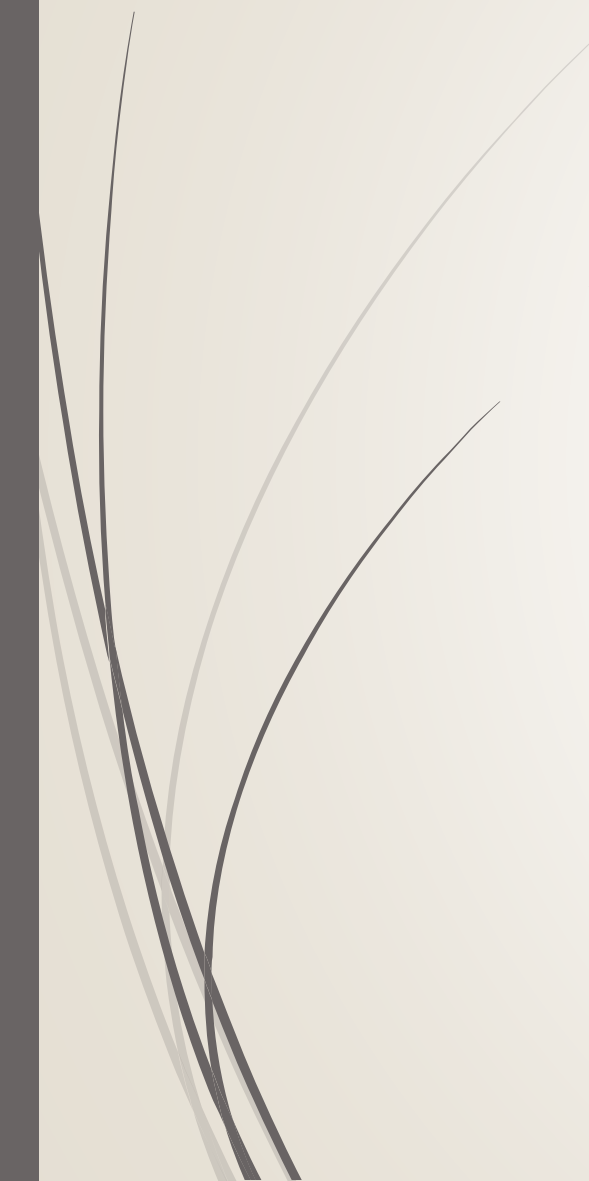


Monitoring and Evaluation – criteria and indicators? ISSA Webinar

Dominique Danau (SAGO Research) in cooperation with
Florence Pauly (P&F Consulting)



Structure of webinar

1. Introduction
 2. Evaluation criteria:
 - Basis: result chain
 - What and how?
 3. Indicators:
 - Basis: impact, outcomes, outputs
 - What and how?
 - Exercises
- 

