National Community Driven Development Project

Operations Manual

Annex II

Project Management Information System

Annex II: Project Management Information System

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1   DEFINITION AND AIMS

1.   A Project Management Information System (PMIS) can be defined as a set of interrelated tools, processes, and methods working together to collect, classify, store and distribute information to support decision-making, coordination and control in a project. It is the overall information interface, which supports both project management and beneficiary communities to make decisions, flag concerns, take corrective action, review and evaluate both progress and impact, procure goods and award contracts, and maintain financial control.

2.   The information in a PMIS can be in the form of paper or digital documents, such as word processing, spreadsheet or database software. A badly designed PMIS can produce a lot of data but little real information, while a badly implemented PMIS can result in incorrect or untimely data.

2   PMIS COMPONENTS

3.   The PMIS contains six identifiable parts: 1) sub-project planning and implementation 2) financial progress and control 3) procurement management and monitoring 4) grievance processing and 5) training implementation and evaluation and 6) human resources Gender is a cross-cutting topic, which is mainstreamed by disaggregation of key MIS data into male and female. These 6 components each have their own data sets, data collection forms, information flows and actors at village, village tract, township and union level. The data collection forms from all components are shown in Chapter 3., separated into MIS and non-MIS forms.

4.   The project database is commonly referred to as the "MIS." It involves the electronic collection and processing of selected project data from townships into a central SQL database, running on a Yangon based server, and can be accessed online for viewing (free to public) or entering of data (permission restricted) at: www.nccdp.com. Each year, the project reviews the MIS and data needs to determine what refinements are needed in the program. The sub-set of project cycle data for inclusion in the MIS is input by CFs and TFs on Android tablets, and exported to the township M & E PC for offline storage, data validation and eventual uploading to the central database. The central SQL database is thus an aggregation of multiple township databases, with the querying and reporting functions common to any SQL relational database.

5.   Data for inclusion in the MIS is primarily that required to assess performance of indicators in the Results Matrix, and also progress within the project cycle. Within Chapter 3 of this Operations Manual, a total of 13 forms are designed for inclusion in the central MIS. Nine of these forms come from the Community Project Cycle group (PC 1 – 9), one from Training (T1), two from Human Resources (HR 1 and 2) and one from Finance (F 6).

3   MONITORING CYCLE

6.   The activity of monitoring normally contains three sub-categories: 1) benefit or outcome monitoring; 2) process monitoring and 3) progress monitoring, both physical and financial.

7.   A better understanding of monitoring content, flows and responsibilities can be derived from three sources: 1) Project Results Framework, specifying output and outcome indicators; 2) project cycle, showing implementation responsibilities (community, township TFs and CFs, DRD) at each level; and 3) data collection forms, showing content and frequency of data

collected, as well as responsibility for collection, processing, storage and authorization.

