Report
on

Designing and Developing a Strong Monitoring and Accountability System for JF
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Capacity Development of Joyeeta Foundation Project
Joyeeta Foundation
Ministry of Women & Children Affairs

Abbreviation and acronyms

ATO	Alternative Trade Organization
AWP	Annual Work Plan
AIPR	Annual Implementation Progress Review
CB	Capacity Building
DP	Development Partners
DAAR	Disbursement for Accelerated Achievement of Results
DQA	Data Quality Assessment
DWA	Department of Women Affairs
FGD	Focus Group Discussion
ICT	Information Communication Technology
IDA	International Development Agency
IRT	Internal Review Team
IWE	Individual Women Entrepreneurs
JF	Joyeeta Foundation
KIA	Key Informant Analysis
KII	Key Informant Information
M&A	Monitoring and Accountability
M&E	Monitoring & Evaluation
MESAP	M&E Strategy and Action Plan
MIS	Management Information System
MoWCA	Ministry of Women and Children Affairs
OP	Operational Plan
PAP	Priority Action Plan
PBF	Performance-Based Financing
PMP	Performance Monitoring Plan
PMIS	Project Management Information System
MMU	Management and Monitoring Unit
MTR	Mid - Term Review
RFW	Result Framework
RJSC	Registration of Joint Stock Company
SDG	Sustainable Development Goal
TOR	Terms of Refences
WEA	Women Entrepreneurs Association

Contents

EXECUTIVE SUMMARY

In order to fulfill the missions, implement the strategic objective and expand the activities of JF countrywide, monitoring and evaluation shall be considered as a potential component of Joyeta Foundation (JF). Effective Monitoring and Evaluation (M&E) system will have the potential to be a keystone of organizational management strengthening and of evidence-informed implementation and scale-up of development services in resource-adequate settings. A robust M&E system provides timely information on i. Progress of implementation ii. Effectiveness and efficiency of the implementation process iii. Relevance of products and services generated and iv. Outcomes and impacts of products and services on target Entrepreneurs.

Under this consultancy services are to develop the M & E system and strengthening staff's Capacity Building (CB) in M & E of Joyeeta Foundation and to support "development of an appropriate M&E system and Management Information system, and provide on-the-job and coaching Monitoring and Evaluation to staff of JF Foundation". The M&E system will guide the organizations intervention strategies, measuring progress towards achieving intended results and ensuring effective operations and assess the outcomes, effectiveness efficacy and efficiency of the JF objectives in line with Memorandum of Association.

This consultancy report included following the ToR: Discussed the Goal of M&A system, Analyzed the existing M&A system practiced in JF; Develop a system to track progress, make adjustment and discover unplanned effects of program, Developed a system to tract the activities of the IWEs and WEAs, Developed a system to tract the production related activities in an easy-to-monitor way, Developed a system to use data information to foster change within the organization; Scoping of M&A system,   Specific M&E function, Reporting system finally Designing & developing a strong and comprehensive M&A system

Existing M&E system of JF: At present JF as an organization, management performing day-to-day administration and management carried out by the Additional Secretary as Managing Director (MD) based in Dhaka. Under the Capacity Development of JF project is to involve the individual women entrepreneurs and women entrepreneurs' association centrally in planning, implementing of JF interventions so as to improve the design and relevance of business activities, enhance adoption of new business techniques and practices, and increase the sustainability of project outcome.

Joyeeta's manpower: Initially, Joyeeta has a small manpower to start her work. This manpower is very inadequate compared to the need. How efficiently an organization is able to perform the responsibilities assigned to it depends on the overall capability as well as strong M&E system of that organization. The information available about Joyeeta shows that it is just a skeleton compared to what is needed. The organization has a severe shortage of manpower and necessary equipment in various departments required for the development of the women's society as a whole. Joyeeta's manpower number needs to be amended a bit in order to perform effective M&E activities

Proposed M&A system

- *Conduct Baseline Study***:**

- *Conducted a rigorous desk review on published reports;*

- *Strengthened central coordination from Head Quarter to Upazila;*

- *Adequate staff employed in the M&E unit,*

- *M&E capacity building program* to *be needed;*

- *Tracking the M&E indicators;*

- *M& E system is reviewed on regular interval for making necessary adjustment*

- *To Ensure Monitoring Progress Report both at HQ and Divisional /District level;*

- *MTR to conducted;*

- *Impact Evaluation to be conducted and*

- *Finally, during the implementation stage or operational stage of JF will develop an M&E Strategy where will be clearly define the roles & responsibilities in order to carry out the proper &b effective monitoring to make sure that are able to operate effective implementation.*

1. Introduction

1.1 Background of Joyeeta Foundation (JF)

In the year 2011, the Department of Women Affairs (DWA) under the policy guidance of the Ministry of Women & Children Affairs initiated a very humble, but unconventional venture named after 'Joyeeta'. Under this venture, a platform was provided in Dhaka city to a few grass root women entrepreneurs to showcase and market their own products directly without depending on any other intermediaries. On 16th November, 2011, under a programme, the Government of Bangladesh established a dedicated shopping outlet in Dhaka to be operated completely by women under the name and style "JOYEETA". At the time of inauguration, the Hon'ble Prime Minister envisioned that gradually in each and every Upazila, Zilla and Divisional Head Quarter, there would be at least one dedicated shopping outlet to be completely run by women under the same brand name "JOYEETA". In order to transform the dream into reality, it is expedient to institutionalize the initiative through creating a legal entity under the name and style "JOYEETA Foundation (JF) ".

The Foundation is a non-profit organisation manifested according to the denotation of the section 20 of the Societies Registration Act, 1860. JF is assigned to develop and nurture dedicated market-places countrywide, exclusively for women to showcase their products and services and market them. Foundation is assigned to create a unique brand value under which all types of business women will be nourished countrywide. It has also the responsibility to create a congenial environment, where the women can run their business hassle-free.

The Joyeeta Foundation aims to work with the underprivileged women in the society and aspires to develop the socio-economic condition through accelerating and facilitating the active involvement of women entrepreneurs by designing, producing or manufacturing fine arts, designed apparels, arts, crafts, design- wears, handicrafts, accessories, different services, agro-based product processing and any other services pertaining to the Foundation.

Government or Foundation will not run business. It will mobilize and extend all possible supports to registered women association, involved in Joyeeta Foundation to run their respective business effectively. JF will take due initiatives to achieve its objectives following a few guiding principles such as-

a) Foundation's motto is to accelerate social and economic empowerment of women with ultimate goal of building gender equality-based society;

b) With the facilitation support from the Government, the allotted stalls would be exclusively managed and run by women association registered with the Department of Women Affairs;

c) The women entrepreneurs nurtured under this Foundation will create corporate culture and professionalism amongst themselves;

d) The Foundation will create a Brand Value under the name and style 'JOYEETA;

e) The Foundation promote the Women Association; More so, to promote group culture rather than individualism;

a) Networking with all branches of Joyeeta Foundation in order to create and maintain the brand image.

1.1.1 Mission of JF

Empowering women economically, following preferential approach towards women, by the ways of developing-

a) a dedicated women friendly marketing network to be run and managed exclusively by women.

b) dedicated value chains entering women friendly marketing network, from rural to urban, from

c) production to marketing, through commercially employing women in different phases of the chain by building their capacity.

