

# Project Monitoring and Evaluation

**TERRITORIAL COOPERATION  
PROGRAMME ARMENIA-GEORGIA**

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# What is the point of project monitoring?

“Learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results to the key stakeholders and donor.”



# What methods are we going to explore?

Developing:

- Performance indicators
- Logical Framework Approach
- Theory-based evaluation
- Formal Surveys
- Rapid Appraisal Methods
- Public Expenditure Tracking Surveys
- Cost-benefit and cost-effectiveness analysis
- Impact Evaluation.

# Performance Indicators

- Performance indicators are measures of: 1) inputs, 2) outputs, 3) outcomes and 4) impacts - for the development of projects, programmes or strategies. They help in tracking progress, demonstrate results, take corrective action. The participation of key stakeholders in defining indicators is important, to have a common understanding.



# Performance Indicators

## Useful for:

- ❖ Setting performance targets and assessing progress towards achieving them.
- ❖ Identifying problems via an early warning system to allow corrective action.
- ❖ Indicate whether an in depth evaluation is necessary.
- ❖ Measure progress towards objectives

# Performance Indicators

However...

- ❖ If indicators are poorly defined then they are not a good measure for success.
- ❖ There is tendency to define too many indicators, which end up complicating things, or without accessible data resources.



## Examples of Performance Indicators

**Quantitative (discrete measures):**

- number of,
- frequency of,
- ratio of,
- variance with,
- % of,
- etc.:



**Qualitative (experiential or perception):**

- attitudes,
- skills,
- perceptions of,
- quality of
- level of (understanding),
- beneficiary opinion,
- extent of,
- congruence with
- presence of
- etc.:

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# Logical Framework

As a matter of fact, this was why it was included in the application form, if you did it well, you have in your logframe all the necessary indicators to measure your outcomes and impacts.





	<i>Intervention Logic</i>	<i>Objectively Verifiable Indicators</i>	<i>Sources of Verification</i>	<i>Risks and Assumptions</i>
<i>Principal Objective</i>				
<i>Specific Objective</i>				
<i>Results</i>				
<i>Activities</i>		<i>Means</i>	<i>Costs</i>	
				<i>Pre-conditions</i>

# Theory Based Evaluation

This is similar to the Logframe approach, but it allows a much more in depth understanding of the workings of a programme or activity. As it is not as linear as the logframe.

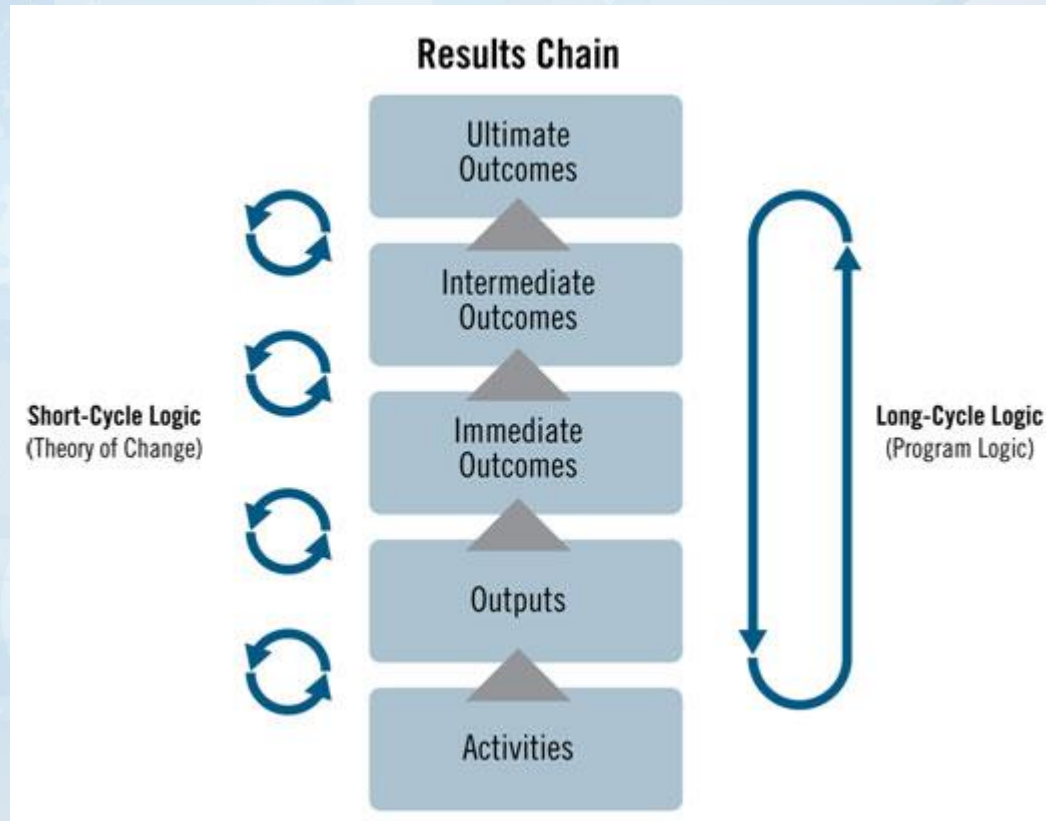
# Theory Based Evaluation

- By mapping out the determining or casual factors important for success, and how they might interact, it can then be decided which steps should be monitored as the programme develops, to see how well they are in fact connected.

# Theory Based Evaluation

- Provides early feedback about what is or is not working and why
- Allows early correction of problems as soon as they emerge
- Assists identification of unintended side effects of the programme.
- Helps in prioritising which issues to investigate in greater depth, using more focused data collection.
- Provides the basis to assess the likely impacts of the project.





