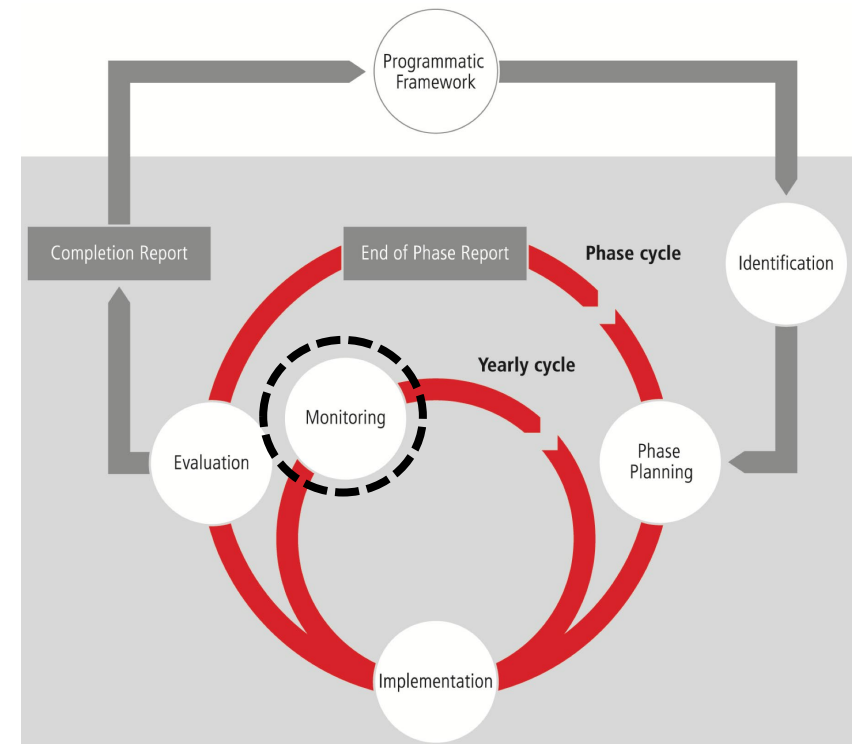# 1. Monitoring for Results

1.1 Introduction

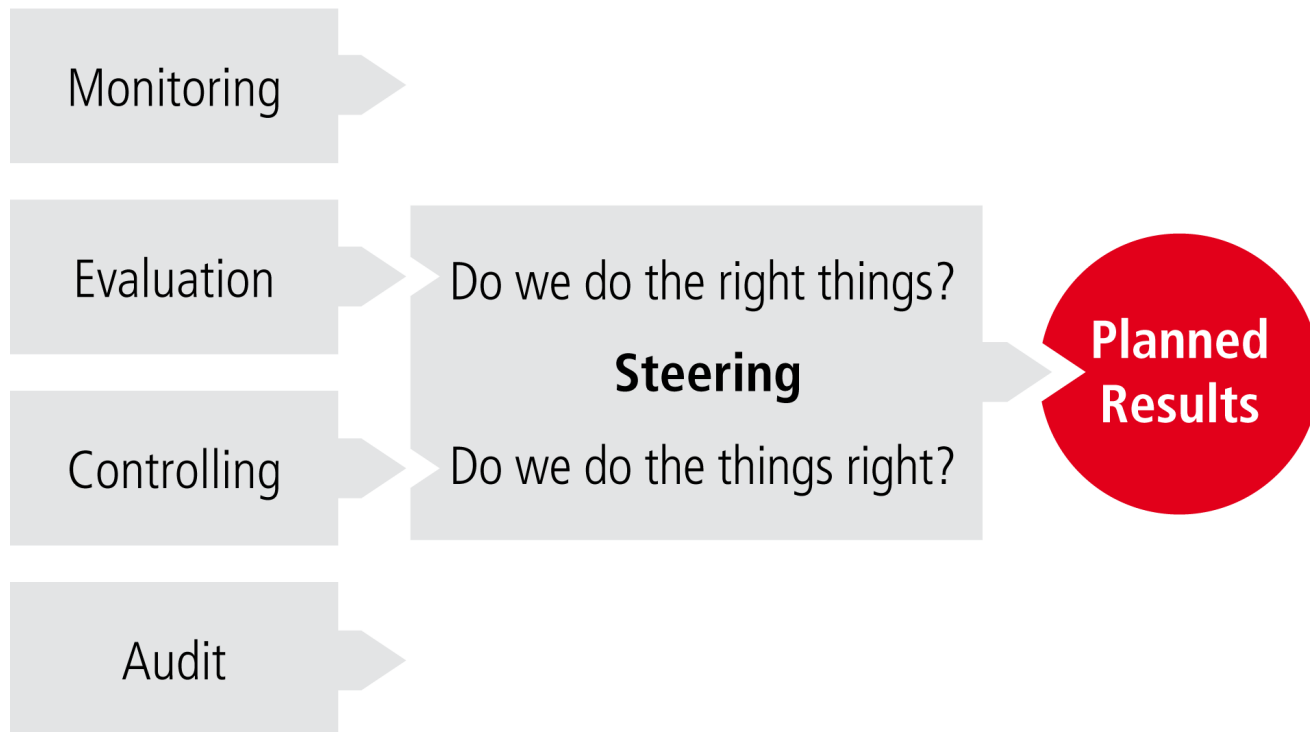## 1.2 Indicators

1.3 Data collection

1.4 Results measurement

1.1 Introduction

Steering for Development Results

Monitoring

Evaluation

Controlling

Audit

Do we do the right things?

Steering

Do we do the things right?

Planned Results

Terminology

|	Semantic	Periodicity	Objective
Monitoring	**to observe:** on-going gathering (and analysis) of data	continuous (in accordance with steering rhythm)	prepare the basis for steering decisions and learning processes
Evaluation	**to assess, to appraise:** assessing and appraising data and information to establish a judgement	at specific points in time (mostly pre-determined)	assess a project, programme, policy or organisation as basis for strategic decisions
