

**MOLDOVA SOCIAL INVESTMENT FUND II**

**PARTICIPATORY MONITORING AND EVALUATION**

**OPERATIONAL MANUAL**

**(DRAFT)**

**By:**

**RAVI VENKATARAMAN  
PARTICIPATORY M&E CONSULTANT**

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**- PARTICIPATORY MONITORING AND EVALUATION**  
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**I. PREAMBLE**

Social Investment Fund II will contribute to the implementation of Moldova's economic growth and poverty reduction strategy by empowering poor communities and vulnerable population groups to manage their priority development needs through:

- (a) Improved delivery and quality of basic social and economic services; and*
- (b) Development of the capacity of the community institutions and strengthening social capital.*

The **key performance indicators** to be monitored systematically are as follows:

1. Increase in number of community services (community services and community based social care services) operational in targeted areas with improved quality, better maintenance, and financially sustainable (two years after MSIF II investment);
2. Improvement in the capacity of the participating NGOs, community based organizations (CBOs), and local governments in decision making and management of the community services as measured by the increase in the number of community institutions initiating new projects after graduating from MSIF;
3. The capacity of the Central and the Regional Governments to formulate, implement, monitor and evaluate policies for social care services strengthened through: (i) development of five regional plans for development of the community based social care services and deinstitutionalization; and (ii) dissemination of lessons learned and mainstreaming the policies in the system;
4. Strengthened capacity of the local contractors in MSIF procurement procedures, construction know-how, energy efficient techniques, and space utilization innovations;
5. Lessons learned through the MSIF micro projects incorporated in the policy decision of the line ministries (norms and standards, social care services etc.); and
6. Temporary jobs created in the targeted communities (measured as number of man-days generated per micro-project ).

**Project Components:**

**1. Community Development:** This would encompass (a) Rural Micro-projects, (b) Pilot Urban Projects (small towns), and (c) Community Based Organizations (CBOs) and Local Government Capacity Building.

**2. Social Care Services Development:** This would finance activities under the following two sub-components: (a) Social Care Services Micro-projects; and (b) Capacity Building for Central and Local Government Social Assistance Offices, and Service Providers.

**3. Communication, Monitoring and Evaluation, and Capacity Building:** This would provide funding for the following sub-components: (a) capacity building for the Government Institutions and learning policy lessons; (b) Communication, dissemination, and replication of best practices; and (c) Participatory Monitoring and Evaluation.

**4. Project Management:** This would provide funding for the project implementation and to support SIF Executive Office operations.

## II. CONCEPTUAL ISSUES IN PARTICIPATORY MONITORING AND EVALUATION (PM&E)

### CONCEPT OF PARTICIPATORY MONITORING AND EVALUATION

**Participatory Monitoring and Evaluation (PME)** is a collaborative process that involves stakeholders at different levels working together to assess a project or policy, and take any corrective action required. In the **Conventional or Traditional Monitoring and Evaluation (M&E)**, monitoring is usually conducted as an ongoing activity throughout the life of a project, whereas evaluations are undertaken at certain times, such as at project midterm or completion. However, in the **Participatory M&E (PME)**, the distinction between monitoring and evaluation can often become blurred, as participatory assessments and feedback mechanisms are built-in to project design as a regular component of the work, rather than one-time events. **The schematic representation of PME** is given below:



**The stakeholder groups typically involved in a participatory M&E activity** include: the end users of project goods and services, including both men and women at the community level, intermediary organizations, including NGOs, private sector businesses involved in the project, and government staff at all levels.

**The key principles of PME are as follows:**

- ◆ Local people are active participants—not just sources of information.
- ◆ Stakeholders evaluate and outsiders facilitate.
- ◆ Focus on building stakeholder capacity for analysis and problem-solving.
- ◆ Process builds commitment to implementing any recommended corrective actions.

**Participatory approaches to M&E** can take many forms and can involve different levels of participation, but the key principles remain the same. Most important is the emphasis placed on the active roles played by the local stakeholders. **Conducting user surveys or asking community members to respond to questionnaires does not qualify as participatory evaluation. Instead, stakeholders at all levels are the main actors in the monitoring or evaluation process. They are responsible for collecting and analyzing the information, and for generating recommendations for change. The role of an outside consultant is to facilitate and support this learning.** Participatory M&E is very much action-oriented, and strong emphasis is placed on building the capacity and commitment of all key stakeholders to reflect, analyze, and take responsibility for implementing any changes they recommend.

**Participatory approaches to M&E differ from Conventional M&E** in several ways. Conventional or Traditional M&E tends to be a linear, predetermined, and extractive process to fulfill a management or financial accountability requirement rather than to identify and respond to a project's changing needs. In **conventional M&E work**, an outside evaluator is considered necessary in order to maintain distance and independence from the project—and to provide a “neutral” view. Conversely, **Participatory M&E uses a** more open-ended and iterative approach, whereby the stakeholders themselves conduct the research, analyze the findings, and make recommendations. Also in Participatory M&E, an outside facilitator is employed to help guide the process and bring other perspectives to bear on the issues of concern. PM&E work usually includes assessments of the quality of the process as well as the quality of the outputs of a project. It should be noted that most participatory M&E work is done alongside more conventional evaluation methods to cross-check the findings and foster local-level commitment to action. For example, an evaluation survey assessing the economic and technical performance of an Irrigation Project might be undertaken by outside evaluators, while a participatory evaluation of the same project will be undertaken by the beneficiaries (farmers) with the help of facilitators.

**The differences between Traditional or Conventional M&E and the Participatory M&E are summarized below:**

| <b>Question</b> | <b>CONVENTIONAL M&amp;E</b>  | <b>PARTICIPATORY M&amp;E</b>  |
|-----------------|--|---|
| <b>1. Who?</b>  | External experts and Project Management Unit (PMU) Staffs.   | End users of project goods and services, including both men and women at the community level, intermediary organizations, including NGOs, private sector businesses involved in the project, and government staff at all levels.  |
| <b>2. What</b>  | Predetermined indicators to measure inputs and outputs.  | Indicators identified by stakeholders to measure inputs as well as outputs.   |
| <b>3. How?</b>  | Structured questionnaire, neutral evaluators, evaluation done at specific times, and monitoring done periodically by PMU Staffs.   | Stakeholders monitor and evaluate the identified qualitative and quantitative indicators. They are responsible for collecting and analyzing the information, and for generating recommendations for change. The role of an outside consultant/PMU is to facilitate and support this learning. |
| <b>4. When</b>  | Monitoring is usually conducted as an ongoing activity throughout the life of a project, whereas evaluations are undertaken at certain times, such as at project midterm or completion or ex-post. | The distinction between monitoring and evaluation can often become blurred, as participatory assessments and feedback mechanisms are built-in to project design as a regular component of the work, rather than one-time events.  |
| <b>5. Why</b>   | To prepare progress reports for the Management and evaluate the project outcome.   | To empower stakeholders and make them accountable for the project outcomes, and to take further corrective actions, if needed.  |

### III. PARTICIPATORY MONITORING AND EVALUATION (PM&E) FOR MSIF II

#### A. COMMUNITY DRIVEN DEVELOPMENT (CDD) UNDER MSIF I

Japanese Government has provided ‘Trust Fund’, under Social Investment Fund, to focus on the **Community Driven Development (CDD) under MSIF I**. The implementation of this sub-component began in early 2003.

**CDD Project is conceptually evolved from the procedures used by MSIF** at present. In the case of CDD Project, the role of MSIF in relation to the beneficiaries is different. MSIF is **rather a facilitator** in technical, social and financial problems of the community, both during the subproject cycle, and at the post-implementation stage. The main emphasis is placed on community development, in general, through building the social capital, partnership relations between different community actors and development of management capacities in the community organizations created with MSIF support. **The results and the lessons learnt under this component will help in refining the PM&E system being developed.**

**The expected outcomes or impacts of the CDD Project are :**

- rehabilitated social infrastructure objects in the rural localities and small towns, such as schools, roads, gas and water supply systems.
- enhanced access of poor rural groups to improved social services.
- alternative social services developed for socially vulnerable groups.
- partnership relations established between different community actors at community level in the development and implementation of the strategic plan of social economic development of the village.
- improved organizational capacity (indicators like formation of associations/groups, sustainability and community oriented plans etc.) of rural communities, local public authorities and NGOs in a participative approach to stringent community problems.
- increased level of confidence (measured by the quality of preparation of various plans, initiation of new MPs etc.) in their own forces, in institutions and authorities, and among community members.

**Beneficiary Associations**, formed under this sub-component, are very closed involved in all the stages of the project, in a participatory manner, including procurement of Design Company and evaluation of the technical design. Local NGOs (Facilitators) also work on voluntary basis in a few MPs.

**\* Based on the indicators developed- input, performance/output, and impact-** (please refer the Excel Files), a Participatory Survey was conducted by a local Company in late December 2003, among communities, benefited by different MPs. The majority of the MPs were in the categories of schools, gas supply, roads, and water supply. The data on performance/output and impact indicators have been collected and the data is being entered in the computer. **The Local Consulting Company for PM&E is expected to be recruited by March 2004.**

## **B. PARTICIPATORY MONITORING AND EVALUATION FOR MSIF II - A PRACTICAL GUIDELINE BY MICRO-PROJECT CYCLE**

**The PM&E activities will be organized, based on the following Micro-project (MP) cycles. It is important to note that the PME is an integral part of the MP cycle and not an independent activity. The PM&E Manual is based on this idea.**

1. Pre-project Cycle (MSIF Promotion and Local Studies)
2. Identification and Preparation of MP
3. MP Appraisal
4. MP Approval
5. MP Contracting (Procurement)
6. MP Implementation (usually 6 months to 1 year and extended further in exceptional cases, when there is a delay in contract execution)
7. MP Follow-up and Completion
8. Post MP Activities

**There will be 3 classes of the MPs with the above cycles:**

- i. **Rural Micro-projects - Single Phase.** Here MP proposals are received from the rural communities (throughout Moldova) and the selection is based on competitive procedure. After the selection, the community implements the MP with assistance (if needed) from the Local NGO (Facilitator or Intermediary). MSIF will provide necessary guidance and supervision.
- ii. **Small Town Micro-projects - Two Phases.**  
*Phase I:* Selection of small towns based on procedures laid-out by MSIF and subcontracting MP activities to the Small Town Authorities by MSIF; and  
*Phase II:* Implementation of the MPs by the communities with guidance from the local NGO (Facilitators) and the Small Town Authorities (with supervision by MSIF).
- iii. **Social Service Micro-projects** for Children (at risk and disabled), vulnerable women, youth and old people - **Two Phases.**  
*Phase I:* Selection of rayons (districts) based on procedures laid-out by MSIF and subcontracting MP activities to the Raion Authorities by MSIF; and  
*Phase II:* Implementation of the MPs by the communities with guidance from the local NGO (Facilitators) and the Raion Authorities (with supervision by MSIF).

