Monitoring and Evaluation

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Outline

- **Morning session**
  - Monitoring and evaluation
  - Impact pathway
  - Theory of Change
  - Logframes
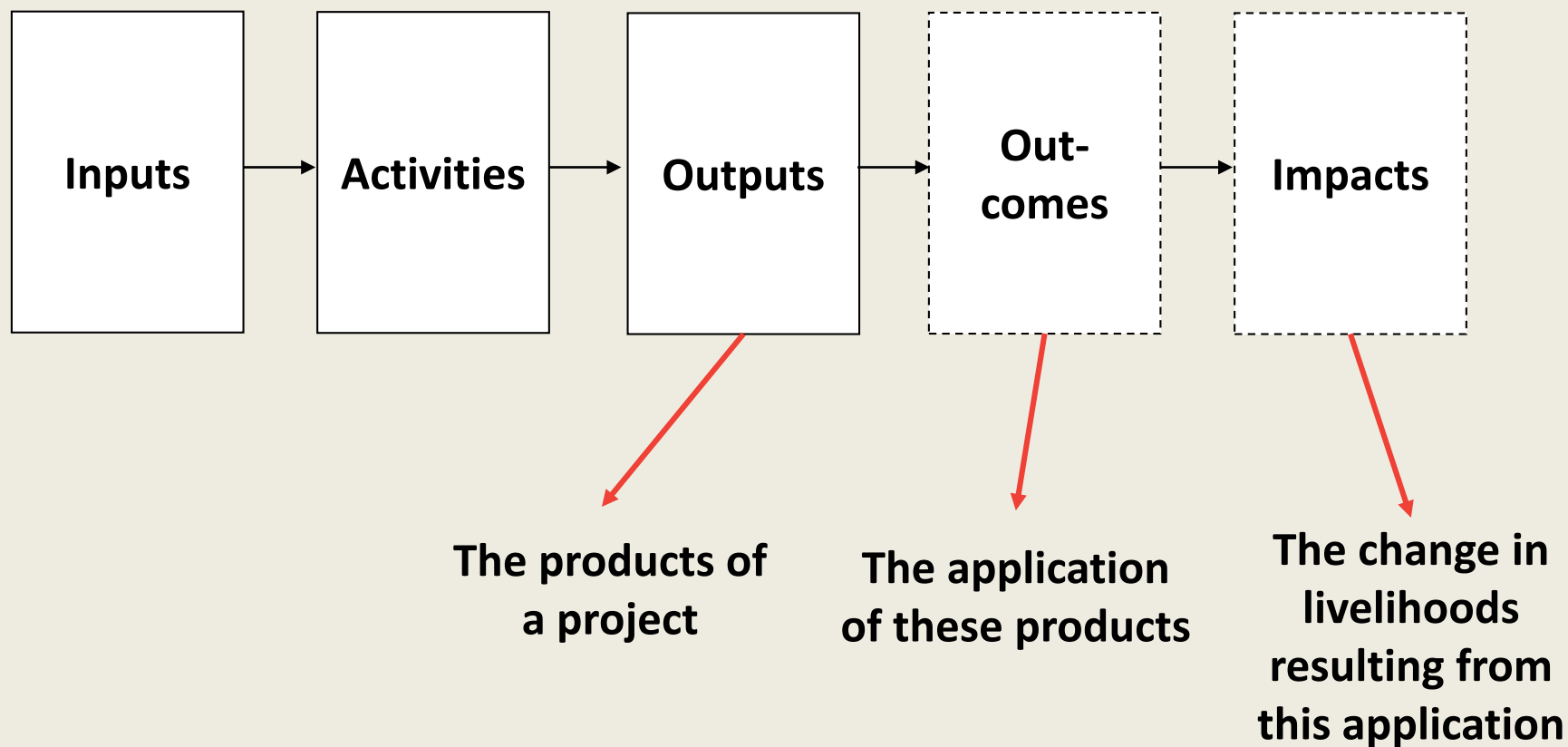
- **Afternoon session**
  - Impact evaluation

Brief introductions

Monitoring

What is a project?

```
Inputs → Activities → Outputs → Out-comes → Impacts
```

The products of a project

The application of these products

The change in livelihoods resulting from this application

Monitoring

Let's think of some other examples of outputs, outcomes and impacts!