4   RESULTS MATRIX

8.   Data for Table 1 below has been extracted from the Project Results Framework:

Table 1: Results Matrix Summary

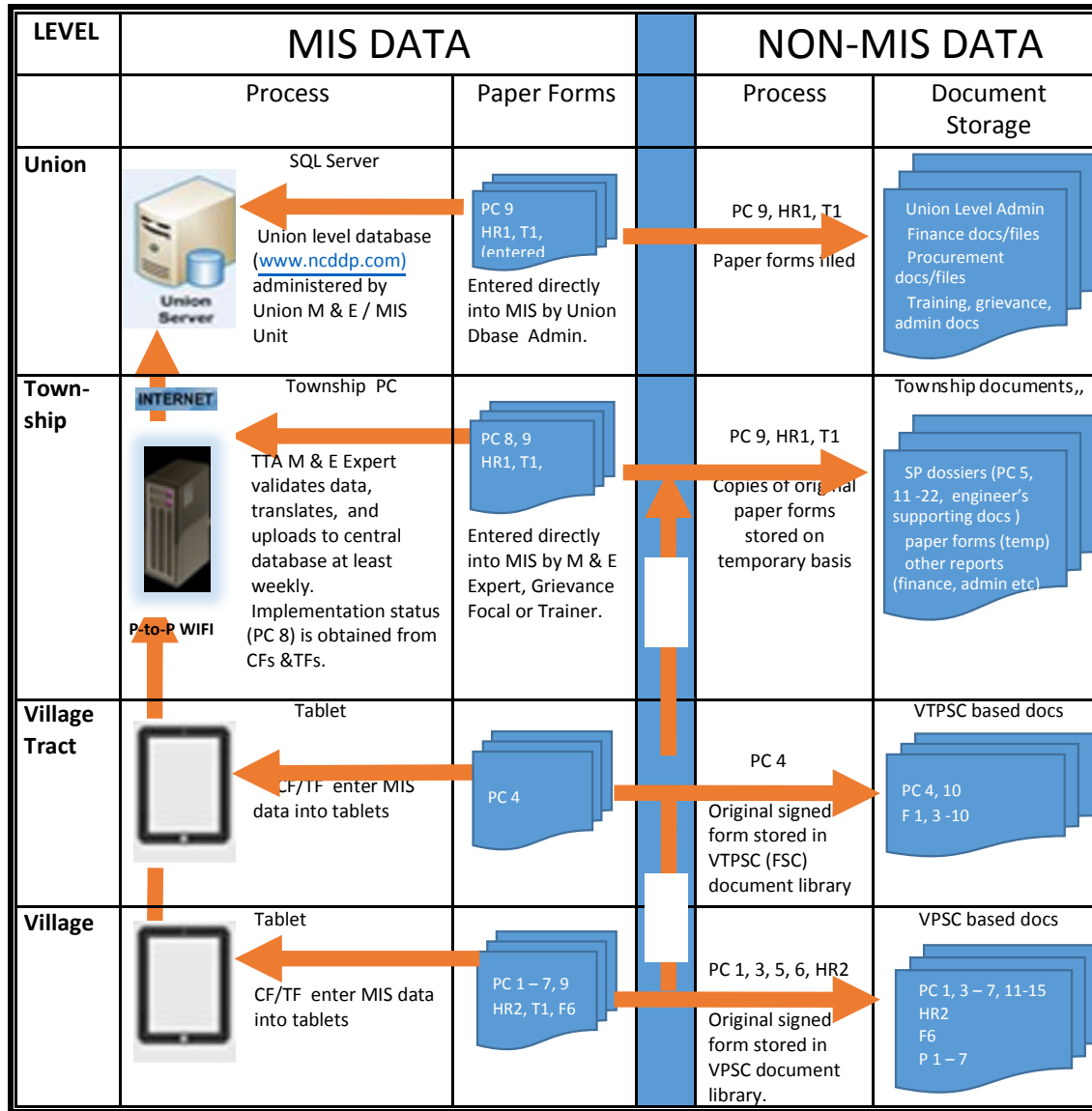| Project Development Objective Level					
Project Development Objective: The development objective is to enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the Recipient's capacity to respond promptly and effectively to an eligible crisis or emergency.					
Result Indicator	**Unit of Measure**	**Target (EoP, 2021)**	**Frequency**	**Data Source/ Methodology**	**Indicator Description**
Indicator One: Number of persons having access to and use of project built infrastructure and services (e.g., all-weather roads, water, schools, health services)	No. of persons	4 million (50% female)	Annual	Project Management Information System, Field Reports	Access and use of services from sub-project investments
Indicator Two: Percent of households in project villages participating in planning, decision making, and implementation of sub-projects	% of households	> 50%	Annual	Project Management Information System, Field Reports	Villagers participating in various project activities
Indicator Three: Percent of community members satisfied with the project	% of community members	> 80%	Measured twice during project	Qualitative Monitoring, Field Supervision, Impact Evaluation	Community satisfaction rates

Intermediate Result (Component One): Community Block Grants					
Result Indicator	**Unit of Measure**	**Target (EoP, 2021)**	**Frequency**	**Data Source/ Methodology**	**Indicator Description**
Intermediate Results Indicator One: #/type of rural infrastructure built	Units/ kms	40,000	Annual reporting	Project Management Information System	#/types of infrastructure selected by community Extent to which sub-projects actually meet community needs
Intermediate Results Indicator Two: % of sub-projects evaluated as high priority by communities	% based upon sample	>90%	Measured twice during the project	Implementation Support Missions, Qualitative Reports, Impact Evaluations	#/types of infrastructure selected by community Extent to which sub-projects actually meet community needs
Intermediate Result Indicator Three: % of sub-projects evaluated independently meeting project operations manual technical and safeguard specifications	% based upon sample	> 85%	Measured twice during the project	Technical Review	Extent to which sub-projects meet high technical standards
Intermediate Result (Component Two): Capacity Building and Facilitation					
Result Indicator	**Unit of Measure**	**Target (EoP, 2021)**	**Frequency**	**Data Source/ Methodology**	**Indicator Description**
Intermediate Results Indicator One: # of government officials using their new skills in project management, engineering planning	# persons (cumulative values)	500	Annual	Project Management Information System, Training Data	Trained government officials using their skills

