

1 Data collection (project monitoring II)

2 Operationalization

3 Results-based reporting

1 Data collection (excerpt) – monitoring for results II

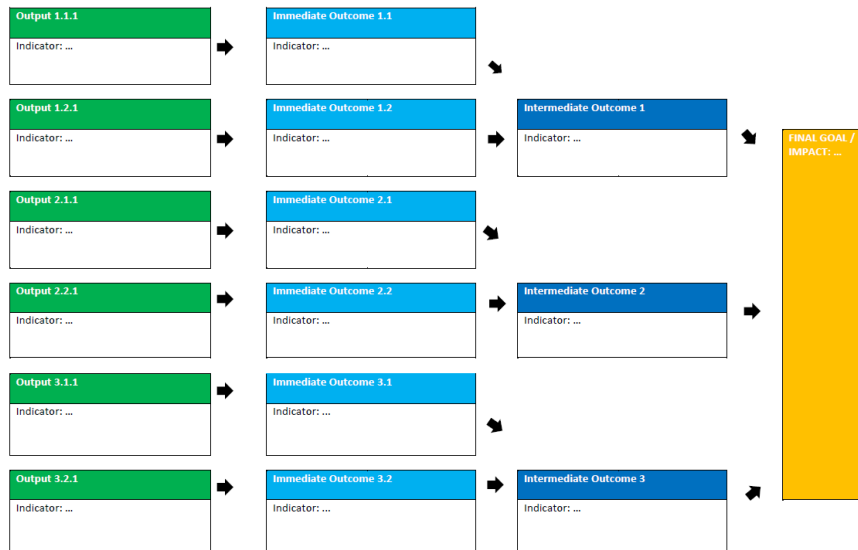


1.1 When to plan for data collection

Project Document

Results Framework

Monitoring Plan



Fill in for project submission				Fill in for project
Expected results	Indicator	Baseline	Target value	Actual value (monitoring data)
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				
Outcome 1.1.1				
Outcome 1.2.1				
Outcome 2.1.1				
Outcome 2.2.1				
Outcome 3.1.1				
Outcome 3.2.1				

1.2 Purpose of data... 'feeding' indicators of RF

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
<ul style="list-style-type: none"> • Survey with beneficiaries • Respondents rate their satisfaction on a 5-points Likert Scale. • Space for comments 		12 working-days mandate to local consultant	<ul style="list-style-type: none"> • 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 %	



1.3 Types of Data Collection Methods

Classical Quantitative Methods

- Biophysical measurements
- Surveys and questionnaires
- Administrative/national data
- Project data
- ...

Classical Qualitative Methods

- Brainstorming
- Focus group discussions (FGD)
- Story telling

Spatially-distributed Information

- Photos
- Transects
- Geographic Information System

Time-based Patterns of Change

- Historical trends
- Time lines

Ranking and Prioritising

- (Wealth) Ranking
- Scoring

1.4 Triangulation

→ Good RF and monitoring plans entail mixed indicators, methods, sources, ...

- Validation of data by comparing > 2 sources or applying at least 3 different methods for the same question.
- Helps deepen and broaden our understanding.

Combining data, experts/views, and methods help ...

...minimizing bias



2.1 From results framework to ProDoc

- ◆ Detailed description of planned project
- ◆ Basis for approval, including funding
- ◆ Basis for cooperation and implementation agreements with project partners and implementers
- ◆ Basis for monitoring, evaluation, learning
- ◆ Defines mandate and schedule of project implementation

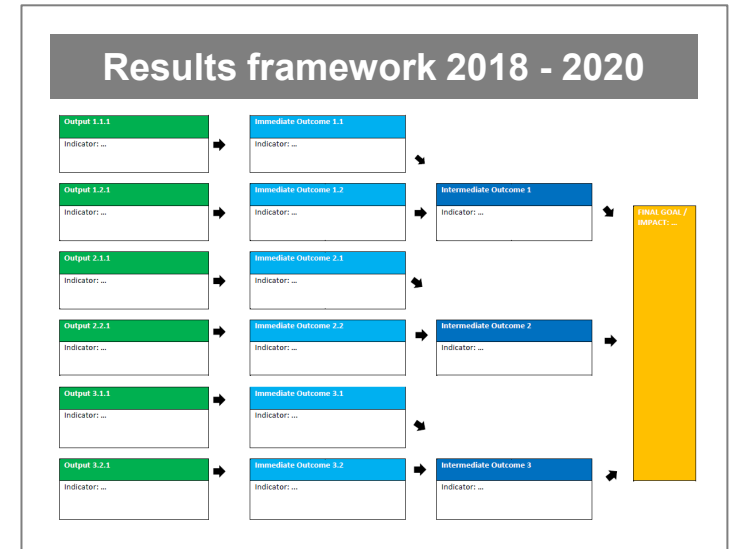
→ ProDoc is the 'core' element of the planning stage



