



Food and Agriculture Organization
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Monitoring, Evaluation and Learning of Natural Resources Management projects Part II

Akhter Ali

Water Economist and Impact Assessment Specialist
Land and Water Division
Food and Agriculture Organization

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Thematic area: Monitoring and Evaluation

Project “Strengthening natural resources management capacities to revitalize agriculture in fragile contexts”





Presentation Outline

- Project/Program Monitoring
 - Key principles
 - Reporting indicators
 - Data management and Data Quality Assessment (DQA)

Main component of the Project M&E

- Clear statements of **measurable objectives for the project and its components**
- A **structured set of indicators** covering: inputs, process, outputs, outcomes, impact, and exogenous factors
- **Data collection mechanisms** capable of monitoring progress over time, including baselines and a means to compare progress and achievements against targets
- Where applicable, building on baselines and data collection with an **evaluation framework and methodology capable of establishing cause-effect relations** (i.e. capable of attributing observed change to given interventions or other factors)
- Clear **reporting mechanisms** and **use of M&E results in decision-making**
- Sustainable **organizational arrangements for data collection, management, analysis, and reporting**

Steps in Developing M&E Systems

- Establish the **purpose and scope**
- **Explain the theory of change**
- Identify the **performance questions, information needs and indicators**
- Planning for **information gathering** and organizing
- Planning **critical reflection process and events**
- Planning for **quality communication and reporting**
- Planning for the **necessary condition and capacities**

Key Principles (1)

- ▶ Principle 1 – Sound indicators

Indicators are normally developed in collaboration with the donors and project partners

- ▶ Principle 2 – Reporting by Project partners

The project partners are suggested to report on prescribed format. Template needs to be shared with partners

- ▶ Principle 3- Usage of IT tools

The project reports and data can be shared by using by using the emails and project website etc.

- ▶ Principle 4- Incentives for reporting

This includes clear institutional and individual responsibility for reporting; clear instructions; high-level endorsement; public availability of progress reports; IT-support

- ▶ Principle 5- Monitoring body

Monitoring body consists of number of stakeholders i.e.

Key Principles (2)

- Principle 6- Public access

Public access of the performance on key indicators will help to keep the progress on track

- Principle 7- Participation of civil society or inclusion of the civil society

Participation of the civil society/inclusion of the civil society will enhance the impact of the project

- Principle 8- Coordination mechanism

Coordination mechanism among project activities as well as across various stakeholders

- Principle 9- Ensuring compliance

- Principle 10- Evaluation



Importance of the M&E

The M&E plan state that how a program will measure its achievements and therefore provide accountability

Document consensus and provide transparency

Guide the implementation of M&E activities in a standardized and coordinated way

Preserve institutional memory



Components of the M&E Plan

The M&E plan needs to include:

1. The Introduction
2. The program description and framework
3. A detailed description of the plan indicators
4. The data collection plan
5. A plan for monitoring
6. A plan for evaluation
7. A plan for the utilization of the information gained
8. A mechanism for updating the plan

Monitoring and Evaluation Plan include

- The underlying assumptions on which achievement of program goal depend
- The anticipated relationships between activities, outputs and outcomes
- Well defined conceptual measures and definitions along with baseline values
- The monitoring schedule
- The list of data sources to be used
- Cost estimates of the M&E activities
- A list of partnerships and collaborations that will help achieve the detailed results
- A plan for the dissemination and utilization of the information gained



Reporting Indicators

- Mutually agree with the donors and report progress monthly, quarterly, semi annual and annually
- Normally 10 percent above and below deviation is quite acceptable
- However more or less than 10 percent deviation needs to be justified
- In some cases needs to upload data on given websites
- Normally the data is emailed in excel sheets to the donor
- This is the responsibility of the M&E specialist to ensure data quality
- For data collection from the partners the performance needs to be designed

Examples of Agricultural Project Indicators

- Number of hectares under improved technology
- Percentage Increase in Household Income
- ❖ Number of farmers having adopted new technology
- Number of new jobs created due to project interventions
- Increase in incremental sales of the household

Data Management and Data Quality Assessment

- In M&E the data management is quite important
- Need to develop data reporting performance
- The data reporting performance needs to include information related to beneficiary and type of intervention
- The M&E specialist needs to communicate the progress to the partners through quarterly meeting

Reporting and Data Collection in Management Information System (MIS)

1. Summarized studies and publications on lessons learned;
2. Case studies documenting successes and failures;
3. Publicity material including newsletters, radio and television programmes;
4. Formation of national and regional learning networks;
5. Periodic meetings and workshops to share knowledge and lessons learned;
6. Research-extension liaison or feedback meetings;
7. National and regional study tours;
8. Preparation and distribution of technical literature on improved practices; and
9. Routine supervision missions, mid-term reviews or evaluations and project completion (end-of-project) reports

Reporting and data collection in a MIS

- ▶ MIS helps to identify output indicators and basic outcome indicators
- ▶ M&E system draws from MIS data to assess progress in achievement of results and impact and to support learning and adaptation
- ▶ Additional inputs for the M&E system to produce the desired information are surveys and other interactions with stakeholders on a periodic or ad hoc basis, such as thematic studies, baseline and impact surveys and stakeholder workshops
- ▶ These often need to use basic and reliable MIS data to develop survey frameworks, and to assess basic assumptions on scope of outreach etc.



Types of Data Sources

There are mainly two types of data
i.e. primary data and secondary data

The data can come from various sources including:

- Client
- Program
- Service environment
- Population
- Geographic Levels



Data collection Plan

- The M&E should include a data collection plan that summarizes information about the data sources needed to monitor and/evaluate the program
- The plan should include information about each data source such as
 - The timing and frequency of collection
 - The person/agency responsible for collection
 - The information needed for the indicators
 - Any additional information that will be obtained from the source



Data Quality

- **Coverage:** Will the data cover all of the elements of interest ?
- **Completeness:** Is there a complete set of data for each element of interest
- **Accuracy:** Have the instrument been tested to ensure validity and reliability of the data
- **Frequency:** Are the data collected as frequently as needed?
- **Reporting Schedule:** Do the available data reflect the time period of interest?
- **Accessibility:** are the data needed collectable/retrievable?
- **Power:** Is the sample size big enough to provide a stable change

Types of Errors/Biases Common in Data Collection

- Sampling Bias; Occurs when the sample taken to represent population values is not a representative sample
- Non sampling error; all other kind of mismeasurement, such as courtesy bias, incomplete records, non-responsive rates
- Subjective Measurement: occurs when the data are influenced by the measure

Data quality Assessment

- Data quality assessment is a key component of the monitoring and evaluation system
- To ensure good quality is the responsibility of the monitoring and evaluation specialist

Data quality Assessment Dimensions

- Completeness
- Uniqueness
- Timeliness
- Validity
- Accuracy
- Consistency

Capacities Required for M&E

- Each actor has specific roles and responsibilities in M&E
- For the system to work, planning and M&E units must analyze and report in close coordination on results, as well as constraints and bottlenecks, and draw and implement lessons for continuous improvement.
- Project-internal M&E specialists have to be equipped to lead work related to progress/implementation monitoring.
- Often the M&E unit takes on the role of guiding detailed project planning and target setting without the clear mandate or responsibility to do so, as planning units are not equipped to do so
- External expertise might require in certain cases

Conclusion

- Developing M&E Plan
- Reporting progress against set indicators and managing deviation
- Data quality Assessment



Thank you