Developing and Implementing a Monitoring & Evaluation System

Managing Complexity

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Democratic Governance Program

Strongim Pipol,
Strongim Nesen

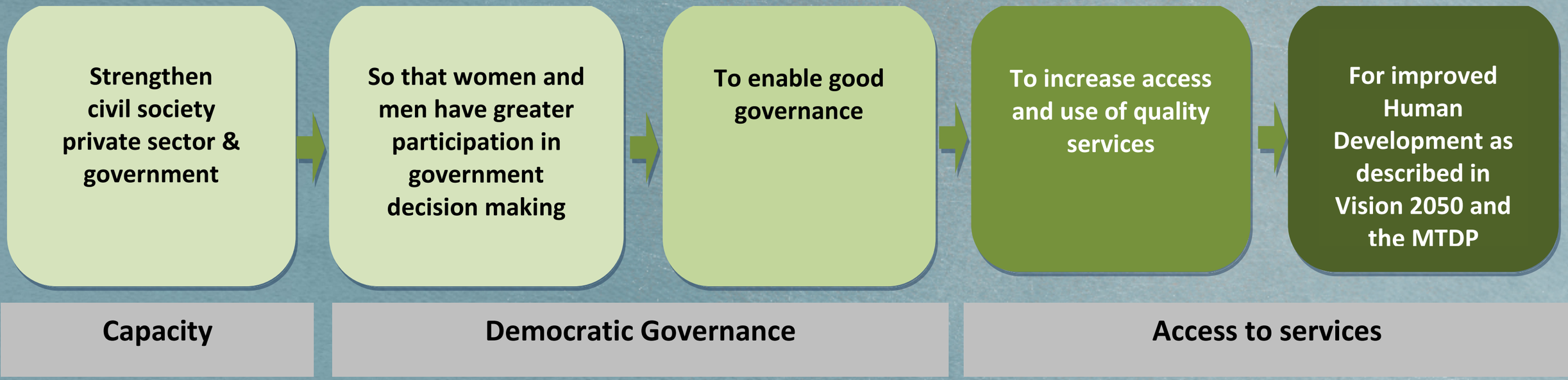
AusAID-URS PNG

Photos by Keith Holden

SPSN

1. Key partners
2. Community grants
3. Improved local governance to address a development issue
4. Networks and research
5. Capacity development

Spinal Logic



Value of a Spinal Logic – “it fits on a T-shirt”

- Builds shared understanding within and outside of the program.
- Builds cohesion across five separate components.
- The three outcome domains provide a guiding framework for data collection and analysis.
- Helps structure reporting and communication products - e.g. Report Card.

Considering Simple, Complicated, Complex

- Simple – known - clearly defined goals, well-specified activities that are effective in early all circumstances.
- Complicated – knowable - multiple, coordinated components with several objectives, operating differently with various target populations in diverse situations
- Complex – might broadly know the end in mind, but not the way to get there - use changing, adaptive, emergent strategies

Component	Clarity of Goals (ends) and Clarity of activities (means)
Capacity development of cohorts of individuals	Simple
Community grants	Complicated
In-depth engagement to improve governance in selected areas	Complex

Component	Clarity of Goals (ends) and Clarity of activities (means)	Logistical reality
Capacity development of cohorts of individuals	Simple	**Easy** during training events, **difficult** afterwards & > 1000 participants
Community grants	Complicated	**Difficult** - 1000 grants in very remote areas
In-depth engagement to improve governance in selected areas	Complex	**Moderate** - only a few interventions, relatively easy to access, but multiple stakeholders

Component	Clarity of Ends and Means	Logistical reality	M&E Approach
Capacity development of cohorts of individuals	Simple	**Easy** during training events, **difficult** afterwards & > 1000 participants	Strengthen institutions monitoring during training. Follow up with sample post training.
Community grants	Complicated	**Difficult** - 1000 grants in very remote areas	Combination of broad and shallow across all grants and narrow and deep for clusters
In-depth engagement to improve governance in selected areas	Complex	**Moderate** - only a few interventions, relatively easy to access, but multiple stakeholders	Action research Small rapid studies to guide implementation

Nested Participatory Analysis

MAIN POINTS

- The value of identifying a program’s spinal logic
- Identifying the complexity of a program’s objectives, means and logistical reality to help select M&E methods
- Using a mixture of broad and shallow, and narrow and deep processes to manage complexity (the telescope and the can-opener)
- The benefits of nested processes of participatory analysis – it’s worth the effort.

