Monitoring and Evaluation

Elana Peach-Fine, May 6th, 2018
Adapted from Elyssa Lewis, 2017

What is M&E?

- **Monitoring:**

Routine assessment of information or indicators of ongoing project activities to track progress towards goals

Are we doing what we said we would do?

- **Evaluation:**
Using monitoring data to evaluate an ongoing or completed project in a systematic way

What have we achieved and what have we learned?

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Why do M&E?

- **To evaluate and improve** strategies, methodologies and activities (adaptive management)

- **To inform decisions** about resource allocation, planning and future projects.

- **To obtain information** to share and communicate about project successes and lessons learned to improve and scale up future projects.

What are the benefits?

- **Effectiveness:** Achievement of objectives
- **Efficiency:** Maximizing the benefit of available resources

- *When M&E is participative and when actions are taken based on collective indicators*, M&E promotes a sense of ownership, commitment and empowerment among the target audience.

Realizan monitoreo participativo de la calidad de las aguas

Minera Los Pelambres

M&E and the Project Cycle
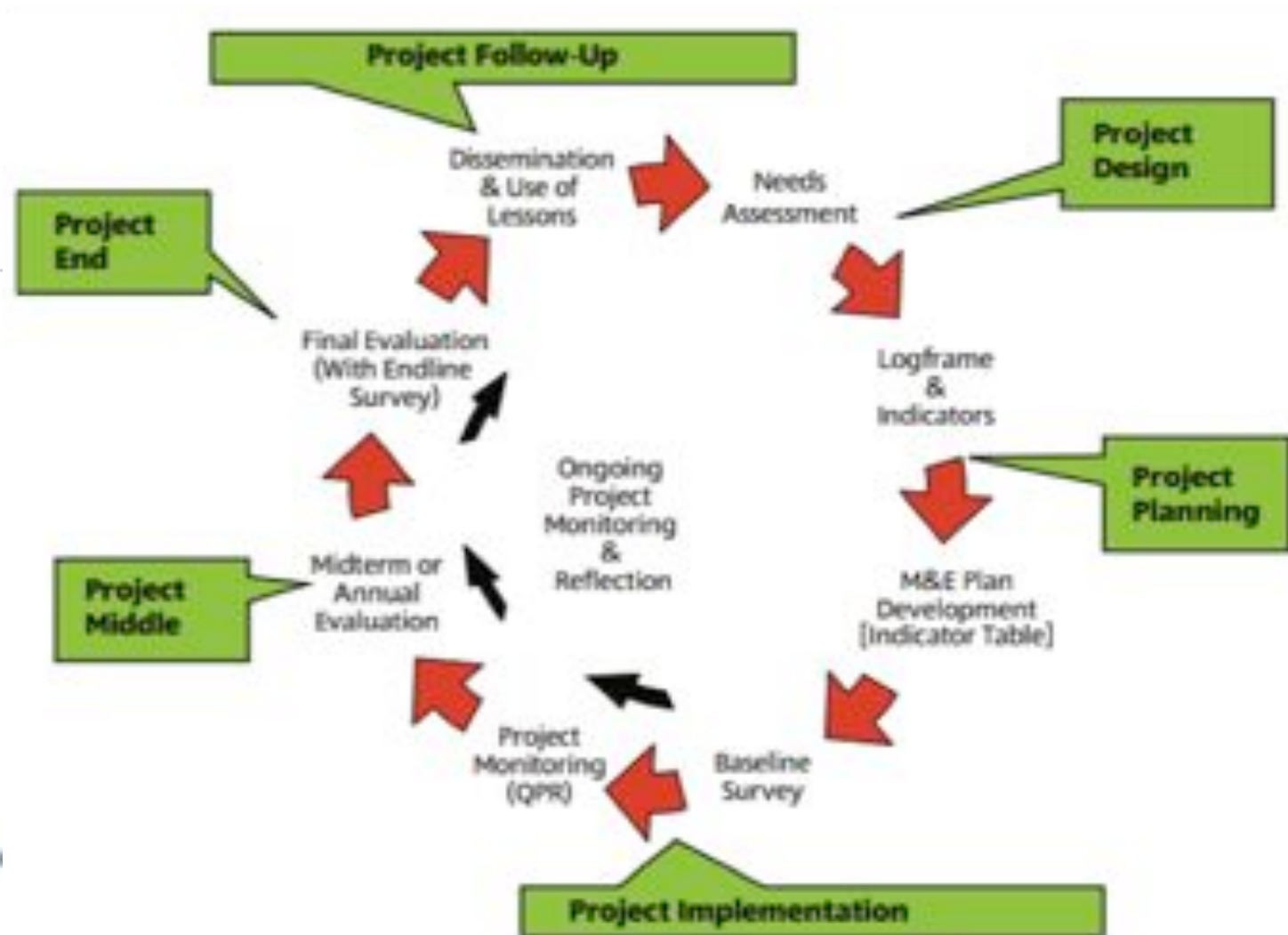
How to measure progress and impact of a project

