MONITORING

GUIDELINES

PLANNING | MONITORING

EVALUATION | REPORTING

INTRODUCTION

This brief guide to monitoring provides some inspiration and ideas about how DIPD projects can be monitored. It is a flexible guide that acknowledges that different organisations may have different approaches to monitoring. But it starts from the view point that all organisations need to have effective monitoring systems in place that allow them to assess how well they are performing, what changes are occurring in target populations, and what changes might need to be made. In this respect, good monitoring is indistinguishable from good management.

Planning, monitoring and evaluation (PME) are processes that allow you to understand your project's contribution to change and adjust approaches and activities in the light of experience.

PLANNING can be considered in three different steps. The first step is to reach a common understanding of change. This means establishing:

→ *How change is expected to happen in the political arena in which you work;*
→ *Which factors in the external socio-economic environment may help or hinder change;*
→ *Who has the power to influence change;*
→ *What needs to change; and Why it needs to change.*
→ *How will we know? (monitoring)*

For example, if your intention is to help introduce new internal procedures to make decision-making more democratic and transparent you would first want to know how such change is usually brought about, what typically affects whether or not a political party does this, who has the power to encourage such change or who are the vested interests that might want to block it, and what might be the necessary pre-conditions for change. Only then would you want to consider designing your project.

The second step is to actually design the project. This includes establishing which particular changes your project hopes to bring about, why those changes are important, who you intend to work with to bring about the change, and what activities or working approaches you intend to use. And how to monitor the project. In the design phase it is very important to take departure in DIPDs overall strategy and results framework (Annex 1).

The third step is then to develop the plan – in DIPD we call it the project document, which articulates the

→ *A goal or vision*
→ *Specific objectives*
→ *A baseline*
→ *A Results framework for the project*
→ *An activity schedule*
→ *Budgets*

At DIPDs website there is a format for the project document.

Thereafter implementation normally starts and the questions of monitoring of implementation and changes are often forgotten until the deadline for reporting approaches. Monitoring practices needs to be put in place early in the project and it facilitates periodic reporting a lot.

MONITORING is needed as DIPD projects work within dynamic, shifting and evolving political arenas. It cannot simply be assumed that desired changes will come about simply because planned activities are carried out. Ongoing *monitoring* is therefore needed to establish whether activities are being done on schedule and according to budget, and whether desired changes are occurring, with the ultimate purpose of adjusting work in the light of evolving experience. Monitoring is designed to address many questions:

→ *Did we do what we said we would (and did we do it well)?*
→ *Did it change what we hoped it would (and if not why not)?*
→ *Was it the right thing to do?*
→ *Do we need to change our activities or working approaches?*
→ *Do we need to change our milestones, objectives or goals?*
→ *Do we need to change our assumptions about how change happens?*

EXAMPLE

ENCOURAGING WOMEN CANDIDATES

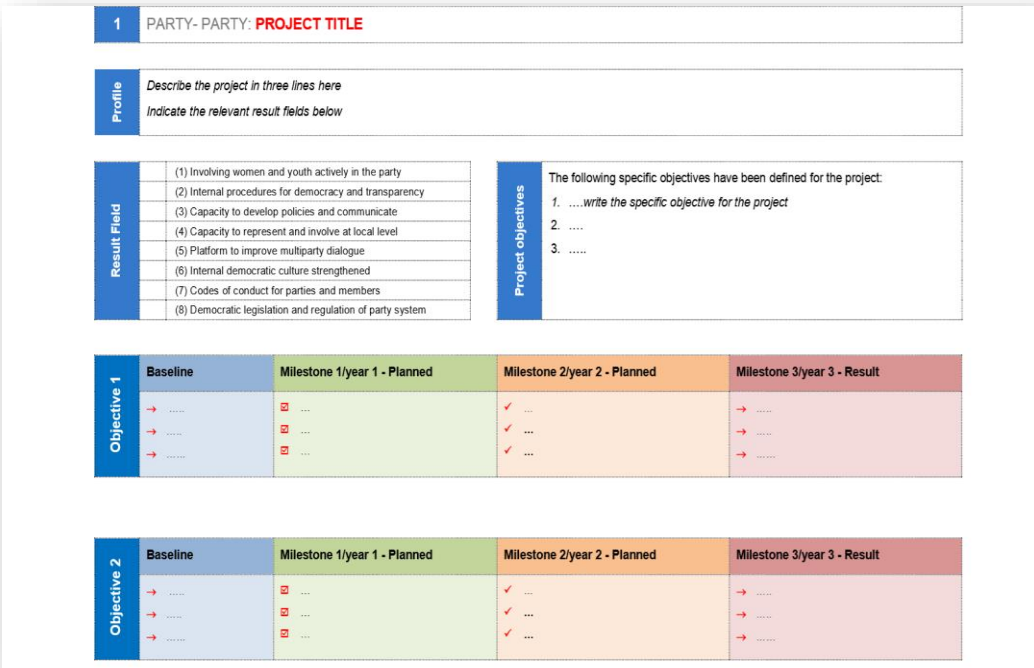
A project might be designed to increase the number of parliamentary candidates that are women. It might be designed under the assumption that training women will inspire them to seek election. But if, after a time, it becomes obvious that women are not seeking election in increasing numbers then clearly something needs to change. It may be that the training needs to be revised or supplemented by other kinds of support. It may be that the wrong women are being trained, or that the project needs to work with more, or fewer, women with greater or lesser support. It may even be that training should be abandoned altogether as a working approach and a completely new strategy needs to be followed.

EVALUATION is often carried out after a project (or series of projects) has finished. It usually involves an assessment of the particular changes brought about by the project(s) and may involve outside experts working alongside internal project staff. An evaluation is designed to provide information that will help change the way future projects are conducted. However it is often too late for the project being evaluated. This is why monitoring is often seen as more important for project management – it enables adjustments to be made in a timely way so as to enhance the project itself and increase the likelihood of bringing about the desired changes.

This document provides information and advice to help you decide how to monitor projects. Planning is covered in the project application process, whilst evaluation is covered under DIPD's Evaluation Policy available also at our webpage.

THE RESULTS MATRIX IS KEY IN MONITORING

Within DIPD we have decided on our overall results framework as flowing from our strategy 2014-2017. Each project will also develop a results matrix which is a key tool in making sure that we do relevant and intelligent monitoring.



1	PARTY- PARTY: **PROJECT TITLE**
Profile	*Describe the project in three lines here* *Indicate the relevant result fields below*

Result Field			**Project objectives**	
		(1) Involving women and youth actively in the party		The following specific objectives have been defined for the project: 1. *....write the specific objective for the project* 2. .... 3. .....
		(2) Internal procedures for democracy and transparency		
		(3) Capacity to develop policies and communicate		
		(4) Capacity to represent and involve at local level		
		(5) Platform to improve multiparty dialogue		
		(6) Internal democratic culture strengthened		
		(7) Codes of conduct for parties and members		
		(8) Democratic legislation and regulation of party system		

	Baseline	Milestone 1/year 1 - Planned	Milestone 2/year 2 - Planned	Milestone 3/year 3 - Result
Objective 1	→ ..... → ..... →	☑ ... ☑ ... ☑ ...	✓ ... ✓ ... ✓ ...	→ ..... → ..... → ......
Objective 2	→ ..... → ..... →	☑ ... ☑ ... ☑ ...	✓ ... ✓ ... ✓ ...	→ ..... → ..... → ......

In conclusion, it is very important to keep an eye on the project results matrix and the milestones continuously and harvest relevant information and signs of change.

WHAT SHAPES THE MONITORING PRACTICE?

Monitoring is about looking and seeing, listening and hearing, finding out and recording, clarifying and reporting. How you conduct your monitoring practices as an organisation will depend on a number of different factors, including the following:

- → *What you feel you need to do in order to work towards your mission or vision.*
- → *What your stakeholders – i.e. the citizens - demand to know about your progress.*
- → *What the governing bodies are asking for – i.e. the Executive Committeee of the party.*
- → *The type of work you as an organisation are undertaking.*
- → *The nature and culture of your organisation.*
- → *The skills in monitoring and evaluation available.*
- → *The available resources you have to carry out the work.*
- → *The formal requirements of the project cooperation agreement.*

It is therefore very important that you develop a monitoring practice based on your own organisational needs, and appreciate that there is no one-size-fits-all system.

WHO DOES THE MONITORING?

The primary responsibility for ensuring that monitoring is carried out lies with the organisation(s) responsible for implementing a project. In the context of DIPD the on-going monitoring and reporting of projects is the joint responsibility of the applicant and the partner. Therefore it is important that roles and responsibilities are clarified from the start, and that it is clearly laid out who will be involved (both internal and external stakeholders) and at what level. In addition, it may be useful to clarify specifically why these stakeholders should be involved. It may be because their involvement will result in better information, it might be useful for them, or they may have the right to be involved whether it makes the practice of monitoring more difficult or not.

EXAMPLE

YOUTH INVOLVEMENT

There is little point in running a project designed to enhance the involvement of youth in political processes and then denying them any involvement in the monitoring of that project. If a project is designed to enhance the involvement of youth then it ought to ensure that youth representatives are involved in some of the monitoring processes. This will enable youths to have a greater say over what the project is achieving, whether the working approaches are the correct ones, and what needs to change. Moreover, youth hold valuable information for the project.

WHEN IS MONITORING BEST CARRIED OUT?

Some monitoring processes are best carried out continuously. This includes holding regular team meetings, informally observing events, and simply talking to different stakeholders. Other monitoring processes may be carried out intermittently, such as conducting internal or external reviews or developing monitoring reports.

Again this depends on the type of work being undertaken. If a project involves capacity development then it might be useful to conduct a formal organisational assessment every 6-months or each year. But equally it would be important to have regular communications with the supported organisation in order to ensure that specific issues or challenges do not have to wait for six months or a year to be addressed!

DIFFERENT STEPS IN MONITORING

Monitoring can be broken down into different steps, concerned with:

1. *Deciding what to look for and what should be monitored – which changes?*
2. *Collection of information; - who are responsible?*
3. *Recording and sharing of information - by what means?*
4. *Analysis of information; - what sense does it make?*
5. *Use of information – what action to take?*

These steps are covered in the remaining sections of this paper. The information presented in the sections below is advisory only, and your organisation will need to develop its own particular processes that meet its own particular needs. No organisation would be expected to carry out all the suggested processes (or you would have no time to run the project!) But you may find some of them useful. In most cases much more information on these methods and processes is available through internet searches.

WHAT SHOULD BE MONITORED?

Monitoring can be carried out at a number of different levels. All of these are important, but some may be more important to you than others. In connection with the DIPD project cooperation projects it is important to monitor the following.

RESULTS

First of all the Project Results Matrix should be monitored as mentioned above– that is we should collect information that will allow us to share the changes made or the obstacles faced.

It will involve assessing the progress made against the different milestones described in the project application, but also assessing whether there have been unexpected or negative changes as well. The road in political parties work is seldom straight forward and many adaptions and mitigations may have to be taken during the project.

PROCESS AND IMPLEMENTATION

Process monitoring is concerned with providing information on the use of resources and the progress (including the quality) of activities. This includes assessing whether activities are carried out as planned, and identifying and dealing with problems or opportunities as they arise. Process monitoring will also include financial monitoring based on the agreed budgets with DIPD. At DIPD webside there is a format for periodic statusreport.

CONTEXT AND RISKS

It is also a good idea to regularly scan the context and the changes in conduct among allied partners or other actors. Scanning means constantly looking around at the environment, and making adjustments based on changing situations. Scanning may involve constantly keeping in touch with what others are doing, what might be changing in the political or socio-economic landscape, or what risks are likely to develop. All good politicians and managers are constantly involved in scanning the outside environment, and using the information to make adjustments in approach and communication and longer terms plans

THE COLLECTION OF INFORMATION

Monitoring will almost always involve the collection of information, either throughout a project or at regular intervals. Sometimes this collection will be done in an informal way. At other times you may need to develop and pursue more formal approaches to information collection. Some suggested methods are described below.

OBSERVATION: Observation is almost always a method used in monitoring. Observation can be as simple as watching what other people do, how they interact with each other, how they behave in different circumstances, and how this is changing over time. For example, a great deal can be learned about a political party's ability to represent and involve members by observing how members act at local meetings, or how party representatives engage with members. Equally, observing how women act during party meetings will give insights into how they are viewed within the party, and how they view themselves.

DIRECT MEASUREMENT: Some things can be measured directly. For example, records of party membership, disaggregated by gender or age, can show how women or youth membership bases are changing over time; attendance at meetings, records of decisions made, votes cast at elections and many other things are all susceptible to direct measurement; and minutes of a Board meeting may show whether a new youth wing has been established. Provided records are kept accurately they can be a great support for monitoring processes. Of course, not everything that matters can be counted – but equally there are some things that can easily be counted that do matter.

INDIVIDUAL OR GROUP INTERVIEWS: Interviews are almost always a feature of monitoring systems. Interviews can range from very informal discussions with different stakeholders to more formalised sessions using pre-defined questions. Interviews are very good for finding out other peoples' thoughts, impressions, attitudes and perspectives. Of course, there may be dangers associated with an over-reliance on interviews. For example, if you only talk to men about gender issues within parties you may get a biased opinion. Or if you fail to involve girls in discussions about youth involvement in political parties you may not get the full picture. It is therefore worth formalising interview schedules to some extent to make sure you are actively seeking out views from different stakeholders.

FOCUS GROUP DISCUSSIONS: Focus group discussions (FGDs) are a way of formalising interview sessions around particular areas of interest. They are typically used to engage in discussion on specific topics with small groups of interested stakeholders. For example, a group of youth could be convened to discuss youth involvement in party processes, or party members to discuss how they feel they are being represented by their party. FGDs are often organised with different groupings to assess how different stakeholders see issues, challenges or progress. This can have advantages over larger group interviews where some stakeholders may be unwilling or unable to contribute.

SURVEYS AND QUESTIONNAIRES: Surveys and questionnaires are useful ways of getting people to provide their views on a range of subjects. At one end of the scale, surveys may be designed and administered to large numbers of people using approved scientific methodologies. At the other end of the scale, people attending a meeting can be asked to fill in a quick questionnaire to provide immediate views on how a meeting went. Survey monkeys (short surveys developed and administered online) are increasingly being developed and used.

TRAINING EVALUATION FORMS: These are a type of survey that are often provided to people after training, giving them the opportunity to assess the quality of the training, say what they liked or disliked, and identify what they think they have learned. More sophisticated training evaluation forms might consider asking training participants what they intend to do with their new knowledge or learning with a view to following up on this at a later date.

JOURNALISTIC APPROACHES: A journalistic approach to information collection is often used to dig deeper into an area of interest. For example, observation, interviews or questionnaires may establish that some people feel there has been a radical change in an area such as party accountability to members or youth engagement in political issues. On its own, this evidence may not be sufficient to establish that such change has happened. A journalistic approach would involve someone going down to talk to different interested stakeholders, probe further, examine records, and generally come to a conclusion about whether or not, or how far, change is happening.

LITERATURE OR INTERNET SEARCHES: These may be useful to find out what is happening in the wider environment. For example, an internet search could be used to find out whether increasing coverage is being given to an issue, or whether or not people are debating a particular issue. They can also be used to follow up on a particular event. For example if a party has for the first time agreed to reserve a third of all seats for women candidates it might be useful to do an internet search to find out who else is picking up on this information.

MEDIA LOGS: Media logs can be used to collect information on what is being reported or covered in different media such as newspapers, TV, radio or social media sites. Media logs can help identify whether changes within a party are being picked up and reported by the media.

COMPLEX METHODOLOGIES: There is a range of more complex methodologies that can be used to collect and analyse information. This includes the use of participatory video, Outcome Mapping, Most Significant Change (MSC) methodology, process tracing and appreciative inquiry. Generally, these methodologies require knowledge and resources to do well, and DIPD would only expect you to use them if it contributes to your own organisational needs. They are fully described in different places on the internet, and DIPD would also be happy to share information on these methodologies if requested.

In addition it is important to recognise that the world is rapidly changing in the twenty-first century and a scan of the internet will show a range of newer tools and methodologies that can be used for monitoring purposes as well as for other purposes. Some of these are described below.

CROWD SOURCING: Crowd sourcing is the process of obtaining information from large groups of people, especially an online community. For example, it might be possible to get information on attitudes to youth involvement in political parties from a very large number of youths through sending out an online prompt to mobile phone users. This might be particularly useful if a party knows the mobile phone records of its members.

MICRO-NARRATIVES: These are very short stories or testimonials that reflect the experiences of different stakeholders. They are personal stories, typically generated through conversations, or through social-media sites. Micro-narratives are much easier to collect nowadays as many people are used to discussing their personal experiences on social media sites. One way of using them for monitoring might be to encourage people to submit their micro-narratives onto a dedicated website. For example, women could be invited to describe their experiences of engagement with political parties in an attempt to find the 'real' story behind the statistics.

BENEFICIARY FEEDBACK MONITORING: Recent years have seen an increased interest in beneficiary feedback monitoring (BFM). This allows the intended beneficiaries of a project to feed information back through different methods such as suggestion boxes, group meetings or one-on-one interviews. Feedback may provide information on how services are being received and may also include suggestions for improvements to services. Increasingly, BFM is being carried out through texting and voicemail from mobile phones.

REAL-TIME, SIMPLE REPORTING: This is a means to reduce to a minimum the formal reporting requirements for project managers and free up their time to provide *more frequent, real-time* updates, which may include text, pictures and videos that can be made by computer or mobile devices.

MOBILE DATA COLLECTION: This could include the targeted gathering of structured information using mobile phones, tablets or Personal Digital Assistants (PDAs) using a software application specially designed for the task in question.

DATA EXHAUST: Data exhaust refers to the passive use of data from people accessing digital services. An example might be the collection of statistics on people accessing particular web pages on a party's website – for example pages dealing with the responsibilities of parties to citizens and voters. Another example might be a trawl of particular words – such as names of prominent women candidates – used in social media sites such as Facebook.

Again, all of these methods (and there are many more) would need work to establish and maintain the required systems and processes. But they are representative of a wider body of tools and methodologies that can allow monitoring data to be gathered and processed in real-time from a very large number of people in a way that could not have been done before the twenty-first century. They are the future of monitoring!

THE RECORDING AND SHARING OF INFORMATION

Sometimes, information that has been collected through informal or formal process needs to be recorded or documented for it to be useful. And shared. For example, information may be generated through discussions at a Board meeting or discussions between parties and partners. The people involved in those meetings will probably remember the discussions, but if the information is not recorded others will not be able to access the information. It is therefore often useful to record information from formal meetings, site visits, important stakeholder interviews, etc. in a way that is accessible to other users. This might also involve taking photographs or videos of important events.

CASE STUDIES OR STORIES OF CHANGE are another way of recording information that has been collected through other means, such as interviews, observation or surveys. Case studies or stories of change can be written about people, groups, organisations, events, changes, or anything else that might be interesting for different stakeholders.

DIARIES OR SCRAP BOOKS are also very useful for recording information. Dairies tend to be kept by individuals working within a project whilst scrap books (either physical or electronic) can be accessed and used by groups of people.

In particular, DIPD encourages you to keep a *monitoring logbook* which records all key information that throws light on the changes taking place. These can be used to record facts, thoughts, quotes, reactions, emails, opinions, descriptions of events, photographs, or anything else that might be useful when arriving at an assessment of change at a later date. One way of approaching the log book would be to divide it into different areas or pages, each relating to a different specific objective or milestone, with extra pages for unexpected or negative changes arising out of the project. The monitoring logbooks will also be valuable as input to the information activities around the project both in country and in Denmark.

In our recording and sharing of information we can move beyond conventional reports and use:

PHOTOGRAPH DISPLAYS: A picture can tell a thousand words, and photography is often used within monitoring systems, either to supplement the written word or to convey information in a different way. For example, photographs taken at a rally demanding more transparency at elections, with banners representing many different groups and sectors, may be more powerful than a written paragraph or an estimate of numbers attending.

PICTURES OR CARTOONS: Cartoons are also an effective way of sharing information that has been gathered through monitoring processes. Many stakeholders – particularly if illiterate or semi-literate – can take in information through pictures and cartoons whereas they might not have the ability (or time) to read a lengthy email or formal report.

NEWSLETTERS: Many organisations produce regular newsletters as part of a formal monitoring system, or adopt a section of an already existing newsletter. Newsletters can be a useful way of sharing monitoring findings on a regular basis and also collect views and ideas from members/stakeholders

BLOGS: Blogs are short, written pieces that can be used to promote and discuss ideas. They can be used within monitoring systems to promote or discuss interesting findings, or suggest possible interpretations of data. Some blog sites have the facility to host discussions as well, which means some level of analysis can take place.

WEBLOGS: A weblog is a web site that consists of a series of entries arranged in reverse chronological order. These are updated frequently with new information about particular topics. They could be used in any environment where people have easy access to the website, and the inclination to engage in discussion. Weblogs can be used to help analyse information as well as sharing it.

CHAT ROOMS: Chat rooms are websites where people talk online on issues of particular interest. They can be used to enable groups of interested people to share and analyse monitoring information.

PODCASTING: A podcast is an event that is broadcast (in sound and/or pictures) over the web. Some organisations organise podcasts to share findings from monitoring processes.

SOCIAL NETWORK TOOLS: Many organisations have dedicated social network sites – such as Twitter and Facebook – that allow information to be shared and discussed. Again, some organisations choose to share monitoring data through social network sites.

POEMS AND DRAMA: At the other end of the scale, more artistic and traditional methods such as poems, drama, mime and song can be incredibly powerful in sharing monitoring information with others. Along with the other methods described above, investing in these activities can help prevent monitoring becoming a sterile exercise for those at the top of the hierarchy of a project, and can support much more widespread understanding and discussion of change.

THE ANALYSIS OF INFORMATION

Once the information about progress, results and context has been collected it is important to jointly analyse and interpret what it might mean. Monitoring data may be analysed by individuals. This is often called sense-making. Sense-making can happen through a variety of different processes, some of which were described in the previous section and some of which are described below.

- *Individual analysis or peer feed-back:* Sometimes it is useful to get key individuals to analyse data and review it.
- *Discussions at partner executive meetings:* Discussions will also take place at partner executive meetings or other fora that allow joint discussion around the progress made by individual projects.
- *Partner dialogue meetings:* Partner meetings present another good opportunity to jointly analyse data collected through monitoring processes, and make recommendations for future action.
- *Organisational assessments:* These are facilitated opportunities for organisations to evaluate themselves and their capacities. The purpose is normally to assess what is changing within an organisation, and what needs to change further (and why).
- *Stakeholder reviews:* Reviews may be internal or external or a mixture of both, and are often designed to take stock at a point in time of how a project is progressing. The mixture of stakeholders engaged in a review may differ from project to project. For example, in a

capacity development project a review might consist mainly of internal stakeholders, possibly with an external facilitator. In a project attempting to increase youth participation in political parties it might be useful to conduct a review with the attendance of youth representatives.

→ *Workshops:* Workshops also present an opportunity to bring people together to jointly analyse progress and bottlenecks. As with stakeholder reviews, workshops might focus on an individual project, but could also focus on a set of similar projects around a theme, such as communication with citizens and voters, or representation of women within parties.

Some projects might also wish to develop very specific learning question that can be used to guide analyses through different processes. These learning questions will be specific to a particular project (see example below) and will to some extent dictate what information is collected through monitoring processes.

EXAMPLE

CAPACITY TO INVOLVE MEMBERS AT THE LOCAL LEVEL

A set of learning questions for a project that aims to enhance the capacity of a partner to better represent and involve members and interested citizens at a local level might be:

→ What are the best processes for entering into improved dialogue with members or interested citizens?

→ Does better engagement with interested citizens lead to more active membership?

→ What are the particular constraints that potential party members face in their local areas that might prevent them become more involved in politics?

THE USE OF INFORMATION

Finally, the ultimate step to take actions on the insight gained. The key purpose is to make changes where necessary to plans, objectives and milestones; or to modify working approaches. This may involve reviewing priorities, identifying the need for additional work, or even identifying the need for further monitoring information. This is especially important because of the context in which DIPD and its partners work – highly unpredictable and political environments where planning must always be subject to changes and alterations.

For DIPD, it is also important that regular monitoring is conducted and analyses shared. This is partly because DIPD is itself accountable to its founders – particularly the Danish parliament and the National Auditor – and through these the general public as well. DIPD has a responsibility to summarise and pass on information from its projects in order to justify the management of its portfolio. But a wider purpose is for DIPD to use the information from many different partners to identify trends, enhance the joint sharing of lessons, and improve the way in which it plans and implements its own work in collaboration with partners.

Regular monitoring data from multiple projects will also help DIPD understand not only what is changing but also why. This will help DIPD and its partners carry out better work in the future both through building on achievements and opportunities and through avoiding or minimising mistakes.

ANNEX 1: DIPD STRATEGY TO RESULTS FRAMEWORK

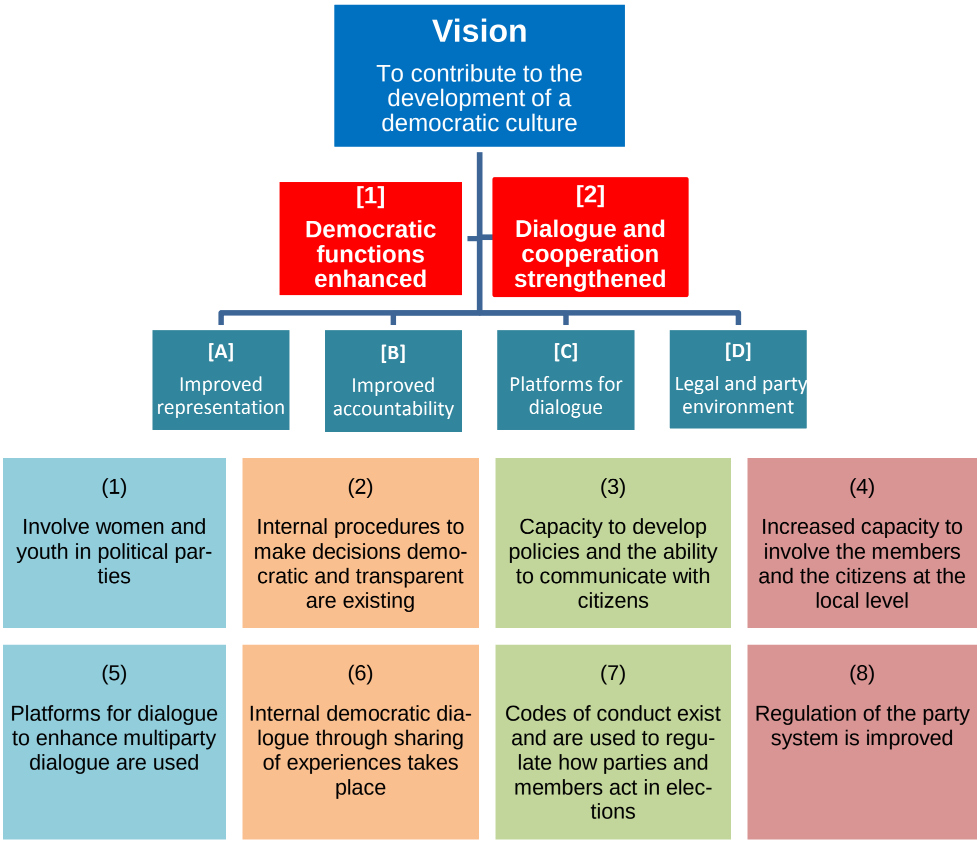
In any complex organisation it is important to understand the different levels at which a StR system will operate. This means the levels at which plans are made and/or information collected, analysed, summarised, shared and used.

Organisations may talk about 'international StR systems' but in fact what looks from the outside like an international STR system is usually a *"…series of overlapping and interlocking Monitoring and Evaluation systems at different levels, with information and analysis (hopefully) flowing between them."*[1]

DIPD is currently operating procedures at two key levels: a) the **organisational** level, embodied by the overall strategy; and b) the **project** level, which is the focus of DIPD's results framework and project proposal and reporting systems.

However, there are other levels that could be considered. For instance, DIPD might want to make plans or analyse change according to party-to-party change or multi-party change. Or it might decide that in the future it would like to develop understanding of how individual projects within different countries operate as programmes (e.g. where the impact of individual projects within countries is greater than the sum of the parts).

Taking departure in the strategic objectives and the corresponding results framework, the **upper layer is the impact level** and the **lower layer is the outcome level**.



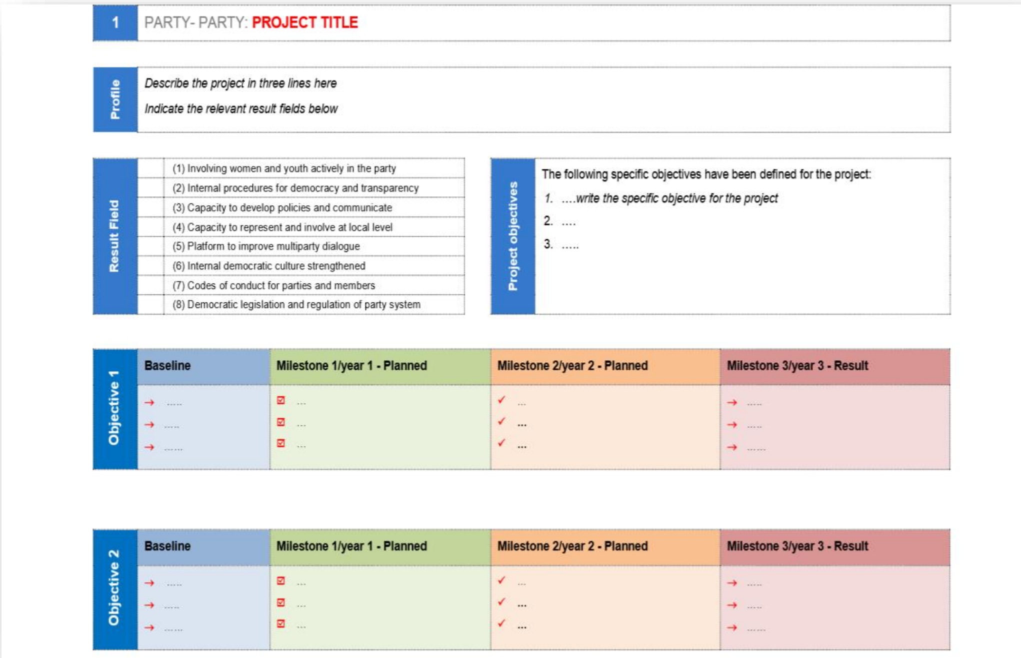
[1] See "Developing M&E Systems for Complex Organisations" by Nigel Simister, INTRAC, 2009.

Based on the above, the following Result Matrix is developed for each project helping to clarify the change path, the sequencing of milestones and not least the comparison of point of departure (baseline) with results.

GUIDANCE FOR DIPD RESULTS MATRIX

The Project Results Matrix is the framework which DIPD uses to hold key information on the project. The matrix asks you to specify:

- → *A description of the project*
- → *The specific objectives*
- → *The baseline for each specific objective*
- → *Milestones for each specific objective*
- → *The desired end result*



1	PARTY- PARTY: **PROJECT TITLE**

Profile	
	Describe the project in three lines here
	Indicate the relevant result fields below

Result Field		
		(1) Involving women and youth actively in the party
		(2) Internal procedures for democracy and transparency
		(3) Capacity to develop policies and communicate
		(4) Capacity to represent and involve at local level
		(5) Platform to improve multiparty dialogue
		(6) Internal democratic culture strengthened
		(7) Codes of conduct for parties and members
		(8) Democratic legislation and regulation of party system

Project objectives	
	The following specific objectives have been defined for the project:
	1. *....write the specific objective for the project*
	2. ....
	3. .....

Objective 1	Baseline	Milestone 1/year 1 - Planned	Milestone 2/year 2 - Planned	Milestone 3/year 3 - Result
	→	☑ ...	✓ ...	→ .....
	→	☑ ...	✓ ...	→ .....
	→	☑ ...	✓ ...	→ .....

Objective 2	Baseline	Milestone 1/year 1 - Planned	Milestone 2/year 2 - Planned	Milestone 3/year 3 - Result
	→	☑ ...	✓ ...	→ .....
	→	☑ ...	✓ ...	→ .....
	→	☑ ...	✓ ...	→ .....

Specific guidelines for each of the areas are as follows.

The PROFILE OF THE PROJECT should be no more than three lines long. It should be a succinct statement that shows what the project is, and what it is for. An example could be:

"The Bhutan Network for Empowering Women (BNEW) was formed in early 2012, as a result of the DIPD decision to focus on the empowerment of women to run as candidates at local and national level. This project intends to further increase the number of women taking up important positions within the party."

Following this, you are also asked to enter the relevant DIPD global results field as flowing from our overall strategy. In case you have several overall DIPD results fields you indicate so by marking the corresponding fields: *DIPD Results field 1 & 5*.

You are then asked to define the SPECIFIC OBJECTIVES of the project. These should represent the specific changes that the project hopes to contribute towards. It is very important that the specific objectives are formulated in a clear and straightforward manner so that all stakeholders can easily see what change you are trying to bring about. Examples of good specific objectives could be as follows:

- → *To establish the Bhutan Network for Empowering Women (BNEW) is as the key institution for women involved in politics*
- → *To create well functioning party branches in three new districts.*
- → *To increase significantly the number of youths becoming members of the party*

It is then best to identify the BASELINE and fill in the baseline column. The baseline represents the position at the start of the project. The baseline is designed to enable the comparison of progress with the initial situation before the project started. The baseline should clearly relate to each specific objective, and should provide an indication of the starting point.

Baseline statements may be either qualitative or quantitative. For example, if an objective is to *'improve the representation of youth in the party'* then a baseline statement could be that *'only 5% of members are youth'* or baseline could also be that Youth are calling for greater involvement or Party is critized for low youth engagement.

There are no clear rules for how long or short a baseline statement should be – it depends on the nature of the objective. In some cases a baseline may be a simple figure or statement. In other cases it might be a more lengthy and in-depth assessment of the position at the start of the project. But in all cases the baseline should provide enough information to ensure that progress at a later date can be compared especially vis-à-vis the end result (milestone 3). The context analysis in the project document normally also provides for a good understanding of the problem or vision to be addressed and thus of the point of departure.

Next is DEFINING THE RESULTS and thereby also YOUR LEVEL OF AMBITION, and fill in the results column (milestone 3) which represents the desired changes by the end of the project. The results should be the specific changes that will show whether or not, or how far, the specific objectives have been achieved. More than one result can be set against each specific objective. Examples of good milestones could include quantitative statements, such as:

→ *10 women have a decision-making position within the party*
→ *A 100% increase in youth members*

However, they might also include qualitative statements, such as:

→ *The party has tried two new ways to engage interested citizens in local events*
→ *The party is now engaging memberships actively around debating and adjusting policies, in a transparent manner.*

The MILESTONES can be seen as steps on the way to the result. They are the *signs of change* that show whether or how far change is occurring. They also tell about the intended change path. They are designed to enable applicants and partners to steer progress in the right direction and to whether action needs to be taken to correct matters. Milestones are not designed to denote success or failure. Instead they are designed to allow projects to capture deviations from expected change at an early stage, and take remedial action where necessary. It is therefore expected that milestones may change over the course of the project. Note that more than one milestone may be set for each year for each specific objective.

Together, the baselines, milestones and results should show a clear path for each specific objective, through which progress and change can be monitored over time.

You may have to **revisit** the baseline again after having set the end result and milestones so that you are sure that they are consistent and not comparing "apple and oranges". The milestones also show the *sequencing* of the project where some positive developments may allow other events to occur. However, it is important to remember that projects may not be able to control change in highly political and changing contexts, and failure to arrive at expected milestones and targets <u>does not</u> equate to failure of the project. The only real failure is a failure to pay attention to the signs of change, or to take appropriate action when necessary.

The results matrix is integrated in DIPD application format and reporting format and will also be the basis upon which DIPD and the parties report on the DIPD Results Framework to the Ministry of Foreign Affairs annually.