Exit Report M&E Specialist, September – December 2003

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Davao

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Executive summary

The nearly 3 months' M&E mission was undertaken in the period September - December 2003 and comprised the following 4 tasks:

- Revision of the logical framework
- Recommendations for improvement of UDP's internal M&E system and MIS
- Recommendations for strengthening the LGU M&E capacity
- Design of a program for community-based M&E.

Revision of the logical framework

A revision of the logframe was undertaken due to a recommendation made by the MTR and because of a number of identified conceptual weaknesses, especially with regard to a lack of integration. The component-based structure and the use of different incompatible planning frameworks were the most crucial weaknesses associated with the existing system. A two-day workshop was conducted that resulted in the following changes:

- Overall objective and purposes:
  - The part *"to develop a model"* was removed, as it is formulated as an activity which does not show the effect and impact and was replaced by "*NRs sustainably managed on the basis of UDP models*".
  - The two purposes were merged into one because of the concern that the income and resource management aspects are currently too much separated in the program
  - Three purpose OVIs were formulated, reflecting (1) the management, protection and conservation of resources, (2) income generation, and (3) the adoption and replication of the models.
- The results were reduced to 3 major results with regard to (1) strengthened institutional capacity of LGUs and CBOs, (2) field implementation and piloting of sustainable agriculture and resource management activities, and (3) enterprise development in terms of improved services and capacity. For each result a major OVI was formulated that reflects not only the targeted output but also the quality.
- Some major activities and output OVIs were identified for each result. The major activities were further subdivided into detailed activities with targets that derive from the GWP and previous logframe.

In order to ensure an improved integration of work and a more efficient progress reporting system, it is important that accompanying measures are taken that support the improved logframe. A proposal for improved progress reporting through a more efficient MIS was developed.

Recommendations on improvement of UDP's internal M&E system and MIS

Though the program developed an extensive planning and progress reporting system that is partly supported by the MIS, a number of weaknesses were observed that were also mentioned by the MTR.

- Focus on detailed activity and output reporting and too little analysis of performance, quality and effects. The internal assessments of key program activities that were introduced are important but need to be further systematized and institutionalized, and the results should be included in a

database for future reference in order to see the trends and changes over time.

- The quality of monitoring and reporting from the field varies considerably. While some ATs and MSOs consistently monitor their projects and keep detailed records, others do not seem to follow a systematic approach and write scanty reports that provide little useful information.
- The reliability of data, especially of the monthly reports, is questionable because of delays, missing figures, not updated records, errors in the compilation process, etc. Reports from the MPTs are often delayed.
- No clear relationships exist between different reporting formats (i.e. project progress, activity performance AWP, logframe OVIs, qualitative reports MSOs, etc.). This sometimes results in contradictory findings, such as high achievement of result OVIs and low performance of AWP activities. It also complicates the compilation of reports at the higher level as the data cannot be aggregated or linked and adds to the reporting burden as different formats are required for the same activities/results.
- Data entry and processing are not efficiently organized and the MIS does not integrate all required information into a relational database. The system requires re-typing, duplicate data entries on different platforms and manual manipulation for the compilation of reports. Sometimes only hard copies are provided. The compilation of the monthly progress reports takes 1-2 weeks of a person's time depending on his/her position.

In order to improve the system the following activities were recommended:

- Integration of the different planning frameworks. The activity section of the new logical framework replaces the GWP. Targets for the activities were obtained from the previous logframe result OVIs and the GWP. However, not all targets were retained. Especially the targets for facilitating activities and activities that are demand-driven or part of a process were omitted from the new logical framework. The AWP&B listed projects, trainings, research and other activities are now linked to the logical framework activities. Some problems were encountered in this process because of the component-based structure of the AWP&B coding system that could not be structurally changed because of the implications this would have for the accounting system that follows the same logic.

- Linking of the logical framework, AWP&B and Progress reports in a relational database (MIS). This will significantly reduce time needed for data entry and analysis (this is discussed in the next section on MIS).

- Identification of the required M&E activities on the basis of the logframe. Particularly with regard to the analysis of quality and effects, it is important that some measures be institutionalized. Important topics are:

    - Sustainable agriculture/DFS – (1) systematic monitoring of inputs, outputs and adoption rates, (2) evaluation of quality of implementation and results/effects, (3) validation of assumptions on best practices with respect to soil, slope characteristics and crop selections, i.e. what is the effect of wrong implementation, for example hedgerows on steep slopes? In some areas the adoption rate is already high but implementation reportedly not according to UDP technical specifications. What are the implications of this?

