• Monitoring: A continuous process to collect and analyze information:
  – To know the state of a program’s operation (inputs, activities, and outputs).
  – To assess if the program achieves its objectives.
  – To inform about problems with program implementation.

• Why is Monitoring important?
  – Alerts managers of actual or potential problems
  – Provides basis for impact analysis and decision-making
  – Provides feedback for improved program design and program targeting
  – Supports development of impact evaluations

Final Objective: To improve decision making
The Monitoring Process

Inputs
- Financial, human and other resources are mobilized to support the activities

Activities
- Actions are taken or work is done to transform inputs into specific outputs

Outputs
- The project deliverables are under the control of an executing agency
  - Supply

Results
- Use of outputs by the beneficiaries and stakeholders beyond the control of the executing agency
  - Demand

Long-term objectives
- Change in results that have multiple catalyst effects

Program implementation
- • Budget
  - • Staff
  - • Premises
- • Training
  - • Advice
  - • Orientation
- • Training plan completed
  - • Money transferred
  - • Internship secured

Results
- • Human capital increases
  - • The person finds a job
  - • A company is created
- • Unemployment decreases
  - • Productivity increases
  - • The standard of living rises

Results-based monitoring