Outputs	Outcomes	Impacts

(Exercise 1)

Results chain

Home gardening promotion project

Inputs	Activities	Outputs	Outcomes	Impacts
Personnel, demonstration gardens, seeds, manuals	*Testing/adjusting, field days, follow ups*	*Prototype garden, manuals, training sessions*	*Households adopt, produce vegetables*	*Better nutrition, lower food expenses*

Development results

Results chain

Results chain

Example:


```
Inputs → Activities → Outputs → Outcomes → Impacts
  ?          ?           ?          ?          ?
```

Development results
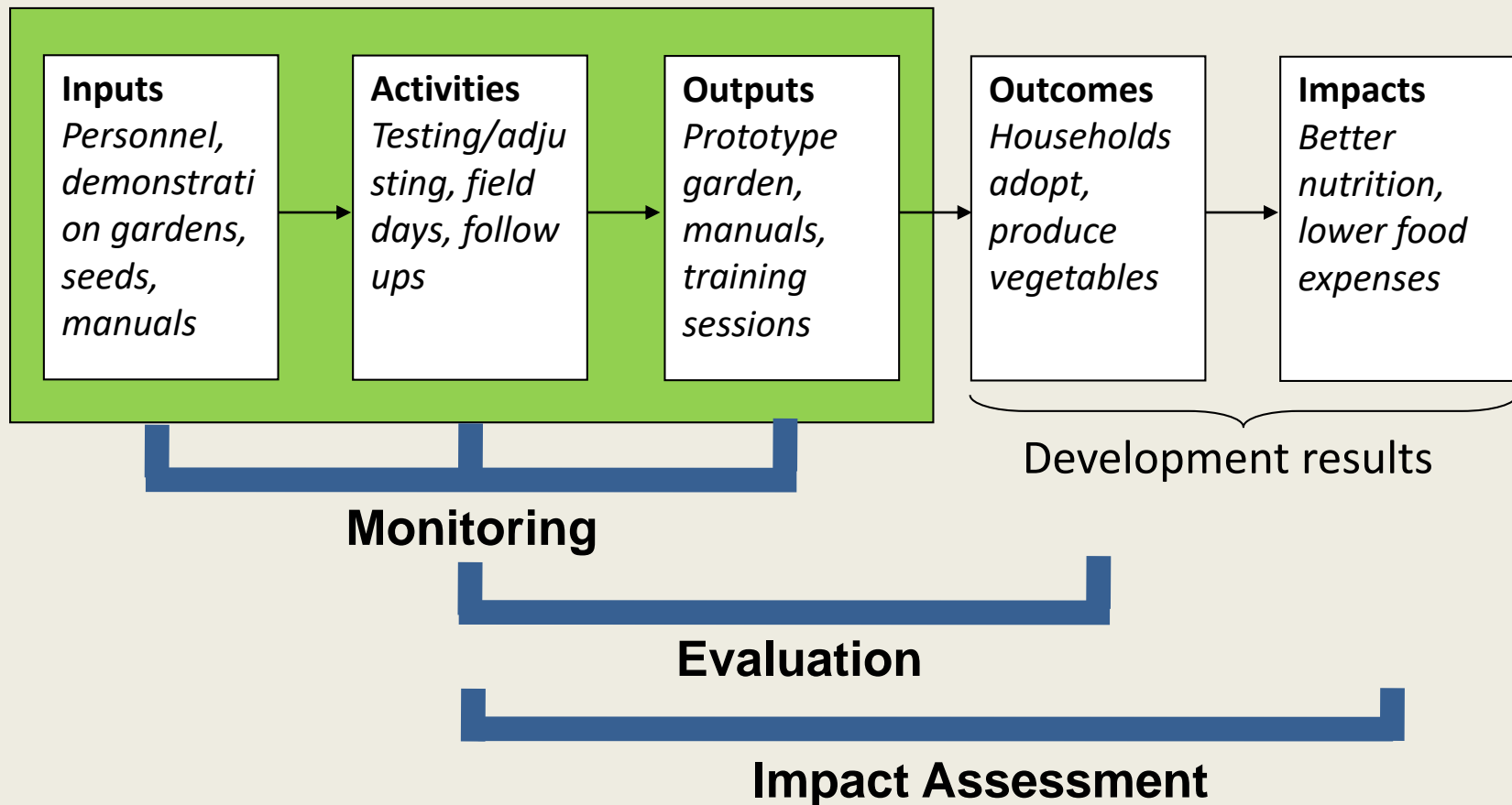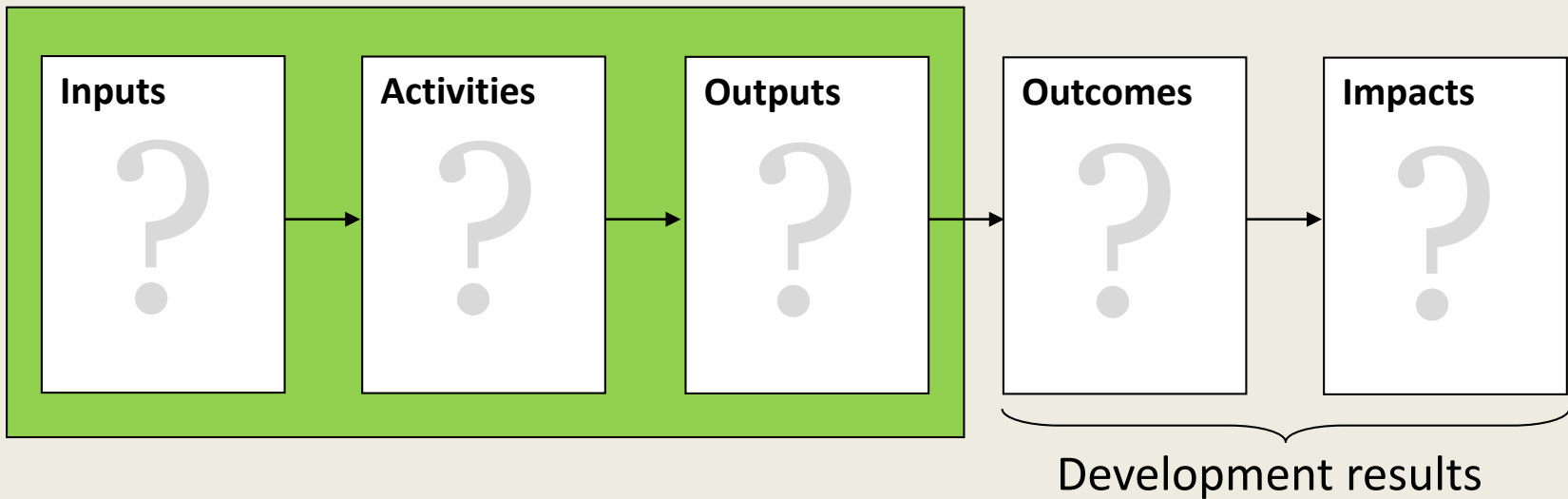
(Exercise 2)

