



Internal Monitoring and Evaluation

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1. Introducing Monitoring and Evaluation

1.1 The Importance of M&E

- M&E is often not placed at the core the planning of renewable energy programmes but is a decisive element for your institutions and clients' well-being and, eventually, the success of projects.
- Monitoring is different from evaluation.

1. Introducing Monitoring and Evaluation

1.2 Formal Definitions

- **Monitoring**

Monitoring is the systematic process of observation and collection of information at the individual household or community level to ascertain progress or impact of a project or programme

- **Evaluation**

An evaluation is the systematic collection of information about activities, characteristics and outcomes of the energy programme or project that may lead to inform and improve the effectiveness of the programme.

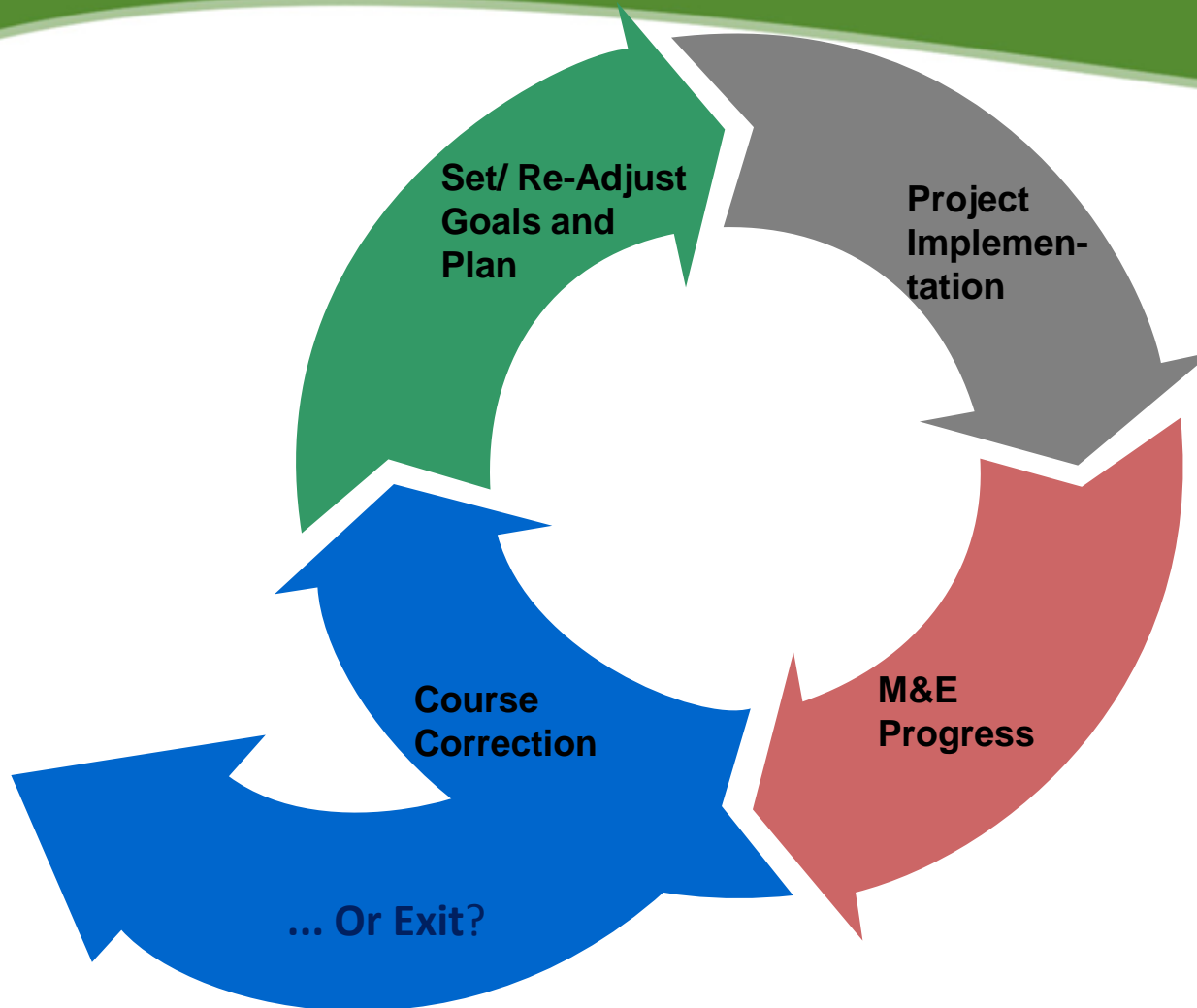
1. Introducing Monitoring and Evaluation

