

International Fund for Agricultural Development (IFAD)

&

Sir Ratan Tata Trust (SRTT)

Assisted

Government of Maharashtra's

**CONVERGENCE OF AGRICULTURAL INTERVENTIONS IN
MAHARASHTRA (CAIM)**

Programme Management Unit (PMU), Divisional Commissioner Office,
Kanta Nagar, Amravati - 444 602

Phone: - 0721-2552475, Email: - caim.pmu@gmail.com

Blog: www.caiminfo.blogspot.com

Programme

Monitoring and Evaluation Plan

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INDEX

Sr.No.	Particulars	Page no.
1	Introduction:	3
2	Aim and Objective of the M&E Plan	3
3	Scope	3
4	Undertake M&E with key stakeholders	5
5	Management Information System and Reporting	
	5.1.Management Information System (MIS)	
	5.2.Stages of Development of the electronic MIS	
	5.3.Training for the use of the MIS	
	5.4.Manual archiving and Computerized network systems	
	5.5.Reporting requirements and information needs of different stakeholders	
	5.6.Informal Communication	
6	Specific Components of the Plan	
	6.1 Monitoring plan for Input, Output, and Outcome (First and Second level Results)	
	6.2 Input and output (First Level Results) M & E	
	6.3 Extent of Participation, balance between methods and poverty focus of the M&E system	
7	Project Evaluation of Outcome or Second Level Results and Impact Assessment	
8	Annual M&E Implementation Plan	
9	Project Feed Back and Review Plan	
10	M&E Capacity Building Plan	
11	M&E Budget	
12	<i>M&E Training Details</i>	
	Table 1 PROJECT MONITORING FORMS, TOOLS AND REPORTS	
	Table 2 M & E Plan Matrix for Data Collection Analysis and Reporting	
	Table 3 Annual M& E Activities Calendar	
	Table 4 Participation of Stakeholder in the Annual Project Level M&E Activities	
	Table 5 Broad Capacity Building Plan	
	Table 6 Monitoring & Evaluation Budget	
	Table 7 Linkage of information needs with Monitoring & Evaluation system of project	
	List of Annex Annex 1 – MIS TOR Annex 2 – Baseline Survey TOR Annex 3 – Project Log frame with gender indicator Annex 4 – AWPB	

Convergence of Agricultural Intervention in Maharashtra

Monitoring and Evaluation Plan

1. Introduction:-

Vidharbha region of Maharashtra, comprises of 11 districts, has been one of the underdeveloped regions for various social and economic reasons. Given ideal rainfall, region's black cotton soil provided adequate income for farmers in past. These circumstances changed with the introduction of soybean, hybrid varieties of sorghum and cotton and use of chemical fertilizers; which kept expenses rising. Absence of irrigation (11%), climatic variations has an important impact over the region.

A combination of several factors has been leading to agrarian distress in the project area. These factors include low water use efficiency, depleting soil fertility, dependence on rainfall, mono-cropping, indiscriminate use of fertilizers and hybrid seeds, and adverse market conditions. High input costs and uncertain returns have made agriculture a risky and largely unprofitable source of livelihood. The Government of Maharashtra observed the importance of said project for Western Vidarbha (Akola, Amravati, Buldhana, Wardha, Washim and Yavatmal) with the generous help from International Fund for Agricultural Development (IFAD) and Sir Ratan Tata Trust (SRTT).

Convergence of Agricultural Intervention in Maharashtra (CAIM) envisages enabling rural poor to fight poverty by developing sustaining means to overcome it, so as to increase their socio economic status, household on-farm and off-farm livelihoods, allowing household to face production and market risks without falling back in to poverty and distress. In order to achieve goal the target group from same socio-economic status will form various groups i.e. JLGs, SHGs and VDCs. These groups will be encouraged to undertake micro enterprise activities, SMEs which will be linked to market. The programme has started from December 2009 and will continue for the period of eight years.

2. Aim and Objective of the M&E Plan:

The objective of the M&E system is to support and manage the project results while focusing on improvement of project performance by a) tracking progress of project outcomes (intermediate impacts), based on data collected at baseline and periodically b) reflecting, learning and planning for improving performance to achieve results. The general aim is to arrive at a result oriented project management system.

3. Scope:

It is within the scope of the plan to familiarise different stakeholders on the concept of a participatory M & E system, and clarify results and impacts of the project. The M&E Plan illustrates how and when collection of data on project input and outputs will take place to report on first level results, and to track outcome level indicators (second level results) to understand the progress of the project towards its objectives. It outlines what tools would be used to collect data at short intervals for monitoring output, and the use of surveys for collecting data at the beginning of the project, at first review , second review and end-of-project to measure outcomes and impact of the project (i.e. Annual outcome and RIMS surveys,).

For the system to be fully operational, quantitative and qualitative tools are required to be field tested for data collection. Accordingly data collected, needs to be analysed and reported quarterly, half-yearly and annually. First level results or outputs are to be reported half-yearly, whereas second level results or outcomes are to be reported annually, after being compared with benchmark data collected with the help of baseline survey. RIMS survey is to be conducted together with the project Annual outcome survey for impact study on the same timeline.

Building 'internal capacity' for Monitoring and Evaluation is going to be an important activity in the project. This involves the capacity building of project staff, implementation agency (IA) staff and members of Community Based Organisations, and support organisations for participating in monitoring and evaluation process of the project. Skill sets are required to be developed for observing, recording, compiling and analysing data, mainly by project and IA staff.

Therefore training has to be imparted in the use of M&E tools (quantitative and qualitative) for collecting; collating and analysing data; and sharing the findings from data analysis to stakeholders of the project. The generic monitoring forms are designed to be used as tools to initiate implementation, track progress of activities, stimulate participatory monitoring and evaluation at the village, cluster, and CMRC, and support project management report results and take corrective actions wherever necessary. The forms are designed to collect the data for monthly reporting, while another set of data for reporting results at the end of each quarter to track progress of the project. It is also part of the plan to train project staff to prepare M&E information dissemination tools at the community level, as well as at the project management level, to share results and lessons among project stakeholders.

Learning system created within the project through the Annual M&E Activity plan would be one of the main managerial tools in the project. The learning system at the community, IA and Project Management levels is meant for facilitating discussions, and for understanding analysed information. The learning system creates the forum for identification of positive and negative impacts; learning lessons; and for providing feed back both vertically and horizontally, in order to take decisions for corrective actions based on monitoring data, thereby contributing in the process of Results Based Management of the project.

The project is designed to facilitate participatory processes for livelihoods & Market chain improvement(end to end) at the community level. Therefore the M&E system is also designed to monitor the progress of such community based action plans, in the context of producer groups, producer companies and SME development, and agricultural diversification. Quantitative data will be collected to monitor achievement of results. On the other hand, qualitative methods such as case studies will be used to document successes, constraints in the achievement of results, and patterns of impact as a result of market led development, as well as quality of outputs achieved. The aim is to combine quantitative and qualitative data analysis methods –one complementing the other.

Similarly, the M&E system is designed to monitor processes put in place for addressing constraints and opportunities for institution building of community based organisation. The system is designed to collect gender disaggregated data as part of the gender mainstreaming process undertaken in the project. The system is designed for monitoring the participation and involvement of poor households in the process of livelihoods improvement, and how they have been benefiting from such participation (e.g., capacity building of community members for increasing confidence for taking up innovative projects and entrepreneurial activities). .

The system is envisaged to be flexible –open to revision of indicators –addition of new indicators –so that the project can monitor raising issues during both phases of project implementation.

The overall Scope of M & E Plan covers following points:

- Monitoring Tools (Methodology)
 1. Formal surveys
 2. Participatory Methods
 3. Performance indicators
- Data collection:
 1. Source
 2. Methodology
 3. Frequency
 4. Responsibility
- Data Analysis & Evaluation :
 1. Reports
 2. Reviews
 3. Special studies
 4. Recommendations
 5. Action Taken
- Capacity Building:
 1. Training
 2. Workshop

