

# Developing Monitoring & Evaluation Frameworks: Process or Product?

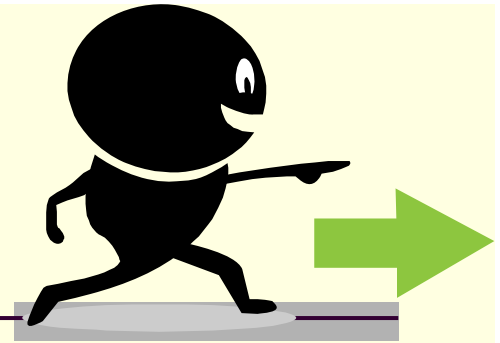
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AND ASSOCIATES

# Monitoring and Evaluation Frameworks

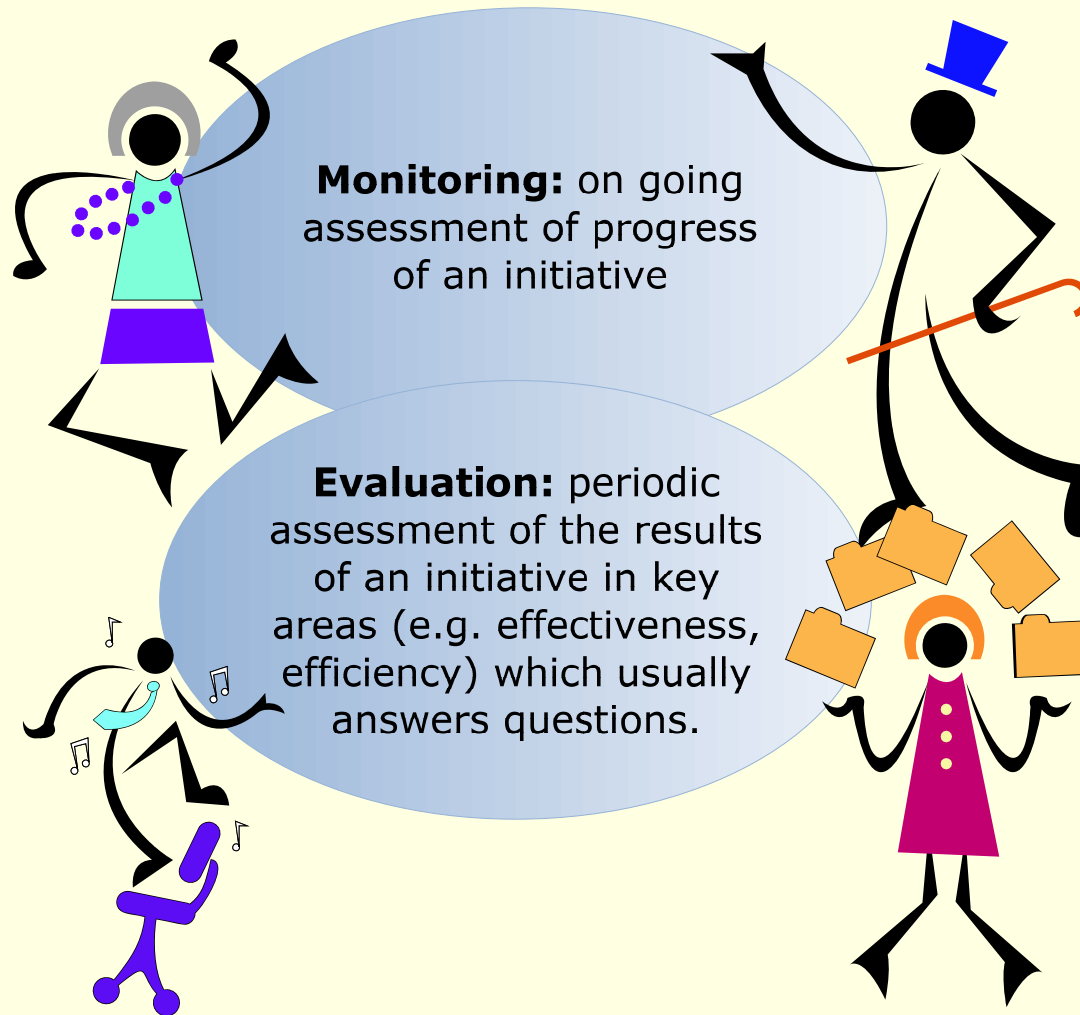
