

QUANG NGAI RURAL DEVELOPMENT
PROGRAM (QNRDP) - PHASE 2

QNRDP Monitoring and Evaluation Manual for
DDOs



VIET NAM-AUSTRALIA

Prepared for

AusAID

62 Northbourne Avenue
CANBERRA ACT 2601

August 2003

VIE1506

Prepared by

URS Sustainable Development
in association with Brown & Root and
World Wide Project Management Services
Project Managers and Consultants
Adelaide Australia

DONOR AGENCY

AusAID

GPO Box 887

Canberra ACT 2601

Ph: +61 2 6206 4769 (Desk Officer), Fax: +61 2 6206 4696

LEAD COUNTERPART AGENCY

Department of Planning and Investment

96 Nguyen Nghiem Street, Quang Ngai Town

Quang Ngai Province, Viet Nam

Ph: +84 55 825701

SPU/PROGRAM OFFICE

93, Le Trung Dinh, Quang Ngai Town

Quang Ngai Province, Viet Nam

Ph: +84 55 816261-6, Fax: +84 55 816260

AUSTRALIAN MANAGING CONTRACTOR

URS Sustainable Development

Level 1, 25 North Terrace

Hackney SA 5069 AUSTRALIA

Ph: +61 8 8366 1000, Fax: +61 8 8366 1001

CONTENTS

1	Logical framework for QNRDP	3
2	Purpose of monitoring and evaluation	4
2.1	Why we collect M&E data	4
2.2	How we use measured data	5
3	Monitoring and evaluation indicators	6
3.1	Program indicators.....	6
3.2	Evaluating commune activities and livelihood proposals	8
4	Data collection	9
4.1	Where does data come from	9
4.2	How will data be checked for quality.....	9
4.3	Who is responsible for data collection	9
4.4	How will we collect data.....	9
5	What happens to the data after it is collected	12
5.1	Entering data into District databases	12
5.1.1	Quantitative data	12
5.1.2	Qualitative data	12
5.2	Consolidating District data in the PMU Master Database	12
5.3	Analysing data to identify lessons learned.....	12
5.4	How will the data be stored & cared for	13
6	Reporting & communicating results	13
6.1	Why reporting & communicating is important	13
6.2	How DDOs will report & communicate M&E data	13
6.3	Feedback to participants.....	14
6.4	Using lessons learned for continuous improvement	15

CHARTS

Chart 1	: Logframe for QNRDP activities facilitated by DDOs	3
Chart 2	: Different purposes of monitoring and evaluation.....	4
Chart 3	: The continuous improvement cycle	5
Chart 4	: Indicators to monitor outputs at commune & district scales	6
Chart 5	: Indicators to monitor 2003 activity outputs.....	7
Chart 6	: Schedule of data collection for DDOs	10
Chart 7	: Proposed table of contents for progress reports	14
Chart 8	: Proposed matrix for reporting to participants	14

