

Jamaica Social Investment Fund

Monitoring & Evaluation Framework

For the REDI Project

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RURAL ECONOMIC DEVELOPMENT INITIATIVE PROJECT

Project Monitoring and Evaluation Framework

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ACRONYMS

EOP	End of Project
FM	Financial Management
GoJ	The Government of Jamaica
ICBSP	Inner Cities Basic Services Project
JSIF	Jamaica Social Investment Fund
JAS	Jamaica Agricultural Society
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MIS	Management Information System
MoAg	Ministry of Agriculture
MoT	Ministry of Tourism
RADA	Rural Agriculture Development Authority
REDI	Rural Economic Development Initiative
TPDCo	Tourism Product Development Company Ltd.

1 Introduction

Monitoring and evaluation, as an essential element of every project, provides a way to assess the progress of the project in achieving its goals and objectives and informing key stakeholders and Project Managers about the results.

The proposed M&E Framework will ensure that the resulting M&E system can collect high quality data, analyze that data to produce project information and supporting evidence for decision makers and stakeholders. Key to this process is the participation of project beneficiaries in monitoring activities and the decision making process.

This document presents the M&E framework for the proposed REDI project. This document builds on the information provided in the REDI project appraisal document and further describes the M&E procedures that are being proposed to determine whether or not the project's objectives are met.

The M&E Framework presents a summary of input, output, outcome, and impact indicators emanating from consultative meetings held May 14 - 18, 2009. These meetings allowed stakeholders to contribute to the development of the M&E framework and to make recommendations on a set of core indicators, data collection methods, and data use. Finally, the framework describes the necessary data sources, data collection systems, and information flow map. This illustrates how the project will measure its achievements and provide for accountability to the stakeholders and donors.

2 Project Background

Despite significant gains in overall poverty reduction in Jamaica, there has been little change in rural poverty, which has remained disproportionately high at two to three times the rate found in the Kingston Metropolitan Area and at least one-third higher than found in the other urban areas. Rural development projects aim to improve the lives of the rural poor through various methods of economic stimulation, job creation and community mobilization. As such, the Rural Economic Development Initiative Project is designed to complement the on-going Inner Cities Basic Services Project (ICBSP), by focusing on poor rural areas.

Enhancing the tourism and agriculture sectors have been identified as critical for rural growth and development both because of their importance to the economy overall and their potential reach into rural areas. The Project will support the goal of increasing rural incomes and generating new employment opportunities in rural areas. This objective corresponds with the prosperous economy and sustainable environmental development goals of Jamaica's Vision 2030 plan, part of which states the need for a "Competitive Diversified Value-Added Agricultural Production" and "Strong Marketing Systems for Domestic and Export Markets," and includes the need for long term rural development and rural environmental sustainability.

The preliminary work for the project, including needs assessment and project design were done in 2008-9. Project Design incorporated extensive review of lessons learned and best practices found among similar projects that have been implemented internationally and, importantly, from NCDP-I. Implementation is due to start in early/late 2010.

2.1 Goal of the Project

The Project will support the goal of increasing rural incomes and generating new employment opportunities in rural areas.

The Project Development Objective (PDO) of the proposed REDI project is:

To enhance market-based opportunities for income generation and local economic development in the agricultural and rural tourism sectors

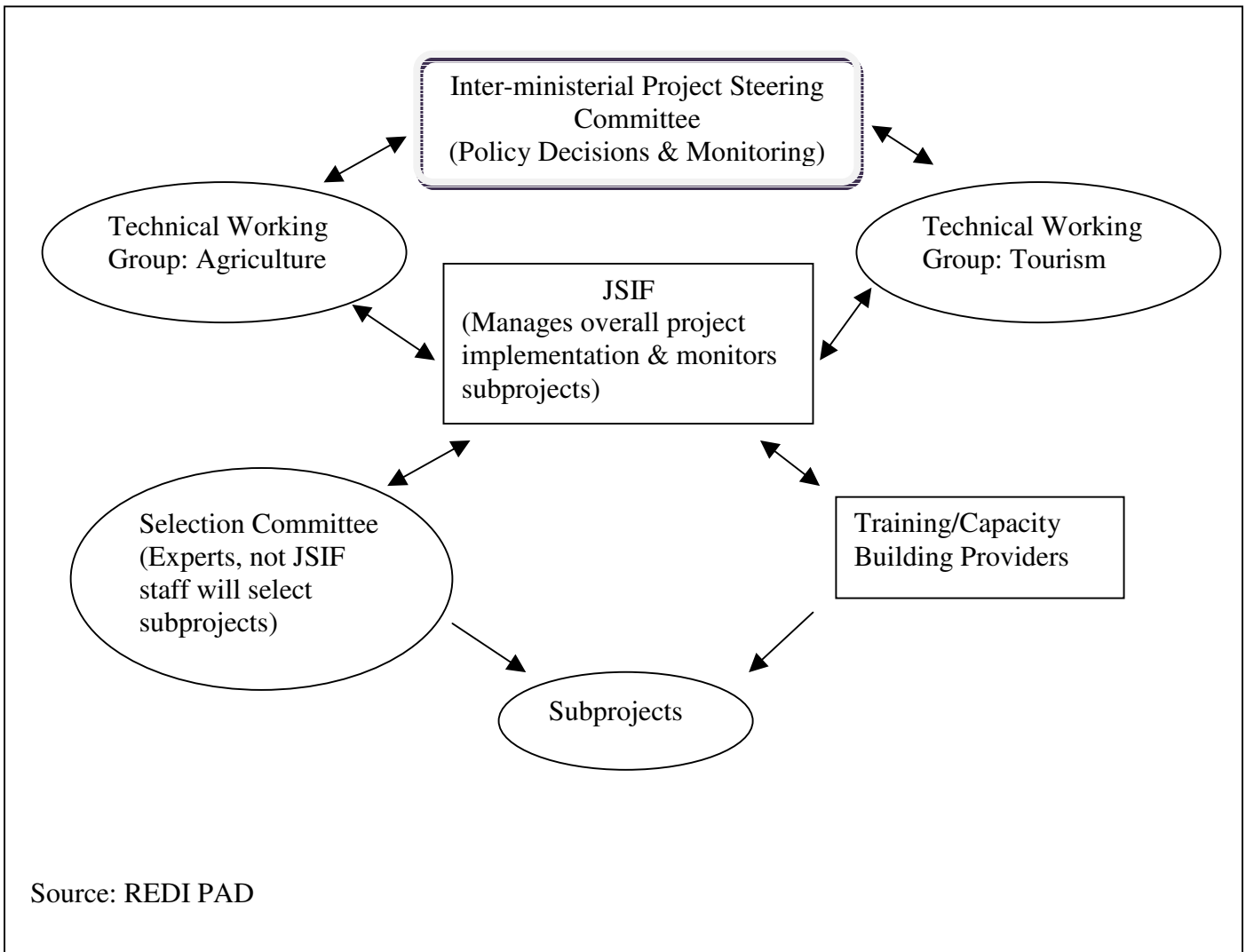
2.2 Project strategies

The REDI Project consists of three components: (1) Rural Economic Development subprojects; (2) National Capacity Building; and (3) Project Management.