3. Exposure visits/ Study tours
4. Demonstrations

4. Undertake M&E with key stakeholders:

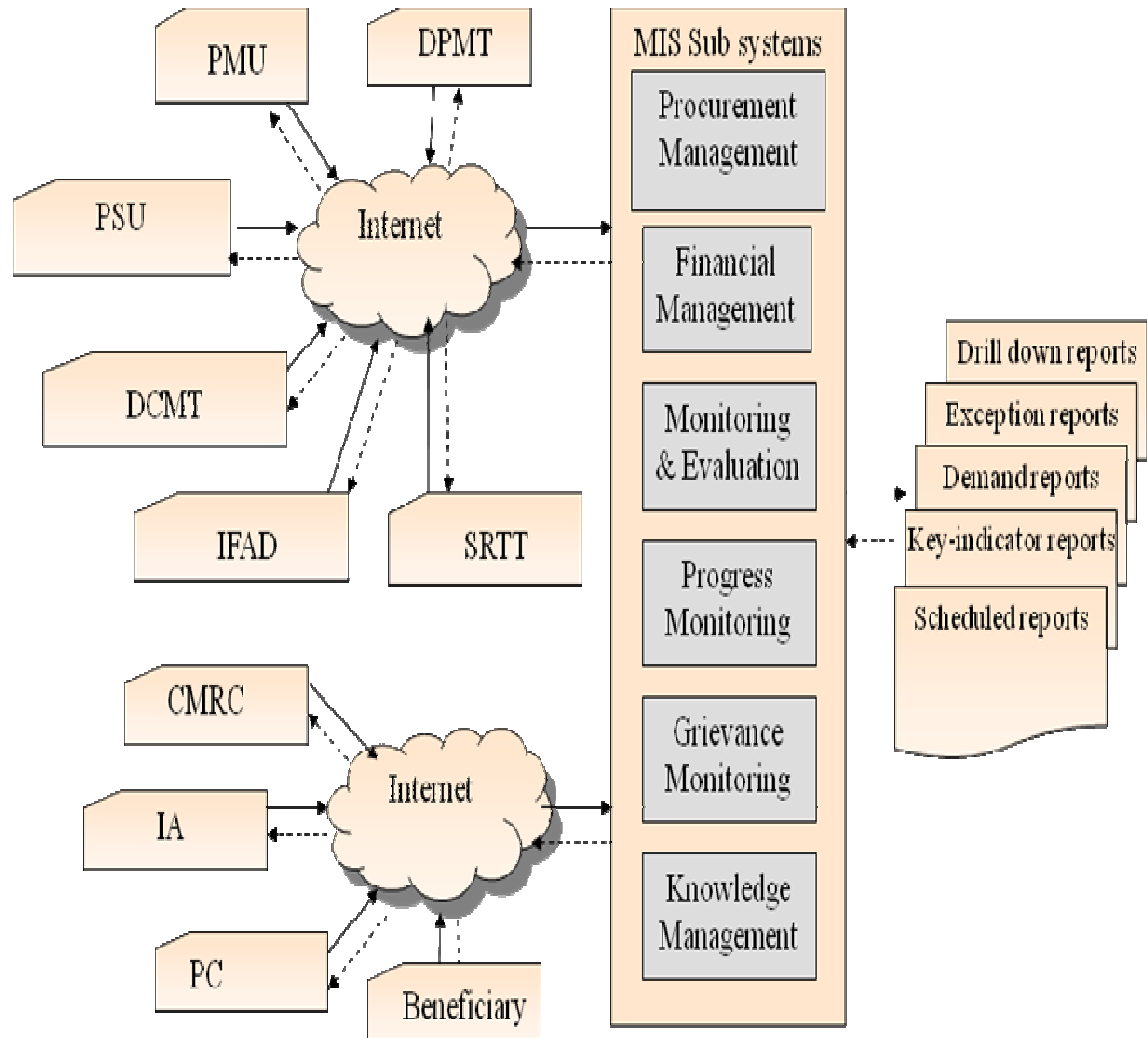
The Government of Maharashtra monitors projects as per government guidelines. As far as this project is concerned, the Government of Maharashtra has setup a State Project Steering Committee (SPSC) to monitor progress of the project on a half-yearly basis. However, project governance is separated from management by setting up independent Project Management Unit (PMU) in Amravati and Project Management Teams at District level (DPMTs). The Planning & Co-operation Department of the State Government monitor overall progress through Maharashtra State Agricultural Marketing Board, Pune as lead programme agency at state level. The financial & all over progress of the project annually by setting up Project Steering Committee (PSC) at PMU level & District Project Coordination Committee (DPCC) at district level.

The Implementing agency will monitor the subproject activity having their own monitoring mechanism & CBOs will participate actively in monitoring process. The funding agencies (IFAD, SRTT, Banks, MFIs, Pvt. Players etc.) will monitor the project with their own monitoring mechanism. **(For detail Table-4)**

5. Management Information System(MIS) and Reporting

Purpose of a management information system is to provide information at any point in the life of the project Past & present updated for taking project initiatives, and to take corrective actions. The information in the MIS would comprise of both M&E information as well as basic statistics regarding the context of the project area.

Management Information System (MIS)



Information for the MIS would be gathered under the following heads:

- **Basic statistics:** The basic statistics of the project area i.e. village, cluster, district, PMU & State reflecting information such as number of HHs, SHGs, JLGs ,VDCs, CMRCs, PCs, in situ water conservation(SWC), sustainable agricultural development, SMEs, pro-poor market linkages, breed improvement etc. would be documented and stored.
- **M&E Information / Progress Monitoring:** This information comprise of those captured with the help of M&E forms, as part of the quantitative methodology, and those documented with the help of qualitative methods. This also includes the financial and administrative database: budget versus expenditure tables and the resource register. Furthermore, action taken reports on recommendations made by funding agencies will also be stored.
- **Process Documentation:** Several processes are involved in the implementation of a project. Few of these turn out to be best practices, with the potential to be used by similar projects in the future. The MIS will contain documentation of various processes involved during project implementation. In addition to process documentation, lessons learnt after the completion of a particular process would be similarly documented. Such successful

processes and lessons will feature in Annual Progress Reports and Project Bulletins for the purpose of sharing information. This will be facilitated by Knowledge Management Expert.

- **Financial & Procurement Management**

The funds from the PMU will flow to the accounts directly as follows: i) To the DPMT to meet their operating costs as per AWPB; and ii) To Implementing Agency's (IA) and other partners/contractors to meet their operating expenditure either directly or through a common account, iii) To PSU for regular expenditure. All financial assistance to the SHGs will flow directly to the accounts held by them. Similarly the JLGs, producers companies and partnerships will receive the funds directly. The DPMT Accounts will be operated by the District Programme Managers and District Deputy Registrar

In the financial monitoring expenditure against proper budgeting for proposed activities in Annual Work Plan and Budget (AWP&B) will be monitored. Convergence plan will be prepared well in advance and will get approved from PSC and DPCC. It will be insured that the budgeting is as per the phases of the project. Procurement plans as 'prescribed' will be prepared as per requirement and will get approved from PSC and will be sent to IFAD for further approval.

Quarterly, half yearly and annual review will indicate progress of the project against both physical and financial targets. After analyzing the physical and financial achievements, corrective actions, if required, will be taken. Direct financial or in kind supports to beneficiaries will be monitored by sample verification visits e.g. pump-set on water harvesting ponds etc.

- **Grievance Monitoring:**

All enquiries grievance regarding project (oral & written) will be recorded and reviewed special officer appointed in each unit as a RTI officer and he will look after all the grievances. Analysis of the record will indicate the impression of the project amongst the stakeholders. This analysis will consider while planning.

- **Knowledge Management**

The programme Management information System (MIS) would enable and contribute to preparation of Knowledge management product. As KM products would be evidence based M&E system and MIS would record evidences for the same. It should also contribute to creation of five competency matrix based on following parameters.

Strategy Development

Management Techniques

Collaboration Mechanisms

Knowledge Sharing and Learning

Knowledge Capture and Storage

- **Gender Mainstreaming:**

Gender sensitive baseline survey will be conducted

Gender sensitive indicators at activity, output, outcome & impact level will be developed & accordingly will be integrated in MIS

Capacity development exercises for integrating, and for monitoring and evaluating, gender-related issues will be conducted for Monitoring & Evaluation Officer

Collection of gender-sensitive data based on the selected indicators on regular basis

Continuous Monitoring the progress against targets set for the project period & corrections will be done if needed to obtain expected gender-related outcomes.

5.1 Management Information System (MIS)

MIS is basically an information system that automates the M&E data, and other project related information. It will help to generate information and reports as required in different formats. That will help project to measure progress of subprojects and take necessary actions. MIS will be Web based with SQL server or access at backend centrally placed on server with frontend ASP dot NET, PMU, PSU & DPMT, IA, CMRC & PC can upload or change data or generate reports at their working place as per rights given. Server which can support users' access at a time is proposed. The MIS for the project will be outsourced & Operation – maintenance responsibility as per **TOR (Annexure no 1)** will go to MIS service provider.

The main objectives of the system are as follows:

1. Minimizing paperwork
2. Less manpower
3. Avoiding delay in data transfer and compilation
4. Less efforts
5. Instant record updating
6. Instant record recovery
7. Removal of surplus data
8. Providing user-friendly interfaces
9. Maintenance of transactional accuracy
10. Providing security and integration of data and information.

In initial stage, for testing feasibility of data collection tools in field, MIS will be developed using MS-Excel or MS Access temporarily and later on converted in Web based system.

5.2 Stages of Development of the electronic MIS

The development process of the electronic MIS will follow the stages given below:

- Thorough study of the project
- Design of Entity Relationship Model (ER – Model)
- Design of database
- Design of data entry forms (as per the manual forms)
- Design of reports
- Design of menu
- Design of security
- Documentation
- User manual
- Software testing of the system
- Implementation of the system at the site
- Review of the system

5.3 Training for the use of the MIS

Several levels of hands-on training that would be provided to staff are categorized below:

- After prior commission by the project, orientation training would be provided to the respective staff members before the installation of the software.
- Stage wise training after installation and commissioning would be provided, so that the system administrator can become a master trainer for the MIS.
- Provision of hands-on staff training
- Refreshers training would be provided after using the MIS for six months for the project staff.

For each information product, the overall responsibility is vested upon the MIS concern person (Computer Operator) and M&E Officer. They will maintain & manage the MIS with support of district programme manager.

Schedule of information production, as a thumb rule, involve the collection of most information on a priority basis. This is to update the MIS regularly and report would be generated by the end of each quarter.

5.4 Manual archiving and Computerised network systems

Initially the manual archiving system would be used to accommodate the data collected with the help of monitoring forms and get stored in excel/access based developed system. Thereafter the data analyzed and summarized would be presented in the project reports. Once web based system is setup and running, to the extent that it satisfies all concerned stakeholders,' the computerized system will be used. The MIS would be developed to cater and storage of data, analysis of progress and trends of different indicators, and to compare data across the project; and also support data analysis with graphics

Once these forms have been used manually for collection and analysis of monitoring data, it is expected that later, final shapes will be given as templates in the MIS. Furthermore, it may be mentioned here that the forms cannot capture the entire output indicators, as some of the data related to certain indicators have to be collated at the District and PMU level from secondary data sources. There is a possibility of additional form being developed after the project has completed the first phase. There is however a possibility that the existing forms may also suffice. Project and IA staff has to under go training to use these forms in the field. A training module is outlined later in the plan. Participants would also be trained to use qualitative data collection tools for quarterly/half-yearly review and evaluation.

