

Implementation and evaluation

Responding to changes

- *At the beginning of Nehemiah 4 we are told that some people were opposed to the project.*
 - *What was Nehemiah's response? (verse 9)*
- *How did Nehemiah change his plans in order to manage the risk to the project? (verses 9, 13, 16-22)*
- *What can we learn from Nehemiah's experience for the projects we plan?*

During the implementation phase, there are things we must do:

- Update the stakeholder analysis to check that there are no new stakeholders who might influence project success or who should be invited to participate. Also, the circumstances of stakeholders identified at the beginning of the project may change. For example, some might have been pushed further into poverty and we might want to include them as primary beneficiaries. On the other hand, some secondary stakeholders might change their viewpoint and become a threat to the project.
- Reassess the risks to the project.
- Monitor and review the progress the project is making towards its objectives.
- Feed the learning from monitoring and reviewing back into the project design.
- Go back to the log frame and make adjustments or improvements where appropriate.

The indicators identified in the log frame show how we will know if change has occurred. Monitoring, reviewing and evaluation are the terms used for the process of measuring and analysing the indicators.

Why should we do monitoring, reviewing and evaluation?

There are two main reasons for measuring our performance:

- **ACCOUNTABILITY** We need to show those who give us resources and those who benefit from our work that we are using the resources wisely.
- **LESSON LEARNING** By measuring, analysing and reflecting on our performance, we can learn lessons that will enable us to either change our project plans or change our approach to other projects.

To measure performance, we need to address:

RELEVANCE Does the project address needs?

EFFICIENCY Are we using the available resources wisely?

EFFECTIVENESS Are the desired outputs being achieved?

IMPACT Has the wider goal been achieved? What changes have occurred that help beneficiaries?

SUSTAINABILITY Will the impact be sustainable?

The difference between monitoring, reviewing and evaluation

Many people think of monitoring, reviewing and evaluation as the same thing, but they are different. The main difference is that they are carried out at different stages of the project:

- **MONITORING** is done continuously to make sure the project is on track, for example, every month.
- **REVIEWING** is done occasionally to see whether each level of objectives leads to the next one and whether any changes need to be made to the project plans, for example, every six months.
- **EVALUATION** is usually done at the end of the project to assess its impact.

The table below looks at some other differences between the three terms.

	Monitoring	Reviewing	Evaluation
When is it done?	Continuously – throughout life of a project	Occasionally – in the middle or at the end of the project	Occasionally – at the end or beyond the phase or project
What is measured?	Efficiency – use of inputs, activities, outputs, assumptions	Effectiveness, relevance and immediate impact – achievement of purpose	Longer-term impact and sustainability – achievement of purpose and goal and unplanned change
Who is involved?	Staff within the organisation	Staff and people from outside the organisation	People from outside the organisation
What sources of information are used?	Internal documents e.g. monthly or quarterly reports, work and travel logs, minutes of meetings	Internal and external documents e.g. annual reports, consultants' reports	Internal and external documents e.g. consultants' reports, national statistics, impact assessment reports
Who uses the results?	Managers and project staff	Managers, staff, donors, beneficiaries	Managers, staff, donors, beneficiaries, other organisations
How are the results used?	To make minor changes	Changes in policies, strategy and future work	Major changes in policy, strategy and future work

Monitoring, reviewing and evaluation each assess indicators at different levels in the hierarchy of objectives as the log frames shown below.

monitoring


	Summary	Indicators	Evidence	Assumptions
Goal				
Purpose				
Outputs				
Activities				



reviewing

Also called **Output-to-Purpose Reviews**


	Summary	Indicators	Evidence	Assumptions
Goal				
Purpose				
Outputs				
Activities				



evaluation

Also called **Purpose-to-Goal Reviews**

	Summary	Indicators	Evidence	Assumptions
Goal				
Purpose				
Outputs				
Activities				



Where possible, primary stakeholders should take part in monitoring, reviewing and evaluation. This is to ensure that they have strong ownership of the project so that benefits are achieved and sustained.