1.3 Areas of M&E

	Monitoring	Evaluation
Process	Frequent, before and within project period	Usually towards the mid or end of project / programme
Content	Inputs and outputs of resources, financial, technical, management, feedback process	Impact and influence, lessons learning, exit strategies
Implementers	Stakeholders (e.g. project staff, communities)	Project staff, communities, external evaluator(s) or donors/ financiers
Result	Increase in efficiency and improved work plans, data serves as a basis for evaluation	Effective lesson learnign, project impacts: financial, social, institutional and environmental

1. Introducing Monitoring and Evaluation

1.4 The Monitoring Cycle



2. Planning and Designing M&E

2.1 Basic Project Mechanisms



Resources	Delivery	Changes	Effects
Time, Financial, Technical, Human	Goods & Services	Practices & Behaviour	Direct or indirect, both short term or long term. I can be both positive and negative, having benefits and shortcomings.

2. Planning and Designing M&E

2.2 Implementing M&E



- Projects / programmes are often carried-out conjointly with other stakeholders
- There are different types of stakeholders
- Each stakeholder has different needs and priorities which demands co-ordination

2. Planning and Designing M&E

2.2 Implementing M&E



- Keep separate accounts for the project to enhance monitoring of the new product line
- Your uppermost important goal is institutional survival, all other goals are subordinate
 - Did you manage to design a sustainable product?
 - Did you formulate adequate indicators for tracking your achievements?
 - What are your goals other than financial sustainability?

2. Planning and Designing M&E



2.3 Establishing Assessment Indicators

- Indicators for a M&E process will depend on:
 - The needs and priorities of users, stakeholders and programme implementers
 - The specific project or programme area
 - The types, size, quantity of renewable energy technology schemes installed
- M&E will consider specifically the impacts that result from the project or programme intervention.

2. Planning and Designing M&E

2.3 Establishing Assessment Indicators



- Indicators may include
 - Institutional Performance
 - Area and Household Indicators
 - Output and Impact Indicators for the project / programme
 - Output and Impact indicators for households

3. Monitoring Methodologies and Implementers



- Individual approach heavily depends on project, institutional design, business model, stakeholder needs... And the stakeholder's capacity
- Data Collection and Verification Methods include:
 - Focus Group Discussions and Interviews
 - Field visits
 - Surveys
 - Templates such as the SEEP Framework
 - Internal Audit / Spot Checks

