

Organisations using Results Monitoring and Evaluation

We are currently implementing a project that aims to improve institutional capacities on monitoring and evaluation through the pilot-testing of a multi-level results-oriented M&E system for agriculture through a grant from the World Bank. As part of this capacity building, we are looking for organisation(s), whether government or non-government, who would be willing to share their experience and knowledge on results monitoring and evaluation (RME). The Project has allocated part of its funds for sending a number of people from the Philippine Department of Agriculture on study tours to learn the ropes of RME from other countries/organizations who have exhibited successful implementation and use. We would highly appreciate receiving information on the above

subject soonest since we target to finish the Project by April 2009.

Nieva T Natural n_natural04@yahoo.com

In addition to sending people on study visits you can also use online live multi media communication to learn about Result Based Monitoring and Evaluation. Try: http://www.uk.locallivelihoods.com/Modul/ WebSite/Page/ Default.aspx? Pag_Id=151. This can provide you with an in-house service to support your learning from overseas visits without additional carbon footprinting.

Freer Spreckley f.spreckley@locallivelihoods.com

Look into the livelihood connect website.

http://www.livelihoods.org/info/info_toolbox.html?em=0808#1.1

Ann Lily Marie O. Uvero Achi66200@yahoo.com

DAC evaluation criteria and evaluation report format

Has anyone tried evaluating a project in a way that combines the use of a theory-of-change approach, with DAC evaluation criteria? They dont seem, at first glance, to relate to each other very well

Rick Davies rick.davies@gmail.com

I've just finished monitoring activities to the projects of CWS Cambodia. I'm a Monitoring and Evaluation Officer. Related to evaluation, I feel not clear about report outline/ contents of evaluation report. In Findings section, some focus on the DAC criteria question but some said about the program sections. Please advice me about the Evaluation Report Outline/ Contents.

Heng Kun kengkunk@yahoo.com

Result Based financing

We are on the process of planning of a Result Based Financing (RBF) of primary health care project. Can any one send me any document about RBF (guideline and research paper)?

Moh. Tawab Tawab tawabmoh@yahoo.com

Maybe the following links will help you.

<http://www.odi.org.uk/publications/working-papers/201-results-orineted-public-expenditure-cambodia.pdf>

<http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/>

[IB/2008/08/14/000076092_20080815121105/Rendered/PDF/Project0Inform1uly023020081bs1short.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2008/08/14/000076092_20080815121105/Rendered/PDF/Project0Inform1uly023020081bs1short.pdf)

[http://www.kunnkapsenteret.no/Publikasjoner/3219.cms?](http://www.kunnkapsenteret.no/Publikasjoner/3219.cms?threepage=1)

[threepage=1](http://www.kunnkapsenteret.no/Publikasjoner/3219.cms?threepage=1)

[threepage=1](http://www.kunnkapsenteret.no/Publikasjoner/3219.cms?threepage=1)

Victor MUCHANGA victormuchanga@gmail.com

Sorting out numbers in reporting formats

I work with a Network of about 80 organisations with varying levels of capacity that provide services to vulnerable children. We developed a reporting format which captures the number of participants/beneficiaries in the various activities and services. The organisations are capturing the daily activities of their staff and we

have a bit of mess between first time visits and services and repeat visits and services which can really distort the numbers. I am sure many other members have dealt successfully with this issue and I would appreciate some guidance on how to capture this on a report format without making it too complicated as a lot of the organisations are resource constrained or lack capacity.

Liz Clarke lc38@mweb.co.za

A few more details would help:

- Are all 80 organizations capturing the same data, in the same format, on a daily basis?
- What format are they using – is it paper based? Computer based? Does the data collection tool that they are using distinguish between first and second time visits?
- How often do you require these reports?
- What are the indicators that you require from these reports? *Is it number of participants? Is it number of beneficiaries?*
- When each child enters the system – do they have their own unique Child Number? When they return, do they use the same number?
- Finally, where is all the data stored at present?