Monitoring

- **Systemized counting, tracking and recording** of inputs, activities and outputs and a comparison of these to the original project plan to **track the progress** of the project implementation

- Done **continuously**

- To ensure a project stays within its budget, that resource use is **effective**, to strengthen **accountability**, and to identify possible problems

- Is within the **control of the project management**

Types of Evaluation

1. Process evaluation:

- Focuses on how a project is designed and implemented.

2. Outcome evaluation:

- Focuses on the uptake, use and adaptation of project interventions or technologies by the target population.

3. Impact evaluation:

- Focuses on changes in livelihood of the target population and tries to attribute these to a project intervention.

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Process Evaluation – key questions

- Did the project address the true development needs of the target population?

- Who were the main beneficiaries and who in the target population was excluded?

- Is it likely that project outcomes can be sustained after the project?

- Under what conditions can project outcomes be replicated and scaled up?

Impact Pathway/Theory of Change

- A stylized description (graphical or in words) of how a project will create impact.

- Shows the critical changes that will need to happen.

- Shows the key actors
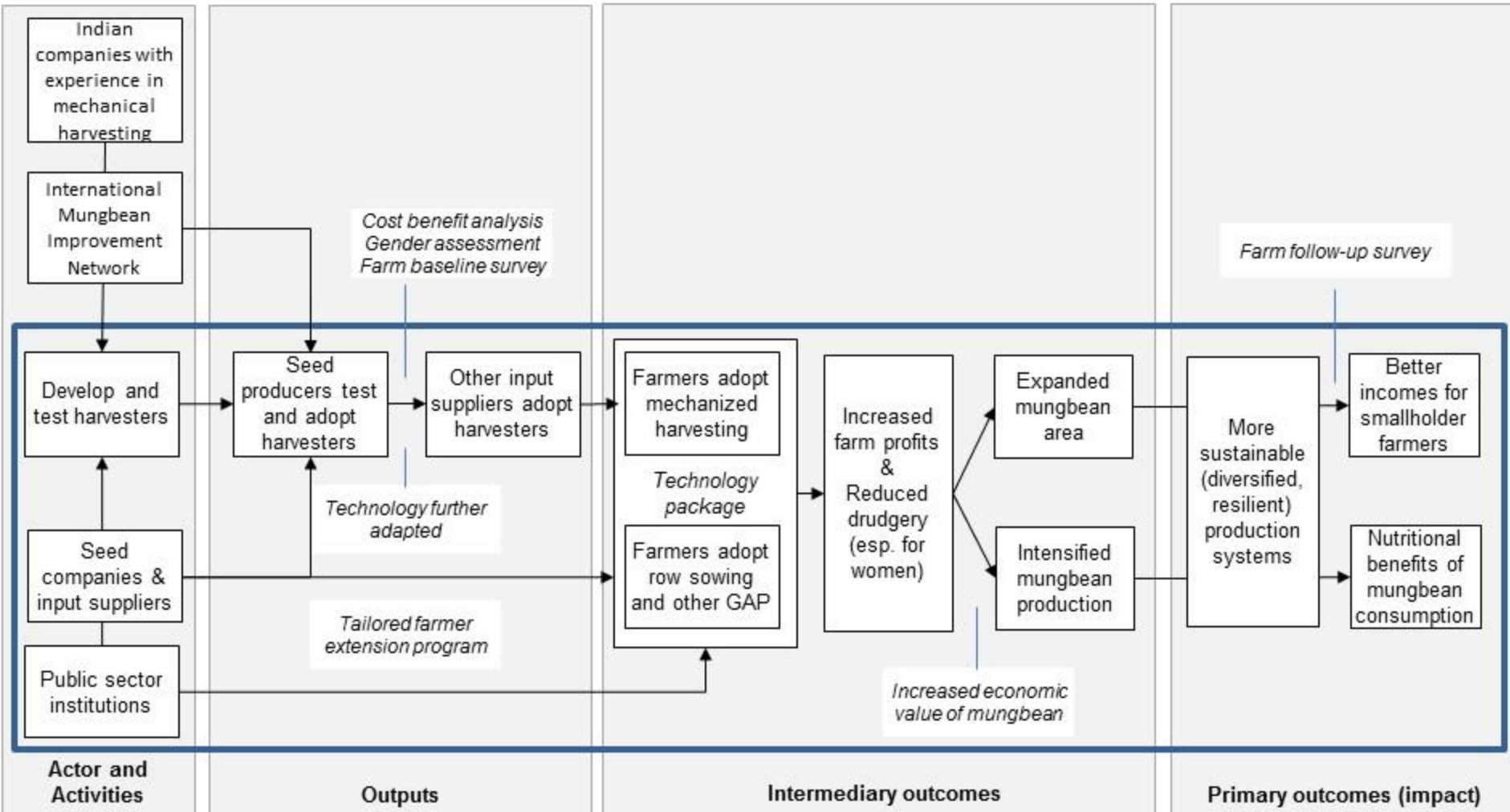
- Shows the key assumptions

Impact Pathway/Theory of Change

- Can also be used in a participatory way!

