



Ministerio de Agricultura y Ganadería
MAG



PROCHALATE

Proyecto de Rehabilitación y Desarrollo para las Areas Afectadas por el Conflicto en el
Departamento de Chalatenango

Contrato de Préstamo No. 322 - ES

SISTEMA DE PLANIFICACIÓN Y SEGUIMIENTO De PROCHALATE

Chalatenango,

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PROCHALATE PLANNING AND MONITORING SYSTEM

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GLOSSARY OF ACCRONYMS

PROCHALATE=	Rehabilitation and Development Project for Areas Affected by Conflict in the Department of Chalatenango in El Salvador
PMU=	Planning and Monitoring Unit
PEU =	Project Executing Unit
MAL =	Ministry of Agriculture and Livestock of El Salvador
IFAD =	International Fund for Agricultural Development
UNOPS=	United Nations Office for Project Services
PCO =	Project Coordinating Office of the Ministry of Agriculture and Livestock of El Salvador
GIP =	Global Indicative Plan
AOP =	Annual Operational Plan
AP =	Action Plan
TEC =	Technical Evaluation Committee

1 INTRODUCTION – THE PROJECT

The Rehabilitation and Development Project of Areas Affected by Conflict in the Department of Chalatenango in El Salvador (IFAD No. 322-ES) referred to as PROCHALATE, was launched in March 1994 through the innovative co-execution model in those days¹.

From the onset, PROCHALATE was dedicated to promoting the development of integrating mechanisms among the different governmental entities of El Salvador (GOES); to fostering participation of the different stakeholders and to facilitating a horizontal dialogue with the different cooperation and funding organizations.

In 1996, after two years had elapsed of the execution and due to a severe institutional crisis, the Project Executing Unit (PEU) modified its internal structure. During this stage, the project became part of the Ministry of Agriculture and Livestock (MAL) and no longer belonged to the Ministry of Planning.

During 1997/99, PROCHALATE extended its geographic scope to include all the municipalities of the Department of Chalatenango and increased the number of target producers. It also contracted 16 government and non governmental organizations for the execution of the project (co-executors).

The organizational structure of PROCHALATE involves four levels: the Management, Advisors and Support Level, the Technical Regulatory Level and, the Operational Level. The Planning and Monitoring Unit (PMU), placed at the advisor and support level, has the following main functions: i) strategic and operational planning; and ii) design, implementation and review of the monitoring system.

2 SYSTEM BACKGROUND

FIRST STAGE 1994-1996

Two implementation stages of the Planning and Monitoring System of the PROCHALATE Project may be distinguished. The first, described below, covers the period of 1994 to 1996. During this time, a Baseline Study was carried out. Monitoring activities were basically restricted to the preparation of progress reports. The planning and monitoring actions were concentrated in the Monitoring Unit without the participation of the other stakeholders. After this learning period, the planning and monitoring system was reviewed and its approach amended as can be seen later.

Baseline Study

At the beginning of its implementation, PROCHALATE gathered information concerning the initial situation of its beneficiaries (“without project”) in order to learn about their social and economic conditions. For this purpose it carried out a rapid rural appraisal and a survey targeting rural families of its area of influence. The results of these actions were integrated into a report entitled: Baseline Study of the Project.

Monitoring restricted to the elaboration of progress reports

In this first stage, the project did not foresee the importance of analyzing the effects and the impact of its actions on the target population. In this frame, monitoring activities were restricted to the preparation of annual plans and to the elaboration of progress reports.

¹ Model that involves the participation of institutions and organizations of society (NGOs, grassroots organizations, enterprises, etc.) in the execution of the main components of the project.

SECOND STAGE 1997 up to date

The Reformulation of the Planning and Monitoring System

The Project began a new stage in its implementation since it got linked to the Ministry of Agriculture and Livestock (MAL), in January 1997. In this period, two main actions were initiated; the formulation of new coordinating and consultation mechanisms; and a review of the planning and monitoring system.

In this stage, planning and monitoring were conceived as processes oriented to contribute towards the management of the project and the attainment of project objectives.

