Briefing paper on COAST organizational monitoring system

1.   Setting the strategy in designing COAST monitoring system

COAST management feels that it's some time impossible or difficult in setting the core personnel into direct involvement in the project activities and performance monitoring at field from central office. As the projects have been implementing in very remote areas where often time consuming, costly and even interrupting travel in time which is a cause of dissatisfied performance on the expected output. That's why this is very essential and would be useful to strengthen the off-site monitoring capacity that will support the management to visualize real scenarios.

Apart from the above, direct involvement and onsite monitor and follow up activities treated as fire fighting approach due to its nature of involvement like monitoring with implementation process. The direct monitoring also act as an obstacle to self develop of leaders. Rather distance monitoring system will support the project leaders or managers developing off-site monitoring skill which might reduce the information gap and operational cost even.

2.   COAST organizational monitoring system

2.1   Objectives of monitoring system

a.   Reduce the information gap about program activities, performance and expected output.
b.   Assess performance of ongoing activities and enhance the quality standard of monitoring
c.   Develop manager or leaders' skill on off-site monitoring.

3.   Approach of central monitoring

COAST feels that the achievement would be dependent to the behavior especially planning and management and supervision skill of project leaders. The below or substandard skill of project leader's sometime jeopardizing the project performance which is a cause of loosing huge financial and organizational image in development arena. So that enhancing quality management skill is imperative for field level managers that would be really supportive for senior management. Considering the situation, COAST has developed its monitoring approach through develop of following sectoral line up;

The core program (Micro Finance, Institution Building and Good Governance) has been monitoring under the sector of Corporate Affairs and Audit (CAA). The CAA sector is team included six professional headed by AD (Assistant Director who is reportable to Executive Director) those who are responsible to monitor and audit the COAST core program especially micro finance. Apart from this, the CAA sector also monitor and audit the financial part of the projects as regular basis based on their sectoral plan. The CAA prepares a report on their audit findings and submits to the Executive Director and further perfection.

The central Research & Development (R & D) sector is prime responsible in designing the project monitoring system and mechanism based on the analysis of project nature and its requirement. The R & D also authorize to compose a central monitoring team comprising different level of sector professional along with prepare quarterly monitoring plan where the

selective professional would be deployed to conduct the project monitoring. The R & D will fulfill its monitoring compliance with following objectives;

i. All projects will be reviewed at least quarterly basis using specific designed format. This formats include project planned activities & output indicators, financial performance analysis and impact assessment during the respected period monitoring.

ii. Performance and managerial skill will be monitored periodically of project leaders (Need Base).

iii. Fortnightly movement and activities also follow up as post facto where output effectiveness would be assessed (Need Base).

4. At a glance COAST Monitoring Tools

Monitoring Tools	Objective	Process			Frequency
		Source	Compilation & Analysis	Preservation and Dissemination	
Project Performance Review (PPR)	Assess the performance of project and impact	Beneficiaries, project documents and reports	Central monitoring team	R &D sector and to the ED and respective project leader	Quarterly
Leadership Performance Review(LPR)	Assess managerial skill	Field and internal stakeholder	Central monitoring team	R &D sector and to the ED and respective project leader	Bi Monthly
Total Performance Review (TPR)	Assess the performance with quality and COAST Standard	Beneficiaries, project documents and reports	Central monitoring team along with project focal.	R &D sector and to the ED and respective project leader	Quarterly/Six Monthly
Post facto Movement Checkup (PMC)	Assess the movement and output effectiveness	Movement register and field	Central monitoring team	Respective Supervisor and submit to the Director Operation	Need base and at least 30% of selective dates
Financial Monitoring and Audit	Assess the financial progress and performance maintaining set rules and procedures	Respective financial documents like budget line, cash book, ledger and reports	Corporate Affairs and Audit team	Corporate Affairs and Audit section and submit to the respective Manager and to the Director	According to the sectoral plan of CAA

Designing distance monitoring mechanism is the first step to gain the standardized performance for a project. It will support the management in future for effective planning and redesigning the resources achieving expected goal in all spheres of the organization especially core program activities and individual professional development.

5. Regular meeting on Program Monitoring

Regular meeting is held (Bi-monthly title: PPMM-Project Performance Monitoring Meeting) based on the project monitoring report and on their findings. This meeting is presiding by Executive Director and participate all related project leaders and financial personnel. Meeting will discuss the monitoring findings and taken decision toward further progress on the project achievement.

CAA conduct a meeting title "Audit hearing meeting" as regular basis following the financial audit report. This meeting conducts at central office presiding by Director Operation and with the participation CAA team along with respective project and program managers'. This meeting is try to overview on latest financial performance of audited program and project and set future course of action also.

6.   Sample of COAST Project Monitoring Format

5.a   Name of the Project:

1.   Impact Review at beneficiary's level

Sl	Impact Indicator	Achievement up to the month (Reported)	Assessment
1			
2			

2.   Objective Review

Sl	Objective Indicator	Achievement up to the month (Reported)	Assessment
Objective- 01.			
Objective- 02.			

3.   Activities and Output Review

Sl	Name of Activities	Target up to the month (Reported)	Achievement	Causes for deviation	Revised plan

4.   Financial performance Review

Sl	Head of Expenditure	Target up to the month (Reported)	Achievement	Causes for deviation	Revised plan

	A. Administrative Cost				
	B. Programmatic Cost				

5.   Management Performance Review

Sl	Particulars/Event/Issues	Target up to the month (Reported)	Achievement / Performance	Causes for deviation	Revised plan

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