Detailed indicators for each typology of MPs, i.e., roads, water supply, gas supply, school, social care services (disabled and ‘at risk’ children, women, youth and old people), sewerage, soil and water conservation, and small-scale irrigation are furnished in **Annexes 3-10 as Excel Spreadsheets**. Furthermore, the indicators for each typology of MPs are classified into input, socio-economic, procurement, implementation, project specific (performance/output indicators), community participation, training, environment (standard classification), capacity building, sustainability, lessons learned module (no indicators specified at this stage), and impact (outcome) indicators. **All the indicators were discussed in depth with MSIF Staffs, various agencies, and the community in selected villages implementing MPs under CDD. Except for a few indicators, particularly, socio-economic, most of the suggested indicators (by typology) can be easily collected without posing burden on the communities.** This is explained in depth in the later section on Workshop and Training.

Moreover, as per the CDD agreement, 80% of the Beneficiary Associations (BAs) will be registered as Local NGOs after the Project Completion. **These BAs can be utilized as Facilitators in MSIF II, contracted by MSIF.**

The following Section details the PM&E activities as an integral part of the MP cycle. As stated earlier, **it is worthwhile to note that the Local Consulting Company for PM&E, which would be recruited to assist MIS Department, in March 2004, can modify the Operational Manual (like cost details, activities etc.) based on the evolving strategies for MSIF II.**

#### **a. PM&E ACTIVITIES UNDER RURAL MICRO-PROJECTS**

##### ***1. Pre Rural Micro-project Cycle: MSIF Promotion and Local Studies***

**PM&E Activity 1:** Selection of Facilitator or Intermediary (same as the Facilitator or Intermediary recruited for the regular activities of this MP cycle and not an additional one).

Cost estimate per micro-project: .....US\$

**Remarks:** 1. **It is yet to be determined by MSIF** whether a local NGO will be involved at this stage or it **will be done exclusively** by the Community Development / Promotions Department of MSIF. If Promotions and Local Studies is done exclusively by the Community Development / Promotions Department of MSIF, there will not be a need for Facilitator at this stage.

2. TOR of the facilitator will reflect PM&E functions also.

**PM&E Activity 2:** Workshop attended by the Facilitator (Local NGO already involved in the Promotions and Local Studies will be involved), Community Groups, and MSIF Staffs on CDD approach and PM&E concepts.

Cost estimate per micro-project : .....US\$

**Remarks:** If the ‘Promotion and Local Studies’ **is done exclusively** by the Community Development / Promotions Department of MSIF, there will not be a need for Facilitator at this stage.

**PM&E Activity 3:** Initiation and completion of baseline data collection and reporting on the socio-economic variables like infrastructure facilities, community population by gender etc. It is classified under PM&E activity in a MP cycle and so there will not be any duplication.

**Responsibility:** Community with assistance from the same Local NGO (Facilitator) involved in the PM&E activities 1 and 2.

**Need for the Facilitator:** *Option 1:* Community with assistance from a Local NGO (Facilitator) if they do not have experience participating in a MP under Community Driven development (CDD) of MSIF I. *Option 2:* No facilitator needed if they have experience participating in a MP under Community Driven development (CDD) of MSIF I.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Socio-Economic**).

**Source of Data:** Secondary data and Opinion Survey.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Since collection of data on socio-economic variables like income, assets, occupation, employment etc. **at the community level** involves survey with substantial cost element involved, **it is not mandatory**. Moreover, just one MP will not cause significant impact on community's income, asset status etc. However, a group of MPs can cause increase in income (impact) at the district or town level, over a period of time, (for example: the central heating systems in schools have generated respectable savings for the municipalities which have put them to different uses in the next year), but it is relevant only for M&E Socio-economic Impact Study and not for PM&E.

**Hence, a detailed socio-economic survey of a community is not mandatory.**

## ***2. Identification and Preparation of Rural MP***

**PM&E Activity 1:** Workshop attended by the Facilitator (same as the Facilitator or Intermediary recruited for the regular activities of this MP cycle and not an additional one) and Community Groups on MP specific performance/output and impact indicators. **Hence, TOR for this Facilitator (local NGO) will reflect PM&E functions also.**

**PM&E Activity 2:** Once a MP is identified, initiation and completion of **baseline data collection and reporting** for the particular **MP-specific performance/output indicators**.

**Responsibility:** Community with assistance from the same Local NGO (Facilitator) involved in the PM&E activity 1. i.e., same as the Facilitator or Intermediary recruited for the regular activities of this MP cycle. **No additional Facilitator.**

**Need for the Facilitator:** *Option 1:* Community with assistance from a Local NGO (Facilitator) if they do not have experience participating in a MP under Community Driven development (CDD) of MSIF I. *Option 2:* No facilitator needed if they have experience participating in a MP under Community Driven development (CDD) of MSIF I.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Project Specific**).

**Source of Data:** Secondary data.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** For example, **if a School Rehabilitation MP is identified and prepared**, project specific baseline data should be provided on present number of students, number of teachers, teacher to students ratio, students actually attending classes etc. Lot of these data is part of standard school management procedure and the data quality should be ensured. If the data is inadequate, the MP-proposal should address this issue in depth. This can be compared with the performance indicators during the project implementation to study the before and after scenarios. However, **for a Water Pipe Construction MP**, most of the baseline data on pipe will be zero (since none existed before the project). However, there will be baseline data on sources of water supply in the community. Hence, focus should not only be on the pipe construction, but also on the provision of water.

**PM&E Activity 3:** Once a MP is identified, initiation and completion of baseline data **collection and reporting** for the particular **MP impact indicators**.

**Responsibility:** Community with assistance from a Local NGO or Facilitator (same as the MP Identification and Preparation Facilitator and not an additional one).

**Need for the Facilitator:** Option 1: "Yes" if no experience in participating in a MP under CDD of MSIF I. Option 2 : "No" if the community has experience in participating in a MP under CDD of MSIF I

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Secondary data.

**Time Period:** 10 days.

Cost estimate per micro-project : .....US\$

**Remarks:** For example, **if a Gas Supply MP is identified and prepared**, baseline data could be provided on illicit cutting of trees, average monthly heating bill, average winter temperature in houses, schools etc. This can be compared at a later stage to study the impact of the project. In addition, other baseline impact data are new businesses created, additional employment generated etc. and it will also be necessary to verify whether increases can be attributed to the MP.

**PM&E Activity 4:** First Draft Sustainability Plan should be completed (part of regular activities of this MP cycle).

**Responsibility:** Community with assistance from a Local NGO (Facilitator) already working in the Identification and Preparation Stage as a part of regular activity. **No additional facilitator requested.**

**Need for the Facilitator:** Option 1: "Yes" if no experience in participating in a MP under CDD of MSIF I. Option 2 : "No" if the community has experience in participating in a MP under CDD of MSIF I

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Local Authorities.

**Time Period:** 1 week.

Cost estimate per micro-project : .....US\$

**Remarks:** 1. Draft Plan is sufficient at this stage.

2. In the CDD Project of MSIF I, this activity was done by the community with assistance from MSIF.

**PM&E Activity 5:** First Draft Environmental Assessment should be completed (part of regular activities of this MP cycle).

**Responsibility:** Community with assistance from a Local NGO already working in the Identification and Preparation Stage as a part of regular activity. **No additional facilitator requested.**

**Need for the Facilitator:** *Option 1:* “Yes” if no experience in participating in a MP under CDD of MSIF I. *Option 2:* “No” if the community has experience in participating in a MP under CDD of MSIF II. **Guidance from MSIF Staffs strongly recommended as in CDD Project of MSIF I.**

**Need for the Facilitator:** “Yes” if no experience in participating in a MP under CDD of MSIF I and ”No” if the community has experience in participating in a MP under CDD of MSIF I

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Some MPs like Schools may not have any environmental problem. Still the MP Preparation Team should mark all the environmental indicators listed in the ‘Sheet: Environment’ as “**Not Applicable**”.

### ***3. Rural MP Appraisal***

**PM&E Activity 1:** PM&E Report will be attached to the Main Report covering all the previous activities listed.

**Cost estimate per micro-project:** .....US\$

**PM&E Activity 2:** Community Group/MP Committee and/or the Facilitator will explain the contents of the PM&E Report to the Appraisal Team in a Workshop or Seminar.

**Cost estimate per micro-project:** .....US\$

**PM&E Activity 3:** Revised (but not final) Sustainability Plan should be completed.

**Responsibility:** Community MP Committee

**Need for the Facilitator:** No

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Local Authorities.

**Time Period:** 1 week.

**Cost estimate per micro-project:** .....US\$

**Remarks:** Done before the MP approval. It is assumed that this activity is appraised as part of the MP proposal.

**PM&E Activity 4:** Environmental Assessment Report finalized with the Design Company.

**Responsibility:** Community MP Committee

**Need for the Facilitator:** No

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** 1. Some MPs like Schools will not have any environmental problem. Still the MP Preparation Team should mark all the environmental indicators listed in the ‘Sheet: Environment’ as “**Not Applicable**”. This activity is done before the MP approval.  
2. It is assumed that this activity is appraised as part of the MP proposal.

#### **4. Rural MP Approval**

**PM&E Activity 1:** Finalization of procurement and implementation progress indicators.

**Responsibility:** MP Committee with assistance from a Local NGO (Facilitator) already working in the Identification and Preparation Stage as a part of regular activity. No additional facilitator requested.

**Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes” if no experience in participating in a MP under CDD of MSIF I and ”No” if the community has experience in participating in a MP under CDD of MSIF I

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Implementation and Sheet: Procurement**).

**Source of Data:** Tender Documents (also Bill of Quantities).

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

#### **5. Rural MP Contracting (Procurement)**

**PM&E Activity 1:** Monitoring the procurement process, vis-à-vis, the time schedule.

**Responsibility:** MP Committee with assistance from a Local NGO (Facilitator), who has been already recruited in the regular activities as a part of this MP cycle. **No additional Facilitator is requested.**

**Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes” if no experience in participating in a MP under CDD of MSIF I and ”No” if the community has experience in participating in a MP under CDD of MSIF I

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Procurement**).

**Source of Data:** Tender Documents.

**Time Period:** Throughout the tender process.

**Cost estimate per micro-project:** .....US\$

**Remarks:** In the CDD Project of MSIF I, this activity was done by the community with assistance from the Procurement Division of MSIF.

#### **6. Rural MP Implementation**

**Note:** Most of the MPs are of 6 months to 1 year duration (implementation time). Only in the exceptional case, due to contract execution delays, implementation is continued in the second year.

## Year 1 of Implementation

**PM&E Activity 1:** Prior to the beginning of the MP implementation, **Work Plan and Budget (also called ‘Approved Plan’)**, as per the Tender Document, should be ready.

**Responsibility:** Implementing Agency/Beneficiary Association.

**Need for the Facilitator:** The Supervisor of a MP can be involved.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Approved Plan.

