

# Participatory

# Monitoring &

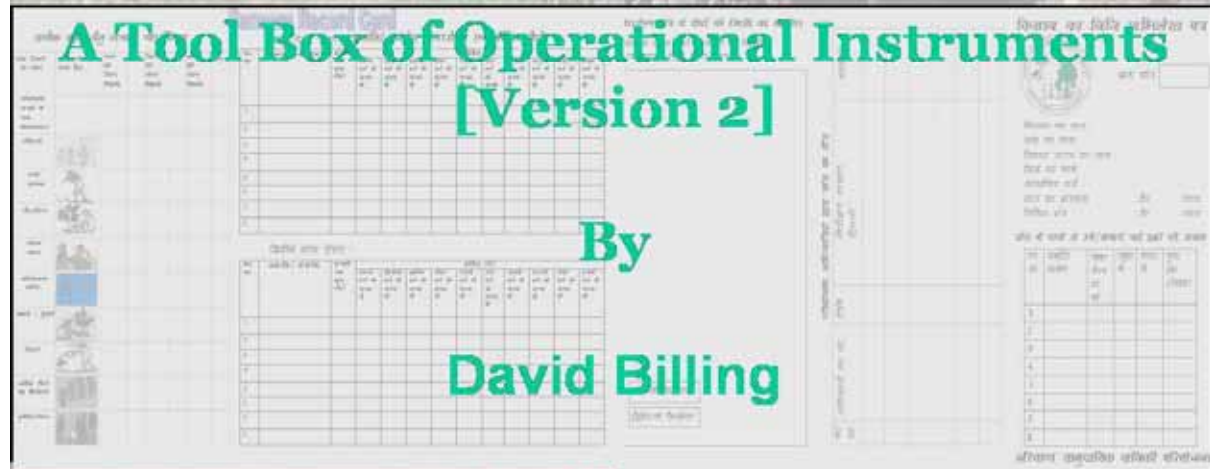
# Evaluation



## A Tool Box of Operational Instruments [Version 2]

By

David Billing



April 2001

हरियाणा सामुदायिक वानिकी परियोजना

ग्राम वानिकी परिस्तका

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**Haryana, India**



“As institutions become more inclusive in the front-end of project development, that is, in promoting participation in appraisal and implementation, then the question of ‘who measures?’ the results also becomes critical. The rapid evolution of PRA has taught us a great deal about the importance of people’s knowledge and has provided sets of tools that can be used for implementing that knowledge in the appraisal and development of projects. The next step is to involve people centrally in evaluating their success and impact. ‘Who counts reality?’ may prove as significant as ‘whose reality counts?’

J.Gaventa

In “Who Changes? – Institutionalising Participation in Development”.  
Intermediate Technology Publications 1998

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# Abbreviations

BC	Backward Classes
BDO	Block Development Officer
CD	Community Development
CFP	Community Forestry Project
CMME(T)	Community Microproject Monitoring and Evaluation (Team)
DCF	Deputy Conservator of Forests (same as DFO)
DFO	Divisional Forestry Officer (same as DCF)
FHH	Farming Household
FIM	Farm Information Matrix
GC	General Categories
GPS	Global Positioning Technology
Ha	Hectare
HCFP	Haryana Community Forestry Project
HFD	Haryana Forest Department
HH	Household
IGA	Income Generating Activity
ITC	Information, Training and Communication
Kg	Kilogram
Killa	Acre
LF	Large Farmer (more than 10 Ha)
LHH	Landless Household
LW	Link Worker
M&E	Monitoring and Evaluation
MeF	Medium Farmer (2-10 Ha)
MF	Marginal Farmer (less than 1 Ha)
MIS	Management Information System
NGO	Non Government Organisation
PA	Participatory Assessment
PAR	Participatory Action Research
PCR	Physical Completion Report
p-d	Person days
PME	Participatory Monitoring and Evaluation
PMP	Participatory Microplanning
PMU	Project Management Unit
PVB	Participatory Village Baselines
Quintal	100 kilograms
Rs	Rupees
SC	Scheduled Caste
SDC	Specific Day Consumption (relates to household energy use)
SDO	Sub-Divisional Forestry Officer
SEM	Socio-economic Matrix
SF	Small Farmer (1-2 Ha)
VE	Village Entry
VRMC(S)	Village Resource Management Committee (Society)

# Acknowledgements

Compiling this Tool Box of operational instruments for Participatory Monitoring and Evaluation has been a challenge, especially as the various actors involved as “outsiders” in the project villages (especially the staff of the Haryana Forest Department) had no previous experience with participatory monitoring and evaluation in the community forestry sector.

I would like to especially thank the “outsiders” who have been involved in training both staff in the Haryana Forest Department and the newly emerging village institutions responsible for promoting sustainable management of village resources. A particular debt is owed to the training consultants Mr. Ajay Ray, Mr. Jayesh Bhatia and Ms. Anjali Bhatia for putting into practice the various PME Tools. Their comments have also assisted in the various changes made to Version 1 of the PME Tool Box, and have resulted in this Version 2.

I would also like to thank various members of the Monitoring and Evaluation Division within the Haryana Community Forestry Project for their support in pre-testing some of the Tools in the field, especially the Community Microproject Record Book, the Farmer’s Own Record Card, the Community Monitoring Board, and Tree Survival Surveys. A debt is owed to Mr. R.K. Verma and K.S. Chauhan in this respect.

I would like to thank Mr. Sunil Kumar for assistance with preparing the graphics for some of the Tools. Mr Goran Jonsson assisted with final editing.

*David Billing*  
*6 April 2001*  
*Panchkula*

# Preface

Community forestry has evolved over the past two decades from a process whereby 'outsiders', from their own wisdom, planned community interventions, to a process whereby 'outsiders' were encouraged to listen to local people in order to understand their needs and to find solutions.

How do we complete the participation cycle by enabling communities and groups to conduct their own monitoring and evaluation? Although the community should develop its own baselines and indicators, there is a need for reconciling this with the requirements of the Community Forestry Project for standard indicators and information - this is the real challenge posed when preparing these guidelines for Participatory Monitoring and Evaluation.

Once the PME guidelines were prepared, the challenge for the PME trainers has been in putting over the message of PME to Haryana Forest Department staff who have greatly varying levels of knowledge and attitudes to participatory processes.

Staff training has been in the context of NGO trainers and technical assistance working with the Haryana Forestry Department:

- Where existing methods and procedures do not include participatory approaches to community forestry,
- Where the institutional culture limits the scope for changing systems and procedures, and
- Where autocratic and dominating behaviour and attitudes of staff inhibits participation and discourages empowerment of communities.

For beneficiary training, the PME trainers have constantly needed to adjust their training techniques for implementing the PME Tools, from village to village, in response to the greatly varying degrees of educational background of members of the Village Resource Management Committees. Some committees comprise university graduates with Masters Degrees, professional people and retired government civil servants, whilst in other villages most members were non-literate farmers.

In this guideline, Participatory Monitoring and Evaluation (PME) is based on the premise that the community ("the insiders") are the ultimate evaluators of a project's success and that sustainability depends on a community's ability to analyse, judge and explain to others the value of various development options. At the same time, the staff of the Haryana Forestry Department ("the outsiders") are facilitators and trainers of the community in this process.

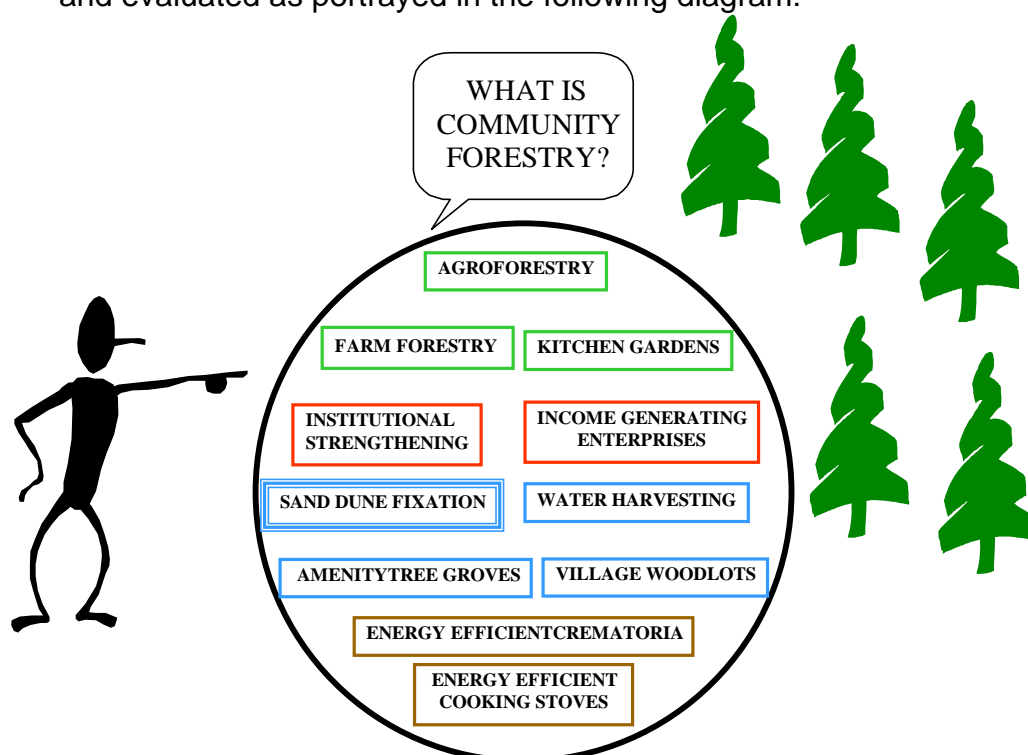
These PME guidelines form a Tool Box with 27 sections to be used as needed by the trainer. The trainers may use the Tools in different orders when scheduling the training sessions, and may add “ice-breakers” of their own as needed during the training.

The Tool Box should not be used too rigidly, especially during the beneficiary training. There are, however, four mandatory Tools that should be emphasised during the training sessions: the Community Record Book (and all the relevant Tracking Sheets within the Book), the Farmer’s Own Record Card, the Microproject Monitoring Board, and Tree Survival Surveys. These Tools form the linkages with the indicators and information needs of the HCFP.

# 1 INTRODUCTION

Participatory Monitoring and Evaluation is the systematic recording and periodic analysis of data that have been chosen and recorded by the village community, village group or village household ('the insiders') with the help of staff from the Haryana Forest Department ('the outsiders'). The main aim is to provide information for better managing community forestry microprojects and for improving community capabilities for sustainable resource management.

Community Forestry in the context of the Haryana Community Forestry Project combines a number of interventions that need to be monitored and evaluated as portrayed in the following diagram:



Participatory Assessment (PA) has already focused on the information needs of the community, without forgetting the information needs of the Project<sup>1</sup>. The Project has certain goals and targets, which have to be met, and equal emphasis has been placed on establishing Participatory Village Baselines (PVB) that assist in planning and implementing the community forestry interventions shown above. The experiences with establishing Village Baselines for 58 villages have been documented by the Technical Assistance to the project<sup>2</sup>.

Participatory Microplanning (PMP) has focused on building local capabilities in planning for sustainable management of common

<sup>1</sup> Participatory Assessment Community Forestry Working Paper No. 3 (Version 2), Haryana Community Forestry Project, 2000

<sup>2</sup> Village Baselines – Experiences with Participatory Assessment through Involvement of Non-Government Organizations Haryana Community Forestry Project, 2001

property resources, private property resources, household energy resources, and village institutions responsible for village resource management, especially for community forestry interventions<sup>3</sup>. The planning has includes preparing a strategic resource management plan for each village and formulation of individual microproject proposals/plans for implementation in each village over a three year period.

Participatory Monitoring and Evaluation (PME) will focus on monitoring and continuously evaluating Microplans, Microprojects, and the Community Capacity to manage its own resources in a sustainable fashion. These are the focal areas addressed in this manual.

The main objectives of Participatory Monitoring and Evaluation are:

1. To establish a ***partnership between the community and the HCFP*** with regard to establishing indicators for continuous monitoring and evaluation of:
  - Progress towards achieving the Village Microplan prepared by the community
  - Progress with implementation and completion status of Microprojects
  - Progress towards sustainability, which is achieved when the community is able to revise its own Microplan and to implement Microprojects with limited assistance from 'outsiders' such as the staff of the HCFP.
2. To prepare, analyze and store ***microproject implementation records*** as part of a Community Information System for the village.
3. To encourage the formation of a ***Community Microproject Monitoring and Evaluation Team*** from amongst unemployed educated youth in the village. The team will monitor the activities of the VRMC, and report back to the VRMC officials at the regular VRMC meetings on progress and constraints with implementing microprojects.
4. To create ***learning 'atmospheres' in the village*** where members of the community develop their capabilities in monitoring and evaluating microprojects, village resources microplans, and village institutions who will be responsible for resource management. The aim is for the community to achieve sustainable management of their own resources, and for project staff to learn about traditional systems of managing local resources.

This version of the PME Manual is aimed at both trainers of Project staff and trainers of VRMC officials, Link Workers and Microproject Monitoring and Evaluation Teams. So far the project has used "external trainers" for staff and village beneficiary training. In future, it is

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<sup>3</sup> Microplanning and Microproject Formulation Community Forestry Working Paper No. 4 (Version 2), Haryana Community Forestry Project, 2000

expected that training of village beneficiaries in PME will be the sole responsibility of “internal trainers”, namely, project staff from the Information, Training and Communication Division (ITC).

## 2 WHO WILL BE RESPONSIBLE FOR PME?

### 2.1 The Actors involved in PME

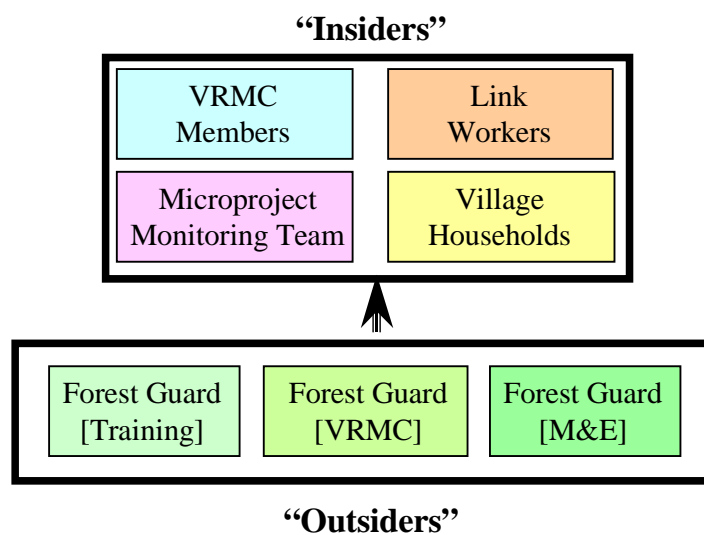
In order to establish an effective participatory monitoring and evaluation (PME) system at village level, there are a number of human resources that need to be put into place. These are as follows:

1. A cadre of **trainers in the ITC Division** who will be responsible for training VRMC officials, Link Workers, and Community Microproject Monitoring and Evaluation Teams in PME activities.
2. A cadre of **staff in the M&E Division** who will be responsible for monitoring the PME activities of the VRMC, Link Workers, and the Microproject Monitoring Teams, and in making suggestions for improving the PME system.
3. Two **Community Link Workers** (one male and one female), trained in PME activities at the same time as the VRMC officials, will be responsible for assisting in monitoring activities in the village. Emphasis will be placed on making sure that the Community Microproject Record Book and the Farmers' Own Record Cards are kept up to date, and that PME Tree Survival Surveys are carried out for all Community Forestry Models implemented in the village.
4. Four **VRMC office bearers** are recruited based on the VRMC Management Guidelines, and have received training in PME at the same time as the Link Workers. They will be responsible for establishing and maintaining a Community Information System in the form of Minutes of VRMC Meetings, Bank Account Records and Cash Book, Microproject Record Book, Community Monitoring Boards, other Information Boards kept at the Chetna Kendra.
5. A **Microproject Monitoring Team**, comprising 3-4 members, is formed by the VRMC from amongst its members. The members of the monitoring team should be from the educated or professional sections of society. Team members must be available at all times to carry out monitoring activities, consequently, preference is given to motivated retired professionals and unemployed educated youth. People who already have full time jobs will not be available when needed, so they should not be selected. The team will be mainly involved in Participatory Tree Survival Surveys. They will be expected to report to the VRMC concerning the results of any survival surveys they have been involved in. They may also be involved in other surveys to be carried out, from time to time, by the staff from the M&E Division.
6. It is expected that **individual benefiting householders**, who are direct stakeholders in the HCFP activities, will take on responsibility

for monitoring and evaluating their own activities through use of tools such as Farmers’ Own Record Cards and Cash Books for Self Help Group activities.

7. A **forest guard from the relevant Field Operations Division** of the HCFP will work permanently in the village for a period of at least three years. S/he will be the technical adviser to the VRMC. The forest guard will be trained in PME activities, and will be responsible (together with the VRMC Secretary and Treasurer) for ensuring that all village records are kept in proper order. S/he will keep a duplicate copy of all village records. S/he will also be responsible for reporting progress with implementing microprojects through providing regular summary reports for key microproject indicators, both those selected by the community and those considered mandatory by the HCFP. S/he will also be responsible for assessing the capabilities of the VRMC officials and members to carry out their duties unassisted.

**Actors in the Community PME Model**



## **2.2 What Type of Human Resource Incentives are Required?**

Monitoring by the community will require people with specific basic skills. Examples of these skills are: knowledge of tree species and the various reasons for seedling mortality when carrying out tree survival surveys, numerical skills in bookkeeping for managing the VRMC Resource Management Fund, or in simple arithmetic for finding totals, averages and percentages when analysing data in the Community Microproject Record Book.

Additional training will need to be provided to Link Workers, VRMC officials and members of each Community Microproject Monitoring and Evaluation Team (CMMET) in order to provide them with the extra skills necessary to carry out the monitoring effectively.

Monitoring will also require a certain amount of labour (time) for activities such as tree counting during seedling survival surveys. The HCFP has made provision in its annual budgeting for compensating those from the community who are involved in monitoring activities as part of the Microproject Monitoring and Evaluation Team. This is in the form of an honorarium given to the CMMET members when the community monitoring reports are approved by the M&E Division, prior to being presented to the VRMC and to the SDO in charge of forestry extension in the village.

### 3 WHAT SHOULD BE MONITORED AND EVALUATED BY THE COMMUNITY?

#### 3.1 Types of indicator to be considered

The Village Resource Management Committee (VRMC) and Microproject Monitoring and Evaluation Teams should select indicators for monitoring the following:

- Their own VRMC and its capabilities
- Their own Village Microplan and its implementation
- Their own community forestry Microprojects and their sustainability.

An indicator should answer the question “what is going to show that we have accomplished our Objectives in community capacity building through Village Institutions, in the Microplan and in each Microproject proposal?”

#### 3.2 Village Institutional Indicators

Monitoring the capability of the community involves the community in identifying its own indicators of community capability with emphasis on their abilities to establish and operate the VRMC, their abilities to regularly up-date and implement their own Microplan, and their abilities to establish and sustain their chosen Microprojects.

Village institutional indicators are important since they enable an assessment of the maturity of the community, and allow the community to know whether the HCFP should or could phase out from the village. Some of these indicators can be monitored during the three years' involvement in the village by the HCFP staff and the VRMC itself through self-assessment. A final evaluation of the community can take place prior to exiting from the village.

Sustainability means that an expansion, replication or maintenance of any positive changes introduced by the HCFP, prior to the latter's phase out from the village, is assured by the community themselves after the phase out.

### Village Institutional Indicators

<b>What is to be monitored?</b> <b>[these are mandatory]</b>	<b>What are the indicators to be monitored?</b> <b>[these are only examples]</b>
1. Ability to gather and appraise information on village resources	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Community resource assessment (PA) report available</b></li> <li><input type="checkbox"/> <b>Community resource assessment (PA) report read by all VRMC members</b></li> <li><input type="checkbox"/> <b>Data in community resources assessment up-dated regularly by VRMC and Link Workers</b></li> <li><input type="checkbox"/> <b>Information in community resources assessment used in local schools as teaching material</b></li> <li><input type="checkbox"/> <b>Community assessment information is presented as monitoring board, murals or wall posters in the chetna kendra and in the panchayat offices</b></li> </ul>
2. Ability to prepare village resource plans through consensus and to prepare proposals for microprojects	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Village resources microplan report available</b></li> <li><input type="checkbox"/> <b>Goals and objectives in Microplan are included in Panchayat Development Plan prepared by the BDO</b></li> <li><input type="checkbox"/> <b>Community has listed and defined community forestry microprojects for support by HCFP</b></li> <li><input type="checkbox"/> <b>Community has prepared a Community Resources Action Plan Map showing the location of all microprojects, including village woodlots, tree groves, sites for water harvesting structures, and the sites of farm forestry beneficiaries for presentation in the form of a mural</b></li> <li><input type="checkbox"/> <b>Community has prepared its own microproject proposals for funding by other agencies</b></li> <li><input type="checkbox"/> <b>VRMC is able to allocate at least 20% of community land for village forestry systems</b></li> </ul>
3. Ability to resolve conflicts over use of natural resources and common land	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>VRMC meets regularly to discuss and solve village resource management issues</b></li> <li><input type="checkbox"/> <b>VRMC provides equal access to all common lands, irrespective of social and economic group</b></li> <li><input type="checkbox"/> <b>All microproject proposals and agreements between VRMC and HCFP clearly define the benefit sharing mechanisms to be adopted, including regular access provisions and major production sharing at the end of the production cycle</b></li> <li><input type="checkbox"/> <b>VRMC meetings are well attended by women, scheduled castes, landless and resource poor farmers</b></li> </ul>
4. Ability to access resources for implementing resource-based microprojects	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>VRMC is knowledgeable concerning access to credit and grant facilities related to natural resource management</b></li> <li><input type="checkbox"/> <b>VRMC is aware of markets for forest products and a variety of IGAs that are being promoted by the HCFP</b></li> <li><input type="checkbox"/> <b>VRMC is able to identify local resource persons to assist in advising on microproject implementation on an as-needed basis</b></li> </ul>

<p>5. Ability to identify local adult education resource persons and to arrange resource management training in the village or nearby</p>	<ul style="list-style-type: none"> <li>❑ Village trainers have been identified and trained through HCFP support</li> <li>❑ Main adopters of tree planting are able to pass on skills to their non-adopting neighbours</li> <li>❑ Training at the chetna kendra is regularly carried out by the VRMC with or without the support of HCFP</li> <li>❑ Adult education facilities are available in or near the village in community forestry, IGA and bookkeeping skills etc.</li> </ul>
<p>6. Ability to protect and rehabilitate common property resources and other degraded land</p>	<ul style="list-style-type: none"> <li>❑ 'Social fencing' systems are well established for all forest-based microprojects in the village</li> <li>❑ VRMC is able to fund maintenance activities after Phase-out of HCFP</li> <li>❑ Incidences of encroachment, fire hazard and free grazing of livestock are eliminated or kept to manageable levels</li> </ul>
<p>7. Ability to identify and promote new income generating activities targeting resource poor households</p>	<ul style="list-style-type: none"> <li>❑ Self-Help Groups (SHGs) have been trained in identification and design of IGA projects</li> <li>❑ SHGs are aware of credit facilities available for IGA in their CD Block</li> <li>❑ SHGs are able to prepare feasibility studies for IGA</li> <li>❑ VRMC is promoting IGA with women, landless and the unemployed</li> </ul>
<p>8. Ability to monitor and continuously evaluate microprojects and to adjust direction as needed, and to carry out an assessment of village resource plans and to organize replanning as needed.</p>	<ul style="list-style-type: none"> <li>❑ VRMC appoints a Microproject Monitoring Team for the village</li> <li>❑ Microproject Monitoring Team submits regular reports to the VRMC either verbally at VRMC meetings or in written reports</li> <li>❑ VRMC makes decisions on re-directing microproject management in response to implementation problems</li> <li>❑ VRMC meetings regularly discusses monitoring matters at its monthly meetings</li> <li>❑ VRMC reviews its Microplan once each year in order to check progress with its goals and objectives</li> <li>❑ VRMC carries out self-monitoring of its own capabilities in order to see what action needs to be taken to make the VRMC and its activities sustainable in the long term.</li> </ul>

### 3.3 Microplan Realization Indicators

Monitoring the Village Microplan involves the systematic checking on changes in the condition of a community forestry indicator selected by the community as being important for the development of the village in its Microplan. For example, the amount of common land under forest plantation or the number of farmers owning trees of different species. In addition, it tracks how far the Microplan has achieved its targets in terms of the completed Microprojects and the numbers of beneficiaries.

