HELVETAS Swiss Intercooperation (HSI) Bangladesh

Developing a Monitoring and Evaluation (M&E) System:

From livelihoods to market development approach, experiences of the Samriddhi Project

September 2011

This document describes not only the M&E system but also the process the Samriddhi project followed to develop a comprehensive M&E system, aligning the LogFrame (LF) and the Results Chain (RC).

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PART 1: From livelihoods to market approach and integrating results chain – the process followed by Samriddhi

1. The Samriddhi project at a glance: from livelihoods to market development.

In Bangladesh, a large majority of the population lives in rural areas, virtually all of them making their living exclusively or substantially from agriculture. In this highly populated country the poverty rate is still around 50%. Rural markets in Bangladesh are quite dynamic, both in agricultural and non-agricultural products. For producers, there is a good potential to sell their products at good prices at local, regional and national levels. However, these opportunities are rarely tapped into because of different constraints, mainly a lack of organisation of the producers and low quality or unavailability of inputs and services, including financial products.

The project Samriddhi is the merger of the Livelihoods, Empowerment and Agroforestry (LEAF) project and its sister project, the Sustainable Access to Agroforestry Knowledge, Technology and Information (SAAKTI) project. LEAF and SAAKTI have been very successful in establishing approaches which contributed to the economic empowerment of rural households in Bangladesh, thereby giving special attention to poor and extreme poor. The two projects have strengthened the efforts of community based organisations (CBO) to identify their development priorities and participate in local decision-making processes. One of the main challenges for Samriddhi is to consolidate the achievements of LEAF and SAAKTI in order to make them sustainable and at the same time to scale-up the successful interventions to increase the outreach.

Samriddhi's goal is to contribute to sustainable well-being and resilience of poor and extreme poor households of Rajshahi and Rangpur Divisions and Sunamganj District through social and economic empowerment. To do so, it combines two approaches:

- Making markets work for the poor (M4P) to establish sustainable and inclusive market systems in order to enable poor and extreme poor men and women in the project intervention areas will make use of improved employment and income generating opportunities facilitated through value chain and enterprise development, and have sustainable access to quality services (information, skills, technology, etc.), both private and public (Outcome 1). In particular, Samriddhi is engaging in twelve value chains in order to improve their competitiveness, internal organization and governance. These value chains include vegetables, fruit, fish, beef, goat, chicken, duck, milk, medicinal plants, cotton craft, jute craft, and plant craft.

- Human and Institutional Development' (HID) so that poor and extreme poor men and women in the project intervention areas define, manage, and lobby for their own development priorities and are able to secure access to a more enabling environment for their livelihood improvements (Outcome 2). HID will help community platforms to work towards an economically and socially empowering and enabling local environment, and micro and small enterprises (MSE) and service provider associations (SPA)[1] to take a strong role in business development, outreach and inclusiveness.

[1] SPA: Service Providers Associations, are.associations regrouping the Local Services Providers of a certain geographical area.

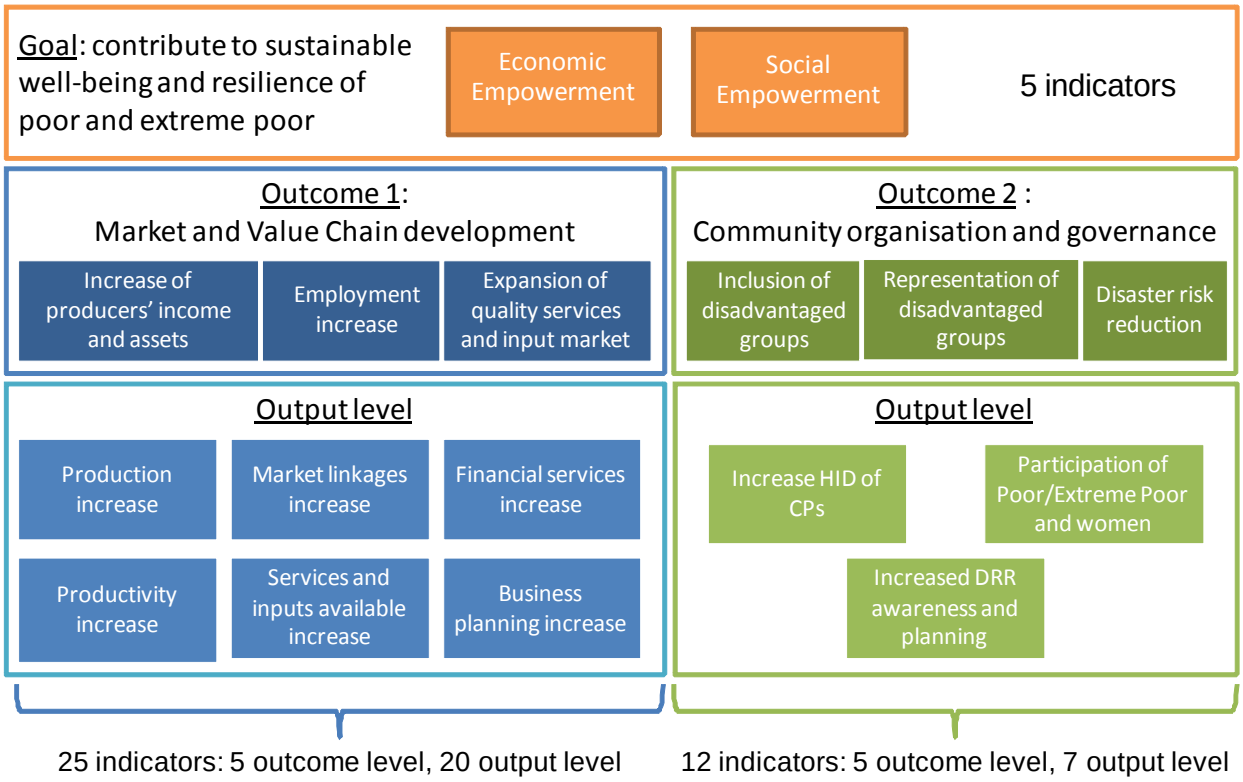

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Figure 1: Visualisation of the initial Log Frame of Samriddhi, developed before the market assessments were carried out

2. Setting up the first M&E system: introducing Results Chain (RC), in parallel to the LogFrame (LF)

Since Samriddhi is merger of two projects (LEAF, SAAKTI), the M&E system was initially based on the systems of the two previous projects. At the same time, Samriddhi marks the change to a more systemic approach to market development and therefore naturally had to ask whether its interventions lead to any change in the market system.

