

2/837 od.  
solon aufgenommen JNTWI-1MB

DEVELOPMENT CENTRE STUDIES

Titel L **MANAGING INFORMATION  
FOR RURAL DEVELOPMENT  
PROJECTS**

by  
Nicolas Imboden H.A.



DEVELOPMENT CENTRE  
OF THE ORGANISATION  
FOR ECONOMIC CO-OPERATION AND DEVELOPMENT  
PARIS 1980

TECHNISCHE HOCHSCHULE  
DARMSTADT

Inv.-Nr.:  
H 6049

WIRTSCHAFTSPOLITIK  
(VWL II)



## TABLE OF CONTENTS

Preface by Professor Louis Sabourin, President, OECD Development Centre	7
Introduction .....	9

### Chapter I

INFORMATION NEEDS OF RURAL PROJECT MANAGEMENT .....	23
I. A Normative Approach .....	23
1. How is the project managed? .....	24
2. Who will use the information? .....	24
3. For what is the information used? .....	26
II. The Experience of the Case Studies .....	26
1. Importance of information at the planning/ programming stage .....	27
2. Who should design the information system? .....	28
3. What is being managed? .....	31
4. Who are the users of the information systems? .....	32
5. How to determine information needs .....	33
6. What information should be collected? .....	33
III. Conclusions of the Workshop .....	35
1. Efforts to identify the needs for an information system .....	35
2. The incentives for objective information systems ....	38

### Chapter II

SPECIFICATION OF THE CONTENT OF THE INFORMATION SYSTEM ....	40
I. A Normative Approach .....	40
1. The determination of objectively verifiable indicators .....	40
2. The determination of key indicators .....	41
II. The Experience of the Case Studies .....	41
1. Information at the planning stage .....	41
2. Information systems at the project implementation stage .....	44

3. Lessons from the case studies .....	45
III. Discussions of the Workshop .....	49

## Chapter III

CHOICE OF EVALUATION DESIGN AND DATA COLLECTION INSTRUMENTS .....	52
I. A Normative Approach .....	52
1. The choice of an evaluation design .....	52
2. The choice of data collection instruments .....	53
II. The Experience of the Case Studies .....	54
1. Policy information systems .....	54
2. Information systems for the design of an action programme .....	56
3. Project management information systems .....	57
4. Project management and evaluation systems .....	57
5. Lessons from the case studies .....	60
III. Conclusions of the Workshop .....	61
1. Evaluation designs .....	61
2. Data collection techniques .....	63

## Chapter IV

DATA PROCESSING ANALYSIS AND PREPARATION .....	65
I. Introduction .....	65
1. Data processing and analysis .....	65
2. The presentation of monitoring and evaluation results .....	65
II. The Experiences of the Case Studies .....	66
1. Data processing and analysis .....	66
2. Presentation of information .....	68
3. Lessons from the case studies .....	69
III. The Conclusions of the Workshop .....	70
1. Data processing and analysis .....	70
2. Interpretation and presentation of information .....	71

## Chapter V

INSTITUTIONAL ASPECTS OF INFORMATION SYSTEMS .....	74
I. Introduction .....	74
1. Institutional commitment to information systems ....	74
2. Responsibilities of project management .....	74

3. The place of evaluation units .....	74
4. The relation between evaluators and operational management .....	75
5. Project design and the design of an information system .....	75
II. The Experience of the Case Studies .....	76
1. No separate information unit .....	76
2. A separate information unit within the project management structure .....	76
3. Project monitoring units and separate independent evaluation units .....	77
4. Physical and institutional separation of the information units from project management .....	79
5. Conclusions from the case studies .....	79
III. Discussions of the Workshop .....	80
1. The importance of a high-level commitment to the information system .....	81
2. The responsibility of project managers for the outcome of the project .....	81
3. The place of information units .....	82
4. Information systems and project cycle .....	82
5. Actors in an information system .....	83
6. The diffusion of the findings of the information system .....	83

## Chapter VI

CONCLUSIONS: THE UTILISATION OF INFORMATION .....	84
Conclusions of the case studies .....	86

## Annexes:

I. Selected bibliographic references .....	88
II. List of participants at the Workshop on Information Systems for Rural Development Projects .....	90
III. Illustration of project indicators .....	94

## LIST OF FIGURES

### Figure:

1 Logical Framework Matrix .....	20
2 The sequential approach to planning and implementation of rural development programmes .....	29
3 Paradigm: The process of problem solving research .....	43

4	Indicators to measure the outputs from interventions through rural extension .....	46
5	Key indicators for the measurement of effects and impact of nutritional interventions through three delivery systems .....	47
6	Monitoring/evaluation of rural development projects: Philippine case, SSRU initial reports and time to completion .....	60