User Guide for Monitoring and Evaluation skills

: Prepared by
Human rights trainer
Mahde Maxdid Qadr

2015
User Guide for Monitoring and Evaluation skills

Prepared by: Human rights trainer
Mahde Maxdid Qadr

Translated by: Sana Salam
Leadership Skills .................................................................
Context :

- An idea about the project.
- The process of monitoring.
- Types of monitoring.
- Methods and techniques of monitoring.
- The indicators.
- Designing the monitoring plan.
- Report writing for the monitoring process.
- The qualities and characteristics of the supervisor.
- The ten commandments to comment on the action.
- The evaluation of the projects.
- Type of evaluation.
- Designing a plan for evaluating the project.
- Sample.
- Ways used for evaluation.
- Writing a report about the evaluation.
- Difference between monitoring and evaluation.
**An Idea about the project :**

Widening the participation of civil society (participant) is a three years project to promote the participation of the civil society citizen funded by Agency for international development (US) and implemented by mercy Corps, with Union partners which they are INTERNEWS, international center for non profit Law organization (ICNL), al Mercy Humanitarian Organization (MH), and PAO organization. The goal of the project is to make democracy systems in Iraq become more sensitive and have more participatory atmosphere arising by the civil society in a sustainable way and increase the social and political participation of individuals. In all project stages, the participation will focus on supporting the aimed initiatives for developing the activist and citizens participation in the process of social, economical and democracy development in Iraq, and enhancing the organizational and institutional capacity of a fundamental group of local organization, also increase the impact of civil society on making decisions regarding public policy, and enhancing the frame of legal, organizational and enabling environment that local organizations work according to. In addition, building on collective experience for more than nine years work in aiding Iraqi civilians who have suffered the consequences of war.
Monitoring process

Definition of Monitoring:
"It is an organized plan and ongoing process, it will be ongoing system during the time of the project to collect information, achievements and the impact of the project, then preparing and delivering them to the project management or other stakeholders in order to help them make the right decisions during the implementation of the project to get the planning goals for the project."

"It is an ongoing process for collecting and analyzing information and data of the projects and programs to determine the coherence of the project activities process with the designated plan in order to show the current status of the project and focus on the performance index."

The reason to hold monitoring process:
To outfit the project management with accurate information in a timely manner about the project activities to help make decisions regarding the following:

1- Human resources
2- Time table
3- The management of source and resource
4- The quality and the capacity level of performance
5- The financial and budget management
Function of monitoring process:
- Documenting the implementation of the project stages.
- Explaining the management decision process
- Making the right decision.
- Learning from acquired experience to help in future planning.

Target (goals) of Monitoring:
Monitoring process provides data and information about the project activities that were implemented in the project to the management, so that they can clarify the current situation of the project and compare it to what was actually achieved according to what was planned for to be implemented especially to verify that:
- The implementation is being done according to the designated time table.
- The costs for the activities implemented within the approved budget for the project.
- The outputs and inputs of the project reach the targeted category in the proper time and place.
- The exchange will be in the correct aspect of spending.
- The implementation is being done with high quality matching with the technical specifications.
- The manpower and the material capability are being used effectively and efficiently.
- The project achievements are in accordance with what was planned for.
- The impact of the project have been achieved and was identified.
- Weaknesses and strengths in the project and the aspects that need to be improved have been identified.
- The problems that hamper the implementation have been identified in order to find a suitable solution.
  - Human resources
  - Time table
  - The management of source and resource
  - The quality and the capacity level of performance
  - The financial and budget management

<table>
<thead>
<tr>
<th>The impact of the lack of monitoring process</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Delay of the work</td>
</tr>
<tr>
<td>❖ Delay in solving the difficulties and problems that faces the project</td>
</tr>
</tbody>
</table>
Types of monitoring

A- In their nature :

1- Technical monitoring :
Technical monitoring of the project location shows what have been achieved in accordance to what have been spent of investment assets, and matching the implemented work to what was mentioned in the project definition regarding location, specification, resources, and modification on how to implement along with their causes. The effects of achieving the project required goals and the problems that confront the implementation wither they are natural or external. So, this type of monitoring must be done periodically and in an organized way during implementation process.