2.2 Project Document (ProDoc)

1	Project context, rationale, framework	Where? Why?
2	Project description: Expected results, target groups, key activities, cross-cutting themes, etc.	What for? Who? How?
3	Project organization, partnerships, admin, management, security, ...	How managed?
4	Project funding and financial management	What resources?
5	M&E, Reporting, Learning	How verified and steered?
Annexes	Logframe matrix or results framework, budget, M&E plan, organogram, TOR, etc.	Informative supplements

2.3 Yearly Project Implementation: from RF to phase plan (to YPO and activity schedules)



Outcomes 2018 (indicators and targets)	
Outputs 2018 (indicators)	
Activities 1st Year	Resources 1st Year

Outcomes 2019 (indicators and targets)	
Outputs 2019 (indicators)	
Activities 2nd Year	Resources 2nd Year

Outcomes 2020 (indicators and targets)	
Outputs 2020 (indicators)	
Activities 3rd Year	Resources 3rd Year

→ Usually, impact and outcomes remain the same, incl. their indicators.

Yearly Plan of Operations 2014

Outcome 1															
Outcome Indicator(s) 1:				Actual 2013						Target 2014				Target End of Phase (2015)	
	1	2	3	4	5	6	7	8	9	10	11	12	Milestones	Respons.	Budget
Output 1															
Output Indicator(s) 1:				Actual 2013						Target 2014				Target End of Phase (2015)	
Activity 1.1															
Activity 1.2															
Output 2															
Output Indicator(s) 2:				Actual 2013						Target 2014				Target End of Phase (2015)	
Activity 2.1															
Activity 2.2															

2.4 Outcome-oriented Budgeting

Expenditure (CHF)				
Budget lines	TOTAL	Outcome 1	Outcome 2	Outcome 3
Investment				
Operations				
Staff				
Consultants (intern.)				
Sub-total				
Office (admin., head office)				
TOTAL (CHF)				

Income (€)	Budget Phase
Project income	
Local contribution	
Grant SDC	
Other donors (e.g. DFID)	

