



## Tool 10.1 Overview of monitoring and evaluation

### Overview

*This tool briefly describes both monitoring and evaluation, and the distinction between the two.*

### What is monitoring?

Monitoring is a continuing function that uses systematic collection of data on specific indicators to provide the management and the main stakeholders of an ongoing intervention with indications of the extent of achievement of objectives and progress in the use of allocated funds.

### Indicators

An indicator is a quantitative or qualitative variable that allows changes produced by an intervention relative to what was planned to be measured. It provides a reasonably simple and reliable basis for assessing achievement, change or performance. An indicator is preferably numerical and can be measured over time to show changes. Indicators, which are determined during the planning phase of a project, usually have the following components:

1. What is to be measured? (What is going to change? E.g., participants reporting higher school attendance of girls in a village)
2. Unit of measurement to be used (to describe the change, e.g., percentage)
3. Pre-programme status (sometimes called the “baseline”, e.g., 40 per cent in 2007)
4. Size, magnitude or dimension of intended change (e.g., 75 per cent in 2008)
5. Quality or standard of the change to be achieved (e.g., improvement such that girls obtain higher grades)
6. Target populations(s) (e.g., girls vulnerable to trafficking from villages in southern district)
7. Time frame (e.g., January 2008 to January 2009)

## What is evaluation?

Evaluation is the systematic and objective assessment of ongoing and/or completed projects, programmes or policies, in respect of their:

- Design
- Implementation
- Results

The criteria applied in the evaluation are:

- Objectives
- Efficiency
- Effectiveness
- Impact
- Sustainability

Evaluation emphasizes the assessment of outcomes and impact rather than the delivery of outputs.



See the Evaluation Quality Standards available at:

[www.oecd.org/document/29/0,3343,en\\_2649\\_34435\\_16557149\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/29/0,3343,en_2649_34435_16557149_1_1_1_1,00.html)

## ***Norms for evaluation***

### ***United Nations Evaluation Group***

In April 2005, the United Nations Evaluation Group issued norms and standards with a view to the harmonization of evaluation in the United Nations system. The United Nations Evaluation Group norms seek to facilitate system-wide collaboration on evaluation, by ensuring that evaluation within the United Nations system abides by agreed-upon basic principles:

- Intentionality (intent to use evaluation findings)
- Impartiality
- Independence
- Evaluability
- Quality
- Competence

- Transparency and consultation
- Evaluation ethics
- Follow-up
- Contribution to knowledge building



The United Nations Evaluation Group norms and standards are available in Chinese, English, French, Russian and Spanish at:

[www.uneval.org](http://www.uneval.org)

### Distinguishing between monitoring and evaluation

	<b>Monitoring</b>	<b>Evaluation</b>
<b>Timing</b>	Monitoring is a continuing function that takes place throughout the implementation of a project/programme.	Evaluation assesses the entire project cycle.
<b>Depth and purpose</b>	Monitoring is a regular part of project or programme management. It focuses on the implementation of the project, comparing what is delivered with what was planned.	<p>Evaluation reviews the achievements of the project/programme and considers whether the plan was the best one to achieve the outcomes.</p> <p>Evaluation measures achievements, as well as positive/ negative and intended/ unintended effects.</p> <p>Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere.</p>
<b>Who conducts it</b>	Monitoring is usually done by people directly involved in implementing the project/programme.	Evaluation is best conducted by an independent outsider who can be impartial in consulting with project/programme staff.
<b>Relationship between monitoring and evaluation</b>	Data collected and insights gained in the course of monitoring are then fed into and used by the evaluation process.	

## Recommended resources

There are various organizations and resources dedicated to the harmonization and improvement of monitoring and evaluation. Many of these may offer lessons with respect to the monitoring and evaluation of anti-trafficking programmes. The following is just a small selection of the resources available.

### ***How to Build M&E Systems to Support Better Government*** **Keith Mackay, World Bank Independent Evaluation Group, 2007**

A resource designed particularly for Governments in developing countries seeking to strengthen their monitoring and evaluation systems, this publication includes promising monitoring and evaluation system practice, as well as diagnostic guides, examples of evaluations and other tools for strengthening the monitoring and evaluation systems of Governments. The efforts to build monitoring and evaluation systems of Chile, Colombia and Australia, in particular, are considered, and Africa is given attention as a special case.