- Resource management, conservation and protection – M&E of quality of implementation, survival rates of trees planted, maintenance and management regimes, ordinances, etc.
- Capacity of LGUs and CBOs – M&E of planning, management and support provided by both LGUs and CBOs.

A proposal to that effect has been submitted.

- Streamlining and logically linking of the reporting system from field level to PMO, i.e. ATs, MPT, MSO, PPO, PMO and integration of quantitative and qualitative reports. Coaching of ATs and MPTs in monitoring and reporting

3.1 Review of the MIS

The MIS was reviewed[1] and the observations were discussed with the MIS programmer at the end of his contract in October who agreed to most of the findings.

While recognizing the usefulness of the MIS with regard to the planning and financial monitoring of projects and activities, it has some serious weaknesses in terms of technical design and functionality. Its usefulness as a relational database is very limited due to fragmentation of the databases (7 separate databases), incompatible platforms (MSAccess, Excel) and departure from normal database design conventions causing highly reduced efficiency and speed[2].

For persons with no background in database design, the shortcomings might not be obvious as eventually the required data can be retrieved from the different files. However, it is important to notice that this can only be done through extensive manual manipulation and re-entry of data in order to be able to relate the required records from different files! This has two important disadvantages:

- A lot of time and efforts are spent on activities that would only require the push of a button in a properly designed database.
- Significant errors occur due to manual manipulation of data. An analysis of data shows that there is little consistency with respect to reported achievements.

Currently the AWP&B projects, training and other activities are entered in an MSAccess database but progress reporting is done through Excel. The analysis functions and possibilities for staff to retrieve data from the system are limited, though recently some more reports were designed.

A number of simple suggestions were given for improvement of the current MIS that are not too involving (given the fact that the program cannot afford time-consuming or costly changes at this stage):

- Include the new logical framework into the MSAccess database and link the logical framework activities to the existing AWP&B module (i.e. listing of projects, training and research/other activities). Instead of selecting a component, the user should first select the logframe activity that is associated with the listed project/training/research (see diagram 1 next page).

[1] For details see the report “Review of UDP MIS”

[2] Fields are being duplicated in all tables causing the database to be at least tenfold the size it should be. The AWP&B data are all put in one huge flat table instead of being structured in different related tables and being normalized.

- Finalization of the AWP&B progress report module. The MIS consultant developed a module that has not been implemented yet. The module needs to be improved in order to (1) incorporate all the required information including funds released to TAMA and funds liquidated[3] and a few fields for providing comments on activity progress, (2) maintain the history instead of overwriting the progress, and (3) remove a few bugs that were observed during testing.

- Ensure that the PPO datasets are included in a consolidated database at the PMO in order to facilitate an easy analysis of progress at total UDP level.

These activities should be prioritized. The actual programming is considered relatively simple and should not take more than 2 weeks. After finalization and testing, the software should be installed in the provinces in order for them to start using the system by the end of January 2004. In order to guide the MIS programmer, discussions were held with the Data Controller, a sample software was developed that shows the intended changes, and an appointment was made to meet the MIS programmer in Manila prior to departure to Holland.

1 Introduction

The nearly 3 months' M&E mission was undertaken in the period September - December 2003 and was follow up on the earlier TA of the previous M&E Specialist that ended in October 2001.

The M&E Specialist's TOR includes the following main activities:

- Fine tune the logframe indicators
- Design a program for strengthening LGU capacity in M&E
- Give recommendations on improving UDP's own M&E system and MIS
- Design a program for community-based M&E

The start of the TA input coincided with the end of the MTR. The MTR team emphasized the importance of the M&E TA with respect to the four mentioned tasks. The MTR was critical on the existing monitoring system, particularly with respect to the measurement of effects and impact, and with regard to the utilization of data and feedback mechanisms. The MTR recommended that the logframe be reviewed, that the reporting requirements be reduced, and that M&E systems at the local level be institutionalized.

2 Tasks undertaken

During the first weeks the activities basically included a review of the existing planning, M&E and MIS programs at different levels. The following activities were undertaken:

- Familiarization with the project through the study of UDP documents, participation in meetings, planning events, field visits and discussions
- Study the logframe and write observations for MTR and UDP
- Discuss with MTR mission, review the MTR document, and write comments

[3] This is important as currently these data are entered separately in Excel.

