

# Project Monitoring Course

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جامعة الجميع الذكية

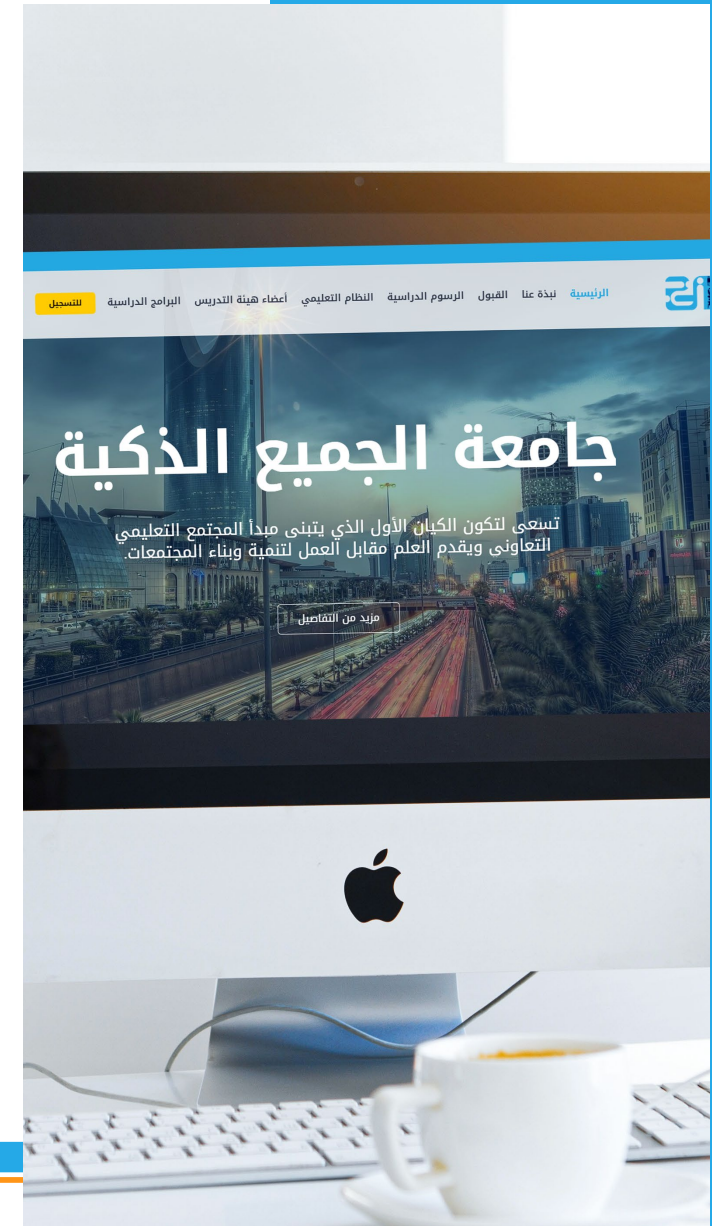
تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي  
التعاوني ويقدم العلم مقابل العمل لتنمية وبناء المجتمعات.

## Lecture 02: Part(1) Norms, standards and management for monitoring and evaluation



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**«The future was  
created to be  
changed» Paolo  
Coelho**



By the end of this session, the participants will be able to:

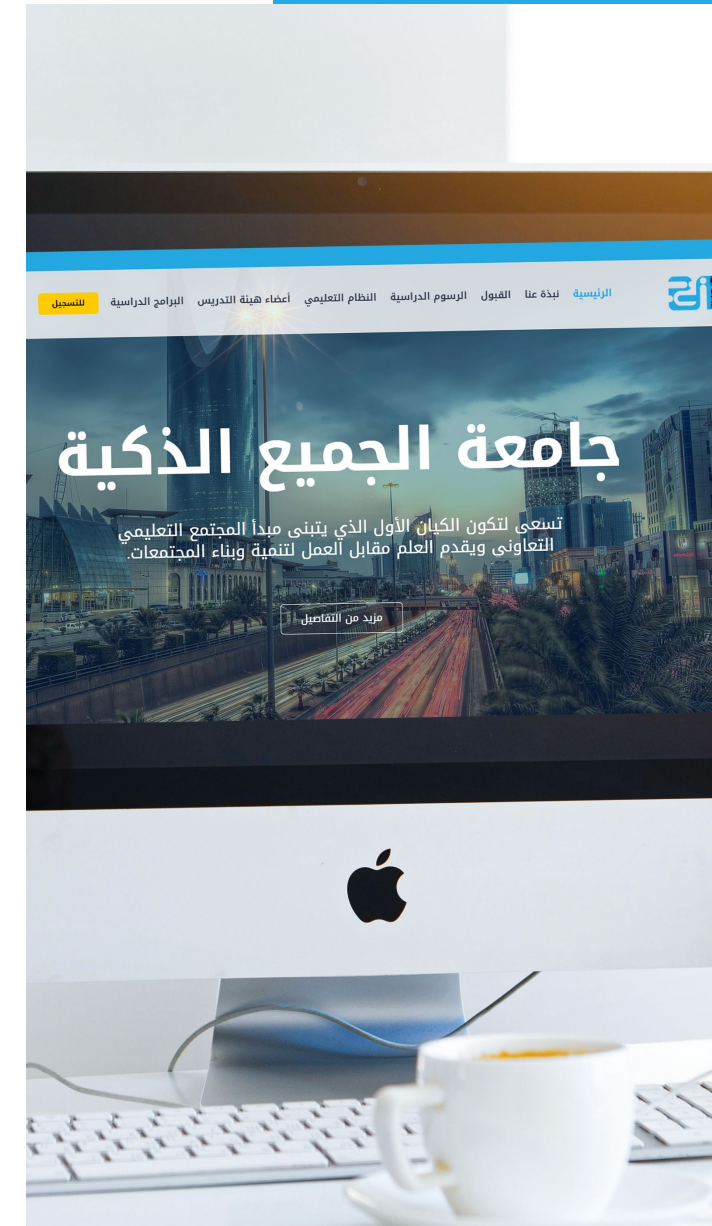
- ☐☐ Understand **conceptual frameworks, principles, and guidelines** necessary for the effective design and operation of project monitoring and evaluation systems,
- To highlight **results-based monitoring and evaluation** and the **key steps for implementation**.
- To set out the **key principles for developing indicators**.
- ☐ Understand what **elements are essential to successful M&E**, and what must be avoided.



### 1. small reminder...

#### What is M&E?

- M&E is a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives, and to highlight whether there are any unintended (positive or negative) effects from a project and its activities. It is an integral part of the project cycle and of good management practice.

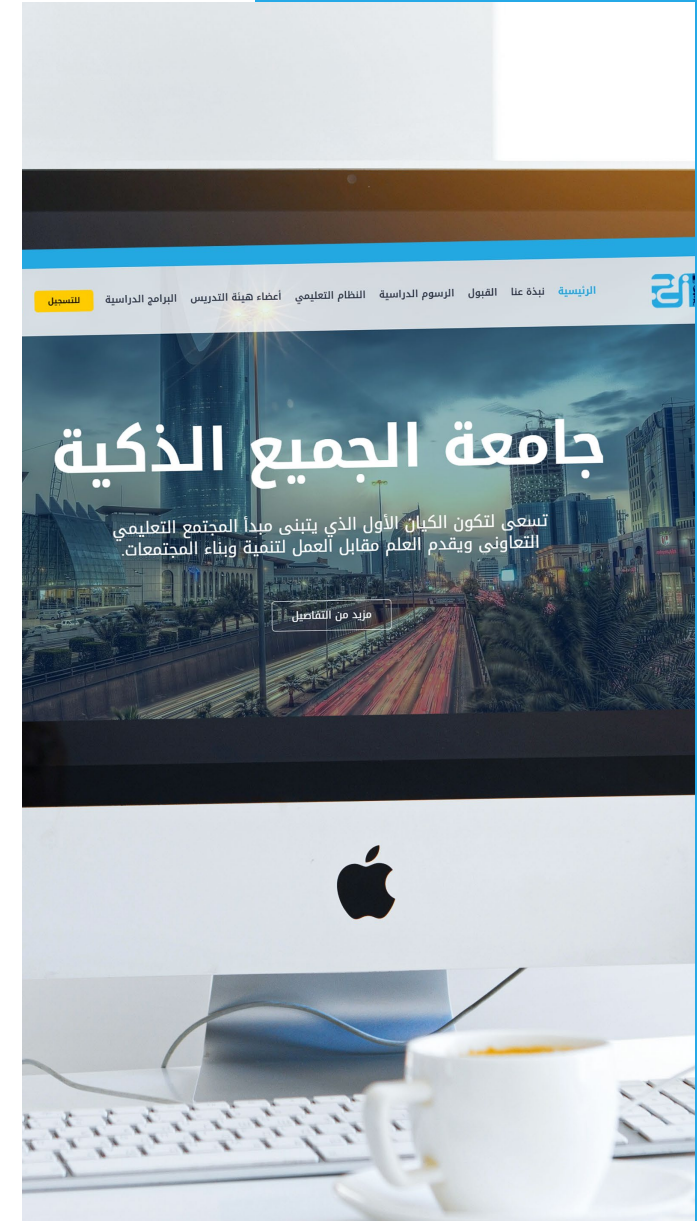


- **Monitoring** is carried out in order **to track progress and performance** as a basis for decision-making at various steps in the process of an initiative or project.
- **Evaluation**, on the other hand is a more generalised assessment of data or experience **to establish to what extent the initiative** has achieved its goals or objectives.



**The key reasons for M&E can be summarised under 4 headings**

1. **For accountability:** demonstrating to donors, taxpayers, beneficiaries and implementing partners that expenditure, actions and results are as agreed or can reasonably be expected in the situation.
2. **For operational management:** provision of the information needed to co-ordinate the human, financial and physical resources committed to the project or programme, and to improve performance



3. **For strategic management:** provision of information to inform setting and adjustment of objectives and strategies.
4. **For capacity building:** building the capacity, self-reliance and confidence of beneficiaries and implementing staff and partners to effectively initiate and implement development initiatives.