**Time Period:** 2 weeks.

**Cost estimate per micro-project:** .....US\$

**Remarks:** Nil.

**PM&E Activity 2: Monthly Financial Progress** submitted to MSIF Executive Committee indicating Approved Plan financial targets, actual achievements and % achievement, as per the format provided in the Annexes.

**Responsibility:** Implementing Agency/Beneficiary Association.

**Need for the Facilitator:** The Supervisor of a MP can be involved.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Implementing Agency/Beneficiary Association

**Time Period:** Submitted within a month after the end of the particular month.

**Cost estimate per micro-project:** .....US\$

**Remarks:** The Monthly Financial Progress Report will be very simple indicating only amount received, spent and %.

2. Currently, payments are made in tranches by MSIF. However, the MP submits Monthly Progress Report to MSIF.

**PM&E Activity 3: Final Progress Report (expanded regular progress payment request and hand-over procedure)**, submitted to MSIF Executive Committee.

**Responsibility:** Implementing agency/Beneficiary Association with assistance from a Local NGO (Facilitator) already involved in the regular activities of the MP. **No additional Facilitator requested.**

**Need for the Facilitator:** MP Supervisor is sufficient.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input, Sheet: Project Specific**).

**Source of Data:** Monthly Financial Reports of Implementing Agency/Beneficiary Association.

**Time Period:** Submitted within a month after the end of the year.

**Cost estimate per micro-project:** .....US\$

**Remarks:** 1. Final Progress Report will be an expanded regular progress payment request and hand-over procedure and there will be only one during the MP implementation cycle.

2. The Report should be informative as it is the basis for MIS Progress Reports.

**PM&E Activity 4:** There should be Focus Group meetings twice in a year (example: June and December), **depending on the implementation duration of a MP**, to elicit community’s perception of the MP, and to ‘learn lessons’ (positive and negative).

**Responsibility:** Implementing agency/Beneficiary Association with assistance from Facilitator.

**Need for the Facilitator:** “Yes” if the community has no previous experience. The **Facilitator is not additional for this PM&E activity** and they will be the one already involved in the regular MP activities.

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** Twice in a year.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

**PM&E Activity 5:** Lessons learnt (based on focus Group Meetings) during the implementation period to be reflected in the Progress Report.

**Responsibility:** Implementing agency/Beneficiary Association with limited assistance from a Local NGO (Facilitator) **already involved in the regular MP cycle.**

**Need for the Facilitator:** “Yes” if the community has no previous experience.

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Focus Group Meetings.

**Time Period:** Submitted along with the Progress Report.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Since most of the MPs are of 6 months to 12 months implementation period, by the time a lesson (or lessons) is learnt, the MP is completed. Hence, a synthesis of lessons learnt from various MPs is very relevant at M&E level for the future MPs.

**PM&E Activity 6:** Training programs.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Training**).

**Source of Data:** Not Applicable.

**Time Period:** 3-4 training programs, based on implementation period.

**Remarks:** The training program should be evaluated based on the methodology proposed in Annex 11.

**PM&E Activity 7:** Sustainability Plan should be finalized.

**Responsibility:** Implementing Agency/Beneficiary Association.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions, meetings with Local and International Donors and meetings with Local Authorities.

**Time Period:** 2 months.

**Cost estimate per micro-project :** .....US\$

**Remarks:** MSIF Executive Committee can provide valuable assistance in bringing together the community and the potential donors.

### ***{Year 2 of Implementation***

*As stated earlier, most of the MPs have an implementation period of 6 months to 1 year. If the implementation period goes over 1 year, due to contraction execution delays, all the PM&E activities of the first year will be repeated. However, **no Facilitator will be needed** since the Implementing Agency, by this time, would have acquired sufficient experience}.*

## 7. Rural MP Follow-up and Completion

**PM&E Activity 1:** One month prior to the completion of MP, activities should be initiated for preparing the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association with assistance from the Facilitator (Local NGO).

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Collected from the Progress Report.

**Time Period:** 2 months for preparation.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage.

**PM&E Activity 2:** Submission of Micro-Project Completion Report to MSIF, potential Donors, Local Authorities etc. 2 months after the completion of MP.

**Responsibility:** Implementing Agency/Beneficiary Association with assistance from the Facilitator.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Not Applicable.

**Time Period:** Nil.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage since it will require good analysis to reflect before and after project comparisons, and synthesis of yearly results.

**PM&E Activity 3:** Synthesis of ‘lessons learned’, which will be reflected in the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association.

**Need for the Facilitator:** No.

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Synthesized from the Progress Report.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Will help in preparing new MP or extension of the existing MP for obtaining funding from non-MSIF sources. No Facilitator needed, since it is only a synthesis from the various Reports.

**PM&E Activity 4:** Workshop to discuss the MP Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Facilitators.

**Need for the Facilitator:** Yes.

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** 2 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Communities, MSIF Staffs, Local and National Authorities, and Potential Donors will be the audiences.

## 8. Post Rural MP Activity (Ex-post Evaluation)

**PM&E Activity 1:** 1 year, 2 years, and 3 years after the completion of the MP, **initiation and completion of data collection and reporting on impact indicators** including environmental assessment.

**Responsibility:** Community with assistance from a Local NGO (Facilitator).

**Need for the Facilitator:** Yes (for the **first report only**).

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Small Impact Evaluation Surveys.

**Time Period:** 4 weeks.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Enables to study the project outcome/impact. It is **recommended** that the impact studies be done 3 times, i.e., 1 year after the project completion (mandatory), 2 years after the project completion (mandatory), and 3 years after the project completion (not mandatory).

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**Note:** Detailed indicators for Community Participation (**Sheet: Community of Annexes 3 to 10**) will be collected by the Beneficiary Assessment Surveys conducted at M&E level. However, a **few simple and easily collectable community participation (social indicators)** at PM&E level, encompassing different stages of a MP cycle, are listed below: number and % of community members attending General Council Meeting, number of female attendees, number of women in the MP Committee, number of male and female members in Beneficiary Association, no. of community representatives who participated in the identification stage of a MP, no. of community people who are aware and participated in the procurement process etc.  
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## b. PM&E ACTIVITIES UNDER SMALL TOWN MICRO-PROJECTS

### PHASE 1 – Mobilization and Selection of Small Town Local Authority

*Note: Since the Small Town MP Cycle is a new activity, **Facilitator** will not **exclusively operate within the domain of the PM&E-tasks only**. That is **PM&E becomes an integrated activity in the Small Town Phase I cycle**. Hence, the TOR for this **Facilitator should also reflect PM&E facilitation tasks**.*

### 1. MSIF Promotions and Local Studies

**PM&E Activity 1:** Training program on socio-economic indicators for the Small Town Authorities.

**Responsibility:** Mayoral Office/Relevant Statistical Department in the Small Town.

**Need for the Facilitator:** Sub-contracted to local NGO by Community Development and Promotions Department of MSIF.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Socio-economic**).

**Source of Data:** Substantial base-line data available in the PRSP, which is going to be used to establish the MSIF II baseline information.

**Time Period:** In 2-3 groups of relevant Small Town Officials for a day.

**Cost estimate per mobilization :** .....US\$

**Remarks:** Contracted to Local NGO and supervised by the Community Development and Promotions Department of MSIF.

**PM&E Activity 2:** Analysis and planning based on data already available with PRSP, at the **Small Town level**, on socio-economic variables like population, sex, age group, educational status, employment characteristics, income, assets, infrastructure facilities etc.

**Responsibility:** Mayoral Office/Statistical Department in the Small Town.

**Need for the Facilitator:** Sub-contracted to local NGO (the same NGO as in Activity 1) and supervised by the Community Development and Promotions Department of MSIF.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Socio-Economic**).

**Source of Data:** PRSP data and Rapid Assessment Survey (only for any missing data).

**Time Period:** 2 weeks.

**Cost estimate per mobilization :** .....US\$

**Remarks:** The data will be collected for the town (available with PRSP) and will become part of the Small Town Strategic Plan.

## **2. PM&E Activities as per the MP Cycle**

**PM&E Activity 1:** Monitoring of MP Preparation and Implementation Cycles (of MSIF II) under their jurisdiction.

**Responsibility:** Relevant Small Town Authority/Mayorality.

**Need for the Facilitator:** As stated earlier, since Small Town MP Cycle is a new activity for MSIF and the Small Town authorities, there will be a Facilitator (Intermediary) contracted and supervised by the Community Development and Promotions Department of MSIF.

**Indicators:** Based on Progress Reports from the individual MPs.

**Source of Data:** Progress Reports from various MPs (funded by MSIF II) in their town.

**Time Period:** Continuous.

**Cost estimate per micro-project :** .....US\$

**Remarks:** The Facilitator or Intermediary's TOR should comprise the PM&E tasks also.

**PM&E Activity 2:** Synthesis of 'lessons learn' from various MPs under their jurisdiction.

**Responsibility:** Relevant Small Town Authority/Mayorality.

**Need for the Facilitator:** Same procedure as in the previous activities.

**Indicators:** Annexes 3-10 (**Sheet: Lessons Learnt**).

**Source of Data:** Progress Reports from various MPs (funded by MSIF II) in their town.

**Time Period:** Continuous.

**Cost estimate per micro-project :** .....US\$

**Remarks:** The Facilitator or Intermediary's TOR should comprise the PM&E tasks also.

### 3. Post MP Activity (Ex-post Evaluation)

**PM&E Activity 1:** 12 months after the completion of the MP, initiation and completion of data collection and reporting on socio-economic variables, **at the town level**, like population, sex, age group, educational status, employment characteristics, income, assets, infrastructure facilities etc., after the project completion. It should also be conducted in the control towns (towns without any MP).

**Responsibility:** Mayoral Office/Relevant Statistical Department in the Small Town.

**Need for the Facilitator:** There will be a Facilitator (Intermediary) contracted and supervised by the Community Development and Promotions Department of MSIF.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Socio-Economic**).

**Source of Data:** Secondary Data and Socio-economic Evaluation Surveys.

**Time Period:** 3 weeks.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Enables to study the effect of project intervention, **at the Small Town level**, on the socio-economic status of the communities benefited.

#### PHASE 2 – Small Town MP Cycle

*Note: As in phase I, **Facilitator will not exclusively operate within the domain of the PM&E-tasks only. That is PM&E becomes an integrated activity in the Small Town Phase II cycle also. Hence, the TOR for this Facilitator should also reflect PM&E facilitation tasks.***

#### 1. Pre Small Town Micro-project Cycle: MSIF Promotion and Local Studies

**PM&E Activity 1:** Selection of a Facilitator (local NGO) by the Community and Promotions Department of MSIF, **who's TOR will reflect PM&E functions also.**

**Remarks:** This sub-component targets both communities and Small Town authorities as the objective is to achieve an integrated approach between Communities and Local Authorities.

