



# **TRAINING WORKSHOP**

# **PROJECT MONITORING AND EVALUATION**

## **Key Concepts**

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# What is the purpose of M&E?

- M&E provides government officials, development managers, the private sector and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources and demonstrating results as part of accountability to key stakeholders.

# What are Monitoring and Evaluation and Impact Evaluation?

<p><b>Monitoring</b></p> <p>Regular systematic collection and analysis of information to track the progress of program implementation against pre-set targets and objectives.</p> <p><i>Did we deliver?</i></p>	<ul style="list-style-type: none"> <li>• Clarifies program objectives</li> <li>• Links activities and their resources to objectives</li> <li>• Translates objectives into performance indicators and sets targets</li> <li>• Routinely collects data on these indicators, compares actual results with targets</li> <li>• Reports progress</li> </ul>
<p><b>Evaluation</b></p> <p>Objective assessment of an ongoing or recently completed project, program or policy, its design, implementation and results.</p> <p><i>What has happened as a result?</i></p>	<ul style="list-style-type: none"> <li>• Analyzes why intended results were or were not achieved</li> <li>• Assesses specific casual contributions of activities to results</li> <li>• Examines implementation process</li> <li>• Explores unintended results</li> <li>• Provides lessons, highlights significant accomplishments or program potential and offers recommendations for improvement</li> </ul>
<p><b>Impact assessment</b></p> <p>Assesses what has happened as a result of the intervention and what may have happened without it - from a future point in time.</p> <p><i>Have we made a different and achieved our goal?</i></p>	<ul style="list-style-type: none"> <li>• Seeks to capture and isolate the outcomes that are attributable (or caused by) the program</li> <li>• Will review all fore-going M&amp;E activities, processes, reports and analysis</li> <li>• Provides an in-depth understanding of the various causal relationships and the mechanisms through which they operate</li> <li>• May seek to synthesize, compare, contrast a range of interventions in</li> </ul>

# The benefits of M&E

- **M&E as a legitimization function – PROVING**
  - Are we achieving the desired benefits for the right target groups?
  - Are we achieving these benefits as efficiently and effectively as we can?
- **M&E as a learning function – IMPROVING**
  - Are we doing the right things?
  - Are we doing things right?
  - Could we do things better?
  - Could we do better things?

# Key M&E Terminology

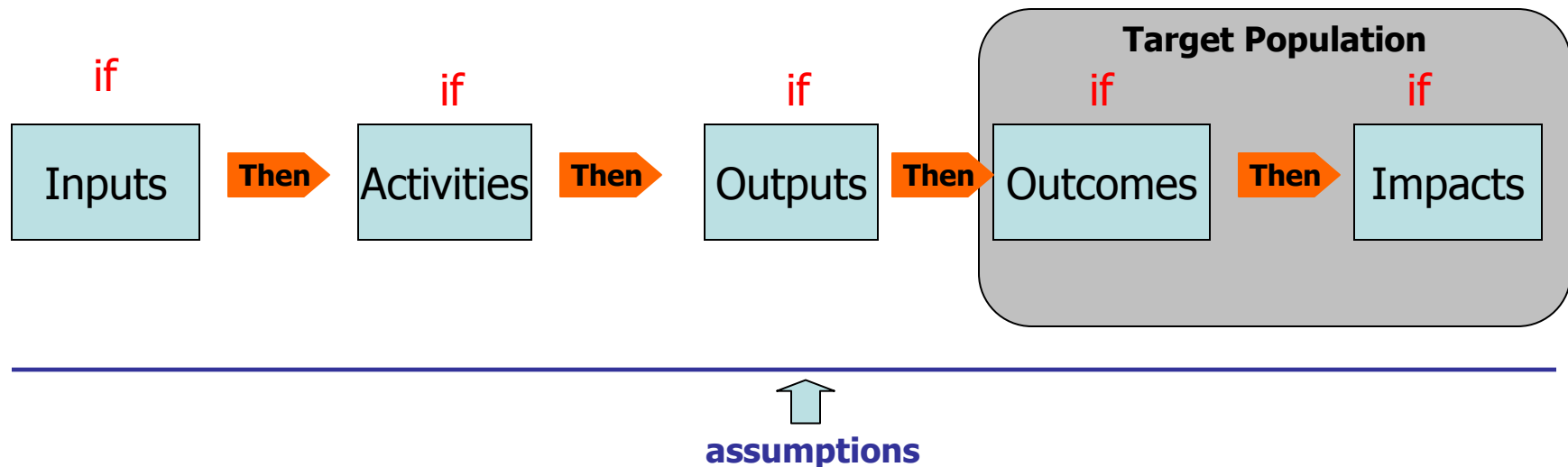
<b>Inputs</b>	<ul style="list-style-type: none"> <li>•The <b>resources that will be used</b> including people, money, expertise, technology and information to deliver the activities/tasks of the project/program.</li> <li>•It is usual to <b>monitor</b> the <b>inputs</b> and <b>activities</b> providing information for analysis and ultimately data for an <b>evaluation</b>.</li> </ul>
<b>Activities or tasks</b>	<ul style="list-style-type: none"> <li>•The <b>actions taken</b> or the work performed as part of an intervention. For example, the provision of technical advice, training sessions, facilitation of meetings or events etc</li> <li>•Activities utilize <b>inputs</b>, such as funds, technical assistance and other types of resources to produce specific <b>outputs</b>.</li> <li>•Essentially activities or tasks are what the project will 'do'.</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>•These are the <b>immediate results</b> derived from the activities of the project. These outputs might be directly experienced by those being targeted by the intervention e.g. training advice or indirectly through outputs like reports, mapping of a situation etc.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>•These are the <b>short-term and medium-term results</b> of an intervention's <b>outputs</b>, usually requiring the collective effort of partners. <b>Outcomes</b> represent changes in conditions that occur between the completion of <b>outputs</b> and the achievement of <b>impact</b>.</li> <li>•Reductions in the number of procedures or cost of registering a business are outcomes from a business simplification project.</li> <li>•It is usual to <b>evaluate outcomes</b> providing information for analysis and ultimately data for <b>impact assessment</b></li> </ul>

