M&E Workshop
Medica Afghanistan & medica mondiale
April 25-26, 2017

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Getting to know each other

Introduction Round
Agenda Day 1

09:00 – 09:30  Getting to know each other
09:30 – 10:45  Workshop Reasons, Results, Procedures + Refresher M&E

coffee/tea

11:00 – 12:30  Refresher M&E + Clearing the terminology cloud

lunch

14:00 – 15:30  Developing MA Theory of Change

coffee/tea

15:45 – 16:30  Presenting MA Theory of Change + Wrap-Up Day 1
Agenda Day 2

09:00 – 10:30  Developing MA Theory of Change/ Mapping M&E System

10:45 – 12:30  Mapping M&E System

13:30 – 15:00  Mapping M&E System / Developing M&E Plan

15:15 – 16:00  Recap-time + Developing action plan with next steps
Day 1
Workshop Reasons and Results

Why are we here?
• Need for: refresher, clarity among all, getting M&E system started
• visit = good opportunity

And what for?
Want to have‘s:
✓ Common understanding M&E and QA
✓ Draft of MA ToC
✓ Map of current MA M&E system
✓ Action plan

Nice to have‘s:
✓ Draft M&E plan
How do we achieve our results?

- Mixture training & facilitation
- We want to learn from each other: Actively listen, ask, collaborate
- Questions / comments any time!

BUT: time intense discussions

we collect topics on flip chart and include them in wrap-ups or final action plan
**Basic Definitions**

**Monitoring:** ...continuous...systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (OECD, 2002, p. 27). *Describe, ongoing*

**Evaluation** is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. (OECD, 2002, p. 21) *Judge, at certain points in time*
M&E in the program cycle

Trend: M&E as Adaptive Management

Source: Californian Department of Fish and Wildlife, http://www.dfg.ca.gov/erp/adaptive_management.asp
# M&E differences

<table>
<thead>
<tr>
<th></th>
<th>Monitoring &amp; Reviews</th>
<th>Evaluations</th>
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</thead>
<tbody>
<tr>
<td><strong>Why?</strong></td>
<td>Check progress, inform decisions and remedial action, update project plans, support accountability</td>
<td>Assess progress and worth, identify lessons and recommendations for longer-term planning and organizational learning; provide accountability</td>
</tr>
<tr>
<td><strong>When?</strong></td>
<td>Ongoing during project/programme</td>
<td>Periodic and after project/programme</td>
</tr>
<tr>
<td><strong>Who?</strong></td>
<td>Internal, involving project/programme implementers</td>
<td>Can be internal or external to organization</td>
</tr>
<tr>
<td><strong>Link to logical hierarchy</strong></td>
<td>Focus on inputs, activities, outputs and shorter-term outcomes</td>
<td>Focus on outcomes and overall goal</td>
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M&E standards and ethics

M&E is conducted legally and ethically, e.g. through respecting and following:

- data protection laws, national and international
- safety of survivor and other stakeholders
- do no harm approach
- complaints/comments mechanisms
- dignity of survivor
Example components of a functional M&E system

(see handout for details)

Source: Marelize Görgens and Jody Zall Kusek, 2009, front cover
M&E is real teamwork

Typical challenge in M&E: data collapse!
Refresher M&E

Typical challenge:
From owner...
...to user of data
Don't just monitor and evaluate for the files or the database.

Make sure only necessary information is collected and the right information reaches the right person at the right time.

Logframe/ Theory of Change, M&E Plan, tools, structures and processes
Key element in M&E: Logframe/impact model/theory of change (ToC)/program theory

Different names and approaches

but all illustrate, describe and/or explain the process for achieving results and serve as basis for planning and documentation

Example: theory of change through backwards mapping. Source: Aspen Institute
Difference between ToC and log frame

is a grey area/vague, no clear definitions in literature, sometimes the two terms are used interchangeably

ToC approaches usually go beyond simple and static cause-effect logframes and put stronger focus on context, explanations/assumptions, (pre-)conditions and relationships to achieve results/esp. overall impact. Stakeholder-participation and ownership are important criteria. ToC is more systemic and complex, often development starts with desired impact

Refresher M&E

Example graphs log frame and ToC

In practice, often elements of log frame and/or ToC (though named differently):

- **Impact**: often referred to as the goal. Desired long-term result, often influenced by factors outside the project’s sphere of influence.

- **Outcomes**: primary results/ desired changes that contribute to impact. Often changes in knowledge, attitudes or behavior.

