



Monitoring and Evaluation Strategy

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Balochistan Partnerships for Sustainable Development (2007-2013)

Acronyms

BCS	Balochistan Conservation Strategy
BEPA	Balochistan Environment Protection Agency
BPO	Balochistan Program Office
BPSD	Balochistan Partnerships for Sustainable Development
CGH	Country Group Head
CO	Country Office
CR	Country Representative
CSDO	Civil Society Organizations
DCO	District Coordination Officer
EIA	Environmental Impact Assessment
ESD	Education for Sustainable Development
GoB	Government of Balochistan
ICZM	Integrated Coastal Zone Management
IEE	Initial Environmental Examination
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resources Management
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MPR	Monthly Progress Report
NGOs	Non Governmental Organizations
NoC	No Objection Certificate
NWE	National Water Expert
PAG	Program Advisory Group
PM	Program Manager
QPR	Quarterly Progress Report
R&D	Research and Development
RNE	Royal Netherlands Embassy

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Introduction - Balochistan Partnerships for Sustainable Development

The International Union for the Conservation of Nature and Natural Resources (IUCN) has, with financial assistance of the Royal Netherlands Embassy (RNE), actively worked to build capacity of the government and civil society in Balochistan to tackle the complex environmental issues. In this regard, IUCN and RNE joined hands to formulate the Balochistan Conservation Strategy (BCS), which was adopted by the Government of Balochistan in 2000 for implementation. Later in 2002, a five-year programme to help facilitate BCS implementation was launched. Under this Programme, a number of initiatives including capacity building of stakeholders, awareness creation, education and knowledge management, policy rationalization, and institutional strengthening were undertaken. A number of field demonstration/pilot projects were also established on: (i) coastal protection and rehabilitation through mangroves plantation and regeneration; (ii) integrated water resources management through cross-cutting technologies and conservation concepts; (iii) rangeland management through community participation; and (iv) low-cost desalination of sea water in the coastal areas for addressing the drinking water needs of coastal communities.

In its efforts to improve governance at the district level, the programme helped the district governments in two districts – Gwadar and Qila Saifullah – to formulate Integrated District Development Visions (IDDVs) and action plans. These plans, which have been approved by respective district councils, are expected to serve as blue prints in setting the future line of action for the district governments to follow.

There have been strong demands from different tiers of government, communities and civil society to continue the good work done on capacity building, policy and advocacy, knowledge management and education, and environmental governance in water, agriculture, forest and rangelands, and marine and coastal sectors. It is in the light of these responses and the resultant demand to carry forward earlier interventions that RNE approved a project titled “**Balochistan Partnerships for Sustainable Development (BPSD)**” with the main objective to capitalize on the investment and gains made in Balochistan during the past years and to integrate various aspects of the work of IUCN and its partners under RNE funded initiatives.

The areas of intervention identified under BPSD include: environmental governance, water resources management, watersheds and rangeland improvement, and coastal ecosystem rehabilitation. Additionally, climate change and desertification would remain cross cutting focus areas under the programme. In order to achieve the goal and objectives of the programme, vertical and horizontal linkages and alliances between government, civil society, and private sector and natural resource users will be established along with adequate capacity enhancement for institutions and professionals. It will also help to bring about attitudinal changes by promoting participatory planning and decision making by stakeholders and raise public awareness and support for conservation practices in the province.

The programme will extend its activities in six districts of Gwadar, Lasbella, Qila Saifullah, Mastung, Quetta, and Pishin, to support development of IDDVs, promote good environmental governance, and establish pilot projects to promote water conservation using integrated approaches.

Monitoring and Evaluation explained

There are many definitions aimed to explain the key roles that M&E is to play in the implementation of any program or project. The definitions of these two popular concepts i.e. Monitoring and Evaluation tend to be variable as the nature of the project varies. Although the Monitoring and Evaluation terms are sometimes confusingly considered as an aggregate but these need to be understood in the context of the organizational activities. Generally accepted definitions of Monitoring and Evaluation are given as under:

Monitoring:

Monitoring¹ is the systematic collection and analysis of information as a project progresses and continues during the whole life cycle of the project. It is aimed at improving the efficiency and effectiveness of a project or organization.

Monitoring is generally based on targets set and activities planned during the planning phases of work that are later to be implemented. It also helps to keep the work on track, and keep management informed on when things are not perfect so that appropriate measures can be taken to avoid the project or program failure or avoid deviations to planned activities.

Monitoring - If done properly is an invaluable tool for good management and practice, and it provides a useful base for evaluation thereby enabling the management to determine whether the resources that have been made available are sufficient and are being utilised properly, whether the capacity that the organization or its staff have is sufficient and appropriate, and whether the work done so far is in accordance with what has been planned earlier.

Evaluation:

Evaluation² is a systematic and objective measurement of the results achieved by a project, a program or a policy, in order to assess its relevance, its coherence, the efficiency of its implementation, its effectiveness and its impact, as well as the sustainability.

Need of Monitoring and Evaluation in BPSD

Monitoring and evaluation is an integral and critical component of the BPSD. This M&E strategy is developed to provide an effective M&E framework which is designed to measure progress towards achievement of the overall goal and objectives of the BPSD project. This draft M&E framework aims to monitor the resources invested, the activities undertaken and work implemented, services delivered as well as evaluate outcomes achieved and long-term impacts achieved by the different components of the BPSD.

Taking into account the demographic and geographic conditions of Balochistan, this draft M&E strategy has been prepared as an adaptable and living document and will be reviewed periodically. Every effort has been made to make it more specific; still there is a need to make it more activity oriented. This will help in improving results achievements and progress mapping for the BPSD. Efforts have been made to tailor it to the Balochistan context.

To achieve all these, effective mechanisms are planned to be put in place for data collection and information or progress flow mechanisms to ensure good quality, validity, and accuracy of data for improved implementation. Existing data collection mechanisms are planned to be effectively enabled and new systems are being developed to respond to the data and service delivery needs demanded by the plan. The mechanisms are also designed in a manner that ensures data health and validation.

M&E components have been considered the basic ingredients of any project or program developed and subsequently by IUCN Pakistan. The logic behind this integration is based on the following key assumptions:

- M&E helps develop an understanding for project managers and other stakeholders (including donors) who need to know the extent to which their projects or programs are meeting their objectives and leading them to their desired effects.
- M&E helps build greater systems of transparency and accountability in terms of use of project resources – financial, human and others.
- M&E systems based information generated provides project staff a clearer picture of the state of affairs of IUCN in general and project in particular.

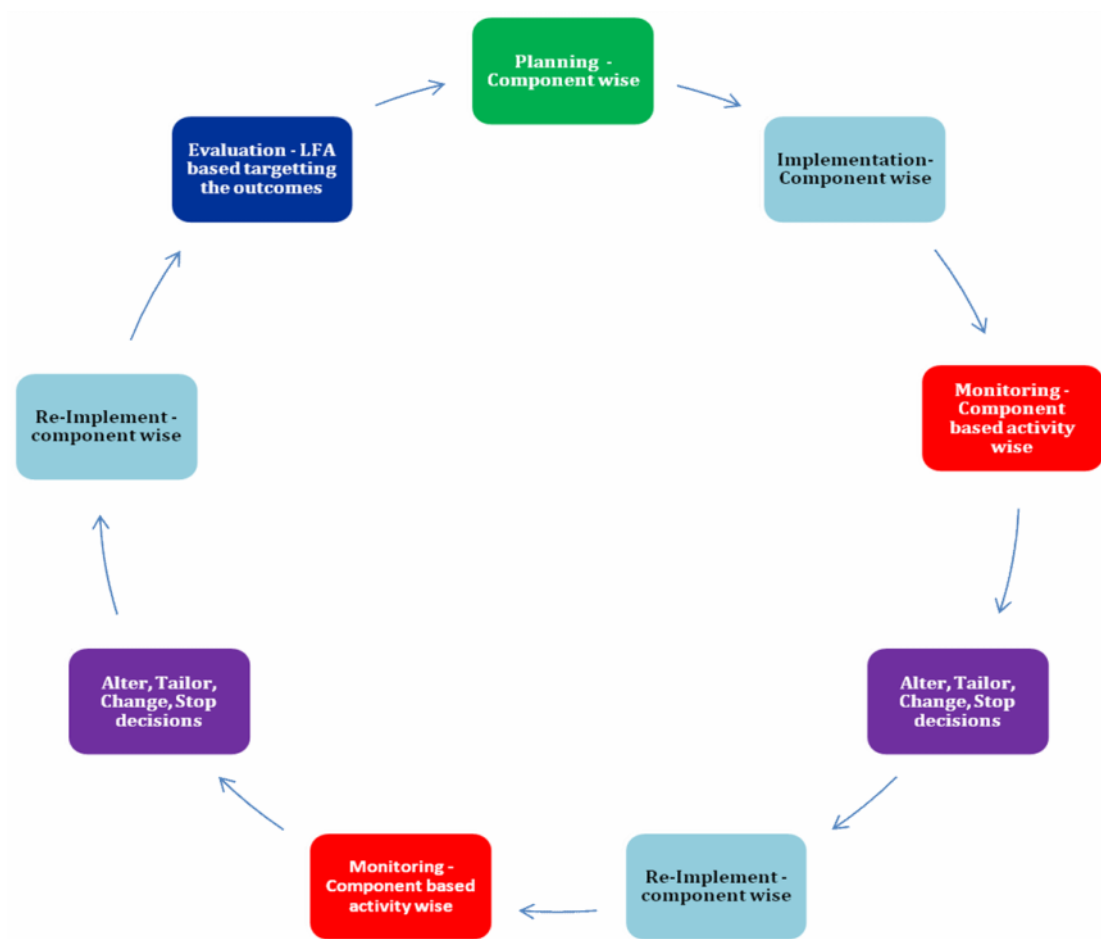
¹ Monitoring and Evaluation by Janet Shapiro - CIVICUS

² siteresources.worldbank.org/PGLP

- During the project implementation of BPSD, M&E will identify good practices and derive lessons from operational experiences and can help improve overall performance of the project.
- M&E will help IUCN Pakistan and other stakeholder to improve their capabilities for future project planning and development by integrating lessons learned from project experiences.

Figure number 1 shows the overall M&E cycle. Though this cycle is generic but it fulfills the need of every program and project; as it follows the basic principles of an M&E strategy.

Figure : 1 - Monitoring and Evaluation Cycle of BPSD



Key ingredients of the BPSD M&E Strategy

As stated earlier this draft BPSD M&E strategy is tailored to the context of Balochistan and will remain flexible. There is no one size fits all solution that can be used as a model for the BPSD but there are certain generalized factors that contribute to the generic or project specific M&E strategies. There are different factors that affect the validity, usefulness and effectiveness of the M&E strategy for the project.

The following few key elements are considered essential integral parts of the M&E strategy. These can be termed as the potential insertions that are aimed to be explored in detail during project inception or early the implementation stage.