Example 1:
Mungbean mechanization project
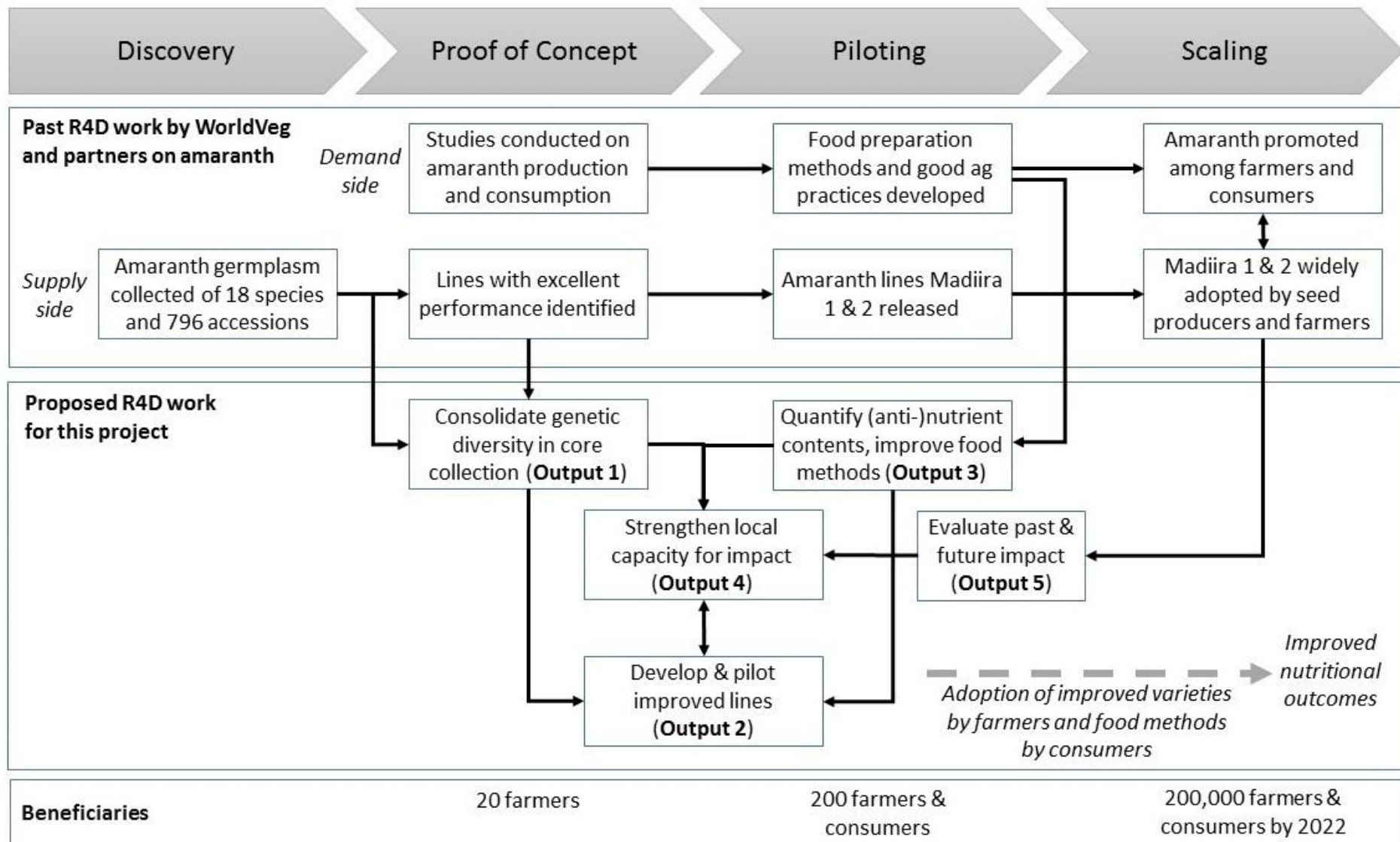

Secondary outcomes that could increase impact:
☐ Integration with mungbean could improve cereal yields and reduce fertilizer requirements
☐ Mechanization could entice private sector to involve in mungbean