Q&A

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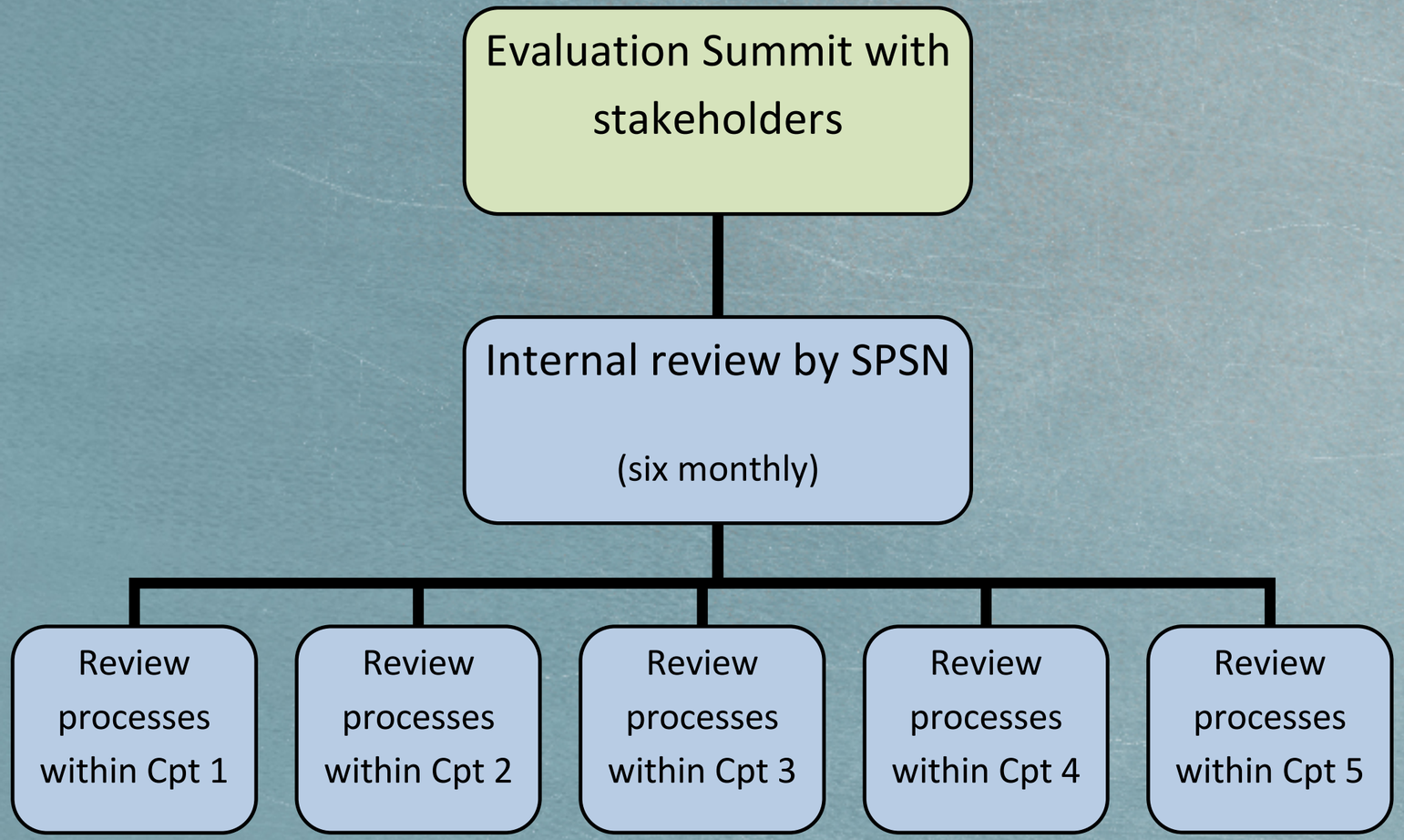