1.1.2 Expansion of Country-wide Activities of JF

As per declaration of Hon'ble Prime Minister Sheikh Hasina gradual expansion of women friendly marketing network from the centre to periphery will enable more women to be engaged in diverse nature of business initiatives for their dignified livelihood. In the line with the legal provision as stipulated in article 28 (4) of the Bangladesh Constitution Hon'ble Prime Minister gradually develop a dedicated network and value chain countrywide exclusively for women entrepreneurs under Joyeeta. ***The Joyeeta have started in Dhaka today & have planned to extend from Dhaka to Divisions to Districts to Upazilas.***

Joyeeta Foundation is being a non -profit organization, offers following services to women entrepreneurs:

- o Marketing facilities with some strict compliances
- o Marketable product & service development knowledge & skills
- o Management & managerial skills
- o Business conductive environment
- o Brand values
- o Capital mobilization support & facilitation Services

In this above efforts JF strives to enforce strict quality compliance

1.1.3 Strategic Objectives of JF

a) Building Capacity of Joyeeta Foundation, as a specialized institution mandated to empowering women economically.

b) Enhancing business conductive institutional capacity of grass root level women associations working under the umbrella of Joyeeta Foundation.

c) Building infrastructural facility (Marketing network) along with women business-friendly congenial atmosphere and ensuring other enabling support services.

d) Developing skills and competencies of women necessitate engagement in diverse business initiatives

1.2 Existing M&A System of JF

At present JF as an organization, management performing day-to-day administration and management carried out by the Additional Secretary as Managing Director (MD) based in Dhaka. Under the Capacity Development of JF project is to involve the individual women entrepreneurs and women entrepreneurs' association centrally in planning, implementing of JF interventions so as to improve the design and relevance of business activities, enhance adoption of new business techniques and practices, and increase the sustainability of project outcome

In order to fulfill the missions, implement the strategic objective and expand the activities of JF countrywide, monitoring and evaluation shall be considered as a potential component of JF. monitoring and evaluation (M&E) will have the potential to be a cornerstone of organizational management strengthening and of evidence-informed implementation and scale-up of development services in resource-limited settings. A robust M&E system provides timely information on **i.** Progress of implementation **ii.** Effectiveness and efficiency of the implementation process **iii.** Relevance of products and services generated and **iv**. Outcomes and impacts of products and services on target Entrepreneurs.

JF will play the key role to enhance productivity, efficiency, promote quality and viability of the Foundation by arranging, organizing, designing or planning various programme for building capacity and correspondingly facilitating services provision by contracting the government, private sector or other associations and committees.

Monitoring & Accountability (M&A) system not only provides essential data for monitoring the services delivered, it also helps in guiding the planning, coordination, and implementation processes of a program and identifying areas for development, and thus improving the system as a whole.

1.3 Scoping of M&A system under the Joyeeta Foundation

The M&E function consists of two main activities – (a) Monitoring, and (b) Evaluation. During the operational/implementation sage the "Evaluation" activity will be carried out by a competent firm that will undertake the necessary Baseline, Mid-term and Impact Evaluation work. The M&E Manager at Head Quarter will play an active role in ensuring the project M&A system in line with the M&E framework and M&E Plan.

M&E is defined as an on-going process by which stakeholders obtain regular feedback on the progress being made towards achieving the project objectives. Monitoring is more than just tracking progress or reviewing implementation progress. Monitoring helps to answer questions

on whether the tasks or planned activities are being completed as intended, whether they are being conducted within the timeframe specified, and whether the budget is being spent as planned.

M&A system will assesses the progress at three main levels: (i) Monitoring implementation progress and provide to guide activities implementation. (ii) Monitoring achievement of results and lessons learned from implementation process; (ii) to document & translate the achievements results and impact of the ongoing interventions.

1. 4 Purpose of the M&A System and M&E plan for JF

The JF need that a computerized information system that caters to the project management information needs. They will also establish a Web based information sharing, management and communication program in order to fulfil the clear M&E plan to be needed during operational stage.

M&E Plan will a) facilitate and promote the development of monitoring and evaluation knowledge, skills and competence of JF staff; b) integrate periodic data quality assessment (DQA) using tools outlined in the Performance Monitoring Plan (PMP) of JF into ongoing activities; and c) Data Utilization Plan to be ensured that generated data will be utilized for informed decision making within the JF. Administrative data on women business inventories, supervision, management meetings, logistics management, human and financial resources, and trainings, among others, are aggregated at OP levels. JF is an implementing agency and WEAs/IWEs as Development Partners (DP) to:

M&E Plan will be focused on:
   a) assess more effectively how far the JF's goals and objectives are being achieved;

   b) outline specific steps and tools for informed decision making;

   c) develop concrete plans for data collection, analysis, use, and data quality;

   d) organize various M&E activities that must take place for tracking progress towards achieving results in a sustainable manner

During the M&E planning and design training workshop, the following six main points are important with the entire JF team:
   • Validation of objectives, expected outputs and results;

   • Development of an M&E plan for outputs and indicators;

   • Establishment of Key Performance Indicators and a starting baseline;

   • Identification of data to be collected;

   • Identification of methods for gathering data

   • Formulation of a timetable for implementation Target.

1.5 Goal and Objectives of the M&A System for JF

The Monitoring & Accountability system   is aligned with one of the key instruments to tracking progress through intensive monitoring for JF. This duly acknowledges the necessity of developing a functional and robust M&A system to provide useful and timely information to policymakers and program managers. The policymakers and managers track performance of the Program to ensure achievements of results through necessary course corrections during its implementation.

Goal

The goal is to establish a sustainable M&A system for tracking progress and demonstrating results of the JF and to ensure evidence-based decision making.

Specific objectives

The specific objectives of the M&A Systems are to:

1. Improve the quality and capacity of the routine data collection systems, e.g., Membership of JF, routine data collection forms, type and frequency of reports, etc;
2. Outline specific activities required for strengthening the organizational capacity to

   conduct effective M&E system;
3. Ensure greater utilization of routine data sources; and
4. Strengthen the monitoring culture within JF and its top management by promoting the use of locally generated business information of IWEs/WEAs.

Key outcomes

The expected key outputs of the M&A System are:

a. M&A system will support the preparation of a short-term and medium-term M&E Action Plan;

b. M&A system will be functional, robust, comprehensive, and well-coordinated;

c. M&A system will support regular updates of available performance indicators;

d. M&A system will facilitate timely production of Implementation progress reports;

e. Data sources outside the routine business of IWEAs/WEAs, viz. need based surveys will be done to facilitate time to time review and assess the impact.

Outputs

The M&A System is expected to result in:

Promoting the practice of evidence-based decision making, policy development and advocacy;

- ✓ Reporting in time to JF, and other stakeholders;

- ✓ Objective decision making for planning, resource allocation and performance improvement; and

- ✓ Promoting accountability of the JF.

1.6 JF Monitoring and Review Process

Monitoring and Review process of regularly collecting data in order to identify successes, challenges, and areas for improvement. With this process, JF top management will able to measure the progress and effectiveness as they are working on. This monitoring & review process is ongoing system, which helps to the Management of JF to stay on track and make adjustments as needed.

