

An Integrated Approach to Project Reporting



The High Value Agriculture Project in Hill and Mountain Areas (HVAP) is a market-led initiative that seeks to provide income and employment benefits to poor smallholders, landless rural inhabitants and agribusiness entrepreneurs through the development and upgrading of pro-poor value chains in the Mid- and Far-Western Development Regions of Nepal. Started in

Definition of a value chain

A sequence of productive processes, from the provision of specific inputs for a particular product /service to primary production, transformation, marketing and distribution to final consumption. The organisational arrangements involved in value chains include linking and coordinating the producers, processors, merchants/traders and distributors.

July 2010, the project follows inclusive business and value chain development approaches. The Ministry of Agricultural Development (MoAD) is the executing agency, and the project partners include the Netherlands Development Organisation (SNV) and Agri-Enterprise Center (AEC). (For more information, please visit the project webpage at www.hvap.org.np.)

There are two different approaches for monitoring and evaluation (M&E) in the HVAP project: the Donor Committee for Enterprise Development (DCED) standard, and IFAD's Results and Impact Management System (RIMS). As both are based on causal linkages (cause and effects) between inputs, outputs, outcomes and impacts, HVAP has complemented IFAD's RIMS with the DCED standard's approach to develop value chain-specific result chains. The RIMS output and outcome indicators (levels 1 and 2) are quite broad, and there is space to accommodate most of the service market output and outcome indicators devised by the DCED standard. For HVAP, service market outputs can be broadly categorised under (i) establishment of commercial linkages and (ii) building capacity of business service providers. Service market outcomes, on the other hand, are aimed at capturing changes in the enterprise behaviour brought about by improved performance of the business service providers. Most RIMS indicators related to effectiveness and sustainability provide information on service market outcomes. HVAP selected additional DCED indicators to capture the changes in the market system (such as volume of transactions at producer, group/cooperative, collection centre and major market level).

Background

The September 2011 review mission recommended that a result measurement system be devised to capture market dynamics as well as social indicators outlined in the RIMS. Subsequently, the project did a comparison between RIMS and DCED. Key indicators revealed that neither could deliver an appropriate measurement of project results. The project integrated the two approaches to design a single M&E system. The RIMS element ensures reporting as per standardised (RIMS) indicators. While the RIMS impact indicators are more aligned to the MDGs' the DCED impact indicators help capture and add information on market penetration or job creation, scale of production and other business-related measures. The DCED standard approach, which is focused on measuring private sector impact (partnerships, capacity building of value chain actors and enterprises), therefore provides a complementary element.

Results and impact management system (RIMS)

In February 2003, IFAD's Governing Council called upon the Fund to establish a comprehensive system for measuring and reporting on the results and impact of IFAD-supported country programmes. RIMS helps promote a vision of M&E as an instrument for managing impact. RIMS is primarily focused at the household level and correctly tracks higher level changes (e.g., household asset, child malnutrition) as well as other changes that are specifically related to project activities.

Definition of a results chain

The casual sequence of the development intervention, which stipulates the necessary order of actions for achieving the desired objectives—beginning with input, moving through activities and outputs, culminating in outcomes, impacts and feedback.

Donor committee enterprise development (DCED Standard)

The DCED is a forum where donors, foundations and UN agencies that work on private sector development (PSD) share their practical experience and lessons learned, identify good practice and present innovations. It developed the DCED standard for result measurement in order to enable programmes to better manage interventions and estimate their results in a credible and practical way. The DCED standard provides a practical framework whereby programmes can monitor their progress towards their objectives, according to existing good practices. It is based on the use of detailed results chains to make explicit the linkages between activities and changes that need to happen in a particular sequence. It offers project management the chance to articulate the complex logic behind the design presented in the logframe. The standard also requires auditing of M&E processes and findings by qualified experts.