A database (Access, for example) – may sound like a low-key solution to allow you to collate, capture, query and report.

Prasidh Ramson prasidh@iceeafrica.co.za

Consultancy announcement in UM Armenia CO: International Consultant for preparation of the 2010-2015 UNDAF

UN Armenia CO has announced a consultancy vacancy for preparation of the UNDAF 2010-2015. You may find it interesting. Please apply if you have corresponding qualifications and forward the message to all interested candidates. Please note that only shortlisted candidates with experience in developing UNDAF documents will be contacted.

Applications can be submitted through <http://oc.undp.am/?go=vacancies> or <http://jobs-intra.undp.org/>.

Please do not send CVs to me personally.

Ms. Astghik Martirosyan Ast_manukyan@yahoo.com

Sociologists Changing the World

I'm preparing a chapter in a book about doing sociology. My chapter is doing sociology globally. I'd like to find some sociologists who are doing something to change society. I'm looking for sociologists in a variety of places in the world, doing a variety of activities.

Evaluation might be one of those activities. Evaluation means finding out if some policy or action did something to improve things. So, evaluation might be an activity that contributes to changing the world.

Any sociologists doing evaluation of actions or policies or programs aimed at improving the world (or some part of it), who are willing to talk to me (well, email with me) about what they do? Or sociologists doing anything else aimed at improving the world, or some part of it, who would be willing to talk with me?

Gene Shackman, Ph.D. gsocialchange@yahoo.com

Just wanted to clarify my note, as a few people sent me requests for jobs, guidelines and such.

I am preparing to write a chapter in a book. Beyond that, this is not a project or a job. I am only looking for sociologists at the moment, and the kinds of work they are doing. While it is very interesting to hear about people who are not sociologists, and I am very glad that many people are doing social activity, at present, this is a chapter about sociologists.

Gene Shackman, Ph.D. gsocialchange@yahoo.com

The main purposes of monitoring and evaluation

My name is Abdul Qadeer currently working with CARE International in Afghanistan. I have newly joined the position of M&E Officer. Therefore I want to start and learn from the basic of M&E. I hope that you will help me in this regard, My Question is that *What are the main purposes of the Monitoring and Evaluation?

Abdul Qadeer abdul_qadeersh@yahoo.com

My experience is more with just evaluation than m&e, so I've listed here some websites with info about what is the purpose of evaluation

<http://gsociology.icaap.org/methods/basicguides.html>

also, according to

<http://www.aidsalliance.org/sw4799.asp>

The purpose of monitoring is relatively specific, in that it usually focuses on keeping a project 'on track'. This involves routinely measuring what the project has done and comparing this with its plans. Evaluation usually has broader purposes, for example, assessing what has been learned as a result of project activities.

and here http://www.fs.fed.us/institute/monitoring/Monitoring_Purpose.htm

Monitoring and evaluation are learning tools that form the backbone of

adaptive management. With these tools, information is collected and compiled to serve as reference points for the future; new scientific understanding and technology, changes in law and policy and resource conditions, growing concerns, trends and changing societal values. Hope these help

Gene Shackman gsocialchange@yahoo.com

The Monitoring is conducted to regularly check whether the project is heading towards the stated goals and objectives, in accordance with the predefined course of action. It also informs the decision making authorities about the overall progress and in case of deficiencies in the project in regard to the any issues explained i.e. progress towards goal and

The monitoring helps to take timely decisions. Moreover, it timely informs the management in case a project is being implemented as per the pre-defined course of action but it is not delivering/moving towards the stated goal and objectives so that remedial actions could be taken.

Evaluation, in contrast to the monitoring, focuses on results instead of process and progress and is conducted on periodic basis. It studies if the project has achieved the identified goals and objectives over a particular period of time or not and how much the achievements of the results was efficient and effective. In case it has not, it finds the reasons of not achieving the results. Moreover, it gives recommendations for improvements for future and the findings of evaluations helps in making future improvements in the same practice area.

Attached I am sending you a handout, I developed for a training workshop while working for CARE Afghanistan.