In order to attain the foregoing, the Planning and Monitoring Unit designed, among other instruments, a data base with itemized information of the beneficiaries of the Project. It also defined mechanisms for the flow of information and promoted the participation of different stakeholders in the process of compiling and analyzing information; and in decision making.

Upon opening a Data Base of the beneficiaries, the Planning and Monitoring Unit faced a major restriction as it realized that the indicators of the Baseline Study were not useful enough for determining the initial situation of each producer. In order to overcome this difficulty, the Planning and Monitoring Unit decided to apply a continuous survey program (on a yearly basis) to obtain periodical information concerning the project beneficiaries and the performance of the co executing organizations.

3 THE PLANNING AND MONITORING SYSTEM – CURRENT SITUATION

The planning and monitoring system, as has been mentioned previously, is geared towards contributing to project management and effectiveness.

Within this framework, the performance of monitoring actions include the participation of technicians, co executors and other stakeholders not only for information production but in decision-making processes.

The results of certain critical activities become inputs for others, thereby fostering spaces to analyze the information compiled both by the Project Executing Unit (PEU) and by the co executors. As a product of this process, actions or strategies have been re-oriented thereby improving the project's effectiveness and efficiency. Setting up actions and products "in a chain" allow the project in te alia the following:

- The use of the system results and products for decision making purposes regarding the management of the project;
- The determination of commitments by different stakeholders;
- Feedback of the planning system.

3.1 Objectives of the System

3.1.1 General Objective

To contribute to the management and effectiveness of the project by generating information for decision-making purposes and for institutional learning.

3.1.2 Specific Objectives

- To generate guidelines for planning and monitoring.
- To develop and implement regular data collection instruments concerning the performance of the co executing agencies.
- To compile and analyze information on the results generated by the project in the target population.

- To promote the use of the results of the monitoring system in decision making and in consultation spaces of the project
- To propose a timely means to reschedule finances and/or goals
- To draft regular reports addressed towards the financial organizations and the government.
- To establish the information basis for the mid term and final evaluations of the project

3.2 Design of the monitoring system (1996 – last quarter)

Two main documents were used for designing the Monitoring System of the project:

- Monitoring and Evaluation: Guiding Principles for the design and use in Rural Development Projects and Programmes in Developing Countries. United Nations ACC Task Force on Rural Development. Rome 1984.
- Methodological Guidelines for Monitoring and Evaluation – Ministry of Agriculture and Livestock (MAL).

3.2.1 Analysis of the logics of the project – “Critical Path” and Logical Framework Matrixes.

By the end of 1996 and the beginning of 1997, the Planning and Monitoring Unit reviewed the contractual documentation of the project, analyzed the appraisal report, and gathered information demands and needs of different stakeholders.

As a result of the former exercise, a “critical path” containing the activities of the different components of the PROCHALATE projects was designed. A Logical Framework Matrix was also formulated (Annex #1).

For the formulation of the Logical Framework Matrix, several workshops were held with the participation of both project personnel and co-executing agencies. In these workshops project specific objectives and results were discussed and agreed upon. Activities and sub activities were also defined and codified for monitoring purposes.

3.2.2 Matrix of Indicators

The Matrix of Indicators comprises the following: a list of activities and sub activities in the first column; indicators for each activity and sub-activities in the second column. The last column specifies the sources from which the information will be compiled or generated and the schedule for the submission of progress reports.

The matrix of indicators helped determine the type of information needed by different users (The Project Manager, technicians, MAL, financial institutions, etc.).

3.2.3 The flowchart of information and the standarization of report forms

The information flow (Annex 4) was agreed and determined before establishing mechanisms for information gathering, and previous to the definition of the report forms. All the stakeholders that intervene in the project activities were included In the information flowchart.

The report forms enable different actors to compile qualitative and quantitative data in a simple, orderly and standarized manner. The idea is to help the system users to consolidate, analyze and interpret the information.