Audit	**to examine:** (from Latin *audire*: listen, hear) examination of (financial) records	periodically (with or without advance notification)	examine accuracy of (financial) records evaluate efficiency

Monitoring Questions

Monitoring is a system for continuously gathering and processing relevant data and information to address the following key questions:

- What (results) have we planned?
- Have we realised and achieved what we had planned?
- What are we learning?
- What do we have to change?

Monitoring means to keep in continuous touch with the reality of the project and its context.

Monitoring – Staying on Track
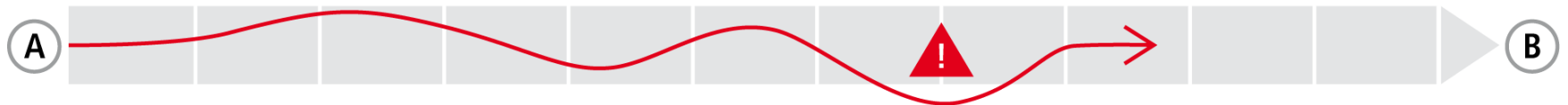
Control Instruments
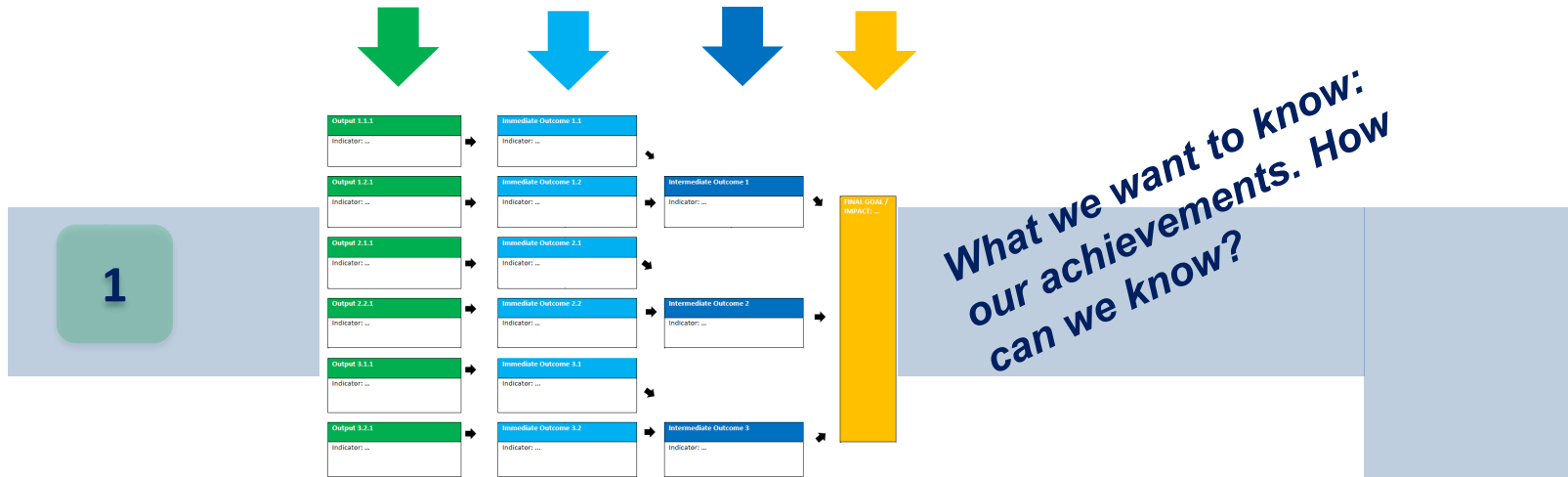- Speedometer
- Clock
- Cooling water thermometer
- Fuel gauge

