Monitoring generally refers to the collection of data to measure progress (based on performance indicators or other metrics). Progress is tracked based on expectations (targets) set before activities were implemented.

Evaluation is defined as a process that determines the merit, worth or value of things (e.g. projects, processes, service delivery, advocacy interventions).

Monitoring is the number of users and evaluation is the percentage of users who report behavior changes.
M&E: Case Study

Case Study – Youth Entrepreneurship Program
<table>
<thead>
<tr>
<th>Phase</th>
<th>Step</th>
<th>Approach</th>
<th>Validation and considerations</th>
<th>Details</th>
<th>Tools and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-launch</td>
<td>1</td>
<td>Identification</td>
<td>Organizational alignment: ensure that project aligns with organizational goals and strategy. Relevant target audience established</td>
<td>Identify: Issue, Need, Opportunity</td>
<td>Problem Tree Fishbone Diagram</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Analysis</td>
<td>Ensure that project will have impact and desired outcomes for organization and target audience</td>
<td>1. Fishbone Analysis/Problem analysis 2. Solution analysis 3. Target audience analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Design</td>
<td>Creation of planning tools. Highlight possible risks. Flexible approach should be taken for to allow for iterations. Consider whether approach meets ethical standards. Develop ethical research material: consent forms, etc.</td>
<td>Monitoring and Evaluation theory and plan (developed in-line with overall project plan)</td>
<td>Theory of Change Online (TOCO) Tools 4 Dev Evaluation toolbox</td>
</tr>
<tr>
<td>Project live</td>
<td>4</td>
<td>Implementation</td>
<td>Project monitoring to ensure on-track to meet project targets. Dynamic and ongoing process that allows for project revisions via questioning, testing assumptions, learning etc. Verify data management methods meet ethical standards</td>
<td>Iterative program process consisting of: 1. Data collection (Surveying) 2. Data storage (Monitoring) 3. Data analysis (Monitoring) Regular reviews/revision of program against targets Consent forms / ethical clearance forms</td>
<td>Survey Tools: Google Forms; Survey Monkey, TextIT, VotoMobile Monitoring Tools: Excel, DevResults, goProve, fielddata.org, mWater, uReport, GPS mapping Ethics: ethical statement, letters of consent, data storage policy</td>
</tr>
<tr>
<td>Project life cycle end</td>
<td>5</td>
<td>Evaluation</td>
<td>Culmination of preceding steps to determine project’s success. Beneficial for future funding pitches. Useful in developing future projects and interventions.</td>
<td>Review of project against targets assessing: - Efficiency - Effectiveness - Outcomes</td>
<td>Combination of tools</td>
</tr>
</tbody>
</table>
This model will allow you to:

1. Align your project with organizational goals and strategy
2. Define and analyze the problem that the project is trying to address
3. Design a plan to logically address the defined problem
4. Collect data to monitor that designed plan
5. Evaluate whether or not that plan was successful.
Identification

1. Fishbone Activity

**Goal:** Identify all the possibilities that could cause the problem and then focus on the factors that are causing the issue you are trying to address.
| Pre-launch | 1 | Identification | Ensure that project aligns with organizational goals and strategy  
Relevant target audience established | Identify: Issue, Need, Opportunity |
| Pre-launch | 1 | Identification | Ensure that project aligns with organizational goals and strategy | Relevant target audience established | Identify: Issue, Need, Opportunity |

Corruption in Country A is reducing the capacity of SMEs to operate freely and efficiently, thereby placing a strain on Country A’s economy?
Ensure that project aligns with organizational goals and strategy
Relevant target audience established

Corruption in Country A is reducing the capacity of SMEs to operate freely and efficiently, thereby placing a strain on Country A’s economy?
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>1</th>
<th>Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Ensure that project aligns with organizational goals and strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Relevant target audience established</td>
</tr>
</tbody>
</table>

Corruption in Country A is reducing the capacity of SMEs to operate freely and efficiently, thereby placing a strain on Country A’s economy?
Pre-launch 1 Identification
Ensure that project aligns with organizational goals and strategy
Relevant target audience established

Identify: Issue, Need, Opportunity

Corruption in Country A is reducing the capacity of SMEs to operate freely and efficiently, thereby placing a strain on Country A's economy?
2. Solution Tree

A solution tree analysis helps us transition from knowing the problem to finding ways to resolve the problem. This process is initiated by restating the problem as the result we wish to achieve.