3.2.4 Data base of the beneficiaries

This data base, that began to operate in 1997, contains a record of the beneficiaries of the project and of the services in which each participate. It includes income indicators that help monitoring the beneficiaries that are found (or are kept) beneath the line of poverty (USD 2,200/year/family for El Salvador).

The information contained in the Data Base has been grouped into four modules as follows:

- i. Basic information of the producer (Technical Card of the Beneficiary, Annex # 2);
- ii. Training received by producers and technicians;
- iii. Credit approved by the Special Loan Committees; and
- iv. Monitoring of the progress made concerning the physical and financial goals of the contracts with the co executors.

3.3 Planning system

The planning of the Project is carried out under a two way open system in which the main protagonists are the producers who receive the services offered by the project.

The planning system is closely linked to the monitoring process of the PROCHALATE project. The planning instruments are adjusted dependency on the results of the information of the monitoring system. An analysis of the regular monitoring data allows for the correction and/or rescheduling of the field work as well as the adjustment of the Project policies and strategies.

3.3.1 Global Indicative Plan (GIP)

A Global Indicative Plan (GIP) was drafted for the period 1997-1999 as a new framework to draft the Annual Operational Plans of PROCHALATE and the Action Plans of the co executors.

The GIP also facilitated the review of the original goals as established in the document of the ex ante evaluation, these were reduced from 10,500 to 5,300 farming families and micro enterprises.

3.3.2 Annual Operational Plan (AOP)

The AOP are prepared by the Planning and Monitoring Unit based upon information directly obtained from the beneficiaries through working days and consultation workshops. During the workshops, project beneficiaries identify their needs and determine the technological alternatives they need to implement.

The AOPs are main inputs for the formulation of guidelines for the elaboration of the Actions Plans of the co-executing agencies.

3.3.3 Action Plan (AP)

The Action Plan (AP) is the programmatic instrument that contains the actions and resources co executors need for delivering technical assistance services to PROCHALATE beneficiaries.

The co-executors prepare an Action Plan on a yearly basis, using the guidelines issued by the monitoring system.

Once the Action Plan has been formulated, it becomes an integral part of the contracts that PROCHALATE enters into with the co executors.

As part of their contractual commitments, co executors agree to regularly report the progress made as regards their Action Plans. The reports submitted by co-executors are a component and at the same time an input of the project's monitoring system.

4 PRINCIPAL STAKEHOLDERS OF THE SYSTEM

The PROCHALATE Monitoring and Planning System integrates the various stakeholders of the project within a managerial information system (MIS). The MIS is a basis for decision making.

The participants of the system and their role:

4.1 The Producers

The producers are the foundations of the system. They actively participate by generating information regarding their needs and actions; and by providing opinions on the services they receive. They also assess the performance of the co executing agencies; and analyze project results. The producers have also a key role in monitoring the ***Tripartite Agreements*** (Annex # 3). The tripartite agreements are signed by the producers, the co executors and the project in order to contractually specify the activities to be carried out in favor of the producers of the area of intervention.

4.2 The Co Executors.

The co executors constitute a main source of information as they regularly report on the progress of activities and results regarding their Action Plans.

4.3 Zonal Representatives

PROCHALATE in a second stage of its implementation divided the intervention area into 7 geographic areas with the purpose of guaranteeing a greater physical presence and a more effective monitoring of co executors. For each geographic area of intervention, a zonal representative was appointed.

The responsibility of the zonal representatives is to plan, advise, accompany and organize the services provided by the project at the level of each zone. The zonal representative reports the progress of the main activities, both quantitatively and qualitatively, on the 26th of each month. The reports are addressed to the heads of the technical regulatory units.

4.4 Technical Regulatory Units

According to the organic structure of the PROCHALATE Project, technical regulatory units are at the regulatory level. Their role is to compile and analyze and consolidate information provided by the zonal representatives. The technical regulatory unit sends a consolidated report to the planning and monitoring unit of PROCHALATE on the 29 th of each month.

4.5 The Planning and Monitoring Unit (PMU)

The Planning and Monitoring Unit (PMU) is the main axis of the Project information system. It compiles and consolidates the information produced by the different stakeholders. This information is returned to stakeholders, and a report submitted to the management team of the project in order to assist in decision making.