To that effect, Results Chain (RC) for private sector development is newly introduced to Samriddhi, to be included alongside the already defined LF. In the previous phases, although the monitoring system was very thorough, several process and system-related changes could not be fully captured and reflected. Changes at the level of the beneficiaries, MSEs, service providers and service provider associations as well as other market actors were identified. However, how these changes were interlinked together and whether they indicated systemic changes was harder to visualize with just the LF. Since Samriddhi was designed in a way to further adopt the principles of facilitation and to follow the M4P concept, a new importance was given to the monitoring of systemic change and linking interventions on market system level with changes at beneficiary level, through RC.

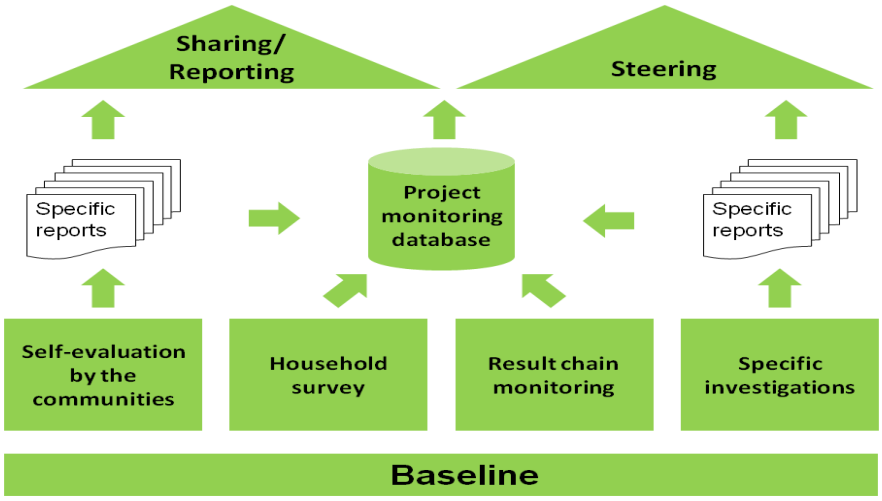

Figure 2: Initial M&E system of Samriddhi

The process to develop and monitor against the RC was as follows:

Development of impact logics

The project staff was introduced to the method of impact logics and RC in a two day workshop at the beginning of the phase. This internal 'training' was organized by staff members who had received formal training on Results Measurement in Private Sector Development or on the M4P approach. In this workshop, they already developed some impact logics for well known sub-sectors. Through this participatory and interactive training, the staff could easily access the relevance of impact logics for project planning, implementation and monitoring. After completing all sub-sector analyses (value chain analyses), the remaining RC were developed by the concerned twelve value chain teams of the project.

The biggest challenge during the development of the impact logic was actually not the development of the chains themselves, but rather the definition of truly systemic interventions. After this step was done, the methodology of impact logic development was quickly understood by the staff. Since the methodology of impact logics was fairly new to the project, there have not initially been any project specific guiding principles. This led however to some discrepancies among the value chains, which were tackled at a later stage (see section 3)

Defining indicators of change

The project team then developed impact logics and the respective indicators. The indicators focus on measuring changes along the RC to achieve the above mentioned dual goal: to see whether the links between the steps in the logic are actually working as well as to assess the quantitative changes that are leveraged by the initial intervention. Furthermore, qualitative assessment of actors' perception will complement the picture.

What were the consequences of this initial process? Samriddhi had then an M&E system set up with two parallel components:

- monitoring of Outputs, Outcomes and Goal as per the LF of the project, defined BEFORE any value chain assessment had been carried out, and

- monitoring of the RC at Market trigger, Market uptake, Enterprise performance, Sector growth and Poverty reduction levels as per the RC of the 12 value chains of the project. There RC were developed AFTER the value chain assessments.

During its first Steering Committee meeting, the Samriddhi team and the donor (SDC) discussed how these two monitoring systems fit together. It was then agreed that a new, holistic M&E system would be drafted, aligning the LF and the RC. The idea was that the Log Frame would become the overarching framework that includes the measurement needs of the results. The Log Frame was then reviewed in order to incorporate the insights gained form the value chain assessment and to measure the RC.

