

Developing Cascading Monitoring and Evaluation Frameworks

Skills Building Session

Presenter:

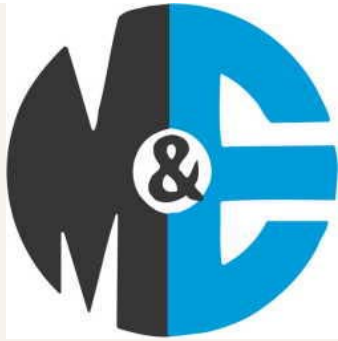
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Definition of Cascading

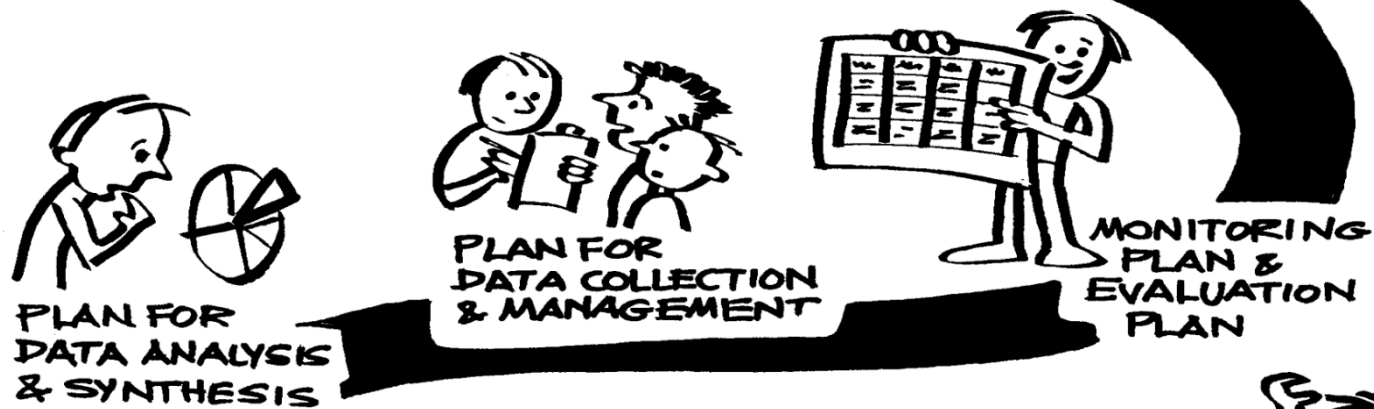
- A succession of devices or stages in a process, each of which triggers the next
- A series of stages in the processing chain of an electrical signal where each operates the next in turn
- A process whereby something, typically information or knowledge, is successively passed on: the greater the number of people who are well briefed, the wider the cascade effect