3. Results-based reporting



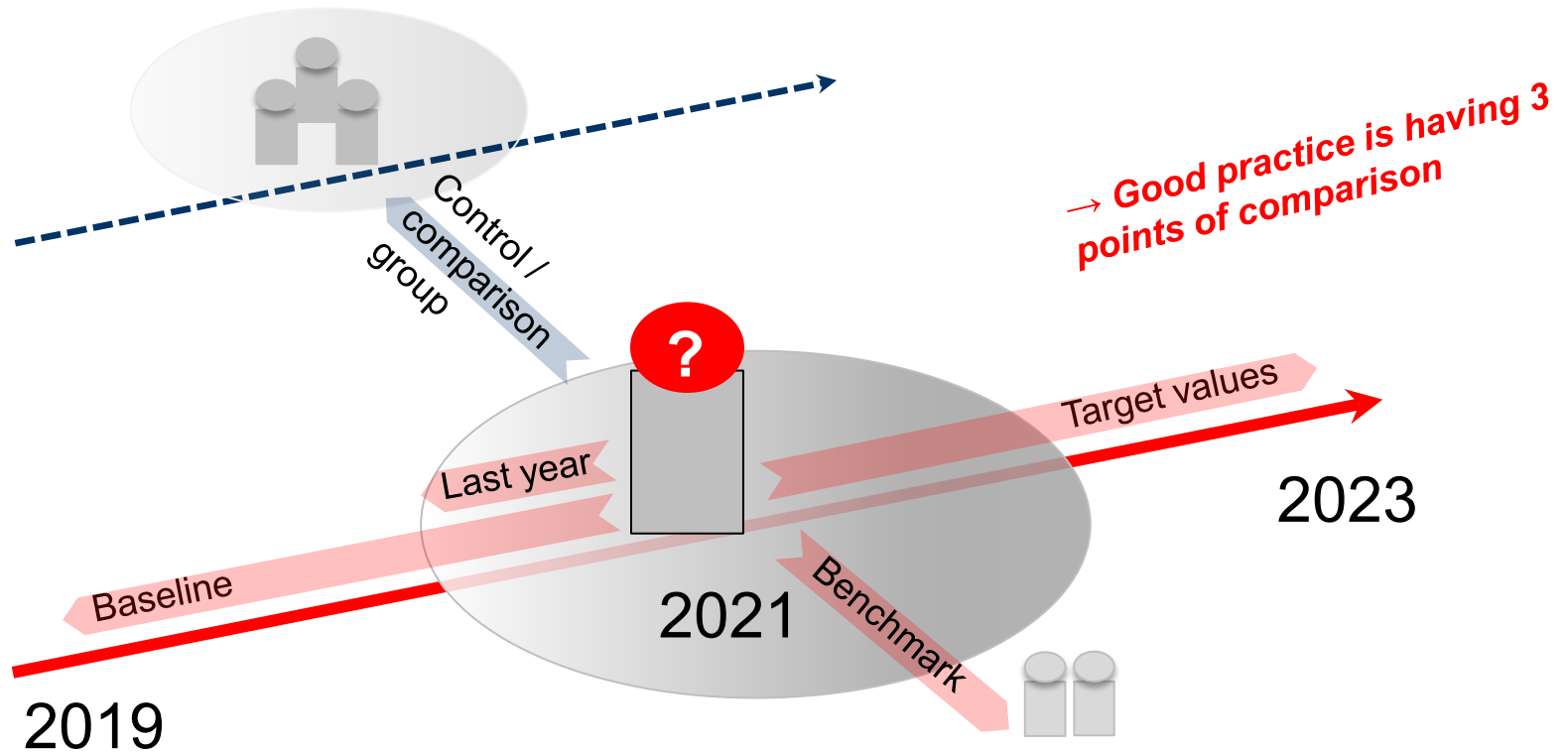
3.1 General Purpose of Yearly Reporting

- ◆ Produced by implementing partner organization
- ◆ Informs donors and other stakeholders on
 - Project progress with a focus on outcomes
 - Analysis of project context and risks
 - Critical reflection on challenges and opportunities
- ◆ Proposes adjustments to implementation and budget for next reporting period, while also taking into account the phase
- ◆ Required for reviews and evaluations

