**Project Monitoring & Evaluation**

**Monitoring**

Monitoring as a part of evaluation, maybe defined as a process of watching periodically the progress of a program or a project with a view to identifying shortfalls, if any, and taking appropriate corrective measures in order to optimize the efficiency and effectiveness of the program/ project.

**Types of Monitoring**

* Financial monitoring
* Administrative monitoring
* Academic/ Technical monitoring
* Physical monitoring

**Conditions for a successful monitoring system**

1. Regularity
2. Accuracy
3. Promptness
4. Completeness

**Steps of Monitoring Process**

1. Identify desired outcomes
2. Selection indicators
   * Direct indicators
   * Proxy indicators
3. Conduct effectiveness assessment
   * Watching performance
   * Raising warning signals
   * Identifying problem area
   * Giving feedback
4. Prepare monitoring report
5. Recommendations

**Monitoring Techniques**

* Program evaluation and review technique (PERT)
* Critical path method (CPM)
* Management information system (MIS)

**Evaluation**

The project evaluation is an effort to judge the extent and efficiency of accomplishment and to find ways for its improvements.

**Needs for evaluation**

* Program monitoring
* Feedback
* Coordination
* Degree of Success
* Relevance
* Reactions

**Criteria for Evaluation**

* Objectivity
* Timelines
* Applicability
* Communicability
* Validity
* Scope of depth

**Categories of evaluation**

1. Front-end analysis
2. Evaluability assessment
3. Formative evaluation
4. Summative evaluation
5. Program monitoring
6. Evaluation of evaluation

**Stages of evaluation**

* Preliminary evaluation
* Concurrent evaluation
* Final evaluation

**Steps in designing the project evaluation**

1. Set the boundaries of the system
2. Identify the project objectives
3. Identify the evaluation objectives
4. Breakdown the project into meaningful components
5. Identifying the goals of each the identified components
6. Identifying the relationship existing among the various components
7. Identify the inputs and outputs of the system and of its components
8. Identify the most important processes to be considered
9. Identify the appropriate evaluation criteria
10. Set the appropriate evaluation criteria
11. Describe the reporting system
12. Estimate the project evaluability and cost of evaluation

**Features of evaluation study**

1. **Formulation of Negotiation**
2. Objectives of the study should be specified
3. Information needs & expectations should be delineated
4. Types of evaluation should be identified
5. Specify the range of activity
6. Estimated cost of evaluation effort
7. An agreement of information value and applicability
8. Evaluability assessment
9. Restriction on access to data
10. Potential conflicts of interest should be avoid
11. Schedule obligations and involvements should be written
12. **Structured & Design**
13. Measurement methods and instruments should be specified
14. Ensured that best procedure used
15. Con-operating of staff, institutions and members of community should be planned
16. **Data Collection and Preparation**
17. Preparation of data collection plan
18. Selection of evaluation staff
19. Validity and reliability test of data collection instruments
20. Safeguard for data collection
21. Minimum disruption in program
22. **Data Analysis and Interpretation**
23. Analysis procedure should match with general purpose of evaluation
24. Reasons of choosing the procedures
25. Limitation of evaluation
26. Findings should be reported
27. **Communication and Discloser**
28. Findings should be presented clearly, completely and fairly
29. Organized in a logical manners
30. Language easily understandable
31. Recommendations should be related to findings
32. How findings derived should be explained
33. Documentation of the data should be arranged
34. **Utilization**
35. Evaluation results should be made available to appropriate users before relevant decisions.
36. Try to prevent misinterpretations and misuses of evaluation results.
37. Side effects should be stated.