

SESSION 1: THE BASICS – BEST PRACTICES FOR MONITORING AND EVALUATION



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Learning Objectives for this Session

1. Why Monitoring matters in general ... and to you
2. Learning the Language of Monitoring and Evaluation (Outputs, Outcomes, Theory of Change, Results Framework)
3. Being able to differentiate between Outputs and Outcomes
4. Understanding where risks and indicators fit into project design



Roadmap for this session



1. Tool #1 -- Theory of Change
2. Tool #2 -- Building the Results Chain
3. Developing an appropriate Objective
4. Risks... and Mitigation
5. Questions and Answers

The Virtual Chocolate Rules apply for participation

- Intriguing question – a chocolate
- Provocative observation – a chocolate
- “Volunteer” – a chocolate
- Your own FCI example – a chocolate
- Virtual chocolate for virtual participants



Why Monitoring Matters



- Without monitoring progress, we don't know if we are meeting objectives and reaching targets
- Plan monitoring from the start – what, how, who, how much, how often, what to do with results
- A monitoring system can give decision makers information in a timely way

Poll Everywhere Vote Time: Why Monitoring Matters to you

Join -- QR Code download in just one minute...

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Why does it matter to Parliamentarians? You are part of a GLOBAL effort



- Important **public commitments** have been made
- **Aligning national systems** to international commitments (global definitions, national M&E)
- How do we break goals down to **manageable targets**?
- How do we **communicate the successes**, problems to a broad audience?
- How to communicate with **other regions** clearly?

For example, think of the airline pilot



DO NOT WORRY,
our system will
be much easier!!

1. Theory of Change: Starting with Outcomes

- 1. What are we trying to change?** Outcomes, in the form of behaviors, attitudes, skills, access, satisfaction of beneficiaries
- 2. Shared Outcomes Build Ownership** – if you help to define the goals, you own the goals. (SDGs)
- 3. Provides the Logic** -- how activities lead to outputs and outcomes (are any activities missing? Are any contingent on others begin completed?)



1. Theory of Change: Starting with Outcomes

4. First chance to identify risks and binding constraints

5. What are the critical assumptions for this project to deliver?

6. Setting limits – the outcomes the project can deliver and those it contributes to

7. Attribution



Isn't starting with outcomes strange?
Like starting a marathon at the finish line...



1. Theory of Change:

Turning tools and operational work into outcomes



Common confusion on outcomes and outputs

- **Development outcomes:** The effects that the operation will have on beneficiaries or organizations in terms of changed behaviors or improved performance
- **THE BIG PROMISE = OUTCOMES**
- Words like Skills, Behaviors, Access and Systems = Outcome Level

OUTPUTS ARE...	OUTCOMES ARE...
NUMBER OF SCHOOLS BUILT KILOMETERS OF ROAD REHABILITATED	STUDENT KNOWLEDGE, SKILLS IMPROVED FARMERS TRANSPORT TIME AND COSTS REDUCED
NUMBER OF HEALTH WORKERS TRAINED	IMPROVED ACCESS TO HEALTH CARE SERVICES FOR WOMEN

Let's Practice with Baking A Cake

INPUTS -- Ingredients (flour, eggs, sugar, butter, fruit)

ACTIVITIES

- Mix the ingredients until smooth
- Pour batter into pan
- Wash the fruit
- Preheat oven, set timer, put cake in, **take cake out!**

OUTPUTS – Cake with fruit and frosting on top

OUTCOME – People eat cake, are happy, ask for more, gain weight!



Population Areas – Outputs, Outcomes?

Sexual & Reproductive Health

- Family Planning
- HIV-AIDS
- Maternal health
- Midwifery
- Obstretic fistula
- Reproductive health

Young People

- Adolescent pregnancy
- Child marriage
- Comprehensive sex education
- Youth leadership & participation



Population Areas – Outputs, Outcomes?

