Project Monitoring and Evaluation
MAPMS-711

Admas University

School of Postgraduate Programs

Misgina Asmelash, Ph.D. in Agricultural Economics and Management

misgie2008@yahoo.com

Sep 2019

Contents

Learning Outcomes

- After completing this course, you will able to:
  - Develop an understanding of the characteristics of an effective M&E system
  - Explore how to design and manage an effective M&E system
  - Apply an M&E Framework to consider and clearly delineate the different operational aspects of M&E
  - Comprehend the importance of, and ensure the use of effective participatory methods
  - Design and implement a new or improved results based monitoring and evaluation system in organizations
  - Identify key success areas and performance indicators

Methods of Assessment

- Article review 10%
- Group assignment 10%
- Case analysis 30%
- Final examination 50%

Brainstorming

- Brainstorm for five minutes and discuss with the person seated next to you on the following questions.
  - What is project? Why projects?
  - What does program mean, and how it differs from a project?
  - What is project management?
  - What is project monitoring and evaluation, and why M&E?

Context

- In the face of gradually shrinking resources, M&E have become useful for promoting optimal use of limited resources.
- Especially, in a period where much emphasis is being placed on ***efficiency*** & ***effectiveness***;
- Organizations & projects need to make the most out of what they have, achieve maximum ***results*** & ***impacts*** with ensured ***sustainability***
- **M&E** helps to provide an **evidence base** for resource allocation

Why Monitoring and Evaluation

- to evaluate and adjust strategies & activities
- to report on progress to interested parties, clients, taxpayers & the general public
- to identify & share with others best practices & lessons learned
- to help in determining whether or not a program should be continued, improved, expanded or discontinued;
- to assess the usefulness of a new initiative;

Why Monitoring and Eva…

- Tracking resources
- Feedback on progress
- Improving project effectiveness
- Informing decisions
- Promoting accountability
- Demonstrating impact
- Identifying lessons learned

The Power of Measuring Results

- *If you do not measure results, you cannot tell success from failure*
- *If you can not 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 recognise failure, you cannot correct it*
- *If you can demonstrate results, you can win public support*

Main Concepts

- Overview of Program, Project, and Project Management
- Monitoring and evaluation Monitoring
- Monitoring
- Evaluation
- Uses of M & E
- Steps to Developing an M&E System
- Baseline …. Endline

A Project

- **What is a project?**
  - A temporary endeavor undertaken to create a unique product, service or result
  - Defined start and end, specific scope, cost and duration
  - A series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget

What is a program?

- Program is a group of projects managed in a coordinated way to obtain benefits and control not available from managing them individually

What is a project management?

PM/PCM is concerned with achieving a specific goal in a given time using resources available for that period only.

A Project…

- A project may be designed to solve a problem, to satisfy a need, or to use available resources
- Many **projects are conceived**, just because there is a market
- **For instance**: in a ***poverty stricken community***, a **project may be identified** to *cater for the needs of the poor*
- **Where unemployment** is a challenge, or **where raw materials are abundant**, *projects can be designed to use available labor and raw materials.*
- A project is identified from the constraints of existing env't (unsatisfied strong needs like **lack of water in a village**, in an activity, a business. a sector, a community or a country

A Project…

- Thus, a **project can be conceived/generated to remove/alleviate weaknesses** & to *use strengths or to benefit from new opportunities.*
- **project could aim at saving losses due to lack of storage, processing and transport facilities**
- From macro-economic point of view, the **performance analysis of the national economy** may show that planned economic objectives have not been reached.
- ***High inflation rates, balance of payment deficits, high unemployment levels*** & *an acute shortage of foreign exchange* are some of the economic situations which national plans try to correct by specific programs.
- **Failure to reduce the effects of such situations** by simple economic measures of a policy nature call for **identification c national projects**

A Project…

- The **wish to reach certain political & social goals** such as self-reliance, wealth distribution, equal educational opportunities, and free health services will lead policy makers to conceive projects aimed at acquiring the benefits indicated in policies.

Project Cycle Management (PCM)

- PCM
  - Project management is concerned with achieving a specific goal in a given time using resources available for that period only
  - Is a methodology for the preparation, implementation and evaluation of projects based on the principles of the **logical framework approach**
  - It describes management activities and decision-making procedures used during the life cycle of a project (key tasks, roles and responsibilities, key documents and decision options)
- It clarifies:
  - How the project will work
  - What it is going to achieve
  - What factors relate to its success
  - How progress will be measured

*"PM is the application of **knowledge, skills, tools** and **techniques/approaches** to project activities to **meet project requirements".***

Importance of project management

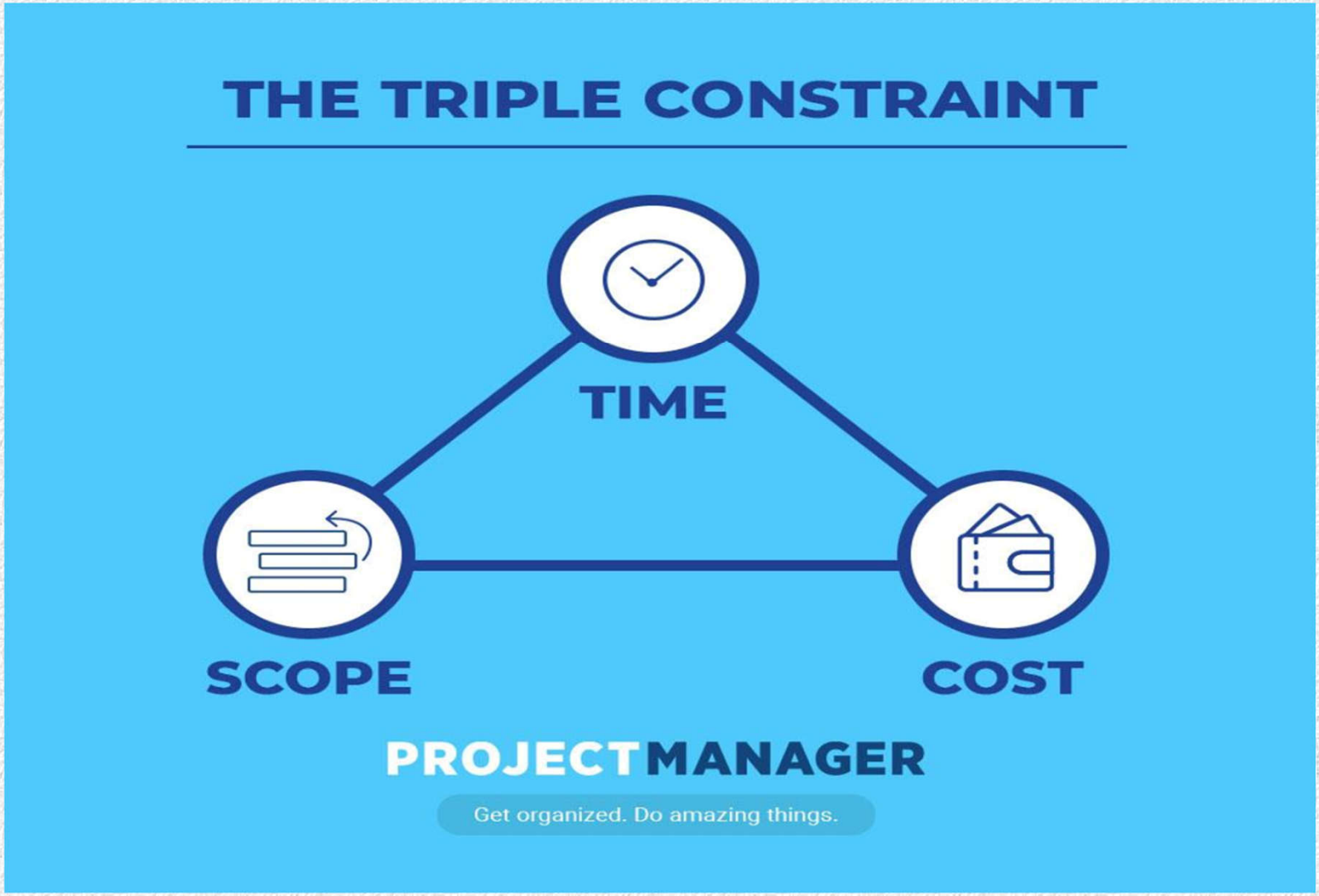
- You will have goal clarity and measurement
- Your resources will be coordinated
- Your risks will be identified and managed
- You will increase the possibilities of time savings
- You will increase the possibilities of cost savings
- You will increase the possibilities of achieving the agreed outcome
- You will increase the possibilities to deliver projects successfully