Intermediate Results Indicator Two: # of community members using their new skills in project planning, financial management, and procurement	# persons (cumulative values)	>30,000 persons	Annual	Project Management Information System, Training Data	Trained villagers using their skills

Intermediate Result (Component Three): Knowledge and Learning

Result Indicator	Unit of Measure	Target (EoP, 2021)	Frequency	Data Source/ Methodology	Indicator Description
Intermediate Results Indicator One: # internal cross-township learning exchanges	# annual exchanges	20	Annual	Progress Reports	Facilitation of knowledge across townships
Intermediate Results Indicator Two:# Annual multi-stakeholder reviews conducted	# MSR's conducted	8	Annual	MSR Reports, Annual Reports	

Intermediate Result (Component Four): Project implementation and management

Result Indicator	Unit of Measure	Target (EoP, 2021)	Frequency	Data Source/ Methodology	Indicator Description
Intermediate Results Indicator One: Grievances related to delivery of project benefits that are addressed (%, #) Grievances related to delivery of project benefits that are addressed (#)	% #	>85%	Annual	MIS, Reports	Grievance redress mechanism established and % of grievances re-solved Findings of annual
Intermediate Results Indicator Two: % of annual significant financial audit findings addressed (misuse of funds, non-compliance with procedures)	%	>95%	Annual	Audit Reports	Audits followed up/resolved

5 MONITORING CONTENT AND RESPONSIBILITIES

9. Figure 7-2 summarizes the monitoring cycle for both MIS and non-MIS data at each of the four levels of village, village tract, township and union. Subsequent paragraphs describe the process in greater detail.

Figure 1: Content and Process of PMIS by Level

LEVEL	MIS DATA			NON-MIS DATA	
	Process	Paper Forms		Process	Document Storage
Union	SQL Server — Union level database (www.ncddp.com) administered by Union M & E / MIS Unit	PC 9 HR1, T1, (entered) — Entered directly into MIS by Union Dbase Admin.		PC 9, HR1, T1 — Paper forms filed	Union Level Admin Finance docs/files Procurement docs/files Training, grievance, admin docs
Town-ship	INTERNET — Township PC — TTA M & E Expert validates data, translates, and uploads to central database at least weekly. Implementation status (PC 8) is obtained from CFs &TFs. — P-to-P WIFI	PC 8, 9 HR1, T1, — Entered directly into MIS by M & E Expert, Grievance Focal or Trainer.		PC 9, HR1, T1 — Copies of original paper forms stored on temporary basis	Township documents,, — SP dossiers (PC 5, 11 -22, engineer's supporting docs) paper forms (temp) other reports (finance, admin etc)
Village Tract	Tablet — CF/TF enter MIS data into tablets	PC 4		PC 4 — Original signed form stored in VTPSC (FSC) document library	VTPSC based docs — PC 4, 10 F 1, 3 -10
Village	Tablet — CF/TF enter MIS data into tablets	PC 1 – 7, 9 HR2, T1, F6		PC 1, 3, 5, 6, HR2 — Original signed form stored in VPSC document library.	VPSC based docs — PC 1, 3 – 7, 11-15 HR2 F6 P 1 – 7

6 VILLAGE LEVEL

6.1 PROJECT CYCLE AND FINANCE

10. At the village level, the elected Monitoring Sub-Committee (MSC) within the VPSC oversees progress of the sub-projects, including sub-project implementation, procurement and

finances. The MSC is responsible for tracking progress and process of all things connected to the village sub-project, including data collection and safe keeping of original signed paper forms (PC 1, 3, 5, 6, 7). It organizes the monthly sub-project monitoring meetings, and reports percentage of construction completed, number of labor days by men and women etc to the attending CF or TF. It also reports back to the entire village at periodic open village meetings and posts on public notice boards. Forms relating to village level data, including village profile, village development priorities, and village sub-projects and grievances are as follows:

	Topic	Responsible	MIS
PC 1	Village Profile	VPSC	√
PC 2	Project Cycle Timetable	CF	√
PC 3	Village Development Plan	VPSC	√
PC 5	Village Sub-project Proposal	VPSC/TF	√
PC 6	Sub-project Final Inspection	VPSC	√
PC 7	Social Audit Summary	CF/VPSC	√
PC 9	Grievance Redress	CF/Grievance Focal	√
PC 11	Final Sub-project Proposal Review	VPSC + Engineer	X
PC 12	Meeting Attendance Sheet	VPSC	X
PC 13	Safeguards Screening	VPSC + Engineer	X
PC 14	Voluntary Donation	VPSC + Engineer	X
PC 15	Environmental Management Plan	VPSC + Engineer	X
T 1	Training (Community)	CF/TF Trainer	√
HR 2	Volunteer, Village or Village Tract Development Committee Member Information	VPSC	√
F 6	Sub-project Final Financial Report	Village Finance Clerk	√

