

Framework of

Monitoring & Evaluation

for Sustainable Access to Land Equality-

SALE Project



Financed by European Union and
implemented by Uttaran in partnership with
CARE Bangladesh and Manusher Jonno Foundation

This M&E framework document is the result of a process whose goal is to put in place an effective, efficient and simple M&E framework for the SALE project. This document places emphasis both on monitoring progress as well as outcome evaluation and learning for improved policies and strategies.

Editor

Mamun Rashid

Project Coordinator
SALE Project, Uttaran

Author

Amar Krishna Baidya

Technical Coordinator, Knowledge Management
CARE Bangladesh

Suriya Ferdous

Head of Participatory M&E
SALE Project, Uttaran

Contributor

Fatima Jahan Seema

Coordinator, Programme Quality Unit
CARE Bangladesh

Shazzad Khan

Programme Coordinator
Manusher Jonno Foundation

Md. Salim Ahmed Purvez

Programme Manager
Manusher Jonno Foundation

Kh Rezwatul Karim

Programme Manager
Manusher Jonno Foundation

Jahidul Ahsan

M&E Officer
SALE Project, Uttaran

SALE Project Team, Uttaran

Monitoring & Evaluation Framework

Sustainable Access to Land Equality - SALE Project

December 2013



মানুষের জন্য
manusher jonno
promoting human rights and good governance

This document has been produced with the financial assistance of the European Commission. The contents of this document are the sole responsibility of Uttaran and can under no circumstances be regarded as reflecting the position of the European Commission.

Table of Contents

Introduction	4
Objectives	4
Review of SALE project from M&E perspective	6
Review of Components of M&E system of SALE	8
Existing and Required M&E tools	9
M&E Matrix	10
Business plan of M&E	26
Reflection mechanism of M&E of SALE	26
Reporting system	29

Introduction

Land management is increasingly becoming important for the overall productivity of Bangladesh. Poor governance in land management coupled with continuing population growth has led to extreme demographic pressure on the land. The existing bureaucratic and complex land registration system along with complexity of the process and lengthy time to register and property contribute to the problems and increase difficulties in accessing to land and property rights especially for the poor and disadvantaged in Bangladesh. In order to find a longer-term solution to the problem, Uttaran has designed a partnership project with CARE Bangladesh and Manusher Jonno Foundation (MJF) through the financial support European Union (EU) to 'Sustainable Access to Land Equality (SALE)'. The project combines a variety of interventions that, as a whole, should lead the reduction of extreme poverty and conflicts related to land and property ownership. This document describes an M&E framework that will serve to document the progress of project interventions as well as describe or estimate impacts on land and property rights for all citizens especially the poorest part of the targeted community.

This draft document, prepared using the output of a two-day long workshop participated by the project team of Uttaran, CARE and MJF, proposes M&E activities for a period of January 2013 through December 2015. The document is drafted jointly by CARE and Uttaran staff based on stated and perceived needs of a broadly defined list of project stakeholders. Though the development process of this document had limited participation of all those stakeholders but has been given opportunity to comment on the document and may be asked to participate in future review sessions.

The intention of this document is to put in place a system that is simple and practical but that will serve most. It is our sincere hope that SALE project stakeholders find this M&E framework to be an asset. Feedback on the document is always welcome.

Objectives

This document is the result of a process whose goal is to put in place an effective, efficient and simple M&E framework for the SALE project. This document places emphasis both on monitoring progress as well as outcome evaluation and learning for improved policies and strategies. The objectives of this document are to:

- To assess and document progress towards inputs, outputs, outcomes and impact as proposed in the logical framework and annual work plans;
- To systemize data collection, synthesis, analysis and reporting procedures allowing for the prompt dissemination of reliable information to concerned stakeholders; and
- To determine effectiveness and efficiency of interventions and learn from experiences so that corrective measures can be taken promptly and to inform future interventions to land and property rights.

Review of SALE Project from M&E Perspective

As a part of developing M&E framework, it is required to review SALE project from M&E perspective and identify the key issues for setting indicators in order to measure progress of project activities as well as evaluate the ultimate impact towards achieving project goal. In general, the expected changes that can be measured under SALE project are given below:

Expected result 1: Improve institutional capacity of land offices, UPs and CBOs/ NGOs

What changes we are anticipating:

- Citizen charters are displayed in the union land offices.
- Disputes are solved at field level based on regulation by Asst. Settlement Officer.
- Proclamation is communicated with land owners prior to land survey by Asst. Settlement Officer.
- Assistant Settlement Officer is following all steps of objection in survey and records.
- Required days for land record related documents e.g., mutation, khatian, delivery are decreased than before by land offices.
- Trained official can tell about the procedures of digital land survey.
- Maintain office timing regularly.

What change we can measure:

- All 28 unions publicly displaying the citizen charters.
- All disputes are solved at field level based on 28 regulation with support of Asst. Settlement Officer.
- All proclamation is communicated with land owner at Mouza level prior to land survey Asst. Settlement Officer.
- % of mutation completed at AC(land) offices on time.
- All trained land officers can tell about the whole process of digital land survey.
- All trained land officer are attending office on time.

Expected result 2: People of the targeted community are aware of and access to the modernization of land record management system through improve civic participation

What changes we are anticipating:

- Citizens can tell about the advantages of digital land survey.
- Land owner can tell about the required documents for land survey and other common features of survey.
- Land owner can tell about the required actions to resolve land disputes during survey.
- Land owner are informed about the schedule of the land survey and present during the survey day.
- Land owners objected and appealed the land disputes to Settlement offices.
- People especially poor, defined as landless are getting supports on land dispute issues from the civil society group.

What change we can measure:

- % of target group can reply about modernize land management system.
- Number of land owners can tell about what kind of documents are required for land survey and record and length of each parcel.
- All land owner/representatives of land owner are present on the survey day.
- Number of land owners can tell about what measures need to take to resolve the land disputes
- Number of land owner are informed and checked the draft publication at land office based on map and records.
- Number of disputes objected and appealed by land owner.