3. Monitoring Methodologies and Implementers

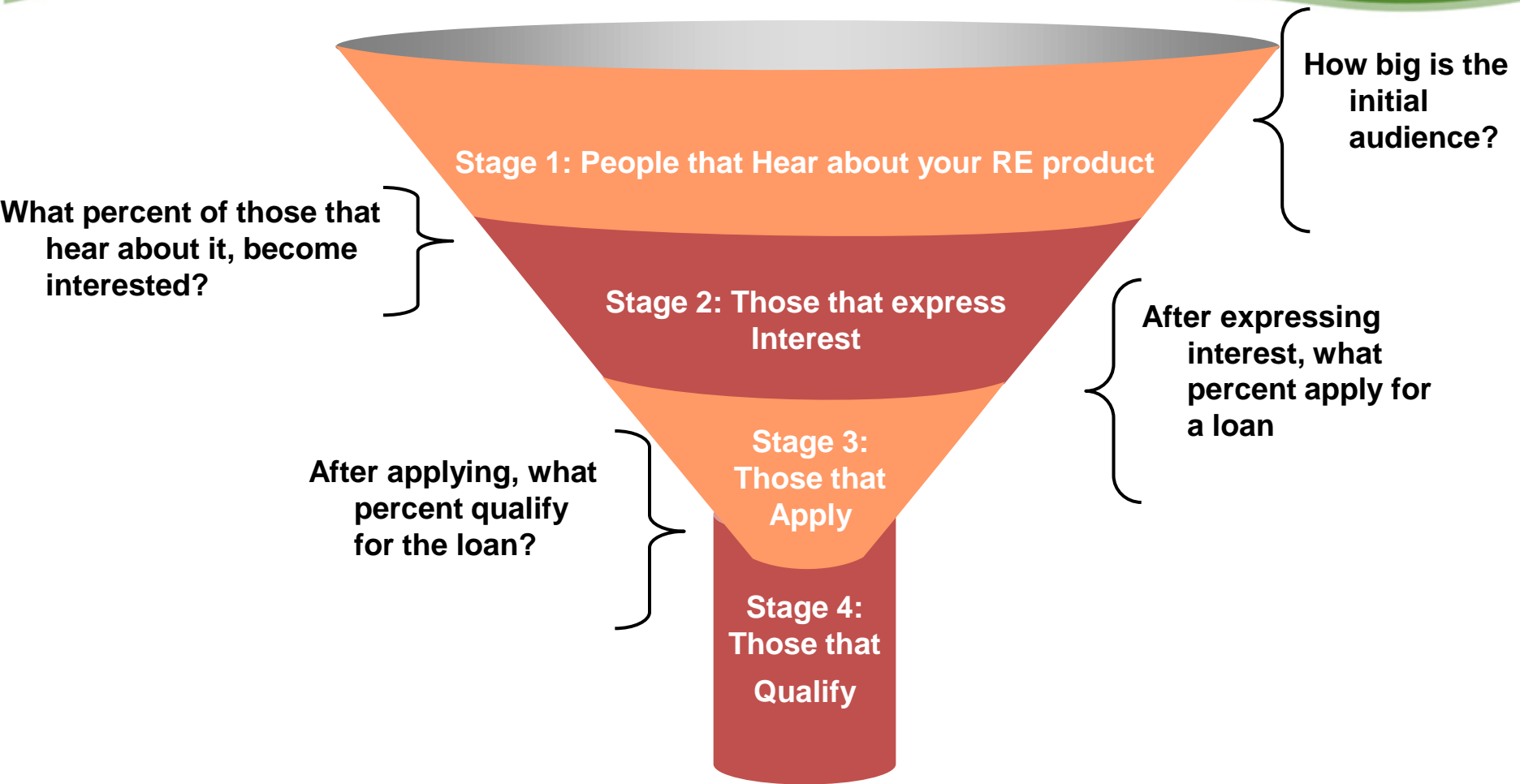


- The frequency of monitoring depends on the method applied
- Key principle: integrate the relevant methods into your institutional processes!
- Who is carrying out the monitoring?
 - Internal:
 - General Manager, Loan Officers, Accountants
 - Energy Programme Staff
 - External:
 - RE suppliers, Local Agents

4. Monitoring the Project Implementation



4.1 Marketing and Promotion



4. Monitoring the Project Implementation

4.1 Marketing and Promotion

- Important area because it establishes the initial contact with potential clients
- Varying forms with diverging influences on the project
- Keep track of villages and communities visited and provided with information

4. Monitoring the Project Implementation

4.1 Marketing and Promotion

Promotion	Cost/ Month	Avg Sales Month Before Promotion	Avg Sales Month During Promotion	Sales Increase	Cost/Sales	etc
Radio Ad						
School Training						
Market Place						
Energy Week						
Partnership Promotions						
Etc...						

