Workshop Programme

**REAL CASE**

ADRRN Logframe

ADRRN Monitoring and Evaluation Framework (OC + PM)

ADRRN monitoring and Reporting tools
Behaviour as the program
Outcome
BP 1 Local CSO

BP 2 ADRRN Member

BP 3 Media & Research institutions

BP 4 Local communities
BP 1 Existing Member

BP 2 New Member

BP 3 UNISDR, ICVA etc

BP 4 National Govt and NGO, CBO

BP 5 Media, Academia, Technical partners

VISION:
Five Policies People in Vulnerable countries live safely with reduced risks

Beneficiaries

Amplifying civil society voices through strategic policy advocacy and communications at multi-level platforms

BP 1 Existing Member of ADRN

BP 2 New Member of ADRN

Outcome challenges coordination and implementation of the strategic policies advocacy plan

Less duplication, increased effectiveness, better resource management

Outcome challenges using their expertise and media platform to support strategic policies advocacy

Policy change: increase access to resources, improved strategic coordination and leadership

At least there will be two new members in each vulnerable countries

Increased knowledge & skills on strategic policy advocacy

- Sensitized commitment
- Increased knowledge sharing
- Better access to policy makers
- Increased resources

- Training/Workshops
- Communications strategy

- Public perception survey (baseline → evaluation)
- Policy recommendations

BP 3 AMEDER, UNISDR, UNOCHA, ICVA, other Regional Bodies, DONORS
BP 1: CSO national and local member
BP 1: INGO & Networks

BP 2: Members
BP Checklist

• Do they have a strategic positions to contribute to achievement of the vision?
• Are you work directly with them?
• Are you going to influence them (through the project intervention) so that they perform better?
• Will you be able to influence them?
✓ Describes behavioural changes
✓ About a single boundary partner
✓ Sets out the ideal behavioural changes
✓ Describes the boundary partner’s contributions to the vision
✓ The project can only influence NOT control the changes
PROGRESS MARKER

- movement from initial to more profound changes in behaviour
- transformation in a single boundary partner
- more information about change than a single indicator
PROGRESS MARKERS ARE

- Observable changes in the way the boundary partner know or do toward the ideal behaviour.
- Similar to a ladder or steps in a wooden bridge connecting current situation and the ideal situation expected by the project.
- Are the indicator of changes which is more valuable as a set of PM.
- Is the basis for the monitoring of project’s outcome

✓ A graduated set of statements describing a progression of changed behaviours in the boundary partner

✓ Describe changes in actions, activities and relationships leading to the ideal outcome

✓ Articulate the complexity of the change process
Reviewing Outcome Challenges

• Look at the Outcome Challenges of ADRRN member (ideal and desired behaviour) that you developed yesterday.
  – How would the BP behave differently, which will ensure their contribution to the achievement of the Vision?
    • **Actions:** what would they be doing differently? Practice and sistem
    • **Relations:** To whom would they be relating and how?

• **Checklist**
  – Does the Outcome Challenge focus on the ideal behaviour (actions and relations) of the BP? Not just a list of activities or output of the project?
  – Is the statement formulated in terms of ‘action’ of the BP and active words?
  – Do you believe that when the Boundary Partners achieve the OC, they will be able to contribute to the vision?
  – Are the changes envisioned for the BP feasible to be achieved (is it part of their mandate, can the project promote that change)?
Developing Progress markers

• For the Outcome Challenges develop a set of Progress Markers.

• Identify aspect of Awareness, Knowledge Skills and attitude which are required by the BP to be able to perform.

• Discuss the sequence of changes that would be observed along the project periods
• Select one of the ideal behavior for exercise.

<table>
<thead>
<tr>
<th>Ideal behavior (outcome Challenges):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current characteristics</td>
<td>Expected changes</td>
</tr>
<tr>
<td>Knowledge: ......................</td>
<td></td>
</tr>
<tr>
<td>Skills: ..........................</td>
<td></td>
</tr>
<tr>
<td>Attitude: .......................</td>
<td></td>
</tr>
<tr>
<td>Relations: ......................</td>
<td></td>
</tr>
<tr>
<td>Actions/Practices: ...............</td>
<td></td>
</tr>
</tbody>
</table>

• Review the project results. Do you need to add more results to ensure the above changes can be achieved?
**CURRENT BEHAVIOUR:**

- Incorporates into their agenda issues related to sustainable Agricultural Chain.
- Identifies, generate and provide information to farmers on technical aspects of the SAC and to improve their access to resources (e.g. market, financial).
- Promotes SACD concept and cooperations with local SAC actors.
- Provides opportunities to farmers to meet and cooperate with different actors of the SAC.

