reviews, to assess progress and make any necessary changes in activities.

Learning Stage: Evaluation findings are used to improve the design of ongoing and future projects or programs, through the identification and documentation of learning and good practices.



Standards & steps to develop and apply the MEAL Framework.

SN	Standards & Steps	Details Descriptions
01	A theory of change and a logframe are developed using client feedback, data, evidence, and learning	▪ Ensure client feedback, monitoring data, research and learning from past implementations and partners are incorporated into project design. ▪ Collect primary data on client priorities and preferences when more information is needed. ▪ Create a theory of change (ToC) to define how outcomes will be achieved. ▪ Develop a logframe using organization's core and donor indicators. ▪ Determine baseline, define disaggregation and set a target for each indicator.
02	Requirements, costs and staffing for monitoring, evaluation, accountability and learning are defined in project proposals.	▪ Define the project MEAL approach, processes and structure. ▪ Define staff and resource requirements for all MEAL activities and include them in the project proposal. ▪ Formulate a MEAL budget to finance required equipment, processes and staff.
03	A monitoring, evaluation, accountability and learning plan is created to guide the collection, management and use of data	▪ Select and design proactive and reactive client feedback channels. ▪ Develop the MEAL plan for the project. ▪ Assign MEAL responsibilities to staff and agree on technical support functions and project partner roles as required.
04	Data collection and management systems are established using MUKTI FOUNDATION approved tools in consultation with relevant sector and program teams and partners	▪ Select, adapt, develop, and pilot (as necessary) data collection tools based on the latest guidance. ▪ Establish database and report structure and map data flows for all logframe indicators. ▪ Develop and set up procedures to collect, store and share data for all logframe indicators safely and ethically.
05	Data is collected ethically using the appropriate disaggregation and methodologies and is checked to ensure quality	▪ Conduct monitoring and data collection activities. ▪ Manage MUKTI client feedback channels. ▪ Ensure all MEAL data is systematically entered and updated into database, reports and dashboards. ▪ Conduct data quality checks at least monthly, share findings with programs and take remedial actions as necessary.
06	Data is analyzed and presented to understand performance, make decisions and adapt programming	▪ Analyze and interpret disaggregated data on clients reached, outcomes and client feedback. ▪ Generate programmatic and client feedback dashboards and reports. ▪ Present key monitoring & client feedback findings and priority issues for discussion. ▪ Document learning from monitoring data and feedback mechanisms.
07	Findings and resulting adaptations are captured, stored and shared to maximize learning, and to provide evidence for past, current and future programming decisions.	▪ Conduct a review or evaluation as per project commitment to maximize learning. ▪ Plan for close-out of the project's monitoring and feedback mechanisms. ▪ Finalize and safely store all MEAL reports and products for access by current and future programs. ▪ Share final project indicator results and knowledge with stakeholders.

Core Tools & Requirements of an M&E System

- **Logical Framework:** Summarizes the project plan and ways of measuring achievements.
- **Indicators:** Variables used to measure changes in results from the logic.
- **M&E Plan**: Summarizes data collection processes including what, how, how often, and by whom. For M&E to be meaningful and effective, it is important to have clear plans against which to assess progress and results. To be effective, each project should have an M&E plan that details methodologies (e.g. sampling), procedures, tools, responsibilities, budget, and resources for the systematic, timely, and effective collection, analysis, and use of project information.
- **Activity Progress Report:** Tool for reporting the evolution of activities on a project, as well as tracking project indicators and the number of beneficiaries by project type and activity.
- **Budget**: Summarizes project costs including M&E budget resources.
- **Reporting Templates**: Details what needs to be reported on, the frequency, and to whom;
- **Monitoring Tools**: (e.g. questionnaires) Provide detailed questions and formats by which to measure indicators and collect other information using quantitative and qualitative data;
- **Technologies:** Enhance and or contribute to more effective or easier M&E; and
- **Qualified Staff:** Collect, analyze, and report project information with as much efficiency and accuracy as possible.

Monitoring Standard & Practices of Mukti Foundation

Monitoring should be an established practice for all Mukti Foundation projects, programs, and mechanisms. It is a necessary management tool to ensure that the implementation of activities is on the right track towards their intended objectives and improves delivery and performance in both operational and financial aspects.

Monitoring is the systematic, periodic, and continuous collection, analysis, and utilization of information on project processes, outputs, and outcomes throughout the project life cycle. It builds upon solid problem analysis and the project logical framework. Monitoring is critical in order to effectively:

- **Assess the progress of a project** in addressing the needs and improving the lives and livelihoods of beneficiaries (beyond who received what);
- **Know if a project is on track** against its objectives and targets and determine what still needs to be done to meet objectives.
- **Collect data to enable the review of risks to a project** as well as identifying potential solutions to address these in a timely manner, which can be used to make adjustments to improve effectiveness and avoid possible waste caused by unresolved issues.
- **Continuously assess the relevance and quality** of a project through stakeholder feedback on satisfaction.
- Establish mechanisms to **identify successes, challenges and lessons learned** from a project on an ongoing basis.
- Provide data that will **contribute to evaluations;** and

The transformation process of technical data collected from the field reflects the services and performance from Mukti Foundation towards a benefiting population at a certain point of time according to specific SMART indicators. For effective monitoring, indicators should be formulated using **SMART** criteria as follows:

- **Specific**: The indicator is sufficiently clear as to what is being measured and specific enough to measure progress towards a result.
- **Measurable**: The indicator is a reliable measure and is objectively verifiable. Qualitative measures should ideally be translated into some numeric form.
- **Attainable**: The indicator can be realistically met.
- **Relevant**: The indicator captures what is being measured (i.e., it is relevant to the activity/result).
- **Time-bound**: The indicator is expected to be achieved within a defined period of time.

Types of Monitoring

There are two different types of monitoring that need to be incorporated into a M&E system:

- **MONITORING OF RESULTS (performance/outcome monitoring)**: This focuses on the delivery of outcomes, and the likelihood of impact and sustainability – essentially what the project has achieved in terms of the higher end of the results chain on which the project log frame is based. Monitoring of results assesses changes (intended and unintended) brought about by the project, in terms of outputs and outcomes. To determine these results, a baseline and endline must be established. Assessing the extent of progress against results allows for any necessary adjustments to be made; it is also essential for providing information for project evaluations. The approach to results monitoring based on a logframe and indicators.

