



Monitoring, Evaluation and Learning Manual



Gomal Zam Dam-Command Area Development Project (GZD-CADP)

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Agriculture, Livestock and Cooperation Department
Government of Khyber Pakhtunkhwa

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PREFACE

The Gomal Zam Dam Command Area Development Project is based on the concept of efficient and sustainable utilization of stored water. It presents an integrated development approach by focusing on building efficient tertiary irrigation system to support high value commercial agriculture production triggered by market demand. The project aims at achieving food security and generation of employment opportunities for 30,000 families in South Khyber Pakhtunkhwa.

The project area is located in districts D.I.Khan and Tank including tehsils D.I.Khan, Kulachi and Tank in the ratio as 50%, 30% and 20% respectively. The Project is sponsored by the Govt. of Khyber Pakhtunkhwa, USAID and farmers of the Gomal Zam Command Area.

In view of the multidisciplinary nature of the project, a strong monitoring cell is envisaged so that any deviation or discrepancy in the activities could be timely identified and corrective measure recommended accordingly. This manual has been developed with the intention to bring forward relevant guidelines for conducting project activities and to explain how these will be used in day to day working of GZD-CADP. It presents simple and clear procedures of monitoring and evaluation to be used by project staff on need basis. The Manual also provides several templates to collect information on different indicators. Thus the Manual provides clear and specific guidelines to the M&E personnel so that they are well equipped with the procedures required for monitoring and evaluation of any foreign funded project.

I wish to express my gratitude to the assistance provided by ASP – RSPN and USAID, towards the development of this manual and hope that the manual could be a good source and guide not only for the account personnel but can also act as a reference book for the project management who wish to establish M&E System within the project that ensure accountability, transparency, results and learning. A word of thanks for ASP- RSPN's consultants for their untiring efforts in preparation of this Manual.

**Secretary,
Agriculture, Livestock and Cooperation
Government of Khyber Pakhtunkhwa**

FOREWORD

Monitoring, Evaluation and Learning (MEL) has emerged as a top priority in the development projects. The discipline of Monitoring and Evaluation (M&E) of development interventions provides development managers with better understanding of learning, improving service delivery, planning and allocating resources, course correction and validating results as part of the accountability.

The overall aim of putting in place a well-defined Monitoring and Evaluation (M&E) system is to ensure that GZD-CADP is fully equipped to systematically generate, capture and disseminate useful information regarding its interventions and mandate through better investments in monitoring and evaluation in order to strengthen the impact and effectiveness of its programs.

An effective and functional M&EL system facilitates a continuous flow of information that is essential, both internally within the organization and externally for the stakeholders and partner organizations. It should also provide a powerful means to measure the progress being made toward the achievement of expected outcomes and outputs of the project.

I am confident that efforts made in preparation of this manual would be very helpful in effective monitoring and evaluating the project's M&E activities.

Any improvements in the content and format of the manual shall remain a constant endeavor to make this manual a more useful and effective document.

**Project Director
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ACRONYMS

Acre	A unit of land measurement
ADP	Annual Development Programme
CADP	Command Area Development Project
CCA	Cultivable Command Area
CDS	Comprehensive Development Strategy
CLEWs	Community Livestock Extension Workers
D. I. Khan	Dera Ismail Khan
DQA	Data Quality Assessment
FO	Farmers' Organization
FWUAs	Federation of Water Users' Associations
EGA	Economic Growth & Agriculture
GCA	Gross Command Area
GoKPK	Government of Khyber
Pakhtunkhwa	
GZD	Gomal Zam Dam
LFA	Logical Framework Analysis
IR	Intermediate Result
ha	Hectare – a unit of land, equal to 2.47 acres or 10000 square meter
M&EL	Monitoring and Evaluation & Learning
MOU	Memorandum of Understanding
NIDA	NWFP Irrigation and Drainage Authority
O&M	Operation and Maintenance
OFWM	On-Farm Water Management
P&D Deptt	Planning & Development Department
MIS	Monitoring Information System
GIS	Geographical Information System
PC-I	Planning Commission Performa - I
PD	Project Director
PIC	Project Implementation Committee
RBM	Result Based Matrix
PIU	Project Implementation Unit
PMU	Project Management Unit
PSC	Project Steering Committee
QMR	Quarterly Monitoring Report
QPRs	Quarterly Progress
RBM	Result Based Monitoring
RFPs	Request for Proposals
SOPs	Standard Operating Procedures
SOW	Scope of Work
ToR	Terms of Reference
USAID	United States Agency for International Development
WAPDA	Water and Power Development Authority
WUAs	Water Users' Associations

1 Project Introduction

Gomal Zam Dam Command Area Development Project (GZD-CADP) is the first project of its kind in Khyber Pakhtunkhwa where along with the construction of dam, main canals, and distributary canals, command area will also be developed fully using a comprehensive, integrated and participated approach. Under this project about 191,139 acres of land will be brought under irrigation that will improve the existing livelihoods of the poor population and create new employment opportunities through value added forming of high value crops using high efficiency irrigation system, and marketing of marketable products.

The project financial portfolio is of about US\$ 34 million in which the major contribution of US\$ 22.22 million comes from USAID, Rs 710 million is provided by the provincial Government of Khyber Pakhtunkhwa and the remaining Rs 462 million will be contributed by the farmers. It is a three year project designed to maximize the positive impact of GZD-CADP on the poor and vulnerable population living within the command area of the Gomal Zam Dam. The project has four major components that will contribute to the ultimate objectives of the project. These four complementary components are:

- (i) Command Area Development and OFWM
- (ii) Enhancing Productivity of Crops, Horticulture and Livestock
- (iii) Value Added Agriculture and Livestock and
- (iv) Marketing of Marketable Products.

All the four components of the project are designed to be mutually reinforcing and interactive as to most effectively achieve long term, sustainable results at scale.

As far as the project management and implementation is concerned, the Department of Agriculture, Govt. of Khyber Pakhtunkhwa, through its PM,U would be responsible for the overall management of the project whereas the PIU would be responsible for the implementation of the project. The PMU bears the ultimate responsibility for project results and reporting to USAID. The project covers three tehsils, namely, Tank, Kulachi and DIKhan of the two districts of DIKhan and Tank.

1.1 Rationale (Theory of Change)

The main objective of the project is to improve economic status of the focused population through employment generation and increased income. This objective will be achieved through production of high value crops, horticulture and livestock in the command area of GZD-CADP. High value agriculture production will be achieved through a number of parallel interventions such as provision of timely water through efficient irrigation methods, provision of best inputs and training of farmers to increase productivity, bringing processing industry to add value to the raw produce, linking farmers with and strengthening of markets and finally creating enabling environment. These efforts will ultimately lead to increases in income and employment of the people living in the command area. The objective of the GZD-CADP directly contributes to the USAID's Results Framework Development Objective 2 (DO2) (IR 2.1 and IR 2.1.3) (see annexure II)

1.2 Purpose & Organization of the ME&L Manual

This ME&L Manual helps its M&E staff to efficiently and effectively monitor and evaluate the development portfolio of the project. This Manual is designed as a practical toolkit and roadmap for practitioners to use it during designing and implementation phases of the project. For critical areas, reference to the theoretical aspects of M&EL has been made and glossary is annexed at the end of this document. This ME&L Manual contains essential systems, budget, and tools. The Manual is living document and necessary changes will be regularly made, if needed, with the approval of the competent forum.

The Manual explains basic principles and concepts of effective monitoring and evaluation and attempts to guide the M&E staff in getting information on performance indicators, setting targets, identifying different data sources, collection methods, data quality assessment and establishing baseline for subsequent comparison of project progress against intended targets.

The Manual also provides a tentative schedule for all monitoring and evaluation activities with roles, responsibilities and timelines to ensure compliance.

The start of this Manual introduces the GZD-CADP. The next section deals with principles of M&E. Section 3 presents the ME&L Plan. Data analysis and quality assessment are discussed in section 4 and 5 respectively. The final section cover plans for reporting and evaluation. Necessary annexures have been provided for ready reference and use of reporting templates. M&E glossary is also included to clarify the readers about M&E terminologies. The ME&L manual of the GZD-CADP has been developed to covers the M&E requirements of the Government of Khyber Pakhtunkhwa and USAID.

1.3 Scope and Applicability

This Manual has been developed with the intention to bring forward relevant guidelines for conducting project activities following best practices in M&E. This Manual attempts to describe key concepts of M&E and explains how these will be used in day to day working of GZD-CADP while conducting M&E activities. It presents simple and clear procedures of monitoring and evaluation to be used by PMU/PIU staff on need basis. The Manual also provides several templates to collect information on different indicators. Thus the Manual provides clear and specific guidelines to the M&E personnel so that they are well equipped with the procedures required for monitoring and evaluation of any foreign funded project.

Monitoring and Evaluation Officers under the entire guidance of the Project Director (PD) will be responsible for implementation of the Manual. M&E Staff will also update the manual on need basis after approval of the competent authorities .

Necessary details on project outcomes and results have been given in the approved PC-1 document and Result-Based Matrix (RBM) based Logical Framework Analysis (LFA) (see annexure I).

2 Guiding Principle for carrying M&E (Ethics and Standards)

2.1 M&E Principles for GZD-CADP

- i. The M&E team will restrict their role to monitoring, evaluation and learning for improvement

- ii. As required, the M&E team will also take up issues with the management.
- iii. It is important to ensure that reporting requirements are to the point and not cumbersome as this might result in poor data collection of the key relevant information required. The M&E indicators, information flows, reporting etc. will be reviewed periodically to determine which information is required and if needed to redesign the reporting system accordingly.
- iv. The M&E data will be continuously updated and consolidated on quarterly basis for provision to the USAID, Project Steering Committee, PMU/PIU, GOP and KP Agriculture Department.
- v. The project will report to the GOP/GoKP on the prescribed formats of the P&D Department of the government of KP. However, separate reporting requirements on indicators to USAID will be done through quarterly reports and USAID M&E system requirements.

2.2 Gender Mainstreaming in M&E

GZD-CADP M&E team will ensure gender disaggregated data collection and analysis to ensure that women are equally benefiting from the project activities. All data collection instruments will be disaggregated. The Gender Mainstreaming Officer will ensure women participation and collection of women related data on indicators.

3 Plan for Project Monitoring, Evaluation, and Learning

3.1 Structures & Functions

Two M&E Officers (M&EO) will be posted one each for PIU and PMU. The detail hierarchy is given in HR Manual. While detail ToR of M&EO is given in Annex Section

The M&EOs will analyze the reported progress towards the indicator target on an annual basis. Senior management (PD and Chief Coordinator) will review that data against the targets and will use the data to assess the need for adjustments to the overall strategy or corrective actions. The monitoring strategy as outlined in the PC-1 of GZD-CADP shall be adopted. In addition, USAID specific M&E will be done as per the indicators allocated to GZD-CADP in the Results Framework of the USAID.

The monitoring and evaluation of project would be the overall responsibility of the project's PMU M&E Unit which would be responsible to:

- i. Prepare quarterly reports to be shared with the Project Steering Committee, Agriculture Department, Monitoring and Evaluation Section of P & D (Specimen Forms annexed vide Annex - VIII) the USAID, and any other stakeholders;
- ii. Develop and implement a Annual Work Plan which shall form basis for future M&E activities;
- iii. Review and monitor progress on project implementation against Annual Work Plans and Strategy Paper on periodic basis,
- iv. Analyze intended project outputs and outcomes to assess whether those are in line with project strategic and operational targets and identify critical issues that impede achievement of key targets;
- v. Monitor whether the implementation is as per approved specifications and financial parameters;
- vi. Prepare and submit M&E reports to the Project Director and Chief Coordinator for necessary actions;

- vii. Conduct follow-up on observations/ recommendations made by the PMU competent authorities from time to time;
- viii. Maintain M&E database and provide relevant information/ data to authorized management personnel for periodic progress review and decision making;
- ix. Perform any other task assigned by the PD- PMU/ competent authorities

The responsibility of the M&E unit at the PIU will be to:

- i. Collect and report on data on the indicators shown in the results monitoring tables;
- ii. Ensure that data is collected regularly on all project activities;
- iii. Manage that data/findings are regularly updated;
- iv. Maintain the project Management Information System(MIS);
- v. Focus on strengthening its reporting capacity to ensure that information is effectively transferred from the villages/Communities to the PMU for analysis and follow-up.

Progress Indicators and means of verification have been outlined in detail in the Result Framework at Annex-1. While the ToR for monitoring Staff is annexed in this document. (See Annex-VI).

3.2 Annual Work Plan:

As per mandate, a detailed Annual Work Plan (AWP) for the year\Yearly Plan of Operation (YPO) will be prepared by the M&E Staff in consultation with all concerned and to be approved by Steering Committee at the start of every fiscal year for implementation. AWP describes physical and financial targets for each year. This work plan is a vehicle for engaging PMU and PIU in clarifying objectives, planning, designing, and implementing activities. The Work Plan will be shared with USAID for concurrence before the approval. The primary responsibility of the Work Plan development will be with PMU M&E Unit. However, Component Leaders will develop their Annual Work Plan and submission to PD for consolidation and submission to PMU for further approval by the Steering Committee. .

3.3 Baseline Data collection

The instant implication is moving to M&E system which necessitates building an information and analysis system with two components—monitoring and evaluation. Either of the two by itself is not sufficient. To address the important questions regarding the generation of desired results, research and evaluating information is necessary. The aim is to incorporate lessons learned into the decision making process. These Research and Evaluations are often conducted by private Consultants and reports shared with quarters concerned.

Infact, the study entitled“ Feasibility and Formulation of Master Plan”for the development of command area of Gomal Zam Dam is aimed to develop 191,139 acres of land for canal irrigated agriculture. Feasibility Consultants will be hired through quality and cost based bidding. Conducting of baseline study on the RF indicators will be part of the Master Plan which will be completed in the first year of project implementation by external firm. The Statement of Work (SOW)for the Baseline Study will be developed by M&E Team, shared with USAID for concurrence, and approved by the Project Coordinator.

3.4 Management Information System (MIS)

The mandate of M&E staff also includes to establish MIS. In addition, it is planned that this MIS will be linked to Geospatial Information System (GIS) through the use of a Computer-Aided Design (CAD) program, and geo-referencing capabilities. Once this proposed system is operational, then all the planning and monitoring of the Project would be automated for periodic progress updates which will also mitigate paper work. PIU will enter the data, and it will be consolidated on monthly and Quarterly basis at PMU level. Suitability of Monitoring & Evaluation system developed by the Planning Commission of Pakistan will be studied /used along with any other suitable software developed for this purpose. At present there is no provision of MIS and GIS development in the approved PC 1. However, the matter will be put up to the PSC for necessary action and provision of staff

3.5 Monitoring and Evaluation Plan

M&E Officer at PIU will develop the M&E plan through assistance from Component Leaders. The M&E plan will be submitted to the PD , GZD-CADP who will review the M&E plan for appropriateness and recommend it approval to the PMU.