- Review the MIS, report on findings and discussion with MIS Specialist on suggested improvements
- Review the UDP planning and progress reporting system
- Review M&E mechanisms at LGU and community level, prepare tentative observations
- Review the LGU Land use planning database (MIS)

Meetings were held with project staff, partners and beneficiaries at all levels. Visits were made to the Provinces and discussions were held at municipal level (MPTs, MSOs, mayors, MPDO, MAO), at Barangay level (Barangay captains, councils, UBAs, ATs, BEWs), and with farmers in the field.

An interim report was prepared that included some critical observations with regard to the planning, M&E and MIS. Some suggestions were made for improvement of the system and a tentative work plan for the remaining time was made. The work plan included the following major activities:

- A review of the logframe and integration of planning frameworks through a workshop
- Development of Municipal LGU-based M&E/MIS
- Development of Community-Based M&E through 2-3 workshops
- Suggestions for improvements of UDP progress reporting and MIS

Unfortunately, the logframe review took longer than anticipated because of the participatory approach taken that required frequent consultations with program co-directors, coordinators, managers, planners and other program staff. As a result, the community-based M&E workshops could not be conducted. Instead, consultations were held with a number of UBAs and a proposal was made.

3 Results of the TA Input

3.2 Logical framework, indicators

Despite the fact that a number of changes had already been made to UDP's logical framework in the past, a review was still found necessary because of the following reasons:

- The MTR recommended that the logframe be reviewed, that the number of output indicators be reduced and that the indicators at purpose level be re-formulated.
- The logframe shows some technical/conceptual weaknesses that needed to be corrected, i.e. results are not linked to a specific purpose, purposes are defined as activities, and too many detailed result OVIs are included.
- The logframe's results are component-based rather than functionally defined and do not reflect the program's changed strategy towards a more integrated approach.
- The appropriateness and relevance of the framework had been questioned by UDP staff. Generally, there is a feeling that the system is too complicated, that too many variables are involved and that too often ad-hoc changes were made with regard to the OVIs.
- Different planning frameworks are in existence that are not fully compatible (i.e. logical framework, GWP, FA, AWP&B). The lack of integration requires parallel reporting on progress indicators (OVIs) that takes up substantial time of program staff.

A two day *Logical Framework Review and Integration of the Planning Framework Workshop* was conducted on November 24-25 in Apo View hotel in Davao[4]. The workshop was attended by 70 participants from the PPOs and PMO that included the Co-Directors, PPO Managers, PPO Specialists, PPO Planners, PMED, TOG Coordinators, FAD and TAs. The workshop was organized by PMED and was facilitated by the M&E Specialist. The workshop was expected to result in a more coherent and integrated logframe that contributes to an increased efficiency and quality of planning and M&E, reduced reporting requirements (and hence more time for technical work) and a better insight into the quality and effectiveness of the program.

The participants considered the lack of integration and the amount of work involved in planning and progress reporting the most crucial weaknesses associated with the existing system.

The workshop resulted in agreements on the strategic issues, i.e. objectives, results and major activities. After the workshop, the group results were compiled into a consolidated proposal that was discussed with the TOG, PMED and Co-ordinators during different sessions at PMO. The modified proposal was then sent to the PPOs and Coordinators for final comments before being consolidated into the final logical framework that is included in the annex.

The following major changes were made to the logical framework:

- The overall objective and purposes were not much changed as they form the basis of the FA, but the following modifications were made:
    - The part *"to develop a model"* was removed, as this is just a repetition of the intervention activity that is already part of the lower activity sections of the logframe. The objective should reflect the intended impact and not just repeat the intervention itself. It should state why UDP is developing a model, what it hopes to achieve with it and what should be the desired end situation.
    - The two purposes were merged into one because of the concern that the income and resource management aspects are currently too much separated in the program, which contributes to the lack of integration in the framework. The merged purpose both reflects the resource management aspects and the production/income aspects.
    - Three purpose OVIs were formulated, reflecting (1) the management, protection and conservation of resources, (2) income generation, and (3) the adoption and replication of the models.
- The results were reduced to 3 major results.
    - The first result reflects the strengthening of the institutional capacity at various levels that is required for the planning, management and support of resource management and sustainable agriculture activities. It includes both LGUs and community-based organizations.

