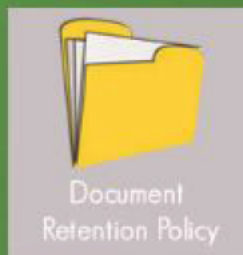
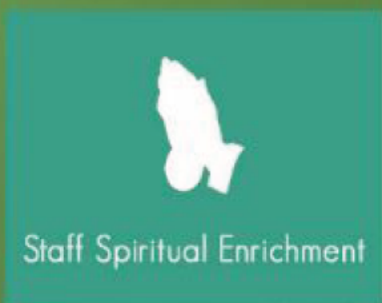
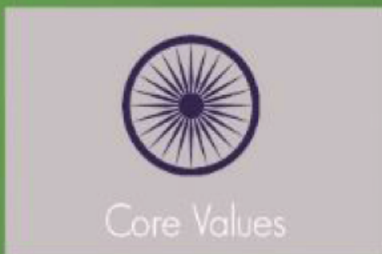


JK DAG HR Manual



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ORGANISATION POLICIES

MONITORING, EVALUATION AND LEARNING POLICY

Monitoring,
Evaluation
And
Learning
Policy

JK DAG MONITORING, EVALUATION AND LEARNING POLICY

JK DAG recognizing its commitment to excellence and learning, work towards fulfilling recognized international principles, norms and standards. In fulfilling this, JK DAG has systems for proper monitoring, peer reviews, internal and external assessments to achieve better performance. It recognizes that the divergence caused by specific goals and objectives of JK DAG, may lead to differences in applications of standards across the organization.

A. MONITORING & LEARNING

The following are the principles and systems put in place for Monitoring and Learning:

Duration and the person who will monitor

1. Each project will be monitored atleast four times in a year by staff from the Headquarter/Management. Out of this the Manager/ Coordinator of the concerned Department will visit the project three times and one time the Manager (Finance)/ Senior Finance Coordinator will be visiting the project.
2. Apart from this the Executive Director and concerned Department Director and Finance Director will also visit the field to understand the progress and to encourage/ motivate the staff of the project when possible.

Monitoring procedure and reporting

1. The Monitoring person will be there in the project site for three days and monitor various aspects of the project as per the monitoring checklist developed.
2. The Monitoring Report on the prescribed format should be filled at the project site itself and the main findings, concerns and issues should be shared with the Project Coordinator/Project In-charge/ Designated Staff of the Partner Organization in meeting at the end of the monitoring visit.
3. The report is generated and sent from the field to the concerned Director and copy to the Executive Director.
4. Follow up activity is undertaken on the recommendations provided by the person who monitored the project.
5. If there are Policy changes required in the implementation of the project as per the recommendation of the Monitoring person, the Executive Director will be discuss at the Director – Manager meeting and later at the Directors Meeting. The recommendation for the change in policy will be forwarded to the Governance Standing Committee and then to the Board for final approval. If any major changes required in implementation then supporting partners approval is taken prior to making the changes.

Planning for Monitoring

1. Planning for Monitoring must be a part of project designing, and budgeting at the project level and for the organization as a whole.
2. Monitoring should be managed to ensure cost-effectiveness.
3. Normally the cost for monitoring is budgeted separately in the Project Budget

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itself taking into account the cost of the Monitoring persons inclusive of concerned Director, travel expenses to the field etc.

Monitoring principles and criteria

1. Recognizing monitoring is different from policing, both the staff who monitors the project and the staff whose project is being monitored respect one another and their views.
2. Have a learning attitude.
3. Be transparent in providing or seeking right and accurate information. In doing this, clear communication concerning the scheduling and scope of monitoring and activities should be shared before the actual monitoring takes place.
4. Documentation resulting from monitoring should be in an easily consultable and readable form so as to also contribute to both transparency and legitimacy.
5. Should have open mind and not have bias attitude.
6. Be sincere while doing the checklist.
7. Monitoring should be credible and based on reliable data or observations. The monitoring reports should reflect consistency and dependability in data, findings, judgments, and lessons learned, with reference to the quality of the instruments, procedures, and analysis used to collect and interpret information.
8. Monitoring must serve the information needed for the intended users.
9. Monitoring reports should present the evidence, findings, issues, conclusions, and recommendations in a complete and balanced way. They shall be both results and action oriented.
10. The lessons from monitoring shall be disseminated by establishing effective feedback system to all stakeholders including Senior Management, operational staff and beneficiaries appropriately.
11. Monitoring should involve all staff at the field, community members, community leaders, representatives of CBOs, government officials, and civil society organizations operating in the location in giving feed backs.
12. JK DAG projects will adopt monitoring systems – including planning for relevant performance and, where appropriate and feasible, progress toward impact indicators—that are specific, measurable, achievable, relevant, and time-bound, characteristics that are denoted by the acronym SMART. JK DAG recognizes for the acronym SMART as:
 - a. **Specific.** The system captures the essence of the desired result by clearly and directly relating to the achievement of an objective and only that objective.
 - b. **Measurable.** The monitoring system and indicators are unambiguously specified so that all stakeholders agree on what they cover and there are practical ways to measure them.
 - c. **Achievable and Attributable.** The system identifies what changes are anticipated as a result of the intervention and whether the results are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
 - d. **Relevant and Realistic.** The system establishes levels of performance that are likely to be achieved in a practical manner and that reflect the expectations of stakeholders.
 - e. **Time-Bound, Timely, Trackable, and Targeted.** The system allows progress to

