CONSULTANTS

The case for Key Monitoring Questions in simplifying performance frameworks

or, how to collect data and use it too!



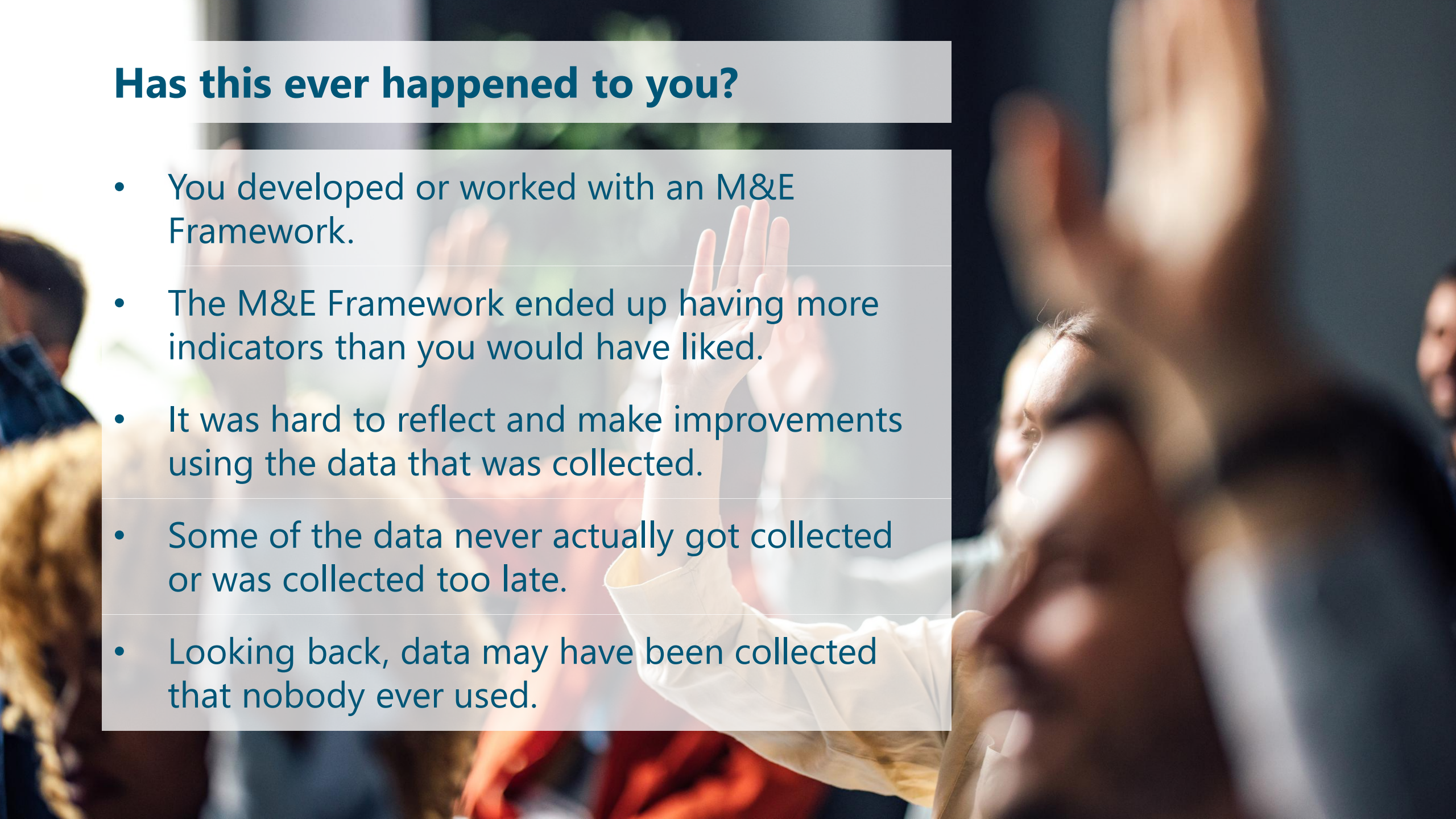
What you can expect today

- Why monitoring practice might need to change
- Big “M” Monitoring
- The road to hell is paved with good intentions
- Introducing Key Monitoring Questions
- Why and how you should use KMQs