2- Financial monitoring :
Financial monitoring is a type of monitoring process used in the implementation of projects. It is designed to find out what has been spent from the funds on a specific project in comparison to what was planned for. This type of monitoring can be done on phases:

- Monthly: The organization monitor and conduct monthly financial follow ups.
- Quarterly: In this case, reports must be prepared quarterly and no later than the end of the month.
following the designated quarter which allows to take the necessary decision in the light of the implementation rates.

- Annually: To show the implementation rate and the rate of the economic performance of the project and show the good sides of the indicators in the implementation and how to overcome the negative indicators.

**B- In terms of their resource**

1) Internal monitoring: It is mainly concerned with the same areas of the implementation of the activities of the project, and aims to renew the project manager and supervisors prospects on the progress of the implementation process of the project and the monitoring will be supervised by the project management.

2) External monitoring: It is mainly concerned with the project progress generally speaking in line with the logical regulatory framework through which the implementation of the project is being done. This will be held by the funding commission and participant commissions in the context of supervising the project.

<table>
<thead>
<tr>
<th>Types of Monitoring</th>
<th>A) In their Natural</th>
<th>B) In terms of their resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Technical Monitoring</td>
<td></td>
<td>1-External Monitoring</td>
</tr>
<tr>
<td>2- Financial Monitoring</td>
<td></td>
<td>2-Internal Monitoring</td>
</tr>
</tbody>
</table>
Techniques and methods of monitoring
The implementation of the monitoring process could be conducted in several ways and methods determined by the management of the project, taking into account that the choice of method or the appropriate method depends on several factors, including the capability of individuals who will be assigned to work, the right time to complete the work and available resources. These methods are characterized by combining quantitative and qualitative information about the extent match of the course of the project plan.

Some of the methods used in the monitoring process are:
1. Access to reports and records that the project carried out by workers on a regular basis and document the activities that have been implemented.
2. Field visits to the implemented project location in order to conduct organized and regular watch and observation to the work locations, beneficiaries and to observe the performance of employees of the project.
3. Hold individual and group meetings with project staff and participants, beneficiaries and the stakeholders of the project.
4. The use of checklists and meditation sessions during the monitoring of beneficiaries or team members.
Steps of Monitoring process

- Registering and saving the Monitoring process
- Provide decision makers with information
- Design a plan for collecting information
- Determining the level of the suitable performance
- Design reports / models / tables

Determine the required information (time, assets, individuals, methods, tools)
Indicators

The indicator is a "function relationship to achieving the goals and activities" and an activity or a goal has many indicators, where indicators help identify the extent of progress and measure the change that has occurred. Indicators consist of standards and expressed in figures such as:

1. **Attribution: divided into two types:**
   - The ratio means the relationship between the part of the thing and the total number for the same thing (is part of the total) as if to say that 50% of the residents of the village (Q) have sewage tanks.
   - The ratio means the relationship between two different things that have a specific relationship or connection between them, such as the number of teachers for the number of pupils in primary schools in a specific area (for example, says that there are twenty pupils per teacher).

2. **Average:** such as the infant mortality rate which means the number of children less than one year who die in a given year and that for every thousand births in the same year.
Types of Monitoring Indicators:

- Performance indicators: Namely, how much input and processes that took place during the implementation of project activities.
- Success Indicators or impact and outcome indicators: It shows the extent of the impact of activities or programs, for example, that the decline in the infected anti-bilharzias cases after organizing anti-bilharzias campaign in village (o) may be an indicator of the impact resulting from this campaign.

