

MONITORING & EVALUATION ROAD MAP

2020-2024

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**Monitoring & Evaluation Unit
The Family Planning Association of Sri Lanka**

2020 November

FPA Sri Lanka Monitoring and Evaluation Road Map (2020-2024)

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Contents

FOREWORD	3
1. Introduction & Background	4
1.1. Monitoring and Evaluation Capacity Assessment	4
2. Goal	5
3. Objectives	5
4. Key Result Areas	5
4.1. Organizational Structure and Human Resource Capacity.....	6
4.2. M&E Policies, Procedures and Guidelines.....	7
4.3. Investment for Monitoring and Evaluation.....	8
4.4. Data Management.....	9
4.5. Data security, Privacy and Confidentiality	10
4.6. Evaluation and Research	10
4.7. Data quality	11
4.8. M&E Product dissemination and use.....	12
References	15

FOREWORD

It gives me great pleasure to convey my thoughts on the occasion of the launch of the M & E Roadmap for the period of 2020 – 2024 for FPA Sri Lanka. Monitoring and Evaluation is a key function of an organization involved in development work as it is about turning the searchlight inward. If identifying strategic directions and devising plans to achieve them are important, the assessment of these outcomes will also assume significance, hence the Roadmap.

FPA Sri Lanka has demonstrated a keen focus on its Monitoring and Evaluation function for the last decade which has helped the organization to adopt an M&E centric approach from designing to implementing its numerous projects and activities. Needless to say, this also made the organization more accountable and results-oriented in its journey of growing to its current size. The M & E function itself has achieved many milestones that include an M & E policy, strategy, data management systems and Research on Sexual and Reproductive Health.

These investments have improved the status of FPA Sri Lanka in the eyes of donors and stakeholders. The Roadmap comes at a mid-point of our current Strategic Plan which itself needs a review to track progress. As explained in the Roadmap, the outcomes and indicators will vary for the ensuing period depending on the country goals and context in relation to Sexual and Reproductive Health. I consider this Roadmap as an excellent and proactive initiative of our M & E Team who will inform the management of the way forward as we transition from the current Strategic Plan to the next one.

I take this opportunity to express my gratitude and best wishes to our M & E Team led by its Director, Mr. M. Suchira Suranga.

Thushara Agus
Executive Director
The Family Planning Association of Sri Lanka
Monday, November 30, 2020

1. Introduction & Background

Established in 1953, The Family Planning Association of Sri Lanka (FPA Sri Lanka) serves as a non-governmental organization (NGO) that explores innovative and challenging processes of Family Planning and Reproductive Health in the country. We are proud to be one of the most expansive and well known NGO's in the country that focuses on Family Planning, Sexual and Reproductive Health (SRH) and welfare. At FPA Sri Lanka, we believe that Reproductive Health is a fundamental human right of every woman and man throughout her/his life cycle. As an organization, we uphold the commitment of the International Conference on Population and Development (ICPD) and its aspirations for universal access to sexual and reproductive Health services as a significant factor in combating poverty. Thus, by working hand-in-hand with the government, complementing and supplementing products and services, advocating remedies for policy gaps, FPA Sri Lanka has contributed towards Sri Lanka achieving excellent health indices on Sexual and Reproductive Health. Since commencement in 1953, our focus is still on SRH, working towards the lofty vision of **"building a country with Sexual and Reproductive Health, as a right to all"**. There still remains a lot to be done in the realization of our vision in the areas of education, advocacy and policy reform, therefore our mission in the current context is **"to advocate Sexual and Reproductive Health Rights and provide services whilst maintaining sustainability and volunteerism to improve quality of life for all"**. In

our manner of working with and for the community, we value **Passion, Volunteerism, Accountability, Diversity** and **Inclusiveness** across all our policies, procedures and operations (1).

