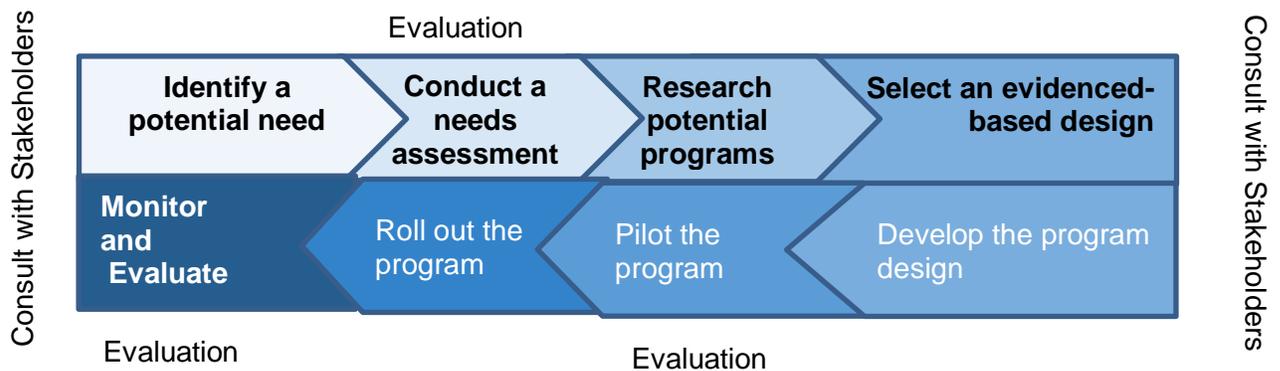


Integrating monitoring and evaluation lets program implementers to know what's working and what isn't. It helps managers and staff know whether the program is achieving its goals. If a program isn't achieving its goals, evaluation can help determine why not and what changes are needed. Sometimes it's the goals that need adjusting. Evaluation also supports accountability to funders.

Designing and Developing a Program

The following diagram shows the steps involved in designing and planning a new program. Evaluation occurs at three different points.



Source: *UWGT Program Development Resources*

A needs assessment is a type of evaluation that is done while planning a new program or while reviewing the need for an existing program.

Before implementing a full-scale program, it's important to test out whether it works in a chosen context. The program is first developed on a small scale. Evaluation is used to test out or pilot whether this program works for the particular population in the particular circumstances. It can also indicate which elements of the program work and where adjustments are needed prior to rolling out the program.

A monitoring system should be established as part of the program planning. It can often be an integral part of the client record system. It's a tool for management to review the program on a regular basis. It also contributes important information to an evaluation.

Implementing an Existing Program

Even when a program is well-established, context and circumstances can change. Management can use monitoring information to determine whether the program is achieving its goals. Through evaluation and learning, minor adjustments can be made to a program to help it work better. Larger changes needed to be planned prior to implementing. The following adaptive management cycle shows how monitoring and evaluation are integrated into program implementation.

The adaptive management cycle



Source: DPIPVE 2014 after Jones 2005, 2009