

Monitoring and Evaluation

ANSA – Africa Conference
Ma 19-20 2008
Addis Ababa, Ethiopia

Introduction

- 1 Why M&E?
- 2 What is M&E?
- 3 M&E strategy / framework
- 4 Monitoring and evaluation tools

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Introduction

Please write down:

- SA programme your organisation has, is, will, or, if none of these, would like to be involved in.
- Your own objectives of this workshop

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Introduction

Original objectives of the workshop:

- To familiarise participants with needs for and purposes of M&E Why?
- To familiarise participants with the development of a M&E strategy – How?
- To assist the participants in developing M&E tools - Illustration

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Why M&E?

- Why would we measure the success or failure of the workshop? For whom?

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Why M&E?

Accountability

Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-a-vis mandated roles and/or plans.

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Why M&E?

- When will we call the workshop a success?

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Why M&E?

Have the objectives been met?

- 1 Participants have been familiarised with the needs for and purposes of M&E
- 2 Participants have been familiarised with the development of a M&E strategy
- 3 Participants have been familiarised with developing M&E tools

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Why M&E?

Project or program objective

The intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute.

Goal

The higher-order objective to which a development intervention is intended to contribute.

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Why M&E?

Monitoring

- Rossi and Freeman (1993) distinguish an evaluation, accountability, and management perspective.

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Why M&E?

Evaluation

To judge whether a programme has produced (summative, retrospective, ex post facto)

To provide information on ways to improve a programme (formative)

To contribute to understanding of human behaviour through the study of human interventions (academic)

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Why M&E? - 20 min

Purpose differs according to perspective:

- Monitoring – evaluation, accountability, management
- Evaluation – judgement, management, knowledge generation

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What is M&E?

- What is the difference between monitoring and evaluation? (why and for whom, what)

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What is M&E?

Development Assistance Committee (DAC of OECD) - Glossary of key terms in evaluation and results based management
OECD DAC

English and French:

<http://www.oecd.org/dataoecd/29/21/2754804.pdf>

<http://www.oecd.org/dataoecd/37/51/37681798.pdf>

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What is M&E?

Monitoring

A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

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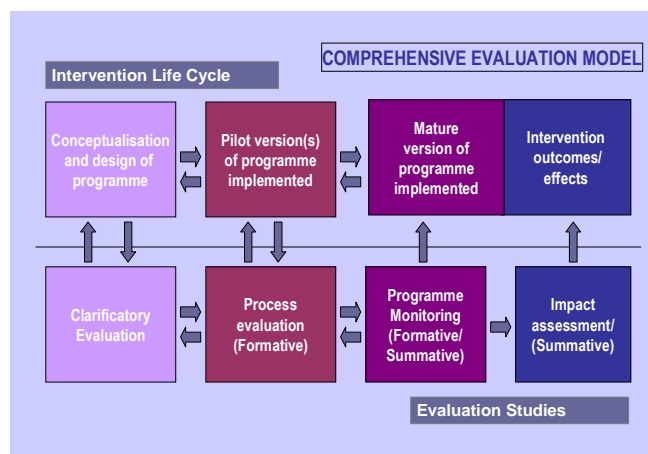
What is M&E?

Evaluation

The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability (DAC criteria for evaluations).

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What is M&E?



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What is M&E?

Differences and similarities

- M is continuous - E discrete
- M measures progress in achieving outputs - E change
- M supports E –E uses M
- M during project circle to improve performance (doing it right) – E on process and impact (doing the right thing)

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What is M&E? - 30min

Summary

- Monitoring aims to provide indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.
- Users: management and the main stakeholders of an ongoing development intervention
- Evaluation aims to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.
- Users: recipients and donors

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M&E strategy / framework

- What M&E activities have or had you planned or will you plan for your programme?
- Who will undertake these activities?
- What will they require (finance, information and communication infrastructure, time)?
- What will be the results of these activities?
- When will you call the activities successful?

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M&E strategy / framework

Inputs	Activities	Results

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M&E strategy / framework

Inputs The financial, human, and material resources used for the development intervention.

Activity Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.

Results The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

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M&E strategy / framework

Outputs	Outcomes	Impacts

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M&E strategy / framework

Outputs The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

Outcome The likely or achieved short-term and medium-term effects of an intervention's outputs.

Impacts Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

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M&E strategy / framework

Who needs M&E information for what purpose and when is information needed,

What needs to be M&E (theory of change and indicators for process and result),

What risks / assumptions can be identified in the programme,

When should M&E take place, with what methods and tools, who will do M&E, and with what means (human, financial), and

To whom, how and when will M&E information be communicated?

