IFAD
Investing in rural people

Federal Democratic Republic of Ethiopia
Ministry of Agriculture

Result Based Monitoring and Evaluation Guideline

Participatory Small Scale Irrigation Development Program II (PASIDP II)

April 2017
Addis Ababa, Ethiopia

Table of Contents

Exexecutive Summary **Error! I**
1. Introduction 5
1.1 Background 5
1.2 Purpose of the Manual 5
1.3 Approach and Methodology of the Manual 6
1.4 Programme Goal, Development Objective and Component 7
1.5 Development Objective, Impact and Outcome Indicators 7
1.6 Intervention Area, Target Group and Targeting Strategy 7
2. Institutional Arrangement and Monitoring & Evaluation System Overview 9
2.1 Institutional Arrangement 9
2.2 Programme Cost and Financing 10
2.2 Monitoring and Evaluation (M&E) System Overview 10
2.3.1 Lessons from PASIDP I 10
2.3 M&E System Set up 10
Chapter 3: Monitoring and Evaluation Concepts and Framework 14
3.1 Result Based monitoring and evaluation (RBM&E) 14
3.2. Theory of Change 15
3.3. Planning 16
3.2.1 Types of Planning 17
3.2.2 Planning Tools 17
3.3 Monitoring for Results 21
3.4 Evaluation for Results 22
3.5 Result Based Reporting 24

3.6 Data Collection 27
3.6.1 Prepare Data for the Analysis 28
3.6.2 Data Quality Checks 28
3.6.3 Data Analysis 29
3.7. Knowledge Management 29
4 Programme Results-Based Monitoring and Evaluation Framework 36
4.1 PASIDP II Theory of Change 36
4.2 The Logical Framework 37
4.3 Measuring Results 38
4.4 Establishing Participatory MIS 38
4. 5 Result Framework Indicators 39
4.5.1 Identification of Indicators 39
4.5.2 Results Framework 40
4.6 Indicators of Major Activities 54
5. Monitoring for Results 68
5.1 Programme Tracking Matrix 70
6. Evaluation 83
6.2. What, by whom and when to evaluate? 84
Chapter 7. Planning Process and Budgeting 126
6.1 Planning Time Frame and Content the Work Plan and Budget 126
7.2 Annual Work Plan and Budgeting 127
8. Reporting System and Flow 131
8.1 Reporting and Information Flow 132
8.2. The reporting formats 136
9. Knowledge Management and Learning (KML) 138
9.1. Objective of Knowledge Management Learning 138
9.2. Elements of Knowledge Management 139
9.3. Knowledge Management Tools 141

9.4. How to implement Knowledge Management?.....143
9.5. Knowledge Management can be facilitated based on the following KM Model.....144
9.6 Knowledge Management activities and responsible Stakeholders 145
10. Capacity building to Monitoring, Evaluation and Learning 148
10.1 Objectives of Capacity Building.....148
10.2 Key Features of Capacity Building.....148
10.3. Steps in Capacity Building for M, E and L.....148
10.4 Need Based Capacity Building 149
10.5. Capacity Building Tracking System 150
Annexes 152

1. Introduction

1.1. Background

The first phase of Participatory Small-scale Irrigation Development Programme (PASIDP) was implemented during the period 2008-2015. It has contributed to reduce the country's vulnerability to adverse climate risks and drought, and to reduce rural poverty and food insecurity. Based on the performance of PASIDP I and its significant contribution to food security, the Government of Ethiopia (GoE) and IFAD moved to a programmatic approach, long term vision for lending in the Ethiopian small-scale irrigation subsector.

The subsector is a key area of both the Growth and Transformation Plan (GTP II) and the Climate Resilient Green Economy (CRGE) strategy. Therefore, the GoE and IFAD have agreed to finance PASIDP II, the second of three consecutive interventions to support small-scale irrigation development.

PASIDP II is directly aligned with GTP II Plan with the Agriculture and Natural Resource pillar which has four Strategic Objectives (SO), namely: SO1: increasing crop production and productivity; SO2: enhance livestock production and productivity; SO3: reduce natural resource degradation and improve its productivity; and SO4: ensure food security, disaster risk reduction and enhance preparedness capacity are very coherent/aligned.

PASIDP II is based on the assumption that poor farmers who are provided with access to a secure irrigation production base as well as access to markets and services accompanied by the watersheds works. This will improve the prosperity, food security and nutrition of farmers, thereby improving their resilience against external shocks, including those induced by adverse weather and climate change.

This manual consists of 10 chapter, namely: introduction, institutional arrangement and M&E system set up, M&E concept and principles, result based logical framework analysis, planning, monitoring, evaluation, reporting, knowledge management and capacity building.

1.2. Purpose of the Manual

The purpose of this manual is to promote a common understanding and reliable information and practices of programme M&E. The emphasis of the manual is placed on establishing and implementing a program monitoring and evaluation system. It introduces fundamental concepts and components of M&E. Then it presents definitions of the basic components of an effective M&E system and offers guidance for adapting each component to the programme goal and objective. It also provides key considerations for the development of appropriate M&E tools within the primary sectors in which PASIDP II activities. Most importantly, it intended to contribute to the learning environment within PASIDP II by describing the ways in which a

comprehensive M&E system can be consistently used to inform problem analysis, program design, implementation, monitoring and reporting of evaluation findings.

In general the monitoring and evaluation system will enable the program stakeholders to assess the extent to which tangible results on the ground have been achieved. Monitoring and evaluation is the responsibility of all the PASIDP stakeholders– program staff, regional and federal agencies, donors and beneficiaries. The monitoring and evaluation system will be designed to assess: appropriate use of resources, progress of PASIDP in delivering outputs, Institutional performance and Potential impact on household food security, incomes, nutrition, health and environment.

1.3. Approach and Methodology of the Manual

This manual has been developed considering the new requirements under PASIDP II. Monitoring assumes a dynamic role in continuously learning from implementation, taking decisions based on information emerging, allowing fine tuning of the implementation processes based on implementation experience of PASIDP I and ultimately integrating more pronounced roles for the key stakeholders of the programme. The monitoring and evaluation for PASIDP II will become participatory with wider scope for learning as the beneficiaries are more participated in monitoring and programme staff and other stakeholders at different levels are also involved more actively. This will make monitoring of the programme participatory and is expected to generate greater ownership among targeted beneficiaries of the programme. In addition to substantially improving project implementation quality, this will bring in sustainable institutions of the target communities and long lasting results on the ground.

The monitoring system for PASIDP II will skillfully combine learning and accountability at all levels into monitoring and evaluation. This will be achieved by introducing Kebele level beneficiaries, IWUAs, farmers cooperatives and other stakeholders in the practices of monitoring, self-learning and information dissemination as well as providing opportunities for internal learning at Kebele, Woreda, Regional and Federal level. The programme will also follow milestone based monitoring mechanism for tracking achievement of outputs and intermediate outcomes, implementation progress and quality. There will be programme's results framework which will form the basis for measuring outcomes and results. In addition to evaluations and assessments at midterm and end of programme, various thematic studies will also be carried out. The thematic studies will correspond to strategic irrigation development, marketing and climate smart agriculture issues.

PASIDP II intends to deepen the demand driven development approach with the aimed at achieving of more beneficiaries, IWUAs and farmer cooperatives empowerment. Moreover, the monitoring and evaluation give more emphasis to the measure the results of cross cutting (gender, environment, nutrition, rural youth job opportunities).

The methodology used to prepare the manual are a thorough desk review of programme documents (PDR, PIM, AWPB) and PASIDP I reports (quarterly, annual, etc), documentation and secondary data sources; and also other programs documents like IFAD, PCDP, AGP, SLMP. The manual was prepared by establishing a team composed of federal and regional staff technical specialists.

1.4. Programme Goal, Development Objective and Component

The programme Goal: Increased prosperity and improved resilience to shocks in food insecure areas of Ethiopia. The Project Development Objective (PDO) is to provide improved income and food security for rural households on a sustainable basis targeted by the project. The project would also contribute to the higher-level objectives of poverty reduction, improved nutritional outcomes by diversifying and improving dietary consumption and climate change mitigation and adaptation through supported climate smart agriculture initiatives.

Participatory Small-Scale Irrigation Development Program II (PASIDP II) have 3 key components, namely: Component A: Investment in Small Scale Irrigation Infrastructure Component B: Investment in Capacity for Sustainable Agriculture and Component C: Programme Management, M&E, and Knowledge Management.

The principal aim of the program is to support the government's strategy for agricultural growth, as articulated in its GTP-II. This requires both increases in productivity and creating access to market. The program also emphasizes that growth should be inclusive and therefore would stress the participation of women and youth. Sustainable growth requires that due attention is given to natural resource management (land and water) to end the challenges of alarmingly diminishing natural resources in such areas in response to the national and global issue of climatic change.

1.5. Development Objective, Impact and Outcome Indicators

The core indicators of the Programme are presented in the logical framework. The key impact and outcome indicators and targets will be: (i) 108,750 beneficiary households, representing 652,500 household members; (ii) increases in household income from agriculture of at least 200%[1] in irrigated schemes, compared to rain-fed farming systems;(iii) 80% of targeted population with increased climate resilience (ASAP).

1.6. Intervention Area, Target Group and Targeting Strategy

PASIDP II covers four regions of Ethiopia, namely: Amhara (28 woreda), Oromia (35 woreda), Southern Nations, Nationalities and Peoples Region (34 woreda), and Tigray (13 woreda). In general in the program area, 150 irrigation schemes will be constructed according to the number

of woredas. However this indicative plan would be revised based on the performance of each region.

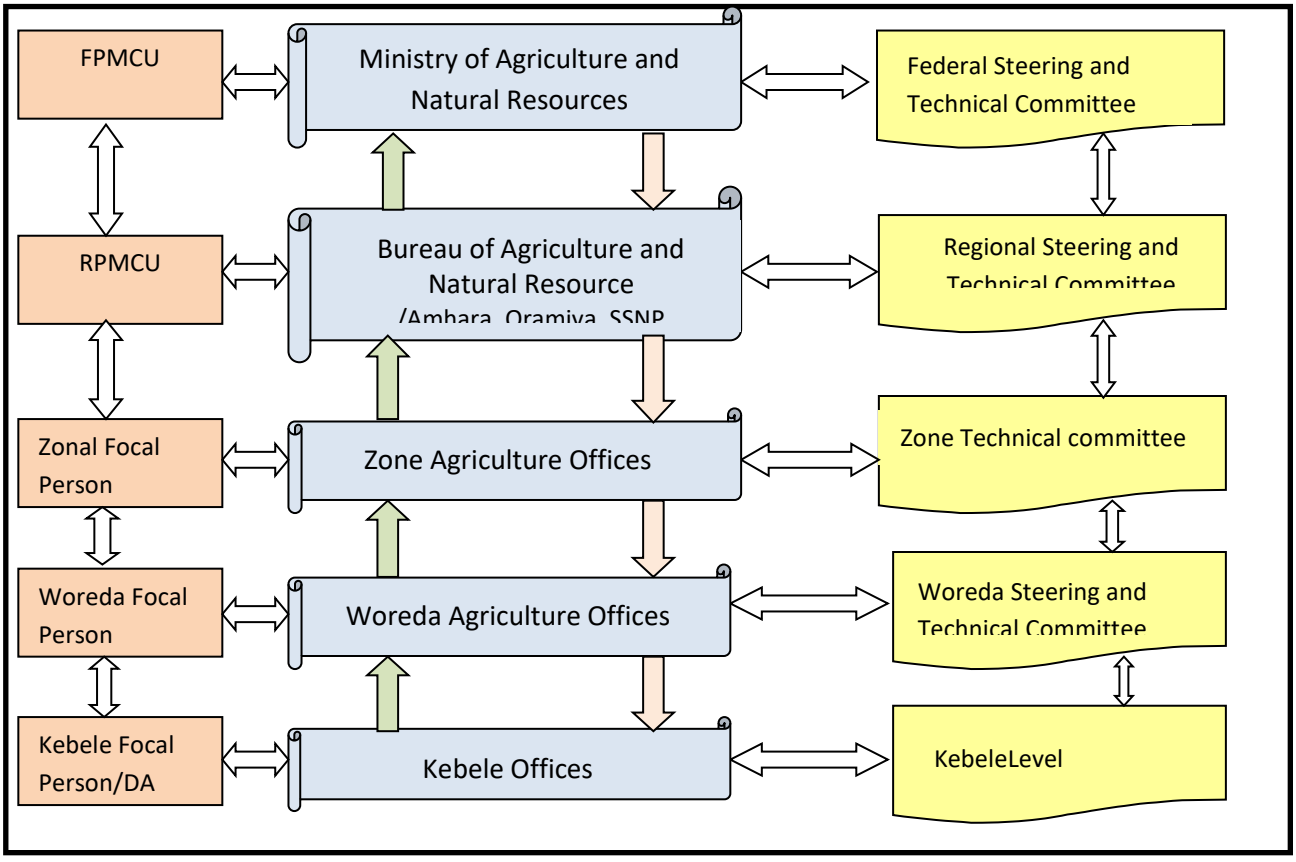
The selection criteria for intervention woreda is based on the following criteria: high level of poverty and food insecurity, potential for small-scale irrigation, not covered by the Agriculture Growth Programme 2 (AGP 2) and rural Woredas. The core target group will be farmers who operate on land holdings of less than 0.5 ha in lowlands with potential for irrigation and about 1 ha in the adjacent watersheds. Targeting will be achieved through a range of communally accepted criteria geared to encourage active participation of more vulnerable groups in the decision- making processes. At least about 20% of the beneficiaries will be female-headed households.

2. Institutional Arrangement and Monitoring & Evaluation System Overview

2.1. Institutional Arrangement

The State Minister of Natural Resources and MoA will be responsible for coordinating implementation with support from the Directorate of Small Scale Irrigation for the PASIDP II. The regional Bureau of Agriculture and Natural Resource Development will be the executing agencies and responsible for planning, formulation, design, construction and supervision and monitoring and evaluation. Scheme selection, initiation, planning, formulation and identification will be the responsibility of the concerned Zone administration, Woreda administration, and at the grassroots level, the kebele administration; and the respective water user groups and associations will be responsible for scheme construction and operations and maintenance. The Irrigation Water Users Associations (IWUAs) or Groups, which are the ultimate owners and operators of the irrigation schemes, will receive technical support from the Bureaus of Water/Agriculture/Irrigation organization for irrigation extension, water management and maintenance.

Figure 1: Institutional Arrangement



Government of Ethiopia will provide equivalents of US$18.7 million representing 12.9% of total Programme costs. GoE will cover all duties and taxes. The public services at national, regional and Woreda levels will play a key role in Programme implementation. The beneficiary contribution would be US$12.1 million. They would provide a 5% contribution in the construction works of the irrigation schemes, to be provided in labour and materials. They would also provide labour for the watershed improvements.

2.2. Programme Cost and Financing

The total Programme cost would be US$145.3 million. An allocation of about US$ 103.5million is available to the Federal Democratic Republic of Ethiopia from the PBAS cycle of 2016/2018, which will constitute IFAD loan of US$ 102 million on highly concessionary terms, as well as an IFAD grant of US$ 1.5 million. An additional grant of USD 11 million (7.6% of total programme cost) is being considered under ASAP to mainstream climate resilient interventions within the IFAD co-financed programme in Ethiopia.

Government of Ethiopia will provide equivalents of US$ 18.7 million representing 12.9% of total Programme costs. GoE will cover all duties and taxes. The public services at national, regional and Woreda levels will play a key role in Programme implementation. The beneficiary contribution would be US$12.1 million. They would provide a 5% contribution in the construction works of the irrigation schemes, to be provided in labour and materials. They would also provide labour for the watershed improvements.

2.3. Monitoring and Evaluation (M&E) System Overview

2.3.1. Lessons from PASIDP I

A strong M&E system is critical for effective management of development project and programme. However, PASIDP I had no well-organized M&E system manual for proper data collection, analysis, interpretation, reporting and learning. As result there were gaps and inconsistencies in the programme M&E process in terms of data quality, timeliness and measuring results. This affected to implement the result based monitoring and evaluation uniformly at all levels of the programme. Considering this gap, PASIDP II takes the initiative to prepare M&E manual.

2.3.2. M&E System Set up

A monitoring and evaluation specialist will be recruited at federal level. The M&E specialist will ensure the timeliness of the reports submitted and provide support to improve quality. The M&E specialist will also be responsible for carrying out mid-term and completion assessments/surveys that will be used to assess programme impact as well as other ad hoc studies or surveys. Regional PCMUs will include an M&E specialist, or that function will be undertaken by staff in the BoA's

Planning and Monitoring Department. Federal and regional M&E specialists will be responsible for compilation and analysis of reports received focusing on detecting emerging trends, potential problems, and replicable successes. The analysis should also include measures of cost/benefit.

The institutional set-up for M&E has various levels and aligned with the PASIDP II management system. The overall responsibility for M&E will rest with the M&E specialists of the FPMCU, who will be assisted by an MIS/GIS Specialist and M&E and KM officers at the regional level and GIS/MIS specialists.

The Regional M&E officers will work closely with focal person for supporting monitoring activities at woreda level. The focal person is responsible in handling M&E activities at woreda level. The focal person assists the monitoring work with the technical committee, Das, and communities and he/she also facilitate woreda and community level learning. The data management, analytical and reporting capacities of woreda focal persons and at kebele levels will continue to be enhanced through training programs and TA. The Woreda focal person will be in charge of consolidating woreda level project reports after receiving the required information/report from the woreda finance office and DA. Data entry in the MIS (when possible in terms of internet access in pilot kebele) will be by handled byworeda focal person.

Evaluation activities (impact evaluation and evaluations on gender, processes, safeguards, etc.) and thematic studies will be undertaken by external consultants to be selected on a competitive basis. PASIDP II will have four levels of reporting, using simple basic formats with a set of indicators to be monitored:

Computer equipment and training will be provided for each of the specialists; and provision will be made for logistical support. The M&E specialists will be expected to participate in the elaboration of PASIDP's monitoring system, which will be led by short-term technical assistance. Regional specialists will be responsible for ensuring that baseline and other reports for schemes or Woreda are submitted on time and meet quality standards. Baseline data will be stored electronically using a standard spreadsheet package in order to facilitate analysis and data sharing. Allowances for the M&E specialists to visit schemes and Woreda as well as for SMS teams will be financed under the programme.

Terms of reference for the technical assistance include an analysis of existing monitoring structures, definition of roles and responsibilities and definition of key performance indicators. The TA will further review existing reporting arrangements and devise simple, targeted reporting formats for compiling results under PASIDP. The initial TA will also identify the baseline information required at scheme level (to be collected by the DAs supervised by Woreda staff), and devise relevant reporting formats. The technical assistance will also be used to undertake a benchmark survey on household asset ownership. It will also be used to identify other information sources, particularly regarding nutrition, health and environment indicators

Kebele Level

Kebele/community level activities will be monitored by kebele focal person (assigned DAs) the with support of IWUAs and farmer cooperatives following a prepared format included in the PME&L manual. While the woreda focal person use the collected information for woreda level reporting, designated kebele focal person and IWUAs will produce simple reports that will be submitted to the kebele level as input for discussions.

Woreda level

Each woreda focal person(with the support of the woreda technical team) will start entering the data from kebeble and produce a monthly progress and quarterly report with data on each of the woreda's project kebeles and on woreda-level activities. Woreda reports will be based on agreed-upon formats from the PME&L manual. The woreda reports will aggregate kebele data and provide woreda-wide information on performance (including sub-projects, finance and procurement), implementation bottlenecks, best practices, and success stories. The woreda focal person reports will be submitted to woreda agriculture office and RPCU quarterly basis.

Regional level

The RPMCU will receive reports from each Woreda prepared by Woreda focal person and will access detailed woreda and kebele information from the MIS. The regional MIS/GIS officer will be responsible for conducting MIS data collection, quality checking on data inputted into the MIS from Woreda focal person. Based on a review by program specialists of information from these sources, the Regional M&E specialist will produce quarterly regional reports that review performance of each woreda and at the region[2], document progress against plans, and identify region-wide implementation issues and best practices. Regional reports will be submitted to the Bureau of Agriculture and Natural Resource and FPCU, and also used to provide feedback to project woredas. In addition, these reports will be used as one source of information at the regional level for semi-annual events to share experience and lessons learnt.

Federal level

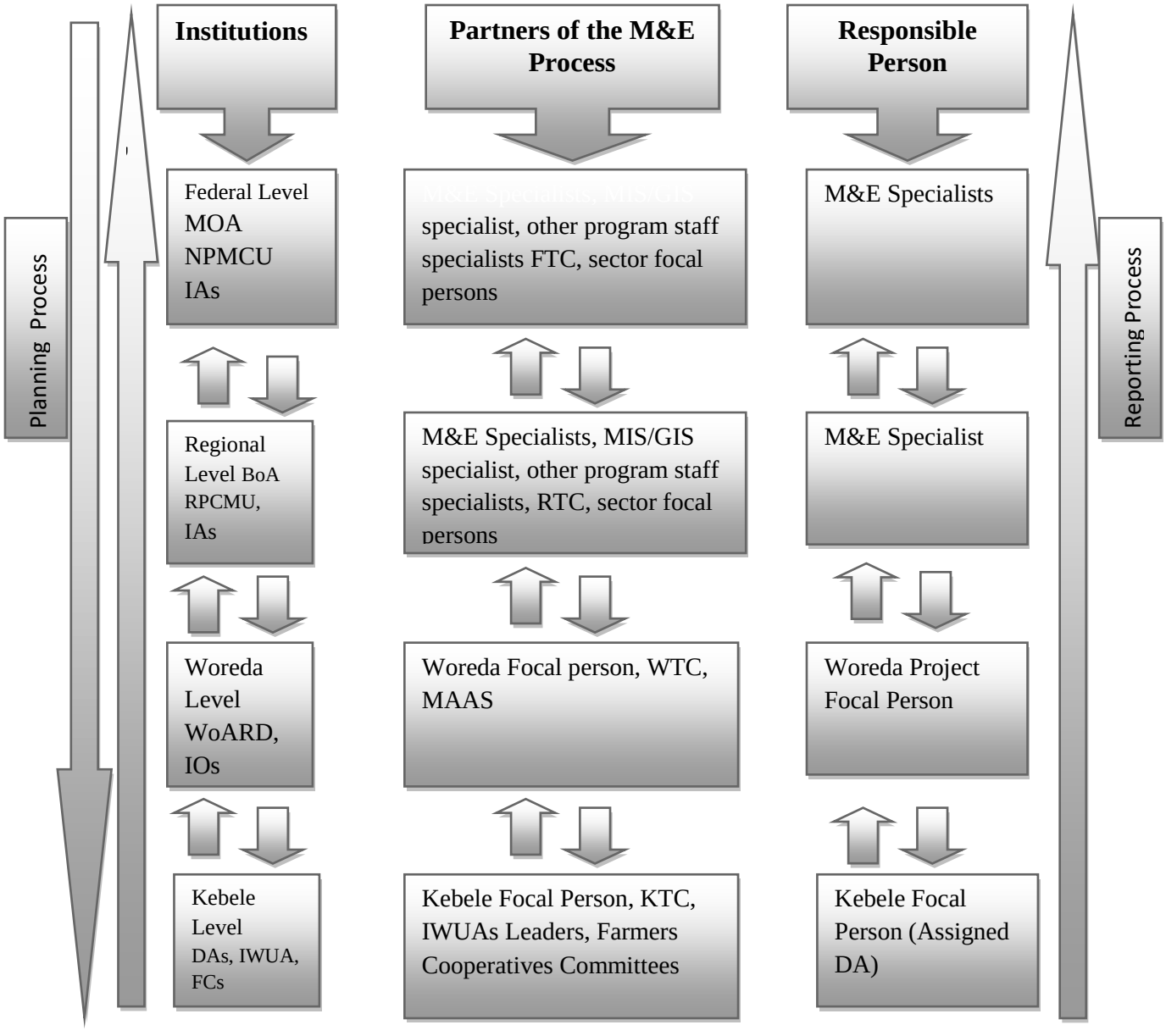
The FPCU will receive reports on each region from RPCUs on quarterly and annual basis and will access detailed regional, woreda, and kebele information from the MIS. The Federal MIS/GIS specialist will then be responsible for entering national level information into the MIS. The Federal M&E specialist will prepare quarterly and annual progress reports to be shared with MOA, IFAD, MoFEC and also be used to provide feedback to RPCUs. These reports will also be one source for posting PASIDP II related information on the website. The FPCU and RPCU

will conduct data auditing, basically a verification of data from reports.