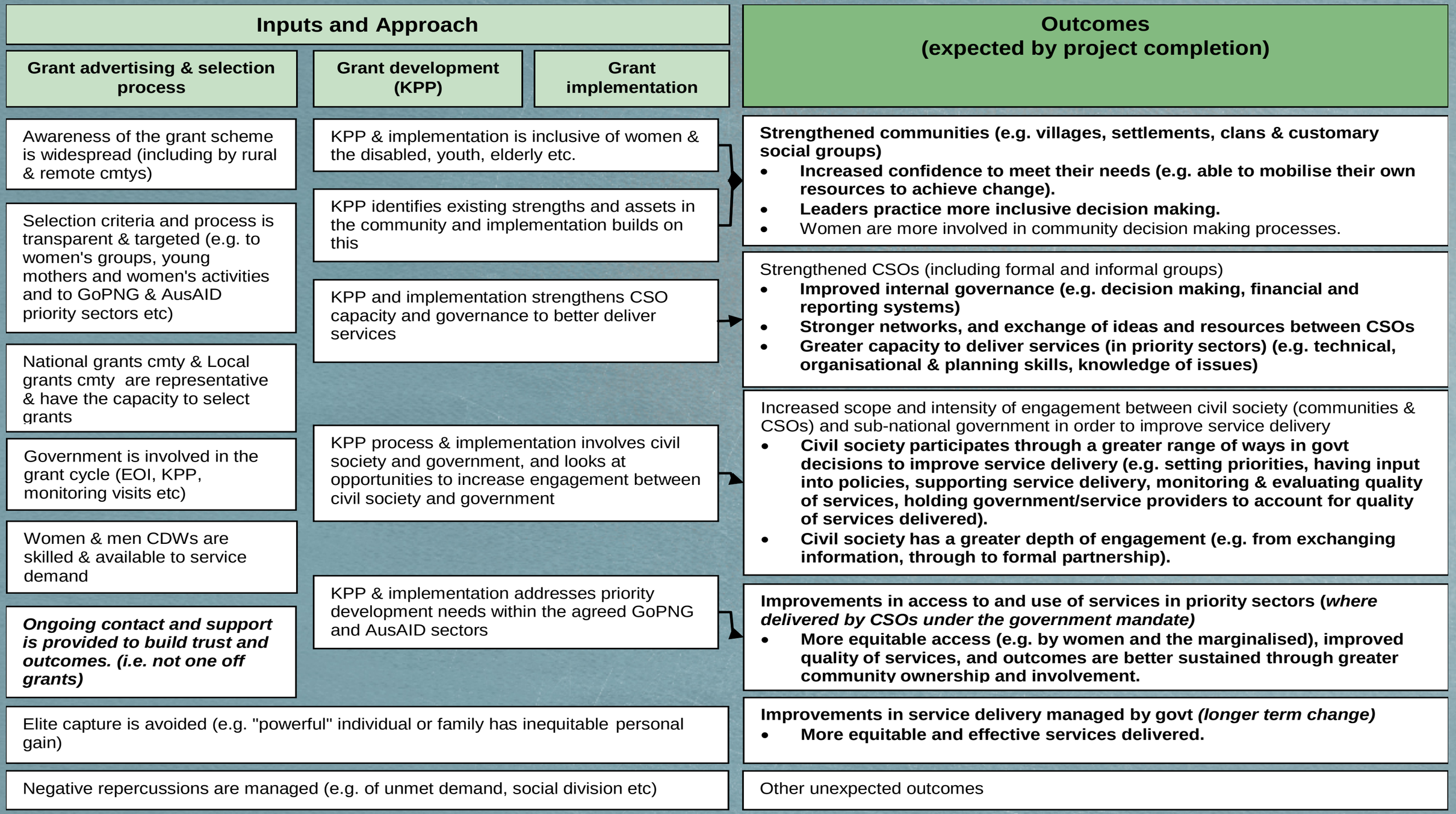
Processes of Analysis



