

2001 ACCU-APPEAL Joint Planning Meeting on Regional NFE Programmes in Asia and the Pacific

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## **Country Report**

Bangladesh

NFE Innovations

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### **1. Monitoring Mechanism**

As elsewhere, monitoring is an iterative process in government literacy programmes in Bangladesh. Through years of practical experience of monitoring literacy projects as well as drawing on good practices of NGOs, PVOs and CBOs, an effective monitoring system is in place now. The main focus of monitoring of NFE projects of DNFE is the learners in a literacy center.

The center facilitators are the most important and effective monitors assessing continuously the progress of learning. To assist facilitators with appropriate suggestion, there are four local levels monitoring organizations- the Center Management Committee (CMC), Block Implementation Committee, Union Implementation Committee and the Upazila Implementation and Monitoring Unit (UIMU). CMC is a 5-7 member community organ formed around each literacy center facilitators is its members. The CMC sits once a month to review and discuss issues related to smooth and effective running of centers. It has the authority to initiate any measure instantly to work out solutions to local problems. Compared to it, the UIMU is a broad-based organ having members from various government development departments working at the Upazila level, the local NGO representatives and the local opinion leaders including Union Parishad chairmen. UIMU too, sits once a month to review the progress of project activities.

At the central level, there is a Monitoring Section with Computerized MIS. The role of central monitoring is to facilitate the local level actors managing project activities with efficiency at one hand, on the other hand, to collect field inputs to process and analyze the data for feed back measures. The entire system follows a simultaneous forward and backward transmission mechanism to ensure participation of all actors in creative way.

The District Coordinators (DCOs), based at district headquarters also play a vital role in monitoring and evaluation of project activities. S/he helps partner NGOs and local administrations to conduct baseline surveys and social mobilization activities, select literacy centers, recruit facilitators and supervisors, conduct training and retraining for

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recruited literacy personnel and monitor the progress of learning.

S/he is responsible for financial management at the local level and regularly undertakes field trips to oversee the real happenings at the grassroots level. To facilitate the DCOs mobility and communication, they are provided with transports, telephones computers, photocopiers and other necessary office equipment.

NGOs officials at the local level and officials of concerned local administrations also undertake field visits regularly.

The monitoring capacity has further been strengthened by contractual appointment of 41 Monitoring Associates (MAs) at the headquarters, the first of its kind in the NFE sub-sector of education in Bangladesh. These officials are provided with adequate training on NFE sub-sector of education in Bangladesh. These officials are provided with adequate training on NFE in general and monitoring in particular. To assist the local actors, these MAs require staying at least 20 days a month in the field. At the end of 20 days in field, they process and analyze the data to participate in a monthly meeting in the DNFE Headquarters headed by the Director General for reviewing and discussing their finding and central management to formulate remedial measures.

Apart from the regular monitoring activities, the Secretary of PMED heads a high level central monitoring committee, which sits once a month to review the status of implementation at national level. Divisional Commissioners form six division's process and analyze the data for feed back measures. The entire system follows a simultaneous forward and backward transmission mechanism to ensure participation of all actors in a creative way.

In Total Literacy Movement (TLM) programs, monitoring is more intensive and looked after by several committees - Center Management Committee, Block Committee, Union Committee, Upazila Committee and District Committee. Separate monitoring formats are being used for CBA and TLM programs. To develop uniform monitoring formats for both CBA and TLM and as well as to ensures more qualitative monitoring, the technical assistance team engaged under NFE project-2 has already developed 7 draft formats. These formats are now waiting field-testing before finalization. Nine computerized formats have been developed and are being used in monitoring both CBA and TLM programs.

## **2. Evaluation Mechanism**

Evaluation is a major tool to assess achievement against specific objectives and goals. To assess the efficiency, effectiveness and impact of projects, DNFE is conducting evaluation at periodic intervals. Two types of evaluation are basically conducted- the self-evaluation and the independent evaluation.

Self-evaluation is carried out in a variety of ways. There is a provision for built-in cluster evaluation after every eight lessons of NFE primers to evaluate progress of learning. Then there is midterm evaluation conducted in the middle of project duration

to assess the efficiency and effectiveness of project activities. Finally there is a terminal evaluation conducted by the field level implementers. NGOs in case of center-based mode, Local Administrations in case of TLM mode to assess learning achievement as well as impact of project on target population and community.

Despite a verity a self-evaluations, independent evaluations are also carried out through contractual agreement with external experts. Independent evaluations are very useful in that these validate the self-evaluation findings, plus, provide the management with unbiased findings on efficiency, effectiveness and impact of the project(s). An analysis of implementation of earlier evaluation recommendations in current NFE Projects reveals that more than 95 per cent recommendations are incorporated in the design of ongoing NFE projects. Besides providing feedback to the management on success, failure and reasons thereof, the evaluation findings are contributing to increase interest among learners to continue with their learning.