



Monitoring **BASIC CONCEPTS**

MENA Community of Practice on Employment and Social Safety Nets

February 2013



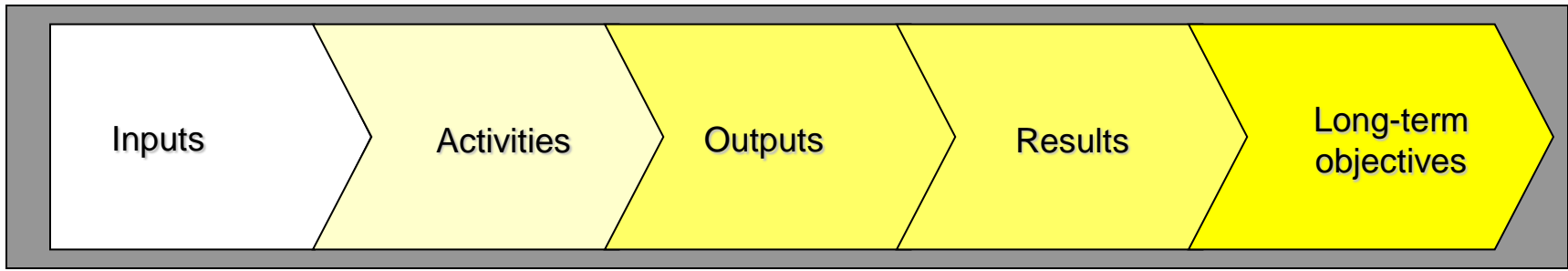
Basic Concepts

- **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



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

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

The project deliverables *are under the control of an executing agency*
SUPPLY

Use of outputs by the beneficiaries and stakeholders *beyond the control of the executing agency*
DEMAND

Change in results that have multiple catalyst effects

- Budget
- Staff
- Premises

- Training
- Advice
- Orientation

- Training plan completed
- Money transferred
- Internship secured

- Human capital increases
- The person finds a job
- A company is created

- Unemployment decreases
- Productivity increases
- The standard of living rises

Program implementation

Results

Results-based monitoring