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1. INTRODUCTION

1.1 Background

This document describes Planning Monitoring and Evaluation (PM&E) strategy for Environmental Rehabilitation in NWFP and Punjab (ERNP) Project. It provides some basic principles, general guidelines, stages, roles and responsibilities for participatory planning monitoring and evaluation of ERNP. This strategy, like other strategies of ERNP has evolved through the process of consultation and lessons learned in the field. An initial draft strategy was developed in May 1998. The strategy was tested in the field and in October 1998 the strategy was thoroughly discussed and reviewed involving Project Management Units of all the three sub-projects of ERNP. Government officials (Federal and Provincial: Punjab and NWFP), and other projects/programmes who had similar experience in the project area or other parts of Pakistan participated in the strategies workshop of ERNP. Comments were also obtained from IUCN Country Office on the strategy. Finally, the M&E Team of ERNP held a two-day session to thoroughly review, and as much as possible to incorporate the comments and suggestions of all the stakeholders in this strategy document.

1.2 Structure of this document

This document has several sections. The second section provides ERNP background, its goal and objectives. The third section briefly explains purpose of PM&E, and the team responsible for developing and facilitating PM&E systems for ERNP. The fourth section describes rationale for the PM&E strategy and its general guiding principles. The fifth section proposes participatory planning process for ERNP. Sections 6-9 describe participatory progress and impact monitoring system for communities and staff. Baseline requirements and procedures are explained in section 10. The last section describes progress reporting and data base system. Log Frame Matrix of ERNP, tables and figures, and formats to be used at different stages of monitoring are provided in the annex.



2. THE ERNP PROJECT

2.1 Background

The Environmental Rehabilitation in NWFP and Punjab (ERNP) is a seven years project, assisted by the European Commission (EC). The ERNP project covers three sites in the upland areas of Pakistan, comprising Murree-Kahuta-Kotli-Sattian in Punjab Province and Galiat and Dir-Kohistan in the North West Frontier Province (NWFP). These are called the sub-projects of ERNP. The nomenclature of these sub-projects as per the PC-Is is as follows:

Punjab

- Upland Rehabilitation and Development Project for Murree, Kahuta and Kotli Sattian Tehsils

NWFP

- Natural Resource Conservation in Galiat
- Dir-Kohistan Upland Rehabilitation and Development Project

The estimated total cost of the project is ECU 31,800,000. The commitment of the EC amounts to ECU 25,200,000, while the GoP and the beneficiaries will contribute the balance. The project period is seven years from October 1996 to December 2003.

The European Commission, the GoP and IUCN are the direct co-operating agencies for the implementation of the project. The EC, through its delegation in Pakistan, oversees the execution of the Financing Agreement (FA) and Project Administration Agreement (PAA) signed with the GoP and IUCN respectively. In addition, the EC has hired Agriconsulting firm under a separate agreement to advise in implementation of the project.

At the federal level, the focal ministry is the Ministry of Environment, Local Government and Rural Development (MELG&RD). At the provincial level, Forestry Department in NWFP is executing NRCP Galiat and URDP Dir-Kohistan. On the Other hand, in Punjab, Murree-Kahuta Development Authority is responsible for the execution of URDP MKKS. There are Provincial Steering Committees in the two provinces, which are headed, in NWFP by the Secretary of Forestry Department and in Punjab by the Chairman, Planning and Development Board. In Punjab, Project Coordination Committee is also organized quarterly under the chairmanship of DG MKDA.

At the project level, Project Management Units (PMUs) run the projects. Each PMU consists of Project Director (GoP), Project Technical Advisor (Agriconsulting) and Field Programme Manager (IUCN). In addition, a Resource Unit (RU) in Islamabad has been established under IUCNP to act as a link institution between local communities and government line departments and agencies involved in the project and is responsible for providing technical expertise, in social organization, natural resource management, training, networking, and monitoring & evaluation within the framework of the project.

2.2 ERNP objectives

Purpose of the project: The overall goal of the project is to halt and reverse the process of environmental degradation. The purpose is rehabilitation of natural resources on sustainable basis in three upland areas of Pakistan through community participation.

Wider objectives: Wider objectives of the project are;

- To develop and strengthen local capacities for sustainable resource management and utilisation;

- To interrupt the process of current degradation of the watershed lands and natural resources; and
- To contribute to ensuring a balance a balance between economic growth and the preservation of natural resources.

Immediate objectives: These are;

- To increase environmental awareness, and to reach a consensus on the need to adopt protection measures at local level;
- To develop local economic potential and income, and improve the status of the population (particularly women), for an estimated population of 1.1 million in the project area;
- To improve practices in water run off control, forestry and rangeland in approximately 35,000 ha, and agriculture and livestock management in approximately 200 villages;
- To stimulate a process of community development (creation of village organisations, women organisations, clusters of villages, NGOs and associations in approximately 200 villages; and
- To catalyse local planning and co-operation with Federal and Provincial Government line departments.

2.3 ERNP Strategy and Approach

The ERNP emphasizes a participatory integrated and multisectoral approach to sustainable development. This requires establishment of social organizations to reactivate collective systems for the conservation and management of natural resources, to assist them in reversing the process of natural resource degradation, to enhance/strengthen local capacities to improve their own socio-economic and environmental conditions on a self help sustainable basis, and finally to empower local population to more effectively interact with government line departments and NGOs in local planning, monitoring and overall development. Separate strategies are planned one each for social resources, natural resource management, in-country training (including community training) and planning monitoring and evaluation.

2.4 Relationship of M&E Strategy to NCS

The National Conservation Strategy (NCS) stresses the need for a baseline on the status of environment as well as regular monitoring and assessment of the environment in Pakistan. The ERNP data-base will provide a useful feedback to the NCS Unit on the status of the natural resources and their impact on environment in the upland areas. Furthermore, for long-term sustainability, the core M&E team of NCS Unit will be regularly involved in the ERNP meetings, reviews and studies to benefit from each other's experiences.

Support will also be provided to the Sarhad Provincial Conservation Strategy (SPCS) for their efforts to strengthen the capacity of developing environmental monitoring in the province.

3. PLANNING MONITORING AND EVALUATION (PM&E)

3.1 PM&E Goal

To work towards effective and efficient achievement of the project's goal and objectives through an integrated process of participatory planning, analysis, feedback, monitoring and evaluation. In this strategy, effectiveness refers to the degree to which the project goal has been achieved and efficiency refers to the cost-effectiveness of activities.

