CHIP
VALUE INVESTMENT

Civil Society Human and Institutional Development Programme

A Company set up under Section 42 of the Companies Ordinance, 1984

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Monitoring and Evaluation System

For
Projects and Programmes of
Civil Society Human and Institutional Development Programme (CHIP)

(Internal System for CHIP Staff)

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About This Document

Civil Society Human and Institutional Development Programme (CHIP) is a not-for-profit company created under Section 42 of the Companies Ordinance and registered with Security and Exchange Commission of Pakistan under registration number 00000004052/20041001**.** CHIP has been designing and implementing development programmes on wide range of development topics in remote rural and urban areas since 1993. The vision, mission and core strategic thrusts are as follow:

Vision
To help mould an aware and organized society capable of realizing its own potential and development.

Mission
To enable individuals and organizations to make more effective and efficient development efforts through inclusive, gender-sensitive community development programmes.

Core Strategic Thrusts
CHIP offers the following two distinct strategic services:

Project Implementation Services	Project Management Services
Under project implementation services CHIP designs and implements development projects directly through its field offices. Monitoring, reporting and quality assurance is done through an internal system against laid down performance indicators. Community organisations/Disabled Persons Organisations performs central role in prioritizing their community development initiative through a carefully designed problem analysis process.	Under project management services, CHIP design and manage development projects as an overall fund manager on behalf of international development agencies, in particular those that choose not to establish their own offices locally. This management services include fund management, operational planning, establishing partnership with civil society organizations/Disabled Persons Organisations, monitoring, reporting and quality assurance.

This document has been prepared in order to guide CHIP staff to monitor and evaluate projects and programmes being implemented by CHIP in different geographical areas. This document contains five main points with brief elaboration about their importance:

1. Conceptual Clarity of All Basic Terms
2. Objectives of Monitoring and Evaluation
3. Pre-Requisites of Monitoring and Evaluation
4. Which Perspective will be Monitored?
5. Identification of Different Levels for Monitoring and Evaluation
    5.1 Time Frame for Monitoring and Evaluation at Each Level
    5.2 Allocation of Responsibilities for Monitoring and Evaluation at Each Level
    5.3 Identification of Appropriate Tools for Monitoring and Evaluation at Each Level

All technical terms used in the document are explained at the end in Annex I. We at CHIP hope this document will be able to provide our staff with guidelines for monitoring, support and evaluation of development projects.

1.   Introduction

Monitoring enables a stakeholder to review progress and to propose action to be taken in order to achieve the objectives. Monitoring identifies actual or potential successes or failures as early as possible and facilitates timely adjustments to the operations. Monitoring takes place at all levels of management and uses both formal reporting and informal communications. A monitoring system indicates to those working in the project which factors and issues actually verify that the project is being successfully implemented. Therefore, a monitoring system needs to be setup from the very beginning of the project in order to enable the project team to;

1. Be aware of how well the project is doing and how well it is bringing about the changes expected; and
2. Improve and redirect project implementation or to take corrective measures as needed in order to bring the project fully on to the right track

An effective and efficient monitoring system helps to assess whether the project is moving towards the goal and objectives of the project/program or not. In addition, the efficiency and effectiveness of the project/program out put is ensured. In this paper we are introducing a participatory monitoring and evaluation system based on bottom up approach. It enables organization to compare program performance from on ground reality. The key feature of this participatory monitoring and evaluation system is the practical knowledge of the area from the planning stage.

An additional phenomenon added in this document is the support mechanism which is generally taken as the auxiliary activity of any monitoring system. However, it is never part and parcel of the monitoring system. This secondary status given to support mechanism results in the outputs, which are generally not agreed upon by the stakeholder during the planning phase. It is therefore that the support mechanism a part of the whole monitoring system.