[4] For a detailed description of the workshop proceedings and results see the Logical Framework Workshop Report, December 2, 2003.

- The second result reflects the field implementation and piloting of sustainable agriculture (DFS/SWC) and resource management activities (protection and conservation, reforestation, seedling production, etc.).

- The third result focuses on enterprise development in terms of improved services/facilities as well as improved capacity of enterprises.

For each result a major OVI was formulated that reflects not only the targeted output but also the quality.

- The results are formulated at a fairly high level. In order to show the elements that contribute to the achievement of the result some major activities and output OVIs were identified for each result.

  The major activities (for example *1.1 institutional development of LGUs*) are composed of a number of more detailed activities (for example *1.1.1 Training and exposure of MTWG and MPTs*). The activity part of the logframe should replace the GWP. Targets for the activities are obtained from the previous logframe result OVIs and the GWP.

Program staff have high expectations of the new logframe in terms of improved integration and simplified/efficient monitoring and progress reporting. Though the new logframe might ease some of the cited problems, it also has its limitations. First, a functional integration of components in the logframe does not necessarily guarantee a better integration at operational level. Second, the difficulties associated with progress reporting are mostly caused by the way the system and the MIS are organized and not so much by the number of logframe indicators. It is therefore important that accompanying measures are taken that support the improved implementation. A proposal for improved progress reporting through an integrated and more efficient MIS was developed (see 3.2 and 3.3)

3.3 Review of UDP M&E system

The program developed an extensive planning and progress reporting system that is partly supported by the MIS. Progress reports are submitted on a monthly basis. Much of the field data derives from the ATs who report on project progress to the MPTs. The PPOs compile the MPT reports into a PPO report that is submitted to the PMO. MSOs submit separate “qualitative” reports directly to PPO management and Co-directors.

Though the system looks quite impressive in terms of detailed data gathered, a number of weaknesses were observed that were also mentioned by the MTR. Without going into detailed technical discussions, the following major problems are mentioned:

- Focus on detailed activity and output reporting and too little analysis of performance, quality and effects. The current system is basically a quantitative reporting tool that does not seem to contribute sufficiently to an understanding of the program performance. This weakness was recognized by management and it was decided that some internal assessments of key program activities be undertaken, such as SAD/DFS implementation, LGU capacity, quality of extension and infrastructure maintenance. Though the

assessments are an important means of getting feedback on program performance, the methodology should be improved upon. The assessments should be further systematized and institutionalized, and the results should be included in a database for future reference in order to see the trends and changes over time.

- The quality of monitoring and reporting from the field varies considerably. While some ATs and MSOs consistently monitor their projects and keep detailed records, others do not seem to follow a systematic approach and write scanty reports that provide little useful information.
- The reliability of data, especially of the monthly reports, is questionable because of delays, missing figures, not updated records, errors in the compilation process, etc. Reports from the MPTs are often delayed.
- No clear relationships exist between different reporting formats (i.e. project progress, activity performance AWP, logframe OVIs, qualitative reports MSOs, etc.). This sometimes results in contradictory findings, such as high achievement of result OVIs and low performance of AWP activities. It also complicates the compilation of reports at the higher level as the data cannot be aggregated or linked and adds to the reporting burden as different formats are required for the same activities/results.
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In order to improve the system the following activities were recommended:

- Integration of the different planning frameworks. The activity section of the new logical framework replaces the GWP. Targets for the activities were obtained from the previous logframe result OVIs and the GWP. However, not all targets were retained. Especially the targets for facilitating activities and activities that are demand-driven or part of a process were omitted from the new logical framework. The AWP&B listed projects, trainings, research and other activities are now linked to the logical framework activities. Some problems were encountered in this process because of the component-based structure of the AWP&B coding system that could not be structurally changed because of the implications this would have for the accounting system that follows the same logic.

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implementation reportedly not according to UDP technical specifications. What are the implications of this?
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3.4 Review of the MIS

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[6] Fields are being duplicated in all tables causing the database to be at least tenfold the size it should be. The AWP&B data are all put in one huge flat table instead of being structured in different related tables and being normalized.