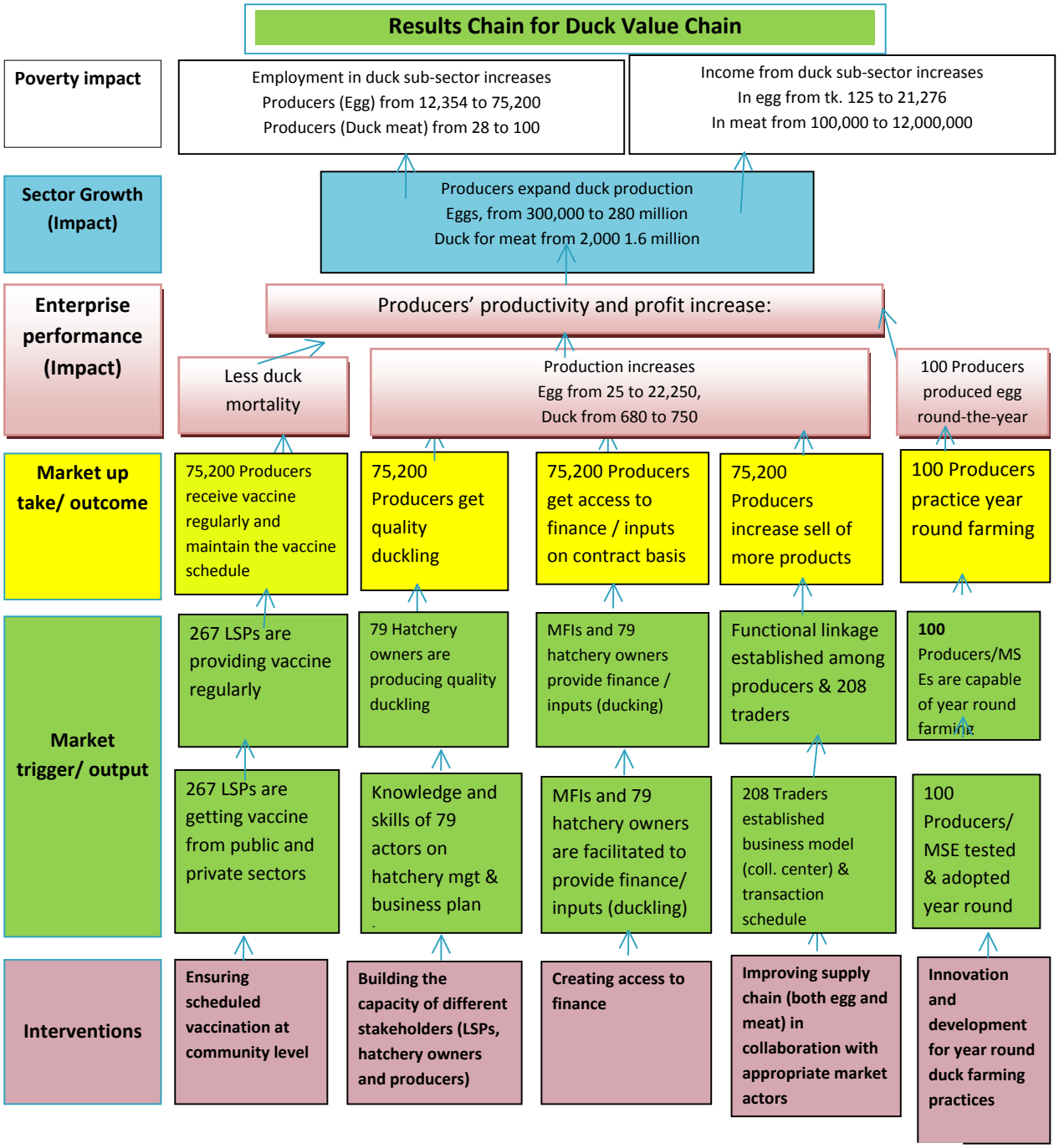

Figure 3: example of an impact logic developed with the corresponding indicators

3. Adjustment of the LF based on the Results Chains

This section focuses on the recalibration of the LF with the objective of making it consistent with the RC and obtaining one single, holistic monitoring framework.

Samriddhi's M&E system has been initially composed of two main pillars. On the one hand, the LF measured outputs, outcomes and goal of the project. As a system for the entire project, it included general indicators applicable regardless of the product or value chain. Figure 5 on page 8 illustrates the 'essence' of the changes that the initial LF tried to capture.

On the other hand, the RC indicators provided the opportunity to measure the changes in each of the project's 12 value chains – from the interventions to the intended end results.

The process followed to have one harmonised system, with the LF as the overarching framework was the following:

A common template for the Results Chain

In order to develop a single set of indicators for monitoring the RC as well as LF, a general and harmonised system was developed for the RC that would be applicable to all 12 value chains. All 12 RC will follow this template, adapting it to their particularities and including the necessary level of details. This template is given in Figure 4. The levels of the LF (goal, outcome and output) and RC (as indicated in Figure 4) were aligned.

