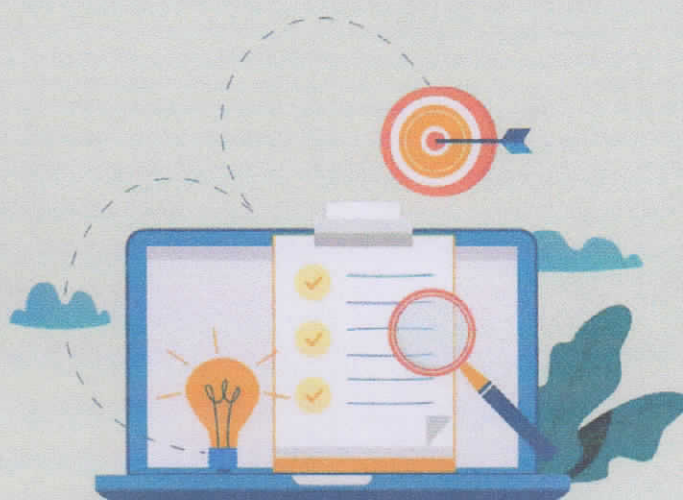


**Monitoring, Evaluation, Accountability, and Learning (MEAL) Policy**  
**of**  
**Bangladesh Shrimp and Fish Foundation (BSFF)**



**Date: 30 October, 2023**



**Bangladesh Shrimp and Fish Foundation (BSFF)**

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*20/10/23*  
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## Table of Contents

1. Background and Introduction.....	1
2. Objectives of the MEAL Policy .....	2
3. BSFF MEAL Framework.....	2
4. MEAL Processes and Procedures.....	4
5. Roles and Responsibilities.....	5
6. Capacity Building.....	5
7. Review and Revision of the MEAL Policy .....	5
8. Conclusion.....	6



## 1. Background and Introduction

Bangladesh Shrimp and Fish Foundation (BSFF) is a non-profit research, advocacy and Business Support Organization (<http://shrimpfoundation.org/>). It was initially registered in 2003 under Trust Act 1882 and subsequently in 2008 under Directorate of Social Welfare Services in Dhaka (Registration No. DHA08488, Dated: 24 December, 2008). The organization was subsequently registered with Registrar of Joint Stock Companies and Firms (RJSC) in 24th July 2023 (Registration No. S-14040/2023). The initial central objective of the Foundation has been to provide fisheries and aquaculture industries with critically needed supports for growth, sustainability and market access. It has also one of the BSFF's major objectives to realize the full potential of the fisheries sector, which in turn can contribute to the national policy efforts to reduce poverty, improve food and nutrition security, improve the lives and livelihoods of the vulnerable sections, women empowerment, gender equality and youth inclusion, especially the ones in the coastal areas where salinity intrusion and associated impacts are being increasingly manifested. The general thrust of the activities of the organization has been making important contribution to small-fishermen in particular in terms of improving their livelihoods, income enhancing skills and their overall nutrition status. BSFF has rich experience of working with the Government and Development Partners like World Bank, USAID, USDA, UKAID, UNFAO, British Council, WorldFish, Winrock International, Swisscontact, Solidaridad Network Asia, University of Maryland and UN University at Iceland. It has Memorandum of Understandings with relevant public and private sector institutions at the national, regional, and international levels. It has a rich track record of implementing collaboratively developed by private sector stakeholders, the Government of Bangladesh especially the Department of Fisheries and international and national development partners. It has experience of working both at the national and local levels.

BSFF is engaged in a range of activities with an objective to realize the full potentials and transform the sector in a sustainable and equitable manner. With rich experience of sector specific project implementation, it extends a wide range of services to the country's fisheries and aquaculture sector to promote pro-growth initiatives, build up capacities, introduce new technologies in the production processes, facilitate trade, exports, investments and ensure social and gender inclusion in the sector. It has also been increasingly working in wider areas to create the enabling condition for private sector investments and compliance with relevant sector specific norms and standards and environmental sustainability imperatives through research, dialogue, policy advocacy, organizing training, field level intervention to enhance production and other initiatives to overcome challenges faced by the sector. BSFF's works over the years also have continued to include a very significant and robust livelihood improvement components and activities with positive ramification for the nutritional status of target beneficiaries of its activities who also include women, youth and vulnerable groups in particular. The BSFF activities, ever since its establishment, also have had important research component in the areas with special relevance to policy formulation for the aquaculture and fisheries sector of Bangladesh and introduction of growth and development oriented modern technology.

