

ROYAL GOVERNMENT OF BHUTAN
MINISTRY OF AGRICULTURE AND LIVESTOCK

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BUILDING RESILIENT COMMERCIAL SMALLHOLDER AGRICULTURE
(BRECSA)

GUIDELINES FOR MONITORING AND EVALUATION

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Project Management Unit

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Abbreviations and Acronyms

ARP	Agriculture Resilient Plan
AWPB	Annual Work Plan and Budget
BRECSA	Building Resilient Commercial Smallholder Agriculture
CM	Component Manager
GAFSP	Global Agriculture and Food Security Programme
IFAD	International Fund for Agriculture Development
M&E	Monitoring and Evaluation
MIS	Management Information System
PMU	Project management Unit
PWD	People with disability
SINO	Social Inclusion and Nutrition Officer
SJs	Sanam Jabchorba
TA	Technical Assistant
WFP	World Food Programme

Guideline for Monitoring and Evaluation

1. Introduction

1.1 Background

The Building Resilient Commercial Smallholder Agriculture (BRECSA) aims to catalyze a 30% increase in resilient commercial agricultural production and improve food and nutrition security in the 4 target Dzongkhag by 2030. The development objective is to transform smallholder agricultural production into inclusive and resilient agri-food systems that are increasingly profitable and food and nutrition secure. BRECSA will target subsistence, semi-commercial and commercial farmer households. The total direct beneficiaries of BRECSA interventions are 12,074 farmer households (47088 beneficiaries), out of which 60% will be women and 30% youth. The project will be implemented in the central and south-central Dzongkhag (Districts) of Sarpang, Trongsa, Tsirang and Zhemgang. The four project Dzongkhag are administratively further divided into Gewogs (Wards) and villages.

1.2 Purpose and Scope

The purpose and scope of project monitoring and evaluation guideline is to monitor progress of BRECSA project in relation to, outputs and activities. This guideline will also guide the Project Implementing Units (PIUs) in assessing whether or not these aspects are pertinent and continuously related to the project outcome are also taken into consideration.

Likewise, this guideline also aims to guide the PIUs in assessing the project progress in relation to the overall project goal, objectives and outcome thereby enabling the project to identify the initiatives taken by each PIU and the kind of collaboration and synergies that exists between the partners and the potential challenges that might hinder project from achieving the project goal and objectives

2. Monitoring and Evaluation

Monitoring is the continuous and systematic collection of data on specified indicators and monitoring should focus on what is absolutely necessary for the manager to know. Monitoring will focus on the project performance and progress focusing on inputs activities and outputs.

Evaluation is the systematic and objective assessment of an ongoing or completed project, including its design, implementation and results. Evaluation aims to determine the relevance, coherence, efficiency, effectiveness, impact and sustainability of an intervention.

2.1 Objectives of Monitoring and Evaluation

2.1.1 Monitoring

The primary objectives of monitoring are to:

- a) Assess the progress of the project with respect to the proposed timeline
- b) Reveal if there is any impending problem to avoid disaster/delay
- c) Make necessary adjustments in resources, if necessary
- d) Ensure quality of the ongoing work
- e) Learn weakness and strength of the project management
- f) Readjust project implementation strategies or components during implementation (if required) to achieve desired objective.

2.1.2 Evaluation

The primary objectives of evaluation are to:

- a) Understand how the project has achieved its intended purpose, or why it may not have done so
- b) Identify how efficient the project was in converting resources into activities, objectives and goals
- c) Assess how sustainable and meaningful the project was
- d) Inform decision-makers on how to build on or improve future projects.

2.2 Focus of Monitoring and Evaluation

Monitoring focuses on the inputs and outputs as well as the activities conducted. It seeks to determine if and how the outputs of a project are delivered within a zone or area and whether direct results were produced and are attributable to the project.

Evaluation focuses on the outcomes and goals of a project. It determines whether, why and how outcomes are achieved and provide a measure of BRECSA contribution towards improving the status of development in the project area.

3. Responsibility of M&E Officer

Monitoring and Evaluation officer is responsible for preparing the M&E action plan. However, preparation of the action plan requires the active cooperation of other PMU member and other implementing partners. Each M&E Plan should contain specific activities with corresponding output indicators and results-based management (RBM) indicators. Following is the responsibility of M&E Officer:

- a) Guide and coordinate the review of the project log frame during project design.

- b) Ensure realistic intermediate and end-of-project targets are defined
- c) Support assessments or baseline study (situation at project start)
- d) Identify sources of data, collection methods, who collects data, how often, cost of collection and who analyses it.
- e) Ensure all critical risks are identified
- f) Identify the core information needs of the different stakeholders in each project.
- g) Identify the requirements for collecting impact monitoring data, prepare terms-of-reference as required.
- h) Clarify M&E responsibilities of different project personnel.
- i) Conduct capacity assessment regarding M&E, and or existing capacity of program staff.
- j) Contribute to the development of the Annual Work Plan, ensuring alignment with project strategy, agreement on annual targets and inclusion of M&E activities in the work plan.