Description of a Good Indicator:

- To be defined quantitatively and qualitatively.
- Can be measured in one of the means of measurement used.
- To have a relationship to the objectives of the project.

Example of Indicators:

Objective: to raise awareness of reproductive health of 1,000 women in the village (A) by the end of the project through health education and home visits sessions.

Performance Indicators:
- Increase the frequency of the ladies visits to attend these sessions.
- Increase home visits by health workers to educate targeted women.
Leadership Skills ………………………………………………………………………

**Impact Indicator:**
Increase the number of women that visit the health unit to use family planning methods.

**Design of the monitoring plan:** The preparation and design of the monitoring plan should be done before the start of the implementation of the project during the planning phase of the project so that it is used to monitor the project implementation activities.

**Initial conditions to organize monitoring plan:**
To develop a Monitoring plan for a project the following must be available in advance:
1. Operational plan for the project activities
2. Determine the objective of the Monitoring process
3. Determine the time table for the monitoring
4. Determine methods and ways of monitoring
5. Define roles and responsibilities both at the level of implementation or monitoring
6. Put the performance criteria (indicators)
<table>
<thead>
<tr>
<th>The Goals</th>
<th>The Outputs</th>
<th>Monitoring Date</th>
<th>Monitoring Personnel</th>
<th>Checking Method</th>
<th>Monitoring Methods</th>
<th>Performance Indicators</th>
<th>Activities NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sample: Project Activities Monitoring Plan

Writing A Monitoring report
Data and information of monitoring that are shown in periodical reports must show (simple, accurate and honest reality, quick reaction to incidents or changing them) because it is supposed to be used by management for decision making. For example, if a problem happened during implementation or the implementation of one of the project stages was disabled, management should be informed immediately and as soon as possible to make the right decision to confront the new situation as it happens to avoid further delaying of the project.
On another hand, delayed information after the incident does not provide accurate image about the project current situation and thus it would be useless for making decisions – also monitoring reports should reflect the main and decisive stages in the process of implementation.
Monitoring reports should include the following:
- Clarify the activity that has been monitored.
- Clarify the aim of the monitoring process.
- Registration of all that has been seen and observed in the work location.
- Accomplishments that have been achieved.
- Obstacles and challenges.
- Clarify any deviations in the implementation process and the reasons for the existing deviation.
- Suggestions and recommendations.
Sample: Project Monitoring Report:
A. Location / visits locations:
B. Date of visit :
C. The personnel who made the visit:
D. Project's name :
E. Introduction and Background on the project:
F. The objectives of the visit:
G. Methods / visit methodology:
H. Outputs and findings:
I. Success stories:
J. Unexpected threats:
K. Corrective steps and recommendations of the project:
L. Conclusion:

Preparation :
The report was reviewed by:

Date :
The Qualities and characteristics of Monitors

Professional qualities of a good monitor:
• Be fully aware of all responsibilities.
• Has a sufficient amount of skill and training to participate in the Monitoring activities.
• Should be familiar with the operational plan for the project and the desired goals.
• Be honest in all the information he\she gets and deliver them to the concerned authorities.
General roles and responsibilities of Monitoring:

- Control the inputs available to implementation and assess their qualities and quantities availability on the right time.
- Control the activities carried out at various stages of implementation, and the outputs of each stage separately and their results.
- Control of whether the inputs and outputs of the project reach the targeted category in the right time and place.
- Provide accurate information about the projects provides an opportunity to take specific decisions to increase the effectiveness and efficiency of the project.

Personality traits of a good Monitors:

* Enthusiasm and commitment
* Self-control
* Patience
* Modesty
* Perseverance
* Optimism
* Promptitude
* Distant vision
* Open minded
* Flexibility
* Real attention to individuals
* Teamwork
* Stability and lack of fluctuation
* Impartiality between individuals
* Strong sense of moral values
* Ready to accept success and failure
* Willingness to accept criticism

The capabilities enjoyed by a good monitor:
The ability to:
1. Choose team members
2. Formulate general and specific work objectives
3. Planning and organizing
4. Good communication
5. Motivate each member of the team members personally
6. Education and training
7. Correction and constructive criticism without causing friction.
8. Take different decisions
9. Good listening
10. Measure the performance and achievements against the designated targets
11. Determine the appropriate priorities and implement them
12. Work under pressure effectively
13. Dealing with different personal characteristics.

