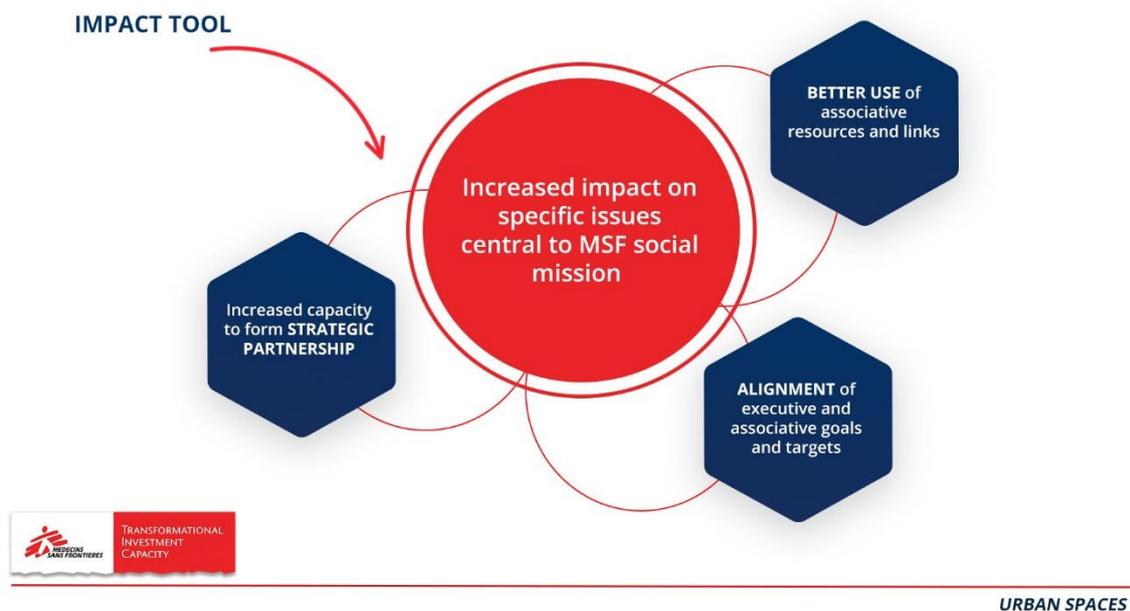


Measuring and monitoring Results and Progress

The purpose of this note is to help identifying key areas to measure and monitor for progress to be able to take corrective action and celebrate success. To do this, there are two concepts to explore. First, what is the overall logic of *MSF Urban Spaces*- your projects' interventions? Second, how can one conceive specific indications of success as the project moves along?

The overall impact of actions and interventions in the MSF Urban Spaces can be conceived of in terms of three straightforward contributing streams. In essence: by better using associative resources and increasing the capacity to strike strategic and enduring partnerships, and aligning this with the goals of the section, one will expect to see increased impact on issues agreed to be central to MSF's mission in that location. This is illustrated below:



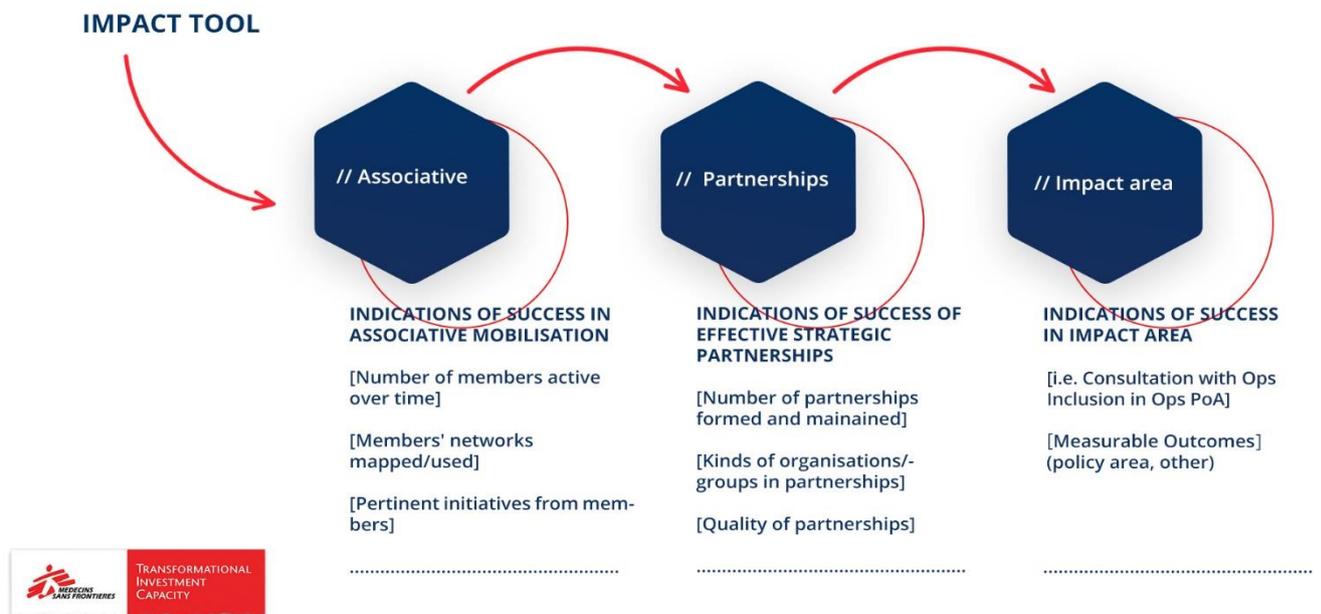
Those three streams are equally important for the impact sought, and while there are many other aspects (both internal and external) that affect the outcome, these are ones that the project can have direct bearing on. The tools seek to enhance the capacity to do this and to lend particular attention to those specific streams. They are the three levers that the project managers can use to drive the project towards impact.