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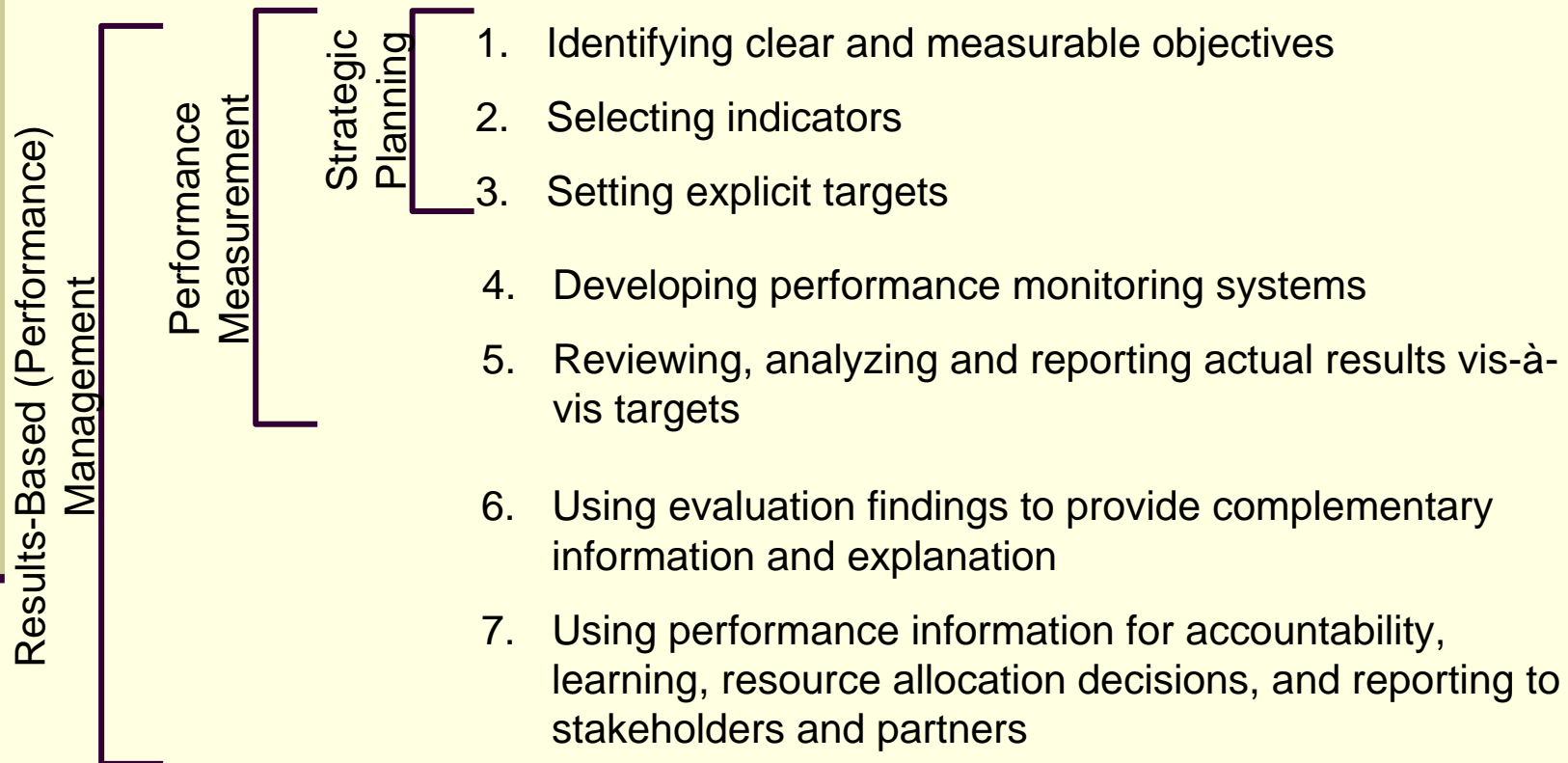
- The development of ***Monitoring and Evaluation Frameworks*** that integrate the two functions is an increasingly prevalent requirement of program design & development