Expected result 3: Process established for landless identification and fair distribution of khasland

What changes we are anticipating:

- Landless people are listed in a participatory way initiated by local govt involving civil society groups, NGOs.
- Digital land record system is in place at AC (land) offices.
- Fair khasland distribution is in practice.
- Landless people know how to apply for getting khasland and applied for khasland.
- AC (land) offices disclosing publicly the updated information about how many khasland are already distributed quarterly.
- People received khasland from AC(land) office are from the listed landless.

What changes we can measure:

- % of landless people of the targeted community are applied for khasland.
- % of people who received khasland from AC(land) office are from listed landless.
- AC(land) offices are disclosing the updated information specially about distributed khasland regularly.
- Land related all information based on digital records is available in Union land offices.

Expected result 4: Modernized land management practices is documented for wider replication in developing efficient land market and sustainable land use

What changes we are anticipating:

- Process established for modernized land management practices is documented for wider replication.
- Policy initiatives specially focused on land management and practice- existing policy reform, enactment of new laws/policies.
- Advocacy for better sensitization.
- System development for effective functioning.

What changes we can measure:

- 75% relevant duty bearers are better sensitized,
- At least 50% relevant duty bearers are responsive to provide land market and land use practices.
- A draft policy is in place for GoB adoption.
- A study report is published on efficient land market and sustainable land use.

Review of Components of M&E System of SALE

Development of M&E framework requires detail knowledge about M&E system of SALE project. It is observed that M&E system of SALE project has well defined components under which there are several specific activities. The M&E system of SALE project consists of following issues:

Tasks	Pertinent	Functions	Responsibility
Baseline survey		<ul style="list-style-type: none"> ■ Providing information of targeted beneficiaries' small, marginalized and poor household level a Mohanpur. ■ Providing information of stakeholders i.e. upazila settlement office, record preparation team, AC (land) office, local government representatives, community members and media. ■ Understanding situation of the existing land management system prior to modernized land management. ■ Setting benchmarks for measuring project achievements and impact (at the project objectives, intermediate results levels). ■ Identifying related programmes and activities in three pilot upazilas. 	<ul style="list-style-type: none"> ■ Uttaran ■ External Consultant ■ CARE
Periodical progress reports	<ul style="list-style-type: none"> ■ Weekly ■ Monthly ■ Partner's ■ Interim (annual) 	<ul style="list-style-type: none"> ■ Checking the progress of the planned activities. ■ Reasoning deviations for the not-completed activities and learning key lessons. ■ Identifying the performance gap of the work plan. ■ Planning practical recommendations for follow-up actions in future. 	<ul style="list-style-type: none"> ■ Uttaran
Social audit		<ul style="list-style-type: none"> ■ Monitoring effectiveness of modernized land management system at union level. ■ Initiating governance monitoring particularly relating to property rights, khasland and activities of the upazila and union land management related offices. 	<ul style="list-style-type: none"> ■ Uttaran
Project completion report		<ul style="list-style-type: none"> ■ Focusing on learning, sharing, achievement and impacts of the project. ■ Documenting the milestones of the project. 	<ul style="list-style-type: none"> ■ Uttaran
Special studies and assessments	Capacity gap assessment	<ul style="list-style-type: none"> ■ Reviewing the existing land administration system at upazila level. ■ Assessing the capacity gaps on land related issues of the local stakeholders. 	<ul style="list-style-type: none"> ■ Uttaran ■ MJF
	Training needs assessments	<ul style="list-style-type: none"> ■ Focusing gaps and needs of the training providers. ■ Devising appropriate capacity development package. 	<ul style="list-style-type: none"> ■ Uttaran ■ CARE

Tasks	Pertinent	Functions	Responsibility
	Study on land markets and land use practices	<ul style="list-style-type: none"> ■ Exploring rural land market in Bangladesh ■ Identifying specific advocacy issues on possible methods for equitable inclusion of small, poor, marginalized and women into the market. 	<ul style="list-style-type: none"> ■ Uttaran ■ External consultant ■ MJF
	Policy paper for effective land market and land use practices	<ul style="list-style-type: none"> ■ Creating the scope of opportunity for defining the effective land market. ■ Drafting of policies on possible methods for equitable inclusion of small, poor, marginalized and women into the market. 	<ul style="list-style-type: none"> ■ Uttaran ■ External consultant ■ MJF
Annual financial audit		<ul style="list-style-type: none"> ■ Assess the reasonability of the relationship between project costs and results in terms of transparency and cost effectiveness. 	<ul style="list-style-type: none"> ■ EU ■ Uttaran ■ External consultant
	Result Oriented Monitoring (ROM)	<ul style="list-style-type: none"> ■ Primarily collecting systematic monitoring data on project progress for internal use of the European Commission. 	<ul style="list-style-type: none"> ■ EU
	Mid-term evaluation	<ul style="list-style-type: none"> ■ Assessing progress made towards the achievement of results at the outcomes. ■ Identifying recommendations of future course corrections. 	<ul style="list-style-type: none"> ■ Uttaran ■ External consultant
	Final evaluation	<ul style="list-style-type: none"> ■ Reliably and representatively evaluating the impact and extent to which the project has achieved its expected outcomes. ■ Identifying and assessing the basic results and impacts as to their sustainability and suitability for replication in other areas. 	<ul style="list-style-type: none"> ■ Uttaran ■ External consultant
Management Information System (MIS)	Beneficiary profile	<ul style="list-style-type: none"> ■ Developing data bank of the project's beneficiaries. ■ Establishing knowledge bank of the project. ■ Providing information of stakeholders i.e. upazila settlement office, record preparation team, AC (land) office, local government representatives and community members. ■ Providing updated information on progress indicators. 	<ul style="list-style-type: none"> ■ Uttaran ■ External consultant
	Database of progress indicators		

Existing and Required M&E tools

SALE project has been using some specific M&E tools for tracking the regular progress of activities as well as to be used for measuring the impact of the project activities. In addition, some tools are required to be developed in future for fulfilling the requirements of M&E system. The existing and required tools are given below:

Existing M&E tools being used in SALE project

- Monthly activity plan, work plan and progress report format
- Baseline questionnaire
- Participatory tools for analysis/assessment
- Beneficiary selection format
- Format for beneficiary profile
- Questionnaire for primary information collection survey
- Community score card
- MIS software

Required tools

- Annual reporting format
- Assessment tools

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Overall Objective: Strengthen access to land and property rights for all citizens, especially the poorest part of the community in line with the overall Access-to-Land program	% extreme poverty of the targeted beneficiaries reduced upon receipt of khasland	50%	Impact assessment report, evaluation report, GoB report, baseline and completion report, MDG report, UN report	Twice in project period (2nd and 3rd year)	Uttaran, MJF, CARE	Uttaran, MJF, CARE
	% of conflicts about the land and property ownership reduced	75%	Evaluation report, GoB report, baseline and completion report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: LAA/T&AO Processing/analysis: HPM&E/PC
	% of expenditure on land ownership conflict reduced	50%	Evaluation report, GoB report, baseline and completion report	Twice in project period (2nd and 3rd year)	Uttaran	
Specific objectives: Promotion of effective, transparent and accountable land governance practices towards strengthening access to equitable land and property rights for all citizens of Amtiali, Jamalpur Sadar and Mohanpur upazila of citizen Bangladesh, especially the poorest part of the community	% of the targeted beneficiary who got access to land received land ownership certificates (CLO)	100%	Evaluation report, progress report, GoB report, baseline and completion report	Once in project period (3rd year)	Uttaran	Collection: FF/FS Compilation: LAA/T&AO Processing/analysis: HPM&E/PC
	Citizens are aware about the digitalized survey and record	100%	Evaluation report, progress report, GoB report, baseline and completion report	Annually	Uttaran	Collection: FF/FS Compilation: AM/M&EO Processing/analysis: HPM&E/PC
	Land owners (small, poor and marginalized) are participating in the different process of digital survey and record	80%	Evaluation report, progress report, GoB report, baseline and completion report	Annually	Uttaran	Collection: FF/FS Compilation: AM/M&EO Processing/analysis: HPM&E/PC
	Citizens specially the poorest are informed about the available public land	100%	Evaluation report, progress report, baseline and completion report	Once in project period (3rd year)	Uttaran	Collection: FF/FS Compilation: AM/M&EO Processing/analysis: HPM&E/PC

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
	Productivity rate of distributed khasland has been increased	80%	Baseline and completion report progress report	Once in project period (3rd year)	Uttaran	Collection: FF/FS Compilation: AM/ TAA Processing/ analysis: HPM&E/ PC
	% of government revenue from land taxes increased	15%	Baseline and completion report, evaluation report, progress report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: AM/ TAA Processing/ analysis: HPM&E/ PC
Expected results: Improve institutional capacity of Land offices, UPs and CBOs/ NGOs	Numbers of citizen charters on land information are available at Union land offices	28 (100%)	Situation analysis, Evaluation report, survey report	Twice in project period (2nd year)	Uttaran	Collection and compilation: FF/FS Processing/ analysis: HPM&E/ PC
	Disputes are solved at the field level based on 28 regulation with support of Assistant Settlement Officer	80%	Situation analysis	Twice in project period (2nd and 3rd year)	Uttaran	Collection and compilation: FF/FS
	Proclamation is communicated with land owner at Mouza level 15 days prior to land survey by Assistant Settlement Officer	100%	Situation analysis	Annually	Uttaran, MJF, CARE	Collection and compilation: FF/FS
	Assistant Settlement Officer is following all steps of taking objections in survey and record applied by beneficiary	100%	Situation analysis	Twice in project period (2nd and 3rd year)	Uttaran	Collection and compilation: FF/FS
	Percentage of mutation completed at AC (land) offices on time	50%	situation analysis, Training need assessment	Annually	Uttaran	Collection: FF Compilation: FS/ FF Processing/ analysis: AM/FS/T&AA
	% of trained land officials i.e. Upazila land office, settlement office and sub-register office, union land office can tell about the entire procedures of digital land survey	100%	situation analysis, Training need assessment	Annually	Uttaran	Collection: FF Compilation: FS/ FF Processing/ analysis: AM/FS/T&AA

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
	% of trained land officials i.e. Upazila land office, settlement office and sub-register office, union land office are attending office on time	50%	situation analysis, Evaluation report, survey report	Annually	Uttaran	Collection: FF/FS Compilation: TAA
Expected results: People of the targeted community are aware of and have access to the modernized land record management system through improve civic participation	% of people can tell about digital land survey and record particularly advantages of digital survey	100%	Situation analysis	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/M&EO Processing/ analysis: HPM&E
	% of land owners can tell about the length of each percell of land	50%	Progress report, yearly report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/M&EO Processing/ analysis: HPM&E
	% of land owners can tell about which kind of documents are required for land survey and record	80%	Progress report, yearly report	Annually	Uttaran	Collection: FF/FS Compilation: TAA/LAA Processing/ analysis: TAO/ HPM&E
	% of land owners can tell about what measures need to take to resolve the land disputes during the survey and record	80%	Progress report, yearly report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/LAA Processing/ analysis: TAO/ HPM&E
	All land owner/ representatives of land owner are informed and checked the draft publication at land office based on survey and maps	100%	Progress report	Once in project period (2nd year)	Uttaran	Collection: FF/FS Compilation: T&A/AM
	All land owner/ representatives of land owner are present on the land survey day	90%	Progress report, yearly report	Annually	Uttaran	Collection: FF/FS Compilation: TAA/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
	% land owners having disputes objected through the settlement offices	100%	Progress report, evaluation report	Annually	Uttaran	Collection: FF/FS Compilation: TAA/LAA Processing/ analysis: HPM&E/TAO
	% land owners having disputes appealed	100%	Progress report, evaluation report	Annually	Uttaran	Collection: FF/FS Compilation: TAA/LAA Processing/ analysis: HPM&E/TAO
	Number of civil society platform are established and functioning	3	Evaluation report, progress report, media report	Once in project period (1st year)	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/ analysis: HPM&E/PC
	Numbers of target people are organized and federated	15,000 poorest	HH profile, evaluation report, progress report	Once in project period (1st year)	Uttaran	Collection: FF/FS Compilation: TAA/AM/M&EO Processing/ analysis: HPM&E/PC
Expected results: Process established for landless identification and fair distribution of khasland	% of landless people are identified and listed in a participatory way	100%	Progress report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/ analysis: M&EO/HPM&E/PC
	Landless people are aware on how to apply for khasland	100%	Baseline survey, progress report, situation analysis	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/ analysis: M&EO/HPM&E/PC
	% of landless people of the targeted community are applied for khasland	100%	Baseline survey, progress report, situation analysis	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/ analysis: M&EO/HPM&E/PC
	AC (land) offices disclosing publicly the updated information about how many khasland are already distributed quarterly	100%	Situation analysis	Annually	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/ analysis: M&EO/HPM&E/PC

