

“Result Based Project Management: Monitoring and Evaluation”

This course was built by the Center for Learning, teaching & Development (CLTD) at Wits University, as part of the WitsX Initiative.



BY



Course Description

- Results-based project management
- Results framework
- Result statement
- performance indicators
- Monitoring and evaluation

Objective

what exactly do we mean by monitoring and evaluation,

what distinguishes them and how are they related within the program management cycle?

the role of monitoring and evaluation look at some of the challenges we may face in terms of introducing results-based systems in our workplaces

Course Content-

Why are results and why are they important

- results-based approaches we consider the short-term changes that arise because of our program actions, these are important, but we also consider the longer-term outcomes

Distinguishing between evidence and opinion

- opinion continues to influence those processes, especially in circumstances where evidence is not available.

Elements of a results chain in conventional flow-

- **Input-** of the financial human material and information resources used to produce outputs through engaging in activities, examples of these may be funds, people, equipment, supplies, reports and many others. Essentially all of the things that we need to put in place before we can start our program activities.

- **Activities** these are the actions taken or work performed, that includes are mobilized to produce outputs.

Examples of activities are might think of could include, delivering training to, construct wells, schools, negotiating partnerships with, providing care services to, allocating funds to or even distributing food aid.

- **Output-**these are the direct products, services infrastructure stemming from the activities of an organization policy or program. They're usually immediately visible concrete and tangible i.e. we can see them, achieved during and by the end of the project. Completed activities are not always appropriate outputs (completed activities are not always appropriate outputs).

Examples of outputs may be pamphlets distributed, research published, water treatment plants commissioned, participants trained, food aid delivered, funding made available, mosquito nets distributed.

- **Outcomes-** A change that is expected to logically occur once one or more outputs have been realized. They are Medium term and start to emerge what's a program a project has become established. Often defined in terms of change in levels of understanding and behavior amongst beneficiaries.

Ex. Increased level of clean water usage by communities

- **Impact/Goal-** This is a high level long term development change that is a logical consequence of a combination of outcomes. Often expressed in terms of a region, country or province, usually seen after the project ends, agency has limited control over it, subject to multiple influences.
- Ex. SDGs, National priorit

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Result Statements-

Result statements are derived from identified problems or issues. Reformulate the problems identified by stakeholders into positive, desirable outcomes

Defining performance Indicators-

- an indicator as a variable whose purpose is to measure change in a phenomenon or process(USAID).
- an indicator as a quantitative or qualitative factor that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention or to help assess the performance of a development sector(OECD-DAC).

Indicators at all levels-

- Should be developed for levels of the results- based M&E system, indicators are needed to monitor progress with respect to results chain.

Why use indicators?

Indicators answer two Questions;

- 1) How will we know success or achievement when we see it?
- 2) Are we moving toward achieving our desired outcomes or away from them?

“what gets measured gets done”

“if you do not measure results, you can not tell success from failure”

Characteristics of strong Indicators

SMART-

Specific- Measures as closely as possible what it is intended to measure

Measurable- Clear and unambiguous about what is measured

Attributable- measures changes associated with the project's or Program's efforts

Reliable- Data obtained will be the same over time (i.e. when Gathered by different people in different places)

Targeted- Indicator is specific to the targeted population/area

Baselines and targets-

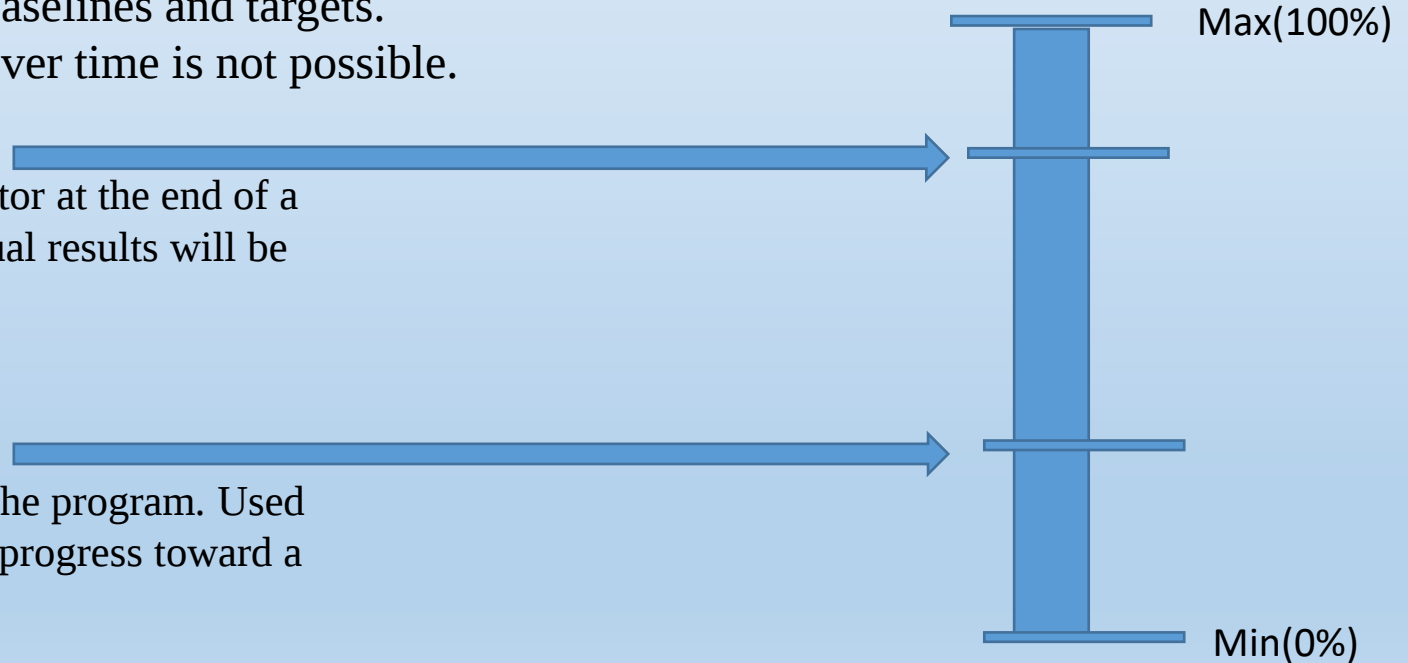
- all indicators must be accompanied by baselines and targets.
- without these, measurement of change over time is not possible.