Monitoring and Evaluation is an important aspect of any development project or organization throughout the programme lifecycle from planning to the project conclusion. In fact, most of the M&E tools are considered as planning and management tools which can be used as part of results based management. In general, Monitoring and Evaluation is important for an NGO like FPA Sri Lanka in several ways. Firstly, it directs the organization to achieve corporate objectives through continuous measuring and monitoring of the results based on evidences. Secondly, M&E is the means of ensuring the accountability and transparency of the results that we are achieving for the benefit of all stakeholders including donors. Thirdly, the M & E process generates strong evidences required for external communication, advocacy and lobbying. Fourthly, M & E facilitates capturing and documentation of best practices which can be replicated in other settings. Finally, the learning and knowledge management aspects of M & E contributes towards the organization operating as a learning entity which is important for any leading organization like FPA Sri Lanka (2; 3). Strengthening Monitoring and Evaluation at FPA Sri Lanka is planned under the Outcome 4 of FPA Sri Lanka's Corporate Strategy (4).

1.1. Monitoring and Evaluation Capacity Assessment

Realizing the importance of monitoring and evaluation in ensuring the quality of FPA Sri Lanka programmes, smooth operation and capturing results, FPA Sri Lanka's Monitoring and Evaluation

Unit in consultation with the International Planned Parenthood Federation (IPPF) South Asian Regional Office (SARO) conducted an M&E capacity assessment in 2019. The assessment revealed that the

M&E system at FPA Sri Lanka improved considerably during the past decade but requires more strengthening and development especially in the areas of data visualization and utilization. Data collection and management were identified as two strong areas which can be considered as a model to be followed by other Member Associations. Based on the findings of the M&E Capacity Assessment, FPA Sri Lanka developed a multi-year Action Plan to strengthen M&E systems, processes and procedures

at all levels. The Action Plan was reviewed by IPPF-SARO and the feedback was incorporated. FPA Sri Lanka shared the broad action points and timeline during the Regional Dissemination Meeting conducted in Bangkok on the 2nd of October 2019. This Monitoring and Evaluation Roadmap (2020-2024) was developed based on the action points identified and finalized during the Regional Meeting (5).

2. Goal

A well-functioning, practical, monitoring and evaluation system of FPA Sri Lanka tracks results of sexual and reproductive health initiatives and

ensures quality of implementation during the period 2020-2024 (6).

3. Objectives

1. FPA Sri Lanka has effective systems in place to regularly monitor and evaluate the programmes, and to determine if objectives have been met.
2. FPA Sri Lanka uses data to inform decision making, to adjust the programmes when and where necessary and to continuously improve performance.
3. FPA Sri Lanka demonstrates and shares its results, good practices and lessons learned within the Association and with other interested parties (6).

4. Key Result Areas

In line with the results of the M&E Capacity Assessment, 8 key result areas were identified which needs to be focused on during the next five years (Figure 01). The eight result areas explained in this

document are interrelated and interdependent which provides direction towards the achievement of the common goal of the Road Map.

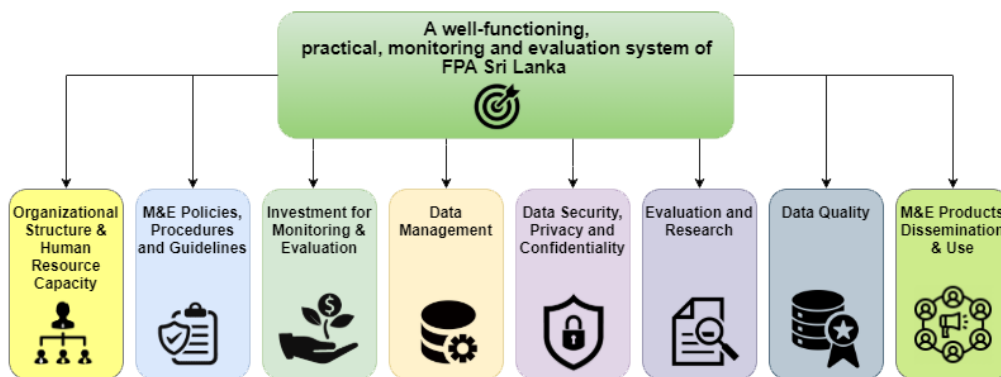


Figure 01:- Eight key result areas which are interrelated and interdependent

4.1. Organizational Structure and Human Resource Capacity

Monitoring and Evaluation at FPA Sri Lanka is considered a shared responsibility of all the departments. The roles and responsibilities of all the people involved in M&E starting from the Executive Director, Senior Management Team, other staff and service providers are included in the M&E procedure manuals and staff ToRs / job descriptions. The task of the M&E team is to coordinate monitoring, reporting, data management and evaluation and guide programme units for results based management. Currently the M&E function is headed by the Director – M&E under the overall supervision of the Executive Director. The M&E Unit consists of 3 full time staff funded by FPA Sri Lanka’s internally generated unrestricted core fund and 4 full time staff funded by the Global Fund Project. The Monitoring and Evaluation Unit is independent from all other programme and operational units but works closely and in collaboration to achieve the common vision of FPA Sri Lanka. This arrangement is to be maintained as it is, to ensure the independence of the function while enabling direct involvement of all the

programme units to contribute towards a well-functioning M&E system.

