



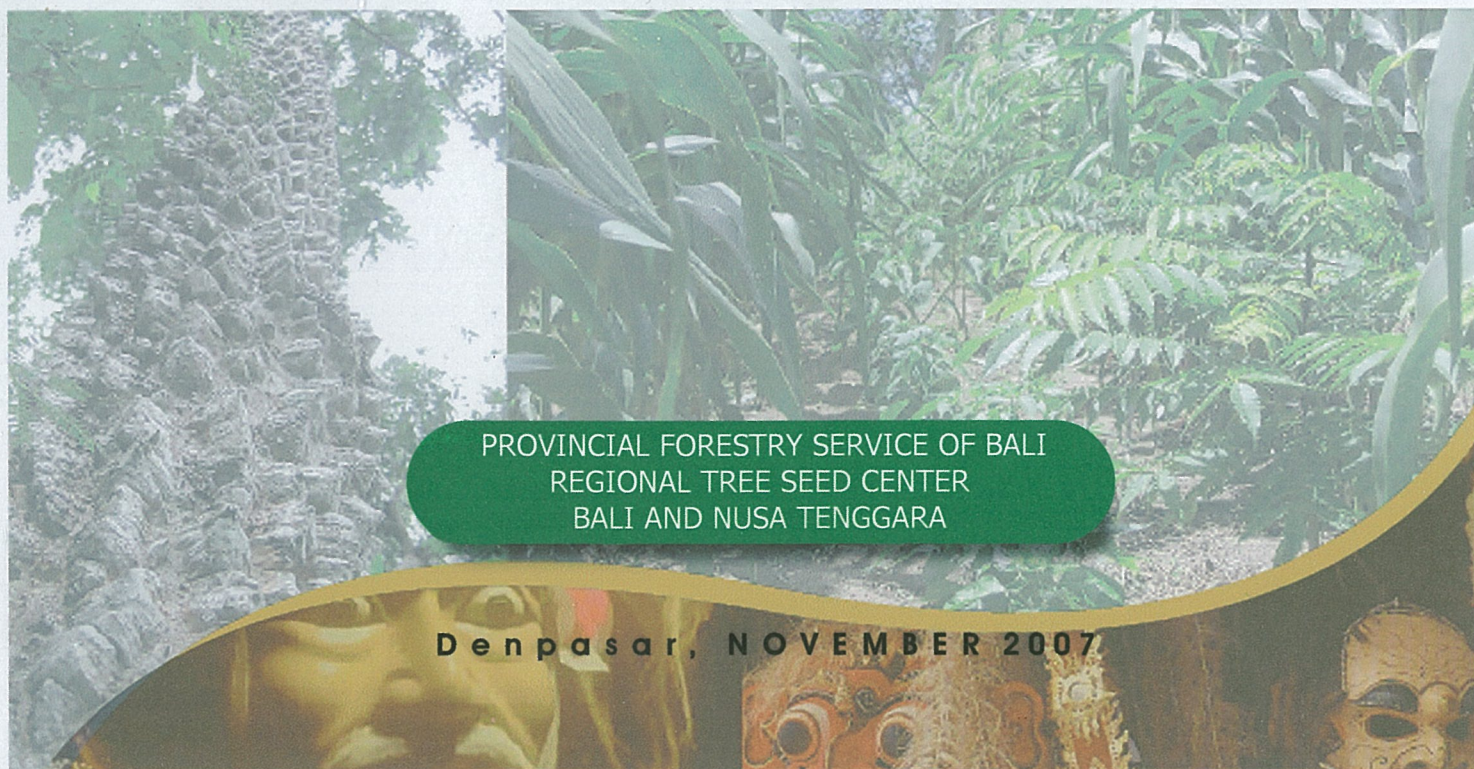
ITTO PD 386/05 Rev.1 (F)

**TECHNOLOGICAL DEVELOPMENT FOR THE PRODUCTION OF PLANTING MATERIALS TO SUPPORT
SUSTAINABLE PLANTATION OF BALI INDIGENOUS SPECIES THROUGH COMMUNITY PARTICIPATION**



DEVELOPMENT OF THE PROJECT'S MONITORING AND EVALUATION SYSTEM

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Acronyms

ITTO	International Tropical Timber Organization
LogFrame	Logical Framework
M&E	Monitoring and evaluation
MES	Monitoring and Evaluation System
ProDoc	Project Document
YPO	Yearly Operational Plan

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1. Abstracts

PD 386/06 Rev. 1 (F) «Technological development for the production of planting materials to support sustainable plantation of Bali indigenous species through community participation».

Developing the Project's Monitoring and Evaluation System

In any development intervention, resource allocation and its optimal utilization are critical for reaching the goals. Monitoring and evaluation (M&E) is an important set of activities that enables the stakeholders in a development project to judge whether the project and its interventions are optimally utilizing the resources and have succeeded or failed to produce the outputs and with these outputs to assist beneficiaries reach the expected outcomes.

This report provides the results of a consultancy which analyzed the provisions of M&E in the existing documents of ITTO project *PD 386/06 Rev. 1 (F) «Technological development for the production of planting materials to support sustainable plantation of Bali indigenous species through community participation»*. It was found that while the reporting required from the project is explicit, the tool to be used to gather necessary information was lacking. The focus of the consultancy was therefore on developing a Monitoring and Evaluation System (MES) which is simple to use in the context of the project, and does not cost additional resources.

The methodology used to develop the system was interactive. The consultant had discussions with members of the project team, project consultants, field staff, and farm leaders. The discussions were further intensified in a two-days Workshop that was organized for the project staff and their partners to reflect on the design of an MES.

The Workshop helped develop a common understanding of an MES and an agreement on its requirements. It was an opportunity to reflect on what is meant by concepts such as Monitoring, Evaluation, Indicators, etc., and how they should apply to the project. It was also possible for the consultant to present and discuss the Model on which the elaboration of an MES was based. The project also used the Workshop to get the contribution of participants to develop a set of revised measurable indicators of performance.