4. Target Group

There are a total of 37 Gewogs and 539 villages in the project target Dzongkhag. BRECSA will target all Gewogs within these 4 Dzongkhag. Zhemgang, Sarpang and Trongsa are among the poorer Dzongkhag of Bhutan. The Dzongkhag of Tsirang, contiguous to the three poorer Dzongkhag, has been selected for its high potential for the commercialization of agriculture. Sixty percent of BRECSA beneficiaries are women, including a minimum of five percent women-headed households and thirty percent are youth. Six hundred differently abled women, men and youth, constituting 25 percent of the population of differently abled persons in the target Dzongkhag will benefit from BRECSA interventions. BRECSA also prioritizes youth engagement and vulnerable populations, such as households with differently abled persons and women-headed households.

Table 1: BRECSA beneficiaries per Dzongkhag

Dzongkhag	Population	Total households	BRECSA	BRECSA
			Beneficiaries	Beneficiary households
Zhemgang	17763	3751	8.165	2.15
Trongsa	19960	4559	9.35	2.6
Sarpang	46004	8047	18.683	4.6
Tsirang	22376	4717	10.89	2.724
Total	106,103	21,074	47,088	12,074

5. Annual Workplan and Budget

The annual planning process involves all project staff and is coordinated by the M&E officer together with the finance officer. The M&E plan includes a description of the annual planning process and the contents of the AWPB document. The purpose of the planning workshop is to define the expected outputs for the coming year for each project component. The AWPB then describe the activities that will be carried out to deliver these outputs and the financial resources required to do so.

Responsibility of M&E in AWPB

- a) Collecting proposed activities reviewed by the respective component managers
- b) Review and realign proposed activities involving TWG
- c) Consolidate and work out the estimated production as per the AWPB
- d) Submit the final AWPB to PSC and IFAD

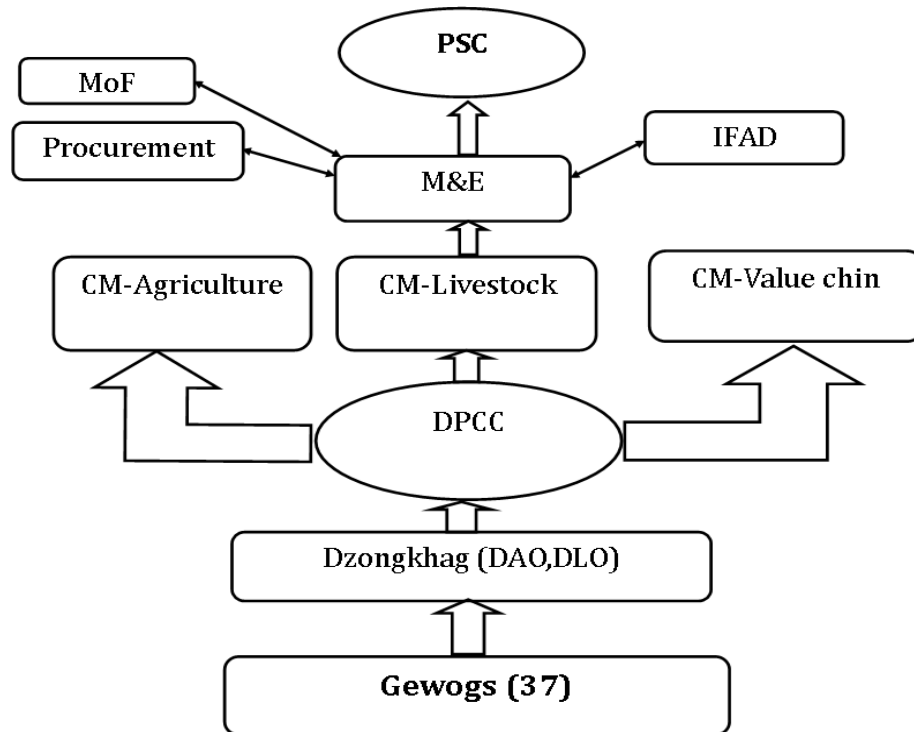


Figure 1:Flow of AWPB

6. Data Collection Method

Data collection methods in Monitoring and Evaluation (M&E) are crucial for gathering reliable and relevant information to assess the progress, outcomes, and impacts of programs or projects.

- a) Surveys involve structured questions administered to a sample of individuals or organizations.
- b) Requires careful design to ensure validity and reliability; response bias can be a concern.
- c) In-depth conversations with individuals or groups to gather qualitative data
- d) Management information system
- e) Base line
- f) Midterm review End review

6.1 Management Information System

MIS is a system designed to collect, process, store, and analyse data. It helps in improving the efficiency and effectiveness of a project by providing accurate, timely, and relevant information to support decision-making, planning, and control processes. Followings are the advantages of MIS;

- a) Data storage and backup and access to the system
- b) MIS systems provide timely, accurate, and relevant information to managers and decision-makers.
- c) Automation of routine tasks and workflows within an MIS system reduces manual effort and human errors.
- d) MIS systems provide historical data, trends analysis, and forecasting capabilities.