With indicators

- An *indicator* is a **measure** of <u>one</u> aspect of an activity, project, or program that is directly related to its goals and/or objectives

- Types of indicators:
  - **Progress indicators** tell you where you are in a intervention (e.g., # people trained, # vaccines distributed, etc.)
    - These usually feed into your activities and outputs
  - **Impact indicators** tell you whether or not your intervention had the intended effect (higher income as a result of intervention, less cases of disease, etc.)

Indicators should be…

SMART

- **S**pecific
- **M**easurable
- **A**ttainable/Affordable
- **R**elevant
- **T**imely

All information collected should contribute directly into tangible and actionable learning

→ otherwise don't collect it

Indicators can be…

- Quantitative or qualitative, must be measurable
  - # of farmers trained
  - % change in yield
  - # of farmers ranking themselves as "more knowledgeable"
- Objective or subjective
  - Objective: test score
  - Subjective: participant's assessment of their own learning
- Direct or proxy
  - Direct: # of farmers attending a training
  - Proxy: an easily measurable indicator that is related and highly correlated
    - E.g., Want to measure effectiveness of child health program – direct indicator might be child mortality rates – hard to measure over a short time period
    - Proxies: % of births attended by trained health personnel, frequency of use of health facilities (UNICEF)
- From primary or secondary data sources

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Indicators are NOT…

- Simply anything you can think of
- To be confused with goals and objectives
- To be collected if they have no explicit purpose

How to choose indicators

- Go back to the Theory of Change
  - Pay attention to the implicit assumptions and consider if there would be a way of measuring the progression
  - What indicators will let you know which stage you are at in the results chain (i.e., output, outcome, "long-term" impact)
- Other things to consider
  - Donor requirements
  - Availability of resources
  - Utility of information

Goal

10% increase in the number of Grades 6 primary students continuing on to high school within 3 years

Indicator

Percentage of Grades 5-6 primary students continuing on to high school.

Objective

Improve reading proficiency among children in Grades 5-6 by 20% within 3 years

Average reading proficiency among children in Grades 5-6

Output

1. 500 Grade 5-6 students with low reading proficiency complete a reading summer camp

Number of students completing the reading summer camp

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Source: Tools4Dev

Data Collection

- Secondary data
- Log books/project documentation
- Surveys
  - Individual, household
  - In person, paper, electronic
- Interviews
  - Key informant
- Guided focus groups
- Field observations
  - Field notes
  - Video
  - Pictures
- Participatory methods