# Monitoring & Evaluation

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# History: Strategic Planning to Results Based Management

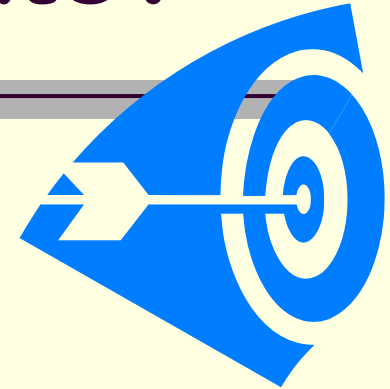


# Why Monitor and Evaluate?

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Because it has Benefits for:

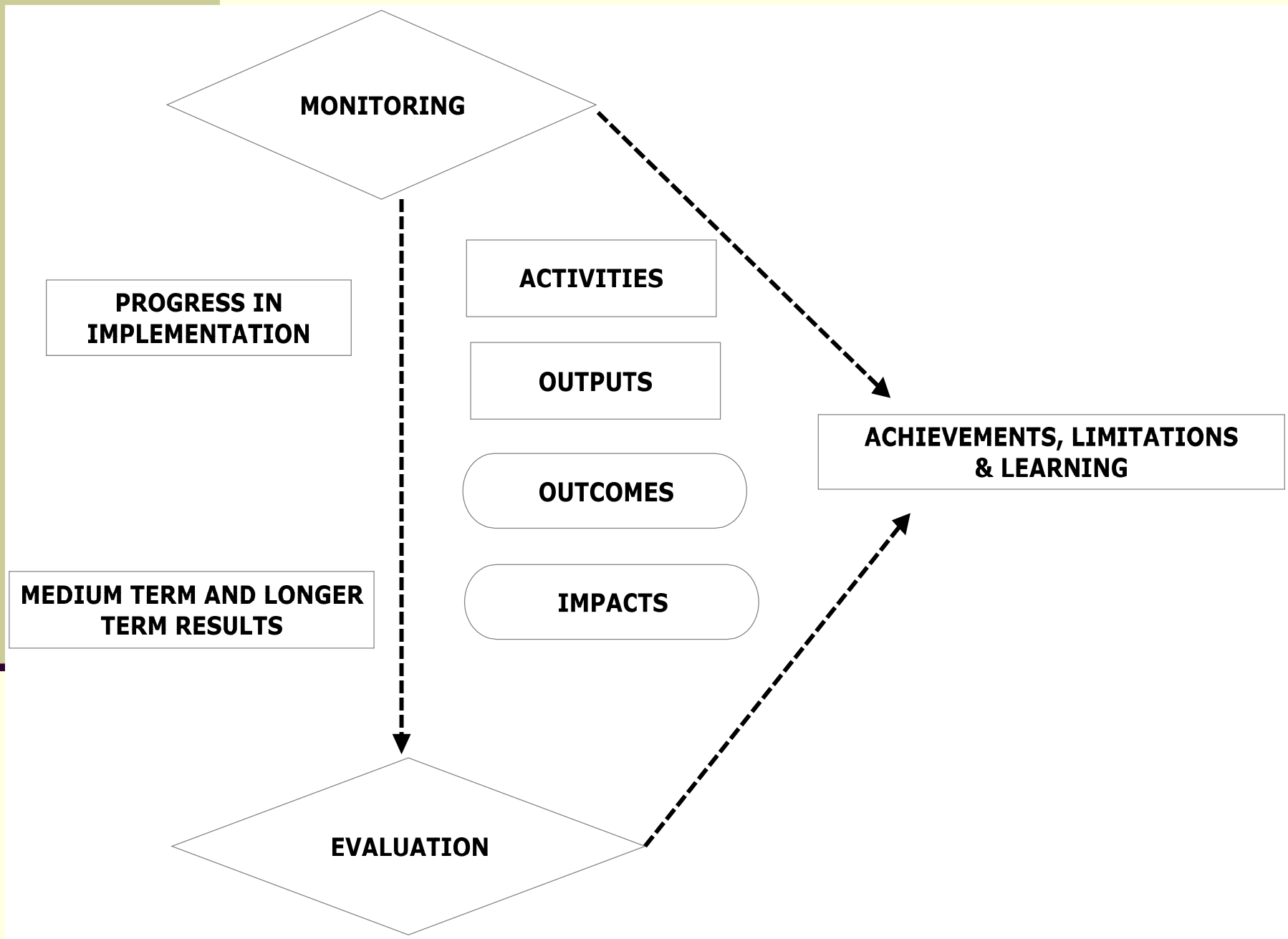
- Good program *management*
- It guides *resource allocation* decisions
- *Supports Learning* - immediate and longer term
- Provides *Accountability* to funders
- Provides *reporting* to stakeholders and partners