1. Determination of purposes of the Monitoring and Evaluation Mechanisms and assessment of information needs
2. Well defined objectives, outputs and indicators
3. Report generation mechanism and unified reporting tool
4. Sources, methods, frequency and schedule of information or data collection on indicators
5. Roles and responsibilities assigning for data collection
6. Analysis, review , presentation and reporting mechanism

1. Determination of purposes of the Monitoring and Evaluation Mechanisms and assessment of information needs

Once the full-strength BPSD team is on board; the team should discuss in detail and agree on the unified monitoring and evaluation system. This will help in determining what reports are needed, and when to generate these reports along with the unified reporting template. There is a need to develop a consensus among the team members whether to go for the Qualitative or Quantitative or both reporting systems. This can also help in developing understanding on how they will influence the different components of the BPSD project and adopt response planning.

To assist in developing a consensus on the purposes of the monitoring and evaluation mechanism, it may be useful to determine the information needs of each actor/sector of the BPSD project. This information needs assessment can be developed in the form of a matrix and can be organized according to sector or according to the actors involved. Generally there will be two categories of main users of the information generated by the M&E system of the BPSD:

- “**Internal Users**” that include the BPSD project staff members along with IUCN’s provincial, country and regional offices
- “**External Users**” that includes all the major stakeholders of the BPSD including the donor (RNE), partner NGOs, community members, academia, R&D organizations, relevant private sector, potential donors of the IUCN and Govt of Balochistan etc

Table 1 provides an overview of the proposed reporting mechanism matrix covering all aspects of the 4Ws of the M&E strategy of BPSD.

Table: 1 - 4Ws of the BPSD M&E Strategy

WHO?	WHAT?	WHY?	WHEN?
Internal Users			
BPSD, BPSD's Program Advisory Group (PAG) and IUCN Pakistan country and regional team	Qualitative and Quantitative reports on: <ul style="list-style-type: none"> • Project activities • Project plans • Project finances • Project progress Lessons learned from all above	<ul style="list-style-type: none"> • For management decision • To monitor the progress • To help solve the problems • To alter the BPSD implementation strategy well in time • To organize the human and financial resources • To monitor the impacts of BPSD • To cater to the emerging needs of the stakeholders (like GoB, BEPA, P&D Deptt, partner NGOs etc) 	<ul style="list-style-type: none"> • At the end of the financial year • On a periodic basis (quarterly, half yearly, etc.) to keep track of progress • Specific requirement by the CR-CH or CG-2 • For hiring of new staff • Performance appraisal
External Users			
<ul style="list-style-type: none"> • RNE as the donor of BPSD 	<ul style="list-style-type: none"> • Project Progress • Financial data of the BPSD 	<ul style="list-style-type: none"> • To monitor the progress of BPSD • To transfer the funds • To suggest any program change • To approve any amendment suggested by IUCN Pakistan 	<ul style="list-style-type: none"> • Monthly Progress Reports • Financial Reports • Interim Evaluation reports
<ul style="list-style-type: none"> • Stakeholders (Community members, partner organizations, GoB, and its line departments, Academia, R&D organizations and BEPA) 	<ul style="list-style-type: none"> ▪ Achievements of the BPSD in target areas ▪ Reports summarizing the successful implementation of BPSD components ▪ Details of benefits of the BPSD 	<ul style="list-style-type: none"> ▪ To help build a good relationship and rapport with them ▪ To inform them of any change in the project components 	<ul style="list-style-type: none"> • Decision making on any formal approval or decline of any amendment ▪ Quarterly progress reports or any other report that BPSD management wants to share with them

2. Objectives, outputs and indicators

Objectives are statements of desired specific and measurable program results within a timeframe. The objectives should ideally be “**SMART**” oriented. An evaluation will assess whether the objectives have been achieved. If objectives are measurable and have a corresponding date then it should be possible to express them as targets in the BPSD LFA. The BPSD LFA is attached with this strategy as Annexure-1.

“**SMART**” is an acronym and stands for:

“**S**” stands for Specific or project/program specified

“**M**” stands for Measurable

“**A**” stands for Achievable or appropriate

“**R**” stands for Realistic

“**T**” stands for time-bound or time-specific

Outputs are information, products, or results produced by undertaking activities or projects. Outputs relate to completion of activities and are the type of results over which program managers have a high degree of influence. Outputs reflect what you hoped to produce from a particular input (or set of inputs). The key aspect is that Outputs usually reflect a result or results achieved in a relatively short time period (0–2 years).

Indicators are the measurement tools that help to define what will be evaluated or monitored and record the achievement of intended results of the proposed intervention. Both **qualitative** and **quantitative** indicators are needed for assessing the overall impact of BPSD and its components.

Quantitative indicators are those that can be easily monitored over time and through reporting forms.

Qualitative indicators help to highlight good practices, outline the difficulties encountered and identify gaps in check and response measures.

Characteristics of the BPSD adopted M&E strategy indicators:

All the selected indicators for BPSD’s M&E strategy are in line and consistent with international standards. For M&E purpose, those indicators have been chosen that present the same result when used repeatedly to measure the same condition or event and only measure the condition or event that is aimed to be measured.

In the BPSD M&E strategy, we will mainly be focusing on two types of indicators:

- Impact Indicators
- Performance Indicators

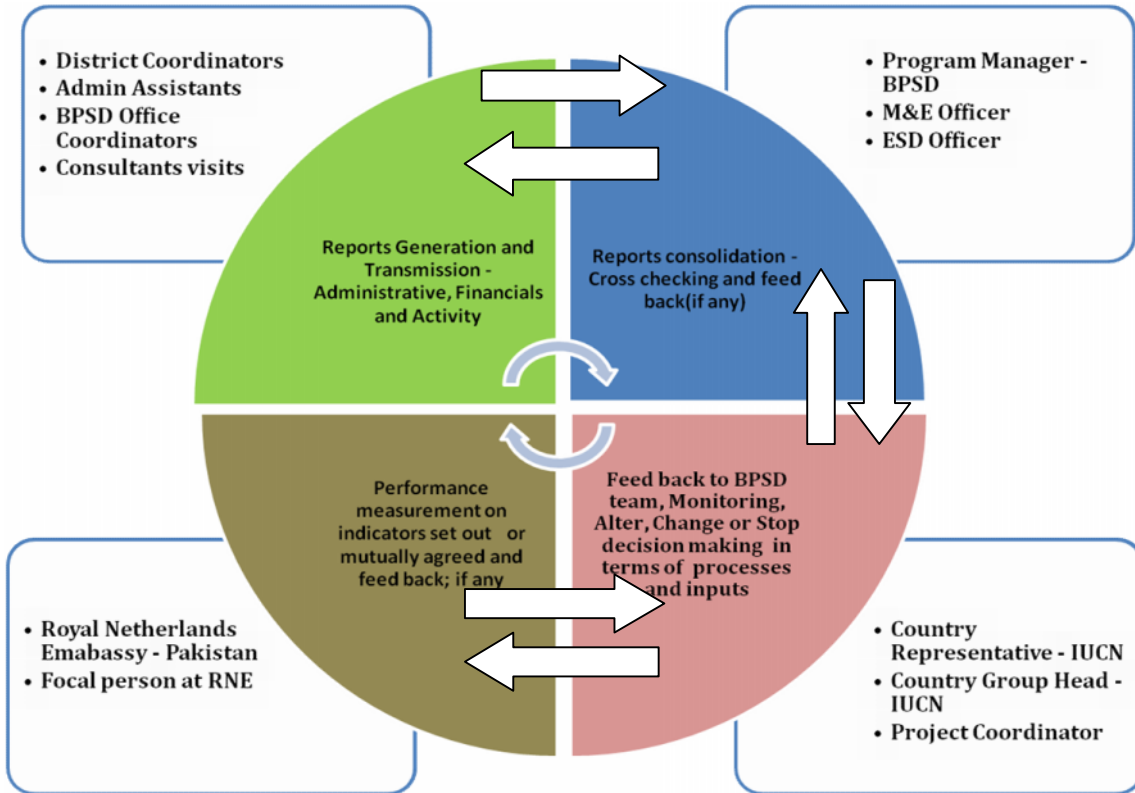
Impact Indicators shall be used in the M&E strategy of BPSD to help measure change in material, attitudinal, physical or behavioral aspects as well as changes in systems and institutions. The BPSD LFA approach enable in tracking changes effected by the project. It supports the principle of impact indicators tending to be more qualitative and aimed at measuring the intended changes to stakeholder’s perceptions and understanding about an intervention that aims to help them in their local perspective. Impact indicators relate to objectives.

Performance indicators shall be used to quantify certain outputs of BPSD components.

3. Report generation mechanism and unified reporting tool

There will be numerous types of reports being generated during the life time of the BPSD. The reports will be generated by the different staff members at various levels hence there should have to be a specific and defined reporting mechanism. There will be set of qualitative and quantitative reports to be generated for reporting the progress at different levels and for different users³. Soon after the planned inception on 16th July 2008, it is planned to have a detailed meeting of the BPSD staff to develop a consensus on the unified reporting template for different components of the BPSD. Figure number 2 shows the report generation and feedback mechanism in IUCN.

Figure: 2 - Report Generation and Feedback Mechanism of BPSD



³ Users have already been explained in details in Figure:1

4. Sources, methods, frequency and schedule of information or data collection on indicators

Once the report generation and dissemination mechanism is developed only then can we start identification of methods required to collect data. It is very important to decide what type of data will be required to generate reports and ascertaining the project success or planning for an intended intervention. It is also very important to know whether the required data will be used to measure a qualitative or quantitative indicator; this will decide the adaptation of method for data collection.

Table number 2 provides a brief insight on some of the examples of Qualitative and Quantitative data to be used frequently during the implementation of BPSD.

M&E Methods to be employed

There are different methods for collecting data as per the nature of the indicators taken into account. But keeping in view the nature of the BPSD project, we have selected the following methods in terms of their appropriateness for operationalization and practical applicability in the field:

- **Interviews**
Structured, semi-structured and unstructured
- **Questionnaires**
Open ended questionnaires and closed ended questionnaires
- **Community Meetings**
Formal and informal community meetings
- **Ranking**
Useful, most useful and least useful
- **Rating scales**
Agree, partially agree, disagree, strongly disagree, etc.
- **Audio Visual aids**
Pictures, movies, audio tapes, stories, role plays, photographs and presentations, etc.
- **Focus Groups**
Generally six to twelve (6-12) people are arranged to sit together and a component interviewer asks the topic focused questions on the specific topic
- **Observation**
Inspection, field visits, process synthesis, implementation mechanism
- **Documentation Reviews**
Already available material, project documents, etc.
- **Direct measurement**
GIS based data, remote sensing, and digital measurement equipment, etc.
- **Case studies**
Stakeholders experiences, success stories of BPSD, etc.