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
	% of people who received khasland from AC(land) office are from listed landless	100%	Baseline report, evaluation report, progress report	Twice in project period (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: TAA/AM Processing/analysis: HPM&E/PC
Expected results: Modernized land management practices is documented for wider replication in developing efficient land market and sustainable land use	Number of draft policy paper on land market and land use practices is produced for GoB adoption	1	Progress report, completion report, draft policy paper, media report	Once in project period (3rd year)	MJF, Uttaran	MJF, Uttaran
	Number of study report published on efficient land market and sustainable land use	1	Study report	Once in project period (2nd year)	MJF, Uttaran	MJF, Uttaran
Activity Level						
Result 01: Improve institutional capacity of Land offices, UPs and CBOs/ NGOs/Level						
Inception meeting at Upazila and District level	Number of meetings held at upazila level	3	Meeting minutes, media report, attendance sheet, Photos, invitation card	Once in project period (1st year)	Uttaran	Collection: FF/FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of meetings held at District level	3	Meeting minutes, media report, attendance sheet, Photos, invitation card	Once in project period (1st year)	Uttaran	Collection: FF/FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of participants attended at upazila level	30	Meeting minutes, Photos attendance sheet, Photos	Once in project period (1st year)	Uttaran	Collection: T&AA/AM Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of participants attended at District level	30	Meeting minutes, Photos attendance sheet, Photos	Once in project period (1st year)	Uttaran	Collection: T&AA/AM Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
	Number of media (both print and electronic) covered the news of events	6	Media report, progress report	Quarterly	Uttaran	Collection: T&AA/AM Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO/PC
Conduct consultation meeting with the land authority	Number of consultative meetings held at national level	6	Meeting minutes, media report, attendance sheet, photos, invitation card	Bi-monthly in 2nd year	MJF	MJF
	Number of participants attended	180	Attendance sheet, Progress report, Meeting minutes, photos	Bi-monthly in 2nd year	MJF	MJF
	Number of media (both print and electronic) covered the news of events	6	Media report, Progress report	Bi-monthly in 2nd year	Uttaran	Collection: T&AA/AM Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO/PC
Review the existing institutional roles, responsibilities and practices to assess capacity gap	Number of review done to assess capacity gaps	1	Capacity gap assessment report	Once in 1st year	MJF	MJF
Training Need Assessment	Number of TNA conducted	1	Needs assessment report	Once in project period (1st year)	CARE, Uttaran	CARE, Uttaran
Development of training module	Number of training modules are developed based on TNA	6	Needs assessment report	Once in project period (1st year)	CARE, Uttaran	CARE, Uttaran
Develop IEC materials	Types of IEC materials designed	6 types of Posters, 5 types of flip charts, 3 thematic booklets and leaflets	Posters, flipcharts, leaflets, booklets	Twice in project period	CARE, Uttaran	CARE, Uttaran
	Number of IEC materials produced	10,000 posters, 20,000 leaflets, 5 flipcharts, 3 booklets	Posters, flipcharts, leaflets, booklets, documentary	Twice in project period	CARE, Uttaran	CARE, Uttaran

