



Monitoring and Results Measurement Manual

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List of Acronyms

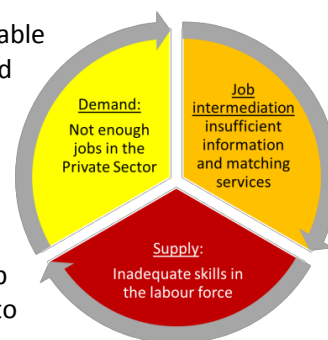
DCED	Donor Committee for Enterprise Development
FTE	Full-time equivalent
HSI	HELVETAS Swiss Intercooperation
ICT	Information and Communication Technologies
IM	Intervention Manager
LMI	Labour Market Information
LMS	Labour Market Services
MoU	Memorandum of Understanding
MRM	Monitoring and Results Measurement
MSD	Market Systems Development
RC	Results Chain
Risi	Short name for the project RisiAlbania
SDC	Swiss Agency for Development and Cooperation
Standard	shortname for the DCED Standard for Monitoring and Results Measurement
YPO	Yearly Plan of Operations

1 RisiAlbania's MRM system

1.1 Introduction: Risi and MRM

RisiAlbania is a youth employment project that focuses on increasing employment opportunities for young women and men aged 15-29 in Albania. It is funded by the Swiss Agency for Development and Cooperation (SDC) and is implemented by a consortium consisting of HELVETAS Swiss Intercooperation and Partners Albania, Center for Change and Conflict Management.

RisiAlbania places a strong emphasis on achieving large scale and sustainable impact. We want to ensure that the changes fostered are systemic and sustainable beyond the duration of the project. To this effect, the overall strategic framework which guides RisiAlbania in all its partnerships and actions is informed by a Market Systems Development (MSD) approach, often referred to as M4P (Making Markets Work for the Poor). RisiAlbania's approach to employment is comprehensive (as it tackles all three dimension of youth employment, namely skills, job creation and job intermediation) and innovative, for the first time using MSD in Albania to guide its interventions.



Through our holistic approach, we focus on addressing current market failures and achieving systemic change by developing supporting services and functions within the youth labour market. We do not intervene directly by providing services nor take a supply-driven approach, but stimulate existing market players to take on a more proactive role in the market system. This approach is applied in 4 sectors:

- Agro-processing
- Tourism
- ICT
- Labour Market Services

Following the MSD approach, RisiAlbania does not necessarily work directly with young people, thereby asking the question of how, and to what extent, the project has achieved an impact on young people and their employment opportunities. The project needs to constantly and rigorously assess the effectiveness of its interventions and continuously adapt strategies: this is possible through a comprehensive Monitoring and Results Measurement (MRM) system that creates a credible attribution between interventions and impact.

The purpose of this manual is to provide a framework for capturing and reporting results and to guide project staff in their respective MRM tasks and support them in their daily work in results measurement across the project. This manual should be seen as a living document, periodically revised to reflect changes and adaptations of the project.

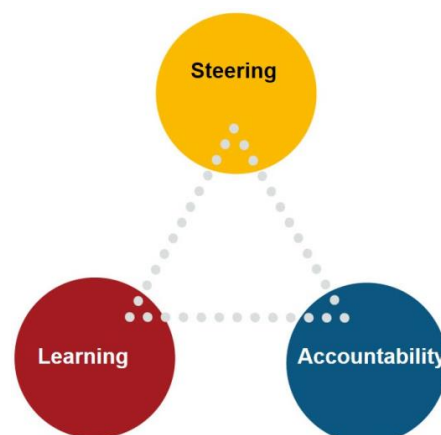
This manual is based on the DCED's Standard for Result Measurement. It has greatly benefited from experiences of other MSD projects, most notably through the resources made available by the DCED, as well as through DCED documents and guidelines.

1.2 Purpose of the MRM system

The MRM system is a key **internal management tool** instrumental in ensuring the quality of the design, implementation and management of the sector and intervention strategies. It allows for systematic monitoring, measurement, analysis and consequent reporting of the project activities and results. It guides project management and staff at each step of the project: from the sector analysis to

the development of strategies, from intervention design to its implementation, from progress assessment to strategy review and is **fully integrated into project management and decision-making processes**. As such, the purpose of the MRM system is three-fold:

1. **Learning:** do event and results fold as unplanned? To what extent? Why? As a continuous, internal process, MRM will enable the project to continuously assess results and improve the logic of interventions. It is inherently an internal learning system.
2. **Steering:** the results and finding will enable all project staff to manage their interventions and sectors and take evidence-based decision. The system provides a coherent system for daily management.
3. **Accountability** to donors, partners, government institutions, etc. The system will allow Risi to aggregate results in a limited number of impact and outcome indicators, the credibility of the data being guaranteed by the application of the DCED Standard.



Risi's system will carefully balance the internal information needs with the external one. Putting an emphasis on the management and learning benefits of the system will support in creating the right incentives for staff as well as partners to collect, analyze and share information: a "culture of learning" will be installed.

Box 1: Common features of a 'culture of learning'

(Source: DCED guidelines: Managing the System, February 2013)

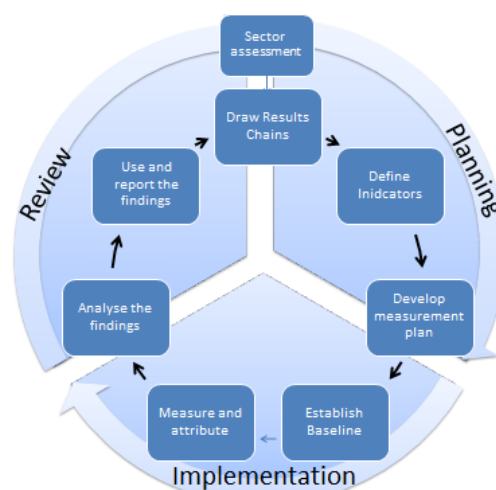
- Individuals feel that their ideas and suggestions are valued
- Mistakes and failures are considered important by everyone for learning, and not shameful.
- All the key groups involved in project implementation communicate openly and regularly.
- Project implementers, including primary stakeholders, regularly and informally discuss project progress, relationships, and how to improve actions.
- Managers listen carefully to others and consciously seek solutions together.
- During regular meetings and workshops, time is set aside for discussions mistakes and learning lessons.
- The question, "Why is this happening?" appears often in discussions.

The MRM system intends to be flexible enough to ensure that important results continue to be captured, thereby adjusting to the changes in context, interventions and strategies inherent to a project using a market development approach.

1.3 What does the MRM system entail?

The MRM system entails:

- **The processes** that need to be followed at all stages of the project/intervention life, from design to implementation to review and adjustment. These processes ensure that MRM is fully integrated in program management and directly feed into decision-making.
- **Different practical tools** allowing staff to efficiently carry out their MRM-related tasks. This includes, but not limited to:



- log frame and results chains (RC)
- intervention and measurement plans
- data collection tools
- **The reports** that will document the process and results, in compliance with DCED best practices and SDC's requirements. These include the Yearly Plans of Operations, the annual and six-monthly operational reports, but also interventions plans and sector reviews.
- **The approaches to aggregation, attribution and capturing wider systemic change.**
- **The human resources** allocated, internal as well as external. Monitoring will be primarily an internal process, with the intervention managers being the main responsible for managing the monitoring of the intervention and strategies of their respective sectors. Partner organizations, according to their nature, capabilities, resources and the type of partnership, will also be involved in monitoring activities.
- **Supporting formats and guidelines** such as common templates that guide the staff throughout the MRM processes.

External evaluations represent an additional learning mechanism, in particular the strategic mid-term review and end-of-phase evaluation. While these external events add significant insights into the project and represent key steering and learning opportunities, they will not be described in this manual which focuses on the *internal* MRM system.

1.4 Using the DCED Standard

For Market Systems Development (MSD) projects, the DCED standard represents the benchmark when it comes to MRM and RisiAlbania will follow its system and recommendations. As such, this manual is more or less structured around the eight different sections of the Standard. All the aspects of the Standard are addressed in the manual; the different sections describe to what extent and how the different elements of the Standard are being complied with.