Table 2: Examples of Qualitative and Quantitative Data in terms of BPSD components

BPSD Components	Quantitative	Qualitative
Promote sound environmental governance at district level	<ul style="list-style-type: none"> ▪ Out of 30 districts of Balochistan, only two have their own IDDVs developed.\ ▪ Printing of the two developed IDDVs is to be completed by December 2008 ▪ Consultation process is to be completed for two IDDVs development by the end of Dec 2009 ▪ Out of six selected districts only one urban district is to be included in BPSD ▪ Equal representation of different ethnic groups in the process of IDDVs development in target districts 	<ul style="list-style-type: none"> ▪ Environmental situation in the selected districts of BPSD is deteriorating ▪ Maximum inputs of the stakeholders are incorporated in the IDDVs
Facilitate integrated water, coastal and marine resources management	<ul style="list-style-type: none"> ▪ Water table in the Pishin area is below 100 meters ▪ In Balochistan, the GIS mapping of only one city - Quetta is available ▪ IUCN is the only institution working on Mangroves in Balochistan 	<ul style="list-style-type: none"> ▪ Community members have realized the importance of integrated water resources management ▪ Mangroves nurseries have been successful in getting social approval in the coastal areas of Balochistan
Enhance the capacity of relevant stakeholders to support sustainable development in Balochistan	<ul style="list-style-type: none"> ▪ Out of 52 members of BEPA, only two members are trained in conducting EIA or IEE processes 	<ul style="list-style-type: none"> ▪ Every development project has to submit the EIA or IEE with BEPA to get its NoC ▪ There are many pending NoCs with BEPA due to absence of technical expertise

5. Assignment of roles and responsibilities for data collection

It is essentially important to assign the roles and responsibilities of the M&E strategy keeping in view the job description. Each staff member (professional or non professional) is to be made equally responsible to work for the effective implementation of different components of the BPSD. It is equally important for all the team members of BPSD to develop a better understanding of the different components of BPSD so as to substitute in any case or urgency during the monitoring or evaluation visits of internal or external evaluators or monitoring missions. It is suggested that the data or any kind of information developed at field offices or project office at Quetta be shared with all the staff members irrespective of their field of specialization.

In assigning the roles and responsibilities for data collection and dissemination, the key responsibility lies with the Program Manager – BPSD. Though the database of the BPSD will be developed by the P,M&E officer at the project office in Quetta but yet rest of the professional staff members should try and maintain the same data bank with them.

The Program Manager will be responsible for sharing the reports with other stakeholders. No professional staff is allowed to share the information or data collected without his prior permission; especially in cases where the information is to be communicated to senior managers in the country office or RNE.

6. Analysis, review, presentation of data and reporting mechanism

The BPSD project is spread over a period of six years. It involves considerable amount of data collection and analysis. During project implementation, professional staff members of BPSD shall find themselves at some point where they have large amounts of data made available with themselves which might require further analysis prior to data interpretation.

Instances such as these accord flexibility to the professional staff members in using their cognitive abilities to develop an understanding of the key theme that is the main result of this analysis. Once the key theme of the analyzed data is produced then it becomes very easy to work comprehensively on it and restructure and organize it. In conclusion, there will only be a need to give it a shape of a report.

In M&E systems, reports carry considerable weight and are considered main components of any project; if consolidated correctly. Same is the case with the BPSD M&E strategy. The reporting system of BPSD is designed in such a way that it enables every professional staff member to adhere to the reporting template.

Figure number 3 represents the complete domain of BPSD in graphical representation covering all the important aspects of the “Monitoring and Evaluation” of projects and figure number 4 represents the proposed data flow and reporting mechanism of the BPSD.

Figure 3: BPSD's Monitoring and Evaluation Domain

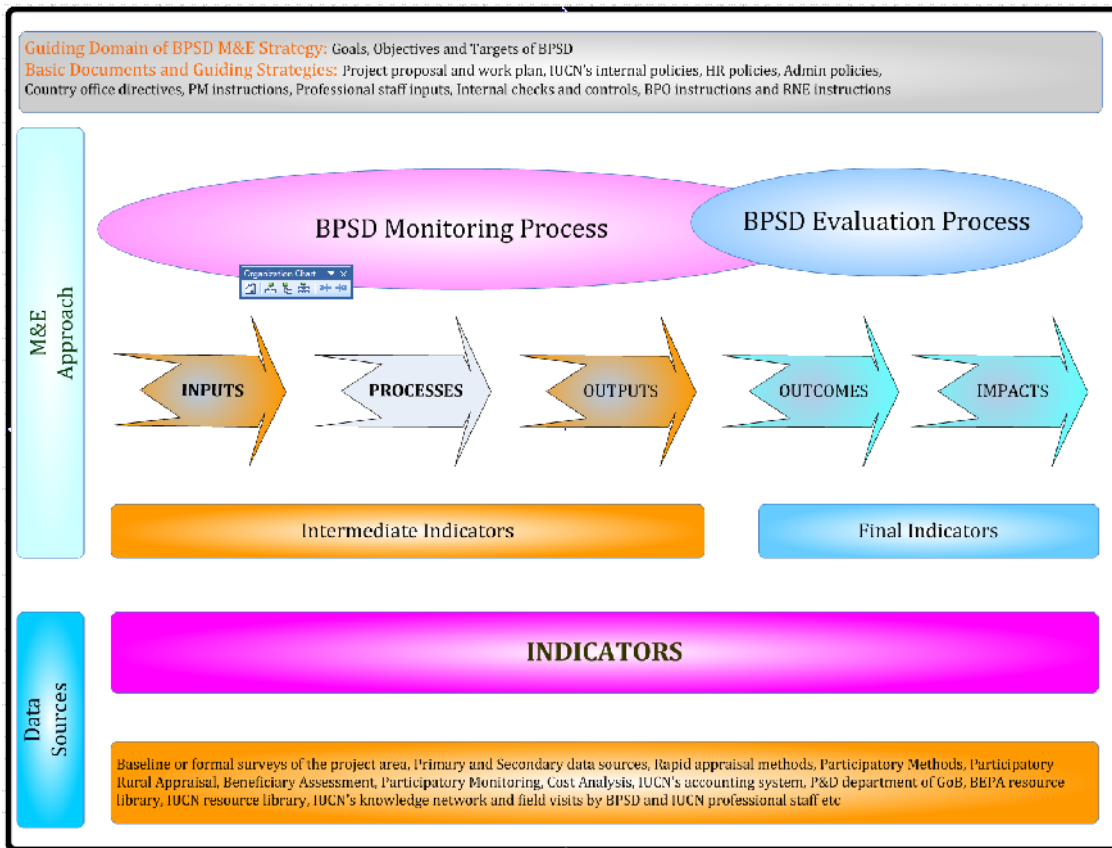
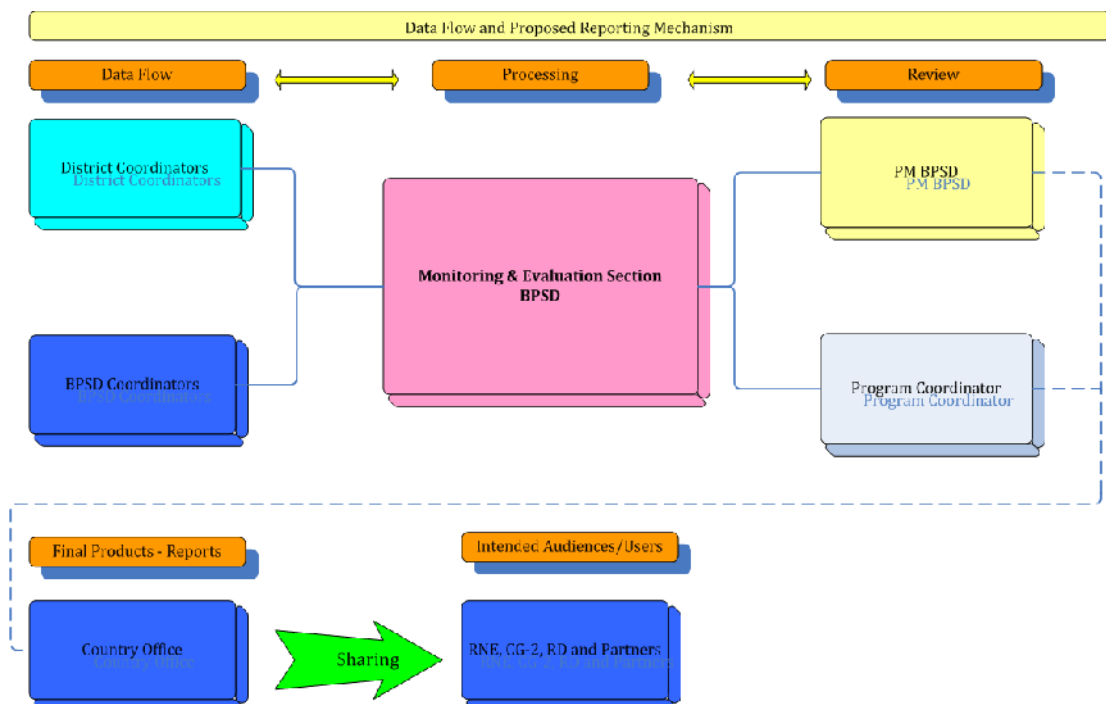
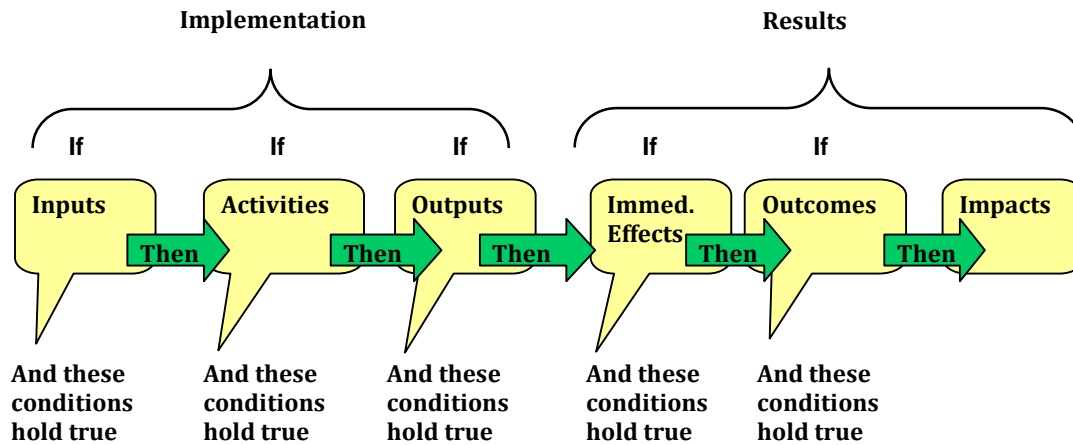


Figure 4 Proposed Data Flow and Reporting Mechanism



Results Chain Logic

THE BPSD program will adopt a logic model based results chain approach for eventually realizing the objectives and contributing to the overarching goal. The output monitoring matrix would be used to measure progress on a day-to-day basis against the deliverables that further contribute towards these strategic objectives.






