

# **MONITORING AND EVALUATION MODELS**

**M&E Workshop**  
**Amnesty International Portugal**

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# WHAT IS MONITORING AND EVALUATION?

## Monitoring

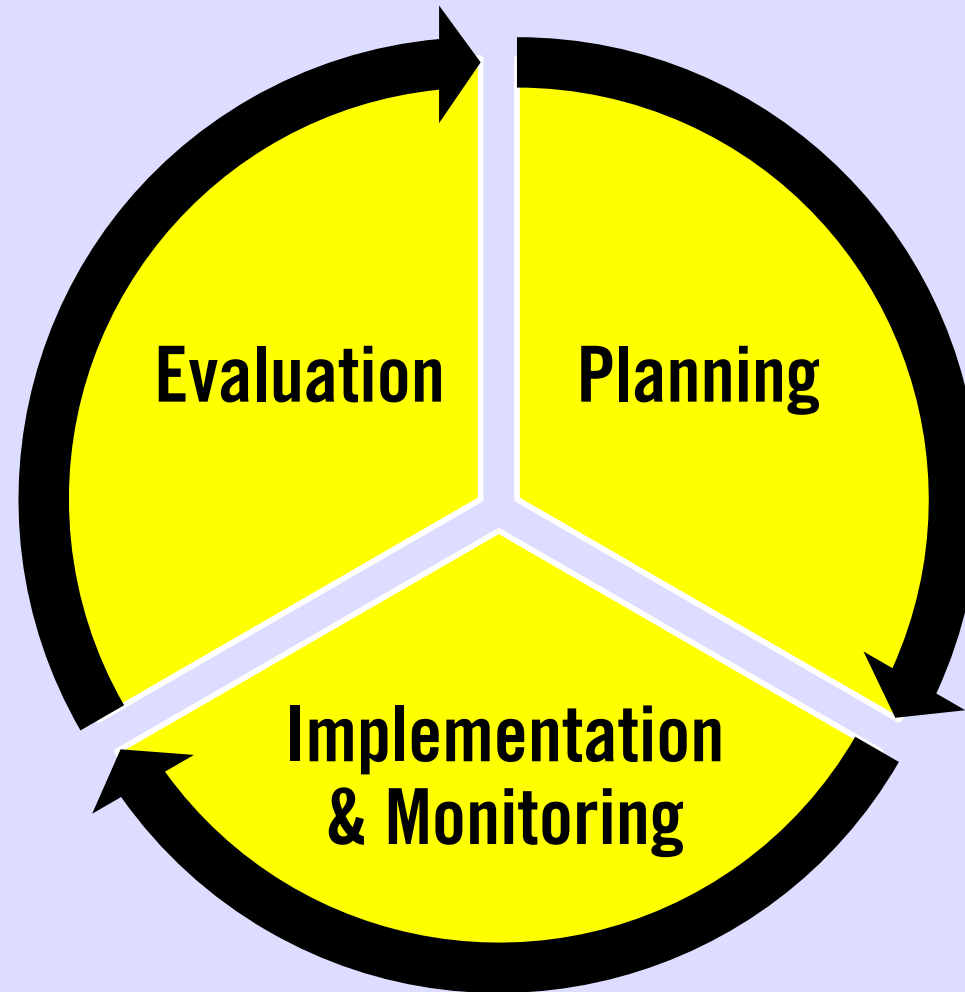
The ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. Contrary to some definitions that treat monitoring as merely reviewing progress made in implementing activities, this definition focuses on reviewing progress against achieving goals

## Evaluation

A process that seeks to determine as systematically and objectively as possible the relevance, effectiveness and impact of an ongoing or completed programme, project or policy in the light of its objectives and accomplishments

