Objectives for the training

- Introduce basic M&E concepts
- Expand your knowledge on critical topics
- Build M&E skills

Monitoring vs Evaluation

- Clarifies program objectives
- Links activities and their resources to objectives
- Translates objectives into performance indicators and set targets
- Routinely collects data on these indicators, compares actual results with targets
- Reports progress to managers and alerts them to problems

- Analyzes why intended results were or were not achieved
- Assesses specific causal contributions of activities to results
- Examines implementation process
- Explores unintended results
- Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement

Relationship of M&E to Project Strategy

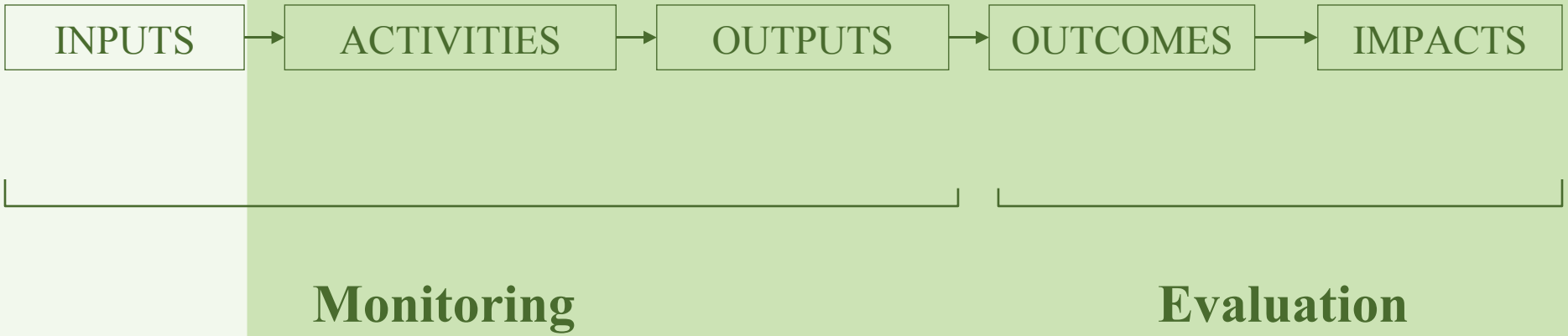
Terminology

- **Goal** level changes are *longer term changes* in people or organizations, or others they have subsequently interacted with.
- **Outcomes** are changes in those people or organizations who have used project goods or services. Normally the project would hope to *influence* these but it would not be expected to *control* events at this level
- **Outputs** are the activities of the project (if services), or their results (if goods), *that people and organizations outside the project can use* e.g workshops, publications, trainings, etc. The project, along with its partners, controls this.
- **Inputs** all the resources that the project itself brings to bear, such as money, staff, subcontractors, vehicles, building materials.

Terminology (con't)

- **Objective** is the intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute. It is an endpoint not a process.
- **Indicator** is a measure, preferably numerical, of a variable that provides a reasonably simple and reliable basis for assessing achievement, change or performance. It is a unit of information measured over time that can help show changes in a specific condition. An indicator provides evidence that a certain condition exists or certain results have or have not been achieved. Indicators enable decision-makers to assess progress towards the achievement of intended outputs, outcomes, goals, and objectives.
- **Result** is the output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.
- **Impact** is the ultimate change in people's lives that results from program activities.

Putting Monitoring and Evaluation Together



Program Theory/ Development Hypothesis

- Tool to solve a complex issue
- Linked hypotheses and assumptions
- If/then propositions
- **What** we expect to happen

Logical Framework or Logframe

- **How** we expect change to happen

- Management tool used to identify *strategic elements* of a project (objective, expected accomplishments, indicators of achievement, outputs and inputs) and their causal relationships, as well as the assumptions and external factors that may influence success and failure. It facilitates planning, implementation, monitoring and evaluation of a project.

"Not everything that counts can be counted, and not everything that can be counted counts."

Sign hanging in Albert Einstein's office

M&E Design: Where to Start

- What is “information”?

  Data + Analysis = Information
- What is it that you want to know?

  Need to know vs. nice to know
- What is the best way to acquire this information?

  Choose the kind of data you want and the best method(s) to collect
- What is it you want to say about the project?