Management Information System /MIS/

PASIDP II will build the MIS, system which is high lightened in PASIDP II documents. It will also include assessing equipment and staff needs in terms of MIS Officers both at regional and federal level. Capacity development training on MIS system will provide to MIS Officers, M&E Officers and other PCMU staff. Capacity Development facility project will support these activities. The MIS system content for PASIDP II will also require alignment with indicators of the program. After the M&E manual is finalized and indicators for tracking results have defined. the MIS will be fully functional between Region PCMU and Federal PCMU, the MIS will be tested in the selected woredas based on access to internet connectivity. The MIS system at woreda level will support by focal person and MIS Officers at the Federal and Regional levels.

Figure 2: Monitoring and Evaluation Setup and Information Flow

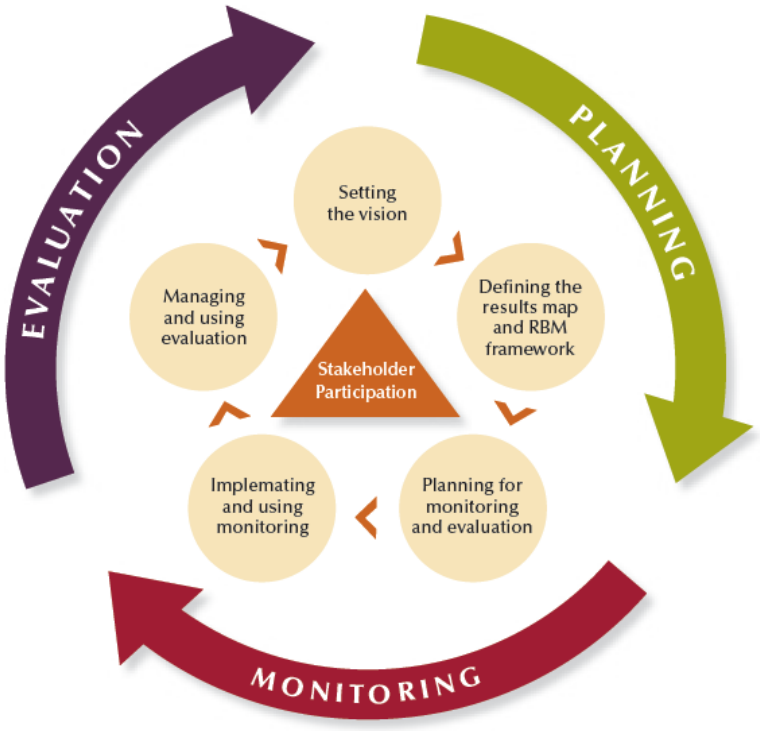


3. Monitoring and Evaluation Concepts and Framework

3.1. Result Based monitoring and evaluation (RBM&E)

RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact). The actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programs and activities as well as for accountability and reporting.

Figure 3 RBM lifecycle approach



There are three key principles of RBM namely accountability, ownership and inclusiveness.

a. Accountability

Obligation of government, public services or funding agencies to demonstrate to citizens that contracted work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms. Projects commonly focus on upward accountability to the funding agency, while

downward accountability involves making accounts and plans transparent to the primary stakeholders. Ensuring accountability is one part of the function of monitoring and evaluation (learning and management are the other two).

b. Ownership of results

A key aim of managing for results is to ensure that ownership goes beyond a few select persons to include as many stakeholders as possible. For this reason, monitoring and evaluation activities and the findings, recommendations and lessons from ongoing and periodic monitoring and evaluation should be fully owned by those responsible for results and those who can make use of them.

c. Inclusiveness (or stakeholder engagement)

Inclusiveness is another important RBM principle. A strong RBM process aims to engage stakeholders (including government institutions at national, regional and local levels, as well as civil society organizations and communities themselves) in thinking as openly and creatively as possible about what they want to achieve while encouraging them to organize themselves to achieve what they have agreed upon, including establishing a process to monitor and evaluate progress and use the information to improve performance. Engagement of all relevant stakeholders in all stages of the programming process maximizes the contribution of PASIDP II.

3.2. Theory of Change

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programmes or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.

The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs. The purposes of theory of change are:

a. **Strategic planning**: it helps organizations practically to map the change process and its

expected outcomes and facilitates project implementation. For these purposes, Theory of change is often used in conjunction with log frame approaches.

b. **Monitoring and evaluation**: Theory of changes articulate expected processes and outcomes that can be reviewed over time. This allows organizations to assess their contribution to change and to revise their Theory of change.
c. **Description**: it allows organizations to communicate their chosen change process to internal and external partners. A simple description of an organization's Theory of change can be understood as minimal way of engaging with Theory of change.
d. **Learning**: it helps people to clarify and develop the theory behind their organization or programme. This relates to an understanding of Theory of change as a thinking tool.

3.3. Planning

Planning can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes:

- Identifying the vision, goals or objectives to be achieved
- Formulating the strategies needed to achieve the vision and goals
- Determining and allocating the resources (financial and other) required to achieve the vision and goals
- Outlining implementation arrangements, which include the arrangements for monitoring and evaluating progress towards achieving the vision and goals.

Planning helps we define what an organization, program or project aims to achieve and how it will go about it. Existing plans are regularly modified based on the lessons learned through monitoring and evaluation, and future plans are developed based on these lessons. Planning enables us to know what should be done when-Without proper planning, projects or programs may be implemented at the wrong time or in the wrong manner and result in poor outcomes.

Planning focus on priorities and leads to more efficient use of time, money and other resources-Having a clear plan or roadmap helps focus limited resources on priority activities, that is, the ones most likely to bring about the desired change. Without a plan, people often get distracted by many competing demands. Similarly, projects and programs will often go off track and become ineffective and inefficient. It helps to determine what success will look like-a proper plan helps individuals and units to know whether the results achieved are those that were intended and to assess any discrepancies. Of course, this requires effective monitoring and evaluation of what was planned. For this reason, good planning includes a clear strategy for monitoring and evaluation and use of the information from these processes.

3.2.1. Types of Planning

There are many types of planning. The three distinct types of planning are strategic planning, tactical planning and operational planning. Strategic planning establishes an organization's long-term vision, objectives and strategies required to achieve the objectives. Tactical planning is the process of developing medium term plan which is a subset of the strategic long-term plan. Operational planning is the execution phase. It outlines a framework for implementing the strategies and achieving the objectives.

3.2.2. Planning Tools

Planning tools are instruments that help guide organizational action steps related to implementation of an initiative, program, or intervention. The major planning tools that are commonly used the logical framework and SWOT analysis.

3.2.2.1. Logical Framework

The log frame or logical framework analysis (LFA) consists of an analysis and planning phases. The former covers stakeholder/ participation, problem, objectives and strategy/alternative analysis. The latter includes developing logical framework matrix (or project planning matrix-PPM), activity scheduling, and resource (input-output) scheduling. The LFA is also a key management tool during implementation and evaluation. It provides the basis for the preparation of action plans and the development of monitoring system during implementation, and a framework for evaluation.

Logical Framework consists

- Overall Goal to which your project contributes.
- Purpose to be achieved by the project.
- Outputs for achieving this Purpose.
- Activities for achieving each Output.
- Assumptions related to each level
- Objectively Verifiable Indicator (OVI) at Goal then Purpose, then Output, then Activity levels.
- Means of Verification (MOV) and Source of Verification (SOV)

Table 1: Logical Framework Matrix

Objectives Hierarchy	Performance Indicators	Means of Verification	Assumptions/Risks
Impact: Higher objective to contribute on national level strategy. The long term development impact (policy goal) that the activity contributes at a national or sectorial level	Indicators to measure programme performance	The program evaluation system	**Assumption**: National policy & strategies found Important events, conditions or decisions beyond the project's control necessary for maintaining the progress towards the goal
Outcome: The change in beneficiary behavior. The medium term result(s) that the activity aims to achieve – in terms of benefits to target groups	The value, benefit & return of programme intervention	People, events' source of data	**Risks:** Incidence of climate change negative effects **Assumption**: Adequate personnel and training at the region & woreda level
Output: The actual deliverables, production, trained people, etc. The tangible products or services that the activity will deliver	Measure the goods & services	People, events, processes, Supervision & monitoring system for validating the operation's design	**Risks:** Gap between knowledge and application **Assumption:** Technical expertise available
Activities/ Inputs /: Activity clusters to accomplish the outputs	Budget by activity, physical and human resources required to produce outputs Measures (direct or indirect) to show if project outputs are being delivered	People, events, processes' source of data	**Risks**: High turnover of experienced staffs **Assumption**: Continuation of outside funding

Hierarchy of Logical Frameworks

Goal: The highest level of objectives. The goal constitutes the long-term vision for the project. State the long-term social and/or economic (impact) benefits to which the project will contribute, and describe why the project is important for the beneficiaries and for the society.

Outcomes: 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 realize its purpose. These may also include changes, resulting from the intervention, that are needed to achieve the outcomes at the purpose level.

Activities: 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.

Inputs: The financial, human and material resources necessary to produce the intended outputs of a project.

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 log frame.

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 stated as positive conditions. Initial assumptions are those conditions perceived to be essential for the success of a project or programme. Critical assumptions are those conditions perceived to threaten the implementation of a project or programme.

Risks: 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).

Indicators: are the basis for M&E of one or more development interventions under a program or project. These suggest whether anticipated changes have been realized due to interventions. They also provide evidence of progress of program/project activities in attaining stated objectives. It is desirable that indicators are selected at the program/project design stage rather than later and the process under which indicators are developed need to be participatory thereby providing ownership of the process and the outcome (indicators) in the stakeholders rather than external agents.

Indicators are the most common type of information associated with M&E. Some indicators are simple and straightforward, particularly those that deal with measuring progress with activities, for example, “the number of kilometers of irrigation cannel constructed, number of farmers adopt new technology” etc. There are some essential key principles to follow in the design of M&E indicators. Indicators must be valid, reliable, precise, independent, timely and programmatically important.

Valid: accurate measure of a behavior, practice or task

Measurable: quantifiable using available tools and methods

Reliable: must be consistently measurable, in the same way, by different observers

Precise: operationally defined in clear terms

Independent: non-directional and "uni-dimensional?" depicting a specific, definite value at one point in time

Timely: provides a measurement at time intervals relevant and appropriate in terms of program goals and activities
Programmatically important: linked to an impact or achieving the objectives that are necessary for impact-a public health, food security or survival

Elements of a Clear Indicator
To be useful, an indicator must be clear and this makes it possible to measure. A clear indicator includes the following elements:

- Specified target group to which the indicator will be applied; WHO (gender disaggregated)
- Specific unit(s) of measurement to be used for the indicator; BY HOW MUCH/ WHAT
- Specific timeframe over which it will be monitored; WHEN
- Reference to a baseline/benchmark for comparison; CHANGE
- Defined qualities; WHAT KIND OF CHANGE
- Specific location in which indicator will be applied. WHERE

Baselines and Targets
Baselines: A baseline is qualitative or quantitative information that provides data at the beginning or just prior to the implementation of an intervention. Setting baseline involves collecting data on the selected indicators. Baseline information establishes where we are at present relative to the objective we are trying to achieve i.e. it is the first measurement of an indicator prior to the beginning of implementation. It provides a **benchmark** against which future performances can be tracked.

Targets: A target is a specific and planned level of result to be achieved within an explicit timeframe (quarterly, annually, interim, and seven-year). **Result targets** establish what can be achieved in a specific time. Setting targets involves identifying the expected and desired level of results. It is important to be realistic about the results that are feasible to achieve given the contextual constraints and past experience in a particular sector. Targets may be either quantitative (numerical) or qualitative (descriptive), depending on the nature of their indicators.

Quantitative indicators identify how much of a change is expected from year to year.

Qualitative Indicators: focus on changes which are not easy to describe in quantitative terms can also be selected by establishing descriptive or qualitative targets.

SWOT Analysis is analysis is a tool of planning and helps to focus on strengths, weaknesses, opportunities, and threats, respectively. Strengths and weaknesses are internal factors, while Opportunities and threats are external factors. SWOT analysis can be used on an annual basis to provide feedback to project management on which components and activities of the project are perceived as strong and which are perceived as weak. SWOT can be used especially when about to start a new project, engage in a restructuring, undergo a midterm evaluation, etc. It can also be used in project planning and eventually evaluation of its activities at various intervals.

3.3. Monitoring for Results

Monitoring is 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 and ongoing project or program with early indications of progress and achievement of objectives.

Monitor (collect) data

Once indicators and targets are identified, collect actual data for each indicator at regular periods (monitoring). Both project ***implementation*** and ***results*** require monitoring: Project implementation monitoring requires constant documentation of data on project activities and operations such as tracking funds and other inputs, as well as processes. It includes keeping high-quality financial accounts and field records of interventions, as well as recurrent checking of work plans and budgets. Results monitoring involves the periodic collection of data on the project's actual accomplishment of results (outputs, outcomes, and impacts). It measures whether a project is completing its objectives and responds to the question: what results have been accomplished relative to what was planned (targeted)?

Project staff frequently generates data on project outputs, which are central to reporting systems. Data on outcomes are typically compiled from inexpensive consultations with project beneficiaries, short surveys or rapid appraisal methods. Data on impacts involves performing expensive surveys or using existing data sources such as national surveys, censuses, etc.

Data collection approaches and techniques

Monitoring project performance at the different levels of the log frame hierarchy typically involves different data sources and methods, frequencies of collection, and assignment of responsibility. Good practices entail the development of performance monitoring plans at the beginning of the project that explain how, when, and who will collect data.

3.4. Evaluation for Results

Evaluation is a systematic examination of a planned, ongoing or completed project. It aims to answer specific management questions and to judge the overall value of an endeavor 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 organization's objectives. An evaluation should provide information that is credible and useful, offering concrete lessons learned to help partners and funding agencies make decisions.

Evaluation like monitoring can apply to many things, including an activity, project, program, strategy, policy, topic, theme, sector or organization. The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis. However, the aims of both monitoring and evaluation are very similar: to provide information that can help inform decisions, improve performance and achieve planned results. Evaluations should be done for programmatic improvements while the program is still ongoing and also inform the planning of new programs. This ongoing process of doing, learning and improving is what is referred to as the RBM life-cycle approach.

Types of Evaluation

Evaluations can be classified based on (1) who conducts the evaluation, (2) when they occur in the intervention cycle, or (3) based on the types of questions they are expected to answer. Based on who conducts the evaluation, evaluations are classified into internal, external and collaborative/joint evaluations. Based on when they are conducted, evaluations are categorized into ex-ante (before the intervention), ongoing (during the intervention), and ex-post (immediately after the intervention or several years after the intervention) Based on the type of questions that an evaluation is expected to answer, evaluations are classified into performance logic chain assessment evaluation, pre-implementation assessment evaluation, process implementation evaluation, impact evaluation and meta evaluation.

Project Evaluation Cycle

Evaluation should not be considered a stand-alone activity. It should rather be thought of as a set of linked tasks that are undertaken from the start to the end (and beyond) of a project. This is diagrammatically represented in the **project evaluation cycle** (see Figure 2).

Table 3: Types of evaluation based on when to evaluate

Type of Evaluation	**Formative**				**Summative**
	Proactive	Clarificative	Interactive	Monitor	Outcome Evaluation
when	Pre-project	Project Development	Project Implementation	Project Implementation	Project Implementation and Post-Project
why	To understand or clarify the need for the project	To make clear the theory of change that the project based on	To improve the project design (continual improvement as it rolled out)	To ensure that the project activities are being delivered efficiently and effectively	To assess whether the project has met its goals, whether there were any unintended consequences, what were the learning's, and how to improve

Differences between Monitoring and Evaluation

Monitoring	Evaluation
Continuous	Periodic: at important milestones such as the mid-term of programme implementation; at the end or a substantial period after programme conclusion
Keeps track; oversight; analyses and documents progress	In-depth analysis; Compares planned with actual achievements
Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level	Focuses on outputs in relation to inputs; results in relation to cost; processes used to achieve results; overall relevance; impact; and sustainability
Answers what activities were implemented and results achieved	Answers why and how results were achieved. Contributes to building theories and models for change
Alerts managers to problems and provides options for corrective actions	Provides managers with strategy and policy options
Self-assessment by programme managers, supervisors, community stakeholders, and donors	Internal and/or external analysis by programme managers, supervisors, community stakeholders, donors, and/or external evaluators

3.5. Result Based Reporting

Reporting is a systematic activity of processing and distributing information to Stakeholders depending on the type of information they require. It is a tool through which we know what happened or what we got from activities undertaken. It enables the assessment of progress and achievements and helps focus audiences on the results of activities, enabling the improvement of subsequent work plan (for decision-making and learning). It helps to communicate how effectively and efficiently a program (project) is meeting its objectives.

There are various small categories of reports. But, the two major broad categories are informative and interpretive.

a. **Informative:** contains only facts and figure (leaves the analysis, interpretation, conclusion and recommendation to the users)
b. **Interpretive:** includes analysis, interpretation, conclusions and recommendations by the writer of the report.

The guiding principles which would help you to produce readable and concise reports are: use active verbs, be specific, be direct, avoid jargon, avoid redundancy, drop unnecessary details, tighten up, and use graphics.

Reports that systematically provide actual results using the indicators designed in the planning phase. Changes in baselines or in the achievement of targets should be documented in the results-based report. An effective results- based report communicates and demonstrates the effectiveness of the intervention. It makes the case to stakeholders and donors for continued support and resources. A results-based report can also be used to demonstrate accountability to governing bodies.

In writing the results report, the PASIDP II should:

- Describe what was achieved and list the indicators of success;
- Compare actual results with expected results;
- Quantify achievement whenever possible against a baseline;
- Illuminate findings with quotes, testimonials, photos, etc;
- Explain the reasons for over or under achievement;
- Highlight any unforeseen problems or opportunities that may require new strategies or a redesign of the initiative;
- Tell the story of how the results were achieved, and highlight when there is potential for wider learning of lessons;
- Recognize the involvement of others (partners or/and stakeholders) and assign a degree of attribution, if possible;
- Ensure there is sufficient data to describe the effects of activities undertaken.

Figure 4 Elements of an effective result based report

By presenting credible, reliable and balanced information, PASIDP II will be enabling to produce an effective results-based report. An effective report can also be one that highlights challenges, areas of inefficiency and poor results. Quality criteria for result reporting include the following six areas:

- Completeness;
- Balance (good and bad);
- Consistency (between sections);
- Substantiveness and reliability;
- Clarity, and
- Timeliness

The monitoring reports can be generated based on field visits, stakeholder meetings, observation reports based on interaction with relevant stakeholders etc. Monitoring and evaluation reports contain findings, conclusions, recommendations and lessons learned. Sharing of reports and findings also strengthens the feedback process. The lessons drawn from experience contribute towards lessons which can be adopted for subsequent next phase of the program/project or in another program/project. The lessons drawn based on good participatory M&E reports collectively contribute towards generating critical mass of knowledge.

3.6. Data Collection

There are two broad categories of social study methods and data that can be collected: quantitative and qualitative. Quantitative methods deal with numerical data (eg. number of participant, hector developed, etc). Quantitative methods can reach large number of people, and generally involve a short interaction. The popularity of collecting quantitative data reflects t commonly "that you can't manage what you can't measure".

Qualitative methods deal with words or communication (whether that is written, voice, or visual). Qualitative study look for, amongst other, to find out what people are doing and why they are doing it, or what stops them from changing, the meaning people construct for their actions, and how they see their role and actions in the wider scheme of things. Qualitative methods generally involve a longer personal interaction, and reach a lower number of people.

Qualitative evaluation is founded on the belief that meaningful information and evaluation requires an understanding of the context in which change occurs. As such, qualitative evaluation trades in quantity of respondents (eg. information gathered from questionnaires or other types of survey) for the fewer respondents, but more in-depth and quality information. This includes gaining an understanding of how people make sense of their living standard and an experience, including the particular intervention that is the focus of the study, how people have coped with the change, and what has occurred as a result of their involvement.

In qualitative evaluation, the evaluator is central to the data gathering process, rather than the questionnaire or other instrument. The evaluator is involved in developing a relationship with the respondent, asking questions, eliciting responses, probing for more information, and making observations. The information gathered in qualitative data is descriptive, focusing on change and processes, and their meaning.

Tools for Common Tasks

We know selecting the right tool can sometimes be confusing, so some recommended tools to monitor and evaluate some common tasks

Common project tasks & activities	Suggested tools
Workshop, conference, intervention or public event	• Dart board • Observation • Questionnaire
Measuring changes in resource use	• Deemed Savings • Footprint Calculators • Metering

Common project tasks & activities	Suggested tools
	• Meter Reading
Effectiveness of communications materials	• Focus Group • Observation • Questionnaire
Measuring project efficiency	• Budget Tracking • Time Tracking
Documenting lesson's learned post-project	• Focus group • Lessons Learnt workshop • Project Diary • Program Logic review • Stakeholder meeting
Communicate outcomes	• Focus group • Storytelling

3.6.1. Prepare Data for the Analysis

Data preparation: sometimes also called data "reduction" or "organization," or "processing involves cleaning the data and getting it into a more usable form for analysis, including: (i) **Editing qualitative data** by summarizing narratives into main ideas and highlighting critical points. Key points can then be used and clustered or coded into key themes or trends for analysis; and (ii) **Coding quantitative data** in line with the initial questionnaires, cleaning and collating it to look for trends, while cross-checking the data for accuracy and consistency.

In general data processing refers to all data handling activities (both manual and automated) that are accomplished after data collection but prior to estimation. Typically, the main activities in data processing for any survey include: (i) Data checking, editing, and coding; (ii) Data entry, verification and validation; (iii) Transformation of the data structure used at the input stage to a data structure suitable for tabulations; and (iv) Tabulation. The following is an example of processing activities for a paper questionnaire.

3.6.2. Data Quality Checks

Data Validation is an Excel feature that you can use to define restrictions on what data can or should be entered in a cell. You can configure data validation to prevent users from entering data that is not valid. If you prefer, you can allow users to enter invalid data but warn them when they try to type it in the cell. You can also provide messages to define what input you expect for the cell, and instructions to help users correct any errors.

Reliability: While **Validity** refers to whether or not a test really measures what it claims to measure, **reliability** refers to consistency of a measure. In other words, we can consider reliability as a **measure of precision** and validity as a **measure of accuracy**.

3.6.3. Data Analysis

Data analysis does not mean using computer software package but it is looking at the data in light of the questions you need to answer how you would analyze data to determine: "Is our program meeting its objectives?" **SPSS** is one of Statistical Package for Social Sciences. It is one of the user-friendliest statistical packages, and is widely used in social sciences and the business environment. It is easy to learn and produce results in a nice form, with tables and graphs that are ready to present. It is entirely menu driven, but also allows programming. It is an enormously powerful data analysis package that can handle very complex statistical procedures.

3.7. Knowledge Management

Knowledge is often defined as a "justified personal belief." There is much taxonomy that specifies various kinds of knowledge. The most fundamental distinction is between "tacit" and "explicit" knowledge. Tacit knowledge inhabits the minds of people and is either impossible, or difficult, to articulate. Most knowledge is initially tacit in nature; Explicit knowledge exists in the form of words, sentences, documents, organized data, and computer programs and in other explicit forms. If one accepts the useful "difficult-to-articulate" concept of tacit knowledge, a fundamental problem of KM is to explicate tacit knowledge and then to make it available for use by others.

Knowledge management is the planning, organizing, motivating, and controlling of people, processes and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed. Knowledge-related assets include knowledge in the form of printed documents such as patents and manuals, knowledge stored in electronic repositories such as a "best-practices" database, employees' knowledge about the best way to do their jobs, knowledge that is held by teams who have been working on focused problems and knowledge that is embedded in the organization's products, processes and relationships.

The processes of KM involve knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The KM function in the organization operates these processes, develops methodologies and systems to support them, and motivates people to participate in them. The goals of KM are the leveraging and improvement of the organization's knowledge assets to effectuate better knowledge practices, improved organizational behaviors, better decisions and improved organizational performance.

Knowledge management systems (KMS) are applications of the organization's computer-based

communications and information systems (CIS) to support the various KM processes. They are typically not technologically distinct from the CIS, but involve databases, such as "lessons learned" repositories, and directories and networks, such as those designed to put organizational participants in contact with recognized experts in a variety of topic areas.