3.2 PM&E objectives

The objectives of PM&E are to develop/introduce participatory planning monitoring and evaluation systems; to facilitate the implementation of these systems in the field; and ultimately, to build capacity of the project staff and communities to plan, check, review, and assess their own progress towards the achievement of overall objectives of the project. More specifically, the PM&E objectives in the project are;

- to introduce joint and participatory planning process to ensure that activities are planned on the basis of community needs and are thoroughly discussed and reviewed in joint staff planning sessions.
- to facilitate a participatory feedback mechanism for staff and communities to monitor, analyze, and critically assess their own achievements in the implementation of planned interventions, to regularly refine processes, strategies and approaches (NRM, Social Organization, Training, and PM&E) on the basis of lessons learned in the field, and to monitor progress towards the achievement of overall objectives and goal of the project.
- to develop and introduce a mechanism which ensures the collection and recording of data at various levels (e.g., community organizations, field units, Project Management Units of sub-projects, and Resource Unit of ERNP) and at various stages (e.g., village resource base/use, component wise progress on field interventions, achievements of component objectives, and overall goal of the project).

3.3 PM&E team

The core M&E team of ERNP consists of a Coordinator (M&E) at Resource Unit in IUCN office in Islamabad and three Monitoring Officers, one each at the sub-project level.

3.4 Role of PM&E in ERNP's Project Cycle

Like other projects, the ERNP's project cycle can be classified into planning, implementation and review. The PM&E has a central role in the project cycle, to bring integration and linkages both in all the three phases of the planning cycle as well as within the components of the project in each phase. Table 1 explains the specific role of PM&E in the project cycle of ERNP.

Table 1: Role of PM&E in the project cycle

Phase in the cycle	Methods/Tools/techniques	Role of PM&E
Participatory planning <ul style="list-style-type: none"> • Define strategies • Communities need assessment • Develop project work plans • Define milestones And indicators for M&E 	<ul style="list-style-type: none"> • Component-wise strategies are defined through consultative process for NRM, Social Organization, Training, PM&E • Village Development Planning exercise through PRA • Joint staff planning • Log-Frame Matrix (LFM) through consultative process 	<ul style="list-style-type: none"> • Integration of M&E in components strategies • Participates In the PRA. • Assess needs in relation to goals. • Compile data on village resource base/use/ environment • Facilitates participatory/joint planning • Develop/refine LFM
Implementation <ul style="list-style-type: none"> • Implement planned interventions 	<ul style="list-style-type: none"> • Define implementation procedures • Implement planned interventions in the field according to the defined procedures. 	<ul style="list-style-type: none"> • Check procedures against strategies • Check planned interventions against targets (VDP, PC- 1, work plans) • Develop and implement field interventions monitoring and on-going review systems • Maintain database on project interventions and progress
Review <ul style="list-style-type: none"> • Review of processes and strategies • Review of effects and impacts • Refinement of project objectives/ milestones and M&E indicators 	<ul style="list-style-type: none"> • Regular discussions, field visits etc. • M&E Field Visits, case studies impact studies, missions etc. • Refinement of LFM through regular consultations/ workshop 	<ul style="list-style-type: none"> • Ensure that the processes are regularly reviewed • Develop and implement systems for effect and impact monitoring • Organize GOPP and refine LFM for RNP.

4. PM&E STRATEGY

4.1 Rational

Given the complex nature of the project e.g., multisectoral activities with greater community participation along with the spread of project activities in three distant locations, it is important that clear strategy for planning, monitoring and evaluation is developed. The objectives of the PM&E strategy are threefold;

- to identify steps, stages and levels (including roles and responsibilities both for staff as well as for communities) in developing and implementing participatory planning monitoring and evaluation systems for the project;
- to bring uniformity in planning monitoring and evaluation activities of the three sub-projects, and finally;
- to propose database at sub-projects and ERNP level.

4.2 Guiding principles

4.2.1 Joint and Participatory Planning Process:

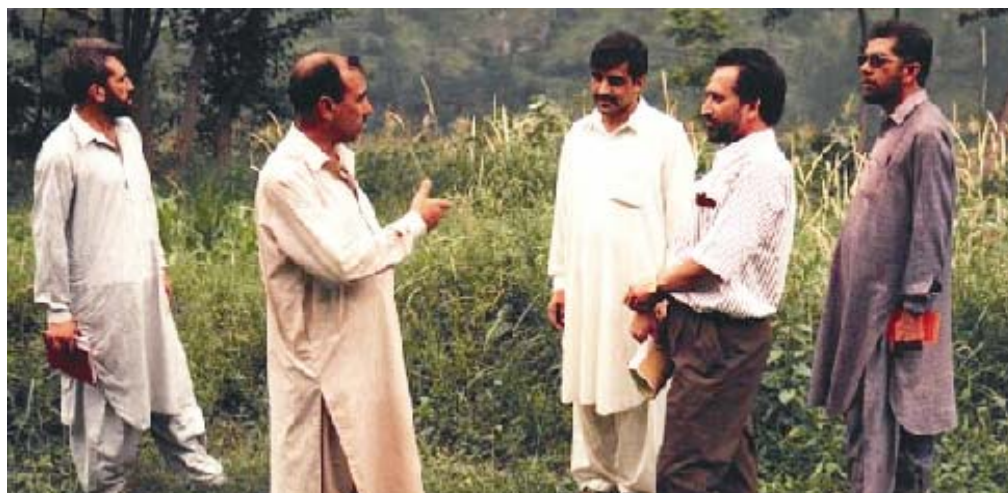
Activities in the project should emerge through a joint planning process among the staff. It should be based on an intensive review of the past years' experiences past plans and also the needs of the communities.

4.2.2 Participatory Monitoring and Assessment System:

A participatory monitoring and assessment system should be adopted for both staff as well as for the communities. In this system the staff and the communities, are responsible for assessing their own activities and progress themselves. The PM&E team of the project act only as a facilitator to assist the staff and communities in identifying and developing strategies, methods and tools for effective monitoring and assessment of their activities.

4.2.3 M&E Culture for Internal Feedback Mechanism: An M&E culture among the staff

and the communities should be developed to introduce an internal feedback mechanism for lower staff, self monitoring and higher management (a mechanism of backward and forward linkages).



5. PARTICIPATORY PLANNING AND MONITORING SYSTEMS

Participatory planning and monitoring systems will be developed and introduced for the staff as well as for the communities. We call it participatory because, the project staff (including the government staff) and the communities themselves will be responsible for assessing and reviewing their own activities. The M&E team of the project will only facilitate the planning and monitoring process to assist the staff and communities in identifying and developing strategies, methods and tools for effective planning and monitoring of their activities. Beside developing and introducing flexible M&E systems at each level of the project, the prime focus will be to build the capacity of the project staff (including the government staff) and the communities to plan, monitor and assess their own efforts on a continuous basis. The M&E team of the project will help the staff and communities to revisit and redefine the in-use M&E methods and tools as needed. Table 2 provides a summary of the M&E systems along with roles/responsibilities and its actual use in the project.

These planning and monitoring systems will be internal and will be fine-tuned regularly on the basis of experiences and recommendations of the annual monitoring missions. On the other hand, evaluation will be an external activity to be carried-out through external monitoring missions. Nevertheless, we will assist the external monitoring and evaluation missions, foreseen for the project, by providing them necessary information about the project activities.