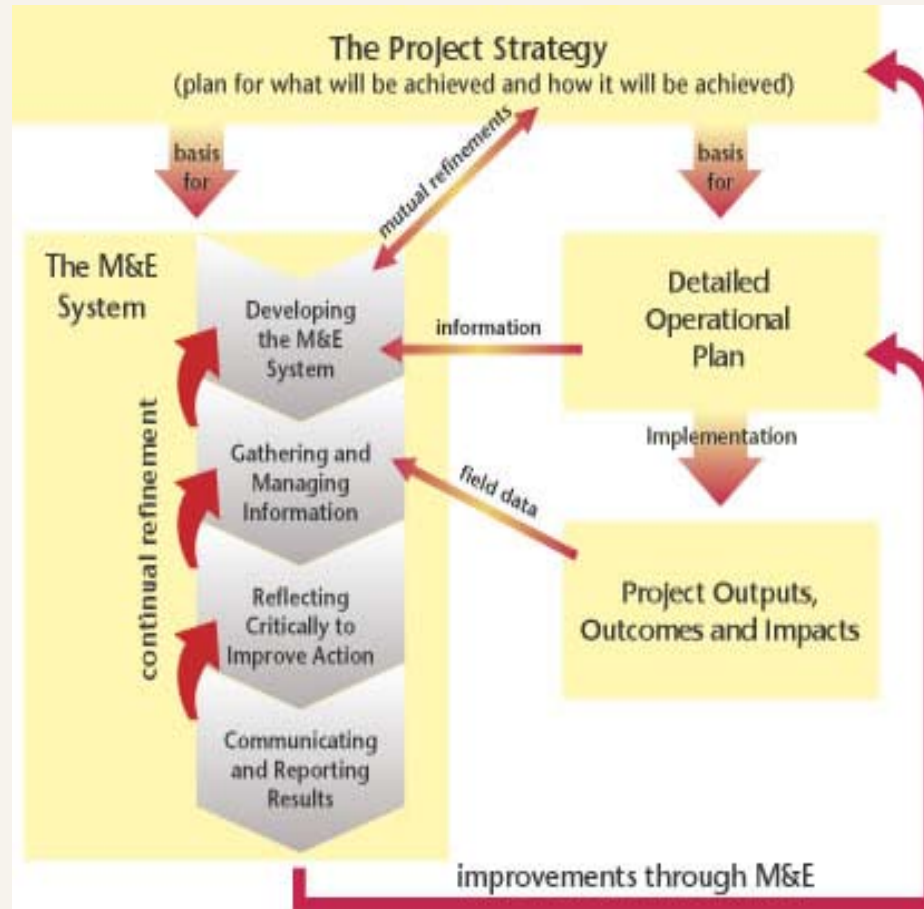


M&E Frameworks

- Planning process and written product designed to provide guidance to the conduct of monitoring and evaluation functions over the life span of a program or other initiative
- Step-by-Step process of developing Program Theory/Program Logic, Evaluation Questions, KPIs, required monitoring and evaluation data and how it will be collected, analysed, synthesized and reported over the life of the program