The M&E Plan will be updated by the M&E Officer immediately after being notified by the PMU. M&E Officers will be responsible for ensuring compliance with the M&E manual. He/she will be required to submit a monthly progress report to PD, GZD-CADP PMU on the status of compliance with the M&E manual.

3.6 M&E Activities during the project Cycle

A project cycle is a set of interrelated activities tasks and functions that must be performed in the lifespan of a project to achieve the overall objectives of the project. Commonly, a project cycle contains stages of planning, design, implementation, monitoring, completion and evaluation.

The role of Monitoring and evaluation is a cross cutting theme throughout the lifecycle of a project/program. The following section details the specific M&E ideal and Indicative functions and responsibilities (but not limited to the following) that need to be explicitly addressed during different segments of the project lifespan.

All activities will be carried out in accordance with the Annual M&E Plan. However, field visits shall be carried out with prior approval of the PD, CAD-GZDP. Depending upon the nature of M&E activity and level of skills and expertise required, the PD will form M&E teams for a particular activity keeping in view the security conditions in the project area.

Project phases		Key M&E tasks
Project design phase	Project Design and Appraisal phase (Planning and Formulation)	<ul style="list-style-type: none"> ✓ Coordination with Planning and coordination section. ✓ Integrate M&E strategy into overall project design. ✓ Analyze project objectives and identify outcome indicators, plus associated monitoring mechanisms. ✓ Analyze project activities and identify output indicators, plus associated monitoring mechanism. ✓ Indicate the process for how M&E is to be established during start-up. ✓ Establish an indicative M&E budget for the project M&E activities.
	Approval Phase (Pre implementation phase)	<ul style="list-style-type: none"> ✓ Revise performance indicators and monitoring mechanisms after reviewing the final project strategy. ✓ Develop M&E plan for the project, plus assess frequency of data collection on indicators. ✓ Develop Result Framework according to the project's objective hierarchy congruent with the requirements of the partner/donor (log frame, PMF etc). ✓ Put in place necessary conditions and capacities for M&E to be implemented.
Project execution phase	Initiation Phase (early start-up)	<ul style="list-style-type: none"> ✓ Start collecting baseline values for project indicators through appropriate methodology. (survey/secondary data sources etc)
	Implementation Phase (project execution)	<ul style="list-style-type: none"> ✓ Prepare for field monitoring visits. ✓ Ensure information needs for management are met. ✓ Coordinate data gathering, analysis and management. ✓ Support regular review meetings and processes with all implementers. ✓ Prepare for and facilitate the annual project review. ✓ Communicate results to management and stakeholders in quarterly reports. ✓ Prepare annual progress reports.
Completion phase	Closure Phase (project completion)	<ul style="list-style-type: none"> ✓ Assess what the beneficiaries can do to sustain impact after closing down. ✓ Prepare for and facilitate end of project evaluation. ✓ Identify lessons learned for the next phase and/or future projects.

7 Results (Outcome and Impact) Monitoring

In order to assess and determine whether or not the project is making progress as planned towards the project results, the M&E will conduct studies and surveys periodically on different results and components of the project. Result monitoring will help the project to achieve outcomes in a timely manner and will also help to identify issues that are hampering the effective and efficient achievement of results. Results monitoring will be mainly focusing on IR/Outcome or Impact level indicators provided in the RF.

3.8 Progress Monitoring

Progress monitoring will be reporting on inputs, activities, and outputs for meeting input-output management and reporting requirements on the progress. This information will originate from various sources including project field staff, implementation partners, and the project beneficiary communities. In addition, sometimes data on some of the project activities initiated through public private partnerships, Government initiatives in the project area, agricultural census data, scientific data on weather, water, climate and environment etc. would be collated from various secondary sources such as government and non-government agencies, other projects, internet sources and special studies and assessments. Any deviation from the M&E plan will be indicated through the feedback system and will inform the decision making process for taking efficient remedial measures. The information and analysis needs will evolve over the life of the Project from input/output assessment to more result oriented data compilation and analysis in order to ascertain whether or not intended results are produced. As such, later in the project implementation, monitoring will be coupled up with evaluation of information to inform decision making. Progress Monitoring will be done on Sub IR/Output level indicators provided in the Log frame/RF attached as annexure III.

3.9 Monitoring Visits

Monitoring Staff of all section will conduct field visits on monthly and need basis with proper permission of the concerned line manager and or Project Director and reports will be prepared accordingly. The composition of the team may be decided jointly under the guidance of the Project Director

A visit format specimen has been developed to record the findings and decisions of field visits conducted during a month by the officers of the PIU. The format contains a narrative of the visit and list of key issues for decisions, course correction or follow-up actions. Based on the monthly field visit reports, a Quarterly Monitoring Report (QMR) will be prepared. These reports should contain observation on critical processes, and provide basis for recommendations made to project management for necessary corrective actions. Field Visit Report specimen is attached in annex VIII.

3.10 Elaborated Results Framework

An elaborated Results Framework for GZD-CADP has been developed to further elaborate the RBM matrix approved by the Planning Commission. The format of PC RBM matrix has been modified in light of the indicators assigned to GZD-CADP by USAID. Similarly output level indicators have also been added to monitor the process indicators. The PMU will be reporting to

P&D and Agriculture Department on the targets set in the PC Results Framework. However, project team will also collect, analyze and report to USAID against the elaborated Results Framework. The framework will not be taken as an additional M&E framework, but rather an extension of the RBM matrix approved by USAID.

3.11 Result Framework of GZD-CADP

Indicators and means of verification have been outlined in detail in the Logical Framework (Log-Frame) in annex I. In-fact, Result Framework (RF) for Monitoring & Evaluation Plan plays a vital role in planning, managing, and documenting progress towards achieving the objectives of GZD-CADP. This matrix provides the basis for data collection, management and analysis to systematically measure changes over the time. This Result Framework is a living document and it is expected that it will be updated periodically to reflect changing conditions which affect program activities.

At this stage, the Framework shows how the different Sub-intermediate Results and Intermediate Results under each of the project components contribute to meeting the GZD-CADP overarching Strategic Objective. Efforts have been made to make sure that a minimum indicator data set is used for efficiency of data collection.

This Results Framework will respond to changes in the project context, and may be modified as required after periodic evaluation studies have been found to be valid in terms of the need for change.

Annexure 1 lists the results and strategic objective for GZD-CADP and list performance indicators showing baselines and targets, data collection methods showing sources, collection methods and frequency of collection, and the responsible stakeholder for each performance indicator.

3.12 Indicators and Targets

Indicator and targets have been outlined in the USAID's Result Framework (**Annex III**).. The progress of targets against each indicator will be reported on periodical basis. Detailed indicators and targets are provided in the RF and Performance Indicator Reference PIR sheets.

Few Indicative Key indicators are:

- i. Number of watercourses constructed
- ii. Acre of land leveled.
- iii. Number of WUA's formed
- iv. Percent change in annual crop production.
- v. Number of people benefited from training.
- vi. Number of local enterprise engaged.
- vii. Percent of beneficiary receiving improved infrastructure services.
- viii. No: of People trained

4 Project Reviews and Reporting

Besides putting in place a robust Monitoring & Evaluation mechanism a parallel review exercise shall be conducted coupled with reporting mechanisms, for each project/program on yearly and need basis. The review and reporting exercise shall generate information and feedback that contributes to a continuous improvement framework in the planning and delivery of projects/programs.

Performance information on Progress indicators shall be collected both from primary and secondary data sources. Data shall be collected from the implementing Component Heads, M&E staff will use an appropriate blend of tools and methodologies to ensure that collection and analysis of both quantitative and qualitative data is carried out in order to capture the full picture of project results.

M&E staff shall monitor results against baselines, targets, and milestones to gauge progress towards program results. Benchmark (post-intervention) data shall be compared with baseline (pre-intervention) data to quantify the change in measured indicators. Detailed data sources, management and analysis have been given in individual PIR sheets of all indicators. PIR sheets are attached in annex V

The PIU and field Office will help the community for implementation of group activities by regular monitoring. The PIU and PMU will provide subject matter specialists and give technical guidance to help the community groups in monitoring.

4.1 Project reviews

Project review exercises shall be conducted to review the overall progress toward the achievement of project targets. The project reviews shall differ from evaluation exercise in the sense that project reviews shall not include formal surveys and data collection methodologies but instead, shall be a desk review exercise with a focus on targets v/s achievements and challenges encountered.

The project reviews shall comprise Annual review, Mid-term review and end of project review.

4.1.1 Annual projects review

Annual Projects Review shall be conducted by the M&E section in consultation and assistance of Planning section and concerned program section. A committee, comprising of M&E Officer and Component of the concerned program/project shall be formed with the approval of the Competent Authority which will be responsible for concluding the Annual Project Review exercise. M&E Officer shall overall facilitate the review process.

Key purposes of the annual project review are as follows:

- Progress on achievement of objectives and targets.
- Identification of areas of under achievement and reasons thereof.
- Enlistment of corrective actions and reforms needed to avoid the previous under achievements.
- Preparation of work plans for the upcoming year and identification of project there from.
- Review of budgeted versus actual spending, identification of issues in the budgets of the current projects and re appropriation of budgets to eradicate the highlighted issues.

The Annual Projects Review shall be initiated within one month after the conclusion of the relevant period and shall be finalized within two months from the commencement date.

The committee shall evaluate the results in respect of each project and identify success stories and key risks/ issues faced by the project.

The findings and outcomes with recommendations of the annual review shall be submitted to the PD– GZD-CADP for further course of action. The results of annual projects review shall also form part of the annual report. The results of annual projects review shall also be submitted to relevant donor organizations after due approval by the competent authority/ forums.

4.1.2 Mid-Term Reviews

As soon as a project reaches the middle of its implementation phase, a mid-term review of the project shall be conducted by the M&E section. The review shall be conducted within one month of the expiry of project's mid-term.

The key objective of the review shall be consideration of the latest consolidated project progress report in terms of following aspects.

- Identification of areas lagging behind.
- Reasons for delays and constraints in the implementation of activities, if any.
- Corrective actions and reforms to subside the identified constraints and delays, if any.
- Changes in the annual work plan to reflect the revised planning of underachieved areas of the project, if required; and
- Analysis of actual versus budgeted spending along with reasoning for variances above/ below 10%.

GZD-CADP will organize a detailed Mid Term Review in 2nd year through Third Party to evaluate implementation progress against the annual work plan targets approved by the PSC. During the review the teams will assess whether the (GZD-CADP) is achieving the objectives as planned, initiate corrective measures if deemed necessary and incorporate emerging lessons from the field to decision making to ensure that activities are scaled-up while taking into account lessons learnt during implementation. (Outline of Terms of Reference for Mid Term Review (MTR) is attached in annex XI)

4.1.3 End of project review

It is proposed that the end of project review shall essentially cover the extent of expected results achieved/changes brought about by the project as anticipated in the project document in order to generate useful information and learning that is fed into the planning and design stage of future projects .

The end of project review shall be a desk review of the consolidated project progress and timeline of milestones achievement in line with approved budget. The detail project evaluations involving data collections and surveys shall be a separate exercise

5 M&EL Reporting

In addition to performing monitoring of all on-going development interventions under the umbrella of GZD-CADP, the M&E section is responsible for extensive reporting on the performance of such interventions. The M&E section shall coordinate the collection of data from relevant program sections on quarterly and annual basis to generate quarterly and annual reports elaborating a broader picture on development expenditures.

The M&E section shall take the responsibility to develop quarterly and annual reports. The M&E section shall not generate implementation level data, but instead, closely coordinate with the concerned program section of GZD-CADP to fetch, analyse and compile data on process and output indicators in line with fiscal expenditures. While for outcome indicators, the M&E section shall coordinate with the respective Govt. Line Department. The indicator level data analysed and compiled by the M&E section shall form a vital portion of the quarterly and annual progress report. The Program sections shall provide the available data regarding project/program implementation as and when required by the M&E section for compilation of the reports. Accordingly the M&E section shall update the Result Framework indicators (output level) at the end of each quarter and present the summary of the results in quarterly reports.

5.1 Quarterly reports

The quarterly reports shall be produced following the end of each quarter. The report shall be compiled and disseminated within the first month of the following quarter. The M&E section shall issue the data requests to the relevant program sections as each quarter ends. While separate consultants hired for Master plan, Cost Estimate and Detail Design will submit their Quarterly Progress as a intergral part of their Terms of Reference.

Progress information regarding activities and output indicators along with physical and financial statistics shall form the basis of the quarterly reports. In addition, the summary of monitoring reports during the reporting period, summary of project review exercise (if any) and findings of any evaluations studies shall also take its place in the M&E portion of the quarterly report.

The quarterly report is proposed to be structured according to the following outline:

1. Executive summary
 2. Program Overview
 3. Introduction/ Background of Project
 4. Summary of financial progress
 5. Overall project/program progress during the reporting quarter
 6. Project/Program Component Wise Progress
 7. Monitoring and Evaluation
 8. Constraints and challenges
 10. Lessons learnt.
 11. Observations and recommendations
 12. Success Stories and /or case study
 13. Key Transformations and Way forward
- Annexure:

5.2 Bi-weekly Report

As per the USAID’s on-going procedure, a biweekly report is required to be submitted by PD GZD-CADP to USAID’s Project Manager highlighting the activities accomplished during the two week time. A format for this biweekly will be prepared in consultation with USAID’s Project Manager. This report will be sent at the end of each biweekly as attachment to an email. A specimen Report is as follow:

Components	Activities carried out during the reporting period
1	
2	

3	
4	

5.3 Reporting on Pak Info, Trainet and Development Experience clearing House

The M&E team will report of the PakInfo and send raw file data to USAID via Email which is mandatory in reporting to USAID as implementing partner, besides this Trainet is to be used for updating all the training related information, and DEC is to be used to upload all the published documents of the project. These may include annual reports, quarter reports and other public interest information as and when published and shared.

5.4 Summary of Financial Progress

A brief summary of the project/program budget status and financial progress shall be presented in tabulated form to depict the financial performance vis-a-vis the physical progress. Thus summary tables shall be produced showing the component wise quarterly releases and expenditures in the following format:

Project component	Total Budget amount	Total spending	Spending during the quarter	% of spending against Budget amount
Component- 1				
Component-2				

The project will report to the GoKP on the prescribed formats of the P&D Department of the government of KP on quarterly and annual basis (Proforma attached as annex-). However, separate reporting requirements on indicators to USAID will be done through quarterly reports and USAID M&E system requirements.