1. Introduction

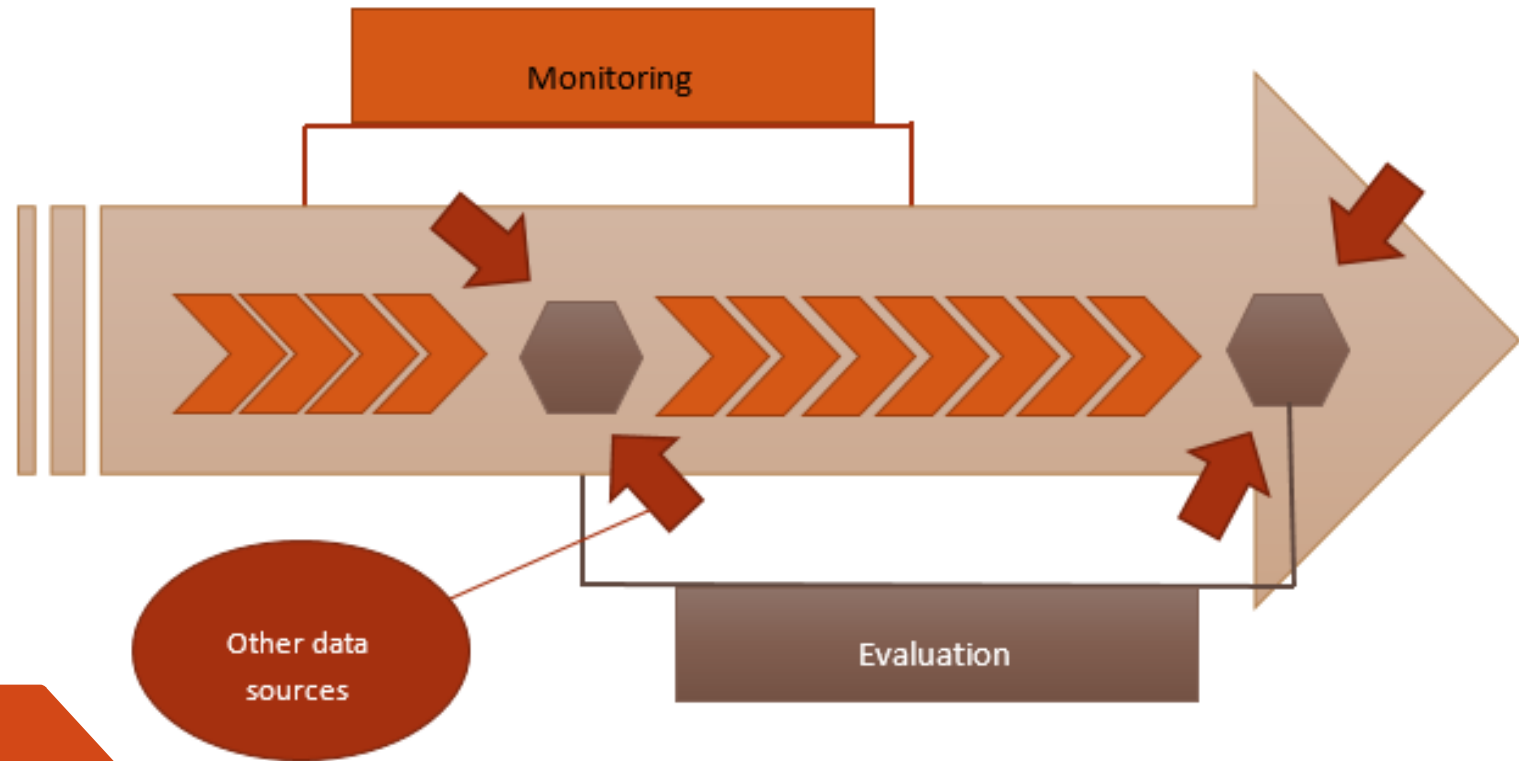
Indicators



Criteria