Proper research at the initial stages strengthens the basis of proposed project. It reflects factual relevant information regarding the proposed project. The proposed "monitoring and evaluation system" emphasis to the planners to differentiate between assumptions and facts. The initial baseline surveys and basic need assessment must be conducted in the project areas with periodic reviews for the validity of the key success indicators. Organizations intended to initiate proper monitoring and evaluation system may consider following points as guideline:

2.   Conceptual Clarity of the Terms Participation, Monitoring Support & Evaluation

Conceptual clarity of the terms 'Participation' 'Monitoring', Support & 'Evaluation' among primary stakeholders in the beginning is important.   Following are few definitions of Participation, Monitoring, Support and Evaluation developed by partner organisations of CHIP during different workshops:

Participation is defined as "the involvement of individuals/groups in decision making, planning, implementation, monitoring and evaluation of any project/program".

 Monitoring is the process of collection and analysis of relevant information, which ensures effectiveness during implementation against envisaged goals and targets".

Monitoring is the continuous gathering of information. It is a process of keeping track of schedule and budget of project activities. It also involves checking whether the project is moving in the right direction relative to the goals and purpose of the project".

Monitoring is the continuous assessment of the intervention and its environment with regard to the planned objectives, results, activities and means.

Monitoring is a continuous process through which we get reflection on our planned objectives; how much we have achieved our objectives. It also helps to identify deviation from the objectives to suggest corrective measures".

Support is the continuous process through which corrective measures are identified jointly for the

smooth running of the projects.

Support is the mechanism through which partner NGOs are provided with needed technical inputs formally through trainings and informally through coaching, counselling, mentoring and guidance sessions to build the capacity of partner to be able to keep the project on track.

Evaluation is placing a value or worth at the end of a process or event against certain assumption and or pre set goals".

Evaluation is a systematic and objective assessment of the design, implementation and outcome of an on-going or completed intervention. The two main purposes of evaluation are i) to improve future policy and interventions through feedback of lessons learnt, and ii) to provide a basis for accountability, including the provision of information to the stakeholders.

Evaluation is an assessment of defined activities/achievements and impact of a project or program. It is generally carried out at the end of the project/program to determine the efficiency and efficacy.

Evaluation is a systematic process which aims to determine as objectively as possible, the relevance, efficiency, effectiveness and impact of activities, projects and programs in the light of set objectives.

2.   Objectives of Monitoring & Evaluation

Objectives of monitoring and evaluation may vary according to the varied nature of the organization. The organization intended to set an effective monitoring and evaluation system must be clearer in its objectives for monitoring and evaluation. Generally monitoring and evaluation is done:

- To check any deviation from set objectives.
- To ensure proper implementation of work.
- To assess the process for implementation.
- To keep quality of work.
- To investigate any constraint and goodness of work.
- To suggest corrective measures for improvement
- To provide needed technical input
- To ensure process moves towards attaining outcomes and impact.

3.   Pre-Requisites of Participatory Monitoring Support & Evaluation

Monitoring Support and Evaluation not only reflects on the relevance of progress against set objectives but also helps to identify and address any constraint to improve the efficiency, effectiveness and quality of work. Monitoring Support and Evaluation must not be seen in isolation from the complete project cycle, which covers need identification, proper planning, implementation, regular monitoring, support, and end evaluation. The time frame and tools for monitoring support and evaluation must also be discussed and finalized during planning phase and must be an in built feature of the organization. Otherwise, monitoring and evaluation will invariably be perceived as policing by the donor with support seen as "*being taught*". Following points set ground for future monitoring and evaluation:

3.1   What Will Be Monitored and Evaluated

Once the organization becomes clearer and convinced for incorporating Monitoring Support and Evaluation into their programme, it is important to set parameters for monitoring and evaluation. Organization set its direction for moving forward according to its mandate. The parameters for monitoring support and evaluation must be set around this set direction. It should also be made clear in both program and geographical context i.e. which program of which area be monitored and evaluated by whom and when. While support runs parallel to the monitoring process.