5.5 Overall project/program progress during the reporting quarter

A summary sheet shall be developed to depict the overall progress related to different program/project components covering the reporting period. The summary sheet shall include information on overall project targets, physical targets to be achieved in the reporting quarter, actual achieved targets in the reporting quarter, and cumulative achievements since inception. The summary sheet may be drafted in the following manner:

S #	Name of District/ Tehsil	Total No of Schemes	Schemes Approved	Schemes Awarded	Schemes Where implementation is in progress	Schemes Completed	Schemes Handed Over
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Sr. #	Description of Project Components	Overall Target	Cumulative Achievement	Target for reporting quarter	Result for reporting quarter	Remarks
A	Project Name					
1	Component-1					
2	Component-2					
3	Component-3					

5.6 Component wise physical progress during the reporting quarter

1							
2							
3							
4							
5							

In addition to the summary of overall program/project progress, the quarterly report shall also elaborate the component wise physical status of targets and achievements in a tabulated format. The following format is provided as an example for construction activities involving civil works:

5.7 Progress on Result Framework Indicators:

M&E section shall collect and maintain data on different levels of indicators as outlined in the result framework for each project. The data on process and output indicators shall be collected quarterly and disseminated in quarterly reports through appropriate tabulated layout as discussed above. While, the data on outcome indicators shall be collected annually and at the end of the scheme/milestone due to the reason that higher levels of indicators does not respond quickly to interventions and involves complex data collection techniques. The source document for outcome indicators shall be the project specific Results Framework, Indicator Matrix while the results on outcome indicators shall be presented and disseminated in the annual and end of project reports. The following format is suggested as an example for the reporting of Results Framework indicators in annual report:

Project components	Outcome statement	Outcome indicators	Indicator baseline	Reporting Year	
				Target	Achievement
Component-1	Outcome - 1				
Component-2	Outcome -2				
Component-3	Outcome -3				

5.8 Summary of monitoring Reports

During the development interventions, the M&E Officer shall carryout routine monitoring of the activities, and generates monitoring reports accordingly. A narrative of the monitoring reports submitted during the reporting quarter shall be presented in the quarterly report covering recommendation made for course correction and compliance status. The summary may also be presented in tabulated format as outlined in the following figure.

Summary of monitoring reports and compliance Status

Project component	Major M&E Recommendations during the reporting quarter (Numbers)	Compliance Shown on M&E Recommendations (Numbers)	No compliance shown (Numbers)	Remarks
Component -1				

Component -2				
Component -3				

5.9 Annual reports

The annual reports shall be produced following the end of each year. The M&E section shall take the responsibility of producing annual reports through following the workflow and report outline as explained for quarterly reports.

The annual report shall have a similar format as proposed for quarterly reports, with broader scope covering the entire year's activities. For annual report, the data on Result Framework indicators shall be collected for output as well as outcome (i.e. IR) level.

5.10 Special reports

In addition to the quarterly and annual reports regarding GZD-CADP's interventions, the competent authority may direct the M&E section for any special reports related to any project/program/component.

6 Data Quality Assessment Framework

Data quality will be assessed against the several data quality standards including comprehensiveness, consistency of data over time, consistency between enumerators, precision, reliability and timeliness. The Project M&E staff will assess the data received from various sources including its program areas, implementing partners and beneficiaries. Special independent assessments can be done in case of evident compromises on the quality of data. A quality assessment framework will be developed based on the USAID guidelines provided in ADS 300.1.1(203.3.11.1)

A sample DQA Framework is attached as annexure VII with their description.

7 M&E Follow-Up plan

M&E Officer will be responsible for submitting an M&E reports to the PD and Chief Coordinator, GZD-CADP on a pre-defined format providing detailed description of activities/ project monitored, results of the monitoring activity, observations from the monitoring activity, suggestions on corrective measures along with a follow-up plan, and follow-up reporting on previously identified observations. The management of GZD-CADP will review the M&E report and accord approval on the suggested corrective measures along with a follow-up plan.

8 Plan for Disseminating Results

Communiqué of the analyzed information is vital to inform the Project as well as other stakeholders on results being produced by the project. Communication will include submission of progress reports, technical studies, evaluation and assessment reports, work plan and performance reports/technical audits.

9 M&E budget

At the moment, no separate budget is allocated in PC-1 for carrying out M&E. The Department of Agriculture, Livestock and Cooperative through the PMU & PIU of the project would make the decision in respect of allocation of funds to various components of the project as per PC-

I/Annual Work Plan for implementation of the project. Block allocation for Master plan includes cost of baseline study.

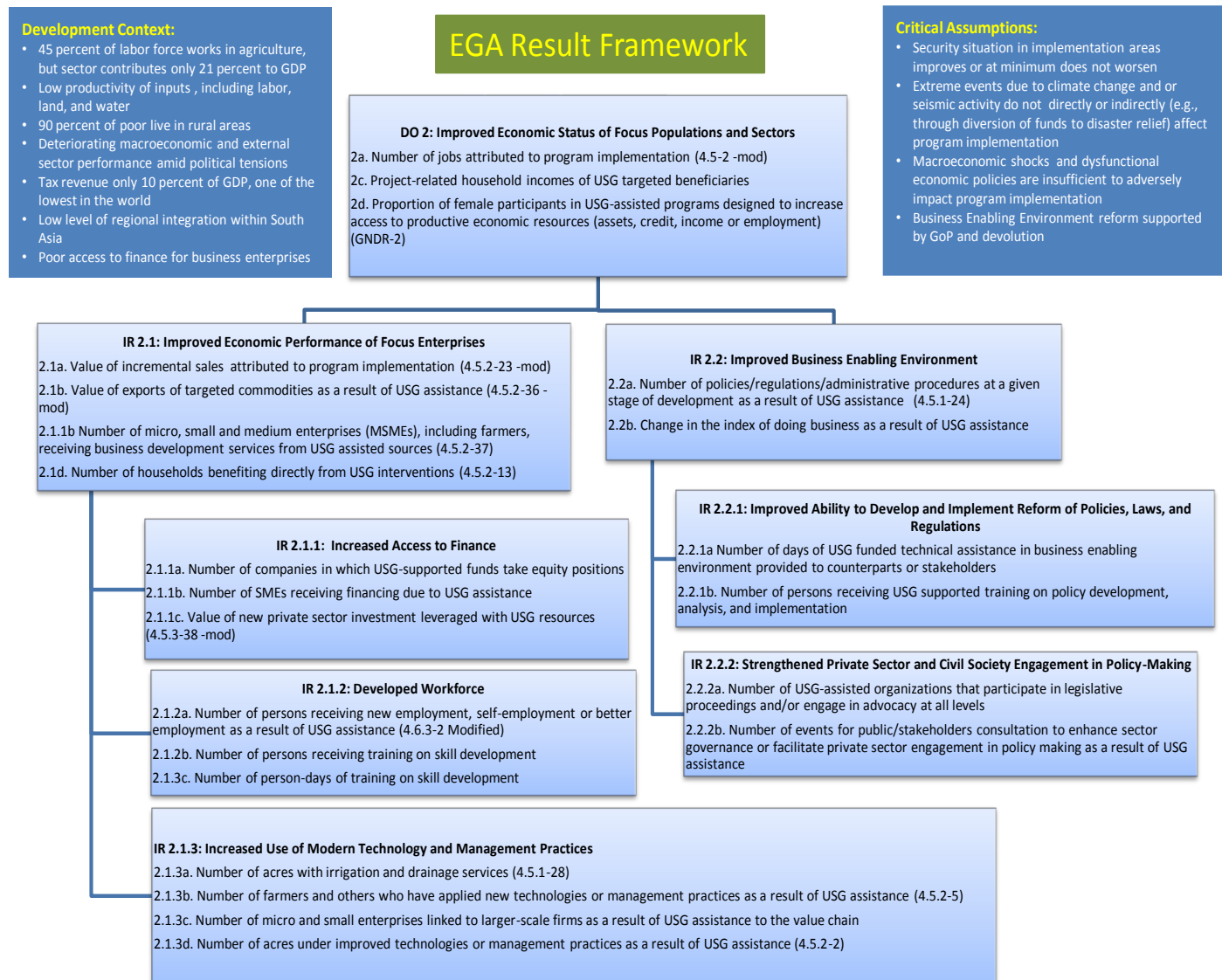
Annex-I: Logical Framework for GZD-CADP

Narrative Summary	Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL Improved Economic status of focused population	1. Percentage change in Households (HHs) of project beneficiaries (2c, DO2, USAID Results Framework) 2. Value of incremental sales attributed to project (IR 2.1a USAID)	Midterm and annual project review, Impact Assessments	
OUTCOME 1: Improved irrigation & on-farm water infrastructure developed	<ul style="list-style-type: none"> • # of rural HHs benefitting directly from project (2.1d, USAID) • # of beneficiaries receiving improved infrastructure services (2.1.3e USAID) 	Annual, Quarterly reports, Surveys, Assessments	
Output 1.3: Construction schemes completed.	<ul style="list-style-type: none"> • KMs of farm to market roads constructed • # of Earthen Watercourses constructed • # of Culvert constructed 	Monthly Reports. Visit Reports, NFRs	
Output 1.2: Efficient Surface Irrigation land developed	<ul style="list-style-type: none"> • # of local tractor enterprises engaged • Hectares of Land leveled 	Monthly Reports. Visit Reports,	
Output 1.4: Infrastructure Needs Assessed & Finalized	<ul style="list-style-type: none"> • Master Plan finalized • Baseline study conducted • KM of Katcha roads layouts finalized • # of Watercourses layouts developed 	Field Survey Reports Assessments and measurement reports	
OUTCOME 2: Equitable & efficient distribution/ allocation of water ensured	<ul style="list-style-type: none"> • # Interest Group , Water Users Associations, Interest Group IGs using new technologies and farming practices (2.1.3c USAID) • # of rural HHs getting required quantity of water • % increase in water availability to farmers 	Annual, Quarterly reports, Surveys, Assessments	
Output 2.4: Scientific approaches for water distribution adopted	<ul style="list-style-type: none"> • # of Mogha Commands constructed • # of Tail Ponds constructed • # of Buffalo Wallows constructed • # of Water courses Lining completed 	Monthly Reports. Visit Reports	
Output 2.3: Localized Monitoring ensured	<ul style="list-style-type: none"> • # of WUAs/FOs meetings held to monitor water distribution • # of disputes settled 	Monthly Reports. Visit Reports,	
Output 2.2: Women participation advocated & supported	<ul style="list-style-type: none"> • # of women orientation sessions conducted • # of Women Interest Groups 	Monthly Reports. Visit Reports,	

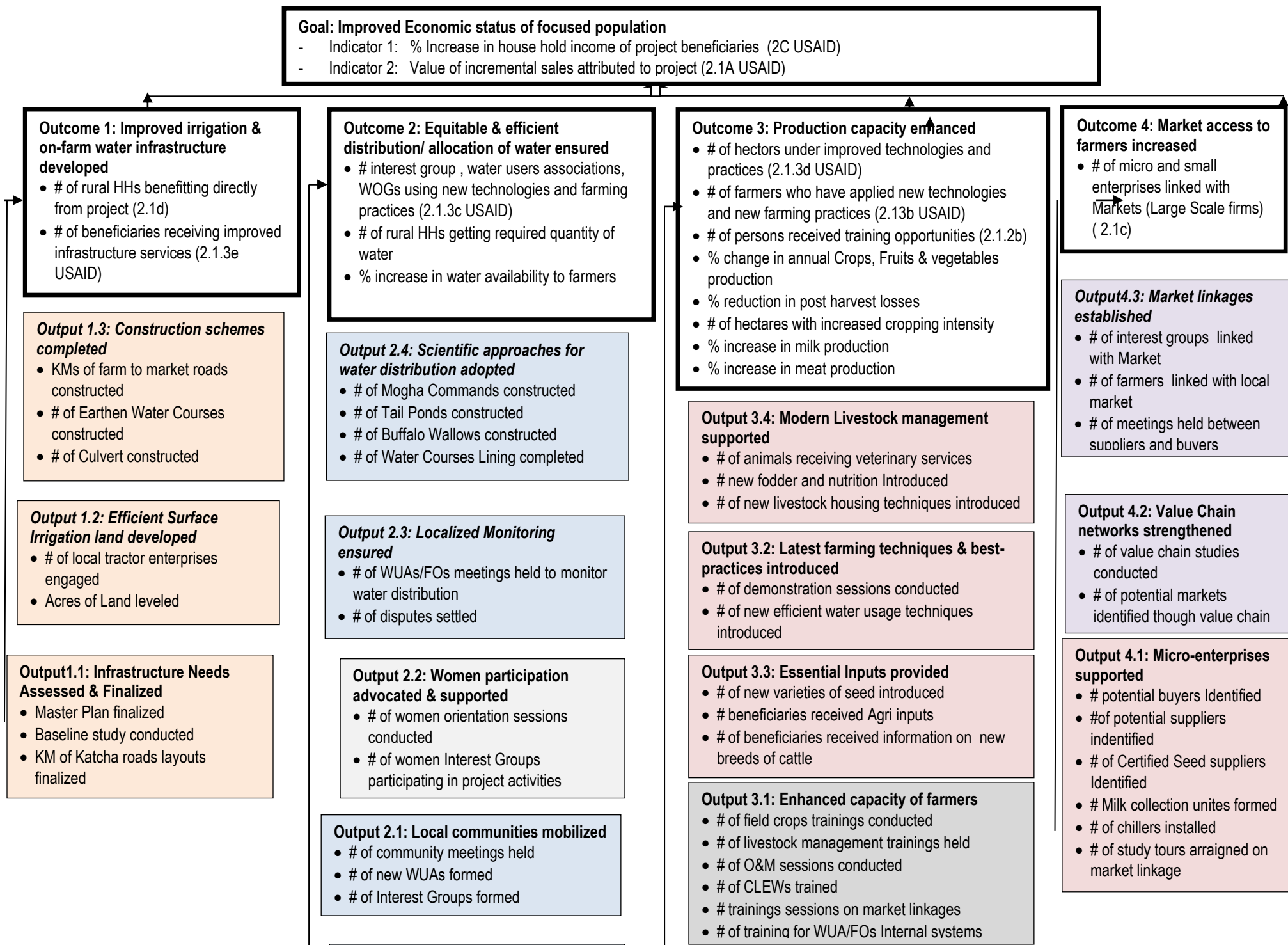
	participating in project activities		
Output 2.1: Local communities mobilized	<ul style="list-style-type: none"> • # of community meetings held • # of new WUAs formed • # of Interest Groups formed 	Monthly Reports. Visit Reports,	
OUTCOME 3: Production capacity enhanced	<ul style="list-style-type: none"> • # of hectares under improved technologies and practices (2.1.3d USAID) • # of farmers who have applied new technologies and new farming practices (2.13b USAID) • # of persons received training opportunities (2.1.2b) • % change in annual crops, fruits & vegetables production • % reduction in post-harvest losses • # of hectares with increased cropping intensity • % increase in milk production • % increase in meat production 	Annual, Quarterly reports, Surveys, Assessments	
Output 3.4: Modern Livestock management supported	<ul style="list-style-type: none"> • # of animals receiving veterinary services • # new fodder and nutrition Introduced • # of new livestock housing techniques introduced • # of veterinary camps arraigned 	Monthly Reports. Visit Reports,	
Output 3.3: Latest farming techniques & best-practices introduced	<ul style="list-style-type: none"> • # of demonstration sessions conducted • # of new efficient water usage techniques introduced • # of farmers attending demonstration sessions 	Monthly Reports. Visit Reports,	
Output 3.2: Essential Inputs provided	<ul style="list-style-type: none"> • # of new varieties of seed introduced • # beneficiaries received Agriculture inputs • # of beneficiaries received information on new breeds of cattle 	Monthly Reports. Visit Reports,	
Output 3.1: Enhanced capacity of farmers	<ul style="list-style-type: none"> • # of field crops trainings conducted • # of livestock management trainings held • # of O&M sessions conducted • # of Community L/Stock extension Worker CLEWs trained • # trainings sessions on market linkages • # of training for WUA/Farmer 	Monthly Reports. Visit Reports,	