5.5 Reporting requirements and information needs of different stakeholders

Identification of the reporting requirements and information needs of different stakeholders will be done in stakeholder's workshop, and through personalized discussions with different stakeholders. Reporting requirements of the project are meant for project management and loan administration. M&E reports regarding the progress of the project will be sent to PMU. Comprehensive Project level M&E report will be done by compiling the district M&E reports at PMU level. Based on the contents of these reports, discussions would be held in quarterly review meetings with project staff, IAs and Line Agency Officers. Plans for corrective action, wherever necessary, would be prepared as outputs of the joint reflection workshops.

The system will generate the following reports:

- **Quarterly Progress Report (QPR):** This report will be generated after data on the progress of input use, and outputs generated are analyzed after validation. The purpose of the report is to initiate discussion on quarterly progress of results in the Quarterly Review meetings. The main features of this report are quarterly budget versus expenditure, and first level results report. Ideally, based on the report a discussion on technical, bio-physical and seasonal constraints and opportunities in the project should take place.
- **Half Yearly Status Report:** This report is generated after compiling the first two QPRs, and qualitative data gathered from half yearly to all districts. The purpose of this report is to inform the project about biannual progress of input transformation to activities to create results, and consequent progress towards results. It is meant to focus on the relevance of activities, timely flow of inputs, seasonal constraints, opportunities, quality of service provision, IA performance, seasonal demand and supply issues, and issues related to the revision of AWPB. The report is to be used for stimulating a focused discussion on progress towards planned annual results target; performance of IA; quality and performance of service provision. And also whether inputs and activities were sufficient to achieve all the targeted outputs of the project for that year; and implementation bottlenecks leading

towards an agreed improved implementation plan/timetable for the achievement of targeted results.

- **Annual Progress Report (APR):** This report is going to address all the issues already included in the half-yearly report, but in a concise form. It would also include component wise brief discussions on sub-sector issues, and qualitative analysis on how and under what context results were achieved. Additionally, a discussion would be presented on the relevance, effectiveness, efficiency and sustainability of interventions. A brief review of the adequacy of adopted project/ programme strategy would be discussed, and any changes that are necessary in the following year. The RIMS report, Budget versus Expenditure statement for the period, category wise expenditure report and IA performance report form the annexure for this report. The report should stimulate a thorough review of the project at the end of the year during the Annual Project Review Workshop.
- **Base Line Survey Report (BSR):** This report consists of description of data collected for data elements derived from outcome or second level results indicator corresponding to Component Objective or Purpose of the project. The report therefore gives the benchmark for project impact, or second level results to monitor progress of project over project mid-term, and at the end of the project. This survey activity will be done as per baseline survey TOR (Annex no 2).
- **Mid-Term Review/ Evaluation (I&II) MTR:** The mid-term review of the project takes place after 18 months & 36 months in project period. This report consists of analysis of progress in terms of achievement of both first level (Outputs) and second level results (Outcomes). This also includes the RIMS level anchor indicator analysis for project impact. The report also consists of analysis of mid-term survey data vis-à-vis baseline survey data. It usually consists of an assessment of the delivery system established by the project and progress of component objectives. The report provides an assessment of the appropriateness of the design of the project. In addition, it addresses the various operational bottlenecks, as well as human resource requirement for the remaining years of project implementation. By the seventh year, an interim evaluation is planned to be conducted with the objective of ascertaining the relevance, effectiveness, efficiency, and sustainability of interventions and their outcomes. On the basis of such evaluation, IFAD, Government of Maharashtra and SRTT would decide on project extension, scaling, or closure.
- **Project Completion Report (PCR):** The Project Completion Report is part of the Project Closing process. It is the responsibility of the PMU to initiate the process of completing the report. The report would include all the details of project completion: Physical Financial Achievement of the Project, final RIMS report, project expenditure report, outcome evaluation report, and lessons learnt report. In addition, include elements of the Loan Covenants as recommended by IFAD.

5.6 Informal Communication

Informal communication is an on-going process in any project environment. It is particularly important as it helps important project information to flow vertically and horizontally. Such information would be documented. It helps in providing insights to different issues involving the project, and thereby helps in the process of monitoring and evaluation of the project.

6. Specific Components of the Plan

The specific components of Monitoring and Evaluation Plan comprise the following:

- Monitoring plan for Input, Output; and Outcome (First and Second level Results).
- Annual M&E Implementation Plan
- Evaluation Plan
- Feed back and Review Plan.
- Monitoring and Evaluation Capacity Building Plan

6.1 Monitoring plan for Input, Output, and Outcome (First and Second level Results).

Monitoring and evaluation of progress and results would continue during both the implementation phases. In the first phase, the concentration is on recruitment, formation & establishment, fund allocation, publicity, partnership & capacity building activities. Similarly, in the second phase concentration is on progress and impacts, and activities aimed at enhancement and promotion of livelihood activities & end to end concept.

The Logical Framework of the project has been taken as the basis for the development of the M&E system design and plan (**Annexure no 3**).

Monitoring of the project is going to be done in the following way

1. Input and output (First Level Results) of the project would be monitored by using both quantitative and qualitative methods;
2. Outcome (Second Level Results) of the project would be monitored by collecting data at the beginning of the project, annual, mid-term, and at the end of project by using a quantitative survey tool
3. Impact of the project would be monitored by collecting data at the beginning of the project, at mid-term, and at the end of the project with the help of the RIMS survey.

6.2 Input and output (First Level Results) M & E

a. Quantitative Method

Quantitative Method for Monitoring and Evaluation of First Level Results i.e. transformation of inputs to outputs through project activities has been planned as shown in Table 1 & 2. The process of development of tool was initiated by taking the First Level Results or Output indicators from the logical framework matrix as well as from the list of indicators on project results provided by IFAD. The quantitative data collected with the help of these tools would lead to the following:

- Budget Versus (against) Expenditure tracking: This would be prepared with the help of MIS for budget and expenditure tracking of the project.
- Activity and Output (First Level Results) tracking would be done with the help of Output data collection forms or Generic Forms as it is called in this M&E plan. The description of the forms are given below:

i. Features of Generic data collection Forms:

A generic form is the first data-collecting tool, and also a tool to initiate participatory M&E in the project. These forms are also designed to collect data related to aspects of planning, so that actual progress can be monitored against plans on a quarterly basis over a year. Generic forms to collect primary data have been designed, based on the interventions related to the specific components of the project so far. It is meant to capture progress and trends of most output indicators in each of the objective components of the log frame. The data on output indicators from the generic forms would be collated and analyzed to track progress, and accordingly generate reports to inform stakeholders. As a result, it would support the project to take corrective action and better management decisions.

ii. Source of data

Project beneficiaries will be the main source for collecting primary data. Secondary data will be collected mainly from Line Agencies for developing project strategies and policies. The secondary data sources would relate to agricultural production, convergence, price and markets etc at the block and district levels. Primary and secondary data will be stored in the project database as part of the project Management Information System as per requirement.

iii. Process of primary data collection for Quantitative Analysis

The process is going to be participatory wherein output indicators and respective data collected by the Project would be discussed with beneficiaries in each village, so that the community agrees to record, and report information during data collection regarding quantity and quality of results. The IA Staff & CMRC will collect & record data with the support of Sahyogini, PC manager, Master Trainer (MT) & Watershed Volunteer (WV) in the assigned formats & timeline. (See Table 3: Annual Monitoring Activity). Data collected would be then verified by the CMRC Manager, IA manager at the end of each quarter before onward reporting to DPMT and PMU respectively. Likewise, DPMT and PMU project support teams would also concurrently collect qualitative data at the community level along with quantitative data to understand how such results were achieved and under what circumstances. Monitoring financial inputs and performance

in terms of utilization of such inputs would be done by collecting data and presenting such data as budget versus expenditure statement every month.

iv. Data Collection timeline

Data collection for monitoring conversion of inputs to outputs is a continuous process. This data is collected on a regular basis at the village and Cluster, CMRC level. The data is then collated, analyzed and tabulated and reported on a quarterly basis as: a) budget versus expenditure report; and b) as output/results target versus achievement in the Results Progress Report. **(table no.3)**

b. Qualitative Methods for First and Second Level Results Monitoring and Evaluation:

In addition to the collection of quantitative data, qualitative data would be collected biannually to understand the transformation of inputs to outputs, and the possible contribution towards outcomes. This process requires both *exploratory* as well as *confirmatory* inquiry, which are seldom / rare confined within single site, and would mostly cover multi-sites. The qualitative inquiry may begin initially in an exploratory manner, and gradually progress towards a confirmatory inquiry. For exploratory inquiry, more open ended tools would be used such as observation, open-ended interviews. Whereas for confirmatory, close ended tools would be required with structured questions such as semi-structured interviews, focused groups. These inquiries may take the form of qualitative surveys, or even done without a specific design. The qualitative methods will answer how & why results have been achieved. It will analyze both positive and negative short and medium term results. A variety of qualitative methods could be used. A number of these techniques are described in detail in Annex D of the M&E Guide developed by IFAD. For example, a few of these methods are given below:

- Observation
- Focused Group
- Key Informant Interviews
- 'H' Diagram
- Impact Diagram
- Brainstorming
- Seasonality Analysis
- Ranking exercise (e.g.: simple and matrix ranking)
- Resource Flow Diagrams
- Case study analysis

It may be mentioned that a number of other PRA tools are available for M&E in several PRA publications.

6.3 Extent of Participation, balance between methods and poverty focus of the M&E system

Participation of community members, IA staff and project staff would be central to the process of monitoring and evaluation of the project. With the integration of the project with the local financial market, and product markets, these intermediaries would then need to participate in the M&E process. However, the extent of participation of the various stakeholders as mentioned in the foregoing section would obviously differ depending on their level of stake in the project.

