

PAU jica AFRICA-ai JAPAN Project
AFRICAN INNOVATION - AFRICAN ORGANIZATION - JAPAN AND CHINA NETWORK PROJECT

Special Open Seminar towards African Innovation (ai)

Monitoring and Evaluation towards African Innovation

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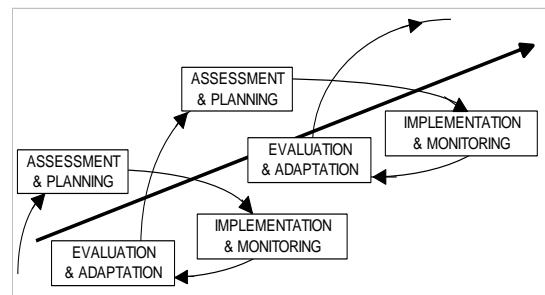
Outline

- Definition of Key terminologies (**What?**)
- Importance of Monitoring and Evaluation (**Why?**)
- Undertaking Monitoring and Evaluation (**How?**)
- Case study (Performance Contracting at JKUAT)
- M&E Framework for Africa ai Japan project
- Exercise
- Discussion

Definition of Monitoring and Evaluation

- **Monitoring** is a continuous process of checking project implementation in order to ensure activities are taking place according to standards and to find out weaknesses and gaps within the project
- **Evaluation:** An exercise carried out after the end of the project (or at mid term) to find out the results of a project

Monitoring and Evaluation in Project Cycle



Source: Jan Davis and Robert Lambert, Engineering in Emergencies, p.63.

Comparison Between M&E

Item	Monitoring	Evaluation
Frequency	Regular, ongoing	Episodic
Main action	Keeping track/oversight	Assessment
Basic purpose	Improving efficiency Adjusting work plan	Improve effectiveness, impact, future programming
Focus	Inputs/outputs, process outcomes, work plans	Effectiveness, relevance, efficiency, impact, sustainability
Information sources	Routine systems, field visits, stakeholder meetings, output reports, rapid assessments	Same plus Surveys (pre-post project) Special studies
Undertaken by	Project/program managers Community workers Supervisors Community (beneficiaries) Funders Other Stakeholders	External evaluators Community (beneficiaries) Project/program managers Supervisors Funders

Adapted from UNICEF, A UNICEF Guide for Monitoring and Evaluation: Making a Difference? New York, 1991, p.3

Comparison Between M&E

Monitoring	Evaluation
A continuous process	A specific activity or moment
To provide information to day-to-day decision making (adjustments)	To provide recommendations to strategic decision-making processes
It is carried out by the project team	It is carried out by an evaluation team (internal or external to the project team)
For the project team (to adapt and improve the impacts) and the donors (to follow the progress)	For the project team and the donors (lesson learned)
The monitoring system should provide information for evaluations	

Definition of related terms

Goal

- The ultimate result of efforts at a broad, population level.
- Achieved over the long term (years) and through combined efforts of multiple programs.

- Africa's Agenda 2063
- Kenya Vision 2030
- Africa's STISA 2024
- Sustainable Development Goals

Definition of related terms

Objective



- How the results of your short-term project activities contribute to the big goal.
- Several objectives can relate to the same goal.
- Link between Africa ai Japan Project activities and Agenda 2063.

Definition of related terms

Inputs

- Resources needed to plan and implement project
- "Raw materials" of a project

Examples

- Money
- Staff
- Policies, guidelines
- Equipment
- Partners



Definition of related terms

Activities

- The work that we do, what we implement
- Also called "processes"

Examples

- Setting up experiments
- Collecting data
- Exhibition
- Report preparation



Definition of related terms

Indicators

- How we define our activities, outputs, or outcomes
- Signs or evidence we watch for to see if we have reached them

ACTIVITY: Africa ai Japan Research	
OUTPUT: Research outputs	INDICATOR: Number of papers published Number of IPs filed
OUTCOME: Innovations and solutions	INDICATOR: Number of innovations developed

Definition of related terms

Results

- What happens following undertaking activities
- They can be outputs, outcomes or Impacts