Steering Instruments
- Steering wheel
- Accelerator & break
- Gears & clutch

Developing a Monitoring Plan/System

Montoring System
- Indicators
- Rationale
- Values: baseline & targets
- Methods, sources
- Timing
- Responsibilities

What we want to know: our achievements. How can we know?
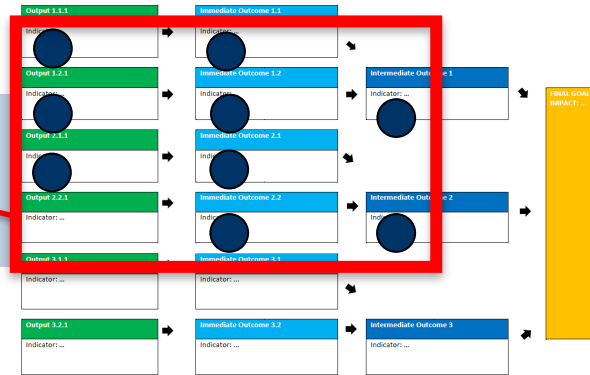
Through indicators we can know

A Good Monitoring System

◆ **Time**: Delivers data at the time they are needed for making decisions.

◆ **Quality**: Delivers reliable and relevant data with few errors.

◆ **Quantity**: Delivers all data required, but not more.

◆ **Methods**: Uses appropriate methods for the specific indicators

◆ **Cost**: Delivers reliable data at a low cost.