Acknowledgement of Country



We also acknowledge the talent and artistry of Emma Walke, who designed the artwork for our acknowledgment of Aboriginal and Torres Strait Islander peoples. The design shows a story of connection to country and people, representing the breadth of work we do with Aboriginal and Torres Strait Islander communities across Australia. The colours represent the land, and the lines in between represent the water that connects us all.



Has this ever happened to you?

- You developed or worked with an M&E Framework.
- The M&E Framework ended up having more indicators than you would have liked.
- It was hard to reflect and make improvements using the data that was collected.
- Some of the data never actually got collected or was collected too late.
- Looking back, data may have been collected that nobody ever used.

Let’s not pretend things aren’t complex

- **Not:** Let’s monitor the bare minimum
- **But:** Let’s ensure monitoring is fit for purpose

- I have fallen into a bit of a niche over the years!

- I humbly offer my “wisdom” – hoping it comes as a relief or excitement



2019



2021



2025

But what is monitoring?

Little “m” monitoring

- Routine data collection
- Observe changes, patterns or anomalies
- Supports evaluations by producing hefty datasets
- **More passive**

Big “M” Monitoring

- Routine data collection
- Supports ongoing **decisions to adjust delivery**
- Supports evaluations by producing hefty datasets
- **More active**

But what is monitoring?