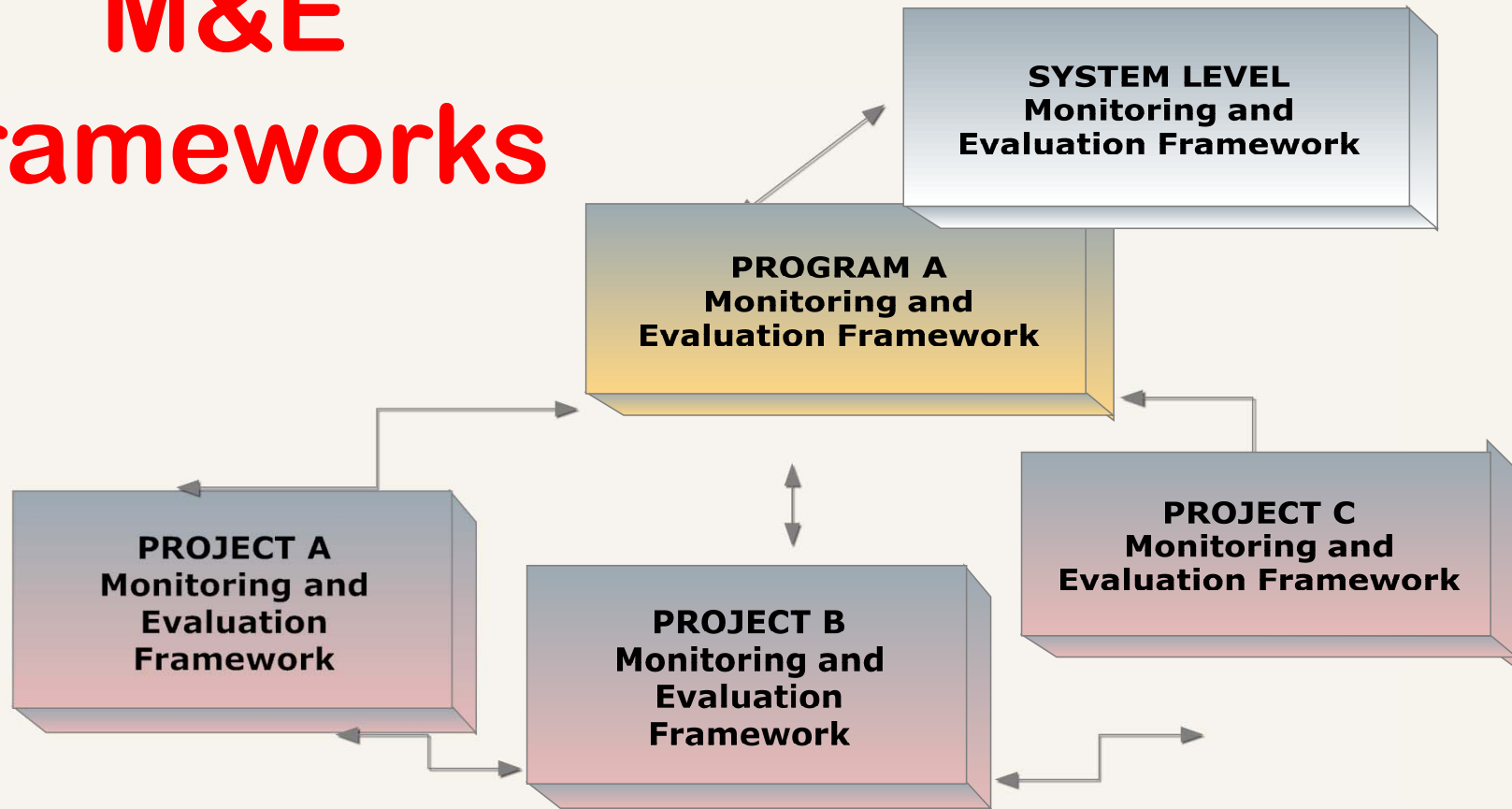
The M&E System



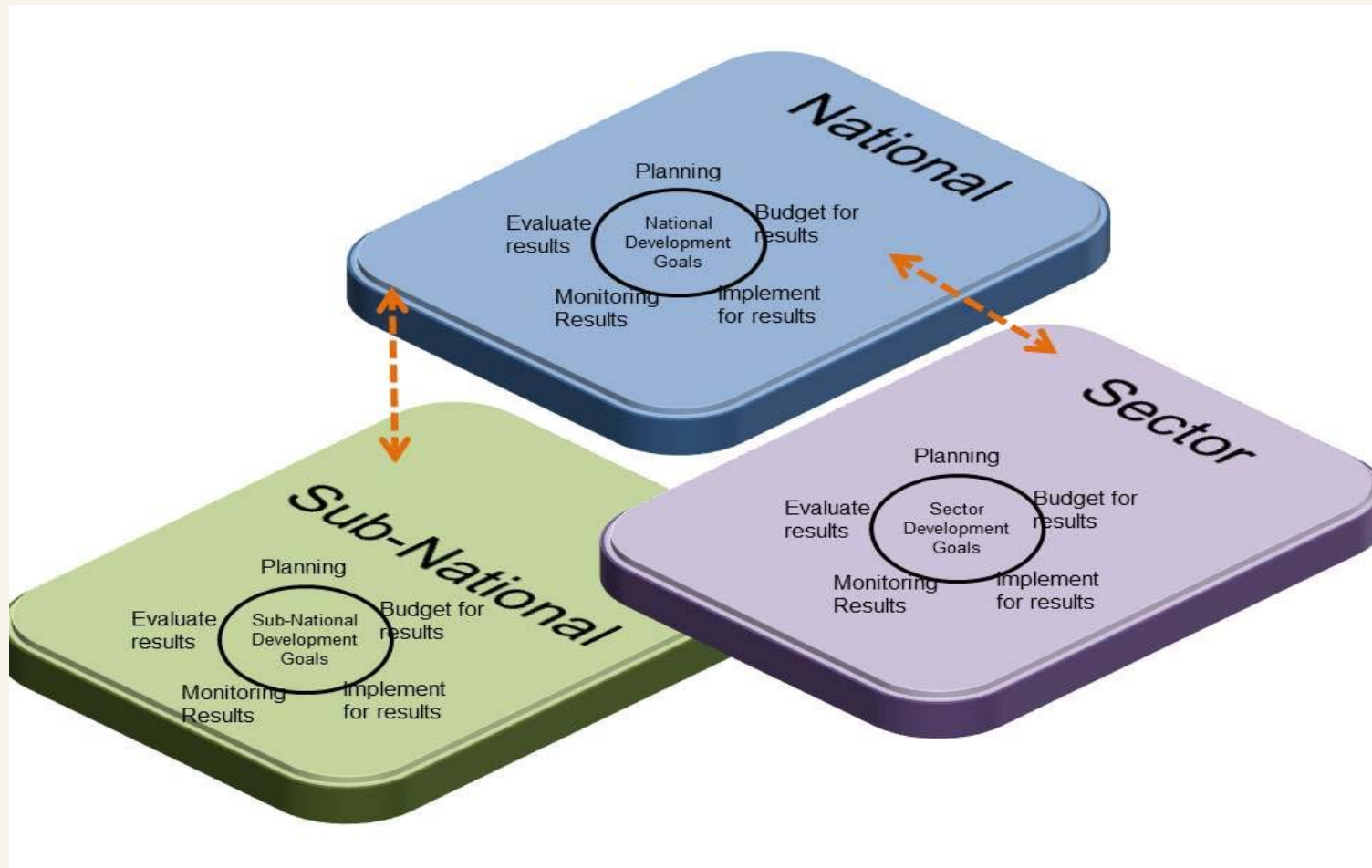
<http://www.ifad.org/evaluation/guide/4/4.htm>

