



Monitoring, Evaluation, Assessment and Learning (MEAL) Policy

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Organizational Profile

Bargad is a youth development organization actively working to promote peace, justice and cooperation amongst the youth¹ in Pakistan. The organization has focused on creating opportunities and amplifying the voices of the youth ever since its inception in 1997, leading to a vast network of around 3000 youth volunteers, known as the Bargad Volunteer Network (BVN) throughout the country.

Bargad's Vision:

Politically, socially and economically empowered youth and women, respect, protect and promote peace and harmony

Bargad's Mission:

- a. Engage vulnerable youth and women in all diversity to their full potential through education, mentorship and innovative interventions designed to enhance their overall well-being.
- b. To invest in youth-led and youth-centred ideas, to convene key stakeholders in the sector and advocate for systems and policy changes that meet youths' needs.
- c. Engage youth to end violence against women.

Bargad has implemented more than 100 projects on youth training², youth mobilization and policy advocacy, including the provision of technical assistance to all the provincial governments of Pakistan, regions of Gilgit-Baltistan and the State of Azad Jammu Kashmir (AJK) for the formulation of their respective youth policies. These policies have been approved by the provincial governments of Punjab (2012), Khyber Pakhtunkhwa (2016) and Sindh (2018), and Balochistan (2024) resulting in governments' pledges to allocate 4% budget to sports and youth affairs, 15% on the women employment quota, implementation of the E-Rozgar programs, and on youth participation in the local governments, respectively. Bargad has also conducted Capacity Enhancement workshops on youth development with officials of the youth affairs departments of Punjab, Balochistan and Sindh.

Bargad has a youth network of 782 individuals, civil society organizations and government institutions, with Youth engagements with 64 Universities, 40 Colleges and 35 Higher Secondary Schools.

The organization has previously partnered with 26 membership based student organizations and 15 Youth Groups over Pakistan; producing the largest pool of researches and publications on various aspects of youth than any other civil society organization in Pakistan, while also pioneering a youth track of peace and diplomacy in the South Asian region.

¹ Adolescents: 12-19; Youth age bracket in Pakistan: 15-29

² Since 2003, the organization has trained 7880 youth activists and young faculty only through training workshops and peer sessions in issues of social development.

The hallmark of the organization is that its core youth volunteers participate in all aspects of the projects - from action-planning to project execution, while also mapping in the course of its work; issues as well as challenges identified by the youth across the country³.

³ The Youth in the mapping is part of the Youth Cohorts in the districts where Bargad has actively worked or is presently working.

Monitoring, Evaluation, Accountability & Learning Policy

1. Introduction

The Monitoring, Evaluation, Accountability and Learning (MEAL) policy is crucial for achieving organizational goals and objectives effectively. This policy outlines the key principles and guidelines that will govern the MEAL processes of Bargad. The policy provides a framework for the systematic and continuous assessment of the organization's activities, programs, and projects, and ensures that the organization is accountable to its stakeholders. Bargad incorporates a Results-Based Management (RBM) approach in its MEAL practices. RBM is a systematic method that focuses on achieving measurable results and using them as the basis for decision-making and improvement. Within our MEAL framework, we prioritize the establishment of logical frameworks or results frameworks that outline the relationships between inputs, activities, outputs, outcomes, and impacts, providing a structured roadmap for our interventions. We employ a range of quantitative and qualitative data collection methods to capture comprehensive evidence of our progress, allowing us to assess effectiveness and efficiency, identify areas for improvement, and make informed, evidence-based decisions.

The Monitoring, Evaluation, Accountability & Learning (MEAL) department of Bargad is responsible for measuring and tracking project progress. The organization maintains a dedicated MEAL function, with the Board of Directors providing governance-level oversight of organizational results rather than direct operational M&E responsibilities. Its functions include performance measurement, program improvement, ensuring accountability, building on past lessons learned, incorporating new learning, and providing evidence-based information for decision-making. Performance monitoring measures progress towards achieving results planned for in projects, while evaluation assesses the worth of an intervention. Evaluations draw on data generated through monitoring during the project cycle — for example baseline data, information on the implementation process, and measurements of results. Different examples of aspects of monitoring and evaluation, including related responsibilities, are compared in Table 1 (Annexure).