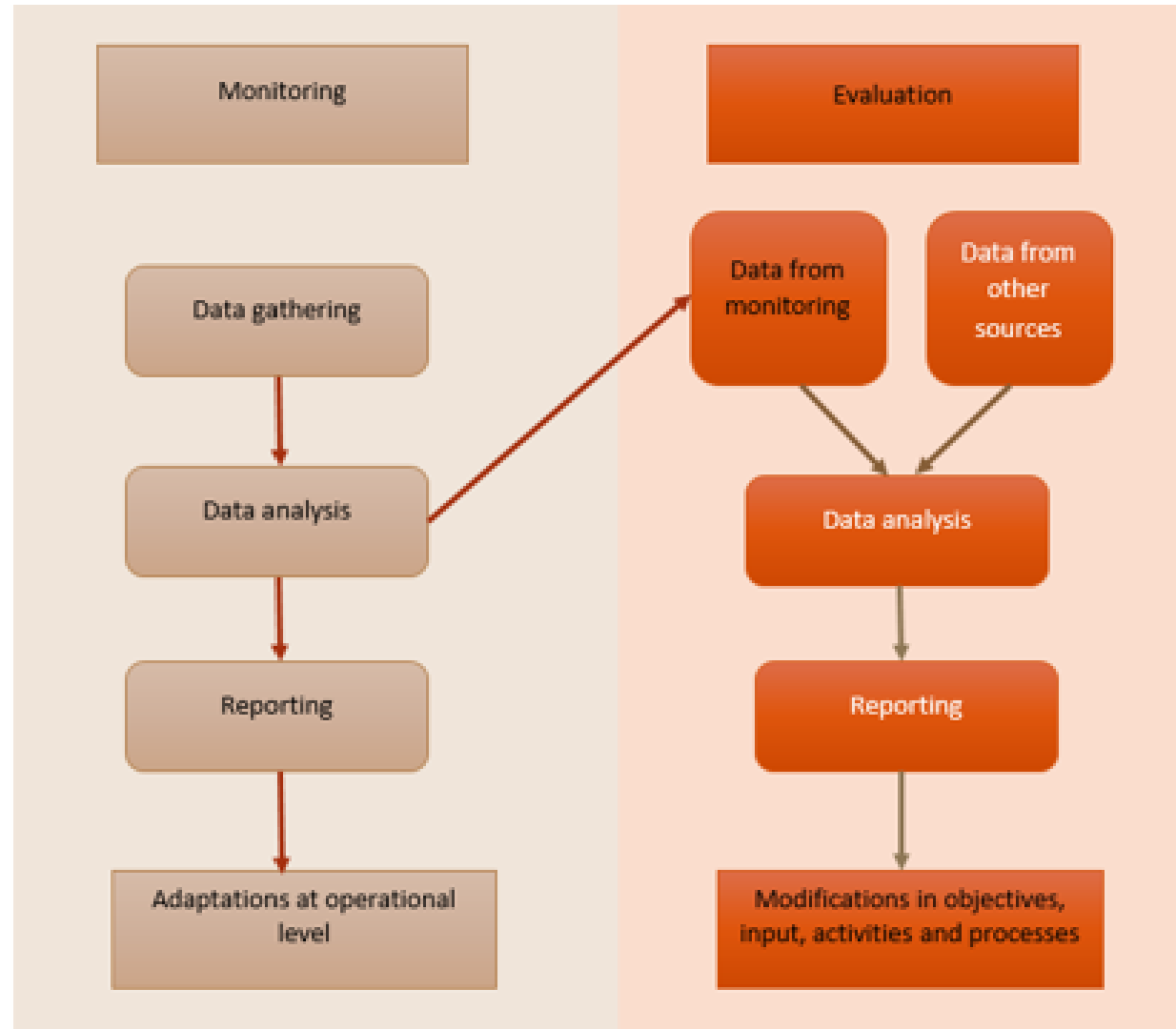
Monitoring and evaluation



1. Introduction