Project success factors

Based on past project management experience and evidences:

- Stakeholder involvement
- Executive management support
- Clear statement of requirements
- Proper planning
- Realistic expectations
- Smaller project milestones
- Competent, hard working and focused staff
- Ownership
- Clear vision and objectives

The triple constraint



Project Monitoring and Evaluation

- **Monitoring** is the routine process of data collection & measurement of progress toward project objectives.
- It is an **internal** project activity designed to provide **constant feedback** on a project, the problem it is facing & the **efficiency** with which it is being implemented

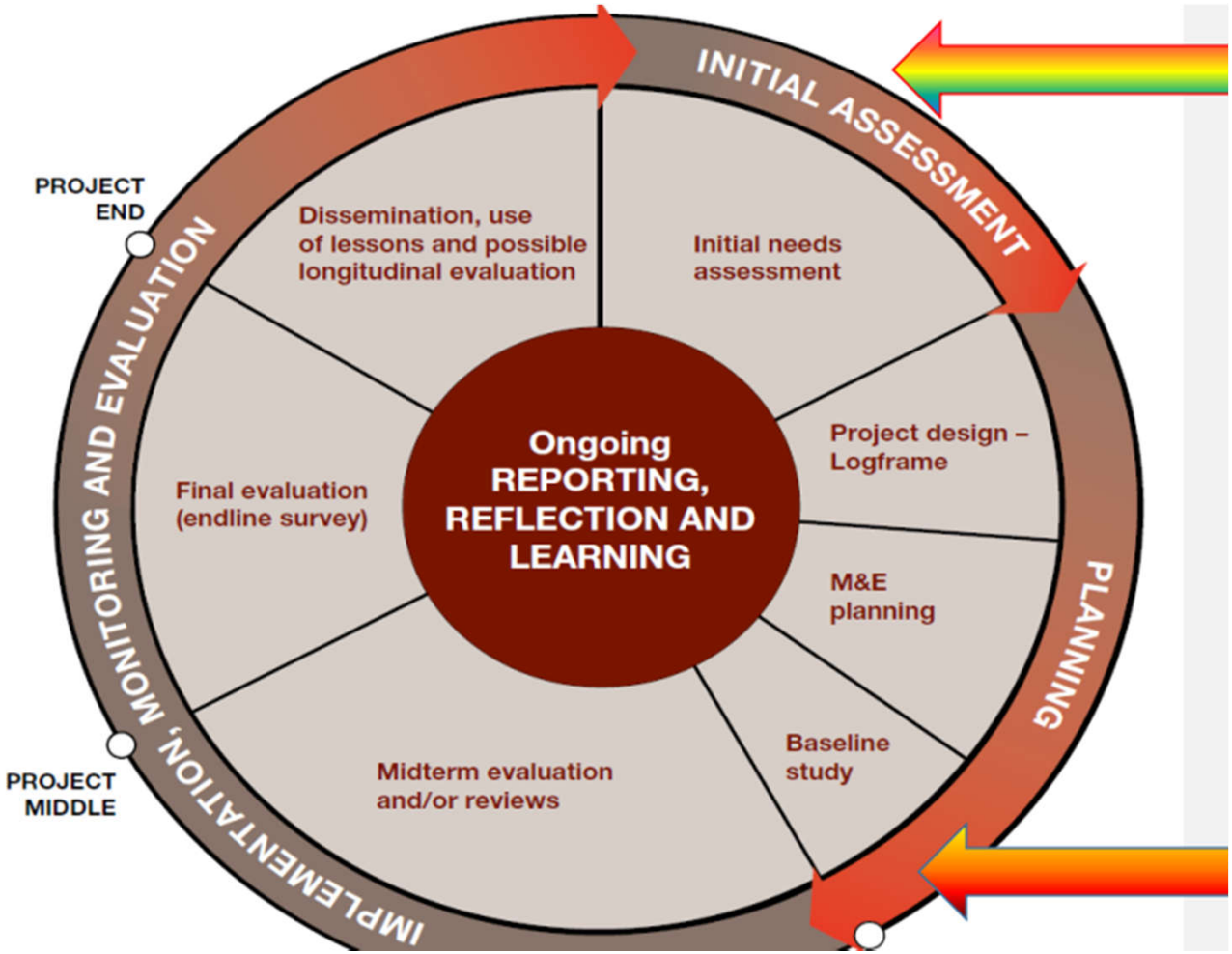
- **Evaluation is a *systematic & objective assessment*** of project's achievements.
- It aims to determine the **relevance, fulfilment of objectives, efficiency, effectiveness, impact & sustainability of a project.**

Project Monitoring and Evaluation

Monitoring vs. Control

- Monitoring is about **collecting sufficient data** to measure progress and making sure that the project team implements the risk response plan correctly.
- Control is the process of ensuring that the **project delivers** everything it is supposed to according to schedule , cost and quality by taking corrective action when necessary.