Steps of Monitoring and Review Process: The following six steps to be followed:

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┌─────────────────────────────────────┐
│      Step 1: Needs Analysis         │
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                  ↓
┌─────────────────────────────────────┐
│       Step 2: Stakeholder and       │
│     Entrepreneurs Identification    │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│       Step 3: Membership            │
│           Registration              │
└─────────────────────────────────────┘
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┌─────────────────────────────────────┐
│     Step 4: Mapping the Indicators  │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│     Step 5: Data Gathering &        │
│            Analysis                 │
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┌─────────────────────────────────────┐
│      Step 6: Report writing         │
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The first step in a needs analysis is to clearly define the problem or challenge that needs to be addressed. This might involve gathering information from WEAs/ IWEs; this might include demographic information such as age, gender, or geographic location, as well as information about the specific needs or challenges faced by this women business situation.

The second steps in a needs potential women entrepreneurs dentification is a key part of the monitoring and evaluation process. It involves the identification of individuals or association of people who have a vested interest in the success of their business. It is important to identify at beginning on in the process in order to ensure that their interests are taken into account in the membership registration.

The third step Membership Registration, Registered women associations under Department of Women Affairs, not any individual, will be eligible to be involved in JOYEETA Foundation

The fourth step is once the logic is established, the indicators should be mapped to the activities so that progress can be monitored and evaluated. Mapping the indicators is a process of identifying and defining key performance indicators (KPIs) that measure the progress of JF. The indicators should be SMART: specific, measurable, achievable, relevant, and time-bound, and they should be able to provide information that is useful in decision-making. By clearly mapping the indicators, the monitoring and evaluation process can be more effective and efficient.

The fifth step in needs the evaluation process begins with gathering data, such as entrepreneurs' feedback and performance. This information is then analysed to determine how well an organization (JF) is fulfilling its goals. It may also be used to identify areas where improvement can be made.

The sixth & final step in needs monitoring report, a monitoring and evaluation (M&E) report is a critical tool for assessing the effectiveness and impact of any activities/ interventions. The report summarizes the data collected during the monitoring and evaluation process and provides insights and recommendations for future improvement. Here is an annexure bellow of how to structure a monitoring and evaluation report:

In conclusion, the monitoring and evaluation process involves the systematic collection, analysis, and use of information to assess the effectiveness and impact of the JF activities or interventions. The process typically includes several above steps and using the results to inform decision-making and improve activities implementation of JF.

2. Organizational Structures with M&E Functions of JF

At present Managing Director (MD) is heading the organization as Chief Executive Officer (CEO) to deal with day-to-day functions. A number of officials are now working here on deputation from the government and also from Department of Women Affairs (DWA) along with a small work force employed as permanent staff. The organization has a number of sections such as: 1) Administration; 2) Coordination; 3) Finance & Budget; 4) Credit Management; 5) ICT; 6) Planning, Development & Research; 7) MIS; 8) Marketing & Extension; 9) Business Promotion; 10) Craft Section; 11) Fashion Design; 12) Training & HRD; 13) Law; and 14) Purchase & Store Management. Currently there are 23 positions are occupied against 33 approved posts.

The adequate implementation of M&A system at any level requires that there is a unit whose main purpose is to coordinate all the M&E functions at its level. While some entities prefer to have an internal organ to oversee its M&E functions, others prefer to outsource such services. This component of M&A emphasizes the need for M&E unit within the organization at each level from Head Quarter to District level, how elaborate its roles are defined, how adequately its roles are supported by the organization's hierarchy and how other units within the organization are aligned to support the M&E functions within the organization.

This document is organized to focus on major monitoring issues in relation to M&A and outlining time-bound plans for implementing strategic actions on the basis of a rigorous review of the existing *M&E frameworks women capacity development program in Bangladesh*.

JF is responsible for the implementation, management, coordination and regulation of women entrepreneurship   related activities, programs and policies. The core functions are identified as planning and monitoring, budget management, information management, reform management, aid management, and the management of contracts

2.1 Structure of Management and Monitoring Unit (MMU) in JF

At present Organigram (**Human Resource Management Policy-207 & Financial Management Policy-2017**) is not available the separate M&E division/ Unit. This is another specialized unit/division as well as absence of Strong Monitoring and Accountability System for Women Business. So JF may sue or be adopted separate M&E division in the present Organogram. As part of strengthening M&E unit at the JF-HO, the positions of the M&E staff at the HO level will have upgraded at least Senior Manager-M&E.

Now there are an Operational Set Up of the Foundation for its smooth functioning under the supervision of the Managing Director (MD) as well as Executive Committee, they are running the day-to-day affairs of the Foundation. With the aid and support of the government, the Foundation is able to achieve its main objects and pave its way to the desired goal. All the Officers and Employees whether temporary or permanent as stated in the present Organogram recruited by the Board of Governors. The Managing Director and Directors are   appointed through a proper selection procedure.

During the operation level of JF a strong M&E unit will be established with efficient staff as well as knowledge on M&E. The M&E unit of JF will use structured tools for collecting information on service contacts, both at the facility and at the field. The data collection formats used under M&E unit will have the following categories of information: data on service provided to clients, information on curative services at the business facility, resource management e.g., inventories (staff list, business facility, equipment), logistics and commodities, finance/user fees and supervision visits. Data collected during business service delivery are critical for tracking performance and trend analysis, and hence form an important source of data for measuring progress during the implementation. The Management and Monitoring Unit (MMU) to be conducted a rigorous desk review on published reports and gray literatures to produce M&E operational guideline and action plan.

2.2 Human Capacity Development (CB) for M&A of JF

An effective M&A implementation requires that there is not only adequate staff employed in the M&E unit, but also that the staff within this unit have the necessary M&A technical know-how and experience. As such, this component emphasizes the need to have the necessary human resource that can run the M&E function by internal employees who have adequate knowledge and experience in M&E implementation, while at the same time ensuring that the M&E capacity of these employees are continuously developed through training and other capacity building initiatives to ensure that they keep up with current and emerging trends in the field.

Under this M&E Strategy, an approach to capacity building will be adopted that focuses on managing monitoring systems and providing M&E training. i.e., the M&E system must produce monitoring information and evaluation findings that are judged valuable by key stakeholders, which are then used to improve performance, and which respond to sufficient demand for the M&E function to ensure its sustainability for the foreseeable future. For this reason, the *M&E Strategy will also focus on increasing awareness of M&E and its potential uses including M&E tools, methods, and techniques.*

The M&E capacity building activity will primarily focus on two levels where capacity is required to ensure overall performance of the M&E system under the JF: individual-level and organizational level. The individual level refers to the individual job performance and actions of staff with M&E responsibilities under JF, and the capacity building elements for entrepreneurs include job requirements, skill levels and needs, performance reviews, access to information, and training/re-training. The organizational level refers to the infrastructure and operations that need to be in place within each organization to support the collection, verification and use of data for program monitoring and management. Capacity building elements for this level include management process, HR system and personnel structure, financial resources, information infrastructure and organizational motivation