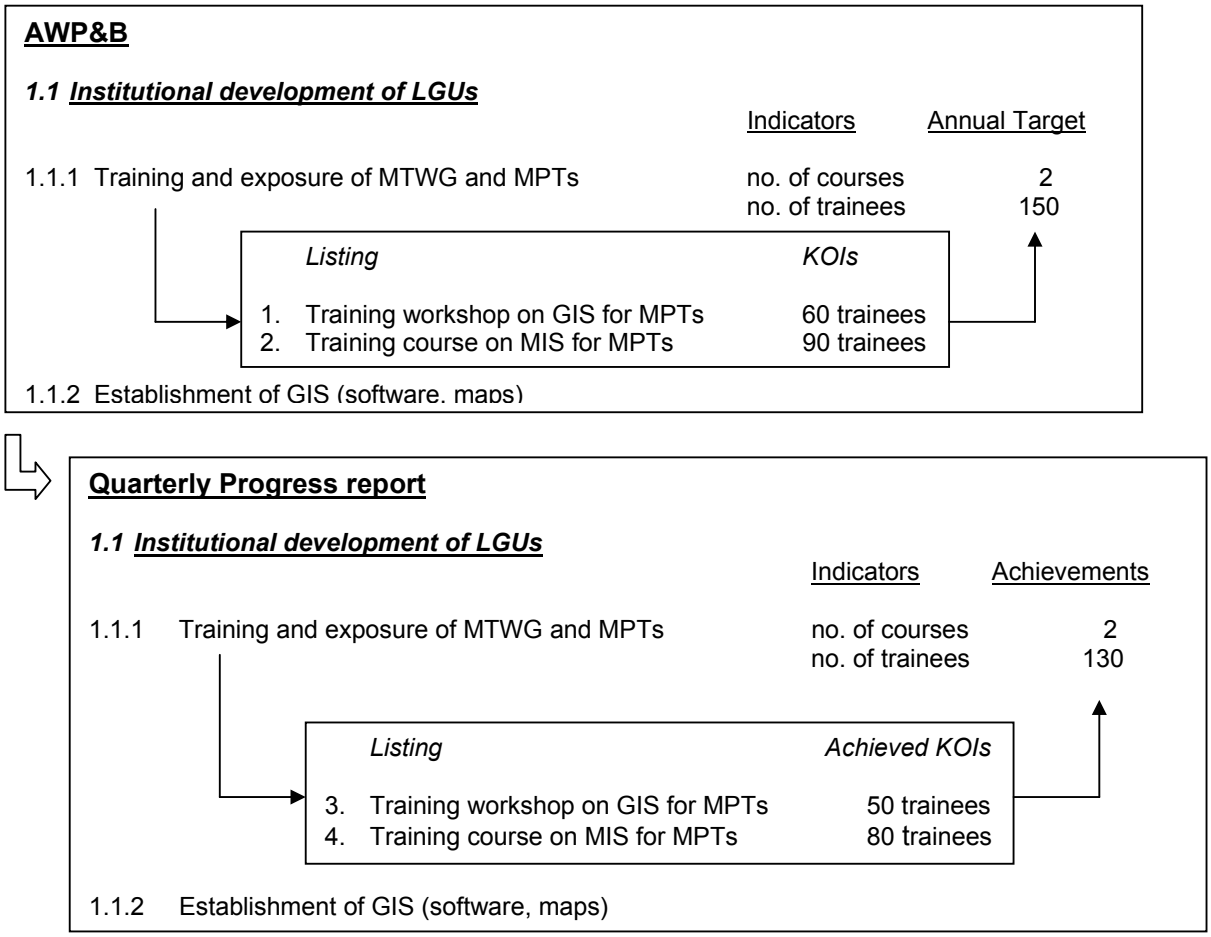
- Finalization of the AWP&B progress report module. The MIS consultant developed a module that has not been implemented yet. The module needs to be improved in order to (1) incorporate all the required information including funds released to TAMA and funds liquidated[7] and a few fields for providing comments on activity progress, (2) maintain the history instead of overwriting the progress, and (3) remove a few bugs that were observed during testing.

- Ensure that the PPO datasets are included in a consolidated database at the PMO in order to facilitate an easy analysis of progress at total UDP level.

These activities should be prioritized. The actual programming is considered relatively simple and should not take more than 2 weeks. After finalization and testing, the software should be installed in the provinces in order for them to start using the system by the end of January 2004. In order to guide the MIS programmer, discussions were held with the Data Controller, a sample software was developed that shows the intended changes, and an appointment was made to meet the MIS programmer in Manila prior to departure to Holland.