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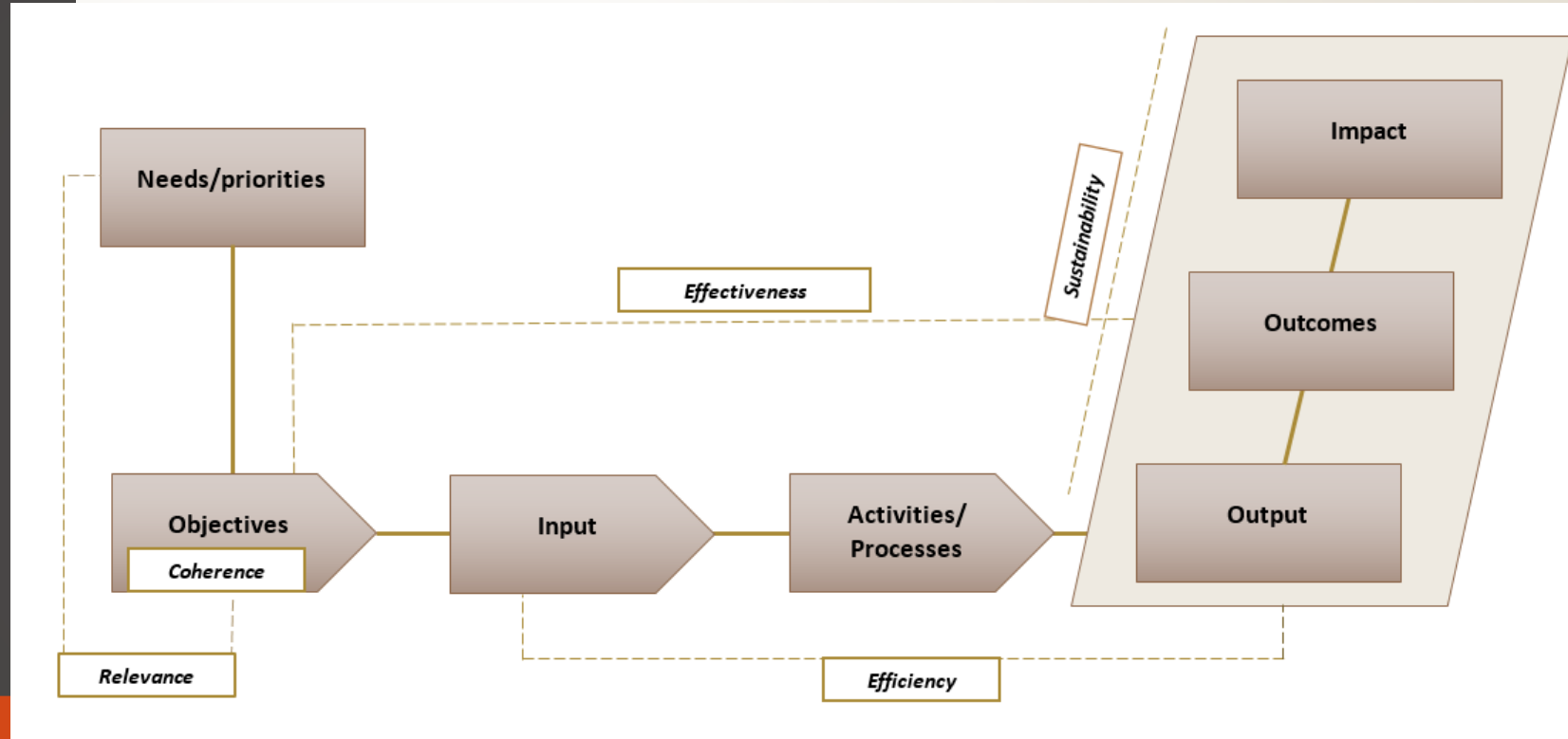
Monitoring and evaluation



