Service Workshop
WIFSS M&E Plan

CESAR
CENTRE FOR STATISTICAL ANALYSIS AND RESEARCH

Part 1: Basic concepts in M&E

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Monitoring & Evaluation

What is monitoring?

What is evaluation?

Are they the same thing?

What are the objectives of each?

WHAT IS MONITORING?

Monitoring involves the continuous oversight of ongoing activities.

It involves counting what we are doing and routinely looking at the quality of our services.

SOURCE: The Global Fund M&E Toolkit

WHAT IS EVALUATION?

The systematic and objective assessment of the design, implementation and results of an on-going or completed project, programme or policy.

The aim is to determine the merit or worth of the programme or intervention.

SOURCE: The Global Fund M&E Toolkit

WHAT IS M&E?

Monitoring	**Monitoring** is the <u>routine process</u> of data collection to provide information about progress toward targets.
Evaluation	**Evaluation** is the use of <u>research methods</u> to <u>systematically</u> assess a project's design, implementation and results

MONITORING VS EVALUATION: DIFFERENCES

Aspect	Monitoring	Evaluation
1. When?	Continuous: throughout the programme	Continual: at defined occasions e.g. baseline, mid-term and end of programme
2. Why?	Track programme performance against targets	Determine programme benefits (merits)
3. Where?	Programme area only	Can be programme and control (comparison) areas
4. Question	Are we doing **things right**? (efficiency)	Are we doing the **right thing**? (effectiveness)
5. Tools	Simple tools and methods	More complex tools and methods
6. Data source	Usually internal e.g., records and registers of the programme	Internal and external data sources e.g., surveys, secondary data
7. Who?	Mostly internal	Mostly external
8. Focus	The intervention: what is being done. Inputs and outputs	The people: e.g. lives changed Outcomes and impact

MONITORING AND EVALUATION

Both require data.

Both use indicators (often the same indicators).

Both use data to produce actionable information.

Both can produce quantitative and qualitative data.

Both require logframe/theory of change.

Both complement the other.

Why do M&E?

1. To strengthen the design and implementation of programmes.

2. To generate knowledge and inform future programming.

3. To justify use of resources (increasing cost-effectiveness).

4. To promote and celebrate the work done

5. To meet organizational requirement.

6. For advocacy and resource mobilization.

VALUE OF MEASURING PERFORMANCE

Box i.iv
The Power of Measuring Results

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Source: Adapted from Osborne & Gaebler 1992.

QUICK CHECK: MONITORING AND EVALUATION

What I've learned so far...

M&E Framework

What is a framework?

What is an M&E framework?

What are the key elements?

Let's start with a simple logic model

WHAT IS A FRAMEWORK

✓Thandeka, a university student, was born into a poor home. Her family have lived in rented apartments since she was born. Things were difficult for them. She believes that if she gets a degree, life would become much better for the family.

✓Thandeka explains her logic to her mother.

✓She then creates a simple conceptual framework (logic model) for her logic.

THANDEKA'S DREAM

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- ✓ Thandeka explains her logic to her mother.

- ✓ She then creates a simple conceptual framework (logic model) for her logic.

THANDEKA'S LOGIC MODEL (FRAMEWORK)