2.8 Capacity Building

Capacity: The ability of individuals and organizations to perform functions effectively, efficiently and in a sustainable manner. Capacity Building: The processes through which capacity is created. It is a systematic and integrated approach to develop and continuously improve the program competences and individual capabilities necessary for achieving safe, secure, and sustainable program. Education and training are important element of human resource so as to build competence and knowledge in the program effort.

Capacity building (or **capacity development**) is the process by which individual and organizations obtain, improve, and retain the skills, knowledge and attitude needed to do their jobs competently. Capacity building and capacity development are often used interchangeably.

Community capacity building is a conceptual approach to social, behavioral change and leads to infrastructure development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

Community capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Capacity building takes place on an individual level, an institutional level and the societal level.

MONITORING & EVALUATION TERMS

Accountability: Obligation to demonstrate what has been achieved in compliance with agreed rules and standards. This may require a careful, legally defensible, demonstration that work is consistent with the contract.

Analysis: The process of breaking a complex topic or substance into smaller parts in order to examine how it is constructed, works, or interacts to help determine the reason for the results observed.

Appraisal: An overall assessment of the relevance, feasibility and potential sustainability of an intervention or an activity prior to a decision of funding.

Assumptions: A proposition that is taken for granted, as if it were true. For project management, assumptions are hypotheses about causal linkages or factors that could affect the progress or success of an intervention.

Baseline: Information collected before or at the start of a project or program that provides a basis for planning and/or assessing subsequent progress and impact.

Benchmark: A standard against which results are measured.

Beneficiaries: The individuals, groups, or organizations that benefit from an intervention, project, or program.

Best Practices: Methods, approaches, and tools that have been demonstrated to be effective, useful, and replicable.

Case Study: A systematic description and analysis of a single project, program, or activity.

Effect: Intended or unintended change due directly or indirectly to an intervention. Related terms: results, outcome.

Effectiveness: The extent to which an intervention has attains its major relevant objectives. Related term: efficacy.

Efficiency: A measure of how economically resources/inputs (funds, expertise, time etc.) are used to achieve results.

Evaluability Assessment: A study conducted to determine a) whether the program is at a stage at which progress towards objectives is likely to be observable; b) whether and how an evaluation would be useful to program managers and/or policy makers; and, c) the feasibility of conducting an evaluation.

Evaluability: Extent to which an intervention or project can be evaluated in a reliable and credible fashion.

Evaluation Design: The methodology selected for collecting and analyzing data in order to reach defendable conclusions about program or project efficiency and effectiveness.

Evaluation: A systematic and objective assessment of an on-going or completed project, program or policy. Evaluations are undertaken to (a) improve the performance of existing interventions or policies, (b) asses their effects and impacts, and (c) inform decisions about future programming. Evaluations are formal analytical endeavors involving systematic collection and analysis of qualitative and quantitative information.

External Evaluation: The evaluation of an intervention or program conducted by entities and/or individuals which is not directly related to the implementing organization.

External Validity: The degree to which findings, conclusions, and recommendations produced by an evaluation are applicable to other settings and contexts.

Formative Evaluation: An evaluation conducted during the course of project implementation with the aim of improving performance during the implementation phase. Related term: process evaluation.

Goal: The higher-order objective to which a project, program, or policy is intended to contribute.

Impact Evaluation: A systematic study of the change that can be attributed to a particular intervention, such as a project, program or policy. Impact evaluations typically involve the collection of baseline data for both an intervention group and a comparison or control group, as well as a second round of data collection after the intervention, sometimes even years later.

Impact: A results or effect that is caused by or attributable to a project or program. Impact is often used to refer to higher level effects of a program that occur in the medium or long term, and can be intended or unintended and positive or negative.

Independent Evaluation: An evaluation carried out by entities and persons not directly involved in the design or implementation of a project or program. It is characterized by full access to information and by full autonomy in carrying out investigations and reporting findings.

Indicator: Quantitative or qualitative variable that provides reliable means to measure a particular phenomenon or attribute.

Inputs: Resources provided for program implementation. Examples are money, staff, time, facilities, equipment, etc.

Internal Evaluation: Evaluation conducted by those who are implementing and/or managing the intervention or program. Related term: self-evaluation.

Intervention: An action or entity that is introduced into a system to achieve some result. In the program evaluation context, an intervention refers to an activity, project or program that is introduced or changed (amended, expanded, etc).

Joint Evaluation: An evaluation in which more than one agency or partner participates. There can be varying levels of collaboration ranging from developing an agreed design and conducting fieldwork independently to pooling resources and undertaking joint research and reporting.

Lessons learned: Generalizations based on evaluation findings that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome and impact.

Level of Significance The probability that observed differences did not occur by chance.

Logical Framework (Log frame): A management tool used to improve the design and evaluation of interventions that is widely used by development agencies. It is a type of logic model that identifies strategic project elements (inputs, outputs, outcomes, impact) and their

causal relationships, indicators, and the assumptions or risks that may influence success and failure. Related term: Results Framework.

Measurement: A procedure for assigning a number to an observed object or event.

Meta-evaluation: A systematic and objective assessment that aggregates findings and recommendations from a series of evaluations.

Mid-term Evaluation: Evaluation performed towards the midpoint of program or project implementation.

Milestone: is significant event or stage in the life, progress, development, or the like of a person, nation, etc.

Monitoring: is the performance and analysis of routine measurements to detect changes in status. Monitoring is used to inform managers about the progress of an ongoing intervention or program, and to detect problems that may be able to be addressed through corrective actions.

Objective: A statement of the condition or state one expects to achieve.

Outcome Evaluation: This form of evaluation assesses the extent to which a program achieves its outcome- oriented objectives. It focuses on outputs and outcomes (including unintended effects) to judge program effectiveness but may also assess program processes to understand how outcomes are produced.

Outcome: A results or effect that is caused by or attributable to the project, program or policy. Outcome is often used to refer to more immediate and intended effects. Related terms: result, effect.

Outputs: The products, goods, and services which result from an intervention.

Participatory Evaluation: An evaluation in which managers, implementing staff and beneficiaries work together to choose a research design, collect data, and report findings.

Performance Indicator: A particular characteristic or dimension used to measure intended changes. Performance indicators are used to observe progress and to measure actual results compared to expected results.

Process Evaluation: An assessment conducted during the implementation of a program to determine if the program is likely to reach its objectives by assessing whether or not it is reaching its intended beneficiaries (coverage) and providing the intended services using appropriate means (processes).

Process: The programmed, sequenced set of things actually done to carry out a program or project.

Program Evaluation: Evaluation of a set of interventions designed to attain specific global, regional, country, or sector development objectives. A program is a time-bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.

Program: A set of interventions, activities or projects that are typically implemented by several parties over a specified period of time and may cut across sectors, themes and/or geographic areas.

Project Evaluation: An evaluation of a discrete activity designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a

broader program.

Project: A discrete activity (or 'development intervention') implemented by a defined set of implementers and designed to achieve specific objectives within specified resources and implementation schedules. A set of projects make up the portfolio of a program.

Qualitative Data: Observations or information expressed using categories (dichotomous, nominal, ordinal) rather than numerical terms. Examples include sex, survival or death, and first.

Quantitative Data: Information that can be expressed in numerical terms, counted, or compared on a scale.

Related term: activity, intervention.

Reliability: Consistency or dependability of data with reference to the quality of the instruments, procedures and used. Data are reliable when the repeated use of the same instrument generates the same results.

Responsibilities: Responsibilities are the specific tasks or duties that members are expected to complete according to their roles. It is the duty or task that you are required or expected to do. It is the state of being the person who caused something to happen, and is responsible, accountable. It is the state of having the job or duty of dealing with and taking care of something or someone. Responsibility is the quality of a person who can be trusted to do what is expected, required.

Result: The output, outcome or impact intended (or unintended).

Results Framework: A management tool,that presents the logic of a project or program in a diagrammatic form. It links higher level objectives to its intermediate and lower level objectives. The diagram (and related description) may also indicate main activities, indicators, and strategies used to achieve the objectives. The results framework is used by managers to ensure that its overall program is logically sound and considers all the inputs, activities and processes needed to achieve the higher level results.

Risk Analysis: An analysis or an assessment of factors (called assumptions in the log frame) that affect, or are likely to affect, the successful achievement of an intervention's objectives. It is a systematic process to provide information regarding undesirable consequences based on quantification of the probabilities and/or expert judgment.

Roles : Roles are the positions team members assume or are assigned the part that each person plays in the organization. A **role** is a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation. It is an expected or free or continuously changing behavior and may have a given individual social status or social position.

Scope of Work: A written description of the objectives, tasks, methods, deliverables and schedules for an evaluation.

Sector Program Evaluation: An evaluation of a cluster of interventions in a sector within one country or across countries, all of which contribute to the achievement of a specific goal.

Stakeholders: Entities (governments, agencies, companies, organizations, communities, individuals, etc.) that have a direct or indirect interest in a project, program, or policy and any related evaluation.

Summative Evaluation: Evaluation of an intervention or program in its later stages or after it has been completed to (a) assess its impact (b) identify the factors that affected its performance (c) assess the sustainability of its results, and (d) draw lessons that may inform other interventions.

Sustainability: The degree to which services or processes continue once inputs (funding, materials, training, etc.) provided by the original source(s) decreases or discontinues.

Target Group: The specific individuals, groups, or organizations for whose benefit the intervention is undertaken.

Target: The specified result(s), often expressed by a value of an indicator(s), that a project, program, or policy is intended to achieve.

Validity: The extent to which data measures what it purports to measure and the degree to which that data provides sufficient evidence for the conclusions made by an evaluation.

Variable: An attribute or characteristic in an individual, group, or system that can change or be expressed as more than one value or in more than one category.

4 Programme Results-Based Monitoring and Evaluation Framework

This Chapter presents the PASIDP II Results-Based Monitoring and Evaluation (RBM&E) framework, which provides the basis for all level planning, monitoring and evaluation of results for ongoing interventions. In addition, it guides the formulation and preparation of new projects and interventions after midterm review. The Results Framework and the RBM&E System are established on the basis of the PASIDP II Theory of Change. The System is corresponding to Results Framework of IFAD supported projects, which is composed of elements derived from the project log frames.. The Results-Based M&E System streamlines outputs and results cover the intact spectrum of PASIDP II interventions. The Results-Based M&E System is considered a rolling system, which should be further harmonized and complemented in the future.

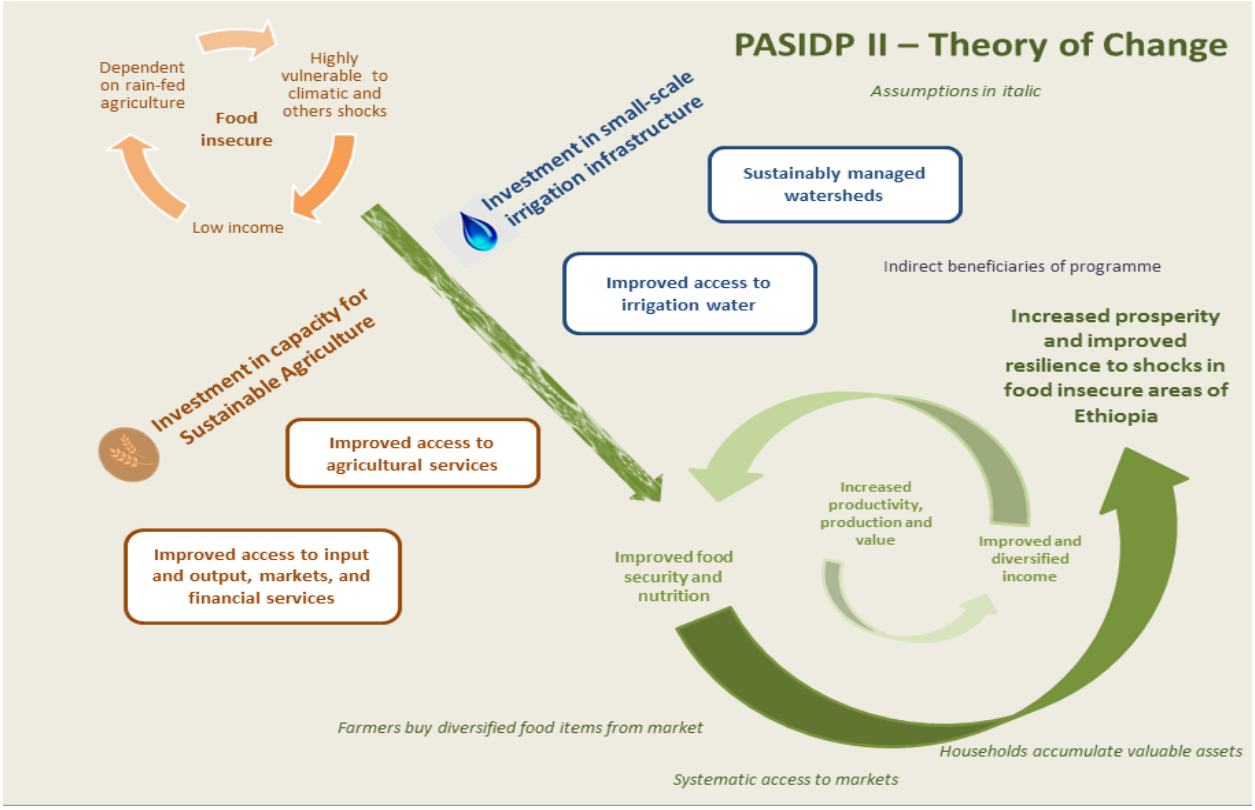
4.1 PASIDP II Theory of Change

Most farmers in Ethiopia are still primarily dependent on rain-fed agriculture. The current practices in rain-fed agriculture contribute to major landscape degradation, and are themselves barely viable, producing only sufficient basic food for households in good seasons and deficits in poor years. There is little or no rural employment generated beyond that provided by farming households. PASIDP II is based on the assumption that poor farmers, who are provided with access to a secure irrigation production base as well as access to markets and services, will be able to produce and market greater volumes of produce in a profitable scenario. The watersheds contiguous with the irrigation schemes, which exhibit varying levels of degradation, will also receive investment to stabilise and improve their productive capacity. This will improve the prosperity, food security and nutrition of farmers, thereby improving their resilience against external shocks, including those induced by adverse weather and climate change.

In order to achieve these goals, the interventions should enable increased profitable production and productivity of the targeted farmers in food insecure Woredas. Support would be needed to ensure proper linkages to markets and value addition opportunities for surplus produce. This will enable the Program investments to generate increased revenues for the target group emanating from integrated prioritized market linkages, development of irrigation infrastructure, climate resilience crop agronomy and institutional development. There will also be substantial incremental employment derived from the additional labour and services inputs required for successful irrigated agriculture.

Small-scale irrigation development is an important pathway not only for improving food security and income of drought prone communities, but also for protecting upstream forests and bio-reserves. Unless farmers are supported to produce enough food and income from their current

small landholdings, they will keep encroaching the surrounding forests, wetlands and bio-spheres, which are commonly water towers for the wider region. (Figure 5: ToC of PASIDP).



4.2 The Logical Framework

The Logical Framework is a summary statement of the strategic objectives of a project. It will show the relationship between and among various components of the project and how they conspire to give rise to the overall goal and intended impacts of the project. Central to its construction is the requirement to illustrate that selected outputs would give rise to desired outcomes and which would in turn produce the goals and impacts. Subsequently, routine program activities are strategically selected to ensure that they lead to the expected outputs. In other words, the choice of activities for implementation follows some logic. It follows that there is a logical relationship between the activities planned to ensure that they lead to certain outputs. In turn the outputs are so produced with the expectation that they lead to certain outcomes. The long term effects of outcomes give rise to the attainment of the Project or Program Goals.

The Logical Framework Matrix is arranged in a tabular form which ensures that for each objective expected to be attained, there is one or more description of the performance indicators by which to tell that the objective has been achieved. It is followed by a provisional statement of

the source of information from which the evidence of attainment will be obtained, registered or recorded. Finally, the expectations to achieve the objectives are subject to deleterious threats that are beyond the control of the program. They are recorded as Assumptions to denote the conditions that must be fulfilled or held constant if the stated objectives are be attained. It has been developed from the Program Development Report produced in May, 2016.

4.3 Measuring Results

Program activities carried out during the first two years of implementation should lead to the realization of the 1st level results (corresponding to the activities or output level of the logical framework). Initially, these will mainly be related to the formation of IWUAs, and the participatory design and construction of schemes. The success in reaching targets, first set out in the Appraisal and later revised in annual work plans work and budget (AWP&B), will serve to guide the Regional and Federal PCMUs and program implementing agencies in taking corrective action as well as provide IFAD supervision and follow-up missions with a timely basis of information from which to judge progress.

The elaboration of the MIS will take into account the need to collect and analyze both quantitative and qualitative information and will include the financial performance of the program. The MIS will seek to minimize the time spent on generating data for reports, and facilitate more analytical review. The main elements of the MIS will be reports from the Woreda as well as information regarding program accounts. Reports from these entities will, in the first instance, focus on the agreed upon measures of results as briefly described below. Data compiled in this regard will form the basis for future planning and the allocation of resources

4.4 Establishing Participatory MIS

Monitoring has been defined as a continuous process of critical observation of what is actually happening compared to plans. This process is held in tandem with the collection of data, analyzing, synthesizing and reporting at various levels where these plans are conceived. The strategic aim of a monitoring system is to support management with timely information on which to make decisions for support and controls. It follows that such a system has to be relevant to the various managers at all levels of the program execution. Since monitoring is based on plans the reporting formats and requirements have to be derived from the plans themselves. The process must aim at producing simple formats requiring rapid completion of reports, and yet remain informative, timely and effective. To attain this requires a skill that must be built at all levels.

On the other hand the Evaluation Systems comprise periodical assessments on the process of delivery, and attainment of outputs, outcomes, goals and impacts. The development of an

Evaluation Systems begins with a rigorous process of developing or (in the case of PASIDP) firming up the Logical Framework as described above, and then proceeding to develop tools for measuring the benchmarks (the baseline). It further lays a basis for a continuous or recurrent planning process (such as in the Annual Work-planning & Budgeting – AWPBs) and ensures a clear connection between The system further lays milestones at which formal periodical assessments must be made. In addition, it is desirable to undertake special studies in order to learn from a variety of experiences gained during the process of execution. A systematic process of the choice for the learning tools, the compilation of captured lessons and packaging them for dissemination and dialogue. The latter is an emerging discipline of Knowledge Management Systems promoted by IFAD.

A further consideration of establishing effective PM&E Systems is to ensure the existence or the development of staff capacity to operationalize the systems. In the case of PASIDP further skills in facilitation and participation are required. To this end a rapid training needs assessment of staff responsible for M&E needs to be carried out in all the regions. Additionally, the adequacy of staffing and a recommendation of alleviating strategy need to be made.

In view of the state of the art briefly discussed above, it is recommended that comprehensive participatory Planning, Monitoring & Evaluation Systems be developed and institutionalized for PASIDP. In conformity to the functional learning process of adults, it is not appropriate to undertake the development of all components of the systems at one time. All the subcomponents of the Monitoring and Reporting Systems will need to be demonstrated and staff be demonstrated to utilize them. Whether a subsystem is developed or not must answer to a perceived or felt need by the Program stakeholders.

During the first quarter of the year, it is hoped that the Program shall have decided the new schemes to be developed and a feasibility study carried out. The first evaluation module to be developed will be utilized for the undertaking of the Baseline Survey to the new Schemes. Along the baseline surveys for new schemes, impact assessments surveys will be carried out for selected PASIDP I schemes in the second and third quarter of the year. A detailed proposal indicating a time schedule and requirements to develop a replicable M&E Systems for PASIDP is presented in a separate document from this one.

4. 5 Result Framework Indicators

4.5.1 Identification of Indicators

The current set of indicators was initially derived from the logframe of the program and overarching indicators of relevant national programs. The present indicator system includes a

number of indicators at the intended result level. In general, the M&E process will be collecting data for all indicators of the overall results framework.

4.5.2 Results Framework

Results-based monitoring and evaluation is about collecting keydata**. PASIDP II** Results-Based Monitoring & Evaluation Manual presented the different levels of the results hierarchy are defined in Table -----. The **PASIDP II** results Framework is formulated based on a standard results hierarchy.

Table 4: Logical Framework Matrix

Results Hierarchy	Performance Indicators			Means of Verification			Risks Assumptions
	Indicators[9]	Baseline	End Target[10]	Source	Frequency	Responsibility	
Goal: Increased prosperity and improved resilience to shocks in food insecure areas of Ethiopia	1. # of HH participating in the Program graduated above the poverty line 3/4 years after scheme are operational	TBD[11]	TBD	Reference surveys	PY1, PY7	FPC MU, consulting firm	
	2. % increase in value of assets of participating households	TBD	TBD	Reference surveys	PY1, PY7	FPCMU, consulting firm	
	3. % reduction in prevalence of child malnutrition	TBD	TBD	Reference surveys	PY1, PY7	FPCMU, consulting firm	
	# of smallholder household members supported in coping with the effects of climate change (ASAP indicator) [3]	0	480,000	Reference surveys	PY1, PY3, PY7	FPCMU, consulting firm	
Development nt Objective: ***Improved*** income and food security for rural households on a sustainable basis	4. # of direct beneficiaries HHs	0	100,000	Progress reports	Annual	FPCMU, consulting firm	Effective agribusiness linkages Efficient start-up
	5. Increase in household income from agriculture	x ETB/ha	xx ETB/ha	Reference surveys	PY1, PY3, PY7	FPCMU, consulting firm	
	Farm model A – 1 ha (ETB)	5,210	18,772				
	Farm model B – 1 ha (ETB)	7,833	29,072				
	Farm model C – 1 ha (ETB)	5,499	19,583				

[3] Measured by household resilience index♣ To be determined at the beginning of the programme with the technical assistance of IFAD-ECD team

Results Hierarchy	Performance Indicators			Means of Verification			Risks Assumptions
	Indicators[9]	Baseline	End Target[10]	Source	Frequency	Responsibility	
	Farm model D – 1 ha (ETB)	6,298	29,84				
	Farm model E – 1 ha (ETB)	5,295	9,665				
	Farm model F – 1 ha (ETB)	9,108	15,073				
	6. % of Targeted population with increased climate resilience[12]		80%	Reference surveys	PY1, PY3, PY7	FPCMU, consulting firm	
Component A: Investments in Small-Scale Irrigation							
Outcome 1: Farmers have sustainable access to irrigation schemes	7. # of farmers that benefit from irrigation schemes	0	37,500	Surveys and specialized studies	PY1, PY3, PY7	RPCMU, implementers	Ownership of beneficiaries in irrigation schemes (A) No elite capture (R)
Output 1.1. Selection of 15,000 ha of irrigation schemes for investment	8.# of feasibility studies approved	0	15,000 ha	Progress report	Quarterly	RPCMU, implementers	
	9. # of operational Irrigation Water Users Associations	0	200 IWUAs	Progress report	Quarterly	RPCMU, Implementers	
Output 1.2 Irrigation schemes developed or upgraded on 15,000 ha	10. # of ha farmland under operational irrigation	0	18,400 ha	Survey	PY1, PY3, PY7	RPCMU, Implementers	
	11. # of people adopting water-efficient practices	TBD	80% of people use at least three practices	Survey	PY1, PY3, PY7	RPCMU, implementers	Access to technological options
Component B: Investment in capacity for sustainable agriculture							

Results Hierarchy	Performance Indicators			Means of Verification			Risks Assumptions
	Indicators[9]	Baseline	End Target[10]	Source	Frequency	Responsibility	
Outcome 2: Farmers have increased market-oriented skills and capacity for sustainable agriculture.	12. Yield increase per ha	Maize: 3.5 MT/ha Onion: 5 MT/ha Chickpea: 1.5MT/ha	Maize:5. 0 MT/ha Onion: 16.0MT/ha Chick pea: 2.0MT/ha	Surveys and specialized studies	PY1, PY3, PY7	FPCMU and consulting firm	Access to financial services (A) Sufficient capacity of public services (A) Climate change measures adopted (A)
Output 2.1 Improved access to appropriate inputs, access to agricultural and financial services for smallholder producers	**13**. # of functional cooperatives that provide at least 3 services to clients	TBD	100	Progress report	Quarterly	RPCMU implements	
	14. # of Households with access to agricultural credit	TBD	50,000	Progress report	Quarterly	RPCMU implementers	
	15. In and off farm employment created	0	20,000	Progress report	Quarterly	RPCMU implementers	
	16 Increased volume of sales by key actors(tons)	TBD	50%	Progress report	Annual	RPCMU implementers	
	17 Increased value of sales by key actors (Birr)	TBD	50%	Progress report	Annual	RPCMU implementers	
	18 Developed the business capacity of small farmers and private	TBD	TBD	Survey	P1, PY3, PY7	RPCMU implementers	
Output 2.2 Improved productivity in intervention areas	19. # of people trained in production practices and technologies, including NRM (ASAP Indicator)	TBD	15,000 ha	Progress report	Quarterly	RPCMU implementer	

Results Hierarchy	Performance Indicators			Means of Verification			Risks Assumptions
	Indicators[9]	Baseline	End Target[10]	Source	Frequency	Responsibility	
	20. Households in vulnerable areas with increased water availability for agricultural production (ASAP Indicator)	0	80,000 households,	Survey	PY1, PY3,	RPCMU, implementers	
	21 % of increase in crop productivity	TB	25%	Progress report	Annual	RPCMU implementers	
Output 2.3 Improved and sustainable watershed management	22. # of ha under improved watershed management practice	0 ha	68,160 ha	Progress report	Quarterly	RPCMU implementers	
	23. Improvement in Ecosystem health	0	40%	LDSF[13]	PY1, PY3, PY7	RPCMU implementers	
	24. Crop Yield stability over seasons[14]	TBD	70%	Progress report	PY1, PY3, PY7	RPCMU, implementers	

The component M&E will follow the PASIDP II's M&E system. In line with the overall program result based management approach. However, the result framework of the component is redefined and made detailed; in order to make component indicators for output and outcomes more concretized to guide the working activity plan and to measure the progress towards the program impact and sustainability. Internal staff, beneficiaries and stakeholders in a regular base should arrange monitoring quarterly and yearly to produce progress reports. It should be supported by participatory field verification including the program personnel and beneficiary (farm households and private sectors) and supporting public sectors. The monitoring process will focus on assess the progress of activities and outputs achieved and checked whether or not they are gearing towards the target outcome and impacts.