The basic skills for the Monitor:
1. Effective observation skills
2. Analytical skills
3. Conducting interviews and dialogue skills
Basic behaviors for the good monitor:
Successful observer has some basic behaviors such as, support the needs of subordinates, provide multi choices for them, claim subordinates different obligations, and provide opportunities for self-expression, but the monitor should achieve balance between supporting the needs and interests of his employees, and to ensure their carrying out the work requirements in straightforward manner so basic behaviors of the observer include:
- Attention, care and support of subordinates.
- Take the initiative and encourage subordinates.

Disabling Behaviors for monitoring process and the development of performance:
• Suspicion, anger and charge
• Threaten, punishment and the transfer to upper authorities.
• Not wanting to help others
• Lack of attention to the needs, objectives and trends of the employees.
• Create a hostile atmosphere through improper behavior towards employees

Monitoring process steps to develop performance:
1. Observation and collection of data on the performance of individuals and listening to them.
3. Comment on the performance (feedback).
Leaderhip Skills

Observer roles to develop the employees performance:
1. Counseling process
2. Advice process
3. The process of confrontation

Commandments to comment on the performance
1. Comment on the behavior you have seen and not on a prospect of your understanding
2. Explain what you saw and how you felt, rather than mentioning your judgment about the subject
3. Focus on the behavior that can be changed

Projects Evaluation
The definition of the concept of evaluation:
• Is the process of measuring the extent of the success of a project or a program in reaching the goals that had been planned for.
• Periodic evaluation process of the evolution of the current project, or the one that has already finished taking into account the objectives and indicators developed.

Because the evaluation depends mainly on the measurement, indicators is a key element in the evaluation process, and are designed in light of the subjects needed to be assessed, and some consider monitoring and evaluation as one thing because monitoring implementation is in fact a form of evaluation.

Evaluation process objectives:
The goal of the evaluation process is to stand on the following points:

- How far the project goals have been achieved.
- The appropriateness of the project strategy and its goals.
- The appropriateness of the objectives of the project and its implementation method to the needs of the community.
- The extent of participation of the local community in the implementation of project activities.
- The extent to which the project achieve equal opportunities for women and men.
- The sustainability of the project.
- The effectiveness of the project management.
- The efficiency of project resources management.

The importance of evaluation:
To evaluate an important place in any development project, the importance of evaluation is in its ability to:

- Show the main achievements or failures of the project.
- Show the required changes and how they were performed.
- Provide information and increase skills for planning and decision-making.
- See the project's achievements and learn from the lessons learned from the implementation of the project.
• Disclosure of the efficiency and effectiveness of efforts which increases the work efficiency and improve performance.
• Contribute in a decision on the completion of the work or the expansion of the project and the study of many alternatives.
• Assist in better planning of projects in the future in terms of the method of work and the project management.
• Reach the most desirable decisions, and choose the most appropriate means.
• Detect weaknesses that can be prevented, or strengths that can be used
• Assess and motivate employees to work through the positive results of the evaluation
Leadership Skills

Why Evaluation

- Gain experience for better
- Measure the project's
- Knowledge of the proportion
- Measure Progress
- Maximizing the impact of the
- Identify strengths and
- Exchange of experience
- Improving the work method
- Collecting more information
Effects resulting from the absence of Evaluation:
The absence of logic evaluation leads to bad consequences:
- The existence of a project does not achieve the targeted effects of it.
- Wasteful use of resources because the draft pick does not achieve the desired goals.
- The poor performance of employees.
- The lack of project continuity.
- The difficulty of reaching the objectives of the project on time.
- The difficulty of identifying the problems facing the project, their causes and thus not being able to resolve them.
- Impaired ability to follow-up.