11.   MIS Forms: PC 1 (Village Profile) is collected by the VPSC together with Village Volunteer on a paper form signed by the Village Head, and entered by CF into the MIS using tablet. The data collection process starts just before or during the Village Orientation Meeting and may continue after the VDP if necessary. PC 2 (Project Cycle Timetable) requires an update by the CF, as and when there is a NCDDP related meeting. It records # of meeting participants taken from PC 12. PC 3 (Village Development Priorities) summarizes key aspects of the Village Development Plan, namely Obstacles (Box A), Village Vision (Box B), priority list of infrastructure projects eligible for funding by NCDDP (Box C), and those not eligible for NCDDP funding (Box D). The infrastructure projects identified for funding under NCDDP in Box C feed into a drop down box of projects for selection/approval by the VTPSC in PC 4 (Sub-project Selection, see below on Village Tract Level) and also PC 5 (Sub-project Detailed Planning) . The detailed technical information about the sub-project in PC 5 includes two "before" construction photographs taken from different angles. PC 6 (Subproject Final Inspection) provides key technical documentation of sub-project closure, including two "after" construction photos taken from the same angles used for the "before" photos in PC 5. Working together with the VPSC, the TF completes PC 6 on paper and enters the data into the MIS. PC 6 is accompanied on the financial side by form F 6, which provides more detail on financial aspects of project completion. F6 is completed on paper by the village Finance Clerk, and is entered into the MIS by the CF or TF. PC 7 (Social Audit Summary) is the last form in the project cycle, summarizing the results of the social audit in each village.

12.   The MIS cannot sort and filter data using Myanmar language. Therefore an important activity of the TTA M&E Expert during data validation is to ensure that all key information fields in Forms PC 1 – 9 are translated into English, before township forms are uploaded to the central database. The English translation is placed directly before the Myanmar language, separated by a control character or caret (^). When the on-screen English language icon is pressed, only

words after the caret are displayed, and vice versa. Random checks on the accuracy of the English will be done by the DRD Union MIS unit during the year.

13.   With the exception of PC 2, which is the sole responsibility of the CF, these forms are completed on paper in longhand and signed by a designated member of the VPSC, sometimes assisted by one or more village volunteers (e.g. PC 1, Village Profile). The original signed paper forms are kept by the VPSC, and the data from MIS forms is entered into the corresponding form on the tablet by the CF (PC 1 – 4) or TF (PC 5 and 6). A copy of the paper forms may be taken back to the township office as backup, until the electronic data has been safely and correctly uploaded to the central SQL database. Data should be entered from paper forms into tablets by facilitators and exported to the township M&E, as soon as possible after returning to the township office. In order to keep MIS data up to date, it is important that TFs enter PC 5 data into the MIS as soon as detailed planning is completed, rather than wait until all sub-project proposals are completed before the first one is entered into the MIS.

14.   Non MIS forms, such as PC 11 (Final Sub-project Proposal Review) and PC 13 – 15 (Safeguards Screening, Voluntary Donation, EMP), are related to the village sub-project. These are prepared by township engineers for signature by the VPSC and individual villagers (e.g. Voluntary Donation Form). These are not entered into the MIS, but attached to the sub-project proposal in paper form. Originals remain with the VPSC, and copies are stored in the township office sub-project dossier.

15.   The Daily Wages Log (F 2) and Sub-project Final Financial Report (F 6) are the two parts of the financial monitoring system carried out at village level, with the village Finance Clerk responsible for completion of both. F2 is not entered into the MIS, while F6 is entered into the MIS by the CF.

6.2   PROCUREMENT

16.   The Procurement Sub-Committee (PSC) is responsible for monitoring of all procurement activities at the village level. Procurement forms are as follows:

	Topic	Responsible	MIS
P 1	Meeting Minutes for Procurement Method Selection	VPSC/PSC	X
P 2	Sub-project Procurement Plan	VPSC/PSC	X
P 3	Invitation for Quotation	VPSC/PSC	X
P 4	Quotation Evaluation Report (Goods & Works)	VPSC/PSC	X
P 5	Purchase Order (Goods)	VPSC/PSC	X
P 6	Sample Contract for Works	VPSC/PSC	X
P 7	Force Account Expenditure	VPSC/PSC	X

17.   None of the procurement forms are entered into the MIS, but are stored in hard copy at the village or village tract level for at least eight years as compliance with audit requirements. A full set of sub-project documents is provided by the VPSC to the VTPSC for transmission to the Township at the end of each cycle.