1.2 Indicators

Path to a Monitoring System

INDICATORS

◆ Result Chain
Theory of Change

◆ Results Framework

◆ Monitoring System
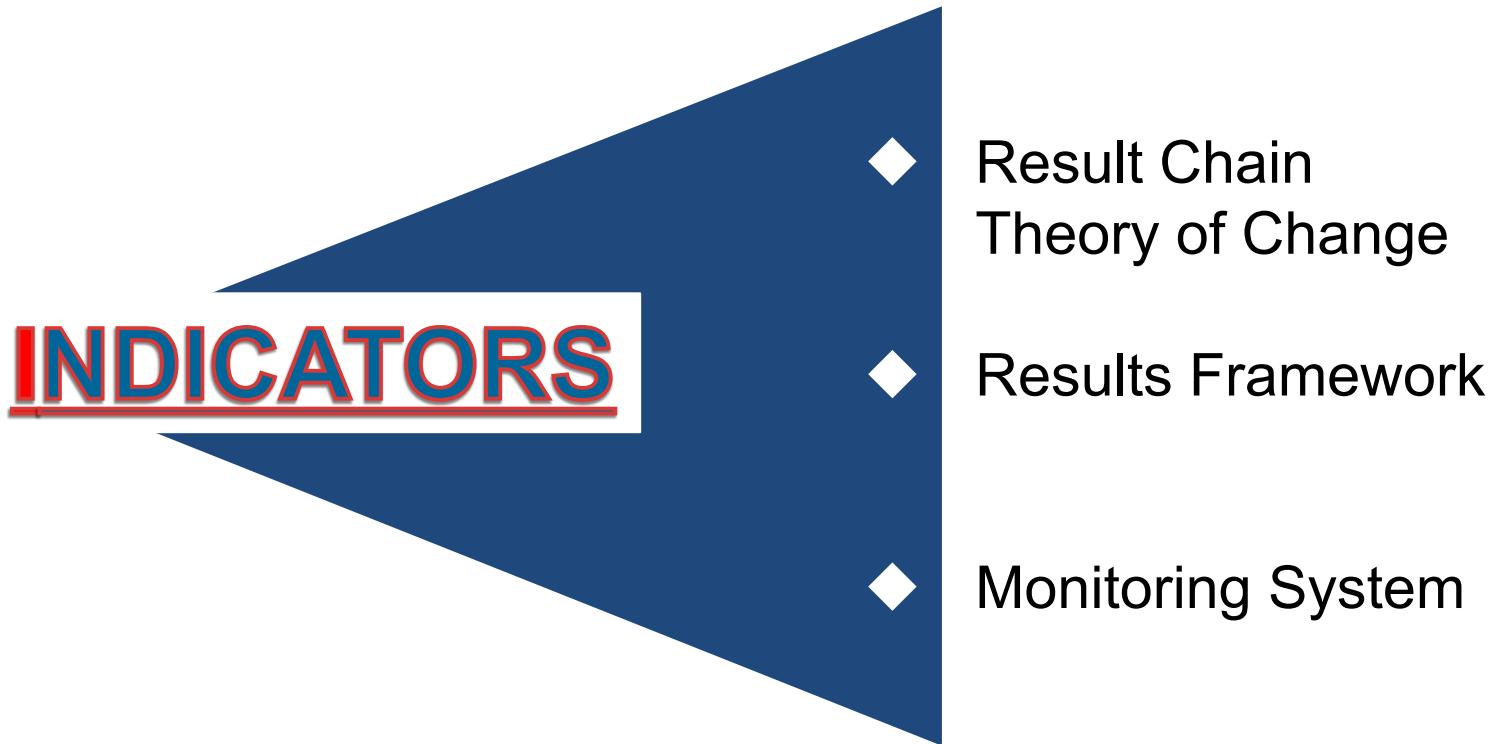
Indicators in the Results Framework

Stadt Zürich
Stadtentwicklung

25.11.2021

Results Logic (1 final Goal, max 3 intermediate Outcomes, max 6 immediate Outcomes)

| Output 1.1.1 | Immediate Outcome 1.1 | | |
| Indicator: ... | Indicator: ... | | |

| Output 1.2.1 | Immediate Outcome 1.2 | Intermediate Outcome 1 | FINAL GOAL: ... |
| Indicator: ... | Indicator: ... | Indicator: ... | |

| Output 2.1.1 | Immediate Outcome 2.1 | | |
| Indicator: ... | Indicator: ... | | |

| Output 2.2.1 | Immediate Outcome 2.2 | Intermediate Outcome 2 | |
| Indicator: ... | Indicator: ... | Indicator: ... | |

| Output 3.1.1 | Immediate Outcome 3.1 | | |
| Indicator: ... | Indicator: ... | | |

| Output 3.2.1 | Immediate Outcome 3.2 | Intermediate Outcome 3 | |
| Indicator: ... | Indicator: ... | Indicator: ... | |

Indicators: Definition

An indicator is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, results, and to reflect processes as well as changes in the context (OECD/DAC / SDC).

Indicators need to be measured
against a **reference point**
(baseline or benchmark).

Indicators need to be given values
in the form of **targets** to know
where the project should lead to.

Without baseline and targets
indicators are rather meaningless.