Human rights & Gender Equality

- Engaging men and boys
- Female genital mutilation
- Gender-based violence
- Gender equality
- Human rights
- Gender biased sex selection

Population Matters

- Aging
- Census
- Climate Change
- Demographic dividend
- Migration
- Urbanization
- Population trends



AFPPD Focus: Aging, Youth and Gender

Outputs:

Aging: Number of _____

Youth: Number of _____

Gender: Number of _____

Outcomes:

Aging: Change in _____

Youth: Change in _____

Gender: Change in _____

2. Differences: Theory of Change & Results Framework

- **Theory of change** is the **logic with assumptions**
- It links **project to outcomes** beyond project's reach
- It considers the **risks** but does not mitigate them
- **No time or quantity** commitment
- **Results framework** is the **plan for how much, when**
- This includes **inputs** for the activities
- It leads to **indicators, scale** and targets
- It leads to **risk mitigation** measures
- **Limited** to what the project can achieve

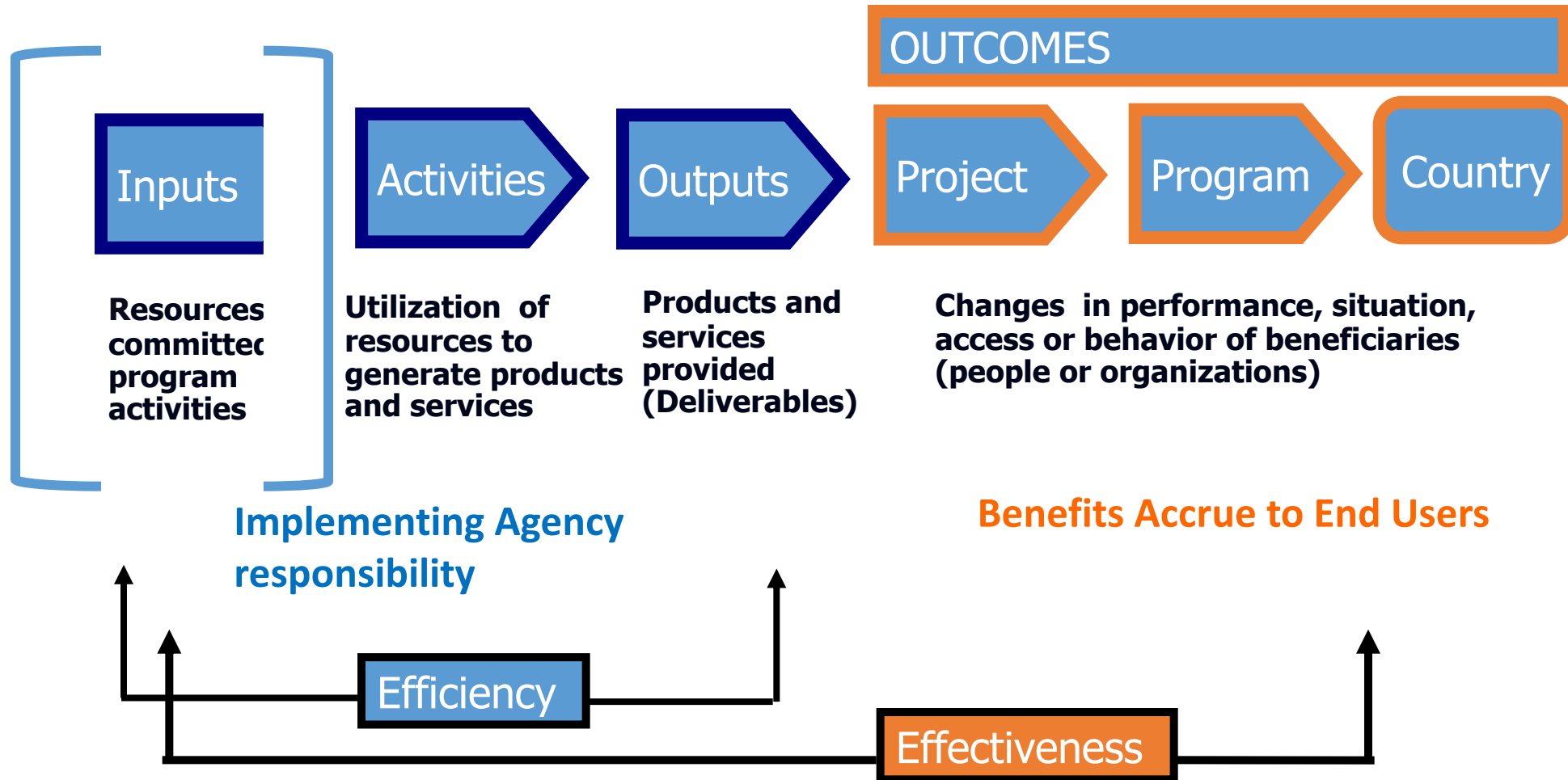


2. Results framework: Indicators, targets, timeframe

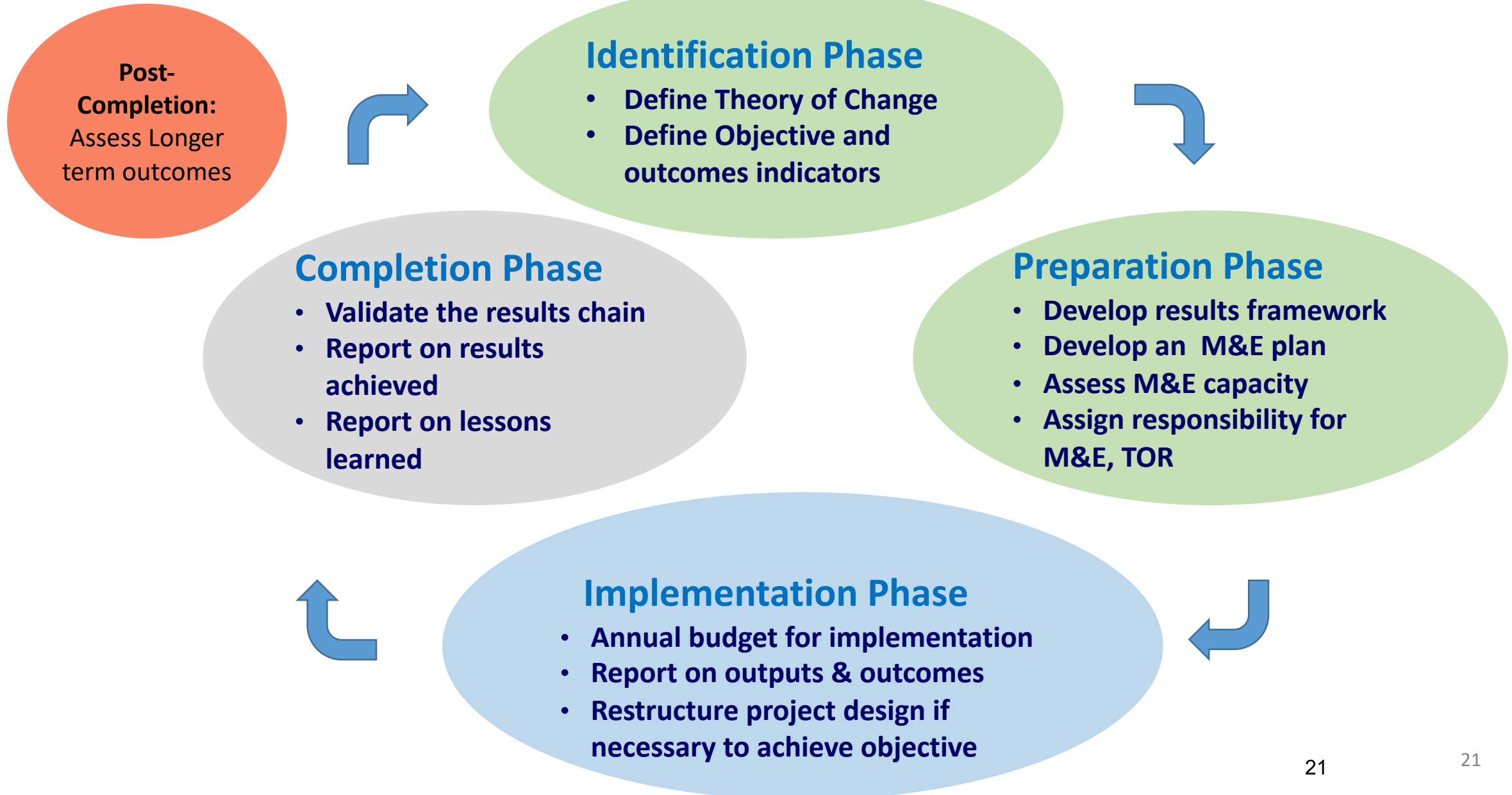


- **Quantify** outputs and link them to outcomes
- Project objective, **baseline, targets**, technical decisions, risks all tightly linked to results
- **Without indicators**, it is hard to measure outcomes
- **Without indicators**, it is hard to tell the population project/program story to funders, implementers, the public

Where do the Results Come from? Results Chain?