Project Monitoring and Evaluation



Project Monitoring and Evaluation

- **Baseline**: This is the measurement of the initial conditions (appropriate indicators) before the start of a project/program, and using baseline data is very common.
  - E.g. recording your weight prior to a diet to monitor your progress & later determine whether your diet made any difference.
- Baseline data provides a historical point of reference to:
  - **Inform project planning**, such as target setting, &
  - **Monitor** & **evaluate change** for implementation & impact assessment

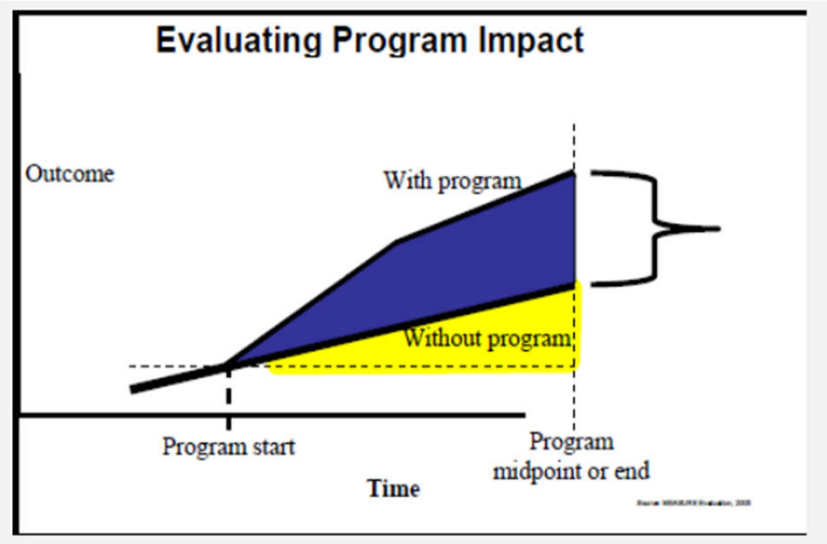
Project Monitoring and Evaluation

Midterm evaluation and/or reviews

These are important reflection events to ***assess*** & ***inform*** on going project/program implementation.

Final/terminal/end line evaluation

This occurs after project/program completion to assess how well the project achieved its ***intended objectives*** & what ***difference*** this has made.



Project Monitoring and Evaluation

Who conducts M&E….?

- Project implementer
- Stakeholders
- Beneficiary
- *M&E* technical expertise

Participatory process

Participatory Monitoring and Evaluation

- *"It is a process of **collaborative problem-solving** through the generation & use of knowledge.*

- *It is a process that leads to corrective action by involving all levels of stakeholders in shared decision-making."*

- **Key Principles:**
  - Local people are active participants-not just sources of info
  - Stakeholders evaluate, outsiders facilitate
  - Focus on building stakeholder capacity for analysis & problem solving
  - Process builds commitment to implementing any recommended corrective actions

Participatory Monitoring and Eva...

- Methods in Participatory Monitoring & Evaluation

1. **Stakeholder workshops**: - to bring together government officials, project management, & other stakeholders
2. **Participatory methods** such as rural appraisal, SARAR (Self-esteem, Associative strengths, Resourcefulness, Action planning, Responsibility) & Beneficiary Assessment
    - Participatory Rural appraisal:- visual methods often to analyze "before and after" situations, through the use of community mapping, problem ranking, wealth ranking, seasonal & daily time charts, & other tools.
3. **Self-assessment Methods**:- interviews (KII, EI), focus group discussions

Participatory Monitoring and Eva...

	Conventional M &E	Participatory M &E
Who?	External experts	Stakeholders, including communities and project staff; outsiders:- facilitate
What?	Predetermined indicators, to measure inputs and outputs	Indicators identified by stakeholders, to measure process as well as outputs or outcomes
How?	Questionnaire surveys, by outside "neutral" evaluators, distanced from project	Simple, qualitative or quantitative methods, by stakeholders themselves
Why?	To make project and staff accountable to funding agency	To empower stakeholders to take corrective action; mutual accountability

How to Cary-out M&E…key features?

1. ***Program Framework***: Analyze & systematically lay out program elements

2. Identify **key elements** to **monitor** & **evaluate**

3. Determine & describe the ***measures*** to be used for monitoring & evaluation

4. Develop **M&E Framework and action plans**, including *data collection , analysis, reporting* & *dissemination* of findings

Key Components of M&E System?

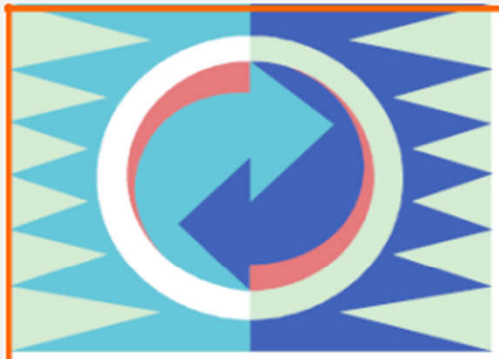
- There are **4 key** components that form the foundation upon which the M&E system is built

- They play a critical role in M&E planning, answering these four corresponding questions:

1. What does the project want to ***change*** & how?
2. What are the ***specific objectives*** to achieve this change?
3. What are the ***indicators*** & how will they measure this?
4. How will the ***data be collected*** and ***analyzed***?

Monitoring and Evaluation

6. Steps to Developing an M&E System



STEP SIX
Use the monitoring data for evaluation, planning and management, and reporting

STEP FIVE
Monitor the implementation of your intervention by collecting data on your indicators

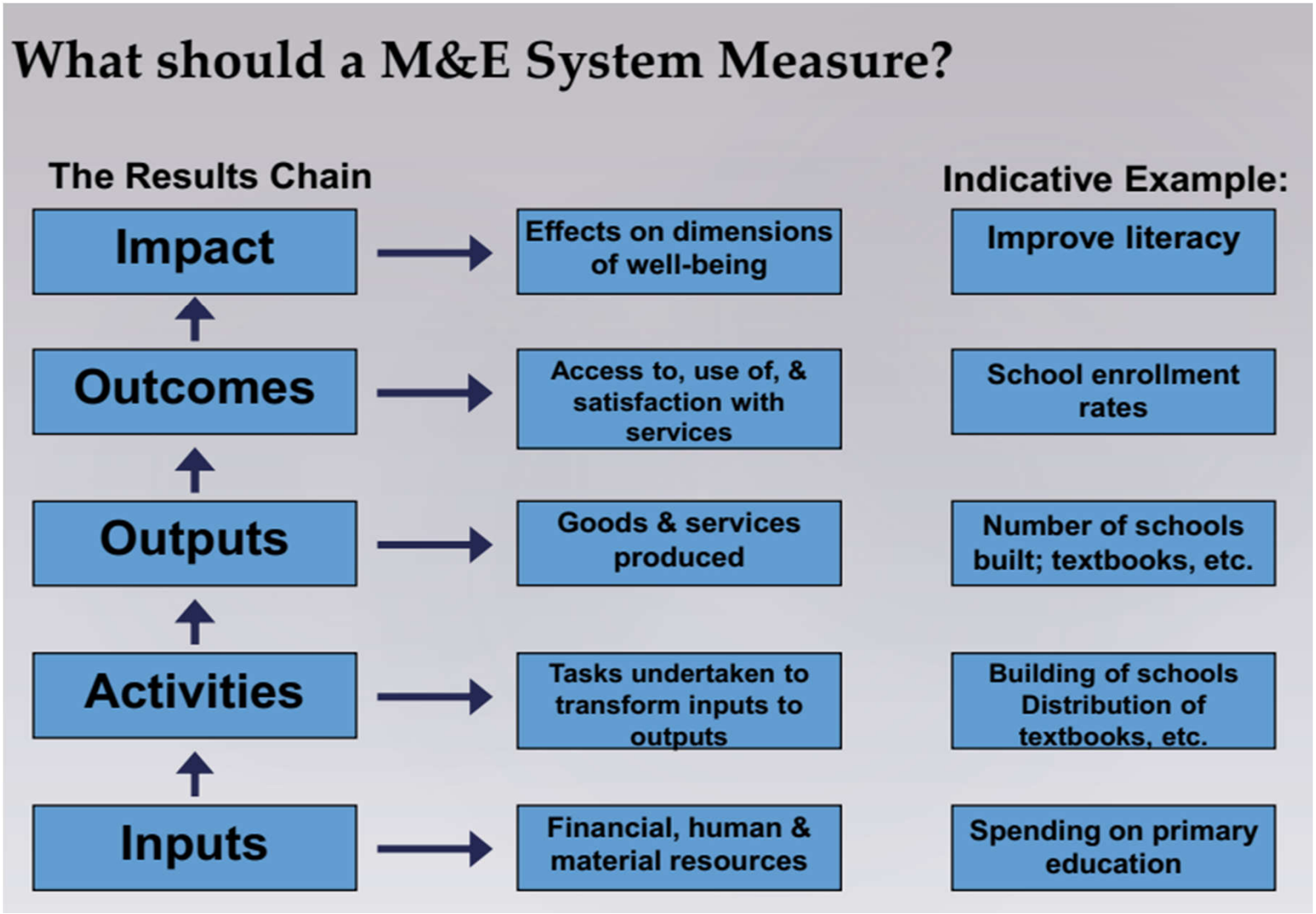
STEP FOUR
Collect **baseline** and set realistic **performance targets**

