Planning, Monitoring & Evaluation

Planning,
Monitoring &
Evaluation (PME)
at SNV

Global PME Team

February 2023

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SNV's approach to Monitoring & Evaluation

SNV knows that M&E enables:

- High-quality implementation of projects

- Development and evidencing of approaches

- Data-driven decision-making

Resulting in:

- Improvement of our work

- Impactful projects

- Evidence of change

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PME principles

The main principles that underlie SNVs PME approach are:

- Compliant with donor and PME minimum standards
- Centred on Theories of change
- Strong focus on quality through the use of data, learning, and adaption
- Active participation of stakeholders in all stages of planning, monitoring and evaluation
- Use of simple, user friendly tools
- Combination of harmonisation and room for contextualisation
- Transparency
- Balancing costs and benefits

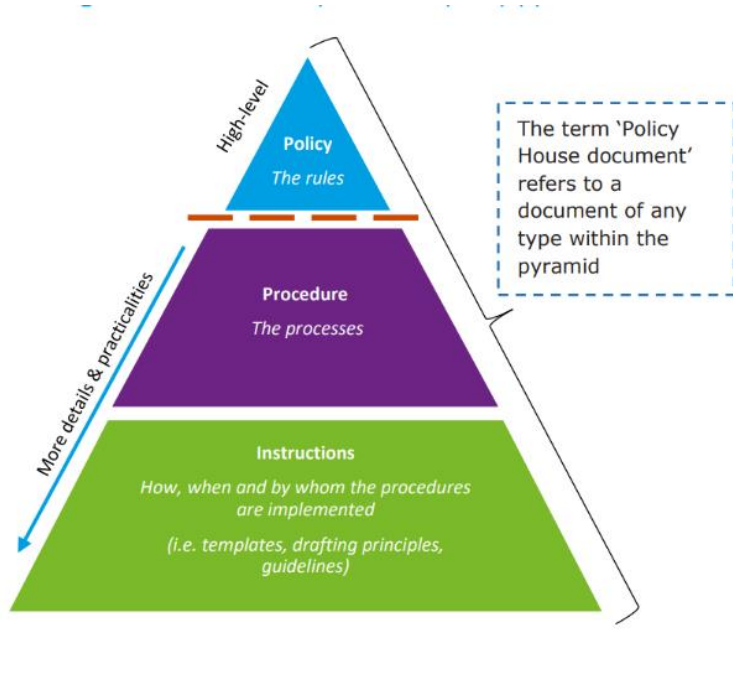**SNV**

SNV global M&E system

- SNV PME Minimum Standards
- SNV Global Harmonised Indicators
- SNV M&E data platform
- SNV PME Health Checks

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SNV Policy House

SNV PME Minimum Standards

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PME positioning in SNV policy

Policies:

- Business Development policy
- Project Execution policy

Procedures:

- PME in project design procedure
- PME in project execution procedure

Instructions:

- *Theory of change*
- *Logframe*
- *Indicator definition & target setting*
- *M&E Plan*
- *Learning Framework*
- *M&E Data quality*
- *Data Verification*
- *Project Evaluation*

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SNV's PME Procedures

PME Minimum Standards in Project Design and Execution	
Project Design	
1	Project design is results-based, founded on a Theory of Change (ToC)
2	Project design is measurable
3	Projects have enough resources to ensure quality M&E
Project Execution	
1	Projects ensure their design is fully relevant to the context and resources
2	Projects have a clear plan of how to measure indicators and how to ensure data quality
3	Projects have a clear plan of how to capture lessons learned that inform project management
4	Projects establish a context-based frame of reference for results measurement
5	Projects verify the quality of activities in a systematic manner
6	Projects monitor results
7	Projects learn, steer and report
8	Projects evaluate results
9	Projects share learning and knowledge

