

Monitoring and Evaluation

Module 2

Why M&E matters?

Many projects track:

- Activities
- Outputs

But not Outcomes and Impact (real change)

Key questions:

Do we know if our projects make a difference?

What is M&E in RBM?

Dimension	Monitoring	Evaluation
Frequency & timing	Occurs regularly during implementation	Periodic assessment of results (midterm and end of project)
Function	Tracking (we are on track?)	Accountability (demonstrate results) Learning
Purpose	Improve efficiency Introduce adjustments	Improve effectiveness Inform future programming Introduce improvements
Methods	Team meetings Review reports Collect monitoring data Survey	Rigorous evaluation methods

Monitoring plan

- Formulate indicators, baseline, target
- Define collection methods
 - Document review
 - Survey
 - Interviews
 - Site visits
- Setup clear timeline responsibilities
- Allocate budget

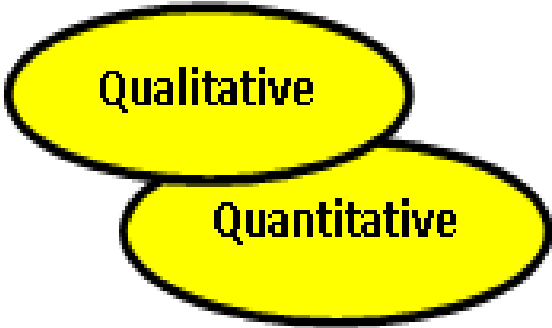
Indicators

- Indicators are measures used to track progress toward results.
- Good indicators should be “SMART”:
 - **Specific** – clearly defined
 - **Measurable** – can be quantified or verified
 - **Achievable** – feasible to collect
 - **Relevant** – linked to the result
 - **Time-bound** – includes a specific deadline

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Types of indicators



Qualitative

Quantitative

Quantitative indicators measures amount and quantifies

- % of farmers using the solar drying; % increase in income
- # of villages, # of solar dryers, etc.
- # of new products developed & promoted

Qualitative indicators capture judgments or perceptions

- % of participants indicating they have increased their knowledge
- % of farmers indicating they are able to use solar dryers
- Level of satisfaction of farmers on new drying techniques

Indicators – example

Results	Example 1: Solar drying project	Indicators
Impact	Increased income, reduced food waste	• % increase in household income of beneficiaries (2 years after project) • % of beneficiaries reporting improved livelihoods due to drying (2 years after project)
Outcome	Beneficiaries use dryer effectively	• % of beneficiaries regularly using the dryer (1 year after project) • Number of times the dryer is used per month (1 years after project)
Output	Solar dryer installed Beneficiaries can operate the dryer	• % of beneficiaries who can operate the dryer effectively (at project end) • Number of dryers installed according to standard procedures (at project end)

Indicators – Baseline - Target

Results	Example 1: Solar drying project	Indicators	Baseline (Start of project)	Target (End of project)
Impact	Increased income, reduced food waste	• % increase in household income of beneficiaries	0	20%
		• % of beneficiaries reporting improved livelihoods due to drying	0	60%
Outcome	Beneficiaries use dryer effectively	• % of beneficiaries regularly using the dryer	0	80%
		• Number of times the dryer is used per month	0	20
Output	Solar dryer installed Beneficiaries can operate the dryer	• % of beneficiaries who can operate the dryer effectively	0	100
		• Number of dryers installed according to standard procedures	0	10

M&E Plan

Results	Example 1: Solar drying project	Indicators	Baseline (Start of project)	Target (End of project)	Data collection method & timing
Impact	Increased income, reduced food waste	• % increase in household income of beneficiaries	0	20%	Survey (2 years after project)
		• % of beneficiaries reporting improved livelihoods due to drying	0	60%	
Outcome	Beneficiaries use dryer effectively	• % of beneficiaries regularly using the dryer	0	80%	Survey, interviews, site visits or evaluation (1 year after project)
		• Number of times the dryer is used per month	0	20	
Output	Solar dryer installed Beneficiaries can operate the dryer	• % of beneficiaries who can operate the dryer effectively	0	100	Survey, interviews, site visits, or evaluation (at project end)
		• Number of dryers installed according to standard procedures	0	10	

M&E responsibilities & budget

Monitoring:	Project manager/team
Evaluation:	External consultant
Budget:	Dedicated M&E budget within the project

What is evaluation?