Targets

The intended/expected value of the indicator at the end of a specified point in time, against which actual results will be measured

Baselines

Value of the indicator at the beginning of the program. Used as a point of comparison when measuring progress toward a specific result.



- Target – Baseline = Commitment
- Achievement- Baseline = Performance
- Target- Achievement = shortfall

Assumption and Risks

Assumption- Describe the necessary conditions that must exist if the cause and effect relationships between levels of results are to behave as expected (preconditions).

Can be used to identify..

Risks- Internal or external factors that could significantly affect the achievement of the program results targets.
“ any factor that could adversely affect the activity output, outcome or impact an of and intervention.”

Three types of Risks

- 1) Factors under ones control
- 2) Wider policy and socio-environmental factors
- 3) Unforeseeable risks(political upheavals, world prices, natural disasters)

So what is the purpose you may ask of generating an associated risk from our assumptions, how does that help us with our program planning?

Identifying associated risks is that once we have identified them, we have the opportunity of taking action to avoid or mitigate them.

Risk Matrices-To help us consider how we might manage risk, we are going to look at a risk matrix.

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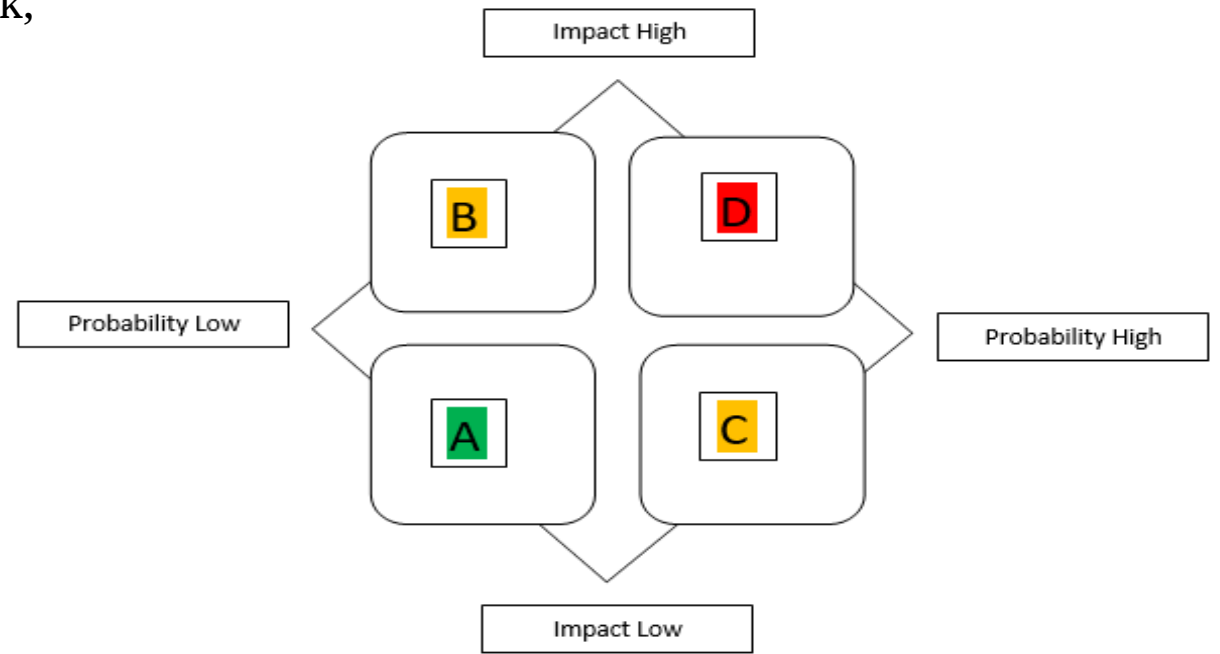
Monitoring System-

There are four particular elements that are important to making any monitoring system effective.

- 1) Ownership
- 2) Management
- 3) Maintenance
- 4) Credibility

Benefits of Results Frameworks-

- Forms the basis of our monitoring system
- A convenient framework for project management
- A effective communication tool
- A basis for measuring results
- Enhance accountability
- Encourages lesson learning



Limitation-

- Are limited by the way they model reality .
- By nature are more focused on results than on learning.
- Can be regarded as inflexible
- Have problems with attribution at impact level
- May lead to blind spots around unintended.

Evaluations-Definition from the World Bank that describes evaluation as: an assessment of planned, ongoing or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The intent is to incorporate lessons learned into decision-making processes.