# Formal Surveys

- To provide baseline data against which the performance of the strategy programme or project can be compared
- Comparing different groups at a given point in time
- Comparing changes over time in the same group
- Comparing actual conditions with the targets established in a programme or project design
- Describing conditions in a community or group
- Provide key input to a formal evaluation of the impact of a programme or project

# Formal Surveys

- **Multi-topic household strategy**

Multi-subject integrated survey that provides a means to gather data on a number of aspects of living standards to inform policy. Or to cover a narrower range of issues in more depth.

# Formal Surveys

- **Core Welfare Indicators Indicators**

Is a household survey that measures changes in social indicators for different population groups. Specifically indicators of access, utilisation and satisfaction with social and economic services. It is a quick and effective tool for improving activity design, targeting services, monitoring activity performance.



# Formal Surveys

- **Client satisfaction.**

Is used to assess the performance of services based on client experience. The surveys shed light on the constraints clients face in accessing public services, their view about the quality and adequacy of services, and the responsiveness of those responsible.

# Formal Surveys

- **Citizen Report Cards**

Similar to service delivery surveys, they are used to investigate the extent of the problems tackled by the project, and how much citizens perceive it as a problem.

# Rapid Appraisal Methods

These are quick, methods to gather views and feedback of beneficiaries and other stakeholders, to respond to decision-makers needs for information.

# Rapid Appraisal Methods

- Useful for:
  - 1) Providing quickly Information for management decision-making, specially at the project or programme level.
  - 2) Providing qualitative understanding of complex changes, highly interactive social situations, or people's values, motivations and reactions
  - 3) Providing context and interpretation for quantitative data collected by more formal methods.



# Rapid Appraisal Methods

- **Key Informant Interview**

A series of open ended questions are posed to individuals selected for their knowledge and experience in a topic of interest. Interviews are qualitative, in-depth, and semi-structured. Relying on interview guides that list topics or questions.

# Rapid Appraisal Method

- **Focus Group Discussion.**

A facilitated discussion in a small group of carefully selected participants with similar backgrounds. Participants might be beneficiaries or programme staff. Includes note-taking and observation.

# Rapid Appraisal Methods

- **Community Group Interview**

A series of questions and facilitated discussions in a meeting open to all community members. Can also include a carefully prepared questionnaire

# Rapid Appraisal Methods

- **Direct Observation**

Use of a detailed observation form to record what is seen and heard at a programme site. The information may be about ongoing activities, processes, discussions, social interactions, observable results.



# Rapid Appraisal Methods

- **Mini-Survey**

A structured questionnaire with a limited number of close ended questions that is administered to a group. Selection of the group can be random or task oriented.

# Participatory Methods

- Participatory methods provide active involvement in decision-making for those with a stake in a project, and generate a sense of ownership to the monitoring and evaluation of the results.

# Participatory Methods

- Learning about local conditions and local people's perspectives and priorities to design more responsive and sustainable interventions
- Identifying problems and trouble shooting problems during implementation
- Evaluating project,
- Provide knowledge and skills to empower the public.

# Participatory methods are good for...

- Examines relevant issues by involving key players in the design process
- Establishes partnerships and local ownership of the project
- Enhances local learning, management capacity and skills
- Provides timely reliable information for management decision-making.



# Participatory Tools

- **Stakeholder Analysis**

Is the starting point of most participatory work and social assessments, it is used to develop an understanding of the power relations, influence and interests of the various people involved in an activity and to determine who should participate and when.

# Participatory Tools

- **Beneficiary Assessment**

Involves systematic consultation with project beneficiaries and other stakeholders to identify and design development initiatives, signal constraints to participation, and provide feedback to improve services and activities.

# Participatory Tools

- **Participatory monitoring and evaluation**

Involves stakeholders at different levels working together to identify problems, collect and analyse information and generate recommendations.



# Impact Evaluation

**Impact evaluation is the systematic identification of the effects – positive or negative, intended or not, caused by a project.** Impact evaluation helps to better understand the extent to which activities reach the target group and the magnitude of their effects. This ranges from large scale sample surveys where project populations and control groups are compared before and after and during several crucial points. To small scale rapid assessment and participatory appraisals where estimates of impact are obtained from combining group interviews, key informations, case studies and available secondary data.



# Impact Evaluation useful for....

- Measuring outcomes and impacts of an activity and distinguishing these from the influence of other external factors
- Helping to clarify whether costs for an activity are justified
- Informing decisions on whether to expand, modify or eliminate projects programmes or policies
- Drawing lessons for improving the design and management of future activities
- Comparing the effectiveness of alternative interventions
- Strengthening accountability for results.

# Impact Evaluation Methods

- 1) Randomised pre test post test evaluation
- 2) before and after comparisons of project and process

# Cost-Benefit and Cost-Effectiveness Analysis

- Cost benefit analysis measures both inputs and outputs in monetary terms. Cost effectiveness analysis estimates inputs in monetary terms and outcomes in non-monetary quantitative terms.

# Cost benefit and cost effectiveness is useful for...

- 1) Informing decisions about the most efficient allocation of resources
- 2) Identifying projects that offer the highest rate of return on investment
- 3) Good quality approach for estimating the efficiency of programmes and projects
- 4) Explicit economic assumptions that might otherwise remain implicit or overlooked at the design stage.
- 5) Useful for convincing policy-makers and funders that the benefits justify the activity.



## **SOURCE:**

World Bank – Monitoring Evaluation: Some tools, methods and approaches.

*Operations evaluation department – knowledge programs and evaluation Capacity Development Group (OEDKE)*