The insights generated through monitoring and evaluation serve as a fundamental basis for decision-making — both short-term (adjustments to implementation plans) and long-term (development strategy). Capturing lessons learned and recommendations is essential to refining desired outcomes and improving the methods used to achieve them. To manage development results effectively, the knowledge generated through monitoring and evaluation must be readily accessible and disseminated throughout the organization. Bargad's Annual Planning and Strategic Reflection process — including team meetings, team updates, partner reflections, partner monitoring and learning visits etc— is the primary mechanism through which this organizational-level learning currently takes place, complementing project-level MEAL reporting.

In our commitment to responsible and impactful practice, this policy is grounded in three principles. We adhere to the No Harm Policy, avoiding negative consequences or adverse effects on individuals, communities, and the environment throughout our operations. We prioritize Data Privacy, ensuring information collected and used during our projects is handled confidentially and

in line with relevant data protection practice. And we embrace Diversity, Equity, Inclusion, and Accessibility (DEIA), promoting an environment that recognizes individual differences, ensures fair treatment, and enables equitable access to opportunities and resources.

1.1 Purpose

The purpose of this policy is to establish a consistent approach to MEAL within Bargad, enabling the organization to track progress toward its strategic objectives, improve program implementation, and enhance accountability to stakeholders. The policy guides team members, partners, and stakeholders on the expectations, responsibilities, and standards for monitoring and evaluating the organization's activities, programs, and projects.

1.2 Scope

This policy applies to all activities, programs, and projects implemented by Bargad, including those implemented in partnership with other organizations. It covers all levels of the organization, from the management team to program, and includes both internal and external stakeholders.

1.3 Policy Statement

Bargad is committed to the continuous improvement of its activities, programs, and projects through effective monitoring and evaluation. The organization will strive to ensure that its MEAL activities are conducted in an objective, systematic, and participatory manner, and will use the information generated to inform decision-making, enhance learning, and promote accountability. Bargad is committed to upholding a No Harm Policy, respecting Data Privacy, and promoting Diversity, Equity, Inclusion, and Accessibility (DEIA) principles within its MEAL framework.

Monitoring Evaluation Accountability & Learning Guidelines

This chapter provides an introduction to monitoring, evaluation, accountability and learning. It defines the concept, explains its use, and identifies the monitoring roles and responsibilities of different stakeholders. It further explains MEAL requirements at organizational level, the importance of staff participation, and at project level.

2. Introduction

2.1 Definitions

2.1.1 Monitoring. The organization defines monitoring as the routine process for the systematic collection and documentation of data and information. Its purpose is to track progress toward anticipated outcomes and to provide management and main stakeholders of an ongoing intervention with indications of progress against objectives and use of allocated funds.

2.1.2 Evaluation. Evaluation is a comprehensive assessment conducted in a methodical and unbiased manner, assessing activities, projects, programs, strategies, policies, sectors, operational areas, or institutional performance.

2.1.3 Accountability. For Bargad, accountability refers to the systematic and transparent process of holding individuals, organizations, and stakeholders responsible for their actions, decisions, and outcomes related to development interventions and projects.

2.1.4 Learning. Learning is a core element of Bargad's organizational culture: the systematic and ongoing process of acquiring, analyzing, and applying knowledge from development interventions and projects.

2.2 Use of Monitoring

Monitoring is an ongoing management function that focuses on the substantive implementation progress of Bargad's projects and sub-programs. Results from monitoring are used by Bargad to:

- Improve project management, by identifying bottlenecks and taking corrective action(s) as required, to ensure objectives are met within budget and timeframe, by comparing actual progress against initial plans.
- Support organizational learning, inform decision-making, and strengthen future strategic and program planning by documenting and sharing findings and lessons learned internally and externally.
- Hold Bargad accountable to project partners and donors by providing evidence of the efficient and effective use of funds and staff resources.