The main strategy under **Component 1**, Rural Economic Development, is to provide competitively selected sub-projects in agriculture and rural tourism with access to matching grants and technical assistance to support project's deemed to have market potential, ability to generate income and create jobs, and financial, social and environmental sustainability. Additionally, this component will also fund projects that will provide critical public infrastructure, marketing and management to enhance the performance of rural enterprises. The primary beneficiaries are groups of agricultural producers and small tourism focused enterprises. Under **Component 2**, National Capacity Building, REDI seeks to provide technical assistance to public and private institutions that can contribute to building capacity in the agriculture and tourism sectors. **Component 3**, Project Management, focuses on strengthening procurement, financial management and M&E to enhance the management of the Project.

(Source: REDI Project Appraisal Document)

Figure 1. Conceptual model of the REDI Project



3 REDI Project M&E Framework

Good Monitoring & Evaluation (M&E) contributes to ensuring that the objectives of the project's operational plan are achieved.

The comprehensive M&E Framework for the REDI Project aims to monitor the resources invested, the activities implemented, and services delivered as well as evaluate outcomes achieved. The M&E Framework is designed to measure progress towards the achievement of the Project Development Objective. Existing data collection mechanisms will be enhanced and new systems developed to respond to the data needs of the proposed project and ensure quality, valid, and accurate data. Information on indicators will be available incrementally as the data collection systems become better established over the lifespan of the Project.

The M&E Framework adheres to the principle of monitoring being an ongoing process of gathering data about chosen indicators and performance questions. This serves the process of continual self-evaluation. Evaluation is understood to be periodic data-gathering activities that assess the progress and direction of the project. While both are distinct, in practice, they often overlap to contribute to the learning process. The data that are gathered are organized around indicators. Indicators quantify or describe what is happening in a project and illustrate the process being made towards the specified goals.

The objectives of the M&E Framework are to collect and provide information that will be used to:

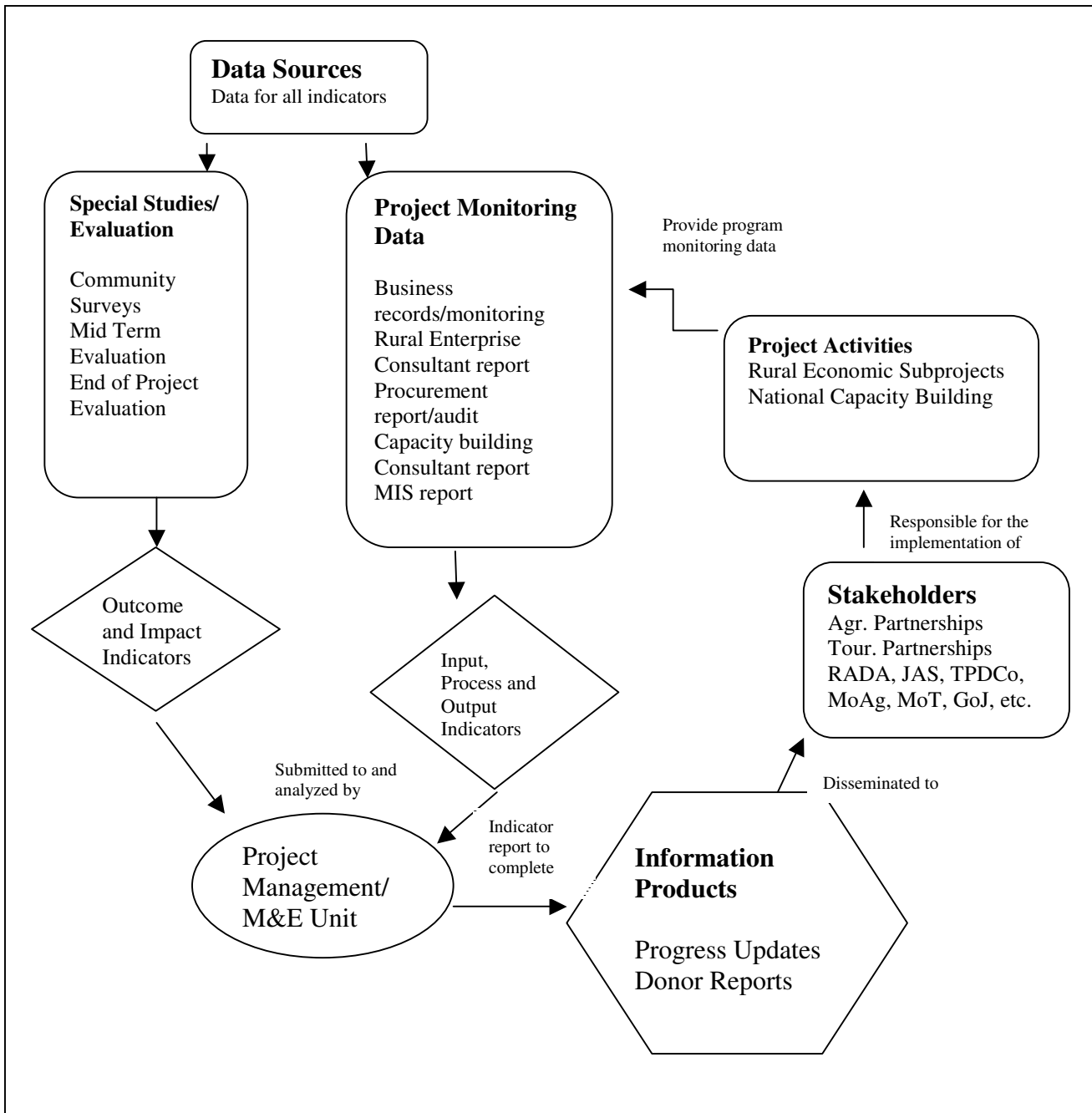
- Track progress on implementation of all components of the Project;
- Identify gaps and weaknesses in implementation;
- Support capacity of stakeholders;
- Plan, prioritize, allocate and manage resources;
- Monitor the impact (practices and lifestyle changes) of the Project activities in Target communities;