ANNEXES

- 1 Data collection forms
- 2 Users guide to program indicators

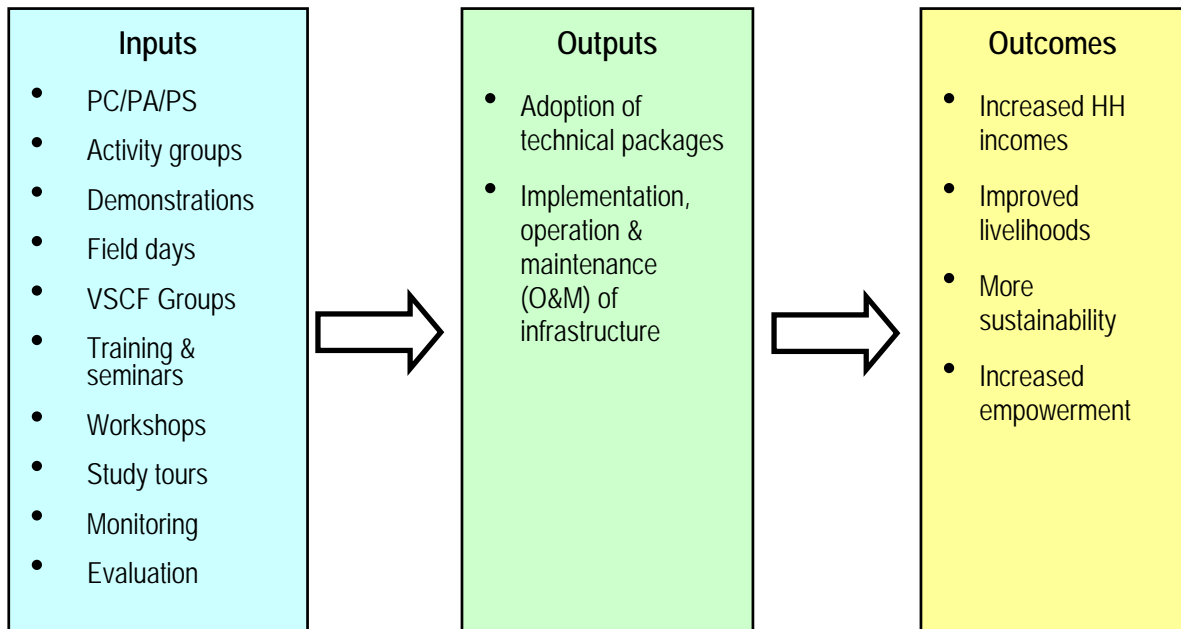
SPECIAL WORDS USED IN M&E

Continuous improvement	Using lessons learned from implementation in the past to improve the efficiency and effectiveness of implementation in the future.
Effectiveness	Doing the right thing . The quality and appropriateness of those activities implemented by the project.
Efficiency	Doing the thing right . The quantity of resources needed to support the way implementation is done to achieve given results.
Evaluation	Periodic comparison of actual change resulting from implementation against planned changes.
Goal	The ultimate change that the project aims to support. The goal of QNRDP is: contribute to rural development, governance and poverty reduction in Quang Ngai Province
Inputs	The human, financial and knowledge resources needed for implementation and the initial activities required for implementation. For example PMU staff, annual planning and PC/PA/PS meetings.
Logframe	Logical framework. A simple matrix of described activities, M&E indicators, means of verification and assumptions that links inputs, outputs, outcomes, purpose and goal of a project.
M&E	Monitoring and evaluation. The combined activities that record progress and assess performance against agreed indicators.
Monitoring	Regular measurement and recording of activities and change resulting from implementation. For example recording names of participants, time and place for meetings or workshops.
Outcomes	The long-term changes resulting from project implementation. For example increased household incomes, improved livelihoods & sustainability and empowerment of participants.
Outputs	The immediate changes resulting from project implementation. For example demonstrations and infrastructure construction, adoption of technical packages and establishment of VSCFs.
Purpose	The objectives of a project. The purpose of QNRDP is to empower poor households in selected communes in Quang Ngai Province to improve livelihoods sustainably through increased incomes within the risk framework of poor people
Qualitative	Data that cannot be measured with numbers such as photographs, minutes of meetings and outputs from PRA activities.
Quantitative	Data that can be measured with numbers and analysed mathematically such as numbers of demonstrations or numbers of infrastructure activities.

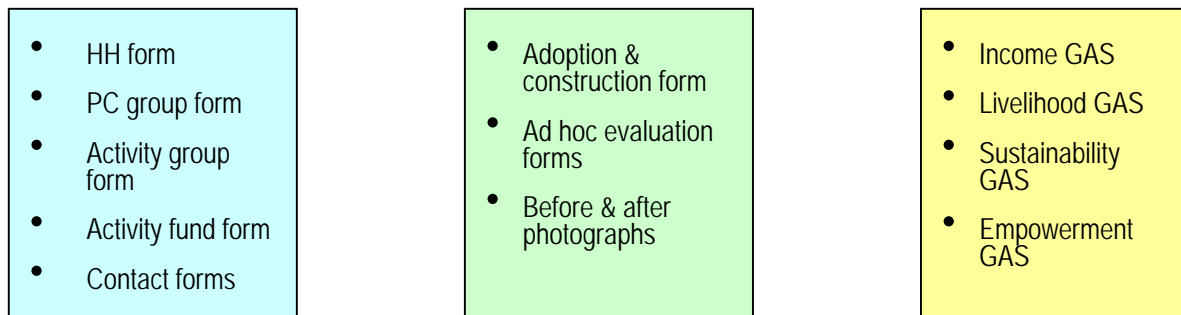
1 Logical framework for QNRDP

Chart 1 summarises the logical framework for activities facilitated by DDOs. In particular it shows the relationship between inputs, outputs and outcomes.

Chart 1 : Logframe for QNRDP activities facilitated by DDOs



Monitoring & evaluation tools



The QNRDP Logframe is the foundation for monitoring and evaluation. The Program's **Goal** is to contribute to rural development, governance and poverty reduction in Quang Ngai Province. The **Purpose** is to empower poor households in selected communes in Quang Ngai Province to improve livelihoods sustainably through increased incomes within the risk framework of poor people. The Program has four Components:

1. **Household Initiated Rural Income Generation** – the objective of Component 1 is to assist households to improve existing, and adopt new, income generating activities both on and off farm within the resources they are prepared to commit in order to use assets more productively; adopt modern technology and techniques; and diversify their income base and support the opportunistic development of micro-enterprises.
2. **Commune Based Rural Infrastructure Construction** – the objective of Component 2 is to contribute to the identification, funding, construction and maintenance of

small-scale community driven commune level infrastructure that enhances livelihood and facilitates income generation.

