

## What is monitoring and evaluation?

Monitoring and Evaluation are two distinct but related processes with complementary activities. They are both an integral part of the project management cycle.

**Monitoring** is the *systematic* and *continuous* process that allows us to critically observe events related to our work and to track indicators, thereby enabling us to check the project's progress. Through monitoring we are also able to document our activities and also to adapt these activities to ever changing conditions. By utilizing a monitoring process, program managers are able to *gather information regularly* to make informed decisions and take corrective action if there are problems.

**Evaluation**, on the other hand, is the systematic assessment of a project's relevance, efficiency, effectiveness, and impact on the target population and beneficiaries. Evaluation draws on data collected during the monitoring process and can be supplemented by additional data from surveys and studies to *assess the project's achievements based on its set objectives*. Evaluation serves two important functions by determining:

- The extent to which desired changes have occurred, and
- Whether the project is responsible for the changes.

## Why do we monitor and evaluate projects?

- Information can be used to **improve our programming**.
- We can **measure the effectiveness** of our interventions, especially “*Are we making a difference?*”
- Projects can be able to track if they make an **impact** on communities.
- Organizations can learn from different experiences and **share lessons learned**, findings, and results with others.
- M&E/OR systems allow us to calculate **how to allocate resources** to different program approaches in order to achieve the best overall result.
- Most importantly, we can make better decisions about our project!

## What M&E will tell us?

- What types and quantity of resources have been used by the project?
- Are project activities being carried out as scheduled?
- Are project activities being carried out at the standard of quality expected?
- How many beneficiaries has the project reached?
- What percentage of the intended target population has been reached by the project, and does this meet expectations?
- Is the project serving the target groups it intended to serve?
- Has the project satisfied the needs of the target population?
- How do beneficiaries and community members feel about the services/benefits provided? What changes would they like to see?
- Has the project's beneficiaries been empowered to address their own needs as a result of the project?
- What has the project cost, and are these costs in line with expectations?
- Were the project results satisfactory in relation to costs?

## **POWER OF MEASURING RESULTS**

- i. If you do not measure results, you can not tell success from failure
- ii. If you cannot see success, you cannot reward it
- iii. If you cannot reward success, you are probably rewarding failure
- iv. If you cannot see success, you cannot learn from it
- v. If you cannot recognize failure , you cannot correct it
- vi. If you can demonstrate results, you can win public support

## **DATA COLLECTION**

Why do we collect monitoring data?

- i. To provide justification for the intervention
- ii. To track progress
- iii. To provide focus for the participants
- iv. Future reference i.e. evaluation
- v. To identify bottlenecks, strengths and weaknesses
- vi. Enables to make timely corrective actions
- vii. Write reports
- viii. To make informed decision making
- ix. Adjusting strategies, activities and resources

## **HOW DO WE COLLECT MONITORING DATA**

### **▪ From Focus Group Discussions**

This involves collecting data from a selected group of respondents. This data collection method builds on group dynamics that allow respondents to respond to one another's responses thereby generating new ideas and identifying consensus or conflicting attitudes or perceptions.

### **▪ Observation**

Direct observations involve making physical check of the indicator being monitored against set standards or agreed criteria. Direct observations can offer useful insights into the social-economic-physical context of the issues being assessed during monitoring.

### **▪ Records**

Records provide what is typically known as secondary data. Institutional or project records, where maintained, may provide good data. Good examples of records are previous study reports and progress reports. The quality of record keeping in the field sets the standard for all further use of the data and merits careful attention. This will assist to assess the capacity to generate new data, should need be.

### **▪ Supervisory visits**

Make frequent supervisory visits to your area

### **• Monitoring visits**

Make frequent monitoring and data collection visits to your area

- **Key Informant interviews**

Involves asking key questions to a person who can provide a wider picture based on his/her assessment of knowledge, attitude or practices of what is being monitored. A checklist of key issues can be developed and used here to guide the interviews

## **DATA COLLECTION TOOLS**

- **Questionnaire**

A questionnaire involves systematic presentation questions of a well printed form which can be administered to or completed by individual respondents.

- **Checklist**

It is a remind of key issues on which information should be collected. The actual questions are formulated at time of the interviews or discussions and the number of questions on a particular issue will depend on follow up questions to capture emerging issues of interest as the interview or discussions progresses.

- **Reports**

Monthly report, Quarterly reports, etc

- **M&E Tools**

These are designed to collect specific information required.

## **EFFECTIVE OUTREACH, DATA COLLECTION AND MONITORING**

Transport will be provided to the Community Based Educators (2240 Bicycles), DIAs (25 Motorbikes) and Regional Coordinators (4 Vehicles) and some computers for an effective outreach during awareness, data collection and monitoring. This will enhance the quality of services given to the communities, improvement in programming and timeliness in data collection.