- **MONITORING OF IMPLEMENTATION (process monitoring):** This focuses on expenditure, activities and output delivery – essentially the lower end of the results chain. It assesses if resources or inputs (e.g. funds, goods in kind, human resources) are being used at the planned rate or period, and activities are happening in line with activity plans (addressing the correct needs of the right people) to deliver outputs. This is particularly important for determining resource allocation and providing information for progress reports. The information provided through process monitoring will be particularly useful for staff in charge of overall management of finances and work plans.

Examples of process monitoring components include:

- **Beneficiary feedback.** Feedback mechanisms provide a direct means of communication with project participants regarding both successes and problems/challenges arising during implementation. They help track the perceptions and experience of pbeneficiaries and other stakeholders.

- **Financial monitoring**. This tracks whether project expenditure is in line with planned budgets, as well as assessing the actual cost for inputs and activities against those in the budget. This is done through budget follow up in liaison with the Finance and Admin team.

- **Program quality management.** This helps programs understand whether they are meeting standards established for the creation of management systems.

- **Assumptions and risks assessment.** This helps determine whether there have been changes in the assumptions and risks identified at the start of the project. Assumptions are about the external operating environment. Risks Pertain to situations where assumptions about the external operating environment do not hold. Risks can also be internal.

Frequency of Monitoring

The frequency of monitoring depends on the indicators being monitored and the operational context of the project. It can, for example, be daily (e.g. relief programming processes), weekly (e.g. distributions), monthly (e.g. prices, population assisted), quarterly (e.g. training), etc. Monitoring happens throughout the project implementation phase. Decisions on what monitoring data should be collected will be taken at the project design stage and log frame formulation. During baseline and endline surveys and prior to the execution of each data collection round, information to be collected can be reviewed and adjusted according to project evolution. Monitoring can evolve over the course of a project, with types of data or tools being added, amended or removed based on identified requirements. Note, that data collection for indicators from the project documents, i.e. log frame and other indicator frameworks, need to be ensured throughout all project monitoring exercises.

Methodologies for Data Collection

There are several different methodologies to carry out data collection for monitoring and evaluation purposes. In order to determine which information to collect for monitoring and how, an essential criterion is that it is feasible to reliably collect the information (not too time consuming or costly) and analyze it, and that it can facilitate the measurement of the project indicators and other relevant changes. The type of information collected can be broadly categorized as quantitative or qualitative:

- **Quantitative information** is expressed numerically and often highlights what is happening or answers questions related to how much or how many. It is typically collected using methods and tools including structured, closed-ended survey questions, distribution records, treatment records, and project databases collating ongoing measurements of relevant indicators. Examples include: 200 people in the sample are food insecure, 50% of the water points are functional, and 20% of the mothers in the sample have exclusively breastfed their children.

- **Qualitative information** is expressed alphabetically (in words) and is often used to explain quantitative data, including why or how changes are or are not observed. Qualitative information can highlight how people feel about a situation, their attitudes, and behavior. It is typically collected using non-structured, open-ended methods and modes of inquiry during interviews, focus group discussions, or observation. For example: during community meetings, women explained that they spend a considerable amount of their day collecting drinking water, and so have limited water available for personal and household hygiene or less time to take care of young children.

All projects should aim to have both quantitative and qualitative indicators where possible. As would be expected, different types of indicators may require different data collection methods. However, it is useful to note that effective analysis of a quantitative indicator can benefit from collecting both quantitative and qualitative information in terms of understanding and learning. Overall, a strong M&E system will combine a mix of quantitative and qualitative indicators and information. This improves the coherence and reliability of information and findings, as compared to a single-method approach collecting only quantitative or qualitative data.DATA Flow of Mukti Foundation:

Source →	Collection →	Collation and Storage →	Analysis →	Reporting →	Use →
What are we collecting?	*Who collects this data, from where, and how often?*	*How are data aggregated?* *Where are the data stored?*	*List any possible opportunities to transform the data into more meaningful information and thus for further review Are there other pieces of information available?*	*To whom will this information be reported?*	*How can this information be used to make informed decisions? List specific opportunities for use.*

Standard Operation Procedures (SOP) of Monitoring

Staff	Roles & Responsibilities	Reporting to
Field Facilitator/ Assistant Program Officer/ Outreach Officer	• Monthly data collection based on project Logframe indicators. • Data analysis	MEAL Coordinator/ Project Coordinator
Program Admin	• Preparation of administrative records, such as budget controls, staff lists, procurement reports etc.	Project Coordinator
M&E officer/ MEAL Coordinator	• Data analysis • Generate PPMT (check achievements against Logframe indicators) • Trainings in M&E Tools • Review of administrative records	Project Manager/ Program Coordinator
Head of Finance	• Review of budget controls • HR supervision • Initiate operational support missions	Executive Director/Director
MEAL Coordinator (Central Level)	• Analysis of physical project progress based on progress reports • Conduct field visits • Initiate evaluations and follow-up	Executive Director/Director
Program Coordinator	• Review and submission of PPMTs reports to Director • Review of administrative records • Preparation of interim and final reports • Conduct bi-annual review meetings. • Analysis of physical project progress based on progress reports • Prepare the monthly report • Initiate evaluations and follow-up	Program Head/ Chief Program Coordinator / Chief Executive / Executive Director
Chief Program/Project Coordinator (Central Level)	• Review and submit reports to Director/ Executive Director • Facilitate (semi-)annual review workshops • Develop Country Strategy and Country Program LogFrame	Director/ Executive Director
Executive Director/ Chief Executive	• Initiate Organizational Log frames • Coordinator all MEAL component within the orgization	EC members of the organizations

Overview of M&E Tools for program locations and projects

Nr	Monitoring tools	Description	Who	Frequency	Output
1	**Project M&E plan**	An M&E plan is set up at the beginning of the project. It describes indicators, how data is collected and indicators are measured, the frequency of data collection, the responsible person, and to whom is being reported.	PC	Once, at the begin of the project	M&E plan
2	**Data collection and analysis**	Data is collected to document evidence and measure progress towards achieving project outputs and outcomes. Data collected is based on • Project LogFrame indicators • Core indicators and • Output figures.	Project team, M&E officer	Monthly and according to defined need	Database
3	**Monthly report**	Either monthly reports or one-hour Skype calls with each location to update each other on projects progress and developments in the location	PC, CO	Monthly	Monthly report, minutes of the skype call
4	**Progress reports/Interim reports**	For smaller projects, simple progress reports normally provide results information at output level: Plans against achievements and justified changes.	PC	Quarterly/Six-monthly	Progress report
5	**Bi-annually updated work plans (WP)**	An update of the initial work plan/ GANTT chart of the proposal	PC	Six-monthly	Updated work plan
6	**Field visits**	Field visits offer a possibility to verify results that have been reported and to discuss possible risk factors with stakeholders - Need to relate to M&E Plan, LF or WP .	Program Officer & TCs	Six-monthly	Field visit report with recommendations
7	**Review meetings**	Regular review meetings are an extremely useful mechanism to support: • Reflection on project progress • Exchange of information and ideas • Team building • Problem solving; and • Forward planning The discussions are based on progress reports and work plans submitted by the location prior to the meeting. If a Review or Evaluation has been carried out, the follow-up is often discussed.	Program team, PCs & TCs	Six-monthly	Agenda, Decisions/ action points