*Source: UNDP*

# THE PROJECT CYCLE



# MONITORING

# DEVELOPING A RESULTS FRAMEWORK

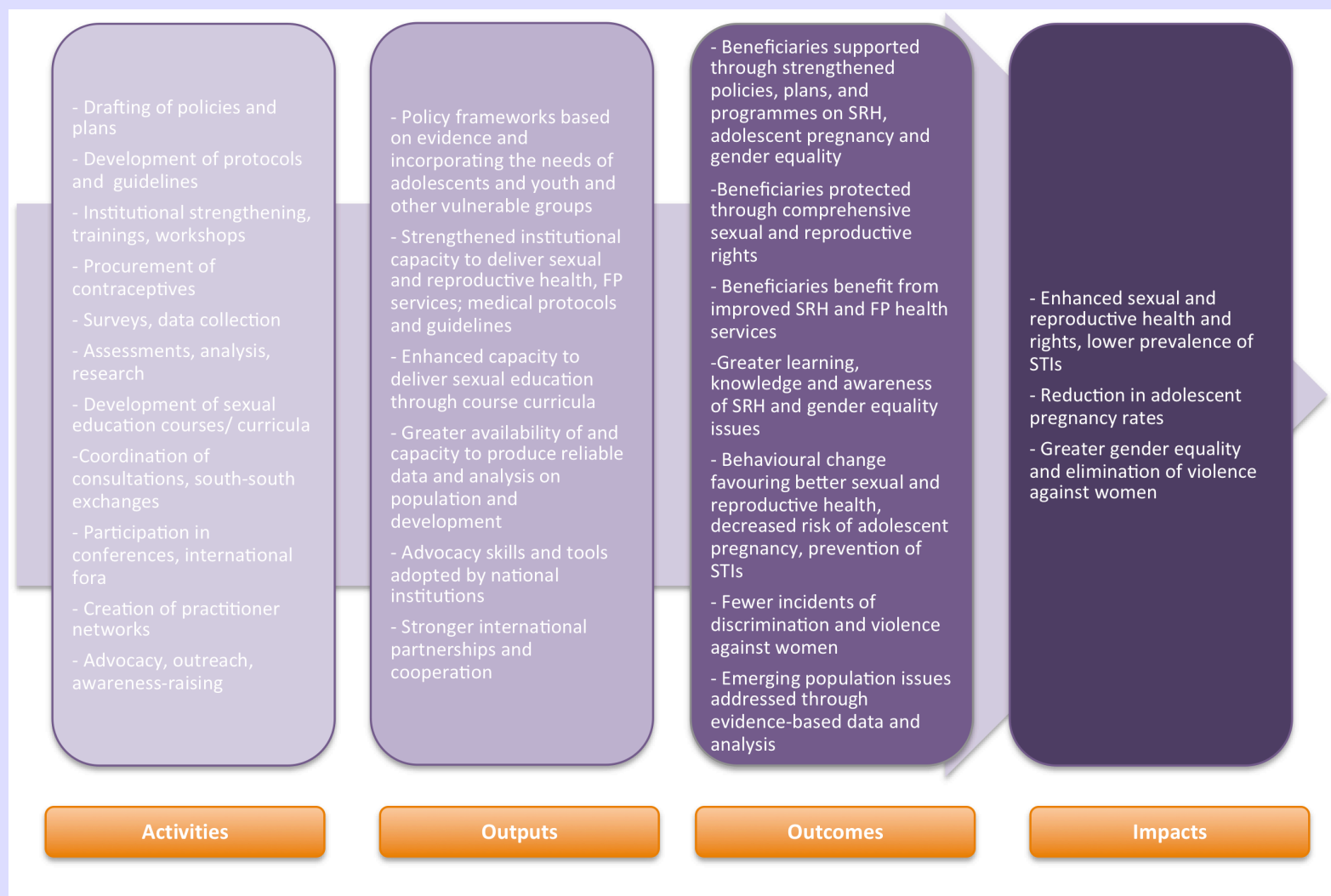
- **Base your results chain on your Theory of Change**
- **Make sure to differentiate activities, outputs, outcomes, and impact**
- **Use participatory processes to develop the framework**