The MES involves the following:

- The existing reporting requirements of ITTO;
- The set of revised indicators to measure project performance;
- The baseline situation format;
- The Monthly data collection format;
- The periodic Monitoring and evaluation format;
- The format for the evaluation of the project's development processes;
- The Monitoring, evaluation and reporting frequency;
- The monitoring and evaluation responsibilities.

As M&E is a process of measurement and analysis, a major focus was on defining measurable indicators. This consisted in further defining existing indicators as provided by the LogFrame in order to describe quantifiable targets. This adjustment was done in workshop by the project staff and their partners. The resulting list can be used to establish a baseline situation to allow a future evaluation of the effects and impacts of the project. It will also guide the project in establishing yearly targets in successive Yearly Plans of Operations.

The proposed monitoring mechanisms include adhesion to a regular monitoring frequency, reporting and project team members meetings.

2. Introduction

2.1 The theme of the consultancy

Monitoring and evaluation (M&E) is an important set of activities that enables the stakeholders in a development project to judge whether the project and its interventions have succeeded or failed. M&E is critical if the effects and impacts of a project are to be identified and if lessons are to be drawn to inform future phases of the same project or similar projects in the country. It is therefore a central part of improving performance and achieving development targets.

The Monitoring and Evaluation System is proposed to guide the team of ITTO project *PD 386/06 Rev. 1 (F) « Technological development for the production of planting materials to support sustainable plantation of Bali indigenous species through community participation »* start-up Monitoring and Evaluation processes. To understand the importance of an MES for the project, it is necessary to recall that one of the 8 outputs is to develop and Monitoring and Evaluation System and apply it to monitor the implementation of the project whose duration is from May 2006 to April 2009. The implementation of this output is of great importance because the project must have a monitoring and evaluation tool before starting its activities. This report summarizes the activities carried out and the outputs of a consultancy to the ITTO Project between 4th-15th September 2006, by Dr. James K. Gasana. The terms of reference for the consultancy are as follows:

- a) Study the existing monitoring and evaluation, documentation and report
- b) Improvement of the existing systems and or designing new system. The system developed should not be of high level of complication and must be user friendly
- c) Conduct training on operation of the system.

The schedule of activities in Indonesia is given in Annex 1.

2.2 Activities and Process

The main focus of the consultancy was the review and analysis of project documents and the development of a Monitoring and Evaluation System. The work started with a review of the project's concept and design from the documents provided by the project and ITTO Secretariat. Prior to traveling to the project area, a particular attention was paid to the way the activities of the project address the development problems which are described in the project document (ProDoc).

In Bali, the Consultant followed the following process:

- Further review of the documents of the project;
- Discussion with the Executing Agency
- Discussion with the project staff and project consultants;
- Field visit and discussion with District forest officers and farmers group leaders;
- Concept of the evaluation model
- Initial validation of the Model with the project Team and consultants
- Two-days Workshop to clarify the indicators contained in the LogFrame;
- Integration of the results of the workshop
- Finalization of the MES
- Debriefing of the mission results to the Executing Agency.

The consultant recognizes and takes special cognizance of the kind support provided to him the Project Team, namely by the Manager of the Project, Ir. Magdalena Hehakaya, the Field Coordinator on Planting Material and Seed Orchards, Ir. Djoko Iriantono, the Secretary, Mrs. Laksmi Pratiwi, and the Driver. I have appreciated their day to day assistance in my work and their warm hospitality and cooperation.

3. Consultancy Outputs

3.1 Presentation of the Project

3.1.1 Objectives and outputs

The project has been designed to address the problem of «Unsuccessful rehabilitation and reforestation programs of indigenous species in Bali» that was leading to the deterioration of the Province's tree resources for local handicraft industry and environmental quality. Three major causes of this problem were identified as follows:

Good quality planting materials unavailable

- Further causes of this problem were identified as:
- Seed source unavailable,
- Undeveloped technology for seedling production,
- Insufficient facilities of seedling production.

Lack of community participation

- Model for community participation not developed,
- Lack of community awareness,
- Poor knowledge of planting technology.

Weak operational capacity of government

- Poor coordination in planting activities,
- Lack model of successful planting,
- Weakness in monitoring system.

The development objective of the project was defined as to support tree-planting programme of the Provincial Government of Bali as a way of empowering local economy and improving the environmental conditions of Bali. The specific objective is to identify and implement suitable technology for production of high quality planting materials and plantation establishment using Bali indigenous species with community participation.

In spite of a problem analysis from different angles (technical, social, institutional), the concept and design of the project emphasized technical activities, as compared to development aspects. The 8 outputs of the project are as follows:

- Suitable technology of selected species developed,
- Seed orchard maintained,
- Technical guidelines developed and disseminated,
- Forest land use updated,
- Quality planting material produced,
- Plantation of 2500 ha established and maintained,
- Developed agroforestry model disseminated and applied,
- Monitoring system developed and applied.

The project area is located in Bali Province, Indonesia, and is executed by the Bali Provincial Forestry Service. The project covers six districts of Bangli, Buleleng, Jembrana, Karangasem, Klungkung, Tabanan. The target population is made of farmer groups in the six districts.

3.1.2 Stakeholders

The stakeholders of the Project can be divided into:

Primary stakeholders

Those who are directly affected by the project or have a direct interest or influence in its activities. They include:

- Farmer groups,
- Local Governments,
- Provincial Government of Bali.

Secondary stakeholders

Those who are indirectly affected by the project:

- Local community at large.

Tertiary stakeholders

Those who have an interest in the project. They include

- Research institutions,
- Handicraft industry.