2.3 Organizational Monitoring Evaluation Accountability & Learning Approach

2.3.1 Ongoing Monitoring

Ongoing monitoring of project activities is essential to ensure delivery of outputs aligns with the initial plan and budget, enabling responsible staff to make necessary adjustments when required.

Ongoing monitoring encompasses both formal information collection — activity reports and plans — and informal activities such as observation, discussion with staff, and review of work plans. Pre-post evaluation forms are used to track change before and after interventions, enabling Bargad to measure program impact. In practice, this includes calculating and reporting the percentage of participants demonstrating knowledge or attitude gains following training — for example, reporting that a defined share of participants "showed significant knowledge gains" or "showed a 30%+ knowledge increase" — rather than reporting training attendance alone. In addition to pre-post forms, Bargad uses Key Informant Interviews (KIIs) for in-depth, one-on-one qualitative insight from stakeholders, experts, or beneficiaries. These interviews provide valuable qualitative insights, allowing us to gather detailed information about individual experiences, perceptions, and perspectives related to the program. Focus Group Discussions (FGDs) bring together small groups of stakeholders or community members to facilitate interactive discussions on specific topics. They promote peer-to-peer interactions, enabling us to understand collective experiences, opinions, and social dynamics surrounding the project.

2.3.2 Evaluation

Bargad's evaluation approach combines internal and external perspectives. Internally, ongoing monitoring and performance evaluation ensure projects align with objectives, timelines, and budgets, identifying strengths and areas for improvement in real time and supporting adaptive management. For projects with a duration of more than two years, we place a particular emphasis on seeking external evaluation. The extended timeline of such projects makes it even more crucial to ensure objectivity, accountability, and an unbiased assessment of their outcomes. By engaging external evaluators, we obtain fresh perspectives, independent analysis, and expert insights that complement our internal monitoring efforts. This approach enhances the credibility and robustness of our evaluation process, providing stakeholders and donors with a comprehensive and impartial understanding of the project's progress and impact over the extended period. We believe that this external evaluation for long-term projects is instrumental in guiding our strategic decisions, maximizing the effectiveness of our interventions, and optimizing the utilization of resources to achieve sustainable development outcomes.

2.3.3 Accountability and Learning

Accountability and Learning are fundamental, complementary principles underpinning Bargad's development initiatives. Accountability promotes transparency and responsible practice throughout operations: Bargad holds itself and all stakeholders accountable for their roles and contributions, using feedback channels and performance reviews to assess achievement against expected roles, responsibilities and targets.

Bargad prioritizes the Accountability and Learning approach as fundamental principles that underpin our development initiatives. Accountability is a core element of our organizational culture, promoting transparency and responsible practices throughout our operations. We hold ourselves and all stakeholders accountable for their roles and contributions, ensuring that decisions and actions align with our objectives and ethical standards. Establishing feedback

channels and performance reviews and evaluations help assess stakeholders' achievements and adherence to expected roles, responsibilities, and targets.

Additionally, we embrace a continuous Learning approach, actively using monitoring and evaluation findings to enhance the effectiveness and impact of our programs. We foster a culture of learning and knowledge sharing, empowering our team and stakeholders to adapt strategies based on evidence and lessons learned. We are dedicated to fostering a learning-oriented environment, where insights from monitoring and evaluation activities are actively utilized to inform decision-making, improve program design and implementation, and adapt strategies based on evidence and lessons learned. Learning enables us to continuously enhance the effectiveness and efficiency of our initiatives, and it empowers our team and stakeholders to grow professionally and collectively contribute to positive and sustainable outcomes in our development endeavors.