The project would be monitored annually by using both quantitative and qualitative methods. Quantitative method comprise of quarterly and annual collection of numerical data with the help of monitoring forms on input use and outputs generated, to compare progress made based on targets set at benchmark, and in the Annual Work Plan and Budget respectively. The quantitative methods address the question on quantity i.e., *How many, how much, by what percentage* progress has been made with respect to specific results (outputs and outcomes). Whereas, qualitative methods primarily comprise of focus group discussions; key informant interview; and observation. Data collected with these tools address questions on quality, such as: *how, why* and *what for?*

Quantitative data is going to appear in the form of numerical tables showing total number, percentage change, variance, and so forth. Qualitative data, on the other hand, is going to be

displayed in the form of short case studies and specific quotations. They are meant to complement and explain the pattern of progress shown with the help of quantitative data. Therefore, a balance is going to be maintained in the use of these methods.

7. Project Evaluation of Outcome or Second Level Results and Impact Assessment.

The major tools for project evaluation are given below:

- Baseline survey at beginning of the project.
- Multidimensional Poverty Assessment Tool (MPAT)
- Annual outcome Survey of 200 HH within project area & 200 HH out of project area.
- RIMS survey of 900 households is to collect data on anchor impact indicators
- Mid-term survey (Project Impact Survey)
- Annual IA Performance Assessment
- Need based special studies
- Mid-term (I & II) Review
- Project completion survey conducted at end-of-project;

The outcome or second level results monitoring has been done at baseline, annual and would be done at mid-term and towards the end of the project. This is done by using two tools:

- a) RIMS questionnaire for impact survey;
- b) Project outcome survey questionnaire.

RIMS survey consists of the impact indicators, and the outcome survey consists of the second level results indicators and outcome indicators selected based on its relevance to the project from a list of indicators identified by IFAD for all its projects, and those identified in the revised log frame corresponding to the component objectives respectively. The data from both the questionnaires have to be first described, and then analyzed to track changes over time to assess impact in the medium-term.

8. Annual M&E Implementation Plan

The annual M&E Implementation Plan comprise of the following:

- Input and Output Indicator wise plan for data collection, analysis and reporting (given below in **Table 2**);
- Annual M& E Activities plan (as given in **Table 3** below); and
- Annual Work Plan & Budget (AWP&B) **Annex no 4.**

9. Project Feed Back and Review Plan

The project feed back, review and planning processes are central to the Results Based Management System. As the entire process underpins effective and efficient project management, they have to be systematically positioned as part of a larger M&E activities calendar. **Table 3 shows that annual M&E activities calendar**, which is developed to be followed by the project to make the M&E system effective.

10. M&E Capacity Building Plan

Capacity of project M & E staff would be undertaken through structured orientation training programme, exposure and refreshers training, and information sharing programme. The orientation training would be done during induction of M & E staff, and the refreshers training on a half yearly basis respectively. These trainings would mainly focus on building new skills as well as sharpening old skills related to project monitoring and evaluation. In addition, the project would facilitate the establishment of partnerships with training organizations, consultants, and other development projects, to enhance exchange of information and mutual learning. In due course of programme implementation, best practices would be documented during regular reviews and evaluations, and disseminated to facilitate exchange among stakeholders on M&E activities. Table 5 shows an example as to how capacity will be built for M&E.

The detail M&E capacity building plan (Training Calendar) is given in **point no12 M&E training details**

11. M&E Budget

The M&E budget includes resources like vehicle, equipment & human resources, surveys & studies, capacity building (training, study tour), stationery. **Table no 6** shows the M&E budget for the entire project.

- a. **Technical assistance:** Apart from initial training in conducting surveys, technical assistance will perhaps be required to analyze evaluation data. However, the plan is to take overseas technical assistance support only if the needed assistance is not available locally (within the country).
- b. **Vehicles and equipment:** One vehicle has to be made available to the KME and M&E for conducting visits to the villages to validate results. In addition, a lap-top computer & Digital camera is required for the KME and M&E, and a Desktop Computer in the PMU. Furthermore, six lap top are required in the DPMTs and one lap top for PSU to be exclusively used for the purpose of M&E. These computers hereafter will be referred to as M&E Computers and must not be used for any other purpose other than for maintaining the MIS. Selective access would be provided to different levels of users to access M&E data based on allocation of specified pass-word.

12. M&E Training Details

Training Sessions:

7.1 Training Topics or Themes

- How to Manage Monitoring and Evaluation Activities for Results Based Management?
- How to use the Multidimensional Poverty Assessment tool ?
- How to organize M&E operation during a year?
- How to use M&E for improving project performance by achieving results?
- How to plan data collection, analysis and report? Types and sources of M&E data?
- Quantitative Methods:
 - ✓ How to use M&E Data Collection Forms?
 - ✓ How to store the data?
 - ✓ How to analyze M&E data?
 - ✓ How to communicate and present analyzed data at village, block and district level?
 - ✓ How to facilitate self-monitoring in SHGs? How to use this data?
 - ✓ Simple explanation on descriptive statistics and their meaning.
- Qualitative Methods:
 - ✓ What are qualitative methods and why do we use these methods?
 - ✓ What is triangulation of information?
 - ✓ What qualitative tools to use and why? Field approach to qualitative inquiry?
 - ✓ Use of tools such as semi-structured interviews, key informant interview, focus group discussion, case study documentation, web diagram, 'H' diagram, historical analysis, etc.
 - ✓ How to document, and report qualitative data?
 - ✓ Why do we use wealth-ranking for poverty targeting and monitoring? What are the limitations of wealth-ranking for impact studies? How is it useful as a method when combining with other methods?
- How to prepare reports with the combination of qualitative and quantitative analysis?
- How to support participatory M&E at the SHG, JLG, PG and village level?
- How different M&E activities will be conducted throughout the year?
- What is REPORTING as a function and why is it important in Project Management?
- What difficulties we are likely to follow and how we will overcome them?
- What is Evaluation and Review? How we will conduct different types of project reviews?

- What evaluation or studies that will be undertaken by the project? How field staff will support such studies? What quantitative indicators to use to assess the impact of financial services?
- Discussion on different trainings that will be required on M&E throughout the Project period.
- Discussion on any other outstanding issues related to M&E.
- How to review and assess sub project performance?
- How do we feed monitoring and evaluation information and other information to the MIS? And how do we use the MIS for management decisions?

7.2 Duration of Training:

Training will be held for three days:

- ✓ Different training require different duration, considering this the duration will be finalized on the basis of topic for the training. The training will included classroom presentation and field testing of tool.
- ✓ Training sessions will be finalized on the first day of training.

Training Method:

- Lectures
- Group Discussion
- Hands-on Field Work

13. List of Formats using data collection

- One time

VDC Formation
Existing SHGs
Trauma Counseling
Support provided to ultra poor
PPPs established linked to markets
Cultivation of crops (Kharif & Rabi)
Vocational training

- Recurring

Table 1.

PROJECT MONITORING FORMS, TOOLS AND REPORTS

Sr. No.	Levels	Monitoring Forms, Tools and Reports
1.	Group Level	
2.	Village Level	<p>Quantitative Methods</p> <ol style="list-style-type: none"> 1. Self-help Groups formation \ existing Form 2. Joint liability Group formation Form 3. VDC form 4. Trauma Counseling Form 5. TA for Mutual Crop Insurance Form 6. Support provided to ultra poor Form 14. Cultivation of crops (Kharif & Rabi) demonstration Form 15. In Situ Water Conservation Form 16. Creation of Water harvesting ponds Form 17. Agri-enterprises Form 18. Trainings/ Exposure Visit Form <p>Qualitative Methods</p> <ul style="list-style-type: none"> ▪ Focus Group Discussion with SHGs & JLGs on Institution building and socio-economic activities of the group ▪ Discussion with Lead farmer/demonstrator ▪ Participatory site visit (PSV)
3.	Cluster Level	<p>Quantitative Methods</p> <ol style="list-style-type: none"> 1 Producer companies formation Form 2 Producer Companies Functional Form 3 Trainings Form 4 MFI Pilot & Insurance Form 5 Village level godowns constructed Form 6 PPPs established linked to markets Form 7 Vocational training Form 8 Sustainable Organic/ LEISA Farming Established (FFS) Form 9 SME Units Form 10 Village level summary sheet form <p>Qualitative Methods</p> <ul style="list-style-type: none"> ▪ Focus group discussion with Activity/Enterprise Group/ Group Micro enterprise; and ▪ Observation by IA staff, CMRC Manager, DPMT and PMU staff

4.	CMRC	<p>Quantitative Methods</p> <ol style="list-style-type: none"> 1 Trainings (staff) 2 CMRC Details 3 Cluster summary <p>Qualitative Methods</p> <ul style="list-style-type: none"> ▪ CMRC level Monthly IA and Staff Meeting & Monthly Activity Report Preparation (Discussion based on Sahayoginees and WV Monthly Report) ▪ CMRC level Quarterly Project Review Meeting based on Monitoring data and Cluster Observation on implementation progress.
5.	District Level (DPMT)	<p>Quantitative Methods</p> <ol style="list-style-type: none"> 1 Publicity Campaign form 2 Partnership Building form 3 Partnership Training form 4 Commodity profiles form 5 Subproject preparation form 6 Subproject Validation & Implementation form 7 CMRC Infrastructure form 8 Service charges to Implementing Agencies form 9 Special study form 10 Agri-business clusters & Partnership Negotiations form 11 Quality of local breed of cattle improved form 12 Meetings form 13 CMRC level report summary form 14 Resource monitoring report form <p>Qualitative Methods</p> <ul style="list-style-type: none"> ▪ DPMT staff regular field visit: conducting focus group meetings, key informant interviews, observation of activity sites and reporting ▪ DPMT staff quarterly field visit with PMU team ▪ Monthly DPMT meeting along with IAs & CMRC staff for Monthly Reports ▪ DPMT Quarterly Project Review Meeting ▪ Annual Review Meeting ▪ Annual Work Plan and Budget Meeting <p>Main Outputs</p> <ul style="list-style-type: none"> ▪ District Quarterly Progress Report/ District Quarterly Monitoring Report ▪ District Half-Yearly Status Report ▪ District Annual Status Report
6.	PMU	<p>Quantitative Methods</p> <ol style="list-style-type: none"> 1 Equipment and vehicle provided to Project Staff form 2 Staff Training / Workshops form 3 Special study form 4 Documentation form 5 Publications form 6 Surveys Conducted form 7 Staff Recruited form

