1 Data collection (project monitoring II)

2 Operationalization

3 Results-based reporting

1 Data collection (excerpt) – monitoring for results II
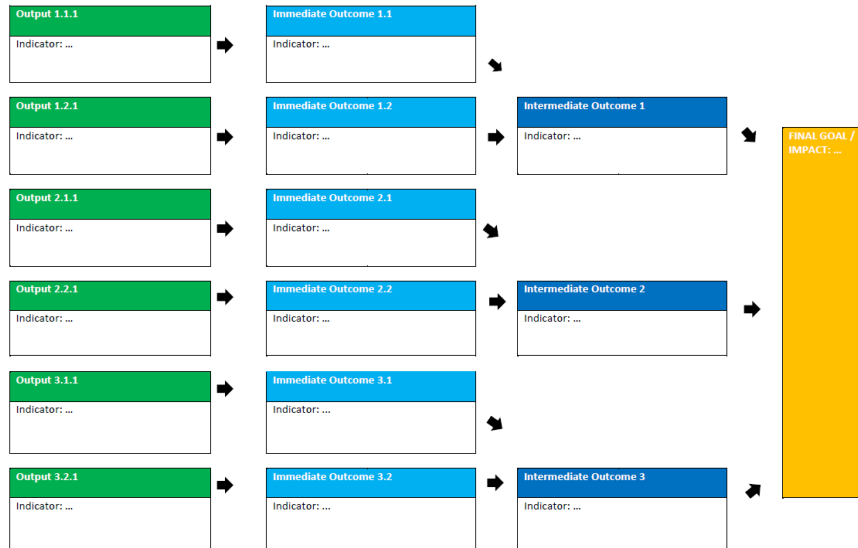
1.1 When to plan for data collection

Project Document

Results Framework   **Monitoring Plan**

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**
• 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 %	

1.3 Types of Data Collection Methods

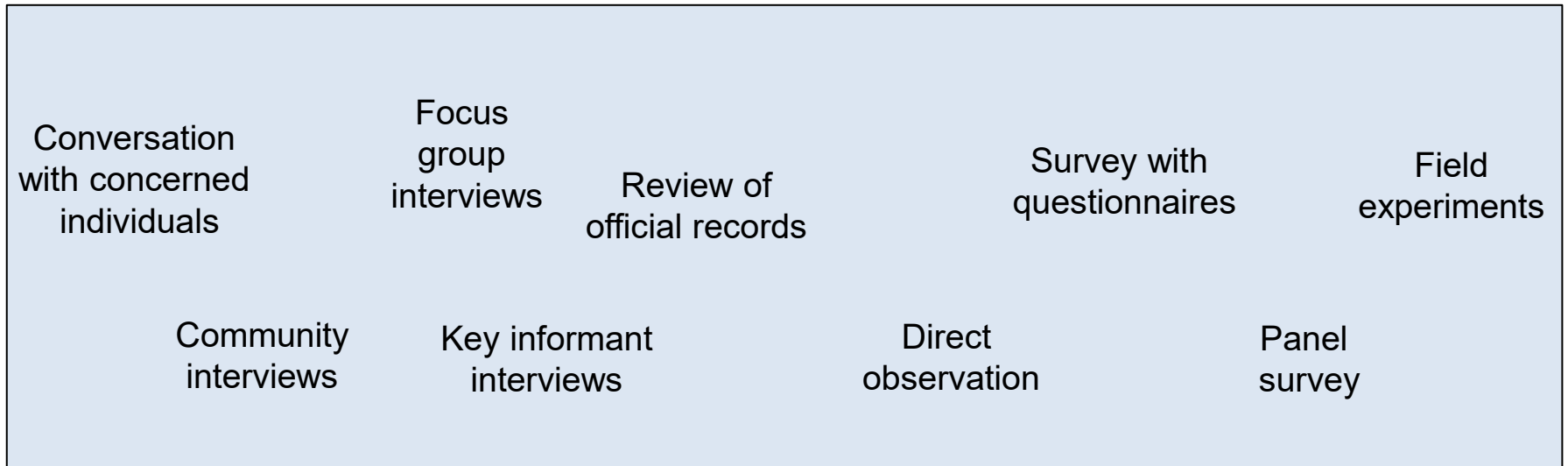|	
Classical Quantitative Methods	- Biophysical measurements - Surveys and questionnaires - Administrative/national data - Project data …
Classical Qualitative Methods	- Brainstorming - Focus group discussions (FGD) - Story telling
Spatially-distributed Information	- Photos - Transects - Geographic Information System
Time-based Patterns of Change	- Historical trends - Time lines
Ranking and Prioritising	- (Wealth) Ranking - Scoring