Focus on Results at all Phases of a Project



Results Framework Requirements

- Definitions of Indicators
- Budget (for the activities, scale)
- Indicators (Session 2)
- Targets (for the outputs and final outcomes)
- Methodology of collecting info/evidence
- Building the M&E system (who, when, how, etc – Session 3)

The Results Framework includes ...

1. Budget to purchase inputs (annual)
2. Staff and consultants to carry out activities
3. Partnerships leveraged for activities
4. Quantifying targets for outputs (annual)
5. A timeline for targets
6. Qualitative measures for outcomes



3. What is a Good Project Outcome?

1. **Relevant:** Focuses on challenge(s) that are clearly aligned with country development goals and country partnership framework
2. **Clear and Outcome based:**
 - Specifies clearly outcome(s) for the primary target group
 - Changes in performance, situation or behavior of the targeted beneficiaries/organizations



3. What is a Good Project Outcome?



3. **Realistic:** Focuses on outcome(s) for which project can reasonably be held accountable
4. **Attributable:** Does not encompass higher level objectives beyond the responsibility of the project
5. **Does not simply restate** the project's activities, outputs

Poll Everywhere Vote Time: Objective

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Three alternative project outcome statements: Which is better? Time to VOTE!



Outcome statement 1: To improve economic development, health outcomes, and incomes of residents of poor communities in remote areas of the country.

Outcome statement 2: To increase basic public services, short-term employment and capacity building for residents of poor communities in targeted areas.

Outcome statement 3: To improve the efficiency and sustainability of basic public services in remote rural communities through infrastructure investments, short term employment creation and strengthening of local capacity to operate and maintain the increased public services provided by the project.

Remember: A pretty picture may hide bad outcomes

Example Of Vocational Training Center - Before



Example Of Vocational Training Center - After



Poll Everywhere Vote Time: Risks

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4. What can go wrong? **RISKS!!**



SNAKE



CAR



WALK



MOUNTAIN



SKY



4. RISKS and MITIGATION

SNAKE



WALK



MOUNTAIN



CAR



SKY



4. World Bank Tool – Categories of Risks

Risk Category	Mitigation?	Rating
1. Political and Governance		Moderate
2. Macroeconomic		Moderate
3. Sector Strategies and Policies		Low
4. Technical Design of Project or Program		Substantial
5. Institutional Capacity for Implementation & Sustainability		Moderate
6. Fiduciary		Substantial
7. Environment and Social		Low
8. Stakeholders		Moderate
9. Other		
OVERALL		Moderate

4. Risks and Mitigation



- How to lower the risks
- Specific actions
- Clear who the responsible people are
- Budget as needed
- Plan for mitigation in design
- Early start – as soon as the risk appears

Potential Risks: Aging, Youth and Gender

Outcomes:

Aging: Elderly have improved access to affordable, timely health care

Youth: Higher share of Youth graduate from high school

Gender: Women use health care advice to space their children apart for a longer period of time

Risks:

Aging: Lack of use of computers and e-mail, cell phones and texting make it hard for them to set up appointments, find providers

Youth: Family demands mean dropping out to make money

Gender: Health care providers are not paid on time, they stop going to field posts

Potential Risks: Aging, Youth and Gender

Risks:

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Mitigation:

Aging: Outreach using traditional methods, community leaders

Youth: Grants to low income families to keep high risk youth in school

Gender: Set aside funds in budget to make sure on-time payment for field health staff

Top Ten Takeaways

Theory of Change and Results Framework

10. Theory of change is the assumed cause and effect of a project
9. Results framework includes indicators, targets, a budget
8. Outcomes are changes in access, skills, behaviors
7. Outputs are numbers of... kilometers, health centers, people...
6. Think of monitoring from the start – what, how, who, why
5. Prepare a project budget, activities – and a plan
4. Risks are the threat to achieving the Outcome
3. Mitigation matters – plan and budget for it, take actions early
2. Don't promise more than the project or program can achieve

And Number 1 Takeaway...

1. You can do your jobs better with 3 tools:
 - (i) Theory of Change (LOGIC)
 - (ii) Results Framework (HOW MUCH)
 - (iii) Monitoring and Evaluation (THE SYSTEM)
- **Session 2** – Indicators that tell you the real story
 - **Final Questions?**