

Monitoring and Evaluation Division

Overview

The **Monitoring and Evaluation Division** serves as the coordinating center for NARA's diverse research and development activities. The division ensures that all research programs align with national priorities, organizational objectives, and international best practices while maintaining accountability to stakeholders and the public.

As the strategic nerve center of NARA, this division tracks implementation progress, evaluates program effectiveness, facilitates inter-divisional collaboration, and provides essential management information for evidence-based decision-making.

Leadership & Contact

Director

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Key Functions & Responsibilities

Strategic Planning & Coordination

- Development of NARA's annual research and development plans
- Coordination of research activities across all divisions
- Alignment of divisional programs with national priorities
- Integration of research outputs with stakeholder needs
- Long-term strategic planning for organizational development

Project Monitoring

- Tracking implementation of ongoing research projects
- Monitoring project timelines and milestone achievement
- Resource utilization tracking (budget, personnel, equipment)
- Identification of implementation bottlenecks
- Facilitation of corrective actions when needed

Performance Evaluation

- Assessment of research program outcomes and impacts
- Evaluation of service delivery quality
- Measurement against key performance indicators (KPIs)
- Cost-effectiveness analysis of programs
- Benchmarking against international standards

Reporting & Documentation

- Preparation of progress reports for management
- Annual reports documenting NARA's achievements
- Reports to the Governing Board
- Ministry and Treasury reporting requirements
- Documentation of best practices and lessons learned

Stakeholder Coordination

- Liaison with Ministry of Fisheries and Ocean Resources
- Coordination with Department of Fisheries and Aquatic Resources
- Inter-agency collaboration facilitation
- Partnership management with research institutions
- Communication with fishing communities and industry

Quality Assurance

- Ensuring scientific rigor in research programs
- Review of research methodologies and protocols
- Ethical clearance for research involving human subjects
- Data quality control across divisions
- Compliance with national and international standards

Services Offered

Management Information Systems

- Real-time project status dashboards
- Resource allocation tracking
- Budget utilization monitoring
- Personnel deployment tracking
- Equipment and facility usage optimization

Project Development Support

- Proposal development guidance for new projects
- Alignment of proposals with funding priorities
- Technical review of project concepts
- Budget preparation assistance
- Logical framework development

Evaluation Services

- Mid-term evaluations of ongoing programs
- Terminal evaluations of completed projects
- Impact assessments of major initiatives
- Cost-benefit analyses
- Stakeholder satisfaction surveys

Capacity Building

- Training on monitoring and evaluation methods
- Project management training for researchers
- Reporting and documentation skills development
- Strategic planning workshops
- Results-based management training

Coordination Services

- Organization of inter-divisional meetings
- Facilitation of research collaborations
- Coordination of external evaluations and audits
- Management of research review committees
- Organization of scientific sessions and conferences

Key Activities

Annual Planning Process

Coordination of NARA's Annual Work Plan:

1. **Collection of Divisional Plans:** Gathering research proposals from all divisions
2. **Priority Setting:** Alignment with national fisheries sector priorities
3. **Resource Allocation:** Budget and personnel assignment based on priorities
4. **Timeline Development:** Scheduling of activities throughout the year

5. **Approval Process:** Presentation to management and Governing Board

6. **Dissemination:** Communication of approved plans to all divisions

Quarterly Monitoring

Regular Progress Assessment:

- Quarterly progress meetings with division heads
- Review of physical and financial progress
- Identification of challenges and constraints
- Facilitation of problem-solving
- Adjustment of plans based on changing circumstances
- Quarterly progress reports to management

Annual Reviews

Comprehensive End-of-Year Evaluation:

- Assessment of achievement against annual targets
- Analysis of completed research outputs
- Evaluation of publications and knowledge products
- Review of service delivery performance
- Identification of capacity building needs
- Lessons learned documentation
- Input to next year's planning process

External Evaluations

Coordination of Independent Assessments:

- Terms of reference development
- Selection of evaluators
- Logistical support during evaluations
- Management of stakeholder consultations
- Review of evaluation reports
- Development of management responses
- Tracking implementation of recommendations

Knowledge Management

Documentation and Dissemination:

- Maintaining repository of research reports
- Documentation of methodologies and protocols
- Case studies of successful interventions
- Dissemination of research findings
- Lessons learned databases
- Best practice documentation

Monitoring Framework

Input Indicators

- Budget allocation and utilization
- Personnel deployment (scientists, assistants, support staff)
- Equipment and facility availability
- Training and capacity building investments
- Partnerships and collaborations established

Process Indicators

- Research activities conducted (surveys, experiments, analyses)
- Samples collected and analyzed
- Field days and sea days completed
- Meetings and workshops organized
- Training programs delivered

Output Indicators

- Research reports completed
- Scientific publications (peer-reviewed journals, conference papers)
- Technical reports and policy briefs
- Testing services provided (number and types)
- Technology demonstrations conducted
- Farmers and fishers trained

Outcome Indicators

- Adoption of technologies by fishing communities
- Influence on policy formulation
- Changes in fishing practices
- Improvements in fish quality and safety
- Economic benefits to fishers
- Environmental improvements

Impact Indicators

- Contribution to sustainable fisheries management
- Improvements in fisher livelihoods
- Enhanced food security
- Economic growth in fisheries sector
- Environmental conservation achievements
- International recognition and collaboration

Key Performance Indicators (KPIs)

Research Productivity

- Number of research projects completed on time
- Publications in peer-reviewed journals
- Conference presentations (national and international)
- Research reports quality rated by peer review