3.1.3 The Project's Monitoring Methodology

In the ProDoc, it is stated that the project Monitoring, Review and Evaluation will be carried out in accordance with the *2nd Edition of the ITTO Manual for Project Monitoring, Review and Evaluation*. This concerns namely the arrangements for reporting stated as follows:

- Progress reports – the executing Agency will submit to ITTO a bi-annual Project Progress Report no later than 10 weeks before Council sessions of each calendar year for the duration of the project implementation. Such reports shall contain all the information relevant to the financing and implementation of the project as set out the above Manual.
- Technical reports – they shall be provided as appropriate during the project duration.
- Completion reports – the Executing Agency will submit to ITTO the Project Completion Report, conforming to the model and content of the above ITTO Manual 3 months before project completion.

Regarding Monitoring, Review and Steering Committee's visit, it is further stated that:

- Monitoring - The project will be subjected to monitoring by the representative of ITTO according to the ITTO's guidelines. As may be necessary, the project will be subjected to a Monitoring/Review mission by ITTO together with PSC members. Monitoring of the Project will also be conducted by the PSC through its biannual meeting.
- Evaluation – the project evaluation will follow ITTO's directions. Mid-term Evaluation and Ex-post Evaluation will be conducted as directed by ITTO.

Regarding the reporting requirements, the Project Agreement states the following:

- The Project Steering Committee will meet at least once a year to review progress in project implementation (Article II, section 2.06).

- The Executing Agency shall establish and maintain records and procedures adequate to record and monitor physical, technical and financial progress of the project... (Article V, section 5.05).
- The Executing Agency shall provide Project progress and technical reports, as well as a completion report in the form, detail and time-frame required by ITTO, for the monitoring, review and evaluation of the Project. The Executing Agency shall promptly provide ITTO with information on any delay, event or obstacle that might significantly endanger the success of the Project (Article V, section 5.07).
- The Executing Agency shall submit to ITTO on annual basis Yearly Plans of Operations and bi-annual progress reports not later than 28 February and 31 August in each year during the implementation of the project. The Executing Agency shall submit a completion report not later than three months after project completion (Article V, section 5.08).

A precise description of the methodology of Project's monitoring and the various reporting stages is as follows in the YPO May 2007-April 2007:

"Monthly reports should be prepared by Field Coordinators to monitor the progress of the activities under their responsibilities. National and International Experts assigned to individual activities are required to submit a report upon completion of the assignment. The scheduled meetings and reporting is as follows:

- Project starting date: 1 May 2006
- First PSC Meeting 6-7 April 2006
- Second PSC Meeting November 2006
- First Progress Report covering the period of May – October 2006
- Second Progress Report covering the period of November 2006-April 2007".

Neither the Project Document (ProDoc) nor the YPO refers to having a Monitoring and Evaluation System (MES) for the project.

3.2 Key Concepts and Terminologies

3.2.1 Monitoring

Monitoring is the continuous collection and regular analysis of data to determine whether the project inputs are sufficient; whether their application is adequate; whether standards and procedures are complied with; and whether the work plan is being achieved, in order to be able to make any necessary adjustments and to identify any corrective actions needed, and by when (ITTO 1999). Monitoring therefore:

- Is an internal project management activity,
- Seeks to compare actual progress is to planned targets,
- Finds problems and identifies solutions,
- Takes place at all levels of project management,
- Uses both formal and informal reporting,
- Focuses on resources, activities and outputs.

3.2.2 Evaluation

Evaluation is a systematic (and as objective as possible) examination of a planned, ongoing or completed project. It aims to answer specific questions and to judge the overall value of an endeavor and supply lessons learned to improve future actions,

planning and decision-making. Evaluations commonly seek to determine the efficiency, effectiveness, impact.

3.2.3 Monitoring and Evaluation

M&E is the combination of monitoring and evaluation which together provide the knowledge required for (a) effective project management and (b) reporting and accountability responsibilities. M&E is very important in its ability to assist project staff, target population and other stakeholders to provide them with information they need to make decisions during the life of the project and continually improve how the project is implemented.

The Monitoring and Evaluation System is the set of planning, information gathering and synthesis, and reflection and reporting processes, along with the necessary supporting conditions and capacities required for the M&E outputs to make a valuable contribution to project decision-making and learning. Precisely, the MES aims:

- To evaluate and adjust and Project's activities,
- To report on progress to interested parties: stakeholders, Steering Committee, donors, general public,
- To identify and share with others best practices and lessons learned,
- To improve the programming of yearly plans of operations and successive phases.

3.2.4 Indicators

An indicator is a quantitative or qualitative variable that can serve as a simple and reliable means to measure the achievements and the changes connected to the project against the results it was designed to achieve.

The indicators must be sufficiently detailed to describe, as may be relevant, the following information:

- Set quantity – **how many/much?**
- Set time – **when?**
- Set quality – **how good?**
- Set location – **where?**
- Target group – **who?**

The types of indicators are presented in Table 1.

3.2.5 Baseline Situation

The baseline situation is the minimum data set specifically focused on indicators, conducted immediately after the project is designed and funded and before implementation.

The establishment of the baseline situation is the first step in the evaluation process and should be done with the same degree of rigor planned for the final evaluation.

Table 1. Types of indicators to measure project performance

Component level	Type of indicator	Description of indicator	Comments
Development objective	Impact	Show changes that are sustainable without continuing project support.	Conditions on the wellbeing, income, environment, that have improved.
Specific objective	Effect	Describe response of target group to project outputs: ex. changes in institutions, behavior, perceptions.	Ex. Learned skills applied; studies used.
Outputs	Output	Describe direct project products	Ex. studies completed; publications.
	Process	Describe approaches and principles of work that are chosen to be promoted and to guide the implementation of the project.	How outputs are being delivered to beneficiaries.

3.3 Results of the Consultancy: Development of the Project's MES

3.3.1 The Objectives of the MES

The Project's MES will be about the monitoring and evaluation process that will be followed and instruments that will be used by the project management team to achieve the following objectives:

- (a) To assist the project improve its performance by :
 - Assisting the project management to supervise the implementation of the project through successive YPOs;
 - Assist in efficient and effective utilization of the resources of the project;
 - Generate data for the day to day decision-making.
 - Assist in improving programming of yearly operations and of successive phases;
 - To provide early warning on problems.
- (b) To enhance the impact of the project
 - Facilitate the gathering, interpretation and presentation of experiences for lesson learning within the project and with project's partners.
 - To empower project's stakeholders.
- (c) To demonstrate & strengthen accountability.
 - To build understanding and capacity
 - To stimulate learning.
- (d) To assist in gathering information for the reporting requirements

- To generate information for the project reporting requirements.