Evaluation is a systematic and objective assessment of a project, programme, or policy.

It examines:

- Relevance – Is it addressing the right needs?
- Effectiveness – Are results being achieved?
- Efficiency – Are resources used well?
- Impact – What difference has it made?
- Sustainability – Will results last?

RBM & Evaluation

Results	Evaluation criteria
Impact	Impact
Outcome	Impact, Sustainability
Output	Effectiveness
Activities	Efficiency, Relevance

What makes a good evaluation function?

- **Utility** – Clear intention & process to use the evaluation results
- **Independence** – The evaluator has full freedom to conduct the evaluation
- **Professionalism** – The evaluator should have strong evaluation experience
- **Response & follow-up**– The project commits to addressing recommendations.
- **Evaluation policy** – Clarifies how evaluation is plan, budgeted, manage & use
- **Management of evaluation function**– Who is responsible for managing evaluation activities?

Types of evaluation

Mid-term evaluation

- Conducted during implementation
- Focus: progress, challenges, and adjustments
- Purpose: Improve performance before completion

Final Evaluation

- Conducted at the end of the project
- Focus: achievement of results (outputs & outcomes)
- Purpose: Assess overall performance and draw lessons

Impact Evaluation

- Conducted after the project (or long-term)
- Focus: long-term changes and development impact
- Purpose: Understand contribution to broader results

Methods of data collection

Quantitative methods (numbers):

- Surveys
- Questionnaires
- Statistical data analysis
- Performance indicators

Qualitative methods (insights, perceptions)

- Interviews
- Focus group discussions
- Observations

Mixed methods

- Combines quantitative and qualitative approaches

Evaluation terms of reference

ToR defines the scope and requirements of the evaluation

Key elements include:

- Purpose & objectives of the evaluation
- Scope (what will be evaluated)
- Evaluation questions
- Methodology (approach and methods)
- Roles & responsibilities
- Deliverables & timeline
- Required qualifications of evaluators

Who conducts the evaluation?

Types of evaluators:

- Internal evaluators (within the organization)
- External evaluators (consultants or firms)

A qualified evaluator should have:

- Experience in evaluation methods and RBM
- Technical expertise in the relevant sector/area
- Analytical and report-writing skills
- Understanding of the project context (country/region)
- Independence and objectivity

Check list for assessing quality of evaluation reports

1. Be clear and well-structured

- ☐ Objectives and scope are clearly explained
- ☐ Findings are logically presented
- ☐ Conclusions are easy to understand

2. Be evidence-based

- ☐ Findings are supported by data
- ☐ Sources of data are clearly explained
- ☐ Limitations are acknowledged

3. Answer key evaluation questions

- ☐ Addresses relevance, effectiveness, efficiency, impact, sustainability
- ☐ Responds directly to the Terms of Reference

4. Include practical recommendations

- ☐ Recommendations are clear and actionable
- ☐ Linked to findings
- ☐ Prioritized (if possible)

Types of use

1. Learning

- Inform future project design and implementation
- Contribute to organizational learning and reform

2. Accountability

- Report to donors and stakeholders on performance and impact
- Strengthen credibility and professionalism of the organization

3. Decision-making or knowledge generation

- Support strategic planning and resource allocation
- Guide policy and programme priorities

Mechanisms for promoting use

1. Formulate a management response & action plan (with a system for monitoring implementation)
2. Facilitate internal discussion on the results of the evaluation
3. Disseminate the evaluation results internally and externally
4. Establish a system for informing future programme/project planning