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SNV Global Harmonised Indicators (GHIs)
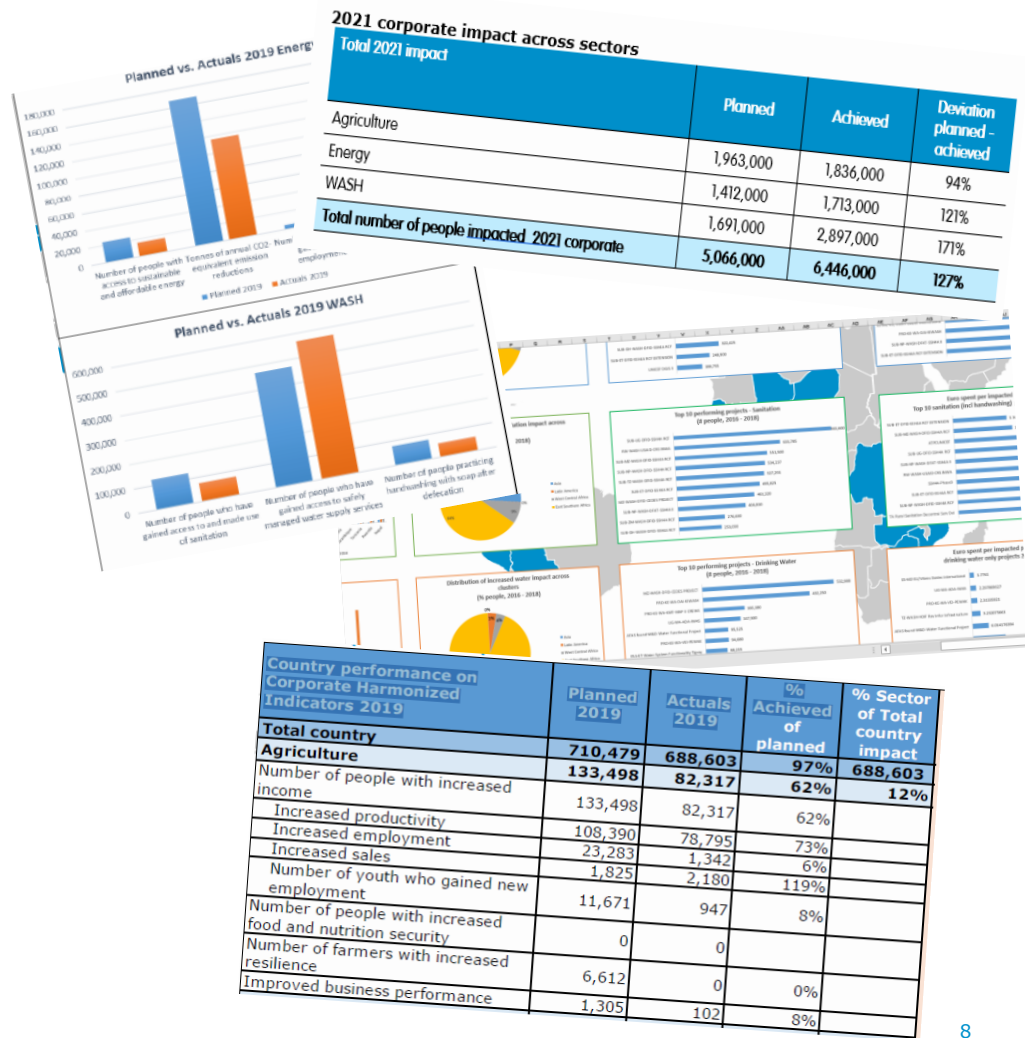
Purpose

The GHIs serve several purposes:

- **Reporting and profiling** - the results data allows SNV to showcase its long term achievements in a given year to its stakeholders. Data is used in SNV's annual report, project references, external communications, and any material or event that aims to showcase SNV's achievements.

- **Learning and steering** - the GHI data gives an indication of where SNV is making progress against its strategic objectives, the extent to which each sector is achieving its targets, and can highlight challenges in achieving long term change.

