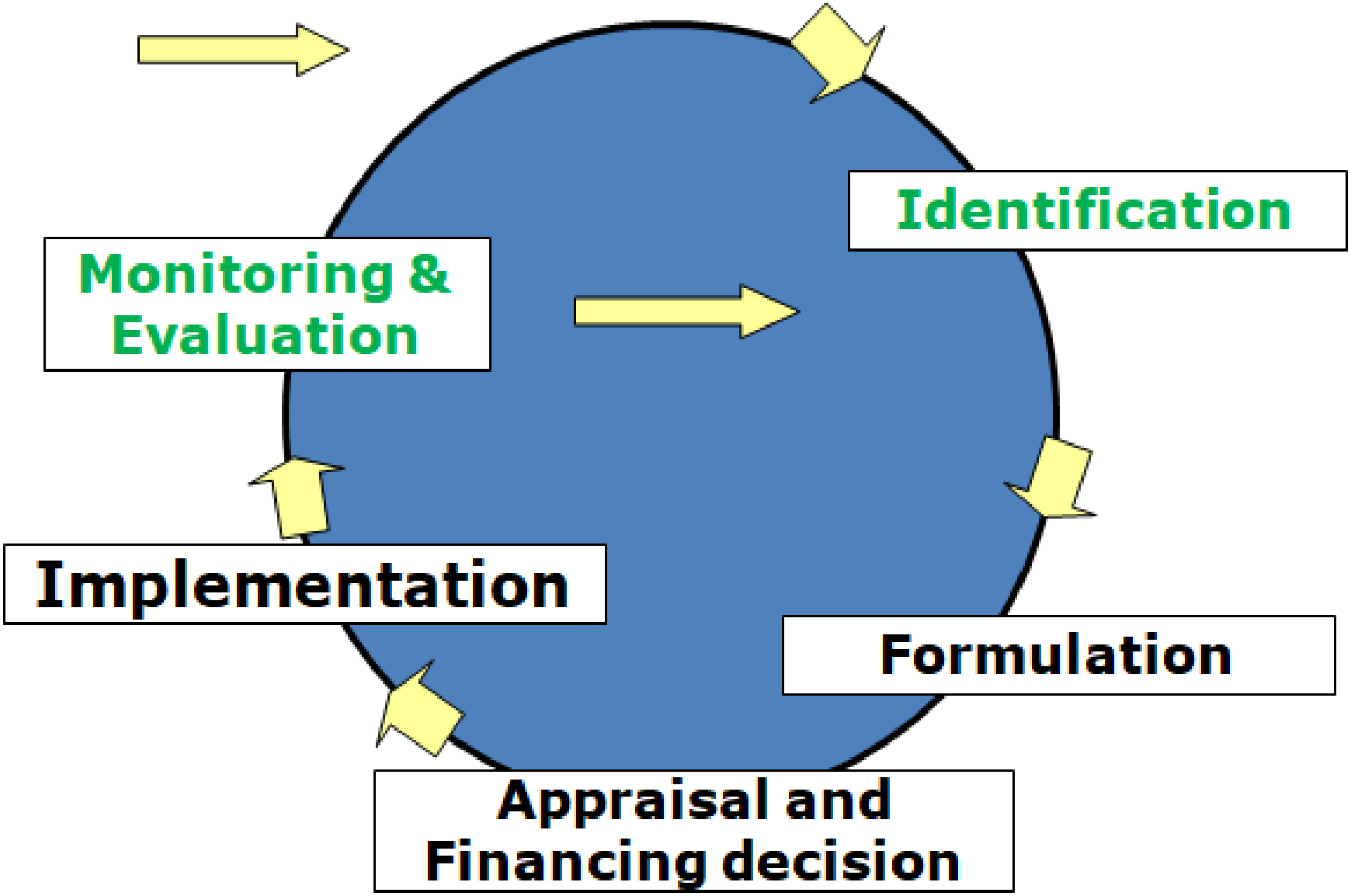
# CHAPTER ELEVEN

# Project Monitoring and Evaluation

# The project cycle: Project M and E



# 1. Monitoring

❖ "**Monitoring** is the systematic and continuous assessment of the progress of a piece of work over time."