STEP THREE
Develop a **data collection strategy** – use existing information sources or develop new tools

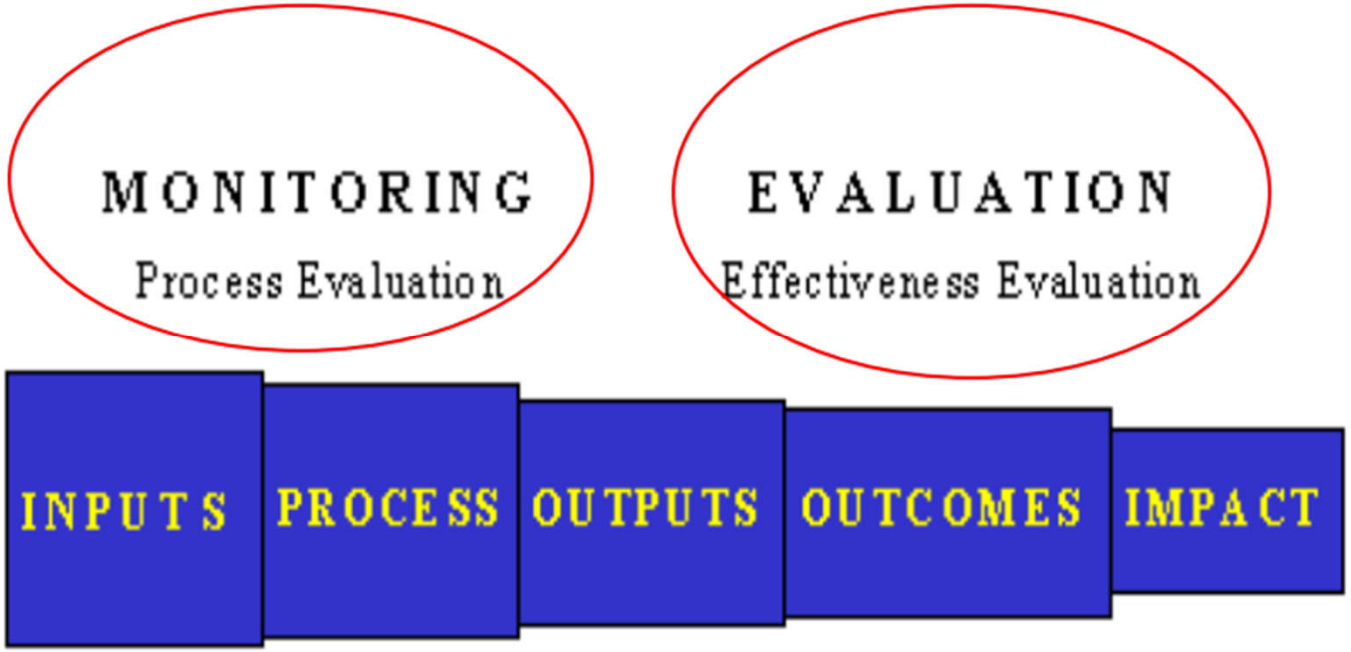
STEP TWO
Develop the most appropriate **indicators**. These should be measurable

STEP ONE
Specify the intervention:
Agree on what you're aiming to achieve and specify the inputs, processes, activities, outputs, outcomes and impacts. This is called the programme logic of the intervention.

Monitoring and Evaluation



Monitoring and Evaluation



Monitoring

Recall!

- Monitoring is continuous internal management activity
  - Ensures that project is on track
  - Measures progress towards objectives
  - Identifies problems
- In practice, covers a wide range of activities & requires **data collection**, but data collection is not synonymous with monitoring
- Monitoring implies **analysis** & use of the data.

Monitoring

- The challenges in monitoring progress of an intervention are to:
  - Identify the ***goals*** that the project is designed to achieve, such as reducing poverty or improving schooling enrolment of girls.
  - Identify key ***indicators*** that can be used to monitor progress against these goals. In the context of poverty, for example, the proportion of individuals consuming fewer than 2,100 calories per day or the proportion of households living STD of living (>$1.92).
  - Set ***targets***, which quantify the level of the indicators that are to be achieved by a given date. For instance, to halve the number of households living on less than $ 1.92 per day in 2019.
  - Establish a ***monitoring system*** to track progress toward achieving specific targets and to inform policy makers.

Monitoring

Remember the processes in each knowledge area

- Control and monitor:
  - Project work
  - Integrated change
  - Scope
  - Schedule
  - Costs
  - Quality
  - Communications
  - Risk
  - Procurement
  - Stakeholder engagement

Monitoring

Planning a Monitoring System

- What should be monitored?
- Keep information requirements to a bare minimum
- Collect info that will be most helpful to those who will use it
- Select methods to track indicators/report on progress
- Observations, interviews, routine reporting, sentinel sites
- quantitative/qualitative methods
- Decide how information will be recorded systematically and reported clearly
- Pre-test new monitoring instruments

Monitoring

A successful monitoring plan should be able to answer the following questions:

(1) Are we on the way to our **planned objective(s)**?

(2) To what extent are planned activities being **implemented**?

(3) Are project activities being carried out **correctly**, **on time** & **within budget**?

(4) How well are **services** being provided?

(5) What services are we providing to **whom**, **when**, **how often**, **for how long** and in what context?

(6) Are the **objectives** & **targets reasonable**?

(7) Do we need to take **corrective action**?

Monitoring

Benefits

- Monitoring is very important in project planning & implementation
- It is like watching where you are going while riding a bicycle; you can adjust as you go along & ensure that you are on the right track
- Monitoring provides information that will be useful in:
  - Exploring the situation in the community and its projects;
  - Determining whether the inputs in the project are well utilized
  - Identifying problems facing the community or project & finding solutions;
  - Ensuring all activities are carried out properly by the right people & in time;
  - Determining whether the way the project was planned is the most appropriate way of solving the problem at hand

Monitoring

Monitoring questions

- What is being done?
- By whom?
- Target population?
- When?
- How much?
- How often?
- Additional outputs?
- Resources used? (Staff, funds, materials, etc.)