Study → Get a degree → Get a job → Better life
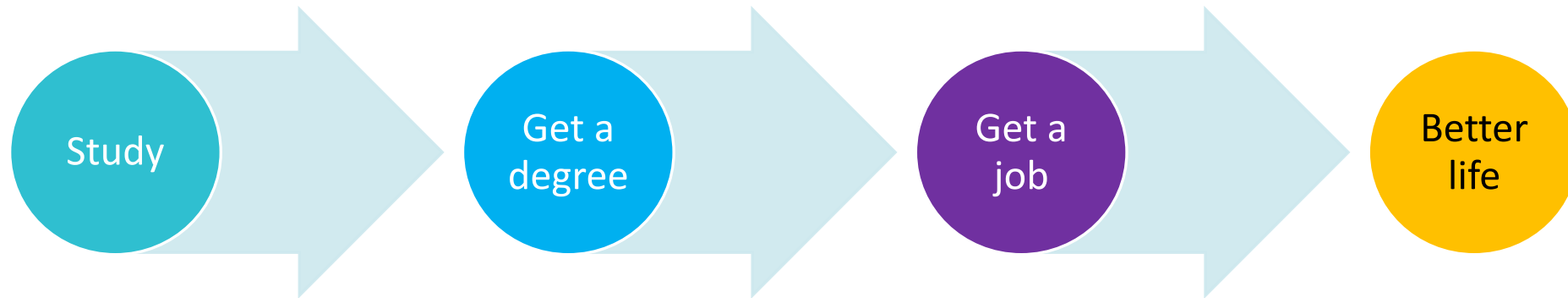
LET US DISCUSS THANDEKA'S LOGIC MODEL

✓ What problem is Thandeka trying to solve?

✓ Do you agree with her logic model?

✓ What assumptions do you think she made?

✓ How long do you think the process will take?

✓ What resources does she need?

THANDEKA'S LOGIC MODEL

| Study	Get a degree	Get a job	Better life
• Activities	• Output	• Outcome	• Goal
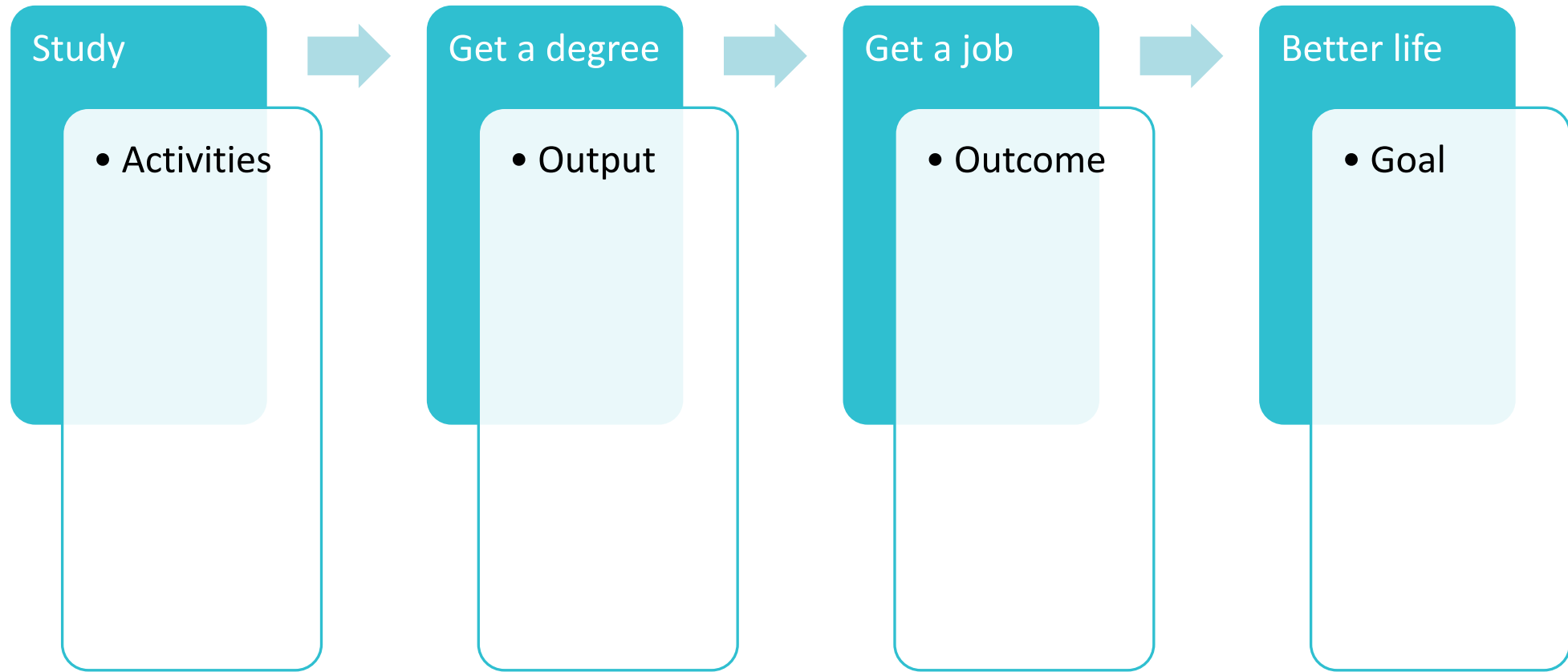
LOGICAL FRAMEWORK