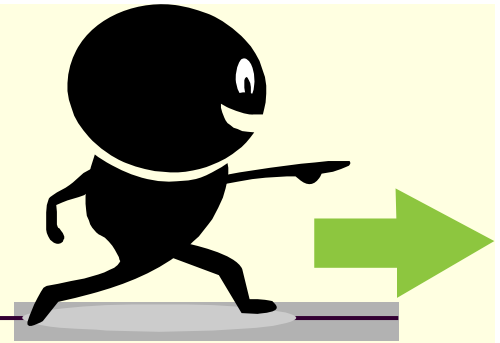
# M&E and Good Management:

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- Checks progress against plans - where are we up to, are we meeting our targets?
- Checks the direction of the program - is it on course?
- Finds out if the program has been effective (met its purpose?) efficient (good use of resources?) & appropriate (right sort of program?)
- Finds out if the program has achieved its intended outcomes (medium term) and made an impact (longer term) - has it had results?

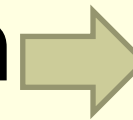


# Monitoring and Evaluation Frameworks Questions



- Development of M&E Frameworks about process as well as the product?

- Degrees of consultation



→ participation?

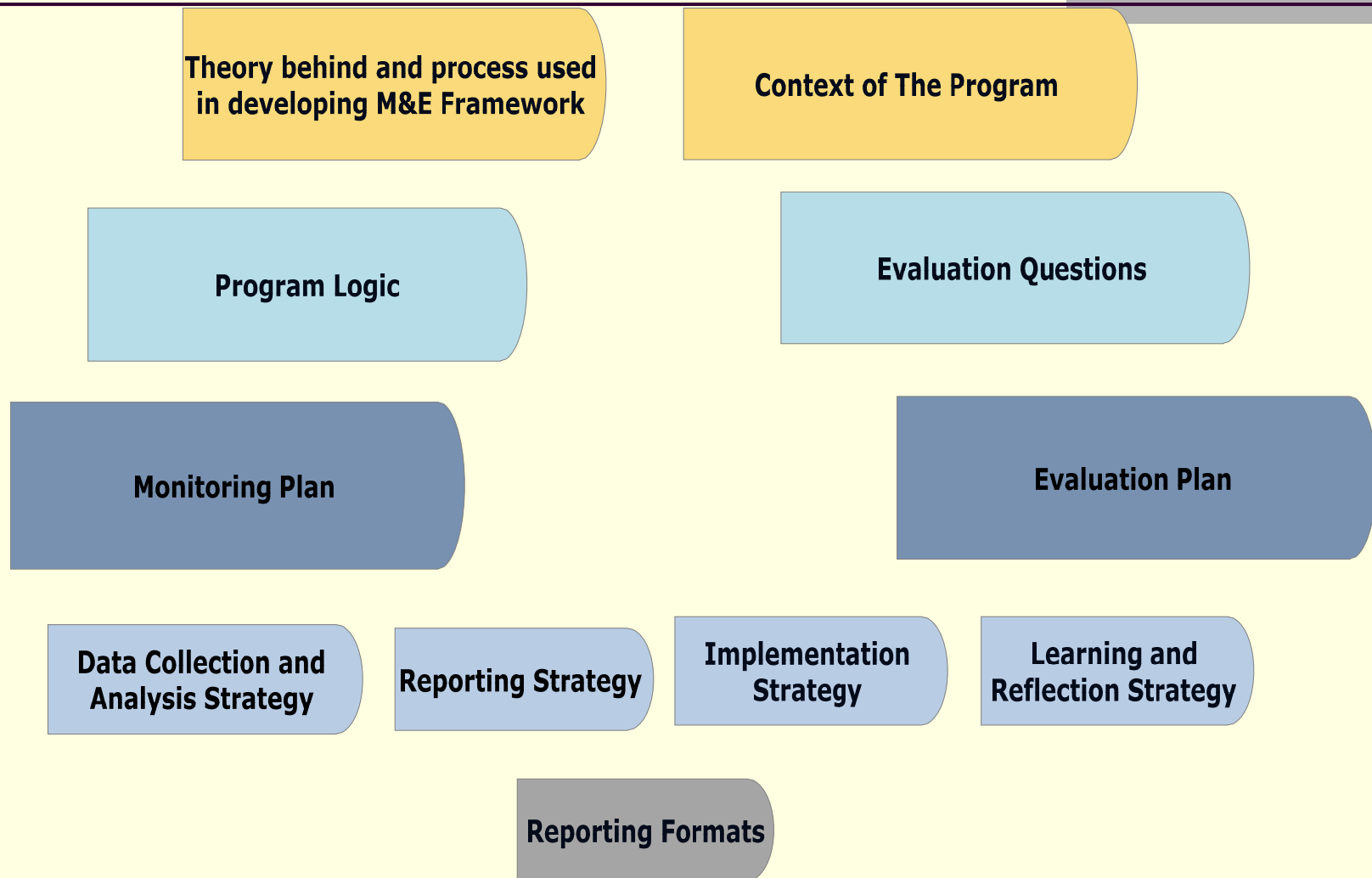
- Realistic time commitments set aside for the tasks?

# The Monitoring & Evaluation Framework Table of Contents

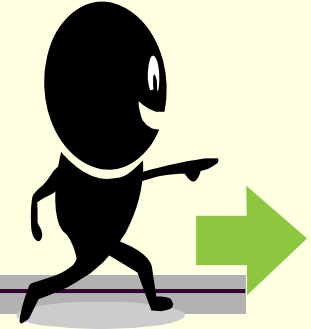
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- Introduction: Approach to M&E
- Program Profile: Program and relationship to M&E
- Program Logic: inputs/activities/outputs/outcomes/impacts
- Monitoring Plan
- Evaluation Plan
- Data Collection and Analysis Strategy
- Reporting Strategy
- Implementation Strategy
- Strategy for Learning and Reflection
- Recommendations
- Data Collection formats

# M&E Framework Format



# Who is Involved in M&E?



Three broad groups of stakeholders:

- Funders, Policy Makers and Senior Management Staff
- Practitioners or community members who implement the program, and
- Service users, beneficiaries or clients and their representatives

# Who is Involved and Why?

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Evaluation models acknowledge importance of including stakeholders.