Bargad embraces continuous Learning, actively using monitoring and evaluation findings to enhance the effectiveness and impact of its programs. This learning function currently operates principally through the Annual Planning and Strategic Reflection process, which reviews organizational and programmatic performance, and through project-level lesson-learned documentation in quarterly and annual narrative reports. This fosters a culture of learning and knowledge-sharing, empowering staff and stakeholders to adapt strategies based on evidence.

2.3.4 Key Principles of Monitoring Evaluation Accountability & Learning

Bargad has a monitoring & evaluation system in place to assess the effectiveness, efficiency, and relevance of its activities, programs, and projects, using appropriate methods to generate evidence-based information for decision-making. The following key principles guide Bargad's M&E processes:

- **Participatory approach:** the organization involves all stakeholders, including project stakeholders, in monitoring processes to ensure their views and experiences are incorporated into the assessment.
- **Gender and diversity considerations:** monitoring processes take gender and diversity into account to ensure programs are inclusive and responsive to the needs of all beneficiaries. For example. In practice this means participation data is disaggregated by gender and, where relevant to the project, by disability status, minority faith, and transgender status, consistent with current donor reporting. Bargad prioritizes DEIA — embracing diversity, promoting equity, and ensuring inclusivity and accessibility — in its evaluations.
- **Use of evidence-based approaches:** the organization uses evidence-based approaches to ensure monitoring processes are objective and reliable.
- **No Harm Approach:** minimizing negative consequences and unintended impacts on beneficiaries and the environment, prioritizing ethical accountability throughout the project lifecycle.
- **Continuous improvement:** using monitoring information to continuously improve activities, programs, and projects, and adapt to changing contexts.

- **Organizational review cycle:** in addition to project-level monitoring, Bargad reviews organizational performance through team appraisals, team meeting, annual planning meetings, partner reflections feeding into annual and strategic planning.
- **Timely and relevant information:** ensuring monitoring information is timely and relevant to inform decision-making and enhance learning.
- **Accountability:** using monitoring information to remain accountable to stakeholders, including donors, partners, and program beneficiaries.
- **Data collection tools:** the organization develops appropriate data collection tools to validate, verify and assess the quality of MOVs and deliverables, typically including surveys, interviews, focus group discussions, pre-post, KAP analysis, Indicator analysis, evaluation, need-assessments, case studies, key change reports, MILE, photographs, learnings and achievements section in project reports and observation checklists. Data sources also include disaggregated attendance/participation records and social media and digital reach reporting (reach, views, engagement, follower growth), which are collected and reported for every active project alongside programmatic indicators.
- **Data verification:** where beneficiary figures are drawn from multiple sources (for example narrative project reporting and consolidated project data systems), Bargad reconciles and reports the verified, deduplicated figure alongside the narrative estimate, noting any known overlap, rather than reporting only the higher or narrative figure.
- **Data analysis:** MEAL staff analyze data collected using appropriate statistical and qualitative analysis methods to generate meaningful information.
- **Reporting:** the organization prepares quarterly and annual MEAL reports to inform decision-making, enhance learning, and promote accountability to stakeholders. A sample quarterly report is attached as Annex I.
- **Transparency:** Bargad maintains transparency throughout its MEAL processes, providing clear and accessible information to stakeholders on the objectives, methods, findings, and outcomes of its evaluations.
- **Data Verification:** Bargad verifies reported figures against robust Means of Verification (MOVs). In addition to attendance sheets and narrative reports, supporting evidence must include items relevant to the specific intervention, such as dated photographs, signed participant lists, published policy papers, official government notifications, or documented media coverage for public advocacy campaigns. Where beneficiary figures are drawn from multiple sources, Bargad reconciles and reports the verified, deduplicated figure alongside the narrative estimate, noting any known overlap.
- **Stakeholder Validation:** Before finalizing major research publications, policy papers, or baseline/midline evaluation reports, key findings must be validated with relevant stakeholders, community representatives, or partner organizations to ensure accuracy, contextual relevance, and shared ownership of the results
- **Informed Consent Procedures:** Bargad is committed to conducting all monitoring activities in an ethical and rights-based manner. Prior to collecting any personal information, photographs, videos, testimonials, interviews, or monitoring data, informed