In order for the community to take control over the management of its own resources requires that they are able to plan the use of resources through consensus. The VRMC should now be aware of how to prepare Strategic Village Resources Microplans, since they will have

received training in Microplanning and have prepared one together with the Project staff. These Microplans should not remain static, but should be regularly reviewed to see that the concerned VRMC officials are following up the goals and objectives.

### Village Microplan Realization Indicators

What is to be monitored? [these are mandatory]	What are the indicators to be monitored? [these are only examples]
1. Village Goals and Objectives	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>VRMC reviews goals and objectives in the Microplan on an annual basis</b></li> <li><input type="checkbox"/> <b>Village goals and objectives includes Government priorities with regard to management of natural resources e.g. 25% village land area should be under some form of village forestry system as per Haryana State recommendations</b></li> <li><input type="checkbox"/> <b>Village goals and objectives become internalized in the BDO and other agency plans for the village</b></li> </ul>
2. Village Resource Management Plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>VRMC Action Plan for implementing activities to achieve sustainable resource management in the village is realistic and being vigorously followed by the community</b></li> <li><input type="checkbox"/> <b>Community forestry microprojects have Joint Agreement between VRMC and HCFP</b></li> </ul>
3. Village Development Plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>VRMC promotes other microprojects with other agencies with facilitation from the HCFP staff wherever possible</b></li> </ul>

### 3.4 Microproject Indicators

Microproject Monitoring is the periodic overview of the implementation of a Microproject or Development Activity which seeks to establish the extent to which input deliveries, work schedules, targeted outputs, and other required actions are proceeding according to plan, so that where deficiencies are detected, timely corrective action can take place.

The main benefits to communities come through the implementation of community forestry microprojects. The community should, therefore, be most interested in tracking the progress of these microprojects, especially, with regards to benefit sharing and sustainability mechanisms.

### Microproject Indicators

What is to be monitored? [these are mandatory]	What are the indicators to be monitored? [these are only examples]
1. Microproject Adopters	<input type="checkbox"/> <b>Number of households requesting support by social, economic and gender group</b> <input type="checkbox"/> <b>Amount of support required by social, economic and gender group</b>
2. Microproject Inputs	<input type="checkbox"/> <b>Labour (segregated male/female/scheduled castes)</b> <input type="checkbox"/> <b>Seedlings</b> <input type="checkbox"/> <b>Fertilizer</b> <input type="checkbox"/> <b>Pesticide</b> <input type="checkbox"/> <b>Land</b> <input type="checkbox"/> <b>Finances</b>
3. Microproject Activities (Milestones Tracking)	<input type="checkbox"/> <b>Pre-Implementation Meeting</b> <input type="checkbox"/> <b>Training of Community</b> <input type="checkbox"/> <b>Land/Site Preparation (Pitting)</b> <input type="checkbox"/> <b>Delivery of Seedlings and Other Inputs to Site</b> <input type="checkbox"/> <b>Planting</b> <input type="checkbox"/> <b>Care &amp; Maintenance (including protection)</b> <input type="checkbox"/> <b>Review of Microproject prior to Transfer</b>
4. Microproject Outputs	<input type="checkbox"/> <b>Area planted in killa (acres)</b> <input type="checkbox"/> <b>Line planted in kilometers</b> <input type="checkbox"/> <b>Number of seedlings planted by species</b> <input type="checkbox"/> <b>Seedling survival percentage</b> <input type="checkbox"/> <b>Incidences of site encroachment (cases/site/year)</b> <input type="checkbox"/> <b>Incidences of fire (cases/site/year)</b> <input type="checkbox"/> <b>Incidences of invasive livestock (number/species/site/year)</b>
5. Microproject Benefits Accrued	<input type="checkbox"/> <b>Yields of timber (tonnes/ha; cum/ha)</b> <input type="checkbox"/> <b>Yields of fuelwood (tonnes/ha; cum/ha; headloads/site/year)</b> <input type="checkbox"/> <b>Yields of grass fodder (quintals/site/year; headloads/site/year)</b> <input type="checkbox"/> <b>Yields of fruit (kg/site/year; kg/ha/year)</b> <input type="checkbox"/> <b>Income (Rs/site; Rs/ha; Rs/directly benefiting HH)</b> <input type="checkbox"/> <b>Biomass growth (incremental tonnes/species/site/year)</b> <input type="checkbox"/> <b>Poverty alleviation (SC households and women employed/man-days/site/year)</b>

### 3.5 Evaluation of Village Situation

Evaluation is a thorough examination, at specified points in time, of microprojects, microplan realization, and community capacities (or parts of them), usually with emphasis on impacts and additionally on efficiency, effectiveness, relevance, replicability and sustainability.

It is important that the community understands what is meant when considering an evaluation of their own village:

- Impacts are the longer-term, largely indirect consequences of the project's activities for the village community as a whole and the direct intended beneficiaries
- Efficiency means the amount of outputs created and their quality in relation to the resources (personnel, funds) invested
- Effectiveness means to what extent the planned outputs, expected effects and intended impacts are being or have been produced or achieved
- Relevance is to what extent the project is addressing the problems of high priority, mainly as viewed by the stakeholders, particularly the project's direct beneficiaries
- Replicability means the feasibility of replicating any of the projects activities within the village at a later date or with other groups or households within the village
- Sustainability means the maintenance or expansion of positive changes induced by the project after the phase out of the project.

It is important that the "outsiders" explain to the "insiders" that they (the community) should carry out a mid-term evaluation of progress with their own capabilities, their own Microplan realization, and status of implementation and completion of their own Microprojects.

A final village evaluation should take place in the third year after approval of the Microplan in order to establish whether the village is to be considered sustainable, and, as a result, whether the HCFP staff can now phase out from the village.

## 4 HOW WILL MONITORING AND EVALUATION BE CARRIED OUT BY THE COMMUNITY?

### 4.1 PME Tools

The monitoring of indicators will be carried out using a variety of Participatory Monitoring & Evaluation Tools. A list of the tools that are most likely to be needed for tracking progress with VRMC or community capabilities; microplan realisation and microproject implementation are as follows:

What are the community's information needs?	How can we obtain the information that we need? (What PME Tools should we use?)
How capable is our VRMC or community?	<ul style="list-style-type: none"> <li><input type="checkbox"/> Carry out "Community Capability Self-Assessment" exercise</li> <li><input type="checkbox"/> Carry out "Empowerment Tracking Tree" exercise</li> <li><input type="checkbox"/> Review and assess the "Minutes of VRMC Meetings"</li> <li><input type="checkbox"/> Review and assess the "VRMC Financial Accounts"</li> </ul>
How far has our Microplan been realized?	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare and Analyze "Microplan Achievement Chart"</li> <li><input type="checkbox"/> Prepare and Analyze "Common Land Use Trends using Pie Charts"</li> <li><input type="checkbox"/> Prepare and Analyze "Private Tree Ownership Trends using Bar Charts"</li> </ul>
How are our Microprojects progressing?	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review and analyze "Microproject Timelines" prepared from "Microproject Milestone Tracking Sheets"</li> <li><input type="checkbox"/> From the VRMC "Microproject Record Books" <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze "Microproject Profile Request Sheets"</li> <li><input type="checkbox"/> Analyze "Microproject Input Tracking Sheets"</li> <li><input type="checkbox"/> Analyze "Microproject Benefit Sharing Tracking Sheets"</li> </ul> </li> <li><input type="checkbox"/> From the "Farmers' Own Record Cards" <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze "Tree Plantation Input Records"</li> <li><input type="checkbox"/> Analyze "Tree Survival Records"</li> </ul> </li> <li><input type="checkbox"/> From "Tree Survival Survey Maps" <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze the "Survival Percentage for Each Community Forestry Model"</li> <li><input type="checkbox"/> Analyze the "Tree Survival Percentage for each Tree Species"</li> </ul> </li> <li><input type="checkbox"/> From the "SHG/IGA Cash Books and Loan Records" <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze "Members' Savings (amount and regularity)"</li> <li><input type="checkbox"/> Analyze "Loans Provided to Members (number, amount and purpose)"</li> <li><input type="checkbox"/> Analyze "Loan Repayment (for each individual loan)"</li> </ul> </li> <li><input type="checkbox"/> From "Community Nursery Record Book" <ul style="list-style-type: none"> <li><input type="checkbox"/> Analyze "Seedling Mortality Rates"</li> <li><input type="checkbox"/> Analyze "Seedling Delivery Records"</li> </ul> </li> <li><input type="checkbox"/> Analyze photos taken for "Microproject Photo Monitoring Points"</li> <li><input type="checkbox"/> Review and analyze information on "Community Monitoring Boards"</li> </ul>
When should we ask the HCFP to phase out from our village?	<ul style="list-style-type: none"> <li><input type="checkbox"/> Carry out "Microproject Case Studies"</li> <li><input type="checkbox"/> Carry out "Final Village Evaluations"</li> </ul>

## 4.2 Microproject Site Visits

The VRMC and the Microproject Monitoring and Evaluation Team can assess progress with activities through regular spot checks or actual inspections. This will be especially needed in the case of private agroforestry and farm forestry activities where there may be as many as 100 beneficiaries in each village. Their visits should be recorded in the minutes of the VRMC meetings.

In the event of disputes over areas planted, special surveys may be needed, especially in the case of common land plantations and block farm forestry plantations. Estimates of land area planted will be made by the VRMC from local knowledge, however, there may be a need to involve “outsiders” in measuring areas.

Areas can be measured by:

- Estimating areas from pit maps prepared by field staff prior to plantation,
- Carrying out chain and compass surveys of the boundary ditches (needs a qualified surveyor),
- Global Positioning System (GPS) technology (needs survey staff from HCFP Headquarters).

Whenever area surveys are carried out the VRMC, Link Workers and CMMET need to be involved.

## 4.3 Monitoring through progress reports

The Microproject Monitoring and Evaluation Team supported by the Link Workers and the Forest Guard (attached to the VRMC) should carry out regular reporting of microproject progress.

It is proposed that the Monitoring/Inspection Reports should be short and be presented in the form of tables and charts wherever possible, so that they can also be presented on the VRMC Information Board at the Chetna Kendra.

In some cases, when there is not much to report, the report can be made verbally to the VRMC, provided the report is outlined in the minutes of the VRMC meeting.

### Reporting to VRMC by the Community Microproject Monitoring Team, Link Workers and Forest Guards (attached to VRMC)

When reporting ALWAYS	When reporting DON'T
<ul style="list-style-type: none"> <li><input type="checkbox"/> Include list of specific objectives and activities that were to be carried out since the last Monitoring Report.</li> <li><input type="checkbox"/> Mention the degree to which the activities have been completed.</li> <li><input type="checkbox"/> Identify constraints and obstacles that explain why certain objectives/activities were not completed.</li> <li><input type="checkbox"/> Identify additional resources or training needed to overcome these constraints.</li> <li><input type="checkbox"/> Make a list of activities for the next period</li> <li><input type="checkbox"/> Do financial accounting i.e. what was budgeted and spent during the reporting period and any proposed changes for the next period</li> <li><input type="checkbox"/> Suggest items to follow up on the next monitoring visit.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Write too much or say too much whilst failing to identify clearly what has been accomplished with regard to planned inputs, activities and outputs.</li> <li><input type="checkbox"/> Present general or subjective opinions that are not backed up by quantifiable data.</li> <li><input type="checkbox"/> Omit explanations for setbacks and reasons for not accomplishing what was planned</li> <li><input type="checkbox"/> Fail to identify ways to deal with constraints or new opportunities</li> <li><input type="checkbox"/> Forget to propose revised objectives and activities to deal with the upcoming period</li> <li><input type="checkbox"/> Forget to consult beneficiaries and forestry staff when preparing report.</li> </ul>

## 5 MONITORING AND EVALUATING COMMUNITY CAPABILITIES THROUGH SELF ASSESSMENT

The Village Resource Management Committees were set up in each village to promote improved natural resource management to the benefit of the whole village. To reduce the villagers' reliance on "outsiders" for planning, implementing and sustaining resource-based microprojects is an aim of the HCFP. It is to this end that there is a need for the community to look inwards and to assess its own capabilities to manage its own resources.

### 5.1 Community Capability Tracking

During PME training (usually carried out prior to implementation of the first microprojects) each VRMC will carry out an assessment of its own community's capabilities to achieve sustainable management of natural resources. The PME trainers will place emphasis on Community Information, Microplanning, Microproject implementation and sustainability of natural resources management in the context of the community forestry models promoted by the project.

In order to assess the capabilities of the communities in the project target villages, a Community Capability Assessment Tool has been developed by the project based on eight broad capabilities. Using this PME Tool, the community is involved in self-realization through assessing what capabilities they require and by evaluating these capabilities based on easily measured indicators.

An example of a PME Tool for self-assessment of the community capabilities, and for tracking these on an annual basis is described in Section 10. This assessment is pictogram based and can be completed during a group exercise with the full VRMC. It is suggested that the PME trainer starts with the framework as suggested and modifies it to suit the needs of each VRMC.

The community capability assessment should be carried out again after three years, and the results will contribute to defining:

- "When should the community asks the HCFP staff to exit from the village?" and
- "What should be the phase out or exit strategy to be adopted by the HCFP in each village?"

## 5.2 Collecting Community Capability Indicators

The community in the presence of an “outside” trainer should carry out the community’s self-assessment exercise.

The “insiders” attending should be:

- all the VRMC (i.e. the committee members),
- the Link Workers
- the Microproject Monitoring and Evaluation Team members (if already appointed; this may only be the case during the assessment in the third year).

The “outsiders” attending should be:

- Forest Guard (Training)
- Forest Guard (attached to VRMC)
- Forest Guard (M&E Division)
- SDO (M&E Division)
- NGO Trainer.

It is advisable to carry out this exercise once the Village Microplan is completed and read by all the participants and the set of Microproject proposals have been approved by the VRMC and signed by the Chairman of the VRMC and the DCF (responsible for field operations)<sup>4</sup>.

## 5.3 Analyzing Trends

The trends in community capabilities will only proceed on an improving track once there have been both regular interactions with the HCFP staff and provision of specialist high quality training. The training includes : Microplanning and Microproject Formulation, VRMC Management, Participatory Monitoring and Evaluation, Money Management, and Leadership. On-the-job training by the Forest Guard attached to the VRMC will also be provided concerning technical matters related to the community forestry models.

It is suggested that the VRMC regularly assess their own skills and capabilities, always keeping in mind the questions:

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<sup>4</sup> During the PME training in the first batch of villages, it was clear that the VRMCs had not received copies of their Microplans from the Project staff, and in many cases the Microproject Proposals had not yet been agreed between the VRMC and the Project. This made it very difficult for the “insiders” to understand what capabilities they needed to address during the training. The delays in finalizing the PA report, Microplanning and Microproject agreements should be addressed by the Project staff as a matter of urgency.

“Can we now manage our own resources without “outsider“ assistance?” and

“When can we allow the HCFP staff to phase out from our village for them to start the same process in other villages?”

The self-assessment can take place annually at the time of one of the regular VRMC meetings. The Forest Guard (M&E Division) should initiate the assessment in the presence of the Forest Guard who is attached to the VRMC. Records of the assessment will be kept by the VRMC with copies kept by the M&E Division and the Forest Guard attached to the VRMC.

#### **5.4 Reporting Trends**

The resident Forest Guard should keep the SDO informed of any significant trends in community capabilities, on a regular basis. If the community or VRMC remains poor for a wide range of indicators the SDO and DCF may need to put extra efforts into the village's institutional development.

#### **5.5 Community Capability Review**

During the third year of inter-action between the community and the HCFP staff, a community capability review should be carried out through a joint review team comprising staff from the M&E Division, the resident Forest Guard and SDO, the VRMC officials, and the Microproject Monitoring Team. This review will independently confirm that the level of self-assessment is justified. This report will lead to the preparation of a Community Exit Strategy Report by the DCF.

## 6 MONITORING AND EVALUATING VILLAGE MICROPLAN REALIZATION

### 6.1 Microplan Realization Tracking Sheets

Each VRMC will have completed its Strategic Village Resources Microplan. Included within the Microplans will be goals and objectives of the Microplan and a set of suggested Microprojects in three broad categories:

- Community forestry,
- Other important and related natural resources, and
- General village development.

A tracking sheet has been prepared, and is shown in Section 15. This tracking sheet could be the basic sheet, but the community should be encouraged to list indicators of realization of their microplan that are specific to their own microplan.

The VRMC should review its own Microplan and suggest a set of indicators to track in their own village. For this a special, tailor-made form will be needed, and the Microproject Monitoring Team requested to track these key indicators. These are indicators of the condition of the village, or in other words the overall health or well being of the village.

### 6.2 Collecting Microplan Indicators

Microplan realization indicators fall into two main categories:

- Those related to desired changes in the state of village conditions, and relate to Village Baseline Indicators collected during PA. For example, the percentage of common land under forest plantation pre- and post-project or the amount of firewood and dung cakes used by households for cooking pre- and post-project.
- Those related to the completion of Microprojects suggested in the Microplan. For example, the number of farmers adopting poplar plantations, the number of tree groves actually implemented, the number of households adopting improved cook stoves.

Collecting data on Microplan realization indicators may be easier if it is simply collecting information from the VRMC records on Microprojects. However, if it involves the condition of resources in the village, then, there may be a need for a special study or survey. For example, reduction in amount of dung cakes used for cooking after adoption of improved cook stoves.

If the VRMC is not capable of carrying out the survey then they should be encouraged to request ‘outsiders’ to assist them. The staff of the

HCFP should actively assist them in whatever action research exercises they may require. Funds can be made available for special surveys under PME budgets

### **6.3 Trend analysis**

If the village has a goal of achieving 25 percent coverage of the village area with different types of village forest system, trend analysis can be carried out by monitoring the percentage of land area under different types of land use (see PME Tools in Sections 13 and 14).

Others may have the goal of planting all riverbanks to one or other of the forestry models on offer from the HCFP. The number of linear meters of riverbank should be measured and the number of meters under each type of actual village forest system estimated.

“How are they going to track these goals?” – this should be discussed during the PME training, and a well-defined set of indicators established in order to track them.

### **6.4 Reporting trends**

Trends on the condition of various aspects of community forestry both bio-physical (e.g. percentage of forest-based land use in the village), and socio-economic (e.g. percentage of landless households involved in microproject activities) should be reported to the VRMC and SDO. Where the trends are relevant on a regional basis, the BDO should also be provided with this information.

### **6.5 Microplan Review**

The review/ evaluation of the progress made towards implementation of the Village Resources Plan by the community will assist in revising the community goals, the resource management plans (short, medium and long term), and the prioritizing of microprojects. It will also assess the impact that the plan has had on the community so far, including the development of village institutions. The review/ evaluation should take place in the third or fourth year after the Microplan has been prepared. A further evaluation should be made immediately prior to the end of the HCFP in year nine (see also Section 31 for a PME Tool on Microproject Reviews).

## 7 MONITORING AND EVALUATING COMMUNITY MICROPROJECTS

During the PME training the trainers will need to:

1. Explain that some indicators should have already been included in each Microproject Proposal. Show them an example of a Microproject Proposal.
2. If they have already finalized their Microproject Proposals with the HCFP staff, ask them to review these as a starting point for further discussion. If they have not prepared their Microproject Proposals, then the trainer can provide standard indicators for each type of Microproject as shown in Section 27.
3. Suggest that the community decide for themselves what they feel will be the most beneficial indicators to monitor for each Microproject.
4. Explain that the project has a mandatory standard set of indicators for each microproject and that they (the community) should adopt these as well as any other that they find useful.
5. For each Microproject Proposal that is approved by the VRMC and the HCFP, the VRMC will arrange to keep records for monitoring each microproject. The monitoring records will be kept by the VRMC with support from the Link Workers and the Forest Guard (attached to the VRMC). A Microproject Record Book will be used for keeping records for:
  - Community sand dune fixation
  - Village woodlots
  - Community tree groves
  - Private poplar plantations
  - Multi-species farm forestry
  - Private sand dune fixation
6. The “Community Microproject Record Book” will be stored in a locked cupboard under the control of the Secretary to the VRMC.
7. The Forest Guard (attached to VRMC) will keep a duplicate set of records.
8. The “Community Microprojects Record Book” will be used to store information on the following:

- a. “Microproject request profiles” (see Section 21), including a description of the sites for community forestry models and the households requesting private agroforestry or farm forestry with existing species on the farm and species requested for new plantings (by social and economic group, and by gender).
  - b. “Microproject input indicators” (see Section 22) such as trees planted by species, kg grass seed sown, month planted, survival records, date survival bonus paid, other inputs etc.
  - c. “Microproject benefit sharing” (see Section 24) such as employment generated, grass collection, fruit collection, other benefits accrued etc.
9. Microproject activities (milestones) will be tracked using the “Microproject Milestone Tracking Sheet” and the “Timelines for Each Microproject” (see Section 22). Explain that each VRMC should prepare these for each of their microprojects together with their resident Forest Guard. The timelines should be presented on white A0 size flipcharts for open presentation to the community on the Community Information Board inside the Chetna Kendra.
10. Microproject output indicators will be tracked using the “Microproject Output Tracking Sheet” (see Section 23). This exercise should be carried out annually at a VRMC meeting and the results should be presented on the Microplan side of the “Community Monitoring Board” (see Section 26).