	Organization FOs Internal systems conducted		
OUTCOME 4: Market access to farmers increased	<ul style="list-style-type: none"> • # of micro and small enterprises linked with Markets (Large Scale firms) (2.1c) 	Annual, Quarterly reports, Surveys, Assessments	
Output4.3: Market linkages established	<ul style="list-style-type: none"> • # of interest groups linked with Market • # of farmers linked with local market • # of meetings held between suppliers and buyers 	Monthly Reports. Visit Reports,	
Output 4.2: Value Chain networks strengthened	<ul style="list-style-type: none"> • # of value chain studies conducted • # of potential markets identified though value chain 	Monthly Reports. Visit Reports,	
Output 4.1: Micro-enterprises supported	<ul style="list-style-type: none"> • # potential buyers identified • #of potential suppliers identified • # of Certified Seed suppliers Identified • # Milk collection unites formed • # of chillers installed • # of study tours arraigned on market linkage 	Monthly Reports. Visit Reports,	

Annex-II:USAID Economic Growth and Agriculture Result Framework



Annex –III: Elaborated Logical Framework Analysis



Result Frame (RF)

Project outcome indicators	Baseline ¹	Cumulative Targets				Data collection and reporting		
		YR1	YR2	YR3	Total	Frequency of Reports	Data Collection Instruments	Responsibility for Data Collection
<p>Feasibility and Master Plan for the GZD Command Area Development, OFWM, Mapping and Layout of Katcha Link Roads and Watercourses for the Three canal-commands through a cost and quality based bidding process for recruiting the pre-qualified Consulting Firms (unit=mogha)</p>	<p>Baseline indicators will be worked out through a baseline survey to Master Plan in the first year</p>	393			393	Monthly and consolidated on quarterly basis	Field surveys	External Consultants hired through RFP
<p>Organization of Water Users' Associations⁴ (WUAs) using Process of Social Organization for the Mog34 Page ha command area and Registration under the KPK WUAs Act with the Department of Agriculture. Federating WUAs' into FWUAs and registration of FWUAs as FOs under the NIDA Act of KPK with the Department of Irrigation and Power. In addition to the WUAs, Women</p> <ul style="list-style-type: none"> Interest Groups will be organized at the Mogha command to implement the Gender part of the project covering all the four components of the project. 		150	243		393	Monthly and consolidated on quarterly basis	Field reports	Full time External Consultants hired through RFP
<p>Detailed Designs and Estimation of Quantities of Materials for the Award of Contracts for Implementation of Command Area Development and OFWM Interventions commands through a cost and quality based bidding process for recruiting the pre-qualified Consulting Firms.</p>		100	293		393	Monthly and consolidated on quarterly basis	Field reports	Full time External Consultants hired through RFP
<p>Construction of Command Area Development and On-Farm Water Management Interventions:</p> <ul style="list-style-type: none"> ❖ Katcha Link roads to connect farm to metaled road <p>Field layout</p>		80	150	163	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team OFWM, beneficiaries

¹At project early startup date (2014).

Project outcome indicators	Baseline ¹	Cumulative Targets				Data collection and reporting		
		YR1	YR2	YR3	Total	Frequency of Reports	Data Collection Instruments	Responsibility for Data Collection
❖ Construction of earthen watercourses with Pacca Naccas, culverts, buffalo's wallows, tail water pond at the tail-end of the watercourse and sand-filters for multiple uses of water. Later on after the successful operation of the earthen watercourse, lining up to 20% of the length of the earthen watercourse will be undertaken including the sensitive reaches to avoid excessive losses.								
<ul style="list-style-type: none"> • Precision land leveling of fields for efficient surface irrigation (i.e. furrow irrigation) using Laser levelers (unit Acre) 		33180	62214	67606	163000	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team OFWM, beneficiaries
Test run of watercourse and field irrigation by farmers to ensure effective operation of the Mogha command and associated <ul style="list-style-type: none"> • adjustments – one full week to complete a Warabandi schedule of 7 days rotation 		80	150	163	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team OFWM, beneficiaries,NIDA
Fixing Watercourse level Warabandi and assisting WUAs and FO to enforce <i>Warabandi</i> for equitable distribution of water in <ul style="list-style-type: none"> • collaboration with the KPK Department of Irrigation and Power 		80	150	163	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team OFWM, beneficiaries,NIDA
Provide trainings to men for O&M of watercourses and women for the use of tail-water for multiple uses (package of 5 trainings) <ul style="list-style-type: none"> • @ Rs. 0.040 million per training) 		80	150	163	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team OFWM, beneficiaries
Technical Assistance and Research [2.5% of interventions cost with distribution of 1.5% for technical assistance (Rs. 48.5 million) <ul style="list-style-type: none"> • and 1% for research (Rs. 32.5 million)] 		--	--	--	--			Supervisory Consultants
Supervisory Consultants (2.5% of interventions cost)		80	150	163	393	--		Supervisory Consultants
<u>Field Crops and Horticulture</u> Orientation and training of WUAs in field and horticultural crops and Organization of Interest Groups for specified commodities in collaboration with Agri Business Program of the USAID (package of 5 trainings @ Rs.			150	243	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Productivity

Project outcome indicators	Baseline ¹	Cumulative Targets				Data collection and reporting		
		YR1	YR2	YR3	Total	Frequency of Reports	Data Collection Instruments	Responsibility for Data Collection
0.040 per training) ❖ Planning of cropping pattern and cropping intensity ❖ Production and productivity of field crops ❖ Production and productivity of horticultural crops ❖ Water use, irrigation scheduling and water productivity at the field level • ❖ Farm profitability and management								
Productivity enhancement demonstrations for high efficiency irrigation systems (furrow irrigation on laser leveled fields, sprinkler, drip, etc.) for crops, fruit plants, melons and vegetables considering farm as a whole (two demonstrations each of five acres of sprinkler and drip irrigation @ Rs. 100000 per acre) and rest of the farm on furrow irrigation on laser leveled fields – whole farm will be treated as a unit for developing demonstration. The cost of furrow irrigation on laser leveled fields is kept as • Rs. 100000 per farm. The total estimated cost is Rs. 0.60 million per farm demonstration.			190	203	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Productivity and Comp: leader OFWM,
<u>Livestock</u> Orientation and training of WUAs in management of livestock (package of 5 trainings @ Rs. 0.040 per training) ❖ Improvement of breeds for cattle and small ruminants ❖ Improving nutrition for cattle and small ruminants ❖ Cost-effective livestock housing and management • ❖ Improved veterinary care			150	243	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Livestock , beneficiaries
Productivity enhancement interventions for livestock (estimated lump sum cost of a package of Rs. 0.25 million) ❖ Improvement of Breeds for cattle and small ruminants (estimated costs is based on AI services and provision of progeny bulls, bucks and rams) ❖ Demonstration of fodders, silage and feeds ❖ Demonstration of livestock housing including stock water			150	243	393	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Livestock

Project outcome indicators	Baseline ¹	Cumulative Targets				Data collection and reporting		
		YR1	YR2	YR3	Total	Frequency of Reports	Data Collection Instruments	Responsibility for Data Collection
<ul style="list-style-type: none"> ❖ Veterinary care camps 								
Value Addition for Crops, Vegetables and Fruits – interventions with Interest Groups for specified commodities and local enterprises; linkages with processing industry.			15	25	40	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Value Added, beneficiaries
Value addition of Livestock Products – interventions with Interest Groups for specified commodities and local enterprises; linkages with processing industry			15	25	40	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Value Added, beneficiaries
Marketing Channels for Crops, Vegetables and Fruits – access to market and market information, linkages, local marketing platforms, etc.			1	2	3	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Marketing, beneficiaries
Marketing Channels for Livestock – access to market information, linkages, local marketing platforms, etc			1	2	3	Monthly and consolidated on quarterly basis	Field reports, case studies, Monitoring Report , impact evaluation	Component Leader /team Marketing, beneficiaries

Annex- IV GZD-CADP Performance Management Framework (PFM)

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
G1. % CHANGE in house hold income of project beneficiaries (2C USAID)	Impact Assessment Study Report	Sample based Questionnaire,	Gender, value chains, Employment type (self/job), district	Last year of the project	Consulting Firm, M&E Team
G2: Value of incremental sales attributed to project (2.1A USAID)	Field reports, case studies, impact evaluation	Survey Questionnaire, Case studies	Gender, purchasing power income group/slabs, control group& target group	At start, middle and end of project	M&E Staff, Beneficiaries , Component leaders
1.1.# of rural HHs benefitting directly from project (2.1d)	Quarterly Report	QPR Report Template	Gender, farmers groups,	Quarterly	M&E Staff, Beneficiaries , Component leader (WM)
1.2. # of beneficiaries receiving improved infrastructure services (2.1.3e USAID)	Quarterly Report	QPR Report Template	Gender, farmers groups,	Quarterly	M&E Staff, Beneficiaries , Component leader (WM)
1.3.1.KMs of farm to market roads constructed	PIU Record	Monthly Progress Report PIU	Teshil, District, Village and VCs	Monthly	M&E Staff, Component leaders (WM)
1.3.2.# of Earthen Water Courses constructed	PIU Record	Monthly Progress Report PIU	Teshil, District, Village and VCs	Monthly	M&E Staff, Component leaders (WM)
1.3.3. # of Culvert constructed	PIU Record	Monthly Progress Report PIU	Teshil, District, Village and VCs	Monthly	M&E Staff, Component leaders (WM)
1.2.2. Acres of Land leveled	Contractor Reports, PIU Record reports	Progress reports	Tehsil, District, Village and VCs	Quarterly	M&E Staff, Beneficiaries , Component leader (WM)

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
1.1.1. Master Plan finalized	Master plan Document	Field Survey questionnaire, Review of M&E team	Tehsil, District, Village and VCs, WC # level	Ist year	M&E Staff, Consultant , Component leaders,PIU staff
1.1.2.Baseline study conducted	Baseline study document	Field Survey, questionnaire, Review of M&E team	Teshil, District, Village and VCs, WC # level	Ist year	M&E Staff, Consultant ,Component leaders, PIU staff
1.1.2. KM of Katcha roads layouts finalized	Consultant Report	Desk Review of Report by M&E of Consultant Report	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)
1.1.4.# of Water Courses layouts developed	Consultant Report	Progress reports	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)
2.1. # Interest group , water users associations, WOGs using new Technologies and farming practices (2.1.3c USAID)	Field reports	Survey Questionnaire	Gender ,Tehsil, District, Village and VCs, WC # level	Quarterly, Annual	M&E Staff, Beneficiaries , Component leader (WM)
2.3 # of rural HHs getting required quantity of water	Water distribution Record of Irrigation Deptt	Progress reports	Gender ,Tehsil, District, Village and VCs, WC # level, income group, house type	Quarterly, Annual	M&E Staff, Component leader (WM)
2.4.% Increase in water availability to farmers	Water distribution Record of Irrigation Deptt	Progress Report	,Tehsil, District, Village and VCs, WC # level, land holding	Quarterly, Annual	M&E Staff, Beneficiaries , Component leader (WM)
2.4.1.# of Mogha Commands constructed	Field reports by PIU submitted by CL-WM	Quarterly Progress Report, Monthly status sheet maintained by PMU	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)
2.4.2.# of Tail Ponds constructed	Field reports by PIU	Quarterly Progress Report, Monthly status sheet maintained by PMU	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
2.4.3.# of Buffalo Wallows constructed	Field reports by PIU	Quarterly Progress Report, Monthly status sheet maintained by PMU	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)
2.4.4.# of Water Courses Lining completed	Field reports by PIU	Quarterly Progress Report, Monthly status sheet maintained by PMU	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries , Component leader (WM)
2.3.1.# of WUAs/FOs meetings held to monitor water distribution	WUA/FO Records, PIU Field reports	WUA Report Format	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader (WM)
2.3.2.# of disputes settled	WUA/FO Records, PIU Field reports	WUA Report Format	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader (WM)
2.2.1.# of women orientation sessions conducted	PIU Record	Orientation Session Report, Pictures	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries ,Gender officers
2.2.2.# of women Interest Groups participating in project activities	PIU Record	Orientation Session Report, Pictures	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries ,Gender officers
2.1.1.# of community meetings held	PIU Record	Random Visit Reports, meeting minutes, pictures	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, social team
2.1.2.# of new WUAs formed	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, social team
2.1.3.# of Interest Groups formed	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, social team
3.1.# of hectars under improved technologies and practices (2.1.3d USAID)	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E team, Component leaders, beneficiaries

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
3.2.# of farmers who have applied new technologies and new farming practices (2.13b USAID)	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E team, Component leaders, beneficiaries
3.3.# of persons received training opportunities (2.1.2b)	Field Reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E team, Component leaders, beneficiaries
3.4.% change in annual Crops, Fruits & vegetables production	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Annual . At start, middle and end of project	M&E team, Component leaders, beneficiaries
3.5.% reduction in post harvest losses	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Annual . At start, middle and end of project	M&E team, Component leaders, beneficiaries
3.6.# of hectares with increased cropping intensity	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Annual . At start, middle and end of project	M&E team, Component leaders, beneficiaries
3.7.% increase in milk production	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Annual . At start, middle and end of project	M&E team, Component leaders, beneficiaries
3.8.% increase in meat production	Field survey, case studies	Questionnaire	Tehsil, District, Village and VCs, WC # level	Annual . At start, middle and end of project	M&E team, Component leaders, beneficiaries
3.4.1.# of animals receiving veterinary services	Field reports	Field reports	Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, Component leader (L/S)
3.4.2.# new fodder and nutrition Introduced	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, Component leader (L/S)
3.4.3.# of new livestock housing techniques introduced	Field reports	Field reports	Gender , Tehsil, District, Village and VCs, WC # level	Quarterly	Beneficiaries, Component leader (L/S)
3.4.4.# of veterinary camps	Field reports	Field reports	Gender , Tehsil,	Quarterly	Beneficiaries,