**Cost estimate per micro-project :** .....US\$

**PM&E Activity 2:** Workshop, organized by Small Town Authorities, and attended by the Facilitator, Community Groups, and MSIF Staffs on CDD approach and PM&E concepts.

**Cost estimate per micro-project :** .....US\$

**PM&E Activity 3:** Initiation and completion of baseline data collection and reporting on the **status of infrastructure facilities**, community population by gender etc.

**Responsibility:** Community and Local Authorities with assistance from a Local NGO (Facilitator)

**Need for the Facilitator:** Local NGO (Facilitator) contracted by MSIF.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Socio-Economic**).

**Source of Data:** PRSP data and Opinion Survey.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** There is a substantial base-line data available in the PRSP which is going to be used to establish the MSIF II baseline information. Moreover, one MP will not cause significant impact on community's income, asset status etc. However, a group of MPs can cause increase in income (impact) at the district or town level, over a period of time, but it is relevant only for M&E Socio-economic Impact Study and not for PM&E. **Hence, a detailed socio-economic survey of a community is not mandatory.**

## ***2. Identification and Preparation of Small Town MP***

**PM&E Activity 1:** Workshop attended by the Facilitator, Community Groups and the Small Town Authorities on MP specific performance/output and impact indicators.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Even in this second phase, this activity targets both Communities and Small Town Authorities in order to achieve an integrated approach between Communities and Local Authorities.

**PM&E Activity 2:** Once a MP is identified, initiation and completion of **baseline data collection and reporting** for the particular **MP-specific performance/output indicators.**

**Responsibility:** Communities and Small Town Authorities.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Project Specific**).

**Source of Data:** Secondary data.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Even in this second phase, this activity targets both Communities and Small Town Authorities in order to achieve an integrated approach between Communities and Local Authorities.

**PM&E Activity 3:** Once a MP is identified, initiation and completion of baseline data **collection and reporting** for the particular **MP impact indicators.**

**Responsibility:** Communities and Small Town Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Secondary data.

**Time Period:** 10 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** This activity too targets both Communities and Small Town Authorities in order to achieve an integrated approach between Communities and Local Authorities.

**PM&E Activity 4:** First Draft Sustainability Plan should be completed.

**Responsibility:** Communities and Small Town Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Local Authorities.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Draft Plan is sufficient at this stage.

**PM&E Activity 5:** First Draft Environmental Assessment should be completed.

**Responsibility:** Communities and Small Town Authorities. **Guidance from MSIF Staffs strongly recommended.**

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project : .....US\$**

**Remarks:** 1. Some MPs like Schools may not have any environmental problem. Still the MP Preparation Team should mark all the environmental indicators listed in the ‘Sheet: Environment’ as “**Not Applicable**”.

2. Even in this second phase, this activity targets both Communities and Small Town Authorities in order to achieve an integrated approach between Communities and Local Authorities.

### ***3. Small Town MP Appraisal***

**PM&E Activity 1:** PM&E Report will be attached to the Main Report covering all the previous activities listed.

**Cost estimate per micro-project : .....US\$**

**PM&E Activity 2:** Community Group/MP Committee and the Small Town Authorities and/or the Facilitator will explain the contents of the PM&E Report to the Appraisal Team in a Workshop or Seminar.

**Cost estimate per micro-project : .....US\$**

**PM&E Activity 3:** Revised (but not final) Sustainability Plan should be completed.

**Responsibility:** Community Group/MP Committee and the Small Town Authorities.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Local Authorities.

**Time Period:** 1 week.

**Cost estimate per micro-project : .....US\$**

**Remarks:** Done before the MP approval.

**PM&E Activity 4:** Environmental Assessment Report finalized with the Design Company.

**Responsibility:** Community Group/MP Committee and the Small Town authorities.

**Need for the Facilitator:** No

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project : .....US\$**

**Remarks:** Some MPs like Schools will not have any environmental problem. Still the MP Preparation Team should mark all the environmental indicators listed in the

‘Sheet: Environment’ as “**Not Applicable**”. This activity is done before the MP approval.

#### **4. Small Town MP Approval**

**PM&E Activity 1:** Finalization of procurement and implementation progress indicators.

**Responsibility:** Small Town Authority and mixed community MP committee with assistance from a Facilitator. **Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Implementation and Sheet: Procurement**).

**Source of Data:** Tender Documents (also Bill of Quantities).

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

#### **5. Small Town MP Contracting (Procurement)**

**PM&E Activity 1:** Monitoring the procurement process, vis-à-vis, the time schedule.

**Responsibility:** MP Committee with assistance from Local NGO (Facilitator)

**Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Procurement**).

**Source of Data:** Tender Documents.

**Time Period:** Throughout the tender process.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Small Town Authorities should also be involved.

#### **6. Small Town MP Implementation**

**Note: Most of the MPs are of 6 months to 1 year duration (implementation time). Only in the exceptional case, due to contract execution delays, implementation is continued in the second year.**

##### **Year 1 of Implementation**

**PM&E Activity 1:** Prior to the beginning of the MP implementation, **Work Plan and Budget (also called ‘Approved Plan’)**, as per the Tender Document, should be ready.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Authorities.

**Need for the Facilitator:** There will be MP Supervisor trained for PM&E-facilitation.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Approved Plan.

**Time Period:** 2 weeks.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

**PM&E Activity 2: Monthly Financial Progress Report** submitted to MSIF Executive Committee indicating Approved Plan financial targets, actual achievements and % achievement, as per the format provided in the Annexes.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Authorities.

**Need for the Facilitator:** MP Supervisor is sufficient.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Implementing Agency/Beneficiary Association

**Time Period:** Submitted within a month after the end of the particular month.

**Cost estimate per micro-project :** .....US\$

**Remarks:** There may be need for Facilitator’s help **only** in the production of First Monthly Financial Progress Report. Small Town Authorities need to be given technical assistance periodically. Once the Implementing Agency/Beneficiary Association gains sufficient experience in the production of First Monthly Financial Progress Report, there may not be need for the services of the Facilitator for the subsequent months. **Also, the Monthly Financial Progress Report will be very simple indicating only amount received, spent and %.**

**PM&E Activity 3: Final Progress Report** (expanded regular progress payment request and hand-over procedure), submitted to MSIF Executive Committee.

**Responsibility:** Implementing agency/Beneficiary Association and Small Town authorities with assistance from a Local NGO (Facilitator) already involved in the regular activities of the MP.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input, Sheet: Project Specific**).

**Source of Data:** Monthly Financial Reports of Implementing Agency/Beneficiary Association.

**Time Period:** Submitted within a month after the end of the year.

**Cost estimate per micro-project:** .....US\$

**Remarks:** 1. Final Progress Report will be an expanded regular progress payment request and hand-over procedure and there will be only one during the MP implementation cycle.

2. The Report should be informative as it is the basis for MIS Progress Reports.

**PM&E Activity 4:** There should be Focus Group meetings twice in a year (example: June and December), **depending on the implementation duration of a MP**, to elicit community’s perception of the MP, and to ‘learn lessons’ (positive and negative).

**Responsibility:** Implementing agency/Beneficiary Association and Small Town Authorities with assistance from Facilitator already involved in the regular activities of the MP.

**Need for the Facilitator:** “Yes”

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** Twice in a year.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

**PM&E Activity 5:** Lessons learnt (based on focus Group Meetings) during the implementation period to be reflected in the Progress Report.

**Responsibility:** Implementing agency/Beneficiary Association and Small Town Authorities with limited assistance from a Local NGO (Facilitator) **already involved in the regular MP cycle.**

**Need for the Facilitator:** “Yes”.

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Focus Group Meetings.

**Time Period:** Submitted along with the Progress Report.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Since most of the MPs are of 6 months to 12 months implementation period, by the time a lesson (or lessons) is learnt, the MP is completed. Hence, a synthesis of lessons learnt from various MPs is very relevant at M&E level for the future MPs.

**PM&E Activity 6:** Training programs.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Training**).

**Source of Data:** Not Applicable.

**Time Period:** 3-4 training programs, based on implementation period.

**Remarks:** The training program should be evaluated based on the methodology proposed in Annex 11.

**PM&E Activity 7:** Sustainability Plan should be finalized.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Officials.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions, meetings with Local and International Donors and meetings with Local Authorities.

**Time Period:** 2 months.

**Cost estimate per micro-project :** .....US\$

**Remarks:** MSIF Executive Committee can provide valuable assistance in bringing together the community and the potential donors.

### *{Year 2 of Implementation*

*As stated earlier, most of the MPs have an implementation period of 6 months to 1 year. If the implementation period goes over 1 year, due to contraction execution delays, all the PM&E activities of the first year will be repeated. However, **no Facilitator will be needed** since the Implementing Agency, by this time, would have acquired sufficient experience}.*

## **7. Small Town MP Follow-up and Completion**

**PM&E Activity 1:** One month prior to the completion of MP, activities should be initiated for preparing the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Authorities with assistance from the Facilitator.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Collected from the Progress Report.

**Time Period:** 2 months for preparation.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage.

**PM&E Activity 2:** Submission of Micro-Project Completion Report to MSIF, potential Donors, Local Authorities etc. 2 months after the completion of MP.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Authorities with assistance from the Facilitator.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Not Applicable.

**Time Period:** Nil.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage since it will require good analysis to reflect before and after project comparisons, and synthesis of yearly results.

**PM&E Activity 3:** Synthesis of ‘lessons learned’, which will be reflected in the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Small Town Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Synthesized from the Progress Report.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Will help in preparing new MP or extension of the existing MP for obtaining funding from non-MSIF sources.

**PM&E Activity 4:** Workshop to discuss the MP Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Facilitators and Small Town Authorities.

**Need for the Facilitator:** Yes.

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** 2 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Communities, MSIF Staffs, Local and National Authorities, and Potential Donors will be the audiences.

## **8. Post Small Town MP Activity (Ex-post Evaluation)**

**PM&E Activity 1:** 1 year, 2 years, and 3 years after the completion of the MP, **initiation and completion of data collection and reporting on impact indicators** including environmental assessment.

**Responsibility:** Small Town Authorities and Community with assistance from a Local NGO (Facilitator).

**Need for the Facilitator:** Yes for the **first report only**.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Small Impact Evaluation Surveys.

**Time Period:** 4 weeks.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Enables to study the project outcome/impact. It is **recommended** that the impact studies be done 3 times, i.e., 1 year after the project completion (mandatory), 2 years after the project completion (mandatory), and 3 years after the project completion (not mandatory).