Sources: www.betterevaluation.org ; www.intrac.org; Chapter 4 Measuring change - PCM interactive | Rise 360 (articulate.com)

Combination of quali-quanti data collection tools

Conversation with concerned individuals

Focus group interviews

Review of official records

Survey with questionnaires

Field experiments

Community interviews

Key informant interviews

Direct observation

Panel survey

Informal, less structured methods (qualitative)

Formal, more structured methods (quantitative)

(World Bank 2004)

Information from individuals: e.g. semi-structured interview

Interviews are conversations between an interviewer and an interviewee in which questions are asked in order to obtain information to better understand the respondent's unique perspectives, opinions, and world-views.

https://www.betterevaluation.org/evaluation-options/interviews

Administering questionnaire in real time by a Project Officer "reading" the questions.

INCOME

(8.3)	If you and/or other household members do work (codes 1-33 in question 8.1), what is your household's most important income source, and by whom? *(Use occupation codes from question 8.1; refer to family members by the number in question 4, i.e. 4.1 to 4.13)*			
	Family member	1st highest	2nd highest	3rd highest
8.3.1	a)	b)	c)	d)
8.3.2	a)	b)	c)	d)
8.3.4	a)	b)	c)	d)

8.4.1	What was your total household monetary income during the last year? (in Taka)				⭐
8.4.2	To what extent has your total household monetary income changed this year compared to last year? *(Please tick ✓)*				If code 3, skip to 8.7

Massive decrease (-20% or more) = 1	Medium decrease (-5% to -20%) = 2	About the same (-5% to + 5%) = 3	Medium increase (5% to 20%) = 4	Massive increase (+20% or more) = 5

(8.5)	What are the three main explaining factors for this change in total household monetary income? *(Please tick ✓)*			
	Explaining factors	**Increase**	**Decrease**	**Why? (Explanation)**
8.5.1	Occupational diversification			
8.5.2	Increased access to social safety net program			
8.5.3	More investment options			
8.5.4	Access to loan(s) from MFI/bank			
8.5.5	Job opportunity			
8.5.6	Quantity of produce/outputs			

Information from groups (e.g. Focus Group Discussion - FGD)

A FG is a form of group interview made up of 8-12 people involved in an intervention. FGs serve to obtain information about people's views and behaviors and/or to explain their expectations of the project when little or no information is available. In this sense, a FG is a quick result-oriented qualitative survey.
*Challenges*: facilitation skills, selection of participants

Administering checklist by a Project Officer "reading" the questions.

– Has there been a diversification of income for Dalit and Adibashi households in NW Bangladesh during the past five years?

What changes	Guiding questions	Whom to interview	N° of interviews
Increased income in treatment group	What brought the positive change in income? What factors played a role? If HEKS/EPER/partner is one of them, what activities? Why?	FGD with PooC from treatment group 1 FGD with comparison group (on why the income hasn't changed that much)	4/3 FGDS per partner
	Is there any other organization which helped you to increase your income?	KII with PooC from treatment group	2-3 KII
	Has the change in income status brought any qualitative changes in the process of social inclusion for A/D? If yes, why?	FGD with PooC from treatment group 1 FGD with comparison group (on why the income hasn't changed that much)	4/3 FGDS per partner
		KII with PooC from treatment group	2-3 KII