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SNV Global Harmonised Indicators

- Updated set of GHIs strategy period 2023-2030

Agri-food
1.   # of people meeting minimum dietary diversity
2.   # of people with increased access to nutritious food
3.   # of hectares of land brought under sustainable management
4.   # of MSMEs involved in the sustainable production, trade and consumption of food
5.   # of people with increased income
Water
1.   # of people with access to and use of water
2.   a - # of people with improved hygiene practices   b - # of people with basic and safely managed waste
3.   # of people with an acceptable level of water-related risks
4.   # of people reliant on secure water resources
Energy

1.   Number of people with access to sustainable, affordable and reliable energy:
         a.   # of people gaining access to off-grid electrification
         b.   # of people gaining access to clean cooking and heating
         c.   # of people gaining access to biodigesters
         d.   # of people gaining access to productive use of energy (PUE)

1.   Number of tons of annual Greenhouse Gas emission reductions
Cross-sectoral
1.   # of people gaining decent (self) employment

- GHIs for core themes (GESI, climate, governance) are under development in 2023

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Rwanda Corporate Harmonised Indicators 2021

| Country performance on Corporate Harmonized Indicators 2021	Planned 2021	Actuals 2021	% Achieved of planned	% Sector of Total country impact	Total Impact SNV 2021	Contribution to total SNV impact
Total country	**295,055**	**300,393**	**102%**		**6,447,413**	**5%**
Agriculture	**159,900**	**132,333**	**83%**	**44%**	**1,836,743**	**7%**
Number of people with increased income	152,400	129,314	**85%**		1,630,224	8%
Increased productivity	150,000	103,800	**69%**		1,396,705	7%
Increased employment	750	12,734	**1698%**		108,263	12%
Increased sales	1,650	12,780	**775%**		130,430	10%
Number of youth who gained new employment	500	924	**185%**		80,658	1%
Number of people with increased food and nutrition security	142,500	94,220	**66%**		222,040	42%
Number of farmers with increased resilience	14,700	20,724	**141%**		151,318	14%
Improved business performance	30	36	**120%**		2,288	2%
Energy	**105,155**	**140,300**	**133%**	**47%**	**1,713,685**	**8%**
Number of people with access to sustainable and affordable energy	105,000	140,151	**133%**		1,690,807	8%
Access to biodigesters	0	0	-		19,160	0%
Access to Improved Cook Stoves	105,000	140,151	**133%**		951,514	15%
Access to Solar products	0	0	-		720,134	0%
Tonnes of annual CO2-equivalent emission reductions	22,306	25,760	**115%**		490,735	5%
Number of people who gained new employment	155	149	**96%**		22,878	1%
Number of youth who gained new employment	115	71	**62%**		11,857	1%
WASH	**30,000**	**27,760**	**93%**	**9%**	**2,896,985**	**1%**
Number of people who have gained access to and made use of sanitation	15,000	27,760	**185%**		661,010	4%
Number of people who have gained access to (at least) basic water supply services	0	0	-		619,750	0%
Number of people practicing handwashing with soap after defecation	30,000	27,750	**93%**		1,948,600	1%

Planned vs. Actuals 2021 Agriculture
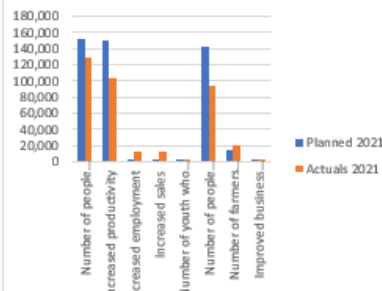
Sector impact as part of total country impact
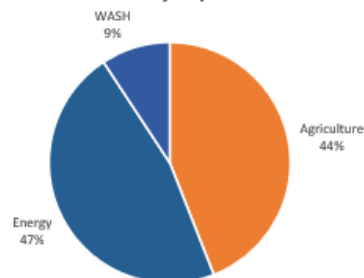
Planned vs. Actuals 2021 Energy
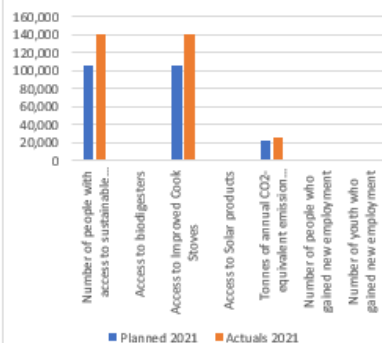
Planned vs. Actuals 2021 WASH
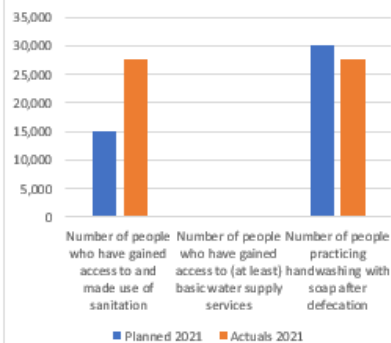
SNV M&E data platform

