A Conceptual Framework of Results Based Monitoring and Evaluation and Indicators

by

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I. What is Results-Based Monitoring and Evaluation (RMBE)?

• A results-based monitoring and evaluation is an exercise to assess the performance of an institution and/or a programme or a project, on the basis of impacts and benefits that the institution and/or the programme/project is expected to produce.
II. What is the difference between RBME and traditional M & E?

• Traditional M & E measures and reports status of results (a reactive tool)
• RBME measures and reports results to produce results (pro-active tool)
• RBME is often seen as a dynamic tool of planning and budgeting for improving substantive performance and achieving results.
III. How can we measure performance or results?

• On the basis of INDICATORS

IV. What are indicators?

• Indicators are signs that show changes or progress that have been induced by an activity or a set of activities.
V. What are the different types of indicators:

Broadly, two performance levels, with two levels of indicators.

- **Institutional/Agency** level indicators
- ‘**Developmental**’ or Programme/Project level indicators

There is also a third performance level with indicators:

- ‘**Thematic**’ indicators

All the three levels of indicators must be inter-linked with one another in a complementary manner to contribute to a Strategic Results Framework (SRF) for the entire development management process.
VI. What do we mean by institutional level indicators?

Every institution (Ministry, Department or an agency) is established to:

• Perform a particular function
• Deliver a package of quality services, both current as well as future.
• Make contributions to the sector to which the institution belongs to as well as to the economy as a whole.
• These roles and responsibilities of an institution sometime are expressed through: VISION and MISSION statements of the institution.
• Results of ‘vision’ and ‘mission’ outcomes are the INSTITUTIONAL INDICATORS
VII. ‘Developmental’ or Programme/Project level indicators

What is a project?

- A Project is an activity or a set of activities that are undertaken either to overcome a problem and/or to develop an opportunity.
VIII. Key Questions in project formulation process and the logical steps.

<table>
<thead>
<tr>
<th>Key questions</th>
<th>Steps</th>
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<tbody>
<tr>
<td>• Why a project?</td>
<td>• Statement of problems</td>
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<td>• What will be the impacts?</td>
<td>• Articulation of long-term Development Objectives/impact indicators</td>
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<td>• What will it achieve?</td>
<td>• Immediate Objectives/effect indicators</td>
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<td>• What will it produce?</td>
<td>• Expected Outputs/output indicators</td>
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<td>• What are the activities and resources needed?</td>
<td>• Activities/Inputs/Financial Resources</td>
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<td>• What are the external factors?</td>
<td>• Threats, risks, complementarities etc.</td>
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## IX. The project planning and implementation matrix

<table>
<thead>
<tr>
<th>Planning</th>
<th>Development objectives</th>
<th>Immediate objectives</th>
<th>Outputs</th>
<th>Activities/inputs</th>
<th>Monitoring</th>
</tr>
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<tbody>
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X. DEVELOPMENT OBJECTIVE

• This is the main overall objective of the project, is meant to contribute to in the long run, as impacts
• It should be used as the main point of reference
• It should be clearly written
• It should not be too ambitious and too broad (I.e. Average duration of life increased)
• It should be written in a manner that the immediate objective will significantly contribute to achieving the development objective
• It represents a sufficient justification for the project.
• It should be expressed as a desired end and not as a mean (or a process)
• It should be expressed in verifiable terms
XI. IMMEDIATE OBJECTIVE

- The immediate objective sets out the operational purpose of the project.
- It gives the anticipated achievement of the project but it is outside the project’s direct control.
- It will determine the magnitude of the project both in terms of resources and strategy.
- It should not be too ambitious, unclear or complex.
- It is likely to occur once the project outputs have been produced.
- A project should have only one immediate objective.
- It should be formulated as a desired state, not a process.
- It should be precisely and verifiably defined.
XII. OUTPUTS

• The outputs are the results that can be guaranteed by the project as a consequence of its activities
• Ensure that all essential outputs for achieving the project objective included
• Ensure that only the outputs that can be guaranteed by the project management are included
• Ensure that all outputs are feasible within the resources available
• Ensure that the outputs are precisely and verifiably defined
• Each output can be seen as a necessary mean to achieve the Immediate objective
XIII. ACTIVITIES

- An activity is an action, which is necessary to transform given inputs into planned outputs within a specified Period of time.

Ensure that:

- All essential activities necessary to produce the anticipated outputs are included.
- All activities contribute directly to the output level above.
- Only those activities to be performed by the project are included.
- Activities are stated in terms of actions being undertaken rather than completed outputs.
- The time available for each activity is realistic.
- Activities are acceptable in terms of economic, social, and moral grounds.
XIV. Project Planning Matrix and Indicators

Each planning level represents a set of indicators:

- Indicators are signs or numerical numbers or descriptions that show changes or progress at the:
  
  ◆ IMPACT LEVEL (Development Objectives)
  ◆ OUTCOME OR EFFECT LEVEL (Immediate Objectives)
  ◆ OUTPUT LEVELS (Outputs of project activities)
  ◆ INPUT/ACTIVITY LEVEL
XV. Project Planning Matrix and Indicators

Aspects

Development objectives
Immediate objectives
Outputs
Activities/Inputs

Indicators

Impact Indicators
Effect or outcome indicators
Output indicator
Schedules
XVII. Project Cycle and Monitoring & Evaluation

- Identification
- Selection/Design
- Approval
- Implementation
- Completion
- Operation & Maintenance
- Full Development

IMPACT

EFFECT

INPUT

OUTPUT

Project Completion Report

Sustainability monitoring

Input/Output Monitoring

Impact Evaluation

Monitoring & Evaluation