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**Note:** Detailed indicators for Community Participation (**Sheet: Community of Annexes 3 to 10**) will be collected by the Beneficiary Assessment Surveys conducted at M&E level. However, a **few simple and easily collectable community participation (social indicators)** at PM&E level, encompassing different stages of a MP cycle, are listed below: number and % of community members attending General Council Meeting, number of female attendees, number of women in the MP Committee, number of male and female members in Beneficiary Association, no. of community representatives who participated in the identification stage of a MP, no. of community people who are aware and participated in the procurement process etc.  
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### **c. PM&E ACTIVITIES UNDER SOCIAL CARE SERVICES MICRO-PROJECTS**

*Note: **Facilitator will not exclusively operate within the domain of the PM&E-tasks only. That is PM&E becomes an integrated activity in the both I and II Phases. Hence, the TOR for this Facilitator should also reflect PM&E facilitation tasks.***

#### **PHASE 1 – Selection of Target Raions**

**Costs estimate per raion-planning/micro-project :** .....US\$

#### **1. MSIF Promotions and Local Studies**

**PM&E Activity 1:** Facilitation/Training program on socio-economic indicators and indicators for social care services for the raions.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annex 5 (**Sheet: Socio-economic and Sheet: Project Specific**).

**Source of Data:** Not Applicable.

**Time Period:** In 3-4 groups of relevant District Officials for a day.

**Remarks:** Will be conducted by the MSIF Staffs (Community Development & Promotions and MIS).

**PM&E Activity 2:** Analysis and reporting, **at the raion level**, for socio-economic (available with PRSP) and social care variables like total number of children at risk and disabled children, children presently in the institution, staffs in the institution, conditions of the institution etc. Also, information on vulnerable youth, women and old people will be collected.

**Responsibility:** Raion Office/Raion Statistical Department.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annex 5 (**Sheet: Socio-economic and Sheet: Project Specific**).

**Source of Data:** PRSP data and Rapid Assessment Survey (only for any missing data).

**Time Period:** 3 weeks.

**Remarks:** The data, available with PRSP, will be collected for the all the selected raions and will become part of the Strategic Plan.

**PM&E Activity 3:** Selection of 5 raions (may be even more) for MP implementation, based on set criteria.

**Need for the Facilitator:** No.

**Indicators:** Criteria established by MSIF in discussion with the district officials.

**Source of Data:** Socio-economic data.

**Time Period:** 2 weeks.

**Remarks:** Nil.

## **2. PM&E Activities as per the MP Cycle**

**PM&E Activity 1:** Monitoring of Social Care MPs (of MSIF II) under their jurisdiction.

**Responsibility:** Relevant Raion Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Based on Progress Reports from the individual Social Care MPs.

**Source of Data:** Progress Reports from various Social Care MPs in their raions (funded by MSIF II).

**Time Period:** Continuous.

**Remarks:** Nil.

**PM&E Activity 2:** Synthesis of ‘lessons learn’ from various Social Care MPs under their jurisdiction (funded by MSIF II).

**Responsibility:** Relevant Raion Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Annex 5 (**Sheet: Lessons Learnt**).

**Source of Data:** Progress Reports from various MPs (funded by MSIF II) in their raions.

**Time Period:** Continuous.

**Remarks:** Nil.

## **3. Post MP Activity (Ex-post Evaluation)**

**PM&E Activity 1:** 12 months after the completion of the MP, initiation and completion of data collection and reporting on socio-economic variables, **at the raion level**, for socio-economic and social care variables like total number of children at risk and disabled children, children presently in the institution, staffs in the institution, conditions of the institution etc. Also, information on vulnerable youth, women and old people will be collected to compare before and after project situations.

**Responsibility:** Raion Authority/Relevant Statistical Department in the Rayon.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annex 5 (**Sheet: Socio-economic and Sheet: Project Specific**).

**Source of Data:** Socio-economic Evaluation Surveys and Beneficiary Assessment Surveys

**Time Period:** 3 weeks.

**Remarks:** Enables to study the effect of project intervention, **at the raion level**, on the socio-economic status of the communities benefited.

## **PHASE 2 – Social Care Services MP Cycle**

### **1. Pre Social Care Services Micro-project Cycle: MSIF Promotion and Local Studies**

**PM&E Activity 1:** Selection of a Facilitator (local NGO) by the Community and Promotions Department of MSIF, **who's TOR will reflect PM&E functions also.**

**Remarks:** This sub-component targets both communities and the Rayon authorities as the objective is to achieve an integrated approach between Communities and the Rayon Authorities.

**PM&E Activity 2:** Workshop, organized by Rayon Authorities, and attended by the Facilitator, Community Groups, and MSIF Staffs on CDD approach and PM&E concepts.

**PM&E Activity 3:** Initiation and completion of baseline data collection and reporting on the community population by gender etc.

**Responsibility:** Community and Raion Authorities with assistance from a Local NGO (Facilitator) contracted by MSIF.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annex 5 (**Sheet: Socio-Economic**).

**Source of Data:** PRSP data and Opinion Survey.

**Time Period:** 1 week.

**Remarks:** There is a substantial base-line data available in the PRSP, which is going to be used to establish the MSIF II baseline information. Since collection of data on socio-economic variables like income, assets, occupation, employment etc. **at the community level** involves survey with substantial cost element involved, **it is not mandatory.**

### **2. Identification and Preparation of Social Care Services MP**

**PM&E Activity 1:** Workshop attended by the Facilitator, Community Groups and the Rayon Authorities on MP specific performance/output and impact indicators.

Cost estimate per micro-project : .....US\$

**Remarks:** Even in this second phase, this activity targets both Communities and Rayon Authorities in order to achieve an integrated approach between Communities and Rayon Authorities.

**PM&E Activity 2:** Once a MP is identified, initiation and completion of **baseline data collection and reporting** for the particular **MP-specific performance/output indicators.**

**Responsibility:** Community Groups and Rayon Authorities.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Project Specific**).

**Source of Data:** Secondary data.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Even in this second phase, this activity targets both Communities and Rayon Authorities in order to achieve an integrated approach between Communities and Rayon Authorities.

**PM&E Activity 3:** Once a MP is identified, initiation and completion of baseline data collection and reporting for the particular MP impact indicators.

**Responsibility:** Community Groups and Rayon Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Secondary data.

**Time Period:** 10 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** This activity too targets both Communities and Rayon Authorities in order to achieve an integrated approach between Communities and Rayon Authorities.

**PM&E Activity 4:** First Draft Sustainability Plan should be completed.

**Responsibility:** Communities and Rayon Authorities.

**Need for the Facilitator:** Yes

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Rayon Authorities.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Draft Plan is sufficient at this stage.

**PM&E Activity 5:** First Draft Environmental Assessment should be completed.

**Responsibility:** Communities and Rayon Authorities. Guidance from MSIF Staffs strongly recommended.

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Even in this second phase, this activity targets both Communities and Rayon Authorities in order to achieve an integrated approach between Communities and Rayon Authorities.

### ***3. Social Care Services MP Appraisal***

**PM&E Activity 1:** PM&E Report will be attached to the Main Report covering all the previous activities listed.

**Cost estimate per micro-project :** .....US\$

**PM&E Activity 2:** Community group/MP Committee and the Rayon Authorities and/or the Facilitator will explain the contents of the PM&E Report to the Appraisal Team in a Workshop or Seminar.

**Cost estimate per micro-project :** .....US\$

**PM&E Activity 3:** Revised (but not final) Sustainability Plan should be completed.  
**Responsibility:** Community Group/MP Committee and the Rayon Authorities.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions and meetings with the Rayon Authorities.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Done before the MP approval.

**PM&E Activity 4:** Environmental Assessment Report finalized with the Design Company.

**Responsibility:** Community Group/MP Committee and the Rayon Authorities.

**Need for the Facilitator:** No

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Environment**).

**Source of Data:** Discussions with the local Environmental and Forestry Departments.

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Though Social Care Services will not have any environmental problem. Still the MP Preparation Team should mark all the environmental indicators listed in the ‘Sheet: Environment’ as “**Not Applicable**”. This activity is done before the MP approval.

#### ***4. Social Care Services MP Approval***

**PM&E Activity 1:** Finalization of procurement and implementation progress indicators.

**Responsibility:** Rayon Authority and mixed community MP committee with assistance from a Facilitator. **Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Implementation and Sheet: Procurement**).

**Source of Data:** Tender Documents (also Bill of Quantities).

**Time Period:** 5 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

#### ***5. Social Care Services MP Contracting (Procurement)***

**PM&E Activity 1:** Monitoring the procurement process, vis-à-vis, the time schedule.

**Responsibility:** MP Committee with assistance from Local NGO (Facilitator)

**Guidance from MSIF Procurement Department strongly recommended.**

**Need for the Facilitator:** “Yes”

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Procurement**).

**Source of Data:** Tender Documents.

**Time Period:** Throughout the tender process.

Cost estimate per micro-project : .....US\$

Remarks: Rayon Authorities should be involved.

## 6. Social Care Services MP Implementation

Note: Most of the MPs are of 6 months to 1 year duration (implementation time). Only in the exceptional case, due to contract execution delays, implementation is continued in the second year.

### Year 1 of Implementation

**PM&E Activity 1:** Prior to the beginning of the MP implementation, **Work Plan and Budget (also called ‘Approved Plan’)**, as per the Tender Document, should be ready.

**Responsibility:** Implementing Agency/Beneficiary Association and Rayon Authorities.

**Need for the Facilitator:** There will be MP Supervisor trained for PM&E-facilitation.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Approved Plan.

**Time Period:** 2 weeks.

Cost estimate per micro-project : .....US\$

Remarks: Nil.

**PM&E Activity 2: Monthly Financial Progress Report** submitted to MSIF Executive Committee indicating Approved Plan financial targets, actual achievements and % achievement, as per the format provided in the Annexes.

**Responsibility:** Implementing Agency/Beneficiary Association and Rayon Authorities.

**Need for the Facilitator:** MP Supervisor is sufficient.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input**).

**Source of Data:** Implementing Agency/Beneficiary Association

**Time Period:** Submitted within a month after the end of the particular month.

Cost estimate per micro-project : .....US\$

**Remarks:** There may be need for Facilitator’s help **only** in the production of First Monthly Financial Progress Report. Rayon level Authorities need to be given technical assistance periodically. Once the Implementing Agency/Beneficiary Association gains sufficient experience in the production of First Monthly Financial Progress Report, there may not be need for the services of the Facilitator for the subsequent months. **Also, the Monthly Financial Progress Report will be very simple indicating only amount received, spent and %.**

**PM&E Activity 3: Final Progress Report** (expanded regular progress payment request and hand-over procedure), submitted to MSIF Executive Committee.

**Responsibility:** Implementing agency/Beneficiary Association and Rayon Authorities with assistance from a Local NGO (Facilitator) already involved in the regular activities of the MP.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Input, Sheet: Project Specific**).

**Source of Data:** Monthly Financial Reports of Implementing Agency/Beneficiary Association.

**Time Period:** Submitted within a month after the end of the year.

**Cost estimate per micro-project:** .....US\$

**Remarks:** 1. Final Progress Report will be an expanded regular progress payment request and hand-over procedure and there will be only one during the MP implementation cycle.