The Bangladesh Shrimp and Fish Foundation (BSFF) is committed to fostering growth, sustainability, and market access for the fisheries and aquaculture industries in Bangladesh. As part of this commitment, BSFF recognizes the importance of a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) system to ensure the effectiveness, accountability, and continual improvement of its programs and initiatives. This MEAL Policy outlines the principles, framework, and processes that BSFF will adopt to systematically measure, learn from, and improve its interventions.

## 2. Objectives of the MEAL Policy

- To ensure that BSFF's programs are effectively monitored and evaluated.
- To promote accountability and transparency to stakeholders.
- To facilitate learning and continual improvement in program design and implementation.
- To inform decision-making and policy formulation with evidence-based insights.
- To enhance the impact of BSFF's interventions on the livelihoods, income, and nutrition of small fishermen, women, youth, and vulnerable groups.

## 3. BSFF MEAL Framework

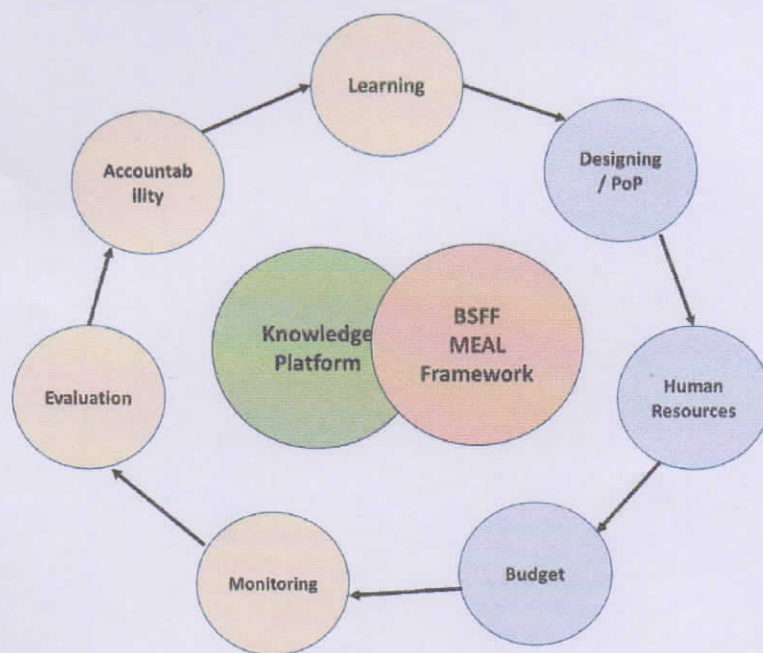


Fig-1: BSFF MEAL Framework

Monitoring, evaluation, accountability, and learning (MEAL) are essential for the success of BSFF's programs, including those in fragile contexts. An effective MEAL system enables tracking progress and making necessary adjustments. Learning and knowledge management from the MEAL system improve future program/project design, ensuring wiser decisions and



optimal allocation of skilled human resources and budgets. This maximizes the benefits from reviewed projects/programs. BSFF's MEAL framework is structured around the following key components:

### 3.1 Monitoring

Monitoring involves the systematic collection, analysis, and use of information to track the progress of BSFF's activities against set objectives and targets. This includes:

- Regular data collection on key performance indicators (KPIs).
- Use of both quantitative and qualitative methods.
- Ongoing tracking of project inputs, outputs, outcomes, and impacts.

### 3.2 Evaluation

Evaluation is the systematic assessment of the design, implementation, and results of an initiative. It aims to determine the relevance, efficiency, effectiveness, impact, and sustainability of BSFF's interventions. Evaluations will be conducted at mid-term and end-term stages and will include:

- Formative evaluations to inform program design.
- Summative evaluations to assess overall impact.
- Thematic evaluations focusing on specific areas such as gender inclusion, youth empowerment, and environmental sustainability.