https://www.betterevaluation.org/evaluation-options/FocusGroups

Observation: Transect Walk
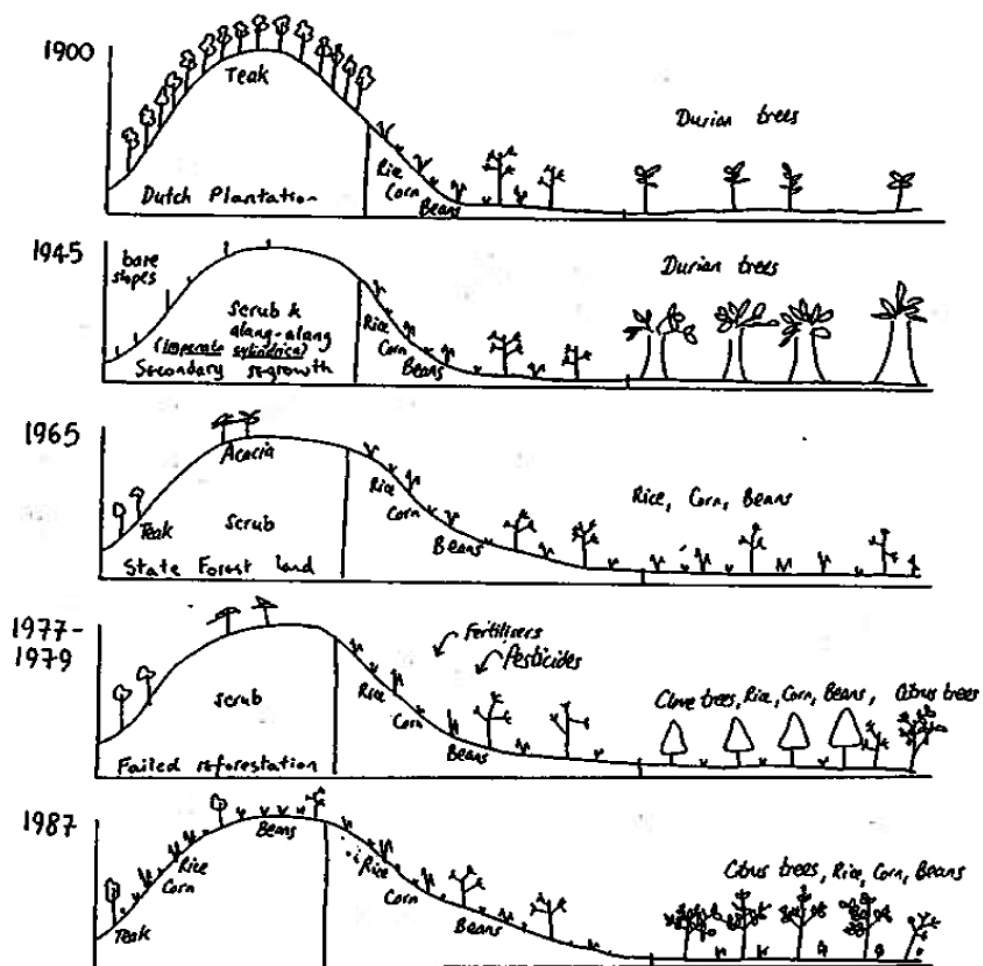
Gathering spatial data on an area by observing people, surroundings and resources while walking around an area or community. Through the observation of specific indicators and the participation of a variety of stakeholders qualitative and quantitative data can be collected on transect walks. *Challenge*: The decision of who to engage should be informed by the indicators which you shall be observing – inclusion/exclusion.

https://www.betterevaluation.org/en/evaluation-options/transect

Physical Measurement: Geographic Information System

Capturing geographic information about objects of interest such as the location of service delivery points or deforestation. *Challenges*: costly, quantitative, expert-centred hi-tech approach vs qualitative, participation in decision-making.
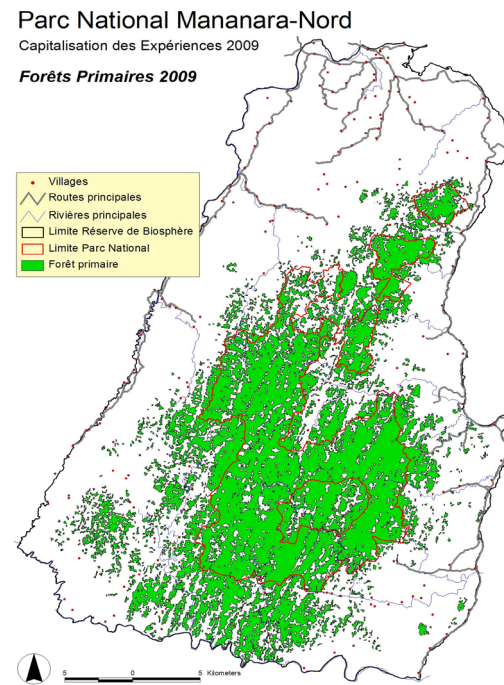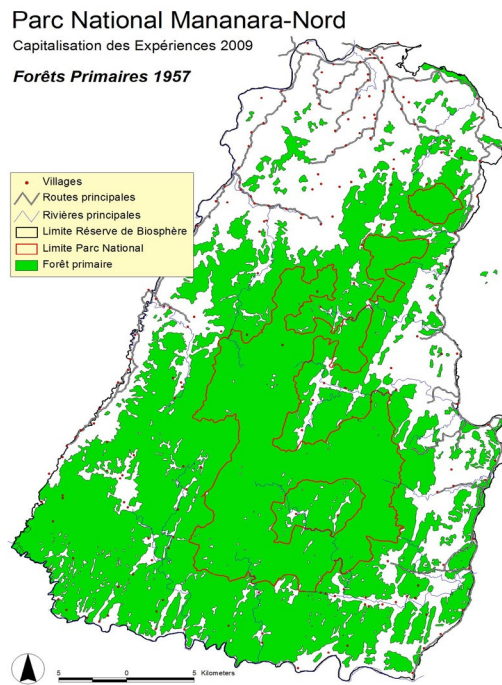
Existing Records/Data: Official Statistics