Given these objectives that are about both supervision of the implementation and assisting the management to reporting its achievements, the MES consists in:

- Progress monitoring;
- Impact evaluation.

The Project MES will primarily address the monitoring needs. It will also help monitor immediate effects and provide the information for the project's auto-evaluation and any external evaluation that may be decided by the ITTO.

3.3.2 The Conceptual Model of the Project MES

The conceptual model of the proposed project MES is given in Figure 1. The Model emphasizes the fact the monitoring is a regular collection, analysis and use of information within the project about its progress, while evaluation refers to periodic review of information from the project about its performance. Table 2 shows that each level of objectives links with specific monitoring and evaluation assessments.

Figure 1. Conceptual Model for the Project's MES

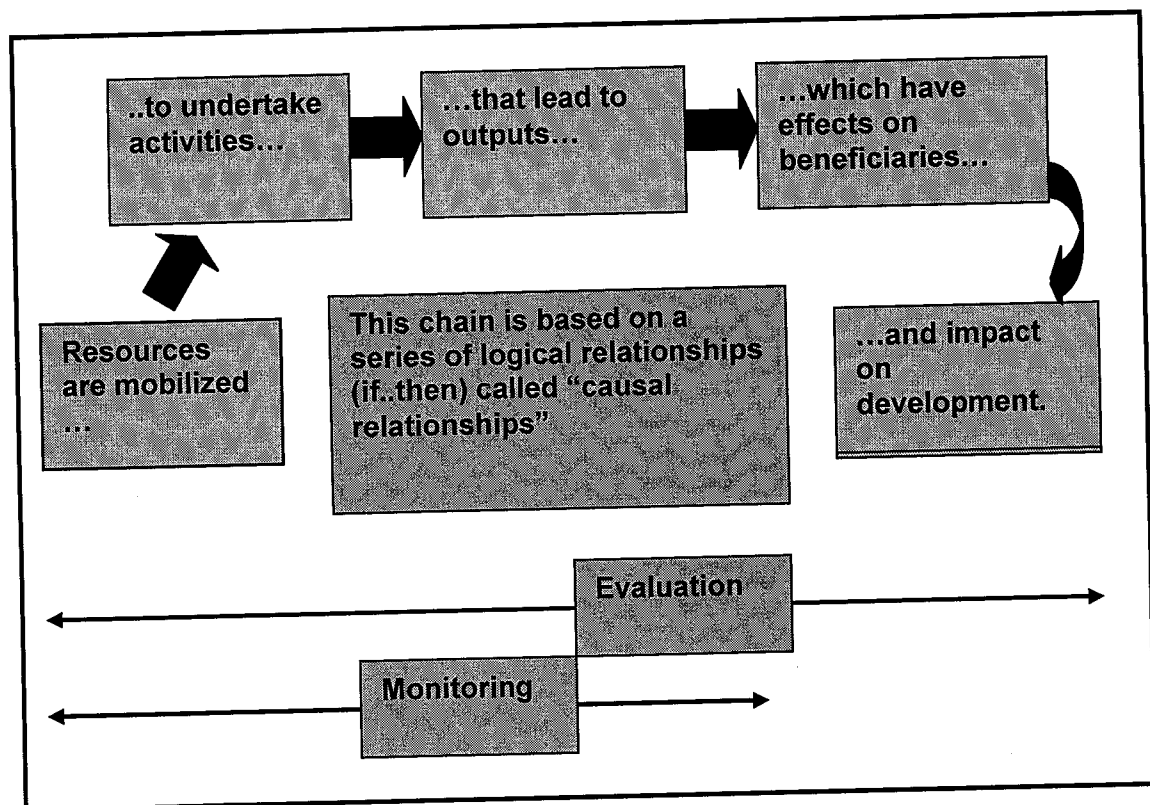


Table 2. Structure of the MES relating to the Model of Figure 1

Project elements	Type of information	Monitoring activities	Evaluation activities
Development objective	Impacts (fundamental changes for development)	Impacts (Relatively little at this level)	Final project reporting, Mid-term evaluation, ex-post evaluation.
Specific objective	Effects (reaction or response of target groups)	Effects	Annual review, Final project reporting, Mid-term evaluation, ex-post evaluation.
Output	Outputs (project products)	Physical progress (monthly, quarterly, semesterly)	Annual review, mid-term review, final reporting, ex-post evaluation
Activities	Inputs and unit costs	Physical progress: monthly, quarterly, semesterly	Annual and final reporting.

3.3.3 Revised Indicators

Good indicators play a central role in any MES. As M&E is a process of measurement and analysis, a measurable indicator is a substitute of a complete picture of how a project output is progressing. Selection of appropriate indicators was therefore a crucial part of the consultancy. Most of the indicators of the project as described in the ProDoc were not monitorable as they do not provide specific targets and do not estimate the effects for most outputs. They were submitted for revision and adjustment to participants in a workshop organized by the project and the consultant on 11-12 September 2006. The workshop agenda is presented in Annex 2; the list of participants is presented in Annex 3. The Workshop participants assessed the indicators in the LogFrame for their measurability and feasibility as far as monitoring the Project's progress and impacts is concerned. The resulting draft list of indicators is presented in Table 3. The revised set of indicators establishes a better balance between the technical preoccupations and the developmental issues.

3.4 Overview of the Proposed MES Instruments

3.4.1 Format for the monthly monitoring of project activities

An Excel format in Annex 4 is proposed to monthly monitor the implementation of project activities. The form will be filled for each output by the person in charge, and consolidation will be done at the project head office.