Evaluation

Recall Monitoring vs. Evaluation

	Monitoring	Evaluation
Conducted:	Ongoing	Periodic
Focus:	Tracking performance	Judgement, learning, merit
Agency	Conducted internally	Conducted externally or internally, often by another unit within the organisation
Answers the question:	"What is going on?"	"Why do we have the results indicated by the monitoring data?

Evaluation

- **Evaluation** is concerned with the **relevance, effectiveness, efficiency, impact & sustainability** of what has been done
- It is the process of identifying & reflecting on the effects of a process, thus **far, & judging the value of it**
- It utilizes social research methods involving measurements over time, study design & special studies, to ***systematically investigate a program's effectiveness***

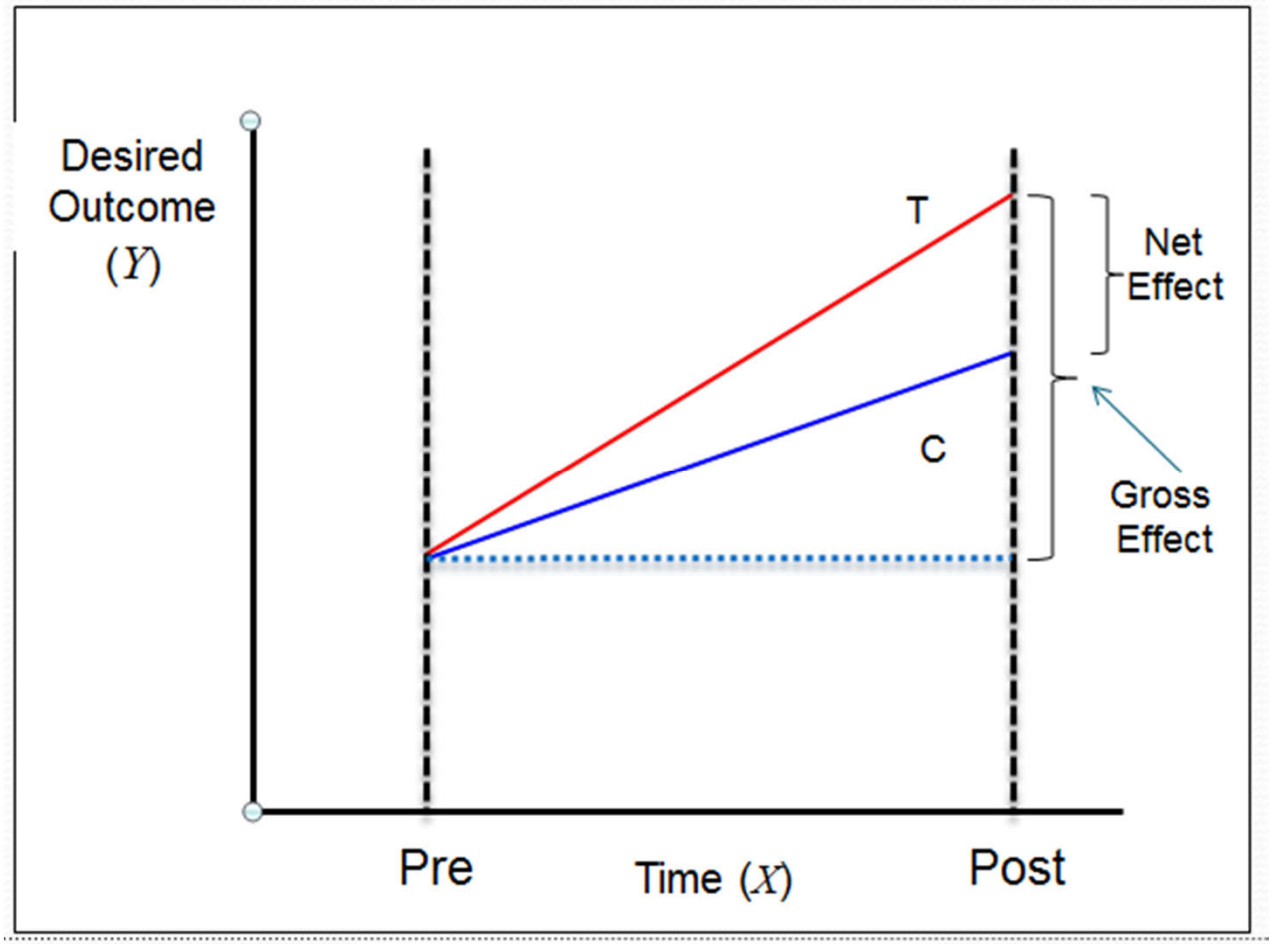
Evaluation

Types of Evaluations & Questions (PE & IE)

- **Operational/process evaluation (PE)** relates to ensuring **effective implementation** of a project in accordance with the project's initial objectives.
- **Impact evaluation (IE)** is an effort to understand whether the **changes in well-being** are indeed due to project or program intervention.
- Specifically, IE tries to determine whether it is possible to identify the **project effect & to what extent the measured effect** can be attributed to the project & not to some other causes.

Evaluation

How much of the effect is due to the project?



Evaluation

Designing & implementing evaluations

- Effective evaluations involve several steps:
  - E.g. during project identification & preparation, the importance & objectives of the evaluation need to be outlined clearly
  - Data availability & quality are also integral to assessing program effects
  - Data requirements will depend on whether evaluators are applying a quantitative or qualitative approach—or both—& on whether the framework is ex ante, ex post, or both

Evaluation

Designing & implementing evaluations

- Additional concerns need to be addressed, including timing, sample design & selection, e.g. minimum detectable effect
- Selection of appropriate survey instruments
- Data analysis and presentation

Impact evaluation methods

Impact evaluation methods

- In measuring the impact of a project, we often encounter the problem of selection bias==targeting criteria, or self-selection.
- Typically, the use of randomized experiments (RCTs) ensures that selection bias is avoided
- RCT compares 2 groups that are similar in all characteristics except treatment (participation in a program) which is randomly assigned.
- But, in most cases, RCT is not feasible & ethical (see Ravallion, 2009)
- Non-experimental / quasi-experimental approaches includes, **Matching, Double Difference (DID), Regression Discontinuity Design, IV.**

"More discussion to follow in section II"

Setting Objectives and Developing Indicators

What is an indicator?

- **An indicator:** a quantitative or qualitative factor or variable that provides a simple and reliable means to reflect the changes connected to an intervention.
- It measures the ***value of the change*** in units that are significant for the management of the program and comparable to past and future units & values
- Indicators are typically classified into two major groups;
  - ***Final indicators*** measure outcomes of poverty programs (higher consumption per capita) and the impact on dimensions of well-being (reduction of consumption poverty).
  - ***Intermediate indicators*** measure inputs into a program (a conditional cash-transfer or wage subsidy scheme) and the outputs of the program (roads built, unemployed men, and women hired).

