

## MONITORING AND EVALUATION

Monitoring and evaluation are becoming increasingly important for non-profit organizations as key issues in organizational management. Managers and organizers are often confronted with **questions and challenges** both from inside and outside the organization. Frequent questions include:

- Are the resources being used properly?
- Are the results in line with the effort?
- Are the services meeting the participants' expectations?
- Was the money spent properly?

To answer these questions, organizations undertake evaluations. Before doing any evaluation, relevant information must be gathered systematically, which is the process of monitoring.

**Monitoring** is the systematic collection and analysis of information. It is based on targets set and activities planned during a specified period of time.

**Evaluation** is an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, its implementation and its results.

What monitoring and evaluation have in common is helping an organization learn by focusing on:

- **Efficiency** tells you that the input into the work is appropriate in terms of the output. This could be input in terms of money, time, staff, equipment and so on.
- **Effectiveness** is a measure of the extent to which a program or project achieves the specific objectives it set.
- **Impact** tells you whether or not what you did made a difference.

### Why measure performance?

1. What gets measured gets done.
2. If you don't measure results, you can't tell success from failure.
3. If you can't see success, you can't reward it.
4. If you can't reward success, you're probably rewarding failure.
5. If you can't see success, you can't learn from it.
6. If you can't recognize failure, you can't correct it.
7. If you can demonstrate results, you can win public support.

Source – Aiming to Improve, Audit Commission, Reinventing Government, Osborne and Gaebler.

Monitoring involves:

1. Establishing indicators of efficiency, effectiveness and impact
2. Setting up systems to collect information, relating to these indicators
3. Collecting and recording the information
4. Analysing the information
5. Using the information to guide decision-making

Evaluation involves:

1. Rationale - Looking at what you intended to achieve – Why did we take this direction or action in the first place? What difference did it make? What impact did it want to make?
2. Impacts and Effects - Assessing its progress towards what it wanted to achieve. What has happened as a result of the activity?
3. Goal Achievement – Has the activity achieved what was expected?
4. Value for Effort – Was the outcome worth the expenditure of effort and resources
5. Alternatives – Are there better ways of achieving the desired result? If we made a mistakes or encountered problems, how can we avoid them next time?

The 2004/2005 Game Plan Framework continues to focus on your program evaluations. Remember to continually monitor your programs throughout the year so that you may determine if your performance indicators are being met, what changes need to be made for next year and if the program is benefiting your association and members.

Monitoring and evaluation should be part of your planning process. You need to begin gathering information about performance and targets from the word go. The evaluation process involves several steps: design, data collection, analysis, feedback and action.

One way to initiate an evaluation process is to think about:

**The Past:** What you have done so far?

**The Present:** How things are going currently?

**The Future:** What suggestions you have for how things might be done differently?

Monitoring and evaluation complete the loop in the cyclical nature of planning – the challenge is to create the cycle in a fresh and interesting manner each time you work within it.

Sources:            [www.rec.org/REC/programs/NGO\\_Support](http://www.rec.org/REC/programs/NGO_Support)            [www.civicus.org](http://www.civicus.org)  
                         [www.sportengland.org](http://www.sportengland.org)    [www.mande.co.uk](http://www.mande.co.uk)

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