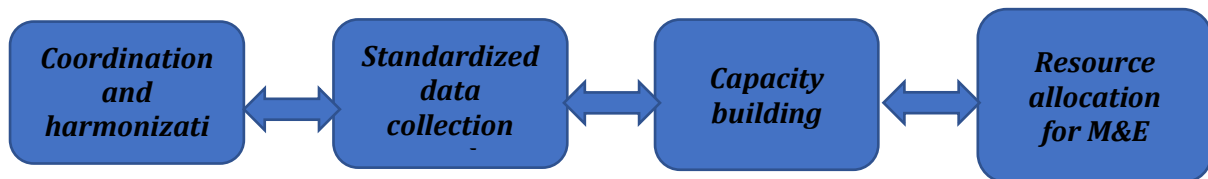## 2.3 Partnerships for Planning, Coordinating and Managing the M&A System of JF

A prerequisite for successful M&A systems whether at organizational or national levels is the existence of partnerships with Individual Women Entrepreneurs / WEAs. Partnerships for M&E systems are for business organizations (IWEs/ WEAs) because they complement the

organization's M&A efforts in the M&E process and they act as a source of verification for whether M&E functions align to intended objectives. They also serve auditing purposes where line agencies, technical working groups, communities and other stakeholders are able to compare M&E outputs with reported outputs. It is JF's promising commitment to try JF's level best to make sure to establish closer partnering relationship with concerned ministries of the government level including our development friends and well-wishers at home and abroad to look through JF's planned strategic master plan where what JF wanted to explore our thematic ideas, concept, priorities etc

It may be for example, that JF can use the existing experience to have existing capacity building, motivation, sensitization, counseling, IEC materials exercises with advocacy and marketing outlets establishment by campaigning programs broadcast on the state or private electronic and print media, suitably modified if/as necessary for its promotion for the betterment of IWEs and WEAs with a view to empowering them economically and socially as well.

2.4 Indicator Tracking on Output & Outcome level of JF:

By following with adequate quantitative and qualitative indicators keeping consistency with Refine Log frame & Result Framework to develop a transparent progress monitoring and reporting system by using prescribe format which will produced by M&E Manager at HQ and to be used for the implementation process . The following steps to be followed during this process:

| Coordination and harmonizati | ⟷ | Standardized data collection | ⟷ | Capacity building | ⟷ | Resource allocation for M&E |

Sample of Template:

SN	Indicators	Unit	Annual Target	Frequency of Data collection	Data source
1.					
2.					
3.					
4.					
5.					

2.5 M&E frameworks/Logical Framework of JF

Logical Framework (often referred to as a **Log Frame**) is a tool which allows to specify goals, outcomes, outputs and indicators to show how link and contribute to each next stage in a logical manner. It also allows to identify sources of data as well as the assumptions, i.e., the conditions necessary for outputs and outcomes to be delivered. The Log Frame comes is in the form of a

matrix. M&E framework is **a table that describes the indicators that are used to measure whether the organizational progress is a success**.

The M&E framework outlines the objectives, inputs, outputs and outcomes of the intended project and the indicators that will be used to measure all these. It also outlines the assumptions that the M&E system will adopt. The M&E framework is essential as it links the objectives with the process and enables the M&E expert know what to measure and how to measure it.

JF to be introduced Results Framework (RFW) under the Result Based Monitoring (RBM) at program as well as at Implementation levels to strengthen the monitoring culture within the JF. The M&E Framework is primarily based on the RFW approach, with the idea that achieving specific results at different levels would lead to desired women business sector.

Logical Framework (LF) for JF

A Logical Framework (or Log Frame) consists of a matrix with four columns and four or more rows which summarize the key elements of plan including: The organization hierarchy of objectives. The first column captures the organization's development pathway or intervention logic. It is **an Organizational planning tool that sets out the objectives and how that will be measured**. the most commonly used tool in M&E, favored especially by Board of Governance/ Executive Board.

1st tries in the left side to capture the logical sequence between inputs, outputs, outcome and impact using RFW results as the core output, complemented by identification of data sources and involving interactive use of data through analysis/synthesis and its role as an effective channel of communication.

The Results Framework–is similar to logical frameworks, but they take a wider look at the context of the project. A result-based approach aims to improve management effectiveness and accountability by defining realistic expected results, monitoring process toward the achievement of expected results, integrating lesions learned into management decisions, and reporting on performance.

Table: 1 Proposed Diagram of JF Logical Framework: **Example of a Log Frame**

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
GOAL: The overall of JF is to Women are Economically Empowered	28000 no of Women Entrepreneurs benefited directly by the JF project interventions;	- Internal Progress report - Annual Report - External Study (BBS…)	- Natural / Manmade Disasters - Political Stability

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
	- 10% yearly Increased sales of IWEs		- Business Environment with good Economic Activities (Enabling Business Environment)
OBJECTIVES/OUTCOME: - Enhanced Business Conductive Institutional Capacity of grass root level women associations working under the umbrella of JF - Developed skills and competencies of women necessitate engagement in diverse business initiatives	- 10% selling increased considering previous years of products items by IWEs & WEAs that ensured their improved livelihoods - Empowered the women IWEs & WEAs that ensured their improved livelihoods-	- Internal Progress report - Annual Report	
Outputs: - - Developed capacity of Women Entrepreneurs are effectively engaged in women friendly business environment - Dedicated Women friendly Marketing network along with supply chain - Established Joyeeta Tower Construction **Activities:** - Registration of membership under JF umbrella - Branding of the Products - Training for JF Staff - Establish Marketing outline - Supporting services of design centre	- Increased Capacity of IWEs/WEAs - Developed Capacity of IWEs/WEAs - Increased sale of IWEs/WEAs - Established better networking among the IWEs/WEAs	Internal Progress report -Annual Report	- Congenial environment prevailed favouring women in business initiatives - Quality Control - Required business capital fund - Fashion Change in short time - Better Coordination among JF and Entrepreneurs

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
- Accreditation and certification services for Entrepreneurs - Market assessment - Assessment time to time Consumers Demand about JF Products - Arrange /organize necessary training, workshop and exposure visits for building capacity of women entrepreneurs/ Associations			

Goals:

Goals refer to the change that the project hopes to achieve in the long term (i.e., beyond the life of the project). These are usually stated as substantive improvements that are expected to take place during the lives of the project participants or women business owners.

Indicators

Indicators are evidences, symbols or markers that measure one aspect of a target and show how close a plan is to its desired path and outcomes. They are observable and measurable characteristics that can be used to show changes or progress is making toward achieving a specific change. **Indicators are relevant at all levels.**

Above table (4 x 4 matrix) exposed examples of goals, outcomes, outputs, activities and indicators. to be finalized during operational level of JF implementation stage.

2.6 M&E TOOLS FOR JF

The tools to carry out M&E activities under the JF that document and track outputs and indicators consist of:

a) Annual Work plan (AWP) Review by the JF on a monthly/quarterly basis;

b) Annual Implementation progress Review (AIPR) jointly by JF and IWEs/WEAs;

c) Disbursement for Accelerated Achievement of Results (DAAR) and APIR Implementation Reviews by top management of JF;

d) Periodic Operational Plan (OP) Review by OP top management of JF

Annual Work Plan (AWP) Review. JF conducts a monthly review meeting on financial progress along with physical progress and critical implementation issues of the OPs under JF and other development partners (IWEs/WEAs). The AWP review meetings take place every month and are usually chaired by the Managing Director (MD) of JF on a quarterly basis.