3.4.2 Format for the periodic monitoring of project activities

An Excel format in Annex 5 is proposed to quarterly and semesterly monitor the progress made by the project in the implementation of the YPO. The form will be filled for each output by the person in charge, and consolidation will be done at the project head office. The finance and accounting service will fill the information on the expenses.

Table 3. List of revised indicators.

Project elements	Indicators	
	Code	Indicator
Development objective «To support the tree planting program of the Provincial Government of Bali as a way of empowering local economy and improving the environmental conditions of Bali»	I001	Planting program of the Provincial Government of Bali successfully implemented and significantly reduced 5% of degraded land in 5 years after the project terminated
	I002	<i>Target Farmer Income from timber selling increase 25% started in the next 5 years</i>
	I003	<i>A total of standing volume 47,000 m3 of timber for raw material of handicraft industry is available in the next 10 years</i>
Specific objective «To identify and implement suitable technology for production of high quality planting materials and plantation establishment using Bali indigenous species with community participation»	I011	At the end of the project, at least 60% stakeholders are implementing the technology for planting production
	I012	<i>By the end of the project, Farmers and government put 2500 ha of degraded land back to production as the impact of growing the trees.</i>
	I013	<i>By the end 2007, 50% of farmer groups plan growing high quality planting materials and by the end of project 70% of the farmer groups plan growing the high quality planting materials.</i>
Output 1 « Suitable technology of selected species developed»	I111	Seed sources for six species identified by the end of 2006 in: 1. <u>Pangga buaya (Gianyar, Badung, Buleleng District)</u> 2. <u>Bentawas (Buleleng District)</u> 3. <u>Sawo kecil (Buleleng, Badung District)</u> 4. <u>Pulai (Jembrana District, South Sumatera Province)</u> 5. <u>Majegau (Karangasem, Tabanan Districts)</u> 6. <u>Putat (Jembrana District)</u>
	I112	22000 plants for 20 ha for six species, are raised and available for planting in 2007
	I113	Six ha of field trial of seedlings, cuttings, and tissue culture propagules established in Tegal Bunder in 2007
Output 2 «Seed orchard maintained»	I200	4 existing seed orchards covering 20 ha (2x) in <i>Sumber Klampok</i> are well maintained and data collected and

		analyzed.
Output 3 «Technical guidelines developed and disseminated»	I311	12 technical guidelines <i>on tree production and agroforestry</i> for 6 species produced, distributed before the end of 2006, and more than 80% farmer groups are applying them before the end of 2008
	I312	A one day-Workshop on propagation technique organized <i>and attended by 18 farmer group leaders from six districts by March 2007.</i>
Output 4 «Forest land use updated»	I411	250 copies of updated and approved forest land use maps <i>of six districts</i> are disseminated before March 2007
	I412	A one day-Workshop for 20 participants from sub-districts in charge of planting organized before March 2007.
Output 5 «Quality planting materials produced and distributed»	I511	1 ha nursery facilities in <i>Sumber klampok</i> upgraded <i>before the end of 2006</i>
	I512	1.1 millions seedlings (352.000 by the end 2006: 374.000 seedlings by the end of 2007: 374.000 seedlings by the end of 2008) produced and distributed to communities in six district
Output 6 «Plantation of 2500 ha established and maintained»	I601	Plantation of 2500 ha (2006: ha, 2007 : Ha, 2008 : ha) established in 6 districts (<i>Karangasem:...ha, Buleleng: ... ha, Bangli:.... ha, Klungkung:... ha, Tabanan: ha, Jembrana:...ha</i>), comprisingha for communities and ha for public land
Output 7 «Developed agroforestry model disseminated and applied»	I701	1 day-Workshop on agroforestry model organized for 20 farmer leaders <i>before the end of 2006</i>
	I702	Agroforestry model adopted in 6 districts by at least 15% farmer groups before March 2007, and 60% before March 2008.
	I703	Increased community awareness and participation before the end of 2007, and the rate of tree planting in the 6 districts increased by at least 50%
Output 8 «Monitoring system developed and applied»	I801	Monitoring and evaluation guidelines are available at the end of year 2006
	I802	Improved project monitoring capacity of the Executing Agency <ul style="list-style-type: none"> – 1 staff meeting every quarter – Reporting is regular;

3.4.3 Format for the periodic monitoring of project effects and impacts

An Excel format in Annex 6 is proposed to semesterly and yearly monitor the progress made by the project in the implementation of the YPO and in reaching its objectives. The form will be filled for each output by the person in charge, and consolidation will be done at the project

head office. The finance and accounting service will fill the information on the expenses. The project management will work with other project team members to fill in the information at objective level.

3.4.4 Format for collecting data on the baseline situation

An Excel format in Annex 7 is proposed to collect the data on baseline situation of the performance indicators, particularly at the development and specific objectives level. The project will certainly need to employ consultants for the establishment of the baseline.

3.4.5 Format for the evaluation of the project's development processes

The project could also evaluate the success in implementing the key processes it intends to promote to achieve local development. These include important work approaches and principles such as participation, beneficiaries organization strengthening, gender equity, sustainability. In Table 3 a guide is given on how these criteria may be evaluated. Process monitoring is based on the idea that the choice of principles that must guide the project's implementation is of crucial importance for its success and sustainability. Each output is assessed to assess to which extent the principles have been respected. A judgment will be made to see how adequately the methodology of the project satisfies each of the strategic principles, by giving scores out of 4 on each principle, as shown in Table 4. A synoptic table can be made to have a comparison across the districts (Table 5).