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
arraigned			District, Village and VCs, WC # level		Component leader (L/S)
3.3.1.# of demonstration sessions conducted	Field reports	Field reports	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.3.2.# of new efficient water usage techniques introduced	Field reports	Field reports	Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.3.3.# of farmers attending demonstration sessions	Field reports	Field reports	Gender ,Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.2.1.# of new varieties of seed introduced 3.2.2.# beneficiaries received Agri inputs 3.2.3.# of beneficiaries received information on new breeds of cattle	Field reports	Field reports	Gender ,Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.1.1.# of field crops trainings conducted	Field reports	Field reports	Gender ,Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.1.2.# of livestock management trainings held	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.1.3.# of O&M sessions conducted	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC #	Quarterly	M&E staff Beneficiaries , Component leader

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
			level		concerned
3.1.4.# of CLEWs trained	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.1.5.# trainings sessions on market linkages	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
3.1.6.# of training for WUA/FOs Internal systems conducted	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.# of micro and small enterprises linked with Markets (Large Scale firms) (2.1c)	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.3.1.# of interest groups linked with Market	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.3.2.# of farmers linked with local market	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.3.3.# of meetings held between suppliers and buyers	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.2.1.# of value chain studies conducted	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.2.2.# of potential markets	Field reports	Field reports	Gender, Tehsil,	Quarterly	M&E staff

Performance Indicator	Data Source	Data Collection Tools	Data Disaggregation	Reporting Frequency	Responsibility
identified though value chain			District, Village and VCs, WC # level		Beneficiaries , Component leader concerned
4.1.1.# Potential buyers Identified	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.2.#of potential suppliers identified	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.3.# of Certified Seed suppliers Identified	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.4.# Milk collection unites formed	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.5.# of chillers installed	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned
4.1.6# of study tours arraigned on market linkage	Field reports	Field reports	Gender, Tehsil, District, Village and VCs, WC # level	Quarterly	M&E staff Beneficiaries , Component leader concerned

Annex-V: Performance Indicator reference sheet

Draft PERFORMANCE INDICATOR REFERENCE SHEET (PIRS)			
Organization: CAD			
Goal: Improved Economic Status of focused population			
Intermediate Result (IR): Outcome 1: Improved irrigation & on-farm water infrastructure developed			
Sub-Intermediate Result: N/A			
# of rural HHs benefitting directly from project (2.1d) # of beneficiaries receiving improved infrastructure services (2.1.3e USAID)			
Relationship between the Sub-IR and IR or IR and Goal: This indicator contributing to the goal			
INDICATOR DESCRIPTION			
Precise Definition(s): This indicator measures the direct financial benefit to project beneficiaries.			
Unit of Measure: Number	Type of Indicator: IR	Desired Direction: Increasing	Disaggregate: Livestock Agriculture Gender
Rationale for the indicator: to measure the direct benefit through new infrastructure			
PLAN FOR DATA ACQUISITION, ANALYSIS & REVIEW			
Responsible Individual for Acquisition: Survey by third party. M&E Team		Data Survey Report	Source:
Frequency and Timing of Data Acquisition: start,mid and end of project life		Budget Implications: yes	
Individuals Responsible for Data Analysis and Review: M&E point person and M&EO		Data Analysis and Review: M&E will perform analysis on compiled data once it is received from the field in appropriate software/database. M&E will verify the data received from the field.	
DATA COLLECTION			

Data collection method: survey questionnaire	
Frequency of data collection: start,mid and end of project life	
Factors affecting data collection: Conducive security assumed	
DATA STORAGE	
Format of Data: MIS	
Location of Data: PIU/PMU.	
DATA QUALITY	
Data Quality Assessment Dates & Procedures: DQA framework.	
Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations: delay in project implementation	
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING	
Data Analysis Methods: Quantitative and qualitative	
Data Analysis Process & Issues: The M&E O will analyze the reported progress towards the indicator target on an annual basis. Senior management will review that data against the targets and will use the data to assess the need for adjustments to the overall strategy or corrective actions.	
Data Presentation: Reports, presentations, charts, graphs ,website	
Data Review: M&E O at PMU and PIU	
Factors Influencing Achievement of Target: Funds, and security situation	
Data Reporting & End User: survey report, project management	
BASELINE	
Process for baseline establishment: The baseline for this indicator is zero.(Fill after proposed baseline survey)	
Year: 2015	Baseline Value: 0
TARGET SETTING	
Date Targets Set June 2015	Date Targets Last Revised:
Process for Target Setting: Senior management is responsible for setting targets, in accordance with indicators and work-plans. The M&E O is responsible for reviewing targets, and working with the senior management for their support on the same.	
PERFORMANCE INDICATOR TARGETS	

2015	2016	2017	2018	2019	2020
January 1 – December 31, 2015	January 1 – December 31, 2016	January 1 – December 31, 2017	January 1 – December 31, 2018	January 1 – December 31, 2019	January 1 – December 31, 2020
80	150	163			

OTHER NOTES / NEXT STEPS

LAST UPDATED

Date	Name	Changes Made

PERFORMANCE INDICATOR REFERENCE SHEET (PIRS)

Organization: CAD

Goal: Improved Economic Status of focused population

Intermediate Result (IR) Equitable & efficient distribution/ allocation of water ensured

Sub-Intermediate Result: N/A

interest group , water users associations, WOGs using new technologies and farming practices (2.1.3c USAID)

of rural WUAs getting required quantity of water

% increase in water availability to farmer

Relationship between the Sub-IR and IR or IR and Goal: This indicator contributing to the goal

INDICATOR DESCRIPTION

Precise Definition(s):

This indicator measures the direct financial benefit to project beneficiaries.

Unit of Measure:
Number,%AGE

Type of Indicator:
IR

Desired Direction:
Increasing

Disaggregate:
Livestock
Agriculture
Gender

Rationale for the indicator: to measure the direct benefit through new infrastructure		
PLAN FOR DATA ACQUISITION, ANALYSIS & REVIEW		
Responsible Individual for Acquisition: Survey by third party. M&E Team	Data Survey Report	Source:
Frequency and Timing of Data Acquisition: start,mid and end of project life	Budget Implications: yes	
Individuals Responsible for Data Analysis and Review: M&E point person and M&EO	Data Analysis and Review: M&E O will perform analysis on compiled data once it is received from the field in appropriate software/database. M&E will verify the data received from the field.	
DATA COLLECTION		
Data collection method: survey questionnaire		
Frequency of data collection: start,mid and end of project life		
Factors affecting data collection: Conducive security assumed		
DATA STORAGE		
Format of Data: MIS		
Location of Data: PIU/PMU.		
DATA QUALITY		
Data Quality Assessment Dates & Procedures: DQA framework.		
Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations: delay in project implementation		
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING		
Data Analysis Methods: Quantitative and qualitative		
Data Analysis Process & Issues: The M&E O will analyze the reported progress towards the indicator target on an annual basis. Senior management will review that data against the targets and will use the data to assess the need for adjustments to the overall strategy or corrective actions.		
Data Presentation: Reports, presentations, charts, graphs ,website		
Data Review: M&E O at PMU and PIU		
Factors Influencing Achievement of Target: Funds, and security situation		

Data Reporting & End User: survey report, project management

BASELINE

Process for baseline establishment: The baseline for this indicator is zero.(Fill after proposed baseline survey)

Year: 2015 | **Baseline Value: 0**

TARGET SETTING

Date Targets Set June 2015 | **Date Targets Last Revised:**

Process for Target Setting: Senior management is responsible for setting targets, in accordance with indicators and work-plans. The M&E O is responsible for reviewing targets, and working with the senior management for their support on the same.

PERFORMANCE INDICATOR TARGETS

2015	2016	2017	2018	2019	2020
January 1 – December 31, 2015	January 1 – December 31, 2016	January 1 – December 31, 2017	January 1 – December 31, 2018	January 1 – December 31, 2019	January 1 – December 31, 2020
80 WUA	150 WUA	163 WUA			

OTHER NOTES / NEXT STEPS

LAST UPDATED

Date	Name	Changes Made

PERFORMANCE INDICATOR REFERENCE SHEET (PIRS)

Organization: CAD

Goal: Improved Economic Status of focused population

Intermediate Result (IR) Production capacity enhanced

Sub-Intermediate Result: N/A			
<ul style="list-style-type: none"> • # of hectares under improved technologies and practices (2.1.3d USAID) • # of farmers who have applied new technologies and new farming practices (2.13b USAID) • # of persons received training opportunities (2.1.2b) • % change in annual Crops, Fruits & vegetables production • % reduction in post-harvest losses • # of hectares with increased cropping intensity • % increase in milk production • % increase in meat production • # of new commodities produced 			
Relationship between the Sub-IR and IR or IR and Goal: This indicator contributing to the goal			
INDICATOR DESCRIPTION			
Precise Definition(s): This indicator measures the direct financial benefit to project beneficiaries.			
Unit of Measure: Number,%AGE	Type of Indicator: IR	Desired Direction: Increasing	Disaggregate: Livestock Agriculture Gender
Rationale for the indicator: to measure the direct benefit through Capacity building events			
PLAN FOR DATA ACQUISITION, ANALYSIS & REVIEW			
Responsible Individual for Acquisition: Survey by third party. M&E Team		Data Survey Report	Source:
Frequency and Timing of Data Acquisition: start,mid and end of project life		Budget Implications: yes	
Individuals Responsible for Data Analysis and Review: M&E point person and M&EO		Data Analysis and Review: M&E O will perform analysis on compiled data once it is received from the field in appropriate software/database. M&E will verify the data received from the field.	
DATA COLLECTION			
Data collection method: survey questionnaire			
Frequency of data collection: mid and end of project life			

Factors affecting data collection: Conducive security assumed						
DATA STORAGE						
Format of Data: MIS						
Location of Data: PIU/PMU.						
DATA QUALITY						
Data Quality Assessment Dates & Procedures: DQA framework.						
Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations: delay in project implementation						
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING						
Data Analysis Methods: Quantitative and qualitative						
Data Analysis Process & Issues: The M&E O will analyze the reported progress towards the indicator target on an annual basis. Senior management will review that data against the targets and will use the data to assess the need for adjustments to the overall strategy or corrective actions.						
Data Presentation: Reports, presentations, charts, graphs ,website						
Data Review: M&E O at PMU and PIU						
Factors Influencing Achievement of Target: Funds, and security situation						
Data Reporting & End User: survey report, project management						
BASELINE						
Process for baseline establishment: The baseline for this indicator is zero.(Fill after proposed baseline survey)						
Year: 2015		Baseline Value: 0				
TARGET SETTING						
Date Targets Set June 2015			Date Targets Last Revised:			
Process for Target Setting: Senior management is responsible for setting targets, in accordance with indicators and work-plans. The M&E O is responsible for reviewing targets, and working with the senior management for their support on the same.						
PERFORMANCE INDICATOR TARGETS						
	2015	2016	2017	2018	2019	2020
	January 1 – December	January 1 – December	January 1 – December	January 1 – December	January 1 – December	January 1 – December

	31, 2015	31, 2016	31, 2017	31, 2018	31, 2019	31, 2020	
	80 wua to be trained	150 wua	163 wua				
OTHER NOTES / NEXT STEPS							
LAST UPDATED							
Date	Name		Changes Made				

PERFORMANCE INDICATOR REFERENCE SHEET (PIRS)			
Organization: CAD			
Goal: Improved Economic Status of focused population			
Intermediate Result (IR) : Market access to farmers increased			
Sub-Intermediate Result: N/A			
# of micro and small enterprises linked with Markets (Large Scale firms) (2.1c)			
Relationship between the Sub-IR and IR or IR and Goal: This indicator contributing to the goal			
INDICATOR DESCRIPTION			
Precise Definition(s): This indicator measures the direct financial benefit to project beneficiaries.			
Unit of Measure: Number,	Type of Indicator: IR	Desired Direction: Increasing	Disaggregate: Livestock Agriculture Gender
Rationale for the indicator: to measure the direct benefit through improved marketing and value added skills opportunity			
PLAN FOR DATA ACQUISITION, ANALYSIS & REVIEW			

Responsible Individual for Acquisition: Survey by third party. M&E Team	Data Survey Report	Source:
Frequency and Timing of Data Acquisition: start,mid and end of project life	Budget Implications: yes	
Individuals Responsible for Data Analysis and Review: M&E point person and M&EO	Data Analysis and Review: M&E O will perform analysis on compiled data once it is received from the field in appropriate software/database. M&E will verify the data received from the field.	
DATA COLLECTION		
Data collection method: survey questionnaire		
Frequency of data collection: mid and end of project life		
Factors affecting data collection: Conducive security assumed		
DATA STORAGE		
Format of Data: MIS		
Location of Data: PIU/PMU.		
DATA QUALITY		
Data Quality Assessment Dates & Procedures: DQA framework.		
Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations: delay in project implementation		
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING		
Data Analysis Methods: Quantitative and qualitative		
Data Analysis Process & Issues: The M&EOs will analyze the reported progress towards the indicator target on an annual basis. Senior management will review that data against the targets and will use the data to assess the need for adjustments to the overall strategy or corrective actions.		
Data Presentation: Reports, presentations, charts, graphs ,website		
Data Review: M&E O at PMU and PIU		
Factors Influencing Achievement of Target: Funds, and security situation		
Data Reporting & End User: survey report, project management		
BASELINE		

Process for baseline establishment: The baseline for this indicator is zero.(Fill after proposed baseline survey)

Year: 2015 | **Baseline Value: 0**

TARGET SETTING

Date Targets Set June 2015 | **Date Targets Last Revised:**

Process for Target Setting: Senior management is responsible for setting targets, in accordance with indicators and work-plans. The M&E O is responsible for reviewing targets, and working with the senior management for their support on the same.

PERFORMANCE INDICATOR TARGETS

2015	2016	2017	2018	2019	2020
January 1 – December 31, 2015	January 1 – December 31, 2016	January 1 – December 31, 2017	January 1 – December 31, 2018	January 1 – December 31, 2019	January 1 – December 31, 2020
80 wua to be trained	150 wua	163 wua			

OTHER NOTES / NEXT STEPS

LAST UPDATED

Date	Name	Changes Made

Annex-VI: M&E Staff Job Description

(Job Descriptions)

Position Title: M&E Officer

These two separate positions reports to the Project Director (PD) at PIU , and to Chief Coordinator at PMU level of the GZD-CADP. The M&EO at PMU will take the lead.