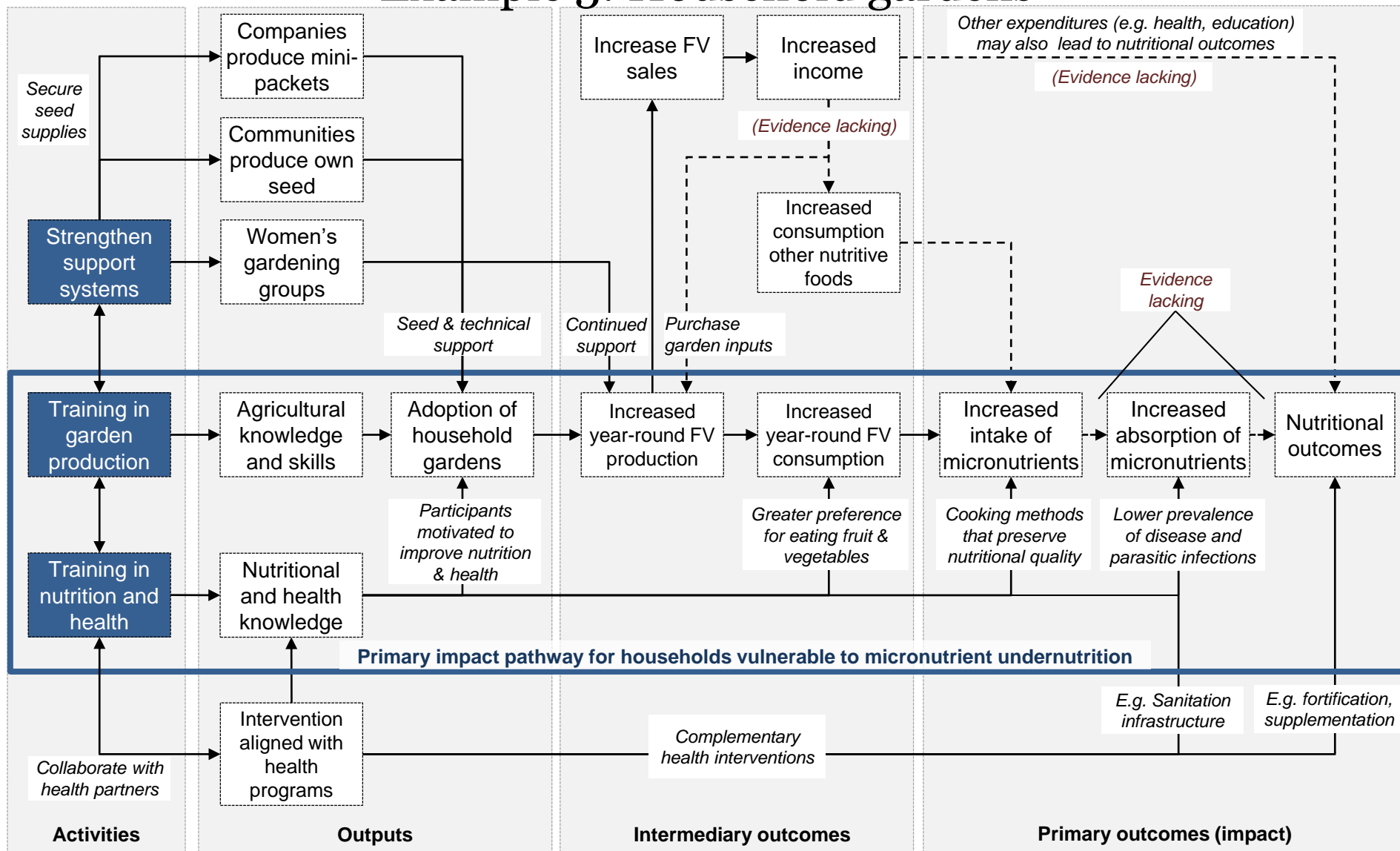Secondary outcomes that could reduce (or have negative) impact:
☐ Loss of income opportunities for hired labor in harvesting
☐ Mechanization might make mungbean a "men's crop"

Example 2:
Amaranth improvement project

Example 3: Household gardens

Secondary outcomes that could increase impact:
- ❑ Gardening skills used in commercial fields
- ❑ Project benefits help to empower women
- ❑ Conservation of traditional species in household gardens
- ❑ Outputs spread to neighboring households and communities
- ❑ People realize economic opportunities in agriculture, nutrition/health

Secondary outcomes that could reduce (or have negative) impact:
- ❑ People start using pesticides in household gardens
- ❑ Women have less time for personal and family care
- ❑ Loss of traditional species
- ❑ Intense knowledge needs impede the diffusion process

FV = Fruit and vegetables

ToC Dos and Don'ts

Dos

- Think of ToC as a plot of a causal story
- Develop it together
- Stage its use; think of use and audience
- Identify key parts to revisit; revisit together
- Realize it changes
- Use it as basis of impact evaluation

Don'ts

- Overcomplicate
- Be too abstract
- Set targets too early
- Oversell

Source: Boru Douthwaite, 2016.

