



Designing better interventions for the social inclusion and well-being of the children of incarcerated parents




Project funded by European Union Funds



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# Monitoring and Evaluation

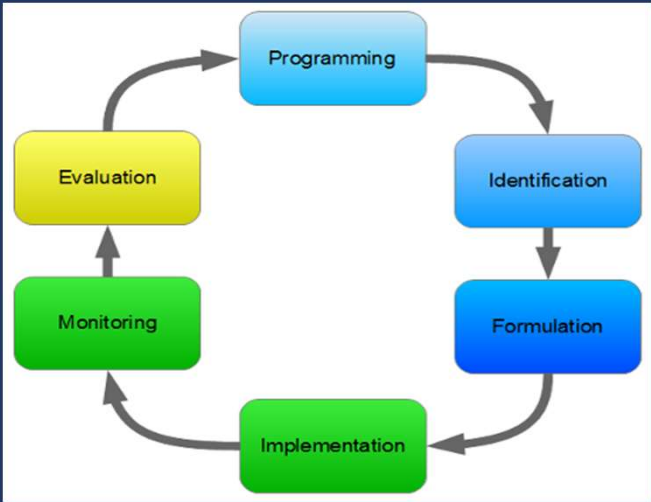


## INDICATORS and RESULTS, RISK MANAGEMENT

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### Monitoring and evaluation in the Project Cycle


Monitoring is the systematic process of collecting, analyzing and using information to track a programme's progress toward reaching its objectives and to guide management decisions.

Evaluation is the systematic assessment of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institution's performance. Evaluation focuses on expected and achieved accomplishments, examining the results chain (inputs, activities, outputs, outcomes and impacts), processes, contextual factors and causality, in order to understand achievements or the lack of achievements.






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Monitoring		Evaluation	
Frequency	systematically, continuously, regularly, simultaneously with events	Frequency	periodically, occasionally, at certain stages of the project
Activity	data collection, follow-up and monitoring	Activity	assessment, making evaluation based on data collected during monitoring
Purpose	improving efficiency, monitoring project progress, changes in action plans	Purpose	improving performance, impact, future projects and development
Focus	resources, results, process, activity plans	Focus	performance, relevance, impact, profitability, objectives review



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## What is Monitoring?

- an integral part of day-to-day project management
- systematic process of collecting, analyzing and using information concerning all of the project aspects
- instrument of verifying that the donation is being used for the purpose specified and defined in the contract
- ensures that the projects have been implemented according procedures, regulations and rules

Purpose: ongoing fulfillment of project goals and activities (whether or not the project is being conducted as planned); impact of the project on individuals, organizations, community, etc.;

Risk management tool: identify potential problems at an early stage and propose possible solutions;



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## Internal Monitoring

- Performed usually by the Project coordinator;
- Responsibility of the Project Manager
- a form of continuous performance self-assessment where the project team has the capacity, and are given the responsibility, to undertake performance measurement and reporting



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## External Monitoring

- Performed by the Contracting authority, beneficiary institutions and technical assistance team
- Periodically according to defined dynamics and ad-hoc as necessary
- Upon reports and documentation
- On the spot checks



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## Monitoring documents

- Monthly or quarterly progress reports
- Interim report
- Final report
- Official correspondence with the grant beneficiary



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## Indicators

What is indicator:

a **variable** ...

that **measures one aspect** of a project

that is **directly related** to the program's objectives.

Markers, facts, information, benchmarks that shows us weather we have achieved our goals.

How do we know we are successful?

Why they are important? Because the success of the project has been measured by objectively measurable indicators and form the basis for monitoring and evaluation.



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## Indicators

Indicator should be wisely formulated:

- Measurable (quantitative and qualitative)
- Limited by time ( to know in what time periods the goals should be achieved)
- Relevant to the goal (it is pointless to collect information that tells us nothing about whether we are successful)
- Specific ( indicator should be concretely formulated so that the change can easily be measured from the baseline)



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## Quantitative and qualitative indicators

- Quantitative indicators are numeric and are presented as numbers or percentages e.g. Percentage of clinic personnel who have completed a particular training workshop
- Qualitative indicators are descriptive observations and can be used to supplement the numbers and percentages provided by quantitative indicators. They complement quantitative indicators by adding a richness of information about the context in which the program has been operating. Examples include "availability of a clear, strategic organizational mission statement" and "existence of a multi-year procurement plan for each product offered."



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## Why are indicators important

Indicators of program **inputs** measure the specific resources that go into carrying out a project or program. Indicators provide M&E information crucial for decision-making at every level and stage of program implementation.

- (for example, *amount of funds allocated to the education sector annually*).
- Indicators of **outputs** measure the immediate results obtained by the program (for example, *number of multivitamins distributed or number of staff trained*).
- Indicators of **outcomes** measure whether the outcome changed in the desired direction and whether this change signifies program “success” (for example, *contraceptive prevalence rate or percentage of children 12-23 months who received DTP3 immunization by 12 months of age*)



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## Examples of indicators

- Percentage of clinic personnel who have completed a particular training workshop
- Number of radio programs about family planning aired in the past year
- By the end of 2015, the number of workers trained to provide xxx services, increased by 15% compared to 2013, and thus approached to EU standards



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## Example:

Indicator	Initial value	Actual value (end of project)
Indicator 1	Training for providing x, y service for 20 employees has been completed	
Qualitative or quantitative value	Training for providing x,y service for 20 employees will be organized	Training for x service has been organized for 20 employees, training for y service has been organized for 10 employees
Date	10/06/2006 (project start)	3/12/2007 (evaluation date)
Comments	Depending on the degree of realization of the indicator, it is evaluated with one of the 3 grades to be explained if necessary: ACHIEVED, PARTIALLY ACHIEVED or UNFULFILLED In this case the rating is: UNFULFILLED (explain why 10 workers are not trained for Y service?)	