What to evaluate in a project:
- Preparation of the project (such as the appointment of personnel and training - the purchase of equipment)
- Needs Assessment (first survey)
- Planning (formulation of objectives and strategies)
- Activities (Visits - seminars... )
- Application and use.
- The impact of the project on the community

What are the categories that need to be evaluated:
- Members of the community involved in the project.
- Individuals who have not been reached by the project.
Leadership Skills …………………………………………………………………

- Project employees.
- Organization management that oversees the project.
- Donor.

Types of Evaluation
There are several types of evaluation to be determined according to various criteria such as the timing of the evaluation, the quality of the information required, and the evaluation team.

Firstly: the timing of the evaluation:
- Tribal evaluation
- Interim evaluation
- Half Interim evaluation
- The final evaluation

Secondly: the quality of information:
- Quantitative evaluation
- Qualitative evaluation

Thirdly: Staff:
- Internal evaluation

<table>
<thead>
<tr>
<th>Defects</th>
<th>Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific and repeated vision as a result of experiencing the project</td>
<td>Easiness to use the help of colleagues</td>
</tr>
<tr>
<td>Prejudice, Courtesy and lack of objectivity</td>
<td>Quick performance</td>
</tr>
<tr>
<td>Repeating old methods</td>
<td>Less cost</td>
</tr>
<tr>
<td>Personal impulse for a personal gains</td>
<td>Has a good knowledge of the project and can interpret individuals attitudes and trends</td>
</tr>
</tbody>
</table>
External evaluation:

<table>
<thead>
<tr>
<th>Defects</th>
<th>Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>More cost and time</td>
<td>The opportunity to acquire opinions close to the truth and not prejudiced</td>
</tr>
<tr>
<td>Can’t be used frequently and repeatedly</td>
<td>Can see the program from a good perspective</td>
</tr>
<tr>
<td>Takes a lot of time to know the program and individuals behaviors and trends</td>
<td>The result of the evaluation wouldn’t impact him/her</td>
</tr>
<tr>
<td></td>
<td>Has good knowledge of evaluation methods</td>
</tr>
</tbody>
</table>

Fourthly, the focus of Evaluation:

- Evaluating the impact
- Evaluating the process

The importance of planning for the evaluation process:

- Choose the priorities and objectives of the evaluation.
- Identify ways and methods that will be used.
- Determine of what should be done in detail.
- Define the role of each individual in the evaluation process.
- Determine how much time would the evaluation takes and how much would it cost.
Leadership Skills ........................................................................................................

- See how evaluation parts are attached to each other.
- Increase planning and organizing skills of employees.

<table>
<thead>
<tr>
<th>Evaluation Types</th>
<th>Time</th>
<th>Type</th>
<th>Evaluation Focus</th>
<th>staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tribal evaluation</td>
<td></td>
<td>Quantitative</td>
<td>Evaluating the process</td>
<td>Internal Evaluation</td>
</tr>
<tr>
<td>Interim evaluation</td>
<td></td>
<td>evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half interim evaluation</td>
<td></td>
<td>Qualitative</td>
<td>Evaluating the impact</td>
<td>External Evaluation</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
<td>evaluation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evaluation methods and tools</th>
<th>Records</th>
<th>Discussions</th>
<th>Reports</th>
<th>Complain ts</th>
<th>Suggestio ns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
<td>Images</td>
<td>Observatio ns</td>
<td>Recording data</td>
<td>Survey</td>
<td></td>
</tr>
</tbody>
</table>
Evaluation report:

1. **Determine the evaluation objectives, methods of evaluation and who will participate in it, how and when (a detailed plan design)**
2. **Identify the main topics to be covered by the evaluation**
3. **Select the desired data and sources**
4. **Collecting data and information using chosen evaluation methods and ways**
5. **Data and information analysis**
6. **Data and information tab**
7. **Writing evaluation Report**
8. **Preparation of resources and capabilities necessary to conduct the evaluation process**

*Decide evaluation*
Project evaluation plan design:

Planning elements to evaluate the project:

1- Project name:
   - Location:
   - The body responsible for the evaluation:
   - The person responsible for the evaluation:
   - Who are in need of the evaluation:
   - When they need the evaluation:
   - Other information:

2. Evaluation objectives:
   - -
   - -

3. How will the results be used:
   - -

4. What are the elements that you want to evaluate:
   What are the data and information you are looking for and their sources

5. Sample:
   - overall of the sample:
   - Sample rate:

6. Information gathering methods:

7. Where will the data and information be collected to:

8. Who will conduct the evaluation:

9. When will the evaluation be conducted:

10. Budget:
### Evaluation Indicators

<table>
<thead>
<tr>
<th>Effort Indicator</th>
<th>Use Indicator</th>
<th>Availability Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shows the quality and volume of effort or resources invested to achieve the goals.</td>
<td>It shows how something is used for the purpose it was prepared for.</td>
<td>This indicator shows whether something exists or is available.</td>
</tr>
<tr>
<td>Example: the required number of the village's young people needed to carry out awareness campaigns and the cleanliness of the streets during the summer holiday period.</td>
<td>Example: The number of people in the village who use the newly created health toilet through the project regularly.</td>
<td>For example, a health sponsor for every 50 houses in a village indicates the availability of the health sponsors in the village.</td>
</tr>
<tr>
<td>Efficiency Indicator</td>
<td>Coverage Indicator</td>
<td>Compatibility Indicator</td>
</tr>
<tr>
<td>It shows whether the resources and activities have used the best way possible to achieve goals.</td>
<td>It shows the percentage or number of who receives something among specific category which needs this thing.</td>
<td>It shows the compatibility of something.</td>
</tr>
<tr>
<td>Example: the required number of the village's young people needed to carry out awareness campaigns and the cleanliness of the streets during the summer holiday period.</td>
<td>Example: The number of people in the village who use the newly created health toilet through the project regularly.</td>
<td>Example: the compatibility of a particular type of goat breeds to be raised by citizens.</td>
</tr>
</tbody>
</table>
Leadership Skills …………………………………………………………………...

<table>
<thead>
<tr>
<th>Impact Indicator</th>
<th>Quality Indicator (Quality)</th>
<th>Easiness Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>shows the impact of the activities and programs</td>
<td>This indicator shows the quality and level of quality of something</td>
<td>This indicator shows whether the thing is located within the reach of those who really need it</td>
</tr>
</tbody>
</table>

Example: The low incidence of children diarrhea in a village after health awareness campaigns could indicate the impact of these campaigns.

Example: The emergence of an acceptable and attractive loaf form free of impurities and defects.

Example: The existence of a typical kindergarten in a village could be not in the access of all families in the village due to the kindergarten distant headquarter or because of the high monthly subscription.

number, the frequency and quality of supervisory visits made after the adoption of the use of biological control crops in one of the villages.

number or percentage of families that have benefited from the construction of domestic sewage tanks in accordance of the number of families in the village.

of a village through what was offered and the temperature in the area.
Sample

Sample:
“Sample method means looking closely at part of something in order to learn more about this thing as a whole.”

Example:
If you want to know the taste of a pot of food you can taste some of it for there is no need to eat the whole pot to know the taste.

Why do we need sample method when conducting survey:
It is hard in many cases to cover all individuals, families or groups of a society when a survey is ongoing because the population may be large or there is no sufficient time or personnel to conduct a survey or interview each person, and even if there is, the scanning could be expensive. Using the sample method can get a good and honest idea about the community members.