Setting Objectives…

Indicator enable:

- Reducing a large amount of data down to its simplest form (e.g. % of clients who tested after receiving pre-test counselling, prevalence rate; stunt rate …)
- The objectives of using indicators are
  - to set performance targets
  - to assess progress
  - to identify problems through an early warning system to allow corrective action to be taken
- An indicator can be a… Number, Ratio, Percentage, Average, Rate, Index

Setting Objectives…

Steps in Selecting Indicators

Step 1: Clarify the **Results Statement**

- Identify what needs to be measured
- **Good indicators start with good results statements**. Start with the overall objective or goal and work backwards.

Step 2: Develop a **List of Possible Indicators**

- Brainstorm indicators at each level of results. Use: Internal brainstorming (involvement)
- Consultation with references (experts, documents)
- Experience of other similar organizations

Setting Objectives…

Steps in Selecting Indicators

- **Step 3: Assess Each Possible Indicator**

1) Measurable (can be quantified & measured by some scale).
2) Practical (data can be collected on a timely basis & at reasonable cost)
3) Reliable (can be measured repeatedly with precision by different people)
4) Relevant-Attributable (the extent to which a result is caused by your activities).
5) Management Useful (project staff & audiences feel the information provided by the measure is critical to decision making)
6) *Direct* (the indicator closely tracks the result it is intended to measure)
7) *Sensitive* (serves as an early warning of changing conditions)
8) *Capable of being Disaggregated* (data can be broken down by gender, age, location, or other dimension where appropriate)

Setting Objectives…

Steps in Selecting Indicators

Step 4: Select the **"Best"** Indicators

- Based on your analysis, **narrow the list** to the final indicators that will be used in the monitoring system
- They should be the optimum set that meets management needs at a **reasonable cost**
- **Limit** the number of indicators used to track each objective or result to a few (two or three)
- Remember your target audiences (**information users**)

Setting Objectives…

Indicator Types

Indicator Type	Definition	Examples
Input indicator	Provides information about the financial, human, material, organization and regulatory resources needed to implement the policy in question.	Annual budget deployed; number of people involved in the programme
Output indicator	Refers to what has been achieved, i.e. the products or services generated.	Kilometres of roads built, the number of people who have completed a training course
Outcome indicator	Refers to the direct, short-term effects on beneficiaries or recipients.	Time gained by road users;new practices implemented by trained staff; level of satisfaction among companies benefited from a consultancy service
Impact indicator	Points to the consequences beyond the scope of the intervention itself and its interaction with beneficiaries. This includes any negative or unplanned consequences	Trainee employment rate after 12 months, survival rate of companies established as a result of the programme

Setting Objectives…

Challenges when selecting indicators

- Feasibility of using certain indicators can be constrained by the availability of data
- When selecting indicators;
  - baseline data and comparative data to set targets for the indicators
- Several sets of criteria for the qualification of indicators:
  - Specific, Measurable, Achievable, Realistic and Time-limited (SMART)
  - Clear, Relevant, Economic, Adequate and Monitorable (CREAM)
  - Eurostat (logic, relevance, possibility of setting a target, frequency of data collection, appropriateness and possibility of estimating precision)

Logical Framework Approach (LFA)

What the Logical Framework Approach (LFA)?

- It is an analytical, presentational and project management tool which can help planners and managers to:
  - Analyse the existing situation during project preparation;
  - Establish a logical hierarchy of means by which objectives will be reached;
  - Identify some of the potential risks;
  - Establish how outputs and outcomes might best be monitored and evaluated;
  - Present a summary of the project in a standard format.

Logical Framework Approach (LFA)

"It is an instrument for logical analysis and structured thinking in project planning, which encompasses the different elements in a process of change (problems, objectives, stakeholders, plan for implementation)".

Logical Framework Approach (LFA)

- A logframe shows the conceptual foundation upon which the project's M&E system is built
- the logframe is a ***matrix*** that specifies what the project is intended to achieve **(objectives)** & how this achievement will be measured (**indicators)**
- It is essential to understand the differences between project **inputs, outputs, outcomes, & impact !**
- the indicators to be measured under the M&E system reflect this hierarchy.

Logical Framework Approach (LFA)

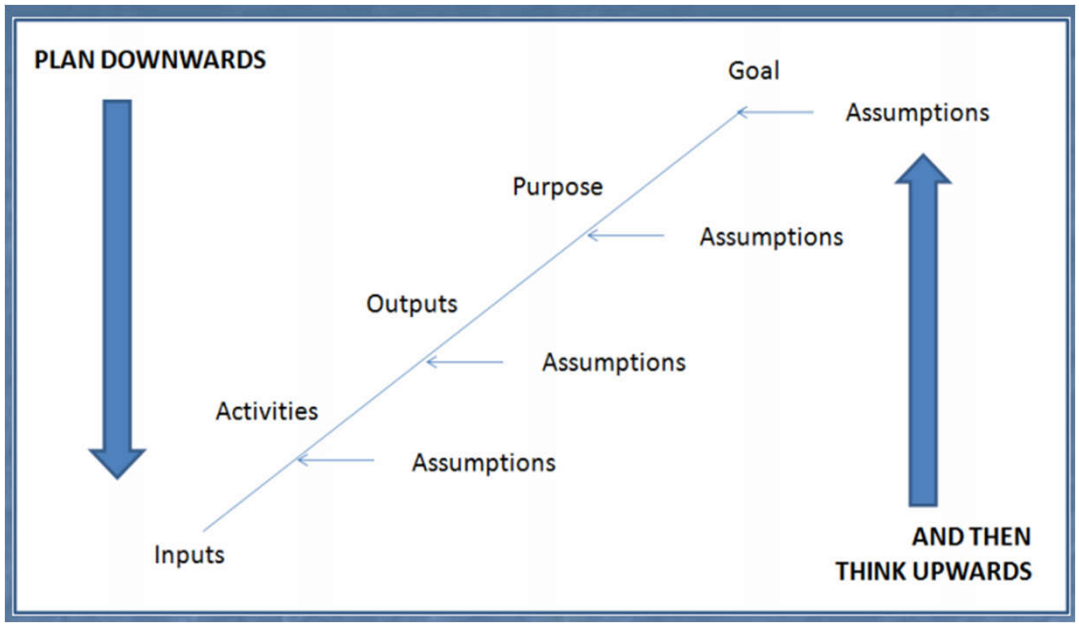
Key Steps in the LFA…

- Establish the general scope and focus of the project.
- Agree on the specific planning framework, terminology and design process.
- Undertake a detailed situation analysis.
- Develop the project strategy, objectives hierarchy, implementation arrangements and resources.
- Identify and analyse the assumptions and risks for the chosen strategies and modify the project design if assumptions are incorrect or risks are too high.
- Develop the monitoring and evaluation framework.

Logical Framework Approach (LFA)

How to plan using LFA?

- ❑ Start by identifying the results you would like to achieve:
  - ✓ The impact in or goal for a particular dev't situation
  - ✓ The lower level results you need to achieve in order to cause that impact
  - ✓ The activities and resources that are required.
- ❑ Clarify each level of the results hierarchy by thinking upwards:
  - ✓ What specific problem will this address.
  - ✓ What external factors need to be considered at each level of objectives to ensure successful implementation?