The M&E Framework represents a first step in detailing the M&E System for the REDI project. The resulting M&E system must, at minimum, include: (i) an M&E unit with qualified staff and adequate budget; (ii) clear, well-defined goals, objectives, indicators and targets; (iii) a plan for data collection and analysis; (iv) data collection tools, and (v) a clear plan for data dissemination.

All steps proposed in this document must be revisited and revised as needed at Project start-up.

The diagram below (figure 2) illustrates the proposed structure of the M&E Framework, including data flow and how information is generated and disseminated from project monitoring data and evaluation studies.

Figure 2: Data Flow Diagram



4 M&E Framework Management

The JSIF M&E unit is responsible for implementing the Project’s M&E framework. An M&E Coordinator and TWO (2) M&E Officers currently staff the JSIF M&E Unit.

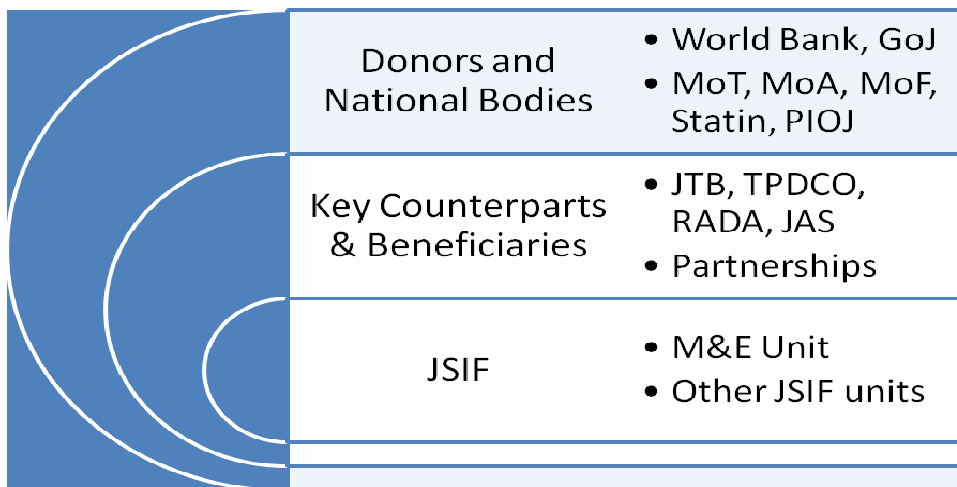
At present, the M&E Unit is involved in limited routine monitoring of project activities and outputs. A third full time M&E Officer will be hired and will be attached to this project. This officer will be responsible for: (i) maintaining the overall M&E framework including implementation procedures, tools, data flow chart and budget; (ii) strengthening the monitoring system to ensure sound output, process and outcome monitoring; (iii) validating data; and (iv) promoting and encouraging the demand for and use of M&E data.

The M&E unit will assist project management by maintaining the M&E Module of the Management Information Systems (MIS), to ensure the production of reports in a timely manner. The proposed MIS system uses the Electronic Fund Manager platform. This database includes the basic physical and financial records, the details of inputs and services provided to the beneficiaries (for example, funding and training) and data obtained from surveys and other recording mechanisms designed specifically to collect information from the subprojects.

5 Stakeholders and Human Capacity

The M&E capacity of key stakeholders is critical to the success of the M&E framework. The map illustrates stakeholders based on the extent of their involvement in the M&E framework. The main stakeholder is the M&E unit in JSIF. The beneficiaries (subprojects) and key counterparts in project implementation and with direct reporting responsibilities are in level two. Other important stakeholders in project coordination and funding are included in the third level.

Figure 3: Stakeholder Diagram based on level of involvement in M&E



The success of the system depends on stakeholders' contribution to the monitoring and evaluation activities. Expected contributions to the system include completing forms regarding subproject activities, entering quality data within the M&E unit, data analysis and interpretation, report writing, report review, and program review.

The M&E Unit will include capacity building activities in its annual work plan as a way to further strengthen the coordination of the M&E System.

6 Summary Logical Framework

The table below provides a summary of the goal, purpose, objectives and indicators for the Project components. The logic framework approach (LFA) can be very useful for guiding project design and implementation. The selected indicators reflect the critical stages in the project's implementation and aid in identifying where bottlenecks may occur. The selected indicators were reviewed and/or contributed by stakeholders.

Table 1: Proposed Logical Framework

No.	Narrative Summary	OVI	Means of Verification	Assumption
1.	Purpose/Project development objective			
	Increased market access for poor rural agricultural producers and tourism product providers	<ol style="list-style-type: none"> 1. Number of participating rural enterprises that realise an increase in turnover (sales). 2. Number and percent of participating rural enterprises functioning as registered business entities 3. Number of direct, and indirect jobs created in target communities with funded subprojects. 4. Percent of critical infrastructure projects that achieve their expected results for improvements in the value chain 	<p>Review of business records/account</p> <p>Business Records Community Survey</p> <p>Community Survey Review of Payroll data Business Records Chamber of Commerce</p> <p>Review of business records/account Surveys</p> <p>Subproject preparation document</p>	<p>External project environment remains conducive to delivering project interventions</p> <p>Sufficient market demand and adequate price exists for products/produce</p> <p>Rural agricultural producers and tourism product providers adopt new technologies</p>
3.	Output/Results			
	Component 1: Rural Sub projects			
	Output 1.1 Rural enterprises are established or enhanced through public support provided on the basis	5. Number and percent of rural enterprises that have been selected competitively and have started (or enhanced) their operations	<p>Rural enterprises Officer report</p> <p>Project Manager's report</p>	Rural farmers and tourism product providers are willing to organize into Rural enterprises