The above results chain or framework represents the developmental hypothesis of IUCN tailored specifically to the BPSD context. This results chain is nothing but a cause and effect linkage. This framework states simply an "IF" and "THEN" approach to planning and implementation for different components of the BPSD.

Example:

In relation to the development process of ID DVs in the selected districts of Balochistan; if BPSD completes the ID DVs development process and manages to successfully integrate these into the annual developmental plans of District Govts ...then the District Govts will improve their knowledge about sustainable environmental governance...and then are likely to subsequently change their policies and behaviors towards realizing sustainable development objectives...and then they will be in a better position to plan for the future".

Results in the framework are linked to each other. These "Ifs" and "Thens" are usually based on an in-depth understanding of the political situation, economy, law and order, social and demographic factors, and potential factors outside the project's context that may affect achievement of development outcomes. The results framework will be clearer from the following framework example:

RESULT CHAIN LOGIC/STRATEGY EXAMPLES
INPUTS/PROCESSES (RESOURCES, PROCESSES, AND METHODS UTILIZED)
<ul style="list-style-type: none"> ▪ BPSD components funding made available ▪ Base line data is made available ▪ District offices established in the target project areas ▪ Staff hiring process for district offices completed ▪ Training of newly inducted staff members completed ▪ BPSD staff needs identified ▪ Grey areas of stakeholders identified ▪ All facilities provided to them ▪ Initial contacts with major stake holders developed ▪ Potential partners organizations identified to be engaged in the development process in the target areas of BPSD ▪ Strategies developed ▪ Implementation mechanism of BPSD finalized ▪ Informational materials developed for different components of the BSPD ▪ Potential implementing partners engaged with partnership deeds ▪ Guidelines and working protocols developed and communicated to partners organizations <p>All these steps are leading to..... </p>
OUTPUTS (SHORT-TERM CHANGE, EFFECTS, AND RESULTS SOUGHT)
<ul style="list-style-type: none"> ▪ Increased outreach of BPSD ▪ Expansion of service delivery of BPSD components ▪ Increased presence of BPSD in target areas ▪ Operationalization of BPSD components in the target areas ▪ Stakeholders involved in the different components of BPSD ▪ Start of information flow within the BPSD ▪ Increased activities in the target areas of BPSD ▪ Enhanced capacity and skills of the BPSD partners ▪ Enhanced communication between the BPSD and its partners ▪ Better understanding of BPSD fostered (Within IUCN and outside sphere) <p>All these steps are leading to..... </p>
OUTCOMES (INTERMEDIATE CHANGE EFFECTS AND RESULTS SOUGHT)
<ul style="list-style-type: none"> ▪ Increased proportion of BPSD target area covered by project interventions leading to: ▪ Changed/improved attitudes towards IWRM, EG, NRM, ICZM etc ▪ Improved attitudes towards the implementation mechanism of BPSD ▪ Satisfied Donor and partners ▪ Improved socio-economic conditions of the stakeholders of the target area ▪ Improved systems ▪ Improved practices ▪ Improved environmental sense <p>All these steps are leading to..... </p>
IMPACTS (LONG-TERM CHANGE, EFFECTS, AND RESULTS SOUGHT)
<ul style="list-style-type: none"> ▪ Integration and ownership of developed IDDVs for the target districts ▪ Improved capacity building of the BEPA staff ▪ Increased partnerships among the different stake holders of BPSD ▪ Improved water charging of aquifers ▪ Communities empowerment in terms of IWRM

Roles and Responsibilities in Monitoring and Evaluation System of BPSD

The success of any strategy largely depends on defining the roles and responsibilities in advance. The BPSD's M&E strategy is also aimed to draw lines of roles and responsibilities as the BPSD moves towards implementation.

Though the roles and responsibilities mentioned here are expected to remain the same during the whole life span of the project but they are tailored in such a way that they are ready to accommodate any major change or shift of role or responsibility from one to another. The details of roles and responsibilities are given as under:

Members	Roles and Responsibilities of M&E
IUCN CR-CH or CG-2	Policy making, Management Decisions, donor relations, general oversight etc
Programme Coordinator	BPSD component reporting and coordination with donor
Program Manager	BPSD component management and administration, ensuring M&E implementation at project level and streamlining, effective coordination and participation of stakeholders
PAG-BPSD	Review of BPSD components and monitor implementation strategy
P,M&E Section	Assist and carry out project planning, internal or external monitoring and evaluation along with tracking the progress of components of BPSD and close coordination with PM, District/Technical Coordinators and other staff members of BPSD. Ensuring the work plan implementation as planned
Partners organizations	Ensuring the M&E activities at project level (activity wise)
IUCN Experts	Expert opinion and advice on technical matters
RNE Focal point of BSPD	Participation in Monitoring and Evaluations activities; progress review of implementation of BPSD components; adaptation of integrated approach towards the targets and recommendations for maximizing success
Community members	Active participation in monitoring and evaluation activities of BPSD and providing genuine views, observations and perceptions to project M&E practitioners

Monitoring and Evaluation Plan of BPSD

Monitoring Plan								
What Information will be generated?	For what will it be required?	Who will be the main users?	Who will collect the information?	Which sources shall be used for collection of information?	When will the information be collected?	What will be the utility of the collected information?	How will the reporting be done?	Who gets the report?
Program and Activity Based								
Monthly Progress Reports (component wise)	<ul style="list-style-type: none"> For management decisions To monitor the progress of the BPSD For future strategic planning 	<ul style="list-style-type: none"> RNE IUCN CR IUCN CH IUCN CG-2 PM BPSD PAG - BPSD BPO Professional staff Partner organizations 	<ul style="list-style-type: none"> All the professional staff of BPSD BPO CO (optional and need based) 	<ul style="list-style-type: none"> Monitoring tools once agreed by the BPSD professional staff Combination of different methods like personal observation, Focus Group Discussions, telephonic communications, emails, pictures etc 	At the end of the Month but to be shared on the 5 th of new month	<ul style="list-style-type: none"> Comparison of targets versus achievements To measure the effectiveness of the intervention To measure the efficacy of the strategy 	Progress reports to be shared on the developed template agreed by the professional staff of BPSD and approved by the IUCN CO	<ul style="list-style-type: none"> PM BPSD Programme Coordinator M&E Officer for consolidation and compilation of BPSD Monthly Progress Report

<p>Quarterly Progress Reports</p>	<ul style="list-style-type: none"> For management decisions To monitor the progress of the BPSD For future strategic planning 	<ul style="list-style-type: none"> RNE IUCN CR IUCN CH IUCN CG-2 PM BPSD PAG-BPSD BPO Professional staff Partner organizations 	<ul style="list-style-type: none"> Consultants hired by the IUCN CO (if any) All the professional staff of BPSD BPO CO (optional and need based) 	<ul style="list-style-type: none"> Monitoring tools once agreed by the BPSD professional staff Combination of different methods like personal observation, Focus Group Discussions, telephonic communications, emails, pictures etc 	<p>At the end of the first quarter but to be shared within 20 days time</p>	<ul style="list-style-type: none"> Comparison of targets versus achievements To measure the effectiveness of the intervention To measure the efficacy of the strategy 	<p>Progress reports to be shared on the developed template agreed by the professional staff of BPSD and approved by the IUCN CO</p>	<ul style="list-style-type: none"> PM BPSD Program Coordinator M&E Officer for consolidation and compilation of BPSD Quarterly Progress Report
<p>Annual Reports</p>	<p>-do-</p>	<p>-do-</p>	<p>-do-</p>	<p>Already MPRs and QPRs shall be used as primary data sources</p>	<p>At the end of the first year but it will be required to submit in the 20 days time.</p>	<p>-do-</p>	<p>-do-</p>	<p>-do-</p>
<p>Interim Monitoring Reports</p>	<ul style="list-style-type: none"> To allow reporting on the impacts so far the BPSD has achieved To learn lessons from the past To adjust work plan 	<ul style="list-style-type: none"> -do- 	<ul style="list-style-type: none"> The donors are required to conduct the interim monitoring visits. So the consultant hired by RNE shall be facilitated 	<ul style="list-style-type: none"> Field visits, personal interviews, public consultations and other participatory methods will be used along with MPRs, QPRs and Annual Reports as primary data 	<p>To be decided by the RNE</p>	<ul style="list-style-type: none"> To review and improve performance To add value to the BPSD components To have a clearer picture of the state of 	<p>To be decided by the RNE</p>	<ul style="list-style-type: none"> IUCN CO Programme Coordinator IUCN CR IUCN CGH-2 PM BPSD BPO

			by the professional staff members of BPSD	sources		affairs of the BPSD		
Special Project publication (newsletter, flyers, special editions etc	To share the BPSD achievements	Stakeholders, potential donors, BPSD staff members etc	ESD and other coordinators	Narrative reports, Stakeholders interviews, monitoring reports etc	On equal intervals or on special occasions	To publicize the BPSD successes, generate extra funding for IUCN Pakistan future projects etc	Electronic or print media and Printed materials etc	All stakeholders or potential partners and donors
Administrative Reports								
Vehicle use report	<ul style="list-style-type: none"> To control misuse of the vehicles for other than specified purposes 	<ul style="list-style-type: none"> Finance section PM BPSD Admin Manager at CO Admin Coordinator at BPO 	<ul style="list-style-type: none"> Drivers Admin Assistants Admin Coordinator 	<ul style="list-style-type: none"> Vehicle Log books Travel Requisitions 	At the end of the Month but to be shared on the 5th of new month	<ul style="list-style-type: none"> For cost analysis To ascertain the vehicle usage 	To be shared on the general template of IUCN CO	<ul style="list-style-type: none"> PM Admin Coordinator at BP Admin Manager at CO P,M&E section
Procurement Report	<ul style="list-style-type: none"> To record the new procurements in the project 	<ul style="list-style-type: none"> Finance section PM BPSD Admin Manager at CO Admin Coordinator at BPO 	<ul style="list-style-type: none"> Admin Coordinator Purchase committee member Admin assistant in district offices 	<ul style="list-style-type: none"> Purchase orders Invoices Inventory registers Assets register 	At the end of the Month but to be shared on the 5th of new month	<ul style="list-style-type: none"> To fulfill the audit requirement Cost analysis Comparative assessment of assets 	To be shared on the general template of IUCN CO	<ul style="list-style-type: none"> IUCN CR-CH Program Coordinator PM Admin Coordinator at BP Admin Manager at CO P,M&E section
Admin	<ul style="list-style-type: none"> To provide the 	<ul style="list-style-type: none"> PM BPSD 	<ul style="list-style-type: none"> Admin 	<ul style="list-style-type: none"> Office records 	To be	<ul style="list-style-type: none"> Better 	Narrative	<ul style="list-style-type: none"> PM-BPSD