### **2.0 WHO SHOULD DO THE MONITORING?**

Monitoring is a vital management role that cannot be left only to one stakeholder. In conducting or coordinating the monitoring activity, individuals and institutions as much as possible should be involved, especially those that have interest in the activity and its associated benefits. It should be ensured that all these participate in the monitoring activity.

There are advantages in involving other stakeholders when monitoring the activity. These advantages include

- Enhanced common understanding and sharing responsibility:** you create common stakeholder understanding of project success, challenges and potential solutions if all stakeholder participate in the monitoring of the project. There is shared responsibility.
- Enhanced transparency and accountability:** by involving all the stakeholders in the monitoring of the project, there is transparency and accountability since everybody knows what is happening. E.g. everybody knows that the intended project beneficiaries are the ones benefiting from the

project. There is minimum mismanagement of project resources and in the process, project resources are out to good and intended use.

- iii. **Enhanced decision making and joint ownership:** when as many stakeholders as possible are involved in the monitoring of the project, they contribute to management information and decision making on the information. Since there is joint and shared decision making, popular and more relevant decisions on project issues are made. This enhances project ownership.
- iv. **Enhanced cost-effectiveness:** when many stakeholders participate in monitoring the project, they are more likely to collect and contribute more useful and comprehensive information regarding progress of the project. In the process, there is cost-effectiveness as opposed to a situation when one partner was involved in collecting and analyzing all the required information.

## **OBJECTIVES OF PRIMARY JUSTICE PROGRAMME**

### **Capacity building of primary justice service providers is enhanced in order to provide quality services**

- 30% reduction of cases referred to the formal system
- 20% increase by women , children , men accessing justice
- A lot of cases successfully resolved in the informal sector
- Increased know of the CBEs, Traditional leaders etc on various legal instruments
- Reduction of human rights abuse in the informal system

### **Increased knowledge on basic rights by the poor, women, children and men to seek justice**

- Reprint and distribute Constitutions
- Conduct awareness meetings in the communities
- Increased knowledge of the legal processes

### **Cases and issues handled by the informal sector are well documented and analyzed**

- Print and distribute Case Registers
- 50% of the cases received by the Primary Justice service providers are successfully resolved
- 60% of those who receive the Case registers should effectively use them

### **Networking and linkages between the informal and formal service providers is enhanced**

- The Service Providers should know exactly their roles in primary justice
- The service Providers should be identified within the communities they are working in
- Technical working group meetings of all the players in justice issues should be conducted
- Any Issues on primary justice should be brought before policy makers or the communities

## **OUTCOMES OF PRIMARY JUSTICE**

- 1 The existing networks among the Primary Justice Service providers including the referral Mechanisms is strengthened**

- # of PJ service providers
- # of referrals made by PJ service providers
- # of conflicts erupting amongst the PJ service providers
- # of meetings held together of all the service providers and those present at the meetings
- # of trainings held together of all the service providers
- Quality of collaboration of PJ service providers in the district

## **2 The capacity of Primary Justice Service providers is increased**

- # and names of PJ service providers
- # of PJ service providers trained
- # of PJ service providers active
- Nature of cases handled by the PJ service providers
- # of complaints on the services offered by the PJ service providers
- Quality of services offered by the PJ service providers

## **3. Awareness amongst the communities to know and appreciate the value of Primary Justice and utilize it to the maximum is created**

- # of awareness meetings conducted
- # of people attending the awareness meetings
- # of people patronizing PJ forums
- # of cases handled by PJ forums
- Outcomes of cases handled by PJ forums
- Quality of PJ services rendered to the community

## **4 Record keeping system is strengthened**

- # of trainings conducted in record keeping and any related courses on the same
- # of records updated and maintained
- # of reports submitted on time
- # of reports submitted late

## **What is an indicator?**

An Indicator is measure that is used to assess the extent to which an objective has been achieved. It is either a quantitative or qualitative factor that provides reliable means to reflect changes connected to an intervention.

- Standard against which to measure, or assess, or show, the success or progress of a project towards achieving its objectives.
- A variable that measures one aspect of a project/program.
- Qualitative or quantitative criteria used to check whether proposed changes have occurred.
- A condition that can be objectively measured
- A marker. It can be compared to a road sign that shows whether you are on the right road, how far you have gone, and how far you are still to go in order to reach your destination.

In the example of cooking rice, you can see how indicators can be used to assess each stage of the process:

Stage	Indicator
Fire ready	Flames
Water boils	Bubbles and steam coming from the water
Rice cooked well	The grain is soft, and the taste is good
Objective accomplished	We have rice to eat!