Box 2: The DCED standard at a glance

1. Articulating the Results Chain
2. Defining Indicators of Change
3. Measuring Changes in Indicators
4. Estimating Attributable Changes
5. Capturing Wider Changes in the System or Market
6. Tracking Programme Costs
7. Reporting Results
8. Managing the System for Results Measurement

2 Results Chains and the Logframe

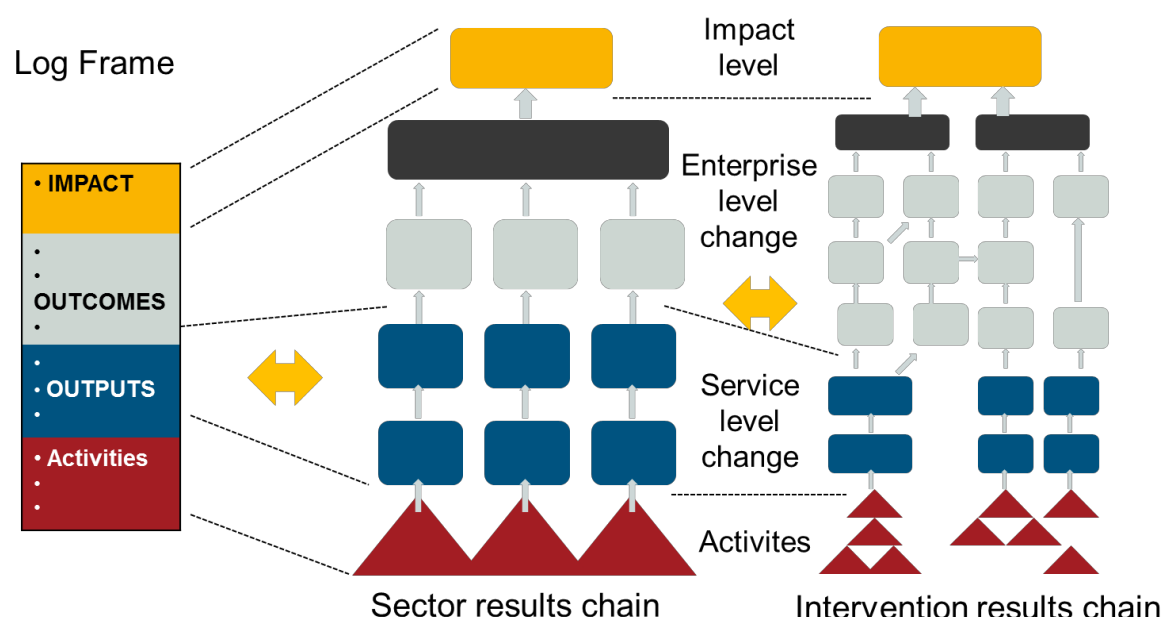
2.1 Linking the Logframe and Results Chains

RisiAlbania's log frame and results chains are closely interlinked and complementary, each serving a different purpose. The log frame, consolidating (aggregating) and summarizing the project's overall logic, will allow for a clear reporting and visualizing the overall strategy and project impact. The RCs, both sector and intervention ones, represent a flexible management tool and they will allow staff for an efficient monitoring and steering of the project's strategies and interventions. They allow the visualization of the complete result logic (also referred to as theory of change), including the logical links between activities, intermediate results and ultimate impact.

Through the MRM system, the project will be able to measure results at three levels:

- **Overall project:** through the logframe, RisiAlbania can present and evaluate to what extent results (from output to impact) are meeting what the project set out to do, and adjust the overall project strategy accordingly.
- **Sectors:** RisiAlbania will be able to report on progress per sector interventions, analyzing whether the identified systemic constraints have actually been addressed, and adjust the sector strategies accordingly.

- **Interventions:** through intervention plans, RisiAlbania will analyze to what each intervention is achieving the expected systemic changes and adjust, scale-up or discontinue it (and document it) accordingly.



In short, a sector RC summarizes the logic and results of the detailed interventions under that sector, and the LF summarizes the logic and results of the project as a whole, aggregating the different sectors.

When talking about results with regards to the logframe, expected outputs, outcomes and impact represent results, not the activities.



Whereas the project LF has been defined before all the market assessments have been carried out, the RCs are developed as the project evolves. Beyond illustrating what the project does, the RCs represent an excellent foundation upon which staff, but also co-facilitators and partners, can agree and build their collaboration. However, as the project changes overtime, a revision of the logframe may be required and negotiated with SDC.

2.2 RisiAlbania's logframe

RisiAlbania's logframe (see Annex 1) is a useful tool to summarize the overall project activities, outputs, outcomes and impact, providing at a glance an overall picture of what the project seeks to achieve. It is structured in 3 main levels:

- **the outputs** describe changes in the *service market*, in terms of new products or services developed and delivered but also in terms of new or improved capacities or functions. Outputs also describe changes in the rules and regulations of the markets the project operates in, and in particular those influencing the business enabling environment. Outputs represent the immediate results of the project's activities. For example, a business service provider that starts to offer a new marketing service to food processors.

- **the outcomes** describe changes in terms of *enterprise performance and growth*. Enterprise refers here both to companies in the selected sectors as well as performance of the relevant labour

market services. Outcomes generally represent more medium term results. This is measured in terms of performance changes of target companies (business growth) and sectors and of the intermediation services. For example, an outcome would be the increased turnover of a food processor.

- **the impact** level describes the results on the target population, i.e. young women and men in Albania and measures their improved access to jobs.

The logframe has been drafted in a way to keep it general enough to accommodate the expected changes in the sector and interventions strategies that will occur throughout the life of the project. However, to ensure the logframe adequately reflects the reality of the project, it will be reviewed as needed, in coordination with SDC.

2.3 Sector results chains

Sector RCs provide an overview of all the different interventions that take place under a specific sector, a general illustration of the specific sector strategy and how the main lines of intervention fit together, but without showing the individual activities that the project undertakes in the respective sector. It also allows to consolidate (aggregate) the results from the different individual interventions. In this respect, it's important to know that no separate data collection will be done to measure each sector: rather, data and information stemming from monitoring the different interventions will be aggregated to give an overall picture of and report on the sector.

The sector RC will be regularly revised, in particular during the half-yearly sector reviews (more details in section 9: managing the system). This revision is undertaken by the respective IM with support from the MRM focal point and final approval by management.

For Risi, this means that 4 sector RCs are developed, one for each of the sectors: agro-processing, tourism, ICT and LMS. An example of sector RC is given in Annex 2 (agro-processing). Where relevant, cross-sector RCs may be developed (for example for skills).

All RCs will be typically structured in 4 levels:

- **Activities** level, describing in very general terms the essence of the project's intervention. The individual activities under the intervention are however not described.

- **Service level changes**, or support market changes, show the results that derive immediately from the activities on the performance of the rules and functions that influence the target enterprises or population. For example, changes in financial services provided to agro-processors, programming practices by the media or public service delivery. This level corresponds to the output level in the LF. In general, this level illustrates the new or improved **business model** that Risi seeks to introduce in the market, the new or improved market transaction that is being facilitated.

- **Enterprise and sector level changes**: these correspond to changes in behavior and/or performance at the level of the target enterprises (under outcome 1) as well as sector and population (outcome 2). For enterprises (under outcome 1), it regroups the use of new or improved services by private companies, and the impact these have on their business. Under outcome 2, this represents young people's access to improved Labour Market Services and their consequent choices and opportunities.

- **Impact level** corresponds to the creation of new jobs by the private sector and an increased access to these by the young people of Albania.

Currently, due to the fact that the logframe was drafted before the market assessments were finalized, a certain inconsistency between the levels of the logframe and results chains remains. This will be streamlined in 2015 with a proposal for revision of the logframe to SDC.

Box 3: 10 Easy tips for developing effective results chains

Source: Guidelines to the DCED Standard for Results Measurement: Articulating the Results Chain, DCED, 2013

PRODUCE A COHERENT CAUSAL MODEL

1. Explain how the intervention contributes to the results
2. Avoid dead ends

BE LOGICAL

3. Behind every arrow is an assumption: make every arrow meaningful
4. Indicate the direction of expected change
5. Clearly show sequential and consequential progression

COMMUNICATE CLEARLY

6. Focus on the key elements.
7. Avoid too many arrows and feedback loops
8. Remove anything that does not add meaning
9. Ensure readability
10. Avoid trigger words or mysterious acronyms

2.4 Intervention Results Chains

For each intervention, a separate RC will be drafted, clearly articulating how each activity (or group of activities) leads to the final impact of youth employment. The intervention RC represent the actual basis upon which the Intervention Managers will monitor and measure the results of the different interventions and thus manage them. An example of intervention RC is given in Annex 3.