The Planning and Monitoring Unit prepares, regularly, analytical executive progress reports of the Project. These Executive reports contain information on the most relevant indicators, and/or on problems that need urgent attention. The Executive Reports are submitted to the Project's Management Team.

The main functions of the Planning and Monitoring Unit are among others: To draft the Annual Operational Plan (AOP); to create and regularly update the data base; to conduct

regular and occasional surveys; to prepare and submit progress reports on the project's activities; to draft management reports. The Planning and Monitoring Unit is also in charge of drafting the guidelines for planning and monitoring. It also forms part of the Technical Evaluation Committee (TEC).

4.6 Technical Evaluation Committee (TEC)

The TEC was created in order to improve effectiveness in decision-making. This Committee is composed by the Operations Manager, the Head of the Planning and Monitoring Unit, and, the Administrative Manager.

The Technical Evaluation Committee main function is the analysis of the performance of the co executing agencies. For this purpose it applies the following basic criteria and indicators:

- Quality of field work
- Results/products obtained
- Information obtained through regular surveys to the beneficiaries
- Financial capacity

The Technical Evaluation Committee meets regularly pursuant to, among other matters, discussing and analyzing the contents of the managerial reports and the performance of each co executing agency.

4.7 The PROCHALATE Management Team

The Management Team is the top administrative and decision making level of PROCHALATE. In order to fulfill this duty, it receives from the Planning and Monitoring Unit managerial reports concerning the progress of the project with recommendations on the necessary measures to timely correct implementation problems. It also receives proposals made may the Technical Evaluation Committee.

4.8 PCO / MAL

The Project Coordination Office (PCO) is subject to the Ministry of Agriculture and Livestock; a governmental entity in charge of evaluating the services of the rural development projects implemented in El Salvador.

Its duty is to analyze the regular reports on the project progress issued by the Planning and Monitoring Unit and verify the work schedule as specified in the projects annual planning schedule (AOP).

The PCO also carries out monthly meetings with members of the projects to learn about the physical and financial progress made and thus report these results to higher levels.

4.9 Cooperating Institution (UNOPS)

An UNOPS project officer from New York conducts regular monitoring and supervision missions to check the activities of PROCHALATE. As part of these visits, UNOPS carries out an in depth analysis of the performance of the project and provides recommendations to improve implementation.

As a product UNOPS generates a Final Report that is delivered to the MAL and to other governmental organizations.

5 SYSTEM INFORMATION FLOWCHART

See Annex 4

6 PRODUCTS OF THE SYSTEM

6.1 Reports on the social and economic indicators of the beneficiaries

6.1.1 Monitoring surveys²:

The Monitoring Survey has two objectives: 1. To generate regular information on the results obtained by the project on the target population; and 2. To reveal the evolution of the basic social and demographic indicators such as: quality of life, level of literacy, education and income levels and sources.

The Data Base of the Beneficiaries constitutes the universe of producers who receive the project's services: (loans, training, technical assistance, marketing, micro enterprises (the components: organization and gender are cross-cutting)). This Data Base, is the starting point for the design of the sample of the survey.

The survey is carried out based on a coefficient of variation of the main variables (gross income and others), and through a simple random process (data includes a standard multiple error of up 95% of reliability $t= 2$, the population universe, the coefficient of variation of the characteristics of interest and the level of planned relative error).

The surveys are designed and carried out by the Planning and Monitoring Unit with the support of locally hired surveyors.

In order to analyze the results of the annual survey, workshop seminars are carried with the project personnel; and working meetings with each of the co executors. Decisions are made at these meetings regarding changes or corrections bearing in mind the opinions of the producers who have been surveyed.

6.1.2 Case Studies

The objective of this experience carried out one sole time in 1998³, was to analyze the variations in the level of income in selected farms and plots improved by the project. The case studies have been carried out through surveys and semi structured interviews. The information has been processed in spreadsheets. The Planning and Monitoring Unit still has pending the analysis of the quantitative information gathered.