9	**Risk Management**	The achievement of project objectives is always subject to influences beyond project manager's direct control (assumptions and risks). It is therefore important to monitor this 'external' environment to identify whether or not the assumptions that have already been made are likely to hold true, what new risks may be emerging, and to take action to manage or mitigate these risks where possible.	PC	Six-monthly/Annually/according to need	Risk Assessment
10	**Budget Control**	To have a regular overview on finances and take effective steps for corrections/changes if needed			

Evaluation of Mukti Foundation

Evaluations in Mukti Foundation projects and initiatives can be carried out for different purposes and take a variety of forms Nonetheless, all evaluations need to provide with substantiated evidence of the changes that took place as a result of a project or initiative's actions, and a plausible explanation of how Mukti Foundation's actions contributed to the materialization of those changes.

Define the moments, tools and resources used throughout the life of the project or initiative, to objectively assess its relevance and fulfilment of objectives, its efficiency, effectiveness, impact and sustainability, and/or its worth or significance (based on the OECD/DAC definitions).

Generally, Mukti Foundation conducts results-based evaluations. Evaluation is normally classified into internal evaluation and external evaluation. Internal evaluations are organized by the highest management in the management structure of the Mukti Foundation's programs/project/ interventions, while external evaluations is delegated to an independent individual consultant or an evaluation team, or a third-party organization. Mukti Foundation key try to conduct evaluation below mentioned:

- **Formative evaluations:** carried out during implementation of a project or initiative, intended to improve a project´s performance, informing necessary adjustments of project in relation to project design, planning, resources, approaches and methodologies, and capturing lessons and promising practices that inform decision-making (e.g. real time/mid-term evaluations of any project or initiative).
- **Summative or End-line evaluation:** often carried out at the end of a project, intended to assess the extent to which expected outcomes have materialized and assessing its significance or relevance (end-line evaluations).
- **Impact evaluations**: carried out either during or after the implementation of a project or initiative, intended to demonstrate impact in a cause-and-effect manner to an intervention. In impact evaluations, the focus shifts away from what Mukti Foundation is doing, to observe and track the changes that take place in the lives of the impact groups, and how these changes come about. Impact evaluation normally entails a step further than any other type of evaluation and implies a deeper look to the participants and the changes they experience, plus collaborating with others in order to explain how these changes were facilitated by the project or initiative. As a result, it directs all is attention to test the theory of change behind the project or initiative and demonstrate how Mukti Foundation contributes to that.

Important considerations when operationalizing evaluations:

- Evaluations should provide complete and comparable assessments of the before-after or with-without situation.
- Evaluations should assess desired as well as unexpected outcomes.
- Evaluations can be conducted or supported by qualified professionals who establish and maintain credibility in the evaluation context. However, Mukti Foundation staff should be highly involved in the whole evaluative process from the very beginning, not only to guarantee ownership of the process but also to open opportunities to strengthen MEL capacities and to learn.
- Evaluation results need to be processed and reported in multiple ways and addressing different stakeholder needs and purposes. Evaluation results should be accessible for learning and for encouraging the project and participants to rediscover, reinterpret, or revise their understandings, plans and behaviors.

Evaluation criteria & Principles of Mukti Foundation

Mukti Foundation adopted The OECD DAC Network on Development Evaluation (EvalNet) has defined six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability – and two principles for their use. These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project or activity). They serve as the basis upon which evaluative judgements are made.

Relevance: The extent to which the intervention's objectives and design respond to the beneficiaries' global, economy and partner/institution needs, policies and priorities, and continue to do so if circumstances change. Ownership of an intervention is important, andbeneficiaries are considered first and foremost to be the primary stakeholders in defining priorities and needs.

Coherence: The compatibility of the intervention with other interventions in an economy,sector, or institution.

Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups. To make the result easily measurable, a 'with/without, and before-after' approach shall be adopted.

Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Sustainability: The extent to which the net benefits of the intervention continue or are likely to continue.

Mukti Foundation adopts the evaluation guiding principles of United Nations Evaluation Group(UNEG) as follows:

Principles	Description
Intentionality and utility	In the context of limited resources, evaluations must be selected and undertaken with a clear intention of use and in a timely manner for decision-making with relevant and useful information.
Impartiality	This is mitigating the presence of bias at all stages of the evaluation process, including planning an evaluation, formulating the mandate and scope, selecting the evaluation team, providing access to stakeholders, conducting the evaluation with the necessary methodological rigor and the presentation of key findings, recommendations, and challenges. It provides legitimacy to the evaluation and reduces the potential for conflict of interest.
Independence	The evaluation function should be independent from other management functions so that it is free from undue influence. It needs to have full discretion in directly submitting its reports for consideration at the appropriate level of decision-making. To avoid conflict of interest and undue pressure, evaluators need to be independent and must not be directly responsible for the policy setting, design or overall management of the subject of evaluation. They must have no vested interest and have full freedom to impartially conduct their evaluative work. They must be able to express their opinion in a free manner, without potential negative effects on their professional status or career development. Independence of the evaluation function should not impinge the access of evaluators to information about the evaluation.
Transparency and consultation	These are essential features in all stages of the evaluation process, particularly with the major stakeholders, as they establish trust, build confidence, enhance ownerships, and increase accountability. They also guarantee credibility and quality of the evaluation and facilitate consensus-building and ownership of the findings, conclusions, and recommendations.

Apart from this Mukti Foundation adopts The OECD DAC Network on Development Evaluation (EvalNet) two principles.