Monitoring and Evaluation of the GZD-CAD Project activities in consultation with the Component Leaders and prepare periodic M&E Reports for submission to PD(PIU), Component leaders and USAID. M&E officer Will conduct periodic monitoring and evaluation exercises with active partnership with the private sector, line departments, PIU and farming community. M&E officer Will be responsible for assessment of physical and financial progress of the four Components of the project officer Will conduct all the exercises in a Team Spirit and through interactive approach ensuring culture of self-assessment within each component.

The **key responsibilities** of the M&E Officer shall include, but not limited to, the following:

1. Overall planning, monitoring, and evaluation of the project's interventions;
2. Develop and manage M&E framework with relevant inputs, outputs, and outcomes in line with set objectives of the Project in consultation with the sector specialists and other project partners,
3. Conduct regular field visits and reflect on critical projects' aspects through participatory monitoring methods,
4. Ensure that Project M&E Manual is properly followed,
5. Assist the PMU and PIUs' staff and district level stakeholders in the preparation of a Work Plan,
6. Assist PMU, PIUs in the production of robust analysis of the project Deliverables
7. Assess the progress in term of output and outcome indicators,
8. Ensure the establishment of a knowledge building and knowledge sharing base; and M&E database in consultations with all the stakeholders,
9. Identification of study areas and carrying out case studies, impact assessments and validation exercises,
10. Preparing reports, briefs and periodical monitoring progress as per required tools
11. Supervise the maintenance of relevant internal databases,
12. Liaison with district/provincial /donor level stakeholders and donors arranging regular updates, briefing etc in the field of M&E, and
13. Any other task assigned by the PD/PC for efficient implementation of the project.

Working Arrangements:

Since the project activities may undergo frequent changes in view of the dynamic environment of the project and realities on ground; therefore, the M&E Officer is expected to be flexible enough to adapt to such challenging situations.

Qualification and skills:

B.Sc.(Hons) Agriculture with specialization in Agricultural Economics or BBA with at least ten years of experience in monitoring and evaluation of command area development & OFWM or similar projects. Experience with donor funded projects or with the private sector monitoring and evaluation assignments is an additional qualification. Candidates with foreign degree will be given preference.

The incumbent must have:

- Sound understanding and knowledge of M&E procedures and experience in their application.
- Highest standards of personal integrity with proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Saraiki Pashto and English.
- Must be computer literate and well conversant with the latest M&E related software programs.
- Ability to interact effectively across social and ethnic boundaries.
- Khyber Pakhtunkhwa/FATA domicile applicants meeting the essential requirements will be given preference.

Annex VII: Data Quality Assessment (DQA) Report and Interview guide

(USAID Template)

Data Quality Assessment Checklist and Recommended Procedures

<p>This Data Quality Assessment (DQA) Checklist is USAID/Pakistan's recommended tool. The checklist below is intended to assist in assessing each of the five aspects of data quality required by USAID policy and provide a convenient manner in which to document the DQA findings. USAID Mission Name:</p>	
<p>Title of Performance Indicator: [Indicator should be copied directly from the Performance Indicator Reference Sheet]</p>	
<p>Linkage to Foreign Assistance Standardized Program Structure, if applicable (i.e. Program Area, Element, etc.):</p>	
<p>Result This Indicator Measures (i.e., Specify the MSF Development Objective, Intermediate Result, , etc.):</p>	
<p>Data Source(s): [Information can be copied directly from the Performance Indicator Reference Sheet]</p>	
<p>Partner or Contractor Who Provided the Data: [It is recommended that this checklist is completed for each partner that contributes data to an indicator– it should state in the contract or grant that it is the prime's responsibility to ensure the data quality of sub-contractors or sub grantees.]</p>	
<p>Period for Which the Data Are Being Reported:</p>	
<p>Is This Indicator a Standard or Custom Indicator?</p>	<p><input type="checkbox"/> Standard Foreign Assistance Indicator <input type="checkbox"/> Custom (created by USAID/Pakistan; not standard)</p>
<p>Data Quality Assessment methodology: [Describe here or attach to this checklist the methods and procedures for assessing the quality of the indicator data. E.g. Reviewing data collection procedures and documentation, interviewing those responsible for data analysis, checking a sample of the data for errors, etc</p>	
<p>Date(s) of Assessment:</p>	
<p>Assessment Team Members:</p>	
<p>USAID/Pakistan Verification of DQA Team Leader Officer approval</p> <p>X _____</p>	

S.No	Elements of Data Quality	Acceptable?		Comments
		Yes	No	
VALIDITY – Data should clearly and adequately represent the intended result.				
<u>1</u>	Face Validity: Would an outsider or an expert in the field agree that the indicator measures the result it is expected to measure? If the linkage is not self-evident (for example, when using a proxy) is the rationale sound, grounded in analysis, and clearly articulated in the PMP?			
<u>2</u>	Attribution: Does the indicator measure the contribution of the project? For example, an indicator that measures changes at the national level is not usually appropriate for a project targeting a few areas or a particular segment of the population.			
3	Unbiased Data: Are there any measurement errors that could bias the data? Both sampling and non-sampling errors are areas where bias should be examined. Sampling errors apply to surveys. One key question is whether the sample surveyed is representative of the target group. Non-sampling error is a second type of measurement error. For example, if the survey instrument itself is not well designed (e.g. questions are not clear and direct) or if there are incentives for respondents to give incomplete or untruthful information, the resulting data may be biased.			
INTEGRITY – Data collected should have safeguards to minimize the risk of transcription error or data manipulation.				
<u>1</u>	<u>Are procedures or safeguards in place to minimize data transcription errors? And steps being taken to limit transcription error?</u>			
<u>2</u>	<u>Is there independence in key data collection, management, and assessment procedures?</u>			
<u>3</u>	<u>Are mechanisms in place to prevent unauthorized changes to the data?</u>			
<u>4</u>	Is there an independent review of results reported?			
PRECISION – Data have a sufficient level of detail to permit management decision making; e.g. the margin of error is less than the anticipated change.				
<u>1</u>	<u>Has the margin of error been reported</u>			

	<u>along with the data? (Only applicable to results obtained through statistical samples.)</u>			
<u>2</u>	<u>Is the margin of error less than the expected change being measured? (E.g. If a change of only 2% is expected and the margin of error in a survey used to collect the data is +/- 5%, then the tool is not precise enough to detect the change.)</u>			
<u>3</u>	<u>Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change? (E.g. A yardstick may not be a precise enough tool to measure a change of a few millimeters.)</u>			
<u>4</u>	Is there a method for detecting duplicate data?			
<u>5</u>	Is there a method for detecting missing data?			
RELIABILITY – Data should reflect stable and consistent data collection processes and analysis methods over time.				
<u>1</u>	Is a consistent data collection process used from time to time, location to location, data source to data source (if data come from different sources)?			
<u>2</u>	Is the same instrument used to collect data from time to time, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?			
<u>3</u>	Is the same sampling method used from time to time, location to location, data source to data source?			
<u>4</u>	Have the majority of key M&E and data-management staff received the required training?			
<u>5</u>	Are key M&E and data-management staff identified with clearly assigned responsibilities?			
<u>6</u>	Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?			

<u>7</u>	Are data limitations and quality problems clearly described in final reports?			
TIMELINESS – Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.				
<u>1</u>	<u>Are data available frequently enough to inform program management decisions?</u>			
<u>2</u>	<u>Are the data reported the most current?</u>			
<u>3</u>	<u>Are the data reported as soon as possible after collection?</u>			

<u>IF NO DATA ARE AVAILABLE FOR THE INDICATOR</u>	<u>COMMENTS</u>
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible?	
When will data be reported?	

SUMMARY
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?
Significance of limitations (if any):
Actions needed to address limitations prior to the next DQA (given level of USG control over data):

DQA - INTERVIEW GUIDE (USAID Template)

Name of Implementing

Date of

Partner:

Visit:

IP/USAID Attendees (Names and Positions):

What is overall structure of the project, please describe it briefly including head office, satellite offices, any Sub-contractor at different level:

What is overall structure of and function of M&E unit, please describe it briefly including the data flow structure:

Do you have an approved PMP/M&E Plan?: Yes: ____; No: ____

If no, what do you use to guide you M&E work and data collection?

If Yes, What is the date of approval?: _____

Was it ever revised? Yes: _____; No: _____

If yes, what was the date of revision and the reasons for revision?

If No, are you expecting a revision: Yes: _____; No: _____

Expected Date of Revision: _____

Do you have any manual/written guidelines on:

1. Data Collection: Yes: _____; No: _____
2. Storage: Yes: _____; No: _____
3. Retrieval: Yes: _____ No: _____

Is a regularized schedule of data collection in place? Yes: _____; No: _____
If Yes, Please describe it briefly

If No, when would you be able to develop a regularized schedule for data collection,

Date: _____`

Do you have a database system in place to enter and store the data? Yes: _____;
No: _____

If Yes, Please give a brief description as whether it is online or offline, using any specific software, who is entering the data:

What procedures are in place to ensure that data are properly transcribed and/or entered into a software program? Please describe briefly including any mechanism for data consistency and quality review:

If no, when will you be able to develop the database system; Date: _____;

Do you have procedures in place to safeguard against unauthorized changes to the stored data?
Yes: _____; No: _____

If yes, Please describe the steps:

If No: When do you expect to develop the procedures: Date: _____

How often is data reported to USAID?

Please tick one:

Monthly: _____

Quarterly: _____

Bi-annually: _____

Annually: _____

How is data reported to USAID – what method is used (e.g. reports, PakInfo, spreadsheet,...)?

Who is responsible for reporting?

Please give Name of Individual &

Designation: _____

Are data checked for accuracy in reporting? If so, please describe the procedures briefly:

|||

Indicators Information

MSF Reference # and Result

MSF Reference # and Indicator

IP Reference # and Result

IP Reference # and Indicator

IP Indicator:

Type of Indicator:	Output: <input type="checkbox"/>	Outcome: <input type="checkbox"/>
Type of Data:	Primary: <input type="checkbox"/>	Secondary: <input type="checkbox"/>
USAID Indicator and IP indicator wording match?		

Reported to USAID last year?	
Reported/to be reported this year? If so when?	
Disaggregates required as per PIRS?	
Disaggregates reported/to be reported by IP.	
Do the disaggregates match the PIRS. If no, what is the reason for any variation in the number and type of disaggregates	

- Do you have a standard written definition of the indicator and data collection methodology?

Indicator Definition:

Data Collection Methodology:

- Does the definition and data collection methodology match with MSF PIRS

Yes: _____;

No: _____;

If No, give reason for deviation: _____;

- When did you begin collecting data for this indicator? Date of data collection: _____
- Are there written guidelines or procedures for this indicator?(Get specific answer to this question if it is not discussed earlier in the overall discussion)

Data collection:

Storage

Retrieval

- How are data collated for the indicator (i.e., brought together a single set of data)? Please describe or develop a flow-diagram:
 - a. In what format?
 - b. Who is responsible for this?
 - c. What procedures are in place for detecting duplicate/missing data?
 - d. Are the people collecting data qualified and properly supervised?
 - e. When was the last time they were trained:
 - f. Are steps taken to correct known data errors?
 - g. Has the indicator, data collection, or data source changed in any way since it you began data collection? Yes:_____; No:_____
 - How did it change?
 - Why did it change?

- Who is responsible for overseeing the following?(Get specific answer to this question if it is not discussed earlier in the overall discussion):
 - Data collection:
 - Data analysis:
 - Data reporting:

- What was the time frame for data collectionfor this indicator?
- Is it ongoing?_____
- Is it annual, quarterly, monthly, or other?

- How current is the data? _____
- Are data limitations or problems encountered with data collection, storage and analysis documented?
- What are they, please describe for each level
 - a. Date Collection:
 - b. Date Storage:
 - c. Data Analysis:
- How did you overcome these issues? Please describe briefly for the level that is applicable:

Documentation

✓ xNA

Last report in which the data was reportedfor the indicator(s) being assessed.

Operational definitions of indicators being assessed

Monitoring and Evaluation Plan of the program/project

Organizational chart depicting list of M&E positions and status

M&E trainings done / M&E Training plan, if one exists

Written policies and procedures for data collection. These would include

Instructions to reporting sites on reporting requirements and deadlines.

Detailed diagram of how data flows from the lowest to highest level.

Description of how data is recorded on source documents, and on other documents.

Written documentation of data management processes including a description of all data-verification, aggregation, and manipulation steps performed at each level of the reporting system.

Data-collection form(s) for the indicator(s) being assessed.

A survey report or a written data collection / methodology narrative describing sample size, confidence level, margin of error? Request copy of narrative or report for all rounds of data collection. (if applicable)

Is there an independent engineering report that verifies construction outputs? (if applicable)

ANNEX-VIII: Field visit Report Specimen Watercourse Visit

(This specimen will be amended accordingly for other components)

GZD-CADP

Visit date: _____

Name of M&E personnel		Sector	
Project Component		Implementing dept.	
Sub component		Project status(ongoing/completed)	

Details of Site Visited:

- Project location:
- Objective of Visit:
- Methodology:

Overall Implementation of the Project:(according to implementation schedule)

Initial Stage	On Schedule	Delayed(Quantify delay in months)

Component wise details:

S. No	Component/ scheme name	Status (complete d/ongoing)	Planned completion date	Actual/expected completion date	% of progress
1					
2					
3					
4					
5					
6					
7					

Financial status:

Component details	Planned cost	Actual cost	Releases

Key findings (Issues Risks and Accomplishments)

This section shall cover any qualitative/subjective information regarding the intervention including budgeted cost and actual cost, planned completion date and actual/expected completion date, unexpected deviations, challenges and risks.

- 1.
- 2.
- 3.
- 4.

Photographs of the visits

Follow up on last Monitoring Report.

	Observations	Action taken
i.		
ii.		
iii.		