# Key M&E Terminology

<b>Impacts</b>	<ul style="list-style-type: none"><li>•Positive and negative, <b><i>long-term results/benefits</i></b> for identifiable population groups produced by an intervention, directly or indirectly, intended or unintended.</li></ul>
<b>Baselines</b>	<ul style="list-style-type: none"><li>•A set of factors or indicators used to describe the situation prior to a development intervention and act as a reference point against which progress can be assessed or comparisons made. These are sometimes referred to as benchmarks.</li></ul>
<b>Indicators or performance indicators or key Performance indicators (KPIs)</b>	<ul style="list-style-type: none"><li>•A quantitative and/or qualitative variable that <b>allows the measurement and verification of changes</b> produced by a development intervention relative to what was planned.</li><li>•A typical outcome indicator for business simplification is the ‘change in the number of procedures needed to register a business’.</li></ul>

# Log Frame

- The Log Frame helps to clarify the objectives of any project, program, or policy and improve the quality of M&E design. It aids in the identification of the expected causal links – the 'program logic' - in the following results chain: inputs, processes, outputs, outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, looks at the evidence needed to verify these indicators as well as the assumptions that underlie them and the risks which might impede the attainment of results.

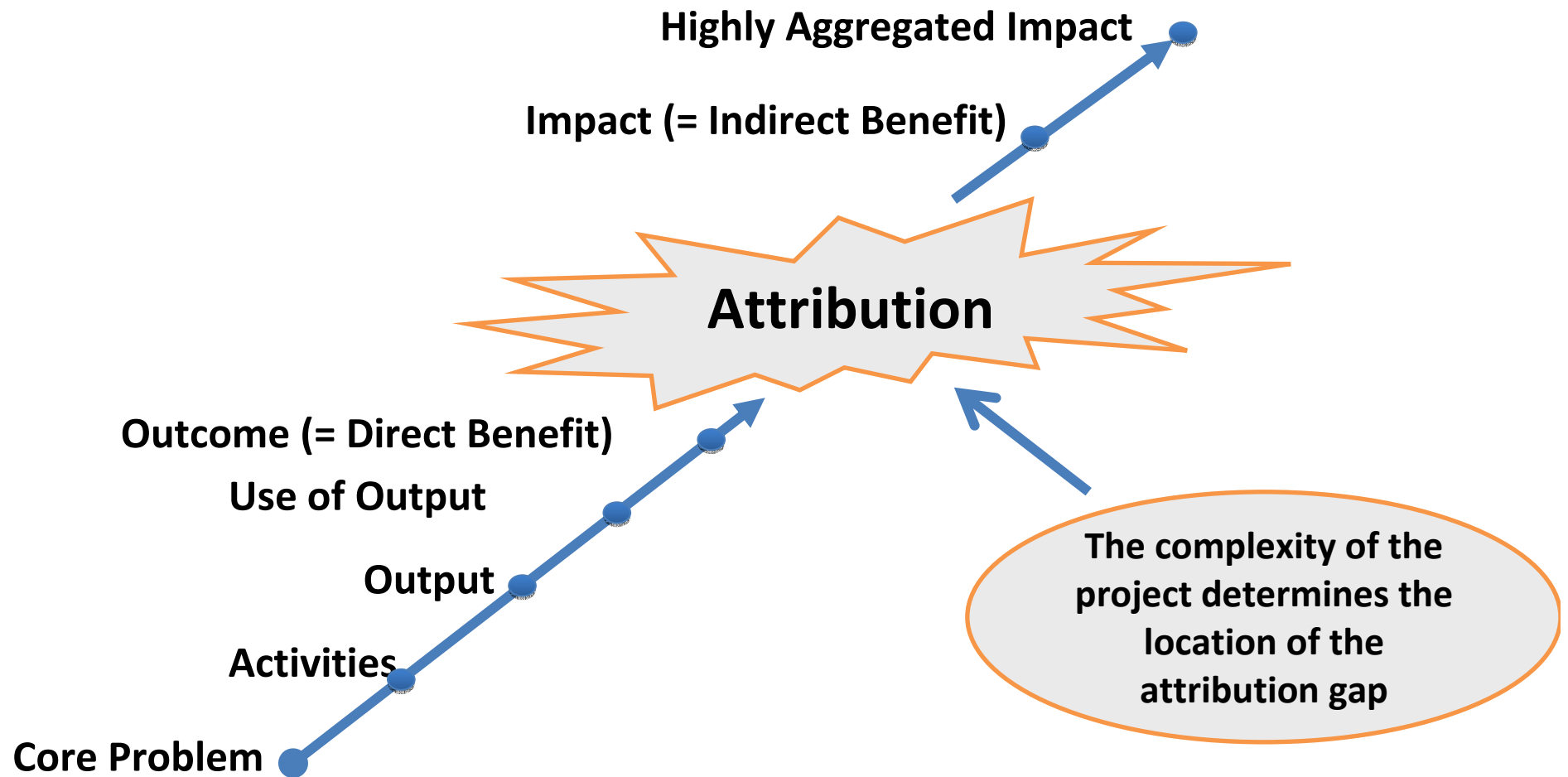


# Result chain (1)

- This approach is a variant to the LF in the sense that it is based on similar logic and uses some of the same terminology. However the approach highlights two aspects of M&E activity that are different to standard LFs:
  - The focus on measuring 'results' throughout a project which are described and linked by a causal impact chain; and