Little “m” monitoring



Big “M” Monitoring

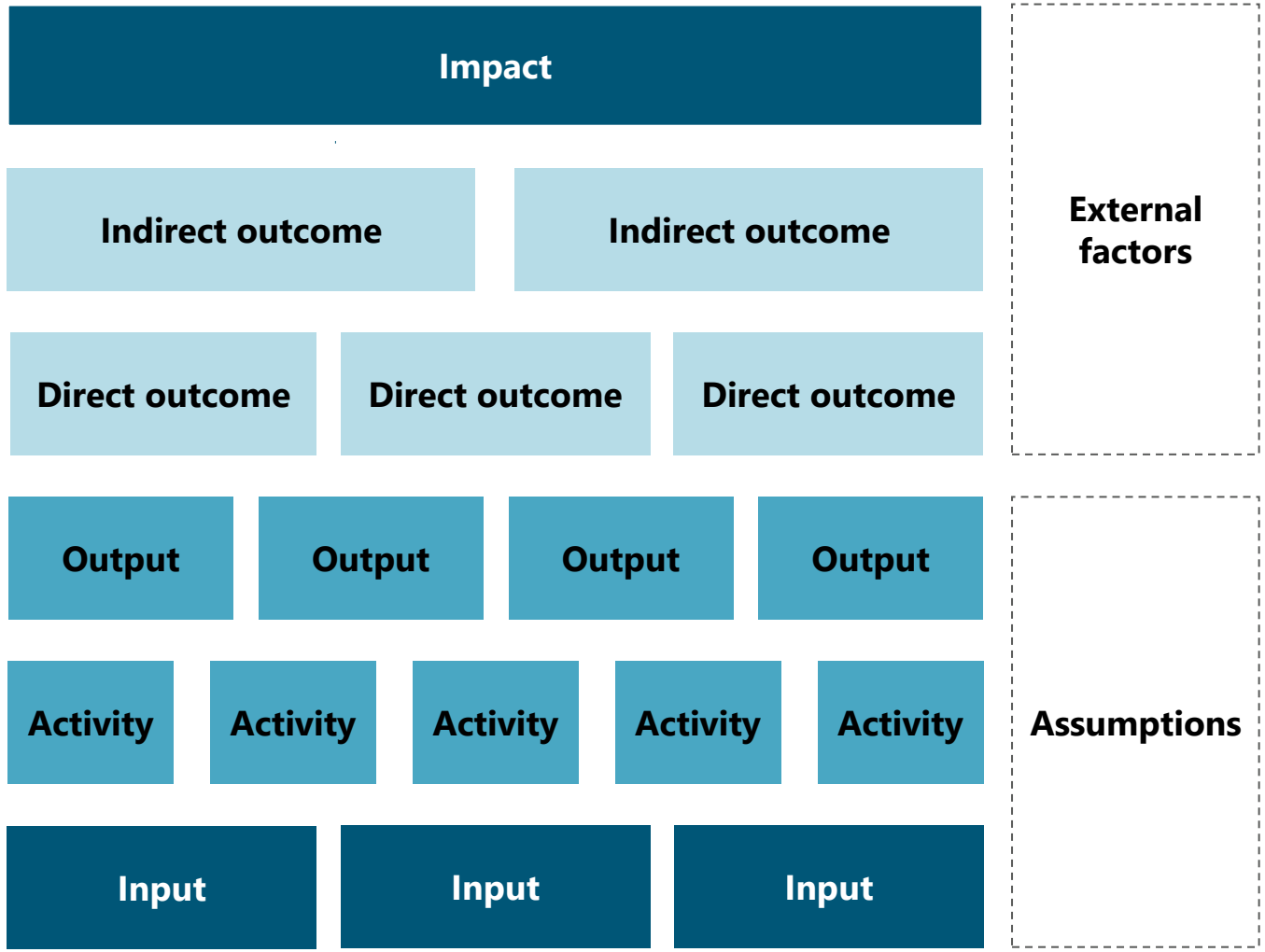


A shift in perspective

Program logics

Look at all the things we need to keep track of!

But do we…?