LogAlto's value at the Global level

- All data in one place (including historic project data)

- One-stop shop data collection, reporting and visualisations

- Generate insights at portfolio level:

  - Based on access rights, can filter projects by sector, country, donor, budget: easily see logframes and progress key project indicators

  - Can create overview analytics, e.g. at country level, per donor, per sector, per GHI

  - Have sector logframes: can see which projects are contributing to which indicators and how they are performing

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Global dashboard

- All SNV staff see the same Global Dashboard

- Updated by the Global PME Team

- Display of key information from the Global and Sector level (GHI targets and/or results, map of active projects etc.)
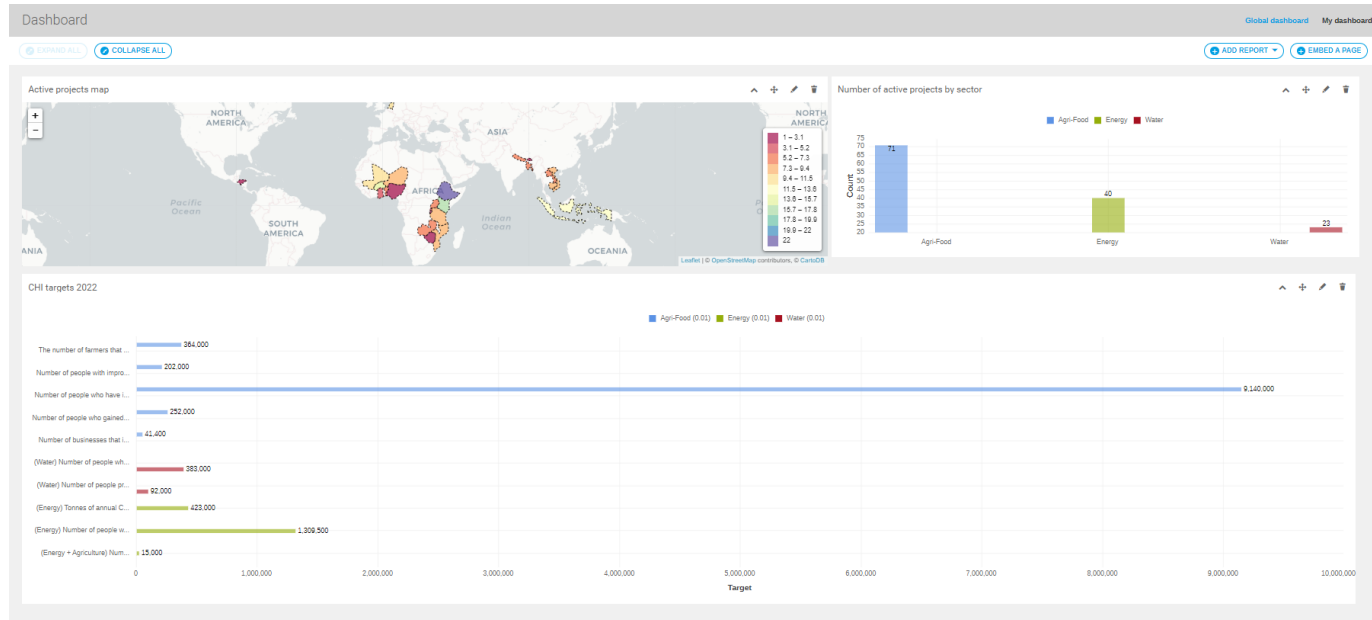
Project environment (including project logframe)

Facilitate projects to make better use of M&E data for project steering and learning

- Data collection forms, logframe and dashboard is all in 1 place
- Interactive and transparent, can assign activities, leave comments...
- Increased accessibility for staff to reflect when they need information

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Global/Sector logframe

- Ability to aggregate indicator information at sector level
- Can see which projects are contributing to which indicators and how they are performing.