Table 4. Process monitoring and evaluation per output

Approach/ Principle	Score scale				
	0	1	2	3	4
Participation	Not participatory	Low level of participation	Moderate level of participation	Good level of participation	Very highly level of participation
Beneficiary organization	Not organized	Low level of organization	Moderate level of organization	Good level of organization	Very high level of organization
Gender equity	0% female participation	10-20% female participation	20-30% female participation	30-40% female participation	Near 50% female participation
Sustainability	Cannot be self-sustaining	Depends heavily on support, little chance of self-sustainability.	Still depends on external support, some prospects exist	Little external support still needed	Does not need external support to continue

Table 5. Process monitoring and evaluation by district

Districts	Participation	Beneficiary organization	Gender equity	Sustainability
Jembrana				
Buleleng				
Karangasem				
Bangli				
Tabanan				
Klungkung				
Overall				

3.5 Proposed Monitoring Mechanisms

3.5.1 Regular monitoring of activities

The proposed monitoring and evaluation frequency and the respective reporting are illustrated in Figure 2. Monthly and quarterly monitoring are proposed for the activities. A quarterly and semesterly monitoring is proposed for the monitoring of the periodic progress in the execution of the YPO.

3.5.2 Reporting

Monthly reporting

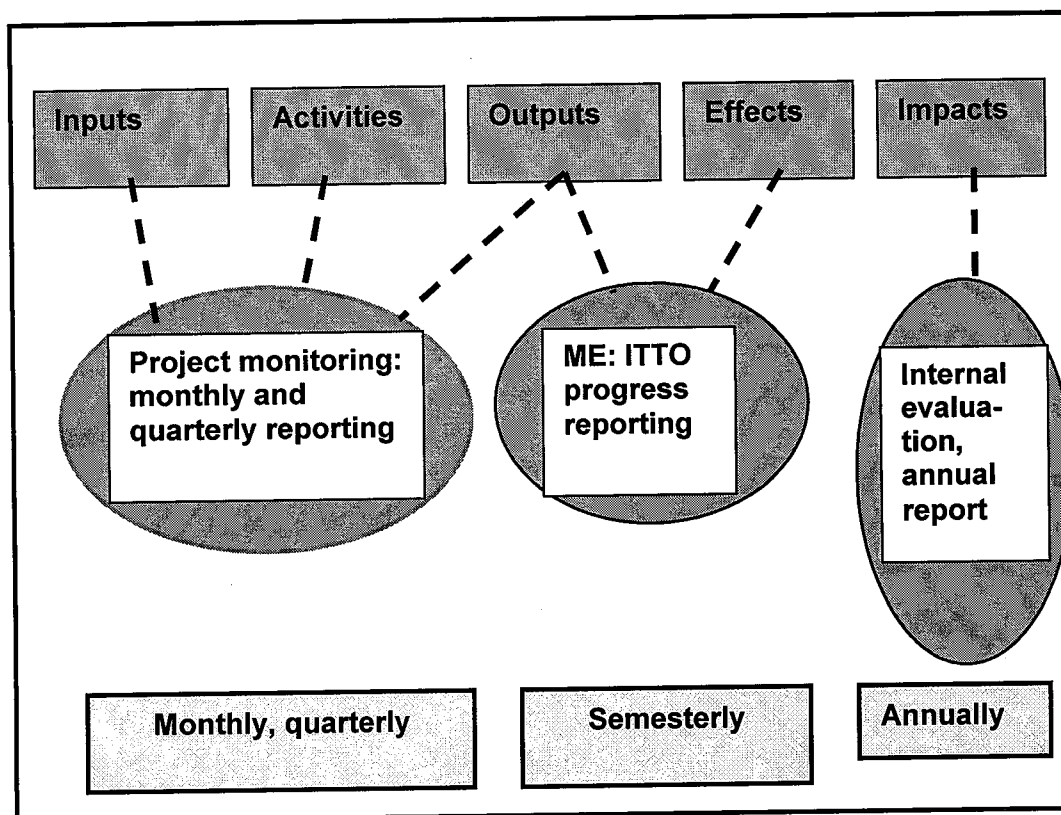
Each month, the personnel responsible for the implementation of various project's outputs should report the progress in implementation of respective activities. This will consist in filling the Excel Form in Annex 5.

Quarterly reports

Each quarter, the personnel responsible for the implementation of various project's outputs shall report the progress in implementation of respective activities, using the Excel Form in Annex 6. Quarterly meetings of senior project staff and consultants will be held to:

- Analyze quarterly activity progress;
- Identify implementation problems;
- Find implications of problems on achieving targets;
- Identify issues for ITTO semester reporting.

Figure 2. Frequency of M&E activities



Semester reports

The project team will consolidate successive quarterly reports into one semesterly report, namely for ITTO. This will consist, among other things, in assessing the cumulated progress in relation to the YPO targets, and providing an analysis of any important deviation in relation to targets and budgets.

3.5.3 Meetings

Monthly

Each month a brief meeting of the project team is held to discuss progress of project activities based on recorded information. Problems are identified and solutions are decided to overcome those problems.

Quarterly

Members of the project team meet on a quarterly basis to discuss the progress made in the implementation of the YPO. The main objective of such meetings is to provide a forum for discussing M&E findings and to reach conclusions on ways to improve key project activities and processes.

Semesterly

Members of the project team meet on a semesterly basis to discuss the progress made in the implementation of the YPO, and to prepare the reporting to ITTO.

Annually

One of the semesterly meetings of project team will last 1 to 2 days and project consultants and other key partners will be associated. It will include on its agenda:

- To review the execution of activities of the past 12 months;
- To draw the lessons learnt;
- To review the project LogFrame;
- To prepare the new YPO;
- To identify issues for annual report.

3.6 Responsibility for Progress Monitoring

The responsibility of the application of the MES to monitor the project's progress is shared between all members of its team who are in charge of the implementation of its outputs. The overall responsibility of making the system work should be with one team member, and he/she must be assisted by the person in charge of the finance/accounting service. Financial monitoring will be carried out to facilitate project management and to provide the information needed by the activity monitoring. The responsibility for the monitoring of project's objectives, outputs and respective activities is given in Table 6.