6.1.3 Census of micro enterprises created and strengthened by PROCHALATE

This census was taken one sole time in 2000 in order to determine the level of progress of the micro business sector and establish their technical and financial priorities as a function of their economic activity.

6.2 Progress of the Execution of the Goals.

The Co Executors deliver to the Planning and Monitoring Unit regular reports on the progress made in the physical and financial implementation. These reports are analyzed by the

² Despite the fact that there is a regular evaluation, the project entitled these activities as "monitoring surveys" since within the USE functions no direct evaluation has been taken into account.

³ One new experience as concerns applying case studies is foreseen for the year 2000.

technicians of the project, verified in the field and sent to the Technical Evaluation Committee (TEC).

6.3 Managerial Reports

These reports are sent to the Project Manager and Operations Manager describing the main findings and recommendations of the monitoring surveys.

6.4 Reports to the Ministry of Agriculture and Livestock (MAL) and financial organizations

These reports are submitted regularly to the Ministry of Agriculture, to IFAD; to the cooperating institution, and to the co executors. The reports are drafted by the Planning and Monitoring Unit based upon the information submitted by the co executing agencies, and the opinions of the technicians of the project.

The monthly reports contain information on the following, among other issues: i) coverage of technical assistance; ii) placement of loans; iii) fulfillment of the working plans of the co executors; and iv) matching of these working plans with the policies and strategies of the Ministry of Agriculture and Livestock (MAL).

7 INFORMATION USES OF THE MONITORING SYSTEM

The planning and monitoring system of the PROCHALATE project, as pointed out before, is made up of a series of actions that are closely interrelated. The products of certain activities become the main inputs to carry out others⁴: For example, the information obtained through the “monitoring surveys” is discussed and analyzed at the Technical Evaluation Meetings and at the Evaluation Workshops. The Managerial Reports are the main item of agenda in the Technical Evaluation Committee, etc.

The generation of these spaces and mechanisms to analyze the information generated by the Planning and Monitoring System, guarantees the use of data for management purposes. The main uses, among others are:

- Annual performance evaluation of the co executors
- Review and adjustment of the policies and strategies of the project.
- Analysis of the results of the project at the level of the effects of the impact (progress made in the achievement of the PROCHALATE objectives).
- Warning Reports.
- Regular progress reports to the project's / Ministry of Agriculture and Livestock (MAL-PCO) and to the Cooperating Institution.

8 LESSONS LEARNED

1. The experience of PROCHALATE reveals the importance of integrating planning process into the monitoring and evaluation system in order to guarantee a better use of the information for re-programming and for adjusting working strategies.
2. In order to ensure the use of the information generated by the monitoring system, discussion and consultation mechanisms must be created with the participation of the different stakeholders involved in the execution of the projects. In these spaces, it is of essence to reach agreements and joint commitments to gradually improve the performance and effectiveness of the project. In the case of PROCHALATE, the monitoring results are critical inputs for decision making at different levels such as the

⁴ The interrelationship referred to, is applied as is logical, to those activities of a regular or continuous nature.

Technical Evaluation Committee, meetings with co executors, workshops with beneficiaries, among others.

3. The participation of the different stakeholders in systematic processes of compiling, processing and analyzing information and in decision-making is an indispensable requirement for the effectiveness of any planning and monitoring system.
4. Finally, the PROCHALATE experience reveals the importance of regularly reviewing the approaches and the practices of the planning and monitoring systems to guarantee that these become effective tools for improving management and for contributing to the attainment of the objectives of the project.