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Develop Training Modules	Number of developed training modules	6	Training modules	Once in project period (1st year)	CARE	CARE
Organize training on modernization process of land management for GoB officials	Number of trainings held	45	Training schedule, module, Attendance sheet, Photos, training report, media report	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
	Number of participants attended at training	1350	Attendance sheet, report, photo, feedback	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
Organize training on modernization process of land management for UP representatives	Number of trainings held	45	Training schedule, module, Attendance sheet, Photos, training report	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
	Number of participants attended at training	1125	Attendance sheet, report, photo, feedback	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
Organize training on modernization process of land management for CBO and NGO representatives	Number of trainings held	45	Training schedule, module, Attendance sheet, Photos, training report, media report	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
	Number of participants attended at training	1125	Attendance sheet, report, photo, feedback	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
Organize workshop on land and property rights with GoB officials, UP representatives and Civil Society	Number of workshops held	90	Attendance sheet, Photos, workshop report, media report	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO
	Number of participants per workshop	30	Attendance sheet, report, photo, feedback	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/ analysis: HPM&E/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Organize orientation on modernization process of land management for local level land officials and Ups	Number of orientations held	45	Attendance sheet, Photos, workshop report,	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of participants per workshop	30	Attendance sheet, report, photo, feedback	Once in project period (1st year)	Uttaran	Collection: T&AA/FS/FF Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
Workshop on effective functioning of the land management system and identification of drawbacks for staff and others stakeholder	Number of workshops held	5	Schedule, module, Attendance sheet, Photos, workshop report	Once in project period (2nd year)	CARE	CARE
	Number of participants attended the workshop	125	Attendance sheet, Photos, workshop report	Once in project period (2nd year)	CARE	CARE
Quarterly Meeting with District khasland management and settlement committee	Number of meeting organized	36	Attendance sheet, Photos, meeting minutes	Quarterly	Uttaran	Collection: T&AA/FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
Facilitating cross learning between Upazila and beyond	Number of visits organized	12	Photos, Visit report, Media report	Monthly in 2nd year	Uttaran	Collection: FF/FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of cross learning visit news published in local newspaper	12	Photos, Visit report, Media report	Monthly in 2nd year	Uttaran	Collection: FF/FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
Result 02: People of the targeted community are aware of and access to the modernization of land record management system through improve civic participation						
Poorest member selection and PO formation	Number of poorest people selected	15000	MIS database, Photos, progress report, PO Resolution	Once in project period (1st year)	Uttaran	Collection: FF/ External enumerator Compilation: T&AA/FS Processing/analysis: HPM&E/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
	Number of PO formed	750	MIS database, Photos, progress report, PO Resolution	Once in project period (1st year)	Uttaran	Collection: FF/ External enumerator Compilation: T&AA/FS Processing/analysis: HPM&E/M&EO
	Number of household profiles are produced	15000	MIS Database	Once in project period (1st year)	Uttaran	Collection: FF/ External enumerator Compilation: T&AA/ FS Processing/analysis: HPM&E/M&EO
Establishing Inter-group structures of POs	Number of GUFs formed at union level	28	List of committee member, photos, meeting minutes, resolution	Once in project period (1st year)	Uttaran	Collection: FF/ FS Compilation: T&AA/ AM Processing/analysis: HPM&E/M&EO
	Number of PO people federated through UnGUF	308	Attendance sheet, Photos, meeting minutes, resolution	Once in project period (2nd year)	Uttaran	Collection: FF/ FS Compilation: T&AA/ AM Processing/analysis: HPM&E/M&EO
	Number of GUFs formed at upazila level	3	Attendance sheet, Photos, meeting minutes, resolution	Once in project period (2nd year)	Uttaran	Collection: FF/ FS Compilation: T&AA/ AM Processing/analysis: HPM&E/M&EO
	Number of UnGUF representatives federated through UpGUF	33	Attendance sheet, Photos, meeting minutes, resolution	Once in project period (2nd year)	Uttaran	Collection: FF/ FS Compilation: T&AA/AM Processing/analysis: HPM&E/M&EO
Formation and functioning of civil society organization	Number of Bhumi committees established at upazila level	3	list of members, Attendance sheet, meeting minutes, media	Once in 1st year	Uttaran	Collection: FF/ FS Compilation: AM/T&AA Processing/analysis: HPM&E/PC
	Number of civil society representatives united	90	list of members, Attendance sheet, meeting minutes, media	Once in 1st year	Uttaran	Collection: FS Compilation: AM Processing/analysis: HPM&E/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
	Number of guideline is documented for functioning Bhumi committee	1	Functional Guideline	Once in 1st year	Uttaran	Collection: AM/ TAA Compilation: T&AO/ M&EO Processing/ analysis: HPM&E/ PC
	Number of quarterly meetings held	36	Attendance sheet, photos, meeting minutes, media	Quarterly	Uttaran	Collection: AM/ TAA Compilation: T&AO/ M&EO Processing/analysis: PM
Capacity building of POs and GUFs	Number of trainings are organized for PO and GUFs	50	Training report	Monthly in 1st and 2nd year	Uttaran	Collection: AM/ TAA Compilation: T&AO/ M&EO Processing/ analysis: PM
	Number of training modules developed	50	Training modules	Once in project period (1st year)	Uttaran	Collection: AM/ TAA Compilation: T&AO/ M&EO Processing/ analysis: PM
	Number POs and GUFs representative received four categories human development trainings	1500	Training modules, reports, feedback	Once in project period (2nd year)	Uttaran	Collection: FS Compilation: AM Processing/ analysis: HPM&E/M&EO
Press Conference at district level	Number of press conferences organized at district level	18	Event Report, Media Report, Photos, Attendance sheet	Bi-monthly in project period	Uttaran	Collection: FS/ T&AA Compilation: AM/ T&AA Processing/ analysis: HPM&E/M&EO
	Number of journalists attended the local press conference	180	Event Report, Media Report, Photos, Attendance sheet	Bi-monthly in project period	Uttaran	Collection: FS/ T&AA Compilation: AM/ T&AA Processing/ analysis: HPM&E/M&EO
	Number of news is published by newspapers and other media	18	Event Report, Media Report, Photos,	Bi-monthly in project period	Uttaran	Collection: FS/ T&AA Compilation: AM/ T&AA Processing/ analysis: HPM&E/M&EO

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Press Conference at divisional level	Number of press conferences organized at divisional level	9	Event report, Media report, photos, attendance sheet	Annually	Uttaran	Collection: FS/T&AA Compilation: AM/T&AA Processing/ analysis: HPM&E/M&EO
Workshops with Journalists at local level	Number of workshops organized	9	Event report, Media report, photos, banner, attendance sheet	Annually	Uttaran	Collection: FS/T&AA Compilation: AM/T&AA Processing/ analysis: HPM&E/M&EO
Workshops with Journalists at national level	Number of journalists attended workshops	135	Event report, Media report, photos, attendance sheet	Annually	Uttaran	Collection: FS/T&AA Compilation: AM/T&AA Processing/ analysis: HPM&E/M&EO
	Number of workshops organized	3	Progress report, media report, banner, photos	Annually	MJF, Uttaran	MJF, Uttaran
	Number of journalists attended workshops	60	Progress report, media report, photos	Annually	MJF, Uttaran	MJF, Uttaran
	Number of news is published by newspapers and other media	3	Event Report, Media Report, Photos	Annually	Uttaran	Collection: FS/T&AA Compilation: AM/T&AA Processing/ analysis: HPM&E/M&EO
Fellowship to journalists	Number of journalists/columnlists received the fellowship	18	Progress report, event report, media report	Once in project period (2nd year)	MJF, Uttaran	Collection: T&A associate Compilation: M&E officer Analysis: Head of PM&E
	Number of news published at national dailies	18	Progress report, media report	Bi-monthly	Uttaran	Collection: T&A associate Compilation: M&E officer Analysis: Head of PM&E
Round table discussion and supplementary published at national level	Number of workshops organized	3	Progress report, event report, media report	Annually	MJF	MJF
	Number of journalists attended per workshop	20	Progress report, event report, media report	Annually	MJF	MJF
	Number of supplementary published at national dailies	3	Progress report, event report, media report	Annually	MJF	MJF

