

## **Introduction**

Monitoring and Evaluation is an integral part of the project process and is done for the following reasons:

### **To aid learning**

To understand what has happened in the past in order to inform and improve future approaches.

### **To aid planning & decision making**

To provide information about alternative concepts or optional courses of action.

### **For progress assessment**

To establish what progress has been made towards pre-determined objectives.

### **To ensure accountability & transparency**

To explain how money will be/was spent, resources utilised, and the justification of that investment.

### **For informing**

To translate findings into usable communications.

### **For measuring impact**

To measure the impact of the project and to determine the outcomes.

## **Monitoring**

*'keeping a close eye on things to track progress and watch for changes'.*

Monitoring is an on-going, largely routine process that provides information at different levels by which managers and other stakeholders can identify and solve implementation problems and assess progress in relation to what is planned.

Monitoring uses systematic collection of data on specified indicators to record the use of allocated funds (and other inputs) and also to track progress of activities and achievements of predetermined targets or objectives. Monitoring systems can provide an early warning system when things go particularly well or downturn.

## **Evaluation**

Evaluation is the systematic and objective assessment of a completed project. The aim is to determine the relevance, and fulfilment of

objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance (value), of an activity policy or programme as systematically as possible.

## **Impact Assessment**

Impact Assessment asks how, and to what extent change has occurred. These might be intended and non-intended impacts, positive or negative, direct or indirect. Often impact assessment is viewed in terms of a before and after comparison. Various stakeholders involved in the project need to be involved in this process.

## **Indicators**

### **What is an indicator?**

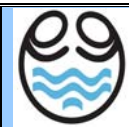
Indicators are signs or manifestations that make something known. In monitoring and evaluation, indicators are used to measure evidence by which we can assess the concepts, means and ends of a development intervention. They may be qualitative or quantitative, as illustrated below:

### **Why have indicators?**

- Indicators are a way of simplifying detailed and complex information.
- Indicators inform and guide our decisions & actions.
- Indicators can be effective operational and communications tools.
- Indicators can promote the development of collaborative learning and problem-solving and stimulate change.
- Indicators help to define development as well as to measure it.

### **What indicators are required?**

There is a popular management saying that 'you manage what you measure' and another that say 'you count what counts'. These show how influential indicators can be in guiding decision making and action. For this reason we need to ensure we are measuring what we value most.



Once the project activities are started, the project will be able to measure output indicators (e.g., the number of latrines built). Output indicators will tell the project manager how close the project is to achieving the expected targets. At the same time, output indicators permit managers and programme offices to track trends for achievements, and to spot difficulties indicating the existence of problems needing attention.

Indicators are needed that will permit analysis of the project's impact on the household and household members.

#### **Indicator Sets**

Indicator sets should be as simple as possible – but not simpler than that. If a single indicator could be agreed as sufficient then that would be ideal. However it is unlikely that any single indicator can capture all of the vital aspects needed to describe development.

#### **Steps in developing indicators**

To develop good indicators, we need first to have a clear vision of what is to be achieved and measured. The first requirement for a systematic development of indicators is to identify the results, objectives, outputs and key concepts of the project, as part of the evaluation plan and system.

The process of developing indicators may involve a combination of activities, such as brainstorming, multi-stakeholder discussions and being clear about definitions, criteria, goals and priorities. Indicators are based on assumptions about what is relevant; they are expressions of value or of what is desirable.

Identify all concepts to be measured, especially project objectives and outputs. Review all concepts, objectives, results, and output statements given in the programme or project work plan to clarify them and get agreement. Be clear about what type of change is implied. Specify where and when the change is expected (what target group, what location, and in what time frame) to identify the appropriate unit of analysis.

Consider the mix of indicators to construct a robust set that is consistent, realistic and complementary in terms of data-collection methods and time frames. The indicators chosen should support

each other, not cancel each other out.

#### **What makes a good Indicator?**

The acronym SMART can be useful to test an indicator.

- Specific in terms of quantity, quality and time (QQT)
- Measurable objectively verifiable at acceptable cost
- Available from existing sources or with reasonable extra effort
- Relevant to project objectives and sensitive to change
- Timely to ensure usefulness to managers

#### ***NSA Monitoring Form***

The main tool the PMU uses is the NSA Monitoring Form. The form is in several parts. The first part records all the NSA details and summarises the schemes under the contract. A scheme is defined as a management unit and some schemes might cover several villages and this needs to be made very clear in the form.

#### ***RWSSP Scheme Monitoring & Verification Form***

For every scheme the NSA must complete an RWWSP Scheme Monitoring form. This records baseline data, progress and final results. The form will be sent to the PMU after 6 months, 12 months and completion of the scheme. Where the contract period is shorter than the intervals will be reduced.

The first submission of the form will include all the baseline data and progress to date. The middle will include just progress and the final will prove the scheme has been completed according to the agreed contract.

#### **Financial reporting**

An interim report and a final report has to be also submitted as part of the financial reporting and follows the EU guidelines. Advice for completion of that form is available from the Financial Officers at the PMU.



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