consent shall be obtained from all participants using appropriate methods, including written consent forms, consent incorporated into attendance sheets, digital consent, or documented verbal consent where appropriate. At the beginning of workshops, trainings, meetings, and public events, facilitators shall inform participants that photography and videography may take place and explain how such materials may be used. Before capturing photographs or videos, the designated media focal person shall verify that consent has been obtained. Participants who choose not to provide consent shall have their decision fully respected without any negative consequences for their participation. For larger events, organizers should, where feasible, establish a clearly identified seating area or designated non-photography zone for participants who do not consent to being photographed or recorded. Appropriate signage or flex banners should be displayed to help media personnel and photographers easily identify these areas and avoid capturing non-consenting participants. Additional safeguards shall be observed for children and vulnerable individuals in accordance with Bargad's Safeguarding Policy.

- **Confidentiality and Consent Records:** The MEAL Officer and program teams shall maintain appropriate records of all consent obtained during project implementation. These records may include signed consent forms, consent sections incorporated within attendance sheets, media consent records, interview consent forms, digital consent records, and documentation of any withdrawal of consent. All consent records shall be securely stored in accordance with Bargad's Data Protection and Information Management procedures, and access shall be restricted to authorized personnel only. Participants shall retain the right to withdraw their consent at any stage, and such requests shall be respected wherever practically possible.
- **Complaints Awareness During Monitoring:** As part of Bargad's commitment to accountability, transparency, and safeguarding, all monitoring activities shall include measures to ensure that participants and stakeholders are aware of the organization's Complaint Response Mechanism. At the commencement of trainings, workshops, consultations, community meetings, field visits, and other project activities, staff shall inform participants of their right to provide feedback, raise concerns, or submit complaints without fear of retaliation. Participants shall also be informed that complaints may relate not only to program implementation but also to staff conduct, safeguarding concerns, discrimination, fraud, misuse of resources, or any other matter affecting their interaction with Bargad. Information regarding confidentiality, protection from retaliation, and the complaint handling process shall be clearly communicated throughout project implementation.
- **Communication of Complaint Channels:** Bargad shall ensure that all stakeholders are informed of the various channels available for submitting feedback, suggestions, grievances, or formal complaints. Depending on the context and accessibility, these mechanisms may include feedback forms, complaint forms, complaint boxes, dedicated email addresses, telephone numbers, WhatsApp or other approved messaging platforms, direct verbal reporting to project staff, one-on-one discussions with designated focal

persons, reporting to the Operations Manager, referrals to the Safeguarding/Complaint Response Committee, or anonymous reporting where feasible. Staff responsible for facilitating activities shall ensure that participants understand how these mechanisms can be accessed and reassure them that all complaints will be managed confidentially and fairly in accordance with Bargad's Complaint Response Mechanism.

- **Display of Complaint Information:** Information regarding Bargad's Complaint Response Mechanism shall be prominently displayed at the organization's offices as well as at all project implementation sites, including trainings, workshops, community meetings, consultations, awareness campaigns, and public events, where feasible. Display materials shall provide clear information on available complaint channels, contact details, confidentiality assurances, safeguarding contacts where applicable, and the organization's commitment to responding to complaints in a timely, impartial, and confidential manner. Staff shall ensure that participants know where this information is displayed and encourage them to use the available mechanisms whenever they wish to provide feedback or raise concerns.

2.3.5 Importance of Staff Participation

Staff participation is critical for achieving desired results. Bargad encourages active staff participation in planning and monitoring processes to foster ownership and facilitate desired outcomes, while also promoting the sharing of experience that enhances organizational learning.