3.1.1. Levels to be Monitored

Activities	Milestones and their means of verification	Monitoring	• Monthly review meetings with teams • Review cum consultation workshops at National, Provincial and District level • Site visits • Internal audit
Outputs	Output indicators Assumptions and resources	Monitoring	• Quarterly review meetings • Meetings with community members and field visit and assessment of means of verification
Outcomes	Outcome indicators, assumptions and resources	Evaluation	• Mid-terms review, documentation of case studies, lesson learnt and best practices
Impact	Impact indicators, assumptions and resources	Evaluation	• External evaluation to assess impact, guidelines for replication, scaling up and sustainability

3.2 Integrated Approach for Monitoring Support and Evaluation

The integrated approach to project planning, implementation, monitoring and evaluation ensures that the same criteria is used in all along the project cycle. The integration means that the same elements, e.g. impacts on such factors as gender and environment, are monitored throughout the project. This is realized by using the same basic format for all reports, including the monitoring reports. The use of the framework system is part of the integrated approach. It systemizes the analysis and setting of objectives and assumptions. In the logical framework matrix, the project's overall objectives, purpose, and results are pronounced in operational and measurable terms by using indicators. In the framework framework, indicators are the main tool for monitoring progress towards achieving the objectives. The hierarchy of indicators follows that one of the objectives: some indicators measure the achievement of results, others the achievement of the project purpose. Integrated Approach ensures that the same indicators are reflected upon for consistent logical flow. Additionally, the integrated approach also takes in to account the all auxiliary factors affecting the project e.g. external environment.

3.2 What Preparations are Required for Participatory Monitoring Support & Evaluation

As any development activity intends to bring some positive change it is important to document how much change have these program brought after investing such and such resources i.e. human, physical and financial. In the proposed participatory monitoring and evaluation system, organizations have to fulfill certain pre requisites, which provide solid basis for monitoring and evaluation. These pre-requisites are:

3.2.1 Contacts, rapport building and Confidence building measures
3.2.2 Consensus of common values
3.2.3 Participatory Situational and Organizational Analysis
3.2.4 Analysis Of Stakeholders
3.2.5 Analysis Of Available Resources
3.2.6 Project Plan
3.2.7 Strategy To Implement The Plan
3.2.8 Organizational Assessment
3.2.9 Cross Cutting Theme
3.2.10 *Review*

3.2.1 Contacts, Rapport Building and Confidence Building Measures

The first step of any project, activity or monitoring starts with the initial contacts, meetings with communities and partners focusing more on the rapport and confidence building of stakeholders so that the partners in development are ready to communicate effectively during project implementation and monitoring.

3.2.2 Consensus on Common Values

The second step involves working out a common set of values mutually respected and followed. This second step is a combination of sub-steps to the partnership values. This step may include continuous contacts, sharing of information and interactions at common forums. This step will set the tone of the communication during project implementation and monitoring processes.

3.2.3 Participatory Situational Analysis

Participatory Situational analysis is to be made at the beginning of the project with partners. However, in case the project has already started even then the analysis of existing project progress in relation to the field situation, has to be made. The objective of participatory situational analysis is to get 'on ground information' to design or to improve the project plan and to document baseline information and need for the project in relation to the problem analysis. Later it helps to monitor and evaluate not only progress of the project during implementation but also helps to compare the positive or negative change after project implementation.

3.2.4 Analysis of Stakeholders

Stakeholders are all those individuals or organizations who affect or are affected by the project/program. Stakeholder analysis helps to identify potential primary support or hindrance for the project, which can be incorporated in the plan accordingly. Stakeholder analysis can be made both in the beginning and middle of the project. Generally it is preferred to have it in the beginning of the project or program so that during monitoring, any hindrance by any of these primary stakeholders can be countered easily likewise support can be coordinated accordingly.

3.2.5 Analysis of Available Resources

Analysis of available resources is done during project planning while listing required financial, physical and human resources for the project. It helps to analyze available resources against the required resources. These resources can be available with the implementing agency, at the field level or any other stakeholder with potential to making the resources available e.g. confirmed available resources with Government. The inclusion of available resources in the overall plan helps to reduce the cost on external support.

3.2.6 Project Plan

Participatory situational analysis, stakeholder analysis and analysis of available resources provides basis for the preparation of the project plan. The objective of preparing project plan is to list specific objectives of the project, expected result from the project and activities with detailed measurable indicators and means of verification. Project plan also explains detail of required resources including both cash and kind. Project plans are important for keeping track of the progress and having reflection sessions for further improvement.

