

Monitoring & Evaluation of Wetlands

Programme Management Unit
Pakistan Wetlands Programme, Islamabad
(February 25th - 26th, 2010)



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1 Introduction

Many of the projects experience from variances between planned schedules, allocated budgets and actual implementation outcomes. It is very difficult to evaluate the impact of any project when there is an absence of consistent baseline data. Only those indicators which can be verified can contribute towards the success of the project. In order to address such problems the managers must have accurate and timely information about their projects progress so that necessary action can be taken in time to rectify the problems.

This two day training workshop on Monitoring and Evaluation is designed to increase the participants skills to identify and collect the relevant data and by using effective monitoring tools and then evaluate it accordingly for determining the success of the project. This training course is conducted in the Programme Management Unit of Pakistan Wetlands Programme from February 25th – 26th, 2010.

2 Training Course Objectives

The objectives of the training course are:

- Define the concepts of Monitoring and Evaluation.
- Explain the concepts of LFA as Monitoring Tool.
- Use logical frameworks to monitor and evaluate projects.
- How to apply LFA as Monitoring Tool.

3 Training Course Outcomes

At the completion of the training course the participants will be able to:

- Comprehend the basic concepts of Monitoring and Evaluation.
- Define and distinguish between monitoring and evaluation.
- Explain the difference between Monitoring and Evaluation.
- Use LFA as a monitoring tool in their professional tasks.
- Get the basic concept of MS Project.
- Use work breakdown structures and MS Project to monitor project efficiency.
- Learn methods to evaluate project effectiveness.

4 Training Participants

Twenty four participants registered themselves for this training course. Most of the participants are from various government sector organisations. The list of the enrolled participants is attached as Annexure I.

5 Training Team

The services of highly skilled resource persons were taken for this valued training course. The training team comprised of five members. The list of the training team which includes their name, designation and organization are attached as Annexure II.

6 Training Programme

The training course was based on detailed sessions and their practical demonstrations. Training programme was split over a period of two days which includes lectures, presentations and group work. Complete details of the training sessions are attached as Annexure III.

7 Training Method

The following training methodology was used for the training course.

- Lectures and Handouts
- Participatory Activities

Lectures, presentations and handouts served as a training methodology. Besides that a participatory approach was used for an interactive learning during the training sessions. The participants were provided with an environment in which they feel comfortable while working in groups. The training course incorporated a range of participatory activities that provides the participants with hands-on skills to effectively use monitoring and evaluation techniques in their profession.

8 Sessions Detail

8.1 Introduction to Pakistan wetlands Programme

The training begins with the registration of the participants. Registration forms were filled in by each participant. After the completion of the registration an activity was conducted in which the participants were divided into groups two each in which each participant has introduced his or her counterpart. This activity was done to let the participants get familiarized with each other so that it will become easy for them to work in the groups at a later stage.

Afterwards a detailed introduction of Pakistan Wetlands Programme was given by Mr. Richard Garstang, National Programme Manager/CTA of Pakistan Wetlands Programme. He also discussed the importance of wetlands. He further told that Pakistan Wetlands Programme has undertaken to conserve globally significant wetlands biodiversity in Pakistan while alleviating poverty.

8.2 Introduction to Monitoring and Evaluation

In this session the basic concepts of monitoring and evaluation were given to the participants. Resource Person explained and distinguished both the terms as under:

8.2.1 Monitoring

- Continuous function that aims to provide early indications of progress or lack thereof in the achievement of results
- Assumes the validity of the existing plan
- Takes place at project level
- Is the responsibility of the project management
- Is based on the indicators defined in the logical framework

8.2.2 Evaluation

- Time-bound exercise to assess the relevance, performance and success of on-going or completed projects
- Questions the validity of existing planning
- Is related to the impact of a project
- Opens the mind for strategic adjustments

Dr. Ejaz Ahmed, Deputy Director WWF-Pakistan also gave the concept of project monitoring as a systemic and on-going process of information gathering over the lifespan of a project which leads to regular assessment of objectives and enables adjustments and refinements to be made. He has also given a case study in which the participants have to

find out the indicators regarding a particular project. The participants worked in groups in this activity to solve the case study.

8.3 Introduction to Result Based Management (RBM) and Result Based M & E

RBM is an approach to management that seeks to focus an organization's efforts and resources on the achievement of results. It is organization primary performance measurement tool.