# THE RESULTS CHAIN: IMPORTANT CONCEPTS

Activity	Output	Outcome	Impact
<ul style="list-style-type: none"><li>• An action or a series of actions that are undertaken to achieve a planned or unplanned result</li></ul>	<ul style="list-style-type: none"><li>• A final product or service delivered by a programme or project to end-users, such as reports, publications, servicing of meetings, training, advisory, editorial, translation or security services, which a programme is expected to produce in order to achieve its expected accomplishments and objectives. Outputs may be grouped into broader categories.</li></ul>	<ul style="list-style-type: none"><li>• The measurable accomplishment or result (intended or unintended, positive or negative) of a programme or project. In Secretariat practice, “outcome” is synonymous with accomplishment and result</li></ul>	<ul style="list-style-type: none"><li>• The overall effect of accomplishing specific results. In some situations it comprises changes, whether planned or unplanned, positive or negative, direct or indirect, primary and secondary that a programme or project helped to bring about. In others, it could also connote the maintenance of a current condition, assuming that that condition is favourable. Impact is the longer-term or ultimate effect attributable to a programme or project, in contrast with an expected accomplishment and output.</li></ul>

*Source: UNECLAC*

# RESULTS CHAIN: EXAMPLE



Source: UNFPA

# RESULTS FRAMEWORK: EXAMPLE

Table 6. The results framework					
Results	Indicators	Baseline	Target	Means of Verification	Risks & Assumptions
Impact statement (Ultimate benefits for target population)	Measure of progress against impact				Assumptions made from outcome to impact. Risks that impact will not be achieved.
Outcome statement (Short- to medium-term change in development situation)	Measure of progress against outcome				Assumptions made from outputs to outcome. Risks that outcome will not be achieved.
Outputs (Products and services—tangible and intangible—delivered or provided)	Measure of progress against output				Assumptions made from activities to outputs. Risks that outputs may not be produced.
Activities (Tasks undertaken in order to produce research outputs)	Milestones or key targets for production of outputs				Preconditions for implementation of activities.

Source: UNDP



# OPERATIONAL PLAN: MODEL

**Table 20. Example of an Annual Work Plan format with monitoring component**

Outcome:											
Expected Outputs	Planned Activities	Time-frame				Responsible Party	Budget			Monitoring Framework	
		Q1	Q2	Q3	Q4		Funding source	Budget description	Amount	Expenditures	Progress towards outputs
Output 1 Targets:											Status of progress to target contribution to country programme outcome
Output 2 Targets:											
Output 3 Targets:											
Total											

Source: UNDP

# EVALUATION

# EVALUATION CRITERIA

## Relevance

- The extent to which an activity, expected accomplishment or strategy is pertinent or significant for achieving the related objective and the extent to which the objective is significant to the problem addressed.

## Efficiency

- A measure of how well inputs (funds, expertise, time, etc.) are converted into outputs.

## Effectiveness

- The extent to which a project or programme attains its objectives, expected accomplishments and delivers planned (or unplanned) outputs.

## Sustainability

- The extent to which the impact of the programme or project will last after its termination; the probability of continued long-term benefits.

*Source: UNECLAC*

# EVALUATION MODELS

## Results-based evaluation

- Method based on the results framework
- Evaluation is undertaken by measuring results through impact indicators

## Outcome Mapping

- Provides more flexibility on the definition of results
- Results are measured at intermediate levels of programme achievement