Service Delivery

- Number of testing services provided
- Turnaround time for analytical services
- Client satisfaction ratings
- Revenue generated from services

Technology Transfer

- Number of farmers/fishers trained
- Technologies demonstrated and adopted
- Extension materials developed and distributed
- Stakeholder feedback on usefulness

Financial Performance

- Budget utilization rate
- Cost per research output
- External funding mobilized
- Return on investment for applied research

Human Resource Development

- Staff training days per scientist
- Publications per scientist per year
- Student supervision and guidance
- Staff retention and satisfaction

Reporting Requirements

Internal Reports

Monthly Reports: Brief updates from divisions on activities and progress

Quarterly Reports: Comprehensive progress reports including:

- Physical progress against targets
- Financial expenditure analysis
- Challenges and solutions
- Plans for next quarter

Annual Reports: Complete documentation of:

- All research activities and outputs
- Service delivery statistics
- Financial statements
- Personnel developments
- Major achievements
- Future plans

External Reports

Ministry Reports: Regular updates to Ministry of Fisheries and Ocean Resources

Governing Board Reports: Quarterly and annual reports to NARA's Governing Board

Treasury Reports: Financial reports to Ministry of Finance

Parliamentary Reports: Responses to parliamentary questions and committees

Donor Reports: For externally funded projects (format as per donor requirements)

Public Reports: Annual report published for public accountability

Facilitation of Research Quality

Research Ethics

- Review of research proposals for ethical considerations
- Ensuring proper consent procedures for human subjects
- Animal welfare considerations in research
- Environmental safeguards in field research
- Data privacy and confidentiality protection

Scientific Rigor

- Peer review of research designs
- Statistical analysis support
- Review of data quality and reliability
- Validation of findings through multiple sources
- Compliance with scientific methodology standards

Publication Support

- Guidance on manuscript preparation
- Review of drafts before submission
- Coordination with publication outlets
- Support for open access publishing
- Management of institutional repository

Inter-Divisional Coordination

Research Collaboration

- Identification of synergies between divisional research programs
- Facilitation of joint research projects
- Resource sharing arrangements
- Integrated research design for complex issues
- Multi-disciplinary team formation

Shared Resources

- Coordination of research vessel scheduling
- Laboratory equipment sharing protocols
- Staff secondment between divisions
- Shared use of field stations
- Collaborative procurement

Information Sharing

- Regular all-staff meetings
- Research seminar series
- Internal newsletter
- Shared databases and information systems
- Cross-training opportunities

External Partnerships

Government Agencies

- **Ministry of Fisheries and Ocean Resources:** Policy alignment and coordination
- **Department of Fisheries and Aquatic Resources:** Research priorities identification
- **National Aquaculture Development Authority:** Aquaculture research coordination
- **Central Environment Authority:** Environmental research collaboration
- **University Grants Commission:** Academic partnerships

International Organizations

- **FAO:** Technical cooperation and capacity building
- **Bay of Bengal Programme:** Regional research coordination
- **IUCN:** Conservation research partnerships
- **World Bank and ADB:** Development project collaboration

Research Institutions

- **Universities:** Joint research and student training
- **International research centers:** Technology transfer and capacity building
- **Regional fisheries research organizations:** Collaborative research programs

Major Achievements

- Establishment of comprehensive monitoring and evaluation system
- Successful coordination of multi-divisional research programs
- Regular and timely reporting to all stakeholders
- Facilitation of external funding mobilization
- Improved research quality through peer review processes
- Enhanced inter-divisional collaboration
- Effective stakeholder engagement and communication

Challenges & Solutions

Challenge: Diverse Research Activities

Solution: Standardized reporting formats with flexibility for disciplinary differences

Challenge: Resource Constraints

Solution: Priority-based allocation and efficiency improvements

Challenge: Multiple Reporting Requirements

Solution: Integrated management information system reducing duplication

Challenge: Coordination Across Divisions

Solution: Regular coordination meetings and clear communication protocols

Challenge: Balancing Research and Monitoring

Solution: Streamlined monitoring systems minimizing burden on researchers

Future Directions

Digital Transformation

- Development of online project management system
- Mobile applications for field data collection
- Real-time dashboards for management
- Automated reporting systems
- Cloud-based document management

Enhanced Evaluation

- Introduction of impact evaluation methodologies
- Long-term impact tracking systems
- Stakeholder feedback mechanisms
- Participatory evaluation approaches
- Use of control groups and quasi-experimental designs

Capacity Building

- Advanced training in monitoring and evaluation
- Certification programs for project management
- Knowledge management training
- Data analytics and visualization skills
- Results-based management training

Stakeholder Engagement

- Expanded stakeholder consultation mechanisms
- Co-creation of research priorities with users
- Participatory monitoring approaches
- Enhanced communication of research results
- Citizen science initiatives

International Standards

- Adoption of ISO quality management standards
- Alignment with OECD evaluation criteria
- Implementation of FAIR data principles (Findable, Accessible, Interoperable, Reusable)
- Compliance with open science practices

Contribution to Organizational Excellence

The Monitoring and Evaluation Division contributes to NARA's organizational excellence through:

- **Accountability:** Transparent reporting on use of public resources
- **Learning:** Systematic documentation of lessons learned
- **Adaptation:** Evidence-based adjustments to programs
- **Efficiency:** Optimization of resource utilization
- **Quality:** Continuous improvement of research quality
- **Relevance:** Alignment with stakeholder needs and national priorities

- **Impact:** Demonstration of tangible benefits from research investments

Contact Information

Monitoring and Evaluation Division

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For inquiries about project coordination, reporting requirements, or evaluation services, please contact the division.