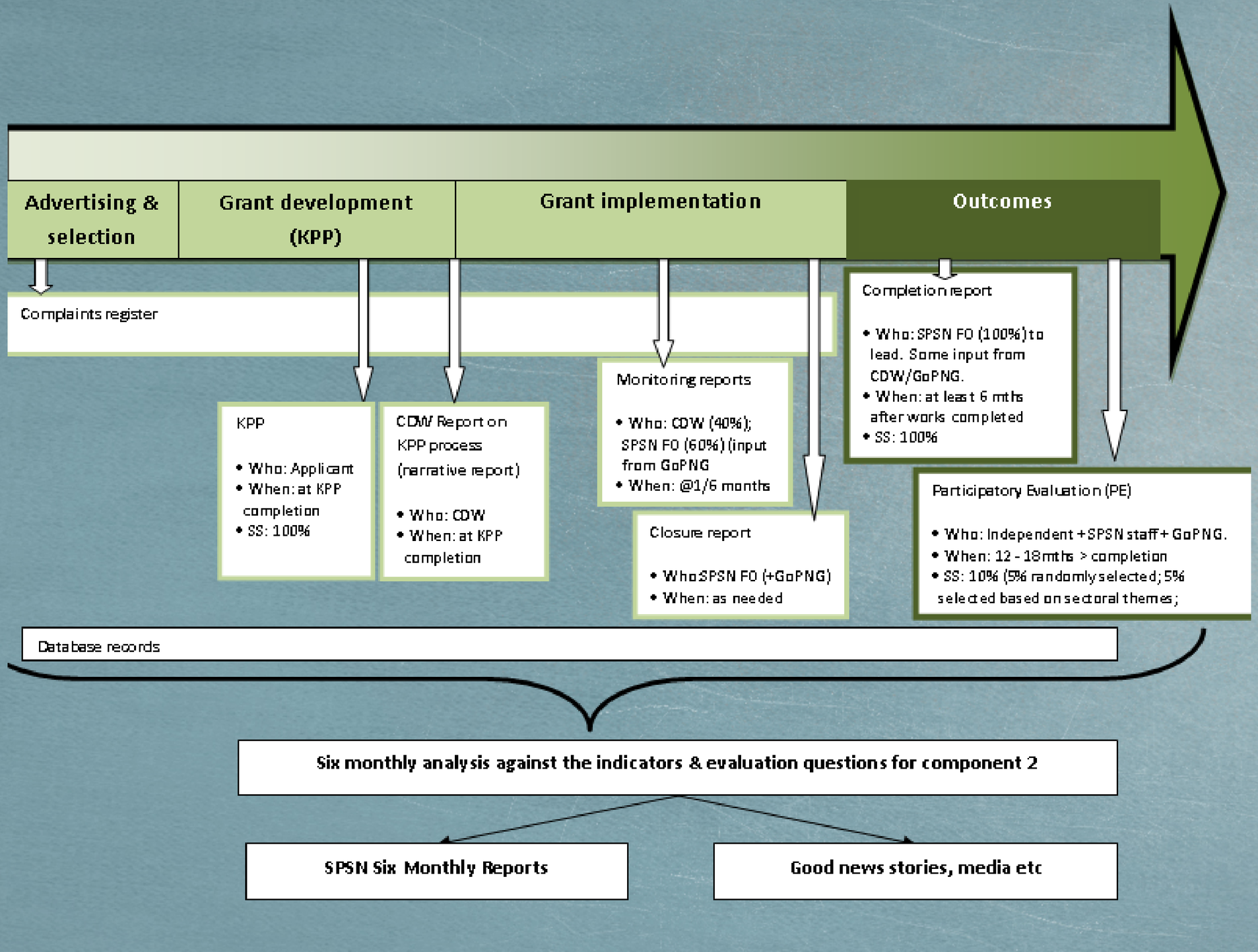

Inputs and Approach
Grant advertising & selection process
Grant development (KPP)
Grant implementation
Outcomes (expected by project completion)
Awareness of the grant scheme is widespread (including by rural & remote cmtys)
Selection criteria and process is transparent & targeted (e.g. to women's groups, young mothers and women's activities and to GoPNG & AusAID priority sectors etc)
National grants cmty & Local grants cmty are representative & have the capacity to select grants
Government is involved in the grant cycle (EOI, KPP, monitoring visits etc)
Women & men CDWs are skilled & available to service demand
Ongoing contact and support is provided to build trust and outcomes. (i.e. not one off grants)
KPP & implementation is inclusive of women & the disabled, youth, elderly etc.
KPP identifies existing strengths and assets in the community and implementation builds on this
KPP and implementation strengthens CSO capacity and governance to better deliver services
KPP process & implementation involves civil society and government, and looks at opportunities to increase engagement between civil society and government
KPP & implementation addresses priority development needs within the agreed GoPNG and AusAID sectors
Strengthened communities (e.g. villages, settlements, clans & customary social groups)
Increased confidence to meet their needs (e.g. able to mobilise their own resources to achieve change).
Leaders practice more inclusive decision making.
Women are more involved in community decision making processes.
Strengthened CSOs (including formal and informal groups)
Improved internal governance (e.g. decision making, financial and reporting systems)
Stronger networks, and exchange of ideas and resources between CSOs
Greater capacity to deliver services (in priority sectors) (e.g. technical, organisational & planning skills, knowledge of issues)
Increased scope and intensity of engagement between civil society (communities & CSOs) and sub-national government in order to improve service delivery
Civil society participates through a greater range of ways in govt decisions to improve service delivery (e.g. setting priorities, having input into policies, supporting service delivery, monitoring & evaluating quality of services, holding government/service providers to account for quality of services delivered).
Civil society has a greater depth of engagement (e.g. from exchanging information, through to formal partnership).
Improvements in access to and use of services in priority sectors (where delivered by CSOs under the government mandate)
More equitable access (e.g. by women and the marginalised), improved quality of services, and outcomes are better sustained through greater community ownership and involvement.
