

## 6. PLANNING, EVALUATION & MONITORING

SBSS' planning, monitoring, and evaluation system has facilitated the empowerment process by helping people's organizations accept ownership of the development process. It also forms a major system that aims at promoting participative interventions along the lines of rights-based approach. This involves planning processes integrating SBSS DBSS' perspectives in people's planning. At an operational level, systems aim to bring commonalities in organizational approach, push individual and team performance and increase scope for affirmative action towards desired goals. The existing systems of SBSS-DBSSs have been introduced at different points of time since the onset of the current programme phase and are still evolving.

With this background, SBSS has had to modify the old formats or develop new ones for PME. Various formats and procedures were tested, some of which include: : DataBase, three years' programme plan, six monthly reports, activities and expenditure report, parameters for cash flow and cash flow formats, reporting status, programme design - analysis and systems appraisal. Thus PME supported by various acceptable formats at different levels plays a key role in the resource-based partnership that SBSS has with DBSSs and facilitates participative planning and monitoring processes among the stakeholders. The PME system is also closely interlocked with the redefined role of SBSS as accompaniers. Accompaniment is at once a system, a role and a process.

Strengthening PME further, SBSS updated and collated its extensive database adopting a process-based exercise to sensitize its staff and partners on the relevance of data to enhance participative decision-making processes. Most of the DBSSs have prepared an extensive database of its reference communities. Activities are based on database. This provided opportunities to the staff to come closer to people, gain new insights and became much more process-oriented. It also increased community participation. The database is used as a tool to develop impact monitoring indicators.

Towards good governance in programmes and financial systems, SBSS has promoted three interrelated systems – cost reimbursement model (CRM), cash flow system and PARAM. The cost-reimbursement model aims at optimal use of funds. The cost reimbursement model is supported by the cash flow system, which is prepared on a monthly basis for a period of six-months by DBSSs with the accompaniment of SBSS. Cash flow details the activities with justifications and is submitted to SBSS through RCSAs. Cash flows are shared with the community.

Programme Activity Review and Accompaniment - PARAM is a web-based accompaniment with the DBSS and also a monitoring tool for reporting and planning as it offers a direct line of communication with DBSSs. The DBSS on monthly basis fills in the details of the activities conducted, expected output, actual output and outcome, follow-up along with expenditure. It thus helps in Understanding the process of development activity, monitoring the intermediate results keeping accordance with Strategic Action Plan measuring quality & quantity of programs developing good

governance. This programme is accessible to all staff of CNI SBSS, DBSS and general public substantiating the principles of transparency and accountability at CNI SBSS.

With the continuous process of learning, change, initiating new ideas, initiatives, SBSS has integrated a model of accompaniment process. SBSS conducts accompaniers' meet of its staff. Originally called as Coordination and Consultancy Cell (CCC), the annual meets of accompaniers aims at improving the performance of individual staff and the various desks/RCSAs through a participatory but critical analysis. As a supportive process, the majority of the staff has gone through behavioural science labs to deepen their reflective states and process orientation. The staffs regularly go through appraisals along the lines of appreciative enquiry, which has brought certain openness.

SBSS acknowledges the importance of developing in-built mechanisms for exercise of constructive critique and review that would sense and receive changes and needs in its environment, plan its strategy, develop and monitor its systems and process accordingly. Review and evaluation are organisational and management tools and processes, by which work done is acknowledged, valued and critiqued to facilitate the journey to reach the goal, to bring about a change in the society and become the agent of change as well. External Evaluations and Appraisals carried out with the help of the social activists and experts from the development sector are also seen as capacity building processes - a step towards effective planning for the next sets of programme and activities. The terms of reference for this evaluation process are collectively developed so that the findings may be taken on board for further plan of action to consolidate what is affirmative and correct and reduce/eliminate, what is not facilitating the journey towards the goal/mission in order to make the vision a reality!

A concern comes up in the form of next external evaluation which is to be carried out in 2011 as that would be too early for assessing the impact and outcome of entire decade-long phase. Though intended, due to period management cycle it is not possible to have mid-term evaluation/ monitoring process then but if needed, learning appraisal can be held after 15-18 months during third phase.