Box 4: How to develop intervention RC: 11 quick tips

Source: Adapted from HSI MRM training, 2012 and DCED Guidelines “Articulating the Results Chain”, 2013

1. RCs are based on thorough analyses providing evidence that a) the change is likely to happen and b) that this change is likely to be sustainable: make sure you are clear about the market context and what you want to change
2. Start at the bottom with the activities of the project and make your way up. Follow the logic, not the chronology, and avoid dead-ends.
3. After the activities, describe the changes you are expecting to happen. It is often useful to visualize clearly the business model or new/improved market transaction around which your intervention centers.
4. The right level of detail: there are no rules in terms of number of boxes, simply ensure there are no holes in the logic
5. Use active formulations: who does/changes what? and be as specific as possible.
6. Timing: think about when you expect each change to happen; however, you don't have to write it in the RC, it will appear in the measurement plan.
7. Projections: if you want, specify as well the extent to which you expect the change to happen (see section on projections); however, you don't have to write it in the RC, it will appear in the measurement plan.
8. Once you have the overall logic, add the wider system changes you expect to see (copying and crowding-in, other potential indirect impact); please refer to the section below.
9. Assumptions are clearly spelt out: behind each link lie assumptions. Clarify these where needed, not just in your head but also on paper: make sure you include them in the measurement plan.
10. Involve your partners: make sure that all those directly involved in the intervention understand the RC
11. Review the RC at least annually and don't forget the stakeholders in the review process. Keep the evidence of the review: which changes and why.

For each intervention RC, **supporting documentation** such as research reports, concept notes, even pictures of flipcharts from internal workshops, should be made available, highlighting the relevant research and information that support the logic and the assumptions. The storing of this information is the responsibility of each respective IM, who will ensure that all relevant documents are correctly filed in the shared server. In general, the corresponding sector research and strategy should provide all the necessary information, also mentioning the contributions of other programmes. The evidence provided also needs to show that changes Risi seeks to stimulate are likely to lead to lasting change and impact.

The responsibility to draft the RC lies with the respective Intervention Manager; however, co-facilitators and partners may be involved as needed. Nevertheless, all involved in managing the intervention need to understand the logic behind them as well as how they are used in the project, in particular for decision-making.

Intervention RC will be regularly revised, in particular during the 6-monthly intervention reviews (more details in section 9: managing the system), under the lead of the respective IM and with final approval of Management.

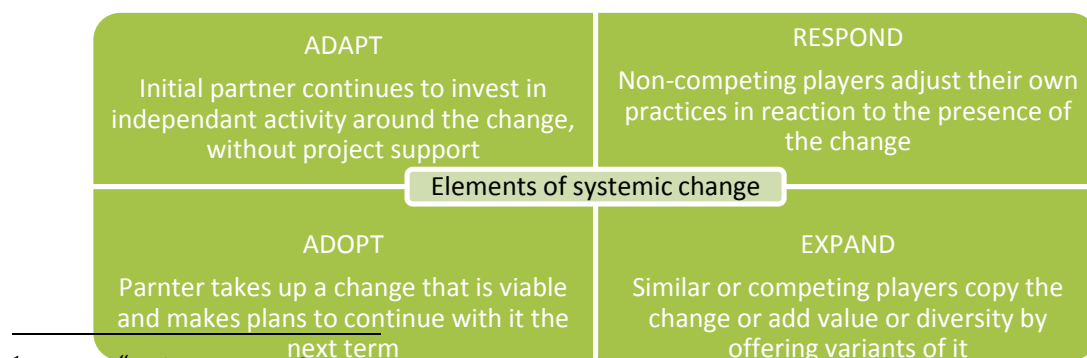
2.5 Including systemic changes

Systemic change is an important component of what Risi strives for. A change is considered systemic when *“it has taken root in the market system, when new and improved behaviors of permanent market players are sustained, independent of project support and manifest themselves beyond the market players the project has partnered with”*¹.

Visualizing the systemic changes each intervention aims for is essential: all RCs will represent the expected **copying** and **crowding-in** where relevant and expected. Intervention RCs do not only include the results expected as a direct consequence of the project’s activities, but also the indirect changes and impact; external factors and the influence of the context, the assumptions between each result, will have to be also carefully monitored (see next sections). It is important to note that systemic change can happen without crowding-in or copying. For example, given the size of the Albanian market, it is not necessarily useful to develop several private recruitment services for low and middle skilled people.

But measuring copying and crowding-in only gives a certain pictures of the systemic changes. To complement, Risi will use the tool developed by the Springfield Center to estimate the wider transformational, and dynamic, processes in the market system. This will be used during the 6-monthly reviews.

For more information on the different aspects of systemic change, see annex 4².



¹ Source: “Making sense of Messiness: Monitoring and measuring change in market systems: a practitioner’s perspective”, Samarth-NMDP, February 2014

² [HTTP://WWW.SPRINGFIELDCENTRE.COM/WP-CONTENT/UPLOADS/2014/03/2014-02-MAKING-SENSE-OF-MESSINESS1.PDF](http://www.springfieldcentre.com/wp-content/uploads/2014/03/2014-02-MAKING-SENSE-OF-MESSINESS1.PDF) see annex 4.

Element of systemic change	Inclusion in the RC	Possible indicators ³	Example (media intervention)
Adopt	This stage is already visible in the RC: it's simply the market uptake of the new business model or innovation introduced	Independent investment Repeated behavior Target business benefits sustained	4 media have invested their own resources to develop Labour Market Information (LMI) programming
Adapt	this is partially visible in the RC and covered by measuring the market uptake. By repeatedly measuring, season after season, Risi will see if the new business model is continuing. However, there are other aspects of the adaptation that are not immediately visible. For example, the initial partner makes modification to the service introduced, or adds new features. These adaptations can then be visualized in a separate result box.	Adaptation or innovation to the original change facilitated Partner contribution to the pilot Long-term viability/benefit of change introduced Partner satisfaction and intent to continue Partner's ability to continue Target businesses' satisfaction and benefit	The initial media continue to programme LMI content Initial programme format and or scheduling is adapted Additional programmes are scheduled More companies sponsor/advertise the programming
Expand	this is captured through the crowding-in and copying boxes	Imitation by other businesses (copying) Competition or similar types of organizations crowd-in Ability to accommodate competition or collaboration	Other media develop their own LMI programming
Respond	it can be difficult to foresee how the market might respond to the change being stimulated; there are many different possibilities and it's unrealistic to include them all in the RCs. Instead, after an initial mapping of possible market responses, IMs will be attentive to changes in the market system in order to spot once they are happening. Once initial evidence of market response is gathered, more systematic information can be collected and reported in the corresponding Intervention Plan.	System responsiveness and receptiveness Ability of adopter's to cope with shocks	Collaborations between media and organizations providing market LMI (instat, NES, ministries, etc.) Faculty of journalism includes reporting on LMI in their curricula.

³ List of possible indicators adapted from 'Evaluating Systems and Systemic Change for Inclusive Market Development', LEO, USAid, 2014

3 Defining indicators of change

3.1 Defining indicators

The indicators allow the project to answer, for each expected result, the following questions:

- Did the expected change happen and why/why not?
- To what extent?
- For how many?
- Is this change likely to be sustainable?

The indicators also need to provide the necessary information to verify our assumptions, correct if need be and hence to report credible results. They will provide the data to manage and review the interventions and sector strategies, as well as provide indications whether particular studies (especially with regards to indirect impact) need to be carried out.

The RC provides an unbroken logical sequence of results leading from the project activities to the expected impact. As such, if Risi want to attribute the measured impact to its activities, each result in the RC will need to have at least one indicator and all levels will be measured (activities, service market changes, enterprise level changes, impact level).

The changes that Risi seeks to achieve are not only improvements in production or growth, but also behavioral or related to skills and capacities. Therefore, it is equally important to include **qualitative indicators alongside quantitative ones**. We do not just want to estimate the value/extent of the change, but also “the nature of the change”.

Box 5: Qualitative information gathering is particularly important for the following:

(Source: DCED guidelines, Measuring changes in indicators, March 2013)

- Understanding the perceptions of the programme among aid recipients.
- Capturing unexpected changes, which were not predicted in the results chain.
- Understanding the sustainability of changes.
- Assessing the likelihood of systemic change.
- Understanding the behavior of firms, micro and small enterprises.
- Understanding the effects on gender, work place conditions, social and environmental impact, and other important factors.

Risi also places **gender and social equity** at the core of its mandate; therefore, wherever relevant and feasible, indicators shall be at the very least disaggregated by gender and age. Where possible, the distinction between rural and urban beneficiaries will also be included.