- Monitoring and evaluation of projects can be a powerful means to measure their performance, track progress towards achieving desired goals, and demonstrate that systems are in place that support organisations in learning from experience and adaptive management.
- Used carefully at all stages of a project cycle, monitoring and evaluation can help to strengthen project design and implementation and stimulate partnerships with project stakeholders.



### 2. Why a M&E system?

- ☐ Improve project and programme design through the feedback provided from mid- term, terminal and ex post evaluations;
- ☐ Inform and influence sector and country assistance strategy through analysis of the outcomes and impact of interventions, and the strengths and weaknesses of their implementation, enabling governments and organisations to develop a knowledge base of the types of interventions that are successful (ie what works, what does not and why?



- ☐ **Provide regular feedback on project performance and show any need for 'mid- course' corrections**
  - ☐ **identify problems early and propose solutions**
  - ☐ **monitor access to project services and outcomes by the target population;**
    - **Evaluate achievement of project objectives**
  - ☐ **measure the impact of the project on various indicators (including those relating to project objectives and other areas of concern)**
    - ☐ **Incorporate stakeholder views and promote participation, ownership and accountability**
- **provide the evidential basis for building consensus between stakeholder**



### 2.1- M&E systems and common deficiencies

- *A monitoring and evaluation system is made up of the set of interlinked activities that must be undertaken in a co-ordinated way to plan for M&E, to collect and analyse data, to report information, and to support decision-making and the implementation of improvements.*



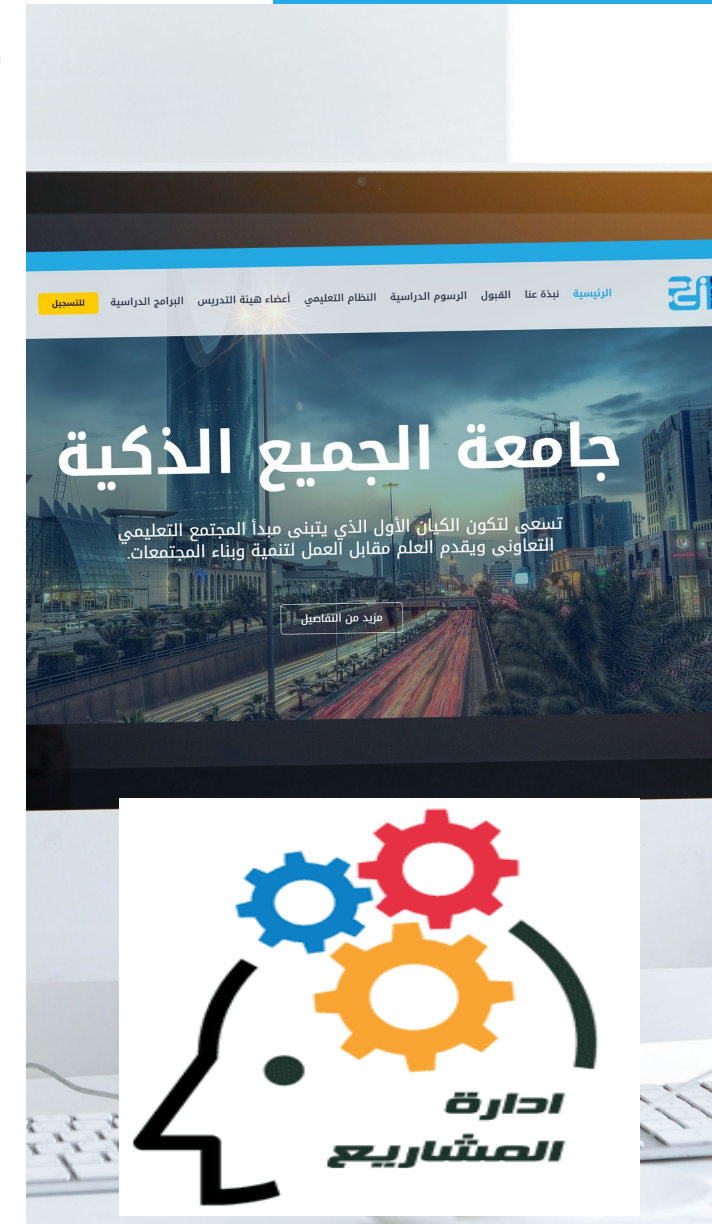
### 6 components of a project M&E system

- **Clear statements** of measurable objectives for the project .
- **A structured set of indicators** covering: inputs, process, outputs, outcomes, impact, and exogenous factors.
- **Data collection mechanisms** capable of monitoring progress over time, including baselines and a means to compare progress and achievements against targets.
- **Where applicable building** on baselines and data collection with an evaluation framework and methodology capable of establishing causation (ie capable of attributing observed change to given interventions or other factors).
- **Clear mechanisms for reporting** and use of M&E results in decision-making.
- **Sustainable organisational arrangements** for data collection, management, analysis, and reporting.



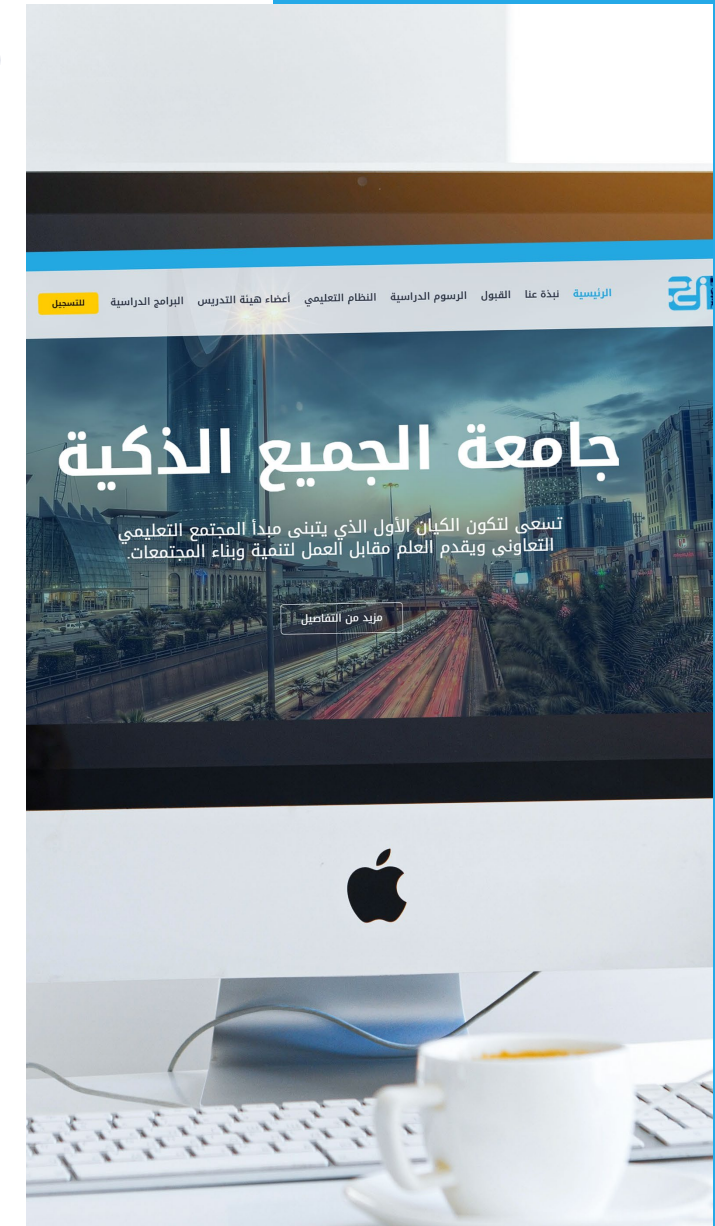
## 2.2-Key design principles for project monitoring and evaluation

- Project M&E design can be guided by **the concept of project logic and logical framework analysis.**
- Implicitly or explicitly a good project design will be based on **a clear and logical project strategy.**
- This is usually made explicit in the form of **a logical hierarchy of relationships** between the various project elements; progress at each level being a precondition for achievement at the next higher level.

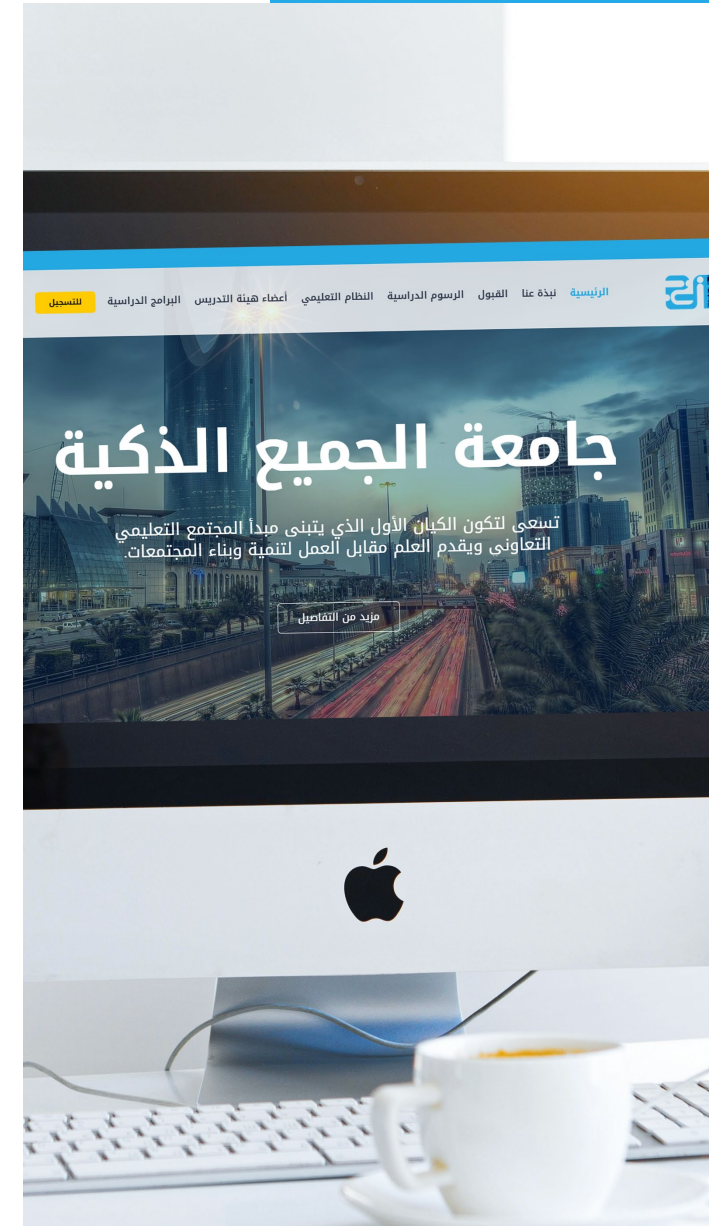


## A logical structure for project monitoring and evaluation

| Project logic | Types of indicator | Focus of M&E              | Characteristics                                 |
|---------------|--------------------|---------------------------|-------------------------------------------------|
| Goal          | Impact             | Results monitoring        | long-term<br>widespread improvement in society  |
| Purpose       | Outcome            |                           | intermediate effects for beneficiaries          |
| Outputs       | Output             | Implementation monitoring | capital goods, products and services produced   |
| Activities    | Process            |                           | tasks undertaken to transform inputs to outputs |
| Inputs        | Input              |                           | human and material resources                    |



Moving from monitoring to evaluation requires the use of criteria, defines core criteria commonly used in the evaluation of development projects, and of sector and policy level interventions.