I tried my best to keep it as simple and basic as possible. I hope it would of help to you.

Mushtaq Rahim Mushtaq.rahim@gmail.com

Kindly visit Measure Evaluation website with the following link:

<http://www.cpc.unc.edu/measure/training/mentor>

You will have the opportunity to go through the "Interactive mini-course on M&E Fundamentals". My advise is to have at least the basic knowledge of M&E for you to perform well your assignment.

Wish you good luck

S.Koffi Kouame skoffikouame@yahoo.fr

May I suggest you start with the following questions:

WHO (HQ staff, field staff, beneficiaries, the press, major donor, Board of Directors, partner NGOs etc.)?

needs WHAT INFORMATION?

in what FORMAT?

HOW OFTEN DO THEY NEED IT?

and [most important] WHY DO THEY NEED IT?

Hopefully this will get you started in the right direction -- often NGOs collect the information that's easiest to collect, and data pile up unused by those who could really benefit from them.

Then WHERE can we get it? (from regular weekly, monthly reports? do we need to make a special effort to obtain it? do we need to get it in the field, or will it come to headquarters, and if so, how do we feed the information BACK into the field in a useful format)

HOW do we obtain it? (expensive household surveys, regular monitoring, periodic surprise visits, etc.)

WHO will collect the information (insiders or outsiders? those who are undertaking the activities? those who benefit from them? etc.) From your thoughtful answers (informed by all stakeholders before you finalize M&E plans), you can set up a matrix, a Gantt chart, a time line for collecting, ANALYZING, and REPORTING back (video, written short reports, reports in local languages, in-person "town hall" reports allowing for questions etc.).

Monitoring is a regular, usually repetitive exercise -- often neglected or done carelessly (usually because those taking the time to collect the information are unlikely to benefit from its analysis and dissemination).

While it's usually described as keeping track of process/ progress toward achievement of specified objectives, it's never too soon to challenge the appropriateness of those objectives

(not necessary to wait for evaluations) so that corrections in both process and objectives can be made early.

Emily emimoore@yahoo.com

How to Evaluate Life?

Slightly off the beaten track, I have a question which borders on the lines between philosophy and M&E. While some of us in the M&E field brag that anything under the sun and above the earth can be measured, I asked a question to myself "How do I measure a person's performance in life?" Outwardly it may look a silly question, but let me elaborate.

If a father has two children, let's say twins, who graduated from different fields and if the father was a quirky M&E professional, say like me and if he wanted to evaluate his children's performance what criteria will he employ?

More practically if alumnae of a batch meet after 10 years and want to compare their performance in life, what criteria should they employ?

I know comparisons are odious but if at all we want to do it for the heck of it and for the fun of it and make it as comprehensive enough where should we start and how should we proceed?

Those who are not busy with their work can employ their creativity!!! It's a worthy pursuit, because it is the most important evaluand to be evaluated - "life"

I am waiting

Rex Joshua rex_joshua@yahoo.co.in

The bigger the evaluation-free zone of your life, the better! Especially if you are an evaluator - and even more so if you have an evaluator as a father, I should think....

Ulrich Schiefer schiefer.ulrich@gmail.com

Wow! An interesting question, Rex, and in my opinion an important one for all of us to think about. How can we possibly measure the success of interventions on behalf of the poor and vulnerable, if we don't know how to measure our own 'success'? There's no need to feel awkward bringing a philosophical element to the world of M&E - it is long overdue.

Let me bring this forward a little, by drawing on life-performance parallels to illustrate three concerns that I have on the way we design and evaluate development projects and programmes:

1. That we are more subjective in our choice of targets than we would like to admit
2. That we mistakenly resist having multiple objectives in our projects and programmes

That we fail to recognise the value of prescribing flexible objectives, i.e. that they should not be fixed in stone, but allowed to change.