8.4 Monitoring & Evaluation Components of Result Based Management

In this session Shahzad Khalil from RSPN explained the Monitoring and Evaluation components in detail. These components include:

8.4.1 Stake holder Analysis

In stakeholder analysis the participants had to list down the stakeholders of a particular project. The stakeholder can be anyone who is directly or indirectly influencing the project. It is therefore important to consider every stakeholder before making any project. The presenter gave the participants an exercise to identify the stakeholders of any project. The time given to participants for this activity was fifteen minutes.

8.4.2 SWOC Analysis

SWOC stands for strengths, weaknesses, opportunities and challenges. This is also another major component of Monitoring and Evaluation. Strengths and weaknesses are the internal factors whereas opportunities and challenges are the external factors. A group activity was given to the participants in which they have to do the SWOC analysis of a particular project.

8.4.3 Problem Tree

Another component of monitoring and evaluation is problem tree in which first the participants list down the major problems and out of those problems find out the core problem and then told its causes and effects.

8.4.4 Log Frame Matrix

Mr. Shahzad khalil explained the log frame matrix in the following way:

- The main output of the LFA is the log frame matrix.
- The Logical Framework Matrix is used to present information about project objectives, outputs and activities in a systematic and logical way.
- The basic log frame matrix contains 16 cells organized into 4 columns and 4 rows, as indicated in the next slide.

8.5 Logical Framework Approach (LFA)

The LFA is an RBM tool used for systematic planning, implementing, monitoring, and evaluating projects/ programmes.

8.6 Log Frame Matrix and its Formulation

The main focus of the resource person in this session is on the log frame matrix and its formulation. Log frame matrix is very important and it is the main output of the LFA. It is used to present information about project objectives, outputs and activities in a systematic and logical way. The log frame matrix is given in the following table.

<u>Objectives & activities</u>	<u>Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
Goal (Impact)			
Purpose (Outcome)			
Outputs			
Activities	Means	Cost	

Table 1: The Logical Framework Matrix

8.7 Designing Monitoring & Evaluation Framework based on Log- frame Matrix

An activity was also given in this regard to the participants to develop a log frame matrix but before that they were given an assignment to think of a project for which they have to develop log frame matrix. This activity was performed in groups in every group has to design its Monitoring and Evaluation Framework and in the end defend it accordingly during its presentation.

8.8 Introduction to MS Project

Once the monitoring is done it is very important to use it in such a way that multiple users can evaluate data from it as they require. For this purpose an introductory lecture on MS Project is presented. Its practical demonstration is also given by the resource person. The participants in this session acquired the skills related to MS Project.

9 Training Evaluation

Training course was evaluated through the feedback received from participants. For this purpose, evaluation forms were circulated at the end of the training course to assess the sessions on an individual level. The form was designed in such a format that it included detailed questions on every session throughout the day. It had questions, in which the participants were asked to rank different components and aspects of the training on the scale of 1 – 5 (1 - Poor, 2 – Fair, 3 – Good, 4 – V. Good, 5 – Outstanding). After extracting the information from the feedback received, the overall rating of the training course comes out 71%. The Evaluation Summary is attached as Annexure IV.

10 Closing Ceremony and Participants Comments

The training course received several interesting and useful comments and the participants shared their views about the usefulness of training. These comments in terms of suggestions, appreciations and criticisms will prove to be very helpful in future while designing other courses of similar nature. After the evaluation and gathering the feedback certificates of completion of the training course were awarded to the participants by Richard Garstang, Dr. Ejaz and Umeed Khalid.

11 Way Forward:

This training is an introductory level training course which has got a very good response. In future advance level training courses will also be organised by Pakistan Wetlands Programme that will help in fulfilling the needs of the participants from various departments.

12 Annexure I

Sr. No	Name	Sr. No	Name
1	Noureen Akhtar	13	Aurangzeb Khattak
2	Muhammad Jamshed Iqbal Chaudhry	14	Fayyaz Rasool
3	Muhammad Faique Khan	15	Muhammad Asif Khan
4	Dr. Maria Catalina Alliende	16	Basharat Ali Naz
5	Waqar Jadoon	17	Zafar Ali
6	Col Mushtaq (Retd)	18	Humaira Ayesha
7	Muhammad Faisal Khan	19	Muhammad Waseem
8	Muhammad Tariq	20	Imad Qadeer
9	Muhammad Shoaib Aqeel	21	Afshan Sajid
10	Tanveer Haider	22	Asif Manzoor
11	Munawar Hussain Najmi	23	Muhammad Ayaz
12	Mubasher Javed	24	Uzma Noureen