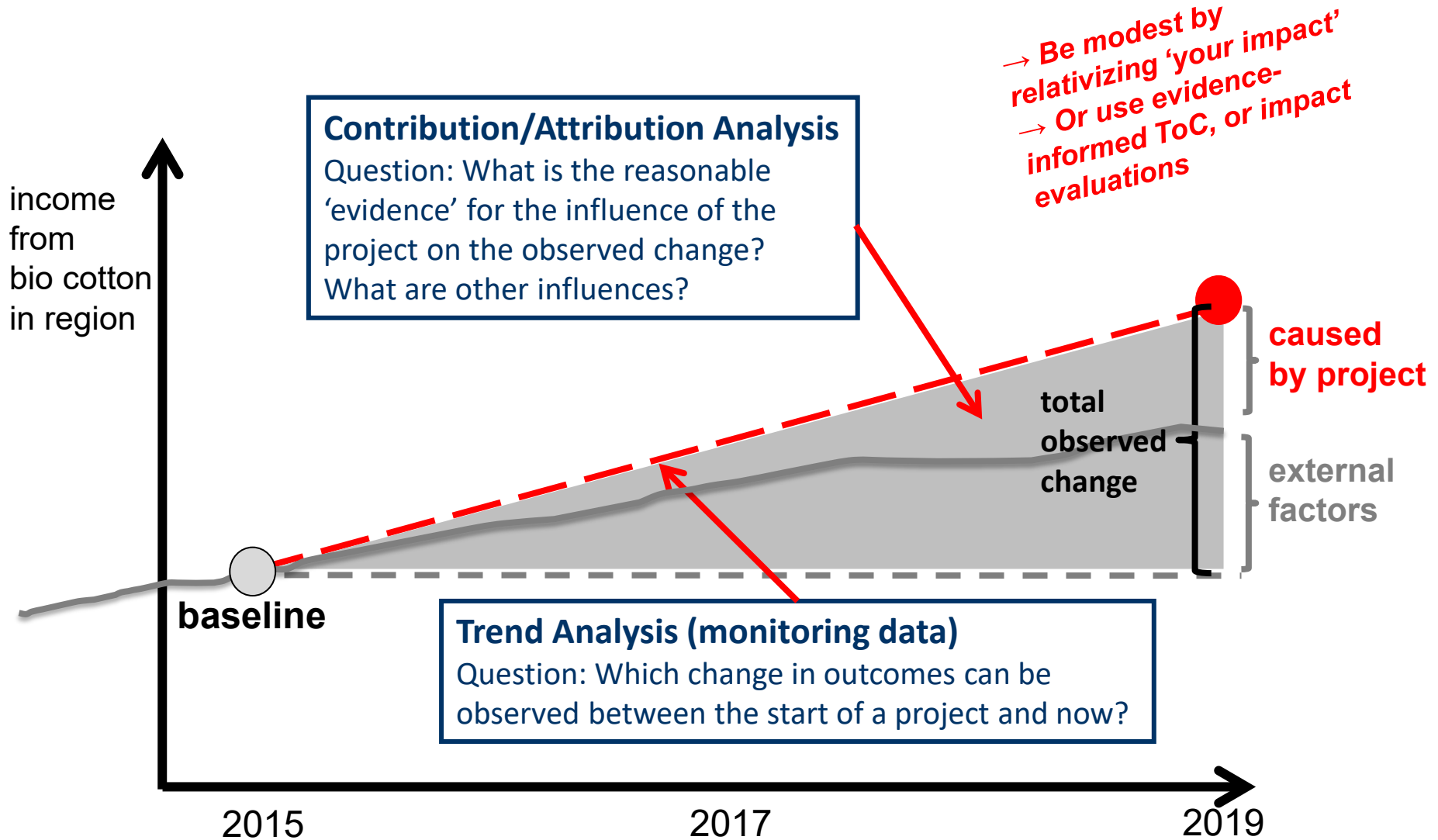
3.2 Specific Questions

- 1** **What did we plan?** Phase plan (outcomes), yearly plan of operation (outcomes and outputs)
- 2** **What have we done and achieved?** Results of monitoring (activities realised; quantitative/qualitative results of indicators of outputs / outcomes)
- 3** **Whom did we ask?** If the project intends to benefit people living in poverty, do we know how they appraise the progress or change they experienced ? What do they see as beneficial / detrimental to their lives?
- 4** **What have been the successes, and what have been the failures?** Analysis of “success stories” and problems and their causes: influences of external factors, (self-) critical reflection
- 5** **What do we learn from these experiences?** Lessons learned
- 6** **What are our conclusions for the next period of implementation?** Formulation of recommendations that are relevant for the functioning of the project and that can improve project and team performance

3.3 Change Assessment: Key Reference Points



3.4 Change Assessment: Trend, Contribution, Attribution



3.5 Annual Progress Report

Standard

Stadt Zürich (2022+ Gesuche)

Executive Summary

1. Introduction

2. Outcomes achieved

3. Outputs and Performance

4. Finances and Management

5. Lessons learnt

Annexes (u.a.): Follow-up
matrix; Budget control; ...

1. Projektbescrieb

2. Projektfortschritt

3. Wirkungen, Nebeneffekte

4. Projekt Aktivitäten

5. Finanzielle Abweichung

6. Projektanpassungen

7. Diverses

Anhänge (u.a.): Reporting
Follow-up Template und
Budget Follow-up Formular

Stadt Zürich Berichtsstruktur (2023+)

1 Projektbeschreibung

Short description of the project objectives and its intervention strategy (main activity lines).

2 Projektfortschritt / Projektzielerreichung

- **Planned** vs **achieved outcomes** in reporting period on based of outcome indicators measured against baseline and targets
- Summary of **output delivery** by comparing it with **planned** outputs (indicators) for reporting period, and its contribution to outcomes

3 Wirkungen, Nebeneffekte

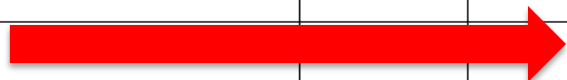
Critical, transparent assessment of outcome achievement:

- Reflection on project attribution vs contribution
- Reflection on positive and negative unintended effects