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## Guidelines to selecting indicators

- Select indicators whose data can be realistically collected using the available resources
- Select two indicators from different sources per key activity
- Select at least one indicator for each core activity
- Select no more than 8-10 indicators per area of significant program focus



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## General indicators for progress monitoring

- Key associates in project management present, project team is the same as in the project description
- Regular project team meetings are held with relevant parties
- Project results and indicators have been thoroughly monitored by project lead, partners and beneficiaries
- Whether internal project monitoring and evaluation are applied consistently?
- There is no qualitative nor quantitative change when it comes to target groups and beneficiaries (as it has been foreseen in the description of the project/logic matrix)
- Activities and results are in accordance with project description, delays are justified



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## General indicators for progress monitoring

- Any changes in the role of the partner or associates are communicated with Contracting Authority
- Direct beneficiaries are satisfied with the project and aware of the project goals
- Visibility rules have been respected
- Project creates multiple effects (ex. Ideas for the future projects)
- Project team takes concrete actions for the project sustainability
- Is there a need for addendum of the contract?



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## General indicators for finance monitoring

- Deviations or overrun of the budget according to grant agreement
- Supporting financial document are classified according to project budget, by budget lines, number and date of the invoice is obligatory
- VAT exemptions have been used
- All financial transactions have been performed from the project account
- Project costs are paid within the deadlines stipulated in the contracts
- All the payments to project team/suppliers etc. are from project bank account
- Social contributions and taxes for project team have been paid
- Salaries have been paid according to valid contracts
- Travel costs are related to project activities



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## General indicators for finance monitoring

- Tender procedures checkout, with the availability of tender documentation
- Inventory checkout (purchased goods are visible and used in accordance with the project purpose)
- Conflict of interest in the process of public procurement
- Works are visible and in accordance with the contract
- Donation funds have been used only for the purpose stated in the grant agreement
- There is no profit from donation
- Are there any irregularities?
- Is there a need for the Addendum of the contract?



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## Common challenges during monitoring

- Changes in the project team; cooperation with partners;
- Poor response of target groups
- Poor visibility
- Delay in public procurement; inadequate tender procedures;
- Missing of financial documentation, proofs of payments..



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## Results

- Concrete benefits, products and services that arise as consequence of successfully performed activities;
- Project management is responsible and must guarantee for the results achievement (e.g. project can guarantee that Strategic plan will be prepared (result), project cannot guarantee that the production will increase (current target))
- It is necessary to have more than one result and all of them should lead to achievement of specific goal



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## Results

- Examples:

Result 1: Decreased number of ..... by 15% in 24 months (example of measurable result)

Result 2: Increase in number of services ... by X% in period from ... to...

Result 3: Citizens better informed about ....



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## Results

Difference between results and activities:

Results- what do we want to achieve?

Activity- how we are going to achieve that result?

Result: 20 employees have been successfully trained for certain service

Activity: Organize the training for 20 employees for delivery of certain service



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## Evaluation

- Systematic and objective assessment of success of the project
- Provides reliable and useful information that allows lessons learned incorporate in the process of decision making
- Helps determine the value of a strategy or action plan
- Estimates the benefit for citizens, what are the reasons led to success or failure



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## Evaluation criteria

- Relevance- Why? Are we doing the right thing? The level at which the project corresponds to the priorities and politics of target groups, beneficiaries and donors; to what extent are the objectives of the strategy still applicable; is the project consistent with expected impact or effect, etc?
- Efficiency-how good do we use the resources; how to use them better
- Effectiveness-how successful we are in achieving project goals
- Impact-what is the change that beneficiaries have from the project; impact on the local community, etc.
- Sustainability-measuring the probability of continuing benefits caused by project;



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## Evaluation

- Can be performed by independent extern experts (external evaluation) to assess the success of the project . In that case this activity must be shown in specific budget line ; 1 or 2 times
- Can be performed by project team (internal evaluation);weekly,monthly
- Ex-ante
- Mid-term
- Ex-post



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## Evaluation

- Results of all evaluation must be submitted to the donor
- Evaluation plan to be submitted; 7 questions:
  1. Who? –who perform the evaluation (internal or external)
  2. When?-periodically, monthly, at the end of the project?
  3. What is evaluated? –efficiency, effectiveness, impact, relevance, sustainability
  4. What will be monitored and evaluated? –what are the indicators of project objectives, and which are the means of verification of indicators



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# Evaluation

5. How? – which methods will be used (tests, research, interviews, questionnaires, observations..)

6. For whom?- who will use the evaluation results

7. Why?- how the evaluation results will be used



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