

Enablement

Monitoring and Evaluation Tools for monitoring and evaluation

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6th of December 2012

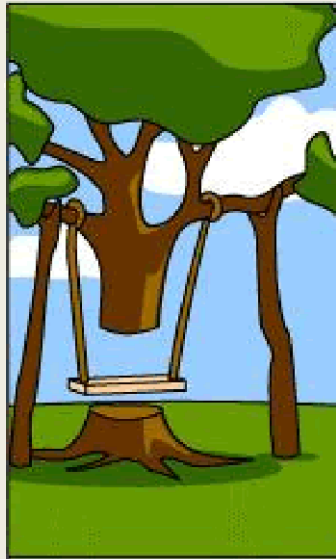




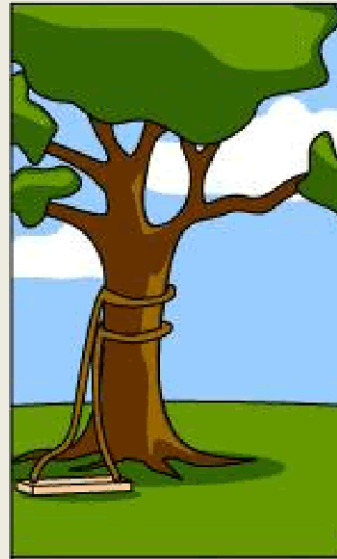
How the customer explained it



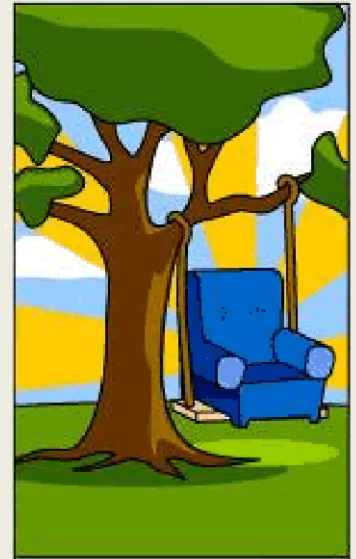
How the Project Leader understood it



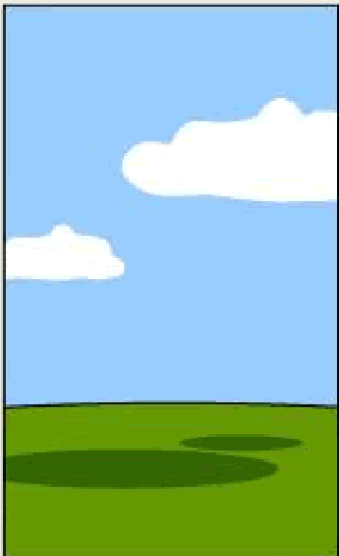
How the Analyst designed it



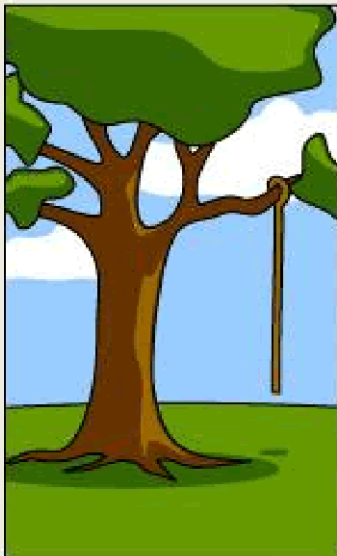
How the Programmer wrote it



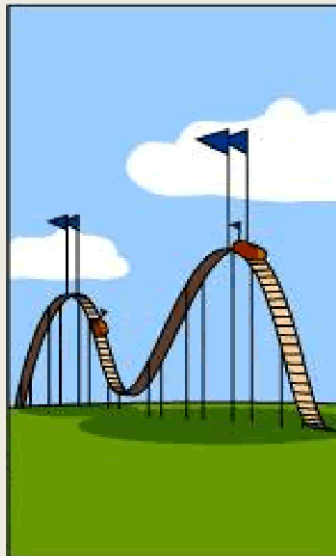
How the Business Consultant described it