Annual implementation progress Review (APIR). APIR is a management instrument designed for both the JF and WEAs/IWES to monitor progress in the implementation of the Program and to verify that management and policy responsibilities are met in the women empowerment business sector program. The overall objectives of the APR are:

a) review implementation in the light of Result Framework (RFW) and OP-level indicators as provided in the Six-monthly Progress Report and APIR by MMU;

b) assess progress of the Targets during the financial year (including the prioritized actions from the previous APIR, disbursement for accelerated achievement of results (DAAR) indicators);

c) review the financing arrangements and assess how well the JF and WEAs/IWES support meets the priorities and requirements of the business; and

d) undertake analysis in selected thematic areas to identify issues/challenges concerning effective delivery of services and recommend ways to improve progress.

Results Framework (RFW). A Performance Monitoring Plan (PMP) to be developed to guide the collection of specific information for the RFW indicators and to assess progress for decision making. It also includes indicator reference sheet for all RFW indicators and the revised OP-level indicators along with baseline values and targets for Implementation. The RFW indicators are to be revisited during MTR / / Impact evaluation for updating in the light of learnt lessons.

Operational Plan-level Indicators. JF will be developed OP-level indicators for the first time in the history of JF, in addition to the RFW indicators for monitoring progress of implementation at OP-level. The OP-indicator revision brought down the number of OP-level indicators and aligned OP-indicators towards OP priorities and implementation processes.

DAAR Indicators. Building on the experience from previous experience of JF adopted a revised Performance-Based Financing (PBF) modality using a Disbursement for Accelerated Achievement of Results (DAAR) approach. Under this modality, JF is eligible to use a greater share of the total IDA credit from the Government each year to finance eligible expenditure to cover JF. The intent of DAAR approach is to leverage changes that are deemed to contribute to the JF objectives.

2.6 Sources of Monitoring Data of JF

There will have multiple data generation systems in JF with little or linkage between IWEs or IWEAs. Data on business inventories, supervision, management meetings, logistics management, human and financial resources, and trainings, among others, are aggregated at OP levels. Data generated from different sources are translated into information that is relevant for utilization at different levels of decision-making. MIS will intend to be an integral part of the M&E system, aligned with the key processes of a well-functioning M&E system.

There are two main types of data: **qualitative and quantitative**. Quantitative data is numerical data, i.e. data that can be counted for example numbers, amounts, proportion. Qualitative data is descriptive, expressed in words or visual/auditory images, and gives a more holistic picture of a situation than one can get with quantitative data. The data needs of different stakeholders should be determined and routine data from facilities and entrepreneurs are captured in the sectoral M&E system on a timely basis to allow for their inclusion in routine reports and other information products. This will help guide evidence-based decision making at all levels.

Table-2: Monitoring Data & source

M&E data	Source	Responsibilities
Membership Registration	JF Registration Record/Administrative record	MMU of JF
Training on Business operation for Business owners	WEAs Training Register	WEAs President /Secretary
Training on M&E for JF staff Loan/Grant disbursement	JF Training Register Loan / Grant disbursement Record	JF – Relevant division JF – Finance division
Sales Volume in BDT	Market outlet / WEAs	WEAs President /Secretary/IWEs
Supporting services of design centre	Design Centre	JF
Accreditation and certification services for Entrepreneurs	JF – Head office	JF
Market assessment	Assessment Team	JF
Assessment time to time Consumers Demand about JF Products	Assessment Team	JF
Arrange /organize necessary training, workshop and exposure visits for building capacity of women entrepreneurs/ Associations	JF – M&E unit	JF

2.7 Reporting System

The Reporting is the key function any organization or program under M&A system. JF will follow ICT-based project information management system (PIMS) based on an integrated platform for monitoring activities implementation. A reporting system with quarterly, six

monthly and annual project progress reports with data generated from the PIMS. The proposed reporting outline placed   in   the Annexure **4. as Reporting outline**

ANNUAL REPORT

The financial year of the Foundation shall be from January 1 to December 31 of each calendar year. A copy of the last financial statement and the report of the Auditor, if any, shall be kept in an obvious place in the registered office of the Foundation.

AUDIT

The accounts of the Foundation shall be audited by appropriate auditing authority appointed at the Annual General Meeting for a term of one year or to hold office until the next Annual General Meeting of the Foundation

These activities, outputs, outcomes, and created impacts will be compiled and published in a consolidated form in JF Annual Report. The JF HQ will publish the JF Annual Report every year. The Annual Report will contain description of the activities and its salient features, its implementation mechanism, progress of activities, achievements, etc in a nut-shell. The Annual Report should be distributed widely to all concerned and related stakeholders for their information and use.

2.8 M&E Work Plan and costs of JF

An effective Monitoring and Evaluation of JF is very significant for management to take decisions for improvement by preparing/modifying as well as implementing plan and have clear objectives and corresponding methods to achieve them. This framework will be used for day-to-day management, as well as annual planning and longer-term strategies. There are 3 stages to the JF M&E framework, which are outlined below.

Closely related to the M&E frameworks is the M&E Work plan and costs. While the framework outlines objectives, inputs, outputs and outcomes of the intended project, the work plan outlines how the resources that have been allocated for the M&E functions will be used to achieve the goals of M&E. The work plan shows how personnel, time, materials and money will be used to achieve the set M&E functions.

Finally, M&E Plan will:

a) facilitate and promote the development of monitoring and evaluation knowledge, skills and competence of JF staff;

b) Data Quality Plan will integrate periodic/ half yearly/annually data quality assessment (DQA) using tools outlined in the Performance Monitoring Plan (PMP) of JF into ongoing activities; and

c) Data Utilization Plan to be ensured that generated data will be utilized for informed decision making within the JF

The three stages of the JF M&E framework:
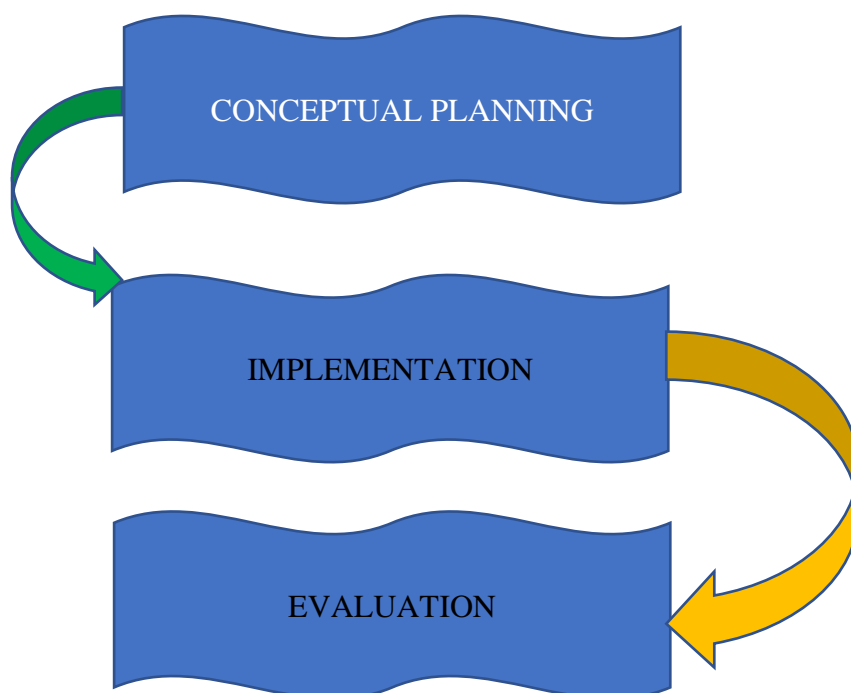
M&E Planning During the M&E planning and design training workshop, the following six main points were come out through discussion with the entire JF team:

- Validation of objectives, expected outputs and results;

- Development of an M&E plan for outputs and indicators;

- Establishment of performance indicators and a starting baseline;

- Identification of data to be collected;

- Identification of methods for gathering data;

- Formulation of a timetable for implementation.