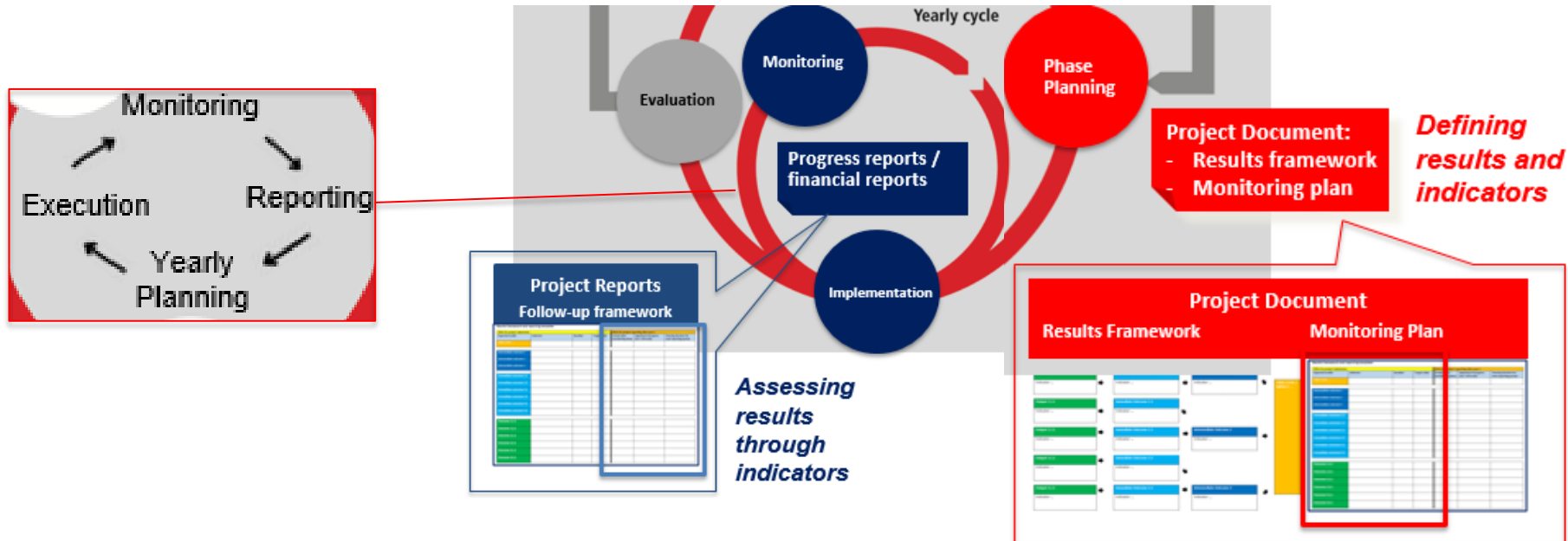
Template follow-up matrix (Stadt Zürich)

→ core of report

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						



Using monitoring results for steering



Follow-up matrix

Indicators	Baseline	Target 2018	Target Phase	Value 2018	Appraisal	Steering Decision
Number of acutely malnourished <5 years children treated according to WHO protocol	0	400	1200	273	↓	Increase awareness raising of male family members

Hypothetical example of a follow-up against a project on cotton farmers improving their incomes

Fill in for project submission				Fill in for reporting after year 1		
Expected results	Indicator	Baseline	Target values	Actual value	Progress appraisal	Steering decision
Final goal: Farmers have sustainable access to markets of organic cotton	Av. annual profit made by selling certified organic cotton (Euro)	1650	Y1: too early to see results Y2: 1750 Phase: 2000	Y1: n.a.	n.a.	n.a.
Intermediate outcome: Associations facilitate processing and marketing of organic cotton	# of contracts between associations and traders for organic cotton	2	Y1: 3 (new) Y2: 5 (new) Phase: 8	Y1: 2	Slightly off-track	Members of association need be trained more on ...
Immediate outcome: Functioning associations	# of well-run meetings ...	0	Yearly at least 4 out of 6	Y1: 4	On-track	
Output: Cotton farmer associations are formed	# of trained farmers ...	0	Y1: 25 (new) Y2: 25 (new) Phase: 70	Y1: 12	50% off-track (women lack social mobility)	Increase awareness raising campaigns of male family members

4 Projektaktivitäten

→ Key words: most important

Short narrative description/list of the most important project activities implemented and the associated project outputs and outcomes described in Chapter 2.

5 Finanzielle Abweichung

- % of budget spent vs. planned
- Comments on budget deviations respectively over/under spending (10%)

6 Projektanpassungen

- Brief explanations of adaptations / differences between planned and achieved outputs/outcomes, and planned and executed major activities.
- Outlook: conclusions and recommendations for next reporting period, taking into account the rest of the phase.

→ Key words: for next reporting period

7 Diverses (e.g.)

- Good practice and innovations working with partners, target groups, but also obstacles and difficulties
- Information on the implementation of cross-cutting themes (gender, governance, HRBA, etc.)
- Evolution of context (risks, opportunities, ...)
- Appraisal on how efficiently inputs were converted into outputs
- Human Resources including e.g. Diversity Management and issues on the organization level that affected the management of the project
- Planned evaluations and impact studies
- ...

Anhänge

- Follow-up matrix of logframe or results framework
- Details on Budget Phase – Annual Budget vs Expenditure

Optional

- *List of Abbreviations*
- *Map with project intervention area*
- *Project organisation*
- *Project publications*
- *Additional tables and figures*
- *Photos, events*
- ...