Principle One	Principle Two
The criteria should be applied thoughtfully to support high quality, useful evaluation. They should be contextualized – understood in the context of the individual evaluation, the intervention being evaluated, and the stakeholders involved. The evaluation questions (what you are trying to find out) and what you intend to do with the answers, should inform how the criteria are specifically interpreted and analysed.	The use of the criteria depends on the purpose of the evaluation. The criteria should not be applied mechanistically. Instead, they should be covered according to the needs of the relevant stakeholders and the context of the evaluation. More or less time and resources may be devoted to the evaluative analysis for each criterion depending on the evaluation purpose. Data availability, resource constraints, timing, and methodological considerations may also influence how (and whether) a particular criterion is covered.

Mukti Foundation evaluation standards & process

Most evaluation will follow a standard process that begins with a planning stage and endswith the actions taken to follow up on the evaluation's recommendations. This Policy mainly focused on the external evaluation procedure as follows:

Budgeting for evaluations**:** Sufficient resources for conducting an evaluation **have to** be allocated in the project's budget. It is encouraged that a project has to be evaluated if the project meets one of the following criteria:

- project average budget per month is equal or above 30 Lakh BDT.
- total project budget is equal or above 3 Core BDT.
- project duration is 3 years or more.
- There is a specific strategic interest for example as a pilot case testing an innovative approach.

This applies to development cooperation and to humanitarian assistance projects alike. Mukti Foundation ensures that the evaluation is budgeted for at the proposal development stage.

Internal Evaluation:

If intending to conduct an internal evaluation, then complete the internal evaluation table for each evaluation expected over the life of the activity.

Internal Evaluation Table:

Evaluation Type	*Performance or Impact*
Evaluation Purpose and Expected Use	
Possible Evaluation Questions	
Estimated Budget	
Start Date	
End Date	

External Evaluation:

Following process and steps to be followed if there is external evaluation.

Terms of reference (ToR) for external project evaluations: For the commissioning of any evaluation, ToR, using the Mukti Foundation Standard template **have to** be developed. Primary evaluation user cooperate with the evalution manager in the development of the ToR. Furthermore, the people we aim to assist have to be at least informed about the content of the ToR in an adequate format. The tample can be design considering the following standards and process:

- Introduction and context
- Evaluation purpose
- Scope of the evaluation
- Users of the evaluation
- Evaluation questions (and criteria)
- Evaluation design and methodology
- Managerial arrangements / roles and responsibilities
- Deliverables and reporting deadlines
- Resources and available data
- Time frame / schedule
- Confidentiality
- Expertise of the evaluators
- Technical and financial offer
- Key references / annex

Kick-off session: There has to be a kick-off session at the beginning of the evaluation process with the person commissioning the evaluation as well as the evaluation manager, in order to start clarifying the evaluation purpose, the information needs, scope, first evaluation questions and timing as well as (intended) evaluation users. Besides that, a preliminary "road map" for the evaluation process including roles and responsibilities during the evaluation exercise and the use of the evaluation should result from the session.

Contracting external evaluator(s): Mukti Foundation rules of awarding contract have to be applied to the tendering processes and contracting of the evaluator(s).

Briefing and debriefing session: Two key sessions with the evaluator(s) have to be part of any evaluation process: the briefing session (with the international evaluator(s) via digital means of communication) to clarify the evaluation assignment with the evaluator(s); and the debriefing session at the end of the field phase to share and discuss the preliminary evaluation results with the primary evaluation users and inform others.

Inception report: Prior to the field phase, the evaluator(s) has (have) to prepare an inception report outlining the proposed design and methods to be applied and at times to specify the evaluation questions.

Final report and executive summary: The final evaluation report has to consider the template "outline Project Evaluation report. Primary evaluation users must collaborate with the evaluation manager to comment on the draft report and approve the final report. The people we aim to assist have to be informed about the content of the final report in an adequate format.

Management response: After the acceptance of the final report, stakeholders have to discuss the recommendations and how the recommendations should be acted upon. Make sure that feedback of the people we aim to assist is asked for and that they are adequately involved in the discussion process. The results of this discussion must be documented in the template standard management response matrix which is adopted from WHH. As another step, the action agreed upon in the management response matrix has to be monitored.

Project assessment according to DAC/DAC: Independent from the evaluation purpose and the evaluation questions, evaluators have to "grade" the project according to the OECD/DAC criteria, i.e. with regard to the project's relevance/ appropriateness, coherence, effectiveness, efficiency, sustainability or connectedness, impact and coverage. This assessment will not require additional data collection but will be based on existing data and the evaluator's estimation. This data will allow team to carefully identify trends with regard to strenght and weaknesses of our project (concepts).

Communicating evaluation results: The evaluation report has to be shared with the relevant stakeholders (e.g. partners, donors). In addition, it should be ensured that the people we aim to assist receive the evaluation results in an adequate format. The full final report, the management response matrix, the checklist on evaluation reporting quality as well as the OCED/DAC criteria assessment have to be uploaded in the respective document file/ folder of the organizations.

Furthermore, the following general evaluation principles ensure a professional approach throughout all stages of planning, conducting and following-up on evaluations. Mukti Foundation is committed to the following standards on the Core Humanitarian Standard (CHS).

Evaluation Preparation	Evaluation Conduction	Result Sharing & Feedback
▪ Confirming Evaluation Feasibility ▪ Initiating an Evaluation	▪ Approval of Evaluation Missin ▪ Developing Evaluation Plan ▪ Collecting and Analyzing dada ▪ Production of Evaluation Report ▪ Approval of Evaluation Report	▪ Sharing Evaluation Result ▪ Giving Feedback ▪ Follow-up

Accountability Standard and Practices of Mukti Foundation

The Mukti Foundation is dedicated to fostering accountable, equitable, and sustainable development that prioritizes the needs of the most marginalized and disadvantaged communities, particularly women and girls. Central to our mission is the promotion of inclusive governance structures and processes that empower citizens to engage with and hold governments and institutions accountable, thereby enhancing their effectiveness. At the Mukti Foundation, accountability is defined as the process of elucidating, taking responsibility for, and actively listening to diverse perspectives on our performance in meeting our commitments. We are committed to enacting meaningful changes and improvements based on the insights we gather. Mukti Foundation pledged to pursue ambitious impact goals and collaborate with others to achieve them, while ensuring the optimal utilization of the resources entrusted to us. As an organization, Mukti Foundation prioritizes transparency and openness, actively seeking input and feedback to inform our actions and shape our approach.

Mukti Foundation focuses on client-responsive programming. Mukti Foundation systematically, deliberately, and regularly listens to and collects the diverse perspectives of our clients. Mukti Foundation must also analyze and use their feedback to make decisions and to plan for, or course-correct, actions. Client-responsive programming entails that Mukti Foundation communicate and explain to our clients how their feedback has (or has not) informed our programmatic decisions and actions.