Coordinator monitoring visits	<ul style="list-style-type: none"> Admin support To have a fresh look at admin functions in district offices 	<ul style="list-style-type: none"> Admin Manager 	<ul style="list-style-type: none"> Assistants at DOs Admin Coordinator 	<ul style="list-style-type: none"> General views of district staff 	decided by the PM soon after the inception	<ul style="list-style-type: none"> admin support role Better integration of admin support functions in BPSD components implementation 	template	<ul style="list-style-type: none"> Admin Manager CO P,M&E section
Utilities Utilization and Trend Report (PO and District Offices)	<ul style="list-style-type: none"> To monitor the utilities trend and utilization To ascertain the future trend 	<ul style="list-style-type: none"> Finance Section PM IUCN CO 	<ul style="list-style-type: none"> Admin Coordinator Admin Assistant 	<ul style="list-style-type: none"> Utility bills (Current and Old) Paid utility bills Petty Cash Adjustment Reports 	Monthly basis or as per the decision of PM BPSD	<ul style="list-style-type: none"> Better check and balance of the utilization of utilities 	Simple Excel sheet to be developed	<ul style="list-style-type: none"> PM BPSD Admin manager CO P,M&E section
Fuel Consumption Report (Vehicle and Generator)	<ul style="list-style-type: none"> To ascertain the fuel consumed for vehicle utilization and standby generators at PO and District Offices 	<ul style="list-style-type: none"> Admin Section of PO Finance Section 	<ul style="list-style-type: none"> Admin Assistants at Dos and Admin Coordinator at PO 	<ul style="list-style-type: none"> Vehicle and Generator Log Books and Vehicle requisition forms 	Monthly Basis	<ul style="list-style-type: none"> To have a regular check on vehicle usage To ascertain the POL usage and justification of vehicle maintenance 	Excel sheet to be developed	<ul style="list-style-type: none"> PM BPSD Admin manager Co Finance Section PO P,M&E Section
Travel Information Report (Local and National)	<ul style="list-style-type: none"> To calculate the travel costs both local and at national level 	<ul style="list-style-type: none"> Admin Section at PO Admin 	<ul style="list-style-type: none"> Admin Assistants at Do Admin 	<ul style="list-style-type: none"> TRs Reimbursement claims of the staff 	<ul style="list-style-type: none"> Monthly basis 	<ul style="list-style-type: none"> Cross checking of the activities conducted 	Narrative Report or Excel sheet to be developed	<ul style="list-style-type: none"> PM BPSD Admin Coordinator

Travel)		<ul style="list-style-type: none"> Assistants at Dos PM BPSD Finance Section 	<ul style="list-style-type: none"> Coordinators at PO 	<ul style="list-style-type: none"> Submitted NFRs 		<ul style="list-style-type: none"> at field or activities undertaken 		<ul style="list-style-type: none"> Finance section P,M&E section
Office Stationary and Equipment Report	<ul style="list-style-type: none"> To calculate the stationary and equipment used during the month 	<ul style="list-style-type: none"> Admin Section OM BPSD Finance Section 	<ul style="list-style-type: none"> Admin Assistants at Dos Admin Coordinator or at PO 	<ul style="list-style-type: none"> Stock register Purchase order forms Stationary requisitions from staff members 	<ul style="list-style-type: none"> Monthly Basis 	<ul style="list-style-type: none"> Verification of the inventory 	<ul style="list-style-type: none"> Excel sheet to be developed by Admin Section with assistance from P,M&E section 	<ul style="list-style-type: none"> PM BPSD IUCN CO Finance section
Attendance of Staff Report	<ul style="list-style-type: none"> To calculate the working hours of the staff 	<ul style="list-style-type: none"> Finance section HR Section at PO HR at CO Finance section 	<ul style="list-style-type: none"> Admin assistant at Do Admin Coordinator or at PO 	<ul style="list-style-type: none"> Leave applications Attendance register etc 	<ul style="list-style-type: none"> Monthly bass 	<ul style="list-style-type: none"> To calculate the working hours of individual staff To calculate the leaves availed 	<ul style="list-style-type: none"> Excel or narrative report to be generated 	<ul style="list-style-type: none"> PM BPSD IUCN CO Finance section
Petty Cash Adjuster Report	<ul style="list-style-type: none"> TO calculate the petty cash utilized 	<ul style="list-style-type: none"> Finance section PM BPSD 	<ul style="list-style-type: none"> Admin assistant at Do Admin Coordinator or at PO 	<ul style="list-style-type: none"> Vouchers and receipts Requisitions etc 	<ul style="list-style-type: none"> Monthly bass 	<ul style="list-style-type: none"> To calculate the petty cash expenditure 	<ul style="list-style-type: none"> Excel sheet or already developed sheet with Finance section at PO 	<ul style="list-style-type: none"> PM BPSD IUCN CO Finance section
Financial Reports								
Analysis of "Budget Vs Expenditure Statement"	For future strategic work planning	Project Manager, Office Head, Finance	Finance Officer BPSD collects information	Accounting database, Vendors bills,	Information is collected on monthly, half yearly	For sharing with the donors, Project manager,	Donor reporting will be done on the	Donor Agency, Project Manager, Manager

		Manager IUCNP	through all BPSD related staff	invoices etc	and on annual basis	Finance Manager IUCNP	prescribed formats provided by them. Reporting within IUCN have budget Vs Expenditure analysis	Finance IUCNP
IWRM Component Reports								
Institutional profiling of major stakeholders in water sector (Govt. and Non Govt.)	Helps in identification/selection of implementation partner	IUCN Pakistan BPSD core staff members	IUCN Pakistan	One to one meeting with senior officials	Before implementing the project	Strength and skills Assessment	Detailed profile both in hard & soft copies	IUCN CO, Programme Coordinator and BPSD office
Base line data of water resources at basin level	Helps in planning, designing and implementing of physical activities	IUCN Pakistan, BPSD core staff members, and partners	Implementing partners	Field surveys, data generation and analysis	Before implementing the project	Potential assessment for field activities	Narrative and Comparative Reports	NWE, PM, C-IWRM, Partners and stakeholders
Geological Survey of potential sites within sub basin	Helps in planning, designing and implementing of physical activities	IUCN Pakistan BPSD core staff members	Outsourcing through specialized consultant	Field surveys, data generation and analysis	Before implementing the project	Potential assessment for field activities	Qualitative and Quantitative reports	NWE, PM, C-IWRM, Partners and stakeholders
Resistivity Survey of potential sites within sub basin	Helps in planning, designing and implementing of physical activities	IUCN Pakistan BPSD core staff members	Outsourcing through specialized consultant	Field surveys, data generation and analysis	Before implementing the project	Potential assessment for field activities	Consolidated reports	NWE, PM, C-IWRM, Partners and stakeholders
Topographic Survey of potential	Helps in planning, designing and implementing of	IUCN Pakistan BPSD core staff members	Outsourcing through specialized	Field surveys, data generation and analysis	Before implementing the	Potential assessment for field activities	-do-	NWE, PM, C-IWRM, Partners and

sites within sub basin	<i>physical activities</i>		<i>consultant</i>		<i>project</i>			<i>stakeholders</i>
Hydrological Survey of potential sites within sub basin	<i>Helps in planning, designing and implementing of physical activities</i>	<i>IUCN Pakistan BPSD core staff members</i>	<i>Outsourcing through specialized consultant</i>	<i>Field surveys, data generation and analysis</i>	<i>Before implementing the project</i>	<i>Potential assessment for field activities</i>	<i>-do-</i>	<i>NWE, PM, C-IWRM, Partners and stakeholders</i>
Socio economical Survey of beneficiary communities	<i>Helps in social mobilization and organization</i>	<i>IUCN Pakistan BPSD core staff members</i>	<i>Implementing Partners</i>	<i>Field surveys, data generation and analysis</i>	<i>Before implementing the project</i>	<i>PRA tools, Questionnaires and interviews etc</i>	<i>-do-</i>	<i>NWE, PM, C-IWRM, Partners and stakeholders</i>
Impact assessment of project	<i>Reporting to donor, IUCN at national and global level</i>	<i>IUCN Pakistan BPSD core staff members</i>	<i>P, M&E unit BPSD</i>	<i>Field surveys, feedback from the beneficiary communities</i>	<i>After the completing the project</i>	<i>-do-</i>	<i>-do-</i>	<i>NWE, PM, C-IWRM, Partners and stakeholders and donor</i>
Integrated Coastal Zone Management Activities Monitoring Plan								
Mangrove Plantation Progress Report	<ul style="list-style-type: none"> To report the progress of mangrove plantation to RNE To increase the plantation cover To decide for the future extension of the mangrove plantation in other parts of the project areas 	<ul style="list-style-type: none"> PM BPSD NRM Specialist at CO RNE P, M&E Section 	<ul style="list-style-type: none"> Field staff and Coastal expert 	<ul style="list-style-type: none"> Field surveys Nursery records 	<p>At the end of the Month but to be shared on the 5th of new month</p>	<ul style="list-style-type: none"> For cost analysis To ascertain the vehicle usage 	<p>To be shared on the general template of IUCN CO</p>	<ul style="list-style-type: none"> IUCN CO PM BPSD P, M&E section RNE
Site Selection	<ul style="list-style-type: none"> To select the sites for future 	<ul style="list-style-type: none"> PM BPSD NRM 	<ul style="list-style-type: none"> Field staff and 	<ul style="list-style-type: none"> Prospect sites visits etc 	<p>At the end of the site</p>	<ul style="list-style-type: none"> For documenta 	<p>Format to be</p>	<ul style="list-style-type: none"> PM BPSD P, M&E