M&E Implementation

- Implementation of the M&E Plan and data collection;

- Tracking progress through intensive monitoring;

- Evaluation and mid-term review (after certain interval).

M&E Post-implementation (Evaluation)

Data analysis

Evaluation is done once interventions have been implemented and data collection completed, the JF should be done:

- Compare outcome data with baseline data;

- Report the information simply and effectively;

- Calculate intervention costs, including any inputs monitored during the intervention;

- Calculate the cost-effectiveness of interventions;

In addition, the following key activities are recommended to strengthen the monitoring and evaluation system and capacities of JF:

- Result-based monitoring (RDM) and evaluation methods and tools are recommended for JF;

- Elaborated levels of M&E system in development organization and Managers' roles and responsibilities;

- Using effective monitoring and evaluation system to measures output of the programmes;

- Detailing Results Framework for JF considering JF strategic plan as well as Article of Memorandum of JF;

- Described the Annual Work Plan and how to link the organizational strategic plan, budget with AWP;

- Utilization of data, data validation, reporting procedure, lessons learnt generation, data preservation, in-depth studies etc.

- Provided training on M&E for JF staff and guiding them correctly select the inputs-outputs and measurable indicators

- Pointed out the online JF Membership Registration process, described loan application and disbursement flow chart and how the MIS would capable to generate management reports.

3. Communication, Advocacy and Culture for M&A of JF

Bangladesh has made remarkable progress in the last 20 years in improving the lives of women and girls. Maternal mortality rates are falling, fertility rate is declining, and there is greater gender parity in school enrolment. At the same time, 82 percent of married women suffer gender-based violence and pervasive sexual violence prevents women from achieving their full potential. **(Gender Equality and Women's Empowerment- USAID report)**

Despite efforts by the government and non-governmental organizations, the employment opportunities and income generation standard are not up to the mark of which unable to improve the living standard as well as economic empowerment. In Bangladesh, few women occupy real leadership roles. Under the JF activities which will promotes access to finance, business environment for women and gender equity, partnered with local organizations of empowered women entrepreneurs and business owners to help break down barriers and biases for women.

Enlisted women entrepreneurs are on the central point of JF business model. JF envisions a just and equal business community through building capacity of women entrepreneurs. Fairtrade business model will expedite JF actions to build inclusive business community. For attaining the goal of building inclusive business community JF will take actions:

- designing an action plan toward campaign the fair-trade business model among the JF member organizations;
- advocate and promote fair - trade principles among the member organizations as they adopt and practice fairtrade business model to develop sustainable business

This refers to the presence of policies and strategies within the organization to promote M&E functions. Without continuous communication and advocacy initiatives within the organization to promote M&E, it is difficult to entrench the M&E culture within the organization. Such communication and strategies need to be supported by the organization's hierarchy. The existence of an organizational M&E policy, together with the continuous use of the M&E system outputs on communication channels are some of the ways of improving communication, advocacy and culture for M&E.

M&A system can provide critical information for advocacy work on behalf of target women entrepreneurs. This includes information on the needs of target women business owners as well as the changes they experience as a result of specific business. Normally this has the objective of developing new partnerships or obtaining more networking.

3.1 Routine Programme Monitoring & data collection system of JF

M&E consists of two major aspects: monitoring and evaluation. This component emphasizes the importance of monitoring. Monitoring refers to the continuous and routine data collection that takes place during project implementation. Data needs to be collected and reported on a

continuous basis to show whether the project activities are driving towards meeting the set objectives. They also need to be integrated into the program activities for routine gathering and analysis. The project will have a result-based M&E system that will monitor processes using participatory methods and tools.

The monitoring approach of the JF will have to involve the individual women entrepreneurs and the entrepreneur's associations centrally in planning, implementing and evaluation of their business interventions so as to improve the design and relevance of activities, enhance adoption of new business as well as their products and practices, and increase the sales volume in order to increase the profit of their business.

Data collection arrangements require the development of a comprehensive monitoring and evaluation plan and a management information system (MIS). An important step in developing the plan and MIS is the identification of data collection sources and methods. **Elements of the M&E plan should include:**

- What? Type of information and data to be consolidated;
- How? Procedures and approaches for M&E including methods for data collection and analysis;
- Why? Identify how the collected data will support monitoring and project management;
- When? Frequency of data collection and reporting;
- Who? The responsible focal points/resource persons for M&E; their responsibilities and capacities to conduct required M&E functions; and
- Where? Information/data flow chart from M&E focal points/resource persons (implementing agencies); data flow from decentralized levels to the central M&E unit.

3.2 Surveys and Surveillance of JF

This involves majorly the national level M&E plans and entails how frequently relevant national surveys are conducted in the country. National surveys and surveillance need to be conducted frequently and used to evaluate progress of related projects.

3.3 National and Sub-national databases of JF

More and more entities are seeking data that are relevant for their purposes. The need for M&A systems to make data available can therefore not be over-emphasized. This implies that M&A systems need to develop strategies of submitting relevant, reliable and valid data to national and sub-national databases.

3.4 Supportive Supervision and Data Auditing of JF

Every M&A system needs a plan for supervision and data auditing. Supportive supervision implies that an individual or organization is able to supervise regularly the M&E processes in such a way that the supervisor offers suggestions on ways of improvement. Data auditing implies that the data is subjected to verification to ensure its reliability and validity. Supportive

supervision is important since it ensures the M&E process is run efficiently, while data auditing is crucial since all project decisions are based on the data collected.

Key data quality assessment activities for JF are outlined in below table.

Activity	Frequency	Tools	Output	Responsibility
HQ Level				
Review the results of DQA	Annually	Data Quality Audit report	Minutes of review and decisions taken	M&E and Planning Units
Administrative data quality assurance	Bi-annually	Data quality audit tool	Quality Assurance reports	M&E and Planning Units
Service delivery data validation exercises	Bi-annually	Data quality audit tool	Quality Assurance reports	Respective staff
Division Level				
Supervision of data validation exercises at district level and below	Bi-annually	Data quality audit checklist	Review report	Divisional Staff
Upazila Level				
Service delivery data validation exercises	Quarterly	Data quality audit tool	Data quality audit reports	District Leve Staff

3.5 System to tract the production related activities

Main product of the Entrepreneur's is mainly cloth item Food item, art and crafts, ladies' accessories etc and sell their items under Joyeeta platform some of entrepreneurs only use the Joyeeta shop for selling their product. The location of their product source is in and around Dhaka. The other locations of the product source are Jamalpur, Faridpur, Madaripur, Tangail, Mymensingh, Manikgang and Munshigang District of the country

Present service delivery model of Joyeeta Foundation indicates that adoption of Fair-Trade value chain in policy of the organization will ensure delivering sustainable service for better production and better marketing for the target WEAs and IWEs.