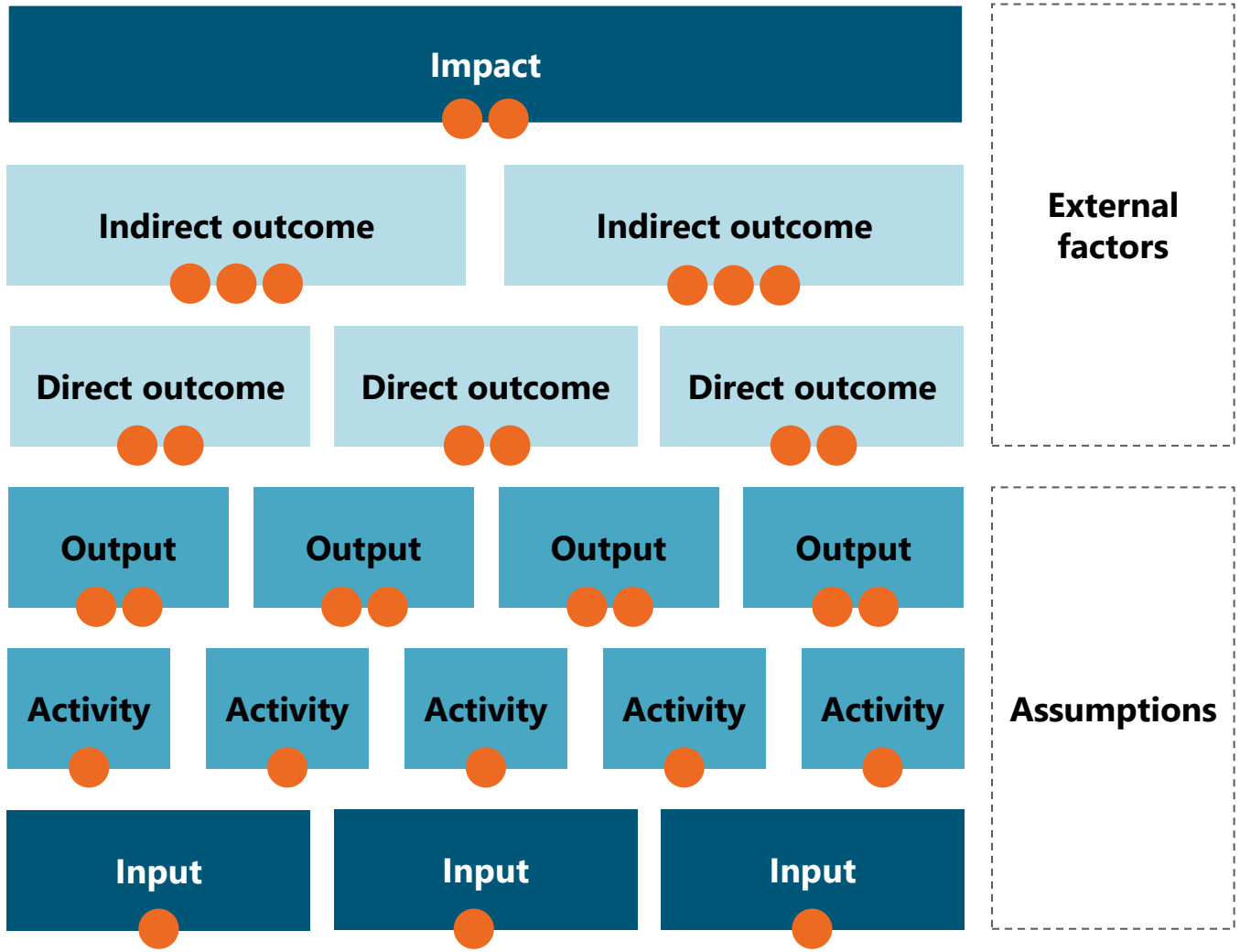


Program logics

When we monitor everything:

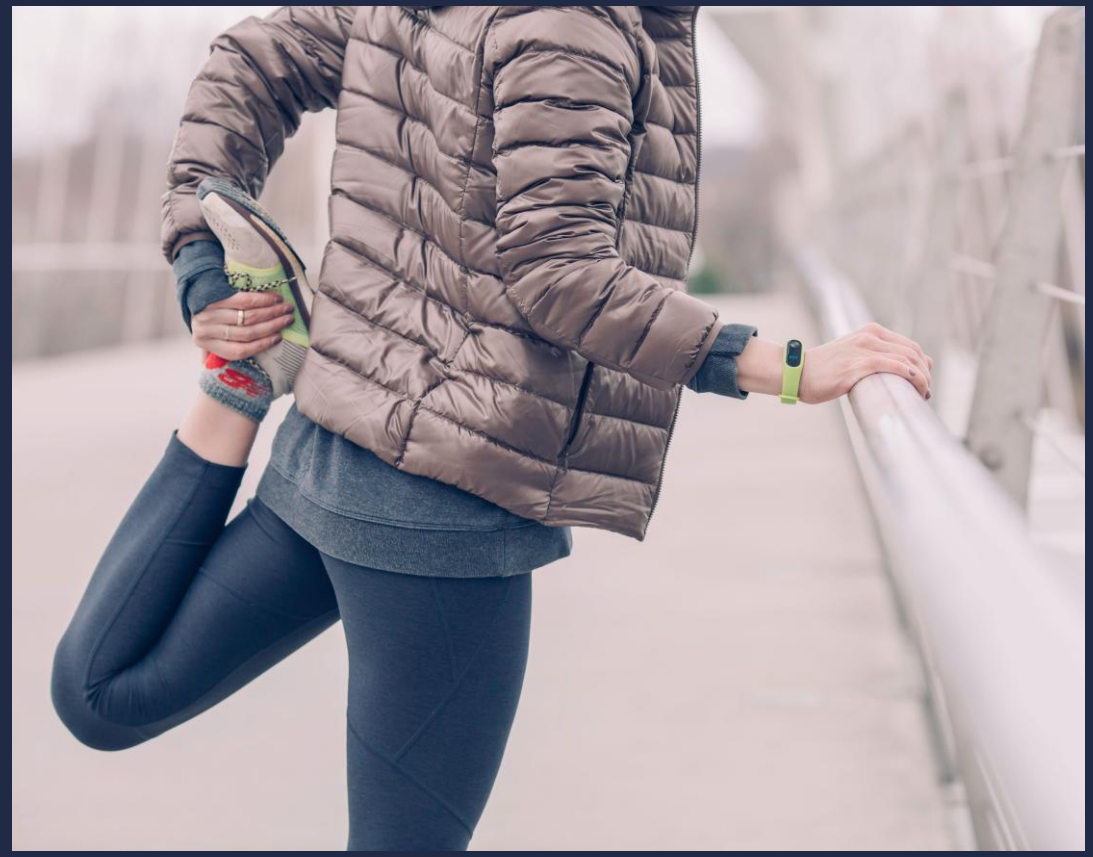
- Data expectations become overwhelming
- Paralysis can delay data collection
- Learning is abandoned in favour of collecting all the things in time