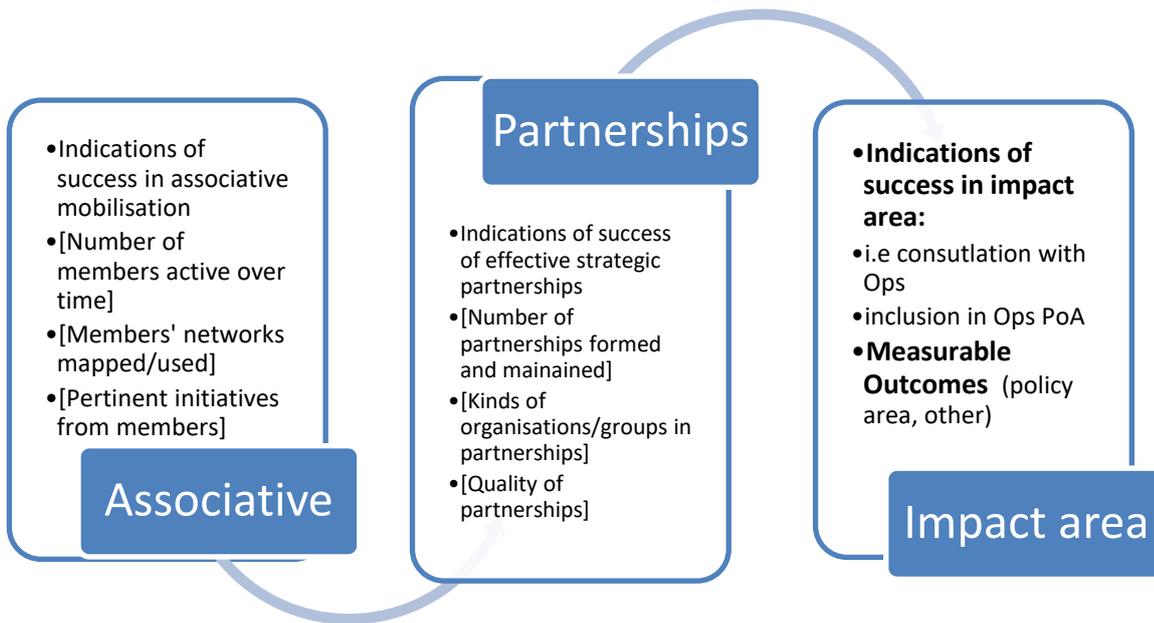
But how will we know if we are on the right track, that we are making progress and that we are moving at the right pace? This is usually done by defining a framework for monitoring progress. Such a framework includes what should be measured (indicators), ones expected results at different points (targets) and what information to collect and analyse (data).

To organize this framework it can be useful to conceive of the progress and results in **different target areas**. In this project, following the project logic above, these areas would be:

1. Associative: how has the associative side of the section changed and developed in support of the project? The indicators may focus on: what associative resources are used more and/or differently? What aspects are more engaged? What is the level of increase of activities and number of actions?
2. Partnership: how has the section become better in forming equal and strategic partnerships? The indicators and measures may focus on: number of partnerships, duration and kind of partnerships, what kinds of partners are there (diversity).
3. Impact area: what is changing in the area of MSF’s mission? Since all actions should lead to this, it is important to be able to show outcome and impact, and it is likely good to agree with the executive what should be measured and reported, and how data be collected?

Like the project logic, there is a certain logic to how the indicators affect each other. Sequencing the data sets is important as the ‘impact area’ will take longer to have an effect on than the associative parts.





Note: The exact indicators need to be defined to fit the specific features of the project, and cannot be provided as generic ones. In the table above there are some short examples. It is important to be realistic about what data can be collected, so that time spent doing that is proportional to the usefulness of that data. Also, it is important to not confuse indicators with results. Indicators are, like the names suggests, only indicating the progress towards results, a bit like an index finger pointing to something. Focusing on increasing a measurable indicator may not always increase result as it is only part of the result. Lastly, be ready to change the indicators if they are difficult to gather data for, or if they are not progressing. The monitoring framework needs to be adjustable as one learns and progresses.