The overall performance of the program sub-component will be evaluated by external reviewer (evaluator) at two levels. The first level is a midterm review, which will assess how much of the activities are accomplished and to what extent the desired outputs are attained and likely to achieve the intended outcomes. It should come with critical recommendations and lessons to improve the progress of the program component performance in the remaining project period. The second level of evaluation is a final evaluation to measure whether or not the program component resulted the expected outcomes/impacts.

Table 5: Result Framework Matrix

Results Hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
Goal: Increased prosperity and improved resilience to shocks in food insecure areas of Ethiopia	1. # of HH participating in the Program graduated above the poverty line 3/4 years after schemes are operational	HHs improved their livelihood from poverty line in the program area after 3 -4 years of schemes construction	It allows to track the graduated HHs due to the program intervention	TBD	TBD	Sample survey/ Reference surveys	PY1, PY7	FPCMU, consulting firm	reported by the survey team to the FPMCU	checked based on TOR, supervision and review
	2. % increase in value of assets of participating households	The proportion of change in the asset building of the HHs	It allows to track whether or not HHs created asset	TBD	TBD	Sample survey/ Reference surveys	PY1, PY7	FPCMU, consulting firm	reported by the survey team to the FPMCU	checked based on TOR, supervision and review
	3. % reduction in prevalence of child malnutrition	The proportion of change in the child weight and height	It allows to track child malnutrition reduction due to the program intervention	TBD	TBD	Sample survey/ Reference surveys	PY1, PY7	FPCMU, consulting firm	reported by the survey team to the FPMCU	checked based on TOR, supervision and review
	4. # of smallholder household members supported in coping with the effects of climate change (ASAP indicator)	HHs who overcome climate shock (drought, flood, frost),	It allows to track HHs with sustainable and climate smart agriculture	0	480,000	Sample survey/ Reference surveys	PY1, PY3, PY7	FPCMU, consulting firm	reported by the survey team to the FPMCU	checked based on TOR, supervision and review

Results Hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
Development Objective: Improved income and food security for rural households on a sustainable basis	5. # of direct beneficiary households	HHs benefited from program intervention	It allows to assess the benefited HHs	0	108,750	Progress reports	Annual	RPCMU/FPCMU		
	6. Increase in household income from project support	Income change level in the HHs after the program intervention	It allow to track the change in income level of the HHs so as to measure the program effectiveness							
	Farm model A – 1 ha (ETB)	" " "	" " "	5,210	18,772	Sample survey/ Reference surveys	PY1, PY3, PY7	FPCMU, consulting firm	reported by the survey team to the FPMCU	checked based on TOR, supervision and review
	Farm model B – 1 ha (ETB)	" " "	" " "	7,833	29,072					
	Farm model C – 1 ha (ETB)	" " "	" " "	5,499	19,583					
	Farm model D – 1 ha (ETB)	" " "	" " "	6,298	29,84					
	Farm model E – 1 ha (ETB)	" " "	" " "	5,295	9,665					
	Farm model F – 1 ha (ETB)	" " "	" " "	9,108	15,073					

Results Hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
Compnenet B: Investment in Small Scale Irrigation Infrastructure										
Outcome 1: Farmers have sustainable access to irrigation schemes	7. # of farmers that have access to irrigation schemes	farmers/ beneficiaries provided with one alternative water source for farming	To assess target farmer/beneficiaries are provided with one alterative irrigation access.	0	46,250	Survey and special studies	PY1, PY3,PY7	RPCMU, implementers	Data will be collected, analyzed and reported from kebele	Site observation, consultation and supervision mission review

Results Hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
									DAs, woreda focal person, RPCMU and FPMCU	
Output 1.1. Selection of irrigation schemes for investment	8. # of feasibility studies approved	Total no. of study and design reports produced and approved for schemes construction	To assess the no. of schemes study and design reports produced and approved	0	22,000	Progress report	Quarterly	RPCMU, implementers	Private consultant .public enterprise, water bureau, RPCMU	Quality assurance to be conducted hiring consultant /task force of region as per TOR
	9. # of IWUAs operate sustainably	IWUAs established and operate effectively and sustainably.	To assess well organized and capable IWUA to handle scheme sustainability	TBD	150 IWUA	Progress report	Quarterly	RPCMU, implementers	Data will be collected, analyzed and reported from kebele DAs, woreda focal person, RPCMU and FPMCU	Field visit, Focus Group discussion, Key informants and, supervision Mission
Output 1.2 Irrigation schemes developed or upgraded	10. # of ha farmland under operational irrigation	The no of ha developed by irrigation under the program area	To assess developed land by irrigation schemes. L	TBD	18400	Progress report	Quarterly	RPCMU, implementers	Data will be collected, analyzed and reported from	Field observation, GPS measurement, satellite image, Google earth

Results Hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
									kebele DAs, woreda focal person, RPCMU and FPMCU	
	11. Value of Infrastructure [USD] protected from extreme weather events (ASAP)	The amount of value gained as result of protected infrastructure schemes	To assess the value of infrastructure protected from environmental & economic variability, demographic shifts shocks and long term changes.	0	80 million	Progress report survey report	Annual PY1, PY3, PY7	FPCMU and consulting firm	Data will be collected, analyzed and reported from kebele DAs, woreda focal person, RPCMU and FPMCU	Consulting firm as per TOR , field mission report and field observation

Result hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
Outcome 2: Farmers have increased market oriented skills and capacity for sustainable agriculture.	12. 70,000 households achieve at least 50% increase in farm income	No of HHs farm income increased at least 50%	To assess the no of HHs who increase their farm income through improved skill and capacity in agriculture practice	Maize: 1.5MT/ha Wheat: 1.5 MT/ha Onion: 4 MT/ha Chickpea:0 .7MT/ha	Maize: 3.0 MT/ha Wheat: 2.7 MT/ha Onion: 10 MT/ha Chickpe a: 1.8 MT/ha	Surveys and specialized studies	PY1, PY3, PY7	FPCMU and consulting firm	Survey and study reports	Consulting firm as per TOR , field mission report and field observation, survey and study report Review
Output 2.1 Improved access to appropriate inputs, agricultural and financial services for smallholder producers	13. # of functional cooperatives that provide at least 3 services to clients	No of cooperatives delivered at least 3 types services for beneficiaries	To confirm functional cooperatives which provides at least 3 service related agricultural inputs, market and financial services to clients	TBD	100	Progress report	Quarterly	RPCMU,	kebele DA FP &woreda FP will submit quarterly reports to the RPCMU submit to FPCMU	Field visit, FGD, key informants interview, review at different level.
	14. # of households with strengthened financial literacy	HHs acquired knowledge on financial management	To assess and identify HHs obtained knowledge on financial mgt through capacity building intervention.	TBD	50,000	Progress report	Quarterly	RPCMU,	woreda FP to region, RPCMU to FPCMU	FGD, key informants interview,
	15. # of person In and off farm employment	No of beneficiaries obtained job opportunity	To track the job opportunity created in the	TBD	15,000	Progress report	Quarterly	RPCMU,	Kebele & woreda focal report to RPCMU,	FGD, key informants interview, field supervision

Result hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
	creation	both on farm and nonfarm activities	program intervention areas						then report to FPCMU	
	16. Increased volume of sales by key actors(tons)	Amount of crop products sold in the market	To assess the market access for crop product	TBD	50%	Progress report	Annual	RPCMU implementers	Kebele & woreda focal report to RPCMU, then report to FPCMU	FGD, key informants interview, field supervision
	17. Increased value of sales by key actors (Birr)	Total price of crop product sold	To assess the amount of value obtained from crop products	TBD	50%	Progress report	Annual	RPCMU Implementers	Kebele & woreda focal report to RPCMU, then report to FPCMU	FGD, key informants interview, field supervision
	18. The business capacity of small farmers and private actors developed	Farmers and private actors acquired knowledge of agribusiness linkage	To track the agribusiness capacity of farmers and privates actors in the market valaue chain	TBD		Survey	P1, PY3, PY7	FPCMU and consulting firm	Survey and study reports	Consulting firm as per TOR , field mission report and field observation, survey and study report Review
Output 2.2 Improved productivity in intervention areas	19. # of people trained in sustainable production practices and technologies, including NRM (ASAP Indicator))	People provided training in production practices technologies as well as natural management resources	To assess the no of trained people associated to production practices and technologies	TBD	15000	Progress report and survey	Quarterly	Woreda& RPCMU	Kebele&woreda focal report to RPCMU, then combine and report to FPCMU	Checking list of participants, financial records, training supervision
	20. # Households in vulnerable areas with	HHs in vulnerable area benefited	To assess water availability in water stress in	0	80,000 HH	Survey	Base, mid & end	FPCMU & consultancy	Evaluation report by consultant	Review workshop, field observation, supervision

Result hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
	increased water availability for agricultural production (ASAP Indicator)	from additional water accessibility for agricultural production.	scheme command area and adjacent watershed areas.							mission
	21. The business capacity of small farmers and private actors developed	Farmers and private actors acquired knowledge of agribusiness linkage	To track the agribusiness capacity of farmers and privates actors in the market valaue chain	TBD		Survey	P1, PY3, PY7	FPCMU and consulting firm	Survey and study reports	Consulting firm as per TOR , field mission report and field observation, survey and study report Review
Output 2.3 Improved and sustainable watershed management	22, # of ha under improved watershed management (ASAP indicator)	No of ha treated with biological & physical soil and water conservation structures within the program area.	To track the amount of ha treated with integrated watershed management on scheme adjacent watershed.	0 ha	68,160 ha	Progress report	Quarterly	RPCMU, implementers	Kebele DA and woreda will report annual reports submitted to the Program. The Program will then combine the data	GPS sample measurement, Google earth image delineation, field observation and supervision mission report
	23. Extent of land with rehabilitated or restored ecosystem services (ASAP Indicator)	Area rehabilitated with series of SWC activity under taken to recover a degraded ecosystem	To assess the area rehabilitated or restored through integrated watershed management activities for health ecosystem.	0	40%	Survey (LDSF)	PY1, PY3, PY7	Consultant and RPCMU, implementers	FPCMU, RPCMU, consultant	Quality assure as per TOR

Result hierarchy	Indicator	Definition	Purpose	Baseline	Target	Data Collection Source/ Method	Frequency	Responsible	Reporting	Quality Control
	24. Crop yield stability over seasons[4]	Crop yield maintained consistently across a wide range of environments	To track crop yield stability across wide range of environments over seasons	TBD	70%	Progress report, survey	Annual PY1, PY3, PY7	Consultant and RPCMU	Sample yield evaluation, metrological rainfall data, consultant as per TOR	The FPCMU, RPCMU and the consultant collect sample data and supervision for verifying the report

4.6 Indicators of Major Activities

Table ----: Indicators for Investment in Small-Scale Irrigation Development

A. Program Component: Investments in Small-Scale Irrigation		
B. Sub-component Objectives: ***To develop 18,400 ha of small-scale irrigation schemes***		
C. Lead Organization: MoA/IFAD **D. Supporting Organizations: Irrigation development and expansion Directorate/regional water bureau and irrigation Agency, OIDA, ORDA, REST, design and supervision Enterprise of the region. Private consultant and Private, contractors and corresponding Regional Bureaus and Woreda and Kebele offices, and service providers (IWMI, ICRISAT and ICRAF)**		
E. Budget Allocated: USD $ 104.489million		
Categories	**Indicators**	**Remark**
Invest in SSI infrastructure	• # of farmers that have access to irrigation schemes • # no of feasibility studies approved • Established and Strengthened Irrigation Water Users Associations, • Percent of IWUAs operate Sustainably • # of ha farmland under operational irrigation • Value of Infrastructure [USD] protected from extreme weather events (ASAP Indicator)	
Intermediate Outcomes (1) – Effective irrigation Scheme Participatory Planning feasibility study and detail design conducted		
Activities	**Indicators**	**Remark**
Identification of schemes and feasibility studies	• No of identified schemes for diversion, spate, pump, spring and micro dam. • No of feasibility studies for diversion, spate, pump, spring and micro dam	
Detailed engineering design of schemes	• No of detailed engineering studies for diversion, spate, pump, spring micro dam schemes	
Formation and strengthening of Irrigation Water Users Associations	• No of sensitization session undertaken for mobilization of community members • No of IWUA established • No of training session for strengthening IWUAs. • No of training session conducted for Membership eligibility and definition of the rights & obligations of WUA membership, including women; • No of IWUAs provided training • No of IWUAs members provided training	
Social, environmental change assessment	• No of consultancy studies reviewed for PASIDP I schemes. • No of Technical assistance provided for approval of SECAP studies	

procedure (SECAP studies) (ESIA, ESMP, RAF, FPIC)		
Quality assurance of designs (IFAD grant financing)	• No of feasibility studies quality assurance reviewed as per TOR	
Climate change resilience of schemes (ASAP)	• No of consultancy service provided for Scheme based climate analysis scenario and adaptation • No of consultancy services provided to assess commodities and alternatives for commodity options	
Intermediate Outcome (2) – Participatory Irrigation Infrastructure Developed		
Completion of works of PASIDP I schemes	• No of PASIDP I irrigation schemes completed in Oromia region. • No of PASIDP I irrigation schemes completed in SNNPR region	
Community Irrigation Infrastructure Development (Construction of irrigation schemes)	• No of community schemes constructed (diversion, spate, spring, pump and micro dam) • Total ha covered by community schemes (diversion, spate, spring, pump and micro dam)	
Construction of Group and individual schemes	• No of group schemes (diesel pump, shallow/dug well, pond,) • No of individual schemes(shallow/dug well/drip irrigation and pond, rope and washer pump, diesel pump, treadle pump) • Area developed by the group schemes • Area developed by individual schemes	
Institutional support for irrigation development	• No of equipment provided for BoWRD/BoWID/BoWI&ED/OIDA (total station, GPS, software, etc.) • No of training session on program implementation for experts • No of experts trained.	

Table ----: Indicators for Investment in Capacity for Sustainable Agriculture

A. **Program Sub-Component:** Market Access& Agribusiness linkages		
B. **Sub-component Objectives**: To improve access to appropriate inputs, agricultural and financial services to the target communities ,in particular for perishable high-value crops		
C. **Lead Organization:** MoA/IFAD C. **Supporting Organizations**: Marketing Directorate/Agency, Horticulture Agency, Ministry of Trade & Industry and the corresponding Regional Bureaus and Woreda and Kebele Offices		
D. **Budget** Allocated: USD$ 2.528 million		
Categories	**Indicators**	**Remark**
Component Outcome	• Increased volume of sales by key actors(tons) • Increased value of sales by key actors (Birr) • Developed the business capacity of small farmers and private sector	
Intermediate Outcomes(1)–Well organized and functional farmers organizations and cooperatives strengthened		
Activities	**Indicators**	**Remark**
Establishment of the farmers cooperatives executive committee & working committees; formal registration	• # of FCs executive and working committee established • # of FCs formally registered	
Training sessions (14 CL/scheme* 3 times per year for 3 days	• # of FCs leaders attended training	
Learning visits for producer groups/irrigation cooperatives	• # of visits conducted for PGs • No of PGs participated	
Nursery material provision	• Set of nursery materials provided	
Intermediate Outcomes (2)–Cooperatives supported and equipped		
Office equipment (computers set) provision for FCs	• # of computer set provided	
Office furniture /b	• # of office furniture set provided	
Market shed rent/ construction	• # of market shed rented/constructed	
Transport facilities provision	• # of motors/bicycle provided	
Intermediate Outcomes (3) – Functional market access alliances established, strengthened and linkage ensured		

Establishing and Strengthening Market Access Alliances (MAA)	• # of MAAs established and executive committees elected • # of MAAs became functional • # of new markets and market segment identified • # of multi-stakeholder, public-private forum organized • # of roundtable private –public dialogue conducted • # of policy and institutional issues to market and agribusiness linkages identified	
Marketing Chain Studies	• # of study documents produced	
Marketing chain training manuals /d	• # of training manual produced	
Training and refresher training on marketing chain development /e	• # of training on market chain • # of participants on market chain	
Learning visits for irrigation cooperatives expert	• # of visits conducted • # of experts participated on learning visit	
Intermediate Outcomes (4)–Access to financial services created, credit facilitated, Agr. input supply and market facility ensured		
Technical assistance	• # of technical assistance provided	
Access to financial services	• Number of small farmers obtained credit for production/marketing • Average loan extended by MFIs, RUSACCO, Banks • Percent of small farmers saving • % of farmers paid back the loan in agreed time	
Warehouse Receipt Financing (WRF) System	• Existence and functional of a warehouse receipt financing (WRF) System to target community • Number of WRF beneficiaries	
Creating and Strengthening Access to Financial Services	• Business plan for FC,FG & private enterprises developed • FC,FG & private enterprises are linked to MFIs, RUSACCOS and Banks, negotiate on credit arrangement	

A. Program Sub-Component: Institutional capacity building and support		
B. Sub-component Objectives: To improve productivity in intervention areas		
C. .**Lead Organization**: MoA/IFAD		
D. SupportingOrganizations:HorticultureAgency,RegionalBureausandWoredaandKebeleOffices		
E. .Budget Allocated: USD$ 8.100 million		
Categories	**Indicators**	**Remark**
Investment in capacity for sustainable agriculture	• people trained in sustainable production practices and technologies, including NRM • increased crop productivity • increased water availability for agricultural production in vulnerable areas • increased water availability for agricultural production	
Intermediate Outcome(1)–Orientation and training of resource people and facilitators provided and capacitated		
Activities	**Indicators**	**Remark**
1.Orientation subject matter experts at woreda watershed management teams	• No of established Woreda watershed management team • No of subject matter experts provided orientation	
2.Orientation of Woreda Project Coordination Teams (ToT)	• No of established Woreda technical committees • No of Woreda /woreda experts/ provided orientation /TOT/ • No of orientation sessions conducted	
3. Training for program facilitators at Kebele Level	• No of trained DAs /kebele focal person/	
4. Training of Kebele Watershed Management Teams	• No of established kebele watershed management team • No of kebele watershed management team trained	
5. Orientation for Agricultural Producers Cooperatives specialists	• No of agricultural Producers Cooperatives specialists provided orientation	
Intermediate Outcome(2)– farmers capacitated and agricultural developments well managed		
1. Zonal and woreda BoA in organizing the community, creating collective action	• No of organized community for collective action • No of community trained in collective action	

2. Preparation of agricultural development plans	• No of ADP Prepared for existing schemes • No ADP Prepared for new schemes	
3. Capacity building of Farmers Research Groups	• No of FRG established • No of FRG members trained • Amount of inputs provided for FRG (improved seed, fertilizer and chemical)	
4. Capacity building of Extension Groups (demonstration & seed system)	• No of farmers selected for demonstration • No of farmers selected for seed system multiplication • No of farmers trained on demonstration • No of farmers trained on seed system multiplication • Amount of inputs provided for demonstration and seed system (improved seed, fertilizer and chemical) • No of farmers field day conducted • No of participants in farmers field day	
Intermediate outcome(3): Climate smart agriculture prompted and climate resilient enhanced		
1. Inventory, characterization and targeting of best practices	• No of identified and collected best practices for climate smart agriculture • Noof farmers adopted best practices • No of best practice scale up	
2. Acquisition and distribution of improved resilient crop genetic material	• Amount of improved resilient crop genetic material provided for farmers • Hectare of area planted with improved resilient crop genetic material • No of farmers used improved resilient crop genetic material	
3. Gender training on farm level diversification /FHH -Home garden development	• Established FHH groups • FHH groups provided training on home garden development	
4. Facilitation and support to FRG on climate-smart agriculture	• No of FRGs facilitated and supported on climate-smart agriculture • # of FRGs adopted climate-smart agriculture	
5. Training of communities, Woreda staff and extension services (8 expert+90 farm)	• # of woreda staff /SMS/ trained • # of DAs trained • #of communities trained	
6. nursery strengthen	• Established nurseries • Farm tools provided for nursery • Amount of inputs provided for nursery (improved seed, fertilizer, chemical) • No of fruit seedlings produced	

Intermediate outcomes(4): Gender mainstreamed, women empowered and equity ensured		
Gender training of Woreda experts and DA	• No of woreda staff /SMS/ trained on gender • # of DAs received gender training	
Community consultation, social mobilization strategy	• No of training session on communities consultation and social mobilization stratagem • No of communities members attended training on consultation and social mobilization strategies	
Young men and women consultation	• No of consultation sessions conducted • No of Young men and women consulted	
Household and group schemes	• No of FHH obtained training on irrigation technologies	
Home garden demonstration	• No of FHH involved in home garden development • Amount of inputs provided for home garden development (improved seed, fertilizer, chemical, fruit seedlings and farm tools) • Hectare of land developed under Home garden demonstration	
Gender mainstreaming for IWUA	• # of IWUAs implement Gender mainstreaming	
Leadership for women in IWUA	• No of IWUA include women in leadership • % of women IWUA committee member	
Household methodology	• IWUA	
Expert conduct training on methodology	• No of training sessions provided on methodology • No of trainees on household methodology	
Analysis of gender and youth in irrigation and marketing chains	• No of studies on gender and youth in irrigation and marketing chains	
Intermediate outcomes(5): Nutrition activities well introduced and feeding habit improved		
Nutrition education and behavioral change communication	• No of training provided Nutrition education and behavioral change communication • No beneficiaries trained on nutrition • % of beneficiaries acquired behavioral change in nutrition	

Training and capacity building on nutrition sensitive agriculture	• No of sessions provided on nutrition sensitive agriculture • No beneficiaries trained in nutrition sensitive agriculture • % of beneficiaries implemented nutrition sensitive agriculture	
Nutrient Profile tracking along market chains	• No of study document produced on Nutrient Profile tracking along market chain	
Training on household level diversification	• No of training sessions provided on household level diversification • No HH trained on nutrition diversification	
Intermediate outcomes(6): Home gardens developed and income of FHH increased		
Home garden demonstration	• No of FHH group established • No of FHH involved in home garden development • Amount of farm tools provided for Home garden development • Hectare of land developed under Home garden demonstration	
Home garden inputs provision	• Amount of inputs provided for home garden development(improved seed, fertilizer, chemical and improved fruit seedlings)	
Research support visits	• No Research support visits conducted	
postharvest training and demonstration	• No of farmers trained in post-harvest • No of post-harvest technologies demonstrated	
FTC equipped	• No of FTC furnished and equipped	

A. **Program Sub-Component**:**Improved and sustainable watershed management**		
B. Sub-**component Objectives**: To improve land and water management on 68160 ha in rainfed areas adjacent to areas selected for irrigated agriculture communities, in particular for perishable high-value crops		
C. .**Lead Organization**: MOA/IFAD D. .**Supporting Organizations**: Ministry of environment, forest & climate change, Ministry of Women and Children, Horticulture Agency, ICRAF, Ministry of Trade, Ministry of Industry, Ministry of Water, Irrigation and Electricity and the corresponding		
E. **Budget Allocated**: SD$ 18.886.million		
Category	**Indicators**	**Remark**
Component Outcome	• # of ha under improved watershed management (ASAP indicator) • Extent of land with rehabilitated or restored ecosystem services (ASAP Indicator) • Crop yield stability over seasons	
Intermediate Outcomes(1)–Capacity development in watershed management created and target area rehabilitated		
Activists	**Indicators**	**Remark**
Development of Watershed management plans	• # of CWT established. • # of farmers trained on watershed planning & CAP preparation • # of watershed development plan and community action plans prepared	
Study Tours for Woreda experts and DA /a	• # of study tours conducted • # of woreda experts participated on study tours • # of development agents participated on study tours	
Repeater training of watershed Management Teams	• # of trainees trained(M & F)	
Farmers extension and research groups	• # of FREG groups established	

Training on integrated watershed management, climate risk management /b	• # of training session conducted • # of trainees trained(M&F)(woreda ,kebele and FRG)	
Intermediate Outcomes(2)–Climate change resilience in watershed management capacitated		
Capacity needs assessment	• # of documents prepared on identified gaps	
GIS training of woreda offices-consultancy /c	• # of trained woreda experts • # of consultancy service provided in person –day	
GIS equipment provision	• Set of GIS equipment(GPS, Laptop and software) provided	
Instrumentation for catchments water budgeting	• Set of instruments for catchment (Rain gauge, moisture level, gauging station, water quality measurement device) provided	
Intermediate outcomes(3):Support for improved watershed management facilitated, Climate change resilience enhanced and crop yield stability maintained		
Hillside communal land treatment and management. including woodlot est. (25% of the micro watershed)	• # of ha constructed moisture harvesting structures\ Trenches, percolation pit Microbasin and Eyebrow basin),constructed (hillside, bench and bunds) • # of ha planting seedlings on (wood lots and communal land)	
Area Closure	• # of ha area closed /forest, bush and grass land/ • # of ha planting seedlings on communal/closed areas	
Gully rehabilitation with biophysical measures (2% the Micro watershed)	• ha of rehabilitated gully with different physical structures/ Gabion, Stone, Brush-wood check dam, reshaping and leveling/ • Ha of gully Planting	
Treatment of farmland (slop <15%) with suitable bio-physical measures (40% of the micro watershed)	• # of ha treated with bunds/ soil, stone faced soil bund and Fanya-juu / • # of ha planting seedlings on bunds and treated with grass strip	
Treatment of farmland (slop > 15%) with suitable bio-physical measures (10% of the critical watershed)	• # of ha treated with bunds/ soil, stone faced soil bund and Fanya-juu / constructed moisture harvesting structures , trenches, percolation pit Microbasin (eyebrow) basin and bench terrace • # of ha planting seedlings on bunds, treated with grass strip	
Promoting conservation agriculture on 5% of the farmlands	• #of ha cultivated land covered with conservation tillage.	