Table 6. Responsible persons in charge of recording monitoring information

Level	Responsible
Development objective	Executing agency
Specific objective	Executing Agency, Project Manager
<u>Output 1</u> « Suitable technology of selected species developed »	Field coordinator for planting material and seed orchards
<u>Output 2</u> « Seed orchard maintained »	Field coordinator for planting material and seed orchards
<u>Output 3</u> « Technical guidelines developed and disseminated »	Field coordinator for planting material and seed orchards
<u>Output 4</u> « Forest land use updated »	Field coordinator for establishment and maintenance of plantings
<u>Output 5</u> « Quality planting materials produced and distributed »	Field coordinator for establishment and maintenance of plantings
<u>Output 7</u> « Developed agroforestry model disseminated and applied »	Field coordinator for establishment and maintenance of plantings
<u>Output 8</u> « Monitoring system developed and applied »	Executing agency, Project manager

3.7 Recommendation

The Format for monthly activity monitoring presented in Annex 4 can be utilized as soon as the Project's field activities start in the framework of the implementation of the YPO 2006. Indeed it does not involve any determination of targets.

The format for the periodic monitoring of project effects and impacts presented in Annex 6 is based on the quantification of indicators and determination of targets. It needs therefore an approval of the Steering Committee before it can be utilized. After such an approval, one of the urgent tasks will be to collect information for the baseline situation of the indicators.

For effect and impact monitoring, it is recommended that the project team and its partners conduct surveys once a year to assess the immediate results of the project.

ANNEXES

Annex 1. Schedule

September 2006

Date	Description
September 3 rd	Arrival in Denpasar
September 4 th	<ul style="list-style-type: none">– Courtesy visit to the Head of Bali Provincial Forestry Service and Head of Regional Forest Tree Seed Center of Bali and Nusa Tenggara as Project Executing Agency.– Work planning meeting with the Project Executing Team.– Meeting with Project consultants.– Consultation of project documents.–
September 5 th	Work in Project's Head Office.
September 6 th	Field visit to Tabanan, Jembrana and Buleleng Districts: Discussion with District Forestry Officers and Farmers Groups leaders; visit to seed orchards and demonstration plots.
September 7 th	<ul style="list-style-type: none">– Discussion with the Project Manager;– Work in the Project's Head Office.
September 8 th	<ul style="list-style-type: none">– Work in the Project's Head Office.
September 9 th	<ul style="list-style-type: none">– Visit around Denpasar;– Preparation of Workshop.
September 10 th	Preparation of Workshop.
September 11 th	Workshop on the Development of the Project's Monitoring and Evaluation System.
September 12 th	Workshop on the Development of the Project's Monitoring and Evaluation System.
September 13 th	Integration of the results of the Workshop into the work.
September 14 th	Integration of the results of the Workshop into the work and final reporting.
September 15 th	Debriefing to the Executing Agency.

Annex 2. Workshop Programme

PD 386/06 (F) Rev. 1 TECHNOLOGICAL DEVELOPMENT FOR THE PRODUCTION OF PLANTING MATERIALS TO SUPPORT SUSTAINABLE PLANTATION OF BALI INDIGENOUS SPECIES THROUGH COMMUNITY PARTICIPATION

WORKSHOP PROGRAMME ON OUTPUT “MONITORING SYSTEM DEVELOPED AND APPLIED”, DENPASAR, BALI, INDONESIA, 11-12 September 2006

Monday 11 September 2006

Time	Activity
08.45 – 09.45	Opening, objective of the Workshop, Presentation of participants, presentation of the project.
09.45-10.20	Coffee Break
10.20 – 11.00	Presentation of the concepts, aims and model of a Monitoring and Evaluation System (Dr. James Gasana)
10.35 – 11.0	Discussion
11.00 –12.30	Group Work on Stakeholder Analysis and revision of the indicators and MOVs for the outputs in the LOGFRAME.
12.30 – 13.00	Lunch
13.00 - 13.30	Presentation and discussion of the results of Group Work in Plenary.
13.30 – 14.30	Group Work on review of indicators and means of verification for the Development and Specific objectives.
14.30 - 15.15	Presentation and discussion of results of Group Work in Plenary.
15.15 – 15.30	Wrap-up of the day.

Tuesday 12 September 2006

Time	Activity
08.30 – 08.45	Summary of previous day and programme of second day.
08.45 - 09.05	Any issue to discuss as a follow-up of the work of previous day.
09.05 – 10.05	Group Work on consolidation of the group reports of Day 1
10.05 – 10.25	Coffee Break
10.25 –11.00	Presentation and discussion of results of Group Work in Plenary.
11.00 – 11.45	Evaluation of the Workshop, conclusion and closure
11.45 – 12.45	Lunch.

Annex 3. Workshop participants

no	Name	Employment	Position in the Project
1.	Ir. Magdalena Hehakaya, M.Si	Staff of Bali Provincial Forestry Service	Project Manager
2.	Ir. Suratman, M.Si	Staff of Bali Provincial Forestry Service	Field Coordinator on Establishment and Maintenance of plantings
3.	Ir. Djoko Iriantono, M.Sc	Staff of Regional Tree Seed Centre Bali and Nusra	Field Coordinator on Planting Material and Seed Orchards
4.	Dr. AA Wiranatha	Lecturer at Udayana University Denpasar	Field Coordinator on Community Participation
5.	Rachmawati Ariany, S.Hut	Staff of Regional Tree Seed Centre Bali and Nusra	Technician on Seed Orchards and Demonstration Plantation
6.	Ir. Esti Wening S	Staff of Regional Tree Seed Centre Bali and Nusra	
7.	I Ketut Tri Arya Putra	Staff of Bali Provincial Forestry Service	Supporting Staff
8.	I Ketut Bhaktiyasa	Staff of Bali Provincial Forestry Service	Supporting Staff
9.	Drs. I Wayan Kawit	Staff of Bali Provincial Forestry Service	Technician on Nursery
10.	Prof. I Nyoman Merit	Lecturer at Udayana University Denpasar	Expert on Physical Survey
11.	Prof. IGA Mas Sri Agung	Lecturer at Udayana University Denpasar	Expert on Training of Farmer Leaders
12.	Dr. Made Antara	Lecturer at Udayana University Denpasar	Expert on Social Economic Survey
13.	Dr. Wayan Sandi A	Lecturer at Udayana University Denpasar	Expert on Forest Land Use Update
14.	Laksmi Pratiwi		Secretary PD 386/05 Rev.1 (F)