It is planned that JF will take steps to brand the JF products with **Joyeeta logo**. For Joyeeta branding JF has taken different initiative to train the WEAs and IWEs for quality production. Training on fashion and design left positive impact on the JF business environment. The JF documents suggest that JF will build its capacity in export and will expand its business abroad eventually.

Alternative Trade Organizations (ATOs) marked the exploitation of the producers in the established business model where production to marketing is confined at the hands of middlemen at multiple steps. ATOs broke the chain of exploitation and have been able to pay producers substantially while offering a competitive product in the traditional market. Transparent communication at all phases of their business operation made positive impact on the market and generated interest among the end consumers. A group of buyers wanted to set their footing on an ethical ground thus they could keep their conscience clean while they bought the commodities.

Three business model are naturally incorporated into Joyeeta Foundation business operation as below:

- Support communities: marginalized end producer communities should be recognized as the part of the supply chain. Fair wage must be ensured to ensure sustainable livelihood of the producers;

- Enhancing quality leadership in the producer community to lead sustainable and future proof business (association leaders are in decision making position within the JF business framework);

- On the job training for skill development (enhancing present skill and encouraging the producers to adopt advance technique)

4. Evaluation and Research of JF

One aspect of M&E is research. The other is evaluation. Evaluation of projects is done at specific times most often mid- term and at the end of the project. Evaluation is an important component of M&E as it establishes whether the target has met he desired objectives. It usually provides for organizational learning and sharing of successes with other stakeholders.

4.1 Data Dissemination and Use/ Develop a system to use data & information

The information that is gathered during the implementation phase needs to be used to inform future activities, either to reinforce the implemented strategy or to change it. Additionally, results of both monitoring and evaluation outputs need to be shared out to relevant stakeholders for accountability purposes. JF must therefore ensure that there is an information dissemination plan either in the M&E plan, Work plan or both. Under this section will be focused:

- o what data is needed;
- o where the data will be collected from;
- o how the data will be collected and analysed;
- o when the data will be collected (baseline, routine MEL, mid-term evaluation, final evaluation); as well as
- o who has responsibility for collecting the data.

Additionally, it specifies:

- o Asses the information generated will be used;
- o Assess resources that will be needed to carry out monitoring activities; and
- o Assess how the project will be accountable to stakeholders in the process.

4.2 Key Interventions Under M&A System for Joyeeta Foundation

In order to develop the activity package in the M&E function for JF including IWEs/WES following key interventions to be done based on the key strategic issues outlined in Section 3.1.

Key intervention 1: *Strengthen M&E coordination within JF sector program*

- o Develop multi-year, comprehensive plans for M&E activities, including training of staff,

- o Approve and implement M&E Strategy and Action Plan for JF;

- o Strengthen the roles of Planning and M&E Units of all the JF office

Key intervention 2: *Carry out performance reviews at regular intervals.*

- o Conduct monthly ADP Review on financial and physical progress;
- o Prepare and disseminate Six-monthly/Annually Progress Report and Annual Program Implementation Plan (APIP);
- o Conduct Annual Program Review by internal Review Team (IRT);
- o Conduct needs base surveys as planned for updating RFW indicators in need base intervals;

Key intervention 3: *Enforce Data Quality Assurance mechanisms*

- o Integrate quality assurance (QA) procedures into the existing systematic verification procedures;
- o Data quality checks taking place on regular intervals;
- o Conduct workshop on data validation to build capacity of the program Personnel

Key intervention 4: *Build capacity for M&E System*

- o Conduct orientation of WEAs Leader (President/Secretary--) and core OP staff in Planning, Monitoring and Coordination;
- o Assess needs and develop multi-year M&E training plan for managers and field-staff.
- o Develop M&E training curriculum (M&E, ICT).

5. Recommendations/ Proposed Monitoring and Accountability system

Based on the assessment of the existing M&E system and theme of the proposed M&E following recommendations are furnished for institutionalization of an efficient M&E system for Joyeeta Foundation:

1. **Conduct Baseline Study:** A baseline study will establish how a target group/area is prior to the implementation of the project. It is so important to work from a good baseline as this is what you will compare to your project results to show the change your project has made. **To determine target, it is very important to have baseline data**

2. The JF Management and Monitoring Unit (MMU) to be conducted a rigorous desk review on published reports and gray literatures to **produce M&E strategy and action plan;**

3. **Strengthened central coordination** is needed for setting standards for output-oriented budgeting, while the performance assessment of the core OP staff;

4. **Established an effective M&A system implementation** requires that there is only adequate staff employed in the M&E unit, but also that the staff within this unit have the necessary M&A technical know-how and experience;

5. **M&E capacity building program need** to be strengthened for proper functioning of the M&E and ensuring their effective use;

6. **M& E system is reviewed on regular interval** for making necessary adjustment in order it to be responsive and efficient project management tool.

7. There should be **clear monitoring and evaluation responsibility** for collection, verification, processing and reporting both at HQ and Divisional /District level;

8. Finally, during the implementation stage or operation of JF will develop an **M&E Strategy to ensure that are able to operate effective implementation. The main purposes** of this are to (i) outline various roles and responsibilities regarding M&E with a view to tracking progress and demonstrating results, (ii) use it as a tool for monitoring progress both in physical and financial terms and (iii) use it as a communication tool for documenting the M&E mechanisms. *M&E Strategy will also focus on increasing awareness of M&E and its potential uses including M&E tools, methods, and techniques.*

6.   List of Documents reviewed

Under the consultancy services mainly the following documents reviewed & reviewing

a. Memorandum of Association and Rules & Regulation

b. Human Resource Management Policy-207 & Financial Management Policy-2017)

c. Brochure on the occasion of the 10th anniversary of Joyeeta Foundation

d. Leaflet on Encouraging Women Entrepreneurship

e. Joy to Joyeeta

f. Joyeeta - A Powerful Dream

g. Joyeeta Foundation What Why and How

h. Joyeeta Foundation What Why & How

i. Planned Reform Initiatives of Joyeeta Display Centre

j. Joyeeta Foundation - Prime Minister Sheikh Hasina's initiative for Promoting & Supporting Women in Business

k. Report of Strategy for Trade Fair

l. Annual Report 2020-2021 etc

7. TOR of Consultancy Services:

The Consultant is responsible to design & develop a strong M&A system for the JF to establish an internal & external monitoring with comprehensive accountability. The assignment conducted to carry out the following task:

a) Discuss the goal of the M&A system;

b) Analyzed the existing M&A system practiced in JF;

c) Develop a system to track progress, make adjustment and discover unplanned effects of program;

d) Develop a system to tract the activities of the IWEs and WEAs;

e) Develop a system to tract the production related activities in an easy-to-monitor way;

f) Develop a system to use data information to foster change within the organization; finally

g) Designing & developing a strong and comprehensive M&A system

With a view to review the existing M&E system, the consultant assessed the current M&E system and propose practical steps to improve its effectiveness. Specifically, the consultant:

a. Reviewed and analysed background program documents that enhanced his comprehension of the core components of JF's M&E system;

b. Conducted key informant interviews/FGD to solicit stakeholder opinions and experiences on the existing M&E system and determine the degree of data utilization as well as capturing data requirements for programming

c. This document has been developed to serve as the Monitoring and Evaluation (M&E) tool for the Joyeeta Foundation program from 2024-2040. The document sets out the objectives of the M&E system and implementation framework to help the Foundation management and partners in collecting and processing data as well as generate progress report.