Promoting agroforestry and fruit on 2% of the farmlands	• # of ha covered by Allay cropping and fruit trees • # of improved fruit trees distributed for FREG	
Promotion of improved forage production on private land	• # of ha covered by Forage seedlings/cuttings • # of farmers participated in forage demonstration	
Promotion of improved poultry and small ruminants breed for livestock reduction	• # of HHs (land less youth and women) provided improved poultry and small ruminants • # of improved breeds of poultry and small ruminants distributed	
Promotion of fuel saving technologies	• # of groups established on production of fuel saving technologies • # of group members trained on production and use of fuel saving technologies • # of fuel efficient stoves produced • # of HHs adopted fuel efficient stoves/ biogas plant	
Scaling up of adoption of improved farm technologies (e.g. Ayebar, BBM, Threshing equipment, etc)	• # of HHs provided with farm technology /Ayebar BBM, Threshing equipment/ • # of farm technologies distributed	
Promote soil fertility management practices (e.g. acid soil management and composting)	• # of ha treated with soil fertility management practices. • # of HHs adopted soil fertility management practices	
Intermediate outcomes(3):Nurseries sites established and access to seedling improved		
One-time supply of seeds	• Amount of seeds supplied to nurseries(kg)	
Establishment of community nurseries	• # of established community nursery • Set of nursery materials provided • # of seedlings raised on community nursery	

A. **Program Component**: Program Management and M&E and KM		
B. **Objective of Component C**: To establish functional and effective program management, M&E system and KM		
C. **Lead Organization**: MOA/IFAD		
D. **Supporting Organizations**: Small Scale Irrigation Development Directorate, Panning Program Directorate/Agricultural Transformation Agency, corresponding Regional Bureaus and Woreda and Kebele Offices, and service providers (IWMI, ICRISA and ICRAF)(		
E. **BudgetAllocated**:USD$10.99million		
Categories	**Indicators**	**Remark**
Component outcome	Functional, effective and efficient program Mgt. M&E and KM Systems established and strengthened	
Intermediate Outcomes(1)–effective program management unit strengthened and program activities well managed		
Activities	**Indicators**	**Remark**
Program management training and capacity building	• Number of PCMU strengthened and staff appointed • Number of trainees • participated on program management for PCMU • Number of project visits conducted • Number trainee (ES experts) attended on environmental and social mgt. • Number of vehicles, motor cycles, office equipment, office furniture) provided • Startup workshop at federal and regional level conducted	
Intermediate Outcomes(2)–monitoring and evaluation system established and program results properly measured		
Consultancy services and studies	• M&E manual document developed/produced • Baseline survey conducted • No of Training needs assessment doc produced • Impact surveys conducted • Technical assistance for surveys-international provided • Monitoring, evaluation and learning - international TA –conducted • MIS developed –International and national TA	
• Equipment and materials for MIS	• Number of tablets for MIS provided for selected woredas/kebeles • Number of woreda provided Internet connectivity services	
• M&E training and	• Number of national and regional annual	

Capacity building	Implementation Reviews (workshops) conducted • Number of trainees attended on M&E system for PCMU staff and local community • Number of trainee attended on M&E system for implementing partners • Federal and regional workshop on baseline and impact survey results conducted • Exposure visit for PCMU staff (international) conducted on program management and M&E • Exposure visit for implementing partners (local)conducted on M&E • LDSF assessment conducted • Sense maker designed, data collected and analyzed	
• Independent Environmental and Social safeguard (ES) Audit	▪ Environmental and social safeguard Audit conducted	
• SECAP training and capacity building	▪ Number of PCMU staff trained on SECAP	
• Workshop (public consultation, FPIC, RAP etc.)	▪ Federal levelworkshop (public consultation, FPIC, RAP etc..) conducted (PY 1)	
Intermediate outcomes(3)–KM system established and information are well captured, documented and learned		
• Documentation and dissemination of lessons and innovations	• Number of documents produced and disseminated • lessons and experiences shared	
• Workshop (internal review and learning meetings)	• Number of workshop conducted (federal, region, woreda and kebele level)	
• Climate change related knowledge management	• Guidelines for adaptive planning prepared • Number of facilitated peer to peer network for institutionalizing water harvesting • Number of documented and shared best practices • Number of facilitated peer-to-peer learning: international exchanges • Number of facilitated knowledge exchange between regions	
• KM training and Capacity building	• Number of trained PCMU staff on L &KM • Number of trainee from implementing partners on L & KM • L&KM strategy development produced	

	(international TA) • Number of exposure visit for PMCU staff conducted (international) • Number of exposure visits conducted for implementing partners (local)	

5. Monitoring for Results

As soon as all preparatory steps made, PASIDP-II activities can proceed with the actual implementation phase of the programme/project. At this point both programme and implementing organizations will have clear implications for the design of an effective record keeping system. Every project or programme, no matter how small, needs a simple monitoring and evaluation strategy that is put into place at the design stage. In this topic we address the major steps and procedures taken by implementing organizations in order to organize routine (daily) gathering of information on key aspects of programme/project implementation in order to inform understanding of how project activities are progressing. It enables provision of information about project progress to donors, implementers and beneficiaries which can be used for planning and feedback. Here implementing organizations collect data on selected **process** and **output** indicators.

Programme monitoring is often seen as the most important type of monitoring and evaluation activity for programme managers, as it helps identify successful aspects which can be continued or expanded, as well as deficiencies and the means of addressing them. This information should be communicated periodically to staff to ensure they are aware of successes, deficiencies and changes in direction. Programme monitoring also provides an opportunity for most at risk and strengthens and collaboration between members of IWUAs and project stakeholders.

There are two mechanisms of programme monitoring: **qualitative** and **quantitative**. The quality of activities and services being implemented is crucial to achieving desired results. If interventions being implemented are of poor quality, the results of the activities will not be optimal even if the intervention was able to attain high coverage. Thus, it is important to monitor the quality of activities and services to ensure effective progress. A quality assurance system would be built into any M&E plan in support of the output indicators. Although many of the indicators on which this manual focuses ultimately count the number of facilities providing services or the number of beneficiaries reached, the quality aspect of these indicators should be carefully documented with reference to regional and national standards of service delivery and continuously monitored.

Tracking the number of beneficiaries and quantitative indicators (quantitative monitoring) is a basic mechanism of programme monitoring at the project level. PASIDP-II programme staff and stakeholders may also use these data to analyze achievement of activities in order to assess whether interventions are reaching at the intended targets, or if changes to strategies or additional resources are needed.

Monitoring Service Quantity

Programme monitoring should start at programme inception, with routine data being

collected and used to monitor the services that are provided during the whole period of programme/project implementation. These routine data, which include key service output indicators, should be analyzed on a regular basis to provide information on progress against targets and provide feedback to programme staff and other key stakeholders.

Data on beneficiaries served or reached should be collected as part of a **routine monitoring system** at the project level and implemented at project start up, then analyzed on a regular basis. As an ongoing activity, programme monitoring should be integrated into routine programme management functions and undertaken by field staff on a day to day basis. Aggregation of project level data for overall programme monitoring purposes may occur on a quarterly, biannual or annual basis.

Data on process level indicators can be collected and aggregated using paper based or simple electronic tools (i.e. Excel tables), although utilization of the special **management information system (MIS)** would undoubtedly simplify this process. Development and implementation of a MIS for programme monitoring would enable projects to obtain all the different dimensions of coverage, and basic information on project activities and services provided.

5.1 Programme Tracking Matrix

Community based implementation monitoring in component

A. investment in Small–scale irrigation infrastructure

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
Reconnaissance study	Request for study	Approval of the resource potential	Approval & request for No objection	No objection	At any time	When the request submitted	When the request submitted	When the request submitted
SSI study and design by consultant	. Participation level	. Community sensitization	Review& bid processes	Review & No objection	During the study& design of the scheme	During the study& design of the scheme	.after getting no objection .after submission of draft design &study document	after request no objection .after submission of final design &study document
SSI study and design own force	. Participation level	. Participation level	Document Preparation as per standard/review	Review & No objection	During the study& design of the scheme	During the study& design of the scheme	.During dry season at minimum base flow	.after submission of final design &study document
Quality assurance	Participation level	. Participation level	Review & request for no objection	Review & No objection	.During ground truth checked and verification	.During ground truth checked and verification of site is done	.After final design & study document submitted . after submitted	. After request no objection . after submitted final document

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
					of site is done		final document	
IWUA establishment /strengthen	. Participation level . Inclusiveness	. Organizing based on the proclamation . Capacity building	Checking	Checking	.After request submitted to Woreda. . During establishment IWUA	.At the beginning of establishment . until it occupy it is capacity	.At the beginning of establishment . until it occupy it is capacity	.At the beginning of establishment . until it occupy it is capacity
Scheme construction	. Level of contribution	. Sensitization & mobilization	. Biding, awarding & agreement	No objection	.During the construction period.	During the construction period.	.After no objection according to the gov't procurement low	.After submission of Bidding process
	. Quality Control of inputs & work	. Quality Control of inputs & . Checking efficiency of work . Checking schedule of the work	. Checking the quality, volume of work & approve of payment as per the design and agreement . Checking schedule of	. Checking the quality, volume of work . Checking schedule of the	. During the construction period.	. During the construction period.	. During the construction period.	. During the construction period.

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
			the work	work .Approval of payment				
Hand-over	. Checking proper operating of the scheme & obtain detail scheme profile	. Checking of proper operating of the scheme & obtain detail scheme profile	. Checking appropriate operating of the scheme & obtain detail scheme profile	Releasing final payment	.After completion of construction (before effecting final payment . after one (1) year, before final retention release	.After completion of construction (before effecting final payment . after one (1) year, before final retention release	.After completion of construction (before effecting final payment . after one (1) year, before final retention release	.After completion of construction (before effecting final payment
Operation and maintenance	. Participation level In terms of labour & money contribution. . Assure equitable	. Supervision and technical support .	. Supervision and technical support		.After final handover . After starting its function	.At the time of support request from IWUA	.At the time of support request from Woreda	

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
	water distribution.							

Component B. investment in capacity for sustainable agriculture

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/ Region	Federal
B.1.agribusines linkage and market access								
. Establishment farmers' cooperative	. Willingness and active participation . On time payment registration & contribution fee . Select their leaders	. Organizing farmers based on their interest . Awareness & training . Ensuring required documents . Legal registration . Facilitation of the annual assembly	. Capacity building . Checking documents & legal registration	. Preparation of TOT for capacity building	.During the start of scheme construct . At the general meeting . After accepting to organized . At initial meeting of the association	. At the initial meeting of general assembly . After establishin g cooperative . Before obtaining legal registration . After assuring the document . At the agreed period of the year	.After electing their leaders (1-2nd Qr) . Within the given year.	.At the first quarter of the year
. Market linkage	. Quality of market demand products	. Delivering of required inputs	.Capacity building on value	. Capacity building on value	.Starting at the time of fully	. 1 &2nd quarter of	. At the 1stand 2ndquarter	. At the 1stand 2ndquarte

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	**Wereda**	**Zone/Region**	**Federal**	**IWUA/ Kebele**	**Wereda**	**Zone/ Region**	**Federal**
	. Contract farming . Credit facilitation	. Linkage with contract farming . Provision of update market information . Market infrastructure setting . Access to finance	chain . Facilitating of market access . Finance access	chain . Facilitating market access . Finance access	operated the scheme . Before starting irrigation activities 1st quarter of the year . 1-2 nd quarter	the year . 1 &2nd quarters . Every week . During scheme constructio n . 1-2 nd quarter	of the year . The entire of the year . At the initial of the program	r of the year . The entire of the year . At the initial of the program
B.2.capacity building &empower small holder farmers								
. Agricultural development plan	. Willingness & active participation of farmers & das . Follow up irrigation activity	. On time preparation of ADP based on agro-ecology & market . Follow up irrigation activity . Deliver training	. Checking ADP based on required standard & time . Follow up area under irrigation & its' productivity	. Checking ADP based on required standard & time	. Every year at1st quarter . At the entire of irrigation season	. Before starting the first irrigation season (1stqr) . At the entire of irrigation season .1st quarter	. Every year at1st quarter . At the entire of irrigation season	. Every year at1st quarter
. Farmer research	. Willingness & interest	. Organize farmers	. Preparation of	. Budget preparation &	. Every year at1st	. Every year at1st	. Every year at1st	. Every year at1st

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/ Region	Federal
Groups	of farmers . Identification of problems . Participation on groups formation	groups based on farmers' interest & required number . Input delivery on time . Follow up of trials implementation . Organizing farmers' field day	proposal . Financial support . Capacity building . Input delivery . Implementation& follow up research activities . Target FRG size	release . Follow up . Check plan vs achievement	&2nd quarter . Every year at1st quarter . Every year at1st &2nd quarter	&2nd quarter .every year at1st quarter . At the entire of irrigation season	quarter . Every year at1st quarter . 1st quarter . Entire of irrigation season	quarter . At the entire of irrigation season . Every end of the quarter
. Irrigation agronomic support	. Willingness & active participation of farmers . Facilitation & proper technical support from DA	. Delivering of training for das . Technical support on irrigation agronomy . Area & farmers obtained proper technical support	. Quality of training delivered . The required input delivered on time . Area obtained technical support from Woreda& DA	. Budget preparation & release . Check plan vsachievement	. At the entire of irrigation season	. Every year at1st quarter . At the entire of irrigation season . During field supervision	. During training time & supervision period . Every year at1st quarter . At the entire of irrigation season during the supervision	. Every year at1st quarter . At the end of every quarter

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/ Region	Federal
. Improved seed availability	.Select/organize farmers . Quality & types of required seed delivered on time . Implementation	. Supply of improved seed & other inputs . Deliver training . Technical support in seed production system . Market linkage	. Supply of improved seed & other inputs . Delivering of training .technical support in seed production system . Market linkage	. Budget preparation & release . Checking plan vs achievement	. Every year at1st quarter . Every year at1st&2nd quarter . Entire of the year	. Every year at1st quarter . Every year at1st quarter . From 2-4thquarter . Before selection of the type of seed to be produced 1stqr	. Every year at1st quarter . Every year at1st quarter . From 2-4thquarter . Before selection of the type of seed to be produced 1stqr	. 1st quarter . At the end 2nd-3rd-4th quarter
. Promotion of nutrition – sensitive agriculture	. Awareness creation	. Delivering of training & implement demonstration . Mainstream NSA	. Capacity building . Promotion of nutritious crops. . Develop awareness	. Preparation of guideline . Capacity building . Budget preparation & release . Check plan vs achievement	. At any time of the year particularly at the time of training.	. Every year at1st quarter, 3rd quarter of the year . All year round	. Every year at1st quarter . 1st-2nd quarter of the year	. Every year at1st quarter .at the end of every quarter.
B.3 watershed management								
.Micro watershed management	. Participation in problem identification & solutions	. Studied and prepared watershed	. Capacity building	. Preparation /update technical	.2nd quarter after obtained no	.2nd quarter after obtained no	.September .December ,once at	.July-august

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/ Region	Federal
plan	. Participate in developing of watershed plan . Motivation of community participation	plan . Keble DAS Capacity build	. Check the prepared plan as per standard	manual	objection for constructio n	objection for constructio n . 1st quarter	each micro watershed	
.watershed management team formulation	. Willingness and active participation of community . Organize mobilization	. Formulation of CWMT . Awareness and technical training	. Capacity building WWTT . Follow up the technical support	.Preparation/updat e technical manual . Capacity building . Check plan vs achievement	.2nd quarter	.2nd quarter .within two weak after team formulation	.September to October .quarterly	.July-August .August .Every end of the quarter
. Treatment of watershed	. Participation level in labor and materials provision . Community mobilization . Protection & maintenance of the treated watershed area	. Frequent follow up and assistance . Check quality & volume of work .Treated with different SWC. Measures . Checking Number of trees planted	. Delivered inputs . Technical support . Checking the quality of work	. Budget preparation & release . Checking physical and biological work plan vs achievement	.January to march	.January-march Weakly . July-August .	. December . January-march . January-march	. .July .quarterl y
. Establishment &	. Site selection & provision of land	. Capacity building	. Capacity building	.Budget preparation &	.October .October	.October .November	.September	July .Every

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/kebele DAs	Wereda	Zone/Region	Federal	IWUA/ Kebele	Wereda	Zone/ Region	Federal
development of nursery site	. Organizing farmers' group(youth) . Frequent follow up	. The supply of Improved seeds & equipment . Follow up number of planting material produced by type	. The supply of Improved seeds & equipment . Checking Technical support	release . Checking plan vs achievement	. Throughout the year	. The entire year	.October .Quarterly	quarter
. Homestead income generation activities	. Participation level in planning and selection of beneficiaries(disaggregated data) . Follow up the implementation. .	. Package identification based on the interest of farmers .Checking gender disaggregated data . Capacity building . Access to financial service . Input supply . Technical follow up	. Preparation/update technical manual .Capacity building . Follow up & technical support . Supply of inputs . Organizing & share best practice	. Capacity building . Budget preparation & release . Check plan vs achievement	. At any time of the year .October .December-July	. October-November. .October-November . November .November-December .October-July	.September .September-October .Quarterly .November . 3-rd-4th quarter	.August .July .Every quarter

C. Program Management, Monitoring, Evaluation Knowledge Management and Learning

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/ Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
Knowledge management and learning	.Best practice identify . Shared knowledge	. Best practice identify, record & documentation .scale out best practice . Shared & transferred knowledge	.Best practice selection, record & documentation .scale out best practice . Shared and transferred knowledge .material supply for KML	.Checking recorded best practice and documentation .Scaled out .shared & transferred knowledge . Released budget for KML	. During implementation . During & after implementation	.During implementation .After Implementation . During & after implementation	.During and after implementation . After Implementation . During & after implementation . Before implement period	4th quarter . At the end of each quarter . Bi annually . July
Capacity building	. Identify gap .selection of trainees . Selection of appropriate time and venue . Provision of training	. Identify gap . Relevance of the training Approve appropriate time and venue . Follow up the training quality	. Gap assessment . Manual preparation . Training delivery system .follow up TOT training .budget utilization	. Capacity need assessment . Manual preparation . ToT training . Quality training check up . Budget release	. Every quarter . 1st quarter . 1st quarter .. 1st&2nd quarter	. Every quarter . Before training implementation . Before training implementation . During training implementation	. Quarterly . 1st quarter . 1st&2nd quarter . Quarterly	. Annually . 1st quarter . 1st quarter . During training . Quarterly

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	Wereda	Zone/ Region	Federal	IWUA/ Kebele	Wereda	Zone/Region	Federal
Financial utilization	. Ensuring the budget utilization and the source of budget	. Opening account . Assign finance officer . Requested budget . Procurement and other operating cost as per government financial rule & regulation . On time submit financial document to region	. Opening account . Assigning/use the program accountant . Requested budget as per annual plan (regional GOV& FPCMU) . Released budget to woreda as per request . Procurement and other operating cost as per government financial rule & regulation . On time	. Opening special and birr account . Requested budget as per the annual plan (GOV & IFAD) . Checking & released the requested budget to the regional PCMU . Sent direct payment from FPCMU to contractors . On time collection SOE from RPCMU . Submit collected SOE to IFAD &	. Throughout the year	.Once at the beginning of the program .Once at the beginning of the program .Quarterly .Throughout the year . Quarterly	. Once at the beginning of the program .Once at the beginning of the program . Quarterly for regular activities/ according to the performance of the construction/ . Quarterly . Throughout the year . Quarterly . Quarterly . Quarterly	. Once at the beginning of the program . Annually .Quarterly . Based on the performance of the contractor .Quarterly .Quarterly . Daily
Procurement		. On time submit ion of procurement plan .purchasing	.On time submit procurement plan .purchasing	.On time submit procurement plan .purchasing		. 1th &2nd quarter . 4th quarter . During the	. . . 1th &2nd quarter . 4th quarter . During the	. 1th &2nd quarter . 4th quarter . During the

Types of activities	What to be monitored & by whom				When to be monitored?			
	IWUA/ Kebele DAs	**Wereda**	**Zone/ Region**	**Federal**	**IWUA/ Kebele**	**Wereda**	**Zone/Region**	**Federal**
		request .Checking the quality of material purchased as per the specification .Distribution and using martial .Checking the fixed asses registration	request .Check the quality of material purchased as per the specification .Distribution and using martial . Checking the fixed asses registration	request .Check the quality of material purchased as per the specification .Distribution and using martial .Checking the fixed asses registration		procurement .1sr &2nd quarter . After procurement implementation . Procurement .Quarterly	procurement .1sr &2nd quarter . After procurement implementation . Procurement .Quarterly	procurement .1sr &2nd quarter . After procurement implementation . Procurement .Quarterly

6. Evaluation

Evaluation can be done in PASIDP-II program either **formative** or **summative** (see Table below). Broadly formative evaluation looks at what leads to an intervention working (the process), whereas summative evaluation looks at the short-term to long-term outcomes of an intervention the programme. Formative evaluation takes place in the lead up to the project, as well as during the project in order to improve the project design as it is being implemented (continual improvement). Formative evaluation often lends itself to qualitative methods and it carryon internally. Summative evaluation takes place during and following the project implementation, and is associated with more objective, quantitative methods. Based on this summative evaluation in this programme mainly implemented by external evaluator and it's done at the mid and end of the program to evaluate the mid-term and overall project impact.