	of transparent and competitive procedures	6. Percent of rural enterprise participants who are a. Youth (< 30) b. Women	Rural enterprise Officer report Subproject preparation document	Suitable proposals are received Qualified youth, women and men candidates are available and interested in project
	Output 1.2 Key infrastructure, marketing and management bottlenecks in the value chains addressed	7. Number and percent of critical, market-oriented infrastructure, marketing, and management subprojects implemented 8. Number of distinct entities (individual or group) benefiting of improved infrastructure marketing and management subprojects	Rural Enterprise Officer report Project Manager's report Business records Rural enterprise Officer report	Infrastructure, marketing and management subprojects are relevant and accessible
	Output 1.3 Improvement in Production management	9. Increased diversity of products	Rural Enterprise Officer reports	There remains a market for a wide range of products
Component 2: National technical assistant and capacity building				
	Output 2.1 National institutions are better able to provide rural business support services	10. Number of institutions' staff trained in technology and provision of rural business services 11. Number of rural enterprises using the services of the National Institutions before and after Project intervention	Capacity building Consultant report Attendance registers National Institutions data and/or reports	National institutions can and will play a key role in rural development
	Output 2.2 Improved environmental and	12. Number of rural enterprises integrating environmental and social good practices into their business	Business Plan Rural Enterprise Officer	Business plans address all relevant risks to sustainability, is

	social sustainability in rural enterprises	operations 13. Percentage of rural enterprises integrating a business continuity plan for during and after a disaster	report	developed in time for it to be used.
Component 3: Project Management				
	Output 3.1 Project implemented on schedule and professionally monitored	14. Percentage of subprojects that are processed and implemented in accordance with the time frame estimates in the Operational Manual 15. Procurement and FM duties are executed in accordance with national guidelines 16. JSIF project MIS is producing indicator reports within 6 months after start of project	Annual Audits/Ex-post Procurement reviews MIS Monthly report	Managers have enough skills to successfully implement and monitor the project
4.	Activities/Inputs			
	Component 1: Rural Sub projects			
	Activities	Means	Cost	Assumptions

	<ul style="list-style-type: none"> • Publish call for proposals • Review and select rural enterprises • Provide training/ technical assistance to support implementation • Track the number of tourism sector proposals selected per focus area • Provide support to licensure for tourism sector projects • Capacity building/ technical assistance training to rural enterprises 	<p>National Consultants on Capacity building in Agricultural and Tourism Sector;</p> <p>Workshops, meetings, meetings and publications of knowledge materials;</p> <p>International consultants on agricultural development and community tourism product enhancement; Training.</p>	(project Budget)	<p>Target Beneficiaries are interested and have capacity to pursue project offerings</p> <p>Funds are available</p>
Component2. National Institutions Technical Assistance and Capacity Building				

	<p>Activity 2.1</p> <ul style="list-style-type: none"> • Identify potential technical partners • Capacity training need assessment for technical partners • Capacity training needs assessment of target beneficiaries • Develop training of trainers curriculum • Capacity strengthening training to technical partners • Monitoring of delivery of training to beneficiaries 	<p>National Consultants on Capacity building in Agricultural and Tourism Sector;</p> <p>Workshops, meetings, meetings and publications of knowledge materials;</p> <p>International consultants on agricultural development and community tourism product enhancement;</p> <p>Training.</p>		<p>Target Beneficiaries are interested and have capacity to pursue project offerings</p> <p>Funds are available</p>
<p>Component 3: Project Management</p>				
	<p>Activity 1.1</p> <ul style="list-style-type: none"> • Disbursements of grants to rural enterprises and infrastructure, marketing, and management subprojects • Monitoring of project activities • Developing M&E/MIS System for PCU 	<p>Project support and implementation staff;</p> <p>Training;</p> <p>M&E and Financial management capacity building consultants.</p>		<p>No disruption in fund flow</p>

	<ul style="list-style-type: none">• Conduct baseline survey, mid-term, and EOP surveys• Preparation of progress reports of the project			
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Table 2: Results Framework

PDO	Outcome Indicators	Use of Project Outcome Information
	Longer term and Intermediate Results Yr 3/ Yr 5	
<p>PDO: To improve market access for poor rural agricultural producers and tourism product providers.</p>	<ol style="list-style-type: none"> 1. Number of participating rural enterprises that realise an increase in turnover (sales). 2. Number of participating rural enterprises functioning as registered business entities 3. Number of direct and indirect jobs created in rural communities receiving project assistance 4. Percent of critical infrastructure projects that achieve their expected results for improvements in the value chain 	<p>These indicators will help to assess the quality of the project implementation and the extent to which the activities of the project result in improved market-based opportunities and local economic development in the agricultural and tourism sectors.</p>
Results	Early Result Indicators /Annual	Use of Project Outcome Information
<p>Result 1: Rural enterprises are established or enhanced through public support provided on the basis of transparent and competitive procedures</p>	<ol style="list-style-type: none"> 5. Number of rural enterprises that have been selected competitively and have started (or enhanced) their operations 6. % of rural enterprise participants who are <ol style="list-style-type: none"> a. Youth (< 30 years old) b. Women. 7. Increased diversity of products 	<p>Assess the implementation progress of Type 1 subprojects.</p> <p>Ensure that underrepresented groups are included in the funded subprojects</p> <p>Ensure that funded subprojects are in demand</p>
<p>Result 2: Key infrastructure, marketing and management bottlenecks in the value chains are addressed</p>	<ol style="list-style-type: none"> 8. Number of critical, market oriented infrastructure, marketing, and management subprojects implemented. 9. Number of beneficiaries (individuals or groups) benefiting from improved infrastructure, marketing and management 	<p>Assess the implementation progress of Type 2 subprojects</p> <p>This is indicative of the coverage achieved by Type 2 subprojects</p>
<p>Result 3: National institutions are better able to provide rural business services</p>	<ol style="list-style-type: none"> 10. Number of institutions' staff trained in technology and provision of rural business services 	<p>Assess the implementation progress of component 2</p>