✓The program logic that explains how the development objective is to be achieved, including the causal relationships and underlying assumptions.

✓Hierarchical description of a programme from operational level to desired/hypothesized impact.

✓Shows the main elements (results) in a project and the logical linkages between them.

✓Gives a results-based description of the programme.

✓It is a result-based framework.

LOGICAL FRAMEWORK
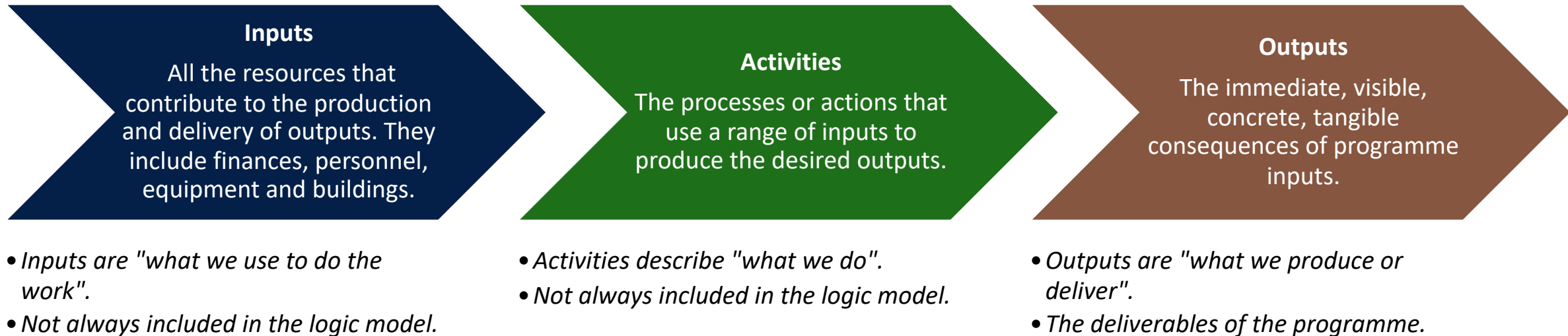
✓ An organisational framework for planning, management and M&E.

✓ Shows how activities will lead to outputs, and how these will lead to the outcomes and impact.

✓ Helps to identify short-term and long-term goals.

✓ Helps to develop indicators for monitoring and evaluation.

✓ Also called a logframe (tabular matrix).