### 3.3 Accountability

BSFF is committed to being accountable to its stakeholders, including beneficiaries, partners, donors, and the government. Accountability mechanisms will include:

- Transparent reporting and communication of results and progress.
- Mechanisms for stakeholder feedback and grievances.
- Compliance with relevant sector-specific norms, standards, and regulations.

### 3.4 Learning

Learning is integral to BSFF's MEAL approach, ensuring that lessons learned from monitoring and evaluation are used to improve program design and implementation. This involves:

- Regular learning sessions and workshops.
- Documentation and dissemination of best practices and lessons learned.
- Incorporation of feedback and evaluation findings into program planning and policy formulation.

#### 4. MEAL Processes and Procedures

BSFF prioritizes the implementation of participatory methods and approaches in its monitoring and evaluation activities. Various tools, approaches, and methodologies will be employed at different levels and in diverse ways, tailored to the specific needs of the program.

##### 4.1. Planning

- Develop MEAL plans for all projects, outlining objectives, indicators, data sources, and collection methods.
- Integrate MEAL plans into overall project planning and budgeting.

##### 4.2. Logical Framework

The Logical Framework (LFA) serves as the primary M&E tool, encapsulating the project's interventions, underlying assumptions, and M&E methodologies. It functions as a vital management tool, shaping operational and annual work plans. BSFF's LFA preparation entails four key steps: (1) setting objectives, (2) delineating cause-and-effect relationships among activities, inputs, outputs, and objectives, (3) identifying assumptions underlying causal linkages, and (4) pinpointing objectively-verifiable indicators for assessing progress and success.

##### 4.3. M&E matrix

In accordance with the logical framework, an M&E matrix will be developed for each project. This matrix will encompass performance indicators for monitoring and evaluating the progress from project goals to outputs. The specific format of the M&E matrix is outlined below:

Objective Hierarchy	Performance Question	Performance Indicators	Source of Information	Data to be Collected	Responsibilities & Mechanism
Goal					
Purpose					
Outputs					
Activities/ Inputs					

##### 4.4. Data Collection

- Use a mix of data collection methods, including surveys, interviews, focus groups, and field observations.
- Ensure data quality through training, supervision, and use of standardized tools and procedures.

#### 4.5. Data Analysis

- Analyze data to assess progress against indicators and identify trends and patterns.
- Use both descriptive and inferential statistical methods where appropriate.

#### 4.6. Reporting

- Produce regular MEAL reports for internal and external stakeholders.
- Ensure reports are clear, accurate, and provide actionable insights.

#### 4.7. Feedback and Learning

- Establish feedback loops to ensure that monitoring and evaluation findings are used to inform decision-making.
- Conduct regular review meetings to discuss progress, challenges, and lessons learned.

### 5. Roles and Responsibilities

- **Board of Trustees:** Provide oversight and strategic direction for MEAL activities.
- **Executive Director:** Ensure implementation of the MEAL policy and integration into organizational practices.
- **MEAL Team:** Lead the design, implementation, and management of MEAL activities, including data collection, analysis, and reporting.
- **Project Managers:** Integrate MEAL activities into project planning and implementation.
- **Field Staff:** Collect and report data as per MEAL plans.

### 6. Capacity Building

BSFF will invest in building the capacity of its staff and partners in MEAL through:

- Regular training and workshops.
- Access to MEAL resources and tools.
- Technical support and mentoring.

### 7. Review and Revision of the MEAL Policy

This MEAL Policy will be reviewed periodically to ensure its relevance and effectiveness. Revisions will be made based on feedback, evaluation findings, and changes in the operating environment.



## 8. Conclusion

The MEAL Policy of the Bangladesh Shrimp and Fish Foundation is central to achieving its mission of transforming the fisheries and aquaculture sector in Bangladesh. Through systematic monitoring, evaluation, accountability, and learning, BSFF aims to enhance the impact and sustainability of its interventions, thereby contributing to poverty reduction, food and nutrition security, and the overall well-being of its target beneficiaries. This policy provides a structured approach for BSFF to systematically measure and improve its impact, ensuring that its activities are effective, accountable, and continuously improving.