Report	mangrove plantation in the project areas	<ul style="list-style-type: none"> Specialist at CO RNE P,M&E Section 	Coastal expert		visits	<ul style="list-style-type: none"> For future evaluation of the project 	developed mutually by P,M&E section and Coastal expert	<ul style="list-style-type: none"> section IUCN CO
Livelihoods diversification identification for coastal communities	<ul style="list-style-type: none"> To identify alternate and diversified livelihoods for coastal communities 	<ul style="list-style-type: none"> PM BPSD NRM Specialist at CO RNE P,M&E Section 	<ul style="list-style-type: none"> Field staff and Coastal expert 	<ul style="list-style-type: none"> Meetings of minutes with communities and within IUCN Pakistan 	Activity based	<ul style="list-style-type: none"> For donor communication For P,M&E For impact assessments 	Format to be developed mutually by M&E section and Coastal expert	<ul style="list-style-type: none"> PM BPSD M&E section IUCN CO
Data Collection for Coastal areas	<ul style="list-style-type: none"> Collect data on socio economic and ecological importance of the project area 	<ul style="list-style-type: none"> PM BPSD NRM Specialist at CO RNE M&E Section 	Field staff and Coastal expert	Base line surveys and already available data	Activity based	<ul style="list-style-type: none"> For future interventions in the project area For donor communication For M&E For impact assessments 	Narrative Format to be developed mutually by M&E section and Coastal expert	<ul style="list-style-type: none"> PM BPSD M&E section IUCN CO
ICZM consultation report	<ul style="list-style-type: none"> To report the consultative process for ICZM plan development with relevant stake holders 	<ul style="list-style-type: none"> PM BPSD NRM Specialist at CO RNE M&E Section 	<ul style="list-style-type: none"> BPSD PMU IUCN CO Field staff and Coastal expert M&E section of BPSD 	Minutes of meetings, apprehensions, reservations, expectations of stake holders etc	Activity based	For ICZM plan development	Narrative Format to be developed mutually by M&E section and Coastal expert	<ul style="list-style-type: none"> PM BPSD M&E section IUCN CO
Capacity mapping of	<ul style="list-style-type: none"> To map the capacity and 	<ul style="list-style-type: none"> PM BPSD NRM 	<ul style="list-style-type: none"> BPSD PMU IUCN CO 	Format developed mutually by	Activity based	For start of capacity	Narrative Format to	<ul style="list-style-type: none"> PM BPSD M&E

stake holders of stake holders in coastal areas	<i>need assessment of stake holders of project areas (coastal areas)</i>	<i>Specialist at CO</i> • RNE M&E Section	• <i>Field staff and Coastal expert</i> M&E section of BPSD	<i>Coastal expert and M&E section BPSD</i>		<i>building exercise in the coastal project areas of BPSD</i>	<i>be developed mutually by M&E section and Coastal expert</i>	• <i>IUCN CO</i>
Evaluation Plan								
What Information will be generated?	For what will it be required?	Who will be the main users?	Who will collect the information?	Which sources shall be used for collection of information?	When will the information be collected?	What will be the utility of the collected information?	How will the reporting be done?	Who gets the report?
Impact , Assessment or Evaluation Report	<ul style="list-style-type: none"> To ascertain whether the BPSD has brought about any change in the target areas To measure and improve the overall performance of the BPSD For fulfilling and meeting donor requirements 	<ul style="list-style-type: none"> RNE IUCN CR BPSD PAG PM BPSD BPO Professional staff of BPSD 	<ul style="list-style-type: none"> External evaluator or third party evaluator with the technical assistance of BSPD professional staff along with M&E officer 	<ul style="list-style-type: none"> Interviews, Questionnaires Face to face meetings with stake holders Document analysis Progress reports 	Midterm of BPSD in 2010 or at the end of the project in 2013	To reflect the immediate impacts and outcomes of the BPSD during the period covered	Impact , assessment or evaluation report is generally prepared by the external evaluator but the professional staff will be the helping hand in the process	<ul style="list-style-type: none"> RNE PAG-BPSD IUCN CR IUCN CH IUCN CG-2 PM BPSD Professional staff of BPSD
Final Evaluation Report	<ul style="list-style-type: none"> To assess the usefulness of the BPSD To evaluate the BPSD Policy development Development of new project in 	<ul style="list-style-type: none"> RNE IUCN CR BPSD PAG PM BPSD BPO Professional staff of 	External evaluator or third party evaluator with the technical assistance of BSPD professional staff along	<ul style="list-style-type: none"> Specially tailored surveys Public meetings Interviews Questionnaires One-on-One 	At the end of the project in 2013	To evaluate the impacts of the BPSD and for future funding and decision making	Final Impact Assessment report will be prepared	

	Balochistan building upon probable success of the BPSD	BPSD	with M&E officer	meetings with stakeholders <ul style="list-style-type: none"> Document analysis Progress reports 				
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BPSD Impacts and Performance Measurement Matrix

BPSD Objectives/Outputs	Indicators	Data/Information Required	Source of information	Methods of information collection	Collection interval/frequency
Objective 1: To promote sound environmental governance at the district level through visioning, planning and implementation					
1.1. Integration of the district development vision as a planning tool in administrative processes in the districts of Balochistan	<ul style="list-style-type: none"> Approval by the respected DCOs and District Nazims 	<ul style="list-style-type: none"> Status of IDVs development and its adoption at the selected districts and provincial governments' level. 	<ul style="list-style-type: none"> Selected districts Govt offices Provincial line departments Communities BPSD concerned coordinator 	Meetings, Workshops BPSD deployed staff reports	1. Need based 2. Need based 3. Monthly
1.2. Integrated District Development Visions (IDDDVs) for Lasbella, Pishin, Mastung and Quetta developed and approved	<ul style="list-style-type: none"> Official notifications from the concerned district DCOs. 				
1.3. Approved IDDDVs operationalised through technical assistance and facilitation, mainly on ecosystems and livelihoods issues.	<ul style="list-style-type: none"> Projects undertaken with the District Govts and local NGOs of the area 				

Objective 2: To facilitate integrated water, coastal and marine resource management.					
<p>2.1. Three fully functional, community managed, medium sized projects on IWRM established in the identified river basins.</p> <p>2.2. Negative implications of unsustainable water resources management practices, and their effects on local, provincial, and national economy researched, advocated and fed into policy frameworks.</p> <p>2.3. Improved integration of biodiversity values into policy, planning and practice in coastal areas of Balochistan.</p>	<ul style="list-style-type: none"> - Percentage rise in water-table in the targeted area. - Percentage increase in water availability in the area for agricultural use. - Changes in policies and plans of the government - Extent of media coverage to highlighting the issues of unsustainable water use. - Willingness among the departments for replication of the IWRM projects elsewhere in the province. - Percentage increase in targeted communities' household income - Perceived improvement in understanding of biodiversity value in the development policy and practice - Percentage increase in rehabilitated mangrove forest - Percentage increase in aquaculture - Official approval and adoption of ICZM Plan 	<ul style="list-style-type: none"> • Increase in cultivable land and agriculture productions in the selected districts • Awareness among the ordinary people and decision makers about the current status of water sources and its future negative impacts of unwise use. • Strategies/policies developed leading to the optimal use of water • Policies and strategies developed for highlighting the role of biodiversity in the economic life of ordinary people. 	<ul style="list-style-type: none"> • Selected sites and its communities • Communities • Provincial and federal government line departments. • Political elected representatives • Communities • Government line departments • BPSD other selected partners, if any • BPSD concerned Coordinator 	<ul style="list-style-type: none"> • Socio-economic surveys • PRA tools • Consultative meetings • Seminars/workshops • Record communications • Stakeholders consultative meetings • Special studies 	<ul style="list-style-type: none"> • One year after completion and handing over the installations to the communities • Need based • After one year of the intervention completion

Objective 3: To enhance capacity of relevant stakeholders to support sustainable development in Balochistan as a contribution to the national agenda					
<p>3.1. Trained provincial and district government officials and civil society organizations in IDDV development and implementation processes.</p> <p>3.2. Enhanced capacity of public sector and civil society in environmental management, monitoring and assessment</p> <p>3.3. Effective program management systems and mechanisms developed and put in place</p>	<ul style="list-style-type: none"> - Some non-selected districts develop their ID DVs - Improvement in functioning of the government functionaries and civil society organizations. - Willingness among the departments for replication of the IWRM projects elsewhere in the province. - Use of new skills and enhanced capacity in the role of relevant stakeholders. - Programme implementation is on planned pace 	<p>Positive change in environmental governance at the selected districts</p>	<ul style="list-style-type: none"> • Communities • Government line departments • Media • BPSD concerned coordinator 	<ul style="list-style-type: none"> • Consultative meetings • Seminars and workshops • Special studies 	<p>After 4 years of the project commencement</p>
<p>Activities planned in the agreed and approved work plan each year</p>	<p>Actions undertaken</p>	<p>Update BPSD interventions status</p>	<p>BPSD Professional staff</p>	<ol style="list-style-type: none"> 1. Regular meetings and reports 2. Field observations and reports 3. Quarterly reports against the work plan 	<ol style="list-style-type: none"> 1. Monthly 2. Need based 3. Quarterly

Annexure – I LFA of BPSD

Results	OVI	Means of Verification	Key Activities	Assumptions		
Objective 1: To promote sound environmental governance at the district level through visioning, planning and implementation						
1.1	Integration of the district development vision as a planning tool in administrative processes in the districts of Balochistan.	Process of IDDV development being followed by other districts.	<p>IDDV process document</p> <p>Requests received from other districts to assist in IDDV development</p> <p>Office records</p>	1.1.1	Analyze experiences with the development of IDDVs in Qila Saifullah and Gwadar, standardize the processes and finalize the IDDV Handbook.	<p>IDDVs of district Qila Saifullah and Gwadar have been fully adopted by the respective districts as planning tool/document.</p> <p>Provincial and respective newly selected district governments show interest and willingness in preparing and adopting the IDDV as planning tool.</p> <p>Provincial government appreciates and supports the already formulated two IDDVs of Gwadar and Qila Saifullah. The formulated IDDVs are fully internalized by the respective districts as an agenda to develop the district.</p>
				1.1.2	Disseminate the IDDV Handbook to district governments and partners all over Balochistan.	
				1.1.3	Arrange exposure visits for the key stakeholders to the select districts.	
				1.1.4	Provide need based technical backstopping to the districts who initiate the IDDV development process.	
1.2	Integrated District Development Visions (IDDVs) for Lasbella, Pishin, Mastung and Quetta developed and approved.	District governments' official notification letters of approving the IDDVs.	<p>Minutes of the District assembly sessions discussing the IDDV development.</p> <p>Filed visits, meeting with the communities, local government officials about the perceptions and work done in IDDV development.</p>	1.2.1	Set-up and support institutional mechanisms for development of IDDVs in four select districts.	
				1.2.2	Facilitate the consultative process lead by the district government.	
				1.2.3	Prepare draft IDDVs through review process for approval by the respective Zilla Councils.	
				1.2.4	Finalise, edit, produce and	

					disseminate the IDDVs.	
1.3	Approved IDDVs operationalised through technical assistance and facilitation, mainly on ecosystems and livelihoods issues.	Annual Development Plans of select districts include projects based on IDDV recommendations.	Annual Development Plans Projects' documentation. Office record.	1.3.1	Assist the district governments and relevant line departments in projectising the IDDVs' recommendations.	
				1.3.2	Facilitate implementation of ecosystem and livelihood elements of the approved IDDVs by the district councils, relevant line departments and civil society organizations.	
Objective 2: To facilitate integrated water, coastal and marine resource management.						
2.1	Three fully functional, community managed, medium sized projects on IWRM established in the identified river basins.	Percentage rise in water-table in the targeted area. Percentage increase in water availability in the area for agricultural use.	Pre and post intervention datasets Field visits for physical verification of the work done. Meetings with communities about the water status prior and post project. Office record.	2.1.1	Hold consultations with stakeholders at the provincial and district level to select appropriate locations for the projects.	The Irrigation Dept. is willing to join hands for such initiatives. Government line departments, CSOs and
				2.1.2	Conduct hydrological, geological and social/economic surveys to gather base-line data of the selected sites.	Communities are fully interested in the sustainable use water resources. Upstream and
				2.1.3	Operationalise GIS on water and environment.	downstream communities are willing and have consistently cooperated to establish the projects.
				2.1.4	Design, implement and monitor the projects with a focus on integrated approaches to improve water management.	Upstream and downstream people actively participated and
2.2	Negative implications of	Changes in policies and	Official notifications	2.2.1	Research and document the	