		<p>8 Meetings form</p> <p>9 District summary sheet form</p> <p>Qualitative Methods</p> <ul style="list-style-type: none"> ▪ PMU staff field visit with DPMT staff and consultants to the Project Districts and preparation of Aide Memoire for the District ▪ Monthly DPMT meeting along with IAs & CMRC Monthly Reports of staff ▪ DPMT Quarterly Project Review Meeting ▪ Annual Review Meeting ▪ Annual Work Plan and Budget Meeting <p>Main Outputs</p> <ul style="list-style-type: none"> ▪ Project Quarterly Progress Report/ Quarterly Monitoring Report ▪ Project Half-yearly Progress Report ▪ Project Annual Status Report
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Table No. 2

M & E Plan Matrix for Data Collection Analysis and Reporting

A	Objectives /Expected Results	Indicator s		Source of Data (where)	Frequency of Data Collection (When)	Responsibility for Collection (By Whom)	Collection Method (How-tools)	Why (Analysis/ Reporting /Feedback / learning / improvement of performance)	Reporting (To whom)
		Project Indicators(What)	RIMS Indicators(What)						
	(A)	(B)	(C)						

C1	1.INSTITUTIONAL CAPACITY DEVELOPMENT & PARTNERSHIPS								
SC 1.1	1.1 Partnership Building and Capacity Development- Marketing partnership between private sector and the producers established and staff and producer capacity enhanced by organising poor farmers into producer groups to sustainably manage their resources.								
1.1.1	Output 1.1.1. Market opportunities assessed in 6 Programme districts	no of districts covered & opportunity accessed.	Nb of public campaign, Nb of stakeholder identified						
	Activity 1.1.1.1 Publicity Campaign	Nb Districts covered	Nb partnership campaign organised	PMU/DPM T	Quarterly	PMU/D PMT	As per Standard Formats developed	Reporting	DPMT to PMU
	Activity 1.1.1.2 Partnership Building	Nb Events Organised	Nb of stakeholder identified.	PMU/DPM T	Quarterly	PMU/D PMT	As per Standard Formats developed	Reporting	DPMT to PMU
	Activity 1.1.1.3 Partnership Training	Nb of batches trained.	Nb of participant (male female) identified	PMU/DPM T	Quarterly	PMU/D PMT	As per Standard Formats developed	Reporting	DPMT to PMU
1.1.2	Output 1.1.2. Market determined Subprojects Designed	Nb of subprojects designed & validated;	Nb & type of commodities profile done and type of subproject prepared						
	Activity 1.1.2.1 Commodity profiles	Nb of commodity profiles prepared	Nb of commodity profiles carried out	ABE / Agency	One time	ABE	-- Document	Guidelines for Interventions	DPMT to PMU / Agency to PMU
	Activity 1.1.2.2 Subproject preparation	number and type of subproject prepared	Nb of subproject design & approved	IA / DPM T	As per assignment	IA / DPMT	DPR	project implementation	DPMT to PMU
	Activity 1.1.2.3 Subproject Validation	Nb and type of subproject validated & taken up for implementation	Nb of Subproject taken up for validation	PMU/DPM T	As per assignment	PMU/DPMT	Validation Report	DPR Finalisation/ Improvement	Validation team to PMU

1.1.3	Output 1.1.3 Capacity Enhanced & Awareness Created	awareness creation to Nb of beneficiary /community & given Capacity development Training	Nb of VDC organised (% of (women, male) members in VDC)						
	Activity 1.1.3.1 Organising VDCs	Nb VDC Organise & given capacity development Training	Nb Male & Female member identify for creation of VDC.	IA	Quarterly	IA	As per Standard Formats developed	Reporting	IA to DPMT to PMU
	Activity 1.1.3.2 Training CMRC Staff	Nb & type of training to staff	Nb of staff (male &female) trained	IA	Quarterly	IA	Training Resister, Attendance Sheet.	Reporting / Capacity Building	IA to DPMT to PMU
	Activity 1.1.3.3 Producer companies	Nb of PC established and functional	Nb of PC functional (Male+Female)	IA	Quarterly	IA	As per Standard Formats developed	Reporting	IA to DPMT to PMU
	Activity 1.1.3.4 Orientation training to SHGs	Nb of SHGs trained	Nb of SHG participate per village participating	IA / CMRC	Quarterly	IA / CMRC	As per Standard Formats developed	Reporting / Capacity Building	IA to DPMT to PMU
	Activity 1.1.3.5 Orientation training to JLGs	Nb of JLGs trained	Nb of JLGs participate per village	IA / CMRC	Quarterly	IA / CMRC	As per Standard Formats developed	Reporting / Capacity Building	IA to DPMT to PMU
	Activity 1.1.3.6 NGO Services(NGO's required core competence)	Nb of FNGO/RNGO engaged	Nb of IA identified	DPMT	Quarterly	PMU	As per Standard Formats developed	project implementation	IA to PMU
CS.2	1.2 SHG & CMRC Development- About 90,000 Poor and marginalised households mobilised into socially inclusive affinity groups and empowered to effectively articulate their interest, and the resilience of the distressed households enhanced.								
	Output.1.2.1. CMRCs Established	Nb of CMRCs functional	Nb of CMRCs established						
	Activity 1.2.1.1 Computer set	Nb of computer functional	Nb of computer set purchased	CMRC	One time	DPMT	Completion at DPMT & PMU	MIS	CMRC to DPMT to PMU
	Activity 1.2.1.2 Motor cycle	Nb of motorcycle functional	Nb of motorcycle purchased	CMRC	One time	DPMT	completion at DPMT & PMU	Field Visits	CMRC to DPMT to PMU
	Activity 1.2.1.3 MIS Software	MIS Software functional	MIS Software select and procured	CMRC	One time	DPMT	completion at DPMT & PMU	Reporting	CMRC to DPMT to

									PMU
Activity 1.2.1.4 Supply of Accounts books to SHGs	Nb of books received by SHGs	Nb SHGs & Nb of account books selected	CMR C	Quar terly	IA	completi on at DPMT & PMU	Record Keeping		CMR C to DPMT to PMU
Staff Support Provided	Nb of staff recruited and deployed	Nb of staff deployed and functional							
Activity 1.2.1.6 Manger	Nb of manager empowere d with support	Nb of manager type of support	CMR C	Quar terly	IA / DPMT	completi on at DPMT & PMU	Coordin ation		CMR C to DPMT to PMU
Activity 1.2.1.7 Accountant	Nb of Accountant recruited and support	Nb of Accountant type of support	CMR C	Quar terly	IA / DPMT	completi on at DPMT & PMU	Financia l Record keeping		CMR C to DPMT to PMU
Activity 1.2.1.8 Sahyogini	Nb of Sahayogini es recruited and support	Nb of Sahayogini es type of support	CMR C	Quar terly	IA / DPMT	completi on at DPMT & PMU	SHG formari on / training and councili ng		CMR C to DPMT to PMU
Activity 1.2.1.9 Seed Money Provided	Nb & type of activities undertaken	Nb of CMRCs received seed mone6y	CMR C	Quar terly	IA / DPMT	As per Standard Formats developed	Working Capital		CMR C to DPMT to PMU
Activity 1.2.1.10 Overhead to CMRC	Nb of CMRCs running efficiently & smoothly	Nb of CMRCs selected for overhead support	CMR C	Quar terly	CMRC	As per Standard Formats developed	Office Operati on cost		CMR C to DPMT to PMU
Activity 1.2.1.11 NGO Support CMRC	Nb of FNGO/RNG O engaged	Nb of IA identified	PMU	Quar terly	PMU	Annual Contract with RNGO	Implem entation		IA to PMU
Output.1.2.2.Financial Literacy and social counselling	Nb of trainer received traing and Nb of HHs undergone counselling	Nb of TOT selected & CMRCs selected							
Activity 1.2.2.1 TOT/MAVIM /CMRC	Nb of CMRCs covered & nb trainer received training	Nb of TOT selected & CMRCs selected	IA	Quar terly	IA	As per Standard Formats developed	Capacit y Building		IA to DPMT to PMU
Activity 1.2.2.2 Traomomg/ Counselling	Nb of HHs covered	Nb of HHs counselled	CMR C	Quar terly	CMRC	As per Standard Formats developed	Support for Improv ement		CMR C to DPMT to PMU

	Output.1.2.3.Staff & SHGs Training	Nb of staff & SHGs trained and are functional	Nb of staff, Nb SHGs trainer identified and selected						
Activity 1.2.3.1 TA for Mutual Crop Insurance	Nb of ha and beneficiaries covered	Nb of ha and HHs benefited	IA	Quarterly	IA	As per Standard Formats developed	Reporting	IA to DPMT to PMU	
Activity 1.2.3.2 Training CMRC Staff	Nb of CMRCs Staff trained	Nb of trainer selected & nb CMRC selected	IA	Quarterly	IA	Training Register, Attendance sheet	Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.3 Advanced Training/Exposure Visits	Nb. Exposure visits / training conducted	Nb of benef. Benefited	IA	Quarterly	IA	Training Register, Attendance sheet	Learning / Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.4 TOTs of MTs for JLGs	Nb of JLGs functional	Nb of JLGs trained	IA	Quarterly	IA	Training Register, Attendance sheet	Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.5 IA Exposure visits	Nb of visit covered	Nb of staff (male & female) & SHGs Identified	IA / DPMT	Half Yearly	IA / DPMT	Training Register, Attendance sheet	Learning / Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.6 Joint Workshop	Nb of workshop undertaken SHGs & Staff	Nb of participant identified or selected	IA / DPMT	Quarterly	IA / DPMT	Training Register, Attendance sheet	Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.7 Exposure visit to MFI, bank staff	Nb of staff gained knowledge about MFI & Bank product	knowledge identified MFI & bank Staff product	IA / DPMT	Quarterly	IA / DPMT	Training Register, Attendance sheet	Learning / Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.8 Training to MFI bank staff	Nb of mfi bank staff got training about project	Nb of staff selected MFI & Bank product	IA / DPMT	Quarterly	IA / DPMT	Training Register, Attendance sheet	Capacity Building	IA to DPMT to PMU	
Activity 1.2.3.9 Special Training to SHGs	Nb of SHGs covered under special training	Nb of SHGs trained	CMRC	Quarterly	CMRC	Training Register, Attendance sheet	Capacity Building	CMRC to DPMT to PMU	
Activity 1.2.3.10 TA for Implementation support	No of project got support ,type support ,efficiency of project increased	Identification of project technical adviser .Nb days utilised	PMU	Quarterly	PMU/DPMT	As per Annual contract	Capacity Building	PMU	