PME Health checks

What is a PME Health Check?

A quality assurance mechanism to support projects to meet the required SNV PME minimum standards

A learning mechanism to understand what is working well and what could be improved in relation to SNV M&E practice

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PME Health check benefits

At project/portfolio level:

- A learning focused, independent assessment of the project M&E system

- Highlighting of PME best practice & trends (across projects/sub-sectors)

- Supportive follow up based on findings (including capacity strengthening if required)

- Better quality data / better use of PME data remaining project period

At global level:

- Better quality data/ information and learning contributing to demonstration of impact

- More coordinated and tailored capacity strengthening to projects to support good quality M&E

- Creation of a feedback loop between project implementation and prospect design teams on applying learning from implementation back into new prospect design processes

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PME health check process – 7 steps

1. Project PME self assessment based on checklist

2. Desk review by global PME team

3. Preparation of health check process by global team

4. Data collection by global team

5. Validation of findings and identification of potential PME support

6. Reporting

   - Final health check report

   - PME action plan, including agreed capacity strenghtening needs

   - PME internal learning report on what went well and not so well

7. Follow up

   - PME action plan development, by project staff

   - Findings review for broader group of stakeholders, by global PME

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Deliverables of a PME Health Check

- PME self-assessment based on a checklist - by the project team

- Findings on to what extent the project M&E system meets the PME minimum standards – assessed by global PME & project team

- Final health check report, including findings, learnings, recommendations – by global PME

- PME action plan at project level regarding potential improvements to the M&E system

- Set of identified project PME capacity support needs

- Potential learnings and successes that can be useful for other SNV projects and wider SNV M&E practice

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SNV Project M&E system - Example of IAP

IAP overview

Funded by

Sweden Sverige

Challenge Fund 2016-2023

Managed by

SNV

In collaboration with

bop inc

INCLUSIVE BUSINESS SWEDEN

innovations against poverty

Objectives

Improve the livelihoods of people living in poverty by providing access to employment, income-generating opportunities and basic goods and services.

To overcome the systemic lack of capital in many developing markets and enhance innovation.

Identify and support innovative inclusive businesses with the greatest contribution to economic, social, and environmental sustainability.

IAP targets people living in poverty

Definition: people living on less than US$ 8 per day PPP*, that are engaged in the company's value chain as:

Suppliers Employees Distributors Consumers

Grants €50k – 200k
+

Investment Readiness & Matchmaking

Inclusive Innovation

Key Performance Indicators

Environmental Sustainability

Organizational Management

Gender Equality

Marketing & Distribution

Impact Measurement

Technical Assistance

External consultants

Strategic Investment Partners

Impact as of August 2022

998 new jobs created
15,536 PLIP with income generating opportunities
1,823,625 PLIP with access to basic goods and services
648,413 PLIP with increased income and/or cost savings
29,647 tons of **GHG** emissions avoided/reduced
EUR 16,582,341 in sales revenue generated by the investees

Thematic breakdown of portfolio innovations

Improved Nutrtiton
Improved Agri Inputs
Clean Cooking
Clean Energy Services
Water-Energy-Food
Waste to Energy
Improved Sanitation
ICT

43% / 34% / 19% / 11.5% / 12.5% / 15% / 19% / 5%
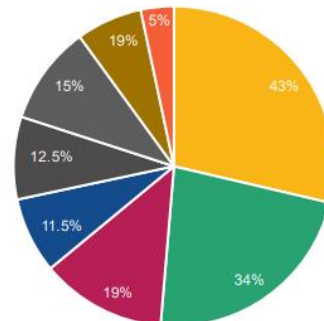
40 investees