3. **Commune, District and Province Capacity Building** – the objective of Component 3 is to increase the capacity of Government staff and other potential service providers to contribute to meeting the Program planning and implementation needs articulated in participatory plans by poor rural communities at Provincial, district and commune levels.
4. **Program Management, and Monitoring and Evaluation** – the objective of Component 4 is to manage, monitor and evaluate implementation of the Program efficiently and effectively.

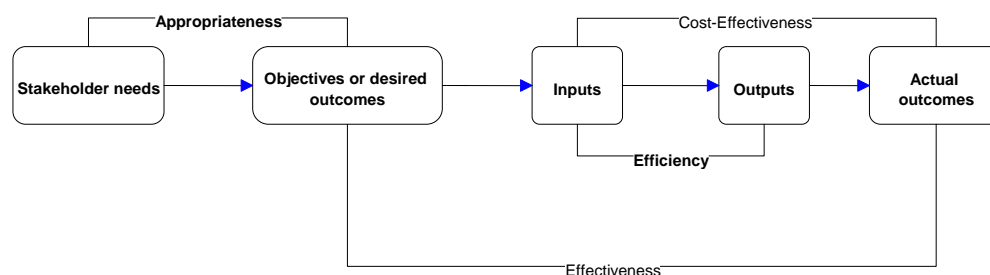
2 Purpose of monitoring and evaluation

2.1 Why we collect M&E data

The main reason for DDOs to collect data and measure agreed performance indicators is to learn lessons for continuous improvement and to demonstrate the cost effectiveness of QNRDP. This work contributes to accountability since AusAID and GoV managers need to know that activities are being implemented in accordance with the annual plan and Program design document and contracts, and are achieving their stated objectives. The different purposes of monitoring and evaluation are presented in Chart 2 and briefly described below:

- **Appropriateness** monitoring and evaluation determines the extent to which program objectives meet community or natural resource needs. This was done in Phase 1 to ensure that the program objectives are appropriate.
- **Effectiveness** monitoring and evaluation determines the extent to which program outcomes have achieved the planned objectives. It is also used to determine the impact of a program. This often requires monitoring of performance indicators, sometimes a long time after the Program has been completed.
- **Cost Effectiveness** monitoring and evaluation assesses whether the financial and human resources committed to implementation were well spent, by determining whether the planned outcomes were actually achieved. DDOs have a critical role in measuring and reporting indicators for this form of monitoring and evaluation.
- **Efficiency** monitoring and evaluation measures the extent to which program inputs can be minimised while still achieving program outputs. This is often carried out as part of the program management reporting process.

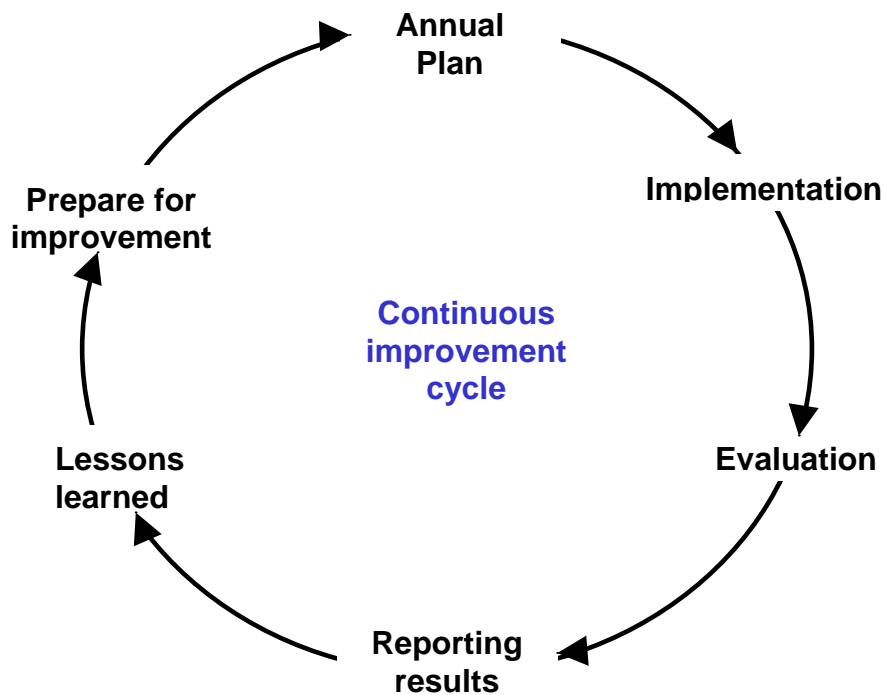
Chart 2: Different purposes of monitoring and evaluation



2.2 How we use measured data

Data measured using the monitoring and evaluation tools identified in Chart 1 is used to report to AusAID and Gov, as well as to learn lessons for continuous improvement. The continuous improvement cycle is presented in Chart 3. These six steps represent an adaptive management process that ensures that the way we implement QNRDP activities improves each year because we learn lessons from our previous experience. Monitoring and evaluation is the measurement process that provides us with with evidence for identifying and learning lessons.