7 VILLAGE TRACT LEVEL

18.   The Village Tract Project Support Committee (VTPSC) is composed of representatives from each village in the tract. It is responsible for data collection/reporting on sub-project implementation and financial monitoring of the block grant (Finance Sub-Committee). Sub-project implementation forms are as follows:

7.1 PROJECT CYCLE

	Topic	Responsible	MIS
PC 4	Village Tract Sub-project Selection	VTPSC	√
PC 10	Block Grant Agreement	VTPSC	X

7.2 FINANCIAL MONITORING

19.   Financial monitoring is carried out by the Finance Sub-Committee (FSC) of the VTPSC, using the following forms:

	Topic	Responsible	MIS
F 1	Bank Book	FSC	X
F 3	Administrative Expenditure Log	FSC	X
F 4	Block Grant Disbursement Request	FSC	X
F 5	Payment Voucher	FSC	X
F 6	Sub-project Final Financial Report	FSC	√
F 7	Cycle Completion Financial Report	FSC	X
F 8	Community Contribution	FSC	X
F 9	Travel Expenses	FSC	X
F 10	Village Tract Sub-project Budget Table	FSC	X

20.   Of the above forms, only F 6 (Sub-project Final Financial Report) is entered into the MIS. Hard copies have to remain at the VT level for at least eight years in compliance with audit requirements, and copies of all project documents are transmitted to the Township at the end of each cycle.

8 TOWNSHIP LEVEL

21.   The TTA M&E Expert is responsible for the continuous monitoring of project activities against set work plans and schedules, specifically:

(a) Supporting DRD in all aspects relating to collection, processing and reporting of project data; in this task, s/he is assisted by one MIS focal point from the DRD township office;

(b) Importing a clean data set from CF tablets into township PC, whenever CFs report back to the township office, ensuring each import is complete and error free;

(c) Checking/validating MIS data in township database to ensure accuracy and completeness before uploading to central database; translating key fields into English, including Vision and Obstacles in PC 3, Sub-project Description in PC 5, Sub-project Activity and Comments in PC 6).

(d) Direct input into township MIS of forms HR 1 (Project Staff Information), PC 8 (Township Monthly Progress Status), PC 9 (Grievance Handling) and T 1 (Training);

(e) Periodic training and skills upgrade of CFs/TFs in M&E operations;

(f) Assisting the TTA Team Leader to prepare the Township Quarterly Progress Report data within 2 weeks of the end of the quarter.

Forms for direct input into township MIS by the M&E Key Expert :

	Topic	Responsible	MIS
PC 8	Township Monthly Progress Status	M&E & TL /DRD MIS	√
PC 9	Grievance Handling	M&E/Grievance focal points [1]	√
HR 1	Project Staff Information	M&E/DRD MIS	√
T 1	Training	Trainer completes paper form; M&E enters into MIS [2]	√

(1) M&E Expert inputs data from paper forms completed by the township grievance focal person.

(2) M&E Expert inputs data from T1 paper forms, which are completed by trainers. This only applies to staff and non-community training delivered by union or township trainers at the township level. For training given by CFs/TFs to the community, T 1 is entered by the relevant CF/TF into their tablets.

22.   In order to ensure that the township MIS up to date and reflects the real time situation in the field as closely as possible, CFs and TFs must enter data from paper forms into their tablets, and export these forms to the township M&E PC as soon as they return from the field. The MIS system is programmed to attempt twice daily uploading of the township database when connected to the internet. However, connectivity problems may prevent this so the TTA M&E expert should perform a manual upload at least weekly. It is recommended to do this every Friday (or Monday) at the same time as the weekly update of PC 8 . Any errors or malfunction of township hardware (routers, tablets, PCs) or software (tablet or township PC) should be reported to the Union MIS team by township M&E officers as soon as possible, so the Union M & E can assist to solve the problems.

23.   Training: all relevant M&E/MIS staff from TTA and DRD will be given hands-on training at start-up and in follow-up sessions on all aspects of the M&E and MIS, including: 1) purpose and content of forms; 2) operation of the tablets (entering and exporting data); 3) weekly data validation and uploading to central database; and 4) troubleshooting and solving software and hardware problems.