2. The Report should be informative as it is the basis for MIS Progress Reports.

**PM&E Activity 4:** There should be Focus Group meetings twice in a year (example: June and December), **depending on the implementation duration of a MP**, to elicit community's perception of the MP, and to 'learn lessons' (positive and negative).

**Responsibility:** Implementing agency/Beneficiary Association and Rayon Authorities with assistance from Facilitator already involved in the regular activities of the MP.

**Need for the Facilitator:** "Yes"

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** Twice in a year.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Nil.

**PM&E Activity 5:** Lessons learnt (based on focus Group Meetings) during the implementation period to be reflected in the Progress Report.

**Responsibility:** Implementing agency/Beneficiary Association and Rayon Authorities with limited assistance from a Local NGO (Facilitator) **already involved in the regular MP cycle.**

**Need for the Facilitator:** "Yes".

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Focus Group Meetings.

**Time Period:** Submitted along with the Progress Report.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Since most of the MPs are of 6 months to 12 months implementation period, by the time a lesson (or lessons) is learnt, the MP is completed. Hence, a synthesis of lessons learnt from various MPs is very relevant at M&E level for the future MPs.

**PM&E Activity 6:** Training programs.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Training**).

**Source of Data:** Not Applicable.

**Time Period:** 3-4 training programs, based on implementation period.

**Remarks:** The training program should be evaluated based on the methodology proposed in Annex 11.

**PM&E Activity 7:** Sustainability Plan should be finalized.

**Responsibility:** Implementing Agency/Beneficiary Association and relevant Rayon Officials.

**Need for the Facilitator:** No.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Sustainability**).

**Source of Data:** Focus Group discussions, meetings with Local and International Donors and meetings with Local Authorities.

**Time Period:** 2 months.

**Cost estimate per micro-project :** .....US\$

**Remarks:** MSIF Executive Committee can provide valuable assistance in bringing together the community and the potential donors.

### *{Year 2 of Implementation*

*As stated earlier, most of the MPs have an implementation period of 6 months to 1 year. If the implementation period goes over 1 year, due to contraction execution delays, all the PM&E activities of the first year will be repeated. However, **no Facilitator will be needed** since the Implementing Agency, by this time, would have acquired sufficient experience}.*

## **7. Social Care Services MP Follow-up and Completion**

**PM&E Activity 1:** One month prior to the completion of MP, activities should be initiated for preparing the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Rayon

**Authorities** with assistance from the Facilitator.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Collected from the Progress Report.

**Time Period:** 2 months for preparation.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage.

**PM&E Activity 2:** Submission of Micro-Project Completion Report to MSIF, potential Donors, Local Authorities etc. 2 months after the completion of MP.

**Responsibility:** Implementing Agency/Beneficiary Association and Rayon

**Authorities** with assistance from the Facilitator.

**Need for the Facilitator:** Yes.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10.

**Source of Data:** Not Applicable.

**Time Period:** Nil.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Facilitator required for this stage since it will require good analysis to reflect before and after project comparisons, and synthesis of yearly results.

**PM&E Activity 3:** Synthesis of 'lessons learned', which will be reflected in the Micro-Project Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and relevant Rayon

**Authorities.**

**Need for the Facilitator:** Yes

**Indicators:** Separate module (**Sheet: Lessons Learned**).

**Source of Data:** Synthesized from the Progress Report.

**Time Period:** 1 week.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Will help in preparing new MP or extension of the existing MP for obtaining funding from non-MSIF sources.

**PM&E Activity 4:** Workshop to discuss the MP Completion Report.

**Responsibility:** Implementing Agency/Beneficiary Association and Facilitators and Rayon Authorities.

**Need for the Facilitator:** Yes.

**Indicators:** Nil.

**Source of Data:** Nil.

**Time Period:** 2 days.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Communities, MSIF Staffs, Local and National Authorities, and Potential Donors will be the audiences.

### **8. Post Social Care Services MP Activity (Ex-post Evaluation)**

**PM&E Activity 1:** 1 year, 2 years, and 3 years after the completion of the MP, **initiation and completion of data collection and reporting on impact indicators** including environmental assessment.

**Responsibility:** Rayon Authorities and Community with assistance from a Local NGO (Facilitator).

**Need for the Facilitator:** Yes for the **first report only**.

**Indicators:** Detailed in Excel Spreadsheet in the Annexes 3-10 (**Sheet: Impact**).

**Source of Data:** Small Impact Evaluation Surveys.

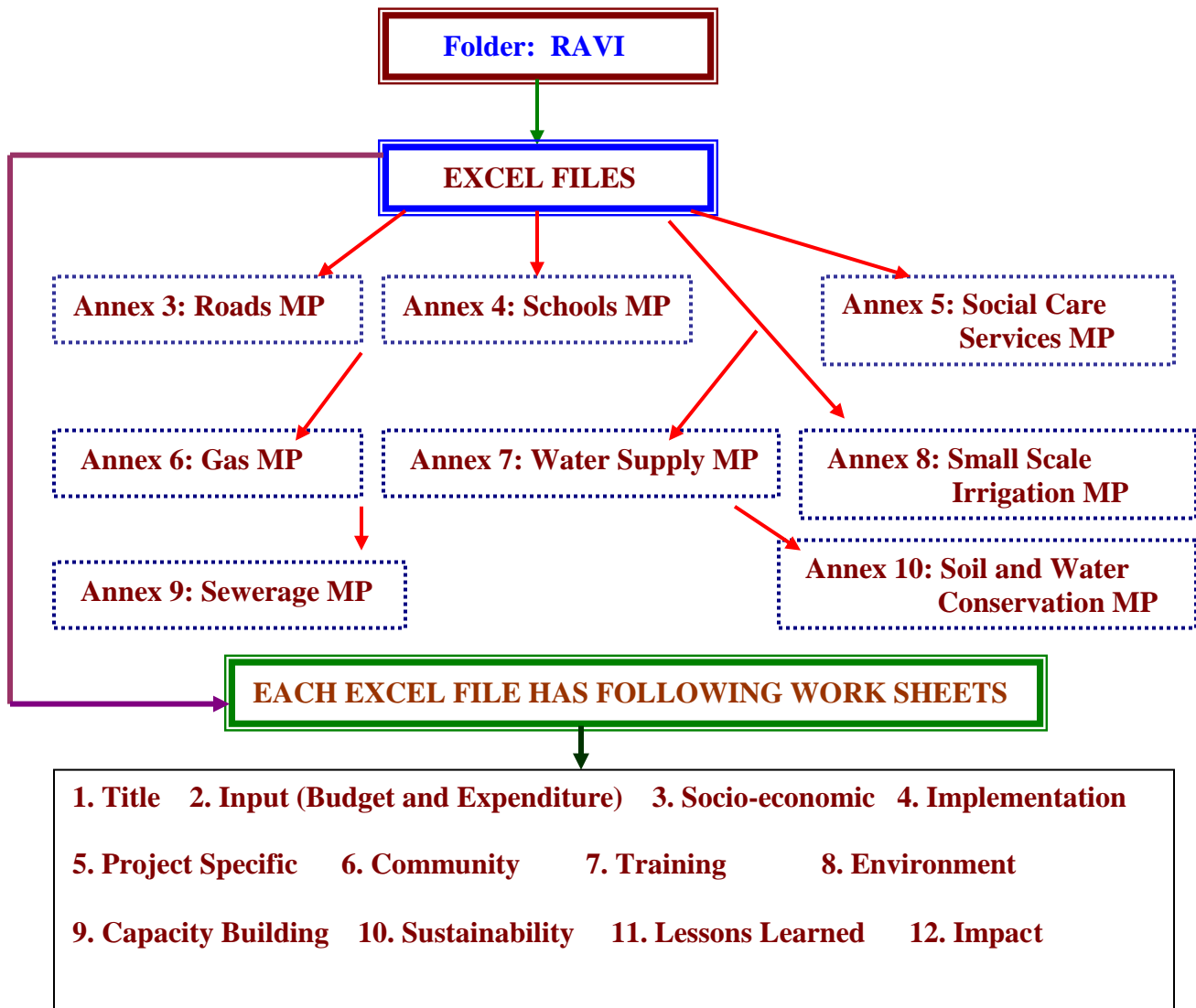
**Time Period:** 4 weeks.

**Cost estimate per micro-project :** .....US\$

**Remarks:** Enables to study the project outcome/impact. It is **recommended** that the impact studies be done 3 times, i.e., 1 year after the project completion (mandatory), 2 years after the project completion (mandatory), and 3 years after the project completion (not mandatory).

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**Note:** Detailed indicators for Community Participation (**Sheet: Community of Annexes 3 to 10**) will be collected by the Beneficiary Assessment Surveys conducted at M&E level. However, a **few simple and easily collectable community participation (social indicators)** at PM&E level, encompassing different stages of a MP cycle, are listed below: number and % of community members attending General Council Meeting, number of female attendees, number of women in the MP Committee, number of male and female members in Beneficiary Association, no. of community representatives who participated in the identification stage of a MP, no. of community people who are aware and participated in the procurement process etc.  
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### C. FLOW CHART ON ARRANGEMENT OF DATA SHEETS FOR INDICATORS



**Note 1:** Project Specific Sheet contains indicators on performance/monitoring and output. It is virtually impossible to isolate performance/monitoring and output indicators since they are used synonymously in practical situation (although theoretically you can differentiate them). For example, number of kilometers of roads constructed can be a output indicator, and at the same time it can be a performance indicator as it measures the performance of the civil works sub-component. **All sheets, except Project-specific and Impact, are exactly similar for all the MP typologies.**

**Note 2:** All the files and the sheets in each file were discussed in Mini Workshops attended by key MSIF Staffs. The indicators were finalized after further meetings with the International M&E Consultant.

## D. METHODOLOGICAL ISSUES IN PM&E

### 1. Data Collection in Participatory M&E exercise

PM&E is an integral part of a Micro-project (MP) cycle. PM&E is, therefore, an obligation for the MP Committee/Local NGO /Local Government (Primaria), which is the Implementing Agency. In the MP Proposal Report, the duties and responsibilities of the Implementing Agency, vis-à-vis, PM&E activities, **listed in Section III B**, should be clearly defined. As stated in Section III B, the Project Proposal Report should contain information on baseline socio-economic indicators and also baseline information on project specific indicators. **It should be stipulated that further processing of the MP application will not be done without baseline information.** Since one of the main objectives is to systematically monitor impact, MP Committee/Local NGO /Local Government (Primaria) and the Beneficiary Association need to be trained in PM&E. Training should start from the time of collection of baseline data, which will be prior to MP implementation. **Moreover, in the case of Small Town and Social Care Services MPs, Town and Rayon level Officials should fully participate in all stages of a MP cycle.**

**Data Gathering and Involvement of MSIF Staffs:** The type of information is going to be of various natures (quantitative and qualitative). The most important data is the key quantitative input, performance/output indicators, and impact indicators, which are mandatory and have to be collected by the Implementing Agency (MP Committee/Local NGO /Local Government (Primaria)). These duties and responsibilities should be gradually transferred to the **Beneficiary Association (BA)**, who will be responsible for day-to-day monitoring of the MP. MSIF Community Development and Promotions Department should be involved in baseline data gathering (involve here means **‘providing guidance’**) in the Pre-project cycle. MIS Department should provide guidance throughout the MP cycle. MSIF Staffs will be directly involved with the facilitators and the community during the training programs. However, the system will require more man-power than presently available (which cannot be precisely estimated now), and therefore intermediaries or facilitators (**also called ‘Service Providers’**) need to be involved.