✓ Sometimes called logical model (schematic diagram).
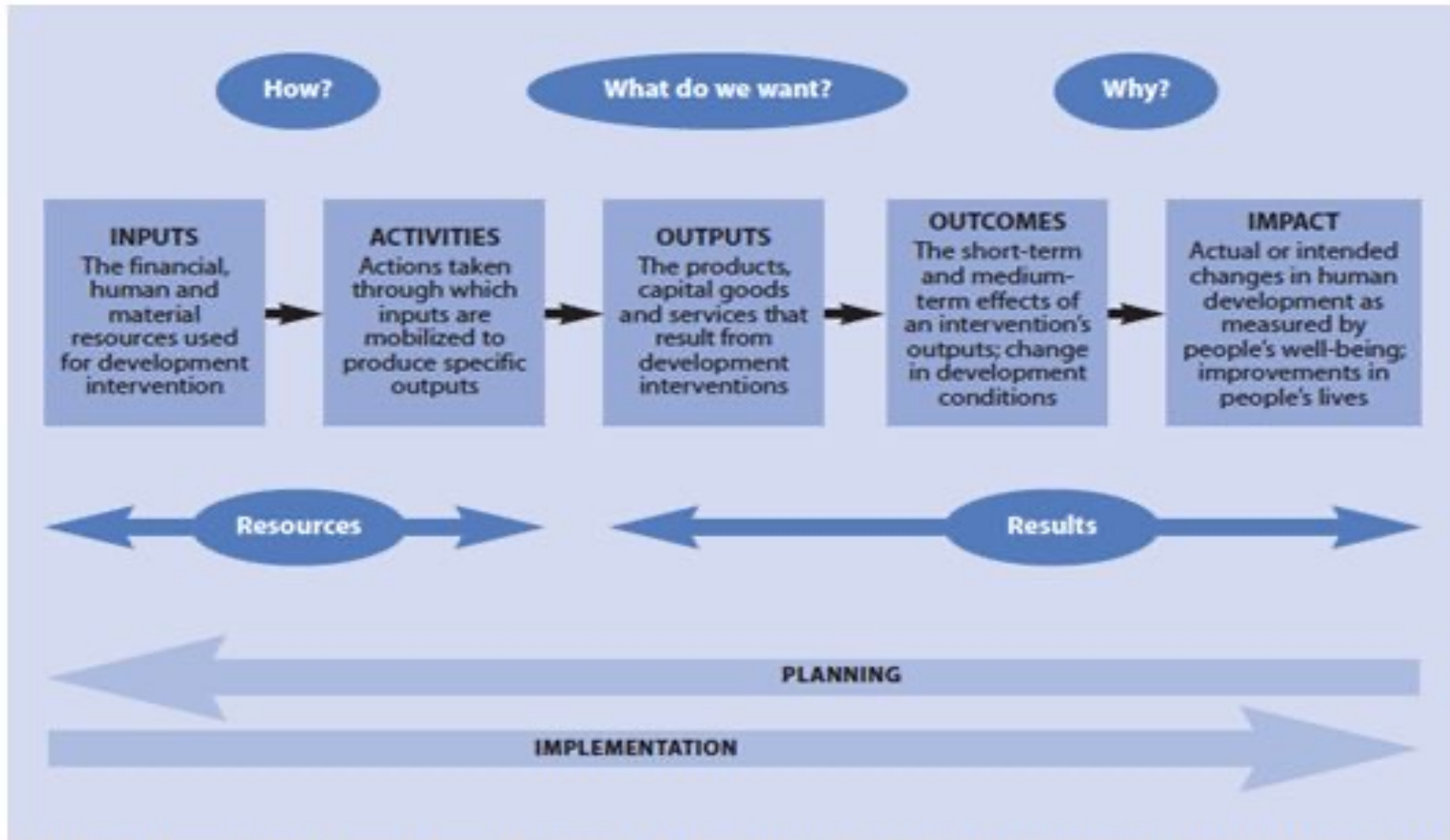
Source: UNDP Handbook on Planning, Monitoring and Evaluation for Development Results (2009, p55)

LOGICAL FRAMEWORK

Inputs
All the resources that contribute to the production and delivery of outputs. They include finances, personnel, equipment and buildings.

Activities
The processes or actions that use a range of inputs to produce the desired outputs.

Outputs
The immediate, visible, concrete, tangible consequences of programme inputs.

- Inputs are "what we use to do the work".
- Not always included in the logic model.

- Activities describe "what we do".
- Not always included in the logic model.

- Outputs are "what we produce or deliver".
- The deliverables of the programme.

LOGICAL FRAMEWORK

Outcomes
The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs.

Impact
Impacts: the results of achieving specific outcomes, such as reducing poverty and creating jobs.