Mukti Foundation Accountability Framework to regularly collect, analyses and discuss a mix of data, information, and evidence to assess these commitments.

- Mukti Foundation focuses on the rights, dignity, and protection of an affected community in its entirety. It is all about meaningful engagement, working with communities, and to actively seek and put forward the voices from the most vulnerable.

- Mukti Foundation works to identify and address the needs and vulnerabilities of members of affected communities, and it equally requires them to recognize and harness the capacities, knowledge, and aspirations of those communities.

- Community members must be engaged and empowered throughout all stages of the humanitarian program cycle not only to be a part of decision making, but to be equal partners helping to drive the process.

- Mukti Foundation establish a direct, responsible, and respectful relationship with affected communities and ensure that, during planning, implementation and monitoring, affected communities participate in and provide feedback on decisions and activities that affect them.

- Mutki Foundation actively seek the views of affected populations to improve policy and practice in programming, ensuring that feedback and complaints mechanisms are streamlined, appropriate and robust enough to deal with (communicate, receive, process, respond to and learn from) complaints about breaches in policy and stakeholder dissatisfaction.

- Complaint/feedback mechanisms must be established. Where their needs cannot be met or planned for, affected communities should be informed; and they should regularly receive program updates. Complaints are investigated, resolved and results fed back to the complainant with the stated timeframe.

- Mukti Foundation ensures good communication between humanitarian workers and affected communities improves trust and dialogue and strengthens agencies' understanding of needs and concerns, thereby improving the quality of the response.

- Mukti Foundation provides accessible and timely information to affected populations on organizational procedures, structures and processes that affect them to ensure that they can make informed decisions and choices and facilitate a dialogue between an organization and its affected populations over information provision.

- Cross-cutting issues such as gender, age, disability should be recognized and mainstreamed.

- Mukti Foundation is committed to show how their policy and standard-setting work has been informed by consultation with affected people. Deliberations and decisions of humanitarian leadership and coordination forums are informed by in-depth situational understanding, including the views of affected people.

- Mukti Foundation prioritizes the People First Impact Method (P-FIM) which is a good method for engaging community and listen their voices.

Mukti Foundation Feedback, Complaint and Response Mechanism (FCRM)

Experience from Mukti Foundation demonstrates that well-designed Feedback and Complaints Response Mechanisms (FCRMs) facilitate the consistent integration of local input into decisions impacting people's safety, lives, and livelihoods. FCRMs offer interconnected benefits that cater to the needs of Mukti Foundation, and the communities Mukti Foundation serves:

Program Relevance and Quality: FCRMs support an ongoing practice of soliciting and utilizing feedback and complaints about services provided by Mukti Foundation, aiding in decision-making processes. This timely feedback improves program relevance, contextual appropriateness, targeting, sensitivity to conflicts, and adaptability.

Accountability: FCRMs serve as a platform for individuals to assert their rights and entitlements. Mukti Foundation demonstrates accountability by valuing community input, fostering open communication and trust, and taking responsibility for decisions and actions within partnerships and projects. Prioritizing community feedback helps rectify power imbalances by allowing local input to shape programs and operations.

Protection and Safeguarding: FCRMs empower Mukti Foundation to promptly address protection and safeguarding concerns, including misconduct by staff or partner organizations and changes in security or risks to people's safety. This real-time information is crucial for ensuring the provision of safe and dignified programming, identifying and mitigating potential risks, and reporting instances of abuse, exploitation, and corruption.

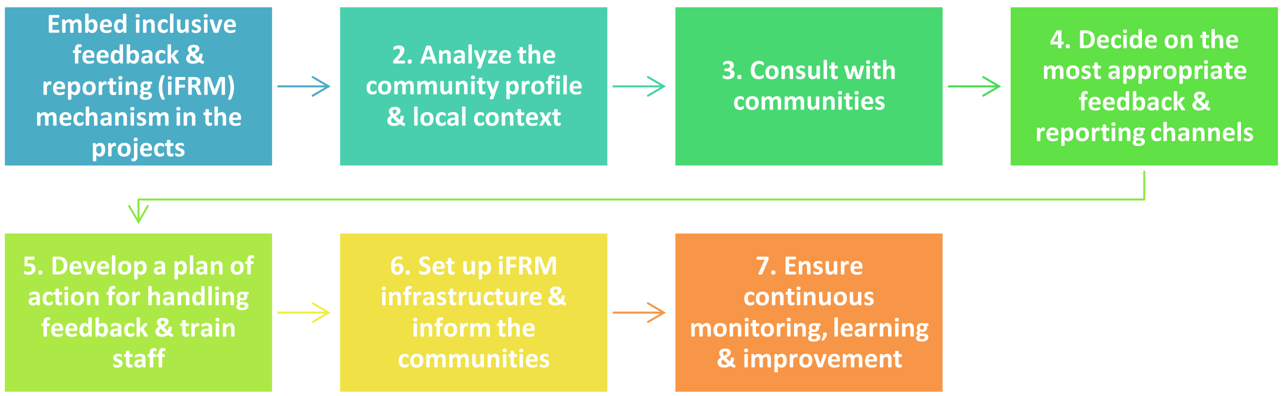
Emphasize on Core Humanitarian Standard (CHS): The Core Humanitarian Standard (CHS) commitments 4 and 5 clearly emphasize the need for humanitarian responses to be based on feedback and for the establishment of safe and responsive mechanisms to handle complaints. Therefore, effectively using feedback to inform our work is critical to meet these commitments. Humanitarian organizations are devoted to upholding the CHS and is undergoing external verification against the CHS. The following CHS Key Actions are particularly relevant for this module:

- Encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction with the quality and effectiveness of the assistance received, paying particular attention to the gender, age, and diversity of those giving feedback.
- Consult with communities and people affected by crisis on the design, implementation, and monitoring of complaints-handling processes.

- Welcome and accept complaints and communicate how the mechanism can be accessed and the scope of issues it can address.

