

Monitoring & Evaluation

Source	Definition
Stufflebeam (2000)	Evaluation is a study designed and conducted to assist some audience to assess an object's merit or worth
Vedung (1997)	Evaluation is a careful retrospective assessment of the merit, worth and value of administration, output and outcome of government intervention, which is intended to play a role in future practical situations.
Scriven (1991)	Evaluation is the process of determining the merit, worth and value of things and evaluations are the products of that process. Evaluation is not the mere accumulation and summarizing of data that are clearly relevant for decision making...gathering and analyzing the data that are needed for decision making comprise only one of the two key components in evaluation, a second element is required to get to conclusions about merit or net benefits: evaluative premises or standards. Evaluation has two arms: one is engaged in data gathering, the other collects, clarifies and verifies relevant values and standards.
Centre for Program Evaluation– Government of the United States	Evaluation (1) assesses the effectiveness of an ongoing program in achieving its objectives, (2) relies on the standards of project design to distinguish a program's effects from those of other forces, and (3) aims at program improvement through a modification of current operations.

Comparison Between M&E

Item	Monitoring	Evaluation
Frequency	Regular, ongoing	Episodic
Main action	Keeping track/oversight	Assessment
Basic purpose	Improving efficiency Adjusting work plan	Improve effectiveness, impact, future programming
Focus	Inputs/outputs, process outcomes, work plans	Effectiveness, relevance, efficiency, impact, sustainability
Information sources	Routine systems, field visits, stakeholder meetings, output reports, rapid assessments	Same plus Surveys (pre-post project) Special studies
Undertaken by	Project/program managers Community workers Supervisors Community (beneficiaries) Funders Other Stakeholders	External evaluators Community (beneficiaries) Project/program managers Supervisors Funders

Question	Monitoring	Evaluation
When is it done?	Continuously-throughout the life of the project/program	Occasionally-before implementation, Mid-term, at the end or beyond the project/program period
What is measured?	Efficiency-use of inputs, activities, outputs, assumptions	Effectiveness, longer-term impact and sustainability- achievement of purpose and goal and unplanned change
Who is involved?	Staff within the agency (internal staff)	In most cases, external bodies or agencies are engaged in the evaluation
Sources of Information	Internal documents, e.g. monthly or quarterly reports, work and travel logs, minutes of meetings	Internal and external documents, e.g. consultant's reports, annual reports, national statistics
Who uses the results?	Managers and project/program staff	Managers, staff, funding agency (e.g. CDC) beneficiaries, other agencies
How are results used?	To make minor changes	To make major changes in policy, strategy and future work

Source: Authors literature review

The difference between monitoring and evaluation

	Monitoring	Evaluation
When is it done?	Continuously	Occasionally
What is measured	Efficiency	Effectiveness
Who is involved?	Internal staff	External contractors
What sources of information are used?	Internal documents	Internal and external documents
Who uses the results?	Managers and program staff	Managers, staff, donors, beneficiaries, etc