

target population and whether the effects are justifiably attributed to the interventions or to extraneous factors.

- Impact evaluation will normally measure either positive or negative benefits on the community.
- Normally a design that accounts for threats to validity, like spillover, substitution effects, and selection bias should be chosen to measure impact. The length of time that the programme has been operating should also be taken into account when designing an impact evaluation.

Here are examples of questions that evaluators might ask in an impact evaluation:

What is the change in the indicator(s) that have been selected to measure a benefit to the community?

What change would have occurred in the absence of the programme and what change is actually a result of the programme?

Step 8: To conclude this session, remind participants that planning for mid-term and summative evaluation starts at the beginning of the programme, usually with the collection of baseline or pre-programme data and information.

Also remind participants that monitoring follows a management model with a focus on improving day-to-day operations of a programme. On the other hand, evaluation uses a research model to assess the extent to which programme objectives have been met or surpassed and if there has been any impact on those involved. However, monitoring and evaluation are most effective as interrelated activities. Distribute **Handout 1.1** which summarizes these two sessions.

Session 4 Steps in Conducting Monitoring and Evaluation Activities 120 minutes

- Step 1:** Prepare two identical sets of cards that have the steps in the monitoring process (as described in **Handout 1.2**). Form two teams, give each team a set of cards, and ask them to arrange the steps in sequential order. The two teams should face each other, standing in opposite lines. One team should present the order of the cards and then the other team should do so. Ask the teams to negotiate with and convince each other to change the order of their cards if they wish. Allow 15 minutes for this activity. Then tell the teams to show their cards again.

- Step 2:** Using **Handout 1.2** determine which team had the steps in conducting monitoring activities in the correct order. Point out that the process of conducting monitoring activities may not be exactly like this since some activities may be done simultaneously and others may be over a long period of time. Use **Transparency 1.3** if needed.

- Step 3:** Refer participants to **Handout 1.2** which summarizes the steps in conducting monitoring activities. Explain to participants that monitoring should be carried out in the context of a programme implementation plan. This plan indicates the activities to be carried out, when they should be done, who should do them, and the resources to undertake them.

- Step 4:** Refer to **Handout 1.3** and divide participants into five groups and assign each group one phase in conducting evaluation activities. Ask each group to determine the steps that need to be completed for that particular phase. The groups should write their responses either on cards or on a flipchart. Share their findings in plenary.

- Step 5:** Distribute **Handout 1.3** on the Guidelines in Conducting Evaluation Activities. Walk through it with the participants. Inform participants that the actual components of any evaluation will depend on the type of evaluation being undertaken. Answer any questions they may have. Use **Transparency 1.4** if needed.

- Step 6:** Conclude the discussion on this unit by reminding participants that the workshop programme will provide more information about these steps of monitoring and evaluation.

MONITORING AND EVALUATION

What is monitoring?

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

The systematic and continuous process of following and keeping track of indicators in order to ensure that the 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 has this problem changed?
Are the intervention strategies appropriate to the target population?
What can be improved in our project?
Are we utilizing resources efficiently?
Gives us the strengths and weaknesses of our project
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, implementors and beneficiaries)
Serves as a motivation to implementors and beneficiaries
Provides an opportunity to verify whether resources are being used effectively (cost-effectiveness)
Identifies differences between knowledge and practice and aids in planning 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 the 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 in 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 implementors
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 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 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-classification 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 implementors

When is it conducted?

It is done halfway through the planned project period

Who does it?

Done by project implementors, 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?

Implementors
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 re-plan

Summative 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 implementors

External evaluators and project implementors

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/implementors 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 as planned/for satisfaction of the stakeholders

STEPS IN CONDUCTING MONITORING ACTIVITIES

- Review existing information related to the project.
- Make a conceptual framework of the project for monitoring.
- Identify monitoring goals and objectives.
- Identify indicators.
- Determine which categories of workers, supervisors or others will be responsible for the collection of each category of monitoring data.
- Develop a timetable for frequency of monitoring.
- Develop/strengthen a management information system.
- Develop monitoring instruments.
- Conduct monitoring activities.
- Analyse monitoring data.
- Write a report.
- Make recommendations.
- Implement recommendations.
- Identify new indicators based on the recommendations.
- Modify the monitoring system if necessary.
- Continue to monitor.

GUIDELINES IN CONDUCTING EVALUATION ACTIVITIES

Phase A: Planning the Evaluation

- C Determine the purpose of the evaluation.
- C Decide on type of evaluation.
- C Review existing information in programme documents including monitoring information.
- C Describe the programme.
- C Develop/refine conceptual framework.
- C Assess your own strengths and limitations.
- C Put together an evaluation team including stakeholders.