Improvements in service delivery managed by govt (longer term change)
More equitable and effective services delivered.
Elite capture is avoided (e.g. "powerful" individual or family has inequitable personal gain)
Negative repercussions are managed (e.g. of unmet demand, social division etc)
Other unexpected outcomes

Indicators for Inputs and Outcomes

SPSN Inputs and Approach				Outcomes
Grant advert and selection	**Grant development**	**Implementation**	**Overall grant mgt**	
Indicators				
1. # EOIs 2. % EOIs approved for KPP 3. % KPPs approved for funding 4. Time taken to select projects 5. Length of time to notify unsuccessful applicants.	6. Amount of time CDWs & staff spend with applicants developing the KPP 7. Level of involvement by leaders, women, men, children and disabled people in grant dev. & imp. 8. Field office staff understanding of CCIs. 9. % of projects where CCIs are addressed during KPP	10. Time from GA signing to 10% contribution. 11. % projects completed 12. Time taken to complete project delivery 13. % of projects that go beyond expected duration. 14. % of projects that have fraud cases registered with SPSN. 15. % of fraud cases resolved. 16. Ratio of SPSN funds: CSO contribution (resources and in-kind).	17. Field office staff/gt 18. SPSN delivery cost/gnt. 19. # & type complaints. 20. Geographical dist projects by LLG	**Strengthened Communities** 21. Impact of the project on communities confidence to meet their needs (H;M;L + examples). **Strengthened CSOs** 22. Change in CSOs level of governance (ranked against an annotated scale + examples of improvement). 23. Impact of the project on the level of collaboration, communication and support between CSOs (H;M;L + examples). 24. Impact of the project on CSOs confidence to perform their core business (H;M;L + examples). **Engagement between civil society & government** 25. # steps in the grant cycle that sub national government is involved in. 26. Level of involvement by sub national government in the process (L:M:H + examples). **Access to and use of services in priority sectors - delivered by CSOs** 27. # planned outputs by type e.g. # water & sanitation facilities 28. # actual outputs by type. 29. % of projects with outputs that meet agreed standards. 30. # intended beneficiaries (as identified during the KPP) (total and by type and gender) 31. # actual beneficiaries (total and by type of service area and gender) *(service area: access to water, access to information, access to health, education, skills through training etc)* 32. Examples of improvements in access and use of service area. 33. Other significant outcomes as identified by the communities.