7 out of 40 projects have a digitalization component

11 out of 40 have a financial inclusion component

16 out of 40 have a gender equality/women empowerment component

Total IAP Fund = EUR **6.7 million**
Total portfolio = **40 companies**
Total co-investment from companies = **EUR 22 million**

Total additional financing by June 2022 (all 40 companies)

4.3 Million Equity
6.4 Million Grants
8.1 Million Debt

Where IAP works

Ethiopia:
Sano Beverages
Shayashone
Winsol
Dreamlight Waste
Addis Tulip Water Filters
GM Clean Energy
Ahadootec
Jemma Agro-Tech
Alviol General Trading
TruLuv Trading
Mesafint Alebel
Melkam Endale Milk Processing
Anega Energies
Nutridense Agroprocessing

Uganda:
EcoGroup
Yellow Star
Chap Chap
Sanitation Africa
Wana Energy Solutions
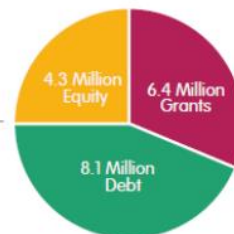**African Power Initiative**
Technology for Tomorrow
Uzima Chicken Uganda
Eastern Agricultural Dev. Co.
Mukusu Motors & Properties
Raising Gabdho Foundation

Cambodia:
Cambodia Agric Coop Corp
AMK
WE Venture
Lyly Foods
ACE
Signatures of Asia
Husk Ventures
Solar Green Energy
East West Seed

Zambia:
Live Clean Initiative
Medeem
Seba Foods
Stewards Globe
Siavonga Breams
WidEnergy Africa

LEGEND:
Companies from Round 2 are shown in bold.
The others are from Round 1

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Summary of IAP M&E activities

Phase	Activities carried out under each phase
Develop RC and MF (contract negotiation)	• Develop RC to illustrate how activities, outputs, outcomes and impact are connected (IBs, with support of in-country team) • Define indicators using IRIS+ to measure progress and impact (IBs, with support of in-country team) • Develop MF to design data collection and reporting process (in-country team with support of MLE team)
Data Collection (baseline and milestones)	• Baseline data is collected during contract negotiation or before intervention starts • Survey development and distribution by milestones (MLE global team) • Submission of surveys by milestone (IBs, with support of in-country teams)
Data Verification (milestones)	• Verification of IB's self-reported data as part of the milestone assessment (in-country team), including on-site verification • Desk-based review of milestone assessment reports and submitted survey, including supporting documentation, as part of the disbursement process to IBs (MLE team)
Data Validation (Annual and Semi-annual reports)	Bi-annual validation of collected data in IAP 2 Dashboard (MLE team)
Impact verification (Round 1: end of project. Round 2: baseline, mid-term and end of project)	• Assess where IAP 2 funding is being used most effectively, using a portfolio-based approach for impact verification (third party) • Measure IAP 2 outreach to low-income people, using a prioritisation approach (third party) • Understand the depth of impact created for beneficiaries (third party)
Internal Reporting (Annual and Semi-annual reports)	• Data analysis to measure progress towards targeted impact figures • Included closure reports of terminated cases
Evaluation and Learning (ongoing)	• Interpret impact verification results to (i) improve/adjust IB's RC, indicators, and MF, (ii) improve/adjust IAP steering towards impact results, and (iii) prepare external learning outputs. • Project mid-term/closure report (IAP 2 team) where IB is interviewed
External Communication (ongoing)	• Prepare external communication/learning outputs (MLE team) • Impact stories and videos as part of IAP 2 Communication Strategy (IAP 2 team)

IAP's M&E System strengths

- Based on a ToC. Clear connection with investee results frameworks

- Use of internationally validated indicators

- Realistic and collaborative approach to target setting

- Dedicated PMU team members on M&E

IAP's M&E System

- Participatory design, implementation, and review of M&E with investees

- The use of data for company level progress monitoring is working well

- SmartME brings value to the IAP M&E system

- A rigorous verification process

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IAP's M&E System

- GDPR compliance is included in guidance and contracts

- Evaluation & learning on how fund managment is working is happening and structured