Chris Whitehouse whitehousechris@yahoo.com

*Further details of this article available from Nicky David
nicky@imainternational.com*

"Everything that is important is measurable", but we also need to establish operational definitions for whatever we want to measure. For example what is your operational definition of life? what constitutes life? once these two questions have been answered, we then need to know or develop "best" measure of components of life based on your definition.

Please note that if any two people have different definitions, this will result into different measures. If you can come up with a universal definition of life the better, because this implies one definition. A good example here is the quality of life measure(s) depending on who is talking

Augustine Wandera awandera@gmail.com

Social Sciences do offer the platform to understand the complexities of Human Interactions, which can be put to test for generalisation. I suggest you to read the work of **Emile Durkheim**, the great sociologist that we ever had. I am sure you would start believing that even the most complex social phenomena can be studied in a more scientific way.

Rohini Shinde roshin27@yahoo.co.in

It is my understanding that people tend to compare their lives often firstly by trying to understand the "criteria" that the other person employs, or in other words one attempts to compare the life of another with ones own via the terms and criteria they employ for themselves, and that this is often the most rewarding part of such interaction, in that it may allow you to see your own in a new light.

Thus having one standard set of criteria for life would tend to exclude much of what makes such conversations interesting. Another thing to bear in mind is that a life devoid of ambiguity, lived to strict and consistently applied criteria, might not be a life worth living to some, so perhaps even the existence or not, or degree of strength of criteria would form a criterium for some.

Daniel Taghioff sustainablelearning@gmail.com

List of International Organisations

Do you have list of international organisation / institution / research body that have expertise in researching & Evaluating (M&E) issues on Development (ie.Politics, Conflict prevention etc)....?-Especially in ASEAN countries-
Opdehook opdehook@yahoo.com

Recently I have found RTI International development web page section M&E [http://www.rti.org/page.cfm/Monitoring and Evaluation](http://www.rti.org/page.cfm/Monitoring_and_Evaluation)
Emma Rotondo erotondo@terra.com.pe

Dear Zikr

I found Indonesia Peace Building Dictionary (the English version still have problem, may be you can contact them by email. http://www.direktori-perdamaian.org/english/main_id.php My former organization has done M&E activities on Politic & conflict. Please check this address: http://www.direktori-perdamaian.org/english/org_training_detail.php?id=8#
Salam Dini dk_prihatini@yahoo.co.id

It seems to me that in the ASEAN region you'll find quite much evaluation expertise particularly in Malaysia. One such organization is CeDRE (Centre for Development and Research in Evaluation - <http://www.cedre.org.my/>), which I know for being a very solid unit with considerable capacity. We've also collaborated with PE Research (<http://www.peresearch.com.my/>), which is a consulting firm, and have been quite pleased with the quality of work.

I'm not sure what exactly you're looking for. But also some international organizations do have such expertise (like the UN Economic and Social Commission for Asia and the Pacific), but it's mostly used for internal purposes.

Juha Uitto juhaitto@rcn.com

M&E Capacity Building Resources under Open Educational Resources or Open Content

First to update that we are planning to design, develop and maintain a Free and Open Source Software (FOSS) based M&E system that will be available to RBM/iRBM Consultants & Advisors, Programme & Project Managers, Evaluators & Monitors throughout the world. The objective is to make available and facilitate an open and interoperable software system for the M&E community that can be implemented in various top to bottom scenarios and can be customized for Governments, Donors, Programme Partners and CBOs. The proposed system will be developed over an open source software framework and will be able to communicate with other legacy systems within enterprise or organization operational environments for program/project monitoring and evaluation.

