

Bangladesh Disabled Development Trust- BDDT



Monitoring and Evaluation Policy, 2007

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MONITORING

Monitoring is the continuous or periodic review and surveillance (overseeing) by management at every level of the hierarchy of the implementation of an activity to ensure that input deliveries, work schedules, targeted outputs and other required actions are proceeding according to plan. The purpose of monitoring is to achieve efficient and effective project performance by providing feedback to project management at all levels. An essential part of good management practice, monitoring needs to be conducted by those responsible for project/programme implementation at every level of the management hierarchy-

Monitoring would be concerned with items like:

- procurement, delivery and installation of inputs;
- adherence to implementation plans (activities);
- compliance with required standards and procedures;
- achievement of planned targets (output); and
- more selectively use of project facilities and services(outputs) and its results (effects)

EVALUATION

Evaluation is a process for determining systematically and objectively the relevance, efficiency, effectiveness and impact of activities in the light of their objectives.

It is an organizational process for improving activities still in progress and for aiding management in future planning, programming and decision-making.

Evaluation concerns:

1. who or which group has benefited (or has been adversely affected)
2. by how much (compared to the situation before the activity)
3. in what manner (directly or indirectly), and
4. why (establishing causal relationships between activities and results to the extent possible)

DIFFERENCE BETWEEN MONITORING & EVALUATION

Monitoring is carried out only during implementation, while evaluation is carried out:

1. during implementation (on-going evaluation)
2. at the completion (terminal evaluation)
3. some years after completion when the activity is expected to have reached its full development and full impact (long-run objectives) of the activity is expected to have been realized (ex-post evaluation)

On-going evaluation:

It is the analysis which is carried out during the implementation phase of an activity of its continuing relevance, efficiency and effectiveness and present and likely future outputs, effects and impact.

It can assist decision makers by providing information about any needed adjustment of objectives, policies, implementation strategies, or other elements of the project, as well as providing information for future planning.

It exams whether the assumptions or hypotheses made during the project formulation or appraisal stage are still valid, or whether adjustments are required to ensure that the overall project objectives will be achieved.

Terminal evaluation:

It is undertaken from 6 -12 months after project completion, either as a substitute for ex post evaluation of projects with short gestation periods (e.g. rural credit or agricultural extension) or before initiating a follow-up phase of the project.

Ex-post evaluation:

It is undertaken at full project development i.e. some years after project completion when full project benefits and impact are expected to have been realized.

The purpose of terminal and ex-post evaluation are:

- (1) to assess the achievement of overall results of the project in terms of efficiency, outputs, effects and impact: and
- (2) to learn lessons for future planning, i.e. the design

or formulation, appraisal, implementation, and monitoring and evaluation of development activities.

Project M&E Cycle



Summary of key differences of functions between M & E

MONITORING

1. Keeps track of daily activities
2. Accepts objectives, targets and norms stipulated in the plan
3. Checks progress towards Output targets

4. Stresses conversion of inputs to outputs
5. Concentrates on planned project elements

EVALUATION

1. Takes long-range view
2. Questions their pertinence and validity
3. Measures progress; and explains reasons for the results: progress is seen more in terms of objectives
4. Emphasizes achievement of objectives
5. Assesses planned elements and looks for unplanned change, searches for causes, challenges assumptions made

M & E System- Functions

- (1) Ascertaining whether all aspects of the programme/project are being implemented as planned;
- (2) Identifying gaps, problems and constraints in performance and achievement and suggesting measures and means for any corrective actions required;
- (3) Reviewing whether the assumptions essential for the effectiveness of the programme/project (but on which it has no direct control) continue to be valid;
- (4) Assessing the efficiency and effectiveness of the programme/project;

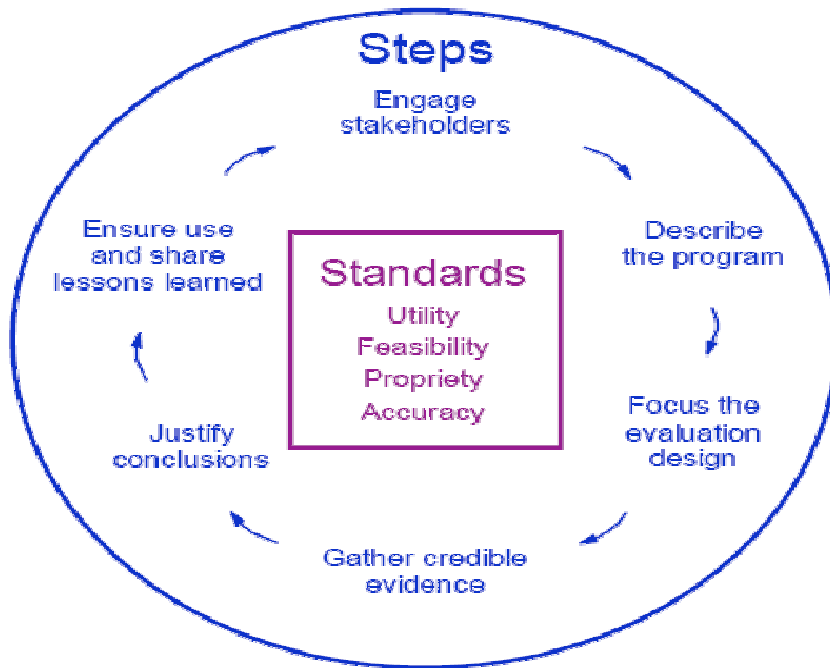
LIMITATION OF MONITORING AND EVALUATION

M and E can suffer from several practical difficulties and limitations:

- (1) Formative stage of methodologies - as a development discipline, M and E is still evolving in terms of methodologies and the accepted principles must be applied judiciously.
- (2) Lack of experienced personnel - a corollary of (1) is that as a new field, expertise in using M and E is as yet scarce, especially in developing countries.
- (3) Collection and analysis of data for useful purposes – on one hand, M and E requires a great deal of field data and information and their collection can be very costly. On the other hand, there is as important trade-off between the precision of information and its cost. The situation is further complicated by the difficulties of analyzing and using the collected information and data effectively.
- (4) Integration of M and E into the management process - firstly this concerns the involvement of the manager in the M & E process in terms of the use of the finding into his decision making. Secondly this relates to the institutional mechanisms through which M and E functions are linked with the rest of the management related functions, such as planning/programming. The lack of such integration will severely undermine effective feedback from M & E.

- (5) Built-in incentives for M and E in the management system - one serious practical constraint is the lack of adequate incentives for the managers to use the type of information which M and E could provide. Often these managers are judged by their performance in terms of delivery of inputs within the given budget or for their ability to save funds, rather than their ability to achieve objectives.

Steps in Conducting Evaluation: The CDC Framework



Ten Steps to Results-Based M&E System (The World Bank)

- Step-1: Conducting a Readiness Assessment.
- Step-2: Agreeing on inputs, outputs, outcomes and impact to monitor and evaluate.
- Step-3: Selecting key performance indicators to monitor and evaluate.
- Step-4: Setting baselines and gather data on indicators.
- Step-5: Planning for improvement – selecting results targets.
- Step-6: Monitoring for results.
- Step-7: Conducting evaluation.
- Step-8: Reporting the findings.
- Step-9: Using the findings.
- Step-10: Sustaining the M&E system within the organization.

= The End =