Expected next visiting date

Feedback /comments of Concerned Officer/Component Leader/Project Director

ANNEX-IX: Quarterly /Annual Review P&D Deptt: -KPK

I	PC-I Approval Status			Cost of Project in Rs (ooo)						PC-I Allocation 2013-14 in Rs. (ooo)			
	Status	Date	Where pending	Original			Revised			Original		Revised	
				F.Aid	Counter Part	Total	F.Aid	Counter Part	Total	F.Aid	Counter Part	F.Aid	Counter Part
	2	3	4	5	6	7	8	9	10	11	12	13	14
Name of Scheme Date of Signing agreement Date of Completion Donor Agency %age share if more than one donor												-	-

1 st Quarter Release (01-07-2013 to 30-09-2013)			1 st Quarter Expenditure (01-07-2013 to 30-09-2013)			CFY Release (01-07-2013 to 30-09-2013)			CFY Expenditure (01-07-2013 to 30-09-2013)		
F.Aid	Counter Part	Total	F.Aid	Counter Part	Total	F.Aid	Counter Part	Total	F.Aid	Counter Part	Total
15	16	17	18	19	20	21	22	23	24	25	26

Cumulative Expenditure from starting date upto 30-09-2013)			Throw-forward (Revised Cost – Cum Expenditure)		
F.Aid	Counter Part	Total	F.Aid	Counter Part	Total
27	28	29	30	31	32

Physical Progress		Distt / Dissts. of location of project	Remarks	Issues Relating to your project
Targets	Achievements (%)			
33	34	35	36	37

Government of Pakistan
Planning Commission Implementation of
Development Projects (Physical Targets based on
PSDP allocation) To be furnished by 1st July of

each year

1. Name of the Project:

(Million Rs)

2. Approved Capital Cost:

(Million Rs)

3. Expenditure up to the end of last Financial Year:

Actual	Accrued	Total

4. PSDP allocations for the Current year:

(Million Rs)		
Total	Local	FEC

5. Annual Work Plan:

As per PC-I			Achievements upto the end of last year	Target for current year
Item	Unit	Quantities		

6. Quarterly work plan based on annual work plan:

Item	Unit	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter

7. Cash Plan:

(Rs Millions)			
1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter

8. Output indicators:

To be determined by project director on the basis of indicators given in the PC-I.

Government of Pakistan
Planning Commission

Instructions to fill-in PC-III (a) Proforma

1. Name of the Project:
Indicate name of the project.
2. Approved capital cost:
Provide approved capital cost by the competent forum.
3. Expenditure upto the end of last financial year:
Provide the actual and accrued expenditure upto end of last financial year.
4. PSDP allocations for the current year:
Provide allocations for the project as shown in the PSDP/ADP.
5. Annual Work Plan:
 - Provide scope of work as indicated in the PC-I by major items of work.
 - Actual physical achievements upto the end of last financial year against the scope of work indicated in PC-I.
 - Physical targets for the year be determined on the basis of activity chart/work plan to be prepared each year on the basis of PSDP allocations. (Blank activity chart/work plan for major items of works enclosed).
6. Quarterly Work Plan:
The quarterly work plan be prepared on the basis of annual work plan.
7. Cash Plan:
Indicate the finances required to achieve the quarterly work plan targets as indicated at 6 above.
8. Output indicators:
A number of projects start yielding results during its implementation. In such projects the recurring cost is capitalized and the project start yielding results during its implementation. Indicate quantifiable outcome of the projects for the current year.

The Proforma along with activity chart/work plan has to be furnished by 1st July of each financial year.

Proforma– III(P&D Deptt-KPK)PROJECT BRIEF

Name of project

Donor/lending agency:

1. Grant/loan/credit No. (Separately whether Grant or Loan/ Credit No. ID No.
2. Date of signing of grant/loan/credit agreement
3. Date of approval of PC-I

PDWP _____

a. ECNEC _____

Date of Issuance of Administrative Approval :

➤ Grant Agreement signing date

Cost of Project Cost in Rs. (000)

Cost of Project	Original	1 st Revision	2 nd Revision (If any)
F/Aid		-	-
Counter Part		-	-
Others (if any)		-	-
Total		-	-

b. Financial Phasing (year-wise) as per PC-I.

Year	Cost in Rs. (000)			
	F/Aid	Counter Part	Others (if any)	Total
1				
2				
3				

Disbursement Cost in Rs. (000)

4.

Year	F/Aid	Counter Part	Others (if any)	Total
1				

5. Utilization Rs. (000)

Year	F/Aid	Counter Part	Others (if any)	Total
1				
2 (1 st quarter)				
Total				

a. Balance Amount:-

b. Period (original):-

- i. Beginning (Specify Date)
- c. Ending (Specify Date)
- d. Extension:-
 - i. Beginning (Specify Date) **Nil**
 - ii. Ending (Specify Date) **Nil**
- e. Description/components of the Project.
- f. **Location/Districts of the Project.**

6. Physical Targets and achievements year-wise as per PC-I

Targets and achievements since commencement and during the current year.

Item of Work	Total target under the project	Achievement since commencement as on 30-06-2013	Targets for current year i.e. 2012-13	Achievement during 2012-13	%age Accumulative achievement upto 30-06-2013

7. Issues

No major issue

8. Address

a. Telephone No

b. Fax No. Cell No of PD. Email:

c. **Proforma - II**

DONOR DIRECT DISBURSEMENT

Month (01-07-2013 to 30-09-2013)	Donors direct Disbursements/Releases to the Project		Project Disbursements/ Expenditure (Rs)
	Foreign Currency	Equal to Rs.	
July			
August			
Sep			
Total			

Annex -TERMS OF REFERENCE for Third party Consultant

Outline specimen Mid Term Review (MTR)

Gomal Zam Dam-Command Area Development Project (GZD-CADP)

1. Objective

The objective of the Mid Term Review will be to assess the Progress of the GZD-CADP of the project, suggest course correction & formative measures and identify lessons learned over the last two years.

2. Outputs

The outputs from the Mid Term Review will be a report covering;

- (i) the history and evolution of the project,
- (ii) the institutional setting of the project, (iii) the Performance of the project, and
- (iv) Steps for course correction, if so required

3. The Recipient

DoA-GoKP will be the primary recipient of the work. However, as the information is critical to the Command Area sector in KP, both the GoKP and USAID will be collaborating partners in the Review and the ultimate recipients of any recommendations. Other multi and bi-lateral donors interested in funding Command Area in KP will be interested recipients.

4. Scope of the work

The study will be in four related areas

4.1 The Mid Term Review team should carry out, but not be limited to, the following activities:

- a desk review of project documents - focusing on the various annual reviews, undertaken during the project life;
- an assessment of the institutional and management (internal and external) arrangements for the project;
- an assessment of USAID's management arrangements;
- an assessment of project costs highlighting direct/indirect beneficiaries compared, where possible, to similar projects;
- site visits to CADP;
- a series of at least two "round table" discussion, principally to learn lessons and collect comparative experience of the project (this would include but not be limited to - relevant USAID staff, project staff, government officials, UN/multilateral and NGO representatives from similar projects Provide recommendations as per USAID standard Project Completion Report format;
- An assessment of the effectiveness of USAID's limited support to the GoP's

4.2 History and evolution of the project

Briefly summarise the original objectives of the project, describe the main components, and the activities intended to achieve those objectives.

Briefly describe what has actually been carried out in terms of activities and outputs since the start of the project, under each main component:

- Community Development: community organisation, community infrastructure, Capacity Building
- Watercourse Infrastructure: road pavements and latrines ,
- Prepare, and comment on as appropriate, tables
- Comparing forecast and actual expenditure by year and by component
- Showing quantitative achievements – numbers of communities and people benefiting, facilities provided, etc
- Describe and assess the other changes in the course of project implementation, both internal to the project design (eg changes in management arrangements) and external (eg national or local political or institutional changes, non-compliance with project conditions).

4.3 Institutional Setting

Institutional issues and project management arrangements, to include issues such as:

To what extent were the GoKP involved in the design and implementation of the project, and how committed were they to supporting it

- What formal and informal links have there been between the project and the line departments and how effective were these
- Have the GoKP learned and applied any lessons from CADP in other projects or programmes
- Were the appropriate partner institutions/line Department in KP selected.
- Were there any obvious constraints to the choice of partner institutions/ line Department
- Were the partner institutions/ line Department committed to the principles of the project
- Were project conditions met, e.g. the provision of counterpart funding, and if not what impact did this had?
- Relationships between GoKP/Line deptt and with USAID?
- Effectiveness of the Line departments Technical Assistance , including the impact of differential conditions of service, and the problems experienced?
- The impact of dual management structures, ie the relationship between the Project Office and the PMU team and consultants
- The effectiveness of arrangements for assessing and approving community proposals

Issues concerning USAID management arrangements, to include:

Were USAID's management and advisory functions well coordinated?

- Were there clear lines of responsibility within USAID?
- Were the relationships between USAID and DoWM clearly defined
- Was the cost of project management using consultants reasonable, or were there more cost-effective alternatives?
- What was the value-added of using local organisation?
- How does the management and implementation of CADP compare with that of similar projects such as the SDP, SADP, etc

4.4 Project Review

- In general terms, using whatever quantitative or qualitative evidence is available, assess the extent to which the project has achieved, on a sustainable basis, the objectives defined in the log frame in brief
- Develop capacity in local communities to participate in the design, implementation and management of a variety of interventions
- Improve the quality of Water course services available in low income areas and accessible by poor people

- Improve the status and meet the socio-economic needs of women and their role in project implementation.

Consider more specifically the extent to which the project has achieved poverty-focus objectives, for instance:

- Was selection criteria for the schemes was appropriate and focused on the overall objectives of the project?
- Is there any evidence that the project has made an impact on poverty, and on the quality of life, as perceived by primary stakeholders (note that it is NOT expected that primary stakeholders will be consulted)
- Has there been equality of access to the benefits of the project, eg by the poorest, by women
- To what extent has the project influenced wider policies such as the responsiveness of the GoKP to the needs of the rural poor
- Consider the extent to which the project effectively addressed community development and community participation issues.
- How cost-effective was the project?
- Assess the technical and economic effectiveness of the investment in Water course infrastructure
- Consider how sustainable are the project benefits, for instance is there any evidence that communities continue to be involved in managing, financing and sustainably maintaining schemes.

4.5 Lessons learnt

Based on the above analysis identify:

- What aspects of CADP did not perform well and the reasons why?
- What aspects were good and capable of being repeated in other Command Area projects with a focus at policy and strategic level?

5. Methodology

The methodology to be developed by the team is expected to involve:

- A literature search and analysis of existing data
- Workshops and meetings with Secretary Agriculture Project Director CADP, USAID focal persons, staff and technical specialists and key stakeholders
- Visits to selected sites

The Mid Term Review team should propose an internationally used Mid Term Review framework to use to assess the programmes².

6. Team Composition

The Mid Term Review team must have an Water Management /Irrigation Adviser, institutional expert with experience in reviewing Government led programmes, an economist who has experience of evaluating participatory development programmes, a social researcher with gender experience, a community development specialist, A marketing and value added Expert and must contain expertise in Mid Term Review methods.

7. Reporting

The reporting schedule will as follows;

² Such as the OED framework of: relevant, efficacy, efficiency, institutional development impact and sustainability

- The Mid Term Review Team will submit an **initial draft** of the outcomes to USAID and to CADP who will review and comment on the draft;
- The Mid Term Review team will hold a workshop with external participants to present the main findings;
- The team will then include these comments, and submit 10 hard copies and an electronic version of a **final draft** to USAID and CADP
- Any additional comments on the draft will be incorporated into a **final report** and the Mid Term Review team will provide 20 printed and an electronic copy to USAID and CADP
- The Mid Term Review report will be the copy right of USAID/GoKP and its contents or any part thereof cannot be used or circulated without prior approval of USAID/GoKP

Timeframe

The work is estimated to require up to two months, from the appointment of the consultants to presentation of the final report to USAID/GoKP.

Coordination

In USAID Pakistan the project officer will be Muhammad Nawaz, and the lead advisor will be Kalim Ullah Khan.will be the Programme Manager. USAID will be responsible for management of the Mid Term Review . Key contacts in the CADP are , Project Director , Chief Coordinator and USAID Representatives

Background

USAID supported the completion of the Gomal Zam Dam, a multipurpose facility located in the Federally Administered Tribal Areas (FATA) .The Gomal Zam Dam Command Area Development Project (GZD-CADP) is the last phase of USAID’s multi-purpose Gomal Zam Dam Project. The project intends to serve as a support project to the Gomal Zam Dam’s Project and funded out of the USAID committed funds. With completion of Gomal Zam Dam’s Project, 191,139 acres of land will be irrigated in the command area of Districts of D.I.Khan and Tank, where command area will be developed for improving existing livelihoods and creation of new employments through value added farming of high value crops using high-efficiency irrigation systems and livestock production and products. An estimated 30,000 families, or approximately 195,000 people, will directly benefit from development of the command area.

The main objective of the GZD-CADP is to provide assistance and funding to the people of command area in building and operating a modern irrigation system with major considerations for water productivity, while providing both food self-sufficiency and income from high value crops. The development will create jobs and increased opportunity for the people in this fragile ecosystem. These opportunities will provide new and better livelihoods for all especially, women. The project is being executed by Government of Khyber Pakhtunkhwa, Agriculture, Livestock, and Cooperatives department through Project Management Unit (PMU) and Project Implementation Unit (PIU) to be established under the proposed project with the partnership of private sector and beneficiaries.

The PIU implemented the project through envisaging partnerships with the private-sector companies for the delivery of services (physical activities) and supply of inputs (seed, fertilizers, etc.) so that these services are available to the water users and their organizations even after the completion of the project. The instant project is being completed in 36 month, but irrigated agriculture in the area will continue, therefore for sustainability, involvement of private sector is essential right from the beginning

CADP

31 July 2015

ANNEX X: Glossary of M&EL

Term	Definition
	All terms, unless otherwise noted, have been extracted from IFAD's M&E Glossary
Activity	Actions taken or work performed in a project to produce specific outputs by using inputs, such as funds, technical assistance and other types of resources.
Annual work plan and budget (AWPB)	The annual commitment of the project towards the communities, the Government and Donors, and of which implementation progress will be measured. It details the operational aspects of a project, based on the strategic plan and the situation on the ground. It is the basis for the detailed scheduling of activities and specific assignments in monthly management meetings. It is also the foundation for monitoring progress at the activity level and regarding resource use/allocation. Importantly, in the more demand-driven projects, the AWPB is also the formal (and legal) expression of the consolidated set of projects and initiatives of the primary stakeholders that will be supported over the coming year.
Appraisal	Assessment, in accordance with established decision criteria, of the feasibility and acceptability of a project or programme prior to a funding commitment. Criteria commonly include relevance and sustainability. An appraisal may also relate to the examination of opinions as part of the process for selecting which project to fund.
Approach	A specific and chosen way of advancing or proceeding.
Assessment	A process (which may or may not be systematic) of gathering information, analysing it, then making a judgement on the basis of the information.
Assumption	External factors (i.e. events, conditions or decisions) that could affect the progress or success of a project or programme. They are necessary to achieve the project objectives, but are largely or completely beyond the control of the project management. They are worded as positive conditions. Initial assumptions are those conditions perceived to be essential for the success of a project or programme. Critical (or "killer") assumptions are those conditions perceived to threaten the implementation of a project or programme.
Audit	Verification of the legality and regularity of the implementation of resources, carried out by independent auditors. An audit determines whether, and to what extent, the activities and organisational procedures conform to norms and criteria set out in advance. An audit helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and government processes. In an internal audit the auditors report to the organisation being audited, while in an external audit the auditors report to either those who own the organisation (for example the board) or fund it.
Baseline survey/study	An analysis describing the situation in a project area – including data on individual primary stakeholders – prior to a development intervention. Progress (results and accomplishments) can be assessed and comparisons made against it. It also serves as an important reference for the completion evaluation.
Benchmark	Reference point or standard against which performance or achievements can be compared. A benchmark might refer to what has been achieved in the past, by other comparable organisations, or what could reasonably have been achieved under the circumstances.
Beneficiaries	The individuals, groups or organisations who, in their own view and whether targeted or not, benefit directly or indirectly from the development intervention. In this Guide, they are referred to as the primary stakeholders of a project.
Budget plan schedule	Plan assigning the quarterly cost to be incurred by the different activities as well as subdividing these costs on the basis of the source of finance.
Capacity	The ability of individuals and organisations to perform functions effectively, efficiently and in a sustainable manner.