How to choose the type of sample:
Sample selection method depends on the purpose of the study and who will be involved in it.

Types of Samples:
1. Systematic sample
2. Simple random sample
3. Stratified random sample
4. The multi-stage random sample
5. Cluster sample or groups sample
6. Quota sample
The methods used in the evaluation process

Firstly: Project progress method:

- **This method depends on:**
  What has been done in a certain period of time and the progress that has been made in achieving the objectives of the project. It uses information about (production - financial and administrative reports, technical and organizational processes) in order to identify problems and future planning of the work.

- **This method describes:**
  The project extent of success in achieving or implementing the designated plan, as it helps in the creation of new ideas to correct any wrong conditions if necessary.

- **The project progress method directs attention to:**
  - Aims and objectives of the project.
  - The type of activities and actions that have been done and what results it functions.
  - Technical problems that emerged during the implementing of the project.
  - The problems of managerial behavior.
  - What are the needs that have been or have not been met in the current project.
Secondly: Review of project / program method:
1. This method focuses on: the organizational and administrative aspects.
2. This method describes: The relation between the components of the project / program parts.
3. Reviewing the project / program method directs attention to:
   • The general objectives of the project.
   • Redefining needs.
   • The priorities of the commission or the local community.
   • Strengths or weaknesses in the project design.
   • The different approaches that are available to achieve the desired objectives.

Thirdly: Evaluation in accordance with reality method:
1. This method focuses on: The evaluator should work with the team in the project or commission to improve workflow and to develop a plan that any modifications in it can be done.
2. This method describes: the required modifications in the plan.
3. Evaluation in accordance with reality directs attention to:
   • The extent of achieving the objectives and purposes of the project.
   • Productivity and its technical problems.
   • Financial and accounting system.
• Administrative, organizational and social relations.
• Good use of available resources.
• Decision-making and communication with the project.
• The degree of satisfaction of the employees, the community and funding bodies and help them.
• Procedures easiness and lack of complexity.
• How to use time.
• The extent of information flow.

Fourthly: Summary Evaluation method:

1. **This method focuses on:**
Collecting and organizing information in a summary or a summary of what was done in the project or program and prepare a report on its effectiveness after completion.

2. **This method describes:**
the conclusion of what the project reached through comparison between the target, how to achieve it and the replacement that can be used.

3. **Summary evaluation method directs attention to:**
• A summary what resources were invested in the program / project.
• Production analysis.
• The extent of project achievement to its goals and objectives and how they were achieved.
• Changes observed or measured.
• The prospects for benefits continuation.
• Results in comparison with costs.
• Current project alternatives.
• The efficiency of information recording and reporting system.
Selection Criteria of the evaluation process data collecting:
The used method in collecting evaluation data must have the following criteria:
- Simplicity
- Functionality
- Objectivity
- Stability and trust
- Honesty and truth

Evaluation Report Writing
The writers must pay attention to the public he writes to, even though good and innovative writing is important but focus must be made on the public needs like the way they prefer in organizing reports and how much time they will spend studying it. Attention must also be made to the report style, shape, look, and depth. Also the way of distributing must be thought for especially if they contain sensitive and classified information, in this case you may need to make copies of the report changing its style to suit everyone concerned. Anyway, the ones who provided us with information and needs it must be the first to receive it. Reports must be provided for individuals and commissions who asked for the evaluation and also to the colleagues, administrative and other project staff. To conclude, the group the evaluation was conducted on and participated in the project who are from local communities must know the results of the evaluation that was conducted on their project and communities, the sooner the better.
Elements of Evaluation Report Writing

1. **Cover Page:**
   - The name and location of the project.
   - The names of the perpetrators of the evaluation process.
   - The names of those related to the evaluation (ministries - bodies...).
   - The period covered by the evaluation.
   - The date of completion of the evaluation.