Chart 3 : The continuous improvement cycle



3 Monitoring and evaluation indicators

3.1 Program indicators

The formal indicators used to measure the overall performance of QNRDP are presented in Chart 4 and described in Annex 2. Data collected by DDOs helps measure these indicators and contributes to progress reports by the ATL and PDAs and performance assessments by AusAID and GoV.

Leading indicators are designed to measure things that are completed or change early in program implementation (mostly inputs such as meetings and workshops or outputs such as demonstrations and infrastructure). Lagging indicators are designed to measure things that are achieved or change later in program implementation or after program completion (mostly long-term outputs such as adoption of technical packages or outcomes such as changes to household income or participant empowerment and livelihoods).

These indicators have been selected to inform participants in their activities and choices throughout the PPP. Many can also be measured and reported by participants as household groups and district participants mature within the Program.

Chart 4: Indicators to monitor outputs at commune & district scales

Outcome	Leading Indicators	Lagging Indicators
Empowerment	<ul style="list-style-type: none"> • Cumulative no. HH participating in repeat planning cycles • Proportion of commune HH participating in planning processes • No. activity plans prepared and funded • No. GoV staff meeting capacity criteria to support participatory planning processes 	<ul style="list-style-type: none"> • Trends in participant perception of their empowerment • No. non-program communes adopting participatory planning process for development investment
Improved livelihoods	<ul style="list-style-type: none"> • Proportion of participating HH within DOLISA definition of “poor households” • Location and extent of commune infrastructure constructed • Proportion of commune infrastructure supported by Program reported operable & maintained • Proportion of HH adopting demonstrated technical packages • No. of people in participating HH migrating seasonally for work 	<ul style="list-style-type: none"> • Trends in participant perception of their livelihood • Proportion of secondary-school aged youth attending secondary school • Trends in child malnutrition indicators
Increased incomes	<ul style="list-style-type: none"> • Proportion of participating HH defaulting on Activity Fund repayments • No. of demonstrations implemented by type and location • Location and extent of adopted technical packages 	<ul style="list-style-type: none"> • Trend in reported real HH income in participating Communes • Trends in participant perception of their HH income • Change in size of Activity Funds managed by Program participants
Sustainability	<ul style="list-style-type: none"> • Proportion of Activity Plan implementation budgets sourced outside Program funds • Proportion of Commune Infrastructure Plan implementation budgets sourced outside Program funds • Proportion of Capacity Building budgets sourced outside Program funds • Proportion of participating HH graduating 	<ul style="list-style-type: none"> • Trends in participant perception of sustainability • Proportion of HH groups graduating to prepare annual plans independently • Proportion of Activity Plan implementation budgets sourced from participants

	to institutional credit	
--	-------------------------	--

Activity indicators relevant to the 2003 Annual Plan, for use at household and district levels, are presented in Chart 5 as an example of the indicators used to assess activities of Program staff and counterparts responsible at the time. Activity indicators will change over time to meet local needs as they arise.