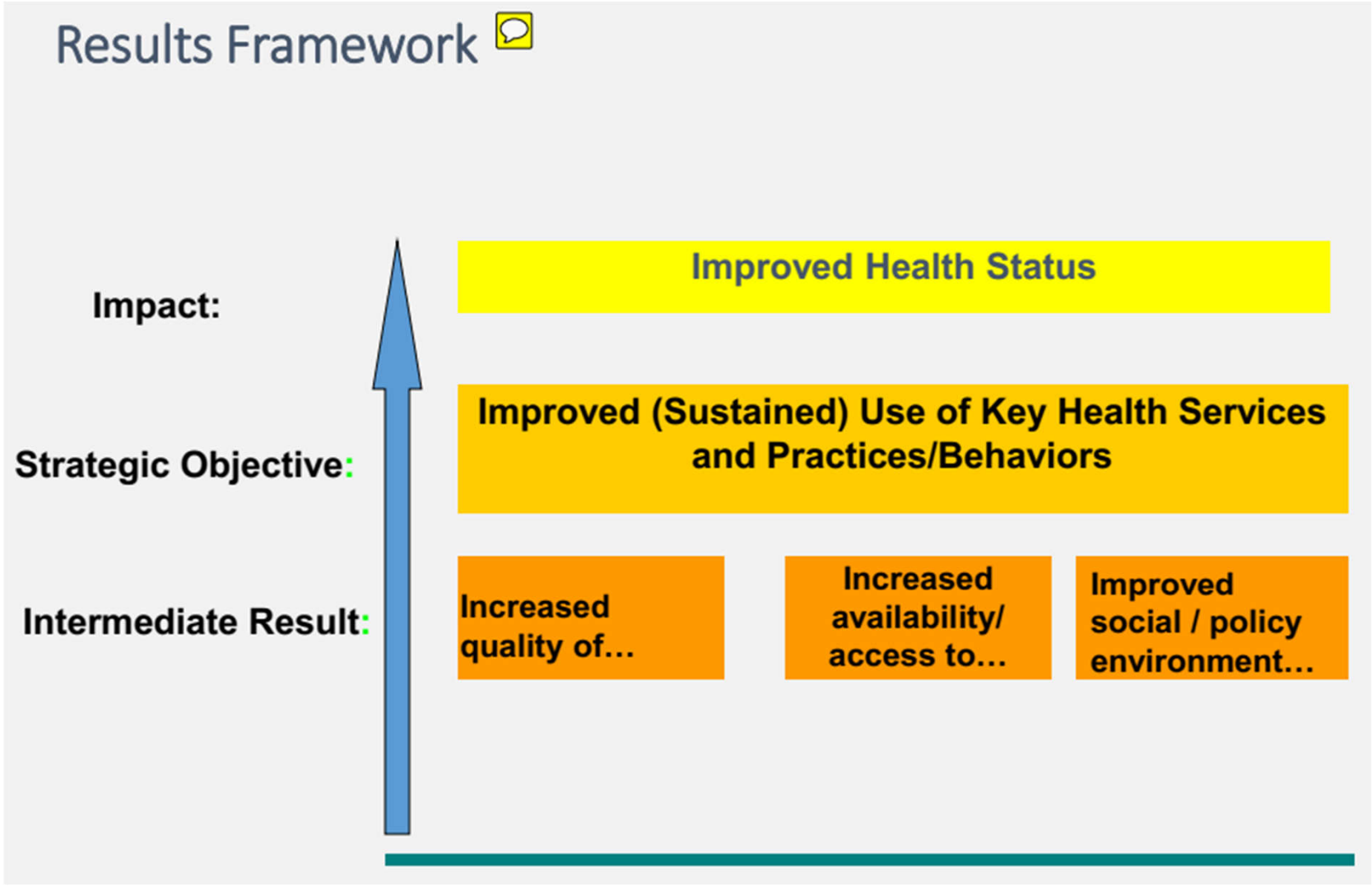
Basic Logic Model

Project Objectives	Indicators	Means of Verification	Assumptions
Goal Simple clear statement of the impact or results to achieve by the project	**Impact Indicator** Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated goal	Measurement method, data source, and data collection frequency for stated indicator	External factors necessary to sustain the long-term impact, but beyond the control of the project
Outcomes Set of beneficiary and population-level changes needed to achieve the goal (usually knowledge, attitudes and practices, or KAP)	**Outcome Indicator** Quantitative or qualitative means to measure achievement or to reflect the changes connected to stated outcomes	Measurement method, data source, and data collection frequency for stated indicator	External conditions necessary if the outcomes are to contribute to achieving the goal
Outputs Products or services needed to achieve the outcomes	**Output Indicator** Quantitative or qualitative means to measure completion of stated outputs (measures the immediate product of an activity)	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent the outputs from achieving the outcomes

Basic Logic Model

Project Objectives	Indicators	Means of Verification	Assumptions
Activities Regular efforts needed to produce the outputs	**Process Indicator** Quantitative or qualitative means to measure completion of stated activities, i.e., attendance at the activities	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent the activities from achieving the outcomes
Inputs Resources used to implement activities (financial, materials, human)	**Input Indicator** Quantitative or qualitative means to measure utilization of stated inputs (resources used for activities)	Measurement method, data source, and data collection frequency for stated indicator	Factors out of the project's control that could restrict or prevent access to the inputs

Basic Logic Model



Basic Logic Model

Example: Improve life of street children in Addis

	Intervention Logic	Verifiable Indicators	Means of Verification	Assum ptions
Goal	To improve the life of street children in Addis	Reduction of street children		
Project Purpose	To improve income of how many families?	Increased number of employees		
Expected Results (Outputs)	Employment is generated for how many people?	Reduced number of infections Reduction of beggars		
Activities	Creating small scale jobs Awareness creation programs Supply of contraceptives			