- Outcomes are "what we wish to achieve".
- The motivation for the programme.
- Medium term.

- Impacts are the lives we change.
- Could be in health, education, economics, etc.
- Long term.
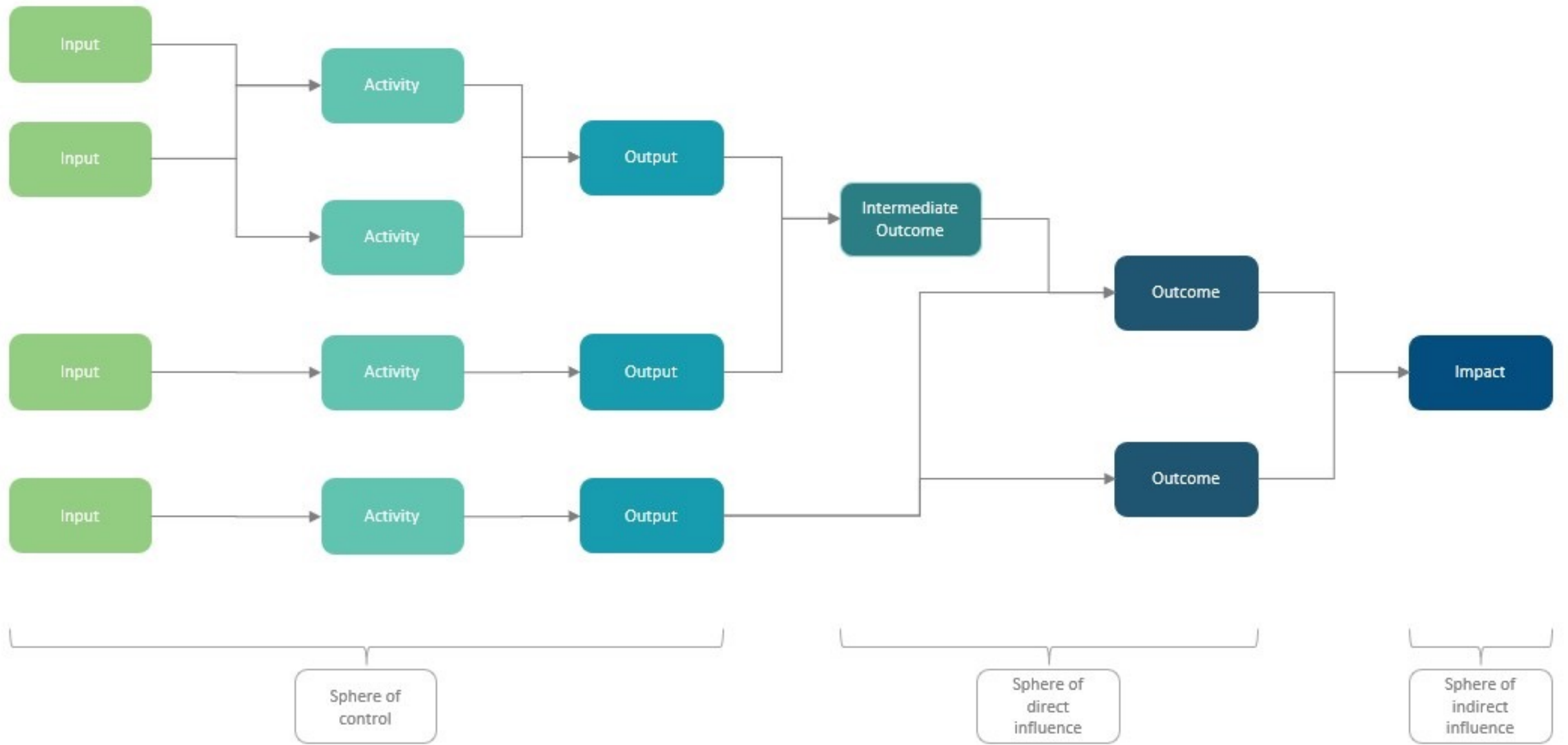
QUICK CHECK: LOGICAL FRAMEWORK

What I've learned so far...