The report can be downloaded in English at:  
[www.worldbank.org/ieg/eecd/better\\_government.html](http://www.worldbank.org/ieg/eecd/better_government.html)

### ***Monitoring and Evaluation: Some Tools, Methods and Approaches*** **World Bank Independent Evaluation Group, 2004**

This booklet provides an overview of monitoring and evaluation tools, methods and approaches, including data collection methods, analytical frameworks and types of evaluation and review. The purpose, use, advantages and disadvantages, costs, skill requirements, time requirements and key references are provided for:

- Performance indicators
- The logical framework approach
- Theory-based evaluation
- Formal surveys
- Rapid appraisal methods
- Participatory methods
- Public expenditure tracking surveys
- Impact evaluation
- Cost-benefit and cost-effectiveness analysis



The booklet is available in Arabic, English, French, Portuguese, Russian and Spanish, at:  
[www.worldbank.org/ieg/eecd/me\\_tools\\_and\\_approaches.html](http://www.worldbank.org/ieg/eecd/me_tools_and_approaches.html)

### ***Network on Development Evaluation of the Development Assistance Committee***

The Network on Development Evaluation is a subsidiary body of the Development Assistance Committee supported by the secretariat of the Organization for Economic Cooperation and Development. Its purpose is to increase the effectiveness of international development programmes by supporting their independent evaluation. The network offers a range of publications and documents (including best practice, guidance documents and manuals to facilitate monitoring and evaluation), as well as a glossary of key terms in evaluation, in Chinese, English, French, Italian, Japanese, Portuguese, Russian and Spanish.



The glossary of terms is available at:

[www.oecd.org/findDocument/0,2350,en\\_2649\\_34435\\_1\\_119678\\_1\\_1\\_1,00.html](http://www.oecd.org/findDocument/0,2350,en_2649_34435_1_119678_1_1_1,00.html)



Publications and documents of the Network on Development Evaluation are available at:

[www.oecd.org/findDocument/0,3354,en\\_2649\\_34435\\_1\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/findDocument/0,3354,en_2649_34435_1_1_1_1_1,00.html)

### ***Evaluation Cooperation Group***

The Evaluation Cooperation Group was founded by heads of evaluation in multilateral development banks to strengthen evaluation, share lessons, disseminate information, harmonize performance indicators and evaluation methodologies, enhance collaboration between multilateral development banks and bilateral and multilateral development organizations, and facilitate the involvement of borrowing member States in evaluation and build their evaluation capacity.

The members of the Evaluation Cooperation Group are the evaluation entities of the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank, the Inter-American Development Bank, the International Monetary Fund and the World Bank. The United Nations Evaluation Group and the Evaluation Network of the Development Assistance Committee of the Organization for Economic Cooperation and Development are observer members.



More information about the Evaluation Cooperation Group, as well as links to members and resources can be found at:

[https://wpqp1.adb.org/QuickPlace/ecg/Main.nsf/h\\_Toc/73ffb29010478ff348257290000f43a6](https://wpqp1.adb.org/QuickPlace/ecg/Main.nsf/h_Toc/73ffb29010478ff348257290000f43a6)

### **United Nations Evaluation Group**

The United Nations Evaluation Group has issued Norms and Standards (see above) that provide a reference for strengthening, professionalizing and improving the quality of evaluation in the United Nations system. These norms reflect respect for rights, international values and principles, universality and neutrality, and international cooperation.



The United Nations Evaluation Group Norms and Standards are available in Chinese, English, French, Russian and Spanish at:  
[www.uneval.org](http://www.uneval.org)

### **Other recommended resources**



Government of Australia, Australian Agency for International Development, *AusGuideline 3.3 The Logical Framework Approach* (2005), [www.ausaid.gov.au/ausguide/pdf/ausguideline3.3.pdf](http://www.ausaid.gov.au/ausguide/pdf/ausguideline3.3.pdf)



European Commission Humanitarian Aid Department, *Aid Delivery Methods, vol. 1, Project Cycle Management Guidelines* (2004), [http://europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101\\_en.htm](http://europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101_en.htm)



Search for Common Ground, *Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs* (2006), [www.sfcg.org/documents/manualpart1.pdf](http://www.sfcg.org/documents/manualpart1.pdf)



Swedish International Development Cooperation Agency (Sida):  
[www.sida.se/?d=121&language=en\\_us](http://www.sida.se/?d=121&language=en_us)



USAID:  
[www.usaid.gov](http://www.usaid.gov)