



Project Monitoring and Evaluation

Anna Rita De Bellis, Oxfam Italia
21° April, 2026



**Funded by
the European Union**

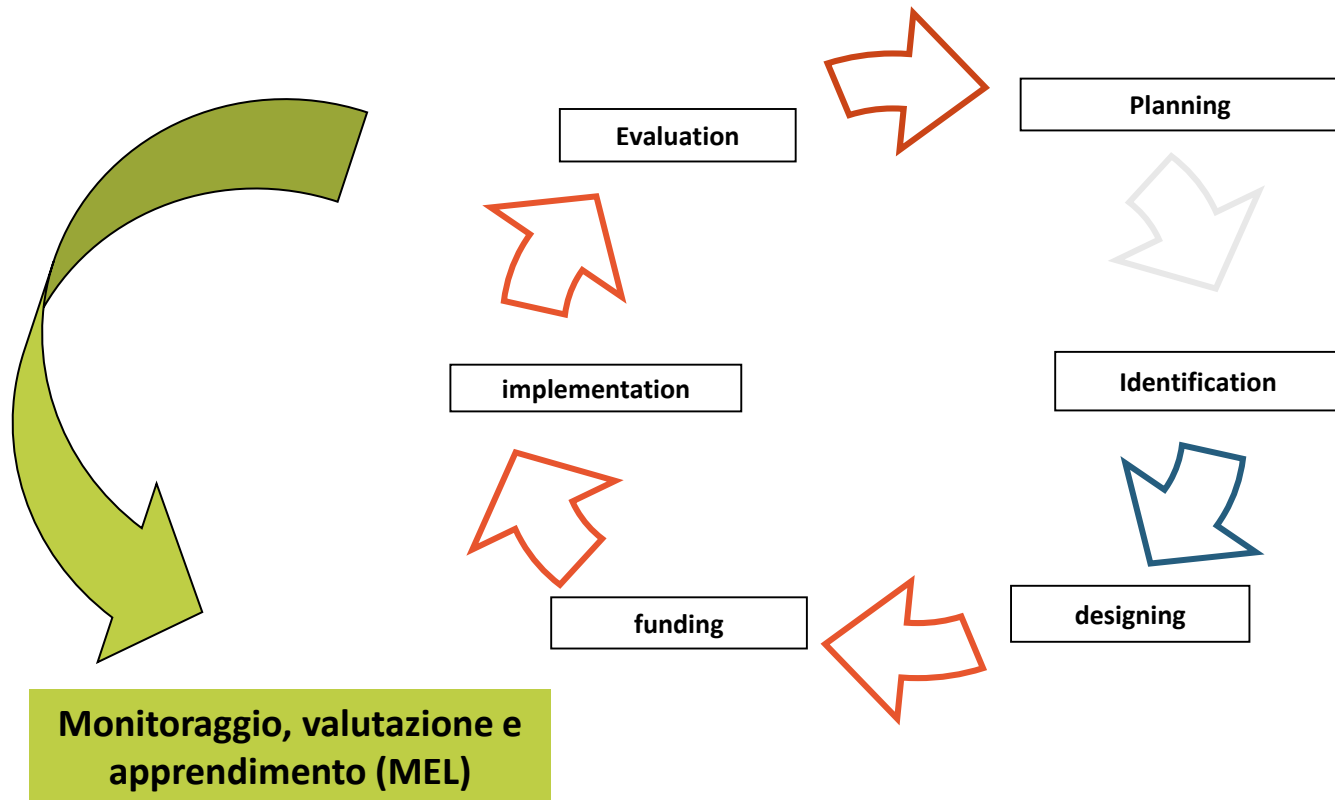
Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the EUROPEAN COMMISSION, Directorate-General for Justice and Consumers. Neither the European Union nor DG JUST can be held responsible for them

G.A.101139923



Introduction

Project Life Cycle



Monitoring

Monitoring

Definition

- Monitoring is an ongoing process that involves the systematic collection of data relating to established indicators in order to provide the implementing body and the project's key stakeholders with real-time information on progress, the achievement of objectives and the use of allocated funds.
- This is a crucial activity for decision-making and project review.