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be tracked in a cost-effective manner at the desired frequency for a set period, with clear identification of the particular stakeholder group(s) to be affected by the project or program.

B. EVALUATION & LEARNING

The following are the principles and systems put in place for Evaluation and Learning:

Duration and the persons who will be involved in Evaluation

1. Normally, evaluation will be carried for Development Programmes, if the project is for a minimum of three years.
2. In case of Donor requirement then the project may be evaluated earlier also.
3. For Relief operations evaluation will be done at the end of the operations if the total relief amount is more than 1 crore or as per the requirement of the supporting partner.
4. Mid term evaluation may be conducted depending on the kind of project and donor requirement.
5. Normally an External Evaluator will head the Team of Evaluators. The Evaluation Team may comprise of Technical experts, Stakeholders including community members and representative from JK DAG Senior Management and/or staff involved in similar kind of project.

Evaluation procedure and reporting

1. To maintain transparency, accountability the members of the evaluation team the team should comprise of external evaluators and person not involved personally in any stage of the project (that is being evaluated) at any time.
2. In normal circumstances, the draft copy of the Evaluation's Terms of Reference (ToR) is written either by JK DAG or the Supporting partner. This will be mutually agreed upon with changes made upon the suggestions given.
3. Either JK DAG or the Supporting partner will identify a list of Potential Evaluators and select among them the Team of Evaluators after mutually agree upon.
4. The Terms of Reference will clearly state who had initiated the evaluation and to whom the report should be submitted.
5. All evaluations should include a response from Management in relation to the evaluation's findings, conclusions, and recommendations and lessons-learned.

Evaluation principles and criteria

Principles

1. All projects, activities and other undertakings should be conceived in a results-based manner to ensure evaluability.
2. All projects should include a clause in the project document/proposal specifying evaluation requirements and relevant modalities. In the absence of such a document, the relevant letter or memorandum of agreement should specify monitoring and evaluation modalities.

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3. Evaluations should be based on reliable data, findings, observations, judgments, and lessons learnt using possible techniques and indicators to measure results and progress.

4. Evaluations must serve the information needs of intended users. Partners, evaluators, and Department/Unit which commissions evaluations should ensure that the work is well informed, relevant, and timely, and that it is clearly and concisely presented so as to be of maximum benefit to stakeholders. Evaluation reports should present the evidence, findings, issues, conclusions, and pragmatic recommendations in a complete and balanced way. They shall be both results and action oriented.

5. Evaluations must give a comprehensive and balanced presentation of the strengths and weaknesses of the policy, program, project, or organizational unit being evaluated. The evaluation process should reflect impartiality at all stages and take into account the views of all stakeholders. The Department/Unit, which commissions the evaluations, should ensure that the evaluators selected are impartial and unbiased.

6. Transparency and consultation with the major stakeholders are essential features in all stages of evaluation processes. This involves clear communication concerning decisions for the program of work and areas for evaluation, the purpose of the evaluation, the criteria applied, and the intended use of the findings. Documentation resulting from evaluations should be in an easily consultable and readable form so as to also contribute to transparency and legitimacy. Evaluation reports shall provide transparent information on sources, methodologies, and approach.

7. The lessons from evaluation shall be disseminated in accordance with widely accepted international standards by establishing effective feedback to policy makers, operational staff, beneficiaries, and the general public. An explicit disclosure policy ensures the transparent dissemination of evaluation reports through posting on Web sites and dissemination of findings through knowledge products and events.

8. Evaluations shall provide due regard for the welfare, beliefs, and customs of those involved or affected, avoiding conflict of interest. Evaluators must respect the right of institutions and individuals to provide information in confidence.

9. If evidence of wrongdoing is uncovered, the evaluator or manager shall report such cases discreetly to the Executive Director, who will take appropriate action such as informing the investigative body of the relevant Agency.