**PROGRESS MARKERS**

**OUTCOME CHALLENGES:**

Local farmer organisation has a strong membership base. They are working with organized farmer to improved their bargaining position along the value chains. They are actively improving their technical capacity and networking to promote their mandate.
Progress Markers: Example

Love to see
Expanding influence, helping others, sharing expertise

Like to see
Actively engaged, learning, commitment

Expect to see
Early encouraging response to program, initial engagement
• Are this changes happen in the BP?
• Are these changes reflected changes on behaviour, not the project activities?
• Is the PM described in staged (continuous) changes which can be observed to achieve the OC?
• Are these changes specific and relevant to to achieve the vision?
Indicators and Progress Marker
• an instrument which gives you information

English language dictionary

• a variable, which purpose it is to measure change in a phenomena or process

USAID

• a description of project’s objectives in terms of quantity, quality, target group and place

EC

• **Outcome indicators**, referred to simply as indicators in this guidebook from this point forward, demonstrate how outcomes can be quantified, measured and achieved. In other words, indicators define the conditions that must be met, or the changes that must be observed before an outcome is achieved.

ILO, v.2: p9
<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Specific</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>Measurable</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>Achievable / attainable</td>
</tr>
<tr>
<td><strong>R</strong></td>
<td>Relevant (not realistic!)</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>Time bound/timely/trackable</td>
</tr>
</tbody>
</table>
How to formulate SMART indicator?

V = Variable → Object of Change + Q
Q = Quantity → Present and Future Value – extent of change
T = Time Bound → When will change take place – Time Frame
T = Target Group → Who is Concerned + Q
P = Place → Where will the change take place
Sources of Verification (SoV)

Secondary
- Existing documents/databases

Primary
- Interviews with people involved
- Filling in questionnaires
- Keeping records
- Measuring by researchers or/and by people involved
- Observations of researchers
- other
1. Identify Objective
   E.g. Increased rice yields of small farmers

2. Quantify
   10,000 small farmers (owning less then 1 hectare/2.4 acre of land)
   increase production by 50%

3. Set Quality
   10,000 small farmers increase rice production,
   while maintaining same quality of harvest

4. Specify Time Frame
   Between January 2004 and January 2007

5. Set Location
   Bakorian Foothills
Monitoring System
Learning Points

1. Many definitions of **Monitoring**
2. Shift of focus from Monitoring of Activities to **Monitoring of Results (incl. Outcomes!)**
3. No Monitoring is useful if it does not result in **decision-making** for the next operating period.
What is Monitoring (EC)

The systematic and continuous collecting, analysing and using of information for the purpose of management control and decision-making.
To provide the management with relevant, sufficient, accurate and timely information to facilitate decisions in order to:

- Control the implementation process:
  - Human resources
  - Time
  - Material and financial resources
- Control the outputs/products
  - Quality, quantity and timeliness
- Know the level of use by and benefits for beneficiaries
  - Appreciation
  - Appropriateness/relevance
  - Sustainability
- Know actors and factors influencing your project’s success
Levels and types of M & E

**Monitoring**
- Impact
- Outcome / Effect / Reaction
- Outputs / Deliverables
- Process / Inputs
- Context

**Planning**
- IMPACT
- OUTCOMES
- OUTPUTS
- ACTIVITIES
- RESOURCE
- Problem situation
  - ASSUMPTION

**Evaluation**
- Impact / sustainability
- Relevance
- Effectiveness
- Efficiency
- Relevance
Overview

What do we need to achieve?

Who is responsible for what?

Function?  Level?  Tasks?

Info needed on his/ her desk?

What details are needed?

Who collects/ supplies?

Relevant, Correct, Timely and Sufficient

Monitoring System

Design and Implement
<table>
<thead>
<tr>
<th>Situational Analysis</th>
<th>1. Clarify the Objectives and Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Clarify the Management Structure</td>
</tr>
<tr>
<td>Information needs</td>
<td>3. Information Needed and When?</td>
</tr>
<tr>
<td></td>
<td>4. Detailed Info to be Collected</td>
</tr>
<tr>
<td>Design of operations</td>
<td>5. Design the Information System</td>
</tr>
<tr>
<td></td>
<td>6. Assess Means, Costs and Risks</td>
</tr>
</tbody>
</table>
Managers responsibilities

- Who needs to know what?
- Why? On the basis of what criteria?
  - Function
  - ‘Level’
  - Job description
  - Delegated responsibilities etc.
- Can he/she handle the amount of information?
- What is he/she supposed to do with it?
Managers Information Needs

• What information does he/she need to get on his/her desk?