Chart 5: Indicators to monitor 2003 activity outputs

	Activity 1/	Leading Indicators	Lagging Indicators
Income Generation	Cattle fattening	<ul style="list-style-type: none"> No. & location of cattle demonstrations 	<ul style="list-style-type: none"> Proportion of HH adopting demonstrated package Location & extent of adopted technical package Trend in productivity statistics for participating communes relative to district average Trend in consumption of farm inputs & services Trend in participant perception of HH income by gender and village location Trend in participant perception of livelihood by gender and village location Trend in participant perception of sustainability by gender and village location Trend in reported real HH income Proportion of participating HH within DOLISA definition of "poor households" Trend in child malnutrition indicators
	Pig production	<ul style="list-style-type: none"> No. & location of pig demonstrations 	
	Poultry production	<ul style="list-style-type: none"> No. & location of poultry demonstrations 	
	Goat production	<ul style="list-style-type: none"> No. & location of goat demonstrations 	
	Paddy rice	<ul style="list-style-type: none"> No. & location of paddy demonstrations 	
	Cash crops	<ul style="list-style-type: none"> No. & location of cash crop demonstrations 	
	Tree crops	<ul style="list-style-type: none"> No. & location of tree crop demonstrations 	
	Vegetables	<ul style="list-style-type: none"> No. & location of vegetable demonstrations 	
	Fresh water fish	<ul style="list-style-type: none"> No. & location of FW fish demonstrations 	
	Farming systems	<ul style="list-style-type: none"> No. & location of farming system integration demonstrations 	
Social Infrastructure	Clean water	<ul style="list-style-type: none"> No. & location of clean water infrastructure constructed 	<ul style="list-style-type: none"> Proportion of commune infrastructure supported by Program reported operable & maintained Proportion of commune infrastructure plan budgets financed & disbursed Trend in participant perception of livelihood by gender and village location Compliance with, and effectiveness of, environmental protection measures in Environmental Management Manual
	Water analysis	<ul style="list-style-type: none"> No. & location of water analysis conducted 	
	Sanitation	<ul style="list-style-type: none"> No. & location of sanitation infrastructure constructed 	
	Health centre upgrades	<ul style="list-style-type: none"> No. & location of health centre upgrades constructed 	
	Woman's health	<ul style="list-style-type: none"> No. & location of woman's health infrastructure constructed 	
	Roads & bridges	<ul style="list-style-type: none"> Extent & location of road & bridge infrastructure constructed 	
	Electricity connection	<ul style="list-style-type: none"> Extent & location of electricity connection infrastructure constructed 	
	Kindergartens	<ul style="list-style-type: none"> No. & location of kindergarten infrastructure constructed 	
Capacity Building	Program workshops	<ul style="list-style-type: none"> No. & location of program workshops conducted by type 	<ul style="list-style-type: none"> No. of GoV staff meeting competency criteria to support participatory planning processes Trend in participant perception of empowerment by gender and location (village or institution) Proportion of capacity building budgets sourced outside Program funds Change in size of Activity Funds managed by Program participants
	Study tours	<ul style="list-style-type: none"> No. & location of study tours conducted 	
	Conferences	<ul style="list-style-type: none"> No. & type of conferences attended 	
	Training activities	<ul style="list-style-type: none"> No., location & type of training activities conducted 	

1/ Prioritised according to results from PC/PA/PS process in three study communes during Phase 1 (2001-2002) and relevant for year 1 of Phase 2 (2002-2003).

3.2 Evaluating commune activities and livelihood proposals

DDOs and the MEGO will work together to design evaluations for commune activities such as demonstrations and activity funds as well as for livelihood proposals. An example of a simple M&E design to evaluate a pig fattening demonstration is presented in Annex 1. This format could be adapted to meet the needs of other activity and livelihood proposal evaluations.

Principles for designing tools to support M&E of commune activities include:

- **Start with objectives** - write down the agreed objectives for the activity or proposal to be evaluated. These should be in the original proposal or agreement. These should guide the tool and be used to compare actual performance with planned performance.
- **Use structured interview for quantitative indicators** - design simple, open-ended questions that participants can respond to in a way that demonstrates whether or not they are *aware* of the activity; have *knowledge* about its purpose or technical package; and what their intended *response* to the demonstration is likely to be. Make sure you design the format so that you can determine whether or not those participants who are aware of an activity being evaluated are members of the activity group, mass movement group or VSCF supporting it.
- **Use GAS for qualitative indicators** - if activity objectives include outcomes that are hard to measure, such as reduced risk or changed labour requirement, it is possible to use simple goal attainment scaling techniques to identify participant perceptions of these outcomes. There are examples of these matrices in Annex 1.
- **Add value with photographs and other qualitative data** - outputs from some activities can be easily shown with before and after photographs or other qualitative data such as PRA outcomes or participant pictures. If this is the case establish photopoints and take photographs before implementing the activity and after completion.
- **Involve stakeholders in analysis & interpretation** - it is important to involve CPC staff, and other key stakeholders in the review of data collected and its interpretation. Stakeholders should all have access to the data and reports so that they can contribute to lessons learned and continuous improvement.
- **Report lessons learned and propose changes for continuous improvement** - prepare data analysis frameworks and simple report templates that enable you to quickly report findings, interpret them to identify lessons learned and propose changes for continuous improvement.

These principles are consistent with the logframe and continuous improvement cycle presented in Chart 1 and Chart 2 respectively.

4 Data collection

4.1 Where does data come from

DDOs will record most data with support from participants using the standard forms in Annex 1 or before and after photographs. The forms are linked to the database entry fields. DDOs will be trained in the use of these forms by the PDAs and MEGO. As activity groups and VSCFs develop and gain confidence, DDOs will facilitate data recording by participants using these forms. In addition, minutes from Program-related meetings (for example CPC, WU, PCC, PSC), and records of other Program activities such as photographs, activity evaluations and special reviews will be used as data sources for monitoring and evaluation.

Examples of forms for use in data collection are presented in Annex 1. Other forms will need to be developed as the Program evolves. PDAs and DDOs will support participants in their recording of primary data and verify it periodically.