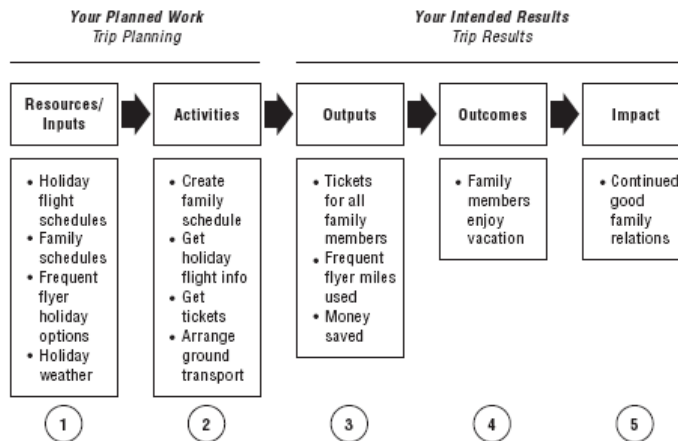
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M&E strategy / framework

The Programme **Logic Model** (“Logic Model” for short) is a conceptual or heuristic tool which helps to describe the various components of a programme in a structured and systematic manner. It is a simplified model of an intervention that indicates how and why the programme is assumed or believed to work – what the relationship is among the resources to deliver the programme, the activities and the outcomes or changes/effects that are expected to be achieved.

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M&E strategy / framework



<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>

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M&E strategy / framework

ANSA-Africa framework example

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Objectives	Activities	Outputs	Indicators and Means of verification	Shorter term outcomes	Indicators and means of verification
4. To support capacity building in Africa through funding and facilitating research, seminars, conferences, training, technical assistance, etc.	Hold capacity building initiatives (workshops and skills building events) in at least 4 countries in the region	Ethiopia, AA South Africa, Durban Madagascar	# countries covered # workshops / training provided # workshop / training participants	Improved knowledge of, experience with and skills in SA methods and tools among participating institutions	Evaluations of training/workshops/conference by participants (evaluation reports)
	Fund training course or capacity building initiative	Funding allocated to training	Funding allocated to training (R)		ANSA funded research articles on SA published in peer reviewed academic journals (records ANSA)
	Monthly capacity building seminars on social accountability	Capacity building seminars on social accountability	# seminars provided # seminar participants		# usage of SA methods among participating institutions (those that participated in training, workshops, seminars, recipients of TA) and others
	Organise a regional conference	Regional conference organized by ANSA	# conference participants		Increased quality of SA initiatives
	Research launched on at least 2 key areas within the social accountability theme	At least two research projects approved by Exco	Signed off research proposals # countries with proposal signed off		(both: review of SA initiatives against baseline; peer review of SA initiatives; evaluation reports; survey among ANSA partners)
	Provide TA to three social accountability initiatives in the region	TA provided to three social accountability initiatives in the region	# days of TA provided R spent on TA # countries covered # organisations reached (All above: Records ANSA)		

M&E strategy / framework

Logical framework (Logframe) Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.

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M&E strategy / framework

Activity Description	Indicators	Means of Verification	Assumptions
Goal or Impact – The long term development impact (policy goal) that the activity contributes at a national or sectoral level	How the achievement will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Goal indicator(s) – including who will collect it and how often	
Purpose or Outcome – The medium term result(s) that the activity aims to achieve – in terms of benefits to target groups	How the achievement of the Purpose will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Purpose indicator(s) – including who will collect it and how often	Assumptions concerning the Purpose to Goal linkage
Component Objectives or Intermediate Results – 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)	How the achievement of the Component Objectives will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Component Objectives indicator(s) – including who will collect it and how often	Assumptions concerning the Component Objective to Output linkage
Outputs – The tangible products or services that the activity will deliver	How the achievement of the Outputs will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Output indicator(s) – including who will collect it and how often	Assumptions concerning the Output to Component Objective linkage

↑ Work program (not usually included in the matrix itself)

<http://www.usaid.gov/ausguide/pdf/ausguideline3.3.pdf>

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M&E strategy / framework

Indicator Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

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M&E strategy / framework

Outcomes

- 1 Participants are familiarised with the needs for and purposes of monitoring and evaluation

Indicators

- 1.a workshop material includes explanation of needs and purposes of monitoring and of evaluation
- 1.b needs and purposes of monitoring and of evaluation have been discussed during training

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M&E strategy / framework

- 1.c # and % of the participants express satisfaction with the extent to which needs and purposes of monitoring and of evaluation have been addressed in the workshop
- 1.d # and % of participants that are able to respond appropriately about what the needs and purposes of monitoring and of evaluation are
- 1.e # and % of participants that prove to have understood what the needs and purposes of monitoring and of evaluation are

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M&E strategy / framework

Evaluation criteria When evaluating programmes and projects it is useful to consider the following DAC Criteria, as laid out in the DAC Principles for Evaluation of Development Assistance:

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M&E strategy / framework

1 *Relevance* The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

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M&E strategy / framework

2 Effectiveness The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

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M&E strategy / framework

3 Efficiency A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

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M&E strategy / framework

4 Impact The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. (note: both intended and unintended results; and impact of external factors)

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M&E strategy / framework -60min

5 Sustainability The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

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Monitoring and evaluation tools

Monitoring

- Methods: Observations; Meetings; Records; Reports; Measurements

Examples tools:

- Résumé des principaux apprentissages (*IED Afrique*)
- ANSA-Africa monitoring template

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Monitoring and evaluation tools