Achievement and progress towards PASIDP-II results will be measured by indicators of the Results Framework, and various studies/evaluation. To capture outcomes and impact, a comprehensive baseline surveys planned for the first year of PASIDP-II and will be followed by a midterm evaluation in three and half year and a final survey and evaluation at the end of the programme by external evaluators such as IFAD evaluation mission and recruited consulting firms. The survey will create an opportunity to assess the impact of the programme ahead of productivity and efficient market linkage as well as nutrition (diet diversity of women and children), gender issue and overall livelihood improvement of the beneficiaries. The external evaluation must thoroughly indicate the efficiency, effectiveness, relevance, sustainability, and impact of the program.

In addition, the above mentioned evaluations will be complemented through process evaluation (review) to check the performance of activities and outputs. The progress of all component activities and its' outputs are expected to be evaluated monthly at woreda level, quarterly at regional level, and bi annual at federal level through anticipating the intended goal of the programme. This review helps to identify the challenges of inputs delivery as well as activities and to give corrective direction on time. It also helps to identify good practice and scale-out it to other sites to improve the performance of the prgramme/project. During the reviews officials and experts from Natural Resource and Agriculture Bureaus/Office; Cooperative Promotion Agency; Research Institutes; Water, Irrigation and Energy Development Bureau/Office, Design and Supervision Works Enterprise, and other development partners from national and international organizations will be included. Then, the finding of these reviews will be organized and submitted to the respective steering committee; which means to regional and federal steering committee for farther discussions and directions.

6.2. What, by whom and when to evaluate?

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
1	PROCESS	**Identification of schemes and feasibility studies**	. Was the plan meeting the interest of the community? . Were the community /stakeholders participating in the plan?	.No of identified schemes for diversion, spate, pump, spring and micro dam. .No of feasibility studies for diversion, spate, pump, spring and micro dam.	.No of identified schemes for diversion, spate, pump, spring and micro dam. .No of feasibility studies for diversion, spate, pump, spring and micro dam		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
A.1		**Detailed engineering design of schemes**	. Are we participating in the study &design as required?	.No of detail engineering studies for diversion, spate, pump, spring micro dam schemes	No of detail engineering studies for diversion, spate, pump, spring micro dam schemes?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
A.2		**Formation and strengthening of Irrigation Water Users Associations**	. Are we contributing based on the agreed rate (5%)? . Had we shared on quality control of input &work?	.No of sensitization session undertaken for mobilization of community members .No of IWUA established	.No of sensitization session undertaken for mobilization of community members .No of IWUA		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
				.No of training session for strengthening IWUAs. No of training session conducted for Membership eligibility and definition of the rights & obligations of WUA membership, including women; .No of IWUAs provided training No of IWUAs members provided training	established .No of training session for strengthening IWUAs. .No of training session conducted for Membership eligibility and definition of the rights & obligations of WUA membership, including women; .No of IWUAs provided training No of IWUAs members provided training					
A3		**Social, environmental change assessment procedure (SECAP**	. Are we participating in all IWUA activities? . Do we respect all legal rules and	.No of consultancy studies reviewed for PASIDP I schemes. .No of Technical assistance	.No of consultancy studies reviewed for PASIDP I schemes. .No of Technical assistance	.	Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		studies) (ESIA, ESMP, RAF, FPIC)	bylaws of IWUA?	provided for approval of SECAP studies	provided for approval of SECAP studies					
		Quality assurance of designs (IFAD grant financing)	.No of feasibility studies quality assurance reviewed as per TOR	.No of feasibility studies quality assurance reviewed as per TOR	.No of feasibility studies quality assurance reviewed as per TOR		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Climate change resilience of schemes (ASAP)	.No of consultancy service provided for Scheme based climate analysis scenario and adaptation .No of consultancy services provided to assess commodities and alternatives for commodity options	.No of consultancy service provided for Scheme based climate analysis scenario and adaptation .No of consultancy services provided to assess commodities and alternatives for commodity options	.No of consultancy service provided for Scheme based climate analysis scenario and adaptation .No of consultancy services provided to assess commodities and alternatives for commodity options		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		.Community Irrigation Infrastructure Development (Construction	.No of community schemes constructed (diversion, spate, spring, pump and	.No of community schemes constructed (diversion, spate, spring, pump and	.No of community schemes constructed (diversion, spate, spring, pump and		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		of irrigation schemes)	micro dam) .Total ha covered by community schemes (diversion, spate, spring, pump and micro dam)	micro dam) .Total ha covered by community schemes (diversion, spate, spring, pump and micro dam)	micro dam) .Total ha covered by community schemes (diversion, spate, spring, pump and micro dam)					
		.Construction of Group and individual schemes	.No of group schemes (diesel pump, shallow/dug well, pond,) .No of individual schemes(shallow/dug well/drip irrigation and pond, rope and washer pump, diesel pump, treadle pump) .Area developed by the group schemes .Area developed by individual schemes	.No of group schemes (diesel pump, shallow/dug well, pond,) .No of individual schemes(shallow/dug well/drip irrigation and pond, rope and washer pump, diesel pump, treadle pump) .Area developed by the group schemes .Area developed by individual schemes	.No of group schemes (diesel pump, shallow/dug well, pond,) .No of individual schemes(shallow/dug well/drip irrigation and pond, rope and washer pump, diesel pump, treadle pump) .Area developed by the group schemes .Area developed by individual schemes					Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Institutional support for irrigation development		.No of equipment provided for BoWRD/BoWID/BoWI&ED/OIDA (total station, GPS, software, etc.) .No of training session on programme implementation for experts .No of experts trained.	.No of equipment provided for BoWRD/BoWID/ BoWI&ED/OIDA (total station, GPS, software, etc.) .No of training session on programme implementation for experts .No of experts trained.		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
B.1		Establishing and /or **Strengthening of Farmers Organizations and Cooperatives**	.Do all members of the cooperative fulfill the required contribution? . Do we have all the recommended documentation?	. # of FCs executive and working committee established # of FCs formally registered Do cooperatives have the required documents?	.# of FCs executive and working committee established .# of FCs formally registered .Do cooperatives have the required documents?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Training / or Capacity development	.Are we obtained capacity building services as the required?	. # of FCs leaders attended training . Are leaders of coops understood their roles & responsibilities?	. # of FCs leaders attended training . Are leaders of coops understood their roles & responsibilities		Every month	.quarterly	2nd &4th Quarter twice a year	
		Learning visits for producer groups/irrigation cooperatives	.are the participant nominated based on the required criteria? .# of participant attended	. # of visits conducted for PGs . No of PGs participated	.# of visits conducted for PGs .No of PGs participated		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Nursery material provision	# and type of nursery material obtained and are these important to the work?	How many site provided set nursery materials?	.Set of nursery materials provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Office equipment (computers set) provision for FCs	# number of office equipment received & fixed asset registration	How many # of computer set provided?	.# of computer set provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Office furniture /b	# and type of office furniture set obtained	.# of office furniture set provided	.# of office furniture set provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Market shed rent/ construction	.The quality of market shed constructed . Is this helpful for us and solved our problem?	.# of market shed rented/constructed . the quality and site of the shed .functionality	.# of market shed rented/constructed . the quality and site of the shed .functionality		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Transport facilities provision	.# of motors/bicycle provided	.# of motors/bicycle provided	.# of motors/ bicycle provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Establishing and Strengthening Market Access Alliances (MAA)	. the status and function of established MAA	.# of MAAs established and executive committees elected .# of MAAs became functional .# of new markets and market segment identified	.# of MAAs established and executive committees elected .# of MAAs became functional .# of new markets and market		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
				.# of multi-stakeholder, public-private forum organized .# of roundtable private –public dialogue conducted .# of policy and institutional issues to market and agribusiness linkages identified	segment identified .# of multi-stakeholder, public-private forum organized .# of roundtable private –public dialogue conducted .# of policy and institutional issues to market and agribusiness linkages identified					
		Marketing Chain Studies		.# of study documents produced	.# of study documents produced			.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Marketing chain training manuals /d		.# of training manual produced	.# of training manual produced			.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Training and refresher training on	. The importance of the training and tis content in related to	.# of training on market chain	.# of training on market chain		Every month	.quarterly	2nd &4th Quarter	Every year June &

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		marketing chain dev`t	market value chain.	.# of participants on market chain .The importance of the training and tis content in related to market value chain.	.# of participants on market chain The importance of the training and tis content in related to market value chain				twice a year	December
		Learning visits for irrigation cooperatives expert	. Dose the program obtained good experience and lesson?	.# of visits conducted .# of experts participated on learning visit Dose the program obtained good experience and lesson?	.# of visits conducted .# of experts participated on learning visit Dose the program obtained good experience and lesson?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Technical assistance	Was the FC obtained technical assistance?	How many # of technical assistance provided?	How many # of technical assistance provided?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Access to financial services	Do we have access to financial service?	.How many number of small farmers obtained credit for production/marketing?	.How many number of small farmers obtained credit for production/market		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
				. Average loan extended by MFIs, RUSACCO, Banks .How many Percent of small farmers have saving card? .How many of farmers paid back the loan in agreed time?	ing? . Average loan extended by MFIs, RUSACCO, Banks .How many Percent of small farmers have saving card? .How many of farmers paid back the loan in agreed time?					
		Warehouse Receipt Financing (WRF) System	.how many of us benefited from WRF? . Does it served as the intended?	.Existence and functional of a Warehouse Receipt Financing (WRF) System to target community .How many number of small holder farmers benefited from WRF?	.Existence and functional of a Warehouse Receipt Financing (WRF) System to target community .How many number of small holder farmers benefited from WRF?		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Creating and Strengthening Access to Financial Services	How many of farmers have access to financial service?	.Does FC,FG & private enterprises business plan for developed? How many FC,FG & private enterprises are linked to MFIs, RUSACCOS and Banks, negotiate on credit arrangement and agreed?	.Does FC,FG & private enterprises business plan for developed? How many FC,FG & private enterprises are linked to MFIs, RUSACCOS and Banks, negotiate on credit arrangement and agreed?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		1. Orientation subject matter experts at woreda watershed management teams	. Was the training give to the obligatory experts? .was the training useful to improve our work?	.How many woreda established watershed management team? .How many No. of subject matter experts provided orientation? .Was the orientation useful to lead the project works?	.How many woreda established watershed management team? .How many No. of subject matter experts provided orientation? .Was the orientation useful to lead the project		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
					works?					
		2. Orientation of Woreda Project Coordination Teams (ToT)	. Was the obtained orientation useful to undertake project works?	.how many No. of Woreda focal person provided orientation /TOT/ &No of orientation sessions conducted Was the given orientation useful to undertake project works?	.how many No. of Woreda focal person provided orientation /TOT/ &No of orientation sessions conducted Was the given orientation useful to undertake project works?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		3. Training for programme facilitators at Kebele Level	.how many kebele facilitators attained in the training? Had the training improve our facilitation capacity?	How many # of DAs trained at kebele level in facilitation role?	How many # of DAs trained at kebele level in facilitation role?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		4. Training of Kebele Watershed	.how many # of watershed committee attained	How many # of kebele watershed management team	How many # of kebele watershed management team		Every month	.quarterly	2nd &4th Quarter twice a	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Management Teams	in the training? Was the training content, time & venue as the recommended?	established? How many No of kebele watershed management team obtained training?	established? How many No of kebele watershed management team obtained training?				year	
		5. Orientation for Agricultural Producers Cooperatives specialists	How many # of agri coop specialist attained the orientation?	.No of agricultural Producers Cooperatives specialists provided orientation	No of agricultural Producers Cooperatives specialists provided orientation		Every month	.quarterly	2nd &4th Quarter twice a year	Every month
		. Zonal and woreda BoA in organizing the community, creating collective action	No of organized community for collective action No of community trained in collective action	.No of organized community for collective action No of community trained in collective action	No of organized community for collective action No of community trained in collective action		Every month	.quarterly	2nd &4th Quarter twice a year	Every month
		.Preparation of agricultural development plans	. How many of scheme developed ADP on time with required participation?	How many # existing schemes and new schemes Prepared ADP?	How many #existing schemes and new schemes Prepared ADP?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		.Capacity building of Farmers	.Do the members of FRG obtained training on time?	.No of FRG established .No of FRG	.No of FRG established .No of FRG		Every month	.quarterly	2nd &4th Quarter twice a	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Research Groups	And how many number of participant attained training.	members trained .Amount of inputs .provided for FRG (improved seed, fertilizer and chemical)	members trained .Amount of inputs .provided for FRG (improved seed, fertilizer and chemical)				year	
		. Capacity building of Extension Groups (demonstration & seed system)	No of farmers selected for demonstration .No of farmers selected for seed system multiplication .No of farmers trained on demonstration .No of farmers trained on seed system multiplication .Amount of inputs provided for demonstration and seed system (improved seed, fertilizer and	.No of farmers selected for demonstration .No of farmers selected for seed system multiplication .No of farmers trained on demonstration .No of farmers trained on seed system multiplication .Amount of inputs provided for demonstration and seed system (improved seed, fertilizer and	No of farmers selected for demonstration .No of farmers selected for seed system multiplication .No of farmers trained on demonstration .No of farmers trained on seed system multiplication .Amount of inputs provided for demonstration and seed system (improved seed, fertilizer and		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			chemical) .No of farmers field day conducted	chemical) .No of farmers field day conducted No of participants in farmers field day	chemical) .No of farmers field day conducted					
		. Inventory, characterization and targeting of best practices	.No of identified and collected best practices for climate smart agriculture .No of farmers adopted best practices .No of best practice scale up	.No of identified and collected best practices for climate smart agriculture .No of farmers adopted best practices .No of best practice scale up	.No of identified and collected best practices for climate smart agriculture .No of farmers adopted best practices .No of best practice scale up					Every year June & December
		. Acquisition and distribution of improved resilient crop genetic material	.Amount of improved resilient crop genetic material provided for farmers .Hectare of area planted with improved resilient crop genetic material	.Amount of improved resilient crop genetic material provided for farmers .Hectare of area planted with improved resilient crop genetic material	.Amount of improved resilient crop genetic material provided for farmers .Hectare of area planted with improved resilient crop genetic material		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			.No of farmers used improved resilient crop genetic material	.No of farmers used improved resilient crop genetic material	.No of farmers used improved resilient crop genetic material					
		. Gender training on farm level diversification /FHH -Home garden development	.Established FHH groups .FHH groups obtained training on home garden development	.Established FHH groups .FHH groups provided training on home garden development	.Established FHH groups .FHH groups provided training on home garden development		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		. Facilitation and support to FRG on climate-smart agriculture	.No of FRGs facilitated and supported on climate-smart agriculture .# of FRGs adopted climate-smart agriculture	.No of FRGs facilitated and supported on climate-smart agriculture .# of FRGs adopted climate-smart agriculture	.No of FRGs facilitated and supported on climate-smart agriculture .# of FRGs adopted climate-smart agriculture		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		. Training of communities, Woreda staff and extension services (8 expert+90 farm)	# of woreda staff /SMS/ obtained training # of DAs obtained training	# of woreda staff /SMS/ trained # of DAs trained # of communities trained	# of woreda staff /SMS/ trained # of DAs trained # of communities trained		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			# of communities obtained training							
		. nursery strengthen	.Established nurseries .type & # Farm tools obtaine for nursery .Amount of inputs received for nursery (improved seed, fertilizer, chemical) .No of fruit seedlings produced	.Established nurseries Farm tools provided for nursery .Amount of inputs provided for nursery (improved seed, fertilizer, chemical) .No of fruit seedlings produced	.Established nurseries Farm tools provided for nursery .Amount of inputs provided for nursery (improved seed, fertilizer, chemical) .No of fruit seedlings produced		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Gender training of Woreda experts and DA	. The # of wereda & DAs Obtained training?	No of woreda staff /SMS/ trained on gender # of DAs received gender training	No of woreda staff /SMS/ trained on gender # of DAs received gender training		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Community consultation, social mobilization strategy	.No of training session on communities consultation and social mobilization strategies .No of communities members attended training on consultation and social mobilization strategies	.No of training session on communities consultation and social mobilization strategies .No of communities members attended training on consultation and social mobilization strategies	.No of training session on communities consultation and social mobilization strategies .No of communities members attended training on consultation and social mobilization strategies		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Young men and women consultation	.No of consultation sessions conducted .No of Young men and women consulted	.No of consultation sessions conducted .No of Young men and women consulted	.No of consultation sessions conducted .No of Young men and women consulted		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Household and group schemes	.No of FHH obtained training on irrigation technologies	.No of FHH obtained training on irrigation technologies	.No of FHH obtained training on irrigation technologies		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Home garden demonstration	.No of FHH involved in home garden development .Amount of inputs provided for home garden development (improved seed, fertilizer, chemical, fruit seedlings and farm tools) .Hectare of land developed under Home garden demonstration	.No of FHH involved in home garden development .Amount of inputs provided for home garden development (improved seed, fertilizer, chemical, fruit seedlings and farm tools) .Hectare of land developed under Home garden demonstration	.No of FHH involved in home garden development .Amount of inputs provided for home garden development (improved seed, fertilizer, chemical, fruit seedlings and farm tools) .Hectare of land developed under Home garden demonstration		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December
		Gender mainstreaming for IWUA	.# of IWUAs implement Gender mainstreaming	.# of IWUAs implement Gender mainstreaming	.# of IWUAs implement Gender mainstreaming		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December
		Leadership for women in IWUA	.No of IWUA include women in leadership % of women IWUA	.No of IWUA include women in leadership % of women IWUA committee	.No of IWUA include women in leadership % of women IWUA committee		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			committee member	member	member					
		Household methodology	. # IWUA received training	. # IWUA received training	. # IWUA received training		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Expert conduct training on methodology	.No of training sessions obtained on methodology .No of trainees on household methodology	.No of training sessions provided on methodology .No of trainees on household methodology	.No of training sessions provided on methodology .No of trainees on household methodology		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Analysis of gender and youth in irrigation and marketing chains		.No of studies on gender and youth in irrigation and marketing chains	.No of studies on gender and youth in irrigation and marketing chains		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Nutrition education and behavioral change communication	.No of training obtained on Nutrition education and behavioral change	.No of training provided Nutrition education and behavioral change	.No of training provided Nutrition education and behavioral change		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			communication .No beneficiaries trained on nutrition .% of beneficiaries acquired behavioral change in nutrition	communication .No beneficiaries trained on nutrition .% of beneficiaries acquired behavioral change in nutrition	communication .No beneficiaries trained on nutrition .% of beneficiaries acquired behavioral change in nutrition					
		Training and capacity building on nutrition sensitive agriculture	.No of sessions provided on nutrition sensitive agriculture .No beneficiaries trained in nutrition sensitive agriculture .% of beneficiaries implemented nutrition sensitive agriculture	.No of sessions provided on nutrition sensitive agriculture .No beneficiaries trained in nutrition sensitive agriculture .% of beneficiaries implemented nutrition sensitive agriculture	.No of sessions provided on nutrition sensitive agriculture .No beneficiaries trained in nutrition sensitive agriculture .% of beneficiaries implemented nutrition sensitive agriculture		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Nutrient Profile tracking along market chains		.No of study document produced on Nutrient Profile tracking along market chain	.No of study document produced on Nutrient Profile tracking along		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
					market chain					
		Training on household level diversification	.No of training sessions provided on household level diversification .No HH trained on nutrition diversification	.No of training sessions provided on household level diversification .No HH trained on nutrition diversification	.No of training sessions provided on household level diversification .No HH trained on nutrition diversification		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Home garden demonstration	.No of FHH group established No of FHH involved in home garden development .Amount of farm tools provided for Home garden development .Hectare of land developed under Home garden demonstration	.No of FHH group established .No of FHH involved in home garden development .Amount of farm tools provided for Home garden development .Hectare of land developed under Home garden demonstration	.No of FHH group established .No of FHH involved in home garden development .Amount of farm tools provided for Home garden development .Hectare of land developed under Home garden demonstration		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Home garden inputs provision	Amount of inputs provided for home garden development (improved seed, fertilizer, chemical and improved fruit seedlings)	Amount of inputs provided for home garden development (improved seed, fertilizer, chemical and improved fruit seedlings)	Amount of inputs provided for home garden development (improved seed, fertilizer, chemical and improved fruit seedlings)		Every month	.quarterly	2nd &4th Quarter twice a year	
		Research support visits	.No Research support visits conducted	.No Research support visits conducted	.No Research support visits conducted		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		postharvest training and demonstration	No of farmers trained in post-harvest No of post-harvest technologies demonstrated	No of farmers trained in post-harvest No of post-harvest technologies demonstrated	No of farmers trained in post-harvest No of post-harvest technologies demonstrated		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		FTC equipped	No of FTC furnished and equipped	No of FTC furnished and equipped	No of FTC furnished and equipped		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
B.3		Development of Watershed management plan	.# of CWT established. .# of farmers trained on watershed planning & CAP preparation .# of watershed development plan and community action plans prepared	.# of CWT established. .# of farmers trained on watershed planning & CAP preparation .# of watershed development plan and community action plans prepared	.# of CWT established. .# of farmers trained on watershed planning & CAP preparation .# of watershed development plan and community action plans prepared		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Study Tours for Woreda experts and DA /a	.# of study tours conducted .# of woreda experts participated on study tours .# of development agents participated on study tours	.# of study tours conducted .# of woreda experts participated on study tours .# of development agents participated on study tours	.# of study tours conducted .# of woreda experts participated on study tours .# of development agents participated on study tours		Every month	.quarterly	2nd &4th Quarter twice a year	
		Repeater training of watershed	.# of trainees trained(M & F)	.# of trainees trained(M & F)	.# of trainees trained(M & F)		Every month	.quarterly	2nd &4th Quarter twice a	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Management Teams							year	
		Farmers extension and research groups	.# of FREG groups established	.# of FREG groups established	.# of FREG groups established		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Training on integrated watershed management, climate risk management /b	.# of training session conducted .# of trainees trained(M&F)(woreda ,kebele and FRG)	.# of training session conducted .# of trainees trained(M&F)(woreda ,kebele and FRG)	.# of training session conducted .# of trainees trained(M&F)(woreda ,kebele and FRG)		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Capacity needs assessment	.# of documents prepared on identified gaps	.# of documents prepared on identified gaps	.# of documents prepared on identified gaps		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		GIS training of woreda offices-consultancy /c	.# of trained woreda experts .# of consultancy service provided in person –day	.# of trained woreda experts .# of consultancy service provided in person –day	.# of trained woreda experts .# of consultancy service provided in person –day		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		GIS equipment provision	.Set of GIS equipment(GPS, Laptop and software) provided	.Set of GIS equipment(GPS, Laptop and software) provided	.Set of GIS equipment(GPS, Laptop and software) provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Instrumentation for catchments water budgeting	.Set of instruments for catchment (Rain gauge, moisture level, gauging station, water quality measurement device) provided	.Set of instruments for catchment (Rain gauge, moisture level, gauging station, water quality measurement device) provided	.Set of instruments for catchment (Rain gauge, moisture level, gauging station, water quality measurement device) provided		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Hillside communal land treatment and management. including woodlot est. (25% of the micro watershed)	.# of ha constructed moisture harvesting structures \ Trenches, percolation pit Micro basin and Eyebrow basin),constructed (hillside, bench and bunds) .# of ha planting seedlings on (wood	.# of ha constructed moisture harvesting structures \ Trenches, percolation pit Micro basin and Eyebrow basin),constructed (hillside, bench and bunds) .# of ha planting seedlings on	.# of ha constructed moisture harvesting structures \ Trenches, percolation pit Micro basin and Eyebrow basin),constructed (hillside, bench and bunds)		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			lots and communal land)	(wood lots and communal land)	.# of ha planting seedlings on (wood lots and communal land)					
		Area Closure	.# of ha area closed /forest, bush and grass land/ .# of ha planting seedlings on communal/closed areas	.# of ha area closed /forest, bush and grass land/ .# of ha planting seedlings on communal/closed areas	.# of ha area closed /forest, bush and grass land/ .# of ha planting seedlings on communal/closed areas		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Gully rehabilitation with biophysical measures (2% the Micro watershed)	.ha of rehabilitated gully with different physical structures/ Gabion, Stone, Brush-wood check dam, reshaping and leveling/ .Ha of gully Planting	.ha of rehabilitated gully with different physical structures/ Gabion, Stone, Brush-wood check dam, reshaping and leveling/ .Ha of gully Planting	.ha of rehabilitated gully with different physical structures/ Gabion, Stone, Brush-wood check dam, reshaping and leveling/ .Ha of gully Planting		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Treatment of farmland (slop <15%)	.# of ha treated with bunds/ soil, stone faced soil bund and	.# of ha treated with bunds/ soil, stone faced soil	.# of ha treated with bunds/ soil, stone faced soil		Every month	.quarterly	2nd &4th Quarter	Every year June &