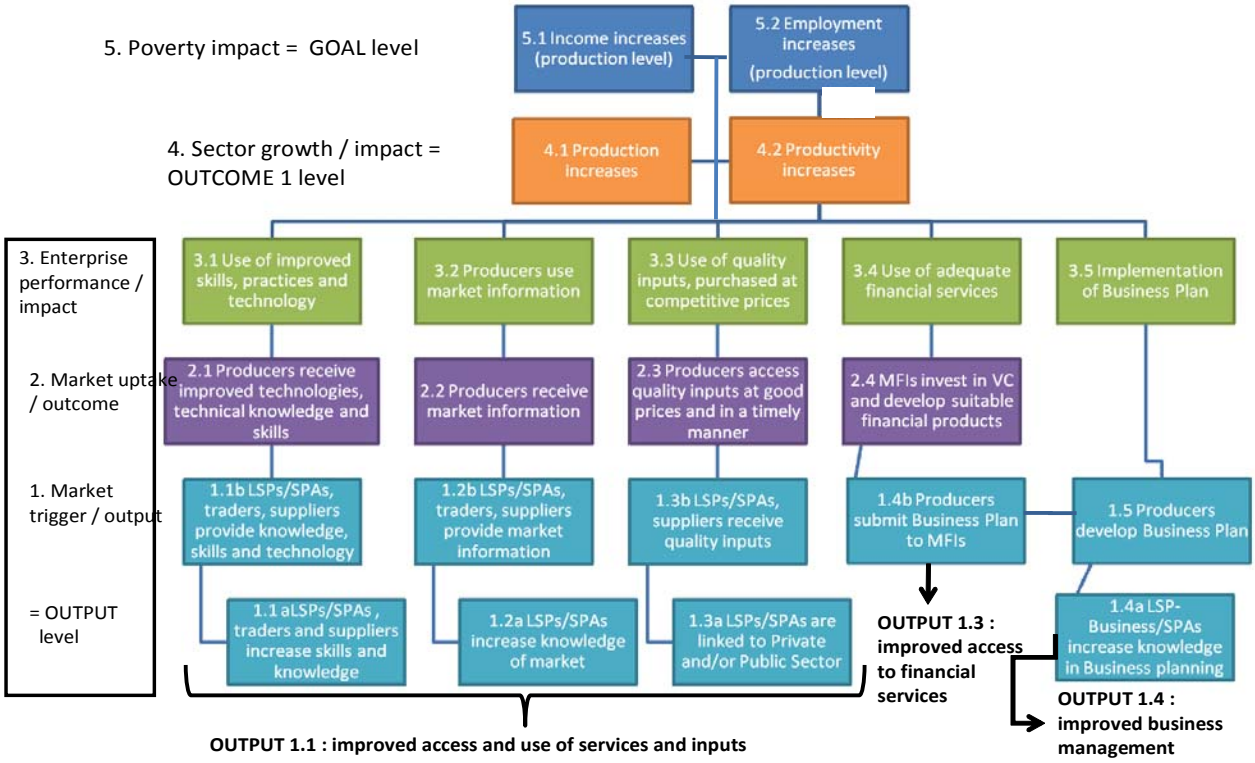

Figure 4: Template of RC after the adjustment with LF

Using this template, the generic indicators for the RC were then developed. Even though local service providers (LSP)[2] are used in the template of Figure 4 as market trigger, this does not mean that LSPs are the only trigger in the impact logic; depending on the value chains, there are also other market actors, such as traders or hatchery owners, who can play a similar role. The indicators of the adjusted LF capture this diversity of triggers. However, in its present state in the figure4 above 1.4 and 1.5 give an example of both market trigger and market uptake ; the project will review this template after the update of the market analysis to give a more systemic view.
The RC will be revised once a year following the update of the twelve value chain report. This results chain will also be adapted to each of Samriddhi's twelve value chain, showing their specificities.

Revising the LogFrame structure and indicators

A revised structure that corresponds to the RC structure (this applies only to outcome 1 while outcome 2 has been left unchanged) was then developed. The 'artificial' distinction between value chain development, enterprise development and service provision is now removed. This structure can be visualised in Figure 5.

- LF Goal level corresponds to the RC poverty impact level
- LF outcome 1 corresponds to the RC sector growth
- LF output level (under outcome 1) corresponds to the RC market trigger, market uptake and enterprise performance levels. Each output of the LF corresponds to one branch of the RC.

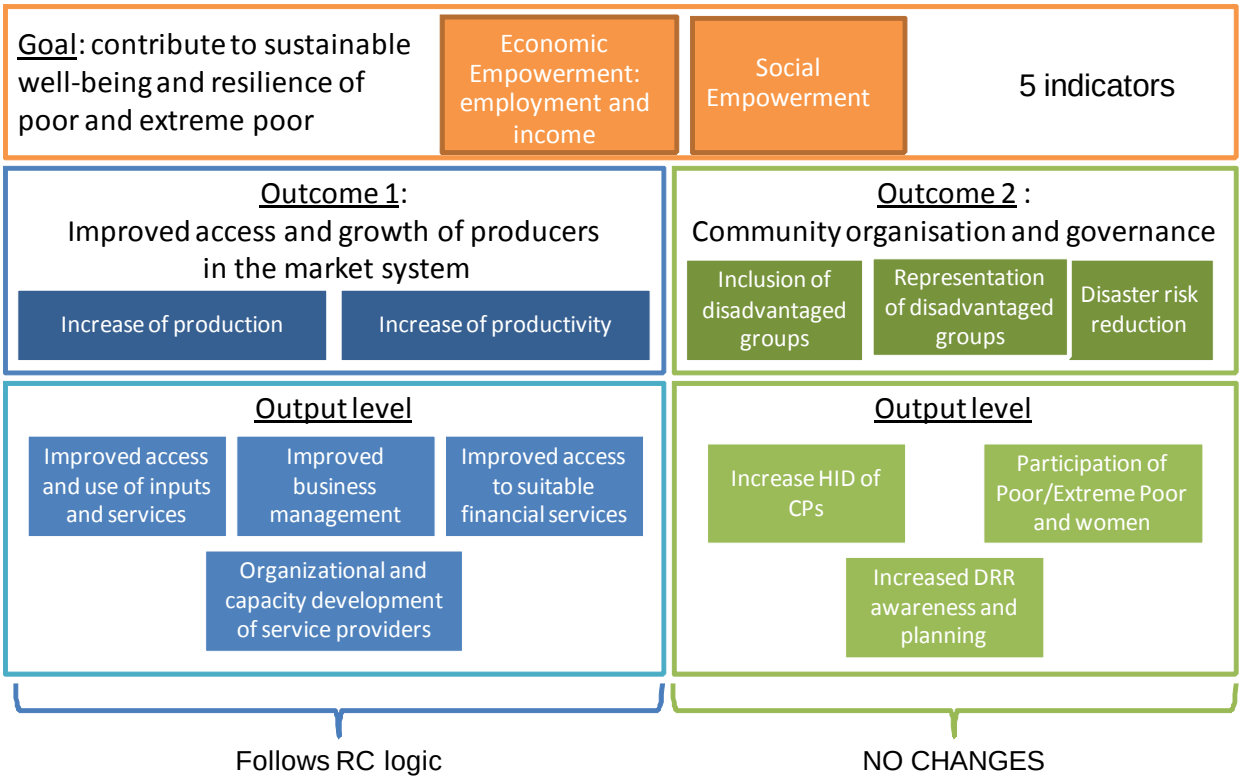

Figure 5: Revised structure and content of the LF

[2] Local Service Providers are advanced farmers trained mainly by the private sector or by local government line departments; they provide fee-based services to producers, technical as well as business.

As a result, in the new M&E system:

- Many of the LF indicators have been reordered, some of them have been modified and some new indicators have been added in the LF.
- Where needed, the targets and tools have been adjusted. The targets have been revised taking into account the staff's experiences and estimations as well as the baselines. In addition, the indicators for which there is not yet any baselines, the targets would be finalised on the basis of the baselines to be completed by July 2011.
- Some indicators are deleted because of their lack of relevance and difficulty to monitor.