The DCED standard recommends using their **Universal Indicators**, i.e. scale, net additional attributable income and net additional attributable jobs in full time equivalent (FTE). Given the goal of RisiAlbania, the project will be able to report on the following impact indicators:

- **Number of jobs created in FTE⁴** – disaggregated by age and gender (impact outreach). Where possible, an estimation of the rural and urban distribution, as well as skill level. By ‘job’ Risi also means **paid employment** (whether through self-employment or as an employee). This indicator will be provided by year and cumulatively over the lifetime of the project.

⁴ In Albania, 1 FTE correspond to 240 working days (8 hours/day, 20 working days per month)

For the purposes of Risi, **both formal and informal jobs will be accounted for**, the latter being particularly important in the agro-processing and tourism sectors. However, as Risi also seeks, indirectly, to contribute to the formalization of the sector; the project will therefore attempt to quantify separately the extent to which existing informal jobs have been regularized. This will be reported separately. Potential **displacements** will be taken into account and examined carefully, although given the widespread unemployment; it is unlikely to witness significant displacement.

Furthermore, Risi measures **“sustainable” jobs**: independently of the duration of the contract, a job is considered sustainable if it will be required each year. This also applies to seasonal and part-time jobs. For example, two new waiter positions for the summer season created by a hotel will be considered sustainable if each year these positions are still needed. One-off jobs, for example such as those required to set up a new service but that are not required to run the service, are not considered ‘sustainable jobs’.

As far as possible, Risi will determine the employment effects not just at the level of the target enterprises (for example additional worked in food processing units) but also at the level of the service market (for example, as a result of the creation of a new recruitment service, a job portal created 4 FTE to run the new service) or in relevant supply chains (for example, a thriving food processing sector is expected to stimulate employment in agricultural production).

- **Number of young women and men that have benefited from a new job** (impact outreach). Indeed, if FTE show the overall quantity of work created, it doesn’t indicate how many people have benefitted from them. Risi will therefore report on the number of women and men, by age group, who have been employed.
- **Number of young women and men with improved access to LMS** (access outreach)
- **Income**: Risi will not measure systematically the additional income earned by young people accessing job opportunities but will monitor the nature of the jobs created in terms of overall working conditions/salary levels. This will be reported separately.

Box 6: How to formulate indicators?

Source: adapted from HSI MRM training, 2012 & “How to design indicators”, TMEA, 2012

1. Each box needs at least 1 indicator, but can have more
2. Avoid a shopping list of indicators: what do you really need to know?
3. Use quantitative and qualitative indicators: changes in behavior, perception, motivation, are also important to measure
4. Think about including sustainability indicators: is the change likely to be sustainable? This can include: Profitability for all stakeholders, Sustainability of sources of income, Satisfaction among market, Capabilities for carrying out new functions players at all levels, Positive attitudes of stakeholders
5. Include indicators to measure indirect impact and monitor the context
6. Indicators should be S M A R T : Specific, Measureable, Attainable, Relevant and Timely
7. Not just SMART, but *useful* too: does knowing this allow you to judge if your intervention is working or would you change anything on the basis of the information it gives you?
8. Use proxy indicators if needed, always providing justification
9. Think about collecting the necessary information at the least cost
10. Develop indicators and review with partners if necessary but especially if they are required to provide the information

Indicators will be developed after the intervention RC has been agreed on between the IM and the MRM focal point. The IM is responsible for drafting the indicators which will then be reviewed together with the MRM focal point. While drafting the indicators, a simultaneous reflection on how best/easily this information can be collected will be carried out. Thinking about HOW the information can be collected in an easy way should help draft not only 'SMART' but also realistic indicators (see also section on Measurement Plans). Thinking about readily available data, or at least easy to collect (e.g. partners' records) may lead to the choice of **proxy indicators**. Where sensible, the project might prefer the use of a proxy indicator where data is easily collected rather than a more 'direct' indicator but that would require more complicated or resource-heavy data collection.

Specific indicators are also needed to **keep track of the project context and indirect consequences** or impact (externalities) both positive and negative. Therefore, for each sector and intervention, the previous research and analysis should provide staff with a sense of what indirect impact (including displacement) might be expected; this information will be the basis to establish a sector or intervention specific list of indicators to monitor changes in the environment. Examples may include displacement, changes in informality in the sector, income/employment creation in the rest of the value chain (e.g. farmers supplying agro-processors) or with service providers, possible environmental consequences, etc. These indicators, especially at sector level, will not necessarily be included in the intervention measurement plans (see next section) but constitute a separate list to monitor. In some cases, data may not necessarily be gathered formally but simply represent a checklist of trends or changes to "watch out for". Results from this monitoring are written down in the respective Intervention Plans and discussed during the 6-monthly review meetings, during which additional research on certain issues may be decided.

3.2 Projections

To ensure that the intervention is going as planned and is on track, a useful tool is to establish projections: based on findings from market research, field observations or other credible sources, projections identify at the outset to what extent the expected change will happen, and by when. Projections represent a reasonable estimate of future results, meaning the change of the indicator value due to the programme by specific dates, and based on current, informed knowledge about the overall system.

Projections are useful at several moments in the life of an intervention:

- At the design stage, to help staff decide if the intervention is worthwhile (business case), identify critical or well thought out assumptions as well as identify gaps in knowledge.
- At the implementation stage, as a basis for monitoring and helping staff set realistic milestones and targets to aim for.
- During the review process: comparing achieved results to the projections can help staff identify underlying reasons for over- or under-achievement. For example, if only 10% of the projection is achieved by the set date, Risi will be able to probe further and assess where eventual problems lie: where the assumptions wrong/too ambitious? Did an external factor influence strongly the result? Did we miss something?

Box 7: Tips for making projections

Source: adapted from Aly Miehbrandt, Springfield Centre Course 2012

- Start from the bottom of the RC
- Spell out assumptions at each step
- Be conservative (optimism bias)
- Have enough info to make reasoned estimates
- Check critical assumptions with local partners / market players

Projections are made by the IM, with support from the MRM focal point, for each indicator, supported by the necessary documented research and analysis that can back up the assumptions made.

It has to be acknowledged that projections regarding employment are difficult to make as translation of increased business performance into jobs is highly contextual. Furthermore, the type of businesses targeted by the interventions are highly diverse in nature (for example, the developed marketing services will benefit processors in different sectors such as olive oil or dairy. Similarly, the development on new touristic products impacts hotels, tour operators, etc). This means that the 'population' of businesses reached by the intervention is not known at the start of the intervention. In light of this, projections will be developed progressively: as the interventions are designed, they can initially be made for the lower levels of the results chain and as the intervention unfolds and information is gathered, projections can be further developed for the upper levels of the RC.

Projections will be regularly reviewed during the same process as the RC revision.

Box 8: Commonly Used Sources of Information when Making Projections

Source: Guidelines to the DCED Standard for Results Measurement, Defining Indicators of Change, DCED, 2013

The following are commonly used sources of information. Other sources may also be acceptable.

- **Staff experience and professional opinion:**
 - Observations in the field
 - Informal information from key informants, market players or partners
 - Staff's educated guesses, estimates or judgments
- **Credible secondary sources:**
 - Government data
 - Academic research findings
 - Studies done by other donors or organizations
 - Credible information from associations
 - Credible and formal information from key informants
- **Programme information gathering:**
 - Market studies and Inception Reports
 - General market surveys or other surveys done for other markets
 - Special studies done by the programme
 - Case Studies done by the programme

4 Measuring changes in indicators

For each indicator, data collection is needed to measure the value of the indicator, but also to establish the baseline and evaluate attribution. Each indicator will require specific data collection tools and will be measured at a specific time by a specific person (or group of persons). To manage the data collection, RisiAlbania will be using Measurement Plans.

4.1 Measurement plans

For each intervention, a Measurement Plan will be developed by the respective IM, with support from the MRM focal point, specifying, for each indicator:

- The indicator: what exactly do we need to measure?
- If needed a **definition or calculation**
- **The tools:** how this information will be collected. For data collection, RisiAlbania will, where feasible and reasonable, prefer collection methods that can be managed in-house, with the project staff or through partners; only where large samples are required will the data collection be outsourced. Furthermore, Risi aims to implement a **mixed-method approach**: rather than conducting large blanket surveys, the project will favor triangulating information from different sources and

methods, combining quantitative and qualitative research methods, thus making data collection more manageable as well as cost-efficient. The choice of the tool will be jointly discussed by the respective IM and MRM focal point.

- **The sample.** In each case, the intervention manager with support from the MRM focal point will decide on the sample. If the target population is small and can potentially be entirely covered, then the entire target population may be surveyed. However, in general, the target population will be larger than the project team can cover. In this case, samples will be established in order to be statistically significant⁵.