2. **Table of Contents:**
   Table of contents must be clear, neat and logical so the reader could easily reach the parts he wants.

3. **Summary:**
   Reports summary gives a brief picture about the report's components where it presents the purpose of the evaluation and the interest of whom it was conducted, how, where, when and most important findings and recommendations.

4. **The report basic information:**
   **Project Background:**
   Its objectives and evaluation process. Explain briefly about when, why and how the project began. What are the main activities and resources involved in the project (information is obtained from the project proposal – accomplishments reports - minutes of meetings...).
5. The purpose of the evaluation and the methods used:

- Explain the purpose of the evaluation, objectives and determine the public for which the evaluation is being conducted.
- Explain the reasons behind the evaluation and methods used to obtain information.
- Used evaluation techniques samples must be attached (such as questionnaires).
- Mention the problems encountered (human resources - financial aspects - organizational aspects....).

6. Lessons learned from the methods used in the evaluation:

- Where and how information was collected, by whom, what are the methods used?
- What is the truth and validity of these methods after using?
- Add any special time table or special table for evaluation as an attachment at the end of the report
- Mention how the participants and staff were trained on the evaluation methods use.
- Unintended consequences that may result from the evaluation could be mentioned.
7. **The results of the process of collecting and analyzing data:**

- After analyzing facts, figures and information collected, charts, test results and tables can be prepared, and added to the report.
- Written models of the recorded material on tapes and photographic images could be added. They are often certain points that can't be shown in other ways.
- Briefly describe the methods used in information analysis.

8. **Conclusions include:**

- The extent to which the project objectives have been achieved
- Which aspects of the project (planning - management - follow-up - - training - field activities ...) were perfectly done, which ones need to be developed and improved.
- Have the project resources, manpower and physical capability been used successfully?
- How project changed with time?
- What are the cost and the outcome of the project?
- What can be expected in the short term and long term for the future of the project?
- What are the impacts or changes caused by the project?
9. **Recommendations:**

- In the light of the conclusions that have been reached, what is the plan of action proposed
- How the plan should be implemented? By whom? When? Recommendations.

10. **Attachments:**

**The difference between monitoring and evaluation**

Some consider that evaluation and monitoring are two sides of the same coin but the difference between them can be shown that if we say:

a. **Monitoring**: an evaluation which concerns with the project implementation steps

b. **Evaluation**: assessment of the extent of achievement of project objectives

<table>
<thead>
<tr>
<th>Comparison Aspects</th>
<th>Monitoring</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>How activities where implemented according to the project plan</td>
<td>The extent of the project objectives achieving</td>
</tr>
<tr>
<td>Time</td>
<td>Ongoing process during implementation</td>
<td>Interim process (in half or end of the project, or after the completion when evaluating the project impact)</td>
</tr>
<tr>
<td>Participants</td>
<td>Leadership Skills</td>
<td>Leadership Skills</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Individuals from within the project and the bodies linked to the project</td>
<td></td>
<td>Individuals from outside the project or chosen by the funding body</td>
</tr>
<tr>
<td>Benefits</td>
<td>Implementing and managing project resources</td>
<td>Implementing and managing project resources</td>
</tr>
<tr>
<td></td>
<td>Planning of new projects</td>
<td>Planning of new projects</td>
</tr>
<tr>
<td></td>
<td>Planning and implementation of similar projects</td>
<td>Planning and implementation of similar projects</td>
</tr>
<tr>
<td>Project Phases Relationship</td>
<td>Monitoring provides evaluation with important information about the project implementation of the designated plan and the results achieved by different activities</td>
<td>Apply to all project phases including planning, implementation and monitoring</td>
</tr>
<tr>
<td>The relation between monitoring and evaluation</td>
<td>Evaluation suggests new approaches and tools to increase the effectiveness of monitoring</td>
<td>Evaluation suggests new approaches and tools to increase the effectiveness of monitoring</td>
</tr>
</tbody>
</table>