4. Lessons from this process

A well-functioning steering committee comprising of representative of the donor, the implementing agency and the project is essential. The project's Steering Committee consisting of the representatives of SDC, HSI and Samriddhi took all the initiatives, gave special attention for finalisation of a RC framework, revision of the LF, and establishment of an M&E system. The committee organised additional meetings for reviewing the progress and providing necessary guidance in order to make the things done properly. Without this type of supportive role of the steering committee, this could never be done properly/

A common/shared vision of implementing organisation and donor**:** Common understanding of HSI and SDC about the vision, approaches, strategies and guiding principles of the project was found to be one of the main driving force to make the process successful.

A dynamic M&E taskforce consisting of competent members**:** Defining, refining, aligning of different levels of the LF and RC, making the project more 'monitorable', and dealing with attribution questions, etc need a thorough understanding on both the LF and RC. Despite all the M&E taskforce members have good orientation and training on LF and RC, mistakes are inevitable and constant reviews were necessary.

An interactive working environment**:** In both the taskforce and steering committee meetings there was an interactive working environment. Constructive debates are essential as they allow to internalise the principles and the approach and a consensus can be reached.

A high level of flexibility**:** the revision of LF resulted in changes not only the outputs, indicators, targets and interventions but also the activity based detailed budget for the remaining period of the project. This also affected heavily the baseline: data missing for the new and revised indicators, different sampling needs, etc. In short, this exercise implied collecting again a new baseline. The donor needs to approve the revised LF and revised activity based detailed budget, which was the integral part of the mandate agreement. Here, flexibility is very important to approve the revised multi-year budget in accordance to the revised LF.

PART 2: the M&E system of Samriddhi

This section describes the revised M&E system of Samriddhi, obtained after the intensive revision process described in part 1.

1. The LogFrame

Samriddhi's M&E system is now comprised of an overarching LF that includes all the necessary indicators to also monitor the RC.. The structure of the LGF is given in Figure 5 above (page 8) and the final LF can be found in annex 1.

2. Tools

The major tools for monitoring purpose are as follows:

- Socio-economic observatory (SEO)
- Joint review with Community Platform (CP)[3]
- Joint Review with Micro and Small Enterprise (MSE)
- Joint review with SPA
- Individual interview with LSP
- Focus Group Discussion (FGD) with value chain producers not engaged with MSE

With a very few exceptions, broadly the source of information, frequency of data collection and tools/methodologies for the monitoring of goal, outcomes and outputs would be as shown in Table 1.

Source of information	Frequency	Tools
Households	Yearly	SEO
CP (representing the whole community)	Yearly and half yearly	Joint Review with CP
MSE, SPA and LSP	Half yearly	Joint Review with MSE, Joint Review with SPA and Individual Interview with LSP
VC producers	Half yearly	FGD with value chain producers not involved with MSE

Table 1: Source of information, frequency and tools of the data collection

The tools and questionnaires are developed in collaboration with the PNGO staff that will be responsible for the collection of data.

Additionally, case studies will be carried to document particular aspects of Samriddhi. By 2011, the first case study on rural MSE will be available.

[3] Community Platforms are inclusive platforms at village level, with representatives from the entire community

3. Sampling

Samriddhi will facilitate the communities to do the well-being analysis with the involvement of all community people. Through the well-being analysis, the communities will categorise their households into different poverty classes (e.g., extreme poor, poor, medium, rich, very rich, etc.) based on their own perception/criteria.

For monitoring the poverty impact, the project would take the sample households from two poverty classes – extreme poor and poor – categorised by the communities during their well-being analysis.

Geographical diversities would be taken into consideration while designing samples for the project's monitoring. For doing this, the project would divide its working unions into some homogeneous zones on the basis of the following criteria:

I. **Adjacent:** The unions under a zone would have to be adjacent.
II. **Geographical characteristics:** Geographical characteristics in terms of flood, draught, rainfall, etc of the area under a zone would have to be similar.
III. **Livelihoods strategies:** Livelihoods strategies of the people under a particular zone would have to be similar.
IV. **Remoteness:** Remoteness in terms of marketing opportunities and access to services of the area under a zone would have to be similar.
V. **Poverty:** Poverty situation of the area under a particular zone would have to be similar.

Samples would be designed in a way all zones of the project's working area are represented; detailed zone maps of the project's regions were developed in consequence.

Sample sizes for five major tools of monitoring would be as follows:

- Socio-economic observatory (SEO): Altogether there would be 500 HHs, and out of these 500 HHs:
  - 300 HHs would be households newly targeted by the project
  - 100 HHs would be from households targeted by phase II of the LEAF project, and
  - 100 HHs would be from households targeted since the phase I of the LEAF project
- Joint review with Community Platform (CP): Altogether there would be 190 (10% of CPs), and out of these 190 CPs, 1/3rd CPs would be from newly formed (after Samriddhi was launched) CPs and 2/3rd CPs would be from 1st batch (CPs formed during LEAF phase II).
- Joint Review with Micro and Small Enterprise (MSE): Altogether 10% of existing MSEs (projected number 2,000) would be considered as sample. Both the MSEs under value chains and the MSEs outside of the value chains would be considered as sample.
- Joint review with Service Providers' Association (SPA): All (100%) existing SPAs would be considered for the study.
- Individual interview with LSP: Five LSPs (of whom at least one female LSP) of each SPA would be considered as sample.
- Focus Group Discussion (FGD) with value chain producers: Six FGDs per value chain would be considered as sample.

4. Seasonality

Because of fixed monitoring and reporting periods according to donor requirements, some of the baseline data may not be fully representative, since those do not always refer to seasonality issues. A closer examination of the 12 value chains brings to the fore three issues.

- First, the type and importance of seasonality is not the same across all value chains. Based on seasonality, the 12 value chains can be grouped into three categories (see Figure 6).
    - Seasonality that cannot be influenced by the project: in these cases, seasonality is caused by climate, seasonal crop production cycle, etc. These factors are not addressable by the project. This concerns mostly the horticultural products and fish.
    - Seasonality due to quality input restrictions/unavailability: in these cases, seasonality is caused by volatile input availability and quality during the year. This can be due to climatic, financial, lack of substitute and other reasons. Here the project has the possibility to address the seasonality through its interventions as it is technically possible to produce all year round (e.g., through introducing low cost alternative feed).
    - Products with no significant seasonality: in these cases, seasonality does not have any effect on products. (e.g., chicken or cotton crafts).