The success of any M&E system largely depends on the capacity of people involved in Monitoring and Evaluation; starting from planning, designing and implementation of the M&E function within the organization. Necessary measures will be taken to strengthen the capacity of M&E staff by providing training and linking to national, regional and global networks. All programme staff need to be aware of the importance of M&E and contribute proactively for data collection, reporting and evidence based decision making. Capacity building programmes will be conducted online in the event of restrictions being enforced due to the continuation of the COVID-19 pandemic. FPA Sri Lanka will be strategically placed to standardize the entire Monitoring and Evaluation capacity building programme, implement new innovations and even assess the impact of different modalities of interventions, to emerge as a champion to guide other Member Associations, regionally and globally.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.1.1	Strengthening the capacity of Monitoring & Evaluation Staff of FPA Sri Lanka by developing and implementing a capacity building plan.	[Blue bar spanning 2020-2024]				
4.1.2	Conduct a training programme for project staff on Monitoring and Evaluation, recent developments of MEIMS, utilizing reports and evaluation practices ¹ .		[Blue bar]			
4.1.3	Conduct a refresher training for project staff on Monitoring and Evaluation, recent developments of MEIMS, utilizing reports and evaluation practices.					[Blue bar]
4.1.4	Guide the Human Resource Unit to amend the job descriptions of M&E and programme staff by clearly defining the M&E roles, duties and responsibilities.		[Blue bar]			

4.2. M&E Policies, Procedures and Guidelines

Development and implementation of Monitoring and Evaluation policies, procedures and guidelines is considered to be one of the first steps to establish a results based culture in an organization. FPA Sri Lanka developed its' first M&E Policy in June 2013 and Standard Operational Procedure Manual in January 2016. After successful implementation of more than five years, the existing Monitoring and Evaluation policy needs to be reviewed to meet the increased demand generated with recent developments in the SRH sector. The Monitoring and Evaluation Policy will be reviewed and implemented after the establishment of FPA Sri Lanka's new Strategic Plan in 2023. The Core

Indicator Reference Guide which was developed in 2014 will be outdated due to the indicators that will be included in the new Strategic Plan. A new core indicator reference guide will be developed and implemented after the new Strategic Plan is finalized in 2023.

Apart from the M&E resources currently available, it is intended to develop an operational user guideline for FPA Sri Lanka's Monitoring and Evaluation Information Management System (MEIMS) as the system is almost finalized and operating smoothly. A new user guide will be developed for FPA Sri Lanka's DHIS-2 application after all the developments and testings are finalized.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.2.1	Development of Monitoring and Evaluation Road Map (2020-2024) for FPA Sri Lanka	[Blue bar]				
4.2.2	Review and revise FPA Sri Lanka's Monitoring and Evaluation Policy.				[Blue bar]	

¹ All capacity building programmes will be digitalized in the event of the continuation of the COVID-19 pandemic. Online trainings will be conducted as a series of 2 hour sessions, based on time availability.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.2.3	Development of CORE Indicator Reference Guide for new Strategic Plan					
4.2.4	Develop and finalize a Guidebook/Operation Manual for Monitoring and Evaluation Information Management System (MEIMS)					
4.2.5	Develop and finalize an Operation Manual for DHIS2 and set M&E procedures to utilize the reports of DHIS2.					