Table 3: Data Collection Matrix by Indicator

Table 6: Data Collection Matrix by Indicator

Project Outcome Indicators	Baseline	Target Values						Data Collection and Reporting		
		YR1	YR2	YR3	YR4	YR5	YR6	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
1. Number of participating rural enterprises that realise an increase in turnover (sales).	0	2	11	26	31	33	44	Baseline, Mid-term and end of project	Desk review of business records/accounts; Subproject preparation document	External consultant Or M&E Officer
2. Number of participating rural enterprises functioning as registered business entities one year after final disbursement	0	0	5	15	33	48	56	Annual	Desk review of business records Valid/current registration document	External consultant Or M&E Officer
3. Number of direct jobs created in rural communities receiving Project assistance	0	10	40	90	130	150	150	Annual, Mid-term and end of project	Review of payroll data; Business plans; Chamber of Commerce; Subproject preparation document	External consultant Or M&E Officer
4. Percent of critical infrastructure subprojects that achieve their expected results for improvements in the value chain	0	0	18%	33%	48%	53%	78%	Baseline, Annual, Mid-term and end of project	Work plan review; subproject preparation document	External consultant Or M&E Officer
Intermediate Outcome Indicators										
5. Number of rural	0	5	20	45	65	75	75	Quarterly,	Selection	M&E Officer

enterprises that have been selected competitively and have started (or enhanced) their operations								Annual	Committee; Projects Assistant's Report	
6. Percent of rural enterprise participants who are youth (< 30 years old) and/or women.	0	0	Youth = 15% Women = 30%	Youth = 15% Women = 30%	Youth = 15% Women = 30%	Youth = 15% Women = 30%	Youth = 15% Women = 30%	Monthly, Quarterly	Enterprise Development Officer's Report Baseline Subproject preparation report	Enterprise Development Officer
7. Number of beneficiaries (individuals or groups) benefiting from improved infrastructure and management	0	1	4	9	13	14	14	Monthly, Quarterly, Annual	Enterprise Development Officer's Report	Enterprise Development Officer
8. Number of beneficiaries (individuals or groups) benefiting from improved marketing systems	0	1	4	9	13	15	15	Monthly, Quarterly, Annual	Business records/monitoring	Enterprise Development Officer Or M&E Officer
9. Number of beneficiaries (individuals or groups) benefiting from improved management systems	0	1	3	6	10	11	11	Monthly, Quarterly, Annual		

10. Number of participating rural enterprises integrating environmental and social good practices into their business operations	0	5	10	30	45	45	50	Annual	Business plan review; Environmental Impact assessment Environmental Mitigation Plan	Enterprise Development Officer Or M&E Officer
11. Percent of participating rural enterprises integrating a business continuity plan for during and after a disaster	0	40%	40%	50%	50%	60%	75%	Annual	Business or operation plan review Subproject preparation report	Enterprise Development Officer Or M&E Officer
12. Number of institutions' staff trained in technology and provision of rural business support services	0	5	10	25	35	45	50	Monthly/ Quarterly	Capacity building consultant's report	Capacity building consultant
13. Number of participating rural enterprises using the services of the national institutions before and after the Project intervention	0	5	10	25	35	45	50	Annual	Capacity building consultant's report	Capacity building consultant

14. Percentage of subprojects that are processed and implemented in accordance with the time frame in the Operational Manual.	0	40%	45%	50%	50%	60%	60%	6 Months	Desk Review – Program Manager’s report; Initiation forms	M&E Officer
15. Procurement and FM duties are executed in accordance with national and World Bank guidelines		Yes	Yes	Yes	Yes	Yes	Yes	Annual	Financial Audit Procurement ex-post review	M&E Officer
16. JSIF project MIS is producing indicator reports within 6 months after start of Project		Yes	Yes	Yes	Yes	Yes	Yes	Monthly	MIS report	M&E Officer

7 Data Sources and Collection Systems in Place and Under Development

The M&E Unit will implement a data collection system to measure the project indicators. The data collection system will comprise routine and non-routine data sources. Further, it is expected that within 6 months of implementation, JSIF will have established their electronic M&E module to enhance the project MIS. The electronic database will allow JSIF to track the progress of the project by collecting, collating and providing the means by which to analyze data related to the PDO, component and subcomponent objectives.

7.1 Monitoring

Monitoring will be performed on a regular basis and will be an integral part of the project implementation. This will be carried out at community level and a national level. To facilitate monitoring, each subproject should develop an annual/project work plan based on the project objectives, which will be used as the basis for monitoring. During the first 8-12 months of implementation, the Rural Enterprise Officer who is attached to the subproject will submit monthly progress reports. After this time, each subproject will select a member or a committee that will take over monitoring and reporting duties. The report will provide an assessment of the progress made by the subproject in the implementation of the agreed plan. The report will cover both implementation and financial report along with the project indicators. The information that is obtained will be entered into the Project MIS for collation and analysis.

Routine Data Sources

Routine data sources provide data that are collected on a continuous basis, such as information that the partnerships collect on the farmers/entrepreneurs in their organizations and report to the PCU on a Monthly or Quarterly basis. This data provide information on a timely basis.

Processes and *outputs* are compiled on a Monthly, quarterly, semi-annual or annual basis; data on *inputs* re reported on a monthly or quarterly basis.

Rural Enterprise Officer Progress Report: This report provides data on the progress made by the subprojects in the implementation of the agreed plan. The report will cover both implementation and financial report along with the project indicators

1. Number of rural enterprises that have been selected competitively and have started (or enhanced) their operations
2. Percent of rural enterprise participants who are
 - a. Youth (< 30 years old)
 - b. Women
3. Number of critical, market oriented infrastructure, marketing, and management subprojects implemented
4. Increased diversity of products

Business records/Monitoring: This includes the final business plan, accounting records, Membership forms, product logs, etc. These documents are reviewed to gather information on the status of funded subprojects.

5. Number of beneficiaries (individuals or groups) benefiting from improved infrastructure, marketing and management

6. Increased diversity of products
7. Number and percentage of rural enterprises integrating environmental and social good practices into their business operations
8. Number and percentage of rural enterprises integrating a business continuity plan for during and after a disaster

Capacity Building Consultant Report: This report provides data on the progress made in implementing capacity building activities.

9. Number of institutions' staff trained in technology and provision of rural business services
10. Number of rural enterprises using the services of the National Institutions before and after the project intervention

MIS report: Provides regular updates of data entered into the M&E database.