Based on: <http://www.slideshare.net/skzarif/monitoring-evaluation-presentation>

2. Evaluation criteria

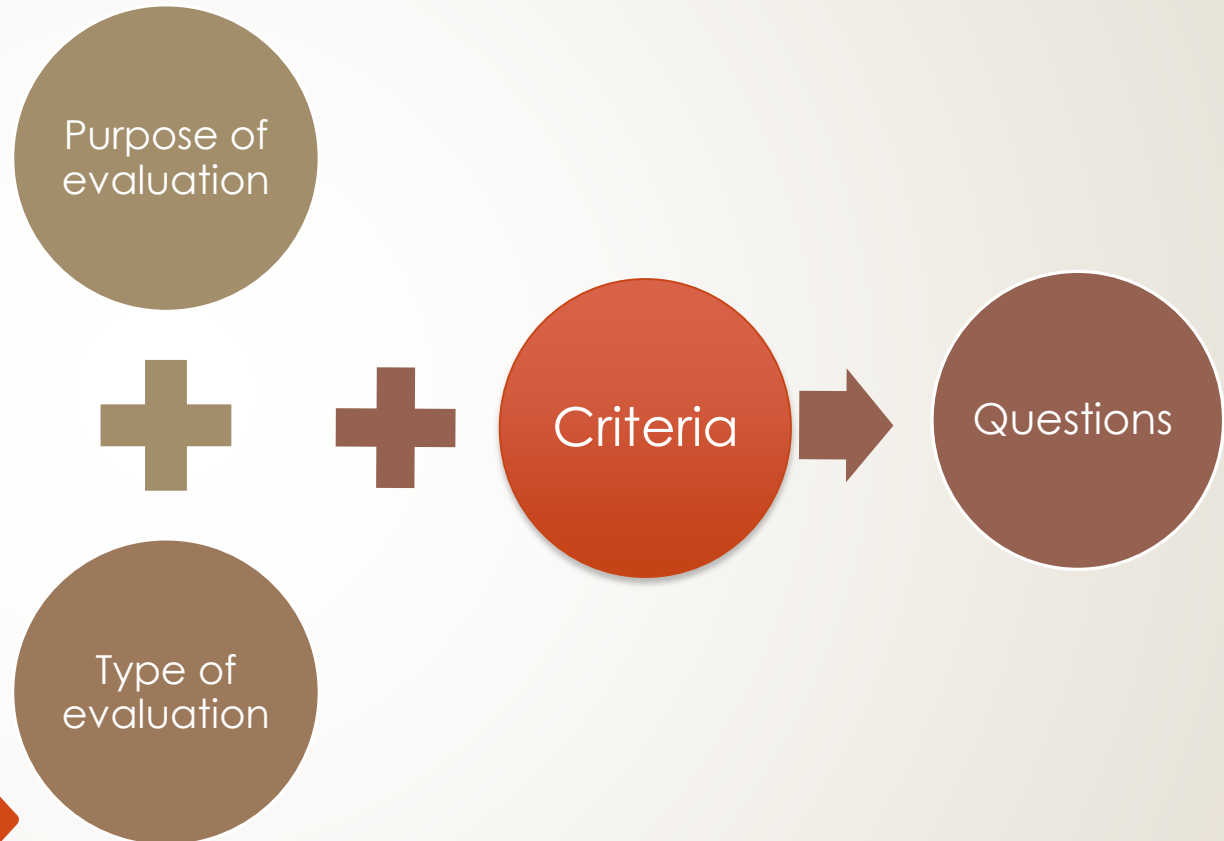
Result chain



Source: SAGO Research

2. Evaluation criteria (2)

Use of evaluation criteria



3. Indicators

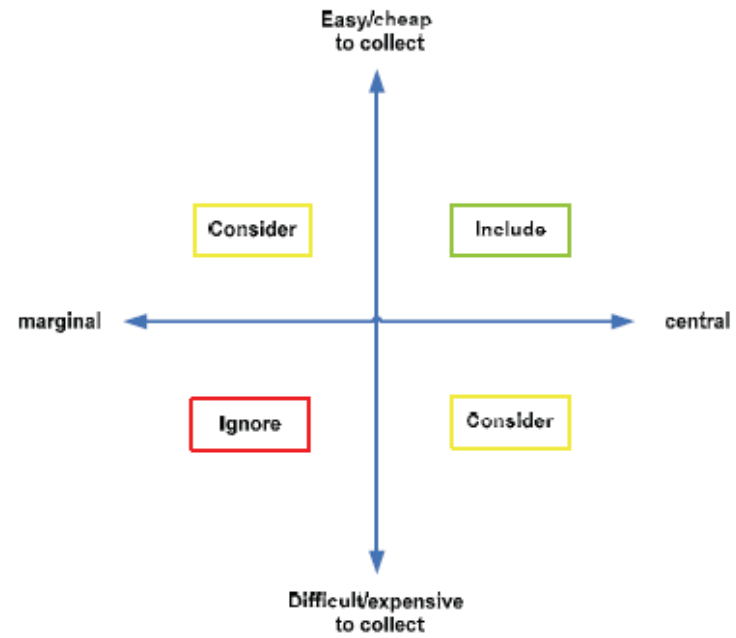
- Indicators indicate!
- Indicators can tell about progress made, extent to which objectives have been met but cannot tell why and how change occurs, why project or programme made a difference.
- Indicators are not objectives.