Putting it all together in an M&E Plan

- Many different templates/matrices
- Can search around to find one that works best
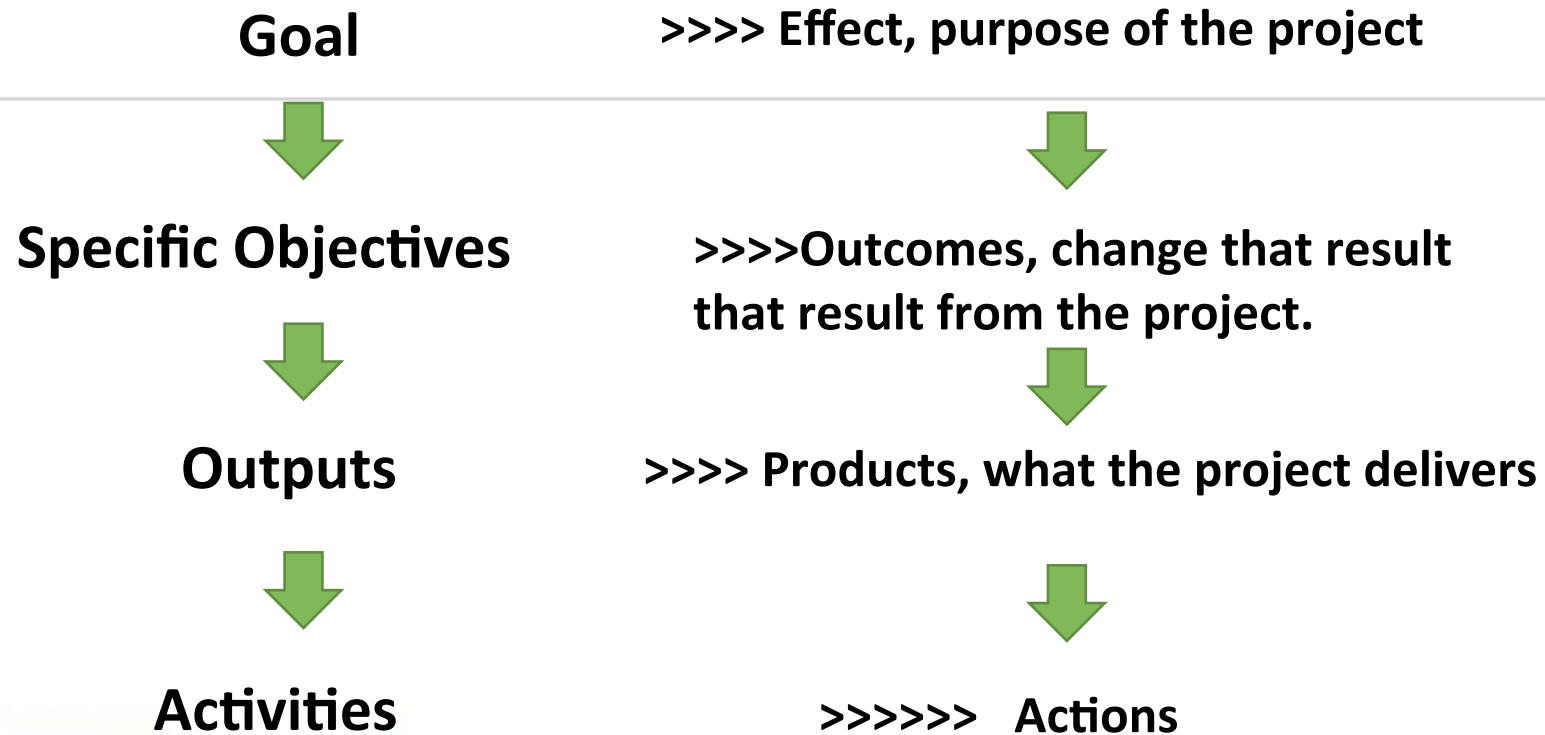 - E.g., CRS Manual

Example we'll use:

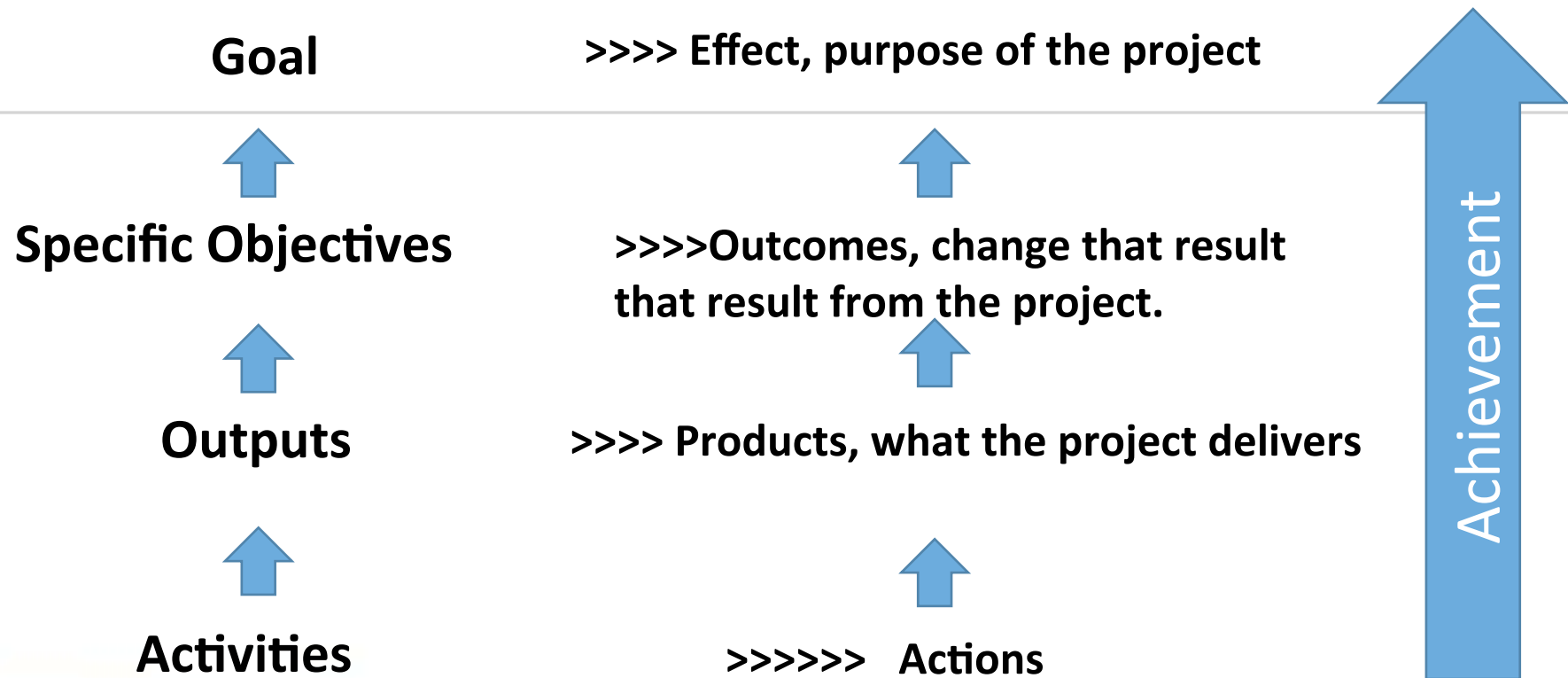|	INDICATOR	DEFINITION	BASELINE	TARGET	DATA METHOD & SOURCE	INPUTS NEEDED	FREQUENCY	RESPONSIBLE	REPORTING	NEXT STEPS
		How is it calculated?	What is the current value/status?	What is the target value/status?	How will it be measured? Where will the data come from?		How often will it be measured? Reported?	Who will measure it? Who will analyse it? Who will report it?	Where will it be reported?	
Goal										
Objectives										
Outputs										
Activities										

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Activity

Our Example

- **Goal:** Increase resilience, both in terms of income, food security, and nutritional status, of smallholder tomato farmers in Burkina Faso

- **Objectives:**
  - Build a greater understanding of the challenges and opportunities all along the tomato value chain, with special attention paid to postharvest
  - Build local postharvest capacity

- **Activities:**
  - Conduct a value chain assessment on tomatoes in Burkina Faso
  - Build a Postharvest Training and Services Center (PTSC)
  - Train 30 local extension specialists on postharvest handling

Logical Components of a Project

Goal   >>>> **Effect, purpose of the project**

↓   ↓

Specific Objectives   >>>>**Outcomes, change that result that result from the project.**

↓   ↓

Outputs   >>>> **Products, what the project delivers**

↓   ↓

Activities   >>>>>>   **Actions**

Formulation ↓

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Logical Components of a Project

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Activities   >>>>>> **Actions**