	Output.1.2.4.Pilots	Nb of MFI functional ,Nb of beneficiaries whose income increased	Nb of beneficiaries selected .nb of mfi selected nb of CMRCs selected						
	Activity 1.2.4.1 Support to Ultra poor Pilot	Nb of HHs whose HH income increased, Nb of HH adopted new income generated activities, Nb of HHs where awareness created	Nb of HHs selected, Nb of staff/IA deployed	IA	Quarterly	IA	As per Standard Formats developed	Reporting / Financial Support	IA to DPMT to PMU
	Activity 1.2.4.2 Mutual Crop Insurance Pilot	Nb of ha and beneficiaries covered	Nb of HHs benefited	IA	Quarterly	IA	As per Standard Formats developed	Reporting / Risk Covered	IA to DPMT to PMU
	Activity 1.2.4.3 Support to MFI	Nb of MFI got support @ district, Nb of MFI functional	Nb of district selected, Nb & name of MFI selected	DPMT / PMU	Half Yearly	DPMT / PMU	As per Standard Formats developed	Reporting / unit established	DPMT to PMU
	Activity 1.2.4.4 Product Development Pilot	Nb of product established and linked to market, Nb of product functional and are sustainable	Nb of CMRC & or product identified,	IA	Quarterly	IA	As per Standard Formats developed	Reporting / suitability of product developed	IA to DPMT to PMU
	Activity 1.2.4.5 Special Studies	Nb of SHG covered	Nb of SHG selected	DPMT / PMU	Annual	DPMT/ PMU	As per TOR	Learnings and Implementation	DPMT to PMU
C.2	1. MARKET LINKAGE & SUSTAINABLE AGRICULTURE-								
CS .2.1	2.1 Market Linkage and Value Chains- Equitable and non-exploitative marketing facilities provided and value chains established for selected commodities involving producers								
	Output 2.1.1. Agri-business clusters developed	Nb of partnership deals negotiated & Clusters functional	Nb of private player identified , PCs identified & village under Agri business established						

Activity 2.1.1.1 Partnership Negotiations	Nb of partnership deals negotiated & operational	Nb of private player identified, no CMRC, pc identified	IA	Quarterly	IA	As per Standard Formats developed	Market linkage	IA to DPMT to PMU	
Activity 2.1.1.2 Agri-business clusters	Nb of clusters functional	Nb of village identified under Agri business set up	IA	Quarterly	IA	As per Standard Formats developed	Identify commodity based Market linkage/ Value chain	IA to DPMT to PMU	
Output 2.1.2. Equitable and non-exploitable marketing linkages created	Nb of PPP Agreed and executed	Nb of farmer participating by group ,Nb of CMRC ,PC and area covered							
Activity 2.1.2.1 Village level godowns constructed	Nb of Gogowns constructed	Nb of godowns functional	IA	Quarterly	IA	As per Standard Formats developed	Storage	IA to DPMT to PMU	
Activity 2.1.2.2 Unspecified PPPs established linked to markets	Nb of ppp Agreed and commenced	Nb of farmer participating by group ,nb of cmrc ,pc area covered	IA	Quarterly	IA	Compilation at DPMT & PMU by standard format	Value chaine	IA to DPMT to PMU	
Output 2.1.3. Improved productivity of commodities	Nb & type of contract farming established	Area & no of farmer participating in contract farming							
Activity 2.1.3.1 Cultivation of organic cotton	Nb & type of contract farming	Area & no of farmer participating in contract farming	IA	Quarterly	IA	As per Standard Formats developed	Market linkage	IA to DPMT to PMU	
Activity 2.1.3.2 Cultivation of organic cereals	Nb & type of contract farming	Area & nb of farmer participating in contract farming	IA	Quarterly	IA	As per Standard Formats developed	Market linkage	IA to DPMT to PMU	
Activity 2.1.3.3 Crop trial : sweet-stem sorghum	Nb & type of contract farming	Area & nb of farmer participating in contract farming	IA	Quarterly	IA	As per Standard Formats developed	Industrial Crop Introduction	IA to DPMT to PMU	

	Activity 2.1.3.4 Crop trial : Organic sweet corn	Nb & type of contract farming	Area & nb of farmer participating in contract farming	IA	Quarterly	IA	As per Standard Formats developed	Industrial Crop Introduction	IA to DPMT to PMU
	Output 2.1.4.Vocational Training	Nb of youth trained under vocational training ,nb of youth facilitated self employment	Nb of youth trained (male & female)						
	Activity 2.1.4.1 Vocational training	Nb of youth trained under vocational training ,nb of youth facilitated self employment	Nb of youth trained (male & female)	IA	Quarterly	IA	As per Standard Formats developed	Skill Development for ent. Development	IA to DPMT to PMT
CS .2. 2	2.2 Sustainable agriculture and farming system -Expanding economic opportunities to transform smallholder farms from a loss-making to profitable commercial enterprises through improving the efficiency of land, water and human resources and technology transfer and linking production to market needs.								
2.2 .1	Output 2.2.1 In Situ Water Conservation	Nb of village plan engaged .beneficiaries identified, water harvesting plants constricted & pump sets functional	Nb of village identified ,plans developed, VDC organised & village covered						
	Activity 2.2.1.1 Village Planning	Nb of villages & area covered Nb Farmer benefited Nb village plan developed	Nb village & area identified for village planning	IA	Quarterly	IA	As per Standard Formats developed	MREGS Planning	IA to DPMT to PMU
	Activity 2.2.1.2 Watershed Volunteers	Nb of watershed Volunteers (Male & Female)engaged	Nb of watershed Volunteers selected	IA	Quarterly	IA	As per Standard Formats developed	Support to SWC work	IA to DPMT to PMU

	Activity 2.2.1.3 In Situ Water Conservation	Nb of beneficiaries identified ,	Nb of village identified ,plans developed	IA	Quarterly	IA	As per Standard Formats developed	SWC	IA to DPMT to PMU
	Activity 2.2.1.4 Water harvesting ponds	Nb of water harvesting plants constricted	wv recruited ,nb of VDC organised &functional ,area &village treated	IA	Quarterly	IA	As per Standard Formats developed	Water Conservation	IA to DPMT to PMU
	Activity 2.2.1.5 Pump sets	no of whose constructed,nb pump set functional	Nb of pumps installed	IA	Quarterly	IA	As per Standard Formats developed	Irrigation	IA to DPMT to PMU
	Activity 2.2.1.6 NGO Services	Nb of FNGO/RNGO engaged	Nb of IA identified	PMU	Quarterly	PMU	Annual Contract with RNGO	Implementation	IA to DPMT to PMU
	Output 2.2.2 Sustainable organic farming established (FFS)	Nb of JLGs MTs training .facilitating organic farming & nb of JLGs, grain bank functional	Nb of MTs recruited , villages selected under FFS,farmers practicing & villages selected for grain bank						
	Activity 2.2.2.1 Masters Trainers	Nb of JLGs under gone MTs training	Nb of MT recruited	IA	Quarterly	IA	Training Register by IA	Support for FFS & LEISA	IA to DPMT to PMU
	Activity 2.2.2.2 Farmers Training	Nb FFS functional	Nb of villages selected under FFS, Nb of FFS organised	IA	Quarterly	IA	Training Register by IA	Reporting / Capacity Bulding	IA to DPMT to PMU
	Activity 2.2.2.3 Organic Farming Practices	Nb of JLGS facilitating organic farming	Nb of farmers practising organic farming	IA	Quarterly	IA	As per Standard Formats developed	LEISA / Capacity Bulding	IA to DPMT to PMU
	Activity 2.2.2.4 Zero Tillage	No. of area and beneficiaries covered	No. of area covered and HHs benefited	IA	Quarterly	IA	As per Standard Formats developed	LEISA / Capacity Bulding	IA to DPMT to PMU
	Activity 2.2.2.5 Grain Bank	Nb of villages selected for grain bank	Nb of grain bank functional	IA	Quarterly	IA	As per Standard Formats developed	Storage / Food Security	IA to DPMT to PMU
	Activity 2.2.2.6 NGO Services	Nb of IA engaged	Nb of IA identified	PMU	Quarterly	PMU	Annual Contract with RNGO	Implementation	IA to DPMT to PMU