Key Consideration of establishing FCRM:

- Secure organization commitment and resources: In humanitarian responses, make sure you are including budget and human resources for an FRM in the Response Plan, Strategy and Master Budget, as well as proposals – even if you do not know exactly what the FRM will be. Don't wait to try to secure resources later in a response.
- Analyze the population profile and context in the area where you wish to establish a Feedback and Reporting Mechanism. Consult with affected people and communities to understand their preferences for feedback and reporting channels, and their recommendations for how the FRM should be managed.
- Review and decide on the most appropriate feedback and reporting channels. Develop plans about how you will manage, analyze and present feedback data for action, and how you will close the feedback loop.
- Set up the feedback and reporting channel infrastructure at local and national level. Raise awareness of the FRM among staff and with children and adults in communities where we work. Continually monitor your FRM to check if it is inclusive



Feedback & Complaint Response Mechanism Steps

Design Key steps focus on analyzing the local context, the selection of FCRM channels based on community communication preferences and sufficient budget, and staffing to support quality start-up, implementation and close-out.

Start-up Project and MEAL staff develop standard operating procedures for FCRMs, collaborate to establish the appropriate FCRM channels and protocols, train staff, and provide communication and orientation about the FCRM to communities.

Implementation Feedback and complaints are documented, acknowledged, analyzed and shared with relevant staff for timely response and action, or referred outside of the organization. Action includes real-time program adaptations and reflection to inform future improvements. The FCRM is updatedas needed during implementation to optimize effectiveness and utility.

Close-out FCRM data are de-identified and archived. The FCRM is integrated into larger organizational systems, handed over to partners or closed. Evaluation results related to the FCRM, including larger feedback trends and thecontribution of the FCRM to larger program quality and impact, are shared withproject design teams to inform future proposals and design processes.

FCRM STEPS	QUALITY STANDARDS
FCRM design	
Step 1. Determine the scope ofthe FCRM	■ Ensure efficiency, collaboration, participation, local leadership and sustainability in FCRM design.
Step 2. Conduct context analysis	■ Design FCRMs to be responsive to community communication needs, barriers, perceived risks and preferences by reviewing existing data and conducting staff interviews and inclusivecommunity consultations.
Step 3. Select feedback channels	■ Select feedback, complaints and response channels that provide meaningful, dignified and safeaccess for community members. ■ Include static and active FCRM channels that support face-to-face and anonymouscommunication.
Step 4. Allocate sufficient resources	■ Equip the FCRM with robust staffing structures. ■ Integrate FCRM costs into country program and project budgets.
FCRM start-up	
Step 5. Establish FCRM channels and procedures	■ Embed FCRMs in MEAL and project management processes. ■ Map external service providers and establish a referral process for protection concerns andout-of-scope issues. ■ Develop FCRM data management systems and protocols to protect the dignity andconfidentiality of people who provide feedback and complaints.
Step 6. Create an enabling environment	■ Clarify roles and responsibilities for FCRM implementation among program and MEAL staff. ■ Communicate and demonstrate to all staff the purpose of the FCRM and CRS commitments toaccountability, program quality and safeguarding. ■ Cultivate listening and facilitation skills among staff to support effective FCRMs.
Step 7. Inform communitiesabout the FCRM	■ Communicate to diverse community members the role of the FCRM in upholding accountabilityand safeguarding principles in practice. ■ Inform community members of the code of conduct, their rights and entitlements, and how toreport concerns about misconduct or harm.
FCRM implementation	

Step 8. Request and acknowledge feedback and complaints	■ Demonstrate the value of feedback and complaints in communication with communitymembers. ■ Actively request feedback and complaints during project implementation to complementpassive FCRM channel communication.
Step 9. Respond to feedbackand complaints	■ Respond promptly to programmatic feedback and complaints using appropriate channels. ■ Complaints related to safeguarding are confidentially and safely escalated to support responseand action. ■ Use referral pathways to support program participants and communities in accessing availableprotection services. ■ Monitor levels of satisfaction with the FCRM to enhance accountability to the communities weserve.
Step 10. Document and manage data	■ Apply good practices for data management and data protection to FCRM data.
Step 11. Use data in decision-making	■ Regularly analyze FCRM data to provide timely and user-friendly feedback and complaints trendreports for review, decision-making and action. ■ Triangulate feedback and complaints with MEAL data to inform ongoing decision-making andadaptive management.
Step 12. Assess FCRM effectiveness	■ Conduct FCRM effectiveness checks to ensure channels are safe, accessible and trusted bycommunity members for programmatic and sensitive feedback and complaints. ■ Use evaluations to contribute to project and agency learning about effective FCRMs.
FCRM close-out	
Step 13. Update and communicate close-out plan	■ Integrate FCRM close-out into wider project close-out decisions and activities. Communicate the close-out plan to communities and other stakeholders.
Step 14. Archive data and document learning	■ Apply responsible data values and principles when archiving FCRM datasets. ■ Communicate the learning from FCRM design, implementation and close-out with programmingand MEAL communities and other stakeholders.

Feedback and complaints categories

	CATEGORY	DESCRIPTION
Programmatic	**1. Request for information**	Questions about current project activities, services and eligibility, orabout the organization.
Programmatic	**2. Request for individual project support**	A request by an individual to receive project services that have not been supplied due to a potential targeting error or larger access issue.
Programmatic	**3. General suggestions for service and program improvements**	Feedback on relevance, quality and appropriateness of services and programming. A request to change how support is provided in current or future projects.
Programmatic	**4. Appreciation of servicesor support**	Appreciation of current activities or support provided.
Programmatic	**5. Complaint about servicesor support**	A complaint or expression of dissatisfaction about timeliness, appropriateness or quality of services or support.
	6. Any alleged violation of Code of Conduct and Ethics or SafeguardingPolicy	An allegation of misconduct involving CRS staff (including interns, volunteers, partners, vendors and suppliers, or other aid workers). Includes: safeguarding issues, harassment, abuse or exploitation, fraudor misuse of project resources, and unprofessional behavior.

	7. Other protection issues	An allegation of exploitation or abuse that *does not* involve CRS staff, partners or other aid workers, or an allegation of protection concerns[6] affecting the communities we support. This includes any reference to exploitation or abuse committed by, for example, a government official,schoolteacher, community member or family member.
	8. Safety and security concerns	Information related to the safety or security of CRS staff, offices or goods; of partners or any humanitarian organization; or of the communities we serve.
Other	9. Out-of-scope feedback	A request for support not provided by the project, or programmatic feedback on support provided by another actor. No safeguarding violations or issues of protection from abuse or fraud are included inthis category.