ANNEXES

1. PROCHALATE Project Logical Framework
2. Beneficiary Technical Data Card
3. Tripartite Agreement
4. System Information Flow

Annex 1: PROCHALATE Project Logical Framework

<p>RURAL DEVELOPMENT</p> <p>LATIN AMERICA</p>	<p>PROJECT PLANNING MATRIX</p> <p>PROCHALATE - MAG</p>	<p>PROJECT No.</p> <p>COUNTRY: EL S</p> <p>TITLE:</p>
<p>Resumen de Objetivos/Actividades</p>	<p>Verifiable Objective Indicators</p>	
<p>GENERAL OBJECTIVE: <i>To contribute towards speeding up the sustainable development process in the Department of Chalatenango.</i></p>	<p>Actions supported by the Project are sustainable</p>	<p>Implementation currently exist</p>
<p>SPECIFIC OBJECTIVE: <i>To improve income and living conditions of 7,8000 producers</i></p>	<p>The income level above the poverty line has risen in a framework of environmental sustainability</p>	<p>Rural urban mig</p>
<p>EXPECTED RESULTS</p> <ol style="list-style-type: none"> 1. To develop and strengthen the capitalization of the rural poor. 2. To establish a natural resource recovery, improvement and management system. 3. To create and/or strengthen grassroots peasant organizations. 4. To contribute to the implementation of activities that foster the technification pf agrarian production. 5. To support and strengthen the training, production, marketing and peasant organization programs. 6. To foster the equitable integration of women in development. 	<ol style="list-style-type: none"> 1.1. The departmental financial structures that allow for a sustainable local management are strengthened. 2.1. The environmental management plan was drafted by the end of 1999. 3.1. To improve the organization of 7,800 peasants and their capacity to market their products. 4.1. To create an extension system and train 7,800 beneficiaries with appropriate technologies. 5.1. Educational and managerial processes of the co executing units have been strengthened. 6.1. The institutions have included the gender approach in their strategies. 	<p>Non adoption of</p> <p>Predominance c over ecological i</p> <p>Slack receptiver</p> <p>Market fluctuatic</p> <p>Prevailing illitera</p> <p>Low receptivity c</p>

ACTIVITIES	ACTIVITIES(CONTINUATION)	
<p>A1.1. To create financial intermediation entities.</p> <p>A1.2. To strengthen financial intermediation entities.</p> <p>A1.3. To provide credit options for beneficiaries.</p> <p>A1.4. To implement training and technical assistance on credits.</p> <p>A2.1. To draft the Environmental Management Plan.</p> <p>A2.2. To recover and manage natural forests.</p> <p>A2.3. To produce plantlings for reforestation.</p> <p>A2.4. To promote and carry out soil conservation practices.</p> <p>A2.5. To foster Environmental Education.</p> <p>A3.1. To strengthen producers organizations.</p> <p>A3.2. To strengthen the methodological approaches of the institutions.</p> <p>A3.3. Inter institutional coordination.</p>	<p>A4.1. Integral Technical Assistance with a sustainable approach</p> <p>A4.2. To strengthen the co executors methodological approaches .</p> <p>A4.3. To train producers.</p> <p>A4.4. To validate sustainable agricultural technologies.</p> <p>A4.5. To establish improved small farms</p> <p>A5.1. To facilitate educational processes</p> <p>A5.2. To foster communication processes.</p> <p>A5.3. To strengthen the UEP technical methodology.</p> <p>A5.4. To set up a human resource development fund</p> <p>A5.5. To strengthen the educational and managerial processes of the co executors</p> <p>A6.1. To strengthen institutions methodological approaches.</p> <p>A6.2. To train technicians.</p> <p>A6.3. To strengthen grassroots organizations and producers organizations</p> <p>A6.4. Inter institutional coordination.</p>	<p>A.T.:There is ir experts consulte and ensure the</p> <p>EQUIPMENT: T computer system</p> <p>NATIONAL ST/</p> <p>of highly skilled the developmen</p>

Annex 2: Beneficiary Technical Data Card **FICHA DEL BENEFICIARIO(AS) AÑO/99**

Nu. BENEF	Credit Code	ZONE
<input type="text"/>	<input type="text"/>	<input type="text"/>
Space reserved for the Monitoring and Evaluation Division		