4.3. Investment for Monitoring and Evaluation

There must be sufficient and earmarked financial and human resources for evaluation commensurate with the nature and size of the organization, in order to allow for efficient and effective delivery of services by a competent evaluation function and to enable evaluation capacity strengthening. With respect to financial benchmarking, the United Nations Joint Inspection Unit (JIU/REP/2014/6) concluded that organizations should consider a range of funding that is between 0.5 per cent and 3.0 per cent of organizational expenditure based on the size of the organization. However, most of other donors recommend higher level of budget allocation for M&E function. Ex:- Global Fund 7-10%, UNDP 5-10%, DFAT 4-10%, Global Partnership for Education 3-5%, OECD-DAC 5-10%, ICRC 3-10% (7; 8; 9; 10; 11; 12). However, there are no

standard budget allocation requirements / guidelines at IPPF or IPPF SARO (13; 5).

Resource allocation for M&E at FPA Sri Lanka is considered as an investment rather than a cost. A separate dedicated budget will be allocated for M&E in the Annual Programme and Budget for smooth implementation of the M&E function within the organization. The annual budget allocation for M&E will be increased from 0.97% to 2% of the organizational unrestricted CORE funds. For restricted projects, all programme managers are responsible for allocation of around 3-5% of total budget at the time of project design. The new strategic areas where these investments are directed at are described under the respective key result area.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.3.1	Ensure 2% budget allocation for M&E Activities from unrestricted CORE funds at the time of preparation of APB 2020.					
4.3.2	Ensure allocation of 3-5% of total budget of restricted projects for Monitoring and Evaluation					





4.4. Data Management

Data collection, storage and analysis are important aspects of any Monitoring and Evaluation system. The right people should have access to the right data in the right format at the right time for improved decision making. A robust data management system is considered to be the first step to improve the quality of M&E data within an organization. FPA Sri Lanka transferred its' manual data collection system to an electronic data collection system in 2010. The Monitoring and Evaluation Information Management System (MEIMS) was developed over a period as an online and centralized solution which can meet the organizational data demand and usage (14). Currently, FPA Sri Lanka's M&E Unit collects data from all the programme units via electronic forms through MEIMS.

For service delivery indicators, a Client Information Management System (CIMS) was developed in 2011 as part of the broad M&E Information Management System. Apart from client wise service provision data, MEIMS

facilitates monitoring the progress of other programmes implemented by FPA Sri Lanka which includes IEC interventions, Peer Education programmes, CSE (life skills education) programmes and advocacy interventions. The system provides the analytical results for programme feedback including periodic reporting for different donors. All programme units feed data into the system on a regular basis. A DHIS-2 application was customized and integrated with the Monitoring and Evaluation Information Management System (MEIMS) to strengthen the report generation and visualization.

MEIMS will be further strengthened during the next five years to meet the increasing data demand at FPA Sri Lanka and of the SRH sector. The data sharing and visualization arm will be improved using newly available technologies. The user-friendliness and attractiveness of the system needs to be improved to enhance the usage of the system.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.4.1	Development of facilities in the MEIMS to manage national indicators and annual indicators					
4.4.2	Development of a management dashboard which is integrated with MEIMS using Microsoft Power BI or a better platform.					
4.4.3	Development of a real time data visualization platform via a Television or LED display which will be located at FPA Sri Lanka headquarters and its' branches					
4.4.4	Development of an online payment gateway for Service Delivery Points (SDPs) linked with MEIMS and Finance Unit to track the payment details alongside Service Statistics.					

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.4.5	Development and implementation of a Mobile App (Android/IOS) for MEIMS with tracking and GPS/GIS facilities to track the service provision through CBDs.				[Blue bar]	
4.4.6	Develop MEIMS to track the progress of non-advocacy AV media operations		[Blue bar]			

4.5. Data security, Privacy and Confidentiality

Monitoring and Evaluation systems and procedures must ensure the privacy and confidentiality of institutional data collected on a regular basis. FPA Sri Lanka’s Monitoring and Evaluation Policy clearly elaborates FPA Sri Lanka’s stand on data privacy and confidentiality (2). FPA Sri Lanka Standard Operational Procedure Manual on Monitoring and Evaluation provides direction and operational guidelines on data governance which all staff are expected to

adhere to. During the past few years, FPA Sri Lanka strengthened its’ MEIMS to improve data governance which includes encryption of important data fields, incorporation of secure cell access (http), incorporation of IT general controls and password policy. FPA Sri Lanka shall further strengthen its’ systems and procedures to meet international standards on data security, privacy and confidentiality.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.5.1	Develop the ‘Single Login’ mechanism for MEIMS Users to login with GIS system and DHIS2 System.	[Blue bar]				
4.5.2	Conduct a training programme on data security, privacy and confidentiality for FPA Sri Lanka staff. This training will be coupled with the general M&E training.		[Blue bar]			
4.5.3	Strengthen data security, privacy and confidentiality aspects of MEIMS				[Blue bar]	