Monthly/annual work plan: weekly updates and annual work plans (or project workplans) are a valuable tool for staff accountable for delivering outputs day to day, who are best placed to assess the time required per activity and set feasible deadlines. The annual work plan also underpins individual staff performance planning.

Progress reports: progress reports give staff the opportunity to update on output delivery, progress against predefined indicators, challenges faced and how they were managed, and lessons learned and recommendations for improvement — feedback that is important for improving program delivery and building staff capacity.

2.3.6 Data Quality Assurance

To maintain the integrity of project information, the MEAL Officer shall conduct routine data quality assurance. This includes periodic spot checks of source documents, duplicate detection within participant records, and verification of completeness and consistency across all reporting sheets. Where discrepancies are identified within implementation databases, back-checks or verification calls may be conducted on a proportionate, sample basis

2.4 Project Monitoring Evaluation Accountability & Learning

2.4.1 Project Document

The project document is the foundation for implementing, monitoring, reporting, and evaluating the project, created using a standardized template. It includes a results framework and a

monitoring and evaluation plan to support monitoring activities. Bargad incorporates the MEAL framework into the MEAL policy to ensure a holistic, integrated approach that tracks progress toward objectives, assesses effectiveness and efficiency, enhances accountability, and promotes a learning culture.

Project Start-Up Documentation: Before the implementation of any project, the respective progra team, in coordination with the MEAL shall ensure that all essential project management and monitoring documents are developed, reviewed, and approved. At a minimum, each project shall maintain an approved project proposal, Results Framework/Logical Framework (Logframe), Detailed Implementation Plan (DIP), annual and/or quarterly work plans, Monitoring Plan (including indicator tracking), activity calendar, stakeholder mapping, data collection plan, and any project-specific risk management documents. These documents shall serve as the primary reference for planning, monitoring, reporting, and adaptive management throughout the project lifecycle and shall be updated whenever significant changes are approved.

Results Framework: The project document includes a results framework outlining how outcomes will be achieved through delivered outputs and activities, presented as a matrix incorporating outcome, outputs, activities, indicators, and means of verification. The results framework typically remains unchanged through the project cycle unless outcomes or outputs change, in which case a revision is requested using a standardized template. A results framework template is provided in Table 2. This is the same structure currently used in annual and donor reporting — for example, reported indicators such as social cohesion or Local Peace Structure confidence ratings are tracked against baseline, target and achieved values exactly as set out in Table 2.

Monitoring and Evaluation Plan: The MEAL plan guides the entire monitoring process, ensuring monitoring activities are structured, systematic, and aligned with project goals. It outlines MEAL activities, tools, and timelines, developed during the project planning phase as a roadmap for the monitoring and evaluation process. The MEAL officer develops SMART (specific, measurable, achievable, relevant, time-bound) indicators for each activity, program or project. Key components include: Objectives; Indicators; Data Sources (pre-post assessment forms, evaluation forms, surveys, interviews, attendance records, and others); Data Collection Methods (questionnaires, interviews, FGDs, observations, activity reports, social media reports); Frequency of Data Collection (generally quarterly and annual, depending on project scale, with a 5–10% sample size typically collected); Responsibilities; Data Analysis and Reporting; and Learning and Adaptation.

Performance Monitoring Plan (PMP) Datasheet: A structured tool used to collect and record data on project performance — a document or spreadsheet with predefined fields capturing performance indicators, targets, actual data, and related information over time, combining quantitative and qualitative data as appropriate. A result framework, log frame or a workplan may be utilized instead of a PMP Datasheet. The PMP template is provided in Table 3.

2.4.2 Outcome and Impact Monitoring

Bargad formally distinguishes routine activity and output monitoring from outcome and impact assessments. To accurately capture shifts in youth leadership, social cohesion, and climate action, MEAL activities shall incorporate baseline and endline studies where feasible, midline assessments to review ongoing progress where feasible, and qualitative case studies. While activity counts track immediate deliverables, these deeper assessment methodologies are required to evaluate genuine behavioral shifts and policy changes.