  The strength of the statement drives the design

Evaluation Designs: Causal Models

- Longitudinal design including post-test and ex-post observations
- Pre-test post-test comparison of project and control groups
- Truncated longitudinal design
- Pre-test post-test comparison of project group combined with post-test comparison of project and control group
- Post-test comparison of project and control groups
- Pre-test post-test project group comparison
- Post-test analysis of project group

Problems in Following a Strict Causal Model

- Development is not linear
- Need of qualitative & quantitative approaches
- How to be both people centred & accountable to donors
- Costs are high at time when funds are low
- Often lack of base line & weak monitoring data.
- Time & timing
- How to identify cause & effect
- Tensions between formal systems (e.g. logframe) and client based system.

(*INTRAC)*

Alternative Evaluation Designs

- **Participatory** – Focus on use by and involvement of a wide range of stakeholders. Directly engages both implementers and beneficiaries in all aspects of evaluation including: design, data collection, and analyzing the results
- **Empowerment** - Empowerment evaluation is the use of evaluation concepts, techniques, and findings to foster improvement and self-determination. Program participants—including clients—conduct their own evaluations: an outside evaluator often serves as a coach or additional facilitator depending on internal program capabilities
- **Theory-based** - Involves identifying the key service components and expected program outcomes, and working with programs to make explicit the underlying assumptions about how these service components will lead to the desired outcomes. These services, outcomes, and the hypothesized links between them are the basis for developing a program model or theory. This program theory becomes the framework to guide the development, implementation, and interpretation of the evaluation.
- **Case Study** - Valuable where broad, complex questions have to be addressed in complex circumstances. No one method is sufficient to capture all salient aspects of an intervention, and case studies typically use multiple methods. Relies on building a complete and detailed picture of the subject of the evaluation. Generally analyzes across multiple cases.

Limitations to any design

- Budget
- Time
- Political Factors
- Data

[RealWorld Evaluation]

Indicators

- An indicator is a unit of information, measured over time, that documents change.
- An indicator provides evidence of how much has been or has not been achieved.
- Indicators are usually quantitative (number-related) measures but may also be qualitative (narrative-related) observations.
- Indicators enable a large amount of data to be reduced down to its simplest form.
- Indicators reflect different levels of project results

Ten Criteria for a Good Indicator

- Measurable
- Practical
- Reliable
- Relevant
- Useful for management
- Direct
- Sensitive
- Responsive
- Objective
- Able to be disaggregated

Indicators are not:

- Just anything you can think of to measure.
- Not objectives, targets, goals, or results

Indicators are meant to reduce a large amount of data down to its simplest form. Every measure is not an indicator.

Sensitive Indicators

- Gender (male or female)
- Age (youth or elderly)
- Religion (Christian or Muslim)
- Size of production unit (small holder vs. large farmer)

Why is Gender so Important?

- Issues of women's welfare, equity, equality and empowerment are central to development;
- Project efficiency – the exclusion of women from development activities may be considered to restrict project success and therefore decrease efficiency;
- Pressures from national and international agencies to show that women are "involved"
- The need for systematic evaluations that are disaggregated by various categories, including gender.

(Anita Spring)

Logframe Matrix (at its simplest)

	Indicators	Means of Verification	Assumptions
Goals: Ensure that citizens in rural areas are able to support their households	# of farm hhs applying for gov't assistance .	Gov't records	Farmers go to gov't agency for support when they need Family health is good
Outcomes: Farmers produce sufficient food for their hh needs.	# of lbs of produce marketed through assoc #of hh reporting decreased level of stress	Assoc records HH Survey	Parcels sufficient for prod Lack of resources is main constraint to family self-sufficiency
Outputs: Farmer trainings, associations, ag businesses	# of trainings # of association meeting # of bus applying for license	Training records Association records Licensing board records	Trainings topics are those that are most needed Assoc more efficient for marketing
Inputs: Staff, $, livestock	Livestock experts Business specialist Improved sheep & goats	STTA list Production records of improved stock	Experts bring new, useful knowledge

Proxy Indicators and Indices

- Proxy indicators: alternate or indirect measures used to stand in for another indicator when obtaining direct information is too difficult, time consuming, or sensitive. For example, the number of people trained could be seen as an indirect measure for level of knowledge, if it is assumed that if people were trained their level of knowledge will always be increased..
- **Indexed Measures:** Some results are complex enough or have enough identifiable steps that they lend themselves to being measured by an index. An index value is derived by measuring a compilation of discreet variables across a scale (*i.e.,* key elements or a series of steps are identified, points assigned as to the level of completion of each, and then the total added to determine the level of measurement).