Evaluation Questions		
SPSN Inputs and Approach	**Outcomes**	
1. Is the grant selection process transparent and following the agreed criteria (e.g. by the local and national grant committees)? 2. Is the grant delivery process efficient compared to other similar grants? 3. How aligned is the grant process with GoPNG systems? 4. To what extent is elite capture occurring through the program? 5. How well have the negative repercussions of unmet demand been managed? 6. Have there been negative impacts of the project (e.g. social division, increasing HIV risk)? How well have these been managed? 7. How well has the grant program been coordinated with other SPSN components?	**Strengthened communities** 8. How has the project helped to strengthen communities (e.g. Increased capacity to mobilise local resources for development)? 9. How has women's involvement influenced their ongoing involvement in community decision making processes, or in having positions of leadership and responsibility? 10. How have men responded to any change in women's involvement? **Strengthened CSOs** 11. To what extent has the project helped to strengthen CSOs' capacity and governance. 12. Impact on the level of collaboration, communication and support between CSOs. **Civil society and government engagement** 13. How have the projects influenced civil society's broader participation in government decision-making (scope & intensity)? Where has this occurred and why (e.g. what was the incentive for government or the community)? 14. To what extent has this influenced government service delivery, if at all? **Access and use of services - delivered by CSOs** 15. # actual outputs by type (e.g. water and sanitation facilities) 16. % of projects with outputs that meet agreed standards 17. # actual beneficiaries (total, disaggregated by sex and by type of service area) 18. Within the communities supported, to what extent have the most disadvantaged and marginalised benefited (e.g. women, disabled and people affected by HIV etc)? 19. Are women and men more able to address their development needs? 20. Are the project outcomes sustainable (e.g. ability to maintain/replicate project outputs and outcomes)? 21. What development needs are not being met (e.g. what else is needed to achieve health, education and gender equality outcomes)? 22. Do the grant delivery processes build self-reliance, or do they build dependence? 23. Other significant outcomes as identified by the communities.	24. # CSOs formally registered with the IPA.

Indicators/evaluation questions	Data collection	Who	When analysed	Baseline
Overall grant management				
1. Field office staff/grant ratio. 2. SPSN delivery cost/grant.	Database	Finance officer	6 monthly	DGTP and CDS
3. How are the projects distributed geographically (by province, region, district, LLG wards).	Database	Database specialist	6 monthly	NA
4. To what extent is elite capture occurring through the program?	Completion reports, geog distrib + PEs	Eval team	6 monthly	NA
5. Have there been negative impacts of the project (e.g. social division, increasing HIV risk)? How well have these been managed?	Completion reports + PEs	Eval team	6 monthly	NA
6. How well have the negative repercussions of unmet demand been managed?	Complaints register	Eval team	6 monthly	NA
7. # steps in the grant cycle that sub national government is involved in. 8. Quality of involvement by sub national government in the process (L:M:H + examples).	Completion reports	Eval team	6 monthly	NA
Outcomes				
Strengthened Communities 9. How has the project helped to strengthen communities (e.g. Increased capacity to mobilise local resources for development, leaders practicing more inclusive decision making)? 10. How has women's involvement in the projects influenced their ongoing involvement in community decision making processes, or in them having positions of leadership and responsibility? 11. How have men responded to any change in women's involvement?	Completion report + Participatory evaluations	Field officers (CR) Independent team (PE)	6 monthly	Baseline (KPP), reviewed during the evaluation/completion report.


Advertising & selection
Grant development (KPP)
Grant implementation
Outcomes
Complaints register
KPP
• Who: Applicant
• When: at KPP completion
• SS: 100%
CDW Report on KPP process (narrative report)
• Who: CDW
• When: at KPP completion
Monitoring reports
• Who: CDW (40%); SPSN FO (60%) (input from GoPNG
• When: @1/6 months
Closure report
• Who SPSN FO (+GoPNG)
• When: as needed
Completion report
• Who: SPSN FO (100%) to lead. Some input from CDW/GoPNG.
• When: at least 6 mths after works completed
• SS: 100%
Participatory Evaluation (PE)
• Who: Independent + SPSN staff + GoPNG.
• When: 12 - 18mths > completion
• SS: 10% (5% randomly selected; 5% selected based on sectoral themes;
Database records
Six monthly analysis against the indicators & evaluation questions for component 2
SPSN Six Monthly Reports
Good news stories, media etc

1. **Are the following services present in the community?**

	Yes	No	Can’t determine
Electricity grid that most houses could access			
Piped water system that most houses could access			
Sewage system that most houses could access			
Mobile phone service			
Radio (e.g. FM and AM etc)			
Peace officers or village court magistrates			
Land mediators			

2. **Are the following facilities available within the community, or within one hour’s walking distance?**

	Yes	No	Can’t determine
School (elementary and primary)			
Police Station			
Health Clinic / Aid Post			
Market stalls (selling groceries and/or clothing)			

3. **How is the access between the community and the nearest health centre or secondary school?**

	Yes	No	Not Applicable
Is there a road for vehicles?			
Is the road paved / tarred / or concrete?			
Is the only access by water?			