5.1 Stages of PM&E

The PM&E strategy will be comprised of the following stages and each is described in detail as a separate section in the strategy. These are:

- The Participatory Planning Process: to identify and plan activities and interventions with communities and staff of the project;
- The Participatory Progress Monitoring Systems: to monitor on-going activities/interventions and approaches and their follow-up effects actually in the field. This includes progress monitoring systems both for communities as well as for project staff;
- The Impact Monitoring Systems: to monitor the impact of the project activities in terms of achieving its objectives and goal;
- The Database System: to collect and maintain baseline and monitor data at the above three stages of the project;
- The reporting system: M&E reports as requirements of the GOP and EC;
- The External Monitoring and Evaluation System: to monitor and evaluate the activities and achievements of the project through external missions. These include annual monitoring missions of IUCN, and evaluation missions of the European Commission (EC).

5.2 PM&E Levels for flow of information:

The levels for flow of information for M&E are given in the flow-chart in Figure-1. These are briefly explained below:

- Field Unit/staff: include Social/Senior social Organizers, GOP Field /Livestock Assistants, Foresters etc.
- Sectoral Heads: include Assistant Directors/Agriculture Officers who are heading the sectors from GOP side.

- Experts: include the IUCN Experts of various components in the project- NRM, Gender, Enterprise & Credit, Training and Extension, Social Scientist, M&E Officer.
- Project Management Unit: includes Project Director (PD), Field Programme Manager (FPM), Project Technical Advisor (PTA).
- Sub-Projects: URDP-MKKS, URDP-Dir Kohistan; and NRCP Galiat.
- Resource Unit: includes Director, Coordinators, Communication/Publication Officer, and Liaison Officer.
- ERNP: include all three sub-projects and RU to make as full programme.



6. THE PARTICIPATORY PLANNING PROCESS

A bottom-up and participatory planning process will be adopted for planning of intervention in the project. We call it bottom-up/participatory because, the planning process will be initiated from the community and the community and staff will be involved in all stages. This is to ensure that the activities/ interventions are planned according to the needs and local environment of the communities and that all the staff including field staff and management is involved in the planning process.

The planning process of ERNP will include several steps as given in Table 3 and Figure 2. These are briefly explained below.

Step –1: Village Development Plan

In ERNP, the Village Development Planning (VDP) process will be the basis for planning of interventions to ensure that the interventions are geared towards the needs of the communities (details on VDP process may be seen in Social Organization strategy).

Step–2: Community Annual Action Plan

The VDP will help in identifying broad areas of issues to be addressed in the whole village. The Community Organizations (COs) in each hamlet with the help of field staff will develop action plans each year. These will form the basis for the ERNP work plans to be implemented with COs. The community action plans will become reference points for the COs to monitor progress on field interventions including financial status.

Flip-charts will be used for the community action plans to be put on a wall in CO's office. The Social Organizers will copy the community action plan on A-4 sheet and circulate it to all the concerned staff.

Step-3: Sector/Component-wise Consolidation of COs' action plans

The Sectoral Head will compile list of COs' sectoral interventions for the sector. The Expert will then compile the list of all COs' sectoral interventions for the whole component. The sector heads will present the sector-wise list in the Joint annual planning workshop. All this exercise with communities will be completed in March.

Step–4: Joint Staff Annual Planning Exercise

The purpose of the joint annual planning exercise is to identify activities to be included in the work plans of sub-projects and RU. A participatory workshop will be organized at each of the sub-project in which all the staff will actively participate. Experienced professionals working in the project area will also be invited. VDPs and community action plans will be the basis for discussion. Nevertheless, new technological developments and past years experiences will also be given importance. All these interventions, activities and outputs should, however, be consistent with the LFM objectives of ERNP.

The work plans will cover financial year of the government of Pakistan (July-June). The annual planning exercises for all the sub-projects and RU will be completed in April.

All the key staff of the sub-project will prepare their past year's achievements in line with the objectives as delineated in the LFA of the sub-project. This will be followed by group

work on major sectors of the project to identify activities/outputs for the next year, including timelines, roles and responsibilities. These should be mainly based on community needs identified in community's action plans. Issues and constraints on the basis of past experiences will also be thoroughly discussed. In addition to the sub-project's activities, RU activities will also be identified.

Step–5: Drafting and Exchange of Work Plans

On the basis of the sub-projects annual planning and review exercise, each of the sub-projects will develop initial draft work plans and forward to Resource Unit before first of May. The RU will finalize the RU work plan based on the sub-projects' work plans. All the work plans will be forwarded to the EC Delegation by middle of May.

Step–6: Consolidation at ERNP level

In the next step, an inter PMUs/RU meeting will be held at RU office to consolidate the planned activities at ERNP level and to finalize the work plans of the sub-projects and RU. The EC representative will also participate in the meeting. The meeting should be held before 1st of June.

Step–7: Approval of the Work Plans

All these work plans will be taken to the relevant PCC/ PRB/PSC for approval before the end of June. The URDP MKKS will approve the work plan from PCC and PSC Punjab. NRCP Galiat and URDP Dir-Kohistan will approve work plans from PRB NWFP. RU will present the work plan in PCC, PSC and PRB

Step–8: Submitting Work Plans to EC for Funds Release

All the work plans will be sent to EC Delegation before 15th of July along with request for funds. The EC Delegation will forward the work plans to EU Brussels by 15th of July.

Step–9: Sectoral Action Plans of Staff

Soon after the work plans are approved by GOP, the staff of each sector will separately develop a sectoral action plan for the year. The Expert of the sector will be responsible for organizing and developing the sector-wise action plan before 30th of July. This will become a reference for the field intervention monitoring for the staff.

Step–9: Matching of COs with Sectoral Action Plans

The M&E Office and Experts will make sure that the sectoral action plans are matching the community action plan for the year and are in line with the PC-Is.

Summary of procedural steps:

Step-1: Village Development Plan

- VDP Planning Process will be used as given the Social Organization strategy.

Step-2: Community Annual Action Plan

- Each CO together with the field team will conduct meeting before March to develop an action plan for next year on the basis of VDP.
- Form-1.comm will be used for planning
- These community action plans will be used by COs for planning of intervention in the hamlet.
- Action plan will be on flip charts for ready reference by community.

Step-3: Sector-wise Consolidation of COs Action Plans

- Sector head will compile list by sector
- Expert will compile list by component

Step-4: Joint Annual Planning Exercise (staff)

- Joint staff annual planning and review workshop in April
- All staff of the sub-project and RU Coordinators will participate.

Step-5: Drafting and Exchange of Work Plans

- RU will receive the draft work plans of sub-projects by 1st of May
- The Coordinators will draft work plan of RU keeping in view the draft work plans of sub-projects.
- All draft work plans will be sent to EC Delegation by Mid May

Step-6: Consolidation at ERNP level

- Inter PMUs RU meeting before 1st of June
- EC representative will also participate in the meeting

Step-7: Approval of the Work Plans

- The approval process from PCC/PSC/PRB will be completed before the end of June.