## **7.1 Beneficiary Request Profile Tracking**

### **7.1.1 Beneficiary Request Profile Sheets**

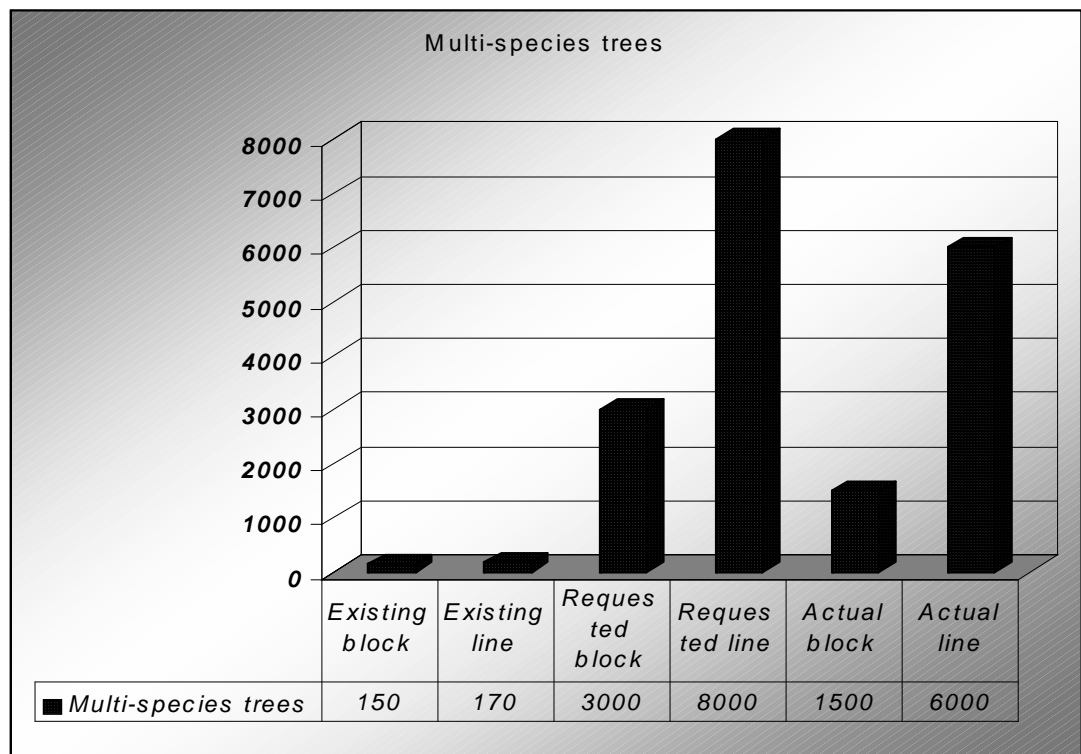
Direct beneficiaries of each microproject should be listed in the Microproject Record Book together with some Participatory Baseline Information related to some of the indicators that will be tracked. Examples of beneficiary request profile sheets are included in Section 21 where tools for community and private sand dune fixation, poplar farm forestry, multi-species farm forestry and kitchen gardens are included.

### **7.1.2 Trend Analysis Tools**

Using data collected on the Request Profile Sheet, it is possible to analyze trends related to tree species already grown by the beneficiaries and those of their actual needs. The following indicators

are used in PME Tool in Section 22 in order to track trends for the pre-project and post-project situation:

- ❑ Existing number of trees grown in blocks by species
- ❑ Existing number of trees that are line planted by species
- ❑ Requested number of trees to be provided for block planting by species
- ❑ Requested number of seedlings to be provided for line planting by species
- ❑ Actual number of seedlings provided for block planting by species
- ❑ Actual number of seedlings provided for line planting by species.



### 7.1.3 Reporting Trends

The Link Workers, Microproject Monitoring and Evaluation Team, assisted by the resident Forest Guard can report to the VRMC and the SDO the results of the analysis of the selected indicators in the Request Profile Sheet. The VRMC may be concerned that some farmers did not receive the requested seedlings (see Trend Chart above), and requests more seedlings in the second year. The SDO may be concerned that very few farmers have come forward to plant trees on their own land or the number of seedlings requested per farm

is insufficient to meet the proposed targets in the Microplan, suggesting the need for further awareness campaigns.

## 7.2 Input Tracking

Inputs are resources provided for a microproject or service delivery activity, and include cash, supplies, personnel, equipment and training

### 7.2.1 Standard Input Indicators

Each type of microproject has a standard set of Input Indicators. These usually relate to costs, personnel, training, supplies, and equipment. During PME training, the VRMC, Link Workers and Microproject Monitoring and Evaluation Team should be able to define the Input Indicators for all their Microprojects.

Examples of *input indicators* suggested for private sand dune fixation microprojects include:

- ❑ Number trained in different plantation management techniques
- ❑ Amount and type of pesticides applied
- ❑ Amount and type of fertilizer applied
- ❑ Amount and regularity of irrigation water supplied
- ❑ Number of seedlings delivered by species
- ❑ Amount of grass seed used for under-sowing
- ❑ Number of laborers employed in plantation work by social and gender group.

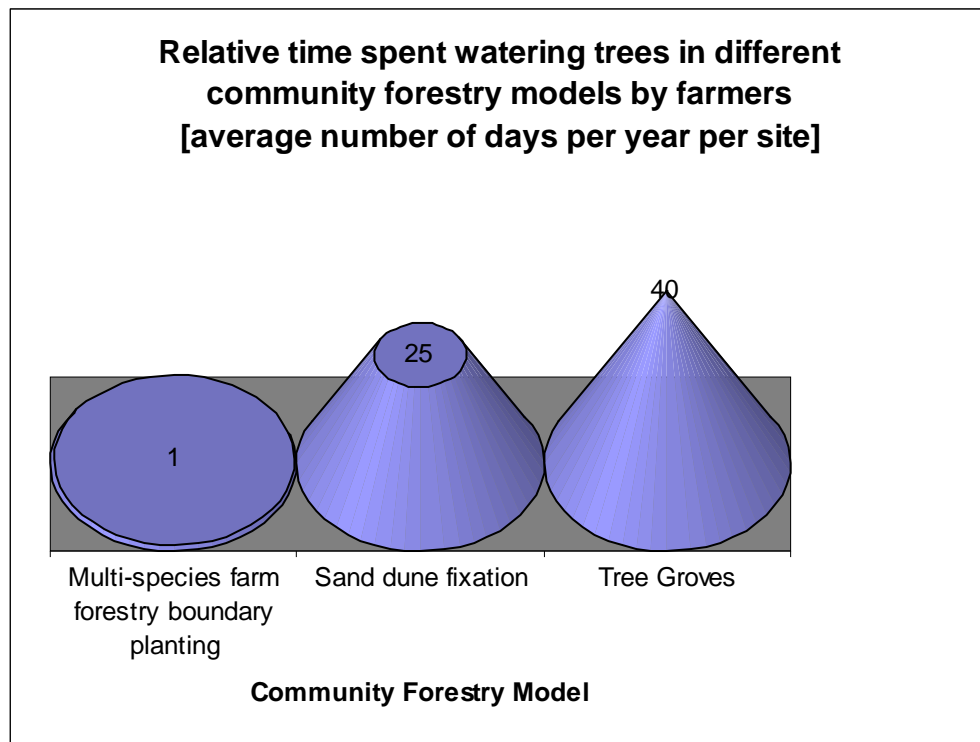
### 7.2.2 Input Tracking Sheets

In each Microproject Record Book, tables are provided for tracking inputs. Examples of these are found in PME Tool at Section 21. The PME trainees should be encouraged to suggest other indicators to be collected, especially when the responsibility for planting and managing seedlings is solely the farmer and where he should be encouraged to keep his own farm records (see PME Tool at Section 16).

### 7.2.3 Trend Analysis

Trend analysis can come from analyzing Microproject Record Book Data or from Farmer's own records. The VRMC might be interested in knowing how many days are spent on watering trees under the different community forestry models since this might provide the reason why the seedling survival rate was lowest for the multi-species farm forestry line planted sites.

The VRMC, Link Workers and Microproject Monitoring Team can prepare a cone chart to show which models received most watering by the farmers. Data for this come from the Farmers' Own Record Cards and Microproject Record Books where watering averaged 40 days per year for tree groves, 25 days per year for sand dune fixation and only 1 day per year (at planting) for multi-species farm forestry on boundary lines.



#### 7.2.4 Reporting Trends

Every effort should be made to ensure that all information requested by both the VRMC and the SDO responsible for the village is provided in a timely manner by those involved in PME in the village. This includes the Microproject Monitoring and Evaluation Team, Link Workers, and the resident Forest Guard.

Failure to deliver inputs on time may affect the success of each microproject e.g. delays in seedling delivery where planting is done outside the optimum planting season will affect the seedling survival percentage to the dissatisfaction of the beneficiaries.

### **7.3 Activity (Milestone) Tracking**

A Microproject activity transforms the inputs provided by the HCFP project into outputs through a set of well defined processes that follow exact timelines in order to reach implementation milestones

#### **7.3.1 Standard Milestones**

For inputs to become outputs, it is necessary for a series of activities to take place. These activities will vary from microproject to microproject. At the Planning, Monitoring and Evaluation Workshop held in March 2000, a set of standard milestones was established for each microproject through exercises with the DFO and SDO staff within the HCFP. These Standard Milestones are found in the PME Tool in Section 22, and can be referred to by the trainer in the event that the PME trainees have problems with identifying their own “Microproject Milestones”.

During the PME training workshop, the community should be made aware of these Milestones, and that they should track them based on the scheduling reported in their Microproject Proposals.

#### **7.3.2 Milestone Tracking Sheets**

An example of a Milestone Tracking sheet is also found in Section 22. These sheets should be filled in prior to preparing a “Microproject Milestone Timeline” for each microproject in the village.

#### **7.3.3 Timeline Charts**

From an analysis of the Milestone Tracking Sheets, the community will be able to prepare a ‘Microproject Timeline’ showing the progress with their Microproject. This can be compared against the planned “Timeline” found in the Microproject Proposal. The “Timeline” can be prepared on A0 size flip chart paper, and should be posted on a Community Information Board inside the Chetna Kendra. It should be up-dated regularly so that the community is aware of progress towards completion.

#### **7.3.4 Reporting Milestone Achievement**

Reporting on the progress of Microprojects through submission of Timelines to VRMC meetings is a good visual way of showing progress. The Link Workers, Microproject Monitoring and Evaluation

Team and resident Forest Guard should give explanations for any delays in meeting deadlines when presenting the “Timelines” at the monthly VRMC meetings.

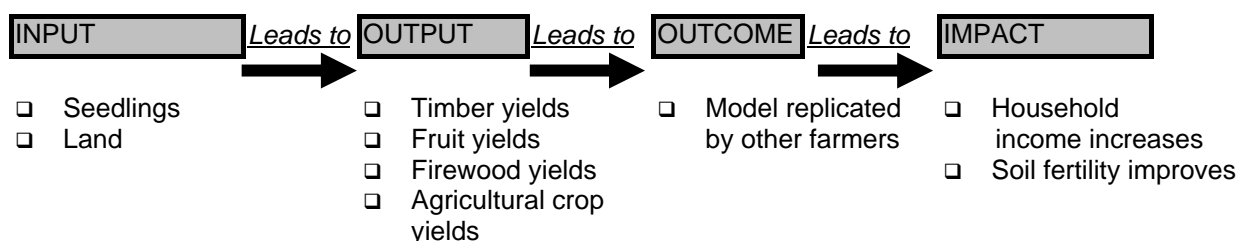
#### 7.4 Output/Benefit Tracking

Outputs are specific products, goods or services that a microproject or local/external service is expected to deliver as a result of receiving inputs. The community may also consider outputs as Benefits.

##### 7.4.1 Standard Output/Benefit Indicators

An initial set of Standard Output/Benefit indicators, for each of the microproject types, was defined at the beginning of HCFP<sup>5</sup>. During a Planning, Monitoring and Evaluation Workshop in March 2000, the field staff (mostly DCF and SDO level) further refined these indicators. They are mentioned in the Physical Progress Indicator Reporting Tool (Section 27) where key input, activity, output, outcome and impact indicators are mentioned.

It is important that the trainer explains the differences between the different types of indicator. This can be done by providing examples for a particular type of microproject by means of a chart. Some indicators for poplar planting by private farmers are shown below.



##### 7.4.2 Output/Benefit Tracking Sheet

The Output/Benefit Tracking sheet is presented in Section 23. The baseline for this sheet should also be included in the Microproject Proposal Form for each completed microproject design. The benefit tracking sheet has been designed to include only Outputs that can be achieved during the course of the HCFP. Benefits that will accrue after 6-10 years, such as sale of timber harvested, have not been included.

<sup>5</sup> Billing D.W. (1999) Indicator Framework for Monitoring Community Forestry Interventions [Version 1] Community Forestry Guidelines, HCFP, Panchkula

The community will report the findings from the Output/Benefit sharing Events to the VRMC on a regular basis, and will seek the assistance of HCFP staff when technical knowledge is needed with regard to measuring the volumes, weights and values of Outputs/Benefits.

#### 7.4.3 Trend Analysis

For most community forestry microprojects, there will be no major community benefits until the end of the growing-harvesting cycle (6 to 25 years depending on the forest plantation model). However, there should be a steady stream of benefits each year from collection of, for example, dead wood, lopping material, pruning material, fruit harvest, and fodder grass gathering etc.

The VRMC and the community will be interested in what are the early benefits whilst waiting for the harvest of the trees at maturity. These indicators can be presented to the VRMC when there has been a benefit-receiving event.

The VRMC may be interested in the number of persons benefiting from the microproject and the value of the benefit, especially those benefits going to disadvantaged members of the society. Consequently, the Link Workers, Microproject Monitoring Team, and resident Forest Guard should be able to report on the benefits regularly. PME trainees will be trained on the job to gather the indicators in the Output/Benefit Sharing Tracking Sheet by the staff from the HCFP.

Benefits from water harvesting dams will be the subject of a separate PME set of guidelines, since there will be only a few villages with water harvesting dams.

Benefits from improved cooking stoves and crematoria will be measured through action research carried out by an NGO together with the community for crematoria and adopters of improved cook stoves. Also benefits from self-employment IGAs will be measured through the assistance of NGOs, together with members of Self-Help Groups.

#### 7.4.4 Reporting Trends

The Microproject Monitoring Team should up-date the Microproject Record Book whenever Outputs/Benefits have been realized or completed. They should normally be presented at an annual meeting of the VRMC members as part of an Annual Microplan Progress Report.

## 7.5 Outcome and Impact Indicator Tracking

Outcomes generally refer to people's responses to the Microprojects and services provided, and includes how people are doing things differently as a result of the microproject

Impacts are the effects of the microprojects and services on the community and its surroundings. These may be social, economic, organizational, environmental, technical or other intended or unintended effects

Outcome and impact indicators are not normally collected by the VRMC. They are collected after the microproject has been completed and when the project has exited from the village. Data on outcome and impact indicators will normally be collected by an NGO hired by the project.

It will be useful to explain to the VRMC members the reasons for collecting data on Outcome and Impact indicators, and by giving a few examples (see Sub-Section 7.4.1).

## 7.6 Community Microproject Reviews and Evaluations

Upon completion of each Microproject or on transfer of the microproject prior to the phasing out of the HCFP team from the village, an evaluation should be carried out of each Microproject.

The community will carry out the evaluation jointly with the HCFP staff. Those responsible will be the Microproject Monitoring Team and members of the M&E Division. Link Workers, VRMC officials and the Resident Forest guard as needed will assist them.

The evaluation should:

- ❑ review the Microproject objectives
- ❑ review the Microproject activities
- ❑ assess the implementation of activities
- ❑ assess the results of the Microproject
- ❑ establish "what are the sustaining and maintaining mechanisms?"

Details for carrying out a Microproject Review or Evaluation are found in the PMU Tool in Section 27. They are also described in the VRMC Management Training Manual<sup>6</sup>.

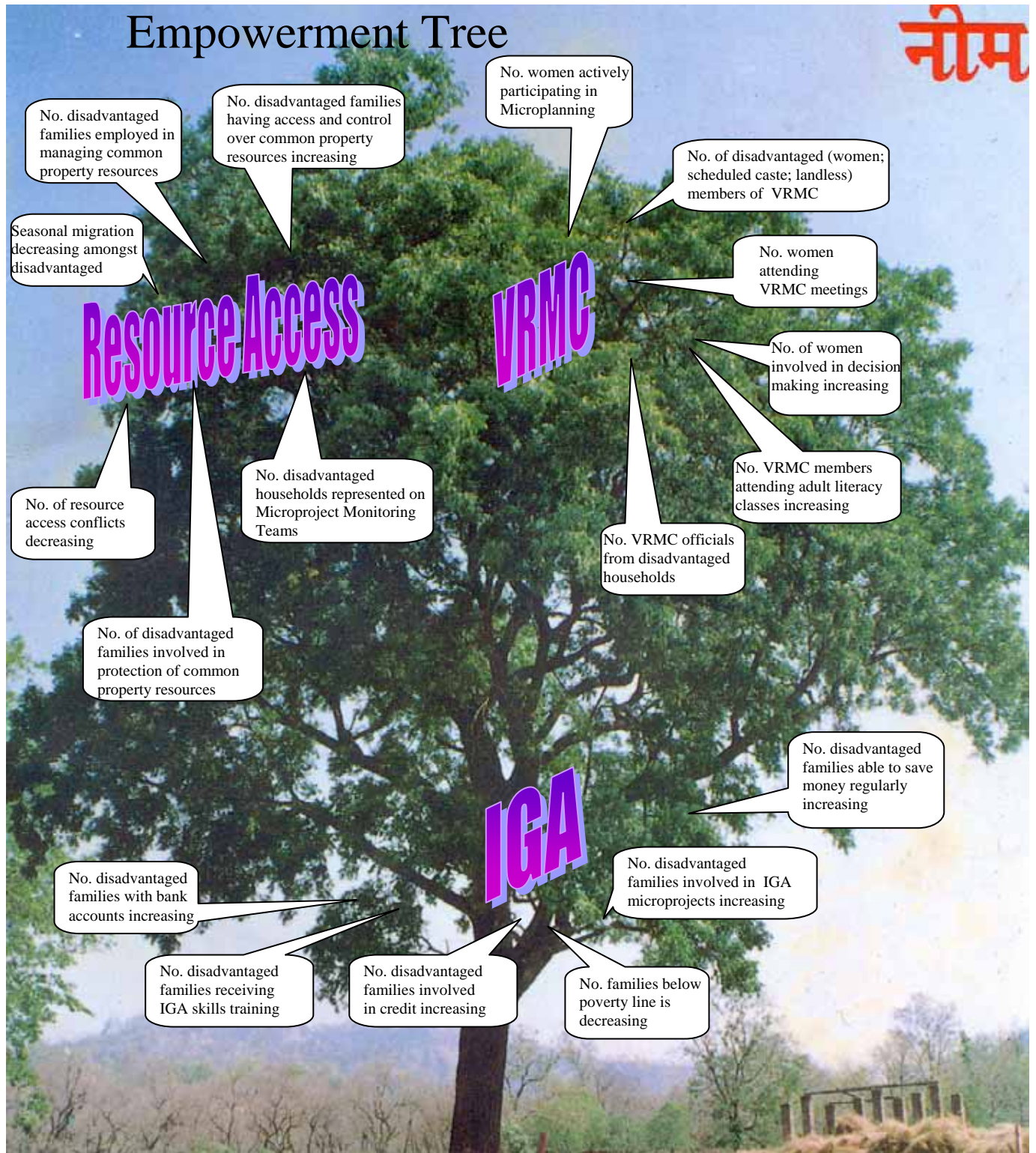
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<sup>6</sup> HCFP (2000) Training Manual on Village Resource Management through VRMCs

## 8 EMPOWERMENT TREE

<b>OBJECTIVE</b>	<i>To identify how to track, social and economic empowerment of disadvantaged groups within the village during the course of the project and beyond.</i>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Prepare a large sheet of paper around 2m x 2m in size.</li> <li>2. Different coloured metacards or sheets of plain paper.</li> <li>3. Black felt pens.</li> <li>4. Magic tape for sticking cards on sheet of paper.</li> </ol>
<b>TIME</b>	30-45 minutes
<b>PROCEDURE</b>	<p>Information on empowerment of disadvantaged groups is linked to the characteristics of each individual community or village. Some villages may have as much as 50% landless households who have limited access to resources such as firewood and fodder. Scheduled castes or other backward classes may dominate other villages, and they may have no access to land resources.</p> <p>This includes the identification of indicators related to the involvement of women, scheduled castes, landless and marginal farmers (especially those below the poverty line) in the following broad areas:</p> <ul style="list-style-type: none"> <li>❑ decision making through the activities of the VRMC</li> <li>❑ development of IGAs through self-help groups, and</li> <li>❑ equitable access to common property resources.</li> </ul> <ol style="list-style-type: none"> <li>1. Start the session by asking the participants what they think are the characteristics of a disadvantaged community, based on the expected norms for households in their village. Indicators may include: illiteracy, low incomes, unemployment, owning no land, unfulfilled basic needs (e.g. access to firewood or fodder for animals)</li> <li>2. Encourage them to identify the following disadvantaged groups in their village: women, landless, marginal farmers, scheduled castes.</li> <li>3. Explain that one of the Project's guiding principles is to improve access to natural resources, literacy, schools, village decision making and employment opportunities for the disadvantaged groups.</li> </ol>

4. Ask them how they will be able to track that the project is benefiting the disadvantaged groups. Encourage them to list indicators that the VRMC can monitor from time to time. Ask them to write these down on a metacard.
5. Show them a picture of a tree drawn on a large sheet of paper (2x1 meter in size) by the trainer. Ask them to pin these cards on the tree in three broad groups:
  - indicators related to the work of the VRMC and its efforts to empower the disadvantaged groups through improved decision making over resources, and improved capacity for social and economic empowerment (e.g. through adult education, literacy)
  - indicators related to access to local natural resources
  - indicators related to income generating activities
  - other indicators that do not fall into the above three groups.