Annex 4. Format for the monthly monitoring of project activities

**FORMAT FOR MONTHLY MONITORING
OF PROJECT ACTIVITIES**

Code	Description of Activities	Planned	Month	Month	Month	Month	Month	Month	Month	Total	Comments and recommendations
		Total	1	2	3	4	5	6	2007	2007	
	Activity	Quantity	2007	2007	2007	2007	2007	2007	2007		
	OUTPUT 1: Suitable technology ...										
111	Seed source identification										
112	Training on seed collection										
113	Collection of genetic material										
114	Reporting										
121	Seed quality testing										
122	Development of cutting propagation										
123	Development of tissue culture										
124	Reporting										
131	Implementing comparative study										
141	Establishment										
142	Assessment and maintenance										
143	Reporting										
	OUTPUT 2 Seed Orchard Maintained										
211	Establishment										
212	Reporting										
221	Assessment and maintenance 4 spp										

Annex 5. Format for the periodic monitoring of project activities

**MONITORING PROJECT
ACTIVITIES**

Code	Description of Activities	Planned		Total	Unit	Planned quantity for YPO period	Budget for YPO period	Progress in YPO period	Expenses in YPO period	Actual unit	% Deviation		Comments and recommendations
		Total	Quantity								Progress	cost	
	Activity			Budget									
	OUTPUT 1: Suitable technology ...			0			0		0				
111	Seed source identification				#DIV/0!					#DIV/0!	#DIV/0!		
112	Training on seed collection				#DIV/0!					#DIV/0!	#DIV/0!		
113	Collection of genetic material				#DIV/0!					#DIV/0!	#DIV/0!		
114	Reporting				#DIV/0!					#DIV/0!	#DIV/0!		
121	Seed quality testing				#DIV/0!					#DIV/0!	#DIV/0!		
122	Development of cutting propagation				#DIV/0!					#DIV/0!	#DIV/0!		
123	Development of tissue culture				#DIV/0!					#DIV/0!	#DIV/0!		
124	Reporting				#DIV/0!					#DIV/0!	#DIV/0!		
131	Implementing comparative study				#DIV/0!					#DIV/0!	#DIV/0!		
141	Establishment				#DIV/0!					#DIV/0!	#DIV/0!		
142	Assessment and maintenance				#DIV/0!					#DIV/0!	#DIV/0!		
143	Reporting				#DIV/0!					#DIV/0!	#DIV/0!		
	OUTPUT 2 Seed Orchard Maintained			0			0		0				
211	Establishment				#DIV/0!					#DIV/0!	#DIV/0!		
212	Reporting				#DIV/0!					#DIV/0!	#DIV/0!		
221	Assessment and maintenance 4 spp				#DIV/0!					#DIV/0!	#DIV/0!		
222	Assessment and maintenance 3 spp				#DIV/0!					#DIV/0!	#DIV/0!		

ANNEX 6. Format for the periodic monitoring of project effects and impacts

Monitoring and evaluation of project outputs, effects and impacts

Code indicator	Description of indicators	End of project target (OVIs)	Budget for output	Progress to date	Expenses to date	% execution of target	% expense	Comments and recommendations
	Dev. Objective: To support the tree planting programme ...							
I001	5 % reduction in degraded land area							
I002	25% increase income of target farmers in 5 years after..							
I003	45000 m3 standing volume in 10years							
	Spec. Objective: To identify and implement suitable technologies							
	...							
I011	60% stakeholders are implementing technology at end of project							
I012	2500 ha put back to production at end of project							
I013	70% farmers plan growing high quality material at end of project							
	Output 1: Suitable technology of selected species developed							
I111	6 seed sources in 6 districts identified...						#DIV/0!	
I112	22000 plants of 6 species raised							
I113	6 ha of seedlings trial established							
	Output 2: Seed orchard maintained							
I200	4 seed orchards (2x20ha) maintained						#DIV/0!	
	Output 3: Technical guidelines developed							
I311	More than 80% farmer groups are applying 12 technical guidelines							
I312	18 farmer group leaders attended							

ANNEX 7. Format for the establishment of Baseline situation

Information on baseline situation

Code Indicator	Description of the indicators	End of project target (OVIs)	Initial situation		Comments
I001	Dev. Objective: To support the tree planting programme 5% reduction in degraded land area 25% increase income of target farmers in 5 years after... 45000 m3 standing volume in 10 years				
I002					
I003					
	Spec. Objective: To identify and implement suitable technologies				
I011	60% stakeholders are implementing technology at end of project 2500 ha put back to production at end of project 70% farmers plan growing high quality material at end of project				
I012					
I013					
	Output 1: Suitable technology of selected species developed				
I111	6 seed sources in 6 districts identified 22000 plants of 6 species raised 6 ha of seedlings trial established				
I112					
I113					
	Output 2: Seed orchard maintained				
I200	4 seed orchards (2x20 ha) maintained Output 3: Technical guidelines developed More than 80% farmer groups are applying 12 technical Guidelines				
I311					
I312					
	18 farmer group leaders attend workshop				
	Output 4: Forest land use updated				
I411	250 copies of land use maps distributed 20 participants attended a one day Workshop				
I412					
	Output 5: Quality planting materials produced ...				
I511	1 ha nursery facility upgraded 1.1 million seedlings distributed				
I512					
	Output 6: Plantation of 2500 ha established				
I601	2500 ha established				

	Output 7: Developed agroforestry model				
I701	20 farmers attended a workshop on agroforestry model				
I702	60% farmer groups adopt agroforetry model before...				
	Output 8: Monitoring system developed and applied				
I801	ME Guidelines available				
802	Improved monitoring capacity				

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