Step-8: Submitting Work Plans to EC for Funds Release

- All work plans along with funds' requests will reach EC Delegation before 15th of July
- EC Delegation will forward the work plans to EC Brussels for funding by 15th July.

Step-9: Sectoral Action Plans of Staff

- Sectoral staff of each sector will conduct a joint meeting to develop sectoral action plans
- Use Form-1-staff
- Sectoral Action Plan will be completed before 30th of July
- The relevant Expert will be responsible to facilitate the development of the sectoral action plan.
- The sectoral action plans should match the community action plans
- These sectoral action plans will be used as reference for field monitoring of staff (Form-2-staff)

Step-10: Matching of COs Action Plans with sectoral Action Plans

- Expert will make sure that the COs and Sector action plans match.

Figure-2: Annual Planning Process of ERNP

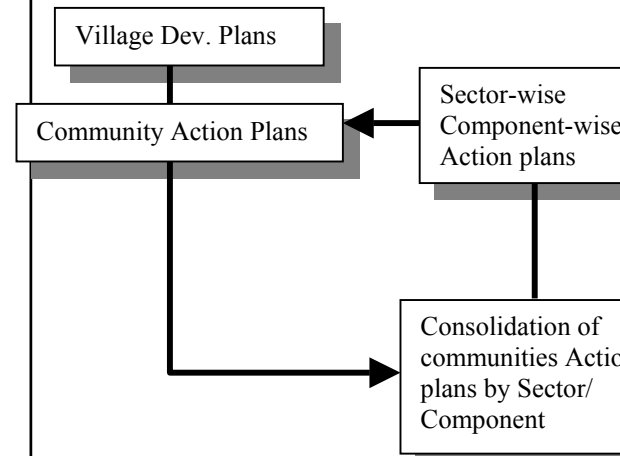


Table 3: Summary of Planning Process

Summary of Outputs:	
Step-1:	- VDP document
Step-2:	- Community Action Plan on Flip-chart in CO's Office - Community Action plan on A-4 sheet circulated to all field staff and M&E Officer
Step-3:	11 - Compiled list of sectoral intervention sector-wise - Compiled list of

7. PARTICIPATORY PROGRESS MONITORING SYSTEM AT COMMUNITY LEVEL

7.1 Monitoring of the VDP/Community Action Plans:

7.1.1 Purpose:

The purpose of monitoring of the community's action plan is to train the community to monitor their own progress, to involve them in monitoring of the project activities, to crystallize the process of planning and implementation of interventions including financial status, and to obtain the perception of the communities on the progress of planned field interventions as a feed-back mechanism for staff. This will also bring openness and ownership of the communities about the project.

7.1.2 Procedures:

The community annual action plans (Form-1-comm) will be the main reference for the community monitoring. This will be put on a flip chart in CO's Office for ready reference. The community will monitor achievements against the action plan on a monthly basis in CO's monthly meeting including financial progress. For this, Form-2-comm has been developed. This will also be put on chart parallel to the action plan. The M&E Officer will provide on the spot training to the CO member for filling the information on the flip chart. The community will fill this on a monthly basis using colour markers. The Social Organizer will copy the information on A-4 sheet and circulate it to all the field staff. Each of the field staff will endorse it with his/her remarks and submit to the respective sectoral heads/experts (GOP/IUCN). Each of the sectoral head/expert will present the summary of findings in the joint staff monthly planning/review meeting for information or action required. The expert will then compile a summary by component for his/her record with a copy to M&E Officer. The M&E Officer will report on major deviations as part of the monthly status report of the sub-project.

7.1.3 Database:

The M&E Officer will develop database for each CO/VO and maintain record of progress against the action plan and VDP. This should also include progress on financial contribution/ share of the project and communities. Form 3-comm, will be used for database by M&E Officer.

Outputs:

- Monthly progress against action plan on flip-chart
- Monthly progress on A-4 sheet by SO
- Sector-wise summary by sector head
- Component-wise summary by Expert
- CO/VO-wise database on progress against the COs action plan.

7.2 Community follow-up monitoring of interventions

7.2.1 Purpose:

The purpose of community follow-up monitoring is to obtain the perception of beneficiaries on the actual effects of completed interventions in terms of its direct and indirect benefits, the probability of future adoption and reasons for non-adoption (if any). This will provide a feed-back to the staff and the management to set priorities, future planning, and to support LFM based monitoring as discussed in the next section.

7.2.2 Procedures:

For each intervention as part of the TOPs, a follow-up monitoring plan will be developed for communities/ beneficiaries. This will be the responsibility of the respective Expert. The M&E Officer will assist. The sample Form-4-com will be the format. This will include for example, indicators to be monitored on the success of intervention, and flow of benefits/use along with time frame for collection of information and community and project share. A narrative statement on positive and negative effects and its possibility of future adoption/adaptation, including their reasons will also be noted down. Follow-up monitoring should be initiated with communities upon the completion of the interventions. The following two examples provide a rough list of indicators for follow-up of interventions by communities:

Example 1: Forest plantation on communal land:

- Roles/responsibilities/cost-share
- Number of plants actually planted by community
- Number of plants surviving/withered (success/ failure rate) and reasons for failure
- Management system and problems in management of plants
- Expected use/current use/home fuel consumption, fodder, other, sale etc.
- Other effects of the plantation
- Future plan for re-plantation

Example 2: Wheat Demonstration:

- Roles/responsibility cost-share
- Inputs use, practices and variety
- Condition of the demonstration/problem if any
- Yield obtained/additional benefits in relation to farmer's yield from demonstration
- Future plan for adoption of new practices/variety, and increase in yield/benefits
- Reasons for non-adoption of new practices/variety if any

This information has to come from the community beneficiaries on quarterly basis. M&E Officer in close collaboration with the respective sectoral head/Expert will develop simple forms for the follow-up monitoring of completed interventions.

For cross checking the respective sectoral head, Expert and M&E Officer will make random visits and check the effects on the spot. A system of field visits of the experts will be developed as described in the following section under monitoring system at staff level.

The respective Expert will prepare a summary on the findings to be included in the sub-projects quarterly progress report. Follow up results will also support experts and Coordinators in the LFM based monitoring to be discussed in the preceding section.

In addition, Each expert will also plan case studies for sector and/or component on an annual basis to document the effects and impacts of completed interventions with the communities. These will be discussed in the later sections.

7.2.3 Data-base:

The sectoral head will compile this information and maintain database on each intervention according to the LFM objectives. She/he will present a summary in the quarterly review meeting.

Outputs:

- Follow-up community monitoring results on each intervention on a quarterly basis by beneficiaries
- Summary of follow-up community monitoring results on each intervention on a quarterly basis by sector heads
- Summary of follow-up community monitoring result on component to be included in quarterly progress report by Expert using LFM format.