24. Basic guidelines for tablet use and maintenance :

   a) The standard distribution of tablets is 1 per CF and 1 per 2 TFs. However, township teams may work out usage to suit themselves, as long as timely completion and uploading of the MIS forms is not affected.

   b) Each tablet comes with a case and external battery pack.

   c) Samsung tablets contain a SIM card slot. Facilitators may insert their own SIM cards to enable voice or 3G data connection where available.

   d) Any damage or loss of tablets incurred by TTA *while engaged in project work* will be covered by the DRD union office. Faulty tablets should be reported to the DRD Union MIS Unit and returned them for repair/replacement as soon as the problem is known.

   e) Battery life and charging
      1. CFs/TFs are responsible for ensuring that tablets are fully charged before visiting a village or other project work.
      2. The life and health of a Lithium Ion battery may be significantly extended by observing the following guidelines:
         • Do not expose the tablet to extreme temperatures for any length of time, especially heat. The life of a Lithium Ion (LI) battery is significantly reduced when left in the sun or hot enclosed space
         • LI battery life is optimized by maintaining a charge level between 40% and 80% wherever possible, i.e when there is access to power, such as in the office. Regularly draining the battery to zero is worse for battery life than fully charging, which facilitators will need to before going to the field. Draining to zero is recommended only once a month for calibration.
         • While in the field, the battery will last longer if you : a) tone down the screen brightness b) turn off apps running in the background c) disable location services when not in use d) disable Bluetooth function e) turn off the device when not in use.

9   STATE and REGIONAL LEVEL

25. In each DRD State/Regional office, there will be one DRD M & E / MIS Officer to provide supervision, troubleshooting , training and support to townships in all areas related to M & E / MIS. Specific additional duties will include:
   • Review township quarterly reports and prepare summary/ aggregation of content, including issues and need for Union support, for forwarding to Union NCDDP Secretariat and state/regional government
   • Continuous communication and coordination with Union M&E/MIS on township issues and requirements related to M & E / MIS

In addition, an ICT Officer will assist with more general issues related to internet connection, office hardware and software issues.

10   UNION LEVEL

26.   The union level M&E/MIS team consists of: 1) Head of DRD Union M&E/MIS Unit; 2) 1 x UTA M&E consultant; 3) 1 x UTA MIS consultant (part-time) ; 4) 2 x Township Support consultants for training and troubleshooting 5) 4 x DRD staff (1 full staff, 3 assistant) .

27.   M&E/MIS team duties at the union level: All DRD and UTA staff have the general duty to monitor the conditions and challenges in all project locations by means of : a) weekly monitoring of township progress in PC8 b) regular email and phone communication with township staff c) regular monitoring and supervision visits. Besides that, each DRD assistant staff has been designated a geographic focus area. Specific additional duties include:

(a)   Reviewing Township Quarterly Progress Reports;
(b)   Drafting of Union level Quarterly and Annual Progress Reports for the Economic Sub-Cabinet Committee, and World Bank;
(c)   Designing/updating the MIS and its website, in terms of functionality, accuracy of information and usability;
(d)   Responding to management queries on the central database, assembling and disseminating related reports;
(e)   Inputting Union level events directly into MIS, including Union level project staff into HR 1, Union level training into T 1, and Union level Grievance Handling into Union level grievances;
(f)   Acquiring supplementary data and statistics from township offices and outside sources, such as village tract populations for calculating BG requirements;
(g)   Provision of training (start-up and refresher) to relevant township staff (TTA and DRD) in NPT.
(h)   Provision of ongoing support, troubleshooting and training visits to townships as required and requested covering all M&E/MIS issues. Remote support assistance includes i) M & E / MIS Facebook page (post and answer) ii) NCDDP MIS User Forum with dedicated website iii) remote support with software configuration /installation/troubleshooting through Team View The MIS developer and NPT based

28   Backup and Security

Security : Kasperksy Anti Virus is installed on all township M & E / MIS PCs. As one of the main causes of hardware and software crashes in township PCs has been unstable voltage, the township hardware package includes a main voltage stabilizer and several UPS for each office.

Backup : A) Township level : each township database has an automated (timer regulated) daily backup system onto a separate partition on the hard disk. In case of any corruption, this backup can be used to restore the database, directly by M & E Expert, or remotely using Team Viewer by Union level troubleshooter. In case of damage to the whole township PC (flooding, CPU damage etc), the entire township database can be restored remotely from the central SQL database.   B) Union level : the central SQL database is hosted by a Yangon based server company (Yatanar Pone Teleport), which is automatically backed up once a week (more frequent backups can be arranged by the developer). In addition, a server PC in the Union office mirrors central server dbase daily using internet connection. In case of any data loss due to internet connection on the Union Office PC or the central server, either can be replaced from individual township databases.