## Outcome Harvesting

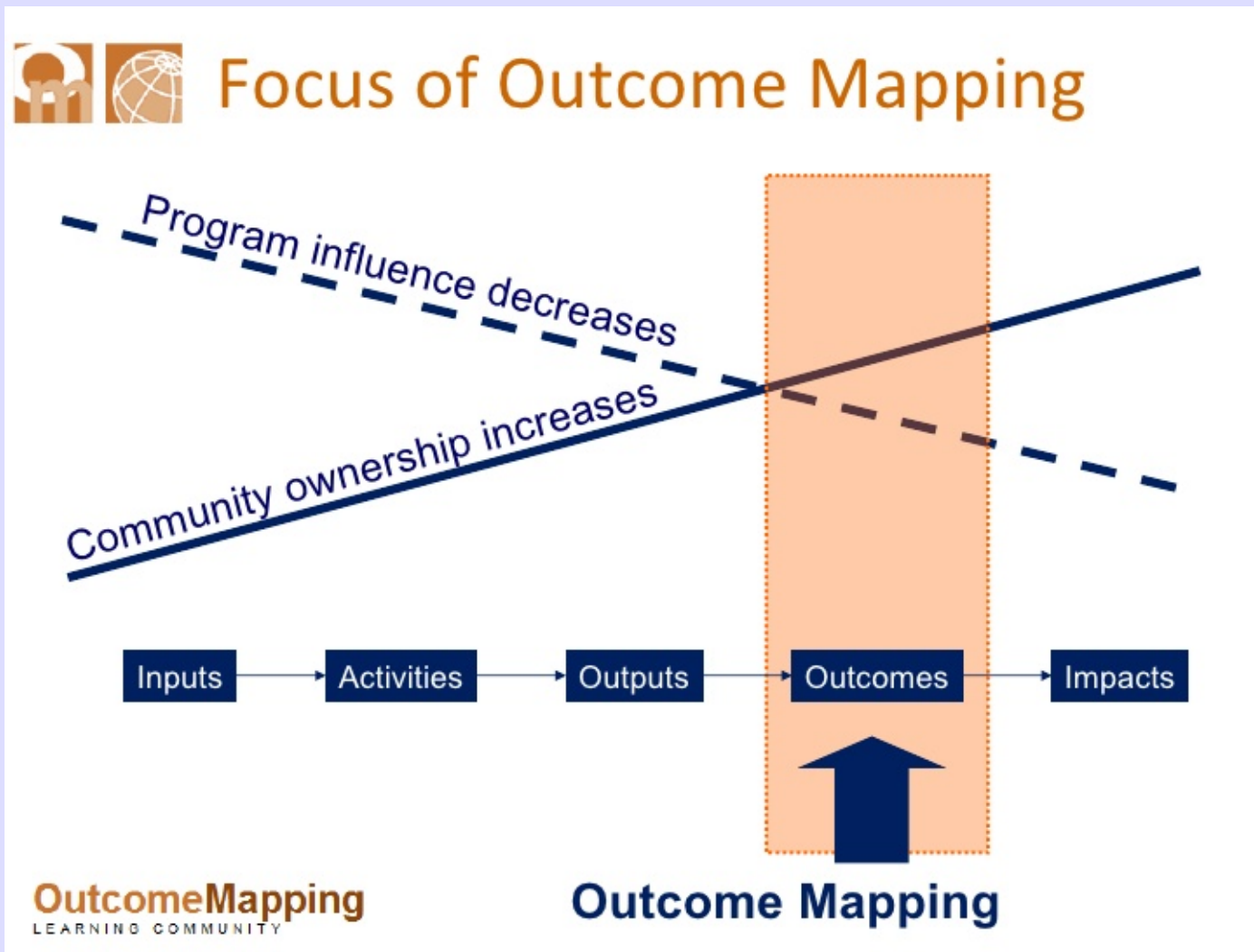
- Impact is measured at the end of an intervention, without prior definition
- Result is measured at intermediate levels

# I. RESULTS-BASED EVALUATION: MODEL

Table 6. The results framework					
Results	Indicators	Baseline	Target	Means of Verification	Risks & Assumptions
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Source: UNDP