### 2. Facilitators/Service Providers

As mentioned in **Section III A**, Beneficiary Associations (BAs), created under CDD sub-component of MSIF I, are very closely involved in all the stages of the project, in a participatory manner, including procurement of Design Company and evaluation of the technical design. Moreover, 80% of these BAs will be legally converted to NGOs, based on their performance.. As per the PM&E Guideline in Section III B, if a community has prior experience in the implementation of a MP under CDD of MSIF I (**as in the case of Rural MPs under CDD of MSIF I**), such community **may not need any** Facilitator/Service Provider in most of the MP cycles of MSIF II. However, in the **case of Small Town and Social Services MPs**, there will be a **need for Facilitator** in most of the MP cycles. **Facilitator will not exclusively operate within the domain of the PM&E-tasks only. That is PM&E becomes an integrated activity in the both I and**

**II Phases.** Hence, the TOR for this Facilitator should also reflect PM&E facilitation tasks.

Facilitators (**one for each region**) need to be identified, trained and given contracts. **These Intermediaries or Service Providers will be ideally a Local NGO** with very good experience in the community driven development, and they will train and supervise/monitor the Implementing Agency / Beneficiary Association in data gathering, analysis and reporting. Thus, initially, the intermediaries will perform the role of ‘trainers’ and ‘supervisors’. However, the bulk of the above tasks will be gradually given to the Implementing Agency and Beneficiary Association. **Based on the discussions with the Community Development and Promotions Department of MSIF, it was concluded that, at this point of time, it would be very difficult to estimate the number of Facilitators needed and the time period of their contracts. As stated earlier, it depends to a large degree on which community MP Proposals are accepted for funding under MSIF II and the experience of such communities in implementing a community driven project.** Though bulk of the data gathering, analysis and reporting for each MP will be done by the Implementing Agency (in close coordination with the Beneficiary Association) and with assistance from the Service Providers, **MIS Department will be consolidating the information from all the MPs to present an overall picture.**

### **3. Consolidation of MP Data**

As stated earlier, the consolidation of data from different MPs will be done by the MIS Department. Hence, MIS Department should have **at least 2 staffs in addition to the Director of MIS:** (1) **M&E Specialist** to study the Progress Monitoring Report from the MPs and draw the ‘lessons learnt’, and present a consolidated picture by typologies of MPs; and (2) **Database Management Specialist** with a very good experience in the use of database soft wares and spread sheets to assemble, consolidate, and analyze the information from all the MPs. Information system should be designed accordingly. A good data base management and analytical softwares (Access, Fox Pro, SPSS etc.) is a must for good MIS, as much as identifying key quantitative and qualitative indicators at grass root level to measure program objectives. As represented in the Schematic Diagram (Annex 1), M&E and Database Management are ‘two eyes’ of MIS.

### **4. Complementarity of PM&E and M&E Exercises**

The proposed PM&E is not an alternative to Conventional M&E activities like baseline survey, impact and needs assessments, and beneficiary assessment surveys based on statistical sample surveys. If and when the PM&E can generate satisfactory outputs/outcomes, it can be assessed, in the future, to what extent these M&E tools can be scaled down. However, it is highly likely that the conventional M&E will continue to serve the purpose through statistical sampling surveys: (i) to compare before and after project situations on a large scale; (ii) to compare project (communities affected by the project intervention) and control (communities not affected by the project intervention) situations; (iii) to compare the findings from PM&E exercise with the random survey

results; and (iv) to deepen the ‘lessons-learned’. **The practice of using outside observers (as in the Conventional or Traditional M&E) to measure outputs, project outcomes, and its impacts is very relevant as it provides additional dimension on project effects and also will help us to compare the results obtained from PM&E.**

## **5. Involvement of Community Members in PM&E**

**The important question is what does the community ‘get (or benefit)’ by providing quantitative and qualitative information on micro-projects.** If this issue is not properly addressed, we will get erroneous data on project indicators, as observed and documented in several Community Development Projects around the world. If it happens, the data provided by the PM&E approach will vary drastically from the data collected by the conventional or traditional M&E approach, and PM&E approach will fail. Hence, the Beneficiary Associations (who are directly responsible for data gathering at the grass roots level) and the Implementing Agency (who will be advising the Beneficiary Associations on data needs) **should be trained on the importance of data collection and the ‘benefits that would accrue’ because of providing reliable data to MSIF like:**

- Smooth disbursement of money for existing MP;
- Possible MP in the future and involvement of local and foreign donors in future MP;
- Beneficiary Associations (registered as NGOs), who have successfully implemented MPs, can be contracted as **‘Facilitators’** by MSIF for other MPs under MSIF II; and
- Presenting high quality and timely data will also increase considerably, the chances of a MP to participate in future MP competition.

Furthermore, one major drawback in the PM&E approach is what can be termed as **‘moral hazard’ that is giving false picture on MP achievements** – highly inflating the achievements- so as to secure smooth flow of funds. This has been the bane of PM&E approach and pure qualitative data (based on Opinion Surveys etc.) in many projects. This pitfall has to be avoided in MSIF II for successful implementation of PM&E. **There are three important ideas considered here:**

- MP Committee should be advised that producing inflated figures on project achievements will decrease their chances for participation in the competition for future MPs.
- Traditional or Conventional M&E becomes even more important as a supervisory mechanism at the mid-term and project completion stages.
- Beneficiary Assessment and Impact Evaluation Surveys at M&E level are paramount for cross checking the results obtained at PM&E level.

## **6. Data Entry and Organization at Grass Root Level**

In PM&E approach, data-entry for each MP will be delegated to the community level. Because of the network of MP Committees - **‘Alternative Rurale (AR)’**, established with DFID support, and its network of computers attached to internet there seems to be a reasonable accessibility to data-entry in the field (at least for MP Committees). There are

16 Network Centers. Assuming there will be 500 MPs during the 5-year implementation period of MSIF II, each center can handle approximately 31 MPs (or about 6-7 MPs per year) **This arrangement has to be explored further. Furthermore, institutional capacity of the Network Centers should be strengthened, and provision should be made for this in the MSIF II budget.** Data-entry needs to be systematized at Micro-projects level. Training program for PM&E will include data entry and data reporting. MIS Department of MSIF will play an important role in this aspect.

**Data-entry and reporting should be a self-contained module**, which also comprises basic analysis to allow the Implementing Agency to conduct its “lessons-learnt” exercise, based on data analysis. The module should be installed in local computers so that the data can be easily transferred by e-mail or intranet for data sharing. In this connection, it is strongly recommended that the data entry, analysis, and reporting should be done by the Implementing Agency (MP Committee/Local NGO /Local Government – Primaria) rather than the Beneficiary Association, who may not have necessary skills to achieve them in the stipulated time.

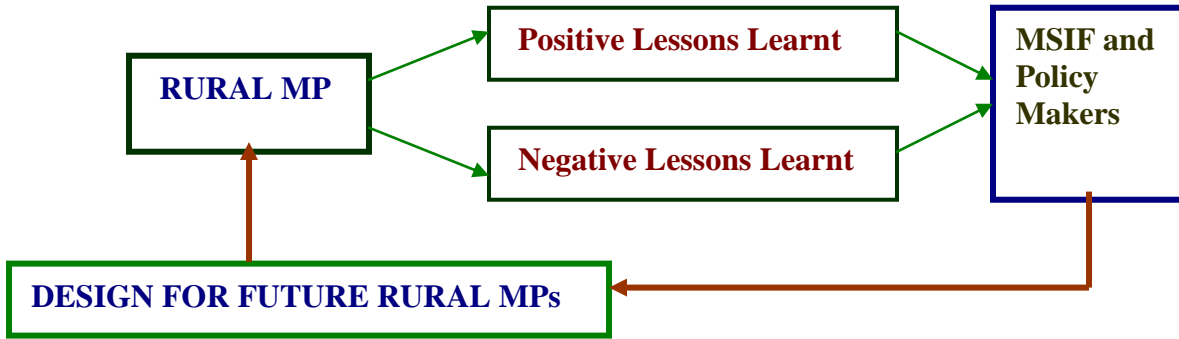
## **7. Lessons Learnt Exercise**

As discussed in Section III, lessons learnt (both positive and negative) during the MP cycle will be reflected in the Progress Report produced by a MP. However, since the implementation period of most of the MPs are of very short duration (6-12 months), by the time they learn the lesson the MP is completed. Hence, the **synthesis of ‘lessons learnt’ (lessons learnt loop)** from various MPs, analyzed by typologies, should be in the MIS/M&E system of MSIF II. This module will be a guidance to avoid the pitfalls during the MP cycle of future projects. The Lessons Learnt Exercise is also very relevant for the Town and Raion Authorities of Small Town and Social Care Services MPs respectively, which involve two phases, for necessary feed back. **The ‘lesson learnt’ loop is useful in the following ways:**

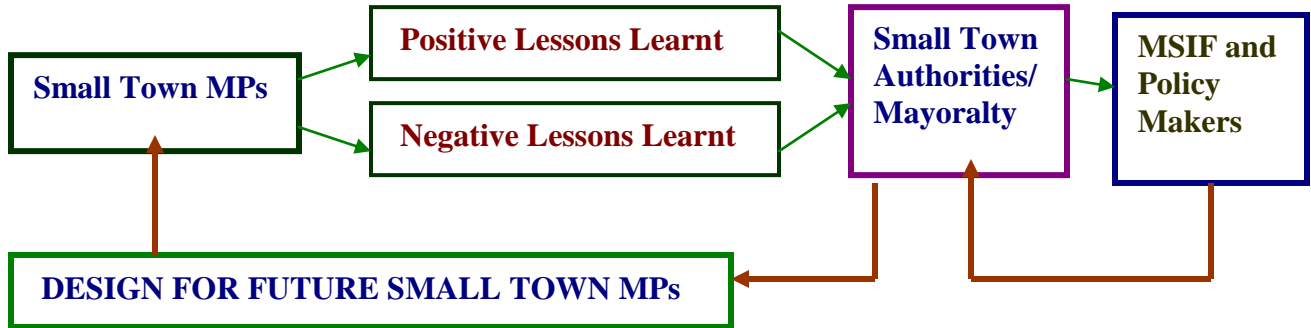
- **Provides important information over time on trends and directions**
- **Provides clues to problems**
- **Gives information to others on the status of projects, programs, and policies**
- **Creates opportunities to consider improvements in the (projects/programs, or at the policy level) implementation strategies**