Output	<ul style="list-style-type: none"> • Immediate results of activities • What we can measure/count right after the activity 	<ul style="list-style-type: none"> • Number of people trained • Number of brochures produced • Number of policymakers reached with advocacy activity
Outcome	<ul style="list-style-type: none"> • Ripple effects of project activities • What changes after outputs are produced 	<ul style="list-style-type: none"> • Number of using a technology after training • Number of new policies developed
Impact	<ul style="list-style-type: none"> • More related to goal • Very broad-scale result over long term 	<ul style="list-style-type: none"> • Increase in household incomes • Reduction in malnutrition

Definition of related terms

Baseline

- Defined starting point (point of departure) from where implementation begins, improvement is judged, or comparison is made

Standard

- Expected level

Aspect	Value
• Mean Examination score (Baseline)	30%
• Pass mark (Standard)	40%
• Household Income (Baseline)	0.5 USD/Day
• Poverty index (Standard)	2 USD/Day

Illustration: Crow and Pitcher



- A crow was very thirsty one day
- He came across a pitcher with a little water in it.
- He could not stick his head far enough into the pitcher to reach the water.
- Being clever, he began dropping pebbles into the pitcher, which eventually brought the water to the top of the pitcher.

Illustration: Crow and Pitcher

- In the story, what is the crow's objective?
- What is the activity?
- What are the inputs?
- What are the outputs?
- What are the outcomes?.....
- What is the baseline?.....
- And what would "indicate" the number of pebbles dropped?
- What would "indicate" the water rising?
- What would "indicate" that he was satisfied?

Illustration: Crow and Pitcher

- In the story, what is the crow's objective?** (To eliminate his thirst.)
- What is the activity?** (dropping pebbles)
- What are the inputs?** (pebbles, crow, pitcher)
- What are the outputs?** (number of pebbles dropped)
- What are the outcomes?** (Short: water level rose; medium: crow able to drink; long: crow satisfied.)
- What is the baseline? (His initial level of thirst.)
- And what would "indicate" the number of pebbles dropped?** (The actual number of pebbles - he would simply count them.)
- What would "indicate" the water rising?** (He would watch the level of the water inside the pitcher.)
- What would "indicate" that he was satisfied?** (His level of thirst.)

Why Monitoring and Evaluation

Monitoring

- Gather information that is used for evaluation
- Help to keep track of the the objectives
- Help to find the gaps and weaknesses
- To know how the project is progressing

Evaluation

- Helps to figure out if you can carry out the same activities in the future and to establish weaknesses and strengths
- A good M/E system helps ensure that a project (1) Is being efficiently implemented, (2) Is reaching the intended target groups and (3) Is achieving its intended objectives

Monitoring and Evaluation System

Data about **intended achievements (Targets/planned results) and baseline**

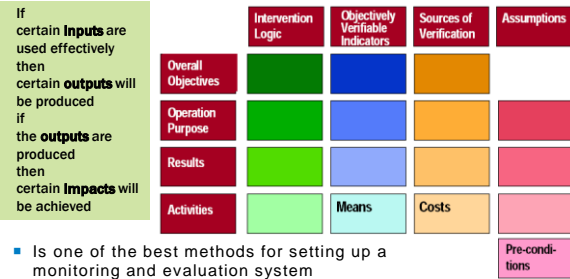
is compared with ... Data on **actual achievements**

to identify... **Significant deviations from plan**

as a basis for... **identification of problems and opportunities**

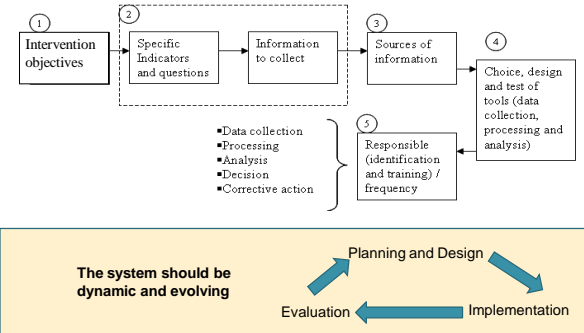
to identify... **Corrective actions**

Logical Framework (Logframe) & M&E



- Is one of the best methods for setting up a monitoring and evaluation system
- For Africa ai Japan Project, Project Design Matrix (PDM)

Monitoring and Evaluation System



Designing a Monitoring and Evaluation System

Objective	Activity	Indicator	Target (Projected Result)	Means of Collection	Frequency	Responsible Party

Designing a Monitoring and Evaluation System

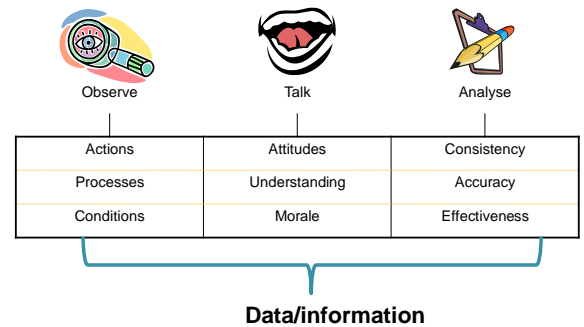
Key Questions

- What indicators should be used to measure and monitor each stage of the project?
- How should the information be collected?
- How to measure quality and effectiveness?

Guidelines on Indicators

- Cover all stages of the project cycle
- Provide essential information needed to monitor progress, identify problems and assess results
- Provide information which can easily be used by managers and policy makers
- Be objective and easily measurable
- Include the minimum number possible

Methods for M&E System



Example of M&E: Performance Contracting

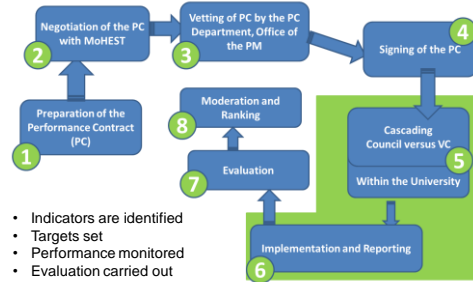
Performance Contracting is a system of management involving measurement of performance against negotiated targets. It is freely negotiated performance agreement between a **Principal** and an **Agent**.

Performance contracting is implemented in the Universities due to Government directive.

The objective of Performance Contracting is to align **Strategic Plans, Annual Work plans and budgets** of Public Agencies in order to improve accountability while focusing resources on the attainment of key national policy priorities.

Example of M&E: Performance Contracting

The Performance Contracting Cycle



- Indicators are identified
- Targets set
- Performance monitored
- Evaluation carried out

Example of M&E: Performance Contracting

Report	Ending period	Reporting Deadline
A. Quarterly		
• First	September 30th	October 31 st
• Second	December 31 st	January 31 st
• Third	March 31 st	April 31 st
• Fourth	June 30th	July 31 st
B. Annual	June 30th	July 31 st
C. Self Evaluation	Upon request	Upon request

- Continuous monitoring carried out and reports prepared
- Evidence showing performance maintained
- Evaluation undertaken

Example of M&E: Performance Contracting

ANNEXTURE I
JKUAT PERFORMANCE INDICATOR TARGETS FOR THE YEAR 2017/2018

	Performance Criteria Category	Unit of Measure	WT	Status Previous Year FY 2016/2017	Target FY 2017/2018
A.	FINANCIAL STEWARDSHIP & DISCIPLINE				
	1. Absorption of Allocated Funds	%	5		
	2. A-in-A	KSh (B)	2		
	3. Pending Bills	%	3		
	Weight Sub-Total		10		
B.	SERVICE DELIVERY				
	1. Implementation of Citizens' Service Delivery Charter	%	4		
	2. Application of Service Delivery Innovations	%	3		
	3. Resolution of Public Complaints	%	3		
	Weight Sub-Total		10		

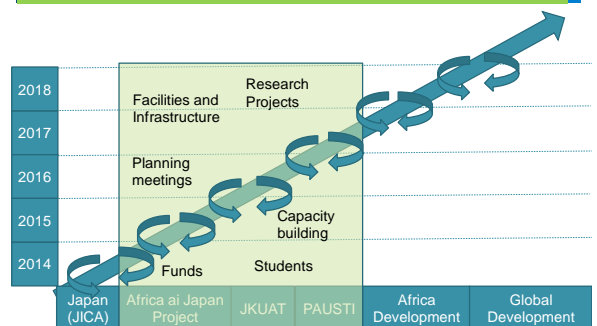
Example of M&E: Performance Contracting

Job description	Performance Indicators	Units	Weights	Targets
• Teaching	• No. assignments given per unit	No.	2	5
	• Assignments marked and revised	%	3	100
• Student supervision	• Punctuality (You will start lectures as scheduled)	%	1	100
	• Number of units taught	No	1	3
Activities	• Coverage of course content	%	1	100
	• No. CATs given per unit	No	1	3
• Lecturing	• CATs marked and revised	%	1	100
	• Giving CATs			

Explanations

- No. assignments given per unit: I will give at least 5 assignments in the units I will be teaching.
- Assignments marked and revised: I will mark and revise all assignments during the semester

An M&E System for Africa ai Japan Project



An M&E System for Africa ai Japan Project

It should

- Enable extraction of **lessons and best practices** for the **design of future projects**
- Provide **guidelines** for the **modification of project design**
- Provide **adequate data** for the **evaluation of program impact**

An M&E System for Africa ai Japan Project

A good M/E system will

- Monitor the **use of project inputs**
- Monitor the **effectiveness** of the **project implementation process**
- Monitor the **production of project outputs**
- Assess **project impacts** on the target communities
- Assess the **effectiveness** of **project outputs** in producing the intended short-term and long-term impacts.
- Assess the extent to which these **impacts** can be attributed to the **effects of the project**.

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ICB Performance Indicators for Monitoring and Evaluation

Category	Indicator
Dissemination	Number of seminars organized
Dissemination	Number of innovations disseminated
Dissemination	Number of innovations commercialized
Dissemination	Number of members attending workshops and conferences
Dissemination	Number of workshops and conferences presentations
Financials	Amounts of funds utilized
Financials	Value (cost) of equipment acquired
Financials	Value (cost) of infrastructure developed
Financials	Compliance with financial rules and regulations

An M&E System for Africa ai Japan Project

ICB Performance Indicators for Monitoring and Evaluation

Category	Indicator
Infrastructure and facilities	Number of equipment acquired
Infrastructure and facilities	Number of equipment in working conditions
Infrastructure and facilities	Number of equipment used at least once per week
Infrastructure and facilities	Number of people using equipment X
Infrastructure and facilities	Number of equipment serviced regularly
Infrastructure and facilities	Number of infrastructure projects developed
innovations	Number of Intellectual property (IPs) applied for
innovations	Number of special projects undertaken

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ICB Performance Indicators for Monitoring and Evaluation

Category	Indicator
Management activities	Number of committee members attending at least 50% of meetings held
Management activities	Number of committee members attending at least 90% of meetings held
Management activities	Number of funded projects completed successfully
Management activities	Number of projects within timelines
Research activities	Number of research projects funded
Research activities	Number of papers published
Research activities	Number of papers published in journals with Impact factor X and above

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ICB Performance Indicators for Monitoring and Evaluation

Category	Indicator
Capacity building	Number of students involved in research activities
Capacity building	Number of PAUSTI students funded
Capacity building	Number of persons benefitting from short term training
Capacity building	Number of persons benefitting from long term training
Collaborations & Partnerships	Number of partnerships/collaborations initiated
Collaborations & Partnerships	Number of visits to industry
Collaborations & Partnerships	Number of visits to farms

Timelines

- Project period
- Annual
- Quarter

Africa ai Japan Monitoring and Evaluation Plan

(Use this template to draft an M&E for a project)

Objective	Activity	Indicator	Target (Projected Result)	Means of Collection	Frequency	Responsible Party

Discussion (Questions and Answers)

THE END

THANK YOU