2.4.3 Roles and Responsibilities

The following roles and responsibilities apply to effective implementation of this policy:

- **Board of Directors:** provides governance-level oversight of organizational results and strategic performance, rather than undertaking day-to-day MEAL tasks.
- **Management team:** responsible for providing leadership, resources, and support for implementation of the M&E policy.
- **MEAL Officer:** responsible for developing the MEAL plan, monitoring implementation of the plan, analyzing data collected, verifying and reconciling reported figures, and preparing MEAL reports. The MEAL Officer shall provide technical oversight and monitoring support to all projects implemented by Bargad. Where donor agreements or approved project documents specify the level of MEAL engagement, the MEAL Officer shall allocate its time and resources accordingly. In cases where no specific allocation is defined, the MEAL Unit shall automatically dedicate approximately 10% technical oversight to the project to ensure adequate monitoring, data quality assurance, reporting support, field verification, and learning documentation. This minimum allocation shall help maintain organizational monitoring standards across all programs regardless of donor requirements.
- **Program Staff:** responsible for implementing the MEAL plan, including day-to-day data collection, attendance and participation recording, and reporting of activity-level information to the MEAL Officer.

2.4.4 Data Storage and Information Management

All MEAL data, including tracking sheets, logframes, and evidence records, must be securely stored physically in office and relevant laptops. To ensure data integrity, particularly during project inception and continuous implementation phases, staff must adhere to standardized file naming conventions and utilize strict version control for living documents, such as databases and indicator tracking matrices. Regular backups of critical data shall be maintained

Future Institutional Strengthening Opportunities

The following practices reflect good international MEAL practice and are under consideration but are not yet institutionalized at Bargad. They are recorded here as opportunities for future development rather than as current policy requirements.

- **Digital data collection and dashboards.** Adoption of a structured digital data collection platform (e.g., Kobo Toolbox or equivalent) and, longer term, a reporting dashboard (e.g., Power BI), building on the organizational databank/Information Management System
- **Formal Data Quality Assessment (DQA) protocol.** A scheduled, structured procedure for periodically auditing data quality across projects, building on — but going beyond — the verification and reconciliation practice already in place.
- **Outcome harvesting for advocacy and policy influence.** A structured method for identifying and substantiating Bargad's contribution to policy and systems change (e.g., quota adoption, provincial policy influence), a method that has been informally discussed internally but not yet applied as an operational MEAL tool.
- **Dedicated beneficiary complaints and feedback mechanism.** A confidential, accessible channel for beneficiaries to raise concerns or complaints, distinct from and complementing existing safeguarding reporting channels and session-level or FGD level feedback forms.
- **Systematized risk monitoring.** Structured, periodic risk identification and contingency planning integrated into annual and project planning.
- **Longitudinal volunteer and alumni tracking.** Tracking outcomes for volunteers and program graduates (e.g., NYVN members, training graduates) beyond the life of individual projects, to evidence longer-term impact claims.
- **Standard benchmarks for social media and digital reach data.** Building on current practice of reporting reach and engagement metrics, developing comparable indicators/benchmarks so this data can be meaningfully compared across projects and years rather than reported as raw figures only.

Annexure

Table 1 — Comparison between monitoring and evaluation at Bargad

Aspect	Monitoring	Evaluation
Purpose	Determine if projects are progressing according to plan	Internal accountability; organizational learning
Responsibility	M&E department	M&E staff; external evaluation (for eligible multi-year projects)
Use of Findings	Take corrective action to ensure project objectives/outputs/outcomes/impacts are met; ensure accountability	Incorporate lessons learned into strategic planning and decision-making
Focus	Expected accomplishments, indicators of achievement; outcomes/outputs/activities	Objectives; outputs/outcomes (project); impacts
Deliverables	Activity reports; output/work-month reports; project performance reports	Evaluation reports with findings, lessons learned and recommendations
Dissemination	Project stakeholders, project partners and donors	Donors and other stakeholders
Quality Assurance & Support	Operations department	—