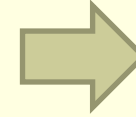
Principles of utilisation or participation:

- Stake's responsive model (1983)
- Patton's utilisation focused evaluation (1997)
- Guba and Lincoln's 4<sup>th</sup> generation model (1989)
- Cousins and Earl's participatory evaluation (1995)
- Fetterman's empowerment evaluation (1996)

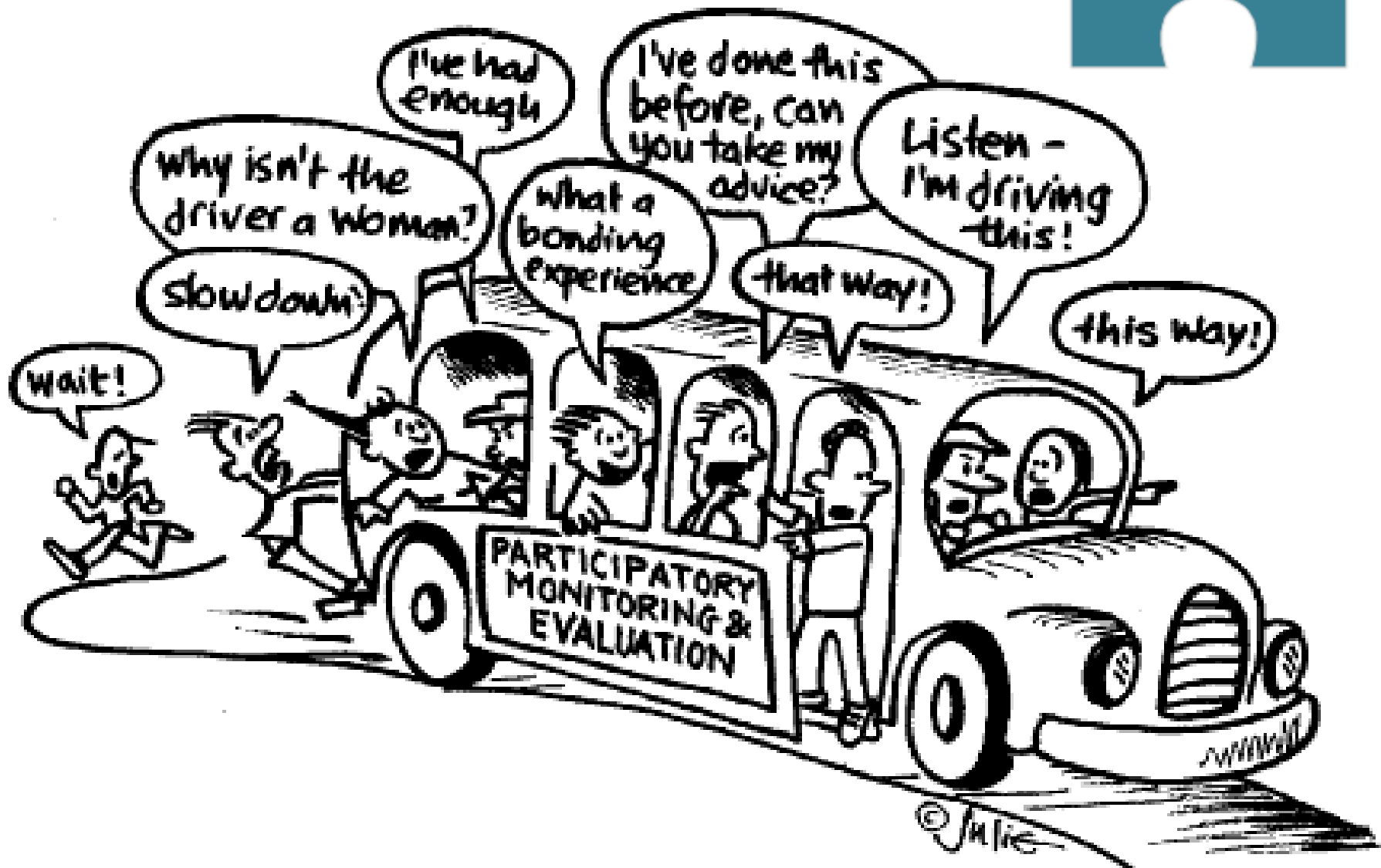
# Ladder of Participation



# Participatory M&E



Collaboration



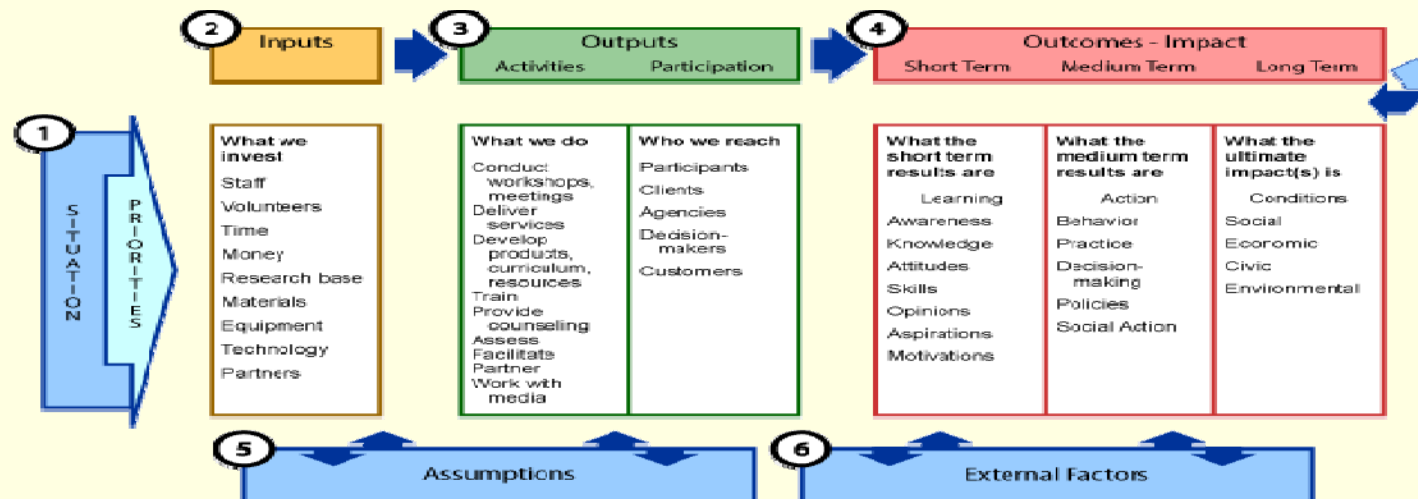
# Developing the M&E Framework in Collaboration: 5 Possible Steps

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- **Developing a Program Logic:** What it is intended that the program achieve
- **Developing Evaluation Questions:** What is to be known about how the program operates
- **Producing a Monitoring Plan:** How to answer evaluation questions through monitoring processes
- **Producing an Evaluation Plan:** How to answer evaluation questions through formative and summative evaluation activities
- **Developing an Evaluation Rubric:** How to identify success/lack of success when implementing the evaluation

# Step 1: Developing Program Logic

- What is the rationale and intent of our program- what has it been set up to achieve? What is its theory of change?
- How can we display this intent using a Program Logic approach?



## Step 2: Developing Questions

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- What are the key questions that we want answered in relation to our program?
- What do we want to know for learning?
- What do we need to know for accountability to funders and others?

# Evaluation Questions

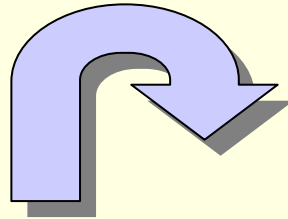
<b>Appropriateness</b>	A measure of whether a program is suitable in terms of achieving its desired effect and working in its given context. Suitability may apply, for example, to whether the program is of an appropriate type or style to meet the needs of major stakeholder groups
<b>Effectiveness</b>	The extent to which the program's objectives were achieved, or are expected to be achieved, taking into account their relative importance
<b>Efficiency</b>	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results
<b>Impact</b>	Positive and negative, longer-term effects produced by a program, directly or indirectly, intended or unintended, particularly at a structural or systemic level
<b>Sustainability</b>	The continuation of a program or its benefits after initial pilot funding

# From Evaluation Questions to Monitoring & Evaluation Plans

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Was the program appropriate, effective, efficient, did it have impact and was it sustainable?

