

## **Monitoring for Results**

Monitoring and Evaluation (M&E) has been acknowledged as a key programme management function with significant bearing on programme efficiency and effectiveness. Acknowledging the role of M&E in programme delivery, monitoring at four different levels has been spelt out in the Mission document.

### **6.1 M&E Objectives**

M&E in the GIM is expected to enable the mission to efficiently deliver the mission outputs and effectively achieve the mission outcomes. In consonance of the same, the objectives/results of M&E in the mission are shown at Annexure-VI.

### **6.2 Performance measurement**

At the outset, the M&E system should enable continuous tracking of Mission performance and therefore should enable continuous measurement of expected results i.e. Outputs and Outcomes. The M&E system therefore would be a Concurrent Monitoring and Evaluation System that would encompass output and outcome levels rather than the conventional monitoring domains of input and activity tracking.

### **6.3 Planning**

The M&E system would be user focused such that iterations and adaptive management is facilitated. The M&E system along with performance tracking would provide critical inputs to the entire planning process so that the feedback of the system can be factored into the planning process and variances accounted for.

### **6.4 Accountability**

The system would ensure accountability on part of the implementers at the same time ensure transparency in the process of implementation. The M&E system would thus provide insights into efficiency and effectiveness of results delivered by the Mission.

### **6.5 Learning**

The M&E system would provide for iterative learning, promotion of best practices and their dissemination. This would facilitate attainment of project objectives in the best possible way as well share the learning's with stakeholders.

## **6.6 M&E principles**

The following would be the guiding principles shaping various M&E initiatives in the Mission.

### **6.6.1 Simple and comprehensive**

The design of overall M&E system would be simple yet comprehensive to encompass all the dimensions of the mission. The simplicity of the system makes it easier to operationalize. The comprehensive nature would ensure keeping track of all the necessary parameters at the desired levels i.e. inputs, activities, outputs and results and the mission focus of biophysical resource status and socio-economic status of the dependent communities.

### **6.6.2 Participatory**

M&E is not the stand alone function of the mission implementers but functional participation of all stakeholders is solicited for M&E. Taking cognizance of the multi-stakeholder environment in which the mission functions, avenues have to be designed that seek participation of other stakeholders at village, district and state level. Thus participation here is not only of the communities, but of other stakeholders impacting and getting impacted by the project.

### **6.6.3 Analysis and feedback**

Analysis and feedback for the implementation process would be a key feature of a mission M&E system. Along with reporting requirements, the M&E system would facilitate analysis of information at various levels ensuring timely and continuous feedback for implementation. This analysis and feedback would help in timely information for planning and feedback to multiple agencies/ stakeholders.

### **6.6.4 Use of enabling technologies**

The mission would integrate application of modern technology like Remote Sensing and GIS etc. for M&E purposes. The Mission would support use of Geomatics (remote sensing with GPS mapping of boundaries) for monitoring at the output/ outcome level. This service will be available for both Mission-financed activities as well as those undertaken and financed by other agencies/ stakeholders.

### **6.6.5 Capacities for M&E**

Development of requisite capacities for effective implementation of M&E activities is quintessential for having a functional Decision-Support System. This necessitates adequate investments in creating necessary capacities for M&E. Capacity development for M&E would therefore be integral component of the M&E system encompassing human, physical and financial capabilities.

### **6.7 Performance monitoring framework (Result Framework)**

In consonance with the Government of India (GoI) directives of adopting Results-Based Management (RBM) for design and implementation of state imperatives, the Performance Monitoring Framework (PMF) or Result Framework (RF) would be at the loci of the M&E system. All the M&E imperatives in the mission needs to be aligned to PMF/RF and should respond to the PMF/RF. An indicative Mission PMF is presented in the matrix at Annexure-VI. The indicators for monitoring shown at Annexure-VI are indicative; the State/implementing partners may evolve other indicators to monitor the progress, towards achieving of outcomes/results. The PMF has been developed synthesizing the outputs and outcomes stated in the mission document however, with simplification considerations, the same have been synthesized as 'expected results' in the PMF. The same would be the backbone of M&E in the mission.

### **6.8 Monitoring Levels**

Monitoring is proposed at four levels-

**Level 1:** On-ground self-monitoring of the region by the local community, implementing organization and the Forest Department. Building community capacity to monitor Carbon and other services is envisaged using lessons from pilot projects.

**Level 2:** Field review by an external agency of randomly selected sites and will be primarily for Mission financed activities. Monitoring by third party and long term monitoring of certain eco system services at selected sites has been provided.

**Level 3:** This will use remote-sensing-based forest cover monitoring by the Forest Survey of India, supplemented by boundaries of areas covered under the Mission. The Mission will work in close collaboration with Forest Survey of India, National Remote Sensing

Agency and Indian Institute of Remote Sensing for developing a countrywide mosaic of high resolution satellite images (LISS-IV, CARTOSAT) and overlaying polygons of areas taken up for interventions under the Mission to help develop a centralized spatial data base in the GIS domain. Density slicing could be used to gauge migration within density class. This service will be available for both Mission-financed activities as well as those undertaken and financed by other stakeholders. The real-time, web-based monitoring system being developed for CAMPA by National Informatics Centre (NIC) will be taken as the starting point for the system.

**Level 4:** In addition, a few pilot areas will be intensively monitored to assess the impact and efficacy of different old and new practices, in tandem by the implementing agency, the Forest Department, and a support organization. In addition to growing stock and forest cover, other parameters will include monitoring environmental services and associated factors: ground cover, soil condition, erosion and infiltration, run-off, groundwater levels to develop water budgets, as well as the provision of locally relevant fuel wood, fodder, and other NTFPs, and basic biodiversity analysis. This would facilitate review of different regulatory conditions in the future. This analysis would require extensive support for communities and could form the basis for REDD-based monitoring methodologies.

## **6.9 Social Audit**

In addition to these four levels monitoring, the Gram Sabha will carry out the **social audit** of the Mission activities at the village level. The Mission will learn from best practices on social audit, particularly the one designed for MNREGA. Section 17 of the NREGA Act empowers the Gram Sabha to carry out a social audit of all the works carried out by the Gram Panchayat. It requires that the Gram Panchayat make available all relevant documents, including the muster rolls, bill, vouchers, measurement book, copies of sanction orders and other connected books of account and papers to the Gram Sabha for the purpose. Taking a cue from the MNREGA, the Mission will similarly require that the Gram Sabha carries out a social audit of all expenses incurred by the Committees constituted by the Gram Sabha/revamped JFMCs and these reports would be shared in the public domain.