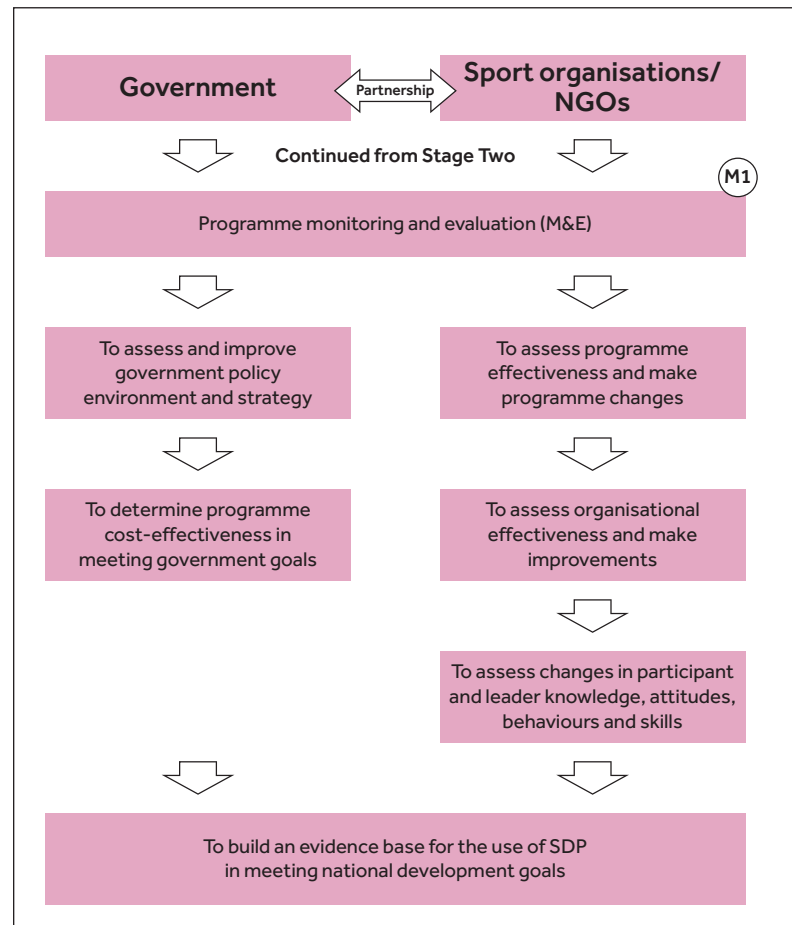


## Chapter 4

### Stage Three: Monitoring

The various purposes of monitoring and evaluation (M&E) are shown in Figure 4.

Figure 4. **Stage Three: Monitoring and evaluation of SDP programmes**



## Monitoring step 1 (M1): Programme monitoring and evaluation

Governments increasingly require evidence of programme effectiveness in order to justify the continued expenditure of public funds. To provide such evidence requires:

- Very clear articulation of programme objectives (see step P6).
- Creation of measurement tools that can capture progress towards the achievement of programme objectives.
- Consistent record keeping with respect to participants' attendance and engagement in the programme.
- Awareness that there are both intended and unintended consequences of engagement in SDP programmes and that both need to be assessed.

The evidence collected needs to be analysed. Where possible, this analysis should be undertaken by people who are independent of the delivery organisation. There are two very different types of analysis and use of collected data: to improve the programme and to demonstrate programme effectiveness.

### *a) Analysis to improve the programme*

Programme organisers can use the evidence they have collected to:

- Improve programme design and delivery.
- Determine changes in knowledge, attitudes, behaviour or skills of both participants and leaders and to modify the programme or training if needed.
- Determine whether there have been changes in organisational effectiveness or capacity and identify where capacity weaknesses exist.

These reasons are *internal* to the organisation and help it to improve. This type of evaluation is called *formative evaluation*.

### *b) Analysis to demonstrate programme effectiveness*

The same information, collected in the same way, can also be used *externally* to demonstrate to government(s) or programme funders that the programme has done what it set out to do, i.e., that it has been effective. This involves demonstrating a clear link

between the objectives identified before the programme was delivered and the changes in knowledge, attitudes, behaviours or skills that resulted because of the programme. This type of evaluation is called *summative evaluation*.

#### *Analysis by governments*

In addition to the formative and summative evaluations undertaken by the SDP delivery organisation or other agency, government(s) can use the collected data to evaluate programme cost-effectiveness and its value in helping to meet development goals.

#### *Policy evaluation*

A separate strand of M&E should be undertaken by government(s) in order to ascertain whether their policy framework is optimal for programme effectiveness and return on the investment of public funds.

Figure 5. Overview of the evaluation of SDP programmes