By using indicators to measure progress, we will know whether or not we have achieved our objectives. However, what they will not automatically tell us is why the objectives have not been achieved. We will need to investigate this in order to learn lessons and be fully accountable to those funding and those benefiting from our work. Factors might be internal or external. Internal factors might include overlooking risks, identifying the wrong needs or misidentifying stakeholders. Community members are likely to be key in identifying reasons why objectives have not been fulfilled.

It is important to remember that God's timing might be different from what we expect, and we may need to change our plans accordingly.

Monitoring and reviewing might show that, while the project is not on track materially, more people are going to church. On the other hand, it is important to be aware of spiritual attack which might stop us achieving our project objectives or which ensure that attitudes do not change. This might cause us to pray and refocus our plans.

Since using the log frame approach ensures that indicators are identified at the planning stage, monitoring, reviewing and evaluation should be straightforward. The format below enables us to document our performance as a summary. These summaries are to full monitoring, reviewing and evaluation reports, what log frames are to full proposals. Donors will usually provide reporting guidelines for the full reports.

**To complete
the summary
reports**

- Copy the summary and indicators from the log frame into the first two columns.
- Report against each indicator in the progress column. Add any unplanned activities that have been carried out underneath.
- Comment against each indicator and make recommendations where appropriate. Note unexpected outcomes in the comments and recommendations column and the extent to which the assumptions are being met.
- In the ratings column, place a number to show whether, at the current time, the objective is likely to be achieved or not.

MONITORING Summary Report

Project title _____

Country _____ Period covered _____ Date prepared _____ Prepared by _____

PROJECT STRUCTURE	INDICATORS OF ACHIEVEMENT	PROGRESS	COMMENTS AND RECOMMENDATIONS	RATING *
Activities				
Outputs				

*RATINGS 1 Likely to be achieved 2 Likely to be largely achieved 3 Likely to be partially achieved 4 Likely to be achieved to a very limited extent 5 Unlikely to be achieved X Too early to judge the extent of achievement

REVIEWING Summary Report

Project title _____

Country _____ Period covered _____ Date prepared _____ Prepared by _____

PROJECT STRUCTURE	INDICATORS OF ACHIEVEMENT	PROGRESS	COMMENTS AND RECOMMENDATIONS	RATING *
Outputs				
Purpose				

*RATINGS 1 Likely to be achieved 2 Likely to be largely achieved 3 Likely to be partially achieved 4 Likely to be achieved to a very limited extent 5 Unlikely to be achieved X Too early to judge the extent of achievement

EVALUATION Summary Report

Project title _____

Country _____ Period covered _____ Date prepared _____ Prepared by _____

PROJECT STRUCTURE	INDICATORS OF ACHIEVEMENT	PROGRESS	COMMENTS AND RECOMMENDATIONS	RATING *
Purpose				
Goal				

*RATINGS 1 Likely to be achieved 2 Likely to be largely achieved 3 Likely to be partially achieved 4 Likely to be achieved to a very limited extent 5 Unlikely to be achieved X Too early to judge the extent of achievement

Financial reporting Report on project spending at set intervals, usually alongside monitoring, reviewing and evaluation reports. Below is a template for doing this.

Description	Budget	Actual spending	Variance

- In the Description column, insert the labels from the project budget, such as administration costs and transport costs.
- Next to each description, insert the budget in the Budget column.
- In the Actual Spending column, insert how much money has actually been spent.
- The variance is the difference between the Budget and Actual Spending, expressed as a percentage. To calculate the variance, use the sum below:

$$\text{Variance} = \frac{(\text{Budget} - \text{Actual})}{\text{Budget}} \times 100$$

The variance can be positive or negative. If the variance is high – for example, above plus or minus 15% – explain why. If the variance is positive, say ‘We have not spent the budget because ...’ If the variance is negative, say ‘We have overspent because ...’