So, what can we do?

- Breathe
- Stretch
- Remember the big “M” in Monitoring
- Ask yourself
    - *Will this evidence support decision-making?*



Key Monitoring Questions

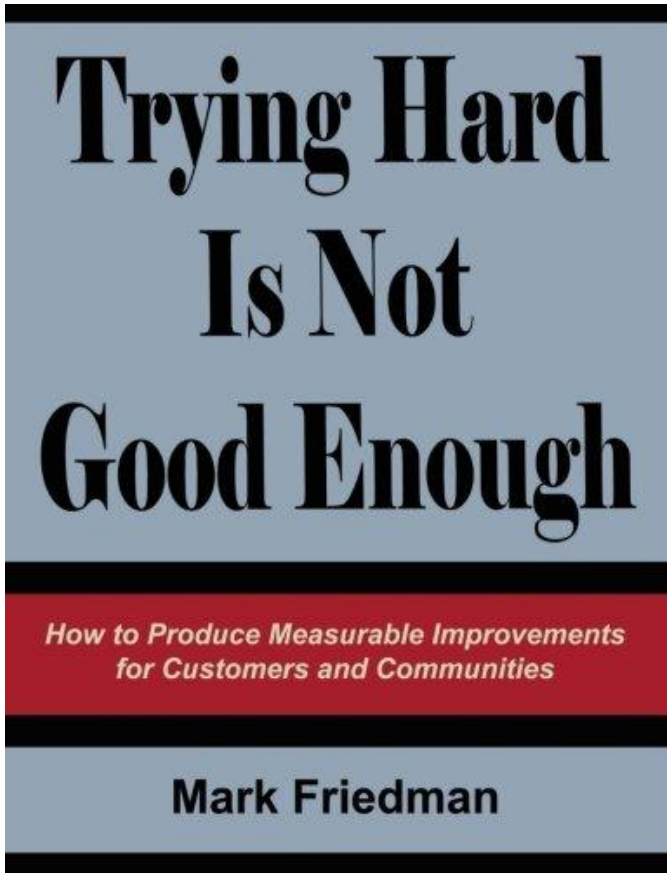
Key Evaluation Questions

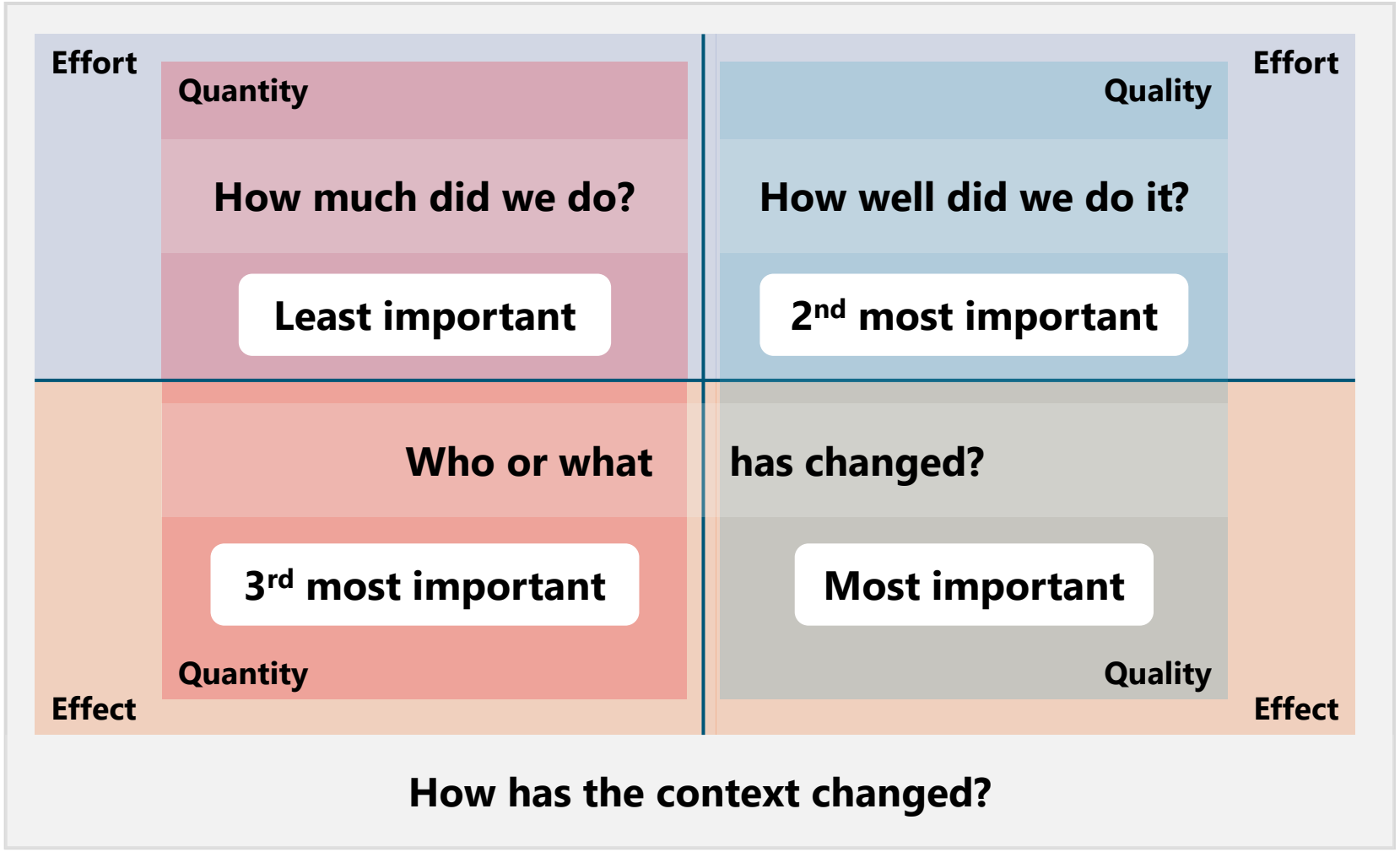
- Guide learning and improvement at **key points**
- Determine what is investigated **at the time of evaluations**
- Questions that are important to **program delivery team, leadership and funding bodies and the public**

Key Monitoring Questions

- Guide reflection and improvement **throughout program implementation**
- Determine **what we collect** in monitoring and **what we reflect on**
- Questions that need to be answered so the **program delivery team** knows it is on the right track