Ensure that project aligns with organizational goals and strategy
Relevant target audience established

To get an NGO to understand its stakeholders’ needs
2. Solution Tree

A solution tree is created by reversing the negative statements that form the problem statement into positive statements where the ‘challenge’ has been solved. This is done for the core problem, causes and consequences.

<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>1</th>
<th>Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Ensure that project aligns with organizational goals and strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Relevant target audience established</td>
</tr>
</tbody>
</table>

**NGO has a strong relationship with its stakeholders**

**To get an NGO to understand its stakeholders’ needs**

- **Solution**
  - Host focus groups with stakeholders

- **Solution**
  - Conduct a poll with stakeholders

- **Solution**
  - Implement a survey with stakeholders
2. Solution Tree

Each of these activities should be assessed based on how feasible the approach would be for the NGO.
Setting Goals & Objectives

**Goal:** a long-term aim that you want to accomplish but could not reach by only one or a few projects.

**Objectives:** concrete attainments or specific targets that we could reach or achieve in one project. Objectives should be **SMART**.

- **S**: Specific
- **M**: Measurable
- **A**: Achievable
- **R**: Resource-sufficient
- **T**: Time-sensitive
### Setting Goals & Objectives

**Goal:** A long-term aim that you want to accomplish but could not reach by only one or a few projects.

**Objectives:** Concrete attainments or specific targets that we could reach or achieve in one project.

### CIPE’s approach

- Multiplier effects
- Institutional change
- Level of impact
- Feasible
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>1</th>
<th>Identification</th>
<th>Ensure that project aligns with organizational goals and strategy</th>
<th>Relevant target audience established</th>
<th>Identify: Issue, Need, Opportunity</th>
</tr>
</thead>
</table>

**Target Audience**

1. Decision-makers
2. Beneficiaries
3. Business leaders
4. Grassroots business

**Key Questions**

1. What will change as a result of the project?
2. So what? – Why does the project matter?
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>1</th>
<th>Identification</th>
<th>Ensure that project aligns with organizational goals and strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Relevant target audience established</td>
</tr>
</tbody>
</table>

Identify: Issue, Need, Opportunity

Case Study

1. What is the issue being addressed?
2. What is the need?
3. What is the opportunity?
4. Do they align with CIPE's goals and objectives?
| Pre-launch | 1 | Identification | Ensure that project aligns with organizational goals and strategy  
Relevant target audience established | Identify: Issue, Need, Opportunity |

Target Audiences

Are these clearly defined in the case study?
| Pre-launch | 1 | Identification       | Ensure that project aligns with organizational goals and strategy  
<p>|           |   |                      | Relevant target audience established | Identify: Issue, Need, Opportunity |</p>
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>2</th>
<th>Analysis</th>
<th>Ensure that project will have impact and desired outcomes for organization and target audience</th>
</tr>
</thead>
</table>

1. Fishbone Analysis/Problem analysis
2. Solution analysis
3. Target audience analysis

Analysis

Analysis: where we develop the activities and agree on the results that will satisfy the goals and objectives.
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>3</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Creation of planning tools. Highlight risks. Flexible approach should be taken to allow for iterations. Consider whether approach meets ethical standards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M&amp;E theory and plan (developed in-line w/overall project plan)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Theory of Change Online (TOCO) Tools 4 Dev Evaluation toolbox</td>
</tr>
</tbody>
</table>

**Design**

Design: where we take the activities we are going to carry out in order to achieve our set targets and objectives and put them into a practical plan showing the steps that need to be taken in order to get there.
<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Short-term Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What happens in our organization?</td>
<td>What are the tangible products of our activities?</td>
<td>What changes do we expect to occur within the short term?</td>
<td>What changes do we want to see occur after that?</td>
<td>What changes do we hope to see over time?</td>
</tr>
</tbody>
</table>

**Rationale(s):**
The explanation of a set of beliefs, based on a body of knowledge, about how change occurs in your field and with your specific clients (or audience).