	Output 2.2.3 Quality of local breed of cattle improved	Nb of JLGs/CMR C/PC benefiting from area centre	Nb of area centre identify,SHGs/VDC involved and CDC selected for ICC						
	Activity 2.2.3.1 Area Centres	Nb of JLGs/CMR C/PC benefiting from area centre	Nb of villages identified for Area centre	IA	Quarterly	IA	As per Standard Formats developed	Reporting	IA to DPMT to PMU
	Activity 2.2.3.2 Cattle Development Centre	Nb of SHG/VDC functional in CDC, Nb of livestock(high milk yielding) developed	Nb of village identified, Nb of SHG/VDC involved	IA	Quarterly	IA	As per Standard Formats developed	Breed Improvement	IA to DPMT to PMU
	Activity 2.2.3.3 Infertility Control	% of infertility controlled	Nb of CDC selected for ICC	IA	Quarterly	IA	As per Standard Formats developed	Breed Improvement	IA to DPMT to PMU
	Output 2.2.4 Mobile extension system installed & used	Nb of VDCs,are a covered, Nb of VDCs using handsets and benefiting from central unit	Nb of VDC/District selected for central unit						
	Activity 2.2.4.1 Central Unit	Nb of Villages & area covered,Nb of peoples benefited	Nb of village/District selected for central unit	IA	Quarterly	IA	As per Standard Formats developed	Reporting	IA to DPMT to PMU
	Activity 2.2.4.2 Handsets	Nb of VDC selected	Nb of VDC using handsets, Nb of VDC benefiting from central unit	IA	Quarterly	IA	As per Standard Formats developed	Reporting / Market information Desimination /Communication	IA to DPMT to PMU
SC 2.3	Micro-enterprises and SME's- Household incomes improved through improved access to technology, credit and marketing, employment opportunities increased and access to markets enhanced for the target group households								

1.2 .1	Output 2.3.1 Agri-enterprises	Area of mandarins undergone rejuvenation enterprise stabilised . Nb of compost product functional	Nb of villages, area, JLG selected						
	Activity 2.3.1.1 Mandarins rejuvenation	Nb of villages, area, JLG selected	Area of mandarin undergone rejuvenation, Nb of enterprise established	IA	Quarterly	IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.1.2 Aonla Planting	Nb of villages, area, JLG selected	Area of Aonla undergone rejuvenation, Nb of enterprise established	IA	Quarterly	IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.1.3 Turmeric	Area under turmeric, Nb of enterprise established	Nb of villages, area, JLG selected	IA	Quarterly	IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.1.4 Vegetable and flowers	Area under Vegetable and flowers, Nb of enterprise established	Nb of villages, area, JLG selected	IA	Quarterly	IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.1.5 Seed Production Unit	No of Seed Production Unit established	No of Seed Production Unit functional	IA	Quarterly	IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.1.6 Organic compost Units	Nb of villages identified for compost unit, Nb of SHG/VDC selected	KGs/Ton of compost produced, Nb of compost unit functional	IA		IA	As per Standard Formats developed	Agri. Based Micro enterprises	IA to DPMT to PMU
	Total Budget for Output 2.3.1:								
	Output 2.3.2 Livestock-based enterprises	KGs/Litre of milk produced, Nb of unit functional	Nb of villages identified for compost unit, Nb of SHG/VDC selected						

	Activity 2.3.2.1 House Hold Dairy Units	Nb of villages identified for compost unit, Nb of SHG/VDC selected	KGs/Litre of milk produced, Nb of unit functional	IA	Quarterly	IA	As per Standard Formats developed	Livestock Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.2.2 Stall feed Goat Keeping Units	Nb of villages identified for compost unit, Nb of SHG/VDC selected	KGs/Litre of milk produced, Nb of unit functional	IA	Quarterly	IA	As per Standard Formats developed	Livestock Based Micro enterprises	IA to DPMT to PMU
	Activity 2.3.2.3 Milk collection centre	No of Milk collection centre Identified/ Selected	No of Milk collection centre functional	IA	Quarterly	IA	As per Standard Formats developed	Livestock Based Micro enterprises	IA to DPMT to PMU
	Output 2.3.3 SME Units	Nb of SSI/SME/ Micro enterprise established/function al	Nb of Farmers/ JLG/ SHG/VDC selected						
	SME Units								
	Activity 2.3.3.1 Training to producers	Nb of Farmers/ JLG/ SHG/VDC selected	Nb of SSI/SME/ Micro enterprise established/function al	IA	Quarterly	IA	As per Standard Formats developed	Capacity Building	IA to DPMT to PMU
	Activity 2.3.3.2 NGO Services	Nb of IA identified	Nb of FNGO/RNGO engaged	PMU	Quarterly	PMU	Annual Contract with RNGO	Implementation	IA to DPMT to PMU
C.3	PROGRAMME MANAGEMENT - staff expertise strengthened and their capacity to provide inclusive services to stakeholders enhanced and convergence of agricultural interventions established in public and private sector								
3.1	Output 3.1 Equipment and vehicle provided to PMU/PMTs (Staff Operational functions enhanced)	project website designed and are functional	service procured						
	Activity 3.1.1 Projects websites	project website design	equipment procured	PMU	Quarterly	PMU	Online	Reporting and Shairing	Open to All
3.2	Output 3.2 Staff Training - Staff expertise	Nb of staff whose performance increased	Nb of staff covered study tour & KME workshop						

	enhanced & capacitated (Training)								
	Activity 3.2.1 Orientation Training	nb of days covered	nb of staff trained	DPM T / IA	Quarterly	PMU	Training Register/ Attendance sheet	Reporting and Capacity Building	PMU
	Activity 3.2.2 Study tours/works hops	nb of topic covered	study tour to staff	IA,D PMT	Quarterly	PMU	Training Register/ Attendance sheet	Reporting and Capacity Building	PMU
	Activity 3.2.3 KM workshops	nb of KME workshops held	nb of KME workshop	IA,D PMT	Quarterly	PMU	Training Register/ Attendance sheet	Reporting and Capacity Building	PMU
3.3	Output 3.3 Enriched experience & lessons gained (Studies & Surveys)	Nb of villages surveyed, Nb of base line done	Nb villages, Nb of participant						
	Activity 3.3 1. Baseline Survey	Nb of villages surveyed, Nb of base line done	Nb villages, Nb of participant	Agency	One time (Initial Stage)	PMU	As per TOR	Benchmark	PMU
	Activity 3.3 2. Training Needs Assessment Study	Nb of training needs identified	Nb of training needs conducted	PMU	Annual	PMU	As per TOR	Capacity Building	PMU
	Activity 3.3 3. Policy Issues Study	Nb of policy issue studies identified	Nb of studies conducted	PMU	Annual	PMU	As per TOR	Decision making	PMU
	Activity 3.3 4. Climate Change Study	Nb of climate Change studies identified	Nb of studies conducted	PMU	Annual	PMU	As per TOR	Decision making / Learning	PMU
	Activity 3.3 5. Study on Money lenders	Nb of Money lenders studies identified	Nb of studies conducted	PMU / DPM T	Annual	PMU / DPMT	As per TOR	Policy Decision	PMU
	Activity 3.3 6. Midterm Survey	Nb of MT survey Planned	Nb of MT survey conducted	PMU	3 time s in a proje ct perio d	PMU / DPMT	As per TOR	Outcom e / Impact	PMU
	Activity 3.3 7. RIMS Survey &	Nb of Villages covered	Nb of RIMS studies	PMU / DPM	3 time s in	PMU / DPMT	In hpouse in Stand Format	Outcom e / Impact	PMU

	Monitoring		done	T	a proje ct perio d				
	Activity 3.3 8. Project Completion Study	Project completion study planned	Project completion study conducted	PMU / DPM T	End of the Proje ct	PMU / DPMT	As per TOR	Impact / Learnin g	PMU
3.4	Output 3.4 PSU Staff and Logistic	Nb of staff recruitmen t ,field vehicle procure & all legal and statutory requireme nt are in operational	Nb of staff recruited ,field vehicles procured & all legal and statutory requireme nt complied						
	Activity 3.4.1 Liaison Officer	PSU staff recruited and functional	no Psu statt recruited			PSU			
	Activity 3.4.2 Accountant					PSU			
	Activity 3.4.3 Monitoring officer					PSU			
	Activity 3.4.4 Convergence specialist					PSU			
	Activity 3.4.5 Computer assistant					PSU			
	Activity 3.4.6 Vehicle hiring facility	nb of field vehicles procured	nb of field vehicles procured			PSU			
	Activity 3.4.7 Office expenditure	all legal and statutory requireme nt are in operational	all legal and statutory requireme nt complied and satisfactor y			PSU			
	Activity 3.4.8 Incremental allowance					PSU			
3.5	Output 3.5 PMU staff and Logistic Support	Nb of staff recruitmen t ,field vehicle procure & all legal and statutory requireme nt are in operational	Nb of staff recruited ,field vehicles procured & all legal and statutory requireme nt complied						

Activity 3.5.1 Project Director	PMU staff recruited and functional	nb PMU staff recruited							
Activity 3.5.2 Additional Project Director						PMU			
Activity 3.5.3 Technical Officer, agri business						PMU			
Activity 3.5.4 M & E Officer						PMU			
Activity 3.5.5 Gender Expert						PMU			
Activity 3.5.6 Knowledge management expert						PMU			
Activity 3.5.7 Accounts Officer						PMU			
Activity 3.5.8 Accounts assistant						PMU			
Activity 3.5.9 Computer Operator						PMU			
Activity 3.5.10 Receptionist						PMU			
Activity 3.5.11 office boy						PMU			
Activity 3.5.12 Vehicle hiring and travel	nb of field vehicles procured	no of field vehicles procured				PMU			
Activity 3.5.13 Vehicle O & M						PMU			
Activity 3.5.14 Office expenditure		all legal and statutory requirement complied and satisfactory				PMU			
Activity 3.5.15 Incremental allowance						PMU			
Activity 3.5.16 Partnership committee meetings	Nb partnership planned	Nb of Partner Meetings Concluded				PMU			
Activity 3.5.17 Coordination meetings	Nb of coordination Meeting planned within departments	Meeting take place regularly	DPM T / PMU / PSU	Monthly / Quarterly / Half Yearly	DPMT / PMU / PSU	Proceeding	Reporting and Project Performance	DPMT / PMU / PSU	
Activity						PMU			