Achievement

Bennett's Hierarchy of Outcomes
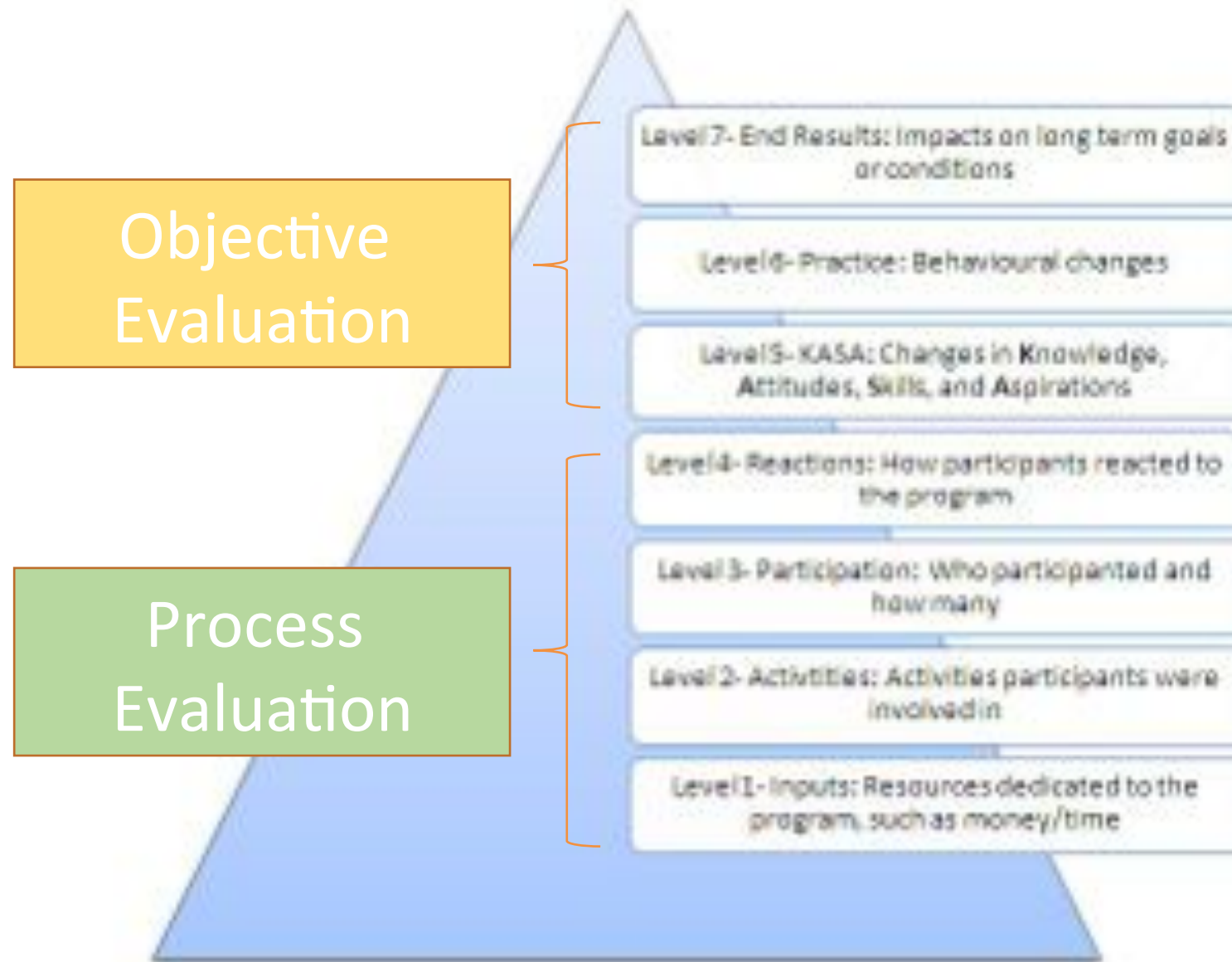
RIFA M&E Plans

Objective 1:			
Activities	Indicator	Target	Progress to Date
Objective 2:			
Activities	Indicator	Target	Progress to Date

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