MODULE 6

Monitoring and Evaluation
"Safe and Resilient City Action Plan"

M&E in the real world: Can you share your experience please?

- **Monitoring**: This type of evaluation is performed while an Action Plan is being implemented, with the **aim of improving the project design and functioning while in action,** so that timely action can be taken to correct deficiencies detected.

- Good Monitoring focuses on **results** and **follow-up**. It looks for **"what is going well"** and **"what is not going well"** in terms of progress towards projected results.

What is Evaluation?

- **Evaluation** is a process which attempts to determine the **relevance, effectiveness, efficiency** and **impact** of activities of your Action Plan in the light of specified objectives.

- It studies the **outcome** of the Action Plan with the aim of informing the design of future Action Plans.
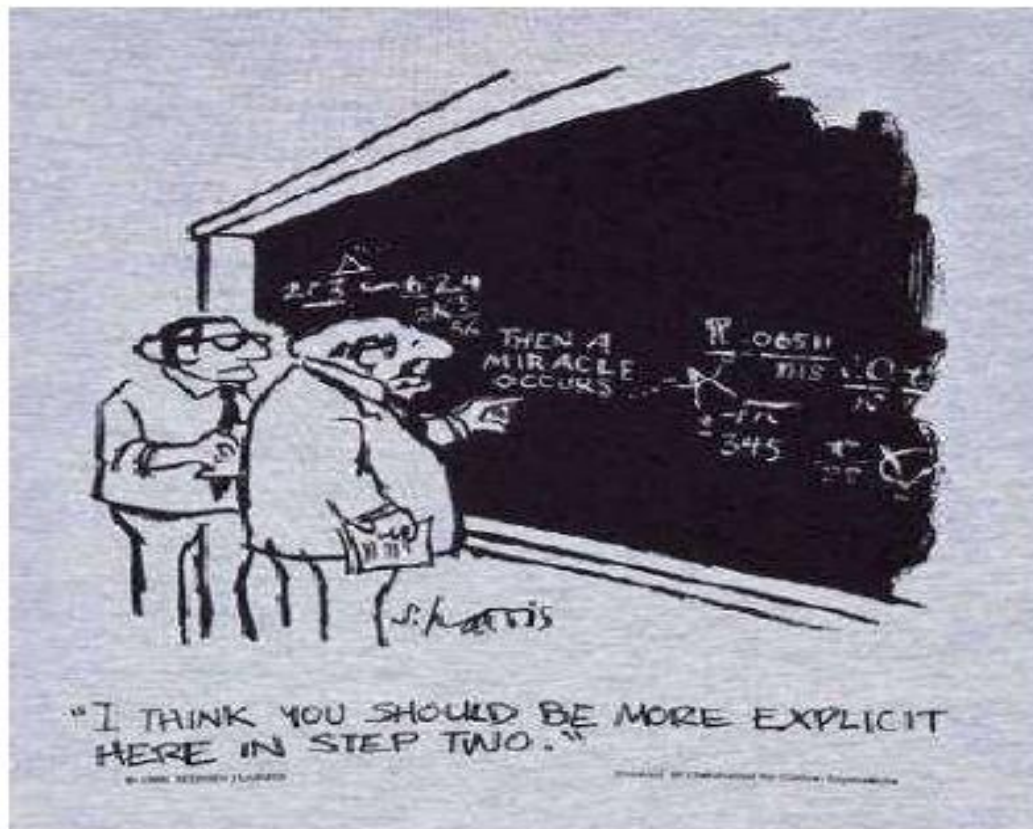
Monitoring vs. Evaluation

UNISDR
The United Nations Office for Disaster Risk Reduction

MONITORING	?	EVALUATION
Routine Progress Checking. Continuous function throughout implementation of AP	**WHAT?**	Matching Results to Objectives. Evaluation assesses the entire AP/project cycle.
Keep Action Plan (AP) going, improving	**WHY?**	Determine impact/ success of the Action Plan (AP)
Daily, weekly, monthly, quarterly	**WHEN?**	Varies – beginning and end of Action Plan phase/s, end of Action Plan timeframe, before realizing installments
• Financial and Progress reports, • Participants feedback, • Site visits, • Observations, • Telephone calls, • media monitoring/ press clipping	**HOW?**	• Questionnaires, • Focus group interviews, • Focused site visits and observations, quantitative information, • Analysis of information gathered during monitoring
Monitoring is usually done by people directly involved in AP implementation	**WHO?**	Evaluation is best conducted by an independent outsider who can be impartial in consulting with City Council staff / implementers

* Data collected in the course of monitoring is fed into and used by the evaluation process

What are indicators?

Let's look at the Ten Essentials

Indicators: How will you know if the changes are happening or have happened?

What are Indicators?

- Are a **tool to measure achievements**

- Are **quantitative or qualitative variables** that enable **changes produced** by an intervention/action **to be measured** relative to what was planned.

- Provide reasonably simple and reliable **basis for assessing change & performance**.

- Are preferably numerical and can be measured over time to show changes. *(although qualitative assessments or logical assumptions may be used).*

Characteristics of Indicators

- **What is to be measured?** *(What is going to change?)*

- **Unit of measurement to be used** *(to describe the change, e.g.- %, figures)*

- **The pre-programme status** *("baseline", e.g., 40 % in 2013)*

- **Size, magnitude or dimension of intended change** *(e.g., 75 % in 2014, 500 houses retrofitted , 10 training courses convened etc.)*

- **Quality or standard of the change to be achieved** *(e.g., improvements)*

- **Target populations** *(Who?)*

- **Time frame** *(e.g., from Jan 2013 to Jan 2014)*

Types of indicators

- Monitoring and evaluation generally use five types of indicators to measure different aspects of program performance.

1. **Input indicators** measure the human and financial resources, physical facilities, equipment and supplies that enable implementation of a program.

2. **Process indicators** reflect whether a program is being carried out as planned and how well program activities are being carried out. *(ex. # of trainings organized or # of materials developed).*

3. **Output indicators** report on the results of program efforts and inform us about the direct products or deliverables of program activities *(ex. # of partners trained)*

4. **Outcome indicators** measure the program's level of success in improving service accessibility, utilization or quality. These types of indicators are often reported as percentages or rates, (ex. % of the population with knowledge of DRR & CCA). Data for outcome indicators often come from censuses, surveys or surveillance systems.

5. **Impact indicators** measure the long-term, cumulative effects of programs over time on the larger social system.

- Monitoring focuses primarily on the first three categories of indicators, while Evaluation focuses largely on the last two categories.

Types of Indicators used in UNV RAP

➢ ***Outcome indicators*** relate to recovery, reconstruction of functionality and survival of target groups / beneficiaries. *See below Example:*

- **Number of beneficiaries positively impacted by UNV, in terms of the work of UN Volunteers, all UNV projects and UNV-supported work**
- **Number of countries reporting progress in implementing national volunteerism framework (i.e. national development plans, policies, legislation)**

➢ ***Output/ Process indicators,*** on the other hand, aim to measure the extent of the application of 'good'/quality DRR interventions. They are usually defined by reference to best practice guidelines or standards for specific DRR interventions. *See below example:*

- **Number of regional and National Policy documents that integrate volunteerism into Environmental and DRR Programmes**

- **Number of research papers and workshops supported by volunteers**

Indicators vs. Targets.

- Indicators are often confused with "targets" (sometimes called "benchmarks" or "milestones").

- **Indicators** tell us what we want to measure. They are units of measure only.

- **Targets** have a specific value attached – usually a number and/or a date – and help us track our progress.

Structural Indicators/Targets

➤ ***Output/ Process indicators,*** on the other hand, aim to measure the extent of the application of 'good'/quality DRR interventions. They are usually defined by reference to best practice guidelines or standards for specific DRR interventions. *See below example from UNV RAP:*

- **Number of Regional and National Policy documents that integrate volunteerism into Environmental and DRR Programmes**

- **Number of DRR research papers and workshops supported by volunteers**

➤ **Targets are often readily formulated and easily measured.** *(see below example from UNV RAP document)*

- **At least 2 research paper son environmental change and disaster preparedness are drafted**

- **At least 1 event for preparation of the WCDRR supported**

SMART Indicators

➢ ***S**pecific***: target a specific area for improvement

➢ ***M**easurable*: quantify or at least suggest an indicator of progress

➢ ***A**ssignable*: specify who is responsible

➢ ***R**ealistic***: state what results can be achieved with available resources

➢ ***T**ime-related*: specify when the result(s) can be achieved

Example: Essential No.5

Assess safety of all schools & health facilities

Output/Process Indicator

- % and number of schools and health facilities safety assessed

Target

- 50% of 80 schools and 50% of 20 hospitals assessed by the end of 2014 by the City's disaster management department

SMART Indicators

➤ ***S**pecific***: target a specific area for improvement

➤ ***M**easurable*: quantify or at least suggest an indicator of progress

➤ ***A**ssignable*: specify who is responsible

➤ ***R**ealistic***: state what results can be achieved with available resources

➤ ***T**ime-related*: specify when the result(s) can be achieved

Ensure DRR programs are in place in schools & local communities

Output/Process Indicator

- Number of DRR and CCA workshops convened for school principals

Target

- Four workshops on DRR & CCA for at least 10 school principals conducted by the end of 2014 by City Education Department

SMART Indicators

➢ **_Specific_:** target a specific area for improvement

➢ **_Measurable_**: quantify or at least suggest an indicator of progress

➢ **_Assignable_**: specify who is responsible

➢ **_Realistic_:** state what results can be achieved with available resources

➢ **_Time-related_**: specify when the result(s) can be achieved

Example: Essential No.9

Install EWS & hold preparedness drills

Output/Process Indicator

- Number of evacuation drills conducted for city residents

Target

- Two evacuation drills conducted by each local district mayor, with each drill involving at least 50% of the city population by the end of 2014

SMART Indicators

➤ **_Specific_:** target a specific area for improvement

➤ **_Measurable_**: quantify or at least suggest an indicator of progress

➤ **_Assignable_**: specify who is responsible

➤ **_Realistic_:** state what results can be achieved with available resources

➤ **_Time-related_**: specify when the result(s) can be achieved

M&E & your Action Plan

- Develop a M&E strategy for Action Plan

- Define who is responsible for M&E process

- Establish set of indicators for each activity to measure progress

- Prepare **timeline for carrying out monitoring and evaluation and dates for delivering progress reports,** including responsibility for these tasks.

- Prioritise community & local body input/feedback

- *And …* important to **communicate your plan internally & externally** in a way that allows ongoing input

SAFE AND RESILIENT CITY ACTION PLAN

Calendar Year (CY)-_____

City/ LG Name	
Country	
Focal Point	[NAME & CONTACT DETAILS]

Breakdown of Objectives, Activities and Indicators for Each of MCR Campaign 10 Essentials

Essential # 1: Put in place *Organisation and coordination to understand and reduce disaster risk. Build local alliances. Ensure that all departments understand their roles in DRR and preparedness*

#	OBJECTIVE/ WORK AREA	ACTIVITIES	INDICATORS	TIMEFRAME	RESPONSIBILITY
1					
2					
3					
4					
5					
6					
7					
8					

Essential # 2: *Assign a budget for disaster risk reduction and provide incentives*

#	OBJECTIVE/ WORK AREA	ACTIVITIES	INDICATORS	TIMEFRAME	RESPONSIBILITY
1					
2					
3					
4					
5					
6					
7					
8					

SAFE AND RESILIENT CITY ACTION PLAN
Calendar Year (CY) – January 2015 to Dec. 2016

City/ LG Name	Makati city
Country	Philippines
Focal Point	Hon. Jejomar Erwin S. Binay, Jr. – City Mayor Atty. Violeta S. Seva – Senior Advisor to the Mayor Ms. Liza Velle B. Ramos – Research and Planning Div. - Makati DRRMO

SAMPLE

Breakdown of Objectives, Activities and Indicators for Each of MCR Campaign 10 Essentials

Essential # 1: Put in place *Organization and coordination to understand and reduce disaster risk. Build local alliances. Ensure that all departments understand their roles in DRR and preparedness*

#	OBJECTIVE/ WORK AREA	ACTIVITY	INDICATORS	TIMEFRAME	RESPONSIBILITY
1	Strengthen coordination and collaboration mechanism for DRRM to ensure active participation from different stakeholders (city government, concerned government agencies, NGOs, POs and private sector)	1. Identify key sectors (e.g. communication, health, finance, environment, engineering, transportation, etc.) relevant in the preparation and implementation of activities for pre-, during and post-disaster	Availability of an inventory of identified key sectors relevant in DRRM 100% **participation** of identified key sectors in relevant DRRM activities	End of 2nd Quarter of 2015 As the need arises	Lead: DRRMO Support: DRRMC
		2. Define roles and responsibilities of various stakeholders and provide common understanding of the linkages of their respective roles	Manual of roles and responsibilities prepared, approved by the majority of the identified key sectors, and disseminated to all identified key sectors	End of 3rd Quarter of 2015	Lead: DRRMO Support: Identified Key Sectors, DRRMC
		3. Formalize partnerships through MOUs and/or MOAs	100% of identified key partnerships have MOUs and MOAs	End of 2015	Lead: City Council Support: DRRMO, DRRMC, OM
		4. Create enabling environment (may be in a form of monetary and non-monetary incentives) for the sustenance of their active involvement (linked with Essential 2)	Existence of monetary and/or non-monetary incentives e.g. tax incentives, etc. for key partners	End of 2015	Lead: Finance Sector (Budget Dept. Accounting Dept. Finance Dept.) Support: DRRMO, UDD, IRD, DRRMC
		5. Continue advocacies promoting their participation	Quarterly progress report of implementation of MOA (The MOA is expected to stipulate advocacy activities with the corresponding target number of beneficiaries.)	Quarterly starting 2016	Lead: DRRMO and Partners

MODULE # 6: EXERCISE - Developing Safe and Resilient City Action Plan Indicators for M&E

- Divide into 3-4 groups.

- **Use the Safe and Resilient City Action Plan Matrix table and complete <u>remaining last 3 columns</u>** *(i.e. Indicators, Timeframe and Responsibility)* **based on the results of previously conducted LG-SAT assessment and benchmarking exercise using your own city as an example.**

- **Discuss in your group and set list of Indicators for each activity, timeframe and Responsible Lead and Support- person/agency/org under each of 10 Essentials. Your first draft Action Plan after this exercise should include:**

  - ❑ *<u>Set of (1-2) Indicators</u> for assessing each of proposed activity under each of the 10 Essentials*

  - ❑ *<u>A list with timeframes proposed for each activity.</u>*

  - ❑ *<u>A list or Lead and Support Agencies/ persons</u> to be responsible for implementation of each proposed activity in your action plan under each of 10 essentials*   **(90 min)**

- **Present findings of your group discussions to other participants of the Session (30 min)**

  <u>Duration of this Group Work Exercise is 120 min.</u>

Thank You!