Statistics published by government agencies or international organizations are often useful in evaluations. These include quantitative or qualitative information on all major areas of citizens' lives such as economic and social development, living conditions, health, education, the environment. *Challenges*: availability and quality of data

https://www.betterevaluation.org/evaluation-options/officialstatistics

Existing Records/Data: Monitoring & Evaluation

Documents developed by the intervention including periodic project reports (monthly, biannual, annual), baseline data, needs assessments, internal and external evaluations, technical advisor input reports, field reports, … *Challenges*: data availability and quality.
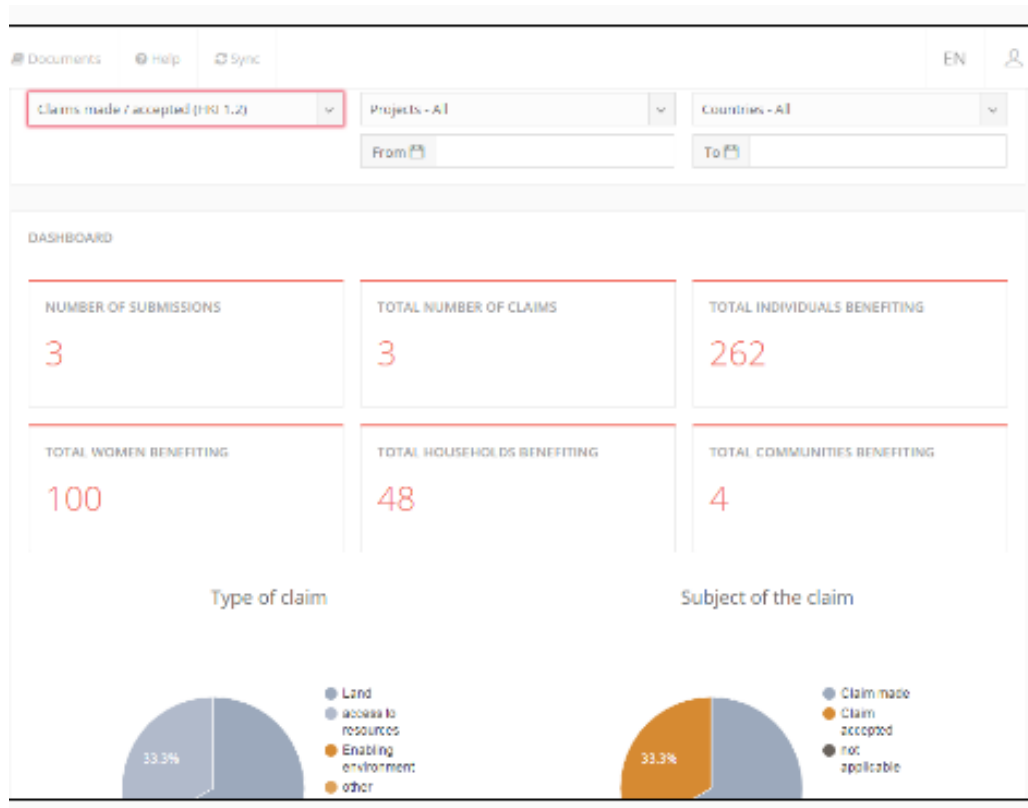
Excursus: Remote monitoring

Remote monitoring describes…
- monitoring of project context and results, and performance of partner organisations …
- in areas where physical access to project sites, target groups or partner organisations is restricted / not possible.

Approaches and tools
- Technology and innovation (remote implementation)
- Third Party Monitoring (TPM)
- Participatory and community-led monitoring
- Iterative Beneficiary Monitoring (IBM)
- Peer/cross monitoring

https://www.shareweb.ch/site/Poverty-Wellbeing/resources/Documents/SDC-IDS%20BriefingNote%2010_LSida_and_LOakley.pdf
https://www.betterevaluation.org/en/theme/MandE_technology_insecure_settings
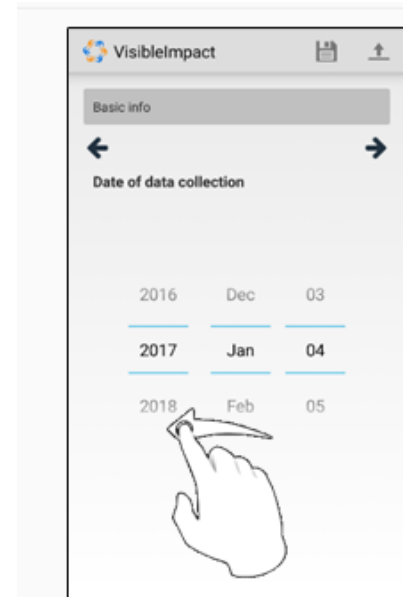
Different 'remote' responses during Covid pandemic