4.6. Evaluation and Research

Conducting periodic evaluations and research studies is considered as key aspects of Strategic Information Management (SIM). The research arm of FPA Sri Lanka was significantly strengthened during the past decade and substantial amount of research studies were conducted and published in peer reviewed

journals. In 2019, FPA Sri Lanka M&E Unit coordinated with key professionals and researchers to develop a situational analysis named “Sexual and Reproductive Research in Sri Lanka; current status, challenges and directions” (15). This research agenda is expected to be continued during the next few years. Its’

noteworthy that FPA Sri Lanka's Information Management System consists of a remarkable amount of data as a result of its' past efforts to

streamline reporting systems. FPA Sri Lanka's M&E Unit will be more focused on conducting periodic evaluations during the next few years.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.6.1	Conduct five internal programme reviews / evaluations based on the issues identified and on demand	[Blue bar]				
4.6.2	Conduct an external evaluation covering the overall programme (Based on availability of funds)					[Blue bar]
4.6.3	Publish five research papers on SRH issues in Sri Lanka in national and/or international journals	[Blue bar]				
4.6.4	Develop a scientific booklet and/or conduct a Mini-Symposium on Sexual and Reproductive Health and Monitoring and Evaluation related thematic areas with the participation of outside researchers					[Blue bar]
4.6.5	Conduct a cost effectiveness analysis of FPA Sri Lanka service delivery interventions	[Blue bar]				
4.6.6	Develop and visualize the SRH country profile through a digitalized mode which covers all key indicators, current progress and historical movement	[Blue bar]				

4.7. Data quality

Monitoring and Evaluation data is generally considered high quality, if they suit the intended uses in operations, decision making and planning. Accuracy, reliability, precision, completeness, timeliness, integrity and confidentiality are considered as important data

quality dimensions which FPA Sri Lanka Monitoring and Evaluation function is expected to adhere to (3). The FPA Sri Lanka Monitoring and Evaluation Unit continues to work on improving the quality of its data for accurate decision making.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.7.1	Conduct 03 internal data quality assessments to verify the service and programme data reported in MEIMS	[Blue bar]		[Blue bar]		[Blue bar]
4.7.2	Conduct a self-assessment of data management and reporting systems to identify data quality gaps and make remedial actions.			[Blue bar]		
4.7.3	Develop MEIMS to minimize human errors in data entry and improve data quality				[Blue bar]	

4.8. M&E Product dissemination and use

Data and information is meaningless if it does not reach the right people at the right time in the right format. FPA Sri Lanka has worked towards improved data sharing during the past decade. Currently, almost all programme staff are capable of using MEIMS auto generated reports which are available for access 24*7 (14). A substantial portion of data demand for programme decision making can be accommodated by MEIMS auto generated reports itself. In 2019, FPA Sri Lanka with technical

support from IPPF-SARO developed a local DHIS-2 platform and integrated with MEIMS where DHIS-2 is working as a reporting engine (16). Apart from electronic reports, the Monitoring and Evaluation Unit prepares quarterly, half yearly and annual consolidated reports for the convenience of the management. Data sharing and visualization is a one of the first steps for data utilization within the organization. FPA Sri Lanka's overall data sharing and visualization approach is illustrated in Figure 02.