Capacity –building	The processes through which capacity is created. This is an increasingly key crosscutting issue in poverty alleviation projects.
Causal relationship	A logical connection or cause-and-effect linkage existing in the achievement of related, interdependent results. Generally the term refers to plausible linkages, not statistically accurate relationships.
Causality analysis	The study of cause-and-effect relations that link an intervention to its impacts.
Community	A group of people living in the same locality and sharing some common characteristics.
Community participation	Generally considered to be the active participation of community members in local development activities. In practice, however, the term refers to a wide range of degrees of local involvement in external development interventions, from token and passive involvement to more empowerment-oriented forms of local decision-making.
Completion	The final phase in the project cycle, when a project completion report is produced. "Lessons learned" are identified and the various project completion activities take place. It can include an end-of-project evaluation.
Completion evaluation	An external evaluation that occurs after project completion.
Conceptual model	A diagram of a set of relationships between factors that are believed to impact or lead to a target condition. It is the foundation of project design, management and monitoring; and it is the first part of a complete project plan.
Control group	A specially selected subgroup of people who purposefully do not receive the same treatment, input or training, etc. as the target group. Thus, differences between the control group and the target group can be measured and evaluated.
Cost-benefit analysis (CBA)	The comparison of investment and operating costs with the direct benefits or impact generated by the investment in a given intervention. It uses a variety of methods and means of expressing results.
Cost effectiveness	Comparison of the relative costs of achieving a given result or output by different means (employed where benefits are difficult to determine).
Critical assumption	An important factor, outside of aid itself, that influences the success of the activity, but over which the manager has no influence. Initial assumptions constitute perceived conditions for the success of a project. See "Assumptions".
Downward accountability	The process by which development organisations are accountable to their partners and poor and marginalised groups. It entails greater participation and transparency in organisations' work.
Effect	Intended or unintended change resulting directly or indirectly from a development intervention.
Effectiveness	A measure of the extent to which a project attains its objectives at the goal or purpose level; i.e. the extent to which a development intervention has attained, or is expected to attain, its relevant objectives efficiently and in a sustainable way.
Efficacy	The extent to which the project's objectives were achieved or expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically inputs (funds, expertise, time, etc.) are converted into outputs.
Evaluability	The extent to which an activity or project can be evaluated in a reliable and credible fashion.
Evaluation	A systematic (and as objective as possible) examination of a planned, ongoing or completed project. It aims to answer specific management questions and to judge the overall value of an endeavour and supply lessons learned to improve future actions, planning and decision-making. Evaluations commonly seek to determine the efficiency, effectiveness, impact, sustainability and the relevance of the project or organisation's objectives. An evaluation should provide information that is credible and useful, offering concrete lessons learned to help partners and funding agencies make decisions.
External evaluation	Evaluation of a project carried out by donors Office of Evaluation and Studies and implementing partners.
Feedback	The transmission of evaluation findings to parties for whom it is relevant and useful so as to

	facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons learned from experience. Specifically in the context of evaluation, to return and share the evaluation results with those who participated in the evaluation.
Feasibility Study	An analysis of the ability to complete a project successfully, taking into account legal, economic, technological, scheduling and other factors.
Goal	The higher-order programme or sector objective to which a development intervention, such as a project, is intended to contribute. Thus it is a statement of intent.
Grassroots organisations	The organisations based in communities that (may) represent the primary stakeholders vis-à-vis the project and can be implementing partners.
Horizontal logic	A summary of the project approach whose objective in a logframe is to define how objectives specified in the project description will be measured and the means by which the measurement will be verified. In this Guide, it is a summary of the M&E matrix
Intermediate Results (IR)	An Intermediate Result specifies a result proximate to an intended final outcome, but likely more measurable and achievable in the lifetime of a project to an intended final outcome.
Impact	The changes in the lives of rural people, as perceived by them and their partners at the time of evaluation, plus sustainability-enhancing change in their environment to which the project has contributed. Changes can be positive or negative, intended or unintended. In the logframe terminology these "perceived changes in the lives of the people" may correspond either to the purpose level or to the goal level of a project intervention.
Impact assessment	The process of assessing the impact of a programme in an intervention area.
Implementing partners	Those organisations either sub-contracted by the Project Management Unit or those organisations officially identified in the loan agreement as responsible for implementing a defined aspect of the project. Also known as "co-implementing partners".
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance. A unit of information measured over time that can help show changes in a specific condition. A given goal or objective can have multiple indicators.
Indirect effects	The unplanned changes brought about as a result of the intervention.
Information management system	A system of inputting, collating and organising data that should provide selective data and reports to the management, to assist in monitoring and controlling the project organisation, resources, activities and results.
Input	The financial, human and material resources necessary to produce the intended outputs of a project.
Joint evaluation	An evaluation to which different institutions and/or partners contribute.
Lessons learned	Knowledge generated by reflecting on experience that has the potential to improve future actions. A lesson learned summarises knowledge at a point in time, while learning is an ongoing process.
Logical framework approach (LFA)	An analytical, presentational and management tool that involves problem analysis, stakeholder analysis, developing a hierarchy of objectives and selecting a preferred implementation strategy. It helps to identify strategic elements (inputs, outputs, purpose, goal) and their causal relationships, as well as the external assumptions (risks) that may influence success and failure. It thus facilitates planning, execution and evaluation of a project.
Logical framework matrix	Also known as "logframe" or "logframe matrix". A table, usually consisting of four rows and four columns, that summarises what the project intends to do and how (necessary inputs, outputs, purpose, objectives), what the key assumptions are, and how outputs and outcomes will be monitored and evaluated.
Master plan	master plan is a plan that shows an overall development concept that includes design, landscaping, infrastructure, service provision, circulation, present and future land use and built form

Means of verification	The expected source(s) of information that can help answer the performance question or indicators. This is found in the third column of the standard logframe. It is detailed further in the M&E Matrix
Mid-term evaluation	An external evaluation performed towards the middle of the period of implementation of the project, whose principal goal is to draw conclusions for reorienting the project strategy.
Mid-term review (MTR)	An elaborate version of a supervision mission, with the same actors, that sometimes questions the design of the project. There is no standardised format and so can range from a supervision mission to a full-scale mid-term evaluation-like exercise.
Monitoring	The regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. It is a continuing function that uses methodical collection of data to provide management and the main stakeholders of an ongoing project or programme with early indications of progress and achievement of objectives.
Monitoring and evaluation (M&E)	The combination of monitoring and evaluation which together provide the knowledge required for: a) effective project management and b) reporting and accountability responsibilities.
M&E framework	An overview of the M&E system developed during the design phase of a project and included in the project appraisal report.
M&E matrix	A table describing the performance questions, information gathering requirements (including indicators), reflection and review events with stakeholders, and resources and activities required to implement a functional M&E system. This matrix lists how data will be collected, when, by whom and where.
M&E (learning) plan	An overall framework of performance and learning questions, information gathering requirements (including indicators), reflection and review events with stakeholders, and resources and activities required to implement a functional M&E system.
M&E (learning) system	The set of planning, information gathering and synthesis, and reflection and reporting processes, along with the necessary supporting conditions and capacities required for the M&E outputs to make a valuable contribution to project decision-making and learning.
Objective	A specific statement detailing the desired accomplishments or outcomes of a project at different levels (short to long term). A good objective meets the criteria of being impact oriented, measurable, time limited, specific and practical. Objectives can be arranged in a hierarchy of two or more levels (see "Objective hierarchy").
Objective hierarchy or Theory of change	The different levels of objectives, from activities up to goal, as specified in the first column of the logframe. If the project is designed well, realisation of each level of objectives in the hierarchy should lead to fulfilment of the project goal.
Objectively verifiable indicators	A group of criteria (not necessarily measurable) used to verify the degree of accomplishment (foreseen or actual) of the sectoral purpose, the objective, and the inputs and outputs of a project. They can be quantitative, and therefore both verifiable and measurable, or qualitative, and therefore only verifiable.
Outcome	The results achieved at the level of "purpose" in the objective hierarchy.
Outputs	The tangible (easily measurable, practical), immediate and intended results to be produced through sound management of the agreed inputs. Examples of outputs include goods, services or infrastructure produced by a project and meant to help realise its purpose. These may also include changes, resulting from the intervention, that are needed to achieve the outcomes at the purpose level.
Output indicators	Indicator at the output level of the objective hierarchy, usually the quantity and quality of outputs and the timing of their delivery.
Project	A 'project' is usually defined as a one-time activity with a well-defined set of desired results and timeline
Participatory evaluation	A broad term for the involvement of primary and other stakeholders in evaluation. The primary focus may be the information needs of stakeholders rather than the donor.

Participatory impact monitoring	A continual immediate assessment of the impact, used to control and steer purposes. It is characterised by the way actors at various levels attempt to collaborate in order to reflect on the impacts.
Partner	The organisation in the project country with which the funding agency collaborates to achieve mutually agreed upon objectives. Partners may include host country governments, local and international NGOs, universities, professional and business associations, private businesses, etc.
Performance	The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.
Performance question	A question that helps guide the information seeking and analysis process, to help understand whether the project is performing as planned or, if not, why not.
Planning system	A system including the following main aspects: strategic planning, annual planning and budgeting, and monthly activity scheduling.
Precondition	Condition that must be fulfilled before a project can become effective (when disbursement against the loan/grant becomes possible).
Primary stakeholders	The main intended beneficiaries of a project.
Process evaluation	An evaluation aimed at describing and understanding the internal dynamics and relationships of a project, programme or institution.
Process monitoring	The activities of consciously selecting processes, selectively and systematically observing them to compare them with others, and communicating about what has been observed to learn how to steer and shape the processes.
Project	An intervention that consists of a set of planned, interrelated activities designed to achieve defined objectives within a given budget and a specified period of time.
Project cycle management	A tool for understanding the tasks and management functions to be performed in the course of a project or programme's lifetime. This commonly includes the stages of identification, preparation, appraisal, implementation/supervision, evaluation, completion and lesson learning.
Project evaluation	Evaluation of an individually planned development intervention designed to achieve specific objectives within a given budget and time period.
Project impacts	The changes in a situation that arise from the combined effects of project activities, or the extent to which the goal or highest-level project objectives are achieved. Impact also refers to any unintended positive or negative changes that result from a project. Impact sometimes means anything achieved by the project beyond direct outputs.
Project management	The process of leading, planning, organising, staffing and controlling activities, people and other resources in order to achieve particular objectives.
Project performance	The overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, and efficiency and sustainability.
Project strategy	An overall framework of what a project will achieve and how it will be implemented.
Proxy indicator	An appropriate indicator that is used to represent a less easily measurable one.
Purpose	The positive improved situation that a project or programme is accountable for achieving.
Qualitative	Something that is not summarized in numerical form, such as minutes from community meetings and general notes from observations. Qualitative data normally describe people's knowledge, attitudes or behaviours.
Quantitative	Something measured or measurable by, or concerned with, quantity and expressed in numbers or quantities.
Relevance	The extent to which the objectives of a project are consistent with the target group's priorities and the recipient and donors' policies.

Reliability	Consistency or dependability of data and evaluation judgments, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data. Information is reliable when repeated observations using the same instrument under identical conditions produce similar results.
Resources	Items that a project has or needs in order to operate, such as staff time, managerial time, local knowledge, money, equipment, trained personnel and socio-political opportunities.
Result	The measurable output, outcome or impact (intended or unintended, positive or negative) of a development intervention.
Review	An assessment of the performance of a project or programme, periodically or on an as-needed basis. A review is more extensive than monitoring, but less so than evaluation.
Risk	Possible negative external factors, i.e. events, conditions or decisions, which are expected to seriously delay or prevent the achievement of the project objectives and outputs (and which are normally largely or completely beyond the control of the project management).
Sample	The selection of a representative part of a population in order to determine parameters or characteristics of the whole population.
Situation analysis	The process of understanding the status, condition, trends and key issues affecting people, ecosystems and institutions in a given geographic context at any level (local, national, regional, international).
Stakeholders	An agency, organization, group or individual who has a direct or indirect interest in the project/programme, or who affects or is affected positively or negatively by the implementation and outcome of it. In this Guide, a primary stakeholder is the term used for the main intended beneficiaries of a project.
Strategic planning	A broad description of the activities that would normally be carried out as part of project development, from start to finish, and the milestones that would generally be achieved along the way, such as implementation agreements, registration, etc. The plan should also explain the different aspects that need to be addressed as part of project development, and illustrate basic principles that are to be followed. The sequence of and relationship between main activities and milestones should also be described. The appraisal report should be used as a starting point for refinement of the strategic plan as well as detailed operational planning.
Supervision	A process in which the legally responsible organization (cooperating institution or DONORS itself) administers the loan/grant, periodically reviews progress towards objectives, identifies key obstacles, helps find workable solutions and makes strategic changes, as required.
Sustainability	The likelihood that the positive effects of a project (such as assets, skills, facilities or improved services) will persist for an extended period after the external assistance ends.
Target	A specified objective that indicates the number, timing and location of that which is to be realized.
Target group	The specific group for whose benefit the project or programme is undertaken, closely related to impact and relevance.
Triangulation	Use of a variety of sources, methods or field team members to cross check and validate data and information to limit biases.
Validity	The extent to which something is reliable and actually measures up to or makes a correct claim. This includes data collection strategies and instruments.
Validation	The process of cross-checking to ensure that the data obtained from one monitoring method are confirmed by the data obtained from a different method.
Vertical logic	A summary of the project that spells out the causal relationships between, on the one hand, each level of the objective hierarchy (inputs-outputs, outputs-purpose, purpose-goal) and, on the other, the critical assumptions and uncertainties that affect these linkages and lie outside the project manager's control.
Work plan	A detailed document stating which activities are going to be carried out in a given time period, how the activities will be carried out and how the activities relate to the common objectives and

vision. The work plan is designed according to the logical framework and contains a description in each cell of the work plan table of each activity and output, its verifiable indicators, the means of verification and its assumptions.