- Countries apply different Covid policies
- Reduced mobility between urban and rural areas
- Development cooperation unlike humanitarian aid
- Delayed implementation of activities

- Less collection of monitoring data
- Adjust project/program design
- Emphasis on online versus in-person M&E, and desk research
- Adjust for qualitative data collection through informal platforms
- Shortcoming in terms of contextual and qualitative issues

Too early to conclude…

1.4 Triangulation

- 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

(c) 2001 Fabio Consani

1.5 Selection criteria for data collection methods

- What kind of information do I need? (data feeds indicator measurement unit)

- What do I want to find out? (monitoring field)

- Whom or where from do I get the required data? (costs, availability, …)

- In which position am I? How do I collect the data? Bias! (triangulation)

2 Operationalization

→ **When RF and Monitoring Plan are ready…we start preparing the project for implementation.**
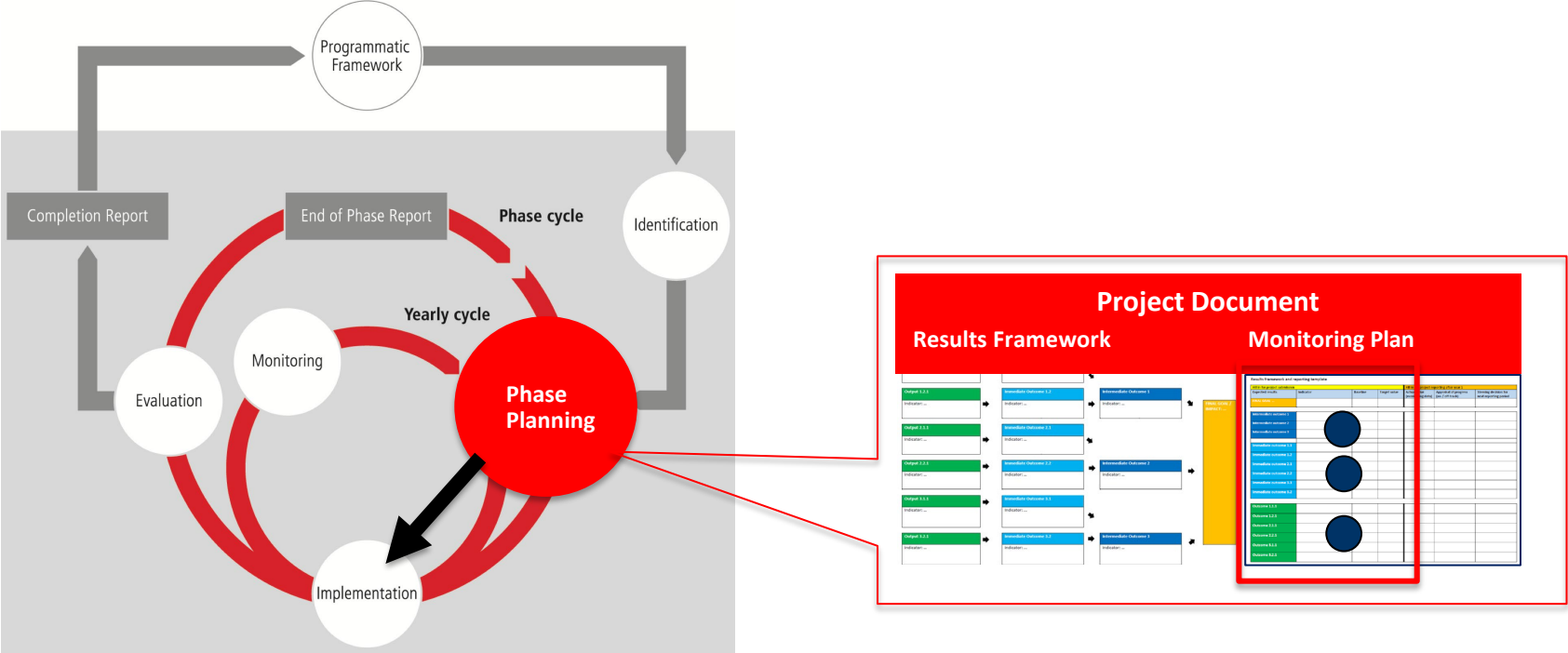
2.1 From results framework to ProDoc