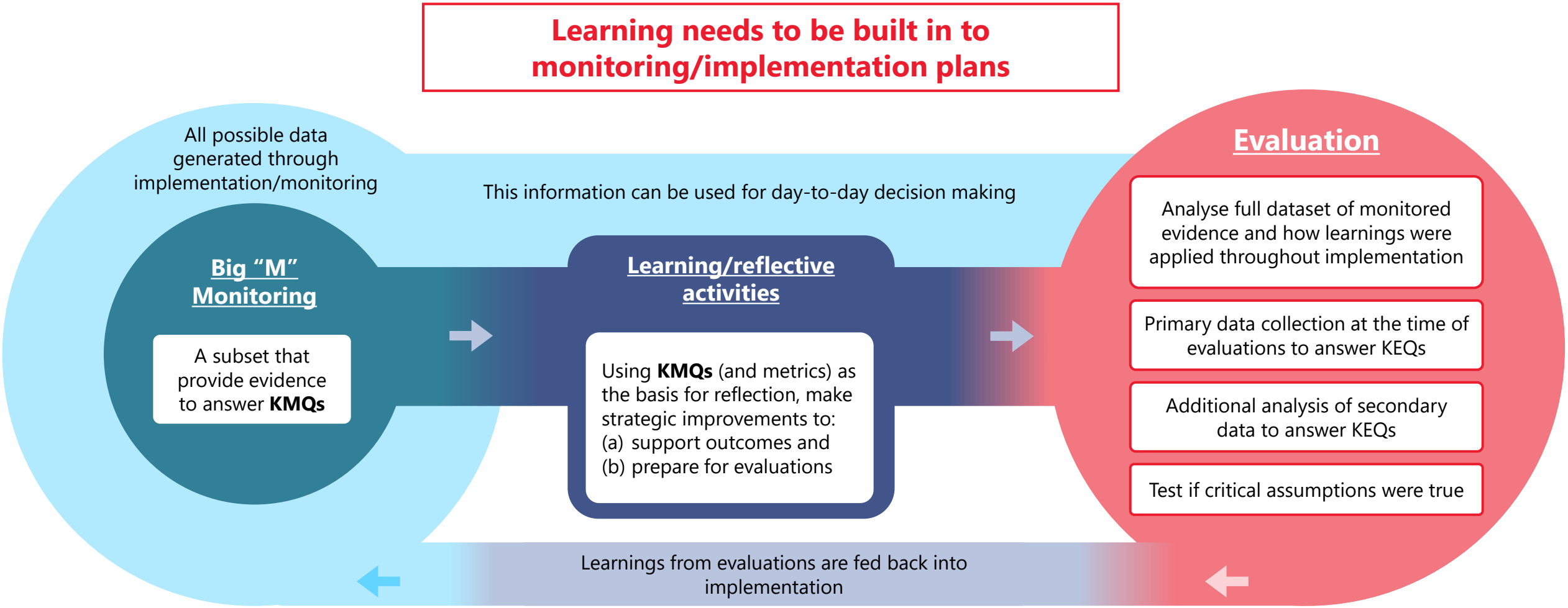
Key Monitoring Questions





Friedman, M. (2005) Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities, Trafford Publishing, pp 72

How to use Key Monitoring Questions



Benefits of Key Monitoring Questions

- Ongoing analysis of monitoring metrics **saves analytical bandwidth for evaluation**
- **Sharpens selection** of measures
- **Reduces burden** of data collection
- **Deeper engagement** with the evidence that is collected
- Provides a **structured approach** to regular reflection and improvement
- Supports an **evaluative culture**

Key Monitoring Questions
How much did we do?
How well did we do it?
Who or what has changed?
How has the context changed?

The case for Key Monitoring Questions

- **Not:** Let's monitor the bare minimum
- **But:** Let's ensure monitoring is fit for purpose

- These concepts aren't remarkably novel

- A shift in perspective – hoping it comes as a relief or excitement

Key Monitoring Questions
How much did we do?
How well did we do it?
Who or what has changed?
How has the context changed?

Thanks for coming!



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Environment and energy

Natural disasters

Community resilience

Agriculture

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