- Collaborative and transparent relationships with investees; realistic in relation to investee realities

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Areas under further development

- Use of the ToC & learning for adaptive management

- Ensuing the monitoring framework is 'lean and mean'

- Finding the optimum level of data collection required for investees

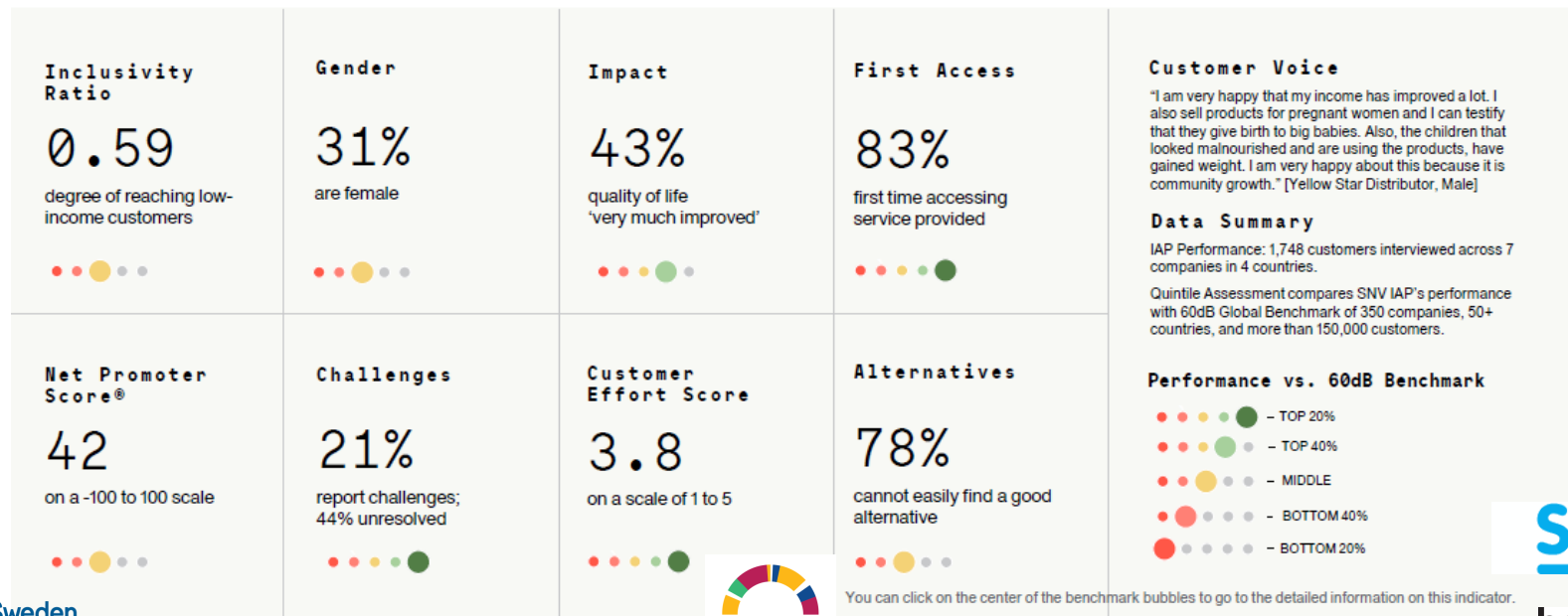- Understanding how to evidence fund level change