Components of the DCED standard

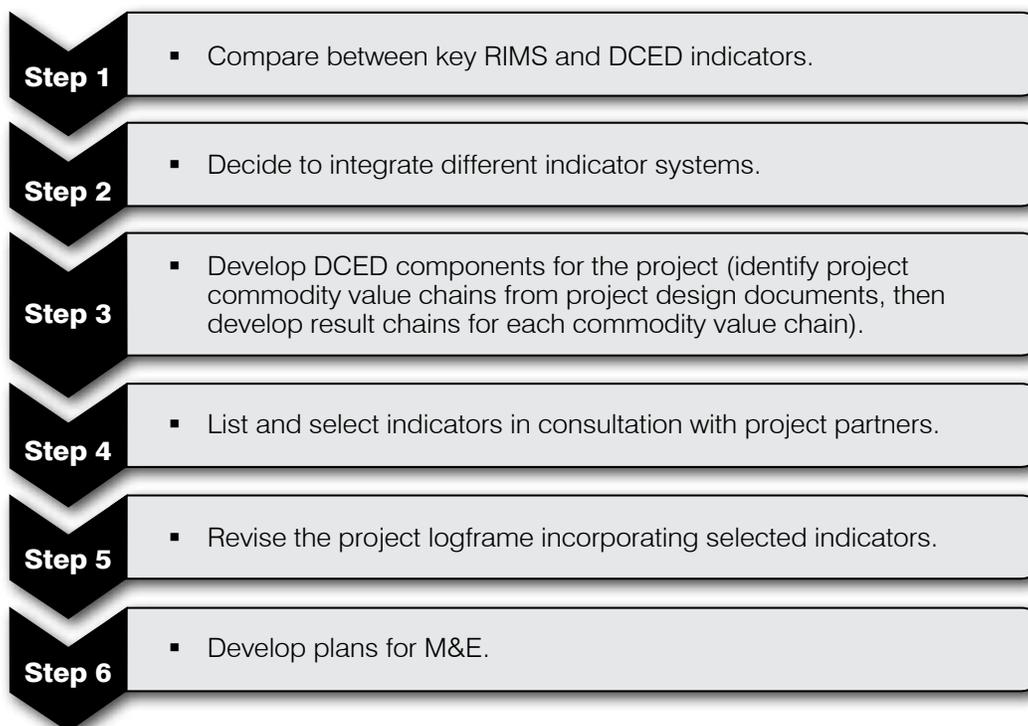
- Results chain
- Indicators of change and projections
- Measurement of indicators
- Attribution
- Capturing wider change in the system or market
- Relating impacts to programme costs
- Reporting results
- Results measurement system for management



Process of integration

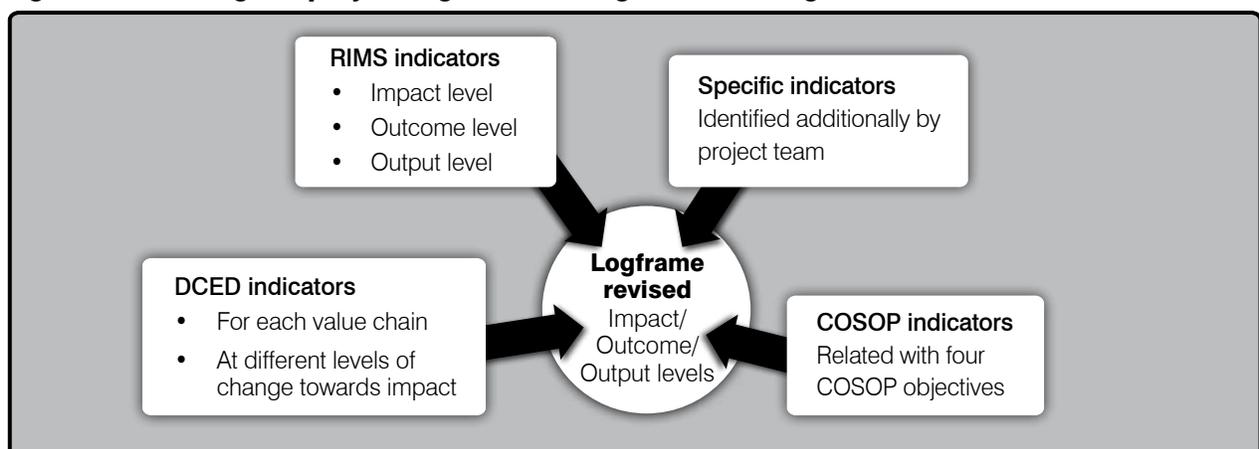
The DCED standard approach was integrated with RIMS to constitute a single M&E system. The DCED standard measures the impact of project intervention at household and enterprise levels, while the RIMS measures impact at the household level. For purposes of the project, impact indicators were combined to cover (i) income, (ii) additional jobs, (iii) scale of production, (iv) child malnutrition and (v) asset ownership. For output and outcome indicators, most of the RIMS indicators can be aligned with value-chain-specific indicators.

The following steps were carried out in order to design a single M&E system:



So far, the project has revised the logframe indicators by integrating results chain, COSOP, RIMS and specific project indicators, as shown in Figure 1.

Figure 1. Revising the project logframe: listing and selecting different indicators.