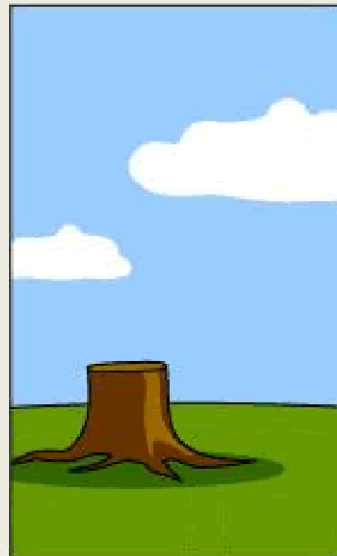
How the project was documented



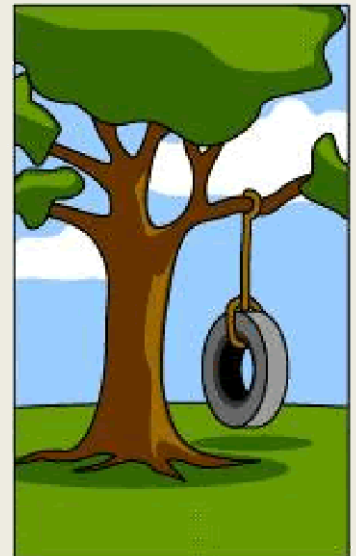
What operations installed



How the customer was billed



How it was supported



What the customer really needed



Performance indicators

- Performance indicators
 - when supported with:
 - sound data collection
 - Possibly with formal surveys
 - and analysis and reporting
 - Tracking progress
 - Demonstrate results
 - Take corrective action to improve service delivery

Application

- Setting performance targets and assessing progress
- Identifying problems via early warning systems
- Indicating whether an in-depth evaluation or review is needed



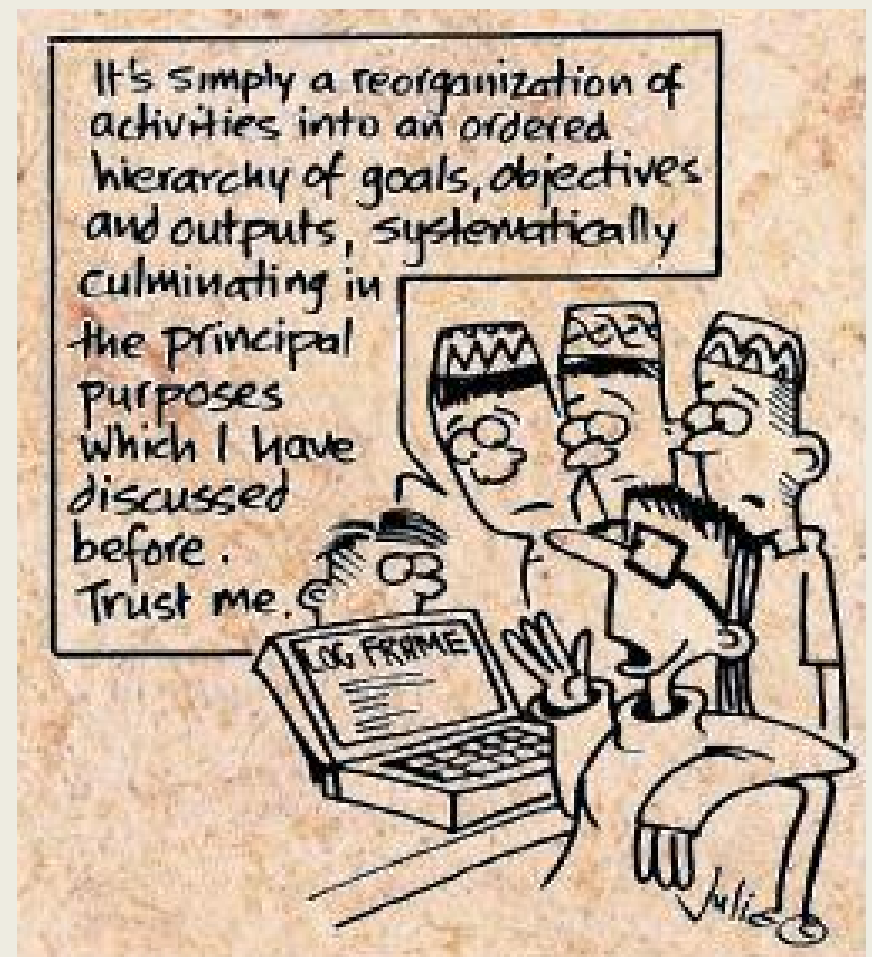
Performance indicators

- **Advantage**
 - Effective means to measure progress
 - Facilitate benchmarking comparisons with different organizational units, districts and over time
- **Disadvantage**
 - Poor indicators are useless
 - Too many indicators too costly, impractical and often not utilized
- **Cost**
 - Can range from low to high depending on a variety of factors
- **Skills and Time required**
 - Several days of training
 - May take between 6-12 months before a full IOS is developed



The Logical Framework Approach

- Helps clarify objectives of projects, programmes, policies
- Helps to make causal links
- Leads to identification of performance indicators
- Engaging partnerships
- Useful tool for reflection and action



LOGICAL FRAMEWORK

Summary of Objectives / Activities	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal	External environment		
Project Objectives			
Activities - outputs	Project		
Inputs - resources			



The Logical Framework Approach

- Advantage
 - Ensures that decision makers ask fundamental questions and analyse assumptions and risks
 - Engage stakeholders in planning and monitoring
 - Provide objective basis for activity review, M&E
- Disadvantage
 - If managed rigidly it takes out creativity and innovation
 - It easily turns into a static tool; it should be a living document
 - Training require
- Cost
 - Low to medium
- Skills and Time required
 - 3-5 days training and take up to several months to use