Table 2 — Monitoring and evaluation results framework template

Level	Indicator	Baseline	Target	Results Achieved	Source of Verification	Frequency
Impact						
Outcome 1						
Output 1.1						
Outcome 2						
Output 2.1						

Table 3 — Performance monitoring plan (PMP) datasheet template/Log frame or Workplan

Goal											
Problem statement											
Audience											
Objective 1:											
Activity	Outcome/output Indicator	Data collection method	Year								Total target achieved
			Q1		Q2		Q3		Q4		
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	Outcome 1.1										
	Output 1.1.1										
	Output 1.1.2										
	Outcome 1.2										
	Output 1.2.1										
	Output 1.2.2										

Activity Report Monitoring & Evaluation			
Activity Name & Project Date: Time:			
Participants Analysis	<i>Who were the participants? (For any high-level engagement please provide their names, position and where possible, their contact information)</i>		
	Stakeholder Sheet		
	Total:	Female:	Male:
	Vulnerable Groups		
	Religious Minorities:	Transgender: 0	Differently-able: 0
	Others		
	Youth		
	Total:	Female:	Male:
	Government Officials		
	Total: 0	Female: 0	Male: 0
	Parliamentarians/Elected Leaders		
	Total: 0	Female: 0	Male: 0
	Faith Based Leaders		
	Total:	Female:	Male: 0
	Media		
	Total: 0	Female: 0	Male: 0
	Civil Society Organization/Faith Based Organization (NA)		
	Total: 0	Female: 0	Male: 0
Faculty	Panelists	Experts	
0	0	0	
Observations	Methodology and Tools Used		
Relevancy			
- Are/were the participants include in the activity same as described in the activity process and/or criteria? - Explain the differences and reasons of differences. - Consider age, gender, abilities, ethnic and religious minority groups, and geographical location?			

	4. Is the activity relevant to the context? If not, explain why? Participations and Inclusion 5. Do the minority groups, such as, women, People with Disability (PWDs), and ethnic and religious minorities are included and given equal chance to participate in the activity. 6. Are/Were the participants about the type and amount of assistance to be provided with before the commencement of or during the activity? 7. Are/Were the participants encouraged to ask and respond questions on equality basis? [explain any biasness or favoritism by the staff responsible for activity implementation.] 8. Is the number of participants aligned with what proposed in the approved proposal? Explain the deviations and reasons of the deviations.
Quotations of Participants	
Challenges/Problems	

Quarterly Monitoring & Evaluation Report	
Project Information	Project Title: Quarter (Reporting Period): Date:
Executive Summary	<i>(A brief write-up of key achievements and/or activities during the quarter, as well as key contextual changes or challenges)</i> • A brief (one-paragraph) summary of the project and its objectives • Quarterly highlights: a summary of key achievements or outcomes (or activities undertaken if there are no achievements/outcomes to report) for the quarter. • A short summary of the contextual changes since the previous quarter. • A short summary of the challenges affecting project implementation during the quarter.
Project Progress	Significant activities from the quarter are organized under each objective, as follows: • Objective 1: [Description of project activities and achievements related to Obj. 1] - o Activity 1.1 [as sub-header] – description of activities undertaken and an analysis of progress toward associated outcomes and objectives - o <i>[Repeat for all other activities under objective]</i> • Objective 2: [Description of project activities and achievements related to Obj. 2] - o Activity 2.1 [as sub-header] – description of activities undertaken and an analysis of progress toward associated outcomes and objectives Use tables, charts or data visualization to supplement descriptions (or replace text). Analyze progress toward the overall project objectives and goal, when applicable.
Challenges	Report problems or challenges in conducting project activities during the quarter
Evaluation	key findings and recommendations from the evaluation
Additional information	Relevant supporting documents or products related to project activities—e.g. articles, meeting agendas, surveys, reports, manuals