7.3 Monitoring system for Village Extension Workers

The ERNPs training component of sub-projects will be organizing basic training to the selected community members to create pool of permanent village extension workers in various disciplines like livestock, agriculture/horticulture, and other specialized disciplines. These village workers will provide specialized services to the local communities. This at the same time will become a sustainable income source for these workers. Follow-up monitoring system needs to be developed to check whether the village extension workers are providing services in the village or not and to see whether the communities, including the workers are really benefiting from these services and to what extent.

7.3.1 Procedures:

Permanent registers will be provided to each of the village extension workers to record the type of services they have provided to the communities and the income they have earned. The Training and Extension Expert and M&E Officer will also develop a proforma for each of the specialized disciplines. The village extension worker will provide the information on the proforma to the Training and Extension Expert on a monthly basis. The Training and Extension Expert will present a summary of the results in the joint staff monthly meeting and will become part of the monthly status report of ERNP under training and extension component.

In addition, the Training and Extension team will plan case studies (to be discussed later) on an annual basis to document the effects and impact of this training and extension activity and lessons learned.

Outputs:

- Record of daily services register with each of Village Extension Workers
- Information on prescribed form from each Village Extension Worker on monthly basis
- Summary of results as part of the Training and Extension

7.3.2 Data-base:

The Training and Extension Expert will develop data-base on village communities workers (names and addresses, and type of training) as well as on the follow-up results. This data-base will be managed by Training component. The M&E Officer at sub-project level and Coordinator M&E at ERNP level will also have an access to this data-base.

7.4 Community Managers' Conference**7.4.1 Purpose:**

Managers' conference is an exercise that is regularly carried out by the sub-projects on a six-month basis both with male as well as with female office bearers of COs/VOs and WOs respectively. These conferences will play a useful feed-back mechanism both for the project staff as well as for communities to review activities of the project and of the community organizations.

7.4.2 Procedures:

The Expert Training and Extension will be responsible for organizing and recording the proceedings of the conference. M&E Officer will assist the T&E Officer to make it more effective for M&E purpose. The Expert Training and Extension will prepare summary of findings to be included in the quarterly progress report of the sub-project etc.

Outputs:

- Proceedings of the Managers Conference by T&E Expert
- Summary of findings in the Monthly status report and Quarterly Progress Report by M&E Officer

8. PARTICIPATORY PROGRESS MONITORING SYSTEMS AT STAFF LEVEL

8.1 Monitoring of the Sub-project Workplan**8.1.1 Purpose:**

Parallel to the community monitoring of VDP/action plans, a system at the staff level will be used to monitor the workplan and sectoral action plans of the sub-project.

The purpose is to facilitate the staff in implementation of staff in the planned interventions, to monitor their own progress and to provide a feed-back to the management on the progress of field interventions.

8.1.2 Procedures:

On the basis of the sub-project workplan, each sector will develop a sectoral action plan for the year. The social organization team, Enterprise, Saving and Credit, Gender and M&E will also develop action plans. Form-1-staff will be used for developing action plans (which is almost the same as Form-1-comm). Form-2-staff will be used for monitoring of the action plans.

The field staff will submit report on a monthly basis to the respective sectoral head/expert. The sectoral head/expert will prepare a summary and present it to the PMU in the monthly staff meeting. The Expert will compile the information on component basis and become part of the sub-project monthly status report. The Expert will also compile the information on quarterly basis to become part of the quarterly progress report.

8.1.3 Data-base:

The M&E Officer will develop a data-base and maintain record of sector/component-wise record of financial expenditure. This should however, be comparable with the data-base as explained in 7.1 for COs/VOs progress on action plans.

Outputs:

- Monthly information on progress of interventions on Form-2-staff
- Monthly Summary information about the sector on Form-2-staff

8.2 Physical Progress Monitoring against PC-1 /work plan targets

To report on physical progress, a consolidated proforma has been developed which not only fulfils the needs of the quarterly progress report but also the requirements of the GOP (Form-3-staff). The proforma also accumulates the total physical achievements since inception of the project.

Each sector head/expert, on the basis of information in form-2-staff will compile this information and submit to the PMU for use and to the M&E Officer for maintaining data base.

Outputs:

- Monthly physical progress on Form-3-staff by sector heads/experts

8.3 Monitoring of Progress against Log-frame Matrix (LFM): Result and Activity Level

8.3.1 Purpose:

LFM is an important planning and monitoring tool for planning, monitoring and evaluation. LFM will be developed for ERNP Project using ZOPP (Goal Oriented Project Planning) in a workshop in which all the key stakeholders are involved. On the basis of the identified list of activities in LFM, priorities will be set for sub-projects keeping in view their local needs and conditions.

8.3.2 Procedures:

Monitoring of progress against LFM will be an important activity of ERNP. Experts together with sectoral heads in each component will report on the LFM to the PMU on quarterly basis. Information obtained through follow-up monitoring by communities, the effect monitoring case studies and M&E field visits will be the basis. The Experts will also submit a copy to the respective Coordinator. For greater participation and interaction, the experts will present results on the basis of LFM in the quarterly review meetings of the sub-project. The PMU with the help of M&E Officer will compile it on the basis of sub-project and will become part of the quarterly progress report of the sub-project. The Coordinators will compile the report on the basis of ERNP component also on a quarterly basis and submit it to the Director RU. The FPM will also submit a copy of the compiled report on the sub-project to the Director RU. The Director RU with the help of Coordinator M&E will compile the progress on LFM for whole ERNP.

Outputs:

- LFM of ERNP
- Progress on LFM of Sub-projects on quarterly basis by experts
- Progress on LFM of ERNP components on quarterly basis by Coordinators
- Progress on LFM of ERNP on quarterly basis by Coordinator M&E.

8.4 Effect Monitoring

8.4.1 Case Studies:

The purpose of effect studies is to analyze the effect of the project activities that were implemented with the communities. These will be carried-out to see on the ground adoption of technologies or practices introduced to the communities and to analyze reasons for non-adoption, and the qualitative and quantitative effects of the technologies on communities including financial benefits.

8.4.2 Procedures:

The expert in the sub-project in collaboration with his team will conduct case studies on important topics/sector/components using Participatory Rapid Appraisals (PRAs). Depending on the availability of time, effect studies will be planned by PMU each year for major topics/ programmes that were carried-out in the previous year (minimum of one-year time lag). Through these studies, feedback mechanism will be introduced among the

project staff. The findings of effect studies will help the staff to report progress against LFM.

Outputs:

- One case study per sector per year

8.5. M&E Field Visits:

8.5.1 Purpose:

The purpose of these visits will be mainly to cross check the community follow-up monitoring results: communities' perceptions on the effectiveness, strengths and weaknesses, and actual adoption of interventions that were implemented in the field. Any changes that are needed in the design and implementation of these interventions shall also be recorded.