Scope



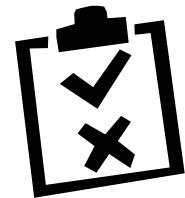
Fonte: EU, Project Cycle Management Guidelines, 2004

Evaluation

Evaluation

Definition

- Evaluation is the systematic and objective assessment of the design, implementation and outcomes of a project, carried out either during the course of the project or after the planned activities have been completed.
- It involves forming a judgement, based on criteria defined as systematically and objectively as possible, on a development initiative that is planned, currently being implemented or has already been completed.



How to evaluate

The most commonly used criteria are those defined by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC): relevance, coherence, efficiency, effectiveness, impact and sustainability



Relevance

The relevance of the project's objectives to the actual problems, needs and priorities of the target groups and identified beneficiaries the project aims to address, and to the physical and political environment in which it operates.

Is our project proposal, as currently designed, relevant to the needs and priorities of the target groups we are addressing?

Coherence

The compatibility of the initiative with other initiatives in a country, sector or institution
Is our project consistent and compatible with other initiatives targeting the same group or the same area?

Efficiency

It is the balance between the **costs** of using resources and the **outcomes** of an initiative.

The key questions regarding efficiency are: Were the outcomes achieved within the budget? Were the outcomes achieved on schedule? Were there more efficient ways of carrying out the project?

Effectiveness

This reflects the extent to which results and objectives have been achieved: The key questions regarding effectiveness are: To what extent have the project's results and objectives been achieved?

What were the main factors that influenced the achievement of the objectives?

Impact

This refers to the medium-term effect or change brought about by the project at the highest level – whether positive or negative, expected or unexpected – within the local context and on the communities. In other words, has the project made a difference?

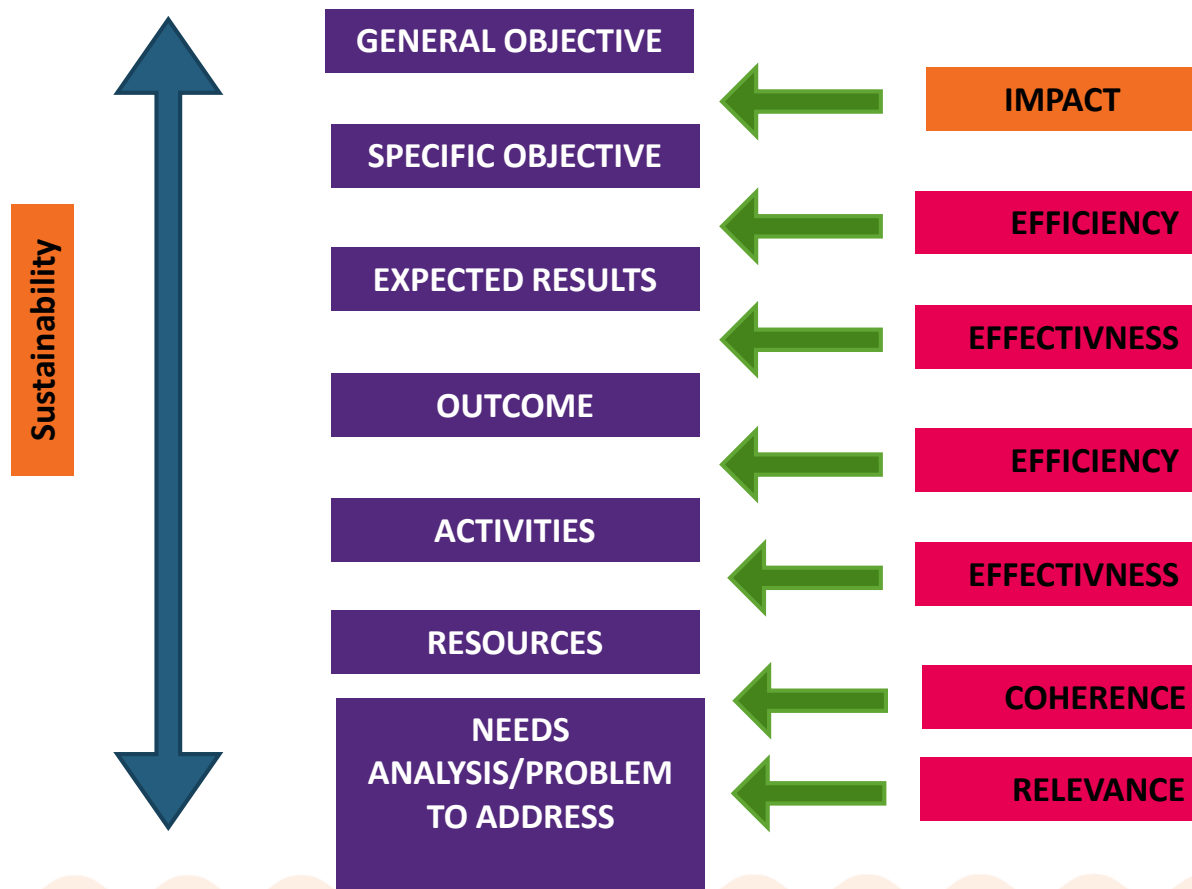
It represents the degree to which specific and general objectives have been achieved. Key questions regarding impact: How has the project met the objectives it set itself? What are the direct and indirect effects the project has caused? What real changes has the project brought about in the community?