Key elements of the unified M&E system

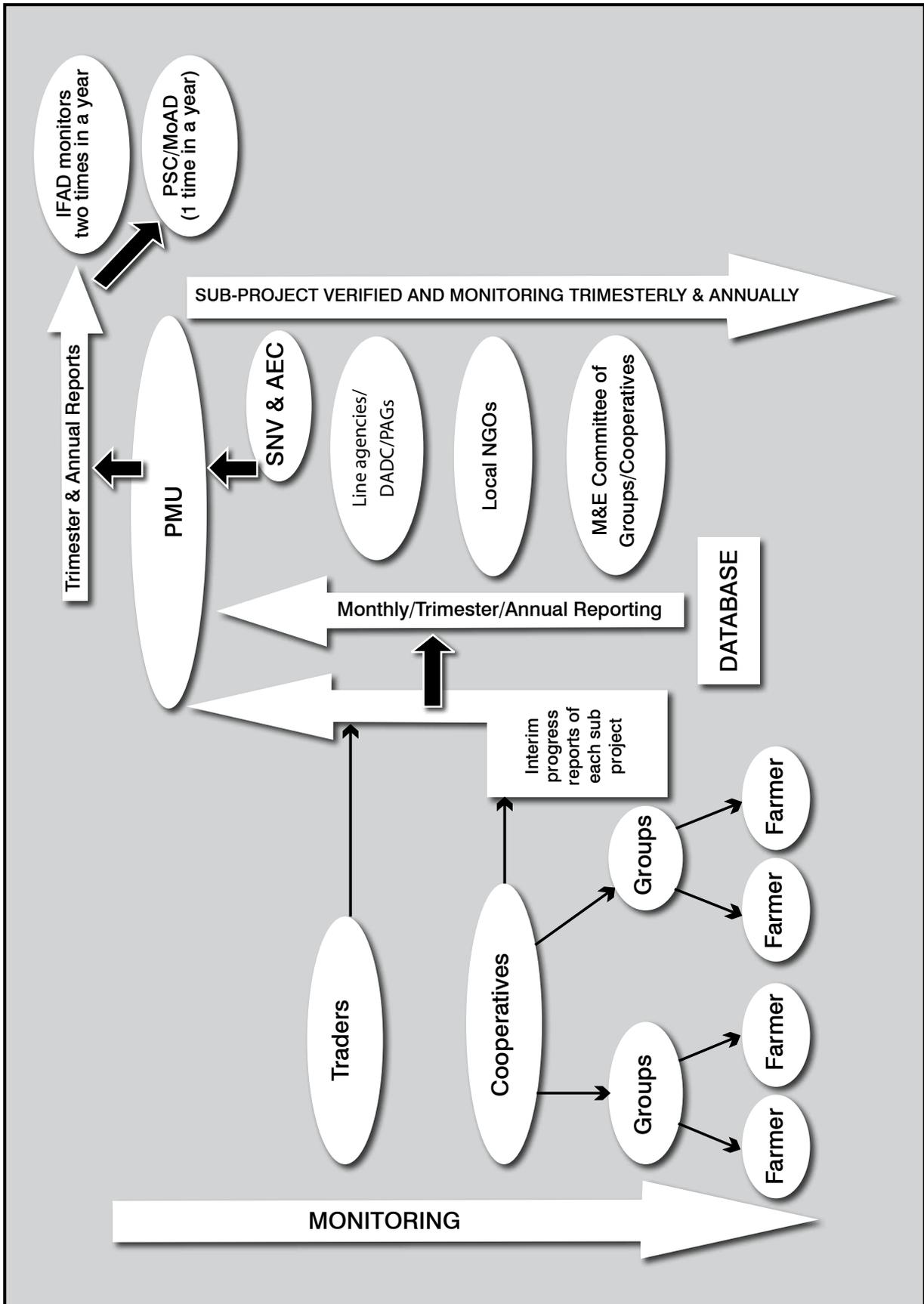
Result monitoring plan



A plan was designed to monitor and measure project interventions. The HVAP provides the grant fund to the value chain actors (input suppliers, producers, collectors, processors, agri-businesses, etc.) based on their business plan. Every grant recipient has to submit a report to the Project Management Unit (PMU) quarterly and annually. Also, grant recipients submit the report to local non-government organisations (NGOs), which collect the reports and enter the district-level data in the online reporting system. The line agencies, local NGOs and partner organisations (SNV and AEC) also submit the report to the PMU quarterly and annually. The M&E Unit then compiles the reports and publishes them annually. The PMU submits the reports to the Ministry of Agricultural Development (MoAD) and IFAD quarterly and annually.