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
Develop campaign materials	Types and numbers of issue based posters developed and published	3 thematic posters, 2000 copies of each	Progress report, posters, Photos	Annually	Uttaran	Collection: T&A associate Compilation: M&E officer
	Number of quarterly newsletters are published	12	Newsletter, evaluation report, photos	Quarterly	MJF, Uttaran	MJF, Uttaran
	Number of booklets published	3 thematic booklets, 2000 copies of each	Booklet, photos	Twice in project period (1st and 2nd year)	MJF, Uttaran	MJF, Uttaran
Rally, human chain and submission of memoranda	Number of video documentary is produced	1	Documentary, evaluation report	Once in project period (3rd year)	MJF, Uttaran	MJF, Uttaran
	Number of bill boards are installed at upazila & union level	36	Bill board, evaluation report, photos	Once in project period (2nd year)	MJF, Uttaran	MJF, Uttaran
	Number of rallies, human chain with demonstration are organized at upazila level	9	Progress report, media report, Photos	Annually	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM
Cultural activities	Number of demands/ memoranda are proposed through events	18	Progress report, media report, photos	Annually	Uttaran	Collection: T&A associate Compilation: M&E officer
	Number of MoU signed with local cultural groups	6	Signed MoU document, progress report, photos	Once in project period (2nd year)	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM
	Number of cultural networks formed at local level	3	Progress report, photos	Once in project period (2nd year)	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/ PM
	Number of quarterly meeting held with cultural network	240	Meeting report, progress report, photos	Quarterly	MJF, Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/ PM

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/categories				
	Number of 'drama and folk songs shows' are organized	45	Progress report, event report, Photos, invitation card	Bi-monthly	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM
	Number of National day observed at upazila level	6	Progress report, event report, Photos, invitation card, feedback	Twice in project year (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/ M&EO
	Number of land fair are organized at upazila level	6	Progress report, event report, Photos, invitation card, feedback	Twice in project year (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/ M&EO
	Number of people attended the events	1200	Progress report, event report, Photos	Twice in project year (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: T&A associate
Demo of the modernization at union level	Number of demo are arranged in union level	25	Progress report, process documentation, feedback	Once in project period (3rd year)	Uttaran	Collection: FF/FS Compilation: T&A associate/ M&EO Analysis: AM/ HPM&E
Social audit to monitor effectiveness of modernized land management system	Number of social audit conducted	35	Meeting minutes, progress report	Twice in project year (2nd and 3rd year)	Uttaran	Collection: FF/FS Compilation: T&A associate
Social watch committee meeting	Number of social watch committee is formed at union level	28	Meeting minutes, progress report	Once in project period (2nd year)	Uttaran	Collection: FF/FS Compilation: T&A associate
	Number of people are working with social watch committee	245	Meeting minutes, progress report	Annually	Uttaran	Collection: FF/FS Compilation: T&A associate
	Number of quarterly meetings held at union level	224	Meeting minutes, progress report, attendance sheet, photos	Quarterly	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM
	Number of report cards published for unions	28	Report card, evaluation report	Annually	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/ PM

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
	Number of report cards published for both upazila and union	3	Report card, evaluation report	Annually	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/PM
	Number of workshop organized based on the upazila report card at upazila level	6	Event report, progress report, media report, photos	Annually	Uttaran	Collection: FF/FS Compilation: T&A associate Analysis: AM/PM
Public hearing	Number of public hearing sessions are conducted	60	Progress report, schedule, photos, progress report	Bi-monthly	Uttaran	Collection: FF/FS Compilation: T&A associate/ M&EO Analysis: AM/ HPM&E
Result 03: Process established for landless identification and fair distribution of khasland						
Technical assistance to UKKBBC and formation of ward and union level committee for identification and list preparation of landless	Number of ward bhumihin bacchai committee (WBBC)	252	List of WBBC, progress report	Once in project period (1st year)	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC
	Number of union bhumihin bacchai committee (UBBC)	28	List of UBBC, progress report	Once in project period (1st year)	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ Pc
	Number of orientations conducted for UBBC and WBBC	3	Event report, progress report, media report, photos	Once in project period (1st year)	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC
	Number of meeting conducted with WBBC and UBBC	840	Event report, progress report, media report, photos	Weekly	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC
	Number of guideline and procedures for applying for khasland developed at upazila level	3	Guideline document, evaluation report	Once in project period (1st year)	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC
	Number of 'application format, poster and data format' developed at upazila level	3	Application format, evaluation report, media report	Once in project period (1st year)	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC
	Number of landless list prepared at upazila level	3	Landless list, progress report, media report, GoB report	Six monthly	Uttaran	Collection: FS/FF Compilation: T&AA/ AM Analysis: PM/ PC