11   KNOWLEDGE AND LEARNING

29.   The NCDDP has a formal knowledge and learning component, which includes: 1) cross-township visits; 2) study tours by DRD staff to CDD programs in other countries; 3) social audits (internal process); 4) multi-stakeholder reviews (MSRs); 5) technical audits (externally commissioned); and 6) financial audits.

30.   Learning events include:

(a)   Cross township visits : Selected DRD township staff, village tract and village committee members in new townships are chosen to visit township offices and selected villages in older townships. Such visits may include observation of the social audit process or interviews with experienced committees at any point in the project cycle. On return, the learning is shared and documented.

(b)   Overseas study tours: DRD staff from union and township level will be assisted to visit selected CDD sites in countries with the World Bank financed CDD programs, such as Indonesia and Philippines.

(c)   Social audits: After completion of a sub-project, the CFs facilitate the village committee members and community to review all aspects of the project cycle in terms of both process and results, and to summarise lessons learned and recommendations.

(d)   MSRs: The resulting scores and learning from each village social audit are reviewed and aggregated at the township Multi Stakeholder Review or MSR. As the name suggests, a cross section of relevant community, township and state stakeholders are invited to participate. The overall scores, learning and recommendations feed into that township's input to the union level MSR, representing the culmination of the project cycle review and learning process.

(e)   Technical audits: In order to address Intermediate Result Indicator 3 in the Project Results Matrix ("% of sub-projects evaluated independently meeting project operations manual technical and safeguard specifications"), an independent technical auditor is commissioned annually to make an objective assessment of the quality of a sample of sub-projects in each township, including design and construction quality, operation and maintenance, sustainability, and compliance with social and environmental safeguards. A rating system is applied to assess percentage achievement of the indicator.

31.   In the second or third years, topics of interest may be identified and studies, outcome surveys and reviews may be proposed by the World Bank or the DRD union office to provide some qualitative exploration of causal factors and attribution related to the mainstream outcome indicators and processes. Examples of possible topics include gender, community participation, operation and maintenance, utilization and cost-benefit of infrastructure constructed etc.

32.   Besides qualitative studies, the normal supervision processes of the World Bank missions, technical and social audits, and multi-stakeholder reviews, etc. provide further sources of evaluation and continuous learning. For example, inputs from township DRD staff, CFs, TFs and village community members at the annual MSRs have assisted with the improvement of this Operations Manual, and the process of learning and improvement will continue.

12 REPORTING

33. Regular reporting is essential to allow effective monitoring and evaluation of program activities. To this end, regular reports are required from the village and village tract, township and union level as outlined below.

12.1 VILLAGE AND VILLAGE TRACT REPORTING

Report	Who prepares?	Transmits to?	Transmits when?
Monthly sub-project monitoring report	Village Monitoring Sub-Committees (MSC) and Procurement Sub-Committees (PSC) with village volunteers	Village Tract Project Support Committee (VTPSC)	By the 5th day of the following month
Monthly village tract Financial and Progress/Narrative Report	VTPSC & FSC with CF	DRD township finance & M&E officers	By the 10th day of the following month
Sub-project final financial report Sub-project final narrative report	VPSC	VTPSC	Within 15 days of the final inspection & meeting
Annual village tract financial report Annual narrative Report	VTPSC & FSC	DRD township finance & M&E officers	Within 30 days of completion of sub-project implementation (all sub-projects completed) in village tract

34. Monthly sub-project monitoring reports should be prepared and submitted from the start of village sub-project preparation until the completion. These reports include updates on procurement and safeguards instruments (voluntary donations, abbreviated or full Resettlement Action Plan, application of Environmental Codes of Practice, Environmental Management Plans) as well as on the implementation of gender requirements (equal opportunity for participation, equal pay for equal work, etc.).Data are disaggregated by gender and ethnicity. Separate records are kept for each village sub-project.

35. CFs and village volunteers also prepare reports on the selection of the members to the VTPSCs and VPSCs as well as their sub-committees and submit them to the TTA M&E Officer.