	3.5.18 Compliance audit								
	Activity 3.5.19 Office Rent					PMU			
3.6	Output 3.6 DPMT Staff and Logistics	Nb of staff recruitment ,field vehicle procure & all legal and statutory requirement are in operational	Nb of staff recruited ,field vehicles procured & all legal and statutory requirement complied						
	Activity 3.6.1 Project Managers	DPMT staff recruited and functional	no DPMT statt recruited			DPMT			
	Activity 3.6.2 Accountants					DPMT			
	Activity 3.6.3 Technical officers, agri- business					DPMT			
	Activity 3.6.4 M & E Officers					DPMT			
	Activity 3.6.5 Computer Operator					DPMT			
	Activity 3.6.6 Office rent					DPMT			
	Activity 3.6.7 Vehicle hiring		nb of field vehicles procured			DPMT			
	Activity 3.5.13 Vehicle O&M					DPMT			
	Activity 3.6.8 Office expenditure		all legal and statutory requirement complied and satisfactor y			DPMT			
	Activity 3.6.9 Incremental Allowance								

	Activity 3.6.10 Meetings	Meeting take place regularly	Nb of departmen t Identify in coordinatio n Meeting			DPMT			
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Table 3

Annual M& E Activities Calendar

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
M& E Activities DPMT and PMU level													
Annual Progress Performance Review & Report Submission													
Annual IA Performance Assessment													
RIMS Report submission													
Quarterly Results Report (QRR) Preparation (Outputs/1 st Level Results)													
Quarterly Results Progress Review													
Focus Groups and Key Informant Interviews (Theme or Output based)													
Data Collection for M&E													
M& E Activities at Village, Cluster and CMRC Level													
CMRC level Meeting													
Cluster level Project Review Meeting													

Village level Results Progress Review <i>vis-à-vis</i> Village AWPB/Micro plan													
Enterprise Group Progress Review Meeting													
SHG , JLGs Member and group review meeting													
Data Recording by SHG JLGs members , SYS & WV and Cluster Supervisors													

Table 4

Participation of Stakeholder in the Annual Project Level M&E Activities

<i>M& E Activities DPMT and PMU level</i>	<i>Participation of Stakeholders</i>
Data Collection for M&E	Beneficiaries, IA , Project Staff and Line Dept.
Focus Groups and Key Informant Interview (including Annex-D methods from IFAD guide book 'Managing for Impact in Rural Development- A Guide for Project M&E')	Beneficiaries, IA , Project Staff and Line Dept.
Quarterly Results Report (QRR)Preparation	IA and Project Staff

Quarterly Results Progress Review (PMU Level)	Beneficiaries, IA, Project Staff, Private Sector, Service Provider, CMRC representative, District Horticultural Officer, Dist. Fisheries Officer, District Agriculture Officer, District Animal Husbandry Officer and District Forest Officer, Branch Managers of Banks, Lead Bank Manager, NABARD District Managers, and Managers from M & E.
RIMS Report submission	IA, DPMT and PMU staff
IA Performance Assessment	Beneficiaries, IA, DPMT and PMU staff
Annual Progress Review and Report Submission	Beneficiaries representative, IA, Project Staff, Service Provider representative, EGS scheme officer District Horticultural Officer, Dist. Fisheries Officer, District Agriculture Officer, District Animal Husbandry Officer and District Forest Officer, Branch Managers of Banks, Lead Bank Manager, NABARD State Manager, and State Government Officials and Private Sector Representatives and Managers from M & E.
M& E Activities at Village, Cluster and CMRC	
Block Level Results Progress Review Meeting	DPM, BDO, Block Level Line Agency Officials, Community Coordination Officer, SYS & WV, Cluster Supervisors (CS).
Cluster level Project Review Meeting	Community Members, MTs, SYS & WV , Extension Workers, and Officers of various Line Agencies.
Village level Results Progress Review Meeting	Community Members, Village Headman, SYS & WV , JLG,SHG, Extension Workers, and Officers of various Line Agencies.
SHG member and group review meeting	Participation of SYS & VDC
Producer / Enterprise Group Progress Review Meeting	Participation of JLG,SHG, MT, VDC, Farmers and specific Extension Workers
Data Recording by SHG members , SYS & WV and IA representative	Participation of District Level M & E representative, SGY,SHG, IA representative

Table 5

Broad Capacity Building Plan

Capacity Building for Monitoring and Evaluation				
	Training	Exposure	Partnership	Information/Knowledge
Monitoring and Evaluation	Orientation Training, followed by half-yearly	Exposure to other IFAD Projects with well established	Private sector and Maharashtra Project.	Sharing Knowledge through training based on experiential learning and hands-on experience. Provision of various

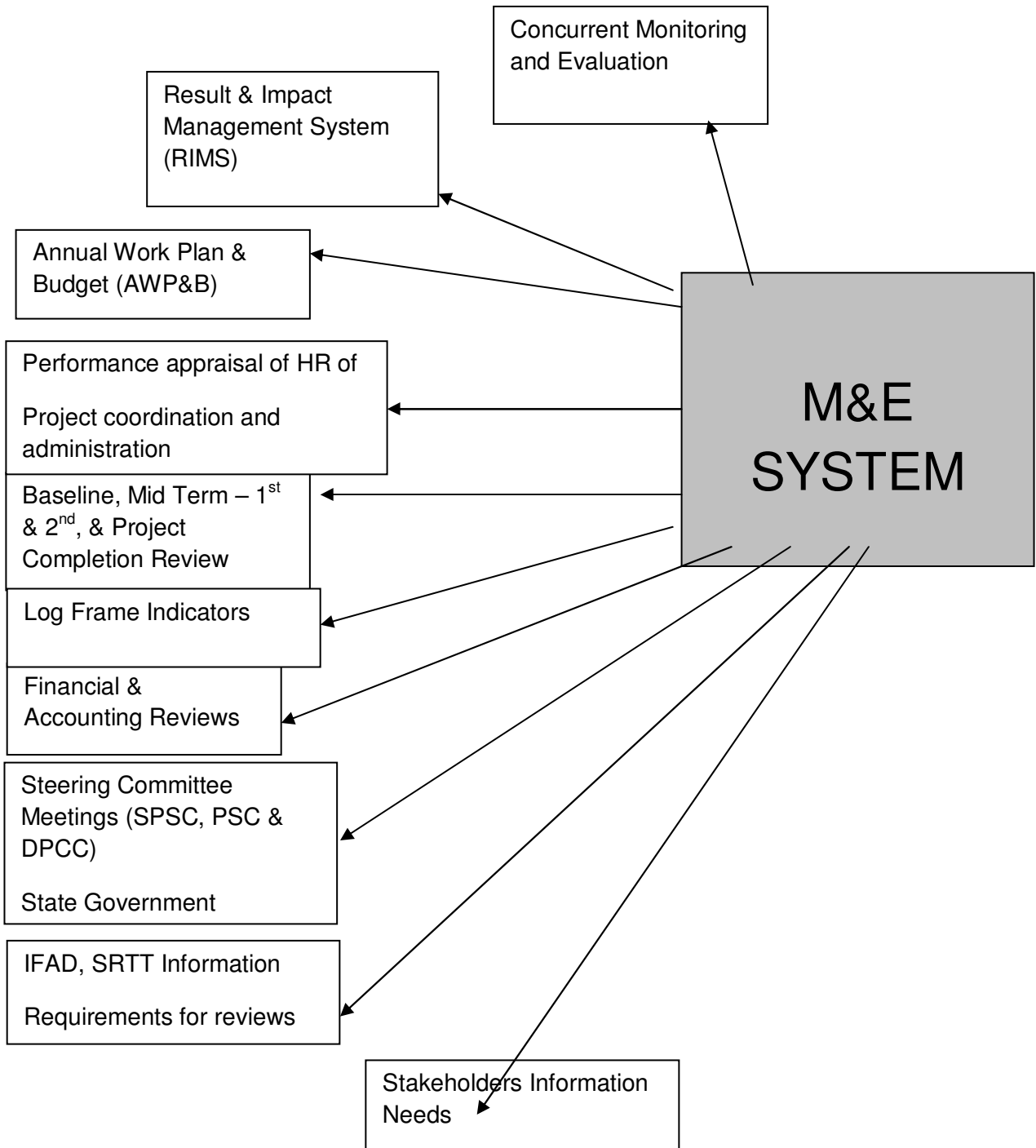
Facilitation	refreshers training after reviewing effectiveness of the M&E system in the first year.	M&E system or MIS	Facilitate cross-visits of stakeholders from both projects.	M&E handouts to expand the understanding of and M&E system.
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Table no. 6
Monitoring & Evaluation Budget

Sr. No.	Activity	Unit	Total Units	Unit cost	Requirement	Total Cost
1	Laptop	1/MEO	1	45,000	1 time	45,000
2	Desktop	1/MEO	7	45,000	1 time	3,15,000
3	MIS Development & MIS O & M	1/MIS	1	20,00,000	1 time	20,00,000
4	Baseline survey	1/BS	1	10,00,000	1 time	10,00,000
5	RIMS Survey (Baseline, Mid term, Impact)	1/Rims	3	5,00,000	3 times	15,00,000
6	Annual outcome survey (AOS)	1/AOS	8	-	8 times	In-house
7	Technical Assistance	1/TA	8	50,000	8 times	4,00,000
8	Training (M & E Staff)	1/Qtr	32	1500/ person	32 training	18,50,000
9	Exposure	1/yr	8	15000	8 visit	9,60,000
10	Meetings	1/Qtr	32	25000	32 days	8,00,000
11	Stationery	MEO/yr/Rs	8	96000	8 yr	7,68,000
12	Miscellaneous	Rs/MEO/yr	8	-	8 yr	1,00,000
Total						1,11,78,000

Table No. 6

Linkage of Information Needs With Monitoring & Evaluation System of Project



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