### *Evaluation criteria*

#### Impact ●

The effect of the project on its wider environment

#### Relevance ●

The appropriateness of project objectives to the problems intended to be addressed

#### Effectiveness ●

How the outputs contributed to the achievement of project purpose and goal(s)

#### Efficiency ●

Whether project outputs have been achieved at reasonable cost

#### Sustainability ●

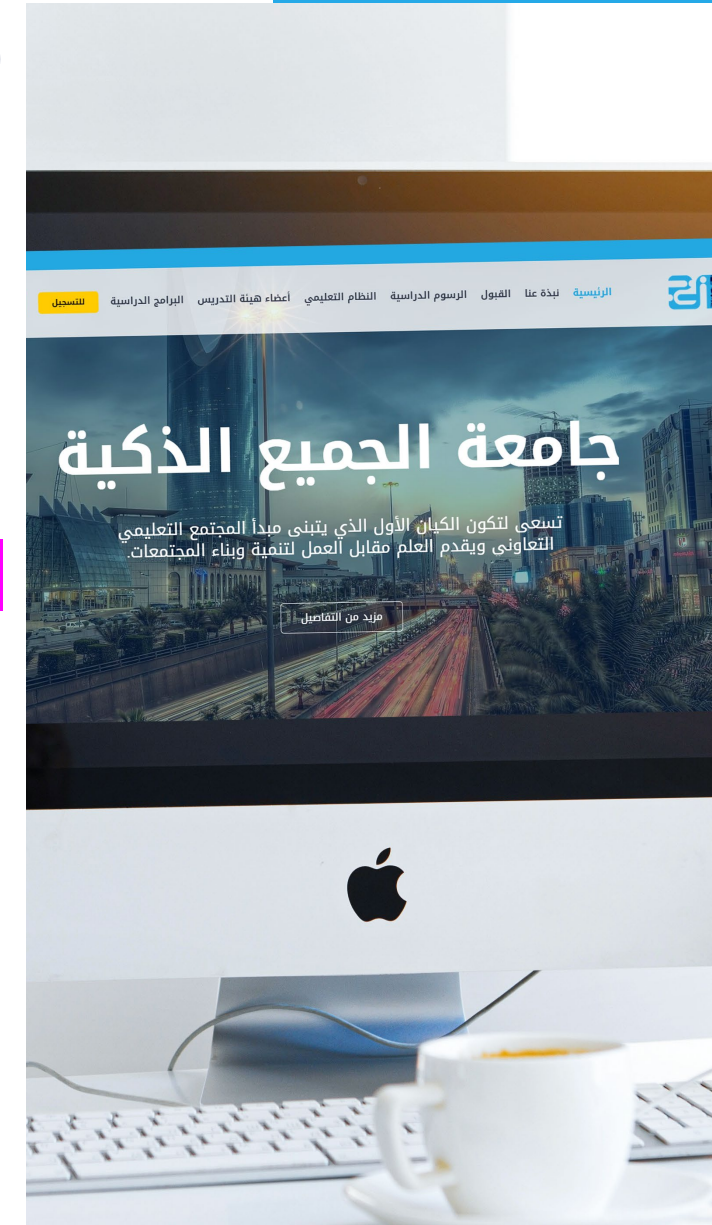
Benefits produced by the project continue to flow after external funding has ended



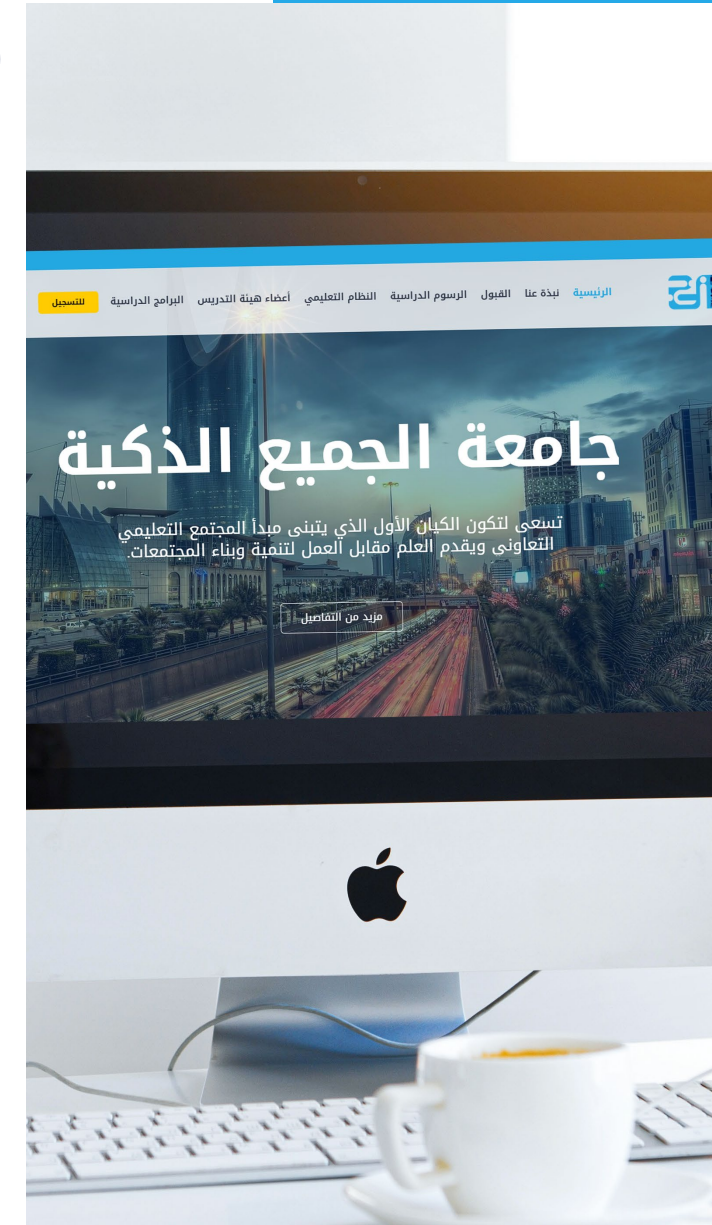
### *2.3- The challenges of outcome and impact monitoring and evaluation*

‘inputs’, ‘activities’ and ‘outputs’ are within the direct control of project management, ‘implementation monitoring’ and evaluation is a core management function, and achievable largely through internal record-keeping and analysis.

**Indicators** of inputs, process and outputs are usually generated by project management, and/or by government and funding agency accounting and reporting requirements.



- ✓ The key points to note here are that the monitoring and evaluation of outcome and impact indicators will require considerable **time and resources**.
- ✓ This particularly applies when 'formal' methods that can produce results with statistical validity are to be used, but it also applies to the use of more qualitative methods and to a focus on processes as well as outcomes and impacts.
- ✓ Thus **adequate human resources and expertise** are essential for what is, for all practical purposes, these methodological challenges and requirements for staff with applied research skills may be beyond the capacity of the project management organisation, and the services of external specialists (consultants) will be required.

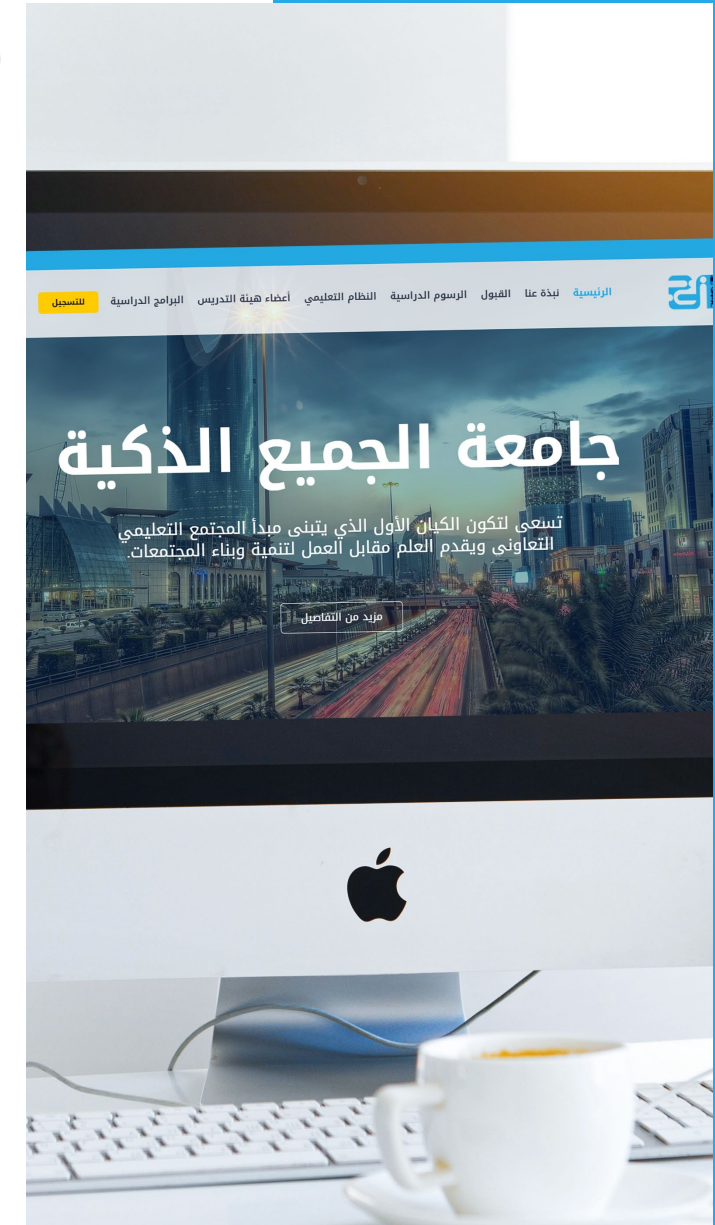


### 2.4-The role of leading indicators

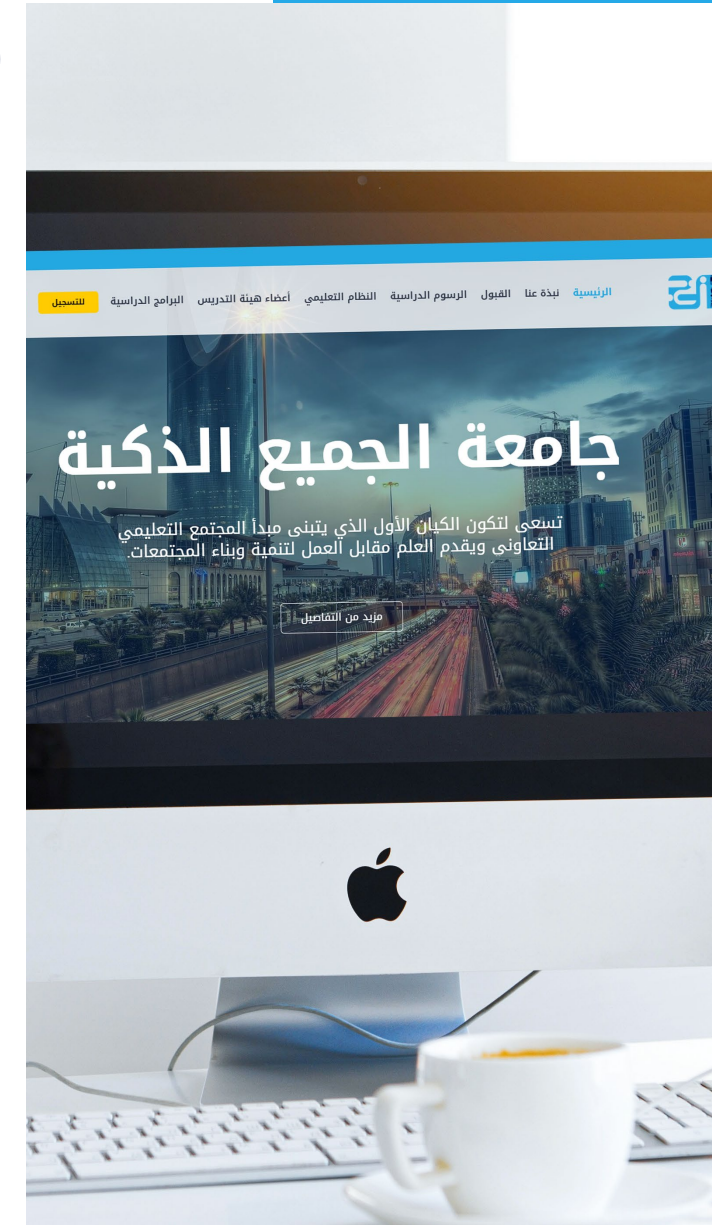
- Whether ‘**results monitoring**’ and **evaluation** is carried out by project management or by specialists, information about project outcomes and impact will rarely be available **to inform and improve project management during the early or mid stages of the project.**
- It will therefore usually be important for project managers **to identify and use some ‘leading indicators’ of project performance** during the early stages of implementation.



- **Leading indicators**, sometimes also called **‘early outcome indicators’**, are those that can provide an early indication of whether **an expected change** will occur, **before project implementation** is complete, and **before the expected change has taken place**.
- This approach has also been referred to in the literature as **‘beneficiary contact monitoring’**
- Other leading indicators might be identified to provide early warning about the non- fulfilment of necessary external conditions



- For both leading and final indicators of outcomes and impact a degree of pragmatism may often be necessary in the choice of indicators and data collection methods, depending on project characteristics and available resources
- It is also pragmatic to recognise that the practical problems of attributing causality, and the complexity of the statistical analysis involved, may mean that it is more cost- effective to rely on leading indicators such as delivery of services and beneficiary response than to attempt to measure actual impacts for many projects.



### 2.5-Results-based monitoring and evaluation

#### Results-based monitoring and evaluation:

- ❖ Places particular emphasis on outcomes and impact.
- ❖ Emphasises that it is not sufficient simply *to determine that planned outputs have been delivered on time and on budget.*
- ❖ Needs to build up on monitoring and evaluation systems that are initially *focused on the implementation and performance of projects*, but which can progress to evaluation of outcomes and impact as implementation proceeds.



- ❖ A results-based management approach should enhance **public sector performance**, and for which ‘inputs’, ‘activities’ and ‘outputs’ may not be fully specified in advance.

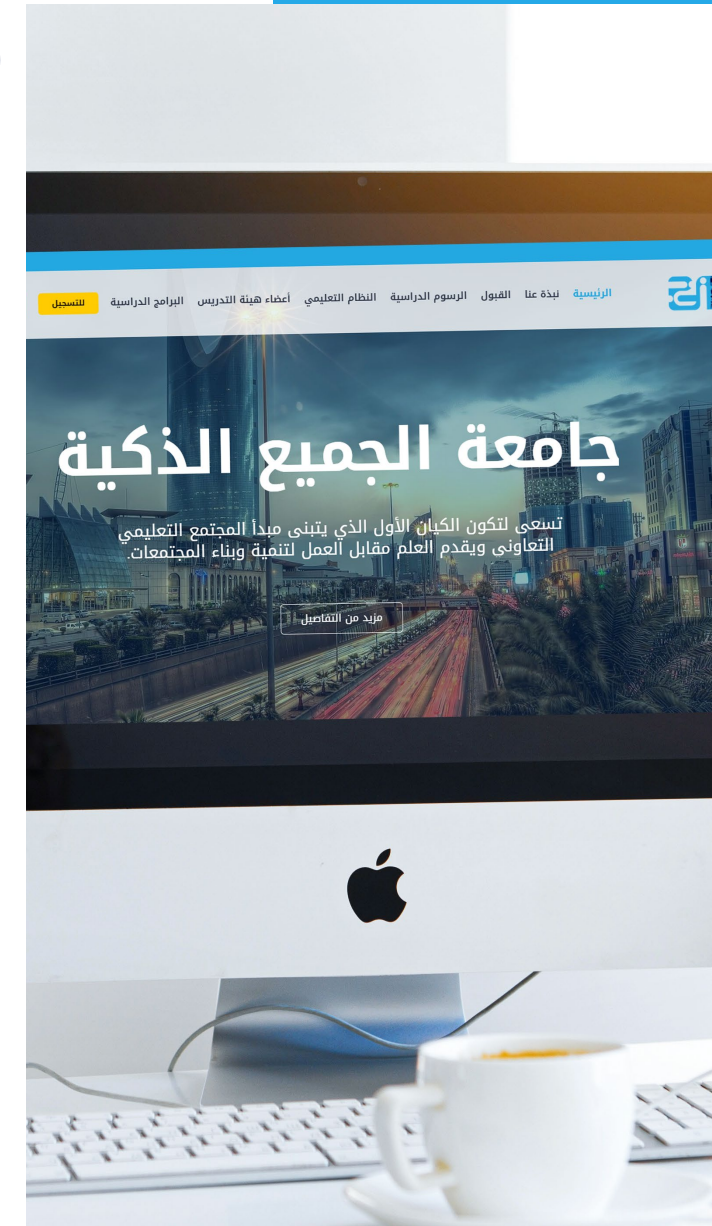


For all projects, a focus on results-based management also puts pressure on the project manager and other members of the task team to change or adapt the project if it is not demonstrating that it can achieve the desired outcomes; looking ahead at achievements, rather than inwardly and narrowly at processes.

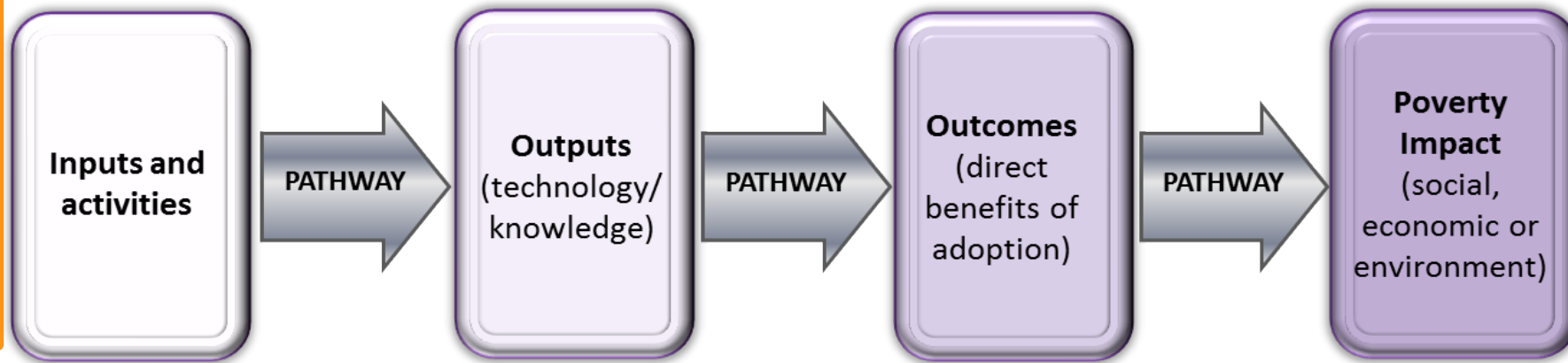


### 2.7-Contemporary evaluation challenges and responses

- **'Outcome mapping'** is an approach that focuses on change processes and their outcomes.
- It defines the limits of a project's or programme's influence, promotes strategies that fit the situation and recognises the importance of the actions and contributions of all the stakeholders involved.
- M&E focuses on monitoring and reporting the changes in behaviour of the actors involved in or directly influenced by the project, with project performance assessed in terms of its contribution in making *those changes*.

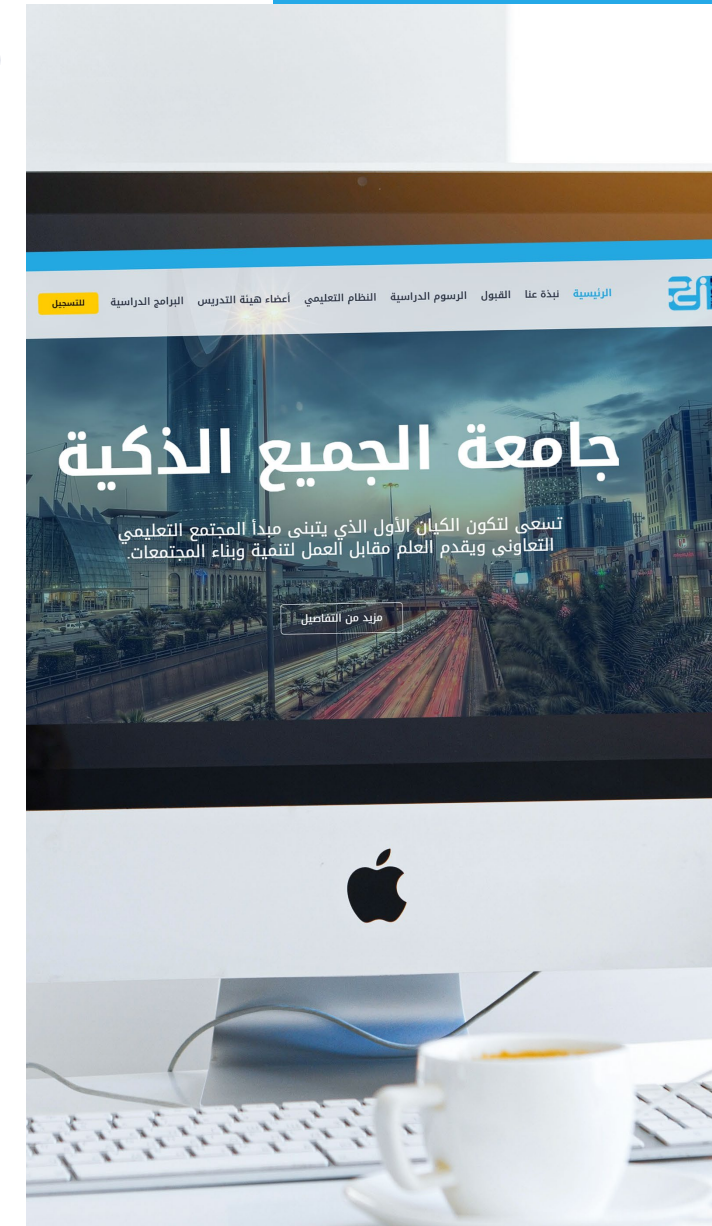


*The logical framework sequence including pathways between different elements*



### 3. COMPONENTS OF MONITORING AND EVALUATION SYSTEMS

- This section provides guidance on how to plan and implement a project M&E system. It reviews the main steps and approaches required and concludes with a discussion of how to create a learning environment for project implementation.



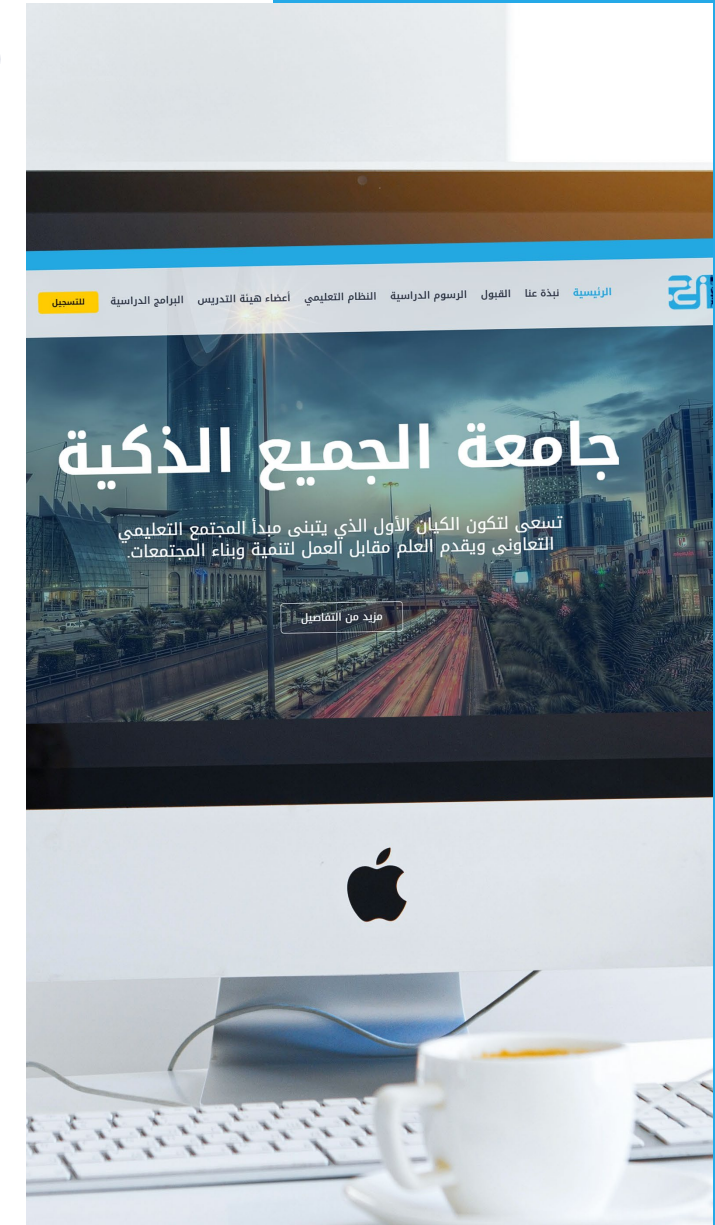
### *3.1-Planning and implementing a project monitoring and evaluation system*

- Setting up a project M&E system involves nine steps.
- These need to be considered in the planning stage and then fulfilled at project start-up and throughout project implementation.



### Steps in planning a project M&E system

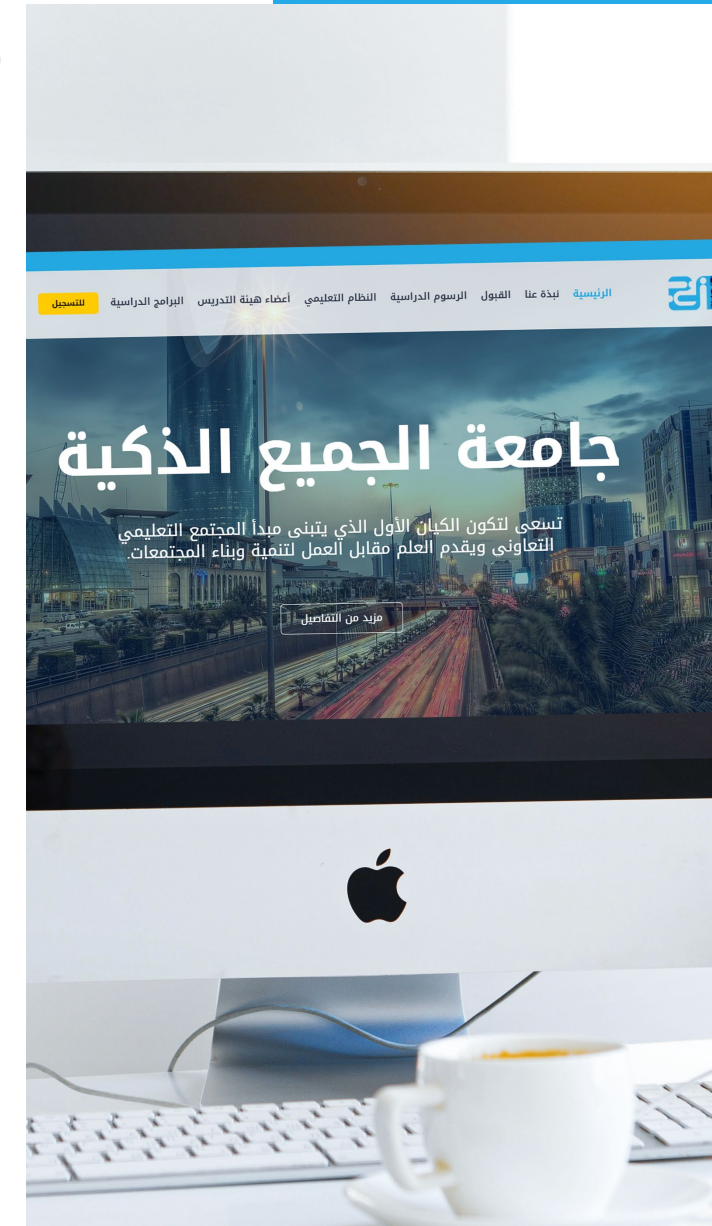
1. Assess the existing readiness and capacity for monitoring and evaluation
2. Establish the purpose and scope of M&E
3. Identify and agree with stakeholders the project's outcomes and development goal(s)
4. Select key indicators and an evaluation framework
5. Set baselines and plan data collection and analysis
6. Select results targets
7. Plan monitoring, data analysis, communication and reporting
8. Plan the form and timing of critical reflection and interim evaluations
9. Plan for the necessary conditions and capacities



### Key points for each of these nine steps

#### (1) Assess the existing readiness and capacity for monitoring and evaluation

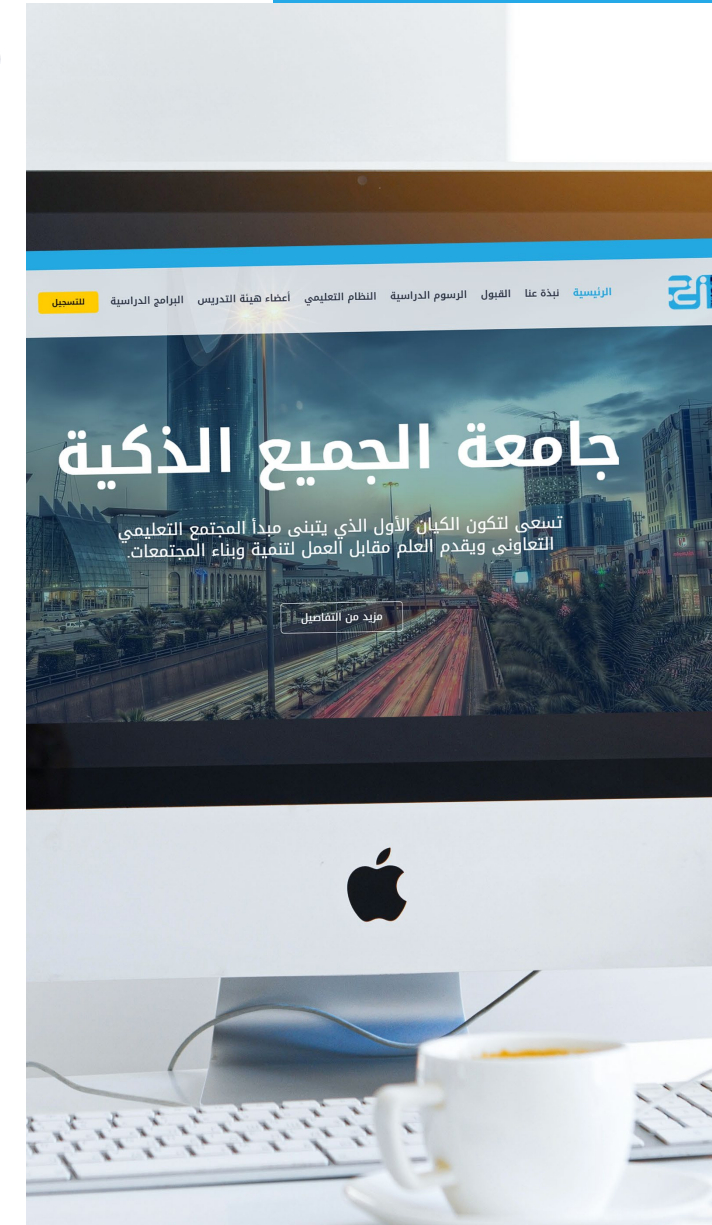
- ☐ Review current capacity within the organisation and its partners which will be responsible for **project implementation, covering: technical skills, managerial skills, existence and quality of data systems, available technology and existing budgetary provision.**
- ☐ Identify any barriers to M&E of the project such as a lack of political will, expertise or experience.
- ☐ What other organisations such as universities, private consultants or government agencies have the capacity to provide technical assistance and/or training?



### *(2) Establish the purpose and scope*

□ *Why is M&E needed and how comprehensive should the system be?*

- ✓ □ What are national requirements with regard to M&E?
- ✓ □ In particular, what should be the scope and degree of rigour of the evaluation of final project impact?
- ✓ □ Should the M&E process be participatory?
- ✓ In planning and implementing project M&E it is important to recognise the potential benefits of stakeholder participation. There can be benefits from this at all stages of the project cycle including monitoring and evaluation.

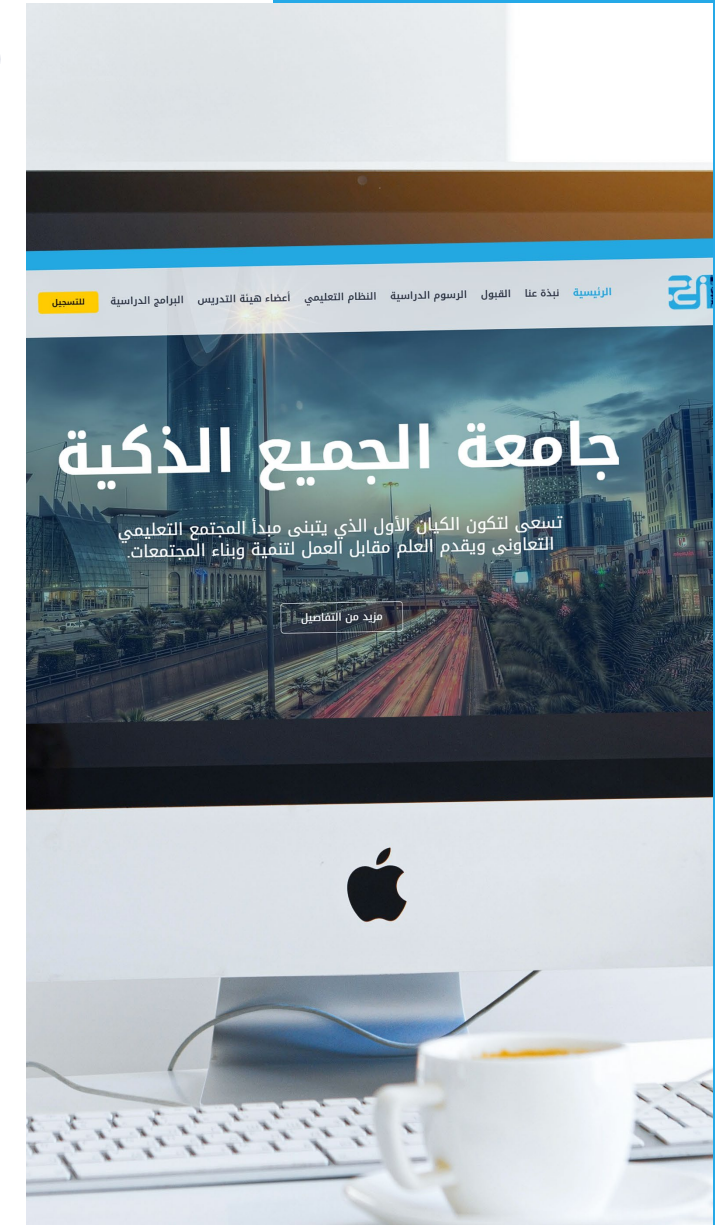


*(3) Identify and agree with main stakeholders the project's outcomes and development objective(s)*

□ Setting a development goal and the project purpose or **expected outcomes** is essential in **building a M&E system**.

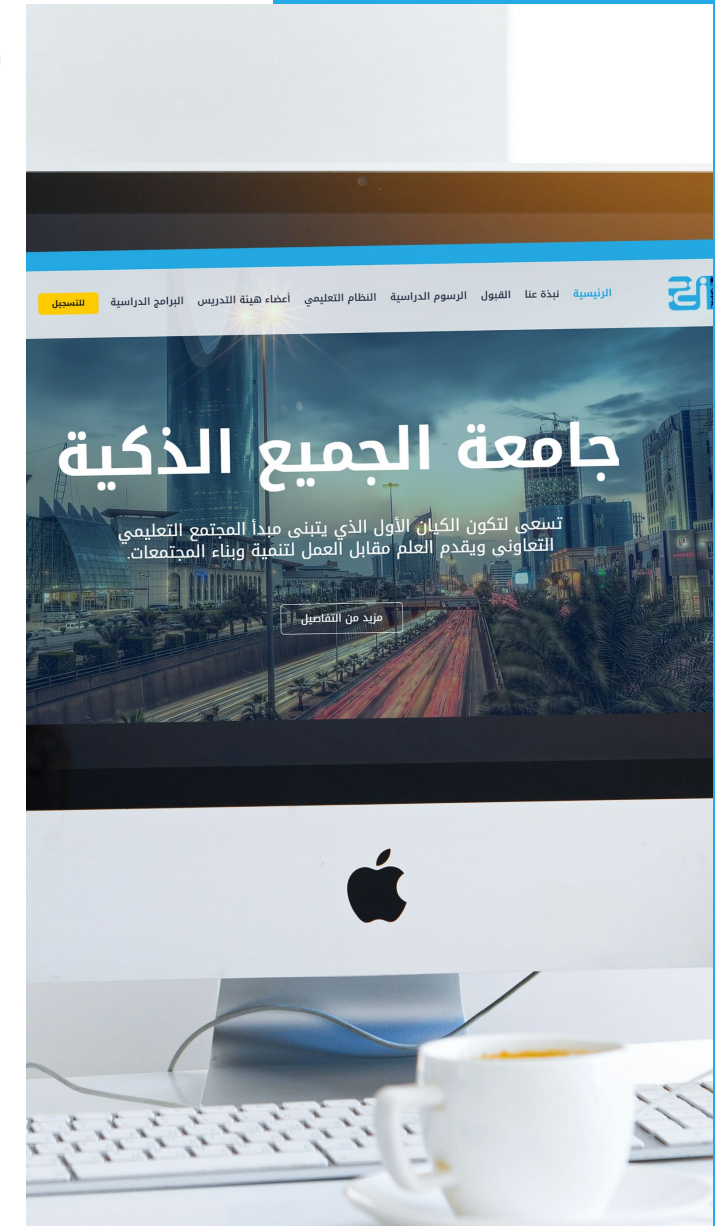
In project design the specification of outputs, activities and inputs follows from this, and **the expectation that achievement of outcomes will contribute to the higher level development goal(s) provides the justification for the project.**

□ In M&E design, indicators, baselines and targets are similarly derived from the setting of goals and outcomes.