11. Requests for proposals are published according to established timeframe
12. Procurement and FM duties are executed in accordance with national guidelines
13. REDI project MIS is producing indicator reports within 6 months after start of project

Table 4. Approaches to Data Collection by Indicator Type

	Indicator Type	Source/Methodology	Frequency
Routine Data sources	Input and Process	Business records/monitoring	Monthly or Quarterly
	Output	Rural Enterprise Officer report Procurement report/audit Initiation form Capacity building consultant report MIS report	Monthly, quarterly, semi-annually or annually
Non-Routine Data	Outcome	Household Survey Participatory Rural Appraisal Community surveys	1 to 3 years

Non-Routine Data Sources

Non-Routine data sources provide data that are collected on a periodic basis, usually annually or less frequently. These data sources include the population beyond direct Project beneficiaries. Non routine data is most suitable for analysing *outcome* and *impact* indicators. Non routine data sources include the special surveys conducted as part of the Mid-Term and Final Evaluations.

Community Survey: This survey is completed at Midterm and at the End of Project, to assess progress on outcome level indicators.

1. Number of participating rural enterprises functioning as registered business entities 1yr after initial funding
2. Number of direct, indirect and induced jobs created in rural communities receiving project assistance

7.2 Evaluation Studies

Evaluation Methods

Evaluation makes use of a wide range of methods for assessing the value of a project. A variety of methods will be important in the mid-term and final evaluation of the REDI Project. A Participatory Rural Appraisal approach is recommended to enable local people to be involved, team in gathering and analyzing the information. This appraisal may include beneficiary consultations through focus groups and key informant interviews, and direct appraisal of income, sales, and product diversification.

Baseline Evaluation

A baseline survey will be commissioned during the first year of project implementation. This survey will seek to establish baselines for the agreed upon indicators by reviewing the subproject preparation documents. In addition, the baseline evaluation will also include a community survey to evaluate the business environment in target communities and to identify jobs, and facilitate linkages for funded subprojects.

Mid-term Evaluation

The REDI Project Manager/M&E unit will coordinate with an outside consultant to execute a Mid-Term Evaluation at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and allow the project manager to adjust project activities and improve implementation in case the expected outcomes are not being achieved. The evaluation will focus on the effectiveness, efficiency and timeliness of project implementation. Findings of this evaluation will inform the implementation during the final half of the project's term.

Final Evaluation

A similar evaluation will take place towards the end of the final year of funding. This Final Evaluation will focus on the same issues as the mid-term evaluation as well as it will examine impact and sustainability of results and provide recommendations for follow-up activities.

8 Data Dissemination Mechanisms

The project will employ both passive and active *strategies* to ensure the effective dissemination of data and information to meet the needs of all partners and stakeholders.

Passive dissemination of data and information involves making REDI project data from different sources available and easily accessible to all key partners participating in the M&E system. The JSIF website provides access for partners and stakeholders and is ideally suited for monthly posting of the MIS reports to the REDI Project page.

Active dissemination will inform project stakeholders on key issues and to enhance the strategic use of available data and information. This information will ideally serve influence and support evidence-based decision making in specific areas of project activity, through the development of targeted information services and products. Some recommended methods include the following:

1. Mid-Term and Final Evaluation Results can be made available in **brochures, leaflets, posters and flyers** for distribution to stakeholders who may not have access to electronic media.
2. Monthly reports can be produced that are specific to the Tourism or Agriculture Sector and said reports may be forwarded to **Mailing list/E-mail Lists** of all stakeholders to facilitate dissemination of data
3. Specific stakeholders may also be given targeted access to M&E data through **Workshops** and **roundtables**.

9 M&E Capacity Building

Capacity building is a basic requirement for the effective implementation of the REDI Project M&E framework and will focus on (1) strengthening the JSIF M&E unit as the key coordinating body of the Project's M&E system; as well as (2) building the capacity of sub recipients

The technical areas and capacities to be addressed in the JSIF M&E Unit includes M&E concepts (indicators, data quality, data sources, target setting), developing & implementing M&E plans and frameworks for subprojects, research methodology and data analysis, IT/software issues (SPSS, MS Access, MS Excel etc.) and data-management systems, data use, communications and data presentation (MS PowerPoint).

Funded subprojects will benefit from capacity building in the area of project M&E, including M&E for project management. This involves data collection methods, data management, basic data analysis, and the use of M&E information for evidence-based planning and implementation of programs. Locally available M&E expertise will be used as much as possible.

The capacity-building Plan will be an integral part of the overall Operationalisation Plan of the REDI M&E system. Key steps in this process include:

1. Assessment of capacity-building needs and priorities
2. Identification of existing M&E capacity among stakeholders;
3. Design and implementation of overall capacity-building plan among JSIF M&E Unit and other key counterparts in accordance with identified priority needs and local training capacity;
4. Implementation of M&E capacity building, in accordance with identified needs and capacities.

APPENDIX 1: INDICATOR REFERENCE SHEETS

Outcome1	Number of participating rural enterprises that realise an increase in turnover (sales)
Definition	This indicator provides a measure of change in the sales output of funded enterprises.
Disaggregated by	Tourism and Agriculture
Frequency	Annual
Measurement tools	Desk review of business records/accounts; Subproject preparation report - baseline
What it measures	This indicator assesses the annual increase, or decrease, in the sales output of agricultural and tourism enterprises funded under Component 1. Change is measured as year end output against baseline
How to measure it	Sales output can be determined by review of business accounts. Denominator: Sales output at baseline Numerator: Sales output at year end minus the sales output at baseline Baseline and annual sales output are entered into the Project MIS. Summary reports are prepared.