**Assumptions:**
Facts or conditions you assume to be true.
<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Short-term Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>What happens in our organization?</em></td>
<td><em>What are the tangible products of our activities?</em></td>
<td><em>What changes do we expect to occur within the short term?</em></td>
<td><em>What changes do we want to see occur after that?</em></td>
<td><em>What changes do we hope to see over time?</em></td>
</tr>
</tbody>
</table>

**Media:** Partner X will work closely with the student alumni to promote the program in their regions. Alumni will appear in local television and radio. **Universities:** There will be a large promotional campaign held in every major regional university. Selected program alumni from all the past years will carry out this campaign.

The educational program will consist of 110 hours of classes, conferences, and workshops held at University X. The program will be divided into three sessions lasting 2.5 days each.

Upon completion of the program, each student will be awarded a certificate based on their level of participation.

To stimulate entrepreneurial activity and civic participation among young leaders from the Country A countryside.

To develop strong leadership and entrepreneurship skills among young leaders from the Country A countryside.

**Social Networks:** Partner X will use Facebook and Twitter to promote the program. **Corporations:** Partner X will establish relationships with local and multinational corporations. Project staff will seek to be present in major corporate meetings and forums to give the program exposure and to develop partnerships.

Some activities that will be part of the education program include site visits to banks, the largest brewing company in Country, and cultural nights where the students can learn about the culture.

CIPE and Partner X will convene Annual Alumni Conference, a 2-day event. Partner X will also host alumni events, engage on Facebook.

Young leaders from the Country A countryside to serve as examples to others in their regions.

Foster young leaders’ support for democracy, the rule of law, and a market economy.

**Rationale(s):**

One way to lessen citizens’ dependence on the state and create more opportunities for young people is through the promotion and teaching of entrepreneurship.

**Assumptions:**

One of the main challenges is that the education system, both public and private, tends to teach citizens that the state will provide for them, rather than encouraging initiative and promoting civic participation.
<table>
<thead>
<tr>
<th>Pre-launch</th>
<th>3</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Creation of planning tools. Highlight risks. Flexible approach should be taken to allow for iterations. Consider whether approach meets ethical standards</td>
</tr>
</tbody>
</table>

Design
Identification>Analysis>Design
<table>
<thead>
<tr>
<th>Project live</th>
<th>4</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Project monitoring to ensure on-track to meet project targets; dynamic and ongoing process that allows for project revisions via questioning, testing assumptions, learning etc.; verify data management methods meet ethical standards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Iterative program process consisting of: 1. Data collection 2. Data storage 3. Data analysis Regular reviews/revision of program against targets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online surveys: Google Forms; Survey Monkey; Mobile surveys: Data management systems: DevResults, goProve, fielddata.org, mWater, uReport, GPS mapping</td>
</tr>
</tbody>
</table>

**Implementation**

The implementation stage is generally the live phase of your project and is a highly iterative process that allows for readjustment of activities and objectives to ensure the success of the project.
Implementation

- Data collection
- Data storage
- Data analysis
- Regular reviews and revision of program against targets

Iterative program process consisting of:
1. Data collection
2. Data storage
3. Data analysis
Regular reviews/revision of program against targets

Online surveys: Google Forms; Survey Monkey; Mobile surveys: Data management systems: DevResults, goProve, fieldata.org, mWater, uReport, GPS mapping
Implementation: Ethics

- What are you allowed to ask? What data are you allowed to collect?
- How do you ensure confidentiality and anonymity?
- How do you ensure that the participant will not be harmed by their participation in your evaluation?
- How do you get informed consent?
- Follow the ethical requirements of the country you are working in as well international standards.