- Second, seasonality also differs based on products within a value chain. For example, not all fruit products are seasonal, capture and culture fish are not equally seasonal.

- Third, seasonality also shows regional difference. As a case in point, products of the plant craft show the highest seasonality in Sunamganj (north east Bangladesh) compared to the other three regions.

For these reasons, it would be too complex to set up different monitoring schedules per value chain in order to take into account the seasonality. Instead, Samriddhi will continue using the current schedule but explain with care the results obtained, in the context of the products' seasonality. For the 6-monthly data in particular, Samriddhi will use a 'sliding scale baseline', i.e. comparing the results with the same six-month period of baseline year instead of comparing with the preceding six-month period.

VC	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Fruit:												
Mango												
Litchi												
Jujube												
Jackfruit												
Vegetable												
Cabbage												
Cauliflower												
Tomato												
Bitter gourd												
Sweet gourd												
Med. Plants:												
Basok												
Shotomuni												
Kalomegh, Ashwagandha												
Chicken												
Beef												
Milk												
Goat												
Fish												
Duck												
Plant Craft												
Cotton Craft												
Jute Craft												

Seasonality due to strong restrictions which cannot be influenced by the project (like climate, fruiting cycle, etc.). Selling activities only take place during the marked months above.

Seasonality is due input restrictions/unavailability which can be influenced by the project (like input availability, etc.). There is some production and therefore selling activities the whole year round are potentially possible. The marked months above therefore only represent the peaks.

To these VC, seasonality is not a major issue. The production and therefore selling activities stay constant during the whole year.

Figure 6: Peak of sales of different VC products among different types of seasonality

5. Use of M&E information

The M&E information of Samriddhi would be used by the beneficiaries, partners, project and its donor for several purposes. Joint Review with CP, Joint Review with MSE and Joint Review with SPA would be considered as the most important tools of the monitoring system of the project. Through these tools, the CP, MSE and SPA would review their own programmes by their own facilitators. Primarily the CP, MSE and SPA would use the review results for making necessary adjustments in their operational plans, strategies and support delivery mechanisms. Based on the review findings, the CP, MSE and SPA would take necessary steps to overcome their identified problems. At the same time, the project people would pick necessary information from the review sessions to satisfy the requirements of the project, its partners and donor.

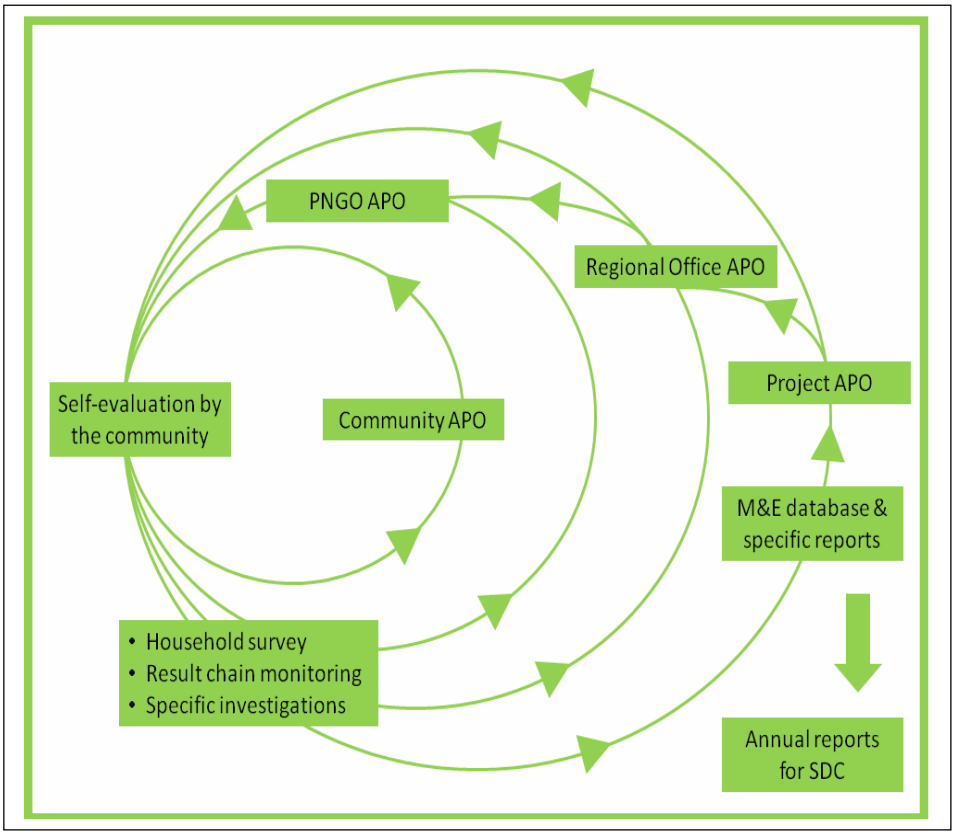

Figure 6: Use of the M&E information

The M&E information would be used as a tool for planning and steering of the project.
At the project level, M&E information would be critically analysed and necessary adjustments would be made in the project's operational plans and strategies, and in its support delivery mechanisms. In line with the same spirit of SDC's reporting guidelines, M&E information of the project would be used to demonstrate that the funds have been used for the agreed upon purpose. That means, the project would use the M & E information to justify that the progresses of the project are in line with all expected outputs and outcomes. Some of the M&E information would also give an indication whether the project is on track towards achieving its overall goal.

M&E information would be used to make necessary adjustments in RC once in a year. The summary information of the value chain progresses would be shared with the private sector organisations.