Sustainability

It is the project's ability to generate and sustain benefits after the project has ended.

The likelihood of achieving benefits in the medium term, i.e. maintaining a certain level indefinitely. It has financial, economic, institutional, social, cultural, technological, environmental and other dimensions. The key questions regarding sustainability are: How do the project's benefits continue even after the financial support has ceased? What factors have influenced whether or not the initiative has achieved sustainability?

Evaluation's dimensions



The relationship between monitoring and evaluation

Functional

- Monitoring primarily focused on analysing efficiency and effectiveness.
- Evaluation focused on impact and sustainability.
- Effective monitoring is a prerequisite for effective evaluation.

Timing

- **Monitoring**
 - The ongoing and systematic review of the progress of activities, carried out periodically throughout the project's implementation.
- **Evaluation**
 - A one-off event conducted at specific points in the project's lifecycle.

Types of evaluation

With regard to the implementing body

- External (greater assurance of objectivity, may be perceived as less participatory, higher costs);
- Internal (less assurance of objectivity, may involve a greater degree of engagement and ownership among stakeholders, lower costs).

In terms of execution time

- Ex ante,
- In itinere,
- Final,
- Ex post.

Tools for planning, implementing and monitoring a project

Some definitions

- The THEORY OF CHANGE focuses on why changes occur. It sets out all the preconditions for long-term change, including those beyond the direct control of the project (or programme) (contextual factors). It also presents the rationale for the project's selection, the assumptions regarding the change processes, and the evidence supporting these assumptions.
- The RESULTS CHAIN shows the logical relationship between the resources invested, the activities implemented and the changes or results achieved by a project or programme.
- THE PROJECT LOGICAL FRAMEWORK ('logframe') sets out what the project will do, what results it will deliver and how these will be monitored. It is a way of representing a results chain, together with indicators, sources of verification and assumptions about how we expect the project to unfold.

The logical framework

Logic of Intervention / Results Chain	Indicators	Means of Verification	Baseline and Target Values
Overall Objective / Impact			
Specific Objective Outcome			
Outputs			
Activities			
Inputs			

Chain of results



Chain of results



Refers to the resources used (human, financial, physical)

The actions and processes that transform inputs into outputs

This describes the products, inputs and services delivered by the project. It may also include changes resulting from the project that are relevant to the achievement of the outcomes. Their achievement is under the control of the project.

This refers to short-term (interim results) and medium-term effects in the political, social, economic and/or environmental areas targeted by the project. It also includes changes in the behaviour or relationships of individuals and institutions (including policies or practices) resulting from the project's outputs.

It refers to broader changes in the global political, social, economic and/or environmental context. It is a noticeable improvement in people's lives

MONITORING

EVALUATION

RISULTATI



Logic of intervention / Results chain	Indicators	Source of verification	Baseline and target va
Overall objective/ impact			
Specific objective outcome			
Output			
Activities			
Input			

Indicators

- These are factors or variables – qualitative or quantitative – used to measure the extent to which objectives have been achieved.
- They apply to all levels: general objectives, outcomes and outputs. Activities are excluded.
- They define the quantity and/or quality, location, timeframe and target group for each level of objective.
- They enable the achievement of results and objectives to be verified in a tangible way.
- A baseline and target value must be defined for each indicator.