Primary data will be collected continuously throughout the participatory planning process by participating households; during implementation of demonstrations and community infrastructure by activity groups; by participants in capacity building activities; and during adoption of demonstrated technical packages by DDOs, participating households, activity groups and activity funds.

Data collected is entered into the M&E database at each District office by DDOs, and updated monthly to the central database in the PMU managed by the MEGO.

4.2 How will data be checked for quality

The DDOs will check data collected by participants for accuracy and verify a sample of the data with field checks that compare data entered on the forms with actual results on the ground or in the field. The MEGO has overall responsibility for data quality, and will spend at least 1 day per month in each District checking data entered into the database against original forms and periodically conducting field verification work with the DDOs. The MEGO will review quality of data with the ATL by careful assessment of each monthly report .

4.3 Who is responsible for data collection

DDOs are responsible for collecting all household, commune, contact, activity and implementation data, as detailed in Chart 6. The MEGO is responsible for collection of District, Provincial and baseline data. The Australian Team Leader and Participatory Development Advisors oversee day-to-day implementation of the monitoring and evaluation plan.

4.4 How will we collect data

Data will be collected using the forms in Annex 1 as well as field forms for activity evaluations. The schedule for data collection by DDOs, with the forms and indicators they support is presented in Chart 6.

Chart 6 :Schedule of data collection for DDOs

We use these forms	To collect data for these indicators	With this frequency	At these times
District statistics form	<ul style="list-style-type: none"> No. non-program communes adopting participatory planning process for development investment 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> In time for annual planning, Jan-Mar
Commune statistics form	<ul style="list-style-type: none"> Proportion of commune HH participating in planning processes 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> In time for annual planning, Jan-Mar
Household form	<ul style="list-style-type: none"> Proportion of participating HH within DOLISA definition of “poor households” Proportion of HH adopting demonstrated technical packages No. of people in participating HH migrating seasonally for work Trend in reported real HH income in participating Communes 	<ul style="list-style-type: none"> Monthly Monthly Monthly Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month In time for monthly reports at end of each month In time for monthly reports at end of each month In time for monthly reports at end of each month
PC Groups form	<ul style="list-style-type: none"> Cumulative no. HH participating in repeat planning cycles 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> In time for annual planning, Jan-Mar
Activity group form	<ul style="list-style-type: none"> No. activity plans prepared and funded Proportion of HH groups graduating to prepare annual plans independently Proportion of Activity Plan implementation budgets sourced from participants 	<ul style="list-style-type: none"> Monthly 6-monthly Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month March& September In time for monthly reports at end of each month
Analyse & discuss form	<ul style="list-style-type: none"> Proportion of Activity Plan implementation budgets sourced outside Program funds Proportion of Commune Infrastructure Plan implementation budgets sourced outside Program funds Proportion of Capacity Building budgets sourced outside Program funds 	<ul style="list-style-type: none"> Monthly Monthly Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month In time for monthly reports at end of each month In time for monthly reports at end of each month
Activity fund form	<ul style="list-style-type: none"> Proportion of participating HH defaulting on Activity Fund repayments Change in size of Activity Funds managed by Program 	<ul style="list-style-type: none"> Monthly Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month In time for monthly reports at

	<ul style="list-style-type: none"> participants Proportion of participating HH graduating to institutional credit 	<ul style="list-style-type: none"> 6-monthly 	<ul style="list-style-type: none"> end of each month March & September
Adoption & implementation form	<ul style="list-style-type: none"> Location and extent of commune infrastructure constructed Proportion of commune infrastructure supported by Program reported operable & maintained No. of women's health models implemented No. of demonstrations implemented by type and location Location and extent of adopted technical packages 	<ul style="list-style-type: none"> Monthly 6-monthly Monthly Monthly Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month March & September In time for monthly reports at end of each month In time for monthly reports at end of each month In time for monthly reports at end of each month
Training & workshop form	<ul style="list-style-type: none"> No. GoV staff meeting capacity criteria to support participatory planning processes 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> In time for monthly reports at end of each month
GAS forms	<ul style="list-style-type: none"> Trends in participant perception of their empowerment, livelihood, HH income & sustainability 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> In time for annual planning, Jan-Mar
Activity evaluation forms	<ul style="list-style-type: none"> Evaluation of activities in particular commune 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> In time for annual planning, Jan-Mar

5 What happens to the data after it is collected

5.1 Entering data into District databases

5.1.1 Quantitative data

DDOs are responsible for entering data collected on the forms in Annex 1 into the database on their District Office computer. This includes data from PC/PA/PS meetings, workshops, activity group and VSCF meetings, demonstrations and other program activities (for example demonstrations, commune infrastructure, adoption of technical packages). The data collection forms should be filed in the District Office, with a copy sent to the MEGO for filing in the PMU. Each DDO is responsible for backing up the District Office database onto their USB Stick immediately after completing entry of new data.