• What are the detailed information needs? Specify!
No specific format, also OM has no special format, but all (should) deal with:

1- **What** should be collected
2- **Who** should collect this?
3- **Where**?
4- **How**?
5- **When**?
6- To whom should it be reported?
7- **When/ frequency**?
Planning and assessment in OM & beyond

Contextual Information

Program (performance journal)

Partner (outcome journal)

Strategies (strategy journal)

Outcomes (behaviour changes in the partners)

Implementation (interventions by the program)

Relevance & viability (of the program)

Situational data
Monitoring tools
Monitoring tools: Principles

- Clear about information needed?
  - For whom?
  - For What?
  - From whom?
Types of monitoring tools

- Brainstorming
Monitoring tools in OM

- Outcome Journal
- Performance Journal
- Strategy Journal
• tracking progress in changes of Boundary Partners
• specific for each Boundary Partner
• contains progress markers and related information
• progress in changes is qualified and quantified
## Outcome Reporting Format

**Work dating from:**

**Contributors to monitoring updates (Names):**

**Outcome challenge:**

- **Low =**
- **Medium =**
- **High =**

<table>
<thead>
<tr>
<th>EXPECT TO SEE ADORN MEMBERS</th>
<th>WHO?</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMH</td>
<td></td>
</tr>
<tr>
<td>000 1</td>
<td></td>
</tr>
<tr>
<td>000 2</td>
<td></td>
</tr>
<tr>
<td>000 3</td>
<td></td>
</tr>
<tr>
<td>000 4</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIKE TO SEE ADORN MEMBERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>000 5</td>
<td></td>
</tr>
<tr>
<td>000 6</td>
<td></td>
</tr>
<tr>
<td>000 7</td>
<td></td>
</tr>
<tr>
<td>000 8</td>
<td></td>
</tr>
<tr>
<td>000 9</td>
<td></td>
</tr>
<tr>
<td>000 10</td>
<td></td>
</tr>
<tr>
<td>000 11</td>
<td></td>
</tr>
<tr>
<td>000 12</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LOVE TO SEE ADORN MEMBERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>000 13</td>
<td></td>
</tr>
<tr>
<td>000 14</td>
<td></td>
</tr>
<tr>
<td>000 15</td>
<td></td>
</tr>
</tbody>
</table>

**Description of change:**
<table>
<thead>
<tr>
<th>Contributing factors and actors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of evidence:</td>
</tr>
<tr>
<td>Unanticipated change:</td>
</tr>
<tr>
<td>(Include description, evidence, sources of evidence)</td>
</tr>
<tr>
<td>Contribution to AusAID comprehensive Aid Framework:</td>
</tr>
<tr>
<td>Contribution to MFA priority:</td>
</tr>
<tr>
<td>Lessons/Required program changes/Reactions:</td>
</tr>
</tbody>
</table>
• Systematic way to monitor programme support to Boundary Partner

• Key questions:
  – What have we done?
  – How can we improve?

to support changes in Boundary Partners
Performance Journal

- Systematic way in monitoring organizational practices to keep the project relevant and effective

- Key questions:
  - What have we done in Organisational Practice?
  - What are the evidences?
  - What do we learn?
Outcome Harvesting

• A tool for monitoring and evaluating the results of development interventions
• Developed since 2003 by Ricardo Wilson-Grau
• Now used widely by evaluators, including those who use outcome mapping

OUTCOME is:

• An observable and significant change in a social actor’s behaviour, relationships, activities, actions, policies or practice that has been achieved...
• … and that has been influenced by the change agent.
STEPS on Outcome Harvesting

1. Focus on utilisation
2. Design the harvest
3. Review documentation and draft outcomes
4. Engage with informants
5. Substantiate
6. Analyse, interpret
7. Support use of findings
Focus on utilization

- To what extent did the outcomes we influenced in 2009-2011 represent patterns of progress towards our strategic objectives?
- Was our investment in the activities and outputs that contributed to our 2009-2011 outcomes cost-effective?
- What? So what?
In the light of monitoring and evaluation questions, what data is required and how and from whom will it be obtained?

WHOM: Social actors:
- Individual
- Group or community
- Institutions
- Organisations

WHAT: CHANGES
- Behaviour
- Relationship
- Policies and practices
- Actions & activities
Review documents on reports and the identify the following outcome:

– **Description** of outcome: The formulation of an outcome is as specific, verifiable and as detailed as makes sense for the primary intended users and their principal uses.

– Who changed what, when and where?

– **What activities and outputs plausibly contributed to the change in the social actor, however partially, indirectly and even unintentionally?**

– Other information:
  
  • Significance of the outcome; Collaboration with other social actors; Contribution of other actors and factors; History; Context; Evidence of impact on people’s lives;
1. Engage with informants
2. Substantiate
3. Analyse, interpret
4. Support use of findings
• Present the **final outcome formulation** to one or more credible (independent, knowledgeable) person(s) and ask them to go on record with their opinion:

• 1. To what degree you are in agreement with the outcome description?

• 2. How much do you agree with the description of how this change is influence of the project
  – [ ] Fully agree
  – [ ] Partially agree
  – [ ] Disagree
  – Comments if you like: ........................
http://www.outcomemapping.ca/resource/