Outcome2	Number and percent of participating rural enterprises functioning as registered business entities
Definition	This indicator measures the sustainability of Type 1 enterprises funded under component 1.
Disaggregated by	Agriculture and tourism
Frequency	Annually
Measurement tools	Desk review of business records by M&E Officer; Valid registration documents
What it measures	Registration status is an important measure of business sustainability. It indicates the sustainability of cooperative arrangements among producers. The alliances embodied by these cooperatives are critical to the increased income and quality of life that this project hopes to impact.
How to measure it	Measured annually over the life of the project. Business records are reviewed for current documentation of active registration status. The status is measured at 12 months, 24 months, 36 months, and 48 months post funding. Data are aggregated and percentages reported. Denominator: Cumulative number of projects funded Numerator: Cumulative number of projects funded that have valid and current registration documents

Outcome3	Number of direct and indirect jobs created in target communities with funded subprojects
Definition	This is an estimate of the number of jobs that are connected to businesses in the agricultural and tourism sector that are created through the support of the project.
Disaggregated by	Agriculture and tourism
Frequency	Annually
Measurement tools	Community survey; Review of payroll data and business plans; Chambers of Commerce: Subproject preparation report - baseline
What it measures	The creation of jobs is a major means by which the project will stimulate the economic development of rural communities. While a number of jobs are directly linked to funded enterprises, many indirect jobs are created that serve to support the systems needed to facilitate successful and efficient functioning of the rural agricultural and tourism enterprises. Indirect jobs are in addition to the direct employment opportunities in the funded enterprises.
How to measure it	<p>Direct jobs are the number of full time, part time, and seasonal jobs created through the subprojects. The final figures are determined by triangulating data from various data sources. The number of direct jobs can be identified from this figure, which is assumed to have high coverage and minimal double counting, and reported to the MIS database.</p> <p>Indirect jobs are those created by suppliers who make materials used in the subprojects (e.g. raw material for arts and craft; packaging materials for agroprocessors), or those who facilitate the distribution of the increased quantity of products that may result from improved business practices.</p> <p>To estimate the number of total jobs, the following breakdown is recommended. Number of direct jobs /1.883= Number of indirect jobs</p>

Outcome4	Percent of critical infrastructure projects that achieve their expected results for improvements in the value chain
Definition	This indicator measures the percent of funded projects that are able to achieve their expected results at the midterm and end of project evaluation.
Disaggregated by	Tourism and Agriculture
Frequency	Mid-term and EOP
Measurement tools	Work plan review; Rural enterprise officer report; Subproject preparation report-baseline
What it measures	This indicator measures sub-projects' progress towards achieving their stated objectives regarding improvements in the value chain associated with Tourism and

	agriculture enterprises. Value chains include input suppliers, producers, processors and buyers and are supported by a range of technical, business and financial service providers.
How to measure it	Reports will indicate provide a percent estimate of progress towards achieving. Denominator: Number of funded projects Numerator: Number of funded projects that have achieved their expected results for improvements in the value chain as described in the final project proposal

Output1	Number and percent of rural enterprises that have been selected competitively and have started (or enhanced) their operations
Definition	This indicators measures implementation among funded projects.
Disaggregated by	Tourism and agriculture
Frequency	Quarterly; Annually
Measurement tools	Selection committee report; Rural enterprise officer report
What it measures	This indicator measures the progress made in implementation among subprojects. It does not provide information on the level of success or viability of enterprises. This indicator gives an understanding of how successful the selection process is in identifying enterprises with potential to implement their proposed project. Enterprises that are counted as “started or implemented” include those that have initiated all activities scheduled for completion in Month 1 of their work plan is included in the numerator.
How to measure it	Denominator: number of enterprises that have been selected competitively Numerator: number of enterprises that have been selected competitively that have started or enhanced their operations.

Output2	% of rural enterprise participants who are a. Youth (< 30 years old) b. Women.
Definition	This indicator provides information on the proportion of women and young people who are involved in the newly funded enterprises
Disaggregated by	Agriculture and Tourism; Male and Female; Age groups <30 and 30+.
Frequency	Quarterly
Measurement tools	Rural enterprise officer report; Subproject preparation report -baseline
What it measures	Young people and women are considered to be at high risk of experiencing the negative consequences of underemployment and poverty in rural areas. This indicator measures their degree of involvement in funded projects. It is assumed that higher rates of participation should lead to less vulnerability in these groups. As, greater coverage of vulnerable groups should lead to more significant changes in the economic circumstances of rural communities.

How to measure it	Each subproject will collect demographic information on all members in their organization as part of their membership roster. This information will be reported to the M&E Unit at the Project management office in the REC reports
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Output3	Number and percent of critical, market oriented infrastructure, marketing, and management subprojects implemented.
Definition	This indicators measures implementation among funded projects.
Disaggregated by	Tourism and agriculture; component
Frequency	Monthly
Measurement tools	Rural enterprise officer report
What it measures	This indicator measures the progress made in implementation among subprojects. It does not provide information on the quality of their activities. This indicator gives an understanding of how successful the selection process is.
How to measure it	Denominator: number of enterprises that have been selected competitively Numerator: of those selected the number that have started or enhanced their operations.

Output4	Number of distinct entities (individuals or groups) benefiting from improved infrastructure, marketing and management
Definition	This is a numerical count of the number of groups/individuals that have benefited from the subprojects funded under component 2.
Disaggregated by	Agriculture and Tourism
Frequency	Monthly
Measurement tools	Business records/monitoring
What it measures	This indicator measures the coverage of the funded subprojects. The more individuals/groups that benefit from the increased capacity building activities of these subprojects, the greater the likelihood that their income generating ability and sustainability will be improved, leading to long-term economic development..
How to measure it	Each subproject will maintain a record of individuals/groups that access there services. Their monthly reports to the M&E Unit will contain the number of new individuals that have accessed their services. These reports should also include substantiating documents (in the form of copies of log sheet).

Output5	Number of institutions' staff trained in new technology and provision of rural business support services
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Definition	This is a numeric count of the number of new staff that is trained to provide support to rural business during the reporting period.
Disaggregated by	Agriculture and tourism Figures should also be disaggregated by the specific technical area of focus,
Frequency	Monthly
Measurement tools	Capacity building consultant report
What it measures	This indicator provides a crude measure of the availability of training activities and services for rural enterprises. This indicator does not measure the quality of the training or the outcomes of the trainings in terms of competencies and/or job performance of individuals trained. Training must have specific learning objectives, a course outline or curriculum and expected knowledge, skills and/or competencies to be gained by staff members. A person is considered trained if they participate in at least 80% of the said activity.
How to measure it	Each institution will track the number of training sessions held and the number of staff persons that are fully trained.