**The Lessons Learnt Loop is schematically presented below:**

**A. LESSONS LEARNT LOOP FOR RURAL MPs**



**B. LESSONS LEARNT LOOP FOR SMALL TOWN MPs**



**C. LESSONS LEARNT LOOP FOR SOCIAL CARE SERVICES MPs**



## 8. Impact Assessment

For PM&E, this will be conducted at the Post MP cycle by the community, which implemented the MP, with assistance from a Local NGO (Facilitator). At the MIS/M&E level, a reputed local or international firm can be hired to conduct impact assessment study. The results of impact assessment study conducted at MIS/M&E level will be compared with the results of impact assessment done by the communities/stakeholders as a part of Participatory M&E approach. The consolidated (MIS/M&E level) baseline data for MSIF II will be obtained from the Impact Evaluation Study of MSIF I done by the firm, Donnelly-Hall Ltd. **The Performance and Impact Indicators in the Operational Manual, by typology, was synthesized from the questionnaire of Donnelly-Hall Ltd., discussions with MSIF Staffs, relevant State Agencies, and inputs from the Implementing Agencies of few MPs under CDD of MSIF I.** The data obtained from the successive surveys, from randomly selected micro-projects, will be consolidated by MIS Department of MSIF and compared with the baseline information. The structured questionnaire for the impact surveys will be based on the questionnaire for baseline survey, prepared by Donnelly-Hall Ltd., with appropriate modifications. This will be compared with the Micro-surveys, conducted by the beneficiaries at the grass root level, for validation and lessons learnt exercise.

## 9. Trial Workshop

A training program (as a trial) was conducted in the **village of Calfa**, about 70 kilometers from Chisinau. The community in this village has implemented a Gas Supply MP under MSIF I (traditional approach), and is currently implementing a School Rehabilitation MP under Community Driven Development (CDD) approach of MSIF I. The Workshop was attended by the Mayor, Community Representatives, and MSIF Staffs (Community Development /Promotions and MIS Departments). The workshop focused on PM&E concepts, PM&E activities as per the MP cycle, benefits of collecting quantitative and qualitative data, and the indicators for Gas Supply project. Since the Facilitators and the Local Consulting Company for PM&E are yet to be recruited by MSIF, they did not attend this workshop. **Mayor interacted with us very closely** and did most of the talking and the community members, except for a very few, were passive. This is understandable because the concept was new for the community members. **The indicators were discussed in depth and the Mayor was of the opinion that most of the indicators (over 90%) could be collected easily without posing time and monetary constraints.** Only in the case of a few socio-economic indicators like average annual income, income distribution, expenditure, and some asset categories there will be difficulties in collecting data at the community level.

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## IV. TRAINING PROGRAMS

The training programs will be organized into following two stages:

- a. **Stage 1:** Training Programs for MSIF Staffs and Local Service Providers of the Communities ('Facilitators') – “Training of the Trainees”; and
- b. **Stage 2:** Training Program for the Community Groups/MP Implementing Agency / Beneficiary Associations/ Small Town and Rayon Authorities by the Local Service Providers ('Facilitators') with assistance from MSIF Staffs.

*Note: The International Consulting Company for Community Development will develop a Detailed Training Module (Stage 2 Training) has part of its TOR. This has to be incorporated into the PM&E Manual by the Local Consulting Company for PM&E, who is expected to be in place by March 2004.*

- a. **Stage 1:** Training Programs for MSIF Staffs and Local Service Providers of the Communities ('Facilitators') – “Training of the Trainees”
  1. **Duration of the Workshop:** 2 days
  2. **Venue:** MSIF Conference Hall
  3. **Participants:** MSIF Staffs from the Departments of Promotions & Community Development, M&E, Micro-projects, Finance, and Procurement, and Local Service Providers of the communities. These Service Providers could be Local NGOs
  4. **Title of the Workshop:** Participatory M&E Approach for MSIF II
  5. **Nature of the Workshop:** Group Discussions and Interactive rather than lectures.
  6. **Agenda for the Workshop:**
    - i. Introductory Remarks
    - ii. Overview of Community Driven Development (CDD) Component of MSIF I
    - iii. Overview of MSIF II
    - iv. Participatory Monitoring and Evaluation (PM&E) – Conceptual Issues and PM&E Operational Manual
    - v. PM&E Indicators – What they mean and how to measure them?
      - Project input indicators
      - Community socio-economic indicators
      - Procurement indicators (plan vs. actual)
      - Implementation indicators
      - Performance/output indicators
        - a. *Project specific indicators*
        - b. *Community participation (social) indicators*
        - c. *Training indicators*
        - d. *Environmental indicators*
        - e. *Capacity building indicators*
        - f. *Sustainability indicators*
        - g. *Lessons learnt*

- vi. Impact indicators
- vii. Closing Remarks

**b. Stage 2:** Training Program for the MP Committee/Implementing Agency / Beneficiary Associations by the Local Service Providers ('Facilitators') with assistance from MSIF Staffs.

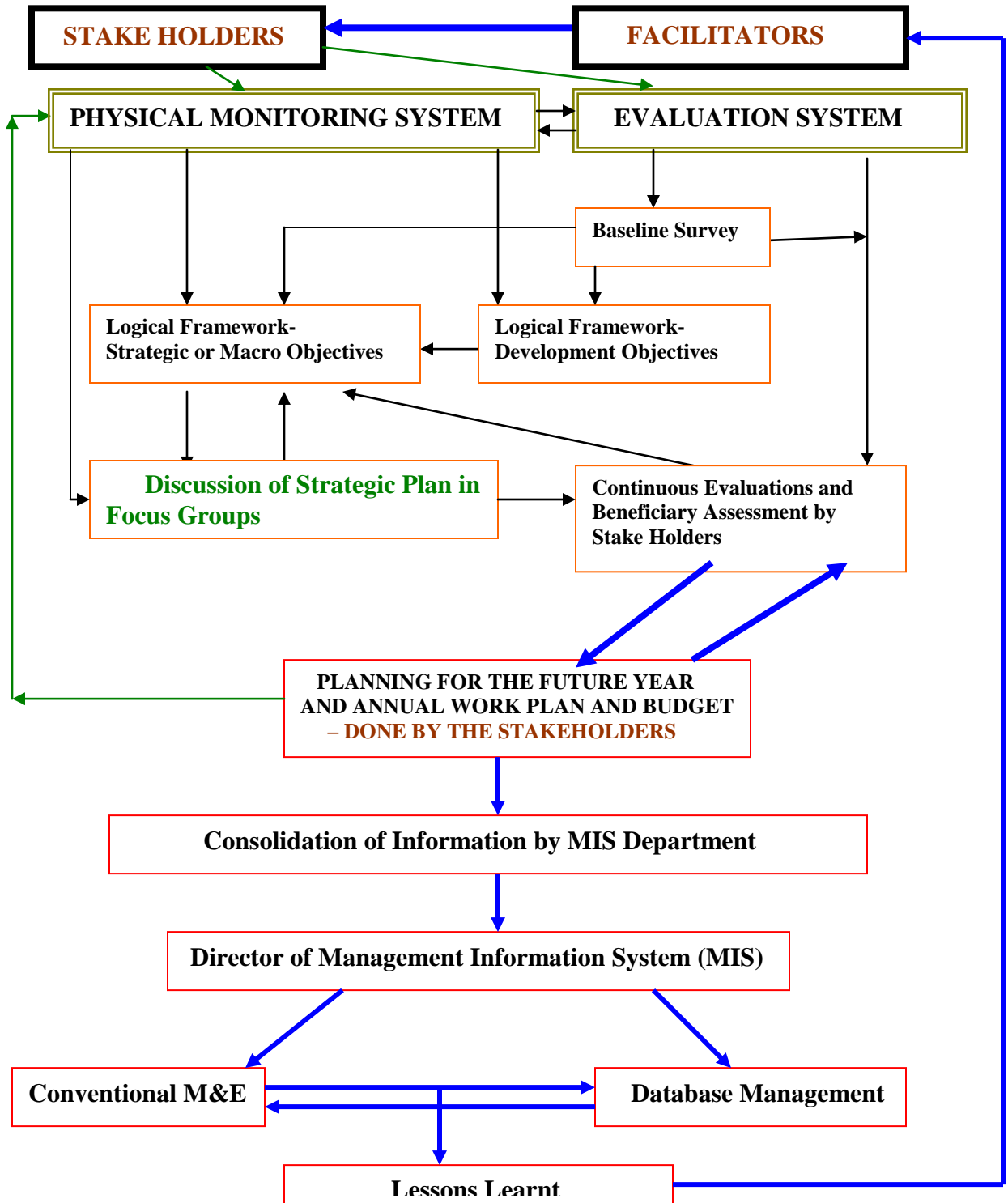
- 1. Duration of the Workshop:** 1 to 2 days
- 2. Venue:** Village or Town Community Hall
- 3. Participants:** Facilitators (Local NGO), Town and Rayon level Authorities, and Community Groups/MP Committee/Implementing Agency
- 4. Title of the Workshop:** Participatory M&E Approach for MSIF II
- 5. Nature of the Workshop:** Group Discussions and Interactive rather than lectures.
- 6. Agenda for the Workshop:**
  - i. Introductory Remarks
  - ii. Overview of Community Driven Development (CDD) Component of MSIF I
  - iii. Overview of MSIF II
  - iv. Participatory Monitoring and Evaluation (PM&E) – Conceptual Issues and PM&E Operational Manual
  - v. PM&E Indicators What they mean and how to measure them?
    - Project input indicators
    - Community socio-economic indicators
    - Procurement indicators (plan vs. actual)
    - Implementation indicators
    - Performance/output indicators
      - a. Project specific indicators*
      - b. Community participation indicators*
      - c. Training indicators*
      - d. Environmental indicators*
      - e. Capacity building indicators*
      - f. Sustainability indicators*
      - g. Lessons learnt*
  - vi. Impact indicators
  - vii. Closing Remarks

**Evaluation of the Training Program:** The Training Programs/Workshops will be evaluated by the methodology developed by the Economic Development Institute (EDI) of the World Bank, and is provided in **Annex 11**.

**As stated earlier,** the indicators are detailed in the Annexes 3-10, **by typologies**. Except for Project Specific and Impact indicators, all the other sheets are exactly same for all the typologies. Hence, the data collection requirements are not as enormous as it appears. **Furthermore, the Excel File Annexes give guidelines (in form of comments) the guidelines to measure indicators, particularly, impact indicators.**

## ANNEX 1

### DETAILED SCHEMATIC REPRESENTATION OF PME LINKAGES FOR MSIF II



## ANNEX 2:

A Sample Schematic Representation of the Participatory Approach is given below:

