

# Tulane Capacity Training Workshop

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Presentation on:

- Monitoring and Evaluation
- Reporting

By

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# Presentation outline

- ❑ What is monitoring?
- ❑ Purpose of monitoring
- ❑ What needs to be monitored/observed?
- ❑ What is evaluation?
- ❑ Project evaluation perspectives
- ❑ Logframe and basic evaluation criteria
- ❑ Functions of M&E
- ❑ Elements of M&E
- ❑ Performance indicators
- ❑ M&E Framework
- ❑ Progress Tracking
- ❑ Tracking Table
- ❑ Partner Reporting
- ❑ Sample NPECLC Reporting Format
- ❑ Group Work



# What Monitoring is?

- **Monitoring** is an instrument required to continuously deliver structured information concerning the actual performance of a project
- **It** means the *systematic observation and documentation* of information on the implementation of a project, based on the project plan (annual work plan, signed MOU)



# Purpose of Monitoring

- ❑ To take stock of what is happening in the project;
- ❑ To compare what has been planned to what is happening;
- ❑ To forecast what will happen in the project based on existing situation;
- ❑ To make decisions to improve project performance.



# Monitoring Matrix

<b>WHAT IS BEING MONITORED</b>	<b>MONITORING OBJECTIVES</b>			
	<b>Note: What is happening in the project (score)</b>	<b>Compare: What is happening compared to what was planned</b>	<b>Forecast: What will happen the way things are going</b>	<b>Decision-making</b>
<b>1. Inputs (human resources, financial resources, material resources)</b>				
<b>2. Management system, procedures, activities</b>				
<b>3. Outputs</b>				
<b>4. Effects/Outcomes/ Impact (project's impact, positive changes arising out of project)</b>				

# What needs to be Monitored / Observed?

- ❑ the deployment of project *resources* on the basis of the plan of operations / work plan and related personnel, input and budget plans as well as the accounting system;
- ❑ the *activities*, based on the plan of operations or the work plan, by comparing planned with actually achieved milestones;
- ❑ the *unforeseen side effects* of project intervention with special emphasis on negative side effects;
- ❑ the expected utilisation of *outputs/results*, the purpose and goal of a project on the basis of specified indicators and in relation to the source of verification.



# What Evaluation is?

- ❑ **Evaluation** means the project internal *assessment of information* collected through monitoring with respect to the conformity of the real implementation progress to the objectives set in the project plan (Signed MOU)
- ❑ **Evaluation** attempts to determine systematically and objectively the **RELEVANCE, EFFECTIVENESS, EFFICIENCY** and **IMPACT** of programmes and projects in relation to specified objectives.



# Evaluation cont'd

- ❑ **Relevance:** Addresses whether the project inputs are directed towards the achievement of project objectives.
  - It also addresses the extent to which the project is acceptable and responsive to the needs of the target beneficiaries.
- ❑ **Effectiveness:** Addresses the extent to which the planned objectives of the project have been achieved and also assess the effective coverage of the project.
- ❑ **Efficiency:** Measures the cost effectiveness of the project in terms of outputs and inputs. That is whether the objectives of the project were achieved at least cost.
- ❑ **Impact:** Measures the short- term and long- term effectiveness of the project.



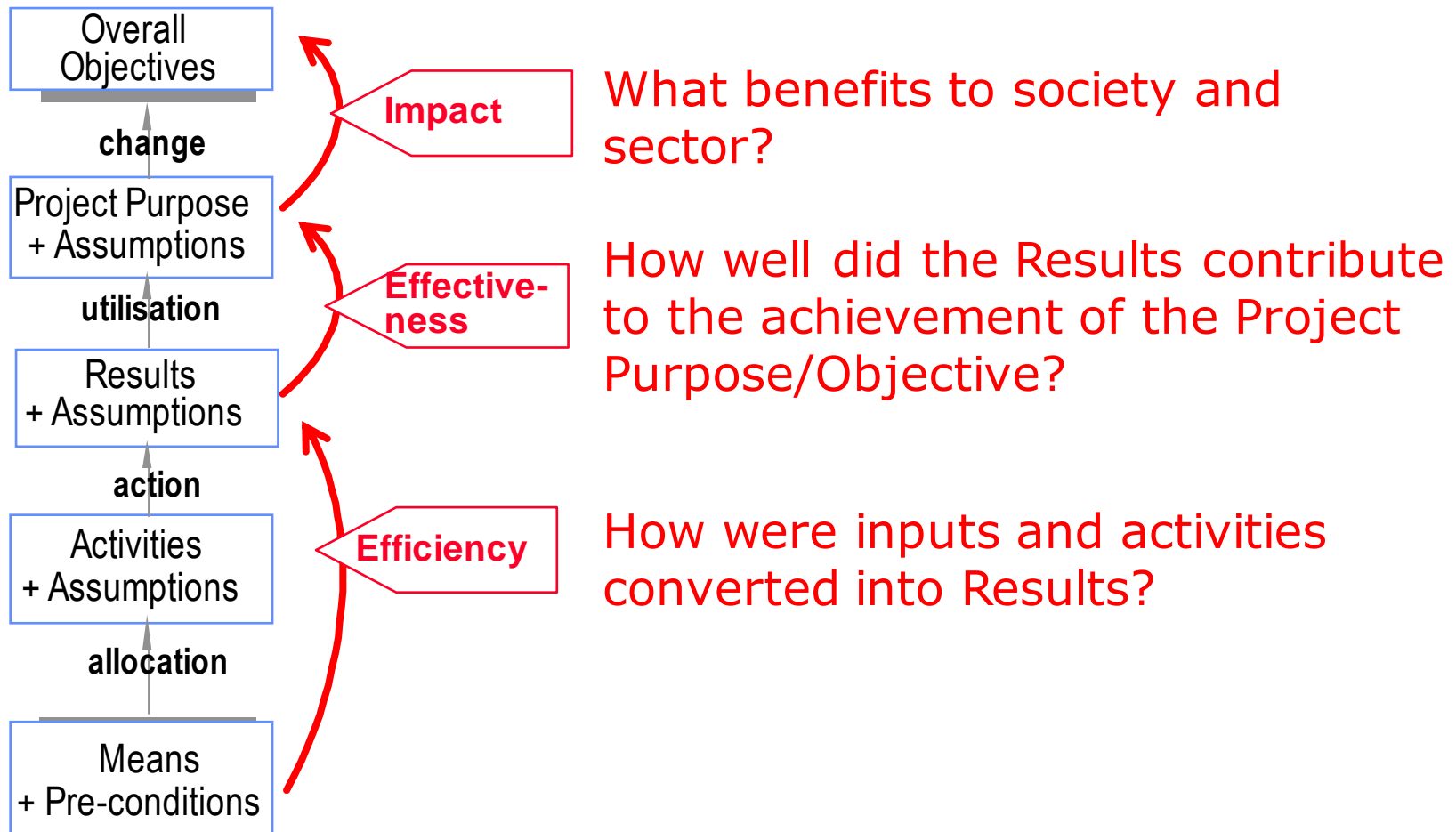


# Project Evaluation Perspectives

- ❑ **What to Evaluate:** Mid- Term Reviews, Inter- Phase and End-of- Project
- ❑ **When to Evaluate:** Can take place at any stage of development process
- ❑ **Baseline Studies:** Comprise the first phase of what will eventually become an evaluation. Involves detailed review of the situation immediately before development activity starts.
- ❑ **On-Going Evaluation:** Analysis of the continuing relevance, efficiency and effectiveness
- ❑ **Built-In- Evaluation:** Involves planning ahead for evaluation as an integral part of project planning. Detecting the type of information needed.
- ❑ **Terminal Evaluation:** Undertaken from 6 to 12 months after project completion.
- ❑ **Ex- Post Evaluation:** Undertaken some years after project completion when full project benefits and impacts are expected to have been realised.



# Logframe and basic evaluation criteria: Major questions



# Functions of M&E

- A tool for **presenting and justifying the performance of the project to external agents, particularly:**
  - Programme secretariat
  - stakeholders
  - donor agencies
- **Serves as a reference system for external evaluations**
- It is the **basis for reporting** the extent to which set targets have been achieved.



# Elements of M&E

- ❑ assessments must be based on hard facts and not on guesswork;
- ❑ **No observation must be made without processing it further;**
- ❑ monitoring and evaluation cannot be an end in itself but must be directly translated into corrective actions;
- ❑ **clearly defined targets** are required to be able to observe, assess and steer in an objective oriented way;
- ❑ ***Must be able to assess the effectiveness and efficiency of project/programme performance;***
- ❑ Must be useful in tracking programme progress ***during implementation of programme activities.***



# Performance Indicators

- Indicators specify how the achievement of activity objectives will be measured and verified.
- They provide the basis for monitoring activity progress (completion of work program tasks, delivery of outputs and progress towards outcomes).
- Indicators are established in response to the question:
  - 'How do I know whether or not what has been planned is actually happening or has happened?
  - ' We look for indications or signs to help us.
  - For example: 'How do we know that CCPCs have been formed and trained this year?
- The indicators selected for inclusion in the Logframe are usually focused on meeting the information needs of selected stakeholders and at specific management level, eg policy makers, program managers.



# Quantitative Indicators

- ❑ Must be **SMART**
- ❑ **VALIDITY**- Does it measure the results?
- ❑ **RELIABILITY**- Is it consistent to measure over time?
- ❑ **SENSITIVITY**- When a change occurs, will it be sensitive to change?
- ❑ **SIMPLICITY**- Will it be easy to collect and analyse?
- ❑ **UTILITY**- Will be useful for decision making?
- ❑ **AFFORDABILITY**- Can the project afford to collect the information on indicators?



# Performance Indicators

## Cont'd

Description	Indicators
<p><b>Goal or Impact</b> – The long term development impact (policy goal) that the activity contributes at a national or sectoral level</p>	<p>How the achievement will be measured – including appropriate targets (quantity, quality and time)</p>
<p><b>Purpose or Outcome</b> – The medium term result(s) that the activity aims to achieve – in terms of benefits to target groups</p>	<p>How the achievement of the Purpose will be measured – including appropriate targets (quantity, quality and time)</p>
<p><b>Component Objectives or Intermediate Results</b> – This level in the objectives or results hierarchy can be used to provide a clear link between outputs and outcomes (particularly for larger multi-component activities)</p>	<p>How the achievement of the Component Objectives will be measured – including appropriate targets (quantity, quality and time)</p>
<p><b>Outputs</b> – The tangible products or services that the activity will deliver</p>	<p>How the achievement of the Outputs will be measured – including appropriate targets (quantity, quality and time)</p>

# M&E Framework

<b>Narrative Summary</b>	<b>Indicators</b>	<b>Targets</b>	<b>Data sources</b>	<b>Time</b>	<b>Responsibility</b>	<b>cost</b>	<b>comment</b>
<b>Goal</b>							
<b>Purpose/ Objective</b>							
<b>Output</b>							
<b>Activities</b>							





# Progress Tracking

- ❑ An M&E System instituted at the Secretariat would be used for effective tracking of programme activities
- ❑ Implemented activities including data generated by implementing partners would be collated and fed into the M&E System to obtain national progress on interventions
- ❑ Activities reported on by programme implementing partners would be closely monitored vis a vis the activities in their signed MOUs



# M&E LOGICAL FRAMEWORK (TRACKING TABLE)

HIERACHY OF OBJECTVES	VARIABLE INDICATORS	BASELINE VALUE	PLANNED TARGET	YR	YR	YR	YR	YR	SUMMARY OF ACTUAL ACHIEVEMENT YEAR 1 - 5	VARIENCE	EXPLANATION
				1	2	3	4	5			
<b>GOAL</b>											
<b>PURPOSE /OUTCOM E</b>											
<b>OUTPUT</b>											



# Partner Reporting

- ❑ Partner Districts/Municipal Assemblies are to report to NPECLC Secretariat quarterly
- ❑ Implemented activities reported on should be in line with the objectives and activities outlined in the signed MOU
- ❑ Delivery of activities are to be geared towards the expected outputs and targets stated in the signed MOU
- ❑ Implementing districts are encouraged to tell stories on child labour on children from the field which would be included in NPECLC newsletters
- ❑ Sample NPECLC reporting format





# Group Work

Ghana has a goal of eliminating WFCL in its cocoa sector by 2015

- ❑ Identify two interventions that will contribute to eliminating WFCL in Ghana's cocoa sector
- ❑ Develop an objective out of each intervention
- ❑ Outline activities to be carried out in order to meet the set objective
- ❑ Assume that activities are being rolled out to attain their underlying objectives.
- ❑ Use the M&E Framework to assess implementation geared towards eliminating WFCL in Ghana's cocoa sector.



**Thank you for your  
Attention**