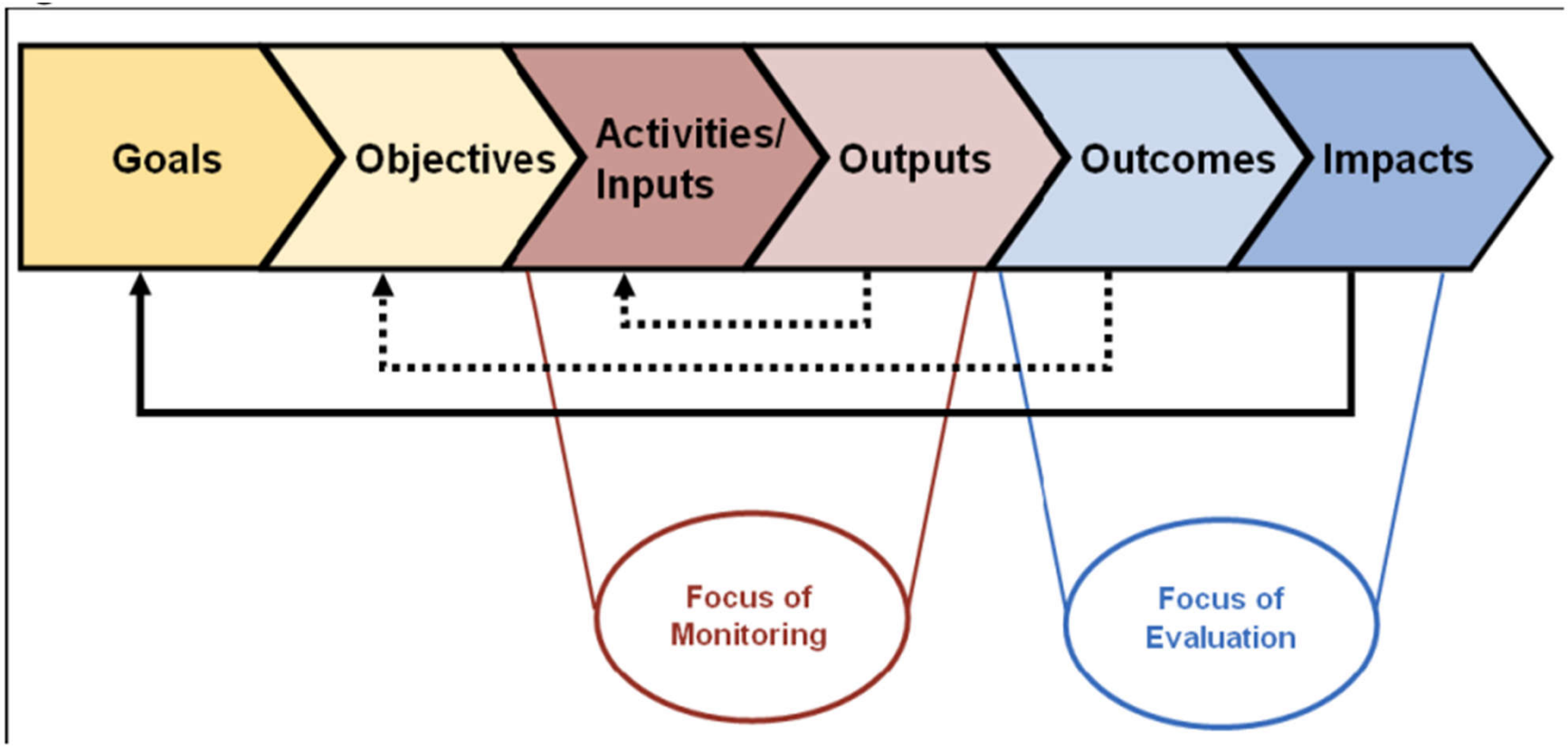
A logical structure for project monitoring

Project logic	Types of indicator	Focus of M&E	Characteristics
Goal	Impact	**Results monitoring**	long-term widespread improvement in society
Purpose	Outcome		intermediate effects for beneficiaries
Outputs	Output	**Implementation monitoring**	capital goods, products and services produced
Activities	Process		tasks undertaken to transform inputs to outputs
Inputs	Input		human and material resources

Monitoring and Evaluation Framework

- Monitoring tracks mainly the use of inputs (activities) and outputs, but in some degree also tracks (intermediate) outcomes.
- In contrast, evaluation takes place at specific moments, and permits an assessment of a project's progress over a longer period of time.
- Evaluation tracks changes and focuses more on the outcome and impact level.

Monitoring and Evaluation Framework



Planning matrix for monitoring

Expected Results (Outcomes & Outputs)	Indicators (with Baselines & Indicative Targets) and Other Key Areas to Monitor	M&E Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
Obtained from development plan and results framework.	From results framework. Indicators should also capture key priorities such as capacity development and gender. In addition, other key areas need to be monitored, such as the risks identified in the planning stage as well as other key management needs.	How is data to be obtained? Example: through a survey, a review or stakeholder meeting, etc.	Level of detail that can be included would depend on the practical needs. In UNDP, this information can also be captured in the Project Monitoring Schedule Plan from Atlas.	Who is responsible for organizing the data collection and verifying data quality and source?	Systematic source and location where you would find the identified and necessary data such as a national institute or DevInfo.	Estimate of resources required and committed for carrying out planned monitoring activities.	What are the risks and assumptions for carrying out the planned monitoring activities? How may these affect the planned monitoring events and quality of data?

Planning matrix for monitoring: Enhanced capacity of electoral management authority

Expected Results (Outcomes & Outputs)	Indicators (with Baselines & Indicative Targets) and Other Key Areas to Monitor	M&E Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
Outcome 1: Enhanced capacity of electoral management authority to administer free and fair elections 1.1. Advocacy campaign aimed at building consensus on need for electoral law and system reform implemented 1.2. Electoral management authority has adequate staff and systems to administer free and fair elections 1.3. Training programme on use of new electoral management technology designed and implemented for staff of electoral management authority	Public perception of capacity of electoral management authority to administer free and fair elections (disaggregated by gender, population group, etc.) **Baseline:** 40% of public had confidence in electoral management authority as of 2008 (50% men, 30% women, 20% indigenous populations) **Target:** 70% of overall population have confidence in electoral management authority by 2016 (75% men, 65% women, 60% indigenous populations)	1. Surveys 2. Annual Progress Reviews 3. Joint field visits to five regions 4. …	1. All surveys will be completed six months prior to the completion of activities 2. Progress reviews on achievement of all connected outputs will be held jointly in the fourth quarter 3. Two field visits will be held prior to the final survey and three more afterward 4. …	1. National Office of Statistics will commission survey; external partners, UNDP, and the World Bank will provide technical resources as needed through their assistance for capacity development 2. Progress Reviews will be organized by Elections Authority 3. Field visits will be organized by Elections Authority; Elections Authority will ensure meetings with a representative cross section of stakeholders; at least two external partners will participate in a given joint field visit 4. …	1.1 Data and analysis of surveys will be available in (a) report for public And (b) on websites of National Office of Statistics and Elections Authority 2.1 Annual Progress Reports 2.2 Minutes of Annual Progress Reviews 3. Records of joint field visits will be available on website of Elections Authority 4. …	1. Resources estimated at USD 0.2 million for the survey will be provided by the European Union 2. Resources for M&E activities will be made available in World Bank assistance project 3. Cost of external partners' participation will be met by each respective partner. Other logistical costs will be funded from World Bank project 4. …	1. It is assumed that capacity development activities within National Office of Statistics required for carrying out the survey will be completed one year in advance to actual survey; if there are delays, then a private company could be contracted to carry out the survey
Outcome 2: Increased participation by women and indigenous populations in national and local electoral processes in five regions by 2016 2.1. Revised draft legislation on rights of women and indigenous populations to participate in elections prepared	Percentage of eligible women registered to vote in five regions **Baseline:** 30% of eligible women registered in the five regions as of 2008 **Target:** 60% registration of eligible women in the five regions by 2016						

Review Questions

1) List ten complementary roles that monitoring and evaluation can play – five for monitoring and five for evaluation.
2) True or false?
   a) Monitoring is useful for identifying problems early within the progress of a project.
   b) Impact assessment can be considered to be a type of evaluation.
   c) Evaluation can only be carried out at the mid-way point and end of a project.

Reading

- ❑ The evaluation problem
- ❑ Experimental/Randomized Trials Design
- ❑ Quasi-experimental Design/Approach

Contact me @

misgie2008@yahoo.com

Misgina Asmelash (PhD)

Agricultural Economics and Management