8.5.2 Procedures:

All the Coordinators of RU and Experts of the sub-project will conduct M&E field visits individually or in a team once in a quarter. Informal discussions will be held with individuals or with COs on major interventions that were planned and carried out with the communities. Each Expert will prepare a field visit report and submit to PMU and each Coordinator to Director RU. Findings of these visits should be reported in the monthly status report.

Outputs:

- A field visit report by all Experts
- A field visit report by all Coordinators

8.6 Monitoring of Strategies/Processes.

The Resource Unit, together with the field teams will design strategies for major components of the project, namely Social Resources, Natural Resource Management, In-country training and PM&E. These strategies require regular review and monitoring during their implementation. Each of the RU Coordinators will be responsible of monitoring the implementation of the strategies through regular field visits, reviews, and discussions with the experts. On the basis of these experiences, the RU Coordinators will refine and update their strategies on each alternate year.

8.7 Other periodic meetings and reviews

8.7.1 Weekly meetings at PMU and RU level:

The purpose is to regularly monitor and review issues/activities related to policy, management, linkages, and coordination. The RU and each PMU will hold independent meetings. Each PMU will exchange minutes of the meetings with the RU.

8.7.2 Monthly planning and review:

At each sub-project as well as at RU level, the technical staff will meet to review the last month's activities and plan for the coming month, keeping in view the targets set for the month/quarter in their annual plans. This meeting shall preferably be held on 27th of each month independently by each PMU and on 29th of the each month at RU. In the RU monthly planning meeting, the FPMs shall also participate. This will increase coherence between the monthly activities of RU and the sub-projects. Any issues/constraints identified by the field teams and/or technical staff shall be separately recorded.

8.7.3 Inter PMUs/RU meetings:

The three PMUs and RU will conduct a joint meeting on a bi-monthly basis to review and discuss strategies and approaches, and to review coordination and linkages at ERNP level.

8.7.4 Quarterly Review and Planning:

Each sub-project will hold a quarterly review workshop to review progress of activities during the quarter. Thus forming the basis for the quarterly progress report to be submitted to the government.



9. IMPACT MONITORING SYSTEM

To analyze whether the project has made progress towards achieving its goal and objectives, a regular impact monitoring system would be needed. This will provide a feedback mechanism for the project staff, communities, management on actual achievements. This will also help the management in project promotion to keep informed the policy makers, planners and donors on the project's achievements. Impact monitoring system will include;

9.1 Monitoring of Progress against LFM: Purpose and Goal Level

The RU Coordinators will monitor progress on an annual basis towards achievements of the LFM objectives and their link to the overall purpose and goal of the ERNP for their respective components. The objectively verifiable indicators (OVIs) as delineated in LFM of ERNP will be the main focus. To collect data on the OVIs, a detailed survey for impact assessment may not be feasible because it will be time consuming and expensive.

In line with the participatory approach to development, which is the guiding principle of this project, the communities will be encouraged to monitor the impact of the project as well. Therefore, the main source of feedback would be findings and views of the participating communities. For most indicators in case of impact assessment, a simple database will be developed at VO level in the three sub-projects and a combined data-base at ERNP level in the Resource Unit. Communities will collect the data, initially as part of the Village Development Plan process, which will serve as a baseline. The Coordinator through experts and communities will then update the database on an annual basis using LFM.

Part of the data will be extracted from community follow-up monitoring and case studies carried-out by the experts as explained in the previous section. For some indicators, which are difficult to be directly measured by the communities, case studies at limited scale using PRA will be initiated by the Coordinator and her/his expert, in the three project areas using PRA. Other techniques like photographic images, land-use maps and other informal techniques will be introduced by the Coordinators as appropriate for necessary data collection on impact.

9.2 Monitoring of Model Watershed

In each sub-project, a model watershed will be selected to more intensively monitor changes in NRM related environment and socio-economic conditions of the local communities. The Water Research Institute (WARI) at NARC has the capacity to monitor environmental changes through sophisticated equipment. The Institute will be requested to assist on collaborative basis. This will provide a good quantitative data on the model watershed level.

The IUCN headquarters has introduced an approach for monitoring progress towards sustainability. It is called "Barometer of Sustainability". In monitoring progress towards sustainability, the approach takes into consideration both people and the environment. The approach has proved its usefulness in various other projects in Africa. However, the approach is still in its experimental stage.

The approach involves detailed discussion with the communities to work on hierarchy of indicators for goals and objectives of the community and the related factors (including the socio-economic and environmental factors) affecting their specified goals and objectives. The approach can serve a useful tool for measuring progress towards sustainability in the target area.

The focus of the ERNP Project is also on sustainable development that involves both the people and the environment. The M&E team, in collaboration with the project staff and the communities,

will introduce this approach in the same model watersheds in the project area. The focus will be on testing the approach under local conditions. If the approach proves to be successful, it will be extended to other villages/watersheds.

9.3 Benefit-Cost Analysis of the Project

Before the end of the project, benefit-cost analysis of the project will be conducted “with and without project situation” at two levels. An external consultant will be hired for this purpose.

- a) **Financial Analysis:** which is of major importance to the direct beneficiaries and participants of the project, including financial costs of the government and donors. Market prices that are actually faced by the stakeholders in the project are used to calculate costs and revenues of the project.
- b) **Economic Analysis:** which concerns the contribution by a project at national level. In this case, costs and revenues are calculated at prices, which reflect their values to society as a whole. The concept of shadow pricing is used.

Because of the fact that costs and benefits are spread at different periods of time, a method of discounting, both for costs and benefits, will be used which converts sums of money available or to be paid in future to present day values. These discounted benefits and costs will be compared under three different criteria: Benefit/Cost ration (B/C), the present worth (B-C) and Internal Rate of Return (IRR).

The community follow-up monitoring and database, and data from case studies, model watershed along with other necessary data from local and national surveys, will be used for conducting benefit-cost analysis.



10. PROJECT EVALUATION

Besides internal monitoring, evaluation will be an external activity to be carried-out through external annual monitoring missions, and project reviews and evaluation studies as appropriate. These include the following levels.

10.1 Annual Monitoring Missions

In addition to developing and introducing internal monitoring system in the project, an annual external monitoring and review system is also envisaged. The purpose of external monitoring and review system is to double check the progress of the project and its track towards the achievement of the desired results.

The project will appoint a suitably qualified European Institute for annual monitoring of the project. Each of these missions will comprise six person weeks of European and three person weeks of local input. TORs will be prepared by the RU in collaboration with the PMUs and submitted to the European Commission Delegation in Islamabad for approval.

The M&E team will assist the annual monitoring mission in providing necessary data, accompanying and facilitating them in the field.

10.2 External Review

The M&E team will also assist in providing relevant data to the external review/evaluation missions to be organized by the European Communities (EC). Mid-Review mission is foreseen after the completion of the three and a half years of the project. The final evaluation mission will be organized by the EC by the end of the project.