IAP and SmartME

https://smartme.adalia.fi/IAP/dashboard/11/show

IAP & impact verification

IAP Portfolio Performance Snapshot

IAP portfolio companies are providing customers access to products and services not accessed before. There is an opportunity to be further reaching low-income customers and to increase issue resolution.
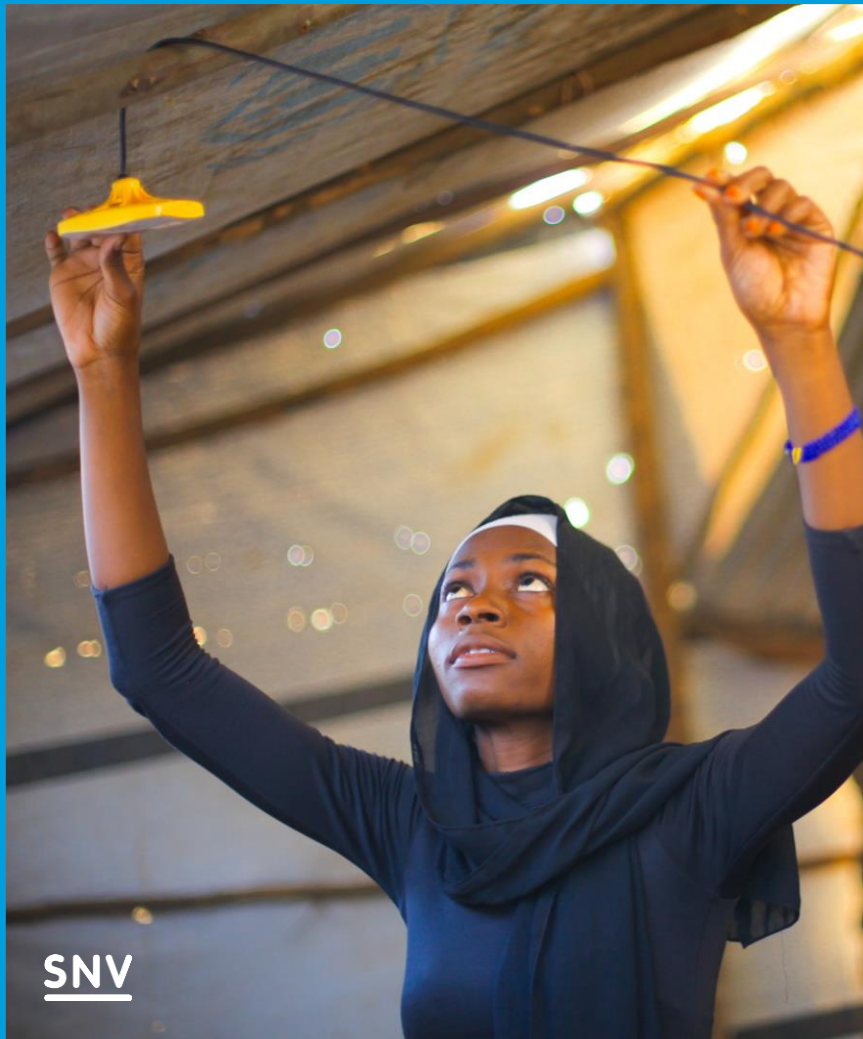
Inclusivity Ratio

0.59

degree of reaching low-income customers

Gender

31%

are female

Impact

43%

quality of life 'very much improved'

First Access

83%

first time accessing service provided

Customer Voice

"I am very happy that my income has improved a lot. I also sell products for pregnant women and I can testify that they give birth to big babies. Also, the children that looked malnourished and are using the products, have gained weight. I am very happy about this because it is community growth." [Yellow Star Distributor, Male]

Data Summary

IAP Performance: 1,748 customers interviewed across 7 companies in 4 countries.

Quintile Assessment compares SNV IAP's performance with 60dB Global Benchmark of 350 companies, 50+ countries, and more than 150,000 customers.

Net Promoter Score®

42

on a -100 to 100 scale

Challenges

21%

report challenges; 44% unresolved

Customer Effort Score

3.8

on a scale of 1 to 5

Alternatives

78%

cannot easily find a good alternative

Performance vs. 60dB Benchmark

- – TOP 20%
- – TOP 40%
- – MIDDLE
- – BOTTOM 40%
- – BOTTOM 20%

You can click on the center of the benchmark bubbles to go to the detailed information on this indicator.

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Q&A

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