## 9 EVALUATING COMMUNITY CAPABILITIES




<b>OBJECTIVE</b>	<i>To gather baseline data on community capabilities as a basis for evaluating the impact of the community forestry development process when the project exits from the community</i>
<b>MATERIALS</b>	Prepare sheets with Community Capability Level Indicators Prepare Community Capability Monitoring Form
<b>TIME</b>	1-2 hours
<b>PROCEDURE</b>	<p>The information on community capabilities is linked to the characteristics of a sustainable community. These data are gathered to gauge the progress of the community in terms of developing their capability to manage their own natural resources in a sustainable manner, especially common lands, forests, water and soil.</p> <p>The community capabilities include the following:</p> <ul style="list-style-type: none"> <li>❑ ability to gather and appraise community information on village resources</li> <li>❑ ability to prepare village resource plans through consensus and to prepare feasibility studies for new resource-based microprojects</li> <li>❑ ability to resolve conflicts in the village with regard to use of natural resources and common land</li> <li>❑ ability to access and mobilize resources for implementing resource-based microprojects</li> <li>❑ ability to identify local adult education resource persons, and to carry out resource management training within the village or nearby</li> <li>❑ ability to protect and rehabilitate common property resources and other degraded private</li> <li>❑ ability to identify and promote new income generating activities targeting resource poor households</li> <li>❑ Ability to monitor and continuously evaluate microprojects and to adjust direction as needed, and to carry out an assessment of village resource plans &amp; to organize re-planning as needed.</li> </ul> <p>1. Start the data gathering session by asking the participants what they think are the characteristics of a community who have adopted sustainable management of resources?</p>




2. From their identified characteristics, establish the community capabilities needed for a community with a sustainable resource base
3. Based on these community capabilities, ask if the community is already sustainable?
4. If not, ask the participants what it is that they specifically want to achieve in each of these capabilities
5. Record the responses and link them to the exit indicators on the standard Community Capabilities Level Indicator Sheet
6. Present the Community Capabilities Rating Form to the participants
7. Ask the participants to rate their community capabilities using the Rating Form
8. Once rated, present the outputs to the participants and explain that the Community Monitoring and Evaluation Team will monitor the development of these activities

COMMUNITY CAPABILITY INDICATORS	POOR ↓	MODERATE ↓	GOOD ↓
<b><i>To gather, appraise and have access to community information</i></b>	No community profile	A simple community profile	Community profile containing socio-economic information, demographic data, resource maps and matrices, commodity and market networks, community activities and capabilities
	Community members do not participate in local researches	Some community members participate in local researches	Majority of community members participate in local researches
	Community members do not listen to or read news	Some community members listen to or read news	Majority of community members listen to or read news

<b><i>To prepare village plans and microproject proposals through consensus</i></b>	No community resources development plan	A simple community resources development plan	A community resources development plan with measurable objectives and target microprojects
	Community members do not participate in the formulation of plans and proposals	Some community members participate in formulation of plans and proposals	Majority of community members participate in formulation of plans and proposals

<b><i>To improve the community's ability to resolve conflicts over village resources</i></b>	Landowners insist that landless should have no benefits from CFP microprojects	Landowners are willing to part with only minor forest produce from CFP microprojects with landless not gaining share in final harvest	Equitable sharing of all benefits between all social groups is evident with regard to CFP microproject outputs
	High degree of difference of opinion regarding disadvantaged groups occupying key decision making positions within village institutions	Differences of opinion on leadership from disadvantaged groups is present but does not lead to social tension	Leadership is selected democratically and all sections respect them
	Numerous disputes between VRMC and Panchayat on operational issues and financial control over VRMC resources	Occasional disputes but no serious break in relations	Smooth VRMC and Panchayat relations
	Wide gap in gender perspectives regarding selection of microprojects	Some gap exists, but does not affect the microproject selection and implementation	Gender perspectives match to a significant degree
	Rules prescribed by VRMC for protection and management of resources are not enforceable, with frequent infringements, and serious affects on microprojects	Rules are occasionally broken, but not sufficiently to affect implementation of microprojects	Rules mostly respected, microprojects are sustainable

COMMUNITY CAPABILITY INDICATORS	POOR 	MODERATE 	GOOD 
<b>To access and mobilize resources for implementing village projects</b>	No project proposals submitted and approved by external agency	Minority of project proposals submitted were approved by external agency	Majority of project proposals submitted were approved by external agency
	No agency providing funds or other resources to community	One agency is providing funds or other assistance to the community	More than one agency is providing funds or other assistance to the community
	No formal or informal generation of local resources, credit or savings mobilisation	Informal generation of local resources, credit, and savings mobilisation	Institutionalized local resources generation, credit, savings mobilization scheme
	No credit worthy enterprises in the community	Minority of businesses have credit worthy track record	Majority of businesses have credit worthy track record
<b>To monitor village resources and microprojects and to carry out assessment on village resource plans and adjust management, direction and plans as needed</b>	No monitoring reports on microprojects and microplans prepared	Some reports on resource based microprojects and plans prepared for village committees	Regular reporting to Panchayat members from village teams responsible for Microproject Monitoring and Microplan Impact Assessment
	No community knowledge of resource trend indicators	Some knowledge of resource trend indicators	Villagers aware of need for monitoring a wide range of resource trend indicators
<b>To provide trainers at village level knowledgeable in a range of skills related to resource management</b>	No farmers or householders training other members of the community in aspects of resource management	One farmer or householder training other members of the community in aspects of resource management	More than one farmer or householder training other members of the community in aspects of resource management
	No training centres in the village	One adult education centre in the village or nearby	More than one adult education training centre in the village
<b>To protect and rehabilitate common property resources</b>	No community resource management activities	Few and simple community resource management activities	Integrated community resource management is in place
	No protection system for common property resources	Some protection systems for some common property resources	Community fully involved in protecting all common property resources
	No community members are aware of resource/ environmental problems and how to solve them	Minority of community members are aware of resource/ environmental problems and how to solve them	Majority of community members are aware of resource/ environmental problems and how to solve them

COMMUNITY CAPABILITY INDICATORS	POOR 	MODERATE 	GOOD 
<i>To identify and promote new self-employment income generating activities amongst the disadvantaged</i>	<p>No local businesses</p> <p>No market linkages for forest based resources</p> <p>No community member is knowledgeable in simple accounting and bookkeeping</p> <p>Minimal income from self employment activities, and minimal involvement of women</p>	<p>A few local businesses are in the community</p> <p>Irregular market for forest based resources</p> <p>One or two community members are knowledgeable in simple accounting and bookkeeping</p> <p>Small income from self employment activities, with some involvement of women</p>	<p>Significant number of local businesses are in the community</p> <p>Regular market linkages for forest based resources</p> <p>At least three community members are knowledgeable in simple accounting and bookkeeping</p> <p>Increasing income from self-employment activities, and high involvement of women</p>



## 10 RECORDS OF MEETINGS

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <i>To enable members of the VRMC to understand how to prepare agendas for meetings and how to conduct meetings.</i></li> <li>2. <i>To enable VRMC members to learn how to prepare minutes of meetings in order to make a complete record of all decisions on village resource management.</i></li> <li>3. <i>To enable participants to learn about recording information in minutes that relates to measuring the capabilities of the VRMC and the community.</i></li> </ol>
<b>MATERIALS</b>	<p>Flip charts, and flip chart holder, and permanent marker pens. Example of minutes (in Hindi) of a VRMC meeting.</p>
<b>TIME</b>	<p>1 hour</p>
<b>PROCEDURE</b>	<p>This exercise will take place during PME training in each village cluster, with the VRMC members from each of three villages attending, together with the resident Forest Guards, the M&amp;E Forest Guard from the Sub-Division office and the two Link Workers from each village.</p> <ol style="list-style-type: none"> <li>1. Start the session by asking the participants whether they know how to plan and organize meetings. From an open discussion, make a list on a flip chart of the main points suggested by the participants.</li> <li>2. Explain that planning and organizing a meeting involves: <ul style="list-style-type: none"> <li>□ setting an agenda,</li> <li>□ arranging a date and venue for the meeting that is convenient to all,</li> <li>□ controlling and managing the meeting's proceedings,</li> <li>□ making decisions,</li> <li>□ preparing minutes of the meetings,</li> <li>□ reporting decisions made to concerned parties;</li> <li>□ storing the minutes of meetings for future reference.</li> </ul> </li> <li>3. The VRMC secretary is responsible for preparing the agenda, organizing the meeting and preparing the minutes. S/he should therefore be literate. If s/he isn't then arrange Literacy classes for the secretary. This is often the case when the Secretary is a woman. Ask another VRMC member and the forest guard to support secretarial activities where the Secretary is learning or has weak skills.</li> </ol>

4. There are “Seven Imperatives” that should be followed for the Secretary to manage a meeting efficiently:

- Always rehearse the meeting proceedings before the day of the meeting, so that, on the day, matters will go smoothly. The secretary should be very aware of the agenda items, and those that can be dealt with quickly and those that are sensitive and will take a longer time to make a decision.
- Always explain the roles of the office bearers of the VRMC to the members of the committee, especially those of the Chairman, Secretary, Treasurer, and the Forest Guard.
- Always adhere to the following steps for each agenda item

ANNOUNCE >->->->-> DISCUSS >->->->-> DECIDE

- Always aim to give high quality decisions on each item on the agenda. There should be unbiased, fair, equitable decision making that is within the laws, bye-laws, and rules of the VRMC, and, in the case of activities under HCFP, follow the guidelines of the HCFP as set down from time to time.
- Always leave new business to the next meeting. If the business is not on the agenda it should not be discussed.
- Do not allow new reporting at the meeting (e.g. by the Microproject Monitoring Team). Reporting on any issues should be submitted to the VRMC members well in advance of the meeting so that they can comment on the report as a fixed part of the agenda.
- Encourage forward thinking at the meeting. The participants should be able to decide on the agenda items for the next meeting during the current meeting, so that at the end of the current meeting they can suggest items to the Secretary.

5. Explain that it is important to complete all items on the agenda for the meeting within the specified time frame. This can best be done by preparing an “Agenda Design” where:

- the first 1/3<sup>rd</sup> of the agenda items are reading the minutes of the last meeting, announcements and easy items for making decisions
- the second 1/3<sup>rd</sup> of the agenda items are moderately difficult followed by harder items on which to make decisions
- the third 1/3<sup>rd</sup> of the agenda is for discussion only and for making decisions on the easiest items.

6. In addition apply the “Rule of Sixths” which states the following:

- ❑ 1/6<sup>th</sup> of agenda items refer to past actions
- ❑ 4/6<sup>th</sup> of agenda items refer to present actions
- ❑ 1/6<sup>th</sup> of items refer to future actions.

Explain that the meeting should not dwell too much on the past and the future, but should concentrate on the present actions that are required for decision making.

7. Explain that there will be a need to follow the “Rules for Managing Written Text” related to the meeting and its decisions.

These are as follows:

a. In the Agenda make sure that each item has:

- ❑ A number;
- ❑ A title;
- ❑ A longer sentence of description;
- ❑ A named person responsible for the agenda item;
- ❑ An estimate of time to be spent on the agenda item
- ❑ A list of expected attendees.

b. In the Minutes of the Meeting make sure that:

- ❑ Agenda headings are used
- ❑ There is a summary reflection of the meeting in one or two paragraphs
- ❑ Each decision is highlighted in a box in capitals and is separately numbered
- ❑ The VRMC attendance sheet is attached
- ❑ The date of the meeting is included.

c. In Reports prepared by the VRMC to the Panchayat or HFD, the format follows the Options Memo technique where:

- ❑ Problems and issues are mentioned
- ❑ Options are provided for solving the problems and resolving the issues
- ❑ Recommendations are made by the VRMC.

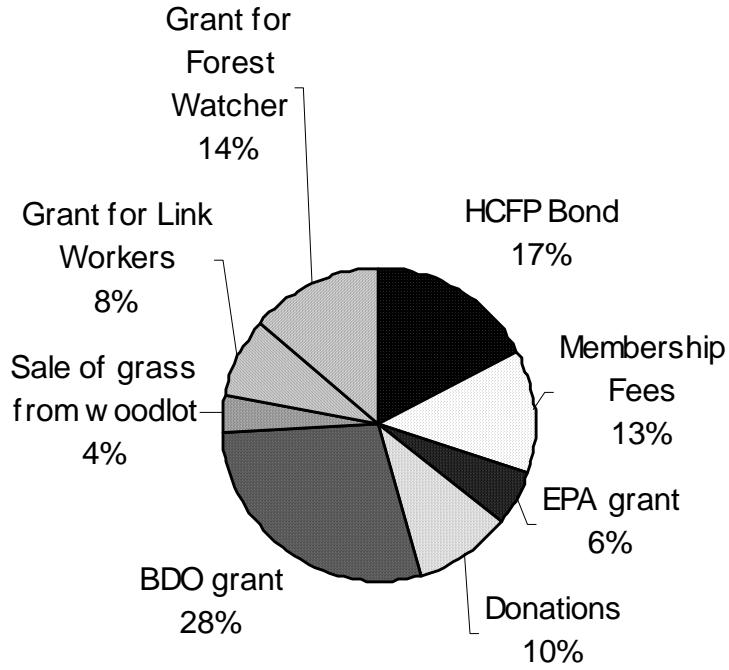
9. Explain to the participants that the minutes of meetings are important as means of verifying the improving capabilities of the community and its VRMC in the overall management of the community's natural resources.

10. Suggest some of the community capability indicators that may be tracked through reviewing the minutes at the end of one year. Examples are as follows:
- ❑ number of VRMC meetings held
  - ❑ number of General Body meetings held
  - ❑ framing of rules and regulations
  - ❑ framing of roles and responsibilities
  - ❑ number of discussions on resource protection and management issues
  - ❑ number of discussions on land use options for common land
  - ❑ attendance and contribution of women at meetings
  - ❑ visits to plantation for site inspection and monitoring
  - ❑ microproject monitoring reports written in minutes
  - ❑ number of discussions on equitable distribution of harvested produce
  - ❑ number of VRMC members pro withdrawal of HCFP staff.
11. Refer participants to the Empowerment Tree and Community Capability Assessment Tools already discussed during the PME Training for further examples of community capability indicators.

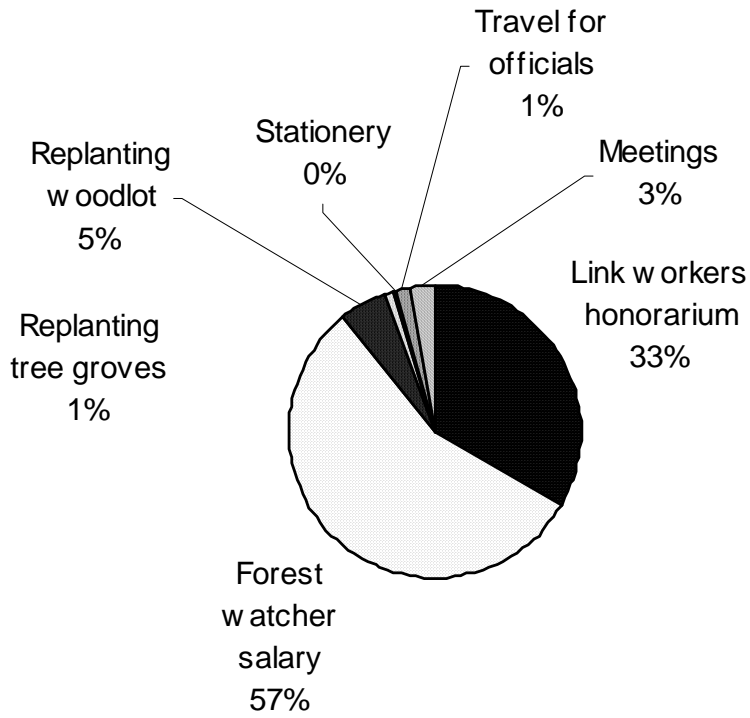
## 11 COMMUNITY FINANCIAL RECORDS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To enable the VRMC to learn how to analyze the receipts and expenditures from the VRMC Cash Books and Bank Account Records</i></li> <li>2. <i>To enable the VRMC to make better decisions based on their analysis of changes in expenditure and income</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Cash Book</li> <li>2. Bank Account Statements</li> <li>3. Lines paper</li> <li>4. Pencils or pens, erasers</li> </ol>
<b>TIME</b>	1-2 hours
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain the purposes of the Cash Book (refer to the Money Management Training Manual for this).</li> <li>2. Use an example of a completed Cash Book which has the cash flows for a period of one year.</li> <li>3. Ask them to identify different categories of expenditure and income for the VRMC.</li> <li>4. Ask them to total the amounts under each category.</li> <li>5. Then prepare pie charts to show the proportion in each expenditure and income category.</li> <li>6. Ask them to discuss the information shown in the pie charts.</li> <li>7. Ask them if their expenditures are in line with the needs of the VRMC activities? Are there any expenditures that are considered too high? What can be done to reduce the high expenditures and achieve the same efficiency of activities?</li> <li>8. What is the main source of income? How can the VRMC increase its income for village development activities? Are the receipts from VRMC membership fees adequate?</li> </ol>

### Income of VRMC 2000-2001



### Expenditure of VRMC 2000-2001



## 12 ANALYSING TRENDS IN COMMON LAND INDICATORS USING PIE CHARTS

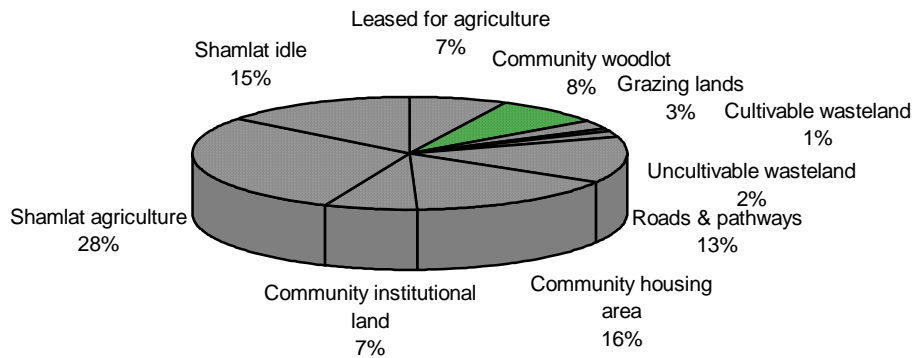
<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To identify Baseline Indicators for Common Land Use</i></li> <li>2. <i>To present the Pre-Project Benchmark Indicators for Common Land Use as found during PA in the form of Pie Chart</i></li> <li>3. <i>To present the Post-Project Indicator level for Common Land Use as found in the final village assessment in the form of a Pie Chart.</i></li> <li>4. <i>To analyze the two charts and evaluate what progress has been made in changing Common Land Use during the project period.</i></li> </ol>
<b>MATERIALS</b>	<p>Large sheet of Manila paper around 2m x 2m in size.          Marker pens          Notepads and pencils for calculating percentages.          Calculator can be used if VRMC members are familiar with its use.</p>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. The VRMC should have records of the actual use of its community lands, and they have records of what microprojects have been or are being implemented. These should be recorded in the PA report and Microplans.</li> <li>2. Ask participants to start by preparing a list of all common land types in the village and obtain data on the area under each type of land use from Patwari records, village map records and other BDO records. These data should also be part of the PA Report already prepared by the HCFP together with the community. If they do not have immediate access to their own data, use the example attached here.</li> <li>3. Ask the participants to calculate the percentage of land under each land type in the Pre-Project situation. Prepare a Pie Chart to show the different categories. In the event that the VRMC and link workers are not able to do this exercise, an educated youth found to be competent during the Village PA exercises can be co-opted to assist during the PME training.</li> <li>4. Do the same for the expected Post-Project situation on the assumption that the microprojects proposed in the Microplan are implemented in full.</li> </ol>

5. Ask the participants to analyze the common land use indicators for Pre- and Post-Project situations. Has the percentage of land use that is considered to be part of the village forestry system increased, decreased or remained the same? Has the wasteland area decreased? Is there any change in the gaucharand (grazing land) situation?
6. Ask the participants if the State of Forest Cover in the common lands has reached 25%? This is the standard set by the Haryana Forest Department for the Plains areas of the State.
7. If the village has not reached the standard set by the HFD, ask the VRMC trainees what they expect to do in their own villages? Will they change the village's common land use policy in order to plant more trees on common land?

**PIE CHARTS USED TO SHOW COMMON LAND USE TRENDS**

**PRE-VRMC SITUATION**

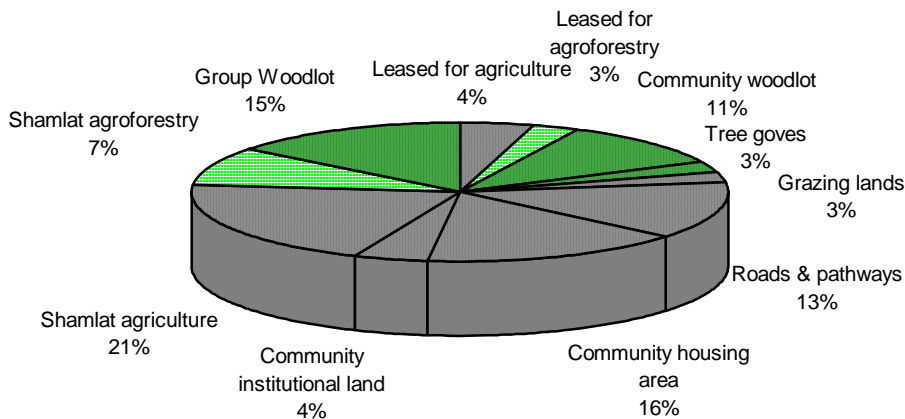
**Common Land Use in Rajpur Village prior to formation of VRMC**



After formation of the VRMC, the community has decided to adopt the State Forest Policy and place at least 20% of the common land area under some form of forest management system. The total common land area is 343 hectares of which 55% is under control of Panchayat and 45% is alienated from Panchayat and under control of main users through Shamlat Deh . The VRMC has increased the area of community forest systems under its direct control to 15% of total common land (including Community Woodlots and Tree Groves on institutional land) previously it was 8%. The main users of the Shamlat Deh land have agreed to establish a Group Woodlot and to convert some agricultural land to an agroforestry system, covering 24% of the gross common land area. The main users of the Shamlat Deh land know that ownership of the Shamlat is under dispute with the Panchayat, but are willing to risk planting trees and to leave it up to the courts at a later stage to decide proper ownership. The Panchayat is willing to take the risk provided there is an official agreement on land use between the two parties.