d. Further, the M&E system will be used to improve M&E data utilization for reflective learning to ensure quality implementation and sustainability. In order to realize the JF strategic objectives, intermediate results (IR) and specific objectives (outcomes/results) and various activities will be undertaken in a logical and consistent manner.

e. To monitor the implementation progress of the JF implementation activities, data will be collected on a monthly/quarterly basis through active participation of all the JF in the JF courtyard sessions. The systems will also cover baseline, mid-term and impact evaluation along with thematic studies engraining internal and external resources.

Name of Entrepreneurs Association:

Total Member under this Associations: Core Business:

Village: Union: Upazila:

District:

Checklist for Monitoring of Business Activities

1. What type of Business you are operating:

2. How you are selected in this associations:

3. Who are your main buyers:

4. Do you have any selling point or Stall:

If Have: **a. Local Level:**   **b. District Level:**   **c. Rapa Plaza:**

5. Do have any training in Business related:

If have What type of training you have received from whom and duration:

6. What support have been provided by the JF to you and your association:

7. Size of your business:

 Sales Volume in Taka: Monthly --------------- Yearly -------------

8. If have any employee in your business:

If Have: Full time: -------------- Parttime --------------- None ------

9. Do you have BSTI Certification:

10. Who monitor your business activities:

11. How the benefit of your business can be measured and what are the important indicators or variable:

12. Who are measuring or monitoring your business activities

13. Instruments or formats used for data collection regarding business activities

14. At present who collect data or should collect data regarding your business activities

15. How do you understand that your business is running well or poor.

16. If any Others

Name of Entrepreneurs Association:

Total Member under this Associations: Core Business:

Village: Union: Upazila:

District:

Checklist for Monitoring of Business Activities

1. What type of Business your members are operating:

2. How you are selected the members in this associations:

3. Who are your main buyers of your business members product:

4. Sales from production point by the individual buyers or establish stall:

5. % or how many business owners have stall within Rapa Plaza under the supervision by the JF

6. After Construction of Joyeeta Tower do you have plan to establish stall in that place:

  If Have plan % of individual Entrepreneurs will establish stall in that place

7. Do have any training facilities for your members in Business related:

   If have What type of training have received from whom and duration:

8. What type of business support have been provided by the JF to your association:

9. Size of your business for all members:

 Sales Volume in Taka: Monthly --------------- Yearly -------------

10. If have any employee in your business association members:

If Have: Full time: -------------- Parttime --------------- None ------

11. Do you have BSTI Certification for all members:

12. Who monitor your members business activities:

13. How the benefit of business can be measured and what are the important indicators or variable:

14. Who are measuring or monitoring business activities;

15. Instruments or formats used for data collection regarding business activities:

16. At present who collect data or should collect data regarding business activities:

14. What are the Key or Important Indicators of members business achievement

21. If any Others

Name of Official: **Position:**
Address:

M&E System:

1. What is condition of existing monitoring system of JF:

2. What type of improvement or provision is needed for sound and/or efficient M&E JF:

3. What should be the indicators of women business related

4. How data of women business should be collected

5. How business owners can be involved in the data collection process

6. How the quality of data can be ensured?

7. Type of repots to be generated and their frequency

M&E Progress Report (---- to ------)

Quarterly/ Six monthly Progress Report No-

…….20-----

Reporting Outline

1.   SUMMARY: This section briefly highlights progress achieved during the reporting period, including key issues and how these are being addressed.

2.   IMPLEMENTATION PROGRESS:

2.1   Overall Progress of the JF implementation during the Reporting Period. This section elaborates in greater detail on progress achieved, key issues (and actions taken to resolve these issues) Discussions in this section are linked to the Annual Work Plan & Target of the reporting period.

2,2   Outcomes of activities during the current year.   Discuss specific outcomes of JF activities. This discussion should be linked, wherever possible, to agreed performance indicators and the Annual Work Plan.

3.   SUMMARY REGARDING IAPP'S FINANCIAL ACTIVITY

3.1   JF Budget and Expenditures (Financial Resources).   This section provides a **brief summary** of what were the financial resources available and used during the reporting period, broken down by source of funding. In addition, a table on the financed activity would be useful (i.e., planned and actual expenditures, broken down by category of expenditures). This section discusses any issues related to financing, disbursements, financial audits (when the time comes), as well as status of contributions planned and collected from IWEs & WEAs)

4. JF ORGANISATIONAL AND MANAGEMENT ASPECTS

4.1   Activities of the JF National Steering Committee, sector Ministries and JF HQ (**brief summary with key issues only**)

4.2   Activities of the Divisional Program Unit Level activities (**brief summary with key issues only**)

4.3   Implementation Activities of Districts (**brief summary with key issues only**)

4.4   Status of implementing Upazilas activities (**brief summary with key issues only**)

5.   PROCUREMENT ACTIVITY

This section should provide a brief summary that discusses all procurement activities carried out during the reporting period. It should highlight key issues and where applicable, actions taken.

6.   **CAPACITY BUILDING**.

*This section should provide a **brief summary** that discusses planned interventions and progress achieved in implementing training/capacity building program, including any issues and actions taken. In addition, JF (Divisional, District & Upazilas) should describe the processes and approaches used in executing the training program at various levels and some assessment of results/outcomes of training,*

7.   **MONITORING AND EVALUATION**.

*A **brief summary** that describes what activities have been carried out as part of the project's overall monitoring and evaluation process. Are the mechanisms sufficient? Who is monitoring what? Has staff been trained in specific aspects of M&E/MIS?*

8.   **LESSONS LEARNED**.

Discuss any lessons learned during the reporting period and how such lessons might be integrated to improve implementation performance.

9.   **NEXT STEPS**.

What are the next steps that the JF HQ/ Division /District plan to take in the next months?

Annex - 5: Terms & Reference for the Consultancy Services

The Consultant was responsible to design & develop a strong M&A system for the JF to establish an internal & external monitoring with comprehensive accountability. The assignment conducted to carry out the following task:

a)   Discuss the goal of the M&A system;

b)   Analyzed the existing M&A system practiced in JF;

c)   Develop a system to track progress, make adjustment and discover unplanned effects of program;

d)   Develop a system to tract the activities of the IWEs and WEAs;

e)   Develop a system to tract the production related activities in an easy-to-monitor way;

f)   Develop a system to use data information to foster change within the organization; finally

g)   Designing & developing a strong and comprehensive M&A system