13 Annexure II

Sr. No.	Name	Designation	Organization
1	Dr. Ejaz Ahmad	Deputy Director	WWF-P
2	Richard Garstang.	National Programme Manager	Pakistan Wetlands Programme
3	Masood Arshad	Programme Manager, National Programmes	Pakistan Wetlands Programme
4	Tahir Mehmood	Coordinator, Capacity Building and Training Component	Pakistan Wetlands Programme
5	Shahzad Khalil	Independent Consultant	Rural Support Programme Network (RSPN)
6	Shafaq Masud	Resource Person	Pakistan Wetlands Programme
7	Imad Qadeer	Training Facilitator	Pakistan Wetlands Programme
8	Afshan Sajid	Training Facilitator	Pakistan Wetlands Programme

14 Annexure III

Table 4: Session Plan		
Day	Time	Sessions
1	9:00 –11:00	<input type="checkbox"/> Registration <input type="checkbox"/> Participants Introduction <input type="checkbox"/> Wetlands- An Introduction <input type="checkbox"/> Introduction to PWP
	11:01 –11:20	Tea Break
	11:21- 13:00	<input type="checkbox"/> Introduction to Monitoring and Evaluation <input type="checkbox"/> Difference Between Assessment Monitoring and Evaluation
	13:01-14:00	Lunch Break
	14:01 –17:00	<input type="checkbox"/> Introduction to Result based Management and Result Based M&E. <input type="checkbox"/> M&E Components of Result Based Management. <input type="checkbox"/> Logical Framework Analysis (LFA) <ol style="list-style-type: none"> 1. Stakeholder Analysis. 2. SWOC Analysis. 3. Problem Tree. 4. Objective Tree. <input type="checkbox"/> Group Work
2	9:00 –11:00	<input type="checkbox"/> Log-frame Matrix and its formulation(Transforming Goal, Objectives and Outputs in a logical way) <input type="checkbox"/> Group Work for Log-Frame
	11:01 – 11:20	Tea Break
	11:21 –13:00	<input type="checkbox"/> Groups Presentations. <input type="checkbox"/> Designing M&E Framework based on log-frame logic
	13:01 – 14:00	Lunch Break
	14:01 – 17:00	<input type="checkbox"/> MS Project <input type="checkbox"/> Group Work <input type="checkbox"/> Certificate Distribution

15 Annexure IV

Evaluation Summary

Training Course Monitoring and Evaluation of Wetlands
February 25th – 26th, 2010

Rating Criteria: (Poor - 1, Fair - 2, Good - 3, Very Good - 4, and Outstanding - 5)
Total Participants = 24, Responses Received = 22

Table 5: Evaluation Summary					
		Questions	Score	Rating	Average
Day 1	S I				
	Q 1	How extensive was the trainer's knowledge of the subject matter	82	74.5%	
	Q 2	How effective was the trainers style	76	72.4%	
	Q 3	Did the content meet the training objectives	79	75.2%	
	Q 4	How well was the content organized	77	73.3%	73.9%
	S II				
	Q 5	How extensive was the trainer's knowledge of the subject matter	74	70.5%	
	Q 6	How effective was the trainers style	71	71.0%	
	Q 7	Did the content meet the training objectives	73	73.0%	
	Q 8	How well was the content organized	66	69.5%	72.4%
	S III				
	Q 9	How extensive was the trainer's knowledge of the subject matter	70	66.7%	
	Q 10	How effective was the trainers style	67	67.0%	
	Q 11	Did the content meet the training objectives	65	65.0%	
	Q 12	How well was the content organized	65	65.0%	65.9%
	S IV				
	Q 13	How extensive was the trainer's knowledge of the subject matter	66	66.0%	
	Q 14	How effective was the trainers style	61	61.0%	
	Q 15	Did the content meet the training objectives	62	62.0%	
	Q 16	How well was the content organized	66	66.0%	63.0%
Day 2	S I				
	Q 17	How extensive was the trainer's knowledge of the subject matter	69	65.7%	
	Q 18	How effective was the trainers style	67	67.0%	
	Q 19	Did the content meet the training objectives	68	68.0%	
	Q 20	How well was the content organized	64	64.0%	66.2%
	S II				