**POST-VRMC SITUATION**

**Common Land Use in Rajpur Village three years after formation of VRMC**



## 13 ANALYSING TRENDS IN TREE OWNERSHIP ON PRIVATE AGRICULTURAL LANDS USING BAR CHARTS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To identify Baseline Indicators for Tree Ownership on Private Land</i></li> <li>2. <i>To present a Pre-Project Benchmark Indicator for Tree Ownership on Private Land collected during PA in the form of a Bar Chart</i></li> <li>3. <i>To present the Post-Project Indicator level for Tree Ownership on Private Land as found in the final village assessment in the form of a Bar Chart.</i></li> <li>4. <i>To analyze the two charts and evaluate what progress has been made in changing Tree Ownership patterns during the project period.</i></li> </ol>
<b>MATERIALS</b>	<p>Large sheet of Manila paper around 2m x 2m in size.          Marker pens          Notepads and pencils for calculating percentages.          Calculator can be used if VRMC members are familiar with its use.</p>
<b>TIME</b>	30-45 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Start by compiling information on tree ownership from the data collected during the PA exercises. This should have been included in the PA reports, but in many cases it was not done due to lack of time for processing in the field. However, it is available for all villages from the project's MIS Unit in Panchkula. This should be compiled by the trainer for all the VRMCs prior to starting the course (and is available at MIS Unit, Panchkula).</li> <li>2. Explain to the participants that this exercise will be a method for returning data to the community after it was analyzed by the MIS Unit in the project.</li> <li>3. Explain the five categories of tree ownership and their significance:             <ul style="list-style-type: none"> <li>□ Farmer owns no trees</li> <li>□ Farmer owns 1-10 trees</li> <li>□ Farmer owns 11-50 trees</li> <li>□ Farmer owns 51-100 trees</li> <li>□ Farmer owns more than 100 trees.</li> </ul> </li> </ol>

4. Explain that when a farmer plants trees along the boundary of his farm (which is 2.5 Killa in size and square in shape) at a spacing of 4 metres between plants, he will own 100 trees.
5. Ask the participants to prepare a bar chart showing the situation before formation of VRMC (Pre-Project), using the data collected during the PA exercises using the Farm Information Matrix.
6. Explain that they will not know what trends in tree ownership will be like in their village until they reach the Post-Project stage. However ask them to suggest what changes they would like to see in the bar chart?

## BAR CHARTS USED TO SHOW TRENDS IN TREE OWNERSHIP

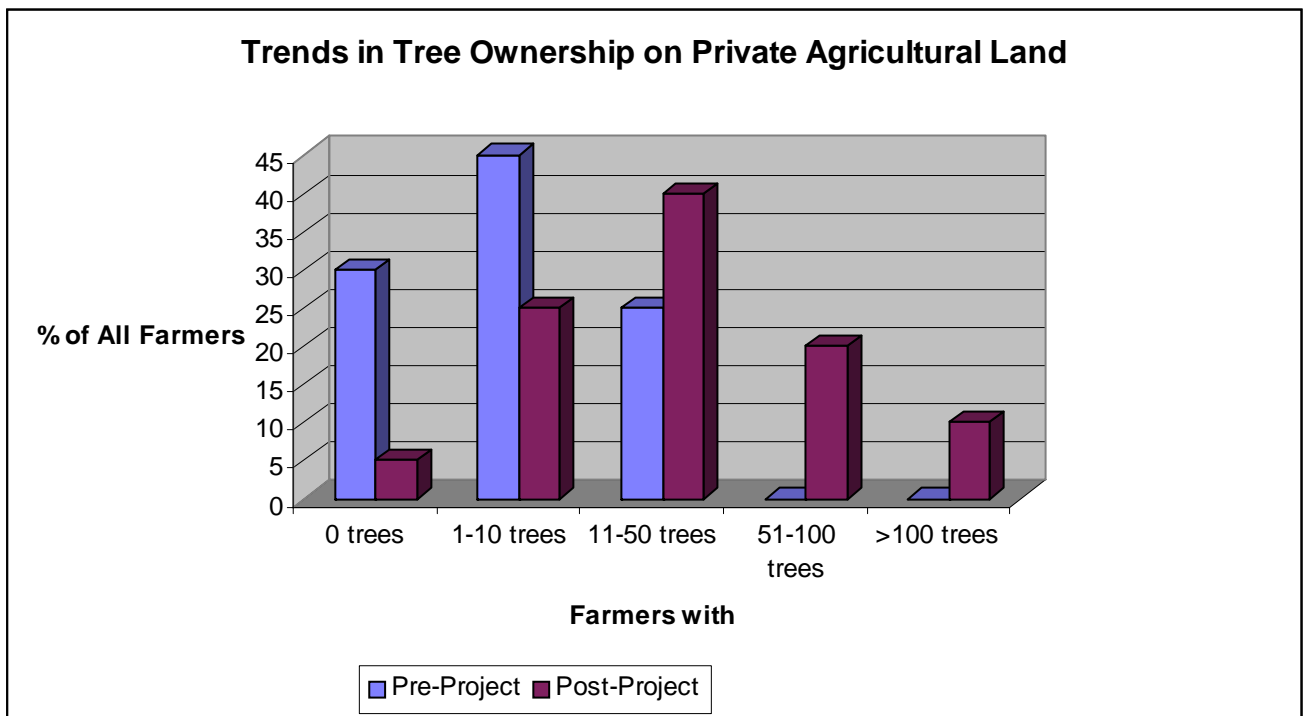
Bar charts are very useful for viewing two sets of information at the same time. They are also useful for viewing trends in indicators that may change over time from a benchmark value.

One of the Participatory Assessment Tools was the Farm Information Matrix (FIM). Included in the FIM was information on the number of trees grown by farmers at the Pre-Project stage.

Farmers were grouped into five classes: those with no trees, 1-10 trees, 11-50 trees, 51-100 trees, and more than 100 trees.

At the Post- Project stage, it is intended that the same data will be collected in order to establish trends.

In the example outlined below, an analysis of the chart shows how at the Pre-Project stage farmers were mostly in the 1-10 tree class with no farmers owning more than 50 trees. At the Post-Project stage, farmers fall in the 11-50 tree class with some farmers even falling into the 51-100 tree class and the more than 100 tree class.



## 14 MICROPLAN REALIZATION TRACKING

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To review with the VRMC, Link Workers and Microproject Monitoring Team the state of implementation of their Microplans.</i></li> <li>2. <i>To explain the need for collecting information on realization of the Microplan in order for it to become an Action Plan, rather than a Passive Plan that sits on a shelf.</i></li> <li>3. <i>To introduce the Microplan Realization Tracking Matrix which will assist the VRMC in monitoring progress with its goals and objectives in the Microplan.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts and permanent marker pens</li> <li>2. Copies of the Village Microplan in Hindi and English</li> <li>3. A Hindi version of the Microplan Realization Matrix</li> </ol>
<b>TIME</b>	30-45 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants that they have prepared a Village Resources Management Microplan, and that this plan contains goals and objectives for: <ul style="list-style-type: none"> <li>□ village forestry activities</li> <li>□ other village resource-based activities (e.g. water, fodder for livestock, pollution management)</li> <li>□ general village development</li> </ul> </li> <li>2. Explain that the Microplan is supposed to be an Action Plan for <u>immediate implementation</u> by the community with support from various outside partners. The HCFP is one of these and has agreed to support several community and private sector microproject.</li> <li>3. Ask them how they will know the status of progress with implementation of the plan, and who should be responsible for this? Guide them towards the VRMC roles and responsibilities.</li> <li>4. Explain the Microproject Realisation Tracking Matrix, and suggest that the VRMC officials should use the matrix to monitor their own Microplan. The matrix can be used in their discussions with the BDO with regard to soliciting support from other agencies.</li> </ol>

## MICROPLAN REALIZATION TRACKING SHEET

**Village Name:**

**CD Block Name:**

**Village Code Number:**

SER. NO.	DESCRIBE OBJECTIVE OR MICROPROJECT TYPE HERE	WHAT DATE WAS THE MICROPROJECT PROPOSAL COMPLETED?	WHAT PARTNER WAS TARGET OF PROPOSAL?	WHAT DATE WAS PROPOSAL APPROVED BY PARTNER?	WHAT WAS THE START DATE?	WHAT DATE WAS MICROPROJECT TRANSFERRED TO COMMUNITY [I.E. COMPLETED BY PARTNER?]	GIVE DATE[S] OF ANY REVIEWS AND EVALUATIONS ?
1 2 3 4 5 6 7	<u>Forestry Sector</u>						
8 9 10 11	<u>Other Resource-Based Sector</u>						
12 13 14 15 16 17	<u>General Village Development</u>						

Note: Benefit sharing events should also include any free access to collect minor resources or use of common property for purposes other than resource gathering e.g. use of a tree grove for social purposes.

## 15 COMMUNITY MICROPROJECT RECORD BOOKS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To review with the VRMC, Link Workers and Microproject Monitoring and Evaluation Team the Contents of the Microproject Record Book.</i></li> <li>2. <i>To provide each VRMC at the training with a sample Microproject Record Book.</i></li> <li>3. <i>To train each VRMC in completing their own Microproject Record Book for one Microproject, based on the contents and indicator guidelines provided by the HCFP staff.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts and permanent marker pens</li> <li>2. An example of the blank Microproject Record Book</li> <li>3. A Hindi version of the Contents List for a Microproject Record Book</li> </ol>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain the benefits of collecting records for each microproject as follows: <ul style="list-style-type: none"> <li>□ Community uses its own information to identify and judge the desirability of changing microproject approaches and activities</li> <li>□ Tool can be used for all types of community forestry microproject</li> <li>□ Tool can keep track of inputs (seedlings, fertilizer, pesticide, equipment, labour), Milestone activities training events, land preparation events, pitting, planting, and Outputs and Benefits (area planted, harvested yields)</li> <li>□ Tool provides beneficiary, site, and microproject information in a consistent format that makes it easy to compare between villages and microprojects</li> <li>□ Tool can be used by VRMC and Microproject Monitoring Team members, but requires adequate literacy levels.</li> </ul> </li> <li>2. Explain to the participants that they will need to collect data on the progress with their Microprojects in the form of a <u>Microproject Record Book</u></li> <li>3. Ask them to list what type of data they themselves want to include in the Record Book</li> </ol>

4. Guide them to achieving the following information on their own Microprojects for insertion in the Microprojects Record Book:
  - ❑ The Request Profile Sheet (for community sites and households)
  - ❑ The Input Tracking Sheet
  - ❑ The Output/Benefit Sharing Event Tracking Sheet.
5. Explain to them the other types of information that can be collected:
  - ❑ The Microproject Proposal (separate report prepared by the DFO/SDO and signed by VRMC Chairperson)
  - ❑ A map showing the location of the plantation site in the case of community microprojects and the farm sites in the case of each beneficiary (this map should be shown on the Chetna Kendra Information Board).
  - ❑ The Microproject Milestone Tracking Sheet (separately shown on Chetna Kendra Information Board).
  - ❑ The Results of Special Surveys e.g. Area Surveys, Seedling Survival Surveys, Other Surveys (shown on Chetna Kendra Information Board)
  - ❑ Records of the Payment of Survival Bonuses Records (could also be in the VRMC Financial Accounts Records, and as part of the Beneficiaries Profile Sheet for farm forestry)
6. The Microproject Record Book has been designed for each type of microproject to suit the unique site and local community situation. This will vary depending on the indicators chosen by the beneficiaries, although they will be encouraged to adopt the standard set of indicators for each microproject provided by the project.
7. Finally, explain that the detailed information collection procedures for all the contents will be discussed in the presentation of other Participatory Monitoring and Evaluation Tools.

## 16 FARMER'S OWN RECORD CARDS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To review with the VRMC, Link Workers and Microproject Monitoring Team the Contents of the Farmer's Own Record Card.</i></li> <li>2. <i>To provide each VRMC at the training with a sample Farmer's Own Record Card.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts</li> <li>2. Permanent marker pens</li> <li>3. An example of a Farmer's Own Record Card</li> </ol>
<b>TIME</b>	30 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain the benefits of collecting farm records for each beneficiary under the agroforestry and farm forestry microprojects (e.g. the poplar model, multi-species model, and sand dune fixation model) as follows: <ul style="list-style-type: none"> <li>□ Tool can keep track of inputs (seedlings, fertilizer, pesticide, equipment, labour), Milestone activities (training events, land preparation events, pitting, planting), and Outputs and Benefits (area planted, seedling mortality, harvested yields etc.).</li> <li>□ Tool provides beneficiary and planting site information in a consistent format that makes it easy for the Link Workers and Microproject Monitoring and Evaluation Team to compare between farmers.</li> <li>□ Illiterate farmers can use tool, since it is also in a pictogram format together with Hindi</li> </ul> </li> <li>2. Explain to the VRMC and Link Workers that they will need to train farmers in the use of the Farmer's Own Record Card. This is important to farmers who are adopting farm forestry models that are eligible for seedling survival bonuses, <u>since payment will only be made based on accurate completion of the records on seedling survival.</u></li> <li>3. Show the participants how to fill in the records in the Farmer's Own Record Book</li> <li>4. Finally, explain that the farmers themselves may wish to collect certain other types of information, and the Record Card has a blank page at the back for insertion of a farm/field map or other different types of data.</li> </ol>



## 17 NURSERY RECORD BOOKS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To review with the VRMC, Link Workers and Microproject Monitoring Team the seedling delivery records from the Village Cluster Nursery with the receipt of seedlings in the village</i></li> <li>2. <i>Explain that training will be provided to SHG who become involved in nursery establishment and management in the future</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts</li> <li>2. Permanent marker pens</li> <li>3. Copies of relevant sections from the nursery manual</li> </ol>
<b>TIME</b>	30-45 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain that at the moment the Central and Cluster nurseries are to be managed by the HCFP staff alone, and will provide clonal and improved quality seedlings. Fruit trees will be provided either through the Haryana State Horticulture Department or through the cluster nurseries set up by the HCFP.</li> <li>2. Explain that a Community Nursery Record Keeping Tool will be prepared once it is clear that some communities will be involved in managing their own nurseries through an IGA .</li> <li>3. Information on keeping records in HCFP nurseries is found in the <b><u>Nursery Manual</u></b> Annexes VIII-XIII.</li> <li>4. The trainer should try to obtain nursery delivery records from one Cluster Nursery to compare with the receipt records kept by the VRMC on behalf of the community.</li> <li>5. The VRMC should be asked to compare the records, and to make comments on any differences that are to be found.</li> </ol>

## 18 PARTICIPATORY ACTION RESEARCH (PAR)

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <i>To enable the VRMC, Link Workers and Microproject Monitoring Team to learn how to design and implement a participatory action research (PAR) activity.</i></li> <li>2. <i>To identify the types of action research that might be useful in the villages from the PME trainees' points of view.</i></li> <li>3. <i>To enable the VRMC, Link Workers and Microproject Monitoring Team to learn how to carry out a PAR for evaluating the new cooking stoves introduced in the village.</i></li> <li>4. <i>To enable the VRMC, Link Workers and Microproject Monitoring Team to evaluate the performance of SHGs and IGAs</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip chart sheets</li> <li>2. Large paper sheets (2x2 meters)</li> <li>3. Permanent market pens.</li> <li>4. Scales for weighing firewood, dung cake, agricultural waste, kerosene.</li> <li>5. Firewood, dung cakes</li> </ol>
<b>TIME</b>	3 hours
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the VRMC, Link Workers, and Microproject Monitoring and Evaluation Team the benefits of keeping records through the Participatory Action Research technique. These are: <ul style="list-style-type: none"> <li>□ Research relevant to the needs of the community is identified and can be further developed by “outsiders”</li> <li>□ Local research efforts are strengthened, and findings are “owned” by the community</li> <li>□ The community is made aware of the changes that have been brought about by the project interventions</li> <li>□ PAR lowers the risks associated with the large scale promotion and adoption of new or locally untested technologies.</li> </ul> </li> <li>2. Explain that the VRMC (“insiders”) will be assisted by the NGO and or project staff (“outsiders”) to carry out their own community research. Stress that the VRMC should come up with the ideas for research and monitoring, and should ask the project staff for assistance in carrying out the research.</li> </ol>

3. Provide them with the following examples:
  - ❑ Crop yields from agricultural land before and after irrigation from the water harvesting dam using sample plots
  - ❑ Yields of fodder grasses before plantation of village woodlots and after plantation using sample plots
  - ❑ Yields of agricultural crops before and after introducing the sand dune fixation models on irrigated private lands
  - ❑ Kilograms of firewood and dung saved by adopting improved cooking stoves.
4. PAR for assessing the “kitchen energy performance” through monitoring the performance of improved cooking stoves can be carried out by observing the kg/person/day consumption of various energy sources.
5. Explain that assessing firewood consumption and savings due to changes in the type of cooking stove used are year round and complex in nature, and the project will assist the VRMC in this PAR.
6. The PAR for measuring “kitchen energy performance” will involve the following indicator:
 

“Specific Day Consumption” =  $\frac{\text{Kg firewood consumed}}{(\text{No. of persons}) \times (\text{No. of days})}$
7. The use of firewood will be affected by each specific household circumstance. Factors of importance are:
  - ❑ Number of persons in household using the kitchen
  - ❑ The activities of the kitchen (boiling milk, cooking food, heating water, heating food)
  - ❑ The cooking utensils (type, size and shape)
  - ❑ The type of wood stove
  - ❑ The quality of wood or other fuel used
  - ❑ The climatic conditions.

All these factors will need to be taken into account when measuring Specific Day Consumption (SDC).
8. According to the energy experts the weight of firewood is the best way to measure energy use. A spring balance should be used to carry out the measurement. All inputs used in the kitchen should be listed prior to carrying out any weighing exercises. Other fuels used should also be weighed in kilograms.
9. Although the SDC gives a good overall idea of each “kitchen energy performance”, it does not explain why and how changes have taken place. To give more information a standard meal test can be carried out. This is done by cooking the actual main meal, and measuring energy use.

10. PAR for assessing the performance of Self-Help Groups can be carried out by the VRMC by collecting and analyzing the information on the assessment sheet shown on the next page.
11. While timely loan repayment may indicate a profitable IGA, it is not a certainty. Vice versa, default does not necessarily indicate a failed IGA; there may be willful default. To find out the success of an IGA, total income and cost over a specific period of time must be ascertained or at least estimated, employment days generated be assessed and daily earnings computed. Such PAR will be done for a sample of IGAs with the assistance of NGOs, together with entrepreneurs concerned.

## **SELF-HELP GROUP ASSESSMENT FORMAT**

### **General SHG information**

- Type of SHG (Male; Female; SC; Mixed)
- Number of SHG members:
- Date of SHG formation:
- Number of meetings held during past 12 months: (from attendance sheets)
- Average number attending meetings: (from attendance sheets).

### **Status of savings (from savings register)**

- Average amount saved per member over past 12 months:
- Average number of savings deposits per member during past 12 months:
- Average cumulative savings capital per member at present:

### **Status of loans**

Loans issued to members:

Name of Loanee	Date of Loan	Loan Amount	Loan Purpose (type of IGA)
1.			
2.			
3.			
4.			
5.			

Loans repaid by members:

Name of Loanee	Loan amount due for repayment	Loan amount repaid	Loan amount outstanding	Reason for default (if any)
1.				
2.				
3.				
4.				
5.				

## 19 TREE SURVIVAL SURVEYS

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <i>To enable the VRMC, Link Workers and Microproject Monitoring and Evaluation Team to learn how to count and record live and dead trees at annual intervals after they have been planted.</i></li> <li>2. <i>To enable the VRMC, Link Workers and Community Microproject Monitoring and Evaluation Team to become familiar with the factors that can cause seedling or sapling death e.g. species, site conditions, spacing, weather conditions, planting method, protection, and management.</i></li> <li>3. <i>To enable the VRMC, Link Workers and the Microproject Monitoring and Evaluation Team to learn how to measure plant height, circumference, and general conditions of live trees.</i></li> <li>4. <i>To explain to the VRMC, Link Workers and the Microproject Monitoring and Evaluation Team the reasons for giving survival bonuses for woodlots and for multi-species farm forestry based on seedling survival surveys</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip chart sheets</li> <li>2. Large paper sheets (2x2 meters)</li> <li>3. Permanent marker pens. Pens and notebooks.</li> <li>4. Example of pit and species location map for a village woodlot or sand dune fixation site</li> <li>5. An example of a Microproject Record Book.</li> </ol>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants why a seedling survival survey may be useful to them, how they may benefit from the information, and what information they need.</li> <li>2. Survival surveys can be used to: <ul style="list-style-type: none"> <li>□ Plan for nursery management</li> <li>□ Measure the amount of community interest in trees through level of protection, management etc.</li> <li>□ Provide information of correct site and species selections</li> <li>□ Determine reasons for mortality</li> <li>□ Provide a basis for providing incentive bonuses for farmers and the community for good management of trees.</li> </ul> </li> <li>3. Explain that the type of survival survey will vary depending on the needs of both the beneficiaries and the HCFP staff.</li> </ol>

4. There are four types of forestry model:
  - Those where all the plantation establishment costs are paid by the HCFP, as well as the costs of replanting in the first three years. Maintenance costs, thereafter, are borne by the community. Survival bonuses are paid in Years 2 and 3 for Village Woodlots.
  - Those where all the plantation establishment costs are paid by the HCFP as well as the costs of replanting in the first 3 years, and maintenance costs thereafter are borne by the community, but no survival bonus is paid (Community Sand Dune Model and Community Tree Groves).
  - Those where only seedlings are provided by the HCFP, and the farmers are expected to provide all plantation establishment and maintenance costs, but a survival bonus is paid in Years 2 and 3 (Multi-species Farm Forestry)
  - Those where only seedlings are provided by the HCFP, the farmers are expected to provide all plantation establishment and maintenance costs, but no survival bonus is paid (Poplar Farm Forestry and Kitchen Garden Model).
5. Explain that there will be a need for 100% sampling for all the different community forestry models as follows:
  - For Village Woodlots, Tree Groves and Community Sand Dune Fixation there will be a 100% sample survival survey carried out in Years 2 and 3 of all seedlings and saplings planted. The Link Workers and Microproject Monitoring and Evaluation Teams will carry out sampling and they will be paid for this work from the PME budget. Payment will be made based on the survival maps and reports being completed satisfactorily by the community.
  - For all other farm forestry models, the sampling will be 100% and will be carried out by the beneficiaries themselves. The beneficiaries (farmers) will use the “Farmers’ Own Record Card” to keep monitoring records on their own seedlings and saplings planted and survival. For kitchen gardens, a simple record card for seedling/sapling planting and survival needs to be developed. The Link Workers and the Microproject Monitoring and Evaluation Teams will carry out farm visits to assess each beneficiary’s records on an annual basis in order to compile village-wide data for each community forestry model. For this they will be paid from the PME budget, on receipt of the annual survival survey report.