QUANTITATIVE INDICATORS are statistical measures that quantify outcomes (a number, percentage or ratio). They can be expressed as trends (e.g. an increase), thresholds (e.g. at least 30%) or targets (e.g. a strategy by the end of 2027).

Example: % of young people taking action on climate change following a workshop.

QUALITATIVE INDICATORS reflect people's judgements, opinions, perceptions and attitudes towards a particular situation or topic. They may include changes in sensitivity, satisfaction, influence, awareness, understanding, attitudes, quality, perception, dialogue or sense of well-being.

Example: Types of climate action that students have taken within 6 months of a workshop.

The key to having good indicators is that they should be:



Characteristics of the indicators

Specific
Measurable
Accessible
Relevant
Time bound

Clear
Relevant
Economic
Adequate
Monitorable

Subjective
Participatory
Interpreted &
Communicable
Crossed checked
and compared
Empowering
Diverse and
disaggregated

SMART

S – Specific

The indicator must be clear, precise, and focused on a single aspect of performance or change.

M – Measurable

The indicator must be quantifiable, or at least allow for the collection of reliable and comparable data.

A – Achievable (or Attainable)

The target associated with the indicator must be realistic and feasible, considering the available resources and context.

R – Relevant

The indicator must be directly linked to the objective it intends to measure and meaningful for decision-making.

T – Time-bound

The indicator must include a timeframe or deadline within which the expected change should occur.

CREAM

- Clear: indicators must be precise;
- Relevant: appropriate to the subject matter and the assessment;
- Cost-effective: achievable at a reasonable cost;
- Adequate: capable of providing sufficient information on performance;
- Monitorable: easily monitored and subject to independent validation

SPICED

S – Subjective

Indicators should include the perceptions, experiences, and insights of participants and communities. They capture changes as people themselves see and feel them.

P – Participatory

Indicators are developed *with* the people involved in the project. Communities take part in defining, assessing, and validating them.

I – Interpreted & Cross-checked

Data must be explained and validated through multiple sources, ensuring credibility. Different stakeholders compare and interpret results together.

C – Comparable

Indicators should allow comparison across groups, locations, or time periods, even if qualitative. They must enable tracking of progress.

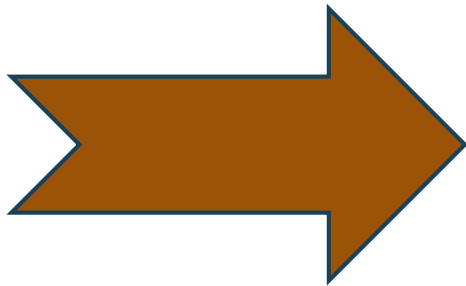
E – Empowering

The process of defining and assessing indicators should strengthen participants' capacities, voice, and ownership of the results.

D – Disaggregated

Data should be broken down (e.g., by age, disability, gender, location) to reveal differences among groups and avoid masking inequalities.

EXAMPLES OF OUTPUT, OUTCOME AND IMPACT INDICATORS



OUTPUT

- Number of people supported in their job search
- Number of information sessions and/or guidance sessions (on legal matters, health, local services) provided

OUTCOME

- % of people supported who have attended a job interview and/or feel more aware of the steps they need to take to find work (within three months of their first interview)
- % of people who are able to exercise their rights in full awareness and can independently access local services

IMPACT

- % of people who have actually found work (measuring the outcome one year after the first interview)
- % of people who feel they are more involved and better integrated into the communities in which they live

LET'S PRACTICE!

Read through the proposed results chain together and try to fill in the column for the indicators at the Output, Outcome and Impact levels with one or more indicators.