## II. OUTCOME MAPPING



Source: Outcome Mapping Learning Community

# OUTCOME MAPPING: STAKEHOLDER ANALYSIS

## Partners

- NGOs
- UN and other intergovernmental organizations
- CSOs

Activities

## Change Agents

- Government
- Media
- Public institutions

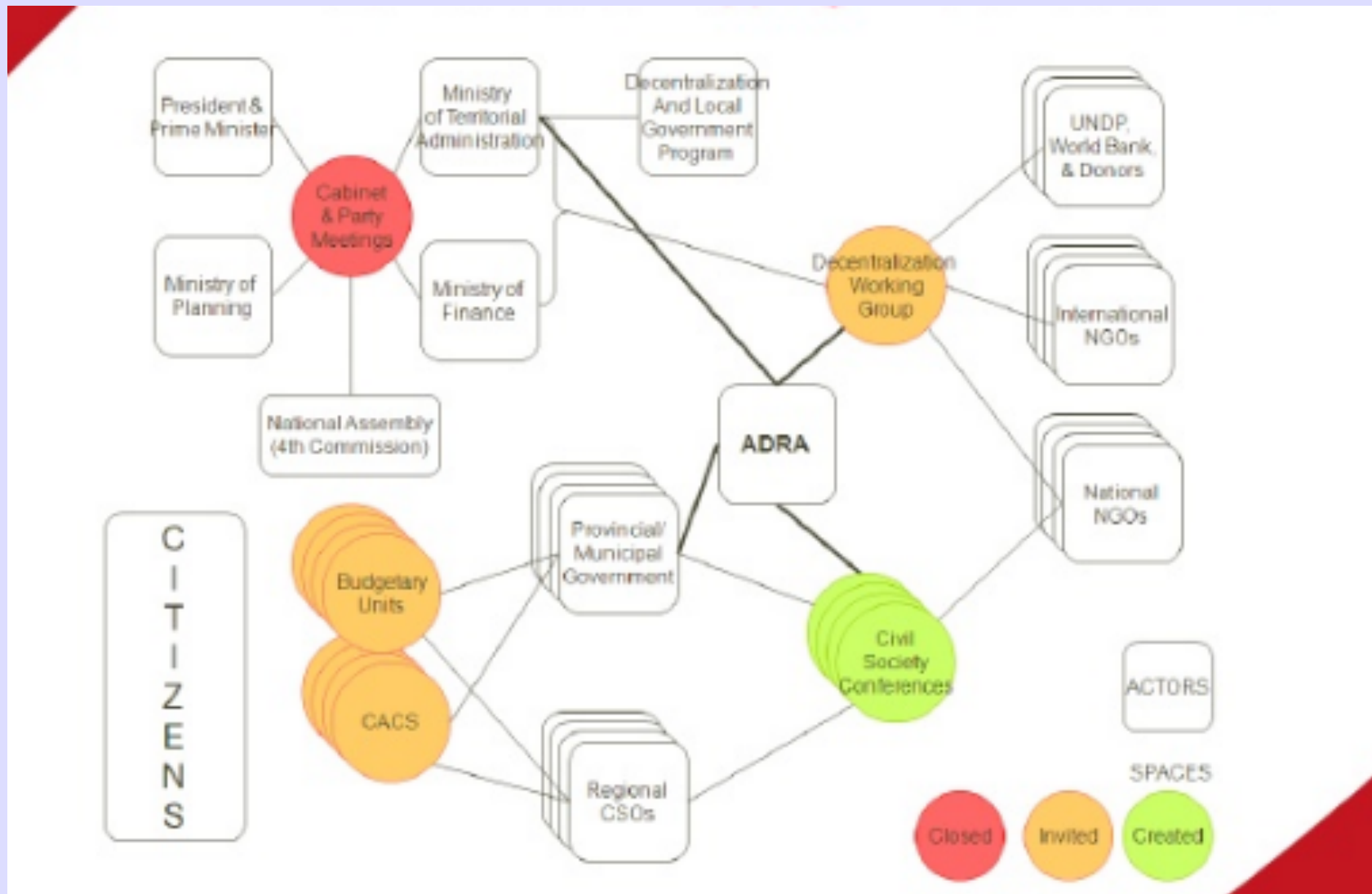
Results

## Beneficiaries

- Rights holders
- Target groups (minorities, vulnerable groups, political dissidents, etc)

Impacts

# STAKEHOLDER ANALYSIS FOR OUTCOME MAPPING



Source: IDS



# RESULTS FRAMEWORK: SAMPLE

DESIGN WORKSHEET 1: PROGRAM FRAMEWORK	
<b>Vision:</b>	
<b>Mission:</b>	
<b>Boundary Partner 1:</b>	<b>Outcome Challenge 1:</b>
<b>Boundary Partner 2:</b>	<b>Outcome Challenge 2:</b>
<b>Boundary Partner 3:</b>	<b>Outcome Challenge 3:</b>
<b>Boundary Partner 4:</b>	<b>Outcome Challenge 4:</b>