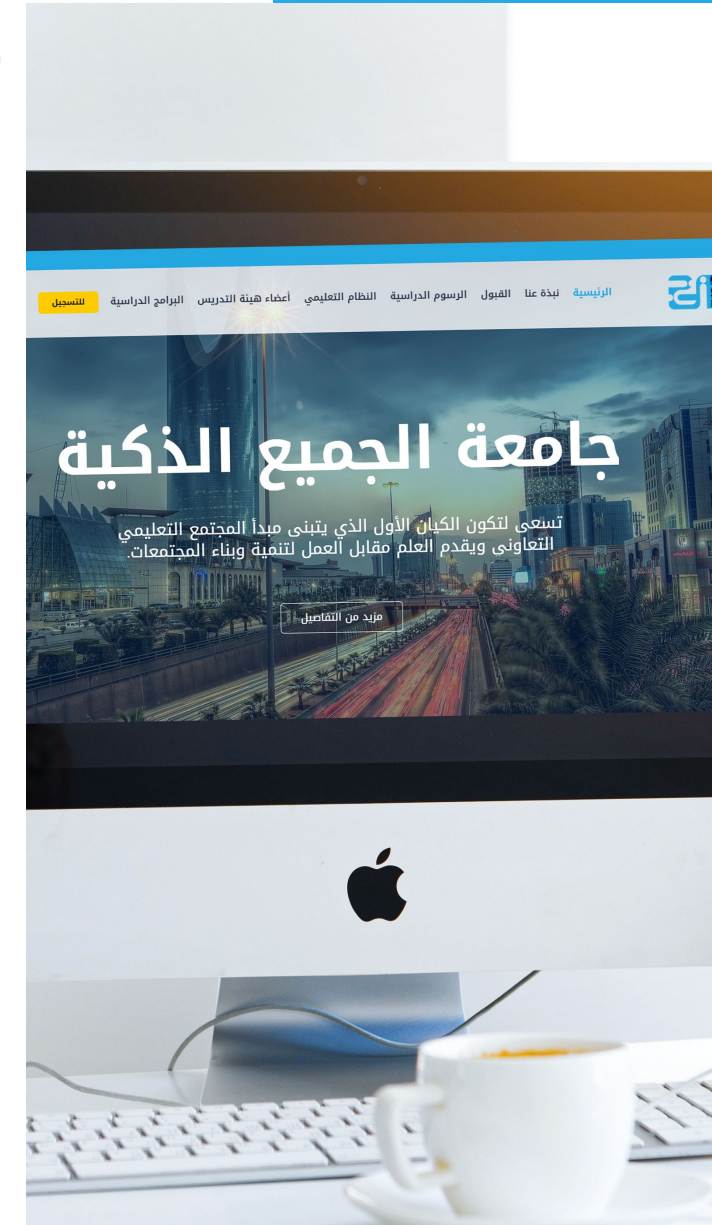
*(4) Select key indicators and an evaluation framework*

- ✓ ☐ **Indicators** are the qualitative or quantitative variables that measure **project performance and achievements**.
- ✓ Indicators should be developed for all levels of project logic, indicators are needed **to monitor progress with respect to inputs, activities, outputs, outcomes and impact, to feedback on areas of success** and where improvement is required.
- ✓ **Each indicator initially selected** for inclusion in the M&E programme **needs to be carefully scrutinised and tested before acceptance**. Criteria against which indicators can be tested to ensure that they are suitable for inclusion.



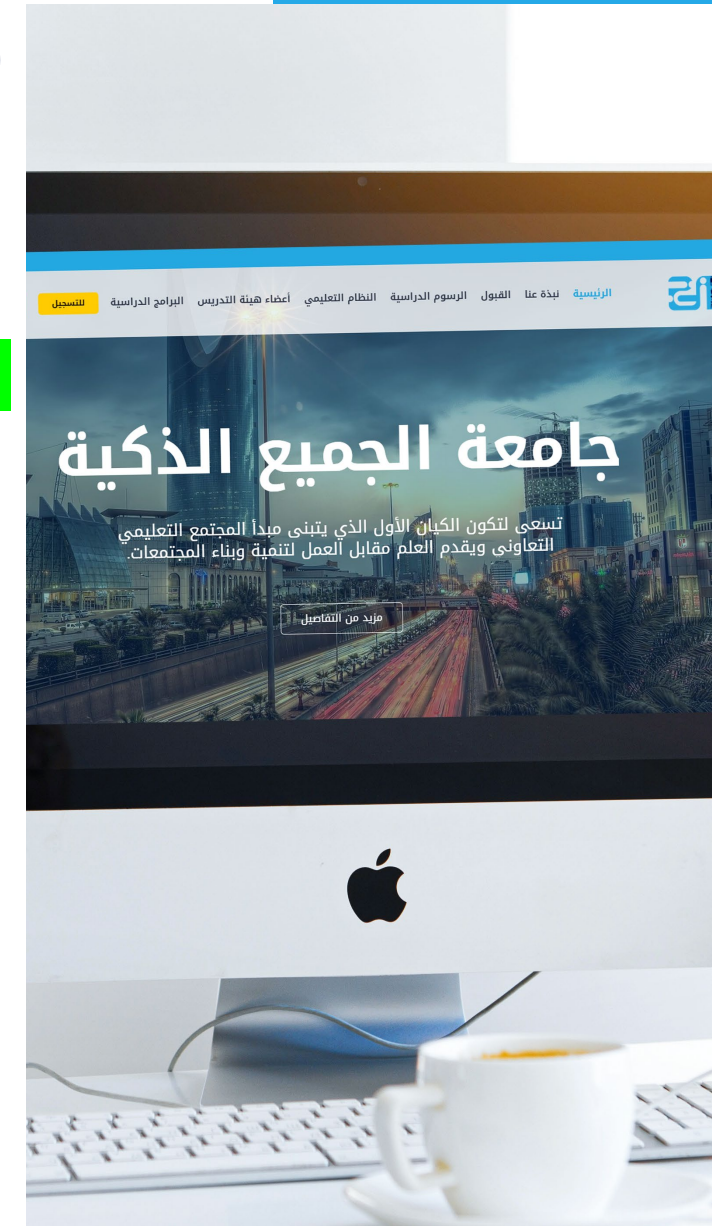
*(5) Set baselines and plan data collection and analysis*

- ✓ ☐ **The baseline** is **the first measurement of an indicator**, which sets the pre- project condition against which change can be tracked and evaluated.
- ✓ **Baseline data** must be gathered for the key indicators and this may require implementation of a baseline survey unless existing data sources are adequate.
- ✓ Subsequent data gathering and repeat surveys for the implementation period of the project and beyond should then be planned.



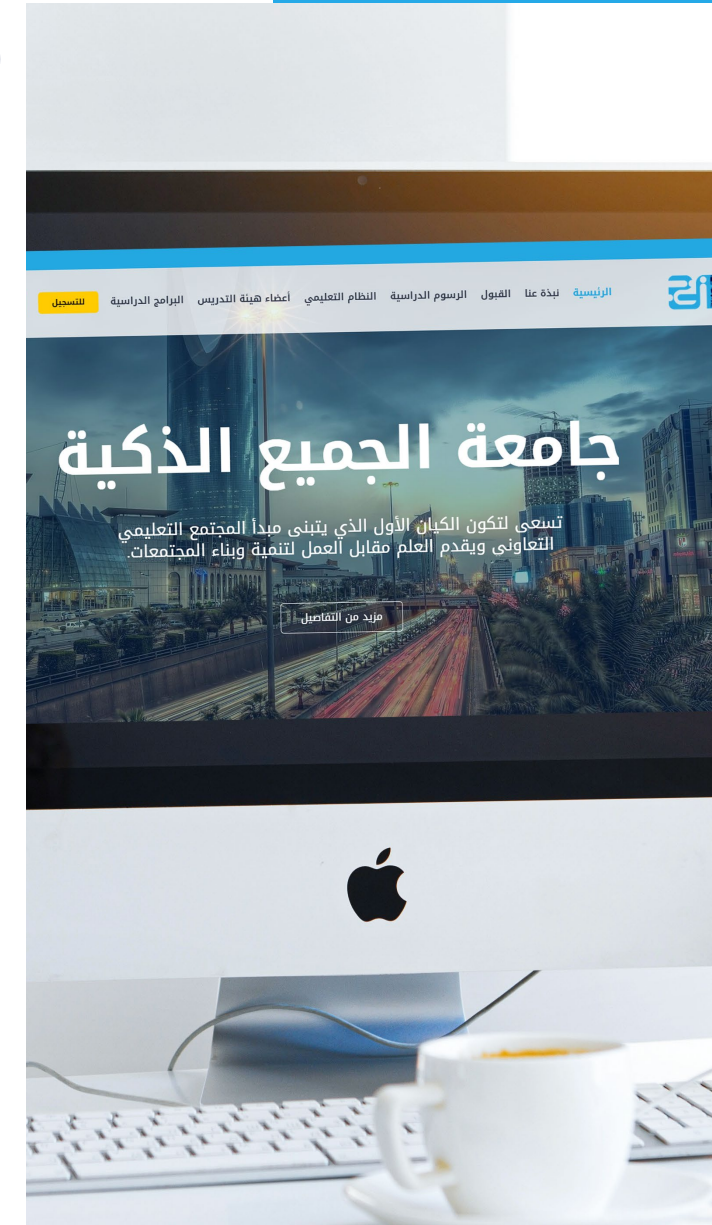
*(6)Select results targets*

- ✓ ☐ Following definition of outcomes, **indicators and baselines, target setting** is a key step in building a results-based approach.
- ✓ **A target** is a specification of the quantity, quality, timing and location to be realised for a key indicator by a given date.
- ✓ Starting from the baseline level for an indicator the desired improvement is defined taking account of planned resource provision and activities, to arrive at a performance target for that indicator.
- ✓ Most targets are set annually, but some could be set quarterly or for longer periods. Targets do not have to be single numerical values and sometimes a range of achievement may be more appropriate.