11. PROGRESS REPORTING SYSTEM

11.1 Monthly Status Report

The purpose of monthly status report will be to compile all the physical and qualitative progress of ERNP, including status of staff, vehicles, equipment and finances. Each expert will provide status of his work during the month to the FPM and a copy to the respective Coordinator at the end of the month on the basis of staff and community monitoring data as explained above. The FPM will prepare an executive summary on the status of the sub-project and will send it to Director RU by 10th of the coming month. FPM will also attach the status of equipment, vehicles and budget. Each Coordinator will similarly prepare a summary on status of his/her component and submit it to Director RU by the 10th of coming month. Similarly, the Finance & Administration will provide to RU Director an update of staff of IUCN in ERNP, equipment and financial progress. The Director RU will develop an executive summary of the status of ERNP. The Coordinator M&E will collate all the information in the status report and distribute it before 15th internally to the PMUs and Coordinators.

11.2 Quarterly/Half-yearly/Annual Progress Reports

Quarterly, half-yearly and annual progress reports are the requirement of the GOP and EC to be submitted by the sub-projects. On the other hand, RU is required to submit six-monthly progress report to the EC. Formats as suggested from time to time by the EC Delegation and/or the GOP will be adopted. However, these formats should be as uniform as possible for all the sub-projects and whole ERNP. Furthermore, the progress monitoring forms as suggested in the previous sub-sections will be designed in such a way that these feed easily in the progress reports with out much computation.



12. ERNP DATABASE

12.1 Baseline data

Baseline information provides a benchmark, both for internal and external monitoring and evaluation. In ERNP project, the need for a baseline is indicated in all the official documents but with no clear direction. According to the government's PC-1 documents, a community baseline survey is envisaged after the confidence of the community is attained. In the Financing Agreement (page 16) this is interpreted as individual community baseline surveys with each of the village organizations formed or in the process of formation. Baseline information for ERNP should be collected at three levels/stages. These are explained below;

12.1.1 Socio-Economic Data

Secondary sources will be reviewed and necessary data will be compiled on the socio-economic profile of the three project areas. This will be the responsibility of the Social Scientist in each sub-project. In most cases this will suffice for the socio-economic baseline. Relevant secondary sources/reports have already been collected. Each social scientist of the sub-project will extract necessary data from these sources by June 1999. If necessary, the Social Scientist will conduct a socio-economic survey in his/her project area on a limited scale. A complete set of data on socio-economic parameters of the project areas will be ready by the end of December 1999.

12.1.2 Data on the state of environment

Information on the various environmental potentials and issues existing in three project areas will be collected, and their economic values will be computed. This would require external expertise comprising a team of environmental experts and economists. An environmental assessment survey of the three project areas will be conducted through external consultants. This study will be planned in March 1999. The Coordinators M&E and NRM will support this study.

Some additional information on overall conditions of the three project areas, e.g., forest cover, agro-climatic zones and overall land use pattern in each zone, will be needed. This will partly come from secondary sources or be manipulated using aerial photographs and soil survey maps. The NRM Coordinator in support of the NRM Experts will complete this information by December 1999.

12.1.3 Village level Resource base/use/threats (individual community baselines)

As part of the Village Development Planning Process, individual community baseline data will be collected. The information will include:

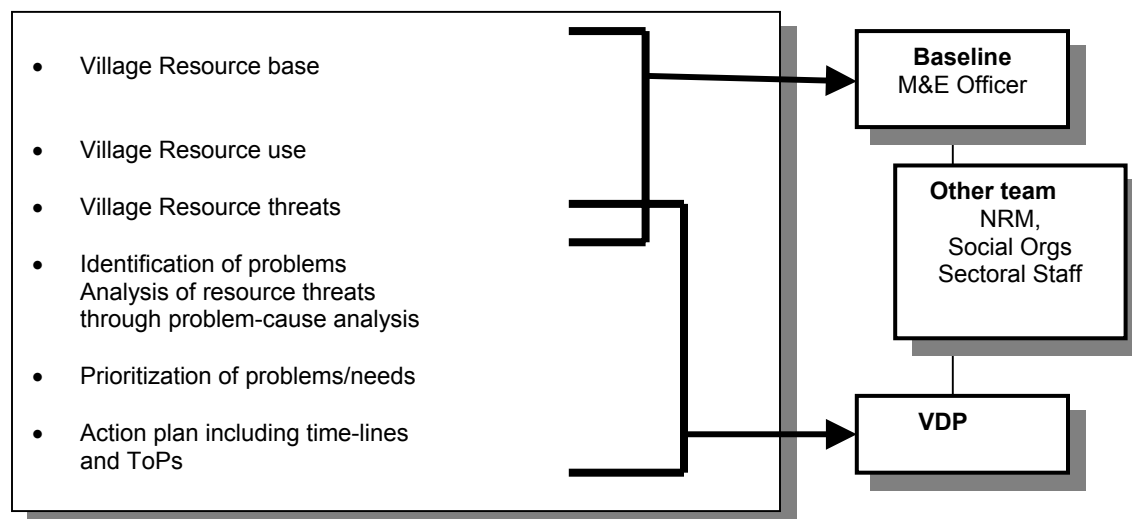
- Village resource base (both quantity and quality);
- Village resource use;
- Village resource threats.

At the time of formation of Village Organization, Participatory Livelihood Appraisal and Planning (PLAP) will be conducted in the village to obtain the above information using various tools of PRA. A tentative list of baseline indicators and the various PRA tools to be used may be seen in Table-4. The PLAP will be designed in such a way that it serves the purpose of both Village Development Plan (VDP) as well as village baseline.

The PLAP will be conducted by the multidisciplinary team including Social Scientist, M&E Officer, NRM Expert, Sectoral Staff and Social Organizers. For the village baseline data, the M&E Officer will be responsible to ensure that relevant data is collected, whereas the

VDP responsibility will be that of the Social Scientist together with NRM Expert (Figure 3). The PLAP will be a continuous activity throughout the project period as part of the village organization formation process.

Figure 3: Composition of team for PLAP (Baseline Vs. VDP)



12.2 M&E Database and Record

All the sector heads, experts and Coordinators will be responsible for the M&E data collected for their sectors/components. The database at sub-project and ERNP levels will be the responsibility of the M&E Officers and Coordinator M&E respectively. The following data will be managed at sub-project and ERNP levels;

Baseline data:	Socio-economic, Environmental Assessment baseline and Village level database.
Financial Status:	Expenditure CO wise, sector wise, component wise, objective wise, and Sub-project and ERNP levels.
Physical Achievements:	Quarterly, annual, total for all the activities by sector/component
LMF based achievements:	Quarterly (output/activity wise), Annual (update on activity, Objectives, purpose and goal)
Project Reports:	PC-1(s) of sub-project(s) All project agreements (FA/PAA/Agri-consulting agreement), and other related pre-project documents, Strategies (NRM, Social Organization, Training, PM&E and others), TORs of all project staff, Log Frame Matrices, Annual Plans, Monthly status report, Quarterly/six-monthly/annual progress reports, Case studies and Record of M&E Visits, Results of follow-up monitoring by communities, Annual Monitoring Reports.