	<i>unsustainable water resources management practices, and their effects on local, provincial, and national economy researched, advocated and fed into policy frameworks.</i>	<i>plans of the government Extent of media coverage to highlighting the issues of unsustainable water use. Willingness among the departments for replication of the IWRM projects elsewhere in the province.</i>	<i>and record. Press clippings Formal requests from the departments for support in adoption of IWRM approach</i>		<i>gains from the projects as well as best practices across the country and the region.</i>	<i>unanimously cooperated in projects' site selection.</i>
				2.2.2	<i>Hold consultations with upper and lower riparian on water needs, appropriate cropping patterns, waste (water) disposal systems, and other relevant issues.</i>	
				2.2.3	<i>Sensitise the decision makers, officials and relevant local communities on efficient use of water through site-visits, seminars, outreach workshops, publications and mass awareness-raising.</i>	
2.3	<i>Improved integration of biodiversity values into policy, planning and practice in coastal areas of Balochistan.</i>	<i>Percentage increase in targeted communities' household income Perceived improvement in understanding of biodiversity value in the development policy and practice Percentage increase in rehabilitated mangrove forest Percentage increase in aquaculture Official approval and</i>	<i>Pre and post intervention data Official records of meetings, trainings and other supports to the communities. Perception surveys Official notifications</i>	2.3.1	<i>Establish ecological and economic importance of coastal ecosystems through projects on mangroves.</i>	
				2.3.2	<i>Facilitate livelihood diversification for coastal communities through projects on bio-saline/arid agriculture and aquaculture.</i>	
				2.3.3	<i>Document and disseminate ecological and economic importance of coastal ecosystems as well as success stories in integrated coastal zone management to</i>	

		<i>adoption of ICZM Plan</i>			<i>wider constituency.</i>	
				2.3.4	<i>Provide technical assistance to the relevant authorities in Balochistan and Sindh for the development and adoption of Integrated Coastal Zone Management (ICZM) Plan.</i>	
Objective 3: To enhance capacity of relevant stakeholders to support sustainable development in Balochistan as a contribution to the national agenda.						
3.1	<i>Trained provincial and district government officials and civil society organizations in IDDV development and implementation processes.</i>	<i>Some non-selected districts develop their IDDVs</i>	<i>Number of trained officials Training materials and manuals Monitoring reports of implementation process Office record</i>	3.1.1	<i>Develop training modules on developing and implementing IDDVs.</i>	<i>Local communities fully welcome and participate in programme implementation Relevant government departments are interested and cooperated to develop the ICZM.</i>
				3.1.2	<i>Build capacity of provincial and district government officials and civil society organizations in developing and implementing IDDVs.</i>	
3.2	<i>Enhanced capacity of public sector and civil society in environmental management, monitoring and assessment.</i>	<i>Improvement in functioning of the government functionaries and civil society organizations. Willingness among the departments for replication of the IWRM projects elsewhere in the province. Use of new skills and enhanced capacity in the role of relevant stakeholders.</i>	<i>Official correspondence and records of concerned departments Formal requests from the departments for support in adoption of IWRM approach. Pre and post training evaluations as well as on job assessments Official correspondence and</i>	3.2.1	<i>Undertake capacity mapping and develop an integrated capacity development programme for Balochistan.</i>	<i>Relevant government departments are interested and make allocations in their funds for integrating environment into development. Required expertise is available to be hired for the Programme Law and order situation in Balochistan remains</i>
				3.2.2	<i>Implement capacity building programme for relevant provincial and district line departments, communities and the civil society.</i>	
				3.2.3	<i>Develop technical capacity of relevant BEPA officials and civil society for effective environmental assessments</i>	

			<i>records</i>		<i>and monitoring.</i>	<i>conducive.</i>
3.3	<i>Effective programme management systems and mechanisms developed and put in place</i>	<i>Programme implementation is on planned pace</i>	<i>Overall and annual work plans. Minutes of PAG meetings. Program's progress and financial reports.</i>	3.3.1	<i>Hold Inception Workshop and develop an overall Operational Plan and subsequent annual work plans.</i>	
				3.3.2	<i>Reconstitute and Operationalise the Programme Advisory Group.</i>	
				3.3.3	<i>Monitor and report the Programme implementation on regular basis.</i>	
				3.3.4	<i>Document and share knowledge generated from the Programme implementation.</i>	

Annex II- Guidelines for RNE Funded Projects

BACKGROUND AND CONTEXT

RNE-funded projects require preparation of Progress Reports after every six project months. The present guidelines have been developed to assist the staff of projects and programs in the preparation of the six-monthly Technical and Financial Progress Reports. The Guidelines first show the general Table of Contents of a Progress Report (with an indication of the size of the chapters); thereafter all elements of the Table of Contents are explained separately.

TABLE OF CONTENTS

The typical Table of Contents of a six-monthly Progress Report will be as follows:

- (i) Cover Page (1 page)
- (ii) Project Key Sheet (1 page)
- (iii) Table of Contents (1-2 pages)
- (iv) Summary (1-2 pages)
- 1 Introduction (1 page)
- 2 Highlights from the Reporting Period (1 page)
- 3 Organization, Management and Staff (1 page)
- 4 Outputs
 - 4.1 Outputs concerning Immediate Objective 1 (1 page, plus Matrix)
 - 4.2 Outputs concerning Immediate Objective 2 (1 page, plus Matrix)
 - 4.3 Outputs concerning Immediate Objective 3 (1 page, plus Matrix)
 - 4.4 Etc.
- 5 Detailed Work Plan for Next Six Months (Bar Chart)
- 6 Financial Progress
 - 6.1 Actual expenditures (Donor Contribution) (1 page)
 - 6.2 Actual expenditures (IUCN's Contribution) (1 page)
- 7 Detailed Budget for Next Six Months (1-2 pages, plus Spreadsheet)
- 8 List of Project Publications (List)
- Annex A Project Staff (1 page)
- Annex B Project Work Plan (1-3 pages, plus Bar Chart)
- Annex C Detailed Financial Progress Report (Tables)
- Annex D Inventory List of Purchased Non-Expendable Goods (Table)
- Annex E Optional Annexes, if required

INTRODUCTORY PAGES

Cover page

The Cover page of the report should clearly show Project name, IUCN and partners, Progress Report number and period (months), and date of submission.

Project Key Sheet

The Project Key Sheet is a project summary for easy reference. The minimum information on this one-page sheet will include: name of Project; activity number; contract period (from/to), IUCN and contract partners; commitments in SLR and in EUR; contract number; contact person; full address of IUCN; bank account details; type of report and no; reporting period (from/to); date of submission.

Table of Contents

The Table of Contents shows the pages where Chapters, Sub-chapters, and Annexes start. It also shows a List of Tables (Table titles) and a List of Figures (Figure titles). When many abbreviations and acronyms are used in the report, a page with their meaning is appreciated.

Summary

The Summary should provide a quick overview of the Progress Report concerned. The Summary should be concise, and should contain:

- Overall assessment of progress during reporting period, including highlights;
- Major constraints and proposed solutions to meet them;
- Payment request (amount), as well as a statement whether the request is attached in separate letter or not; and
- Issues requiring approval by Royal Netherlands Embassy (Budget revision, use of contingencies, etc.).

Introduction

An Introduction is optional. It should anyway not be more than one page showing (a repetition of) project history and background. The Introduction may be used for acknowledgements to people outside the Project proper, but whose efforts facilitated Project progress.

Highlights from the Reporting Period

This Chapter consists of one page descriptions of the most important milestones achieved during the Project period, visits by the RNE, Evaluation Missions, and of visits made by VIPs.

Organization, Management and Staff

Also this Chapter is short: intended changes in the organization and management structure should be reported here. Since IUCN requires approval from RNE for proposed changes in organization and management, the text should include a reference to the Letter to that extent (date of sending).

Furthermore, the Chapter reports staff changes, and it refers to the full staff list in Annex A. In case key personnel such as the Project Manager or key technical experts have resigned or are going to be laid off, the RNE should be informed, and proposals for new key staff should be forwarded to the RNE for approval; reference should be made to the letters concerned.

Short-term consultants hired during the reporting period should be reported here.

Outputs

RNE promotes output-based projects; **outputs are measurable project results**. Most projects include a large series of activities that need to provide outputs within a certain time. There is often a tendency to confuse outputs with activities. Activities are never the results of a project; they are the means to reach outputs or deliverables. Because of the focus on outputs, the use of an **Output Monitoring Matrix (OMM)** in projects is stimulated. An OMM is commonly developed during the Inception Phase of a project, but if this is not the case it can be made in preparation of the first Progress Report as well. An OMM is constructed in a **participatory workshop with the complete Project Team**. The OMM exercise will show the team members how the individual outputs are related to each other. Together, realistic time frames, responsibilities, indicators of achievement, and risks are formulated and added to the outputs in the Matrix.

A six-monthly updated OMM will be the main input for a Progress Report. Moreover, it will provide Project Managers, Steering Committees, and RNE an easy and down-to-earth mechanism to keep an eye on all activities of the project in a structured manner.

In the Output Monitoring Matrix all outputs of a project are identified in quantified terms, such as:

- 1 Percentage (or SLR) increase in income (and not just “increase”);
- 2 Hectares replanted (or forested, or brought under improved farming systems);
- 3 Number of plants or animals nursed or planted;
- 4 Kg of yield or harvest;
- 5 Number of trained/organized people;
- 6 Number of posters distributed; et cetera.

There is always a tendency to consider “activities” or “techniques” to be outputs, but those are not more than means to obtain an output. An example: mapping, or installation of a GIS, are activities to obtain (e.g.) the output “a 1:10,000 map with overlays”, whereas this map in itself is an “intermediate output” to make other outputs possible.

The OMM shows for all identified project outputs and intermediate outputs the **responsible project staff member** (not more than one, to ease management), the **time frame** after which the responsible staff member expects the output to be ready, the **indicators of achievement** of the output, and **assumptions**, if any. Indicators of achievement should always be **objectively verifiable**, which means that they are measurable, countable, or at least visible.

Assumptions include all risks for not obtaining the output (or not within the planned time frame); both internal risks and external ones. Internal risks are e.g. the delays in production of intermediate outputs (tree planting cannot be done when the saplings are not available; production of saplings cannot be done when the nurseries are not functional; nurseries cannot be made functional if no land is acquired, etc.). External risks are outside the direct control of the project, such as the proclamation or gazetting of a protected area, or the enforcement of regulations. The same column shows also **achievements**, that could be expressed as a percentage of the planned output (e.g. if 3 out of 4 cars are procured it reads "75% achieved"). This column should, in the course of the project, show less and less assumptions, and increasingly higher percentages.

The OMM could also include a column on "**budgets**", showing the amount earmarked for that output in the project budget, as well as the amount spent until the moment the report is prepared. If the OMM is used in Progress Reporting, the column with "achievements" should ideally reach 100% in the course of the project, whereas the column "remaining budget" should approach 0%.