◆ 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)

Results framework 2018 - 2020
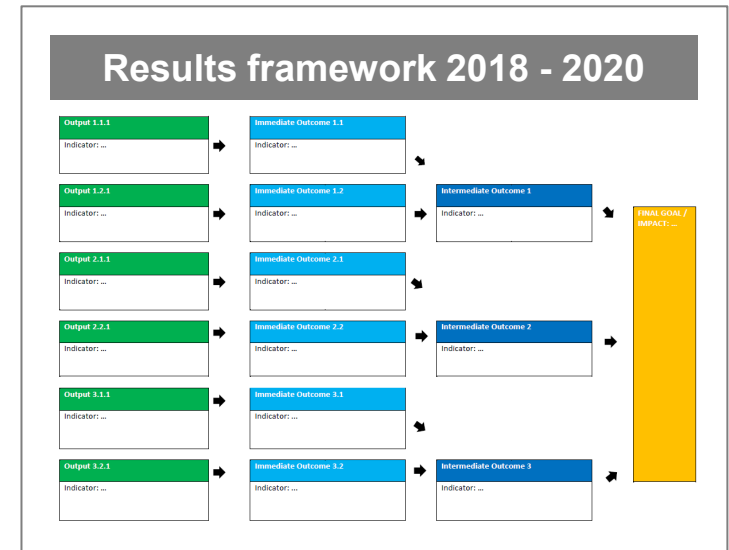
Outcomes 2018 (indicators and targets)	
Outputs 2018 (indicators)	
Activities 1st Year	Resources 1st Year

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

Control / comparison group

→ Good practice is having 3 points of comparison

Target values

Last year

2023

Baseline

2021

Benchmark

2019
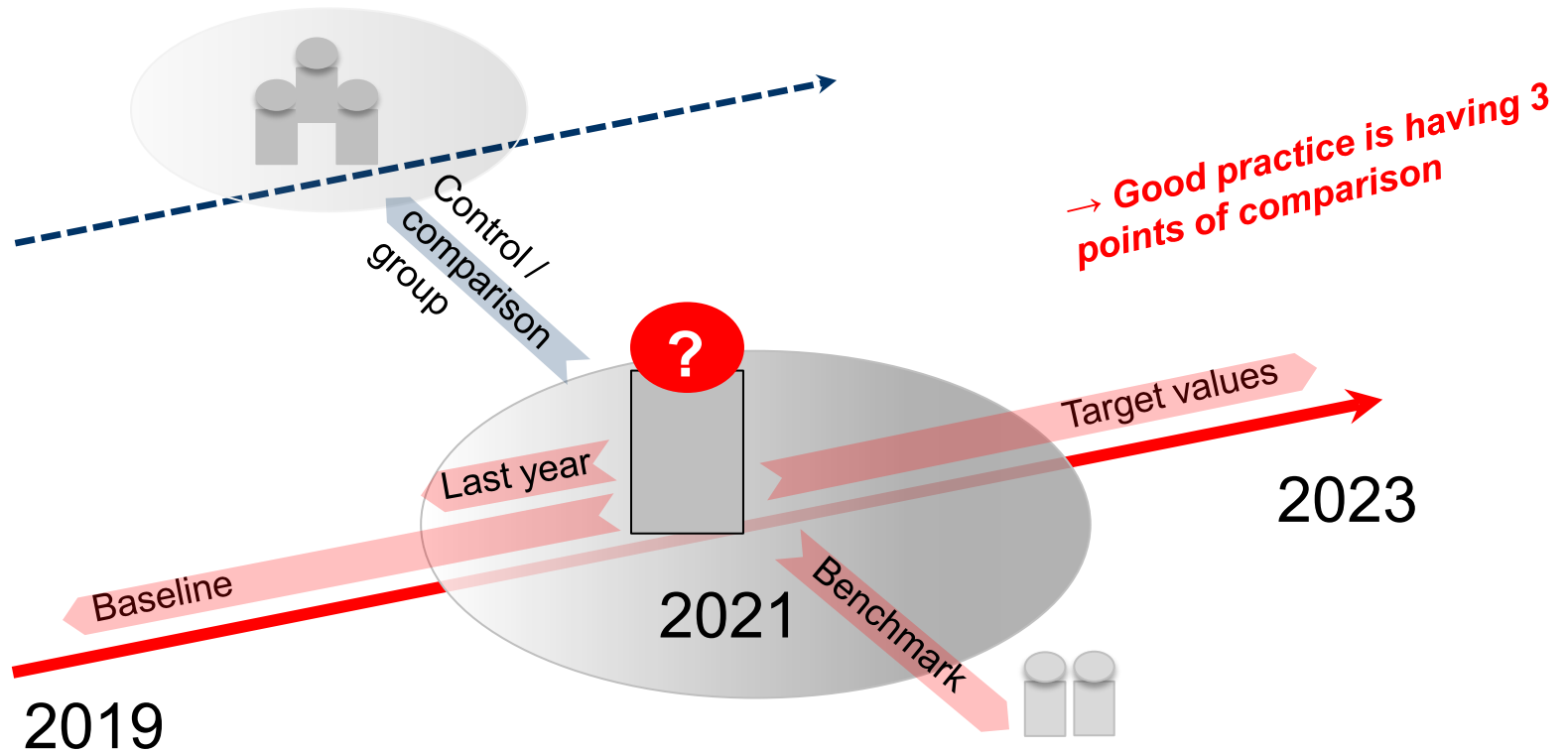
3.4 Change Assessment: Trend, Contribution, Attribution