Annex-1: Revised LogFrame

Narrative Summary	Indicator	Target	Means of Verification (MoV)	Assumptions
Overall Goal: "To contribute to sustainable well-being and resilience of poor and extreme poor households of Rajshahi and Rangpur Divisions and Sunamganj District through social and economic empowerment."	0.1 Outreach (by poverty status and gender) (Direct households 700,000: by poverty status and gender) (Indirect households 320,000: no disaggregation)	1,020,000 households (700,000 direct and 320,000 indirect)	Baseline, annual report and end of phase report	• Political situation is stable • No major natural disasters happen • Policies and government strategies have to be favourable for pro-poor development
	0.2 Economic situation (by poverty status and gender)			
	-Increase of household income (by poverty status and gender)	30% (income)		
	-Increase of physical assets and savings at household level (by poverty status and gender)	30% (assets) 30% (savings)		
	- Increase of income from the main VC product (by poverty status and gender)	Target will be set after the baseline[4]		
	-Overall satisfaction with economic progress (asset and income) (qualitative)	70%		
	0.3 Increase of jobs created at production level in full time equivalent	Target will be set after the baseline		
	0.4 Empowerment (by poverty status and gender)			

[4] *For the five indicators with no targets: Necessary information has already been collected but it requires further processing to eliminate duplication and double counting. The baseline would be available in October 2011 and the final targets would be set then.*

	-Participation in local decision making processes	5% (UP Level) 15% (Village level)		
	- Overall satisfaction	50%		
	0.5 Control over resources by women	20% (income) 20% (asset) 85% (decision on asset selling)		
	0.6 Shock absorbing capacity of poor and extreme poor			
	- increase in savings (cumulative)	30% savings		
	- % of households in disaster prone area that undertook measures to prevent disaster	100% households		
Planned outcome 1: *Improved access of producers in the market system* "Poor and extreme poor men and women in the project intervention areas make use of improved employment and income generating opportunities and have sustainable access to quality services, both private and public in order to improve their production and productivity.	1.1 Number of direct and indirect beneficiary households of value chain and MSE activities	Target will be set after the baseline	Baseline, annual report, value chain progress report and end of phase report	• Legislation is favourable for pro-poor MSEs • Infrastructural facilities are favourable • Market environment is conducive • Political situation allows the market to work properly • No major natural disasters happen
	1.2 Increase of quantity sold in the target market of the main VC product (by poverty status and gender of the producer)	Target will be set after the baseline	Baseline, annual report, value chain progress report, case study and end of phase report	
	1.3 % gross margin increase of the main VC product at producer level (by poverty status and gender)	Target will be set after the baseline	Baseline, annual report, value chain progress report, case study and end of phase report	
Output 1.1 Improved access to and use of adequate services and inputs by producers	1.1.1 % of producers that adopt new or improved skills, practices and technologies	70% of 230,650 MSE producers[5]	Baseline and six monthly report	• Functioning markets for services and inputs

[5] *80% of all MSE producers would be poor and extreme poor*

	1.1.2 % of producers that buy quality inputs	60% of 230,650 MSE producers		• Stable markets • No major inflations • Good market potential • Private companies are actively participating in value chain activities
	1.1.3 Level of satisfaction by men and women producers about the usefulness, quality and availability of services and inputs	80% MSE producers	Baseline, six monthly report and field observation	
	1.1.4 Number of poor and extreme poor men and women producers in the project area linked with LSPs	500,000 producers (50% women)	Baseline and six monthly report	
	1.1.5 Number of producers covered by the SPAs outside of the project area	320,000 producers		
	1.1.6 Cost of the value chain activities shared by private sector	30% of total cost	Baseline, six monthly report and contracts with private sector	
Major lines of activities • Build the capacity of appropriate chain actors by involving the private sector and particularly lead firms to optimise the chain performance, and service and input markets. • Facilitate research involving the private sector, government institutions or both for developing new or improved products, production technologies, designs, etc. • Facilitate linkages between SPAs, and the private sector and line agencies, to make quality inputs and services available to producers. • Promote collaboration with government agencies, the private sector, MSEs, and SPAs to practice/adopt new or improved skills, and technologies to producers. • Encourage the private sector, SPAs and MSEs to organise improved facilities (collection centre, production centre, use of public land, etc.) for organised-production and marketing.				
Output 1.2 Increased organisational and professional capacities of SPAs and LSPs	1.2.1 Number of LSPs providing services in the project area	3,200 LSPs	Baseline, six monthly report and LSP database at SPA level	• Policy framework is favourable for service market development • Public and private sector organisations are in a position to work together with SPA for their capacity building • Cultural environment enables women to participate in local service provision and decision making
	1.2.2 Number of service contracts established by SPAs with the private sector for services and inputs	5 contracts per SPA	Baseline, six monthly report and SPA service contracts	
	1.2.3 % increase in male and female LSP's income by selling services	50% LSP's income increased	Baseline and six monthly report	
	1.2.4 % of SPAs established functional linkages with public and private entities to develop LSPs' capacities	100% SPAs	Baseline, six monthly report and SPA register	
	1.2.5 Level of satisfaction of LSPs with the quality of capacity building support received from public and private sector	70% LSPs	Baseline, six monthly report and field observation	

	1.2.6 Level of satisfaction of LSPs with services of SPA	80% LSPs		
	1.2.7 % of male and female LSPs member of an SPA	80% for both female and male LSP		
	1.2.8 % of women involved in decision making processes in SPA - % of women are members in Executive committee (EC) - % of women are present in own meeting - % of women are present in negotiation meeting	25% in all three cases	Baseline and six monthly report	
Major lines of activities • Encourage the private sector to build the capacities of LSPs/SPAs for providing quality services and inputs to producers according to their needs and incentives. • Facilitate SPAs to build their internal management capacities (membership, inclusiveness, organisational structure, etc.) and external management capacities (negotiation with line agencies, private companies, to organise capacity building and input contracts). • Build capacity of SPAs through the private sector on business management, negotiation skills, service contract, etc. (selling of their services, negotiation and contracting with clients, business planning, etc.)				
Output 1.3 The business management capacities of MSEs are strengthened	1.3.1 % of poor and extreme poor men and women involved in MSEs	40% Poor and extreme poor men and women	Baseline and six monthly report	• Market situation is favourable for rural MSE • Policy framework is favourable for rural MSE • Cultural environment enables women to do business and participate in decision making
	- involvement as labourer	30% labourers		
	- involvement as entrepreneur	70% entrepreneurs		
	1.3.2 Number of MSEs under functional[6] MSE network	900 MSEs		
	1.3.3 % of MSE that developed and implemented[7] a business plan (by men and women led MSEs[8])	80% MSEs		