6. It is envisaged that the community will not be able to carry out these activities without strong support from the M&E Division staff in the first year. In subsequent years they should be able to carry out the work by themselves.
7. The M&E Division will, after the results of the PME Survival Surveys have been known and to check on the quality of these results, carry out a 20% sample Survival Survey based on the method currently used by the HFD staff. This involves plotting all pit and species sites onto a sheet of graph paper with the appropriate spacing of seedlings, establishing a baseline with a separate number for each line, selecting every 5<sup>th</sup> line for sampling all trees along the line. The Link Workers and Microproject Monitoring and Evaluation Team will be trained on the job to carry out this work together with the HCFP field staff in conjunction with the M&E Division staff. This will further strengthen the capacity of the community to carry out its own survival surveys.
8. Explain that each farmer is responsible for his/her own seedlings. At the beginning, when distributing seedlings, each farmer is to be given a special Farmer Record Card listing the number and type of each seedling received and whether it is planted in a block or in a line planting system. Survival rate records can be collected by the farmer (see Farmer's Own Record Card in Section 16).
9. For Multi-Species Farm Forestry, survival bonuses will only be paid to those farmers who have kept complete records of their tree planting. The records for seedling survival and tree site management information should be completed. The VRMC and Link Workers should hold a meeting of all adopting farmers to explain how to fill in the record cards, immediately after receiving the seedlings.
10. Where possible the Microproject Monitoring and Evaluation Team should keep a map showing the location of all the community and farmer plantation sites. Mortality rates can be plotted on this map. This will show whether there are any geographical trends with regard to seedling mortality within the village.
11. Survival surveys should be carried out six months after planting out as a training exercise for the community together with the staff from the M&E Division.

12. PME 100% sampling should be carried out after 14-18 months, i.e. October-February. Immediately after the community PME activities, the M&E Division will carry out a 20% sample check. If any major deviation is found between the community assessed survival rates and the 20% sample (say more than 10% deviation), then the M&E Division will carry out a 100% sample survey. This is usually in the period January to March.
13. Survival surveys should be carried out for two years with support from the HCFP, and the VRMC should ensure that annual surveys are carried out after the phase out of the HCFP.
14. Finally, explain to those involved in Survival Surveys that they should not draw attention to those farmers having poor survival percentages as this may lead to social divisiveness and to reduced cooperation in the future.

## 20 MICROPROJECT REQUEST PROFILE SHEETS

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <b>To enable the VRMC, Link Workers and Microproject Monitoring Team to learn:</b> <ul style="list-style-type: none"> <li>❑ <b>how to identify sites for village woodlots, tree groves and community sand dune fixation</b></li> <li>❑ <b>how to identify the beneficiaries of each farm forestry intervention, and their social and economic group.</b></li> </ul> </li>   <li>5. <b>To enable the VRMC, Link Workers and the Microproject Beneficiary Monitoring Team to learn:</b> <ul style="list-style-type: none"> <li>❑ <b>how to establish the numbers and types of trees already growing on the proposed common land sites</b></li> <li>❑ <b>how to establish the extent to which the beneficiaries already grow trees on their lands.</b></li> </ul> </li>   <li>6. <b>To enable the Link Workers and the Microproject Beneficiary Monitoring Team to learn:</b> <ul style="list-style-type: none"> <li>❑ <b>how to establish the numbers and types of trees to be grown on common land sites</b></li> <li>❑ <b>how to establish the farmers' exact needs in terms of species and field spacing arrangement (hectares and numbers for each species for block planting and for linear planting)</b></li> </ul> </li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip chart sheets, large paper sheets (2x2 meters), permanent market pens. Pens and notebooks.</li> <li>2. An example of the Microproject Record Book (the "Yellow Book").</li> <li>3. Hindi versions of HCFP Beneficiary Sheets for each Microproject.</li> </ol>
<b>TIME</b>	2 hours
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. The VRMC and Link Workers will compile the names of sites for common land microprojects (village woodlots, tree groves, community sand dune fixation) and names of farmers requesting agroforestry and farm forestry, microprojects (poplar, multi-species farm forestry, private sand dune fixation, kitchen gardens).</li>   <li>2. The names lists should already have been collected and included in the Microplan prepared by the VRMC, however, they should also be attached to the Microproject Proposal prepared by the SDO and his staff. The Microproject Proposal forms the basis for planning numbers and species to be grown in the Cluster Nurseries, Poplar Nurseries, and the Improved Central Nursery.</li> </ol>

3. Start by inserting the lists of all those requesting seedlings for each community land and private land microproject into the Request Profile Sheets.
4. It may then take the VRMC members, Link Workers, and Microproject Monitoring Team one or more days per microproject to collect data on the profile of each site in the case of community land models and each potential adopter for private agroforestry and farm forestry models. The time taken will depend on the number of sites and potential adopters for each community forestry model. In some Microplans, there could be upwards of 100 farmers requesting poplar seedlings, and many more for the kitchen garden model.
5. During the first year, the community should be assisted by the SDO and his staff in collecting this data in order to ensure quality control over the data. From the second year onwards, it is expected that the VRMC and Link Workers will be able to complete these records unassisted.
6. Data for the Request Profile Sheets should be collected by:
  - visiting each site in the case of community land models
  - interviewing each potential adopter of private agroforestry and farm forestry in order to obtain information on his or her background, farm situation regarding tree planting, and future needs for seedlings.
7. The following Request Profile Sheets are available in the Microprojects Record Book (The “Yellow Book”) to be kept by the VRMC and the Forest Guard attached to each village (duplicate copies):
  - Village Woodlots
  - Tree Groves
  - Community Sand Dune Fixation
  - Private Sand Dune Fixation
  - Multi-species Farm Forestry
  - Poplar Farm Forestry
  - Kitchen Gardens.
8. The Request Profile Sheets should be kept as the permanent record of the profile of common land sites and adopters of private forestry microprojects.

**Request Profile Sheet: Village Woodlots**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of The Site	Size of Site (ha)	Soil Type	No. of Existing Trees on the Proposed Site					Total Number of Trees	No. of Requested Trees by Species					Signature of VRMC/VRMS Chairperson	
				Species-1	Species-2	Species-3	Species-4	Species-5		Species-1	Species-2	Species-3	Species-4	Species-5		Total Number of Trees
1																
2																
3																
4																
5																
6																

**Request Profile Sheet: Tree Groves**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of the Site	Size of Plot (ha)	No. of Requested Trees by Species						Total Number of Trees	Signature of VRMC/VRMS Chairperson
			Species-1	Species-2	Species-3	Species-4	Species-5	Species-6		
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										

**Request Profile Sheet: Community Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of The Site	Size of the Site (Ha)	Soil Type	No. of Existing Trees on Site						No. of Requested Trees by Species						
				Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	Signature of VRMC/VRMS Chairperson
1																
2																
3																
4																
5																

**Request Profile Sheet: Multi-Species Farm Forestry**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Social Group	Economic Group	Farm Size (Ha)	Irrigated Land (Ha)	Type of Planting	No. of Existing Trees Grown on Farm						No. of Requested Trees from HCFP						Signature of farmer
							Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	
1						Block													
						Line													
2						Block													
						Line													
3						Block													
						Line													
4						Block													
						Line													
5						Block													
						Line													
6						Block													
						Line													
7						Block													
						Line													
8						Block													
						Line													
9						Block													
						Line													
10						Block													
						Line													

Note 1: Social Groups: SC= scheduled caste, BC= backward classes; GC= other general category

Note 2: Economic Groups: LL= landless; MF= marginal farmer [<1 ha]; SF= small farmer [1-2 ha]; MeF= medium farmer [2-10 ha]; LF= large farmer [>10 ha]

**Request Profile Sheet: Poplar Farm Forestry**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Social Group	Economic Group	Irrigated Land (Ha)	Type of Planting	Existing Trees Grown on Farm									Requested Trees from HCFP					Signature of the Farmer	
						No. of Poplar Trees	Name of Poplar Clones	No. of Eucalyptus Trees	Name of Eucalyptus Clones	Species-3	Species-4	Species-5	Species-6	Total Number of Trees	No. Poplar Clone	No. Poplar Clone	No. Poplar Clone	No. Poplar Clone	Total Number of Trees		
1					Block																
					Line																
2					Block																
					Line																
3					Block																
					Line																
4					Block																
					Line																
5					Block																
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6					Block																
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8					Block																
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9					Block																
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10					Block																
					Line																
11					Block																
					Line																

Note 1: Social Groups: SC= scheduled caste, BC= backward classes; GC= other general categories

Note 2: Economic Groups: LL= landless; MF= marginal farmer [<1 ha]; SF= small farmer [1-2 ha]; MeF= medium farmer [2-10 ha]; LF= large farmer [>10 ha]

**Request Profile Sheet: Private Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Sr. No.	Name of Households	Social Group	Economic Group	Size of the Plot (Ha)	Soil Type	No. of Existing Trees on Site							No. of Requested Trees by Species							Signature of Farmer
						Species-1	Species-2	Species-3	Species-4	Species-5	Species-6	Total Number of Trees	Species-1	Species-2	Species-3	Species-4	Species-5	Species-6	Total Number of Trees	
1																				
2																				
3																				
4																				
5																				
6																				
7																				
8																				
9																				
10																				
11																				

Note 1: Social Groups: SC= scheduled caste, OBC= backward classes; GC= other general categories

Note 2: Economic Groups: LL= landless; MF= marginal farmer [<1 ha]; SF= small farmer [1-2 ha]; MeF= medium farmer [2-10 ha]; LF= large farmer [>10 ha]

**Request Profile Sheet: Kitchen Garden**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Social Group	Economic Group	No. of Fruit Trees Requested						Vegetable Seeds Requested (Tick)					Signature of the Beneficiary
				Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	Veg-1	Veg-2	Veg-3	Veg-4	Veg-5	
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															
11															

Note 1: Social groups: SC= scheduled caste; BC= backward classes; GC- general categories

Note 2: Economic Groups: LL= landless; MF= marginal farmer [<1 ha]; SF= small farmer [1-2 ha]; MeF= medium farmer [2-10 ha]; LF= large farmer [>10 ha]

## 21 MICROPROJECT INPUT TRACKING SHEETS

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <i>To enable the VRMC, Link Workers and the Microproject Monitoring team to learn about identifying and monitoring inputs to achieve microprojects.</i></li> <li>2. <i>To enable the VRMC, Link Workers and Microproject Monitoring Team to learn about the standard inputs provided by HCFP to implement each of the microprojects.</i></li> <li>3. <i>To establish the inputs expected from the beneficiaries themselves.</i></li> <li>4. <i>To enable the VRMC to learn when to take action when trends in input delivery are not going according to plan.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip chart sheets, large paper sheets (2x2 meters), permanent market pens. Pens and notebooks.</li> <li>2. An example of the Microproject Record Book (the “Yellow Book”).</li> <li>3. Hindi versions of HCFP Input Tracking Sheets for each microproject</li> </ol>
<b>TIME</b>	2 hours
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants that inputs are resources provided for a microproject and include cash, supplies, personnel, equipment and training.</li> <li>2. Explain to the participants that collection of input data will continue throughout the implementation period of the microproject, and even into the maintenance and benefit-sharing phase of each microproject.</li> <li>3. Start by asking the participants what inputs are needed for each of the different microprojects that they have selected for implementation in their village.</li> <li>4. Emphasize inputs provided by HCFP, the beneficiaries themselves, and other third party agencies.</li> <li>5. Explain that they will be expected to collect data using the Microproject Record Book for each microproject.</li> <li>6. Remember that the Microproject Record Book will also be used to store the data from the Request Profile Sheet and Output/Benefit Sharing/Benefit Accruing Tracking Sheets</li> </ol>

7. Divide the participants into groups, based on their home village. Ask them to prepare a table for collection of input data that they will use in their Microproject Record Book.
8. At the end of the exercise, provide the participants with the Input Tracking Sheet [Hindi version] already prepared by the HCFP for their microproject, and ask them to compare the two.
9. Explain that the Input Tracking Sheets have been agreed as a standard for the VRMCs to make it easier to compare between villages in the future.
10. Explain that the VRMC will be assessed before the end of the three year period in the village in order to establish their capabilities to collect data in the Microproject Record Book.
11. Ask the participants 'who will be responsible for up-dating the Microproject Record Book?' and 'where will it be kept and by whom to ensure its safety?'

**Input Tracking Sheet: Village Woodlots**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of The Site	Size of Area Planted (Ha)	No. of Trees Planted by HCFP							Month/Year Planted	Signature of VRMC/VRMS Chairperson	Seedling Survival 1.5 Year after Planting %	Survival Bonus Payment (Rupees)	Date of Payment	Seedling Survival 2.5 Years after Planting %	Survival Bonus Payment (Rupees)	Date of Payment
			Species-1	Species-2	Species-3	Species-4	Species-5	Kg. Grass Seeds Sown	Total Number of Trees								
1																	
2																	
3																	
4																	
5																	
6																	

**Input Tracking Sheet: Village Woodlots**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Site	Other Inputs Delivered								
		No. of spot irrigations	Kg. fertilizer applied	Litres pesticide applied	Man-days on soil working	Man-days on planting	Man-days on spot irrigation	Man-days on weeding & hoeing	Man-days, miscellaneous	Total man-days used
1										
2										
3										
4										
5										
6										

**Input Tracking Sheet: Tree Groves**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of The Site	Size of Area Planted (Ha)	No. of Trees Planted by HCFP							Month /Year Planted	Signature of VRMC/VRMS Chairperson	Plant Survival at End Year 1 (Oct. Nov. following year) No.	Plant Survival at End Year 2 No.
			Species-1	Species-2	Species-3	Species-4	Species-5	Species-6	Total Number of Trees				
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													

**Input Tracking Sheet: Tree Groves**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Site	Other Inputs Delivered											
		No. of spot irrigations	Kg. fertilizer applied	Litres pesticide applied	Man-days on soil working	Man-days on planting	Man-days on spot irrigation	Man-days on weeding & hoeing	Man-days, miscellaneous	Total days, Male Workers	Total days, Female Workers	Total man-days used	Total days, SC Workers
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													

**Input Tracking Sheet: Community Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of the Site	Size of Sand Dune Plantation Site [Ha]	No. of Trees Planted by HCFP							Month/Year of Planting	Signature of VRMC/VRMS Chairperson	Seedling Survival at End	
			Species-1	Species-2	Species-3	Species-4	Species-5	Kg. medicinal plants seed [mixed spp]	Total No. of Trees			Year 1 (Nov. Dec. following Year)	Year 2
												%	%
1													
2													
3													
4													
5													

**Input Tracking Sheet: Community Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Site	Other Inputs Delivered								
		No. of spot irrigations	Kg. fertilizer applied	Litres pesticide applied	Man-days on soil Working	Man-days on planting	Man-days on spot irrigation	Man-days on weeding & hoeing	Man-days, miscellaneous	Total man-days used
1										
2										
3										
4										
5										

**Input Tracking Sheet: Multi-Species Farm Forestry**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Sr. No.	Name of Households	Size of Area Planted (Ha)	Type of Planting	No. of Seedlings Delivered at Site					Month/Year of Delivery	Signature of the Farmer	Seedling Survival 1.5 Year after Planting * No.	Survival Bonus Payment [Rupees]	Date of Payment	Signature of the Farmer	Seedling Survival 2.5 Years after Planting * No.	Survival Bonus Payment [Rupees]	Date of Payment	Signature of the Farmer	
				Species-1	Species-2	Species-3	Species-4	Species-5											Total Number of Trees
1			Block																
			Line																
2			Block																
			Line																
3			Block																
			Line																
4			Block																
			Line																
5			Block																
			Line																
6			Block																
			Line																
7			Block																
			Line																
8			Block																
			Line																
9			Block																
			Line																
10			Block																
			Line																

**Input Tracking Sheet: Poplar Farm Forestry**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Size of Area Planted (Ha)	Type of Planting	Seedlings Delivered in Site					Month/Year of Delivery	Signature of the Farmer	Plant Survival at end of Year 1 (March following Year)	Plant Survival at end of Year 2
				No. Clone '...'	No. Clone '...'	No. Clone '...'	No. Clone '...'	Total				
										No.	No.	
1			Block									
			Line									
2			Block									
			Line									
3			Block									
			Line									
4			Block									
			Line									
5			Block									
			Line									
6			Block									
			Line									
7			Block									
			Line									
8			Block									
			Line									
9			Block									
			Line									
10			Block									
			Line									
11			Block									
			Line									

**Input Tracking Sheet: Private Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Size of Sand Dune Plantation Site [Ha]	No. of Trees Planted by HCFP							Month/Year of Planting	Signature of Beneficiary	Seedling survival at End	
			Species-1	Species-2	Species-3	Species-4	Species-5	Kg. medicinal plants seed [mixed spp]	Total No. of Trees			Year 1 (Nov.Dec following year) No.	Year 2 No.
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													

**Input Tracking Sheet: *Private Sand Dune Fixation***

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	Other Inputs Delivered								
		No. of spot irrigations	Kg. fertilizer applied	Litres pesticide applied	Man-days on soil working	Man-days on planting	Man-days on spot irrigation	Man-days on weeding & hoeing	Man-days, miscellaneous	Total man-days used
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										

**Input Tracking Sheet: Kitchen Garden**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

Ser. No.	Name of Households	No. of Fruit Trees Delivered From HCFP by Species						Delivered Vegetable Seed from HCFP (Tick)						Month/Year of Delivery	Signature of the Beneficiary	Plant Survival at End Year 2 (Oct. Nov. following Year) No.	Plant Survival at End Year 3 No.
		Species-1	Species-2	Species-3	Species-4	Species-5	Total Number of Trees	Veg-1	Veg-2	Veg-3	Veg-4	Veg-5	Total (Veg) Value(Rs)				
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	

## 22 MICROPROJECT MILESTONE TRACKING SHEETS

<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. <i>To enable the VRMC, Link Workers and the Microproject Monitoring team to learn about tracking critical microproject activities, and to identify key milestones of success to monitor.</i></li> <li>2. <i>To enable the VRMC, Link Workers and Microproject Monitoring Team to learn about preparing Microproject Timelines that present progress with microproject activities.</i></li> <li>3. <i>To enable the VRMC to learn when to take action when trends in progress with milestones are not going according to plan.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip chart sheets, large paper sheets (2x2 meters), permanent market pens. Pens and notebooks.</li> <li>2. An example of the Microproject Record Book.</li> <li>3. Hindi versions of Standard Microproject Milestones.</li> </ol>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain that before implementation of a microproject certain steps or milestones are identified as a guide to the attainment of the outputs. These milestones should be monitored regularly during implementation to assess the physical accomplishment of the microproject.</li> <li>2. Explain how percentages are assigned to each activity to help the VRMC and project field operations managers to track how much is the physical accomplishment to date for each microproject.</li> <li>3. Explain that the advantages when using standard milestones and percentages to measure physical accomplishments are: <ul style="list-style-type: none"> <li>❑ It is easier for VRMC and Sub-Division staff to prepare project proposals for individual microprojects;</li> <li>❑ It is easier for Microproject Monitoring Teams and M&amp;E Division staff to check project activities;</li> <li>❑ There is a common understanding amongst VRMC, project staff and beneficiaries when they describe accomplishments to date for the same type of microprojects</li> <li>❑ It simplifies the reporting of achievements in VRMC minutes of meetings.</li> </ul> </li> </ol>

4. Explain to the participants that activities transform the microproject inputs into outputs through a set of well defined processes that follow exact time-lines in order to reach implementation milestones
5. Explain to the participants that it is not necessary to track all activities that are carried out, but it is necessary to track those that are critical to the success of the project
6. Start by asking the participants if they have read their selected Microproject Proposals (a Hindi version should be available prior to the training). In the proposal will be a list of Milestones to be tracked by the VRMC and the Microproject Monitoring Team.
7. Each milestone will have a start and an end date. Ask them to prepare an Activity Timeline, which has a separate bar on a separate line for each Milestone.

#### Notes on the Milestone tracking

1. Most microprojects start with a pre-implementation meeting with the beneficiaries of the project. This is conducted after the microproject has been approved.
2. The number of steps identified is considered to be the maximum needed and one or two steps may not be implemented. For some microprojects the steps may be the minimum, e.g. Income Generating and Marketing microprojects which will vary significantly in nature.
3. All production-oriented microprojects, which involve plantation of trees under various plantation models, are broken into three phases with an assigned percentage as follows: Pre-Establishment Phase (15%); Establishment Phase (70%); and Post-Establishment Phase (15%). Other microprojects may or may not be broken down into phases.
4. All infrastructure projects are broken into three phases, each with an assigned percentage as follows: Pre-Construction Phase (15%); Construction Phase (70%); and Post-Construction Phase (15%).