10. JK DAG will ensure active participation of different groups of the communities which will also include but not limited to groups such as PWDS, women, widows, children, aged, community leaders, other stakeholders.

11. JK DAG evaluations require a range of expertise that may be technical, environmental, or within a social science or the evaluation profession. The Department/Unit which commissions the evaluations are responsible for selecting independent-minded, experienced, and sufficiently senior evaluators, and adopting a rigorous methodology for assessment of results and performance.

12. For the project evaluations, terms of reference will be prepared using international standards and good practice, and include the following elements: the context and purpose of the evaluation, scope, main evaluation questions, methodology (data collection tools and analysis), work plan, learning products of the evaluation, intended use of results and qualifications.



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13. All independent evaluations should include a response from management in relation to the evaluation's findings, conclusions, and recommendations and lessons learned.

14. The cost for the evaluation should be budgeted within the project budget and it can vary from project to project. However, it should not cost more than 2.5 per cent of the project's budget.

Criteria

JK DAG adopts the widely recognized criteria for evaluation, which are as follows:

1. Effectiveness: How effective is the project in achieving the intended project objectives?

Specific areas for consideration include:

- a. the level to which JK DAG has achieved the objectives set out in the proposal for the Project (please refer to each output, the purpose and the goal within the logical framework)
- b. the major factors influencing the achievement / non-achievement of the project objectives.
- c. has the project responses targeted the vulnerable and those in need?
- d. to what extent has JK DAG respected local culture, customs and structures in the target communities?
- e. the appropriateness of the programme both culturally and structurally?
- f. has sufficient effort been devoted to the involvement of the community members in the design, management and implementation of the project?
- g. has the complaint handling mechanism in the community is planned with the community participation and appropriate and timely action taken in a transparent way?
- h. has the project reduced the vulnerability of at-risk communities and helped create a sustainable lifestyle?
- i. was the allocation of expenditure and project inputs between various activities appropriate?
- j. was the timing of these activities appropriate?
- k. has there been adequate attention to advocacy issues, which could strengthen linkages between the community and State providers of service?

2. Impact: What impact (intended and unintended effects (social, physical, environmental, economic and spiritual) both positive and negative has the project had on beneficiaries and non-beneficiaries?

Specific areas for consideration include:

- a. the major factors influencing the impact of the project on beneficiaries and non-beneficiaries
- b. the economic, social, and political impact among the community
- c. the degree to which JK DAG programmes have contributed towards or mitigated against development of a dependency culture in the community.

3. Relevance: How relevant is the project to the needs and priorities of the targeted beneficiaries, a contextual situation to be addressed and donor priorities?

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Specific areas for consideration include:

- a. the relevance of the project with the needs and vulnerabilities of the target group;
- b. the use and enhancement by the project of the existing skills, knowledge and coping strategies of the target group;
- c. the contribution of the project to strengthen other stakeholders in its role to work with local communities where applicable;
- d. the consistency of the project with the vision, values, strategy and resources of JK DAG;

4. Efficiency: Has the project been efficient in achieving the intended objectives? Has the project taken into account cost effectiveness in transferring inputs into outputs taking into consideration alternative approaches?

Specific areas for consideration include:

- a. the cost-effectiveness of project activities;
- b. the achievement of objectives to time and to budget;
- c. comparison of the implementation of the project with alternatives;
- d. the appropriateness of the management processes, systems, and structure for the coordination, supervision and monitoring of the project;
- d. the major factors influencing the efficiency of the project.
- e. have all dealings been done with transparent and accountable system of transaction.

5. Sustainability: Will the benefits of the project be sustained after the end of the project? Projects need to be environmentally as well as financially and socially sustainable.

Specific areas for consideration include:

- a. the ability of the target communities to sustain the project outputs after the end of the project;
- b. the major factors influencing the sustainability of the project.
- f. to what extent has the project built up the capacity of local people and institutions.
- g. has disaster preparedness planning been appropriate, so that the local response to a future tsunami would be better?

6. Coordination and coherence: How has the project been integrated with the activities and priorities of other agencies and organizations (including local and national government)?

Specific areas for consideration include:

- a. the linkages and relationships between the target group, the partner, major donors, and other agencies and organizations
- b. the coherence of the project with national and local policies as well as with agreed international codes of practices
- c. the major factors influencing coordination and coherence of the project with the activities and priorities of other agencies and organizations.

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KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING

1. The creation, storage, management, dissemination and uptake of knowledge are essential, including knowledge produced from evaluative undertakings.
2. To promote evaluation use, organizational learning and quality improvement of JK DAG.s services, Organizational Effectiveness Unit will organize periodically learning circle meeting to share lessons learned on evaluation processes and outcomes.
3. The Evaluation reports will be shared during the PACT meeting and other staff forums.

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