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		with suitable bio-physical measures (40% of the micro watershed)	Fanya-juu / .# of ha planting seedlings on bunds and treated with grass strip	bund and Fanya-juu / .# of ha planting seedlings on bunds and treated with grass strip	bund and Fanya-juu / .# of ha planting seedlings on bunds and treated with grass strip				twice a year	December
		Treatment of farmland (slop > 15%) with suitable bio-physical measures (10% of the critical watershed)	.# of ha treated with bunds/ soil, stone faced soil bund and Fanya-juu / constructed moisture harvesting structures , trenches, percolation pit Microbasin(eyebrow) basin and bench terrace .# of ha planting seedlings on bunds, treated with grass strip	.# of ha treated with bunds/ soil, stone faced soil bund and Fanya-juu / constructed moisture harvesting structures , trenches, percolation pit Microbasin(eyebrow) basin and bench terrace .# of ha planting seedlings on bunds, treated with grass strip	.# of ha treated with bunds/ soil, stone faced soil bund and Fanya-juu / constructed moisture harvesting structures , trenches, percolation pit Microbasin(eyebrow) basin and bench terrace .# of ha planting seedlings on bunds, treated with grass strip		Every month	.quarterly	2^{nd} &4^{th} Quarter twice a year	

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Promoting conservation agriculture on 5% of the farmlands	.# of ha cultivated land covered with conservation tillage.	.# of ha cultivated land covered with conservation tillage.	.# of ha cultivated land covered with conservation tillage.		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Promoting agroforestry and fruit on 2% of the farmlands	.# of ha covered by Allay cropping and fruit trees .# of improved fruit trees distributed for FREG	.# of ha covered by Allay cropping and fruit trees .# of improved fruit trees distributed for FREG	.# of ha covered by Allay cropping and fruit trees .# of improved fruit trees distributed for FREG		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Promotion of improved poultry and small ruminants breed for livestock reduction	.# of HHs (land less youth and women) provided improved poultry and small ruminants .# of improved breeds of poultry and small ruminants distributed	.# of HHs (land less youth and women) provided improved poultry and small ruminants .# of improved breeds of poultry and small ruminants distributed	.# of HHs (land less youth and women) provided improved poultry and small ruminants .# of improved breeds of poultry and small ruminants distributed		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Promotion of fuel saving technologies	.# of groups established on production of fuel saving technologies .# of group members trained on production and use of fuel saving technologies .# of fuel efficient stoves produced .# of HHs adopted fuel efficient stoves/ biogas plant	.# of groups established on production of fuel saving technologies .# of group members trained on production and use of fuel saving technologies .# of fuel efficient stoves produced .# of HHs adopted fuel efficient stoves/ biogas plant	.# of groups established on production of fuel saving technologies .# of group members trained on production and use of fuel saving technologies .# of fuel efficient stoves produced .# of HHs adopted fuel efficient stoves/ biogas plant		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Scaling up of adoption of improved farm technologies (e.g. Ayebar, BBM, Threshing equipment, etc)	.# of HHs provided with farm technology /Ayebar BBM, Threshing equipment/ .# of farm technologies distributed	.# of HHs provided with farm technology /Ayebar BBM, Threshing equipment/ .# of farm technologies distributed	.# of HHs provided with farm technology /Ayebar BBM, Threshing equipment/ .# of farm technologies distributed		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Promote soil fertility management practices (e.g. acid soil management and composting)	.# of ha treated with soil fertility management practices. .# of HHs adopted soil fertility management practices	.# of ha treated with soil fertility management practices. .# of HHs adopted soil fertility management practices	.# of ha treated with soil fertility management practices. .# of HHs adopted soil fertility management practices		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		One-time supply of seeds	.Amount of seeds supplied to nurseries(kg)	.Amount of seeds supplied to nurseries(kg)	.Amount of seeds supplied to nurseries(kg)		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Establishment of community nurseries	.# of established community nursery .Set of nursery materials provided .# of seedlings raised on community nursery	.# of established community nursery .Set of nursery materials provided .# of seedlings raised on community nursery	.# of established community nursery .Set of nursery materials provided .# of seedlings raised on community nursery		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
c		Program management	. How many, motor cycles, office	. Were staffs of RPCMU	. Were staffs of FPCMU		Every	.quarterly	2nd &4th	Every year June &

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		training and capacity building	equipment, office furniture) provided . How many trainees attended on M&E system for local community? . Have we participated on exposure visit for implementing partners (local)conducted on M&E?	appointed? . How many vehicles, motor cycles, office equipment, office furniture) provided? . How many trainees attended on M&E system for PCMU staff and local community? . How many trainees attended on M&E system for implementing partners? . How many Exposure visit for PCMU staff (international) conducted on program management and M&E? .Was there	appointed? . How many vehicles, motor cycles, office equipment, office furniture) provided? . How many trainees attended on M&E system for PCMU staff and local community? . How many trainees attended on M&E system for implementing partners? . Exposure visit for PCMU staff (international) conducted on program management and M&E? Was there		month		Quarter twice a year	December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
				exposure visit for implementing partners (local) conducted on M&E? . Was Sense Maker designed, data collected and analyzed?	exposure visit for implementing partners (local) conducted on M&E? . Was Sense Maker designed, data collected and analyzed?					
		Studies and workshop	. Are we participated at the start up workshops? . How many of us participated	. Were Startup workshops at federal and regional level conducted . How many participants were there?	. Were Startup workshops at federal and regional level conducte . How many participants were there?		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Consultancy services and studies	-		.M&E manual document developed/produced .Impact surveys conducted .Technical assistance for surveys- international provided .Monitoring, evaluation and learning - .international TA –conducted .MIS developed – International and national TA?				2nd &4th Quarter twice a year	Every year June & December
		Equipment and materials for MIS	. How many tablets for MIS provided for selected ? Is there Internet connectivity service?	. How many tablets for MIS provided for selected woredas/kebeles? . How many woredas have gotten Internet	. How many tablets for MIS provided for selected woredas/kebeles ? . How many woredas have	. How many woredas have gotten Internet connectivity services?	Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
				connectivity services?	gotten Internet connectivity services?					
		Workshop (public consultation, FPIC, RAP etc..)			. Was Federal level workshop (public consultation, FPIC, RAP etc..) conducted (PY 1)?	. Was Federal level workshop (public consultation, FPIC, RAP etc..) conducted (PY 1)?			. 3rd quarter	Every year June & December
		Documentation and dissemination of lessons and innovations		. How many and what type of documents produced and disseminated? .were there lessons and experiences shared?	. How many and what type of documents produced and disseminated? . were there lessons and experiences shared?	. were there lessons and experiences shared?	Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
		Climate change related knowledge management		. Were there guidelines for adaptive planning prepared? .Was there facilitated peer to peer network for institutionalizing water harvesting? . Was there facilitated international exchanges and knowledge exchange between regions?	Were there guidelines for adaptive planning prepared? . Was there facilitated peer to peer network for institutionalizing water harvesting? . Was there facilitated international exchanges and knowledge exchange between regions?	. Were there Guidelines for adaptive planning prepared? . Was there facilitated international exchanges and knowledge exchange between regions?		.quarterly	2nd &4th Quarter twice a year	Every year June & December
		KM training and Capacity building	. Have we participated on L & KM training?	. How many PCMU staff trained on L&KM? .Was L & KM training provided for implementing partners?	How many PCMU staff trained on L&KM? . Was L & KM training provided for implementing partners? . Was L&KM strategy	. Was	Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
					development produced (international TA)? . Was there exposure visit for PMCU staff conducted (international) And for implementing partners (local)?	L&KM strategy development produced (international TA)? . Was there exposure visit for PMCU staff conducted (international) And for implementing partners (local)?				
		Out put								
A.1		**.Selection of irrigation schemes for investment**	.# of feasibility studies approved . # of IWUAs operate sustainably	.# of feasibility studies approved . # of IWUAs operate sustainably	.# of feasibility studies approved . # of IWUAs operate sustainably		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
A.2		.Irrigation schemes developed or upgraded	.# of ha farmland under operational irrigation . Value of Infrastructure [USD] protected from extreme weather events (ASAP)	.# of ha farmland under operational irrigation . Value of Infrastructure [USD] protected from extreme weather events (ASAP)	.# of ha farmland under operational irrigation . Value of Infrastructure [USD] protected from extreme weather events (ASAP)		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
B.1		Improved access to appropriate inputs, agricultural and financial services for smallholder producers	# of functional cooperatives that provide at least 3 services to clients . # of households with strengthened financial literacy . # of person In and off farm employment Creation .Increased volume of sales by key actors(tons) . Increased value of sales by key actors	# of functional cooperatives that provide at least 3 services to clients . # of households with strengthened financial literacy . # of person In and off farm employment creation Increased volume of sales by key actors(tons) . Increased value of sales by key actors (Birr) .Developed the	# of functional cooperatives that provide at least 3 services to clients . # of households with strengthened financial literacy . # of person In and off farm employment creation Increased volume of sales by key actors(tons) . Increased value of sales by key		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			(Birr) .Developed the business capacity of small farmers and private	business capacity of small farmers and private	actors (Birr) .Developed the business capacity of small farmers and private					
B.2		.Improved productivity in intervention areas	. # of people trained in sustainable production practices and technologies, including NRM (ASAP .% of increased productivity of type of crops per hectare .# Households in vulnerable areas with increased water availability for agricultural production (ASAP) .% of increase in crop productivity	. # of people trained in sustainable production practices and technologies, including NRM (ASAP .% of increased productivity of type of crops per hectare .# Households in vulnerable areas with increased water availability for agricultural production (ASAP) . % of increase in crop productivity	. # of people trained in sustainable production practices and technologies, including NRM (ASAP .% of increased productivity of type of crops per hectare .# Households in vulnerable areas with increased water availability for agricultural production (ASAP) . % of increase in crop productivity		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
B.3		Improved and sustainable watershed management	# of ha under improved watershed management (ASAP indicator . Extent of land with rehabilitated or restored ecosystem services (ASAP Indicator) . Crop yield stability over seasons[5]	# of ha under improved watershed management (ASAP indicator . Extent of land with rehabilitated or restored ecosystem services (ASAP Indicator) . Crop yield stability over seasons[6]	# of ha under improved watershed management (ASAP indicator . Extent of land with rehabilitated or restored ecosystem services (ASAP Indicator) . Crop yield stability over seasons[7]		Every month	.quarterly	2nd &4th Quarter twice a year	Every year June & December
		Out come								
A		**Farmers have sustainable access to irrigation schemes**	# of farmers that have access to irrigation schemes	# of farmers that have access to irrigation schemes	# of farmers that have access to irrigation schemes	# of farmers that have access to irrigation schemes	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
B		**Farmers have increased market oriented skills and capacity for sustainable agriculture.**	.# households achieve at least 50% increase in farm income	.# households achieve at least 50% increase in farm income	.# households achieve at least 50% increase in farm income	.# households achieve at least 50% increase in farm income	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme
		Impact								
1		Improved income and food security for rural households on a sustainable basis	.# of direct beneficiary households . Increase in household income from project support	.# of direct beneficiary households . Increase in household income from project support	.# of direct beneficiary households . Increase in household income from project support		At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme
2		Increased prosperity and improved resilience to shocks in food insecure areas of programme.	# of HH participating in the Program graduated above the poverty line 3/4 years after schemes are operational . % increase in value of assets of	# of HH participating in the Program graduated above the poverty line 3/4 years after schemes are operational . % increase in value of assets of	# of HH participating in the Program graduated above the poverty line 3/4 years after schemes are operational . % increase in	# of HH participating in the Program graduated above the poverty line 3/4 years after	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme	At midterm and end of the programme

No.	TYPES OF EVALUATION	What to evaluate?	By whom to evaluate?				When to evaluate?			
			Internal			External				
			Beneficiary/ Woreda	Regional	Federal	Supervision mission/consulting firms	Beneficiary/ Woreda	Regional	Federal	Supervision mission/ consulting firms
			participating households . % reduction in prevalence of child malnutrition . # of smallholder household members supported in coping with the effects of climate change (ASAP indicator)	participating households . % reduction in prevalence of child malnutrition . # of smallholder household members supported in coping with the effects of climate change (ASAP indicator)	value of assets of participating households . % reduction in prevalence of child malnutrition . # of smallholder household members supported in coping with the effects of climate change (ASAP indicator)	schemes are operational . % increase in value of assets of participating households . % reduction in prevalence of child malnutrition . # of smallholder household members supported in coping with the effects of climate change (ASAP indicator)				

Chapter 7. Planning Process and Budgeting

PASIDP II planning will be conducted with strategic and demand driven approach to ensure government priorities as well as to bring effective participation of the local communities in their development affairs. PASIDP II development plan is therefore the result of demand driven and strategic plan conducted at all levels. The seven-year work plan together with year 1 work plan and budget for PASIDP II will be prepared by all implementing agencies at Federal and Regional level and Cascaded to community level. The demand driven plan will then be combined with strategic plan at all levels and become PASIDP II plan.

Annual work planning should start at the grassroots level. The Federal and Regional program experts will take the lead responsibility with active participation of implementing agencies. The draft work plan should be discussed with the technical committee at all level. The plan should include detail physical activities, well described resources to be procured and the budget required to cover the capital and recurrent costs. The federal program specialists (supported with technical committee) will compile the annual work planning and budgeting (AWPB) of the components at federal level. This budget will finally be included in the overall annual work plan of the program, and then will follow the procedure explained in the document design.

The approved work plan and budget by the Federal Steering Committee will be sent back to the respective federal implementing agencies and to the RCUs. The Implementing Agency will then cascade the annul PASIDP II work plan and budget to responsible implementers. All implementing organizations, institutions and responsible officials, experts, DAs and KDCs will incorporate PASIDP II activities in to their annual, quarterly, monthly and weekly operational work plans.

6.1 Planning Time Frame and Content the Work Plan and Budget

Planning schedule will be according to the kebele development plan; it should be completed, consolidated and reach the woreda office before February 15. The woreda will consolidate the kebele plan and send it to regional PCMU before March 15. The

regional PCMU consolidate the plan and submit to the FPCMU before April 15. The FCMU will consolidate the plan from the regional PCMUs and send consolidated plan and budget to technical committee for technical reviewing of the physical activity and budget, and send it to Federal Steering Committee for review and approval. Once approved by the federal steering committee an official request will be made to the IFAD Country office before May 15.

The annual work plan and budget at each level should concisely put justification and clarification. Therefore, the annual work plan and budget prepared at all levels should include:

A. Introduction
B. Progress and Achievement
    - Physical and Financial Progress of Components and Subcomponents
        - ✓ Investment in Small-Scale Irrigation
        - ✓ Investment in Capacity for Sustainable Agriculture
        - ✓ Program Management Monitoring , Evaluation and KML
    - Constraints, and Measures Proposed
C. Annual Work Plan and Budget for the Year
    - Purpose and Objective
D. Program Component and sub component Activities
    - Investment in Small-Scale Irrigation
    - Investment in Capacity for Sustainable Agriculture
    - Program Management Monitoring , Evaluation and KML
E. Procurement Plan
F. Financing Plan and Sources of Funds
G. Attachments
    - Result Based AWP& B
    - Procurement Plan

7.2 Annual Work Plan and Budgeting

Annual Work Plan and Budget (AWPB) is the key instrument for implementation and operational control. The PCMU, gives particular attention to budget preparation and

control. During day-to-day financial management, an approved AWPB is the most important document, and the principal guide on what to do and how to use resources. In the context of PASIDP II financial management, the AWPB is more than a guideline. It represents:

i. a commitment of PCMU and implementing agencies to carry out a set of activities, produce specific outputs and achieve certain targets; and
ii. Agreement by GoE and IFAD that the planned activities are appropriate in light of the Program objectives and approval to spend the necessary money as specified in the annual budget.

Approval of AWPB by GoE and IFAD is "prior approval" to implementers to spend resources on the activities included in the AWPB Any expenditure incurred outside the AWPB will be queried by auditors, supervision missions and will be declared ineligible for IFAD financing.

The technical steps to be followed in the preparation of the PASIDP II AWPB are included in the main Program Implementation Manual (PIM). What are included in the FMM are the fiduciary aspects related to AWPB. The Procurement planning aspects are covered under the Procurement aspects of the PIM.

The draft AWPB should reach IFAD within two months prior to commencement of the fiscal year in question that is by 15 May of each fiscal year. Timely preparation and submission of AWPB will require agreement on, and adherence to a schedule of preparation. It is equally important that AWPB preparation schedule be in line with Government budgetary process since program budget should pass through Government budgetary approval process. To achieve this timely submission a budget/planning calendar below has been proposed. The proposed AWPB preparation schedule should be reviewed and modified as may be necessary in consultation with the MOA implementing partner and other key stakeholders.

Table 6: Annual Work Plan and Budget Schedule

Activity/Steps	Schedule	Responsibility
(i) Briefing on preparation of AWPB provision of guidelines and format to key implementing agencies, woreda and kebele.	December	PCMU M/E Officer supported by the Finance Manager and Programme Coordinators Woreda and kebele focal persons
(ii) Preparation of AWPB by participating institutions at all level and communities. Submission of AWPB proposals	January.	Focal person o f the respective institutions and Head of participating Institutions at all level
(iii) Preparation of consolidated Annual Work Plan and Budget.	Woreda up to15 February Region- up to 15 March Federal- up to 30 March	M/E officer and Finance Manager with support from PCMU specialists and woreda focal person
(iv) Review/Agreement on draft AWPB by participating institutions and Approval by Steering committee	Region- up to 30 March Federal- up to 15 April	Meeting convened by FPCMU and RPCMU steering committees
(v) Finalization and Submission by PCMU to respective government bodies	Region- up to 15 April Federal- up to 30 April	PCMU M/E Officer, Program coordinator and Finance Manager
(vi) Submission of AWPB to IFAD	15 May	FPCMU
(vii) Finalization of AWPB/Distribution to implementing institutions	End June	PCMU and M/E Officer

NB: After six months/bi-annual/ progress reviewed, there will be plan revision for implementation adjustment.

Guidance for preparation of acceptable AWPB: The processes of preparing the AWPB are well described in the PASIDP PIM for AWPB preparation and progress reporting. In the planning and budgeting stage, the PASIDP II finance officers, M&E Officers and

program Coordinator perform the following functions below:

Table 7: Component Budgeting Units

	Cost and Planning unit	Budget Facilitator
1	**Investment in SSI Infrastructure development**	
1.1	Irrigation Scheme participatory planning and Preparation	Program coordinator M&E specialist Finance Officers and accountant
1.2	Small Scale Irrigation Infrastructure Development	
2	**Investment in Capacity for sustainable Agriculture**	
2.1	Agri-business linkages & market access	
2.2	Capacity Building and Empowerment of Smallholder Farmers	
2.3	Watershed management	
3	**Program Management, Monitoring, Evaluation and Knowledge Management**	
3.1	Knowledge Management and Learning	
3.2	Program Management, Monitoring and Evaluation	

Prior to the start of the planning and budgeting exercise Program Finance Manager provides each of the above budget facilitators the respective sub-component status of available balances by category. He/She does this by making extracts from the Accounting system and from IFAD a status of funds balances available by category from the computerized accounting system. The Program Finance Manager also obtains balances by component, including up to the major activities. The budget will have the following Budget categories.

- Training
- Works
- Consultancies
- Goods, Services and inputs
- Salaries and allowances

- Operating costs

Accompanied by financial sources {IFAD loan and Grant, ASAP grant, government and community contribution}. The formats for each of the above summary tables are summarized below and more details can be obtained from the IFAD guidelines for AWPB preparation and progress reporting.

8. Reporting System and Flow

The primary purpose of monitoring and evaluation information is to serve as management tool. Reporting M&E findings is about deciding what is reported, to whom it is reported, and when it is reported. M&E findings can be used for various purposes including: demonstrating accountability, facilitating organizational learning, determining what works and what does not work, creating institutional memory through documentation, organizing support, and creating better understanding of projects/programs/policies.

PASIDP II M&E reporting and communication strategy should consider the ***intended stakeholders, the reporting format, the reporting time, and the delivery mechanism***. It is useful to keep intended program management and stakeholders up to date during the M&E process to avoid surprises. Continuous communication will be needed for decision-makers. Informal communications such as phone calls, e-mails, fax messages, and formal methods such as briefings, presentations, and written reports should be part of an overall communication strategy.

The PASIDP II M&E findings used to improve implementation of an intervention and its outcomes. Therefore, the findings should be communicated widely to the PASIDP II pertinent stakeholders. The reporting schedule will be determined and stakeholders who should receive the report will be identified. Lessons learnt need to be shared with organizational staff and stakeholders.

The reporting process shows comparisons of actual performances against baseline, and targets so that program management and stockholders can easily determine whether

progress has been achieved and sustained. Comparing actual results to targets is central in reporting M&E findings.

The program findings and recommendations will be organized around major outcomes and their indicators. The M&E findings also provide significant information regarding trends and directions of the intervention over time. Issues that arise during the course of implementation, and possible ways of making necessary improvements in implementation strategies will be indicated because decision-makers may be looking for directions required to improve effectiveness and impact of interventions. Quality of the report will be verified using different techniques such as quarter review, supervision, ToR, field evaluation report, GPS and Satellite image and so on. This will be checked by program coordination units and implementing agencies. The report content includes:

A. Cover page
B. Executive Summary
C. Introduction
D. Analysis and Findings
    - ✓ each component and subcomponents
    - ✓ report quality verification
    - ✓ financial report
E. Conclusion, Lesson Learnt, Recommendation and
F. Attachments.

8.1 Reporting and Information Flow

The reporting process will follow the program M&E system, in line with the overall program result based management approach. However, the result framework of the monitoring and evaluation is redefined and detailed; that is component indicators for output and outcomes are more concretized to guide the working activity plan and to measure the progress towards the program impact and sustainability. Internal staff, beneficiaries and stakeholders in a regular base should arrange reporting- monthly for technical reports and quarterly and yearly progress reports for program management. It should be supported by participatory field verification including the program personnel, beneficiary and supporting implementing partners. The reporting will focus on progress of

activities and results achieved.

The reporting system under program will rely on the regional reporting structure currently in place. The DAs at scheme level form the backbone of the reporting system providing data through regular quarterly, half-yearly and annual reports. For kebele/schemes supported under the program will be compiled at Woreda level and forwarded to the regional project coordination and management unit (RPCMU). Reports on the program supported schemes will be consolidated at regional level and forwarded to the federal PCMU for aggregation and analysis. Reports will include a comparison between planned and actual achievements, and include cost data. Key reporting indicators are found in the program's logical framework as well as in Attachment. In addition the information will be provided on daily, weekly and monthly basis from kebele level.

The report and information flow has **four level** implementation structures. It uses different reporting tools, the program information flows consistent with the project approach. The report and information flow for monitoring is also bottom up and top down. The program implementation structure and flow of report and information for implementing the M, E and L framework is shown in figure---.

Kebele Level: The starting point for information generation is at Kebele level. Kebele IWUAs, FC, focal person (assigned DA] brings report and information from Kebele to woreda. The data and information correspond to the actual information will be relevant to the annual plan and reporting requirements. The Kebele report format will help the focal person to record project progress information during implementation. The format will be the basis of all Kebele level information collection and dissemination. The Kebele focal person will submit the report to woreda focal person or Woreda host offices on weekly and monthly basis. The IWUAs and FC will have Display Boards for disseminating information at Kebele level.