[7] This is important as currently these data are entered separately in Excel.

Diagram 1 – Relationship logframe, AWP&B listings and progress reports
Data entry in the listings (key output indicators) both for AWP and progress reports automatically provides the indicator targets and achievements at logframe activity level



After the system is running the following activities should be undertaken:

- Develop reports (Crystal reports) on basis of changes
- Merge Activity monitoring, Logframe monitoring, Beneficiary matrix, and MIS codes databases.
- Make some changes to the database structure to increase its efficiency (look-up tables, normalization and removal of redundant duplicate fields in all tables).

Finally, if time allows, a user-friendly query-builder/report generator could be bought or developed and integrated that allows users to design their own reports or analyze records according to certain criteria.

3.5 Strengthening MLGU capacity in M&E

The consultancy focused on the development of systems that are relevant to the MPTs and MPDOs and that are not only limited to the specific M&E requirements of UDP (though the linkage and improvement of UDP monitoring was also discussed). A number of municipalities were visited and discussions were held with MPT members, MPDOs, mayors, and others. In addition, the M&E Specialist participated

in a few workshops on the LGU land use MIS that were conducted by the GIS Specialist and demonstrated a sample MIS for project planning and monitoring. Finally, three case studies were conducted in Nabunturan, Laak (both Compostela Valley) and Malungon (Sarangani).

The capacity of the municipalities with respect to M&E varies and most of the visited offices did not have a clearly designed system except for the Annual Investment Plan. In some municipalities the level of monitoring undertaken by the monitoring committees is very basic and in terms of data recording and processing not much is done yet. Usually only the investment plan is entered in an Excel worksheet. The Annual Investment Plan is a listing of programs, projects and activities that are planned and implemented by the municipalities. Through CIDA support, MLGUs have been trained in this type of planning and monitoring, and a uniform system has been devised that all municipalities are expected to implement. However, the actual implementation varies, especially with regard to progress reporting. Some MLGUs have developed their own forms.

The MIS that has been designed by UDP is basically geared towards land use issues and is very limited with respect to project planning and monitoring. An additional special module and database on project planning and monitoring was thought to be very useful by the MLGUs. The participants in the MIS workshop and the visited MLGUs showed a great interest in the demonstrated project planning and monitoring software as it would help them to keep track of the projects that are being implemented in their areas, irrespective of the type of project or sector.

A try out in three municipalities showed that the sample project MIS was highly applicable and would only have to be modified slightly to accommodate the specific requirements of the municipalities. For example, the existing software uses the logical framework type of planning whereas for the MLGUs a sectoral approach and set up seems more appropriate.

It is proposed that the software be integrated with the LGU land use MIS. This would require a number of changes to both the database and the source code. The changes are estimated to take about 3-4 weeks.

Basic variables included in project MIS for planning and progress monitoring:

Project plan/document:

- Title,
- Period (starting date and expected ending date),
- Sector, sub-sector, type of project,
- Implementing agency,
- Justification/objective, description,
- Areas (barangay, sitio),
- Milestones/major activities,
- Budget – (1) details (by cost item and funding source), and (2) summary by source,
- Expected outputs, OVIs (description, quantity, unit)

Project progress:

- Achievements, problems, observations,
- Achieved milestones, activities
- Expenditure - (1) details (by cost item and funding source), (2) summary – cumulative expenditures and percentages automatically calculated,
- Achieved outputs, OVIs
- Plans for next period

3.6 Community-based M&E

The following observations were made:

- UDP advocates a clear separation of a CB-M&E system and UDP's M&E system in order to ensure the participatory process and ownership of the CB-M&E that should only serve the community's requirements.[8]
- In reality, a number of local initiatives have been undertaken with regard to the establishment of monitoring and recording systems based on indicators identified by community leaders, ATs, MSOs and PPO project staff independently or through consultations, but no systematic and uniform system is in place yet.
- CB-M&E is highly dependent on a good community organization. The functioning of CBOs however varies. The participatory planning process and CWP seem in many cases to be facilitator-driven in the sense that the facilitators play a major role in the process of problem identification and project selection. The DAP report[9] states that many UBAs could not even recall what is in their own CWP. The report clearly indicates that the organizational capacity of UBAs is still rather weak.

