Monitoring and Evaluation

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What are we going to learn today?

- What is monitoring & evaluation
- Complementary role of M&E
- Why monitor and evaluate
- The program management cycle
- Logframe term and example
- Important elements of a project
- What is an indicator – type & properties
- Steps to design M&E system
- Project management information system
- The M&E plan
- Data collection and analysis
- Necessities for successful M&E
- Monitoring and reporting

Monitoring and Evaluation

- "The gathering of evidence to show what progress has been made in the implementation of programs over time." Focuses on inputs and outputs.

- "Measuring changes in outcomes and evaluating the impact of specific interventions on those outcomes." Focuses on outcomes and impact.

Complementary Roles for Monitoring and Evaluation

Monitoring

- Routine collection of information
- Tracking implementation progress
- Measuring efficiency

"Is the project doing things right ?"

Evaluation

- Analyzing information
- Ex-post assessment of effectiveness and impact
- Confirming project expectations
- Measuring impacts

"Is the project doing the right things?"

Why monitor and evaluate?

- To improve performance
- To improve day-to-day decision-making
- To enhance impact
- To provide early warning of problems
- To empower stakeholders
- To build understanding and capacity
- To stimulate learning
- To demonstrate & strengthen accountability

The programme management cycle

- Situation analysis
- Planning
- Implementation
- Monitoring
- Review and evaluation

Logframe terms and example

Goal	The broader development impact to which the project contributes	Reduction of avoidable childhood blindness in the state of Tamilnadu
Purpose	The development outcome expected at the end of the project	To build capacity of local eye hospitals to provide quality pediatric eye care services that are accessible, available and affordable for all children the state of Tamilnadu
Objectives	The expected outcomes for each component of the project	Restore eye sight of 2,000 children by 2010
Outputs	The direct measurable results of the project (largely under management's control)	1.1 train eye care personnel 1.2 perform surgery
Activities	The tasks carried out to implement the project & deliver the outputs	Renovate facility; conduct eye camps; buy equipment; educate people.

Important elements of a project

- **Input**: are the financial, human, material, equipment and time resources used for the development intervention.

- **Activities**: are the various steps taken to carry out a project.

- **Output**: are the products of a project.

- **Outcome**: (sometimes called impact or goals). The short-term or mid-term effects of an intervention's outputs.

Important elements of a project

- Always distinguish among:
  - ✓ **Inputs** (e.g., consultants, computers, etc.)
  - ✓ **Outputs** (e.g., 4 ophthalmologists trained in SICS techniques)
  - ✓ **Outcomes** (e.g., 20 people who were blind can see now after undergoing SICS surgery)
  - ✓ **Objectives** (e.g., 15 eye care personnel trained to manage increased number of pediatric eye diseases within 3 years)
  - ✓ **Goals** (e.g., reduction of childhood blindness in the catchment area)

The Logframe matrix

Project Description	Indicators	Means of Verification	Assumptions
Goal	Reduction of blindness	Survey record	Additional resources will be required
Purpose	Increased uptake of services	Hospital records	
Objectives	?	?	?
Outputs	?	?	?
Activities	?	?	?

What is an indicator?

An indicator is the quantitative or qualitative evidence that will be used to assess progress towards an objective. Indicators provide the basis for monitoring progress and evaluating the achievement of outcomes. An objective may have more than one indicator.

Different types of indicators

- Process indicators
- Impact indicators
- Quantitative indicators
- Qualitative indicators
- Proxy indicators

SMART Properties of indicators

- Specific
- Measurable (and unambiguous)
- Attainable (and sensitive)
- Relevant
- Time-bound

Criteria for selecting indicators

- Does the indicator measure what you want to measure?
- Does the indicator yield data that it is essential to know (rather than just nice to know)?
- Does the indicator yield data that is useful for programme planning and management?
- Is the indicator worth the time and effort to measure?

Steps to Design a M&E System

- Plan for M&E
- Developing the Results Framework
- Determine information sources and design
- Plan to analyze and use results
- Complete and test the system
- Annual self-assessments and periodic external evaluation

The M&E Plan

- What?
  - Type of information and data to be consolidated
- How?
  - Procedures and approaches including methods for data collection and analysis
- Why?
  - How the collected data will support monitoring and project management

The M&E Plan

- When?
  - Frequency of data collection and reporting
- Who?
  - Focal points and resource persons. Responsibilities and capacities.

Data Collection & Analysis

- Prior to project start
  - Baseline data: at an absolute minimum baseline data are required on each outcome indicator and results indicator.
- During the course of the project
  - Data on implementation, physical and financial progress.
- At critical junctures and project completion
  - Data for assessing achievements and impacts.

Some Data Collection Methods

- Formal Surveys
  - Household Surveys
  - Client Satisfaction (or Service Delivery) Surveys

- Participatory Methods
  - Participatory M&E
  - Focus Group Discussions
  - Group Meeting/Key Informant Interview

Project Management Information System

What is it?

- System for collection, analysis, storing and dissemination of project information
- Supports management in making timely and effective decisions for planning, monitoring and managing a project/program
- Generally consists of accounting software and a database management system

Necessities for successful M&E

- M&E must have strong ownership and support from leaders
- M&E requires expert support (facilitator)
- M&E needs broad stakeholder consultation in defining and setting target indicators
- M&E training is essential for success
- M&E systems have to be user-friendly
- 'Fact finding' approach not 'fault finding'

Monitoring & Reporting

- During monitoring it is important to report about the result of the activities.

- A project is not complete unless it is monitored. Monitoring must be recorded and communicated. That communication is a report.