As participants in activity groups and VSCFs become more confident, DDOs will delegate some data collection and recording to them. . DDOs and their counterparts will collect completed forms, check their quality and enter the data into the database on District Office computers.

5.1.2 Qualitative data

Qualitative data such as before and after photographs, minutes from meetings, outputs from PRA activities and other commune activities as well as goal attainment scaling (GAS) results will be kept in organised files in the District Office and PMU. The DDOs with support from the MEGO are responsible for collecting and filing these data in the District Office. The MEGO is responsible for checking the quality of these data and using it for periodic evaluations and monthly reports. Data of use to program-level reporting will be copied and filed in the PMU by the MEGO. The MEGO will analyse these data for management and progress reports and enter summary data into the database to confirm inputs for reporting against management indicators.

5.2 Consolidating District data in the PMU Master Database

Data collected and entered into District databases will be consolidated in the PMU Master Database through electronic transfer using email wherever possible or weekly downloading via USB Stick where telephone connections are unreliable.

The MEGO is responsible for managing the Master Database in the PMU and has primary responsibility for analysing the data, generating customised reports from the databases and supporting modelling work conducted by the PDAs and DDOs using data in the database.

5.3 Analysing data to identify lessons learned

Data entered into the database will be analysed in two ways:

- automatic queries of data to generate customised monthly reports for DDOs, technical officers and MEGO; and

- manual queries of data to generate case studies, modelling information and special reports to meet particular management or monitoring and evaluation needs.

The MEGO, with support from MEA and ATL, will have primary responsibility for data analysis to support Program monitoring and evaluation. Data analysis will primarily be done centrally in the PMU. Regular reporting required by AusAID will be generated by the MEGO in consultation with the ATL, PDAs and their counterparts.

However, DDOs can also query the databases in their District Offices using automated monthly reporting queries for input and output indicators which enables them to automate monthly reporting of quantitative measures.

5.4 How will the data be stored & cared for

Quantitative M&E data is stored in a relational database prepared in Access. The Master database is centrally located in the PMU and will be backed up onto tapes daily. Backup tapes are held in the PMU safe for secure storage. Each DDO works with a copy of the database located on their District Office computer. The District database is backed up onto the DDO's USB Stick daily, and copied to the PMU Master Database weekly.

The MEGO, with support from the ATL, is responsible for data storage and security. All Program staff and counterparts have access to data stored in the database, but only the ATL, PDAs, and MEGO have administrator rights to the system. This means that records are transparent and accessible within a secure system.

6 Reporting & communicating results

6.1 Why reporting & communicating is important

As shown in Chart 3, reporting back to stakeholders and participants is a critical step in the continuous improvement cycle. Participants want to know how they are going against their plans and how their progress compares with other communes and groups. Stakeholders want to know about the performance of QNRDP and the comparison of actual results with those planned.

6.2 How DDOs will report & communicate M&E data

DDOs present monthly progress reports to the PDAs and ATL. Most of the information in these reports will come from the database and can be automatically produced with the monthly reporting tools developed by the MEGO.

It is proposed that DDOs use the table of contents presented in Chart 7 for their monthly progress reports.

Chart 7: Proposed table of contents for progress reports

1	Main events since last report	<ul style="list-style-type: none"> Summary of activities actually implemented presented in tabular format with photographs or other qualitative data where it adds value
2	Output progress and issues	<ul style="list-style-type: none"> Summary of household, commune, training and activity database records Brief analysis of these outputs Identification of any issues or opportunities resulting from the analysis
3	Activity progress and issues	<ul style="list-style-type: none"> Summary of activity database records presented to show actual progress against plan Brief analysis of these activities Identification of any issues or opportunities resulting from the analysis
4	Lessons learned and recommendations	<ul style="list-style-type: none"> Lessons learned during past month Interpretation of lessons learned Recommendations for future implementation
5	Planned activities for next period	<ul style="list-style-type: none"> Summary of inputs planned for next month presented in tabular format
6	Information and attachments	<ul style="list-style-type: none"> Examples of information or documentary outputs produced in past month Photographs of activities where they add value Other information demonstrating impact of implementation
	Annexes	<ul style="list-style-type: none"> Any information or documentation needed to support progress report

If progress reports identify particular issues or opportunities that need further monitoring investigation, these may be addressed with case studies or structured consultation to inform adaptive management.

6.3 Feedback to participants

Participants want to know how they are going against their plans and how their progress compares with other communes and groups. They will contribute to collecting M&E data if results are shared with them and they contribute to identifying lessons learned and changes for continuous improvement.