Types of Indicators

Types	Examples	Explanation
Output / process indicator	• Number of people trained • Number of people reached through theatre activities	Measure the quantity/quality of what has been produced
Outcome indicator	• Improvement of compliance by food business operators	Measure how outputs produced lead to the desired change in behavior/situation

Types	Examples	Explanation
Simple quantitative	• Kilometres of road built • Average yield (to/ha) from rice in project area	One measurement of a straightforward unit
Complex quantitative	Number of months households suffer from food shortages	Need specification on what type of households suffer from what type of food shortage to what degree
Proxy	% of households with a status symbol (TV, bicycles)	Easily measurable. Yet, require good knowledge of local context.
Compound	Number of *effectively functioning* water user associations Number of associations with functional and transparent accounting system presenting yearly income, running cost and items/value of common assets	Require the definition of quality standards. What means "effectively functioning"?
Qualitative (focused questions)	Level of satisfaction or perception of beneficiaries with changes in their incomes or living conditions (i/ in general; ii/ linked to project) : % of answers given for "1 massive improvement" or "2 medium improvement"	The survey asks respondents to rate their satisfaction / perception with 5-point Likert scale (1 massive improvement; 2 medium improvement; 3 no change; 4 medium deterioration; 5 massive deterioration).

Developing an Indicator

Objective / Result	Elements condensed to results framework Indicators			Data Source
	Indicator	Baseline	Target	
Child is healthy	Body temperature in ºC	39º	36-37º	Measurement with fever thermometer

1. **Objective:** What is the expected output, outcome …?

2. **Indicator (criterion and measure):** What specific aspect or characteristics of the situation described in the objective do we observe and analyse (criterion)? What do we measure? What is the measuring unit (scale, yardstick)?

3. **Baseline:** What is the measured value at the beginning of the project?

4. **Target:** What is the realistic target value we want to achieve till the end of the project? In some case it might be useful to define intermediate targets or milestones. Consider baseline, past performance, capacities and experience!

5. **Source:** Where do we obtain the information from? What methods do we use for collecting data? When and how frequent do we collect data?

Example of a Monitoring System/Plan Template (SDC)

Outcome CH2 Increased awareness of main stakeholder of water related issues (e.g. water-borne diseases, revenue collection)

Indicator	Rationale for its use
OC CH 2.1 Level of satisfaction with perceived changes in health due to safe drinking water, disaggregated by men, women and children	The level of subjectively perceived improvement of the health situation indicates the awareness about diseases related to water.

Source, method	Resources	Timing	Responsibility
• Survey with beneficiaries • Respondents rate their satisfaction on a 5-points Likert Scale. • Space for comments	12 working-days mandate to local consultant	• Yearly • Survey: Two weeks before • September 15 • Report: September 30	Extension department: AL

	Baseline 2012	Target 2013	Value 2013	Target 2014	Value 2014
Men	6 %	12 %		20 %	
Women	15 %	20 %		30 %	
Children	25 %	30 %		50 %	

(Simplified) Monitoring Plan Template (Stadt Zürich – results framework and reporting template)

'Hidden' elements?

Fill in for project submission				Fill in for project reporting after year 1		
Expected results	Indicator	Baseline	Target value	Actual value (monitoring data)	Appraisal of progress (on-/ off-track)	Steering decision for next reporting period
FINAL GOAL ...						
Intermediate outcome 1	●					
Intermediate outcome 2	●					
Intermediate outcome 3						
Immediate outcome 1.1	●					
Immediate outcome 1.2	●					
Immediate outcome 2.1	●					
Immediate outcome 2.2	●					
Immediate outcome 3.1						
Immediate outcome 3.2						
Output 1.1.1	●					
Output 1.2.1	●					
Output 2.1.1	●					
Output 2.2.1						
Output 3.1.1						
Output 3.2.1						

Quality Criteria for Selecting Good Indicators	- -	-	+	++

For each indicator:

	- -	-	+	++
Relevant: The indicator covers a significant aspect of the objective				
Reliable: The indicator is precise and can be measured reliably without bias. If two persons use the same indicator independently from each other they will get about the same results.				
Realistic: The target values of the indicators are achievable in the defined time frame				

Recap input 2

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