- **Outputs**: immediate results from activities, such as products or services. Needed to achieve outcomes.

- **Activities**: interventions needed to achieve outputs.

- **Inputs**: financial, material and human resources needed to realize activities.

- **Indicators**: quantitative or qualitative measuring unit with time-limit

(Source for descriptions: Chaplowe and Cousins, 2016)
Refresher M&E

But: terms used slightly differently

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<thead>
<tr>
<th></th>
<th>Ultimate Impact</th>
<th>End Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Outputs</th>
<th>Interventions</th>
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<tbody>
<tr>
<td>Needs-Based</td>
<td>Higher consequence</td>
<td>Specific Problem</td>
<td>Causes</td>
<td>Solution</td>
<td>Process</td>
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<td>Inputs</td>
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<td>Care Terminology</td>
<td>Program Impact</td>
<td>Project Impact</td>
<td>Effects</td>
<td>Outputs</td>
<td>Activities</td>
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<td>Inputs</td>
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<tr>
<td>Care Logframe</td>
<td>Program Goal</td>
<td>Project Final Goal</td>
<td>Intermediate Objectives</td>
<td>Outputs</td>
<td>Activities</td>
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<td>Inputs</td>
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<td>PC/Logframe</td>
<td>Goal</td>
<td>Purpose</td>
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<td>Outputs</td>
<td>Activities</td>
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<td>USAID Result Framework</td>
<td>Strategic Objective</td>
<td>Intermediate Results</td>
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<td>Outputs</td>
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<td>Inputs</td>
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<td>USAID Logframe</td>
<td>Final Goal</td>
<td>Strategic Goal/Objectives</td>
<td>Intermediate Results</td>
<td>Outputs</td>
<td>Activities</td>
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Source: p. 45, Interagency PSSE evaluation guide, table 2
Results of a programme are assessed at three levels:

- immediate results (outputs); goods, equipment or services resulting from an intervention
- effects obtained (outcomes)
- impact (of the project or programme)

7 traps when developing a theory and some suggestions
(Funnell and Rogers, 2011, chapter 3)

1. No actual theory
2. Having a poor theory
3. Poorly specifying intended results
4. Ignoring unintended results
5. Oversimplifying
6. Not using the theory for evaluation
7. Taking a one-size-fits-all approach

- Include right stakeholder mix in development
- Draw on research, wider theories and previous evaluations
- Conduct situation analysis
- Systematically criticise your theory and include it in evaluation
Danger of jumping to conclusions

A word of caution esp. for complex contexts

Source: presentation Dr. Eberhard Gohl, VENRO, impact oriented project mgt, adapted from Outcome Mapping, Bonn, 16.-17. February 2017
But can we really be sure that it is the use of our flip charts that has reduced HIV?

Don't jump to conclusions... and incorrectly attribute change only to your intervention.

Quality Management (QM) is a term from business management. Management activities and functions involved in the determination of quality policy and its implementation through means such as quality planning and quality assurance. Quality policy contains intentions and aims regarding the quality of products and processes. Quality planning translates policy into measurable objectives and requirements, and plans steps for realizing them. (Source: [http://www.businessdictionary.com](http://www.businessdictionary.com))

Product/service optimization

M&E is a term from the humanitarian context. It follows ToC/impact thinking and indicators. It also plans and assesses measurable objectives in order to improve programs. Achieving objectives is a quality aspect.

Learning, improvement projects/programs
Clearing the terminology cloud

Attention! Many overlaps that are actual M&E issues

Example: 550 clients benefitted from psychosocial counseling ... and their psychological state has been improved.

Measuring instruments are currently included in QAS, but double work should be avoided.
Which term/issue should we clarify most?

We collect and discuss
Keeping in mind the info on Theory of Change development

organize our "ingredients" from the MA strategy into a draft on the board

Gaps and phrasing?
1. Short presentation by MA of draft ToC

2. Wrap-Up:

- What do you take with you from this workshop today?
- What next steps may be derived from this already?
- Plans for tomorrow?
- Any other thoughts?
Day 2
1. Take handout „Example components of functional M&E system“

   What exists in terms of each component?

2. Write down on card and pin on board into circle.

   What is missing, what is overlapping/redundant?

   What steps can be taken to add missing elements or get rid of overlaps?
We fill in together on board/s
What do you take home with you from this workshop?

What actions should follow in your opinion?

Action plan

Any other thoughts?
Main Sources


Görgens and Kusek (2009), Making monitoring and evaluation systems work. World Bank
Thank you for your time, energy and thoughts!