  - How impact is measured and attributed throughout the impact chain.
- The use of the term results reinforces the view that benefits can be produced throughout the implementation of a given program and not just towards the end of the project period. The different results that are derived from the inputs, activities, outputs, and outcomes of a project are linked through a logical process called a causal impact chain.



# Result chain (2)



# Typical indicators for different levels of assessment

Level of indicators	Typical examples	Examples
<b>Inputs/ Activities</b>	<ul style="list-style-type: none"> <li>• Human resources</li> <li>• Financial resources</li> <li>• Material resources</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Training for officers</li> <li>• Awareness events for stakeholders</li> <li>• Mapping exercises</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Products</li> <li>• Recommendations/Plans</li> <li>• Studies/Reports</li> <li>• Legislations drafted</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping reports</li> <li>• Press releases</li> <li>• Written inspection reports</li> <li>• Awareness of various audiences</li> <li>• Training for stakeholders</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Change in knowledge and/or behavior</li> <li>• Improved practices</li> <li>• Increased services</li> <li>• legislation passed</li> </ul>	<ul style="list-style-type: none"> <li>• Positive client feedback</li> <li>• Reduction in number of steps, time and cost in a process</li> <li>• Increasing use of mediation</li> </ul>
<b>Impacts</b>	<ul style="list-style-type: none"> <li>• Increased sales</li> <li>• Increased employment</li> <li>• Increased profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Increased formalization</li> <li>• Increased exports/imports</li> <li>• Sustainability of mediation center / one stop shop</li> <li>• % increase in municipal revenue</li> </ul>