Formal survey

- Collecting standardized information from a carefully selected sample of people or households

Application

- Helps in establishment of baseline
- Comparison different groups at given point in time
- Comparison change over time in the same group
- Comparing actual situation with the pre-set targets
- Describing conditions in a particular community/group
- Providing key input for formal impact evaluations



Formal survey

- Advantages
 - Findings can be applied to wider target group
 - Quantitative estimates can be made for the size and distribution of impacts
- Disadvantages
 - Results are often not quickly available
 - Processing and analysis is often a bottleneck
 - Expensive and time-consuming
 - Formal interviews don't give you always the information you need



Formal survey

- Costs
 - Medium to high
- Skills required
 - specialists





Rapid Appraisals

- Quick low cost ways to gather views and ideas of beneficiaries and stakeholders.

Application

- Providing rapid information
- Providing qualitative information of often complex situations
- Providing context and interpretation for quantitative data collected by means of formal methods



Rapid Appraisals

- Advantages
 - Low cost
 - Quick
 - Flexible
- Disadvantages
 - Difficult to generalize
 - Less valid, reliable and credible than formal surveys
- Costs
 - Low to medium
- Skills required
 - Good interviewing and communication skills



Rapid Appraisals

- Types
 - Key informant interview
 - Focus group discussion
 - Community group interview
 - Direct observation
 - Mini-survey





Participatory methods

- Provide active involvement in decision-making for those with a stake in the project, programme etc.

Application

- Learning about local conditions and perspectives and priorities
- Identifying problems and trouble shooting during implementation
- Evaluation
- Providing knowledge and skill to empower people



Participatory methods

- **Advantages**
 - Examines relevant issues by involving key players
 - Establishes partnerships and ownership
 - Enhances local learning and management capacity
 - Provides timely and reliable information for decision-making
- **Disadvantages**
 - Is sometimes regarded as less objective
 - Time consuming if stakeholders are meaningfully involved
 - Potential for domination and misuse by some stakeholders
- **Costs**
 - Low to medium
- **Skills required**
 - several days of training

Participatory methods

- Types
 - Stakeholders analysis
 - PRA
 - Participatory M&E
 - Most Significant Change
 - Outcome Mapping
 - Photovoice



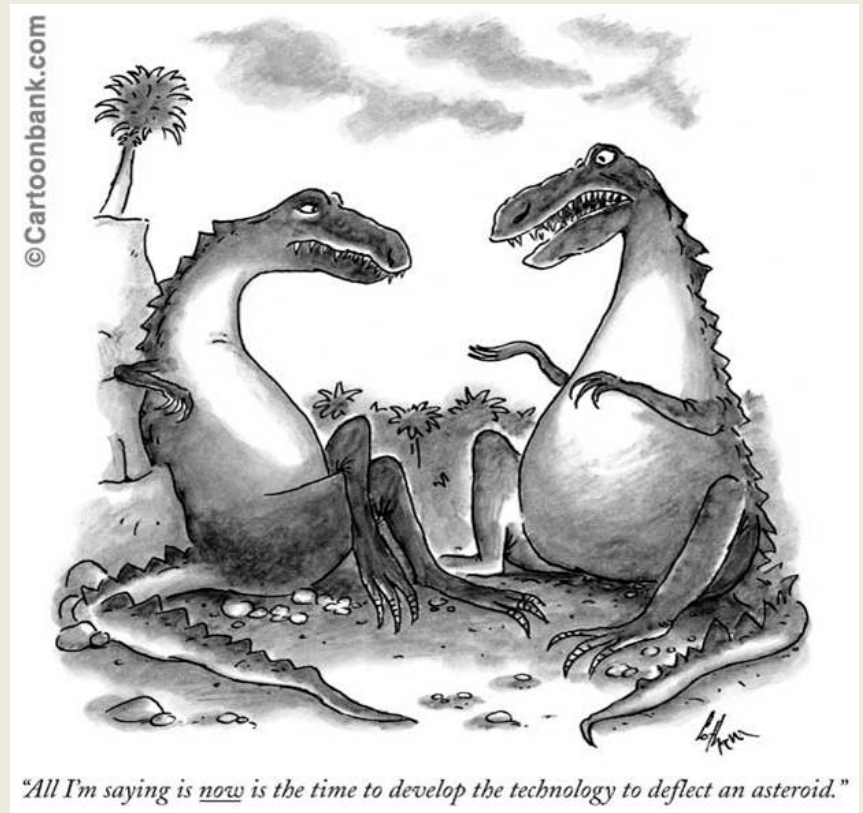
Cost benefit and effectiveness analysis





Impact evaluation

- Systematic identification of effects –pos. or neg. intended or not – on individuals, households, institutions, communities. They focus on the long terms development goals.





Are we already on top of the world?