- **When, and how often** the indicator will be measured. Seasonal cycles will be carefully analyzed and data collection carefully timed to correspond to meaningful business or production cycles. For example, it would be important to wait until the end of the main tourist season to assess changes within tourism operators and businesses; collecting data in the middle of August makes little sense. Projections will also help the project determine from when onwards data collection is necessary: there is no need to collect the data if the expected change has not been able to happen yet.

- By **whom.**, Risi will favor tools that can be managed in-house, where feasible. When outsourced, careful quality-control mechanisms will be set-up such as reviewing questionnaires and sample sizes, conducting random checks with the surveyors, conducting random follow-up checks with respondents, etc.

- How the **baseline** will be established – see next section 5.2

- How **attribution** will be dealt with – see section 6

- Key **assumptions** or **external factors** to watch out for.

A template for a measurement plan is given in Annex 6.

4.2 Data collection

A variety of tools exist to collect data, each of them useful in different situations. The list below⁶ provides a general overview of the different tools at Risi's disposal. In practice, Risi will favor a mix of (simpler) tools and triangulate the information rather than resort to large expensive surveys, unless unavoidable. Annex 7 gives some tips on how and when to use each of these tools.

1. **Observation by project staff.** Particularly useful to gather qualitative information, quickly assess certain changes, to collect preliminary information before other tools are used or validate findings from other tools. Observations can be collected as part of routine formal or informal meetings and visits, or if needed planned as a separate activity. Observations will have to be clearly recorded through the use of checklists, meeting memos, etc.

2. **Secondary sources** tend to provide more general information, for example for a sector in general. For external reports, the credibility and applicability of the data will have to be carefully screened.

3. **Company records/partners' reports.** Access to business information and data can be sensitive as companies may be reluctant to share critical and confidential data. Therefore, Risi will, as far possible, include in its contracts or MoU with partners which data shall be provided and when. To this effect, confidentiality agreements may be signed.

4. **Focus Group Discussions (FGD)** are useful to gather qualitative information, understand change processes. Conducted in-house or by a co-facilitator or partner, excellent moderation skills and understanding of the context (sector) and target group is essential. Homogenous groups of around 10 participants are favored, as FGD are particularly useful to extracting common views, although

⁵ the online sample calculator [HTTP://WWW.RAOSOFT.COM/SAMPLESIZE.HTML](http://www.raosoft.com/sampleSize.html) can for example be used to calculate the size of the sample.

⁶ Adapted from "PropCom Guideline on Monitoring, Impact Assessment and Reporting" via the DCED.

depending on the answers sought, a more mixed group may be preferred to stimulate debate. In each case, specific guidelines are prepared in advance.

5. **In-depth interviews** can be conducted to gather qualitative information, explore change processes and dig deeper into underlying causes. Semi-structured interview formats will be preferred, allowing spending enough time on each issue in order to gather the necessary details and often uncover unexpected ones.

6. **Surveys**, either in house or outsourced (usually for larger samples than in-house surveys) are used to cover larger, more statistically significant samples. Samples should be randomized and questionnaires elaborated to gather concise and precise information, e.g. through closed or multiple choice questions.

To analyze the information, the data will always be compared to projections and used to validate (or invalidate) assumptions.

All indicators will also be disaggregated, where relevant and to the extent possible, according to:

- Gender
- Age groups: youth (15-29) and other

Where possible, the location will also be specified in terms of urban and rural. However, this might not always be possible.

If the measurement plans combine all the data collection information needed per intervention, responsible staff may choose to develop **plans per data collection tool**. This is particularly useful to record the information to be collected by observations: observation checklists for field and partner visits support staff in not only collecting, but also documenting, observations. Such checklists will also be developed to keep track of sector-wide external and contextual factors that go beyond a particular intervention. Furthermore, with support from the MRM focal point, a clear **MRM calendar**, visualizing all the data collection events, will be developed.

4.3 Baselines

A baseline gives the value of each indicator (qualitative or quantitative) before the interventions start. This information is used to compare the situation before and after the project, a first step towards more credible attribution of the project's impact.

As the different interventions are planned, Risi will need to establish whether the relevant baseline information is already available (for example collected during the market research) and can be used as such, or whether additional data needs to be collected. Baseline information will be gathered for each indicator included in the measurement plan, which will specify as well who, how and when this information will be collected. To collect the information, several possibilities exist:

- **Pre-intervention baseline**, for example during the research phase: the information is collected before the intervention starts. This might require separate data collection, but can also be done as part of the market research, during which sufficient data might be gathered. However, this requires that the target enterprises and beneficiaries have already been identified. This was for example not the case in the initial agro-processing sector research. In general, Risi has collected important information regarding the status of the Labour Market in Albania and in particular the situation of young women and men, providing useful baseline figures at population level. At enterprise level however, information is scarcer and will need to be collected retrospectively.

Box 9: Ten criteria for a good survey

(Source: DCED Auditor Guidelines)

1. The target population is well defined
2. The sample matches the target population
3. The sample is randomly selected
4. The sample size is large enough
5. Good follow-up minimizes non-response
6. The type of survey is appropriate
7. The questions are well worded
8. The survey is properly timed
9. The survey personnel is well trained
10. The survey answers the original question

Box 10: Possible steps to collect pre-intervention baseline data.

(Source: DCED Auditor Guidelines):

- Determine what data on the indicators is available from previous market research and analysis
- Based on this data, calculate and record a baseline figure for as many indicators as possible
- Make a plan to gather any additional data needed to complete calculations, that is not available from previous market research
- Gather the relevant data e.g. through surveys, interviews, focus group discussions etc.
- Process the data and calculate the status of the remaining indicators
- Make a record of the status of all the indicators at the baseline

- **A retrospective baseline** is established after interventions have started. Such a baseline is needed in particular when the beneficiary group is not known in advance. Several method for collecting a retrospective baseline are possible (Source: DCED Auditor Guidelines):
 - **Recall:** individuals or groups are asked to recall the situation at a given moment (before the project interventions). Special attention will be given to the reliability of this data, as people's perceptions change over time.
 - **Written records** of partners, in particular businesses
 - Data from other regions with similar demographics or situation
 - Other secondary data such as economic studies, statistics, etc.

4.4 Using good research practices and documenting them.

No matter which tools are selected, it is important for Risi to respect the **usual good research practices**⁷ in all stages. This will support the project in producing credible data in a manner that is inclusive and respectful of partners and stakeholders.

Annex 8 highlights some useful tips on how to decide on good research practices.

The Standard also not only requires that programmes use good practices in their research but also that they document it properly for evidence that they are doing so. The box below shows some points about research that should be documented by Risi and included in the final research report.

Similar documentation can be provided when larger surveys are conducted for data collection purposes, supporting the credibility of the data gathered. A lighter documentation for the other tools will be applied. For example, for key interviews, observations, etc, the information included in the Intervention Plan (including logbook) will suffice, complemented by back-to-office reports, meeting minutes, etc.

Box 11: Good research practices

(Source: DCED Auditor's guidelines, 2010):

- Planning of the assessment design
- Data collection
- Data entry and analysis
- Management of assessments
- Use of existing data sources
- Costs and financing

Every study also has to be **just and ethical**:

- Respect cultural norms
- Be transparent
- Manage expectations
- Share results

⁷ For detailed information regarding good research practices, the following document may be consulted:
[HTTP://WWW.ENTERPRISE-DEVELOPMENT.ORG/PAGE/DOWNLOAD?ID=2133](http://www.enterprise-development.org/page/download?id=2133)

Box 10: Documenting the Research Process

Source: *Guidelines to the DCED Standard for Results Measurement : Measuring Changes in Indicators, 2013.*

In the reports of measurement studies, include the following points about the research:

Goal: Why did you undertake this research, what was your objective, your research questions, your hypotheses? What decisions did you plan to make based on the findings?

Location(s): Where was information gathered?

Population: Who was the research trying to learn about? Approximately how many are in this 'population?' (For example, farmers who purchase inputs from trained input suppliers.)

Attribution Method: What method(s) were used to assess attribution? Why was this method chosen?

Research Tools: How was the information gathered? (focus group discussions, in-depth interviews, survey etc.) Why were these tools chosen?

Sample size: How many respondents were there? If appropriate, per location and/or per group of the population (e.g. small farmers, micro farmers, input suppliers etc.) If appropriate, also describe the control group or non-affected group. How was this number decided? Which factors did you consider, why and how?

Sampling composition: How were the respondents chosen? Why? If appropriate, also the control or non-affected group with an assessment of the similarities and differences to the affected group.

Questions: What was asked and observed? Attach the questionnaire or question guide.

Data Gathering:

- How did you prepare the respondents for the data gathering?
- How did you prepare the questions?
- Who did the interviews? Who supervised? Who performed other roles?
- When was the information gathered from respondents? (dates of the interviews)
- If/how were the interviewers trained?
- How did you ensure the quality of the information gathering? Interviewers' supervision, back-checks, reviewing questionnaires etc.
- Any problems with the data gathering and how they were handled
- How did you deal with the tendency of respondents to give 'desirable answers?' (project staff or hired staff interviewing respondents)

Data Processing and Analysis:

- How was the data entered and tabulated or summarized? Manual or name of computer software for surveys, method of collating and summarizing data for FGDs, in-depth interviews etc.
- Who did the data entry and tabulation/summarizing?
- How did you ensure the quality of the data entry and tabulation/summarizing? Supervision, checks etc.
- How was the data analyzed?
- Who did the data analysis?
- How did you ensure the quality of the analysis? Team analysis, consultant assistance, etc.
- Any problems with the data processing and analysis and how they were handled

5 Attributing change

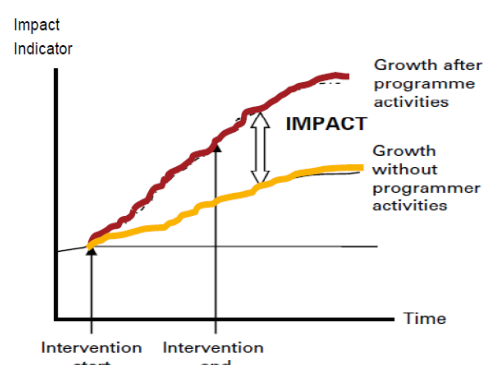
RisiAlbania seeks to increase employment opportunities for young Albanians. However, Risi does not necessarily work with young people, for example by directly seeking to place them. As detailed in the RC, Risi works with a variety of partners, who will improve the functioning of market systems, which in turn should result in increased business growth, further translating into job creation. If indeed new jobs are created, and measured, how can Risi be sure it is due to our interventions?

Underlying the strategies to estimate attribution is what the DCED calls a “culture of honest enquiry”: the project is genuinely committed to find out to what extent the changes observed are due to the interventions and to find out if the beneficiaries would not have done at least equally well, had the project not intervened.

In order to establish attribution, a baseline (i.e. comparing the before-after situation), is not enough. Risi needs to also establish what would have happened without the project. In particular, external factors have an increasing large influence the further away one moves from the direct project activities.

To then estimate the attributable impact of Risi, attribution has to be established **at all levels of the RC**: only by measuring an “unbroken” chain of changes and results can the overall attribution be established. For each result, Risi will need to ask itself:

- | | |
|------------------------------------------|------------------------------------------|
| - is it caused by the previous result? | - How should I measure(method)? |
| - if yes, to what extent (how much)? | - What data collection tool will I use ? |
| - which other factors have an influence? | - Sample size? |
| - what do I have to verify/measure? | - When? |



This thought process, carried out when the intervention and measurement plan are being developed, will allow Risi to decide, for each result and indicator:

- which method will be used (including who is the comparison group where relevant),
- the corresponding data collection tool
- the sample size,
- The timing of data collection.

These are recorded in the Intervention Plan. Using the same logic as for the data collection of the indicators, Risi will use a mixed-method approach, preferring to triangulate information from different, more accessible sources, rather than conducting resource-intensive surveys, etc. Both quantitative and qualitative information needs to be collected. If feasible, a comparison with a control group will be performed.

Box 11: Tools to measure attribution

(Source: adapted from DCED guidelines, 2012):

- **Observation:** sometimes attribution is quite evident!
- **Trend analysis,** if trends are significant
- **Extrapolation of pilot testing results,** if conditions are similar to those of the pilot.
- **Opinions** of key actors, particularly if an important change is due to one person / a small group of people
- **Participative Approaches** (like FDGs), useful if there’s need to sort out the influence of various factors

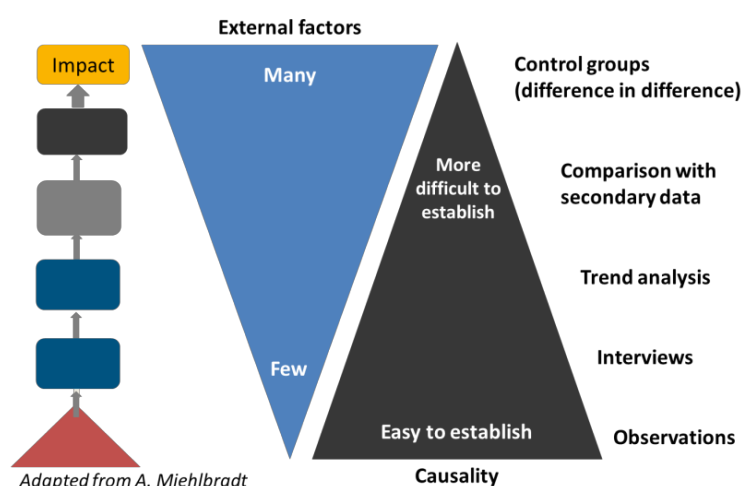
- **Secondary sources**, if the information is about a comparable group / situation
- **Specific case studies**, if there's need to combine quantitative and qualitative data
- **Comparison with a selected control group**, often appropriate to evaluate the effects of a pilot or a certain stage in the RC. A quasi-experimental design (or difference in difference) compares before and after of treatment and control groups, acknowledging that the control group is not an exact control.
- **Randomized controlled trials** for larger samples. However, it is unlikely that Risi will be able to use RCTs.

Risi's outcome 2 relates to the improvement of Labour Market Services – estimating to what extent these services have contributed to employment creation is beyond the resources of the project. Therefore, Risi will only measure and report up to the outcome level and not on the effect on employment creation. The same logic will be applied to the interventions on policy/advocacy. Specific studies will be carried out to measure the effects of these interventions related to improving the enabling environment, but Risi will not attribute specific job creation to them.

*In these cases, Risi cannot speak directly of attribution, but rather of **contribution**. In the course of 2015-2016, Risi will seek to establish a system to qualify the level of its contribution (high, medium or low) with specific criteria.*

When reporting on results and for each area of intervention or sector as appropriate, Risi will also acknowledge the influence of other programmes (public or donor-funded) on the results, however without seeking to estimate the respective contribution of each programme. In general, this information should be available from the sector assessments.

In short, the figure below summarized the approach that RisiAlbania will follow with regards to attribution.



6 Aggregating impact

Based on the RC and corresponding measurement plans, results are measured per intervention; however, all interventions lead to the same goal on which Risi needs to report. Furthermore, Risi also needs to understand, and communicate, the results it has achieved not only per intervention but also per sector and for the project as a whole (overall output, outcome and impact levels).

It is also unlikely that the impact derived from each separate intervention can be simply added-up. For example, to what extent are the new jobs created in the agro-processing sector thought improved access to finance the same as those created through the improvement of the government support

schemes? It is essential that Risi identifies the overlaps between interventions and sectors and establishes a thorough system for aggregating results.

Different levels of aggregation exist:

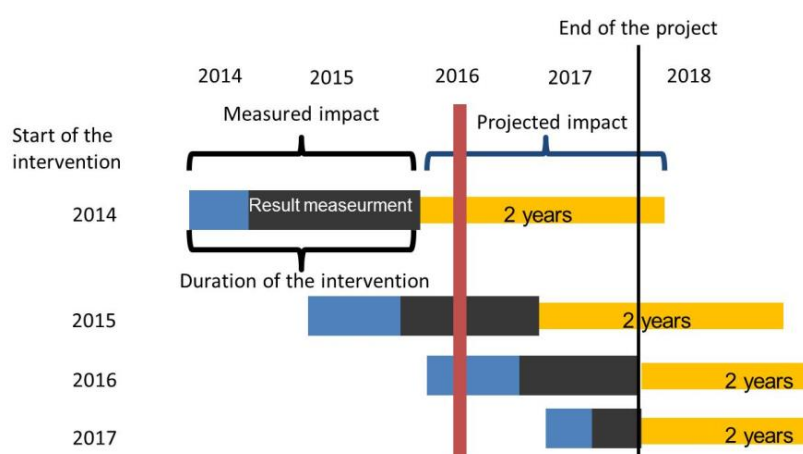
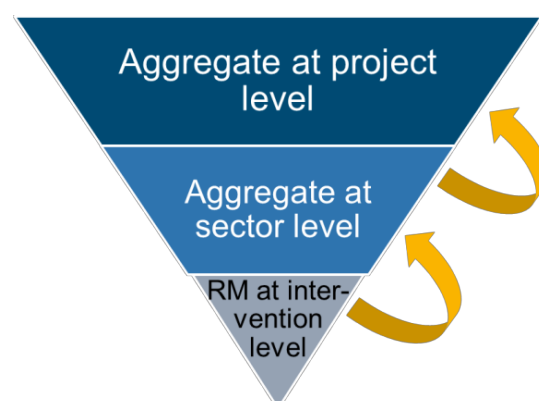
- **At intervention level**, for example when one intervention works simultaneously with different service providers and/or in different geographical locations. Aggregation at this level is often pretty straightforward but will not be neglected. It will be performed by the respective IM with support from the MRM focal point and presented directly in the Intervention Plan's result sheet.