Example of an integrated FCRM

- Complaint forms carried out by staff during project monitoring visits enabled them to receive and record complaints on the spot. The form had a detachable coupon that was given as a receipt to the complainants for tracking and follow-up purposes.
- Dedicated Mobile Number. People submitted feedback and complaints or inquired about the status of previous requests and complaints. Drop-in visits at sub-offices enabled program participants to speak to staff in person.
- Suggestion boxes at sub-offices and the main office enabled anonymous and out-of-hours complaints.
- Community meetings enabled the sharing of information and reporting on adaptations based on feedback.
- Email to the provided email address. Letters could be mailed or dropped in at sub-offices or the Head office.

Example feedback channels

- **Box.** A sealed box hanging in the village or in front of the office, which is emptied regularly by staff. It should be clear how often it is emptied. This, though, allows only written complaints and does not enable the agency to provide assistance and guidance on what the procedures are.
- **Office hours.** Fixed days and/or hours where the office is open to receiving complaints. This is a very open and transparent access, but could as well generate too much noise and crowds in the office.
- **Visiting staff.** Field staff visiting project implementation areas on fixed days to facilitate complaints.
- **Online.** Allow complaints submission through the internet, via a form on the website or social media. This requires access to the internet, but usable especially for partner complaints.
- **Mail, phone.** Allow complaints submission through posted mail or by phone. Ensure that the phone is answered, or people are being called back soon. A free number will lower the barriers that people experience to call.
- **Access to managers.** Direct access to talk with higher managers. This is relevant for the most sensitive complaints, and is a very accountable and dignifying system, but with large numbers, could take up much time.
- **Community meetings.** Facilitated through weekly community meetings, where issues can be discussed and potentially addressed on the spot. This method is best for more general issues and does not allow for sensitive issues to be raised.
- **Community committee.** A well instructed community committee can be a good way to receive non-sensitive feedback. It can also serve as a first filter so that only complaints relevant to Mukti Foundation come to. This can in particular be an option if there is the fear of being over-burdened by complaints of dissatisfied "customers" that simply wish more. Informing potential complainants about which complaints are legitimate can also help avoid this.
- **Other local complaint channels.** There may be other complaint channels that are frequently used within a community.
- **Complaint channels together with other NGOs.** If multiple NGOs are working in the same location it

is recommended to consider the potential added value of setting up one integrated complaint mechanism.

A combination of different means is advisable. Normally, it is possible to choose means where the benefits and strengths of one cover the drawbacks of the other. Use your imagination and involve staff and beneficiaries in the decision.

Designated FCRM roles and responsibilities

Program manager	MEAL staff	FCRM manager/ officer	Field and outreach teams
• Reviews secondary data to determinecommunication landscape • Consults with communities on preferredchannels	• Support data collection and analysis for community consultations	• Oversees the FCRMprocess	• Communicate the purpose of FCRMs tocommunities
• Selects appropriate FCRM channels • Budgets for FCRM • Allocates clear FCRM roles andresponsibilities across team	• Establish data management platform	• Coordinates betweenprogram, MEAL, fieldteams, protection/ safeguarding/ accountability staff and leadership	• Receive feedback • Acknowledge feedback • Document feedback • Respond to feedbackvia individual and community channels
• Shares information on feedback channels and process with communities • Receives feedback, particularly viaface-to-face channels	• Receive feedback, particularly via active channels	• Develops the SOPs and updates them asneeded • Creates communication materials for FCRM	
• Acknowledges feedback • Responds to feedback, particularly via community channels	• Acknowledge feedback • Respond to feedback via individual channels • Escalate sensitive complaints according to Safeguarding Policy	• Develops and conductstrainings on FCRMs	
• Escalates sensitive complaints according to Safeguarding Policy	• Enter and clean FCRM data as needed	• Leads effectiveness checks and improvements of thesystem	
• Checks that feedback channels are safe, accessible and being used across gender, age, disability and other diversity criteria	• Manage FCRM data	• Facilitates reflection on FCRM effectivenesschecks and leads action planning	

• Facilitates reflection on FCRM data withstakeholders. • Adapts programs based on feedbackand complaints received. • Integrates FCRM close-out or handover into larger project close-out phase	• Analyze FCRM data • Create visuals for FCRM data		

Roles and Responsibilities:

Director, Mukti Foundation have the overall responsibility of ensuring the FCRM is in place and functional for all programming needs. He/she is also responsible for handling sensitive complaints in line with the Safeguarding Policy. He/she can champion the use of FCRM data by requesting trends in feedback and complaints and response rates on an ongoing basis, supporting adaptive management based on programmatic feedback received.

Chief Program Coordinator/ Head of Programs support quality FCRMs by allocating sufficient staff time for FCRM implementation, ensuring staff have appropriate training and competencies for FCRMs, including FCRM responsibilities in staff job descriptions and performance planning, and requesting trends in feedback and complaints and response rates.

Program managers (PMs) / Project Coordinators (PCs) are responsible for ensuring that diverse community members have access to and trust FCRM channels by consulting individuals and communities on their preferred channels, and setting up and managing the implementation of the FCRM. They ensure responsiveness to feedback and complaints received, the use of feedback and complaints in ongoing decisions, and regular checks on the effectiveness of the FCRM. PMs may also directly receive, acknowledge, document and respond to feedback, particularly via community-level response channels.

FCRM manager (or focal point) provides oversight of the whole FCRM process. They assume the wider responsibility for coordinating FCRMs within and across projects and supporting individual project teams to operate and improve their FCRMs. They lead the development of SOPs and develop and conduct trainings. They also lead the annual effectiveness check to learn about and improve the safety, accessibility, efficiency and impact of the FCRM.

Safeguarding focal points serve as a trusted channel for staff safeguarding reports and concerns. They receive, triage and escalate these, and can also help establish other channels to ensure confidentiality in reporting.

MEAL staff are responsible for operationalizing the initial FCRM design decisions, ensuring flow of programmatic feedback and complaints through the system, and analyzing and summarizing them. MEAL staff may also directly receive, acknowledge, document and respond to feedback, particular via active FCRM channels. MEAL staff participate in the annual FCRM effectiveness check and facilitate reflection on the findings to generate key recommendations for improvement.

Accountability/protection mainstreaming focal points, where they exist, support program managers to ensure channels are accessible, safe and used by all program participants, regardless of sex, gender, age, disability or other relevant diversity factors.

Field staff and outreach teams are primarily responsible for acknowledging, documenting, and responding to feedback and complaints received through various channels as soon as possible. It is important that field staff and outreach teams demonstrate value by employing active listening skills and being open to various opinions, ideas and even criticisms of project activities. Field staff will need to recognize feedback or complaints shared as part of ongoing community engagement efforts and include these in the FCRM system.