3.2.7 Strategy to implement the Plan

Project plans are usually prepared in the activity context. While strategy is formulated to determine the overall guideline for implementing the plan. Strategy can be formulated only after the objectives to be accomplished have been determined. It usually spells out the process for undertaking planned activities. Thus, objectives are the irreducible elements of strategy. After objectives have been determined, all aspects of the strengths, weaknesses, opportunities and threats confronting the projects must be thoroughly examined and accurate evaluations made of the character, size, and capabilities of the various available elements of projects. Then possible courses of action, utilizing the project elements in varying combinations, are analyzed to develop the best possible strategy, taking into account the possible hindrances that may be met as the strategy unfolds. Options should therefore be developed to provide choices for possible contingencies.

3.2.8   Organizational Assessment

Organizational assessment is made to reflect the organizational capacity for implementing the project. It is usually made to assess relevance of skills and knowledge of an organization with the requirement of work they are undertaking and particularly with the proposed project.

3.2.9   Cross Cutting Theme

Organizational mandate or vision determines cross cutting themes. The mandate reflects the overall purpose for which the organization exists. While planning a new project, implementing agency must remember its key cross cutting themes as guideline and incorporate the crosscutting themes at the objective level.

3.2.10 Review

After completing the cycle as mentioned above an overall review with stakeholders helps to finalize all minute steps for field implementation.

4.   Perspectives Of Monitoring Support & Evaluation

Development organizations are putting lot of efforts for bringing some positive change in the society. Some time after investing lot of efforts organizations are unable to achieve the set targets while some times an incredible success with less effort is achieved. So it is suggested to include **process, context, outcomes** and **impact** along with the **results** in the monitoring and evaluation to articulate reasons for success or failure so that replication and further refinement can become easy.

4.1   Context

Monitoring support and evaluation of context analyzes the supporting and hindering factors for the project during implementation.

4.2   Process

Monitoring support and evaluation of process analyzes the manner in which the targets have been achieved within a given time frame.

4.3   Result

Monitoring and evaluation of result pursue efficiency of the project in more of a quantitative context. How much of the targets are being achieved within a given time frame and estimated budget.

4.4   Outcome

Monitoring and evaluation of outcome analyses immediate effects of the project both intended and unintended against outcome indictors.

4.5   Impact

Monitoring and evaluation of impact analyzes the long-term effects of the project both intended and unintended against impact indicators.

5.   Identification of Different Levels for Monitoring & Evaluation

Participatory monitoring support and evaluation requires organizations to identify different levels within the organization and outside the organization for allocating time frame, responsibility and tools at each level. Different levels may have different objectives for monitoring support and evaluation therefore may require different time frame and methodology. Identification of different levels within and outside the organization helps in getting perspective of all concerned stakeholders.

5.1   Time Frame for Monitoring & Evaluation at Each Level

At what intervals monitoring and evaluation is to be conducted should also be discussed in the initial stages.

5.2 Allocation of Responsibility for Monitoring and Evaluation at Each Level

Clear allocation of responsibilities by the organization helps to achieve the objective of monitoring and evaluation. The allocation of responsibility regarding monitoring and evaluation may vary according to the varied nature and size of the organizations. In some organization due to its bigger size there may be a need for full fledge monitoring and evaluation unit while in small organizations monitoring and evaluation unit may not be economical or practical but indeed the responsibility must be allocated.

5.3 Identification of Appropriate Tools For Monitoring Support & Evaluation

As organization clarifies the concept of monitoring support and evaluation and then decides its parameters for monitoring and evaluation it is important to have a clear methodology for monitoring support and evaluation. Monitoring support and evaluation tools may vary according to the nature of the project and requirements of different levels. It is up to the organization to decide in the beginning of the project, which of the tools will be used for monitoring support and evaluation. Following is an extensive list of monitoring support and evaluation tools adopted from the CHIP (EX-SNPO) partner organizations during a workshop on Monitoring and Evaluation System. The tools are flexible enough to be adapted for monitoring and evaluation of result, process, context, outcome and impact.

Table 2: List Of Monitoring Support And Evaluation Tools			
Monitoring Tools	**What Method Can Be Used**	**Evaluation Tool**	**What Method Can Be Used**
Field Visit	Transect Walk Problem Analysis Time Line Chart Venn Diagram Individual Meetings Observations Pair-wise ranking Wealth Ranking	Internal Evaluation	Joint reflection Questionnaire survey Maturity Indexes Transect Walk Problem Analysis Time Line Chart Venn Diagram
Feed Back from Stakeholders	Semi Structured Interviews Focus Group discussion Problem Analysis Village profiling	External Evaluation	Semi Structured Interviews Focus Group discussion Problem Analysis Transect Walk Problem Analysis Time Line Chart Venn Diagram Joint Reflection meeting with key stakeholders Individual interviews with key stake holders Case Study Method
Mid Term Review	Transect Walk Problem Analysis Time Line Chart Venn Diagram Joint Reflection meeting with key stakeholders Individual interviews with key stake holders Case Study Method		
Management Review	Joint discussions with staff and Board members Individual interviews with key stakeholders Focus group discussions		
Program Review Meetings	Joint reflection exercises		
Progress and Financial Reports	Individual reports from field Individual reports from regional offices Compilation of field and regional office reports		
Financial Audit	Audit company to be finalized with the consent of all parties. TORS to be agreed by all parties		

Annex I: Definitions of Selected Terms

Project
"A project is cohesive and integrated series of activities designed to reach a defined objective". (Source: Program Planning Policy of PLAN International)

Programme
"A program is a group of interrelated projects that address the needs and problems identified in goals". (Source: Program Planning Policy of PLAN International)

Goal
"Goals are general, abstract statements describing desired states in human conditions and social environments". (Source: Program Planning Policy of PLAN International); "Goals are the larger, overarching end to which project accomplishments are expected to contribute. They can be expressed in numbers, but are often expressed in more quality of life terms. (Source: M&E—Small Business Projects by a step by step guide for Private Development Organizations". Shirley Buzzard & Elaine Edgcomb); "Goal is the higher objective to which the planned project along with others will contribute". (Seminar on Participatory project Management by ActionAid)

Purpose
"The purpose is a precise statement identifying the core job that the project takes responsibility of accomplishing". "The reason of existence of the project"

Objectives
"Specific, operational statements regarding the desired results of a social intervention program. Objectives are always stated in specifics and include statements of both quantities and time frames". (Source: Program Planning Policy of PLAN International); "The more specific outcome to be achieved as a result of project activities, most useful when expressed in measurable terms. (Source: M&E—Small Business Projects by a step by step guide for Private Development Organizations". Shirley Buzzard & Elaine Edgcomb); "Statement of the expected results of the activities of a project after a set period of time". (Source: Project Management by Samina Kamal)

Results/output
"Short- to medium-term results of planned input necessary to attain an objective. An individual output from a planned activity may not in itself achieve an objective, but the total of all output for a given project should achieve planned goals and objectives". (Source: Program Planning Policy of PLAN International); "The project intervention, the actual deliverables. What the project can be held accountable for producing". (Seminar on Participatory project Management by ActionAid)

Activity
"Activities are specific actions that need to be accomplished in a given time frame. It may include budget activities and activities that do not have a specific cost, such as staff time already accounted for elsewhere". (Source: Program Planning Policy of PLAN International)

Input
"Financial, material and human resources used to conduct activities". (Source: Program Planning Policy of PLAN International); "Monetary, physical and human resources required to produce outputs". (Seminar on Participatory project Management by ActionAid)

Indicators
"Information that can be objectively related to program activities and measured for later comparison". (Source: Program Planning Policy of PLAN International); "Key pieces of information which, when studied overtime, point to some changes in people's lives". (Source: M&E—Small Business Projects by a step by step guide for Private Development Organizations. Shirley Buzzard & Elaine Edgcomb).

Assumptions
"Statements about conditions that are critical to achieving program goals but are beyond the immediate control of the organization implementing the activities". (Source: Program Planning Policy of PLAN International)

Withdrawal/Phasing Out Strategy
"Withdrawal strategy or phasing out strategy spells out planning for systematic and sustainable phase out from the project area of the project-implementing agency".