- |  |   |
|--|---|
|  | <p>5. For all types of microprojects, the last step is the review and evaluation of the microproject, for which the key output is the Physical Completion Report (PCR). A microproject is only considered complete when the PCR is prepared and submitted to the PMU.</p> |
|--|---|

## MILESTONE TRACKING SHEET

MILESTONE/ ACTIVITY/ EVENT	DATE	NUMBER OF PERSONS ATTENDING*	KEY OUTPUTS OR RESULTS	REMARKS/ OBSERVATION

\* BY GENDER, SOCIAL GROUP



## STANDARD MICROPROJECT MILESTONES

### A. PRODUCTION (Forestry)

#### A.1. VILLAGE WOODLOT DEVELOPMENT MIXED SPECIES FARM FORESTRY

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
<i>Pre-Establishment Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training of community	Attendance Sheet	10
<i>Establishment Phase</i>			
3.	Land/Site Preparation	Actual Inspection	10
4.	Procurement of materials and supplies	Delivery Receipts	5
5.	Planting	Actual Inspection	25
6.	Care and Maintenance	Survival Monitoring Board/Forms	30
<i>Post-Establishment Phase</i>			
7.	Seedling Survival Incentive Payments	VRMC or FFA Bank Statement	5
8.	Review and Evaluation	Physical Completion Report	10
<b>TOTAL</b>			<b>100</b>

#### A.2. SAND DUNE FIXATION

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
<i>Pre-Establishment Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training of community	Attendance Sheet	10
<i>Establishment Phase</i>			
3.	Land/Site Preparation	Actual Inspection	10
4.	Procurement of materials and supplies	Delivery Receipts	5
5.	Planting	Actual Inspection	25
6.	Care and Maintenance	Survival Monitoring Board/Forms	30
<i>Post-Establishment Phase</i>			
7.	Review and Evaluation	Physical Completion Report	15
<b>TOTAL</b>			<b>100</b>

### A.3. POPLAR PLANTING

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
<i>Pre-Establishment Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training of participating farmers	Attendance Sheet	10
<i>Establishment Phase</i>			
3.	Land/Site Preparation	Actual Inspection	10
4.	Supply of improved clones	Delivery Receipts	25
5.	Planting	Actual Inspection	25
6.	Care and Maintenance	Survival Monitoring Forms	10
<i>Post-Establishment Phase</i>			
7.	Review and Evaluation	Physical Completion Report	15
TOTAL			100

### A.4. KITCHEN GARDEN DEVELOPMENT

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
<i>Pre-Establishment Phase</i>			
1.	Training of community	Attendance Sheet	15
<i>Establishment Phase</i>			
2.	Supply of tall plants/ vegetable seeds	Delivery Receipts	20
3.	Planting/ sowing	Actual Inspection (Random Sample)	20
4.	Care and Maintenance	Survival Monitoring Forms (Random Sample)	30
<i>Post-Establishment Phase</i>			
5.	Review and Evaluation	Physical Completion Report	15
TOTAL			100

#### A.5. DEPARTMENTAL TREE NURSERIES AND SCION GROVES

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training	Attendance Sheet	5
3.	Procurement of materials and supplies	Delivery Receipts	10
4.	Land clearing and preparation	Actual Inspection	10
5.	Planting	Actual Inspection	25
6.	Care and Maintenance	Survival Monitoring Forms	35
7.	Review and Evaluation	Physical Completion Report	10
TOTAL			100

#### A.6. COMMUNITY TREE NURSERIES

Milestone Sr. No.	Step by Step activity	Monitoring Tool & Means of Verification	Percentage Completion
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training of nursery management group	Attendance Sheet	5
3.	Procurement and delivery of materials	Delivery Receipts	10
4.	Land clearing and preparation	Actual Inspection	10
5.	Planting	Actual Inspection & Training Attendance Sheets	25
6.	Care and Maintenance	Survival Monitoring Forms	35
7.	Review and Evaluation	Physical Completion Report	10
TOTAL			100

**B. ENVIRONMENT (Forestry)**

**B.1. TREE GROVES**

<b>Milestone Sr. No.</b>	<b>Step by Step activity</b>	<b>Monitoring Tool &amp; Means of Verification</b>	<b>Percentage Completion</b>
<i>Pre-Establishment Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training of community	Attendance Sheet	10
<i>Establishment Phase</i>			
3.	Land/Site Preparation	Actual Inspection	10
4.	Procurement of materials and supplies	Delivery Receipts	5
5.	Planting	Actual Inspection	25
6.	Care and Maintenance	Survival Monitoring Board/ Forms	30
<i>Post-Establishment Phase</i>			
7.	Review and Evaluation	Physical Completion Report	15
<b>TOTAL</b>			<b>100</b>

### **C. COMMUNITY INFRASTRUCTURE**

#### **C.1. CHETNA KENDRA**

<b>Milestone Sr. No.</b>	<b>Step by Step activity</b>	<b>Monitoring Tool &amp; Means of Verification</b>	<b>Percentage Completion</b>
<i>Pre-Construction Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Purchase and delivery of materials	Delivery Receipts	5
3.	Equipment mobilisation	Actual Inspection	5
<i>Construction Phase</i>			
4.	Construction works	Actual Inspection	70
<i>Post-Construction Phase</i>			
5.	Landscaping of site and project turn-over	Actual Inspection	5
6.	Training/ VRMC meeting activities (for three months)	Attendance Sheets	5
7.	Review and Evaluation	Physical Completion Report	5
<b>TOTAL</b>			<b>100</b>

#### **C.2. WATER HARVESTING DAM**

<b>Milestone Sr. No.</b>	<b>Step by Step activity</b>	<b>Monitoring Tool &amp; Means of Verification</b>	<b>Percentage Completion</b>
<i>Pre-Construction Phase</i>			
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Purchase and delivery of materials	Delivery Receipts	5
3.	Equipment mobilisation	Actual Inspection	5
<i>Construction Phase</i>			
4.	Site clearing	Actual Inspection	5
5.	Excavation of core wall footings	Actual Inspection	5
6.	Clay core fill	Actual Inspection	15
7.	Dam construction (watering & compaction)	Actual Inspection	35
8.	Spillway construction	Actual Inspection	10
9.	Grass/ legume cover	Actual Inspection	5
<i>Post-Construction Phase</i>			
10.	Project turn-over	Signed Acceptance Sheet	5
11.	Review and Evaluation	Physical Completion Report	5
<b>TOTAL</b>			<b>100</b>

**D. INCOME GENERATING AND MARKETING ACTIVITIES**

**D.1. INCOME GENERATING PROJECTS (SELF EMPLOYMENT)**

<b>Milestone Sr. No.</b>	<b>Step by Step activity</b>	<b>Monitoring Tool &amp; Means of Verification</b>	<b>Percentage Completion</b>
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training	Attendance Sheets	10
3.	Provision of inputs	Delivery Receipts	10
4.	Economic activities	Monitoring Forms	60
5.	Marketing	Monitoring Forms	10
6.	Review and Evaluation	Physical Completion Report	5
<b>TOTAL</b>			<b>100</b>

**E. ALTERNATIVE ENERGY EFFICIENT TECHNOLOGIES**

**E.1. IMPROVED COOKING STOVES**

<b>Milestone Sr. No.</b>	<b>Step by Step activity</b>	<b>Monitoring Tool &amp; Means of Verification</b>	<b>Percentage Completion</b>
1.	Pre-Implementation Meeting (PIM)	Attendance Sheet	5
2.	Training	Attendance Sheet	5
3.	Delivery of materials for improved stoves	Delivery Receipts	5
4.	Assembly of cooking devices	Actual Inspection	10
5.	Installation of devices	Actual Inspection	60
6.	Project turn-over	Signed Acceptance Sheets	5
7.	Operational activities	Monitoring Forms	5
8.	Review and Evaluation	Physical Completion Report	5
<b>TOTAL</b>			<b>100</b>

## 23 MICROPROJECT OUTPUT/BENEFIT SHARING TRACKING

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To review with the VRMC, Link Workers and Microproject Monitoring Team the types of benefits that are likely to accrue from their microprojects.</i></li> <li>2. <i>To explain the need for collecting information on benefit sharing in each microproject.</i></li> <li>3. <i>To introduce the Benefit Sharing Tracking Sheet which is to be an integral part of each Microproject Record Book.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts and permanent marker pens</li> <li>2. An example of the Microproject Record Book</li> <li>3. A Hindi version of the Benefit Sharing Event Tracking Sheet</li> </ol>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants that the concept of participatory community forestry aims to ensure that poor people dependent on common land forest resources such as small timber, fuelwood, fodder and access to grazing have greater control over these resources.</li> <li>2. Ask them to review their Microplans and Microproject Proposals and establish 'who benefits' from these microprojects.</li> <li>3. Ask them if the poorer sections of the community have been adequately considered in each Microproject Design.</li> <li>4. Ask them if they have kept any records of benefits from any village woodlots in the village. If they have kept records ask them to explain how this was done. If they are about to harvest a woodlot ask them what is the benefit sharing arrangement. Has it been written into a legal agreement by the Panchayat?</li> <li>5. Explain that they will be expected to monitor the types of benefits coming from their microprojects by: <ul style="list-style-type: none"> <li><input type="checkbox"/> identifying the direct beneficiaries,</li> <li><input type="checkbox"/> establishing the amount of the different types of benefit,</li> <li><input type="checkbox"/> the dates when benefits are taken,</li> <li><input type="checkbox"/> the value of the benefit,</li> <li><input type="checkbox"/> the cost to the beneficiaries,</li> <li><input type="checkbox"/> the recipient of the payments for benefits (if any),</li> </ul> </li> </ol>

- what the funds are to be spent on (maintenance of the microproject, other village development activity etc.).
6. Explain that this information will be kept in their Microproject Record Book, and will be reported from time to time to the VRMC, Panchayat and the HCFP.
  7. Make sure that the participants understand that this information will enable the VRMC to estimate the real benefits over time of the microproject, and will help them in deciding whether or not to replicate the microproject in their village.
  8. Show them the Hindi copies of the various Benefit Sharing Tracking Sheet, and explain how it should be filled in.
  9. Ask the participants if they have any suggestions for improving the Benefit Sharing Tracking Sheet. Ask them who will be responsible for filling in the sheet which should be part of the Microproject Record Book.
  10. Finally, ask them if they are now willing to collect the data.

**OUTPUT/BENEFIT SHARING TRACKING SHEET:**

**MODEL: Village Woodlots**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

**Year:**

Sr. No.	Key Output/Benefit	Month	Unit	Quantity	Estimated Value (Rupees)	Beneficiaries			
						Unit	Total	SC	Women
1.	Employment Generation from Earth Work/ Planting /Other - Total - SC - Women		Man Days			No.			
			Man Days						
			Man Days						
			Man Days						
2.	Grass Cutting					HH			
						HH			
						HH			
						HH			
						HH			
						HH			
3.	Fruit Collection					HH			
						HH			
						HH			
						HH			
						HH			
						HH			
4.						HH			
						HH			
						HH			

Note: HH = Households

**OUTPUT/BENEFIT SHARING TRACKING SHEET:**

**MODEL: Community Sand Dune Fixation**

**Village Name:**

**CD Block Name:**

**Village Code Number:**

**Year:**

Sr. No.	Key Output/Benefit	Month	Unit	Quantity	Estimated Value (Rupees)	Beneficiaries			
						Unit	Total	SC	Women
1.	Employment Generation from Earth Work / Planting /					No.			
	Total		Man Days						
	SC		Man Days						
	Women	Man Days							
2.	Grass Cutting					HH			
						HH			
						HH			
						HH			
						HH			
						HH			
3.	Fruit Collection					HH			
						HH			
						HH			
						HH			
						HH			
						HH			
4.						HH			
						HH			
						HH			

**BENEFITS ACCRUED TRACKING SHEET:**

**MODEL: *Multi-Species Farm Forestry***

**Village Name:**

**CD Block Name:**

**Village Code Number:**

	BENEFIT ACCRUED	DATE OF EVENT	NUMBER OF DIRECT BENEFICIARIES [INSERT SOCIAL GROUP AND ECONOMIC GROUP]	VOLUME AND/OR WEIGHT OF BENEFITS	VALUE OF BENEFITS IN Rs.
1					
2					
3					
4					

**BENEFITS ACCRUED TRACKING SHEET:**

**MODEL: *Poplar Farm Forestry***

**Village Name:**

**CD Block Name:**

**Village Code Number:**

	BENEFIT ACCRUED	DATE OF EVENT	NUMBER OF DIRECT BENEFICIARIES [INSERT SOCIAL GROUP AND ECONOMIC GROUP]	VOLUME AND/OR WEIGHT OF BENEFITS	VALUE OF BENEFITS IN Rs.
1					
2					
3					
4					

**BENEFITS ACCRUED TRACKING SHEET:**

**MODEL: *Private Sand Dune Fixation***

**Village Name:**

**CD Block Name:**

**Village Code Number:**

	BENEFIT ACCRUED	DATE OF EVENT	NUMBER OF DIRECT BENEFICIARIES [INSERT SOCIAL GROUP AND ECONOMIC GROUP]	VOLUME AND/OR WEIGHT OF BENEFITS	VALUE OF BENEFITS IN Rs.
1					
2					
3					
4					

## 24 MICROPROJECT PHOTO MONITORING POINT

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To explain the uses and purposes of Photo Monitoring Points to the VRMC, Link Workers and Microproject Monitoring Team.</i></li> <li>2. <i>To show the participants how to establish Monitoring Points for before, during and after photography of plantation sites, new and improved infrastructure (e.g. chetna kendra, water harvesting dams, and crematoria sites).</i></li> <li>3. <i>To show the participants how to design photo monitoring presentations for the Chetna Kendra Information Boards.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts and permanent marker pens</li> <li>2. An example of a before, during and after photo monitoring presentation.</li> </ol>
<b>TIME</b>	30 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants that the main aim of the Microproject Photo Monitoring Points is to monitor progress with microprojects over time based on fixed ground points and compass directions in the field.</li> <li>2. Cameras for this purpose will be kept by the DFO in each Division, and the VRMC or Microproject Monitoring Team can request that a photographer accompany them when they are on an inspection or monitoring survey in their village. The M&amp;E Division and MIS Unit also have cameras. It should be possible during the training to show the VRMC members how to use a camera for Photo Point Monitoring.</li> <li>3. The use of a digital camera can be very effective especially as there are no processing costs once the camera and diskettes are purchased.</li> <li>4. A photographer can obtain instructions from the VRMC members as to how to produce the photographs, what to highlight, when to take photographs, where to take the photos, who should be included.</li> <li>5. The Photo Monitoring Points will be useful for before during and after monitoring, for example, in the case of village woodlots, block farm forestry, and water harvesting dam construction.</li> </ol>

6. The M&E Division will be responsible for establishing the Photo Monitoring Points in the field together with the VRMC members. The points can be fixed in the form of small concrete beacons with direction arrows or they may be located at existing fixed points such as walls, permanent fence posts, electric poles, large boulders or rocks. For existing points, direction marks will be needed to guide the photography, for new beacons metal arrows can be fixed on top of the beacon.
7. Explain that there will be a maximum of ten Monitoring Points in each village. A representative site will be chosen for each model e.g. kitchen garden, tree grove, village woodlots, poplar plantation, multi-species farm forestry, water harvesting dam, community sand dune fixation, private sand dune fixation, improved cooking stove, crematoria.
8. Finally, ask the participants to be interactive by commenting on what they see in the before, during and after photo presentation that is provided by the trainers. It would be useful for the trainers to provide a set of large photos on block board for this purpose.
9. Other purposes of photo monitoring are:
  - to record special events such as VRMC General Body meetings,
  - to provide additional visual information for reports,
  - to stimulate group discussion when photos are presented on the Chetna Kendra Information Board.
10. It is important that prints of photos taken in the village by 'outsiders' are returned to the 'insiders' (the villagers) for their own use and for display on a Chetna Kendra Information Board.
11. Explain that photos taken from each Photo Monitoring Point are kept by the project for future reference, and therefore can be made available to the VRMC on request.

# Photo Monitoring




## 25 COMMUNITY MONITORING BOARDS


<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To explain the uses and purposes of Community Monitoring Boards to the VRMC, Link Workers and Microproject Monitoring Team.</i></li> <li>2. <i>To show the participants how to design a Community Monitoring Board with one side comprising the Key PA Baseline Indicators and the second side comprising the Key Microplan and Microprojects Indicators.</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts and permanent marker pens</li> <li>2. Large sheets of Manila paper</li> <li>3. An example of a Community Monitoring Board with PA Baseline Indicators and Microplan/ Microproject Indicators</li> </ol>
<b>TIME</b>	1 hour
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain to the participants that the aim of the <u>Community Monitoring Board</u> is: <ul style="list-style-type: none"> <li>□ To focus, discuss, analyze and present visual statements on the general activities of the VRMC in the form of the results of the PA exercise, the Microplan and the implementation status of the microprojects requested in the Village Microplan.</li> <li>□ To provide information on the benchmark for some key indicators in the village with space provided to insert the level of the indicators at the end of the project period in each village</li> <li>□ To act as a focal information point for members of the VRMC and others.</li> </ul> </li> <li>2. Explain that the types of PA data should include: population, households, social groups, economic groups, village institutions, common land resources, private land resources, and livestock.</li> <li>3. The VRMC should chose one (at most two) indicators related to the three project purposes: forestry on common lands, agroforestry and farm forestry, and energy efficient technology for inclusion in the Monitoring Board. For each indicator a Benchmark will be set from the PA data, this Benchmark will be monitored during the time the project is in the village and will be set again after three years.</li> <li>4. Explain that Side 2 of the <u>Community Monitoring Board</u> should show progress with the on-going microprojects against the</li> </ol>

Microplan prepared by the VRMC. In addition, the benefits provided to the community should be shown for each of the three years in the form of charts. Examples are: total area planted in each year for each model, total employment generated by gender and for scheduled caste, and number of seedlings planted on common land and private land. The community should be encouraged to choose its own indicators for presentation to the whole community.

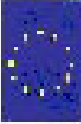
5. Explain that these boards are best located at a strategic location in the village, one in which it is likely that most villagers will pass by and therefore see the board almost on a weekly basis.
6. The local communities themselves with support from the HCFP field staff can design these boards.
7. Ask the participants to design a Community Monitoring Board for their own VRMC, and ask them to present their designs to all participants. Give them 30 minutes to make the design on white flip chart paper, and 10 minutes each to present the designs.
8. Show them an example of a Monitoring Board already in place, either in the form of a photograph, or a well designed layout (as presented on the following two pages)
9. Ask them to be interactive within groups by suggesting which of the designs was the best, and why.

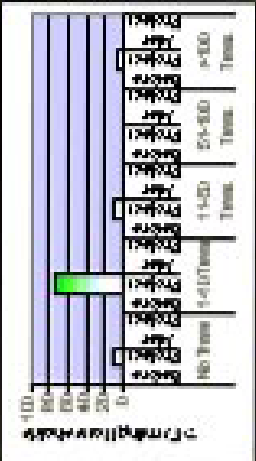
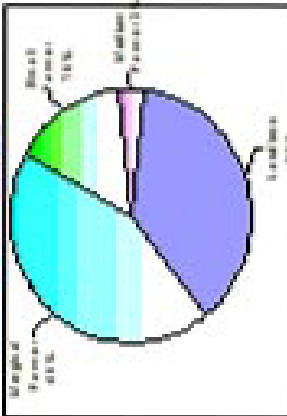
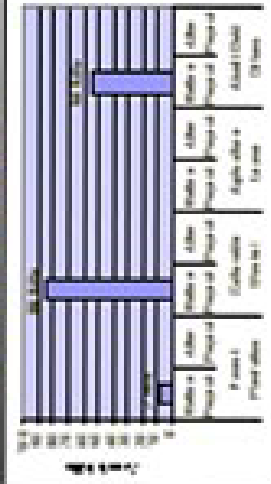
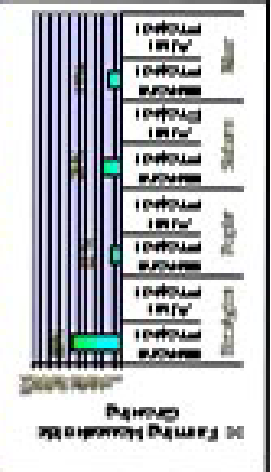
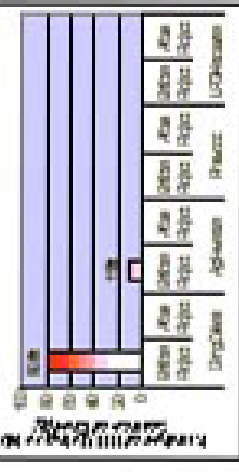


**Haryana Community Forestry Project**  
**Village : Talwar Block : Bahupur Road**



**Community Information Board**  
**Year 2000 Baseline**



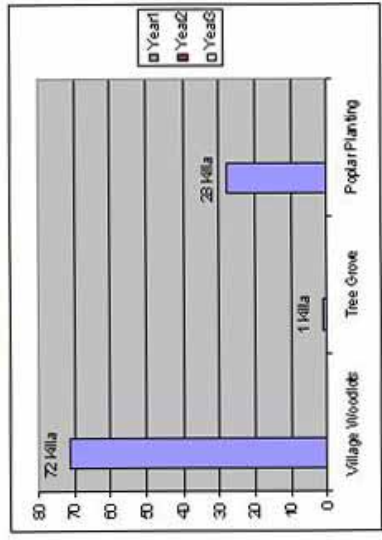
<p><b>Human Resources</b></p> <p><b>Population</b></p> <p>Male: 304 (53%) Female: 268 (47%) Total: 572</p> <p><b>Non-Literate</b></p> <p>Male: 74 (24%) Female: 108 (40%) Total: 182 (32%)</p> <p><b>Social Group</b></p> <p>Schedule Caste: 16 (3%) Backward Class: 35 (6%) General Category: 40 (7%) Total households: 91</p>	<p><b>Village Land Resources</b></p> <p>Common Land: 145 Killa</p> <p>Private Land: Irrigated: 482 Killa Non-irrigated: 0 Killa</p> <p>Total Land in the Village: 630 Killa</p>	<p><b>Tree Ownership by Farming Household</b></p> 	<p><b>Village Livestock</b></p> <p>Buffaloes: 190 Cattle: 51 Sheep: 8 Goats: 22 Total Livestock: 271</p>
<p><b>Economic Group</b></p> 	<p><b>Common Land Use</b></p> 	<p><b>Tree Species Grown on Farm Land</b></p> 	<p><b>Main Energy Source Used for Cooking</b></p> 
<p><b>Village Institutions</b></p> <p><b>Village Institution:</b> VRMC: Functioning</p> <p><b>Panchayat:</b> Functioning</p> <p><b>Anganwadi:</b> Functioning</p> <p><b>Mahila Mandali:</b> Functioning</p> <p><b>Primary School:</b> Functioning</p>			