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Meeting with Upazila agri - khasland management and settlement committee	Number of meeting held with UAKMSC	36	Meeting minutes, attendance sheet, photos, Regulation, program schedule	Quarterly	Uttaran	Collection: T&AA/FS Compilation: T&AA/AM/M&EO Analysis: PM/PC
Process support to the landless for receiving the khasland	% of members of committees are attending meeting	100%	Event report	Quarterly	Uttaran	Collection: FS/T&AA Compilation: T&AA/AM
	Number of landless poor people of the targeted beneficiaries is supported for collecting 'landless certificate' from UP.	7,500	Application form, sketch maps, progress reports, external report	Annually	Uttaran	Collection: FS/FF Compilation: FS/T&AA/AM Processing/analysis: HPM&E/M&EO
	Number of landless poor people of the targeted beneficiaries is submitted application form for Khas-land to upazila land office	7,500	Application form, Progress report, evaluation report	Annually	Uttaran	Collection: FS/FF Compilation: FS/T&AA/AM Processing/analysis: HPM&E/M&EO/PC
Legal support to the landless and GoB for recovery of khasland settling land disputes faced by the landless families	Number of lower court cases supported	240	Case report, court registrar, progress report, evaluation report	Once in project period (3rd year)	Uttaran	Collection: Legal Aid Officer Compilation: AM/ T&A0 Processing/analysis: PM/PC
	Number of higher court cases supported	45	Case report, court registrar, progress report, evaluation report	Once in project period (3rd year)	Uttaran	Collection: Legal Aid Officer Compilation: AM/ T&A0 Processing/analysis: PM/PC
	Number of 'Salish' case supported	135	Salish report, progress report, evaluation report, media report, evaluation report	Once in project period (3rd year)	Uttaran	Collection: Legal Aid Officer Compilation: AM/ T&A0 Processing/analysis: PM/PC
Result 04: Modernized land management practices are documented for wider replication in developing efficient land market and sustainable land use.						
Documentation of the effective functioning of the system and identification of drawbacks	Number of process documentation completed	1	Process document, progress report	Once in project period (3rd year)	Uttaran	Collection: Legal Aid Officer Compilation: AM/ T&A0 Processing/analysis: PM/PC

Level of Data	Indicator		Source of information	Frequency	Responsibility	How is the process (Data collection, compilation and processing/analysis)
	Measurable indicator	Target/ categories				
Study on land market and land use practices	Number of study conducted on land market and land use practices	1	Study	Once in project period (1st year)	MJF	MJF
Develop policy paper for effective land market and land use practices	Number of external consultant is deployed in developing policy paper	36	ToR for Consultant, progress report	Once in project period (3rd year)	MJF	MJF
Dialogue and consultation meeting with national key actors	Numbers of meeting/ dialogue are organized	18	Progress report, media report, external evaluation	Annually	MJF, Uttaran	MJF, Uttaran
Conduct policy persuasion with the relevant duty bearers	Number of dissemination of piloted model for replication and wider use is organized	3	Progress report, media report, external evaluation	Once in project period (3rd year)	Uttaran	Collection: M&EO/T&AO Compilation: PM/HPM&E Processing/analysis: PC
	Number of modality to interact with relevant stakeholders is developed	1	Modality document	Once in project period (1st year)	Uttaran	Collection: Legal Aid Officer Compilation: M&EO/T&AO Processing/ analysis: PM/PC
	Number of persuasion & personal contact with key actors established	250	Contact details, progress report	Through the project period	Uttaran, CARE, MJF	Collection: Legal Aid Officer Compilation: M&EO/T&AO Processing/ analysis: PM/PC

Business Plan of M&E Activities

The M&E system of SALE project consists of a series of activities which is time bound. The business plan of completing M&E related activities is given below:

Task	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
M&E framework development												
Develop field visit reporting guidelines												
Communication & visibility guidelines												
Weekly reporting format												
Monthly reporting format												
Quarterly reporting format												
Annual reporting format												
Evaluation report												
Completion report												
Baseline survey												
Beneficiary profile format												
Develop IEC materials related to M&E												
M&E capacity building												
ToRs development on land markets study												
ToRs development on policy paper for effective land market and land use practices												
Programme wise reporting format												
Tools and methods development for lesson learned												

Reflection Mechanism of M&E of SALE

SALE project tends to use the findings and lesson learned of its activities for tracking and improving the quality of activities through regular sharing with staff and relevant stakeholders. There are some mechanisms of using the lessons in different interventions that are given below:

- Weekly meeting at field office with field staff.
- Monthly area coordination meeting with area office based staff (area office).
- Monthly field coordination meeting with participation of project's senior staffs.
- Monthly partnership coordination meeting with partners i.e. CARE, MJF.
- Need-based and periodic workshops/seminars organized with different stakeholders

- Periodic meeting with all stakeholders involved in the project.
- Annual learning and sharing workshop with all stakeholders including donors.
- Periodic feedback from all stakeholders to verify the progress and measure the changes.

Reporting System

The project has a structured coordination and monitoring system in place. Participatory monitoring and evaluation is a continuous action-reflection-action process to ensure efficient utilization of available resources and valuable time. The project head office maintains a participatory system for smooth coordination between head, regional and field offices. The project includes a range of coordination meetings and workshop for field staffs and partners at regular interval. The coordination meetings are weekly staff meeting, monthly area coordination meeting, monthly coordination meeting for field operation, monthly partnership coordination meeting and yearly planning, monitoring and reporting workshop.

The main purpose of **weekly reporting** is to monitor the activities of field staffs in a week. Weekly reporting documents assist teams in tracking progress and organization of both the individual and team effort across time. As teams progress, both individual and team planning and reporting can help identify both strengths and weaknesses within the team. This reporting will be based on the weekly meeting holds on every Thursday in a week for 2-3 hrs. Data for weekly report will be collected by Field Facilitator, compiled & processed by Training and Advocacy Associate and approved by Area Manager.

Monthly reporting is also developed based on the monthly meeting and performed activities of last month. This reporting ensures the activities planned, targets set and tasks delegated for next month. The reporting holds the purpose taking notes of consultation and getting feedbacks, crisis/ risk management, finding solutions and making decisions. SALE project conducts three monthly meetings i.e., area coordination meeting, coordination meeting for field operation (FCM), partnership coordination meeting (PCM) and follows the same reporting accordingly. Duration of other monthly meetings is commonly 1-2 days. Data for monthly report will be collected by both Field Supervisor and Facilitator, compiled by Training & Advocacy Associate, verified by Area Manager and M&E Officer. The monthly report will be approved by Project Coordinator who in turn submits the report to Director of Uttaran in monthly programme coordination meeting.

Partner's reporting is also a regular monitoring activity of SALE project. The project partners, CARE Bangladesh and MJF should develop and submit the reports to Programme Coordinator at quarterly and yearly basis respectively. Programme Director of CARE Bangladesh and Programme Coordinator of MJF are mainly responsible for this reporting. The monthly partnership coordination meeting will also be held for discussing the identified problems and planning the future activities. The meeting is organized on every last Thursday of a month for 3-4 hrs by Uttaran in support with one of the partners of SALE project.