It is proposed that DDOs use a simple matrix such as the one presented in Chart 8 to summarise progress to participants.

Chart 8: Proposed matrix for reporting to participants

Description of activities	Target for past month	Actual achievement in past month	Lessons learned	Target for next month	Issues & opportunities

6.4 Using lessons learned for continuous improvement

As shown in Chart 3, M&E systems are most useful when they are used to learn lessons from past activities to make changes to future activities so that they are more effective and efficient.

Each month the MEGO will provide DDOs with a summary of QNRDP performance for the previous month. This will identify lessons learned and recommend ways to improve future implementation. DDOs can discuss these proposals with participants such as activity groups or VSCFs, as well as CPCs and DCGs to identify opportunities for improvement from counterparts and participants. These findings and recommendations will be discussed at monthly DDO meetings and agreements reached with the PDAs and ATL on how to improve future implementation.

In addition, the monitoring and evaluation system will produce reports of activity evaluations that enable DDOs and the MEGO to present opportunities for investment by non-Program sources of funds such as other bilateral agencies, NGOs and multilateral banks.

Annex 1: Data collection forms

Examples of GAS matrices for outcome evaluation

Pro forma for measuring participant perception of HH income

How has QNRDP effected your HH income?	Tick the answer that best describes what you think
My household income has greatly increased as a result of participating in QNRDP activities.	
My household income has slightly increased as a result of participating in QNRDP activities.	
My household income has not changed as a result of participating in QNRDP activities.	
My household income has slightly decreased as a result of participating in QNRDP activities.	
My household income has greatly decreased as a result of participating in QNRDP activities.	
Commune: _____ Gender: Man/Woman Date: _____	

Pro forma for measuring participant perception of livelihood & sustainability

How has QNRDP effected your life? (skills, ability to overcome disasters, access to services & resources, ability to make plans, your health & security)	Tick the answer that best describes what you think
My life has got much better because of QNRDP	
My life has got slightly better because of QNRDP	
My life has not changed because of QNRDP	
My life has got slightly worse because of QNRDP	
My life has got much worse because of QNRDP	
Commune: _____ Gender: Man/Woman Date: _____	

Pro forma for measuring participant perception of empowerment

How has QNRDP effected your skills and self-reliance? (confidence and capacity to make your own decisions, access to outside assistance, ability to make income generation plans)	Tick the answer that best describes what you think
My skills & self-reliance are much better because of QNRDP	
My skills & self-reliance are slightly better because of QNRDP	
My skills & self-reliance have not changed because of QNRDP	
My skills & self-reliance are slightly worse because of QNRDP	
My skills & self-reliance are much worse because of QNRDP	
Commune: _____ Gender: Man/Woman Date: _____	

Example of activity evaluation form for pig demonstrations in Son Hai Commune

Objectives of demonstration (for background and information of interviewer only)

- Provide a net profit between VND30,000 to VND200,000 per pig in 4 to 5 months with low risk.
- Reduced risk due to disease control through vaccination.
- More rapid production of leaner pigs through the use of a high quality ration.
- Reduced labour input, especially for women.

Structured interview

1. Did you know that there was a pig growing demonstration conducted in Son Hai by QNRDP?
 Yes _{1.1} No _{1.2} If Yes, are you a member of an Activity Fund? Yes _{1.3} No _{1.4}

2. What is the demonstration trying to show?
 - Provide a net profit between VND30,000 to VND200,000 per pig in 4 to 5 months with low risk. _{2.1}
 - Reduced risk due to disease control through vaccination. _{2.2}
 - More rapid production of leaner pigs through the use of a high quality ration. _{2.3}
 - Reduced labour input, especially for women. _{2.4}
 - Other _____ _{2.5}
 - Other _____ _{2.6}

3. What do you plan to do in response to the demonstration?
 - Nothing _{3.1}
 - Already adopted as demonstrated. _{3.2}
 - Adopt soon as demonstrated. _{3.3}
 - Already adopted modified version (_____). _{3.4}
 - Adopt modified version soon (_____). _{3.5}
 - Other _____ _{3.6}

GAS Questionnaire

4. If you adopted the demonstrated pig fattening techniques, what is your perception of the labour required to adopt the demonstrated techniques?

Objective: Demonstrate pig growing techniques that reduce labour inputs		
I needed very much less labour inputs than traditional methods		4.5
I needed less labour inputs than traditional methods		4.4
I needed about the same labour inputs as traditional methods		4.3
I needed more labour inputs than traditional methods		4.2
I needed much more labour inputs than traditional methods		4.1

Man

Woman

Date:

Annex 2: Users guide to program indicators

Insert here VIE1506/Phase II/M&E/Indicator Guidelines.doc

Annex 1

Data collection forms

Annex 2

Users guide to program indicators