[6] *An MSE network is considered functional when it has a committee, which holds regular meeting and has at least one collective activity.*

[7] *A business plan is considered implemented when at least one activity is carried out.*

[8] *If the president of the business management committee (BMC) or 75% members of the BMC of the MSE are women then the MSE will be considered as women led MSE*

	1.3.4 % increase of buyers linked with MSEs	50% increase in buyers		
	1.3.5 % of MSE with women actively involved in decision-making processes	80% MSEs have women in BMC 50% MSEs led by women	Baseline, six monthly report and field observation	
Major lines of activities • Incentivise the private sector, LSPs/SPAs and MSEs to organise new MSEs and functional MSE networks to increase scale and improve market access (horizontal integration at producer level). • Support LSP-B to build the entrepreneurial skills, business management, organisational development and linkage development capacities of MSEs/ MSE members (business planning, financial management, legal framework, higher value markets, etc).				
Output 1.4 Access to financial services for the MSEs improved	1.4.1 % of MSEs that could cover at least 50% of their finance requirements as per their business plan	70% MSEs	Baseline, six monthly report and MSE business plan	• Money for credit or investment in rural MSE is available • Credit policy are favourable for financing rural businesses • Financial institutions will participate actively in financing rural MSE
	1.4.2 Number of financial products made available to producers	6 products (at least one per VC)	Baseline, six monthly report and case study	
	1.4.3 Level of satisfaction of MSEs with financial services	80% MSEs	Baseline, six monthly report and field observation	
Major lines of activities • Strengthen the capacity of LSP-B in business consultancy service to MSEs to meet their finance requirements. • Incentivise the private sector to include financial products for MSEs in their business model. • Facilitate identification of and collaboration with MFIs, banks, traders, CBOs and others to provide financial services to MSEs.				

Narrative Summary	Indicator	Target	Means of Verification (MoV)	Assumptions
Planned outcome 2: *Community organisation and governance* "Poor and extreme poor men and women in the project intervention areas define,	2.1 % of poor and extreme poor men and women of the community feel that the CP represents their development priorities	60%	Baseline, annual report, case study and end of phase report	• Political situation favours community empowerment • UPs are enabled and take responsibility of local development taking into account the communities'

in the project intervention areas define, manage, and lobby for their own development priorities and are able to secure access to a more enabling environment for their livelihood improvements".	2.2 % of development projects of the CP that were integrated in the UP plan	20%		taking into account the communities' priorities
	2.3 % of poor and extreme poor women and men received services and resources from public and private sectors	50%		
	2.4 % of women members of CPs are also members of strategic bodies	30%		
	2.5 % of CPs in vulnerable areas that have adopted prevention and preparedness measures against natural hazards taking into account special vulnerabilities of poor and extreme poor man and women	100%		
Output 2.1 Human and institutional capacities of the community platforms (CP) are built to represent and advocate for the interests of all segments of the community, giving special attention to poor and extreme poorpeople	2.1.1 % of CP that develop and implement plans on their development priorities independently	70% CPs	Baseline, six monthly report and field observation	• UPs and other government organisations recognise that the CPs represent the community interests • CPs are dynamic enough to lead the local development process, Local government bodies are cooperative and supportive
	2.1.2 % of plans that include issues and priorities related to gender and poverty reduction	100% CPs		
	2.1.3 % of CPs that raised local resources to implement their development plans	100% CPs		

Major lines of activities

- Organise organisational development and management training to CP members and sensitise the CPs regarding the rationale of the CP covering the whole community including poor, EP and most disadvantage groups.
- Provide on job coaching and mentoring to the CP members in their planned activities and events.
- Organise new CPs and build their capacities in untouched wards by the mandated CFs.
- Strengthen local capacity to address gender issues as well as inclusion of poor and extreme poor priorities in local planning.
- Simplify local development planning process so that they are self-adoptable by the local people.

Output 2.2 Coordination and exchange between community platforms and relevant development partners (UP, UDMC, LA, BMO, etc.) are strengthened.	2.2.1 No. of joint initiatives by CPs and development partners in the last six months	2 No. of joint initiatives per CP	Baseline, six monthly report and field observation	• UPs and other government organisations recognise that the CPs represent the community interests
	2.2.2 % of CPs that are representing the community in at least two relevant committees and fora (UP-SC, LTC, UDMC[9], etc.)	60% CPs		
Major lines of activities • Organise training on facilitation and negotiation skills of the CP members. • Organise match making events between CP and the relevant local development actors.				
Output 2.3 Capacity and awareness of communities in disaster prone areas to tackle disaster risks improved.	2.3.1 % of CPs that plan and implement DRR activities as part of their annual planning process	100% CPs	Baseline, six monthly report and field observation	• Disasters are on a scale that can be handled by the communities (no major disasters) • Relevant government organisations are responsive to the needs of the communities • CPs are able to raise funds for their preparedness and prevention measures
	2.3.2 % of women and men in the community that are aware of disaster risks and vulnerabilities in their local context	80% for both women and men		
Major lines of activities • Build capacity of the communities on local DRR planning. • Raise awareness of communities on DRR. • Support smart hardware interventions				

[9] *UP-SC: Union Parishad Standing Committee; LTC: Local Traditional Committee (Salish Committee, School Committee, Bazaar Committee); UDMC: Union Disaster Management Committee.*

Annex-2: Example of a zone map of the project for sampling

Rajshahi region