❖ "It is an internal project activity designed to **provide constant feedback** on the progress of a project, **the problems it is facing** and **the efficiency with which it is being implemented**"

❖ The following are **approaches** of project Monitoring:

## Approaches 1. Project physical progress

**Three approaches can be used in measuring physical progress.**

**1. Quantifying Output** of the activity in absolute terms. For example number of wells constructed for a water supply project.

$$\frac{\textbf{Work Performed}}{\textbf{Work Planned}} \textbf{ x 100 (\%)}$$

2. **Valuing the output** of the activity.

$$\frac{\textit{Value of work done}}{\textit{Total Value of work planned}} \textit{ x 100 (\%)}$$

3. **Using time spent** on the project/activity.

$$\frac{\textit{Time spent to date}}{\textit{Total time to complete}} \textit{ x 100 (\%)}$$

## *Approach 2: Financial Progress /Expenditure/ Monitoring*

- **Once the budget has been prepared and the project is underway**, the **project manager will need a cost reporting and monitoring system to provide information on actual costs.**
- ***From the information obtained we need to check whether the cost of the project activities and outputs*** (for each component) has been as **per budget estimates**, **less than the budget estimates**, or **more than the budget estimates?**
- If there is a variation, we can raise and answer similar question like the above one.

## Approach 3: *Project Quality Monitoring*

- Quality monitoring varies from project to project.
- In the case of **physical construction** there will be **established system of supervision**, **testing** and **checking against the original specification.**
- ***Where as in programs/projects with institutional*** outputs such as **new service delivery systems**, **trained personnel**, **children and orphan support** and **the like there is a need to develop specific systems and specifications of quality checking**.

- In general, **project managers are responsible to ensure** that the **outputs produced or services provided by the program/project are *as per the standards or specifications established*** *in the program/project design.*

# 2. Evaluation

- "**Evaluation** is the assessment at one point in time of **the impact of a piece of work** and **the extent to which the stated objectives have been achieved.**"
- "mainly used to help in the selection and design of future projects.
- Evaluation studies can assess the extent to which **the project produced the intended impacts** and **the distribution of the benefits between different groups**, and can evaluate the cost-effectiveness of the project as compared with other options".

# Monitoring Vs Evaluation

| Characteristics | Evaluation | Monitoring |
|---|---|---|
| **Subject:** | ▪ usually focused on strategic aspects | ▪ addresses operational management issues |
| **Character:** | ▪ incidental, flexible subject & methods | ▪ continuous, regular, systematic |
| **Primary user:** | ▪ stakeholders and external audience | ▪ program management |
| **Methodology:** | ▪ rigorous research methodologies, sophisticated tools | ▪ rapid appraisal methods |
| **Primary focus:** | ▪ focus on relevancy, outcomes, impact and sustainability | ▪ focus on operational efficiency and effectiveness |
| **Objectives:** | ▪ to check efficiency, effectiveness, outcomes / impact, verify developmental hypothesis<br>▪ to document successes and lessons learned | ▪ to identify and resolve implementation problems<br>▪ to assess progress towards objectives |

# Why monitor and evaluate?

- **To measure progress;**
- **To collect information;**
- **To look at costs and benefits;**
- **To solve problems (not to criticize or to blame anyone);**
- **To help the project team see where they are going and if they need to make any changes.**
- **To improve performance**
- **To improve *day-to-day* decision-making**
- **To enhance impact**
- **To provide early warning of problems**
- **To empower stakeholders**
- **To build understanding and capacity**

# Evaluation Components

- In evaluation, the emphasis is on five main general components.
- Together, they represent the most important points to be taken into consideration in connection with decision on development projects:
  - Efficiency
  - Effectiveness
  - Impact
  - Relevance
  - Sustainability

**These evaluation components build directly on the elements in the LFA matrix**:

**Efficiency: mean a measure of the outputs of the project-qualitative and quantitative – in relation to the total resource input: in other words, how economically the various inputs are converted into outputs.**

**Effectiveness: is a measure of whether the purpose of the project has been achieved, or how likely it is to be achieved. This then is a question of the degree to which the outputs contribute to achieving the intended purpose. It thus also says something about the content of the project and whether it contributes to development in the expected direction.**

**Impact: of the project are both the foreseen and the unforeseen consequences to society; positive and negative. Assessment must take as its point of departure the goal and purpose of the project, but goes much farther than simply ascertaining whether these have been achieved.**

**Relevance: an overall assessment of whether the project is in keeping with the overall goal, the donor and recipient policy, as well as with local needs and priorities.**

**Sustainability: is an overall assessment of the extent to which the positive changes achieved as a result of the project can be expected to last also after the project has been terminated? This is the question of the relation between the necessary local resources and how recipients view the project.**

## Types of Evaluation

Four types of evaluation;

1. Ex-ante Evaluation (Start up Evaluation),
2. Mid-term Evaluation or On-going Evaluation/ Formative Evaluation/
3. Terminal Evaluation (Summative Evaluation); and
4. Ex-post Evaluation (Impact Assessment).