*Source: Outcome Mapping Learning Community*

# OUTCOMES: EXAMPLES

## Boundary Partner 1:

Local communities (NGOs, indigenous groups, churches, community leaders, model forest administration unit)

**Outcome Challenge 1:** The program intends to see **local communities** that recognize the importance of, and are engaged in, the planning of resource management activities in partnership with other resource users in their region. They have gained the trust of the other members of the partnership and the recognition of government officials so that they can contribute constructively to debates and decision-making processes. They are able to clearly plan and articulate a vision of their forest management activities and goals that is relative to their context and needs. They call upon external technical support and expertise as appropriate. They act as champions for model forest concepts in their communities and motivate others in the partnership to continue their collaborative work.

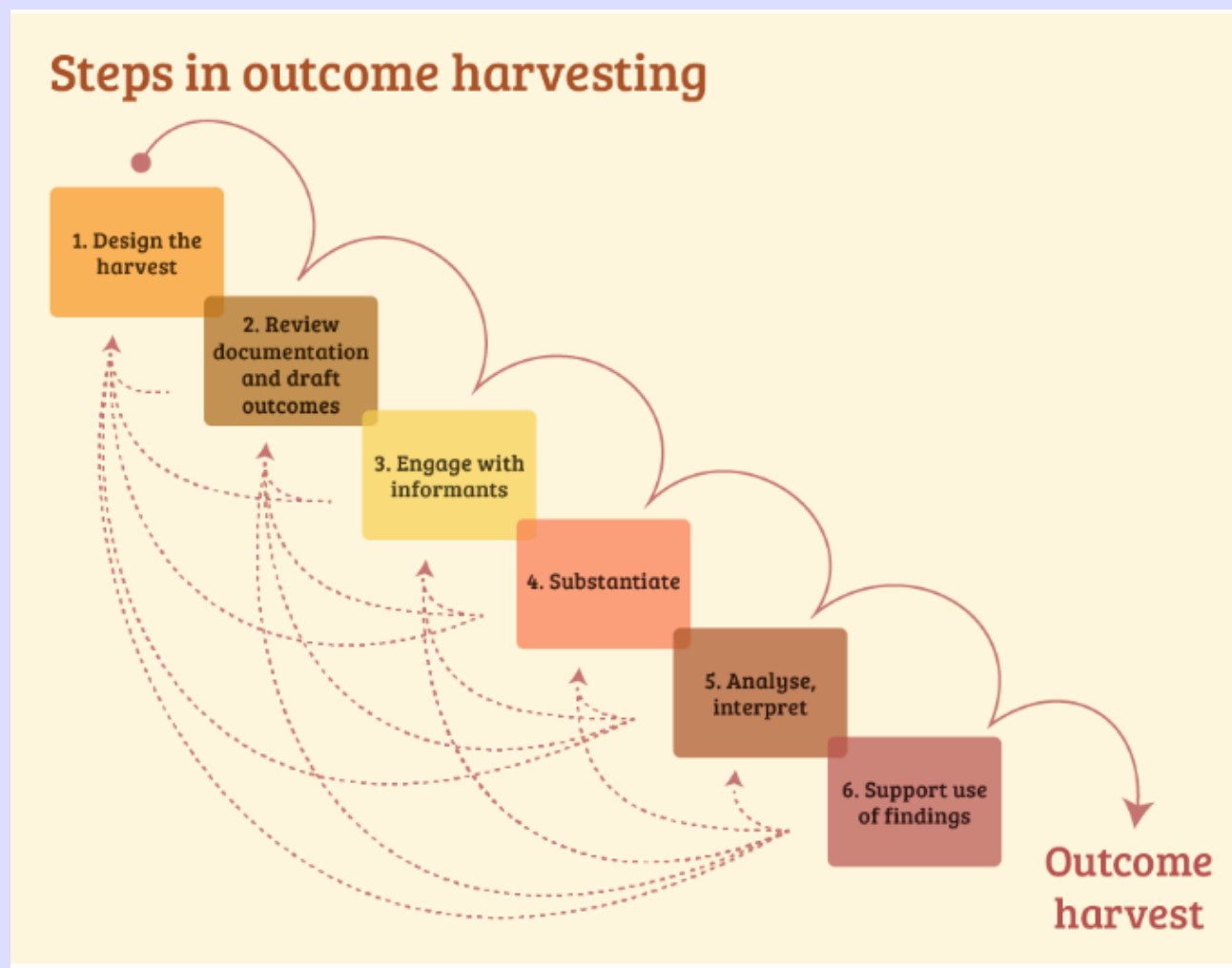
## Boundary Partner 2:

Government officials and policymakers (national forestry agency/department, regional administration)

**Outcome Challenge 2:** The program intends to see **government officials and policymakers** who are committed to the model forest concept and the principles of its partnership. They support the development of local capacity and consult non-traditional groups when planning and making decisions about forest resource management. They are actively involved in the model forest partnership and draw lessons from the experience that are relevant and can be used to inform national policy debates and policy formulation. They champion the model forest concept and seek funding from national and international sources to ensure the continuation and success of the model forest in their country/region.

*Source: Outcome Mapping Learning Community*

# III. OUTCOME HARVESTING



Source: [www.betterevaluation.org](http://www.betterevaluation.org)

# OUTCOME HARVESTING: QUESTIONNAIRE

## Box 8

### Sample Outcome Harvesting Questionnaire

**Outcome Description:** In one or two sentences, summarize the observable change in the behavior, relationships, activities, or actions of a social actor influenced by the activities and outputs of the organization, program, or project over the past 12 months. That is, *who changed what, when and where?*

**Who:** Be as specific as possible about the individual, group, community, organization, or institution that changed.

**What:** State concretely what changes were noted in behavior, relationships, activities, policies, or practices.

**When:** Be as specific as possible about the date when the change took place.

**Where:** Similarly, include the political or geographic locale with the name of the community, village, town, or city where the actor operates – locally, nationally, regionally, and/or globally.

**Organization's contribution:** In one or two sentences, what was the organization's role in influencing the outcome? How did it inspire, persuade, support, facilitate, assist, pressure, or even force or otherwise contribute to the change in the social actor? Specify the organization's activities, processes, products, and services that you consider influenced each outcome.

Keep in mind that, while the outcome must be plausibly linked to the organization's activities, there is rarely a direct, linear relationship between an activity and an outcome. Also, one activity may influence two or more outcomes. Equally important, outcomes often are influenced by a variety of activities and other social actors over a period longer than 12 months. Thus, please mention the activities from this year or before that influenced each outcome.

Source: [www.betterevaluation.org](http://www.betterevaluation.org)



# OUTCOME DESCRIPTION: EXAMPLE

## Box 5

### Sample Detailed Outcome Description

In 2009, The Palestinian Authority revitalizes an employment fund for qualified people living in Palestine.

**Description:** Palestine's Ministry of Labor, initially resistant to the proposal, is now working with civil society to rebuild and manage the Palestinian Fund for Employment and Social Protection. This fund will support the implementation of active labor market policies and measures in the occupied Palestinian territory to address the employment gap. The fund will provide a wide range of financial and non-financial services including employment services, employment guarantee schemes, enterprise development support, capacity development of small and medium enterprises, and employment-intensive public investment. Working in conjunction with the Ministry, supporting organizations of GCAP Palestine have secured bilateral and multilateral funding from aid agencies and governments.

**Significance:** This outcome demonstrates how mass citizen action can be combined with the engagement of political decision makers to lead to transformative changes in government policy and practice.

**Contribution:** After the presentation of a research report in 2007 on the economic impact of unemployment by the Democratic Workers Rights Centre (DWRC), the Global Call to Action against Poverty (GCAP) coalition in Palestine was able to engage government in conversations on the creation of an employment fund. Dialogue was coupled with popular mobilization, including the "Stand Up and Be Counted" campaign. Stemming from an event including 10,000 people in 2006, this campaign mobilized 1.2 million people, over one quarter of the Palestinian population, in 2008. Working in conjunction with the Ministry of Labor, supporting organizations of GCAP Palestine helped secure multilateral funding for a pool of resources, and are currently delineating the management of the fund.

Source: [www.betterevaluation.org](http://www.betterevaluation.org)