Woreda Level: The Woreda level will have report format for the entire project activities. At the Woreda level, implementation progress is summarized into reporting format. The Woreda will prepare quarterly report based on the weekly and monthly information collected and report submitted from Kebele. The report contains important progress

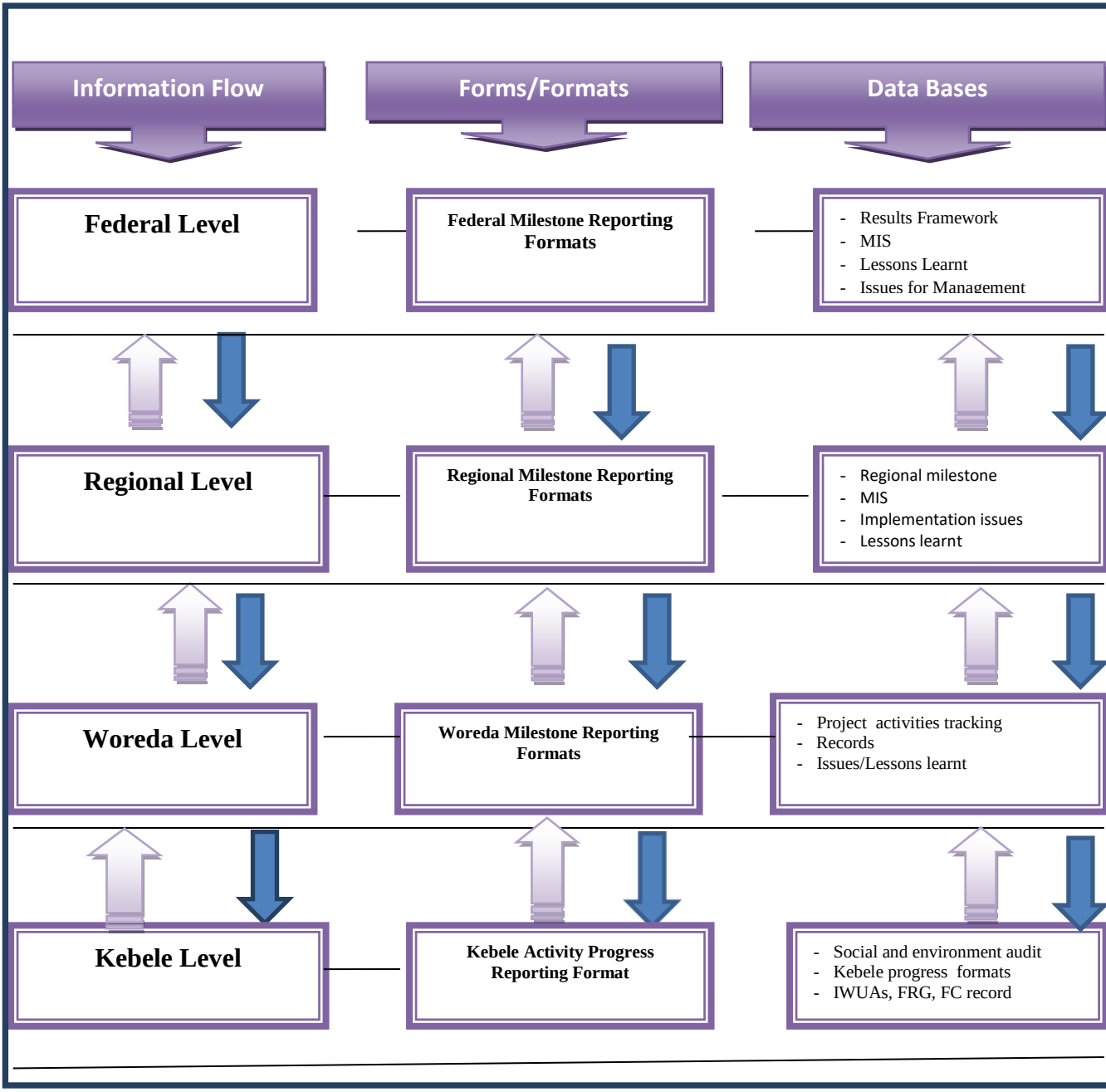
activities and outputs. It reflects the status of project implementation in the Woreda. The woreda focal person consolidates reports from kebele and submits RPCMU.

Regional Level: At the Regional level, reports from woreda would be consolidated by each respective program specialists and finally the M&E specialist analyze, synthesize and will compile the regional report and submit to FPCMU on quarterly basis. Detailed information by each sub component will be entered on the MIS which will be the main source of information at woreda, zonal, regional and federal level.

Federal Level:

At the Federal level, the report of regions will be consolidated. The regional reports will be analyzed and synthesized based on program results framework and lessons learned are extracted from implementation experience along with program implementation issues requiring management attention and direction at the federal level on quarterly basis.

Figure, Information Flow for the Program


Information Flow
Forms/Formats
Data Bases
Federal Level
Federal Milestone Reporting Formats
- Results Framework
- MIS
- Lessons Learnt
- Issues for Management
Regional Level
Regional Milestone Reporting Formats
- Regional milestone
- MIS
- Implementation issues
- Lessons learnt
Woreda Level
Woreda Milestone Reporting Formats
- Project activities tracking
- Records
- Issues/Lessons learnt
Kebele Level
Kebele Activity Progress Reporting Format
- Social and environment audit
- Kebele progress formats
- IWUAs, FRG, FC record

8.2. The reporting formats

The status of program implementation and the results achieved are expected to be reported on quarterly and annual basis using basic reporting formats. Different progress reporting formats are developed to be used at woreda, region and federal levels These formats are developed based on the information requirements on the targets of the result framework and for each sub components of the project to capture the performed activities. The main sources of information to fill these reporting formats are the mile stone program implementation. A well developed Management Information System (MIS) will be in place that would be the main sources of information for all project activities.

In the process of developing quarterly and annual progress reports, comparison has to be made on the status of implementation achievements against the targets indicated on the annual plan and result frameworks. Planned activities in some components may not have formats but the achievement has to be described in a narrative forms.

Standard measurement or checklist for physical activities such as scheme construction will be prepared by program specialists and used for progress report (quarterly and annually).

Table -----: Reporting time schedule

Program Level	Reporting Time	Remark
Kebele	Weekly and monthly information will be provided; Quarterly /annual report will be provided 10 days before end of the quarter/year	Report is provided to woreda
Woreda/Zone*	7 days before the end of the quarter/year	woredas reported to RPCMU
RPCMU	2 days before end of the quarter/year	Report to FPCMU
FPCMU	3 days after end of the quarter/year	Report to MOA (Quarterly) and to IFAD (biannual and annual)

***NB** * If the number of woredas within the zone is more than 4, zone will compile the quarter/annual report or the woreda will be responsible for report delivery for region.*

9. Knowledge Management and Learning (KML)

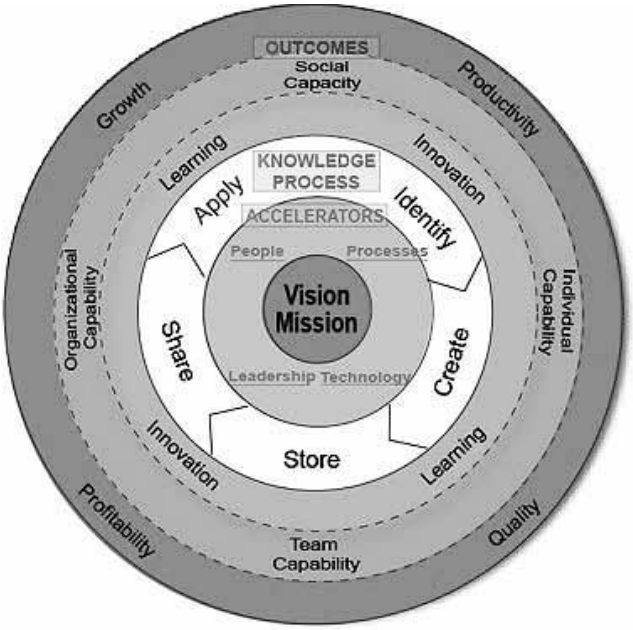
Knowledge management is part and package of Management Information System (MIS) and synchronizing generated information, systematically documenting the lessons learning, with that of final purpose of improving programme performances. Knowledge management is nothing more than managing information flow, getting the right information to the people who need it so that they can act on it quickly. It is a continuous improvement process involving all stakeholders of the programme who learn, try out new ways of doing things, reflect, share their knowledge, and then change and adapt their projects to become more effective and successful.

9.1. Objective of Knowledge Management Learning

Specific objectives of Knowledge Management Learning on monitoring and Evaluation are:

- To collect and disseminate of knowledge in the role of M&E officer
- To provide the right information at the right time for decision making and adaptation
- To learn from experience and best practices of others
- To ensure that the data gets translated into learning (new understanding and new ways of working), and finally
- To improve the performance of the programme

Knowledge Management Framework Diagram



9.2. Elements of Knowledge Management

PASID-II knowledge management system has four elements. These are:

a. knowledge creation and capture
b. knowledge sharing and enrichment,
c. information storage and retrieval, and
d. knowledge dissemination.

a. Knowledge Creation and Capture

Knowledge is continually being created in any group, program or organization since the very interaction among people generates knowledge. One of the primary aims of knowledge management is to capture the knowledge that is produced during interactions

within organizations to create new knowledge, generate novel ideas and concepts, and to capture these knowledge, ideas and concepts.

The creation of new knowledge will not be possible without creativity and innovation. These are the two most important traits or skills needed to make the program more productive and competitive. For this reason, creativity and innovation require proper management. If managed effectively, these skills can be harnessed to discover alternative approaches to doing things, faster way of completing tasks, cheaper methods of producing outputs, and easier paths to accomplishing desired results.

b. Knowledge Sharing and Enrichment

Knowledge sharing and enrichment is probably the most crucial among the four. It is during the process of sharing that knowledge is usually refined and enriched. Knowledge can be shared by the organization with its employees (e.g., through memos and instructions) and sharing of knowledge can occur between employees of the organization (e.g., through group discussions and internal meetings) as well as with people outside of the organization (e.g., through attending seminars and workshops).

The competitive advantage of PASIDP-II is generally determined by the magnitude of knowledge sharing that takes place within the organization. But knowledge sharing does not automatically take place. It must be encouraged and nurtured. In general, it is necessary to facilitate communication and nurture the right culture within the programme in order for proper sharing of knowledge to take place.

Knowledge sharing can be enhanced through the implementation of appropriate technologies, operations and systems that stimulate collaboration, facilitate the process of sharing, and reward those individuals that share the most knowledge as well as the individuals that actually utilize knowledge that have been shared.

c. Information Storage and Retrieval

The programme should ensure that acquired or shared knowledge is readily accessible to others. This can be done by storing information in a centralized location with sufficient provisions for easy retrieval. For example, reports, statistical data on economic, social and environmental areas can be stored in databases while official documents, once approved, should be categorized and stored electronically in suitable file systems. The documents and information in databases could then be retrieved through the Internet or the organization's intranet websites.

The programme has four main options for storing the information that are captured or shared. These are: (a) file system storage (local and network directories and folders); (b) databases; (c) e-mail; and (d) websites (intranet and external).

d. Knowledge Dissemination

For knowledge dissemination to be effective it will require the transformation of highly individualized tacit knowledge into explicit knowledge that can be more widely shared. Publications, presentations, websites, radio, TV and libraries are the most obvious forms of dissemination of knowledge. Participation in external networks, establishing partnerships with other organizations, and creation Knowledge centers are also effective means to disseminate knowledge.

9.3. Knowledge Management Tools

All organizations deal with knowledge in their daily operation. However, only a few have a systematic and formal way of dealing with knowledge. The majority of organizations rely on individuals and ad hoc processes. The consequence of this is that when people leave the organization, they take their knowledge with them resulting in the loss of valuable organizational assets and resources.

There are a number of factors that can motivate PASIDP-II to establish a formal and systematic management of knowledge. These include the desire or need to:

a. get a better insight on how the organization works;

b. reduce the time and effort in searching for information and documents;
c. avoid repetition of errors and unnecessary duplication of work;
d. reduce the response time to questions that are asked frequently; and
e. improve the quality and speed of making important decisions.

The typical tools that are used in knowledge management will be used In PASIDP- II . These include:

a. document management system;
b. programme portal;
c. knowledge map and skills management;
d. information database and lessons learned system;
e. collaboration tool; and
f. communities of practice.

a. Document Management

Documents are the most common repository of information and knowledge in any organization. Documents are produced for almost everything: a project proposal, a contract or agreement, a technical report, a scientific paper, and others.

b. Programme Portal

Portals can be defined as single points of access that provide easy and timely access to knowledge. Portals are important tools for knowledge management since they make it easier to share knowledge in an organization. In essence, knowledge portals serve as the central point for sharing knowledge. Through this portal, users can contribute information to the corporate pool of knowledge, access information, and collaborate with other expert and their peers

c. Knowledge Map and Skills Management

Knowledge management tools deal not only with documents but, also, with information about living experts who provide advice and share their expertise with colleagues. The system is an efficient way of making the “localization of experts” easy and quick.

d. Collaboration Tool

Along with document management, collaboration is one of the most important aspects of knowledge management tools. Collaboration resembles a large meeting room in which colleagues work together, even over long distances or at different times of day. They share opinions, calendars and projects. A collaborative environment enables people to work in secure online workspaces, in which they use e-mail, Internet web browser and desktop applications in order to share knowledge, build closer organizational relationships and streamline work processes.

e. Communities of practice

Communities of practice are excellent means to share knowledge among people who have common interest. Here they will be described again briefly from the perspective of being used as a tool in the implementation of a knowledge management system within an organization.

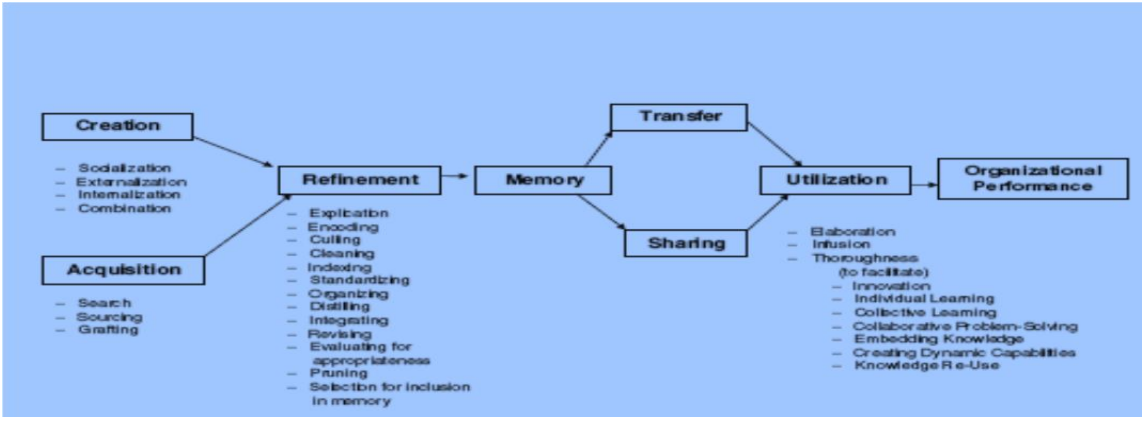
It is common sense that people working together on a project perform better as a team if they often communicate. Once a community of practice has appeared or an organization has decided to create one from scratch, there are three main considerations that will need to be taken into account. These are the size of community, the system of interaction, and the budgetary allocation to adequately support its activities.

9.4. How to implement Knowledge Management?

The five-steps of KM process are concerned with five key steps:

a. Identifying the knowledge
b. Creating knowledge
c. Storing knowledge
d. Sharing knowledge
e. Applying knowledge

9.5. Knowledge Management can be facilitated based on the following KM Model



Learning is nothing but a matter of understanding mistakes and taking corrective actions from these mistakes. It requires flexibility and willingness, and openness to take advantage of opportunities. It is the mental process through which people acquire knowledge and skills. It is continually improving in the quality of works by looking at past successes of failures/mistakes/.

9.6 Knowledge Management activities and responsible Stakeholders

No	Knowledge Management activities	Responsibility
1	**Learning**	
	Piloting and Experimentation	Agricultural research institutions
	Demonstration	FTCs, DAs, farmers
	Scaling up of Best Practices	Agricultural Offices, extension, water bureau, coop agency
	Case Studies	Agricultural Experts, researchers& consultants etc.
	Annual Review	All relevant stakeholders
	Experience Sharing	Agricultural Offices, extension, water bureau, coop agency
	Mid – term Evaluation	Supervision mission, FPCMU/RPCMU, BoWR , BoARD, Sectors
	Acquire Knowledge and Skills	FPCMU/RPCMU & relevant partners
	Technology Transfer	FPCMU/RPCMU, Agri. Sector, researchers
	Lessons Learned	FPCMU/RPCMU, BoANR, BoW, Research, Coop agency.
	Identification of Problems, screening, and Solving	FPCMU/RPCMU, DAs, Beneficiaries, Agr. Sector, researchers
	Implementation and Follow up	FPCMU/RPCMU, DAs, Farm HHs, IWUAs
	Impact Assessment	FPCMU/RPCMU, Agri. Sectors, DAs
2	**Information Management**	
	- Storing Information	FPCMU/RPCMU, DAs,
	- Data Collection, Compilations, and Analysis	DAs, Focal persons, FPCMU/RPCMU
	- Sharing, and Displaying	FPCMU/RPCMU,
	Documentation	FPCMU/RPCMU

No	Knowledge Management activities	Responsibility
	- Discussions	FPCMU/RPCMU with involvement of relevant stakeholders
3	**Communication**	
	- Team work	FPCMU/RPCMU, Agriculture Sectors, water bureau
	- Training	FPCMU/RPCMU with relevant Partners
	- Using media and Radio Communication	FPCMU/RPCMU, Media Agencies
	- Use of Brochure and Print Media	PASIDPII, BoARD
	- Exchange of Information	All relevant Stakeholders
	- Face to Face and Group Sharing	FPCMU/RPCMU with involvement of all relevant Stakeholders and beneficiaries
	- Field days and Visits	FPCMU/RPCMU, DAs, Focal persons, Agri. Offices
	- Management Meeting	FPCMU/RPCMU Steering Committees
	- websites	FPCMU/RPCMU
	- Identification of Stakeholders Feedback Mechanisms	FPCMU/RPCMU
4	**Innovation Experimentation**	
	- Identification of Good Practices and Problems	DAs, Agri. Sectors, FPCMU/RPCMU
	- FRG Formation	ARARI, DAs, Agri. Sectors, Farm HHs
	- Demonstration	FPCMU/RPCMU, DAs, Farm HHs
	- Translating Findings	ARARI, FPCMU/RPCMU
	- Testing as Pilot and then Scaling up	Agri. Sectors, FPCMU/RPCMU
	- Adoption & Disseminating	ARARI, FPCMU/RPCMU, Agri.Sectors
5	**Learning oriented monitoring and evaluation**	
	- Periodic Report	DAs, Focal Persons, FPCMU/RPCMU
	- Review Meeting	FPCMU/RPCMU with relevant stakeholders Participation
	- Use Agreed Formats	DAs, Focal Persons, FPCMU/RPCMU

No	Knowledge Management activities	Responsibility
	- Action Plan Preparation	FPCMU/RPCMU with relevant stakeholders Participation
	- Supervision	FPCMU/RPCMU with relevant stakeholders Participation
	- Survey	FPCMU/RPCMU with relevant stakeholders Participation
	- Data Collection and Analysis	DAs, Focal Persons, FPCMU/RPCMU

10.Capacity building to Monitoring, Evaluation and Learning

The broadened scope of monitoring by combining participatory learning requires new ways of implementing the proposed monitoring tools. Hence the programme focuses on capacity building of government stakeholders, programme staff and target communities on participatory monitoring, evaluation and learning.

10.1 Objectives of Capacity Building

Specific objectives of capacity building on monitoring are:

- To develop the monitoring and learning capacity of project facilitation institutions (at Woreda, Regional and Federal level) and project implementation institutions (Community based institutions) to have a common understanding of the principles and activities of participatory monitoring so that they are able to work in a coordinated manner to achieve monitoring objectives
- To design and implement various capacity building activities on monitoring, evaluation and learning;
- To ensure quality assurance in implementing monitoring, evaluation and learning activities; and
- To periodically fine tune M, E and L manual incorporating lessons from implementation.

10.2 Key Features of Capacity Building

Being a programme implementing community driven development approach, the capacity building activities on M, E and L follows the following principles:

- **Internalizing Capacities:** All capacity building activities aimed at building capacities of other stakeholders, project staff, so that they are able to carry out monitoring, evaluation and learning activities with less dependence on outside the programme.
- **Experiential Learning:** All capacity building activities focuses on 'learning while doing' than theoretical class room exercises. There will be more opportunities for interactive learning and exposure visits
- **Peer to Peer Learning:** Capacity building programs will tap on the potential of 'community to community' learning and 'staff to staff' learning than resource person based learning. There will be more opportunities for staff and community members to learn together.
- **Gradual Scaling Up:** The M, E and L capacity building will help staff and communities to start in a limited scale, learn from experience and move forward to the full system in a gradual manner.

10.3. Steps in Capacity Building for M, E and L

The capacity building strategy for M, E and L is to create a cascading effect for the understanding of the manual and its gradual dissemination.

i. **Finalizing the M, E and L manual**. The M, E and L manual will be reviewed and refined by the regional, Woreda and community level institutions.

ii. **Building a core resource team.** With the active facilitation support from an experienced expert, a national core team consisting of federal and regional M&E and MIS officers will be created. The core resource team, who will acquire in depth understanding of the manual, is the most important internal resource for the project. While constituting the core resource team equal representation from all the project regions has to be ensured.

iii. **Woreda level M, E and L Thematic Team.** The core resource team will build the capacity of a Woreda level M, E and L thematic team consisting of RPCMU, woreda focal persons. Similar to the core resource team, the Woreda thematic team will also internalize the manual.

iv. **Capacity building at Kebele level.** The Woreda thematic team will disseminate the contents of the manual to the Kebele leaders and IWUAs. They will engage the Kebele team through orientation, handholding and troubleshooting to fully establish M, E and L system. The system is expected to be fully functional with the role of Woreda thematic team phased out to occasional refresher events. The Kebele level dissemination will also include exposure visits to learn from best practices.

10.4 Need Based Capacity Building

The capacity building activities on M, E and L are summarized on Table - below.

Table -- Need Based Capacity Building on M, E and L

Project Stakeholder	Key Capacity Gaps	Capacity Building Activity	Responsibility
- KDC members - Community volunteers	- Kebele Profile Matrix - Kebele Implementation Status Matrix	- Field level orientation and handholding - Exposure visits	- Woreda thematic team
- Social Audit Committee members	- Social Auditing - Conflict resolution	- Field level orientation and handholding - Exposure visits	- Woreda thematic team
- Woreda Coordinator - Woreda officers	- Quarterly Milestone Monitoring Matrix - Reporting/monitoring formats - Report writing skill - Basic M&E - MIS	- Orientation - Active learning workshops - Training on report writing skill	- Woreda thematic team as guided by core resource persons at regional level
- Regional teams	- M, E and L manual - Quarterly reporting formats	- Orientation - Active learning workshops	- Core resource team

Project Stakeholder	Key Capacity Gaps	Capacity Building Activity	Responsibility
	- Data auditing		

10.5. Capacity Building Tracking System

Once, different capacity building activities on M, E & L are undertaken, it will be reported on quarterly and annually using the format indicated on Table.

Table -----: M, E and L Trainings/Workshops Reporting Format

S. No	Type of Training/ Workshop	Duration in days				Training Beneficiary	Number of trainees				Training Provider
		Plan	Actual				Plan	Actual			
			M	F	Total			M	F	Total	
1											
2											
3											
4											
5											
	Total										

Training Evaluation

Once training is conducted as per the plan, it has to be evaluated to determine whether the learning objectives were met or not. The evaluation process includes determining participant reaction to the training programme, how much participants learned and how well the participants transfer the training back on the job. The evaluation has to be conducted at the end of the training course and usually done in writing but can be complemented by a group discussion or group activity.

Feedback from the evaluation should be compiled, analyzed and reported in the quarterly report and will be used as a lesson learning point to further improve future training programmes.

Assessing Impact of Training

The effectiveness and quality of training will be evaluated on interval basis (once in a year or two years, depending on the intensity of the planned training activities). Issues that will be considered at the time of training impact assessment include:

- Appropriateness of the training time,
- Knowledge ability and preparedness of the trainers,
- Appropriateness of the teaching methodology,
- Usefulness and relevance of the training contents,
- Applicability of the training for trainees daily activities; and
- Effectiveness of the training program in acquiring skills, knowledge and practice

11.

Annexes

a. AWPB Preparation Format
b. Progress (Quarterly) Reporting Format
c. Agricultural Activities Reporting Format
d. SSI Activities' Reporting Format