3. Indicators

- Both quantitative (numbers, %, ...) and qualitative (level of, extent to which, ...)
- SMART + gender-sensitive
- But perhaps more important:
 - Nice to know \neq need to know
 - Relatively easy to collect
- **Development of indicators is a participative process.**

3. Indicators

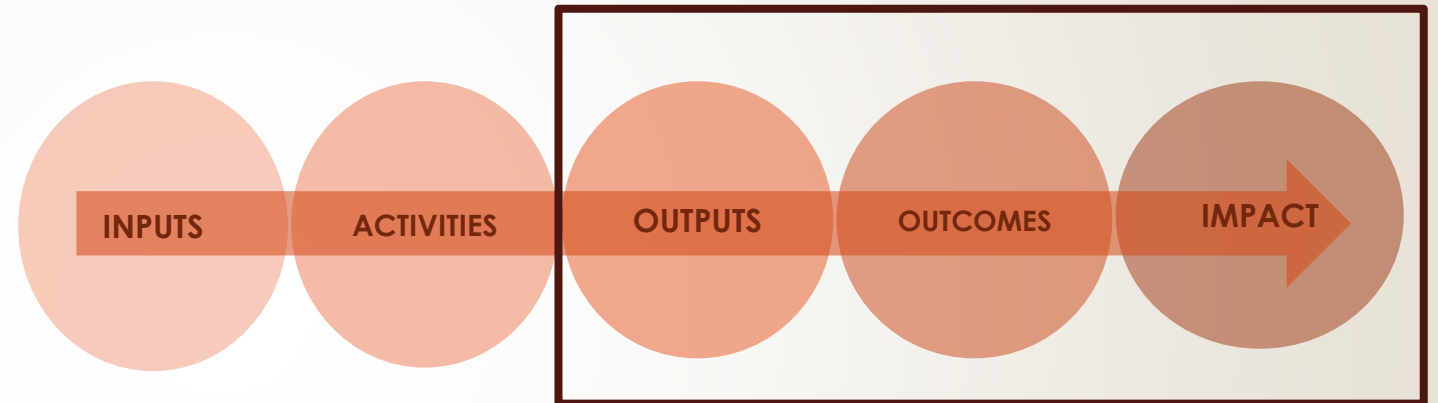
Keep indicators manageable



Source: Tiessen, J., (et al), (2009), *The Toolkit, the Local Better Regulation Office, Birmingham*