At the community level, each group and cooperative have their own M&E committee. They monitor individual farmer activities and submit reports at their group meetings. The local NGOs also carry out input/output monitoring. Line agencies and project partners also monitor the project activities, basically focusing on process monitoring. Based on the monitoring reports, progress reports, and field visit reports of the partners, the PMU validates and registers progress with programme activities. IFAD carries out monitoring and supervisory actions twice a year, through the supervision and implementation support mission. Project Steering Committee members monitor project activities once a year. Figure 2 provides an overview of the key actors in the result monitoring plan.

Figure 2. Result monitoring plan.



Result evaluation plan

The results of the project will be observed and evaluated every year through the annual outcome survey based on project indicators. The effectiveness, efficiency, relevance, impact and sustainability of the project interventions will be covered mainly in mid-term and final evaluations. The project will evaluate its impact based on measurements before and after HVAP interventions and at two levels: farm level (direct beneficiaries and indirect beneficiaries), and cooperative/enterprise level. The results of the project will be updated yearly using SIMES (Standard IFAD Monitoring and Evaluation Sheet), RIMS and DCED standard result chain sheets. The evaluation timeline is shown in Table 1 below.

Table 1. Result evaluation plan.

Activity	Year						Remarks
	2012	2013	2014	2015	2016	2017	
Baseline survey (apple, ginger, vegetable seeds)							Combine RIMS and value chain
Baseline survey (OSV, Timur, goat meat, turmeric)							“
Baseline survey (value chains X, Y, Z)							“
Annual outcome survey							Combine RIMS and value chain
Mid-term evaluation							
Final evaluation							

Source: HVAP M&E System Manual

Baseline study

The project has combined the baseline survey assessments for RIMS and value chains. The value chain survey provides required information regarding (value chain) actors and their performance. Almost all project indicators are covered by these two surveys so there is no need to undertake a new baseline study for the comprehensive monitoring system. The project has conducted baseline surveys on three value chains: apple, ginger and vegetable seeds. A summary of the process is provided in (see Box).

The project has a list of 12 prioritised value chains. A total number of 120 respondents (four clusters or pockets/value chains, with 30 respondents per cluster) were selected to be interviewed in each value chain and RIMS baseline. The total number of respondents will reach 1,440 in all 12 value chains. The survey tools—questionnaires (producer and trader), focus group discussion (cooperative, group, market management committee) and RIMS baseline questionnaires (IFAD standard)—were developed. A respondent stratification exercise was undertaken in each pocket/cluster prior to the interviews, preferably using participatory socio-economic well-being assessment tools. Consistent with the stratification requirements, samples consisted of respondents representing at least four economic strata (ultra-poor, moderately poor, near poor and above poor).

Conclusion

HVAP is the second IFAD project in Asia and the Pacific to adopt the DCED standard to capture the results of the project at different household and enterprise levels. The HVAP has developed and implemented a single M&E system by integrating the different indicators: RIMS, COSOP, DCED standard, and project specific.

References

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Ms. Eeva Maijla , April 2012, Concept note: Country level M&E System, IFAD

Ms. Mathilde Lefebvre, August 2012, Case study: An integration of RIMS and DCEDS. IFAD

DCED standard: <http://www.enterprise-development.org/page/measuring-and-reporting-results>

www.ifad.org/operations/rims

Acronyms and abbreviations

AEC	agro-enterprise center
AWPB	annual work plan and budget
COSOP	Country Strategic Opportunities Programme
CPE	country programme evaluation
DADC	District Agriculture Development Committee
DCC	District Development Committee
DCCI	District Chamber of Commerce and Industry
DCED	Donor Committee for Enterprise Development
DFO	District Forest Office
GIS	geographical information system
HVAP	High Value Agriculture Project in Hill and Mountain Areas
IFAD	International Fund for Agricultural Development
M&E	management information system

MDG	Millennium Development Goal
MIS	management information system
MoAD	Ministry of Agricultural Development
NGO	non-government organisation
NPC	National Planning Commission
PAG	Public Audit Group
PCCG	Project Coordination and Consultative Group
PSC	Project Steering Committee
RIMS	Results and Impact Management System
SIMES	Standard IFAD Monitoring and Evaluation Sheet

Acknowledgements

The author would like to give special thanks to the following persons for their contribution to the paper:

- Mr. Rajendra Prasad Bhari project manager, High Value Agriculture Project, Nepal
- Ms. Mathilde Lefebvre. Intern, IFAD

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