A key attribute of this system will be that anyone who downloads it or uses it can read the source code and the documentation freely, research it, modify it, improve it and contribute it back for the rest of the community. This is termed as sharing the freedom to learn and improve and benefit yourself and everyone else in your community around you while maintaining the Intellectual Property Rights of the system, in this case the Free Software or Open Source Software license it may carry. Within this pursuit, we would also like to take stock of M&E and RBM/iRBM capacity building and learning resources so that the system can respond to designing capacity building programs as well as suggest resources either in the form of Open Education Resources OERs http://en.wikiversity.org/wiki/Open_educational_resources or Open Course ware like MIT's <http://ocw.mit.edu>. We have consulted the MandE website and welcome more suggestions content resources, online learning programs etc, kindly reply to this thread and this can then act as a resource for our stock taking. You may also refer us to capacity building resources that you may have developed for your programs and are willing to share them through the presentation sharing website called SLIDE SHARE at <http://www.slideshare.net> or the document sharing website SCRIBD <http://www.scribd.com> under a creative commons share alike non-profit license?

We can also help you put up your material on for others and colleagues from the same field to benefit at-large.

Fouad Bajwa fouadbajwa@gmail.com

Allocation of Budget for Evaluation My friend in Ministry of Education is preparing an evaluation plan for Education for All project in Nepal. This is a nation wide project which demands continuous monitoring and evaluation. He wants to know if there is any standard for budget allocation to M&E related activities in such a project (Such as certain percent of total project budget as practised for contingency). If there is any internationally accepted standard of budget allocation for M&E, pls let me know along with the reference so that I can share it with him. **Rajendra Adhikari** adhikarip2003@yahoo.com

Normally its in the range (minimum) from 2 to 5 percent of the overall budget. **Inam Ullah deveco@gmail.com**
Thanks for your suggestions on budget allocation for M7E funding.

I appreciate your view on contextuality of allocation, I still believe that we the practioners should set some standanrds.

Thanks again

Rajendra Adhikari adhikarip2003@yahoo.com

Please note that Measures Evaluation is proposing 5-10% of the project/programme budget as a general guide. Kindly read the minicourse on M&E through the link below:

<http://www.cpc.unc.edu/measure/training/mentor>

S. Koffi Kouame skoffikouame@yahoo.fr

I will quote an M&E Planning module that I have been preparing: "Program managers often ask what proportion of a project's budget should be allocated to M&E. There is no set formula; various donors and organizations recommend that between 3-10 percent of a project's budget should be allocated to M&E (Frankel and Gage 2007, p. 11). A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resources to the extent that programming is impaired."

Scott Chaplowe schaplows@amcrossasia.org

I think my main point is that its important to see M&E activities as just that - activities that need to be costed, spent and reported on like any other budget item.

Alec Leggat alec_leggat@yahoo.co.uk

In my opinion, the percentage of the M&E budget is very much dependant on the kind of M&E activities you plan to carry out. There are studies which include the baseline survey, the Annual reviews, midterm reviews and the end of program or project reviews. These activities are followed by either a workshop, meeting to disseminate findings. In addition to that there are routine field visits and community monitoring activities which will be carried out during the implementation of the project. In some cases other organisations may need to use the MSC (Most Significant Technique) which is also costly. In light of the above i still think, the person responsible may need to have a costed M&E implementation plan reflecting all the activities and the expected cost and use this as a basis for deciding on the M&E budget.

Martha Olweny malizabbo@yahoo.co.uk

New MEASURE Evaluation Publications

Overview of Issues Concerning Confidentiality and Spatial Data [wp-08-106-en]

Geographic information systems (GIS) play a vital role within a variety of research settings. However, the use of such spatial data means that confidentiality and privacy issues relevant to these data must be carefully addressed. This white paper presents the current literature on the topic of confidentiality and spatial data. It is intended to provide guidance on the issue. The document provides an overview of the terms that are important to the discussion, and then presents some examples of spatial risks to confidentiality. An overview of approaches that have been proposed for preserving confidentiality is then presented. Download "Overview of Issues Concerning Confidentiality and Spatial Data" <http://cpc.unc.edu/measure/publications/pdf/wp-08-106.pdf>

Health Facility Assessment Relevant Resources/Supporting Documents and Mapping Resources Annotated Bibliography [wp-08-107-en]

This annotated bibliography compiles relevant resources and supporting documents of health facility assessment (HFA) surveys. It cites over 80 relevant documents, including data collection instruments such as questionnaires and manuals, analytical reports, technical and survey reports, and articles that cited data from major HFA surveys. For most of these, abstracts are presented. The document also includes relevant resources on mapping HFA survey data using geographic information systems, ranging from databases and data repositories to Web sites that provide GIS application tools. Where available, each item contains details of its availability from the original source and other contact information.