Table 4: Type of data required in PLAP and use of PRA tools

DATA BASE		VDP	
Type of data	Source of data	Type of data	Source of data
Resource Base/Use	PRA Tools	Socio-economic situation/issues/problems	PRA Tools
Land <ul style="list-style-type: none"> - Forest land: Communal/state/private - Forest cover - Grazing land - Agricultural land 	Land use map, transit walk with key informants Secondary sources	<ul style="list-style-type: none"> - Name of village - Number of hamlets - Number of H/H - Population /household by hamlet 	Time trends/ Secondary sources/key informants
Water <ul style="list-style-type: none"> - Sources of water: For irrigation, drinking Perennial/non perennial 	Village map, land use map, Key informants	<ul style="list-style-type: none"> - Social groups/casts 	Pye diagram
Agriculture <ul style="list-style-type: none"> - Crops grown - Yields of crops - Fruits Orchards: Covered area/No of trees - Vegetable Types of vegetables 	Trend analysis, Matrix analysis, Demonstration plots	<ul style="list-style-type: none"> - Basic facilities <ul style="list-style-type: none"> • Communication • Health • Education • Water • Sanitation • Water disposal 	Village map/Venn diagram/secondary sources
<ul style="list-style-type: none"> - Livestock No. and types of animals Milk production per animals 	Trends analysis, and matrix analysis	<ul style="list-style-type: none"> - Credit source 	Venn diagram
<ul style="list-style-type: none"> - Grazing pattern - Fodder sources - Fuel sources - Sources of income: on farm/off farm - Skills – male –female - Import export at village level Forest products, vegetable, crops Products, Fodder, animal products 	Pye diagram Inflow/outflow analysis	<ul style="list-style-type: none"> - List of stakeholders - List of institutions/Role of village <ul style="list-style-type: none"> • GoP • NGOs • Social 	Stakeholders analysis
<ul style="list-style-type: none"> - Environmental friendly practices <ul style="list-style-type: none"> • Controlling pests/diseases in agri./livestock • For improving fertility of soil Balanced chemical/fertilizer, Bio-fertilizers • Controlling Erosion Terracing/land leveling Water diversions Ploughing across the contours • Other environmental friendly practices 	Group discussion/field observations		
Resource problems/threats <ul style="list-style-type: none"> - Social <ul style="list-style-type: none"> • Conflicts • Lack of awareness • Basic facilities • Population pressure • Migration - Economic <ul style="list-style-type: none"> • Livelihood • Off farm/ On farm • Lack of capital - Environment <ul style="list-style-type: none"> • Deforestation • Shortage of fuel wood • Awareness of environmental issue 	Problem/Cause/ Effect Analysis	Resource problems/threats <ul style="list-style-type: none"> - Social <ul style="list-style-type: none"> • Conflicts • Lack of awareness • Basic facilities • Population pressure • Migration - Economic <ul style="list-style-type: none"> • Livelihood • Off farm/ On farm • Lack of capital - Environment <ul style="list-style-type: none"> • Deforestation • Shortage of fuel wood Awareness of environmental issue	Problem/Cause/ Effect Analysis

Annexure: Sample forms for M&E

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Name of Village Organization:

Sample Form Annual Action Plan of CO 1999

S.No.	Name of Intervention	Time Schedule												Total Physical Targets	Cost Estimates			
		J	F	M	A	M	J	J	A	S	O	N	D		Project (Rs.)	Community (Rs.)	TOTAL (Rs.)	

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Name of Village Organization:

Sample Form for Monitoring of Annual Action Plan of CO1999

S.No	Name of Intervention	Time Schedule												Total Physical Achievements	Actual Expenditures		
		J	F	M	A	M	J	J	A	S	O	N	D		Project (Rs.)	Community (Rs.)	TOTAL (Rs)

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Name of Village Organization:

Sample Form for Sector-wise Investment CO/VO level (Male/Female separately)

S. No	Name of Sector	Previous Expenditures			Expenditures during the month			Total Expenditures		
		Project (Rs)	Community (Rs)	TOTAL (Rs)	Project (Rs)	Community (Rs)	TOTAL (Rs)	Project (Rs)	Community (Rs)	TOTAL (Rs)

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Name of Village Organization:

Sample Form for Planning of Follow-up Monitoring of Sectoral Intervention by CO 1999

S.No	Name of Intervention	Objectives	Expected Period of Completion	OVIs

Form-1-staff**Environmental Rehabilitation in NWFP and Punjab (ERNP)**

Name of Sub-project:

Name of Village Organization:

Sample Form for Sector-wise Investment by Gender Sub-project level

S. No	Name of Sector	Male COs Expenditures			Female COs Expenditures			Total Expenditures		
		Project (Rs.)	Community (Rs)	TOTAL (Rs.)	Project (Rs.)	Community (Rs)	TOTAL (Rs.)	Project (Rs.)	Community (Rs)	TOTAL (Rs.)

LIST OF TRAINING

S.No.	Name of Training	Period	Days	Person GoP	Trained IUCN	Others	Total Trainings	Total Expenditures

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Sub Format for Feeding the Main Physical Achievement

S.No	Name of H.H	Name of Individual	Unit	Received			Signature
				Male	Female	TOTAL	

Form-1-staff**Environmental Rehabilitation in NWFP and Punjab (ERNP)**

Name of Sub-project:

Name of Village Organization:

Sample Form Annual Action Plan of CO 1999

S. No	Name of Intervention	Time Schedule												Total Physical Targets	Cost Estimates		
		J	F	M	A	M	J	J	A	S	O	N	D		Project (Rs)	Community (Rs)	TOTAL (Rs)

Form-2-staff**Environmental Rehabilitation in NWFP and Punjab (ERNP)**

Name of Sub-project:

Name of Village Organization:

Sample Form for Monitoring of Annual Action Plan of CO1999

S. No	Name of Intervention	Time Schedule												Total Physical Achievements	Actual Expenditures		
		J	F	M	A	M	J	J	A	S	O	N	D		Project (Rs)	Community (Rs)	TOTAL (Rs)

MONTHLY SATUS REPORT

Executive Summary

ERNP
Resource Unit
URDP Dir Kohistan
URDP MKKS
NRCP Galiat

List of Physical Achievements

List of Training

List of Reports

List of Equipment

List of Staff

Statement of budget/expenditures

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

Sub Format for Feeding the Main Physical Achievement

S. No.	Equipment Description	Purchased during month	Price	Total	Used by	Remarks

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

1. List of IUCN Staff

S. No.	Name	Designation	Duty Station	Joining Date	Vacant

Environmental Rehabilitation in NWFP and Punjab (ERNP)

Name of Sub-project:

2. List of IUCN Staff
3. List of Agriconsulting

List of Reports (Format)

S. No.	Title	Author	Date