# Designing Monitoring and Evaluation Instruments

## M & E design has five components

1. Clear statements of **measurable objectives**

   e.g. providing more equitable access to health services.

2. **A structured set of indicators**

   Types of Indicators:

   a. **Input Indicators-** are quantified and time-bound statements of resources to be provided.

      E.g. Vehicle operating costs for the crop extension service

b. **Process indicators** - measure what happens during implementation.

E.g. latest date for delivery of fertilizer to farm stores

c. **Output indicators -** show the immediate physical and financial outputs of the project: physical quantities, organizational strengthening, and initial flows of services.

E.g. cost per kilometer of road construction

**C. Impact** - refers to **medium or long-term** developmental change.

e.g. (education) continuation rates from primary to secondary education by sex, proportion of girls completing secondary education

**e. Exogenous indicators-** are those that cover factors outside the control of the project but which might affect its outcome

e.g. currency exchange rates

3. **Provision for Collecting Data and Managing Project Records**

- so that the data required for indicators are compatible with existing statistics, and are available at reasonable cost.
- Indicators of inputs and processes will come from project management records originating from field sites.
- To measure output and impact may require the collection of data from sample surveys or special studies.

4. **Institutional arrangements for gathering, analyzing, and reporting project data, and for investing in capacity building**, to sustain the M&E service.

5. **Proposals for the ways in which M&E findings will be fed back into decision making**.

## Monitoring and Evaluation Report

**Report** is a document in which certain issues **are examined** for the purpose of:

- conveying information,
- communicating findings/results,
- putting forward ideas or proposals and,
- sometimes, making recommendations.

❖ **Reporting** on the other hand, **is a systematic activity of processing and distributing information to partners and stakeholders depending on the type of information they require.**

❖ enables the assessment of progress and achievements and helps focus audiences on the results of activities, enabling the improvement of subsequent work plans.

❖ helps form the basis for decision-making and learning at the project/program level.

❖ helps to communicates how effectively and efficiently an organization is meeting its targets & objectives.

# Structure of M & E Reports

- **M & E** reports are tools through which **we know what happened or what we got from project/program activities**.
- While **monitoring** report mainly focuses **on what goes into a project, evaluation** report deals with **what we got out from the intervention.**
- ***Reporting on the other hand happens*** both during monitoring and evaluation and is used to determine if the objectives have been met and impacts attained.
- ***A good M & E report must be*** well planned, systematic and presented in simple, clear and logical manner.

## *The following points could be useful in preparing M&E reports.*

- Define the objective of the report
- Identify your audience
- Know what the audience wants to know
- Determine the time frame for reporting
- Design appropriate data collection tools
- Use good formats for reporting
- Carefully select useful information for your target users.
- State conclusions and recommendations (as necessary)
- Circulate the draft report to get comments for improvements
- Review as necessary and prepare summary of main findings, conclusions & recommendation (if your report is big)
- Distribute to those concerned

## Progress monitoring report outline

The following can be used as ***a generic outline for writing progress report.***

1. *Introduction*
2. *Comparison of planned versus actual events*
3. *Administrative review*
4. *Financial review/expenditure report/cost share report*
5. *Performance of the Project (Indicator data)*
6. *Notable lesons, innovations, or quotes*
7. *Issues requiring immediate support/attention by the donor*

# The M & E Report could be presented in two forms:

## 1. Narrative Report

The following information should be addressed in a ***narrative report***:

- **Introduction**. Significant developments in the reporting period.
  - Objectives and planned activities for the period.
  - Were the objectives and the activities of the project achieved?
  - Did you meet any bottlenecks and/or problems? (If not, why? What was done to deal with them?)
  - Were you able to carry out the activities according to schedule? (If not, why? What was done to adapt the activities? )

✓ Has the target group been reached?

✓ Copies or samples of every material produced during the project implementation, like posters, leaflets, study reports, newspaper articles, publications, training lessons and programs, etc.

✓ Objectives and planned activities for the next period.

✓ Specific recommendations for any action necessary to ensure that the project achieves its objectives.

✓

## 2. Financial Reports

**Financial reports should address the following information**:

- **An account of the progress** made towards **the achievement of the project objective.**
- An overview of expenditures during the reporting period.
- An explanation of any deviation from the budget and links to actual progress.
- An overview of the budget required for financial activities and expected output over the next 12 months.

# End of the Course

# Thank You for listening!!