The CB-M&E should indeed not be regarded an extension of UDP's progress reporting system. The capacity of community leaders with respect to participatory M&E (PME) must be developed in accordance with their realities, requirements and local context. However, the capacity development should be linked to concrete activities in the field and integrated into the COD process. Good intentions with respect to PME might easily fail if the community members do not see the need for such activities and if CBOs are weak. In order to be successful, the CB-M&E must be:

- part and parcel of a community organization building exercise that provides a clear institutional framework for participatory planning, monitoring and evaluation (i.e. CBO and community facilitators with clear functions and activities)
- integrated and linked with concrete (economic) activities and projects in the field that are perceived important and relevant by the community
- preferably part of a development program that requires some commitments and common work schedule of the community and the services delivery institution (government, UDP).

In addition to training communities in general PME methods and facilitating the development and implementation of their own system, a uniform system could be devised that helps the communities to monitor their projects and activities. Experience in other projects shows that the provision of some simple tools for the monitoring and recording of key indicators is often appreciated by the communities as it gives them a concrete instrument to work with. In addition, the communities do not implement the activities in isolation but closely interact with LGUs and support organizations. The development of mechanisms for joint monitoring on the basis of a common framework are necessary.

It is therefore proposed to follow a two-pronged approach:

[8] See for example document written on CWP-M&E by the previous M&E Specialist

[9] Initial submission of Project Terminal Report, December 2003, Institutional Strengthening for the 120 UBAs of UDP in Southern Mindanao – Development Academy of the Philippines

- develop a CB-M&E training and coaching program, taking into consideration the above mentioned aspects
- in collaboration with selected community leaders and BLGU/MLGU, develop some simple uniform tools for the regular monitoring and recording of projects and activities that suits both the CBO and supporting LGUs.

The development of the “model” could be undertaken in piloted barangays, one per province. The piloting of CB-M&E could be combined with strengthening of the LGU M&E capacity discussed in 3.5 in order to have an integrated approach that targets both the community and the LGUs (BLGU/MLGU).

Presentation of Barangay Development Plan San Isidro (Nabuntaran, Compostela Valley)

4 Proposed TA activities 2004

The next TA input should focus on the local level M&E, particularly MLGUs, BLGUs and CBOs.

- With respect to MLGUs, the development, installation and testing of a project MIS and training of MPDOs, MAOs, MPTs and data encoders could be an important input. The sample system should be adapted to include the required modules and the database must be changed to MSAccess in order to ensure compatibility and possibly integration with the Land use MIS. The local programmer will be instructed on the source code in case changes have to be made in the absence of the international TA and for future maintenance.

  With respect to improved M&E at MLGUs and BLGUs it is recommended that a pilot approach be followed in conjunction with the proposed CB-M&E pilot schemes (see next bullet).

- With respect to the CB-M&E, pilot areas should be identified and a training program be conducted and simple monitoring tools be developed. Rather than conducting large workshops for the design of reporting formats, a localized pilot approach in one barangay per province might be more useful. The pilot program should be run for one season (half a year) before being adapted on a program-wide level. During the debriefing session, the importance of close cooperation with the LGU consultant and GIS consultant was emphasized.

- Assuming that the UDP MIS will be modified in line with the proposed changes, some backstopping of the monitoring and MIS system might be required. The institutonalization of M&E mechanisms and assessments should be another important input.

Annex 1 – TOR

Within the overall TOR as agreed upon in the Company contract, the activities of the M&E Specialist in 2003 will be:

1. Study UDP's barangay internal assessment document for orientation of the status of UDP at present
2. Fine tune the drafted monitoring format of UDP's main two objectives of resource management and income generation and assess its effectiveness in the field
3. Study municipality LGU M&E systems and design a programme to strengthen LGU capacity is this field that includes upland development. Initiate and facilitate implementation of the system in at least one model LGU per province
4. Assist the Programme in having CWP's and derived AWPs into barangay and municipality LGU plans. Prepare TOR for and in consultation with the DAP to facilitate this activity for inclusion in 2004 AWP/B.
5. Facilitate the start up/piloting in at least one cluster/barangay per province the community level M&E of UDP sponsored activities using earlier prepared outlines by Tony Curran
6. Give recommendations on improving UDP's own M&E system and MIS in respect of gearing it towards present needs