Criteria	Key Lessons learned	Recommandations for improvements
L'approche Développement participatif de l'Innovation		
Approche multi-acteurs		
Mise en réseau des Paysans Innovateurs		
Gouvernance du programme		
Communication entre partenaires		
Supports produits		
Autres		

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	A	B	C	D	E	F	G	H
	Objective	Activities	Outputs	Target	Indicators	O1	O2	H
1						target	realised	target
2								
37	funding and facilitating research, seminars, conferences, training, technical assistance, etc.	Publish source book (translate into Portuguese and French) Hold capacity building initiatives (workshops and skills building events) in at least 4 countries in the region	Source book Ethiopia, AA, South Africa, Durban, Madagascar	Year 1 Year 1	Signed off source book # countries covered		yes/no	
38					# workshops / training provided			
39					# workshop / training participants			
40								
41		Fund training course or capacity building initiative	Funding allocated to training	Year 1.2.3	Funding allocated to training (F)		R	
42		Monthly capacity building seminars on social accountability	Capacity building seminars on social accountability	Year 1.2.3	# seminars provided			
43					# seminar participants			
44		Organise a regional conference	Regional conference organized by ANSA	May-09	# conference participants			
45		Research launched on at least 2 key areas within the social accountability theme	At least two research projects approved by Exco	Year 2.3	Signed off research proposals		yes/no	
46					# Countries # countries with proposal signed off			
47		Provide TA to three social accountability initiatives in the region	TA provided to three social accountability initiatives in the region	Year 2.3	# days of TA provided			
48					# Countries R spent on TA		R	

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Monitoring and evaluation tools

Paradigms in evaluation studies:

- The quasi-experimental tradition (Cook/Campbell/Stanley)
- Qualitative and naturalistic evaluation (Williams)
- Empowerment evaluation (Mertens/Fetterman)
- Utilization-focused evaluation (Patton)
- Realistic evaluation (Pawson and Tilley)

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Monitoring and evaluation tools

(Evaluation) research designs and methods

- Experimental, quasi-experimental, non-experimental
- Qualitative vs quantitative
- Surveys, focus group interviews, key-informant interviews, observation, participation
- Structured, semi-structured, unstructured

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Monitoring and evaluation tools

– 70 min

Social networks as value chains –

Methods PACT:

- SNA,
- T of C
- Balanced scorecard

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Monitoring and evaluation tools



Monitoring and evaluation tools

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M&E report calendar.

April 2008	July 2008	Oct 2008	Jan 2009	April 2009	July 2010	Oct 2009	Jan 2010	April 2010	June 2010
Quarterly report to Exco	Interim activities reports WBI and Exco	Quarterly report to Exco	Interim activities reports WBI and Exco	Activities report for the second Grant Period	x	x	x	x	Final Evaluation

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How would you rate the workshop in terms of: (Please mark one box only)	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>Very Poor</i>
1 Extent to which the needs for and purposes of monitoring and evaluation were addressed	5	4	3	2	1
2 Extent to which a monitoring and evaluation strategy was addressed	5	4	3	2	1
3 Extent to which developing of monitoring and evaluation tools was addressed	5	4	3	2	1

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Evaluation of this training experience					
8. Overall, how satisfied were you with the training you received in this professional development workshop? (Please mark one box only)	<i>Very satisfied</i>	<i>Satisfied</i>	<i>Neutral</i>	<i>Dissatisfied</i>	<i>Very dissatisfied</i>
	5	4	3	2	1
Comments:					
How would you rate the workshop in terms of: (Please mark one box only)	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>Very Poor</i>
9. Organisation of the workshop	5	4	3	2	1
10. Announcement of the workshops	5	4	3	2	1
11. Extent to which the needs for and purposes of monitoring and evaluation were addressed	5	4	3	2	1
12. Extent to which a monitoring and evaluation strategy was addressed	5	4	3	2	1
13. Extent to which developing of monitoring and evaluation tools was addressed	5	4	3	2	1
14. Appropriateness venue (location, seize, etc)	5	4	3	2	1
15. Presentation materials (projectors, sound etc)	5	4	3	2	1
16. Time allocation for the training	5	4	3	2	1
17. Informativeness of the topics addressed	5	4	3	2	1
18. Contents were at an appropriate level	5	4	3	2	1
19. Balance of theory and practical skills	5	4	3	2	1
20. Opportunities to contribute your ideas	5	4	3	2	1
21. Facilitator's knowledge of training contents	5	4	3	2	1
22. Facilitator's mediation of the course	5	4	3	2	1
23. Quality of the training material	5	4	3	2	1
24. Quality of content	5	4	3	2	1
25. Coverage of subjects	5	4	3	2	1
26. Increasing your knowledge and skills	5	4	3	2	1
27. Adding value to your work	5	4	3	2	1

28. How do you rate the overall quality of the workshop? (Please mark one box only)	Excellent 5	Good 4	Average 3	Poor 2	Very poor 1
29. What kind of follow-up support do you need related to the training? Why?					
30. Which part of the workshop did you like most? Why?					
31. Which part of the workshop did you like least? Why?					
32. What improvements for future presentations at conference professional workshops would you suggest?					

Thank you very much for your cooperation!

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