In most projects, a set of OMM's is made: one for each of the "Immediate Project Objectives" as shown in the Project Document, or, alternatively, one for each of the "Project Components". Project components are groups of rather different activities, that together deliver the outputs for one of the Immediate Objectives. Whatever is done, it is essential that all staff members receive copies of a consolidated OMM at the end of a reporting period, so that they address the outputs under their responsibility, and make cross-reference to activities carried out by others.

Good progress reporting is always a team exercise, and should never be carried out by the Project Manager alone.

Outputs concerning Immediate Objective 1

Use here the OMM for the outputs concerned, eventually split in separate OMMs if various components are concerned. In the OMM the staff indicates changes as compared to the previous OMM (in Inception Report or previous Progress Report). Changes should be limited to the columns "Time frame", "assumptions, risks, achievements", and to the eventual budget columns. When the time frame is changed, the column "assumptions, etc." should mention the reasons for that, e.g. "delayed since maps were not yet ready" (with a cross-reference to the Output row "map" in the same or another OMM), or "postponed for 3 months because of abnormal rains". The column "assumptions, etc." will also show achievements, or percentual achievements. If an output is 100 ha of reforestation, and 10 ha were planted in the project up till the reporting date, the column will show "10% achieved".

If added, the budget columns are adapted in discussions between the responsible team member and the Project Manager, who is supposed to have a full view on overall budget proceeds. Any proposed budget revision should be fully in line with the reported revised activity (delays, postponements, achievements).

Changes in the column "responsibility" may take place if staff is replaced or in case responsibilities have been redistributed. Changes in the columns on "outputs" and "indicators of achievement" will only take place if there are reasons to assume that the output foreseen cannot be achieved for reasons outside the project's influence. Such changes, that in fact have a bearing on project objectives, will always require a short description, as well as RNE approval. If such changes are not relevant for the reporting period, this Progress Report Sub-chapter does not require text.

Outputs concerning Immediate Objective 2

See Sub-chapter 7.1 above.

Outputs concerning Immediate Objective 3

See Sub-chapter 7.1 above.

Etc.

Detailed Work Plan for Next Six Months

In this Chapter the planned activities for the next six months should be clearly presented in a Bar Chart. Needless to say that all delays shown in the OMM will have to be reflected in the Bar Chart. When significant delays occur it is necessary to revise the work plan for the whole project period, shown in Annex B.

Financial Progress

Actual expenditures (Donor Contribution)

In this section in addition to the standard Netherlands Financial Progress Reporting Format, brief (1 page) comments per budget line (or group of logical connected budget lines) should be provided when **significant** (over 5%) over or under spending has occurred during the reporting period.

Actual expenditures (IUCN's Contribution)

In case projects are jointly financed and implemented a Financial Progress Report about the contract partner's contribution should be included separately in Annex 2.2.2. In this section only brief (1 page) comments per budget line (or group of logical connected budget lines) should be provided when **significant** (over 5%) over- or under spending has occurred during the reporting period.

Detailed Budget for Next Six Months

Based on the approved Annual Plan of Work and Budget, the actual undertaken activities and expenditures during the first reporting period of the year, the planned expenditures for the next six months are in this section briefly explained and linked to the planned activities as stated in the Chapters 1, 2, etc. above. Comments are only made when significant (over 5%) increases/decreases are foreseen in the planned expenditures compared with the approved Annual Plan of Work and Budget (or the previous progress report). The complete planned expenditures for the next six months are included in Annex 2.2.1 (second statement). This section will be 1-2 pages, plus Spreadsheet.

When no significant increases or decreases are foreseen, it is sufficient to state here that no major budget alterations are foreseen and that no budget revision has been prepared for approval by this Embassy. (Please be aware that yet a complete detailed budget on a year-by-year basis (including all budget lines) should be included in Annex 2.2.2.)

As a result of this over- or under spending (during the previous reporting period as reported in chapter 3.1 above), it is necessary to make a proposal for a budget revision to be approved by this Embassy. **The budget revision should cover the complete budget (i.e. all budget lines) for all project years.** Each budget revision should be numbered, and when approved, **the latest approved budget revision will be used for assessing future progress reports.** The total amount budgeted should not exceed or be less than the total commitment as per signed agreement. Actual earlier expenditures (as reported in previous progress reports) will remain the same in the proposed budget revision.

The revised budget proposal requires clear comments showing that the proposed increase or decrease of certain budget lines makes sense (e.g. not endangering the achievement of the immediate objectives). When cost estimates for the implementation of certain activities were seriously under- or overestimated during the formulation of the project, or during earlier budget revisions, it is up to the project to propose sound alternatives. Similarly, when the implementation of planned activities is not relevant any more, the project should propose alternative activities in line with the overall project objectives.

List of Project Publications

In this Chapter a complete and up to date list of Project publications should be included: project reports, consultant's reports, scientific papers, videos, brochures, etc. For each of them the title is shown, as well as the date of publication, no of copies produced, and no in stock. At all times one copy of each publication should be sent to the Royal Netherlands Embassy.

Annex A Project Staff

In this Annex a complete and up-to-date list is included stating the full name, gender, title/function, full time/part-time, contract period of all staff members. When applicable, relevant staff training should be listed as well.

The Annex also shows a complete and up-to-date list of consultants hired by the project. Minimum information includes full name, name of organization/company, job description, period employed, and output produced. This list should be in chronological order. The consultant may occur twice or more when the same consultant is hired more than once during the lifetime of the project. Further a list of scheduled/planned consultancies should be added separately.

ANNEX B PROJECT WORK PLAN

This Annex shows the complete Project Work Plan for the full Project period, preferably in a Bar Chart with six-monthly periods. The text in the Annex indicates where and why the Bar Chart differs from the one in the Project Document, and where and why it differs from the one in the previous Progress Report.

ANNEX C DETAILED FINANCIAL PROGRESS REPORT

This Annex shows the full Financial Progress Reports for the Netherlands Contribution and for the Contract Partner's contribution. It follows **Standard Financial Progress Reporting Tables**; these (four) tables are shown hereunder. Make sure that the used currency is reported in all columns.

Table 1. Statement of Budget Expenditure; Netherlands Contribution

- A. Total Approved Budget. All main budget categories as in the original agreed upon document should be included for all columns. In case the original budget was revised and/or increased through an amendment to the contract or agreement, the revised budget supersedes the original agreed upon budget (in column A).
- B. Total Project Expenditures Excluding this Reporting Period. In the First Financial Progress Report Column B will be zero. In all successive Financial Progress Reports this Column is equal to The Total Amount of Expenditures Up To & Including this Reporting Period in the previous Financial Progress Report (Column E previous FPR).
- C. Previously Approved Planned Expenditures For this Reporting Period. The figures in this column are equal to the Planned Expenditures for the Next Six Months in the previous Financial Progress Report (Column G previous FPR).
- D. Amount of Project Expenditures During the Reporting Period. Per budget category the actual expenditures made during the reporting period are reported here.
- E. Total Amount of Expenditures Up To & Including Reporting Period. This Column is calculated (Column E = B + D).
- F. Budget Remaining. This column is calculated (Column F = A – E).
- G. Planned Expenditures for the Next Six Months. In this column the planned expenditures per budget category for the next six months are stated. When approved this column will have to be entered in Column C in the next Financial Progress Report (see Column C above).

Table 2. Statement of revenues and expenditures during the reporting period; Netherlands Contribution⁴

- A. Opening Balance. Balance of project funds at the start of the reporting period. In the First Financial Progress Report the Opening Balance is zero. In successive Financial Progress Reports this figure should be equal to the Closing Balance of the previous FPR (Row F).
- B. Revenues. Interest/income gained during the reporting period from Netherlands Funds only. The Netherlands Contribution is transferred to a separate bank account. The interest gained during the reporting period should be entered here.
- C. Revenues. Actual amount received by the project from the Netherlands during the reporting period. Make sure that the currency used is correct.
- D. Revenues. Total revenues during reporting period. This row is calculated (Row D = B + C).
- E. Total expenditures during reporting period. This figure equals to the total amount recorded in the last row of Column D in Table 1.
- F. Closing Balance. Balance of project funds at the end of the reporting period. This row is calculated (Row F = A + D + E). The Closing Balance of this period will be the Opening Balance in the next FPR.

Table 3. Summary of Key Financial Data on a Six-Monthly Basis, Netherlands contribution

In this table the following financial information is recorded on a six-monthly basis for the whole project period.

- A. Actual/Planned. In the first Financial Progress Report only the first row will show Actual and the remainder of the rows show Planned. In successive FPR's the Actual/Planned column is adjusted.
- B. Reporting Period. This refers to all reporting periods.
- C. Previously Approved Six-Monthly Budget. In this column the budget for the whole project period is reported on a six-monthly basis. The total in this column should always be equal to the agreed contract sum. This summary is based on the detailed budget figures as presented in Annex A2.2.2.
- D. Actual Expenditures. The figures in this column are equal to the figures reported in Table 1 Column D of all previously approved Financial Progress Reports.
- E. Actual Contribution Received from the Netherlands. The figures in this column are equal to the figures reported in Table 2 Row C of all previously approved Financial Progress Reports.
- F. Actual Interest Gained on Netherlands Contribution. The figures in this column are equal to the figures reported in Table 2 Row B of all previously approved Financial Progress Reports.

Table 4. Proposed Six-Monthly Budget Revision, Netherlands Contribution

In case actual expenditures (per main budget category) deviated more than five percent from the approved planned expenditures a budget revision is required. The detailed budget

⁴ In some contracts/agreements this statement is referred to as Total Account of Receipts and Disbursement

(including the revision) is always reported on, covering the full project period (see in Annex 2.2.2). In this table only the summary is reported. Note that the total should always be equal to the contract amount.

In addition to the standard financial reporting format as described in Tables 1-4, it is essential to include in each Financial Progress Report a complete detailed budget covering the whole project period, on a year by year basis per budget line. When applicable; Quantities, Unit, Price/Unit, and Total Cost Estimate should be included.

Table 6. Statement of Budget Expenditure; IUCN's Contribution

See under Table 1 above.

Table 7. Statement of revenues and expenditures during the reporting period; IUCN's Contribution

See under Table 2 above.

Table 8. Summary of Key Financial Data on a Six-Monthly Basis, IUCN's contribution

See under Table 3 above.

Table 9. Proposed Six-Monthly Budget Revision, IUCN's Contribution

See under Table 4 above.

Table 10. Complete detailed budget IUCN's contribution covering the whole project period

See under Table 5 above.

ANNEX D INVENTORY LIST OF PURCHASED NON-EXPENDABLE GOODS

In this Annex a complete and up-to-date inventory table of non-expendable items purchased with Netherlands project funds, is included. Minimum information should include: a description (type/model), date of purchase, no of items, price/unit, and total value. Any loss or serious damage should be reported here as well.

ANNEX E OPTIONAL ANNEXES

If required