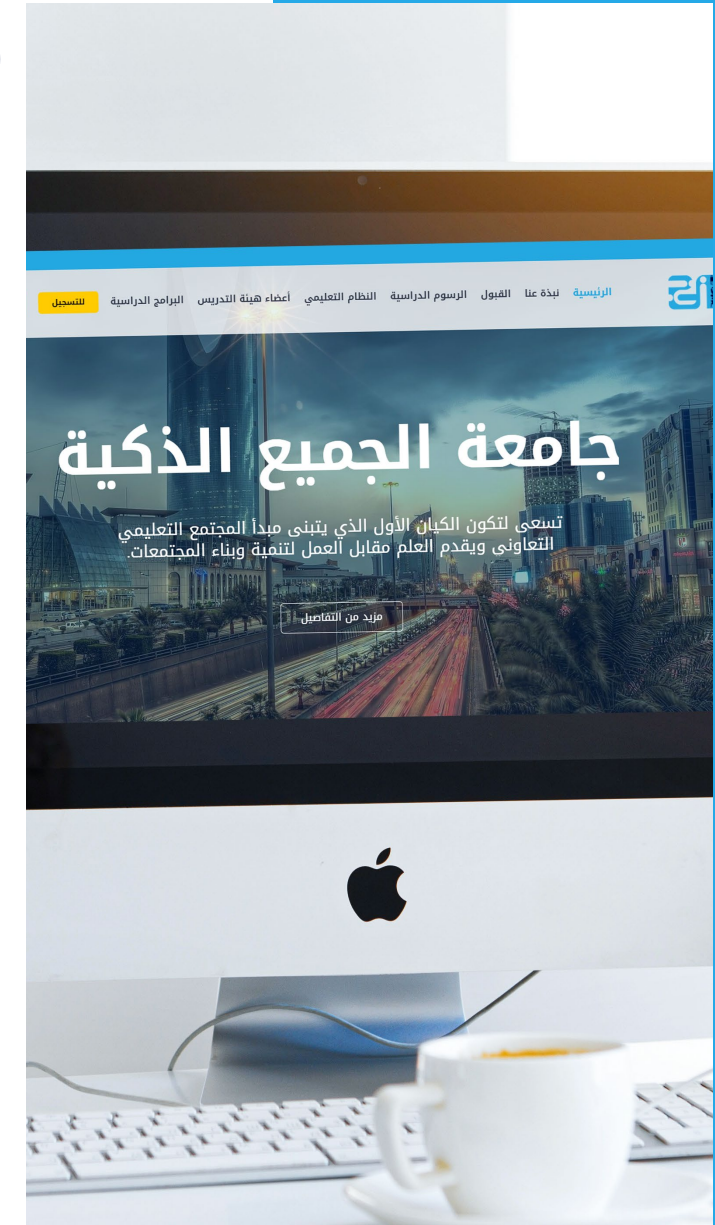
*(7)Plan monitoring, data analysis, communication, and  
reporting*

- ✓ ☐ **‘Implementation monitoring’** tracking the inputs, activities and outputs in annual or multiyear work plans, and **‘results monitoring’** tracking achievement of outcomes and impact, are both needed.
- ✓ The demands for information at each level of management need to be established, responsibilities allocated, and plans made for:
  - what data to be collected and when;
  - how data are collected and analysed;
  - who collects and analyses data;
  - who reports information, and in what form, to whom and when?



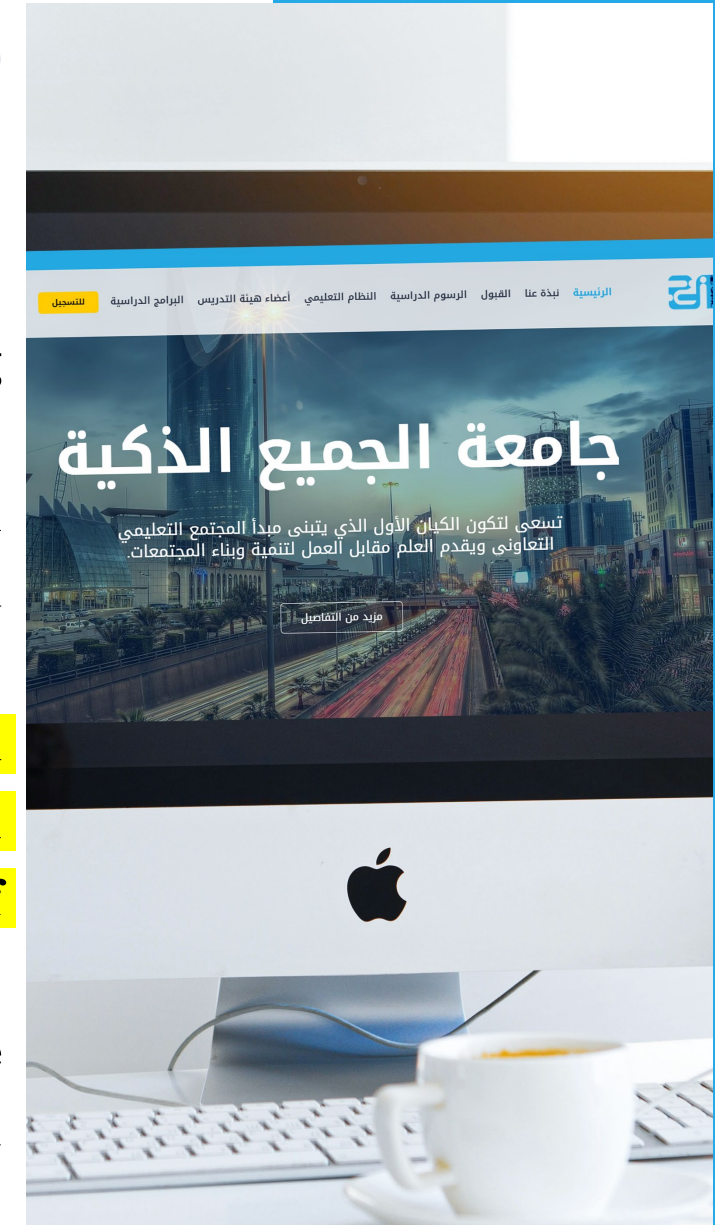
*(8) Plan the form and timing of critical reflection and interim evaluations*

- For managers evaluation should be **a continuously available mode of analysis** utilised whenever evaluation results can be useful. Scheduling of events such as management team meetings can, however, be useful to ensure that analysis of progress and critical reflection takes place.
- Similarly, periodic project review workshops **to facilitate analysis and discussion** with project partners and other stakeholders may be necessary.
- Supervision requirements of governments and funding agencies may require periodic and formalised evaluations to take place.



*(9) Plan for the necessary conditions and capacities*

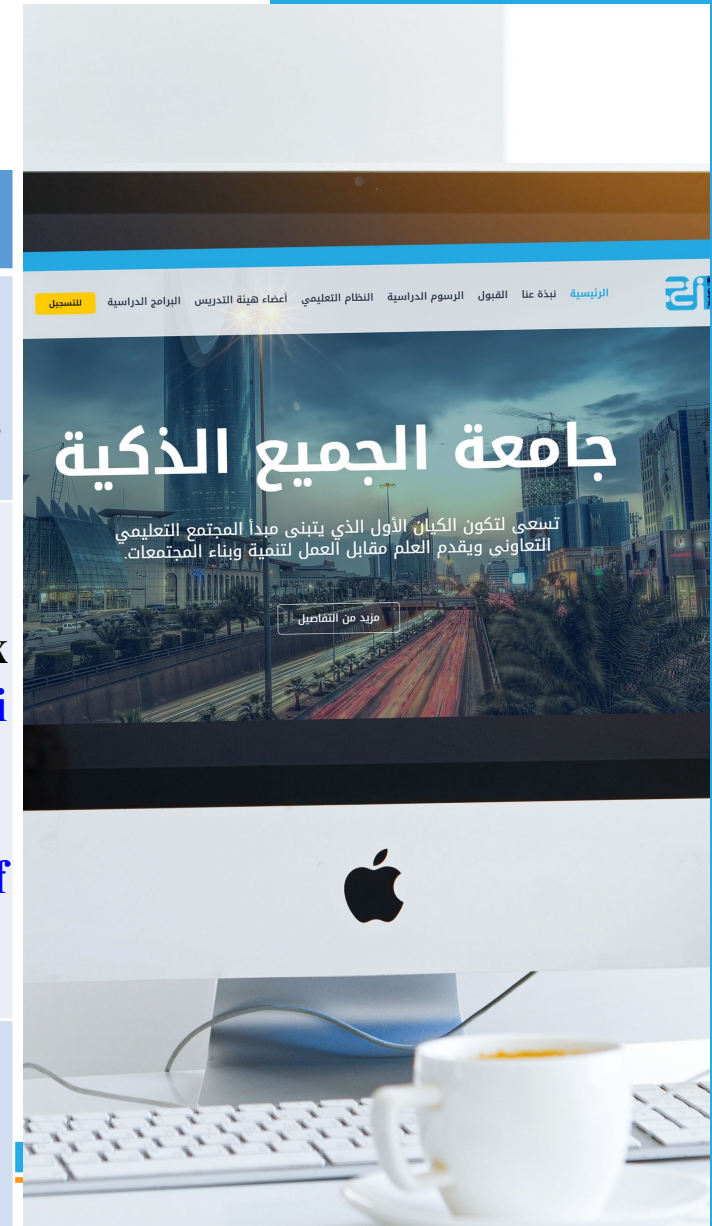
- ✓ It is necessary to plan the organisational structure for M&E including whether a M&E unit specific to the project is needed.
- ✓ Appropriate organisational structures for M&E should be discussed with partners and other stakeholders. Each partner's responsibilities and information requirements should be considered.
- ✓ Planning should cover: staffing levels and types, responsibilities and internal linkages, incentives and training needs, relationships with partners and stakeholders, horizontal and vertical lines of communication and authority, physical resource needs and budget.
- ✓ ☐ Monitoring and ongoing evaluation should normally be the responsibility of the project managers. Impact evaluation may often require the expertise and capacity of external specialists.



## Lecture 2

### Criteria for selection of indicators

| Criteria          | Description                                                                                                                                                                                                                                                                                                                                                             |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant</b>   | Indicators must be <b>representative of the most important aspects</b> of implementation and of the out comes and impacts intended.                                                                                                                                                                                                                                     |
| <b>Clear</b>      | Any adjectives used to describe the qualities of an indicator need to be precisely defined. For example: <b>what is meant by 'improved service delivery'?</b> an indicator may be <b>'the area of degraded land'</b> but <b>what criteria will be used to classify such land?</b> or <b>households what is included in 'farm income' and what in 'non-farm income'?</b> |
| <b>Measurable</b> | There must be practical ways to measure the indicator, either <b>in quantitative or qualitative terms</b> , that are within the capability of the monitoring organisation. It must be possible <b>to collect, process and analyse data</b> and <b>within budget</b>                                                                                                     |



## Lecture 2

### Criteria for selection of indicators

#### Specific

Indicators should **measure specific changes**, and be specific to **at timeframe, location and target or other stakeholder group**.

#### Consistent

The values of the indicators should be **reliable and comparable** over time when collected using the same methods

#### Sensitive

Indicators should be **sensitive to the expected changes**. It is especially important that leading indicators are capable of revealing short-term movements.

#### Attributable

Based on an established or probable relationship **expected to cause the intended change**



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