**How to implement Monitoring?**

A well-designed and organized system will ensure that the right data are being collected at the right time during and after project implementation and that this data will help guide project implementation and strategic decisions. It will also ensure that project staff and stakeholders will not be overwhelmed by the amount of data gathered and that a reasonable amount of time and money is being spent in collecting and analyzing data and collating and reporting the information.

In order to set up a monitoring and evaluation system, professionals should consider the following steps:

**Define the purpose and scope of the monitoring and evaluation system:** The purposes could include issues such as accountability to funding agencies, partners and beneficiaries; informing strategic directions, to make changes, if necessary; informing operational directions, to make changes, if necessary; and empowering key stakeholders. Each purpose has different consequences for the process (e.g., if the purpose is to empower the stakeholders, the process will be more participatory and learning-oriented). By 'scope' we mean the level of detail required, the level of stakeholder participation and the level of funding available (e.g., you might want to make the system highly participatory, but funding constraints limit the extent to which you can involve stakeholders).

**Review the project concept and objectives:** This involves asking questions such as: What is the project about? What is the theory of action underlying it? What are the assumptions?

**Assess the stakeholders’ key information needs:** The most important question here is: What do management, other project staff, beneficiaries and other stakeholders need to know and when?

**Formulate indicators and other data requirements:** You need to formulate a list of criteria against which to measure effectiveness and efficiency, and determine the type of data, you will need to carry out this measurement.

**Organize the data collection and analysis:** What methods will you use to ensure the right data are being collected and analyzed? And who will be responsible for this? Methods can be qualitative/ quantitative, individual/group based, participatory/conventional. How will the various stakeholders be involved in these processes?

**Organize critical reflection of events and processes:** Critical reflection means asking not only ‘what happened’ and ‘why’, but also ‘what does this mean’ and ‘what are we going to do about it?’ This assists in learning and managing for impact.

**Develop the communication and reporting process:** You should decide whom you need to communicate with and report to during the monitoring and evaluation processes, and how to do this. Keep in mind that different stakeholders have different information needs and different reporting requirements.

**Assess capacities and conditions for implementing the system:** You need to be clear about what you need in terms of human capacities, incentives, structures, procedures and finance. You also need to assess the potential risks in the process of data collection, recording and reporting, such as re-traumatization of survivors or work overload of staff.

After all these steps, we can setup a monitoring in place and gather adequate resource to implement it. Monitoring is a continuous integration process where each specialised, described element will be monitored for a specific reason.