Coejecutora **Extentionist name:** ap_exten_____ Nam_exten_____

1. BENEFICIARY DATA: Las. 1____ Las. 2____ Name_____
1rst LastName 2nd Last Name Name

1.1. N. Of C.I.P.: 1.2 Sex

1.3 Date and place of birth place_birth_____ DAY____ MONTH YEAR_____

1.4 Service since Since year____ 1.5. End of services: _____
Month Year Month Year

2. LOCATION:

2.1. Municipality: municipality_____ 2.2. Canton

2.3. Rural settlement rural settlement_____ 2.4. Neighbourhood/Colony

3. RECEIVED SERVICES

3.1. SUSTAINABLE AGRICULTURE

	Up dating	Elaboration		Implementation	Monitoring
Diagnosis	<input type="text"/>	<input type="text"/>	Demostrative plot	<input type="text"/>	<input type="text"/>
PDIFH	<input type="text"/>	<input type="text"/>	Validation esays	<input type="text"/>	<input type="text"/>
Anual Plan	<input type="text"/>	<input type="text"/>	Impoved farm	<input type="text"/>	<input type="text"/>
			Agroforestal plot	<input type="text"/>	<input type="text"/>
			Visits to the farmer	<input type="text"/>	<input type="text"/>

	Participated
Educative days	<input type="text"/>
Educative tours	<input type="text"/>
Demostrative plots	<input type="text"/>
Demostration/validation	<input type="text"/>
Demostration of improved plots	<input type="text"/>

3.2 FINANCIAL SERVICES	3.3.ENVIRONMENT
Agrarian Credit <input type="text"/>	Advisory in nursery
Microenterprises credit <input type="text"/>	Reforestation <input type="text"/>
	Logistic support <input type="text"/>

3.4. MICROENTERPRISES

Diagnosis	<input type="text"/>
Profile	<input type="text"/>
Asistance visits	<input type="text"/>
Educative tour	<input type="text"/>

3.5. TRAINING

	Nu. Events
Agrarian	<input type="text"/>
Pecuaría	<input type="text"/>
Environment	<input type="text"/>
Organizational	<input type="text"/>

3.6. MARKET TRADE

Technical assistance	<input type="text"/>
Associated to a market trade team	<input type="text"/>

3.7. ORGANIZATION

CCC	<input type="text"/>	ADESCO	<input type="text"/>
GPC	<input type="text"/>	CAL	<input type="text"/>
COOPERATIVE	<input type="text"/>	COMIDES	<input type="text"/>

FECHA DE ELABORACION DE LA FICHA
SIGNATURE OR HUELLA DEL BENEFICIARIO

Annex 3: Tripartite Agreement

THE CO EXECUTING AGREEMENT– BENEFICIARIES - PROCHALATE

We, _____ on behalf of (Name of Co Executing Entity), _____ in representation of the community and/or group _____ of the Hamlet of _____ of the Canton _____ of the Municipality of _____ in the Department of Chalatenango, and _____ on behalf of PROCHALATE agree to the following: The Co Executing Entity agrees to provide the following services: _____

_____ during the period from _____ 2001 to _____ 2001.

Through its representative the community agrees that it shall ensure the organized participation of the beneficiaries of the Project in the execution of all the activities foreseen in the Action Plan of the Co Executing Entity and hereby agrees to accept the previously mentioned services, to participate in the working meetings, provide information whenever requested, participate in a minimum of three evaluations of the Action Plan throughout the year and, provide community family labor whenever necessary.

PROCHALATE agrees to finance the execution of the activities specified in the Action Plan of the Co Executing Entity and to ensure that the services provided to the beneficiaries are delivered in a timely manner and with quality in order to fulfill the objectives of the Project.

In witness whereof we hereby sign this agreement in _____ on _____, _____ 2001.

SIGNATURE OF THE REPRESENTATIVE
NAME OF THE CO EXECUTING ENTITY

SIGNATURE OF THE
REPRESENTATIVE OF THE COMMUNITY OR GROUP

NAME OF THE REPRESENTATIVE

NAME OF THE REPRESENTATIVE

SIGNATURE OF THE PROCHALATE
REPRESENTATIVE

NAME OF THE PROCHALATE REPRESENTATIVE

Annex 4: PROCHALATE Project Monitoring and Planning: System Information