- Designing and setting up the system
- Building capacity to understand and use the system
- Gathering and managing information
- Reflecting critically (on experience and information) to improve action
- Communicating and reporting results

Cascading M&E Frameworks



When do MEFs need to be developed in order to Cascade?



Multi Country Programs

Young Lives (UK)- Child Poverty	Pacific Women Shaping Pacific Development (Pacific) - Gender
The UK and 4 developing countries	14 Pacific countries 105 projects
Three streams: qual/quant/policy influencing	Four themes: leadership/economic/EVAW/enabling environment
MEF developed and implemented over 12 months	Program MEF developed over 6 months Country MEFs ongoing Project MEFs ongoing
Matrix consultations with all countries and with all country streams	Consultation with DFAT and Support Unit Workshops in each country
Developing MEF and data collection toolkit	Developing MEF, program database and the data collection toolkit
Level of challenge: High	Level of challenge: Very High

Cascading in Practice

- Program level MEF provides over-arching principles, guidance, co-ordination and supporting resources
- Connected MEFs developed with reference to Program level MEF and take their lead from it, but also contribute to shaping it over time
- Within this 'structure' room needed for flexibility and adaptability to suit unique contexts and local circumstances

The Cascading Effect

Level of specificity increases as MEF cascades:

- ❑ Broad and over-arching providing a framing document at whole-program level
 - ❑ More specifically focused at project level where specificity about data collection occurs
 - ❑ Information travels up the line and MEFs may be revised accordingly

Steps involved in Cascading MEFs

- Develop Commonly Shared Framing Constructs:
 - Guiding Principles and Approach
 - Program Theory/Logic
 - Evaluation Questions
 - Indicators
 - Format for Monitoring Plans and Evaluation Plans
- Connecting Monitoring and Evaluation Plans with increasing specificity as they cascade down to activity levels
- Data Collection, Analysis and Synthesis Capabilities
- Capacity Building Strategies

Overarching

Guiding Principles and Approach

Program Theory/Logic

Evaluation Questions

Indicators

Format and Layout of M&E Plan

Customised Theory/Logic, Evaluation Questions and Indicators

Data
Collection
Project A

Data Collection
Project B

Data
Collection
Project C

Data
Collection
Project D

Example: Cascading Evaluation Questions

Program	To what extent was the program model suitable for the region ? To what extent was the program model suitable for meeting the needs of participating country governments ?
Country	To what extent was the program suitable for the country context? To what extent was the country program suitable for meeting the need of its government ?
Project	To what extent was the project suitable for : <ul style="list-style-type: none">• The local context?• Local governments?• Each of the participating communities?

Example: Aligning Evaluation Questions

Program Evaluation Questions	Evaluation Questions Centre A	Evaluation Questions Centre B	Evaluation Questions Centre C
Relevance			
To what extent did the program engage women from the most disadvantaged communities?	Did we reach women from rural communities?	None	Were poor women able to access the service?
Effectiveness			
To what extent did the program provide women with quality support services?	Was the standard of our counselling good?	Did women indicate their satisfaction with our service?	None

Exercise: Violence Against Women

Program	What were effective approaches for changing social norms, attitudes and behaviours in relation to violence against women?	Indicators
		Reduced incidence and prevalence of violence against women over time
Project		

Program	To what extent did women survivors of violence have access to safe, accessible, quality and co-ordinated support services?	Indicators
		Reduced incidence and prevalence of violence against women over time
Project		

Enablers

- Commitment and enthusiasm to join together for common learning and shared benefits
- Interest and willingness to use common language and terminology
- Interest in maximising the identification and utilisation of M&E results
- Interest in developing increased capacity for M&E
- Evolving MEF that will be updated annually

Challenges

- Size and scope across different countries, with multiple activities in each country, across a range of different result areas
- Time and resources required to undertake effective ECB given size of program
- Data collection challenges in getting standard data