Annexure 1: Yearly Monitoring and Evaluation Plan

Activities	Responsibility		Timeline
	Lead	Collaborator	
Notification to the PIUs and opening of MIS	PD	M&E/CMs	1 st week of November
Annual Planning and Budgeting	Gewog	Dzongkhag and PMU	2 nd week of November
Dzongkhag Project Coordination Committee (DPCC) meeting	Dzongkhag	PMU	2 nd week of December
Submission of AWPB to PMU	Dzongkhag	PMU	3 rd week of December
Coordinate review and revision of AWPB by TWG	PMU	PPD	4 th week of December
Project Steering Committee (PSC) meeting	PMU	PPD	2 nd week of February
Facilitate completion of procurement process and seek NOL	PMU	PPD/ ICO	2 nd week of July
Facilitate fund disbursement to PIUs	PMU	PPD/ DPBP/ DTA/ PIUs	1 st week of August
Facilitate implementation of planned activities	PMU	PIUs/ TWG	1 st week of September
Compile Quarterly Progress Report	M&E	Dzongkhag	Quarterly
Compile Monitoring Reports collated from other staff	M&E	PMU/TA	Monthly
Coordinate Annual Outcome Survey (AOS)/ Farm Business Diary	M&E	Component Managers/TA	1 st week of February
Conduct data compilation, cleaning, validation, statistical analysis and compile AOS Report	M&E	Component Managers/TA	1 st week of March
Compile Annual Progress Report	M&E	Component Managers	May
Review of Annual Progress Report	PD	M&E/ Component Managers	May
Output and Outcome Tracking	M&E	CM	Quarterly

Annexure 2: Data collection method

Outputs	Rolling	Each Implementing Agency will be responsible for collecting disaggregated data on beneficiaries of each project output/activity, and enter into the project MIS. This will be reviewed and verified by the PMU.
Outcomes / Impacts	Baseline, Mid-term and Completion Survey	<p>Consultants or service providers will be contracted for conducting the survey. A standard methodology and questionnaire will be developed at baseline, which will be followed for all following surveys. Sample households will be identified based on the project's target demographics, and to the extent possible/relevant, the same households will be included in all following surveys.</p> <p>Brief guidelines:</p> <ul style="list-style-type: none"> · Collect CID and HID, and interview the same households in all surveys · Use the same CIDs and HIDs for farmers diary data · Select sample HHs based on BRECSA target groups - 60% female, 40% male, 30% youth, 2% PwD, and also consider poverty and economic conditions · Survey proposal (methodology) should provide the exact questions, formula/calculation and expected results (unit) for each indicator being assessed · In the survey final report, the results chapter should follow each log frame indicator being assessed as sub-chapters, providing both quantitative and qualitative results
	Farm Business Diary	<p>As part of the financial education and business literacy (FEBL) support, households will be facilitated by Sanam Jabjorpas or FEBL Facilitators to maintain farm records on key commodity-specific variables (listed below) in a Farm Business Diary (FBD). These records will be collected annually by the SJs or FEBL Facilitators and entered into the MIS or relayed to the PMU for MIS entry and verification. Get separate baseline data at the beginning of support to each PO for assessing change at MTR and completion.</p> <p>Data collection – Sanam Jabjorpa (SJ) / FEBL Facilitator</p> <p>Methods – Household Survey of Farm Business Diary of one major commercial commodity (data supported through FEBL activities)</p> <p>Frequency – Baseline at initiation of project support, followed by annual (preferable at end of production season, may vary by commodity)</p> <p>Data verification and entry – PMU / M&E</p>
	Annual Outcome Survey	Post mid-term, annual outcome surveys will be conducted on relevant thematic areas of interest. These could be conducted using the data collection channel of Farm Business Diaries by adding a limited number of questions/datapoints. Alternatively, if the scope of the survey / study is too large, a consultant or service provider may be contracted.

Types of indicators	Dynamic	Indicators that require a baseline figure to assess change and report on the number of households experiencing the indicated change. Mid-term and completion survey results will calculate change against the baseline figure. In cases where a baseline figure is not available, a recall question is required.
	Static	An assessment of current status of a given indicator. Baseline figure is not required for reporting on the indicator. However, comparison to baseline is done after results are received.
	Composite	Multiple sub-indicators are calculated to give a composite result.

Annexure 3: Format for collecting list of beneficiaries

Sl. No.	Name	Dzongkhag	Gewog	Village	Gender	Age	PWD (Yes/No)	CID No.	Household No	Contact No.	Women-headed (Yes/No)

Annexure 4: Format for collecting the list of staff attending the training/meetings/workshops

Sl. No.	Name	Designation	Working Agency	Email ID	CID No.	Contact No.