→ Be modest by relativizing 'your impact'
→ Or use evidence-informed ToC, or impact evaluations

income from bio cotton in region

Contribution/Attribution Analysis
Question: What is the reasonable 'evidence' for the influence of the project on the observed change? What are other influences?

caused by project

total observed change

external factors

baseline

Trend Analysis (monitoring data)
Question: Which change in outcomes can be observed between the start of a project and now?

2015   2017   2019

3.5 Annual Progress Report

Standard	Stadt Zürich (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. Projektbeschrieb

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

1 Projektbeschrieb

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

2 Projektfortschritt / Projektzielerreichung

- Planned vs achieved **outcomes** in reporting period based on 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
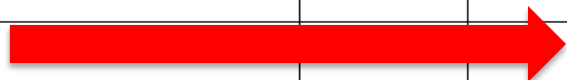
3 Wirkungen, Nebeneffekte

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
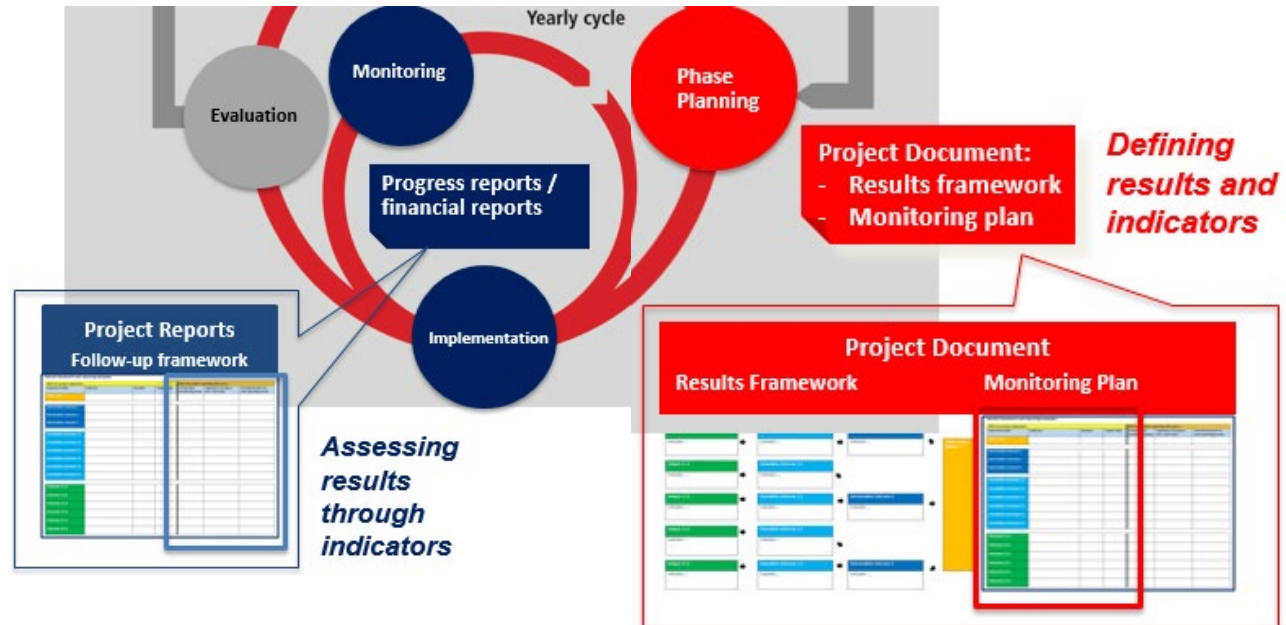
Follow-up matrix

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 aware-ness raising of male family members

4 Projektaktivitäten

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%)

Stadt Zürich Budgetformat / Budget Follow-up 20xy

Intermediate Outcome 1…
Immediate Outcome 1.1…
Output 1.1.1…
Activity 1…

Organisation: .... Projektname: ....

