

Monitoring and Evaluation

What is monitoring?

The regular follow up of the implementation of planned activities. It also involved documentation of project activities.

The systematic and continuous process of following and keeping trace with indicators in order to ensure that project/programme is proceeding according to plan and modifying the plan as necessary

The process of monitoring project inputs

What questions does monitoring answer?

Are projected outputs being met?

Are we heading in the right direction?

Are we in good time?

Are the indicators appropriate?

Did you identify the correct problem and have the problems changed?

Are the intervention strategies appropriate to target the population?

What can be improved in our project?

Are we utilizing resources efficiently?

Gives us the strengths and weaknesses of our project

It provides updates for stakeholders.

Why is monitoring important?

Assesses progress against set objectives/outputs

Supervises implementation

Assesses effectiveness of implementation strategies

Identifies and documents critical milestones

Identifies new issues and/or unforeseen circumstances that may be obstacles

Identifies necessary corrective measures (strategy modification)

Identifies positive aspects of the programme for re-enforcement

Verifies information first-hand for immediate feedback

Strengthens relationships between collaborators (donors, implementers and beneficiaries)

Serves as a motivation to implementers and beneficiaries

Provides an opportunity to verify whether resources are being used effectively (cost effectiveness)

Identifies differences between knowledge and practice and to plan training accordingly

What is evaluation?

The systematic assessment of effectiveness and efficiency of the project achievements based on the set objectives

What questions does evaluation answer?

Have the outcomes/objectives been met?

What systems were actually in place?
How effective were strategies used to implement project activities?
Were the needs met?
Have the needs changed?
What is the level of participation of various stakeholders?
What lessons have been learned from the project?

What is the importance of evaluation?

It is a means of problem verification
It maximizes utilization of resources
It identifies the strengths/weaknesses of the project
It provides information for planning and re-planning
It provides learning opportunities
It provides satisfaction to the various stakeholders
It provides an opportunity for problem solving (strategy modification)
It is a basis for maintaining and/or improving the existing strategy
It measures the effectiveness of the project/programme
It is a check whether the project was implemented according to detailed plan/design

Why is there resistance to monitoring and evaluation?

Lack of appreciation of the role of monitoring and evaluation
Fear of finding mistakes
Fear of failure
Lack of transparency and accountability by project managers
Lack of knowledge and skills on monitoring and evaluation
Cost of re-designing the overall project
Resistance to change by entire project staff
People are overwhelmed by more work
Lack of time
Restrictive budgets (lack of funds to accommodate monitoring and evaluation)
Poor project design
Frequent transfers of implementers
Fear of piracy by external evaluators
Stakeholders not asked about evaluation

Types of Evaluation

Process Evaluation

What is it?

Assessment of the efficiency and effectiveness of individual pre-determined stages of project implementation, beginning with the problem identification

It helps to identify external factors that impact on the project outputs

Why is it conducted?

To determine the cost effectiveness of strategies in each component of the project cycle

When is it conducted?

At every stage of the project cycle

Who conducts it?

Project staff and other stakeholders (beneficiaries, donors)

What questions does process evaluation answer?

How was the problem identified?

How were beneficiaries involved in project design?

What external factors impacted on the project?

What were the input costs compared to the output (cost effective)?

To what extent are short term objectives being met?

How should the findings be used?

To help in redesigning and making amendments in project implementation

To identify positive factors that need to be re-enforced

To help in re-allocation /re-classing of budget funds

Mid-term evaluation

What is it?

It is an assessment of the effectiveness and efficiency of a project when it is half way through the planned period.

Why do we do it?

Assess the effect so far of the programme

Gives an idea of whether the set objectives will be met within the project period

Justify the existence of the project to all stakeholders and implementers

When is it conducted?

It is done halfway through the planned project period

Who does it?

Done by project implementers, donors, project managers, the beneficiaries, and external evaluation team

Questions answered by a mid-term evaluation

Are the project components being delivered to the right and intended target group?

Are there other people who should have been included in the target group?

Is the coverage of the programme adequate?

Are the supplies being delivered on time and being properly utilized?

Are there any deviations in project implementation and if so have such deviations restricted the possibility of reaching the outcomes/objectives

Are there any constraints identified and what are their corrective measures?

How should the findings be used?

All stakeholders should be involved in using the findings in modification of the programme, if the need arises.

Impact Evaluation

What is it?

It gauges the extent to which the intervention has caused change in the desired direction at a given time

Why is it done?

Want to know the extent to which the intervention has achieved its set objectives. It also assists in exposing the positive and negative outcomes from the intervention.

It highlights whether it's important to document the intervention as a recommendation to stakeholders

When is it done?

At a set time depending on the programme type

Who does it?

Implementers

External evaluators

What questions does an impact evaluation answer?

Is change due to the intervention?

Are there other external factors influencing the change?

How should the findings be used?

Help a similar programme

Documentation and recommendation

Help to replan

Final Evaluation

What is it?

The final assessment done at the end of a project plan

Results obtained help in making decisions about continuation/termination of a programme

Why is it done?

To determine the extent of achievement of the project

Determine the ability to move from one level to the next

When is it done?

At the end of a programme/project plan

Who does it?

Project implementers
External evaluators and project implementers

What questions does it answer?

Have the objectives been met?

How effective were the systems in place?

What strategies did it use in implementing project activities?

Have the needs changed?

It allays fears of researchers/implementers and other stakeholders

How should the findings be used?

To justify extension of the programme

Used as a learning opportunity

For replication of the same in other areas

Solicit for more/further funding

To show stakeholders that the project went at planned/for satisfaction of the stakeholders