CHAIN OF THE RESULTS	DESCRIPTION	INDICATOR	BASELINE	TARGET VALUE	MEANS OF VERIFICATION
IMPACT	Elimination of GBV				
OUTCOME	Strengthening women's associations, Community Action Centres (CAVs) and services responsible for protecting survivors of gender-based violence				
OUTPUT	Staff at associations and service providers are better equipped to provide the best possible support and meet the specific needs of service users				
ACTIVITIES	Training on reception				
INPUT	Formatori, affitto sale, cancelleria, spese di viaggio				

Means of verification

Logic of intervention / Results chain	Indicators	Source of verification	Baseline and target va
Overall objective/ impact			
Specific objective outcome			
Output			
Activities			
Input			

Means of verification

- Any source (existing document or tool produced within the project) or tool useful for collecting data to be used in the analysis of indicators and related performance.
- Sources must be objectively verifiable.
- Example of an indicator and means of verification:
temperature and thermometer.



Baseline e target value

Logic of intervention / Results chain	Indicators	Source of verification	Baseline and target va
Overall objective/ impact			
Specific objective outcome			
Output			
Activities			
Input			

Let's practice 2

Using the information you have already compiled on the indicators, please now fill in the columns for baseline, target value and source of verification

CHAIN OF THE RESULTS	DESCRIPTION	INDICATOR	BASELINE	TARGET VALUE	MEANS OF VERIFICATION
IMPACT	Elimination of GBV				
OUTCOME	Strengthening women's associations, Community Action Centres (CAVs) and services responsible for protecting survivors of gender-based violence				
OUTPUT	Staff at associations and service providers are better equipped to provide the best possible support and meet the specific needs of service users				
ACTIVITIES	Training on reception				
INPUT	Formatori, affitto sale, cancelleria, spese di viaggio				

RISULTATI



Monitoring and evaluation plan

Example of a monitoring plan in tabular form

Impact	Indicator	Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Access to services increased / Social Inclusion Increased	% of people that feel more integrated in the local community compared to the time before meeting the community facilitator	Beneficiaries that state they feel more integrated in the community	NA	60%	In person/telephone survey and focus group on a sample of beneficiaries	2019-2020-2021-2022 FG only in 2022	valutatore	Evaluation and Impact Evaluation Report
	% of people that feel to know better the local community and its services and opportunities compared to the time before meeting the community facilitator	Beneficiaries that state they know better the local community and its services and opportunities	NA	70%	In person/telephone survey and focus group on a sample of beneficiaries	2019-2020-2021-2022 FG only in 2022	valutatore	Evaluation and Impact Evaluation Report
	% of beneficiaries that used services or opportunities signalled by the community facilitator	Beneficiaries that state they used services or opportunities signalled by the community facilitator	NA	60%	In person/telephone survey and focus group on a sample of beneficiaries	2019-2020-2021-2022 FG only in 2022	valutatore	Evaluation and Impact Evaluation Report
Outcomes	Indicator	Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
OTC1: Higher awareness about available and accessible opportunities	% of people that feel to know better the services in the area where they live	Beneficiaries state they know better the services in the area where they live	NA	70%	Exit feedback to the community facilitator after multiple contacts	Every 3 months	Community facilitator	Monitoring report/ Evaluation report
OTC2: Public and private services more accessible	% of people that feel able to access services	Beneficiaries state they feel able to access services in the area where they live	NA	60%	Exit feedback to the community facilitator after multiple contacts	Every 3 months	Community facilitator	Monitoring report/ Evaluation report
OTC3: Increased professional capacities of the project partners	% of partner workers and CFs that feel more trained and equipped	Partners state they feel more equipped and trained to face specific and emergent challenges of their work	NA	80%	After-training feedbacks from partners	Annual base	Responsabile MEL	Monitoring report/ Evaluation report
Outputs	Indicator	Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
OTP1: People supported on access to services	N° of people supported by the community facilitators	People supported by the Community Facilitators through the following: guidance on available services and/or provision of services	0	8000	Database of beneficiaries and monitoring report	Every 3 months	Community facilitator	Activity report
OTP2: CFs trained	N° of people trained as CFs	People who attended the CF training (75% attendance)	0	14	Database of beneficiaries and monitoring report	Every 3 months	Responsabile MEL	Activity report
OTP3: Partners and local key stakeholders supported through training, capacity building and networking	N° of partners and local key stakeholders supported by the program	Partners and local actors supported by the program through the following: training, capacity building and networking events	0	130	Database of beneficiaries and monitoring report	Every 3 months	Responsabile MEL	Activity report