



Rebuild and Relief International NGO

RIRP/RSRP

RRI Monitoring and Evaluation Guidelines

Monitoring and evaluation are integral parts of the project management cycle. They are effective tools for enriching the quality of interventions through their role in decision-making and project development.

1. PROJECT-MONITORING

The aim of any Monitoring activities should be to provide project management and the main stakeholders of an ongoing project with early indications of (potential) problems or changes in the achievement of project objectives. It provides the basis for corrective actions and for the improvement of the project design.

Through monitoring, a project manager is able to determine whether or not a project continues to be relevant. Monitoring answers questions like if the project is about to fulfil its targets, if appropriate groups are being targeted and if the objectives and goals of the project remain valid in reference to the project environment.

Effective monitoring activities require baseline data as well as indicators of performance and results. Monitoring instruments are, e.g. field visits, stakeholder meetings and systematic reporting. Monitoring actions must be undertaken throughout the lifetime of a specific project. In addition, ad hoc studies may be carried out as needed, for example, when an unexpected problem arises for which planned monitoring activities cannot provide sufficient information.

Monitoring is an ongoing process; it can reveal early signs of problems in implementation. This information can serve as a basis for corrective actions to ensure the fulfilment of program or project objectives. Monitoring can also provide quantitative and qualitative data using selected indicators, data that can serve as inputs for evaluation.

2. PROJECT-EVALUATION

Every single project that is completed is subjected to an intensive, independent evaluation. Evaluations serve a dual purpose:

1. The impacts of each individual project are recorded, analyzed and compared with the costs incurred.
2. Financier needs to learn from past projects and apply these lessons to future projects.

If an evaluation is conducted at the mid-point of a program or project, it may serve as a means of validating or filling in the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. It may also assess early signs of program or project success or failure. If conducted after the termination of a program or project, an evaluation determines the extent to which that intervention is successful in terms of its impact, sustainability of results and contribution to capacity development.

3. TYPES OF EVALUATION

Evaluations may be classified by timing and scope.

By Timing:

Mid-term Evaluation

- Conducted at the mid-point of program or project implementation;
- Focuses on relevance, performance and issues requiring decisions and actions, project design, implementation and management.

Terminal Evaluation

- Conducted at the end of a project implementation;
- Focuses on relevance, performance and issues requiring decisions and actions, project design, implementation and management; early signs of potential impact and sustainability of results and recommendations for follow-up activities, e.g., second phase of a project.

Ex-post Evaluation

- Conducted between three months and two years after the completion of the project;
- Also for clusters of projects in a particular sector or geographical location or that concentrate on a specific theme
- Judges the relevance, performance and success of the interventions at the project, sectorial and thematic levels;
- Focuses on relevance, performance, success and information regarding best and worst practices, intended and unintended costs and benefits.

By Scope:

Project Evaluation

- Evaluation of a single project;
- Focus depends on the timing of the evaluation.

Sectorial Evaluation

- Cluster evaluation of projects in a certain sector;

- Focuses on a comparison of the strengths and weaknesses as well as collective effects of different approaches, modalities or strategies to address sectorial issues.

Regional Evaluation

- Cluster evaluation of projects within a certain region;
- Focuses on collective effects of the projects concentrating on the selected region.

Process Evaluation

- A cluster evaluation of projects to assess the efficiency and effectiveness of a particular process or modality they have adopted.

4. METHODOLOGY

Key Criteria

The final step in the cycle of every project should be the final evaluation. A uniform, basic methodological approach is applied in every final evaluation: the actual project impacts are systematically compared with the target impacts expected at the time of the project appraisal.

In many cases, however, the technical and development-policy discussion has gone on even further. This is why, in addition to the targets stated in the appraisal report, requirements and benchmarks are included that are derived from the current sector and cross-sector cooperation strategies from general development-policy criteria and standards. The performance rating given to a project is always based on the 'state of the art.'

In order to be able to evaluate a project's developmental efficacy, the project is analyzed against three main criteria:

- its effectiveness,
- its relevance/significance, and
- its efficiency.

Collateral effects are also identified. For the overall evaluation, the extent of the collateral effects must be estimated as well, and whether they are acceptable.

Sustainability is a primary goal. Each of the three key criteria of effectiveness, relevance/significance and efficiency portrays different facets of sustainability.

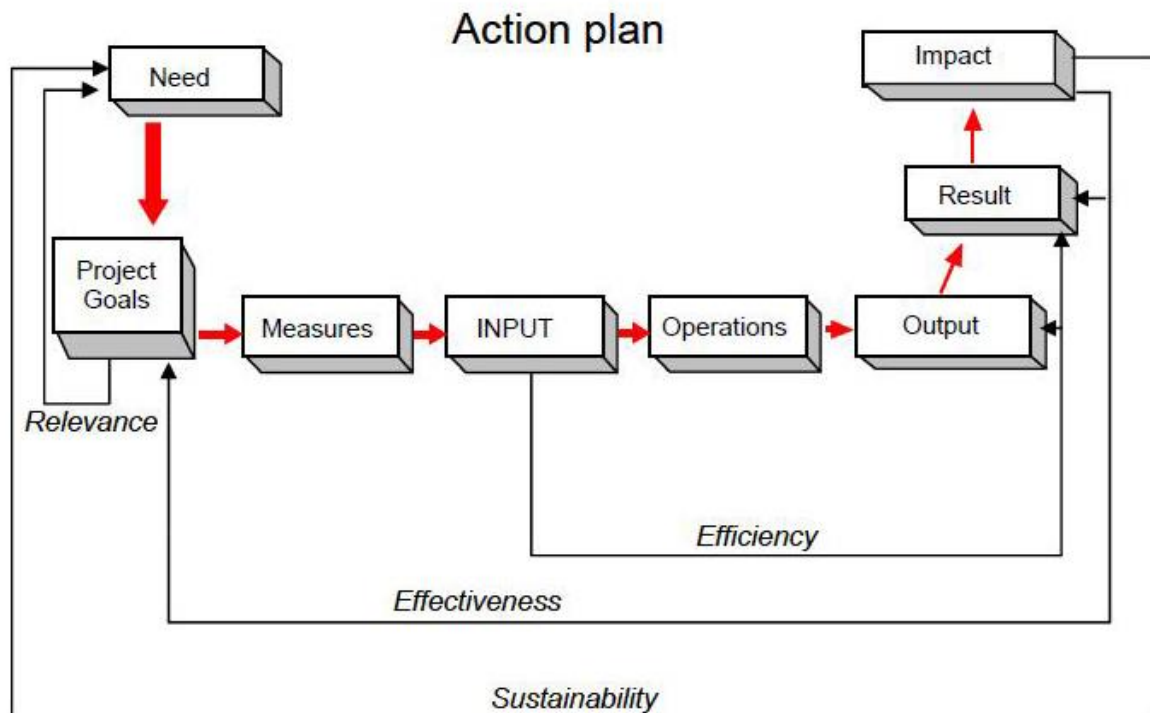
The dimension of **effectiveness** assesses a project's impacts - those that have occurred and those expected in the future (intended and unintended) - to determine its immediate benefit for the target group. The positive, intended impacts are reflected in the project objectives. To actually be able to rate the effectiveness the project objectives have to be expressed as specific production and supply levels, and acceptable limits must be defined for the expected negative side effects. In a municipal water supply project, for instance, this would mean that upon completion of the project, 80% of the inhabitants of a small city have access to drinking water year-round, and at least 95% of regular water samples have to meet the WHO standards. If unintended (positive and/or negative) impacts arise, they will also be included in the evaluation of effectiveness together with the intended impacts.

The dimensions of **relevance** and **significance** assess the sustainable impacts of a project a development-policy level above the project objectives. In the case of a water supply project, for example, the main focus is not on the water consumption by the target group (direct benefit) but rather on the health effects achieved by better water supply (overarching developmental benefit). The dimension of relevance measures the extent to which an impact is a developmental priority

('relevant'), whereas significance measures the strength of a project's influence on this level. As with the project objective, here again all impacts (both intended and unintended) are included in the evaluation.

The dimension of **efficiency** centers on profitability. This aspect examines whether the effort expended by the project and the overall economy to produce the goods and services (production efficiency) and achieve the results and impacts (allocation efficiency) is reasonable and sustainable.

Project Procedure



Individual weighting of the key criteria

When the three ratings of a project's effectiveness, relevance/significance and efficiency are combined into an overall rating, the question is how to weigh these three aspects. Experience shows that neither an equal weighting of all three criteria nor any other fixed definition (such as the best or worst of the three ratings) is a fair solution for all projects. Instead, for projects that are primarily growth-oriented, for example, the category of efficiency is frequently particularly important, whereas for projects that mainly serve to prevent conflicts the category of relevance/significance is the most important. Therefore, RRI decided to define the weighting of the three ratings in the overall rating individually for each project and to explain the reasons in each case.

However, insufficient results for the criteria of effectiveness and relevance/significance always cause a project to be classified as 'unsuccessful'.

Rating Scale

The rating scale for the final evaluation of project success has six levels that are expressed both numerically and verbally.

Rating 1: Very high or high developmental efficacy

According to pertinent evaluation criteria, the project meets all requirements to a high or very high degree. The evaluation is positive without restrictions. The project is suited to serve as an example of "best practice."

Rating 2: Satisfactory developmental efficacy

The project either meets all pertinent criteria equally in a satisfactory manner, or it compensates for weaknesses in some areas with extraordinarily positive effects in other areas.

Rating 3: Overall sufficient degree of developmental efficacy

Overall, the project achieves a sufficient degree of developmental efficacy, either for all criteria equally, or after weighing the impacts of the individual project effects. Thus, there may be major deficiencies in some areas as long as they are compensated by higher than average positive effects in other areas.

Rating 4: Overall slightly insufficient degree of developmental efficacy

Overall the project does not meet (just falls short of) the minimum requirements for efficacy. This may be due to a slight shortfall in respect of all rating criteria or to serious deficiencies in certain areas which are not compensated for in other areas.

Rating 5: Clearly insufficient degree of developmental efficacy

The minimum requirements are not met by a wide margin, yet this does not mean that the best solution would be to terminate the project or discontinue its operation instead of continuing to use the capacities that have been created.

Rating 6: The project is a total failure

For the most part, the project is useless, or the negative effects are so serious or outweigh the positive effects to such an extent that the project has either already been terminated/its operation has already been discontinued or such a step would be necessary due to its uselessness or in order to limit damages.

5. TERMS OF REFERENCE

Before every evaluation starts, adequate time will be invested in formulating and refining the ToR to ensure the effective conduct of an appropriate evaluation.

The ToR will contain a brief description of the project and its objectives as well as the identification of the key stakeholders.

ToR Content:

- Objectives of the Evaluation
- Scope of the Evaluation (the type(s) project(s) that will be evaluated, the geographic coverage of the project(s) as well as the time frame of the project(s).
- Information about the methodology, like documentation review (desk study), interviews, field visits, questionnaires, participatory techniques and other approaches for the gathering and analysis of data.
- Number of evaluators and areas of expertise and the responsibilities.
- Time frame for the evaluation

6. MONITORING AND EVALUATION PREPARATION

Monitoring and evaluation are of little value if a program or project does not have clearly defined objectives and appropriate indicators. Indicators are the critical link between the objectives (which are stated as results to be achieved) and the types of data that need to be collected and analyzed through monitoring and evaluation. Hence, lack of clarity in stating the objectives and the absence of clear key indicators will limit the ability of monitoring and evaluation to provide critical assessments for decision-making, accountability and learning purposes.

4. ACKNOWLEDGEMENT

I have read and understood the foregoing **Monitoring and Evaluation Guidelines** of Rebuild and Relief International (RRI) and do agree to comply with the statements contained therein.

Signature Employee

Date

Signature Witness

Date