- **At sector level**: results will need to be aggregated at outcome and impact level, i.e changes in business growth and investments, and jobs created. The overlap between each of the interventions within the sector will have to be assessed, calculated, and documented in sector reports. It is expected that the same companies can benefit from different interventions and different improved services facilitated by the project; in this respect, Risi will be particularly attentive to track the beneficiary business of the different interventions. It will be performed by the respective IM with support from the MRM focal point. Aggregated data at sector level is presented to SDC in the yearly and half-yearly operational reports. It is also essential information to be used in the semi-annual sector review process.

- **At project level (log frame)**: the logframe presents the overall picture of the project, i.e non-sector specific, aggregated data. Outcome 2 represents a sector of its own, the Labour Market Services Sector. Therefore, the output level under outcome 2 represents the respective interventions and corresponding RC. However, under outcome 1, the output level will present aggregated results from the 3 sectors i.e agro-processing, tourism and ICT. Each sector has its own set of interventions, but often dealing with the same type of services, e.g financial. As the project matures, synergies developed between sectors and increasingly cross-cutting approaches applied (i.e improving access to finance in general, and not specifically for one sector), increasing care will be applied to determine the overlaps and establish the aggregation method. Aggregation at project level will be calculated by the MRM focal point

- . Aggregated data at project level is presented to SDC in the yearly operational reports. It is also essential information that will be used in the internal yearly project reviews.

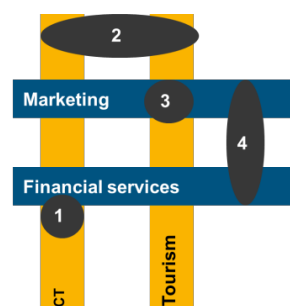
Furthermore, Risi will not only take into account intervention or sector overlaps, but will also pay attention to aggregation in time. Based on guidance by the DCED standard, Risi will continue reporting on the impact of an intervention during a period of 2 years after the intervention ends (measured and projected). For each intervention, the IM will establish a measurement schedule (as part of the Intervention Plan), explicitly stating when the intervention starts, ends, and for how long measurement and data collection will be carried out.



For each case, Risi will specify and document the method of aggregation in the different sector and operational reports.

Box 12: Guidance on aggregating results:

1. Start by identifying the overlaps. A graph might be useful, to which you can also include the time-aspect by adjusting the length of the interventions.



2. Analyze each overlap and determine the aggregation calculation:



Interventions “touch” each other but without significant overlaps:
add-it all up!



One intervention has the most outreach/impact?
Take the big one and ignore the other.



Significant overlaps?
Determine a way to estimate.

Source: Adapted from H. Posthumus Training, 2012

7 Using the results and managing the system

7.1 Using results for decision-making

Risi’s MRM system is designed as a management system: all the information gathered needs to be carefully analyzed in order to answer the questions: did the change happen and why/why not? To what extent and for how many? Is it likely to be sustainable? Are there signs of systemic change? Is it due to the project?

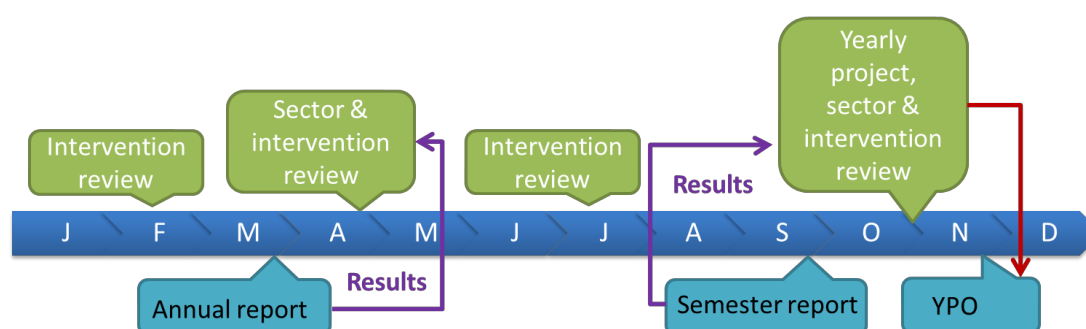
The collection of data following the measurement plan produces a lot of data that needs to be analyzed, summarized and documented under the responsibility of the respective intervention manager. For example, conclusions need to be drawn from several field observations, and documented.

Measurement plans are elaborated to maximize efficiency, in particular in terms of scheduling. Based on each measurement plan, key moment of analysis and reflection should become apparent, in particular after key data collection events. These moments will result in information analysis and discussion meetings which occur more frequently for the monitoring of activities and outputs, less frequently for higher level results. The following key moments of reflection are regularly scheduled:

- **The weekly team meetings** every Monday morning will allow for a regular analysis and monitoring of project activities, including reflection on field observations. The focus centers rather on the intervention activities themselves and eventual modifications, revisions of the approach, etc. are discussed. These team meetings will also help to assess whether a more in-depth intervention review is required (in addition to the scheduled ones reviews, see below).
- **Quarterly intervention reviews** are carried out in a small team consisting of the IM, the PM, the MRM focal point and the GSE focal point. They represent a joint moment of reflection where each intervention is assessed based on the measurement of results. In this occasion, the intervention concept and plan (including RC) are re-evaluated and adjusted if necessary. Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.
- **Six-monthly sector reviews** will see the re-evaluation of each sector as a whole, in the presence of the whole project team: relevance and performance of the portfolio of interventions and overall sector strategy. Comparison between interventions will be carried out and the performance of the sector as a whole will be discussed, based on aggregated results for the sector. It will also be the time to discuss signs of systemic change using the adopt-adapt-expand-respond framework described earlier. These reviews will also include the quarterly reviews of the respective sector interventions. Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.
- **Yearly project reviews**, during which the portfolio of different sectors will be assessed and evaluated. The relevance and performance of each sector, and the synergies between them, will be analysed and discussed. The overall project strategy will also be discussed, based on aggregated results. The project review will allow the Risi to confirm or revise the choice of sectors as well as suggest logframe revisions where necessary (especially in terms of projections and targets). Annex 12 and 13 provide respectively the outline and template for the review and the reporting format.

Yearly project reviews are essential to feed into the next years' planning and therefore need to be performed before the Yearly Plans of Operations are due. Similarly, the different reviews produce essential information regarding (aggregated) results needed for official reporting purposes. Therefore, these reviews will be scheduled carefully in order to match the reporting requirements of the project as much as possible. However, the schedule also needs to make sense for each intervention or sector. For example, a tourism sector review in the middle of the touristic season makes little sense, as critical data on business performance will only be gathered once the season is over. In that sense, the learning and steering agenda of each of the reviews should take precedence over the donor reporting requirements.

The graph below shows an example of the main review and reporting events in a project year.