Kostenart	2021 Budget	2021 Abrechnung	Anteil v. Total, %
1. Direkte Projektkosten (Aktivitäten zugunsten der begünstigten Bevölkerungsgruppe)	0	0	#DIV/0!
1.1. Outcome/Intervention/Aktivität 1 (Name der Aktivität einfügen; unten aufgeführte Linien dienen als Beispiele)			
1.1.1. Kosten für Material/Infrastruktur (Art und Menge angeben)			#DIV/0!
1.1.2. Ausbildungskosten (Anzahl Personen und Tage angeben)			#DIV/0!
1.1.3. Lohnkosten Fachmitarbeitende der Partnerorganisation (Anzahl Personen und Stellenprozente angeben)			#DIV/0!
1.1.4. KurzzeitkonsulentInnen national/international (Anzahl KonsulentInnen und Tage angeben; Arbeitgebername aufführen)			#DIV/0!
1.1.5. Andere Kosten (Art der Kosten angeben)			#DIV/0!
Total Outcome/Intervention/Aktivität 1	0	0	#DIV/0!
1.2. Outcome/Intervention/Aktivität 2			
1.2.1.			#DIV/0!
1.2.2.			#DIV/0!
1.2.3.			#DIV/0!
Total Outcome/Intervention/Aktivität 2	0	0	#DIV/0!
1.3. Outcome/Intervention/Aktivität 3			
1.3.1.			#DIV/0!
1.3.2.			#DIV/0!
1.3.3.			#DIV/0!
Total Outcome/Intervention/Aktivität 3	0	0	#DIV/0!
2. Implementierungskosten der Partnerorganisation im Projektland, inkl. Weiterbildung & Reisen	0	0	#DIV/0!
2.1. Personalkosten lokale Fachmitarbeitende für Projektaktivitäten (falls nicht bereits unter Punkt 1. aufgeführt)			#DIV/0!
2.2. Personalkosten lokale Mitarbeitende Administration und lokales Management			#DIV/0!
2.3. Personalkosten internationale Mitarbeitende (Expats)			#DIV/0!

ETH zürich | nadel

Profil

Neues Gesuch

Laufende und abgeschlossene Gesuche

☐ Kontaktangaben

☐ Weitere Gesuchsteller*innen

☐ Projektangaben

☐ Results Framework & Monitoring Plan

☐ Budget

☐ Dokumenten-Upload

☐ Kontoangaben

☐ Abspeichern und Senden

⌂ Startseite Stadt Zürich ＞ Gesuchserfassung ＞ Einjährig ＞

Budget

Bitte füllen Sie das Budget aus.

Hinweise:

Alle Beträge bitte in Schweizer Franken (CHF) angeben. Die dargestellten Zeilen sind alle auszufüllen: entweder mit Bezeichnung und den Kosten in CHF oder wenn Sie eine Kostenstelle nicht benötigen mit einem Strich (-) und einer null (0).
Zu 1. Direkte Projektkosten: Benennen Sie die Outcomes / Interventionen / Aktivitäten, und ergänzen und beschreiben Sie die dazu gehörenden Kostenarten wie zum Beispiel: Kosten für Material/Infrastruktur inkl. Angabe Art und Menge, Ausbildungskosten inkl. Anzahl Personen und Tage, Lohnkosten Fachmitarbeitende der Partnerorganisation inkl. Anzahl Personen und Stellenprozente, Kurzzeitkonsulent*innen inkl. Anzahl Konsulent*innen, Tage, Arbeitgebername. Kleinere Kostenpositionen unter "weitere Kosten" zusammenfassen.

1. Direkte Projektkosten (Aktivitäten zugunsten der begünstigten Bevölkerungsgruppe)

Outcome/Intervention/Aktivität 1

Kosten wie z. B. Material, Infrastruktur, Ausbildung, Löhne inkl. Angabe von Art / Mengen / Stellenprozent /Tage usw. je nach Kostenart	Betrag 2023

+ Kosteneintrag hinzufügen

Total Outcome/Intervention/Aktivität 1   0.00

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.)

- Evolution of context (risks, opportunities, …)

- Information on the implementation of cross-cutting themes (gender, governance, HRBA, etc.)

- Good practice and innovations working with partners, target groups, but also obstacles and difficulties

- Planned evaluations and impact studies

- 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

- …

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*
- *…*