Impact Pathway/Theory of Change

- Exercise 3

Logical framework matrix

Results chain
Impact: Improved income
Outcomes: Technology adoption
Outputs: Technology made available
Inputs / activities: Technology development

Logical framework matrix

Results chain	Measurable indicator
Impact: Improved income	Net household income
Outcomes: Technology adoption	Number of households that adopted
Outputs: Technology made available	Number of technologies
Inputs / activities: Development Training	Number of training workshops, participants

Specific

Measurable

Attributable (or **A**chievable)

Relevant

Targeted (or **T**ime-bound)

Logical framework matrix

Results chain	Measurable indicator	Means of verification
Impact: Improved income	Net household income	From a survey of tomato growers
Outcomes: Technology adoption	Number of households that adopted	From a survey of seed distributors and tomato growers
Outputs: Technology made available	Number of technologies	Online seed catalogue
Inputs / activities: Development Training	Number of training workshops, participants	Workshop reports, participant lists

Monitoring

Risks and assumptions
## Example of disease resistant tomato cultivar (R&D project)

Results chain	Measurable indicator	Means of verification	Risks/ assumptions
Impact: Improved income	Net household income	From a survey of tomato growers	
Outcomes: Technology adoption	Number of households that adopted	From a survey of seed distributors and tomato growers	Weather or pests eliminate yield advantage
Outputs: Technology made available	Number of technologies	Online seed catalogue	Seed companies do not find it marketable
Inputs / activities: Development Training	Number of training workshops, participants	Workshop reports, participant lists	Households interested to participate

Results-based Management

- Project design, planning and implementation with a focus on outcomes, impact and learning.

Learn how to do better

Intervention design (planning)

Project implementation + monitoring
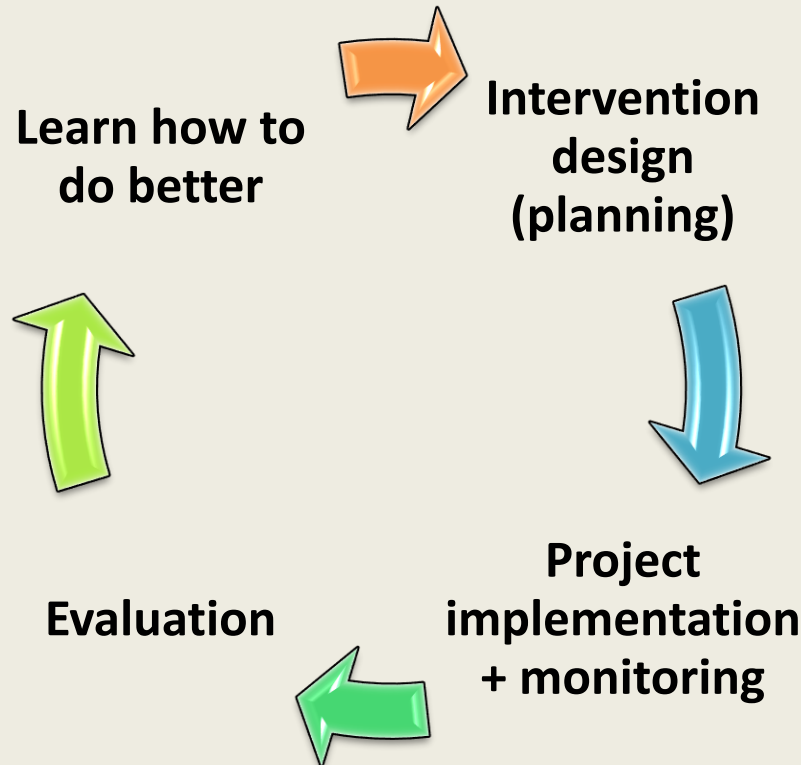
Evaluation

What have we learned?

1. Results chain
2. Difference between outputs, outcomes, and impact
3. Monitoring, evaluation and impact assessment
4. Impact pathways
5. Logical framework model
6. Basic ideas of results-based management