7.2 Documentation and reporting

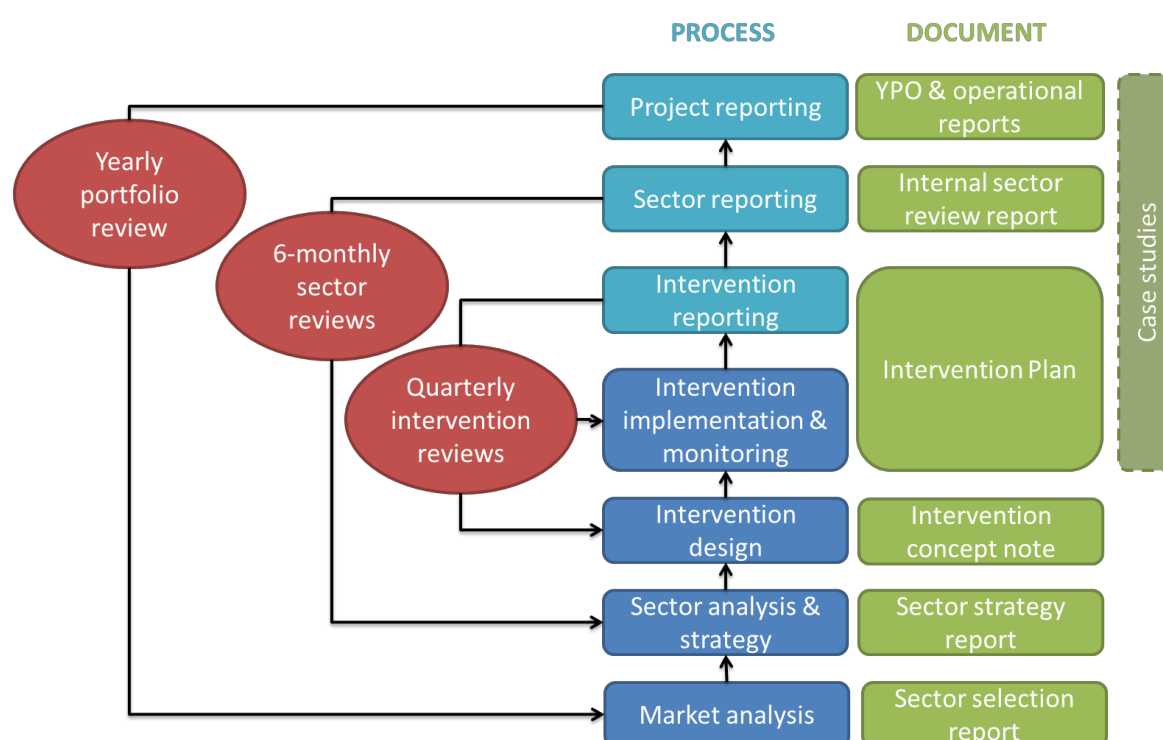
To manage and document the MRM system, as well as to report credible results, RisiAlbania will use the following documents and formats

- **Internal:** internal reports and documents serve primarily for project staff to measure, analyze and subsequently manage the different sectors and interventions. They are developed and shared with co-facilitators or partners involved in the implementation as necessary.
 - Observations and information collected during field visits, meetings and interviews are registered directly in the intervention plan file (in the observations logbook sheet for example), highlighting the main conclusions and recommendations. Observations are also discussed during the weekly team meetings and recorded in the meeting minutes.
 - Sector research and strategy reports compile the findings of the sector research and spell out Risi's overall strategy for each sector. Although the agro-processing research carried out during the inception phase had a different structure, the future sector research reports will follow the structure given in annex 9. The report is prepared by the Intervention Manager and approved by the project manager.
 - Intervention concept notes lay out the rationale and concept of each intervention; the template of which is given in Annex 10. The concept note is prepared by the Intervention Manager and approved by the project manager.
 - Intervention plans (IP) are excel files detailing in different sheets, for each intervention: the RC, the measurement plan, the compilation of results, a log book of changes, assumptions and projections: in short, it should contain all the information on a particular intervention, its monitoring and its results. Intervention plans are regularly updated to reflect the progress made to date. The template of the intervention plan is given in Annex 11. The responsibility to draft and update the intervention plans lies with the respective intervention managers, with technical support from the MRM focal point. The IPs are used for
 - Sector reports (6-monthly reviews) are compiled by the sector manager in preparation for each 6-monthly intervention review. After the review, the report is updated to reflect the decisions taken during the review meeting. A template is given in Annex 13. The internal sector reports will serve to feed into the operational reports to be submitted to SDC.
- **External:** several reports are produced by Risi to account for the progress of the project:
 - Operational reports (6monthly and yearly) are drafted, under the responsibility of the project manager, to report on the overall progress of the project to the donor, SDC. Risi has slightly adapted the SDC guidelines to better represent the actual wok of the project in each sector and how the project is actually managed. The outline is given in Annex 14.
 - Yearly Plan of Operations are produced, under the lead of the project manager, to plan the subsequent year's overall orientation. Risi has slightly adapted the SDC guidelines to better represent the actual wok of the project in each sector and how the project is actually managed. The outline is given in Annex 15.

- Specific case studies on specific sectors, interventions or topics (such as gender) will be produced by RisiAlbania and disseminated to a wider audience. Each year, the project will determine which additional studies will be carried out and in what form they will be disseminated. Risi's communication and knowledge management strategy provide additional guidance on the selection of formats to be used.

A common feature of all these reports is that each will provide clear estimates of results, the necessary information to understand the numbers presented and the context. Where relevant, impact figures will be mentioned alongside costs (see below). As mentioned previously, disaggregation in terms of gender and age will be ensured, but also direct/indirect and eventually projected.

The process and documents required to manage Risi's MRM system can be summarized by the diagram below.



7.3 Tracking programme costs

As part of the review of the effectiveness of interventions and sectors and provide estimates of the cost/impact ratio, Risi tracks costs (including general staff time) per broad area of intervention. For example, costs related to the agro-processing sector will be able to be divided in the four main lines of intervention, namely marketing services, financial services, information & technology, skills and finally policy & advocacy. The following costs will be included:

- Direct costs
- Overheads will be estimated based on averages of working time
- Design costs
- Implementation costs
- MRM costs
- Management and admin costs

This cost/impact analysis is also one of the elements that will be considered during the intervention and sector reviews (see section 7).

It is expected to implement this system in 2015.

7.4 Roles and responsibilities

Risi's MRM system has been designed to be inherently a team effort, involving all staff members and partners where relevant. Each position has specific MRM responsibilities, also reflected in the respective job descriptions. To complement the job descriptions, the following roles and responsibilities are specified below.

Function	MRM responsibilities
Project Manager	<ul style="list-style-type: none"> ○ Approves the MRM manual and system ○ Ensures the MRM process is implemented and in particular used for the management of the project, interventions and daily activities ○ Promotes a culture of transparency and critical analysis and reflection regarding results ○ Approves the operational and review reports as well as the YPO ○ Participates in all the review meetings and contributes to the review of the MRM system ○ Prepares and convenes the yearly project review meeting
MRM focal point	<ul style="list-style-type: none"> ○ Review and update the MRM system and manual ○ Support technically the Intervention Managers in developing RC, MP (including definition of tools, sample sizes, etc) and aggregation and sector level ○ Methodological support for data collection and analysis ○ Coaches/trains project staff and partners ○ Coordinates the MRM activities between sectors and IM. ○ Aggregates results at project (logframe) level ○ Participates in and supports all the review processes, including support in intervention and sector reporting ○ Together with the Project Manager, prepares operational reports and YPO
Intervention Managers	<ul style="list-style-type: none"> ○ Draft the sector reports and intervention concept notes ○ Develop and update the Intervention plans, including RCs, measurement plans, etc. ○ Prepare the intervention and sector reviews, convene the meetings and lead the process ○ Manage the data collection for the respective interventions, including questionnaires, FGD guidelines, etc. ○ Aggregate results at sector level
Gender focal point	<ul style="list-style-type: none"> ○ Review of all intervention concepts and plans ○ Review of all tools: questionnaires, FGD guidelines, etc ○ Participate in all review processes
Financial Manager	<ul style="list-style-type: none"> ○ Support in provision of estimation of costs per sector and intervention area
Backstopping (head office)	<ul style="list-style-type: none"> ○ Feedback on sector reports and intervention concept notes as well as operational reports and YPO ○ When feasible participation in intervention/sector/portfolio reviews ○ Technical support and training on MRM

With regard to co-facilitators and partners, their contributions are specified for each case in the respective contracts or MoUs.

Another way of visualizing the different roles and responsibilities is through the table below:

Tasks	Responsibility
Sector study & report	Designed and managed by respective IM. Support from Management for analysis and design
Intervention concept note	Designed and managed by respective IM. Support from Management design, approved by Management
Intervention plan – including RC and MP.	Drafted and updated by respective IM. Technical support by MRM focal point
6-monthly sector reports, incl. aggregation	Prepared by IM. Feedback and approval by management. Aggregation supported by MRM focal point
Portfolio review	Organized by Management
Operational reports to SDC, incl. aggregation	Drafted by Management, with contribution from IM. Aggregated project data managed by MRM focal point
YPO	Drafted by Management, with contribution from IM
Specific studies	Depending on the scope (sector or project-wide), managed by IM or MRM focal point.