12.2 TOWNSHIP REPORTING

Report	Who Prepares?	Transmits to?	Transmits when?
Monthly township financial report	DRD township finance officer	Township Committee, DRD union finance officer	By the 15th day of the following month
Quarterly short summary of implementation	TTA Team Leader, assisted by TTA M&E	State/Regional Office DRD Union M&E	By 15th day of following quarter.

progress (text and tables)	officer	officer/UTA Expert,	
Quarterly township implementation progress report (including supervision findings)	TTA Team Leader, assisted by TTA M&E officer	Township Planning & Implementation Committee (TPIC), DRD Union M&E officer/UTA Expert, DRD region/state office	By the 30th day of the following quarter
Annual township project implementation Report	TTA Team Leader DRD township M&E Officer	TPIC, DRD union M&E officer, DRD region/state office	Within 30 days of the reporting period
Annual township multi-stakeholder review report	DRD township M&E officer	TPIC, DRD union M&E officer, DRD region/state office, Parliament, and the Chief Minister	Within 30 days of the multi-stakeholder review meeting

36.   A quarterly township implementation progress report should include:

(a)   Progress over the last quarter, such as:
(1)   Progress in the community project cycle;
(2)   Community participation in activities, disaggregated by gender and ethnicity;
(3)   Physical progress;
(4)   Information on the implementation of safeguards instruments (voluntary donations, abbreviated or full Resettlement Action Plan, EMPs, Environmental Codes of Practice, environmental management plans); sub-project work safety issues, including any community injuries/hospitalization.
(b)   Problems/issues arising, proposed solutions and actions taken (including grievances and their resolution).
(c)   Need for support from State/Region or Union level over next 6 months.

Annex 1 : i) Township activities over quarter ii) workplan for coming quarter.
Annex 2: Expanded comments/context/analysis if required on items above.

12.3   STATE /REGIONAL REPORTING

37. The NCDDP State /Regional Secretariats will review the quarterly progress reports of townships within their state/region, and prepare a summary/ aggregation of content, including issues and need for Union support. These will be distributed to the Union NCDDP Secretariat and State/Regional Government within 21 days of the end of the quarter. In addition, periodic reports will also be prepared as and when required on specific topics/issues which may need attention by the Union or State/Region.

12.4   UNION REPORTING

Report	Who Prepares?	Transmits to?	Transmits when?
Monthly financial	DRD union finance	DRD Project	By the 20th day of the

report	officer	Management	following month
Monthly grievance monitoring report (including suggestions)	DRD union M&E officer	DRD Project Management, The World Bank	By the 20th day of the following month
Quarterly Interim Unaudited Financial Report	DRD union finance officer	The World Bank	Within 45 days of the reporting period
Quarterly progress implementation report (achievements, problems, upcoming issues)	DRD union M&E officer	Economic Sub-Cabinet Committee, Inter-Ministerial Technical Committee, DRD region/state office, The World Bank	Within 45 days of the reporting period
Annual project report	DRD union M&E officer	Economic Sub-Cabinet Committee, Inter-Ministerial Technical Committee, General Auditors Office, DRD region/state office, The World Bank	Within 60 days of the reporting period
Annual union multi-stakeholder review report	DRD union M&E officer	Economic Sub-Cabinet Committee,, Inter-Ministerial Technical Committee, DRD region/state office, The World Bank,	Within 30days of the Union multi-stakeholder review meeting
Annual Audit Report and Management Letter	Office of the Auditor-General	The World Bank through Ministry of Livestock, Fisheries and Rural Development	6 months after the end of the fiscal year

38. A quarterly project implementation progress report should include:

(a) Information on the progress of sub-project implementation in relation to annual work plan, budget allocation and utilization in relation to annual budgets, and problems encountered and how addressed;

(b) Summary of the implementation of safeguards instruments, including voluntary donations, Environmental Codes of Practice, environmental management plans, workplace injuries under CFA (provide a summary table of all sub-projects which include voluntary donations, EMPs, and workplace injuries). with a column to comment on issues and progress);

(c) Performance across townships in relation to annual work plan targets;

(d) Grievance Handling;

(e) Progress in land acquisition;

(f) Upcoming/emerging issues;

(g) Recommendations.

39. Annual project report should include:

(a) Progress in relation to key performance indicators of Results Framework;

(b)   Analysis of and lessons learned from the community project cycle including orientation, planning, implementation, and operations and maintenance;
(c)   Analysis and comparison of cycles between townships;
(d)   Capacity development activities;
(e)   Cooperation and partnership activities;
(f)   Specific activities of various units;
(g)   Problems arising and how they are addressed;
(h)   Overall progress of gender integration;
(i)   Review of performance on safeguards;
(j)   Analysis of performance in relation to annual work plan, budget and procurement plan;
(k)   Annual financial figures;
(l)   Grievance mechanism, grievances received and logged, and those resolved;
(m)   Updated work plans for next reporting period.