Phase B: Selecting Appropriate Evaluation Methods

- C Identify evaluation goals and objectives.
- C Formulate evaluation questions and sub-questions.
- C Decide on the appropriate evaluation design.
- C Develop an evaluation schedule.
- C Develop a budget for the evaluation.

Phase C: Collecting and Analysing Information

- C Develop data collection instruments.
- C Pre-test data collection instruments.
- C Undertake data collection activities.
- C Analyse data.
- C Interpret the data.

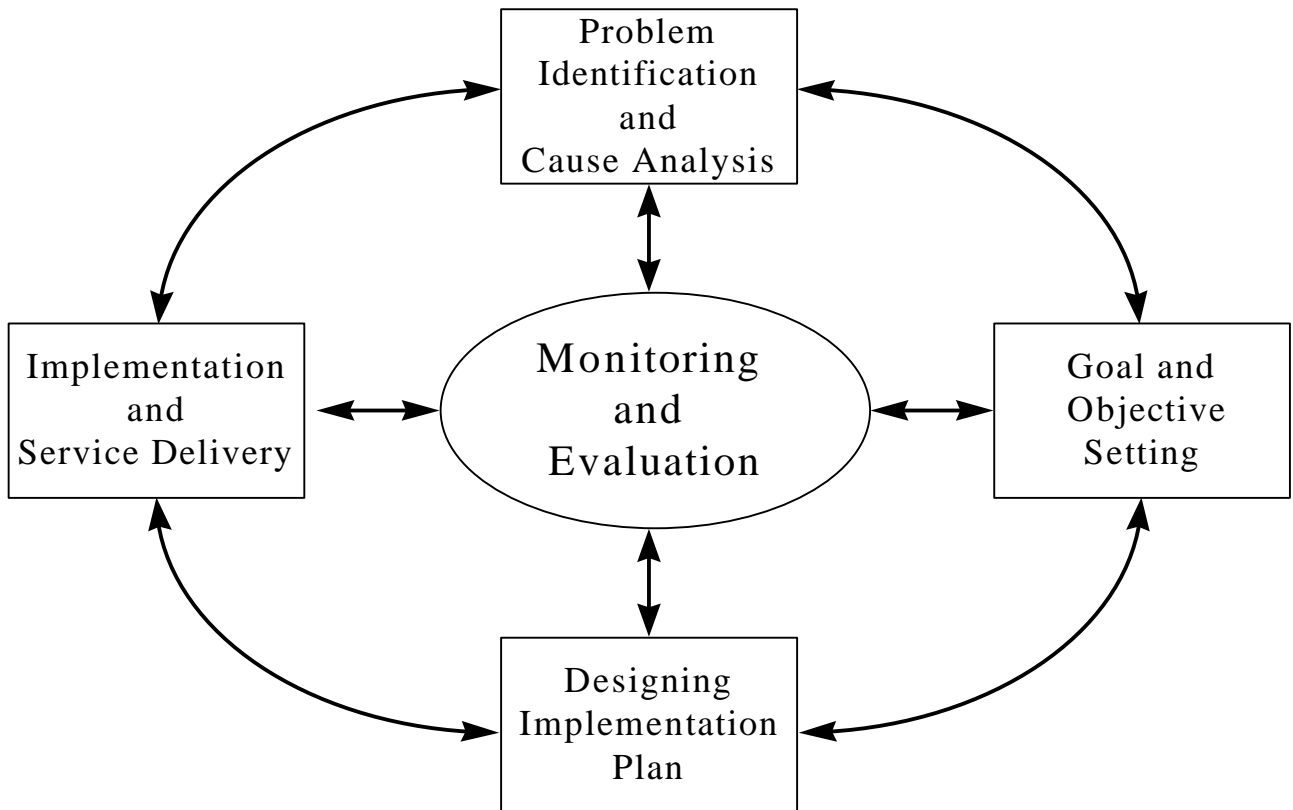
Phase D: Reporting Findings

- C Write the evaluation report.
- C Decide on the method of sharing the evaluation results.
- C Decide on communication strategies.
- C Share the draft report with stakeholders and revise as needed.
- C Disseminate evaluation report.
- C Meet with project stakeholders to discuss and follow-up on findings once they have accepted the findings.

Phase E: Implementing Evaluation Recommendations

- C Develop a new/revised implementation plan in partnership with stakeholders.
- C Monitor the implementation of evaluation recommendations and report regularly on the implementation progress.
- C Plan the next evaluation.

Programme Management Cycle



MONITORING

Monitoring is the periodic collection and review of information on programme implementation, coverage and use for comparison with implementation plans.

EVALUATION

Evaluation is a process to determine (as systematically and objectively as possible) the extent to which programme needs and results have been or are being achieved and analyse the reasons for any discrepancy.

Evaluation attempts to measure programme relevance, efficiency and effectiveness. It measures whether and to what extent the programme's inputs and services are improving the quality of people's lives.

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