4. Monitoring the Project Implementation



4.2 Project Implementation

- Monitoring during this stage highlights if the baseline indicators have been set adequately and the general effectiveness of operations
 - Are the number is line with projections and business plan?
 - Are there any factors at work which have not been anticipated initially?
- Important areas include external factors, stakeholders, institutional factors

4. Monitoring the Project Implementation



4.2 Example: Checking Business Plan and Reality

Base Case Scenario	Q1	Q2	Q3	Q4	Q5	Cumm.
Branches in programme						
# energy staff						
# solar home systems sale						
# pico hydro sale						
Total clients reached						
Total revenue generated						
Total costs incurred						

4. Monitoring the Project Implementation

4.3 Institutional Capacities

- How did the staff perform in rolling-out the project / programme?
- If indicators were not met, what factors were major impediments?
- Issues should be detected and solved through on-going internal communication

4. Monitoring the Project Implementation

4.4 The Energy Partner

- Have initial agreements been met?
 - Do you still have a common development vision?
 - Is the partner operating reputable and reliable
 - Supply-chain? (constant supply)
 - After-Sales-Services? (warranty)
 - Presence in the local market?
 - Capacity to Meet Needs of Clients
 - Technical Training
- Forms to monitor energy partners?

4. Monitoring the Project Implementation

4.5 Other Stakeholders and Risks

- Other stakeholders may include
 - Donors
 - Public actors
- External risks include
 - Technology change

4. Monitoring the Project Implementation

4.6 Clients and Potential Clients

- Initial assessment of market demands and clients' needs has already been made for marketing and we know that clients differ
- Track development indicators, do not focus solely on those clients who already have a loan
- Track other best practices
- Track changes in ownership patterns if group loan
- At minimum, keep a list of all of your clients, and monitor them routinely

4. Monitoring the Project Implementation

4.6 Clients and Potential Clients

Understand Potential Client Types

1. A middle-income kerosene user and parent
2. An unsatisfied grid connected client
3. A business with earning potential
4. A TV battery charger

Ask Discerning Questions

- What is the amount of money the individual or group takes—low, medium or high
- How much do you spend on kerosene? School Fees?
- How many have electricity from utility / grid? How much is the bill? How frequent are the outages?
- How many have a cell phone charging business, restaurant, salon or store?
- How many send a battery to be charged to watch tv or radio

Know what system will be most attractive to each Type

- Lighting only
- TV/Computer/Radio
- Cell phone charging

Develop a targeted pitch for each Type

1. Impact on children, education and health
2. Focus on reliability, cost savings, asset ownership and no monthly bill
3. Earning potential
4. Convenience and cost savings

5. Data Analysis and Evaluation

5.1 How M&E work hand-in-hand



Achievements after the monitoring process

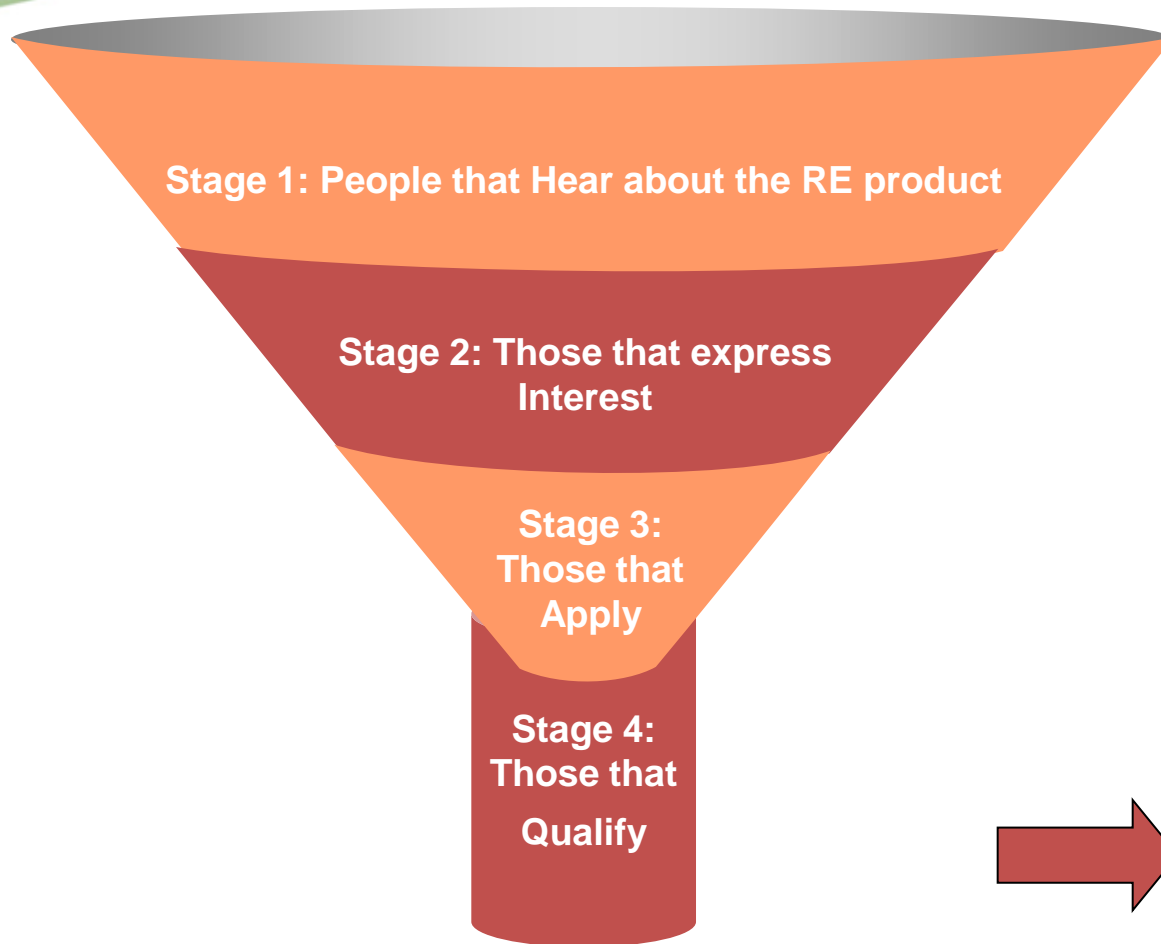
- Problems are identified by all stakeholders.
- Actions for the problems have been identified and discussed.
- Responsibility has been taken for the action.
- Readjust any changes to the original objectives.

Focus of the evaluation process

- Identify whether the objectives originally planned are completed or not.
- Assess whether actions and responsibilities have been successfully coordinated and implemented by various stakeholders.
- Evaluate the outputs and impact that has been achieved.
- Undertake a detailed examination of the success and lesson learning factors for similar interventions.
- Determine a possible exit strategy for programme and project personnel.

5. Data Analysis and Evaluation

5.2 Learning Lessons from Pilot



Funnel Size:	305 clients per month
Expression of Interest Ratio:	29%
Application Ratio:	53%
Qualification Ratio	36%
Effective Sales Ratio for promotion	5.6%

5. Data Analysis and Evaluation

5.2 Learning Lessons from Pilot



Problem	Initial Analysis, Necessary Steps and Potential Solutions
Not enough clients have heard about the product	
Only a small percentage is expressing interest	
Only a small percentage is applying for the product	
Only a small percentage of those who are interested qualify for the loan product	

5. Data Analysis and Evaluation

5.3 Individual Steps for Course Corrects



Analysing information through:

- Step 1: Record all information
- Step 2: Differentiate social, economic & gender groups, check financial performance
- Step 3: Differentiate and review the main themes
- Step 4: Triangulate the results
- Step 5: Review initial results with stakeholders
- Step 6: Reporting

5. Next Steps



Identify Process Changes:

- Implement process and structural changes to address any issues identified during M&E cycle
- Set new or adjusted targets

Ongoing Monitoring:

- Continue with monitoring programme. Monitoring does not stop after the pilot

Follow-up:

- Review progress as the field team implements changes to the model – speak with key stakeholders such as energy companies, donors, etc.

Thank you.