Complaint Record Form of Mukti Foundation

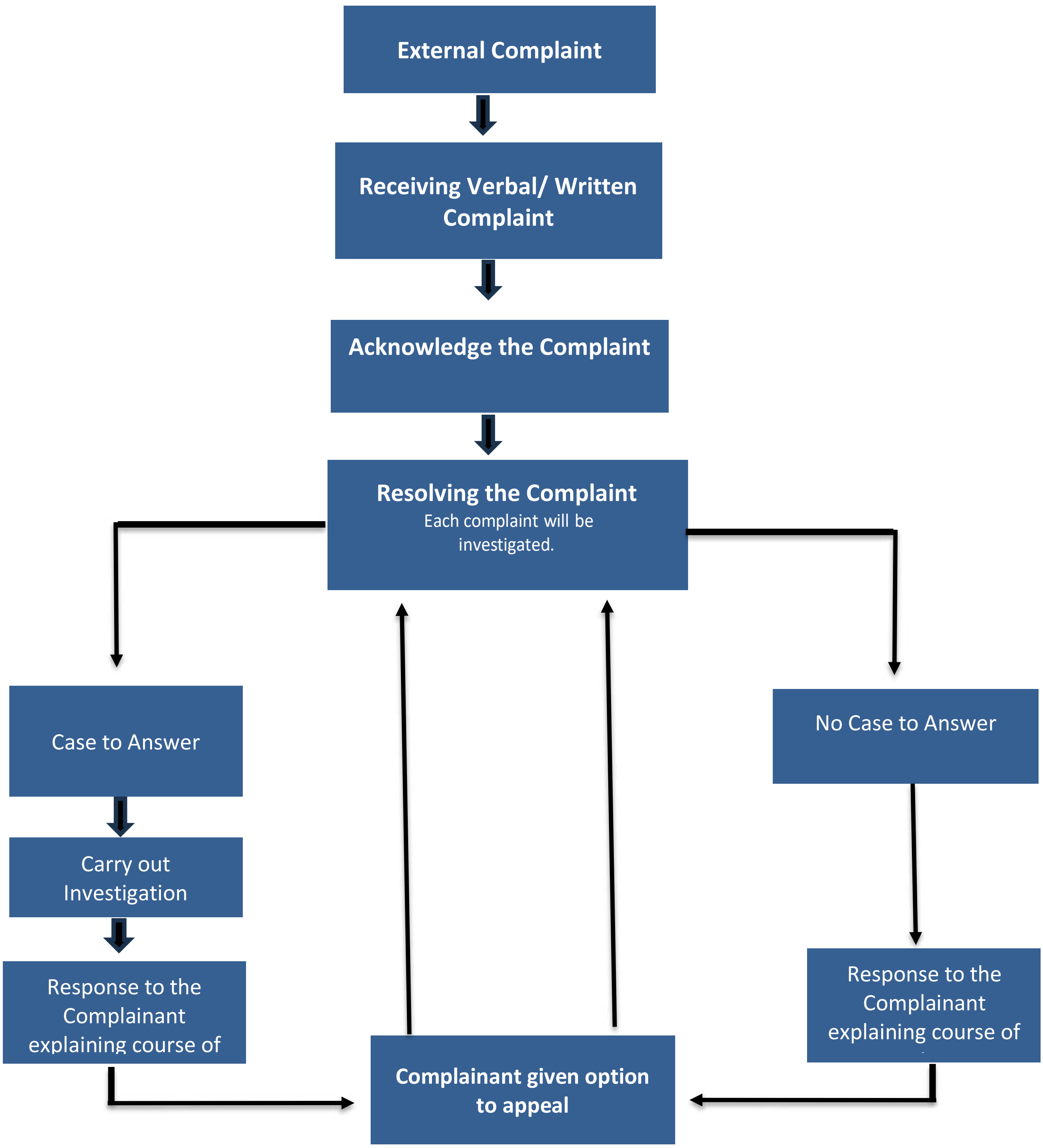
This is an example which can be adapted as appropriate. All complaints should be recorded and logged. These records will be used to ensure complaints are dealt with efficiently and effectively and to monitor any trends. It will provide information on the number and types of complaints Mukti Foundation is receiving.

Date: *Date complaint is received*	
Personal Details: *name, contact details, if appropriate*	
Nature of Complaint: *Brief outline of the complaint*	
Detail of Complaint: *a detailed description of the complaintthe person has made*	
Who dealt with it: *name of person who is or has responded to the complaint*	
How it was dealt with: *action taken to handle the complaint*	
Outcome: *outline of what has happened as a result of the complaint*	
Follow up required: *any action required as a result of the complaint. This may include a change procedures and policies*	

Complaint Log of Mukti Foundation

Date:	Nature / Detail of Complaint:	Who dealt with it:	How it was dealt with:	Outcome:	Follow up required:

Flow Diagram For Handling External Complaints of Mukti Foundation



Matter Closed

If the complainant continues to be dissatisfied with the outcome, after all avenues have been explored to resolve thecomplaint, a letter will be sent to the complainant explaining the steps/actions that have been taken, outlining any changes that have been put in place because of the complaint and bring the matter to a close.

Monitoring Complaints And Response Mechanism

Each year all program/project ask to review the learning from the complaints they have received. Based on that organization integrate the lesson leant in projects and in organization level as well.

Acknowledgements

Mukti Foundation extends heartfelt appreciation to the multitude of individuals and organizations whose steadfast support and collaboration have been integral to the development of this Monitoring, Evaluation & Learning (MEAL) Policy. This policy has been enriched through the review of diverse MEAL and accountability frameworks, including those of the International Federation of Red Cross and Red Crescent Societies, CHS Alliance, the Inter-Agency Standing Committee, International Rescue Committee (IRC), CRS, Malteser International, Action Aid, NPA, UN agencies, WHH, and various international and national NGOs.

Furthermore, Mukti Foundation gratefully acknowledges the dedication and contributions of all stakeholders who actively participated in the consultation process. Their insights have played a pivotal role in shaping the content and framework of this policy, reflecting a shared commitment to advancing accountability and strengthening feedback mechanisms within the realm of humanitarian aid and development.

Mukti Foundation also extends profound gratitude to Malteser International and the German Federal Foreign Office (GFFO), ToGETHER Project in Bangladesh for their generous financial and technical support, which has been instrumental in the development of this policy.

Monitoring and review of the policy

The implementation of the policy will be monitored through standard tools and processes. The policy will be reviewed and, if necessary, revised every three years, or earlier if needed.