# Community Microproject Implementation

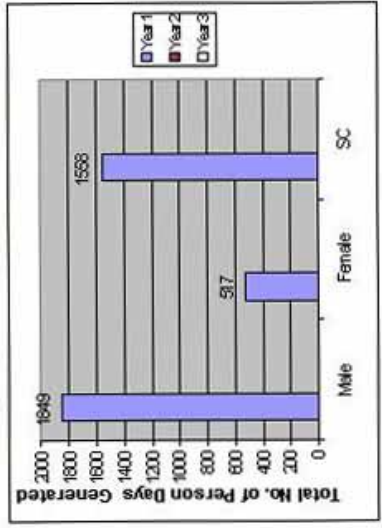
Name of Model	Participatory Microplan Targets		Year 1 Achievement		Year 2 Achievement		Year 3 Achievement		Overall Achievement (3 Years)	
	Physical	Financial	Physical	Financial	Physical	Financial	Physical	Financial	Physical	Financial
Village Woodlots	New Sites	30 KIB	12 KIB							
	Enriched Sites	0	0							
	Harvested Sites	0	0							
	Sites	17	2							
Tree Grove	Area	7 KIB	0.54 KIB							
	Hours Work	75	75							
	Hours Work	43	0							
	Seedlings	5147	0							
Poplar Planting	Hours Work	6	18							
	Seedlings	2100	5600							
	Hours Work	Not in Plan	24							
	Sites	Not in Plan	1							
Improved Clematis	SHG	Not in Plan	0							
	Microplot	Not in Plan	0							
	Particip. Members (Not in Plan)	91	70							

Date: Chhabra Field Centre, January, 2001

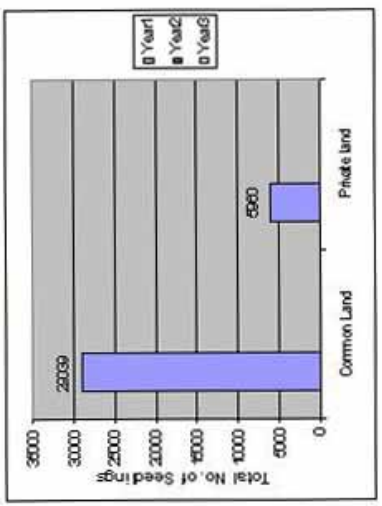
## Area Planted



## Employment Generated



## Seedlings



## 26 MICROPROJECT STANDARD PHYSICAL PROGRESS INDICATORS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"><li>1. <i>To explain to the VRMC, Link Workers and Microproject Monitoring Team the types of Activity and Output indicators that will be monitored by the HCFP staff and the HCFP M&amp;E Division.</i></li><li>2. <i>To show the participants examples of summary reports that will be prepared by the DFO and SDO from data collected from individual villages by the Forest Guards.</i></li></ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"><li>1. A Hindi version of one of the Summary Microproject Physical Progress Reports.</li></ol>
<b>TIME</b>	30 minutes
<b>PROCEDURE</b>	<ol style="list-style-type: none"><li>1. Explain that the data collected by themselves will be used not only by the VRMC for better management of their resources, but will also be used by the Project staff at the Division and Circle offices to see how the project activities are progressing.</li><li>2. Explain that extracts from their Community Record Books will be collected from time to time by staff from the SDO and DFO office to incorporate into Divisional reports.</li><li>3. Examples of Summary Physical Progress Reports are included here, mainly for the use of the Forest Guards resident in the villages and the SDO.</li></ol>

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

Component: Community Capacity Building  
Project Result in Logframe: Community Capacity Building  
Division: Sub-Division:

REPORTING PERIOD: Half Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year				Cumulative Completed			
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%		
<b>VRMC Establishment</b>													
VRMC formed	# committees												
Community forest guard living in village	# villages												
Link workers recruited	# persons												
Community Information System	# PA reports												
Community Microplans	# Microplans												
Entry point activity completed	# EPA projects												
Awareness Centres established	# Centres												
Community Monitoring Board	# Boards												
Microproject Monitoring Team	# Village teams												
VRMC rules and by-laws drawn	# Villages												
VRMC bank account established	# Villages												
Members' contributions to VRMC fund	# Rupees												
VRMC receiving grant from project	# committees												
<b>VRMC Functioning</b>													
General Body Meetings	Ave.#/village/year												
VRMC monthly meetings	Ave.#/VRMC/year												
VRMC records of meetings	Ave.#/VRMC/year												
Resource issues discussed in meetings	Ave.#/agenda												
High quality Microproject Logbooks	# VRMC												
Farmers using farm forestry record cards	# HH												
VRMC visits to community plantations	Ave.#/VRMC/year												
Plantation protection system in place	# Tree Watchers												
Microproject monitoring team active	Ave.#visits/year												
Employment in survival rate monitoring	# Person-days												
Benefit sharing system in place	# Logbook records												
Conflict resolution system in place	# Minute records												
<b>VRMC Training</b>													
VRMC PA Training	# Trainee-days												
VRMC Microplanning Training	# Trainee-days												
VRMC Management Training	# Trainee-days												
VRMC PME Training	# Trainee-days												
VRMC Money Management Training	# Trainee-days												
VRMC Leadership Training	# Trainee-days												
VRMC Other Training (to be specified)	# Trainee-days												
<b>VRMC Capability:</b>													
Members reading/using PA report *	# Persons/VRMC												
Members reading/using Microplan *	# Persons/VRMC												
Members active in conflict resolution	# Persons/VRMC												
Alternative new external funding	# Fund sources												
Sub-committees for microprojects	# Sub-committees												
Locally arranged training	# Training events												
Legal cases against CL encroachment	# Successful cases												

\* Includes Sarpanch

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

Component: Community Capacity Building

Project Result in Logframe: Empowerment of Disadvantaged Groups

Division:

Sub-Division:

REPORTING PERIOD: Half Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress										
		OWP		Previous Years		This Financial Year						Cumulative		
						Annual Plan		Actual to date		Actual Year End		Completed		
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
<b>Social Empowerment</b>														
VRMC established	# committees													
Women members of VRMC	# persons													
Male members of VRMC	# persons													
VRMC gender ratio	% female members													
Women VRMC office bearers	# persons													
SC members of VRMC	# persons													
SC ratio	% SC members													
SC VRMC office bearers	# persons													
Women link workers	# persons													
Women members of MP monitoring team	# persons													
Literacy classes organised in village	# classes													
Women/SC provided with literacy training	# persons													
<b>Economic Empowerment</b>														
<i>IGA activities [women's groups]</i>														
Villages with IGA projects	# villages													
IGA microproject proposals approved	# plans													
IGA enterprise types	# category list													
SC self help group formed	# groups													
General self help group formed	# groups													
SC SHG membership	# members													
General SHG membership	# members													
Self help group management training	# trainee-days													
Money management training	# trainee-days													
IGA enterprise training	# trainee-days													
SHG with bank accounts	# bank accounts													
SHG financial capital	# rupees													
SHG receiving HCFP subsidy	# groups													
Amount of subsidy dispersed	# rupees													
SHG taking loans from lending institutions	# groups													
SHG receiving marketing assistance	# groups													
SHG completing one production cycle	# groups													
SHG completing two production cycles	# groups													
<b>Employment in project activities*</b>														
Women employed in project activities	# woman-days													
Men employed in project activities	# man-days													
SC employed in project activities	# person-days													

\* Totals to be aggregated from all forestry microprojects where labour is used

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

Component: Common Property Resource Management  
Project Result in Logframe: Water Harvesting Dam  
Division: Sub-Division:

REPORTING PERIOD: Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress										
		OWP		Previous Years		This Financial Year						Cumulative Completed		
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%	
						No.	%	No.	%	No.	%	No.	%	
VRMC proposing dam	villages													
Water harvesting design approval	sites													
Water harvesting dam volume	cubic metres													
Size of lake	hectares													
Length of main reticulation pipe	meters													
Catchment fodder grasses sown	hectares													
Catchment babbar grass sown	hectares													
Catchment tree planting	hectares													
Catchment check dams	# sites													
Male employment in establishment	Person-days													
Female employment in establishment	Person-days													
SC employment in establishment	% of all p-d													
Beneficiaries of water sale	households													
Beneficiaries of water use	households													
Area irrigated from lake	hectares													

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

**TYPE OF REPORT:** Summary

**Component:** Common Land Resource Management  
**Project Result in Logframe:** Establishment of Tree Groves  
**Division:**  
**Sub-Division:**

**REPORTING PERIOD:** Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress								Cumulative Completed		
		OWP		Previous Years		This Financial Year			Actual Year End					
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
VRMC proposing tree groves	Villages													
Number of tree groves	Sites													
Tree grove area	Hectares													
Number of seedlings planted	Seedlings													
Indirect beneficiaries	Households													
Tree species index	Species/site													
Azadirachta indica (neem) ratio	% all trees													
Male employment in establishment	Person-days													
Female employment in establishment	Person-days													
SC employment in establishment	% of all p-d													
Survival rate after one year	Average %													
Survival rate after two years	Average %													

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

**Component:** Common Land Resource Management  
**Project Result in Logframe:** Village Woodlot Development  
**Division:** **Sub-Division:**

REPORTING PERIOD: Half Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year						Cumulative Completed	
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%	No.	%
VRMC proposing new village woodlot	Villages												
Villages proposing alternative models*	Villages												
Number of village woodlot sites	Sites												
Village woodlot area planted	Hectares												
Number of seedlings planted	Seedlings												
Indirect beneficiaries (whole village)**	Households												
Direct beneficiaries***													
Tree species index	Species/site												
Eucalyptus ratio	% of all trees												
Dalbergia sisoo ratio	% of all trees												
Acacia nilotica ratio	% of all trees												
Male employment in establishment	Person-days												
Female employment in establishment	Person-days												
SC employment in establishment	% of all p/d												
Survival rate after one year	Average %												
Survival rate incentive paid to VRMC	Total Rs												
Survival rate after two years	Average %												
Survival rate incentive paid to VRMC	Total Rs												

\* Mostly gap filling in existing woodlots or mini-woodlots on institutional land (0.1-3 hectares)

\*\* Whole village; data collected during Village PA i.e. Socio-Economic Matrix

\*\* Regular users of community woodlot land e.g. household fodder/firewood gatherers, annual grass cutting contractors, graziers

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

**Component:** Private Agroforestry and Farm Forestry  
**Project Result in Logframe:** Multi-Species Farm Forestry  
**Division:** **Sub-Division:**

REPORTING PERIOD: Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year						Cumulative Completed	
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%	No.	%
Villages proposing MSFF	Villages												
Farmers requesting seedlings	Households												
Total net planting area	Hectares												
Block planting farmers	Households												
Block planting area	Hectares												
Line planting farmers	Households												
Line planting	Kilometers												
Equivalent line planted area	Hectares												
Number of seedlings planted	Seedlings												
Tree species index	Species/group												
Eucalyptus ratio	% of all trees												
Survival rate after one year	Average %												
Survival rate after two years	Average %												
Incentive bonus paid in Year 2	Rupees												
Incentive bonus paid in Year 2	Households												
Incentive bonus paid in Year 3	Rupees												
Incentive bonus paid in Year 3	Households												

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

**TYPE OF REPORT:** Summary

**Component:** Private Agroforestry and Farm Forestry

**Project Result in Logframe:** Poplar Plantation on Prime Land

**Division:**

**Sub-Division:**

**REPORTING PERIOD:** Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year						Cumulative Completed	
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%	No.	%
Villages proposing poplar model	Villages								8				
Farmers requesting seedlings	Households												
Total net planting area	Hectares												
Block planting farmers	Households												
Block planting area	Hectares												
Line planting farmers	Households												
Line planting	Kilometers												
Equivalent line planted area	Hectares												
Number of seedlings planted	Seedlings												
Farmers adopt clonal material	Households												
Survival rate after one year	Average %												
Survival rate after two years	Average %												

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

**TYPE OF REPORT:** Summary

**Component:** Private Agroforestry and Farm Forestry

**Project Result in Logframe:** Kitchen Garden and Homestead Plot

**Division:**

**Sub-Division:**

**REPORTING PERIOD:** Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress										
		OWP		Previous Years		This Financial Year						Cumulative Completed		
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%	
						No.	%	No.	%	No.	%			
VRMC proposing kitchen gardens	Villages													
Number of fruit tree beneficiaries	Households													
Number of vegetable beneficiaries	Households													
Kitchen garden area	Hectares													
Number of seedlings planted	Seedlings													
Tree species index	Species/village													
Survival rate after one year	Average %													
Survival rate after two years	Average %													

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

Component: Private Agroforestry and Farm Forestry  
Project Result in Logframe: Sand Dune Stabilisation\*  
Division: Sub-Division:

REPORTING PERIOD: Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year						Cumulative Completed	
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%	No.	%
Villages proposing SDF model	Villages												
Farmers requesting seedlings	Households												
Total net planting area	Hectares												
Block planting farmers	Households												
Block planting area	Hectares												
Strip planting farmers	Households												
Strip planting farmers	Kilometers												
Equivalent strip planted area	Hectares												
Number of seedlings planted	Seedlings												
Tree species index	Species/group												
Ailanthus ratio	% of all trees												
Acacia nilotica ratio	% of all trees												
Prosopis cineraria ratio	% of all trees												
Male employment in establishment	Person-days												
Female employment in establishment	Person-days												
SC employment in establishment	% of all p/d												
Survival rate after one year	Average %												
Survival rate after two years	Average %												
Year 2 replacement seedlings	Seedlings												
Year 3 replacement seedlings	Seedlings												

\* A small proportion of plantations may be on common land

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

TYPE OF REPORT: Summary

**Component:** Energy Efficient Village Technologies  
**Project Result in Logframe:** Improved Cooking Facilities  
**Division:**                      **Sub-Division:**

REPORTING PERIOD:                      Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year				Cumulative Completed			
		No.	%	No.	%	Annual Plan		Actual to date		Actual Year End		No.	%
						No.	%	No.	%	No.	%	No.	%
VRMC requesting energy efficient stoves	villages												
Improved stove user groups formed	groups												
List of stove types agreed*	List of types												
Training in use & maintenance of stoves	# women												
Improved stoves installed	households												
Male employment in installing	Person-days												
Female employment in installing	Person-days												
SC employment in installing	% of all p/d												

\* Stove types are based on the requests in each Village Microplan and the designs suggested in the Energy Study carried out in 2000

## HARYANA COMMUNITY FORESTRY PROJECT - PROJECT PHYSICAL PROGRESS REPORT

**TYPE OF REPORT:** Summary

**Component:** Energy Efficient Village Technologies  
**Project Result in Logframe:** Improved Crematoria  
**Division:** **Sub-Division:**

**REPORTING PERIOD:** Half-Year Report

Physical Progress Indicators	Unit	Overall Target		Physical Progress									
		OWP		Previous Years		This Financial Year						Cumulative Completed	
						Annual Plan		Actual to date		Actual Year End			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
VRMC requesting improved crematoria	villages												
Crematoria constructed	villages												
Male employment in establishment	Person-days												
Female employment in establishment	Person-days												
SC employment in establishment	% of all p/d												

## 27 MICROPROJECT REVIEWS

<b>OBJECTIVE</b>	<ol style="list-style-type: none"> <li>1. <i>To provide the VRMC, Link Workers, and Microproject Monitoring Team with an overview of the review and evaluation process.</i></li> <li>2. <i>To review and evaluate a microproject in terms of biophysical and socio-economic outputs, together with desired interactive learning/skills achievements.</i></li> <li>3. <i>To formulate a community action plan for improving the development capabilities of the community based on the experiences gained in implementing the microproject.</i></li> <li>4. <i>To further broaden the community planning perspectives.</i></li> <li>5. <i>To identify new and improved microprojects for implementation by the community by themselves</i></li> </ol>
<b>MATERIALS</b>	<ol style="list-style-type: none"> <li>1. Flip charts</li> <li>2. Pens</li> <li>3. Notebooks</li> </ol>
<b>TIME</b>	<p>1-2 hours (when there is already a review pending, otherwise 30 minutes in the first PME training)</p>
<b>PROCEDURE</b>	<ol style="list-style-type: none"> <li>1. Explain the rationale of the CMR where the community will evaluate the microproject they are implementing in order to assess how the microproject was implemented and what were the results so far.</li> <li>2. Ask the participants "what microproject are they implementing?"</li> <li>3. Write the project title on the board or flip chart. Write the start-up date on the board.</li> <li>4. Explain that they will evaluate this microproject as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> The community will review and evaluate</li> <li><input type="checkbox"/> The review is based on community objectives</li> <li><input type="checkbox"/> The community sets their indicators of success</li> <li><input type="checkbox"/> The community sets their future direction</li> </ul> </li> <li>5. Point out that HCFP is here only to facilitate the review and evaluation of the microproject, and not to conduct it for the community. The facilitator should ensure that by the end of the discussion there is already a consensus that the community should lead the review and evaluation activity.</li> </ol>

6. Ask the participants "what elements of the microproject need to be evaluated?" The facilitator should process the various responses in order to come up with the following general areas to be evaluated:

- ❑ Efficiency of the microproject implementation in terms of money spent on different establishment activities.
- ❑ Effectiveness of the microproject in achieving expected physical outputs and effects
- ❑ Relevance of the microproject in terms of the priorities outlined in the strategic village resources Microplan
- ❑ Impact of the microproject through longer term benefits (these may be only be predictions at the stage of the Mid-term Review)
- ❑ Sustainability of the microproject in terms of improving the capabilities of the community, beneficiaries and VRMC to sustain the microproject

7. Explain that physical outputs are those that are observable and quantifiable, whereas community capabilities are gains in knowledge and skills. It is based on this information that the community will be able to establish whether the microproject objectives have been met within the time frame.

8. Ask the participants "what is the importance of reviewing and evaluating their microproject?" The facilitators should process the responses to come up with the following:

- ❑ To learn from the experiences gained in planning and implementing the microproject
- ❑ To collect information for improved decision making by the community and the VRMC in the future

#### Review of the Microproject

This part deals with the review of the microproject in question. Before the review and evaluation can take place, the Microproject Formulation exercise must have been completed as part of the Microplanning with the community. It is assumed that:

- ❑ The community has set the microproject objectives
- ❑ The community has designed the microproject and completed the Microproject Proposal Form
- ❑ The community has set its own indicators of achievement (biophysical, socio-economic and desired social learning /skills).

### Review of Objectives

1. Ask the participants "why did you decide to undertake this microproject?"
2. Ask them to write their responses on coloured metacards.
3. Facilitators (M&E Forest Guards and IT&C Forest Guards) cluster these responses.
4. Validate if these are the objectives stated in the Microproject Proposal.
5. Ask, "what results did you expect from the microproject?"
6. Write down the responses on the board or flip chart next to the objectives.
7. Refer to the Development Indicators specified in the Microproject Proposal and validate the responses.
8. Explain that the review and evaluation will be based on these objectives and indicators.

### Review of Microproject Milestones and Activities

1. If the VRMC has already formed a CMME Team, the facilitators should ask the team members to present the monitoring matrices, which they regularly up-date for the VRMC monthly meetings and for the Microproject Monitoring Boards.
2. The monitoring matrices will include the following:
  - Monthly microproject milestone tracking (activities)
  - Monthly microproject development indicator tracking
  - Benefit sharing tracking
  - Community capability tracking
3. If the VRMC has not formed a CMME Team or if it was formed but has been ineffective, the facilitators should ask the participants to recall the activities conducted before and during implementation. The facilitators should arrange cards chronologically, and facilitate discussion in order to finalize the list.

### Assessment of Microproject Milestones and Activities

When the microproject milestones and activities have been listed the facilitators should chair an open discussion with the following guide questions:

- ❑ Was the schedule for specific microproject milestones/ activities followed?
- ❑ Were the materials/inputs provided on time?
- ❑ Were the project specifications met?
- ❑ Were counterpart resources provided?
- ❑ How many families were directly benefited by the project? And how many disadvantaged families were benefited?
- ❑ How many training events were conducted? And how many attended the training?
- ❑ How many meetings were conducted? And how many attended the meetings?
- ❑ What problems were encountered during implementation? And how were these dealt with?

#### Assessment of Microproject Results

1. Ask the participants what were the biophysical and socio-economic outputs of the microproject, and ask them to write down responses on coloured metacards.
2. Facilitators tape the metacards opposite the key development indicators previously listed on the board or flip chart.
3. Facilitators should make a note of any deviations between planned and actual biophysical and socio-economic outputs.
4. Ask what improved capabilities the community, through implementing this microproject, has achieved, e.g. knowledge and skills gained. Ask participants to write responses on metacards. Facilitators tape cards to board.
5. Facilitators cluster the responses on the coloured metacards in order to fall into the "eight community capabilities" (gathering and appraising information, preparing village resource plans, resolving conflicts, accessing and mobilizing resources, accessing adult education, managing and protecting common property resources, promoting diverse income generating projects, adjusting development direction)

#### Microproject Rating

1. Facilitators review the microproject with regard to actual milestones/activities, results, problems vis-a-vis planned objectives and targets outlined in the Microproject Proposal.
2. Ask the participants "Did we succeed?"
3. Ask the participants to rate the microproject from a score of 1-10, with 10 being the highest. This can be done through metacards and using a tally sheet on a flip chart to establish the overall consensus.
4. Ask them to substantiate their final rating based on the earlier discussions.

#### Assessing Sustaining Mechanisms

1. Ask the participants "how will you sustain the project after the phase-out of the HCFP at the end of the Establishment Phase?"
2. Suggest that they write down their responses on coloured metacards.
3. The facilitators cluster the responses into groups based on the following categories:
  - Financial sustaining mechanisms
  - Organization/institutional strengthening
  - Technical operation and maintenance actions
  - Marketing actions
  - Gender related actions
  - Environment related actions.
  - Other response areas to be added as needed
4. Divide the participants into groups, one group for each of the sustaining mechanism areas.
5. And ask each group to prepare an Action Plan for the Second Phase of the Microproject (this is the phase after the HCFP has phased out from direct service intervention in the village). The plan will contain activities needed to sustain the project.
6. Explain that these activities will assist the HCFP in developing an Exit/Phase-Out Strategy, unique to their own village.
7. Explain that follow up meetings will be needed in the community to discuss how to operationalize the action plan for sustaining the Microproject during the Maintenance and Benefit Phase.

**SUGGESTED FORMAT FOR A COMMUNITY MICROPROJECT  
REVIEW/EVALUATION REPORT (number of pages 2-5)**

1. Summary
2. Background and Rationale for Review/Evaluation
3. Brief Description of the Microproject
4. Review/Evaluation Design and Process
  - Focus of review
  - Review methodology
  - Process of information gathering, analysis and report writing
  - Relevance (microproject relevance to village microplan and HCFP goals)
  - Efficiency (cost effectiveness of microproject design, e.g. various unit costs vis-a-vis state or village norms)
  - Effectiveness (are planned outputs being achieved on time in the quantity and quality desired?)
  - Impact (may not be any for plantation projects, but predictions can be made)
  - Sustainability (ability of community to implement Maintenance and Benefit Sharing Phase unassisted)
  - Replicability (other projects in same village or elsewhere)
5. Recommendations (activities to be implemented by the community as part of the Maintenance and Benefit Sharing Phase)
6. General Conclusions (lessons to be learned for new microprojects in the same village or elsewhere)