Iterative program process consisting of:
1. Data collection
2. Data storage
3. Data analysis
Regular reviews/revision of program against targets

Online surveys: Google Forms; Survey Monkey; Mobile surveys: Data management systems: DevResults, goProve, fielddata.org, mWater, uReport, GPS mapping

Project monitoring to ensure on-track to meet project targets; dynamic and ongoing process that allows for project revisions via questioning, testing assumptions, learning etc.; verify data management methods meet ethical standards
<table>
<thead>
<tr>
<th>Project</th>
<th>4</th>
<th>Implementation</th>
<th></th>
<th>Iterative program process consisting of:</th>
<th>Online surveys: Google Forms; Survey Monkey; Mobile surveys: Data management systems: DevResults, goProve, fielddata.org, mWater, uReport, GPS mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>live</td>
<td></td>
<td>Project monitoring to ensure on-track to meet project targets; dynamic and ongoing process that allows for project revisions via questioning, testing assumptions, learning etc.; verify data management methods meet ethical standards</td>
<td>1. Data collection 2. Data storage 3. Data analysis</td>
<td>Regular reviews/revision of program against targets</td>
<td></td>
</tr>
</tbody>
</table>

Implementation: Best Practices

- Find other similar research projects.
- Only write completely new questions if it is a new concept.
- Questions should be specific and applicable.
- Test it several times internally to make sure it works.
- Send out the survey with clear instructions.

Assessment: Draft data collection instruments for the case study. Review the case study first. Limit to five questions and provide a short justification for why you chose these questions.

Submit these to Techfordem@cipe.org
Evaluation

Culmination of preceding steps to determine project’s success. Beneficial for future funding pitches. Useful in developing future projects and interventions. A good evaluation strategy does both of these.

Project life cycle end

Evaluation

Culmination of preceding steps to determine project’s success. Beneficial for future funding pitches. Useful in developing future projects and interventions.

Review of project against targets assessing efficiency, effectiveness, outcomes

Combination of tools
Evaluation

1. **To develop strong leadership and entrepreneurship skills among young leaders from the Country A countryside and foster their support for democracy, the rule of law, and a market economy**
   - Partner X will assess and analyze application rates, as well as graduation rates and tiers of students completing the program
   - Partner X will have participants take a pre- and post-test examination to measure progress made in their concepts and attitudes towards democracy and the market economy
   - Partner X will monitor the number of alumni actively taking part in regional alumni activities and record the number of activities held by the network

2. **To stimulate entrepreneurial activity and civic participation among young leaders from the Country A countryside to serve as examples to others in their regions**
   - Partner X will track the number of businesses started by students and alumni
Evaluation

- Would this five step process be enough for this case study? Is there anything missing?
- What about your own projects?
- How would this five-step process improve them? How would this process assist in drafting future project plans?
Assessment #2: Quiz
Monitoring generally refers to the collection of data to measure progress based on indicators or other metrics. Progress is tracked based on expectations or targets set before activities were implemented.

- True
- False

Question 1 of 4
Monitoring generally refers to the collection of data to measure progress based on indicators or other metrics. Progress is tracked based on expectations or targets set before activities were implemented.

- [ ] True
- [ ] False

Question 1 of 4
Evaluation is a process that determines the merit, worth or value of things (e.g., projects, processes, service delivery, advocacy, interventions, and more).

- True
- False

Question 2 of 4
Evaluation is a process that determines the merit, worth or value of things (e.g., projects, processes, service delivery, advocacy, interventions, and more).

- True
- False

Question 2 of 3
CIPE Training Module #1: Monitoring & Evaluation

What are the Stage 1: identification goals of the five step M&E process we discussed?

- A) To ensure that the project aligns with organizational goals and strategy
- B) To define performance and collect data in the field
- C) To establish the relevant target audience
- D) To define performance indicators
- E) Both A and C
What are the Stage 1: identification goals of the five step M&E process we discussed?

- A) To ensure that the project aligns with organizational goals and strategy
- B) To define performance and collect data in the field
- C) To establish the relevant target audience
- D) To define performance indicators
- E) Both A and C
The most important part of the design phase, and in particular the logic model, is to define desired outcomes and then design activities that reach those outcomes.

- True
- False

Question 4 of 4
The most important part of the design phase, and in particular the logic model, is to define desired outcomes and then design activities that reach those outcomes.

- True
- False

Question 4 of 4