Output6	Number of rural enterprises using the services of the National Institutions before and after the project intervention
Purpose	To assess the accessibility of National Institution to rural enterprises
Disaggregated by	Tourism and Agriculture
Frequency	Annual
Measurement tools	Capacity building consultant report
What it measures	Methodologically, this is a relatively easy way to measure whether or not the National Institutions are utilized by the target group of project recipients. This indicator will provide a useful guide to incremental improvement in access to the services provided by National Institutions. This indicator does not measure the amount or quality of the technical assistance or support provided.
How to measure it	Each National Institution will provide information on the number of enterprises that accessed their services during the 12 months prior to funding, and the numbers accessing their services in the 12 month period after implementation. The data is reported to the M&E unit on an ongoing basis and is aggregated annually. This indicator can be measured at 24 months, 36 months and 48 months after funding.

Output7	Number and percentage of rural enterprises integrating environmental and social good practices into their business operations
Purpose	To assess progress in integrating environmental and social policies to improve rural enterprises sustainability
Disaggregated by	Tourism and Agriculture
Frequency	Annual
Measurement tools	Review of business/operations plan; Environmental Impact assessment; Environmental Mitigation Plan
What it measures	This indicator will provide a useful guide to the incremental improvements in the integration of social and environmental sustainability practices. This is a first step in ensuring social and environmental sustainability. An enterprise can be considered to have integrated environmental and social good practices when it 1) has completed the Environmental Screening Mechanism for Community-Based Tourism and Agricultural Projects; 2) does not exceed the established threshold for significant impacts as calculated from the Screening Sheets at one month; and 3) has implemented the recommended monitoring system and baseline indicators for social and economic sustainability;
How to measure it	This indicator can be verified by reviewing the business and operations plans for funded enterprises. Numerator: Number of funded rural enterprises meeting criteria of environmental and social good practices Denominator: Number of funded rural enterprises

Output8	Number and percentage of rural enterprises integrating a business continuity plan for during and after a disaster
Definition	To assess progress in integrating business continuity plans to improve rural enterprises sustainability
Disaggregated by	Tourism and Agriculture
Frequency	Annual
Measurement tools	Review of final business plan; Subproject preparation report
What it measures	This indicator will provide a useful guide to the incremental improvements in the integration of business continuity plan in rural enterprises. A business continuity plan is demonstrated by having a detailed outline of 1) the key business functions that need to get operating as quickly as possible and the resources that are needed to do so after an emergency, and 2) the roles of individuals in an emergency. An enterprise can be considered to have integrated a business continuity plan when their plan demonstrates that they have a documented process to 1) identify potential crises that might affect their business; 2) determine how they intend to minimize the risks of these disasters occurring 3) set out how they will react if a

	disaster occurs in a business continuity plan; 4) schedule to test the plan.
How to measure it	This indicator can be verified by reviewing the business plans of funded enterprises. Numerator: Number of funded rural enterprises meeting criteria of environmental and social good practices Denominator: All funded rural enterprises

Output9	Increased diversity of products
Definition	To assess if agricultural and tourism enterprises are producing a variety of products for the marketplace.
Disaggregated by	Tourism and Agriculture
Frequency	Annual
Measurement tools	Rural enterprise business logs; land use and cropping pattern record kept by agricultural enterprises; product log kept by tourism enterprises.
What it measures	This indicators measure the level of responsiveness to market needs and the use of knowledge regarding supply and demand to gauge production and the timing of goods and services. Demand for certain agricultural products are seasonal and to maximize profits it is important that rural enterprises are strategic in their planning and aim to provide the market with products at the appropriate time. Similarly, for tourism products it is essential that rural enterprises are individually providing a variety of products to consumers. Further, at the project level, it is important that as part of the review process, steps are taken to ensure that there is diversity in the types of tourism products that are funded. There are 8 components to Rural Tourism and it is important that the funded projects are representative of the range of products. Tourism components include accommodation, attractions, ground transportation, adventure (hiking), tour services, souvenirs, food & beverage, entertainments/events. A variety of products also contribute to economic viability, as well as to social and environmental sustainability.
How to measure it	Baseline – document list of products that are currently available Midterm and final evaluation- compare actual output to determine if the varieties of products have increased in relation to established list of relevant products.

Output10	Percentage of subprojects that are processed and implemented in accordance with the time frame estimates in the Operational Manual
Definition	To collect accurate data on project management’s adherence to agreed on timeline
Disaggregated by	Tourism and Agriculture
Frequency	Annually
Measurement	Project Management reports/ work plan; Financial Audit; Procurement ex-post

tools	review
What it measures	This indicator measures the extent to which REDI Project management can efficiently review and complete the necessary steps for project implementation
How to measure it	Annual Audits/Ex-post Procurement review will establish the date of initiation for activity

Output11	Procurement and FM duties are executed in accordance with national guidelines
Definition	This indicator assesses the degree of compliance to national procurement guidelines
Disaggregated by	
Frequency	Annually/ Quarterly
Measurement tools	Procurement Audit
What it measures	This indicator measures the degree of compliance to national guidelines.
How to measure it	Review of findings from procurement audit

Output12	JSIF project MIS is producing indicator reports within 6 months after start of project
Definition	To assess the MIS' capacity to monitor project indicators
Disaggregated by	
Frequency	Monthly
Measurement tools	MIS report
What it measures	The successful implementation of the M&E system. Complete and timely indicator reports will indicate that the M&E system are functioning as they should.
How to measure it	Review indicator reports for timeliness and completeness

APPENDIX 2: SAMPLE DATA COLLECTION FORM TEMPLATE – RURAL ENTERPRISE OFFICER REPORT/CAPACITY BUILDING CONSULTANT REPORT

RURAL ENTERPRISE OFFICER REPORT/CAPACITY BUILDING CONSULTANT REPORT Name of Consultant:	
Name of Subproject/Organization:	
Date of Report: Period:	Reporting
Subcomponent:	
Total Budgeted For Subproject For Period Of Report:	Actual Expenditure in the Period of Report:

Activity (as per workplan)	Target	Actual Performance during reporting period (with comments explaining achievement or underachievement of targets)	Actual Performance to Date (cumulative % of target achieved)

Comments:
Achievements to date (general summary):
Major Challenges to Implementation:
External Events that may affect Subproject implementation: (conditions that may affect intended results of project activities that cannot be controlled by beneficiaries)

Lessons Learnt:
Identified Needs for Sustainability: (Technical or Financial)

Signature:
