

Budgets, monitoring and evaluation for projects

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Methodology:

Formulating Programmes and Projects

Key tasks to be accomplished in programme and project formulation for achieving specific, well-defined results that can realistically be achieved with the available resources.

Task 1. Understanding the current situation, context and baseline

Task 2: Defining a vision and the problems to be addressed

Task 3: Identifying alternative strategies

Task 4: Selecting the most promising strategy

Task 5: Defining outcomes and outputs

Task 6: Using the logical framework

Methodology:

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Task 7: Determining activities

Task 8: Specifying inputs

Task 9: Determining the management arrangements

Task 10: Specifying indicators for monitoring and evaluation

Task 11: Identifying external factors and risks

Task 12: Specifying prior obligations

Monitoring and Evaluation

- **Monitoring and evaluation aim to provide the main parties with timely information about the progress, or lack thereof, in the production of outputs and the achievement outcomes. This serves as a basis for decision-making to improve the performance of the programme or project and to feed into the learning processes. The mechanisms used to monitor programmes and projects include:**
 - (a) Technical, financial and progress reports prepared by the institutions involved in programme or project activities in consultation with stakeholders Such reports include the Annual Programme/Project Report.
 - (b) Surveys, studies and research;
 - (c) Periodic meetings of the programme support or project coordinating committee, working sessions and field visits;
 - (d) Consultations with stakeholders during implementation.

Monitoring and Evaluation Arrangements

- The monitoring and evaluation arrangements must be determined during the formulation of the programme support or project. Such arrangements must specify the monitoring mechanisms (e.g., surveys, interviews, field visits) and any plan for evaluation, the parties responsible, reporting requirements, schedules and costs.
- Make adequate provision for the costs of monitoring and evaluation in the programme or project budget (budget line 15). STS facility may be used when the services of a United Nations agency are appropriate.

What is Monitoring?

- Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress.
- The Logical Framework, the implementation Schedule and the Activity and Resource Schedules provide the basis.
- The following basic issues need to be regularly monitored:
 - Which Activities are underway and what progress has been made (e.g. at weekly intervals)?
 - At what rate are means being used and cost incurred in relation to progress in implementation (e.g. monthly)?
 - Are the desired Results being achieved (e.g. quarterly update)? (efficiency)
 - To what extent are these Results furthering the Project Purpose (e.g. half-yearly analysis)? (effectiveness)
 - What changes in the project environment occur? Do the Assumptions hold true?

Major Principles of Evaluation

- A typical evaluation mission would last several weeks in the partner country, followed by a shorter period in the European Union. The major principles governing evaluation can be summarized as follows:
- **Major Principles of Evaluation**
 - **Impartiality & independence** of the evaluation process in its function from the process concerned with policy making, the delivery and management of assistance (= separation of evaluation and responsibility for the project/ programme/policy)
 - **Credibility** depending on expertise and **independence** of the evaluators & transparency to be sought through an open process, wide availability of results, distinction between findings and recommendation
 - **Usefulness**: relevant, presented in a clear and concise way, reflecting the interests and needs of the parties involved, easily accessible, timely and at the right moment improved decision-making
 - **Participation of stakeholders** (donor, recipient...); if possible: views and expertise of groups affected should form integral part of the evaluation; involving all parties

Evaluation

- Evaluation

- is an assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and Results.

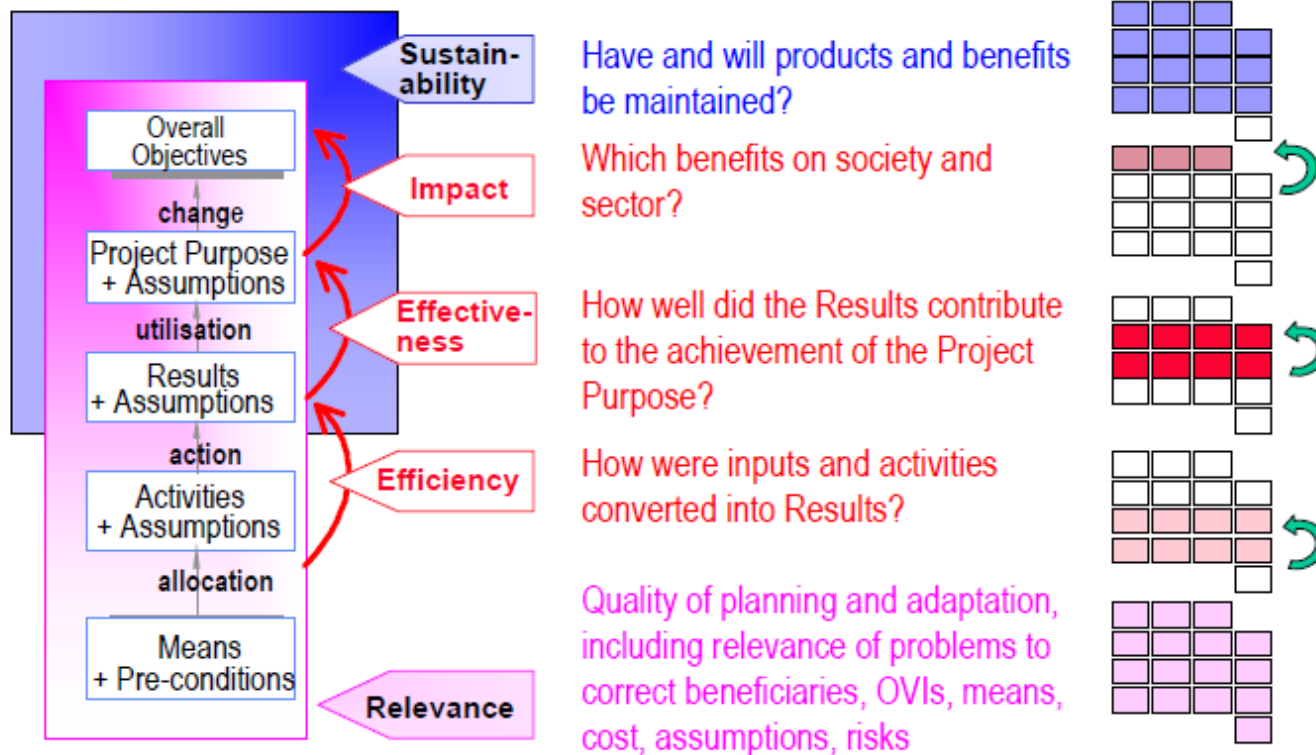
- The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.

- should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors

- can be done during implementation (“mid-term”), at its end (“final evaluation”) or afterwards (“ex post evaluation”), either to help steer the project or to draw lessons for future projects and programming. “Ex ante” evaluation refers to studies during the preparatory phases of the project cycle (pre-feasibility or feasibility studies).

Evaluation Criteria and Logframe

Linking Evaluation Criteria to the Logframe



Financing of EC Projects

- The financing proposal is completed and considered by the appropriate committee; and a decision is taken whether or not to fund the project.
- A formal agreement with the partner Government or another entity is then signed by both including essential financing implementation arrangements.
- Based on the previous studies and subsequent discussions, a final version of the Financing Proposal needs to be drafted and assessed / examined during the Financing phase by EuropeAid with regard to a set of quality criteria, and agreed by DG RELEX/DEV.
- Financing Proposals are examined by the competent authority (committee), and a decision is taken on whether or not to fund the project. The EC and the partner country or another entity will then agree upon the modalities of implementation and formalize these in a legal document which sets out the arrangements by which the project will be funded and implemented.

How to Identify Means and Costs?

1. Work out the human, material and financial means necessary to carry out the planned Activities under each Result. Classify them according to the requirements of the co-operation mechanism.
2. Work out the human, material and financial means needed for management and support activities not included in the Logical Framework (e.g. building of a co-ordination office, administrative and accounting staff, etc.). For transparency reasons, you may just summarise all these activities as a reminder at the bottom of the logframe. You can then identify the means required and link them to the respective cost.
3. Calculate the cost of the resources thus established and shared among the financing partners; prepare the total budget.
4. Classify the Cost by budget origin: EC, Government, target group or other donors.
5. List a summary of Means behind the Activities in the Logical Framework and summarise the cost by budget origin behind the Activities.

Thanks!