3. Indicators

Basis for indicators: impact, outcomes, outputs



PLANNED WORK

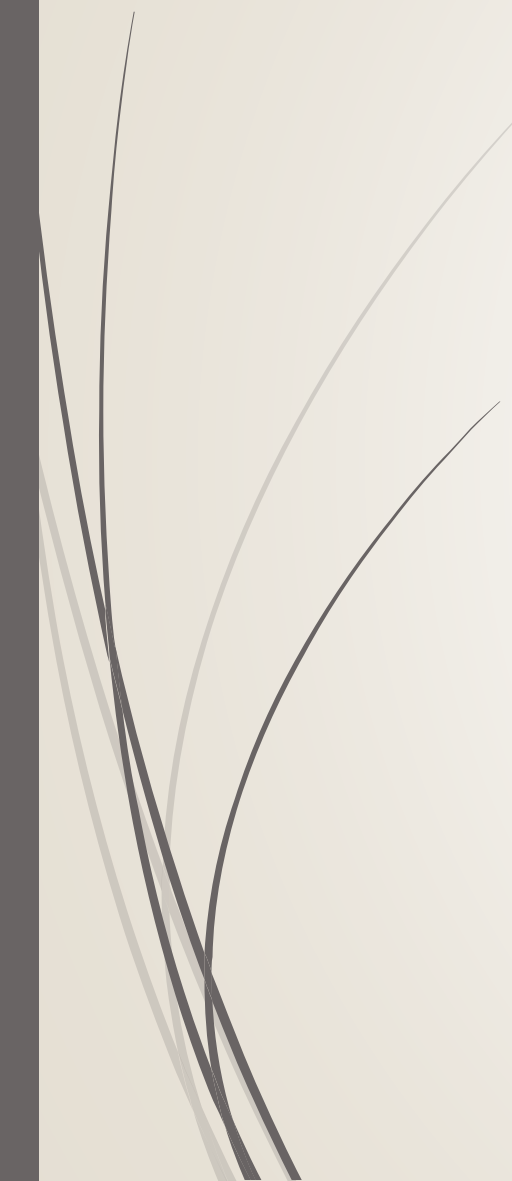
INTENDED RESULTS

CAN BE CONTROLLED → INFLUENCE → CONTRIBUTION



3. Indicators

Examples of definition of indicators:

- Network on social inclusion
 - Network on family policies
 - Project for visually impaired and blind children
- 

Indicators (A)	Information needs (B)	Frequency (C)	Means of verification (D)	Responsible for data gathering (E)	Data storage (F)	Responsible for data analysis & sense making (G)	Responsible for reporting (H)	Baseline (info on the indicator at point T ₀) (beginning of 2017)	Target 2017	Results 2017	Narrative
<i>Description of the indicator</i>	<i>Why do you need information on this indicator? What will be the use of it?</i>	<i>How frequently do you need information on this indicator?</i>	<i>Where to get the information from? Through which means will you retrieve the info? In what way?</i>	<i>Who gathers the information?</i>	<i>Where to store the data to be used for reporting? Folder hierarchy to be decided</i>	<i>Who analyses the information and how?</i>	<i>Who does the reporting (column B)?</i>				
1											
2											

BASELINE: foundation from which to measure change; picture at T₀ in time.

TARGETS: the level of change you want to achieve.

MEANS OF VERIFICATION: where to find the evidence and how?

Example

	Indicators (A)	Information needs (B)	Frequency (C)	Means of verification (D)	Responsible for data gathering (E)	Data storage (F)	Responsible for data analysis & sense making (G)	Responsible for reporting (H)	Baseline	Target 2017	Result	Narrative
1	The number and diversity of members participating in our activities.	Report for funder. Board meetings.	Annually in February for the previous year. January – June – October.	Evaluation forms. Lists of participants.		Project file – sub files with lists of participants and evaluation forms.			20/60	30/60	25/60	Economic situation.
2	The number and diversity of members that provide evidence that their organisation was strengthened using our services and tools.	Report for funder. Board meetings. Team meetings.	Report: annually in Feb. January – June – October. Monthly.	Bi-annual survey. Evaluation forms. Daily interaction with members.		Project file – sub file with evaluation forms. Template in members file. Survey Monkey			?	20/60	21/60	

Example

	Indicators (A)	Information needs (B)	Frequency (C)	Means of verification (D)	Responsible for data gathering (E)	Data storage (F)	Responsible for data analysis & sense making (G)	Responsible for reporting (H)	Baseline	Target 2017	Result	Narrative
3	An environmental scan is three times per year implemented to detect early signs of opportunities and threats that may interfere with current and future plans.	Board meetings.	January – June – October.	An opportunities and threats analysis during team meetings in December, May and September.		Project file in sub-file SWOT.			0	3	2	Lack of time during June meeting – had to prepare programme application.

Thank you!

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