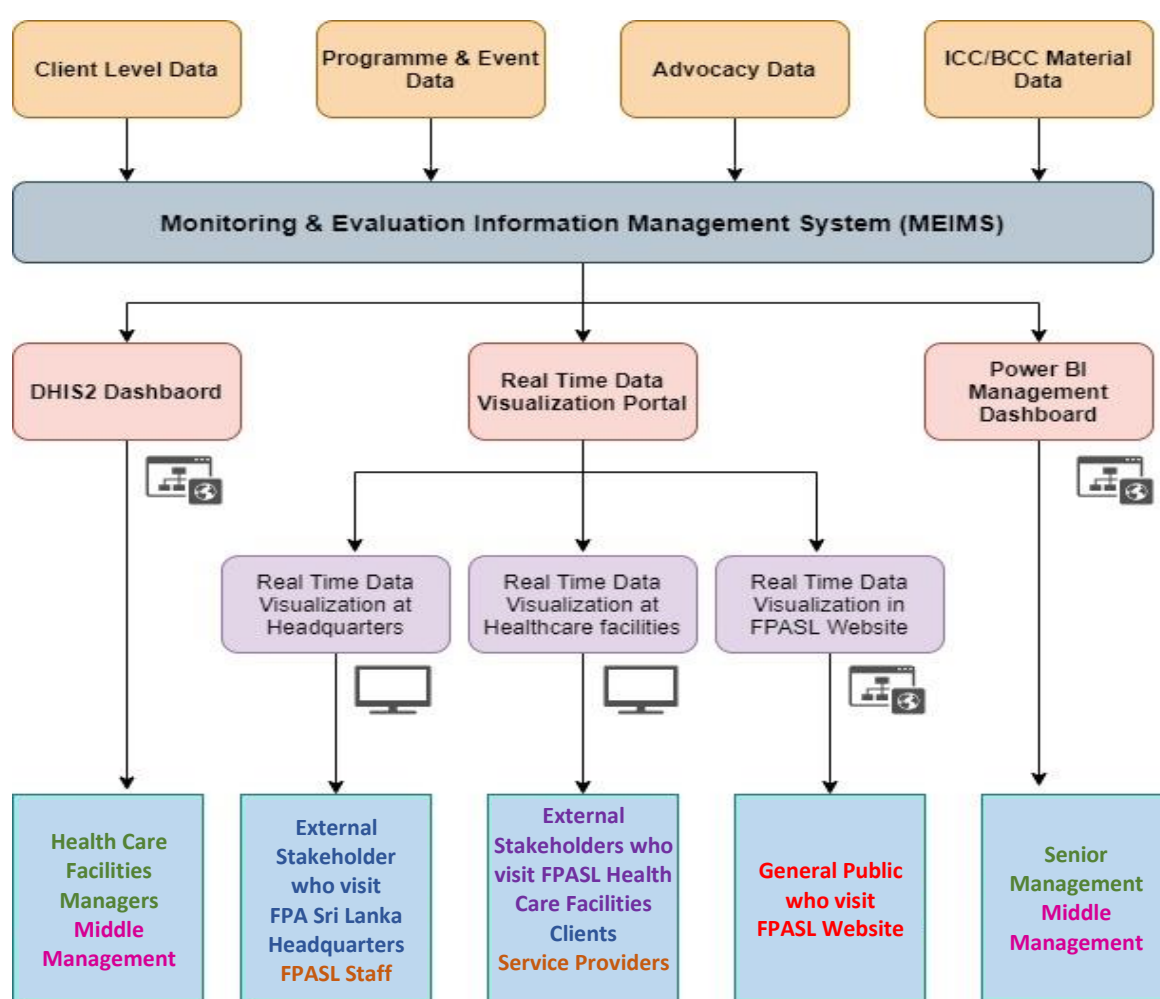


Figure 02: Proposed data sharing and visualization approach of FPA Sri Lanka

While maintaining the current best practices as specified in the FPA Sri Lanka Monitoring and Evaluation Standard Operational Procedure

(SOP) Manual, the M&E Unit will further strengthen data sharing by implementing the following activities.

No	Activity	Timeframe				
		2020	2021	2022	2023	2024
4.8.1	Prepare and disseminate quarterly, half yearly and annual M&E reports among key decision makers	[Blue bar spanning 2020-2024]				
4.8.2	Present M&E findings and recommendations at programme meetings and at Senior Management Team meetings	[Blue bar spanning 2020-2024]				
4.8.3	Strengthen and document repository of MEIMS to enhance dissemination of M&E findings				[Blue square]	
4.8.4	Development of a management dashboard which is integrated with MEIMS using Microsoft Power BI or a better platform.	[Blue bar spanning 2020-2021]				
4.8.5	Development of a real time data visualization platform via a Television or LED display which will be located at FPA Sri Lanka headquarters and its' branches		[Blue bar spanning 2021-2023]			
4.8.6	Development of real time data visualization via FPA Sri Lanka corporate website.					[Blue square]

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