Download "Health Facility Assessment Relevant Resources/Supporting Documents and Mapping Resources Annotated Bibliography" <http://cpc.unc.edu/measure/publications/pdf/wp-08-107.pdf>

South Africa OVC Case Studies

MEASURE Evaluation provided technical assistance in the development of 32 cased studies: <http://www.cpc.unc.edu/our-work/health-areas/hiv-aids/ovc/ovc-case-studies> documenting various OVC program models within South Africa. A synthesis report <http://www.cpc.unc.edu/our-work/health-areas/hiv-aids/ovc/ovc-case-studies/Summary-SR0842-SUM-v2.pdf> considering results from all 32 case studies will help to identify various strategies in meeting the needs of OVC and their guardians, highlight gaps in service delivery and identify best practices relating to improving the effectiveness and increasing the scale of OVC interventions.

Download the South Africa Case Studies <http://www.cpc.unc.edu/measure/our-work/health-areas/hiv-aids/ovc/ovc-case-studies-sa>

Data Demand and Information Use in the Health Sector: Case Study Series [sr-08-44-en]

These data demand and information use (DDIU) [case studies](#) from a variety of settings give examples of how interventions have successfully facilitated data demand and changed how information is used. Examples are from Bangladesh, Ghana, Kenya, Tanzania, and nine Caribbean countries. This publication is part of a series that includes [Data Demand and Information Use in the Health Sector: Conceptual Framework](#), in which a conceptual framework for evidence-based decision-making in the public health arena is presented; and [Data Demand and Information Use in the Health Sector, Strategies and Tools](#), which provides detailed strategies and tools for taking concrete "next steps" in implementing DDIU activities.

Download the "Data Demand and Information Use in the Health Sector: Case Study Series" [here](#).

PRISM Case Studies: Strengthening and Evaluating RHIS [sr-08-43-en]

MEASURE Evaluation has developed a conceptual framework to evaluate [routine health information systems](#) (RHIS), called Performance of Routine Information System Management (PRISM). The [case studies](#) presented here (drawn from work in Mexico, South Africa, Uganda and Pakistan) illustrate how PRISM helps design, strengthen, monitor, and evaluate RHIS in various settings.

Download "PRISM Case Studies: Strengthening and Evaluating RHIS" [here](#).

MEASURE Evaluation publications can be downloaded and ordered accessed at <http://www.cpc.unc.edu/measure/publications>. If you are interested in receiving publication announcements from MEASURE Evaluation, email measure_monitor@unc.edu.

Leah Gordon measureevaluation@yahoo.com

Synthesis Report: <http://www.cpc.unc.edu/measure/our-work/health-areas/hiv-aids/ovc/ovc-case-studies-sa/Summary-SR0842-SUM-v2.pdf>

What to start with

I have got an assignment to evaluate the everyday work of a public institution, that works under the auspices of a Ministry. The goal of the institution is to support the development of a SME in the country. This institution in newly created and does not have any M&E system adopted. Can you please advise me what should I start with? Are there any specific theories regarding the work and impact of a public entity? Any ideas will be welcomed, since I have just started and do not have yet any specific direction to follow.

Olga Melniciuc o.melniciuc@odimm.md

Answering your request see at the PREVAL web page www.preval.org (bilingual English/Spanish) the document "MONITORING AND EVALUATION SYSTEMS. Approaches, Development Steps and Success Factors" <http://www.preval.org/documentos/3002.doc>.

Emma Rotondo erotondo@terra.com.pe

Please look into the seep network publications. There are indicators available for financial and non-financial services for SMEs which you might use depending on the KRA's.

Ann Lily Uvero achi662000@yahoo.com

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