**ANSWERS**



**ANSWERS**

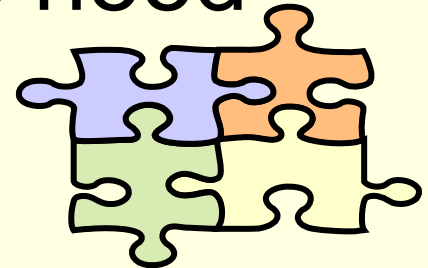
Data from Monitoring

Data from Evaluation

## Step 3: Identifying Monitoring Data available and Data Gaps/Data needed

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- What monitoring data do we routinely collect that can be used to answer some of these questions?
- What additional monitoring data do we need to collect to answer the questions?
- What monitoring data do we need to collect for accountability purposes but not for M&E?



## Step 4: Including Evaluation?

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- What data should we aim to collect through planning for and undertaking periodic formative and summative evaluations?
- When should such evaluations take place during the life of the program?
- What funding do we have to undertake formal evaluations and should they be internal/external?

## Step 5: Evaluation Rubrics

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Establishing performance ‘standards’ (definitions of what constitutes ‘excellent’, ‘adequate’, and ‘poor’ performance against identified criteria), applying these standards to the data to draw conclusions about performance quality, success and value as well as the underpinning mechanisms and context for the outcomes (Davidson, J. 2005).

# An Evaluation Rubric

Model meets needs of client group and fills a service gap

Model Produces Good Individual, Family, Community and System level Outcomes

Well Managed and Delivered Program

# An Evaluation Rubric

- 1. Model Produces Good Outcomes**
- 2. Adequate Outcomes Achieved**
- 3. Model does not appear to produce effective Outcomes**

**Demonstrates Effective Governance and Management**

**Has Clear Program Intent**

**Addresses a Service Gap**

**Culturally Appropriate Design and Delivery**

**Promotes Equitable and Inclusive Community Participation and Engagement**

**Achieves individual, family & community level outcomes in line with Program Intent**

**Focuses on Service Co-ordination and Collaboration**

**Contributes to Advocacy and Systems Reform**

**Focuses on Sustainability of the Program over time**

# Small Group Discussion

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- How would you go about developing your approach to constructing an M&E Framework?
- As a participant in developing an M&E Framework how would you expect to be involved in the process?

# One Approach to Developing M&E Frameworks

Workshop 2011

Welcome and Introduction to the Workshop

Definitions of Core Concepts: Monitoring and Evaluation, Program Logic, Evaluation Questions

Developing the Program Logic for the Program and its Projects

Developing Evaluation Questions Under the Headings of:

Appropriateness, Effectiveness, Efficiency, Impact and Sustainability

Identifying Data Sources for Monitoring and Evaluation

Developing an Evaluation Rubric

Identifying Potential Data Collection Methods

Summary and Next Steps

CLOSE

# Facilitation Skills

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- Structure and time-management
- Moving toward achieving a clear and tangible outcome from the workshops & meetings
- Elicit input wherever possible from all parties
- Keep focus and direction
- Set up a process for additional feedback and input beyond meetings to keep process going
- Circulate Drafts for comments
- Ensure the process is understood as a **COLLABORATIVE VENTURE**

# Conclusion



- Development of Monitoring and Evaluation Frameworks is more than a written product.
- It is the culmination of a collaborative process.
- There should be sufficient opportunity for engaging with key program stakeholders who will implement the M&E Framework.
- This approach will increase the likelihood that the M&E Framework will be implemented and used to guide reflection and learning.

# Capacity for Developing M&E Frameworks

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- Resources Available to Support Process: Internal and External Consultant
- Time Commitment: Total and Elapsed for Internal Staff and Consultant
- Skills: Facilitation and Participation