Are these “good” indicators?

- % of clinic personnel trained
- # of functioning women’s clubs and boys’ clubs
- # of radio programs about elections aired
- More effective accountability in six towns
- # of children vaccinated
- Involvement of 20 neighborhood committees trained in voter education techniques in disseminating voter information

Data Collection Methods

- Interviews
- Surveys
- Observation
- Checklists
- Document review
- Focus groups

Data Analysis Techniques

- Analysis is simply taking a lot of raw data (numbers, words, pictures) and making sense of them
- Quantitative data – statistical analysis
- Qualitative data – content analysis, pattern analysis, convert to numeric. Based on identifying categories and patterns.

Quantitative Analytical Techniques

- Techniques you already know
- Chi-square
- T-tests
- Regression
- Factor Analysis

Frequency Distribution

1 2 7 3 4 6 5 3 2 9 9 6 3 7 8
2 9 7 9 4 3 6 1

How many scored 5 or above?

How many scored below 5?

Looking at it differently

- Transforming frequency into %

Do citizens trust the court in this country?

High degree of trust	=	383	31%
Moderate level of trust	=	326	26%
Low, do not trust	=	529	43%

Cross-Tabulation – Chi square

	Purchased Equipment for Production	Added work space and staff
Large loan	80	20
Small Loan	30	70

Sampling

- Sample frame
- Types of samples
  - Simple random
  - Stratified
  - Two stage
  - Convenience
  - Snowball
- Sample size

Qualitative data can be converted to numeric

Responses to Q1

- xxxxxxxxxxxxx
- xxxxxxxxxxxxx
- yyyyyyyyyyyyy
- zzzzzzzzzzzzz
- xxxxxxxxxxxxx
- qqqqqqqqqqqq
- xxxxxxxxxxxxx
- zzzzzzzzzzzzz
- zzzzzzzzzzzzz
- yyyyyyyyyyyyy

4 respondents said xxx

3 respondents said zzz

2 respondents said yyy

1 respondents said qqq

40% of respondents said xxx

We only find one case of qqq

M&E Use for the Project

- No point to any of this if we don't use the information
- Different types of use: accountability, learning, management
- Thinking ahead

Principles of M&E Systems

- The system should be minimal but cost effective
- Develop reflective and analytical capacities
- Feed quality information into the project cycle
- Emphasis decision making and analysis

Principles of M&E Systems (con't)

- Encompass the full range of stakeholders
- Recognise the importance of good monitoring above ex-post evaluation
- Recognise the value of alternative information sources
- Stress the importance of impact and learning

Building a M&E System

- What do we mean by “system”
- Why are we doing the M&E
- Steps:
  - Design
  - Gather data
  - Analyze
  - Communication
- Involving stakeholders

Budgeting for Evaluation

- Scope of Work
- Labor- composition of team, how many on team
- Other Direct Costs – mostly travel, survey requirements
- Allocations per stage of evaluation – planning (15%), study preparation (20%), field implementation (30%), data analysis (15%), and reporting (20%)
- Amount as % of total project budget

Ethics and Values in Evaluation

- Informed Consent
- Anonymity
- Data Security
- Data Use
- Honesty, Transparency, Trustworthiness, Sensitivity

Increasing M&E Use in the Government

- Encouragement
  - Awards
  - Budgetary support
  - Regular “How are we doing” meetings
- Institutional Pressure
  - Mandate evaluation
  - Penalize non-compliance of recommendations
- Indirect Support
  - Endorsement by high level officials
  - Awareness raising
  - Networking among M&E staff

I'll leave you with this…

- If you do not measure results, you can not tell success from failure
- If you can not see success, you can not reward it
- If you can not reward success, you are probably rewarding failure
- If you can not see success, you can not learn from it
- If you can not recognize failure, you can not correct it
- If you can demonstrate results, you can win public support