	Q 21	How extensive was the trainer's knowledge of the subject matter	74	70.5%	
	Q 22	How effective was the trainers style	72	72.0%	
	Q 23	Did the content meet the training objectives	71	71.0%	
	Q 24	How well was the content organized	74	74.0%	71.9%
	S III				
	Q 25	How extensive was the trainer's knowledge of the subject matter	69	69.0%	
	Q 26	How effective was the trainers style	67	67.0%	
	Q 27	Did the content meet the training objectives	71	71.0%	
	Q 28	How well was the content organized	69	69.0%	69.0%
	S IV				
	Q 29	How extensive was the trainer's knowledge of the subject matter	85	85.0%	
	Q 30	How effective was the trainers style	87	82.9%	
	Q 31	Did the content meet the training objectives	86	86.0%	
	Q 32	How well was the content organized	88	88.0%	85.5%
Overall Training Evaluation					
	Q 33	How will you rate overall structure of the training module?	69	69.0%	
	Q 34	Did the training contribute towards the enhancement of your knowledge?	74	70.5%	
	Q 35	Did the trainers manage the group effectively?	77	73.3%	
	Q 36	Did the core faculty manage the training effectively?	75	71.4%	
	Q 37	Do you think you will be able to use training content in your work place?	72	68.6%	
	Q 38	How will you rate the lunch and tea arrangements at the training venue?	74	77.9%	71.8%
Total Score and Rating of the Training Event			441		71%

Evaluation Charts

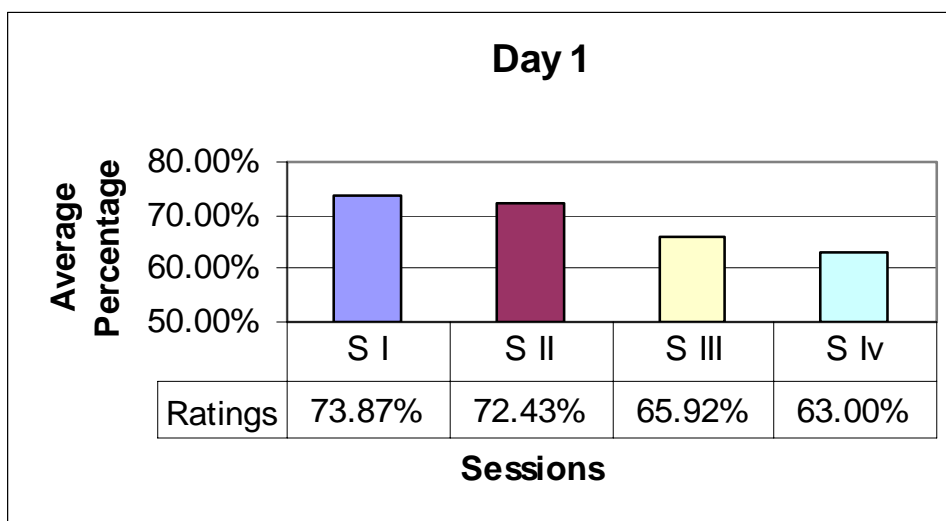


Figure 1: Graphical representation of sessions details of Day 1

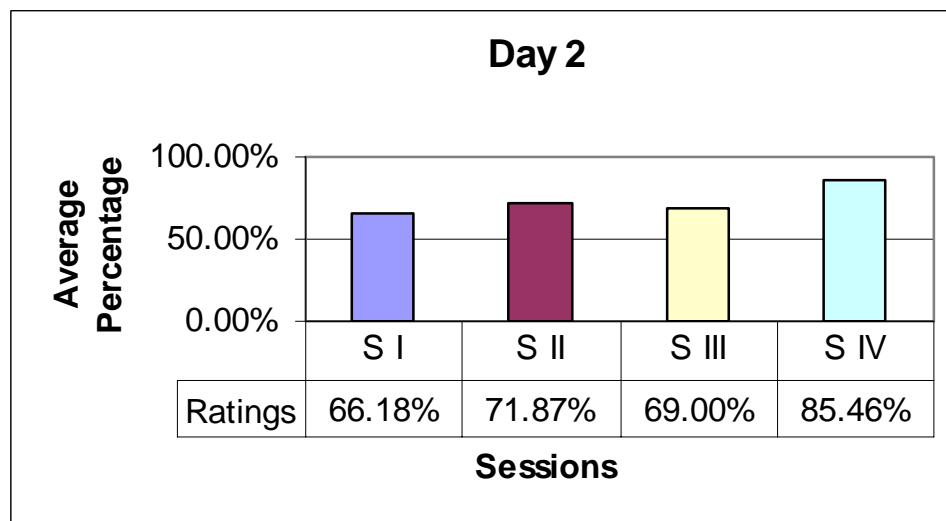


Figure 2: Graphical representation of sessions details of Day 2

16 Glimpses



Figure 4: Overall Training Activities