Reporting format of weekly & monthly area and field coordination is as below.

Sl.	Agenda	Decision/ Action	Responsible officer	Followed by	Timeline
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

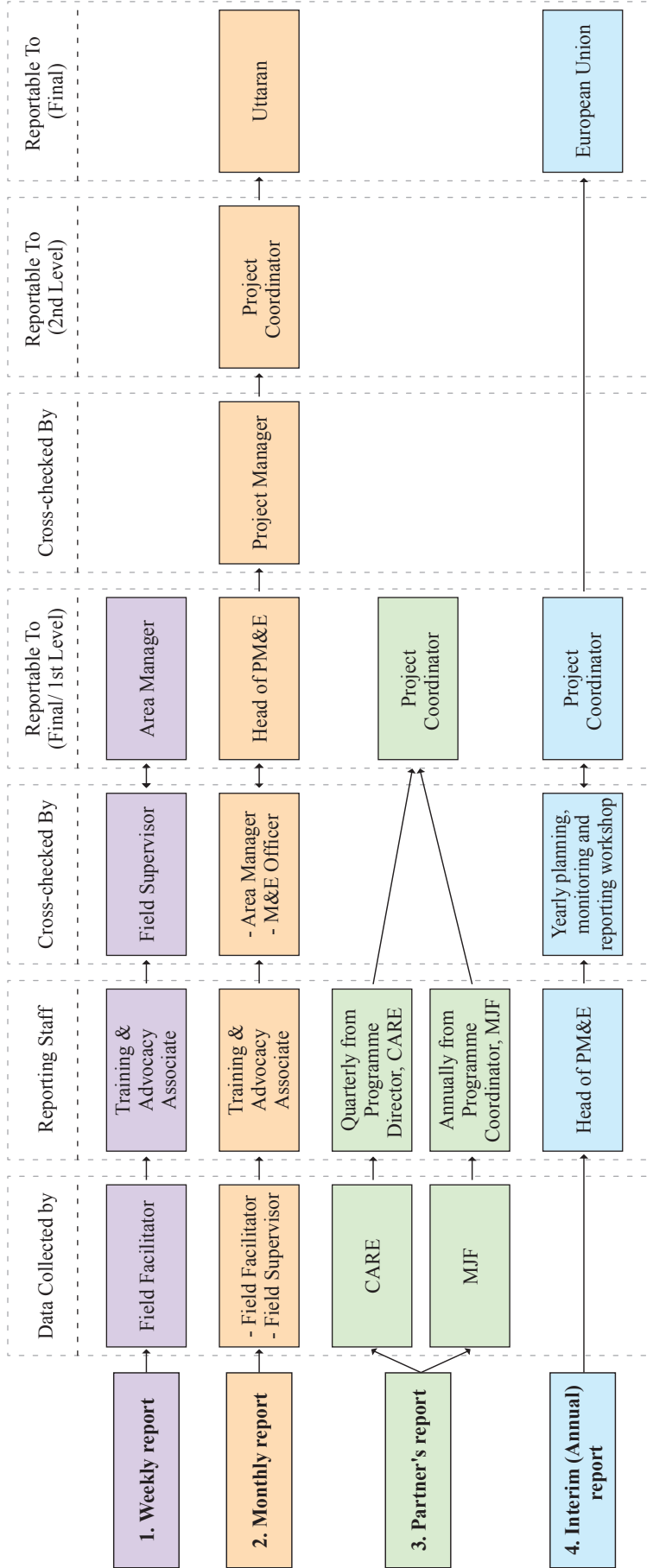
Report format of monthly partnership coordination meeting is as below.

Sl.	Agenda	Decision	Decision/ Action
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Yearly (interim) reporting will be developed on last year's activities, achievements and lesson learned. The draft report will be shared to all stakeholders in the yearly planning, monitoring and reporting workshop. This workshop will be organized mainly for informing the previous and future activities of the project. It is also an opportunity for the shareholders and partners for raising any queries regarding the project planning will take in the future. This workshop will usually be held once a year for 2-3 days. Interim report prepared by Head of PME will be cross-checked in the yearly planning, monitoring and reporting workshop with all stakeholders which subsequently to be submitted to EU for approval.

Diagram below briefly narrates the reporting plans of SALE project.

Reporting Plan



Deadline:

1. Weekly report: submitted on every Thursday.
2. Monthly report: submitted on every 7th day.
3. Partner's report:
 - I. Quarterly report will be submitted within 5 days of each quarter ending.
 - II. Annual report will be submitted within 15 days of each year ending.
4. Interim (Annual) report: submitted within 3 months of each year ending.

Notes:

1. Report refers to both implementation and financial report.
2. MJF refers Manusher Jonno Foundation.
3. Head PM&E refers Head of Participatory Monitoring & Evaluation.
4. M&E Officer refers Monitoring & Evaluation Officer.

It is expected that the M&E framework of SALE project will help in tracking the progress of activities as well as assessing its impact towards achieving the goal of the project within stipulated time. The M&E Framework might be reviewed in future based on the changes made in project's interventions.



Uttaran

Uttaran, which means ‘transition’, in Bangla language, is a people centred organisation using a rights based approach to alleviate poverty, diversify livelihood opportunities and empower poor communities throughout the southwest region and gradually expanding to other parts of Bangladesh. The core focus of Uttaran programs are land rights, human rights and agrarian reform, community based river basin management, sustainable water management, adaptation to climate change, ecological agriculture and food security. Uttaran started its developmental intervention to uphold the rights of the poor and underprivileged in 1985 from Jatpur village of Tala upazila under Satkhira district. The organization is now directly implementing multiple programmes to improve socio-economic condition of poor, landless and extreme poor in 10 districts and 4 divisions of Bangladesh partnering with international NGOs, Government departments, UN and bilateral donors.

www.uttaran.net