### What Indicators SHOULD Be...

- **Relevant** – They should be directly linked to the project objectives and to the appropriate objectives statements (e.g. goal, strategic objectives, intermediate results, outputs or activities).
- **Reliable**— they should produce the same results when used more than once to measure the same condition or event (for example, using the same methods/tools/instruments by different people at different times).
- **Usable** – People in the project should be able to understand and make use of the information provided by the indicators to make decisions. The indicators should be worded simply and clearly.
- **Operational**— it should be possible to measure or quantify them.
- **Feasible**— it should be possible to carry out the proposed data collection in reasonable time periods.
- **Affordable**— the costs of measuring the indicators should also be worth the time and money to collect, analyze and use the information.

Indicators can be...	Examples
A percentage in the target population	Percentage of girls still in school
The percentage achieved of a target	Percentage of target number of communities with functioning VDCs
A number or count	Number of women trained in human rights
An average	Mean number of citizens reporting human rights abuses in the last twelve months
A score in an index	Stigma and discrimination index (scale 0-8)
A ratio	Ratio of orphaned children age 13-18 who complete primary school to non-orphaned children of the same age
The presence/absence of a condition	HIV workplace policy in place (Y/N)

<b>PERFORMANCE INDICATORS</b>	<b>OUTPUTS</b>	<b>ACTIVITIES</b>
<ul style="list-style-type: none"> <li>▪ % reduction of cases referred to the formal system</li> <li>▪ Increase in the number of cases resolved in the informal sector</li> <li>▪ Increased number of Primary Justice service providers identified and functional</li> </ul>	<ul style="list-style-type: none"> <li>▪ % increase by women, children and men accessing justice</li> <li>▪ # of cases successfully resolved</li> <li>▪ Increased knowledge of CBEs on various legal instruments</li> <li>▪ % reduction of human rights in informal systems</li> <li>▪ # of Primary Justice manuals distributed</li> </ul>	<ul style="list-style-type: none"> <li>▪ To build the capacity of TAs, GVHs, CBEs, Stakeholders, Magistrates</li> <li>▪ To print Primary Justice manuals</li> <li>▪ To train DIAs</li> </ul>
<ul style="list-style-type: none"> <li>▪ More citizens reached through awareness campaigns</li> <li>▪ Empowerment of women to advocate for their rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ # of constitutions distributed</li> <li>▪ # of awareness meetings conducted and people reached</li> <li>▪ # of IEC materials distributed</li> <li>▪ # of civic education sessions conducted</li> </ul>	<ul style="list-style-type: none"> <li>▪ To reprint the Republic constitutions</li> <li>▪ To conduct awareness meetings</li> <li>▪ To conduct civic education sessions</li> <li>▪ To distribute T-Shirts, posters and leaflets</li> </ul>
<ul style="list-style-type: none"> <li>▪ Women , children livelihoods better protected</li> <li>▪ Assets better protected</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of cases received by the PJ service providers</li> <li>▪ PJ service providers using the Case Registers</li> <li>▪ # of Case Registers distributed</li> <li>▪ % of cases received analyzed</li> <li>▪ # of customary laws / practices in conflict with constitution eliminated</li> </ul>	<ul style="list-style-type: none"> <li>▪ To print / distribute Case Registers</li> <li>▪ To use Case Registers</li> <li>▪ To record nature of cases handled</li> <li>▪ To identify PJ issues</li> </ul>

## **PRIMARY JUSTICE INDICATORS**

**Note:**

**PROJECT ACTIVITIES:** project activities are specific tasks undertaken in the implementation of the project e.g. to have safe drinking water, you may boil the water, drill a borehole or chlorinate the water. These are activities.

**PROJECT OUTPUT:** project outputs represent results of using inputs. They are specific products and services from the activities and inputs. When you chlorinate your drinking water, you drink safe water. Chlorine is an input while safe drinking water is the output.

**PERFORMANCE INDICATORS:** these refer to inputs and outputs that should be tracked down as the activity is being implemented. Inputs include moneys, staff, and materials. Outputs include number of patients visited, number of orphans assisted with school fees, number of women accessing primary justice. Such inputs and outputs define performance of the activity being implemented and are performance indicators that should be monitored. The tracking down of the progress here is referred to as performance monitoring or input –output monitoring.

In conducting performance monitoring, the assessment goes beyond assessing physical quantities of the inputs and outputs. We also assess the quality. Performance monitoring alerts management as to whether actual results are being realized as planned. Performance monitoring is built around a hierarchy of objectives, logically linking activities and inputs/resources to results

# CONCLUSION

At the end of the three year period, the Primary Justice Programme will achieve the following positive effects to the State of Malawi

- Improvement in safety and peace within communities and more people will participate in and support the country's development agenda
- Security will be enhanced and consequently poverty will be reduced as communities will raise more crops and livestock
- A society where individuals know and demand their basic rights
- Improved access to justice for the poor
- Record keeping of cases by traditional leaders will be in place
- Referral systems will be improved
- Availability of data on type of cases handled by the informal sector and which cases are referred to either of the systems will be in place
- Issues, customs, domestic laws that affect the livelihood of the communities that would be brought before policy makers eliminated or reviewed.