Indicators

Provides information to monitor performance.

It is a tool that tells us about achievement and progress.

Critical component of M&E.

There are indicators for the different result levels of the logical framework
- Input indicators
- Output indicators
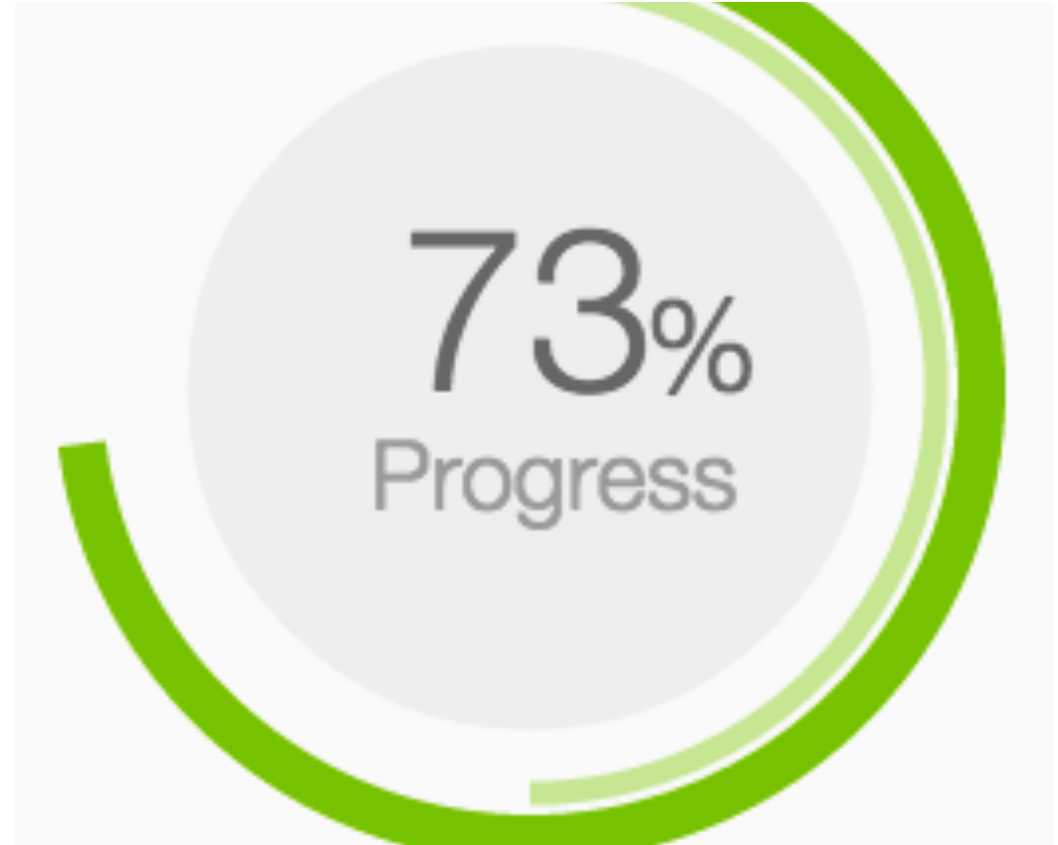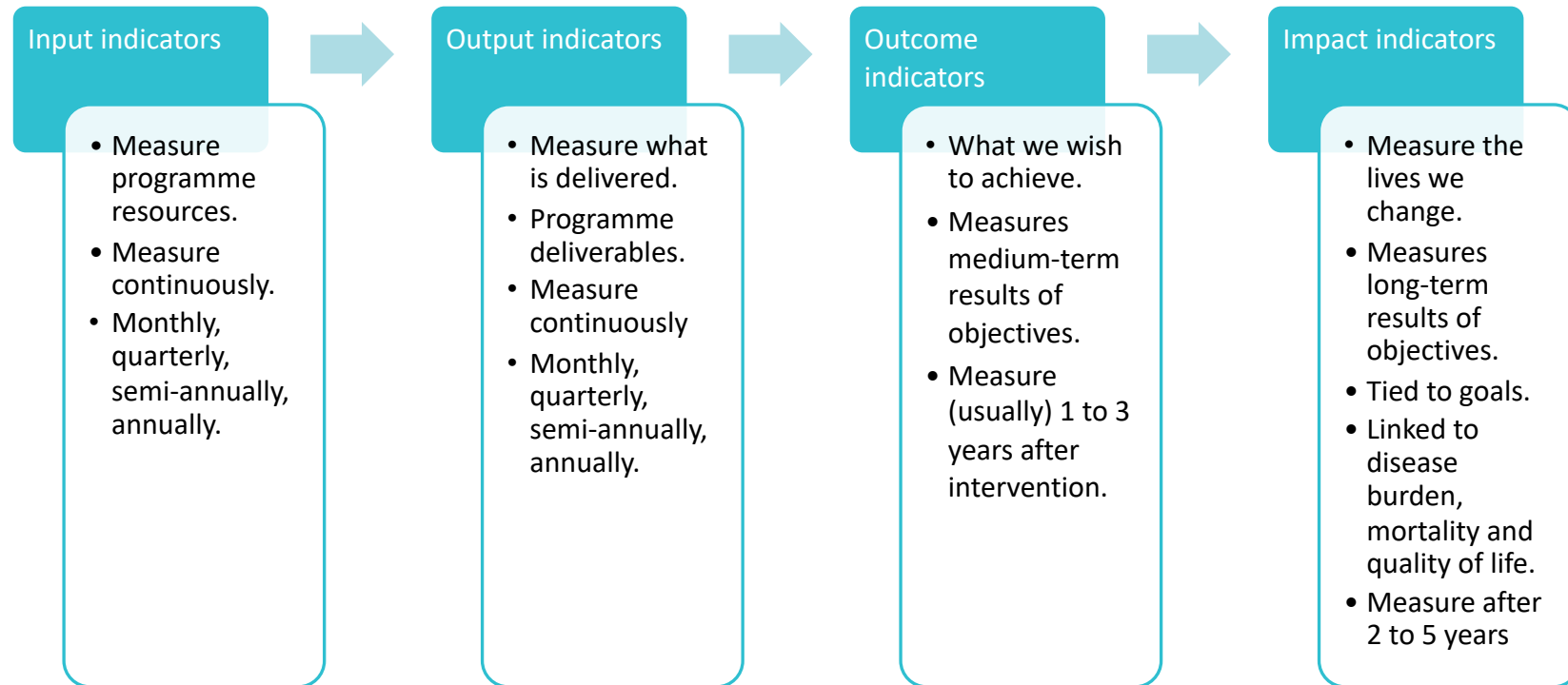- Outcome indicators
- Impact indicators

WHAT IS AN INDICATOR?

An indicator is **a variable (a metric) that measures one aspect of a programme/project.**

Examples:
- Number of hours a student studies in a day.
- Number of students who attended a seminar.
- Number of new employees at a workplace every month.
- Number of students who passed an exam.

Hierarchy of Indicators

Input indicators

- Measure programme resources.
- Measure continuously.
- Monthly, quarterly, semi-annually, annually.

Output indicators

- Measure what is delivered.
- Programme deliverables.
- Measure continuously
- Monthly, quarterly, semi-annually, annually.

Outcome indicators

- What we wish to achieve.
- Measures medium-term results of objectives.
- Measure (usually) 1 to 3 years after intervention.

Impact indicators

- Measure the lives we change.
- Measures long-term results of objectives.
- Tied to goals.
- Linked to disease burden, mortality and quality of life.
- Measure after 2 to 5 years

BREAKAWAY SESSION