



Monitoring & Evaluation:

Unpacking the Role and Success Markers

GODFREY SENKABA

Monitoring and Evaluation Expert

www.mandeboost.com

Email: info@mandeboost.com |

Tel: +1 202 230 1700 | Skype: [godsenk](https://www.skype.com/people/godsenk)

May 22, 2020



SESSION FOCUS:

- 1. Describe the M&E role, how it is performed and its importance in a program or project.**
- 2. Share personal M&E career path as an example of how M&E roles can be experienced.**
- 3. Highlight emerging issues in M&E and the competencies needed.**



ZOOM POLL!

On a scale of 1 – 10 (*10 being the highest*), how knowledgeable are you about the **Monitoring and Evaluation role/Job?**

WHAT IS MONITORING AND EVALUATION JOB ABOUT?



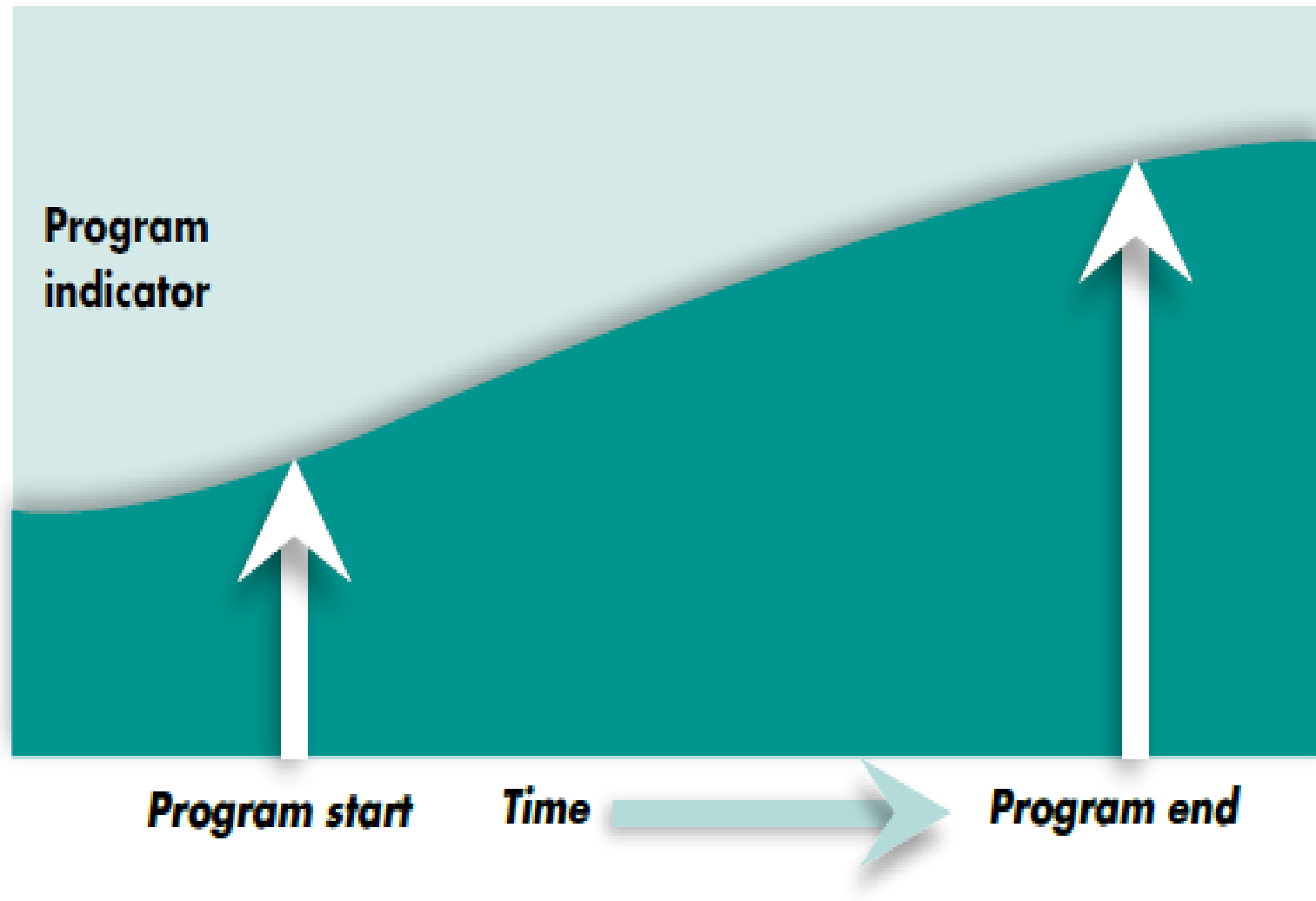
Suggest 1 or 2 words that describe the Monitoring and Evaluation (M&E) Job



MONITORING:

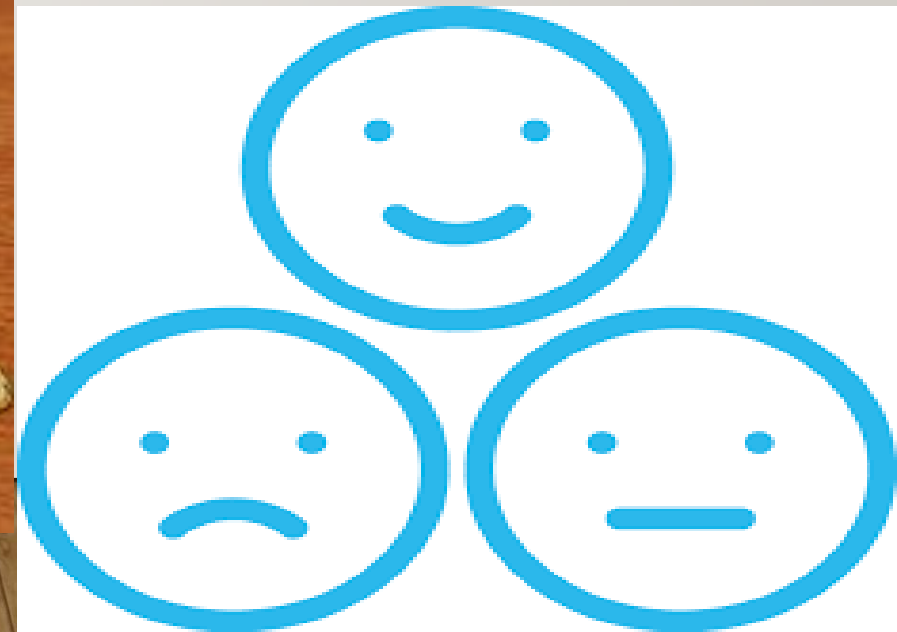


MONITORING:

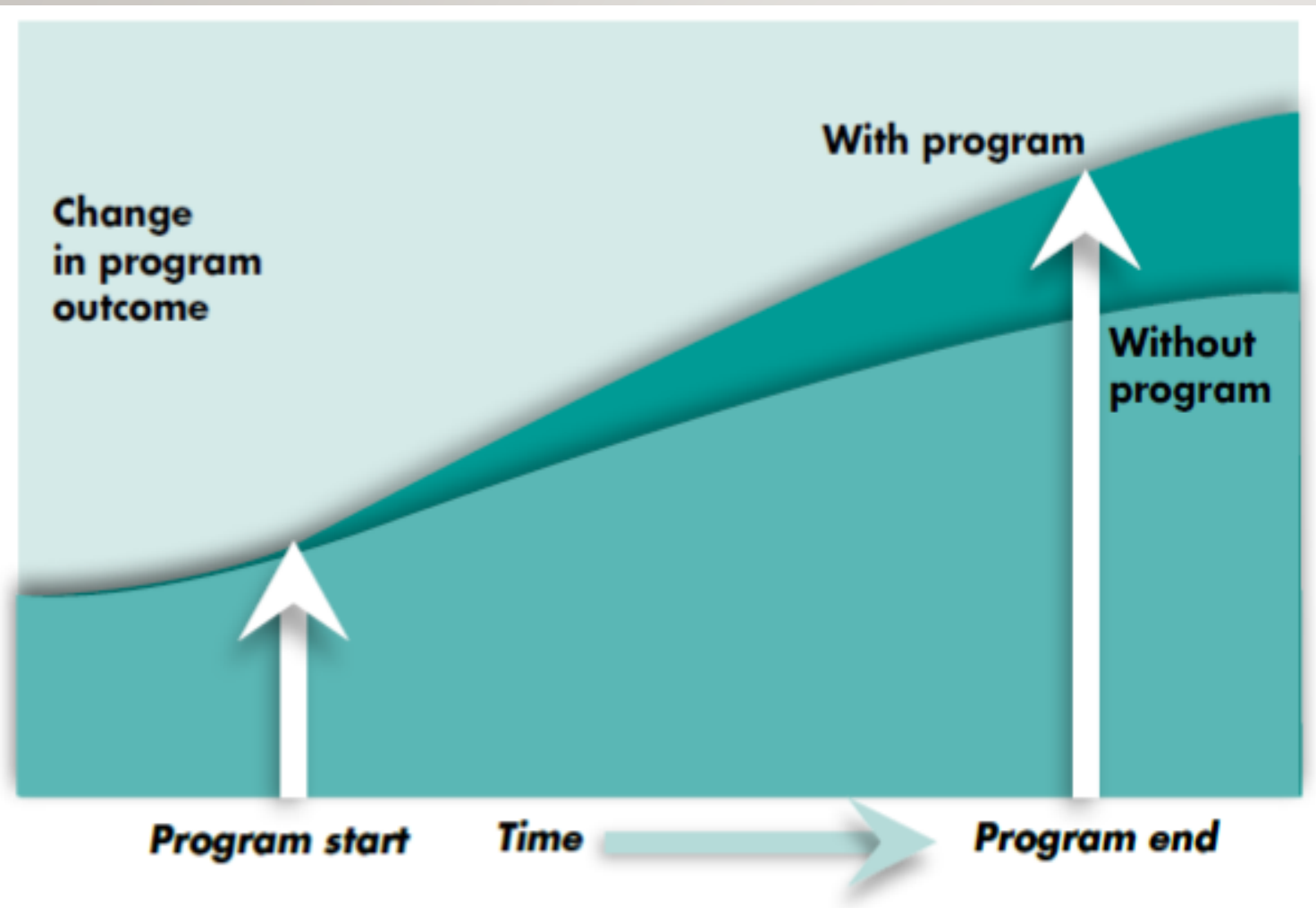


- *Monitoring is an ongoing, continuous process. It requires the collection of data at multiple points throughout the program implementation. Data is determine activities that need adjustment to improve desired outcomes.*

EVALUATION:



EVALUATION:



- *Evaluation is fundamentally an exercise to help decision makers understand how, and to what extent, a program is responsible for particular, measured results.*

PURPOSE OF MONITORING & EVALUATION:



- Measure program effectiveness
- Apply learning gained from evidence and analysis

Participants: What is the purpose of M&E in a project?

USES OF MONITORING & EVALUATION:



- Decision Making
- Learning and improvement
- Accountability
- Effective use of resources
- Track project progress and course correct
- Determine extent of project effectiveness



WHO DOES M&E? WHERE DO THEY WORK?



- Individuals who do M&E come from diverse backgrounds, bringing to the profession a wide variety of experiences, training and skills, etc.

- M&E professionals represent various disciplines and professions such as sociology, political science, economics, psychology, communications, management, information technology, health sciences, education, etc.

WHO DOES M&E? WHERE DO THEY WORK?



-
- M&E Professionals may work within an organization (internal evaluators) or be commissioned under contract (external evaluators).
 - **Some work in consulting firms, independent consultants, in nonprofit, governmental organizations, academic or research settings.**
 - **Some work in private industry, such as quality assurance specialists in businesses and hospitals.**

KEY RESPONSIBILITIES OF THE M&E JOB:



- Planning e.g., M&E Systems set up and implementation
- Capacity Building (includes training and mentorship)
- Project learning
- Analysis and reporting
- Knowledge management
- Special studies, evaluations, assessments

GUIDING PRINCIPLES FOR EVALUATION

AFRICA EVALUATION ASSOCIATION,
DRAFT APRIL 2020

- Powerful for Africans
- Technically robust
- Ethically sound
- Africa centric yet open
- Connected with the world

Source:

https://afrea.org/aeg/AEG_ENGLISH.pdf

AMERICA EVALUATION ASSOCIATION,
UPDATED 2018

- Systematic inquiry
- Competence
- Integrity
- Respect for people
- Common good and equity

Source:

<https://www.eval.org/p/cm/ld/fid=51>

WHAT COMPETENCIES DO M&E PROFESSIONALS NEED?



Behaviors

Knowledge,
Skills and
Attributes



COMPETENCIES FOR M&E STAFF

Example 1: The **American Evaluation Association (AEA)** categorizes Evaluator Competencies into four main groups, updated April 8, 2018

Domain	Focus	Description
Professional Practice	What makes evaluators distinct as practicing professionals	This competence is grounded in AEA’s foundational documents, including the Program Evaluation Standards, the AEA Guiding Principles, and the AEA Statement on Cultural Competence.
Methodology	Technical aspects of evidence-based, systematic inquiry for valued purposes.	Methodology includes quantitative, qualitative, and mixed designs for learning, understanding, decision making, and judging.
Context	Understanding the unique circumstances, multiple perspectives, and changing settings of evaluations and their users/stakeholders.	Context involves site/location/environment, participants/stakeholders, organization/structure, culture/diversity, history/traditions, values/beliefs, politics/economics, power/privilege, and other characteristics.
Planning and management	Determining and monitoring work plans, timelines, resources, and other components needed to complete & deliver an evaluation study.	Planning and management include networking, developing proposals, contracting, determining work assignments, monitoring progress, and fostering use.
Interpersonal	Focuses on human relations and social interactions that ground evaluator effectiveness for professional practice throughout the evaluation	Interpersonal skills include cultural competence, communication, facilitation, and conflict resolution.

COMPETENCIES FOR M&E STAFF

Example 2: The United Nations (UN) Evaluation Core Competencies, June 2016



Professional Foundations

- Ethics and Integrity
- Evaluation Norms and Standards
- Knowledge Base
- Human Rights and Gender Equality
- Reflective Practice



Technical Evaluation Skills

- Quality Standards
- Evaluation Purpose and Design
- Evaluation Approaches, Methods and Data Analysis
- Reporting Findings, Conclusions and Recommendations



Management Skills

- Work Planning
- Coordination and Supervision
- Adapting the Evaluation to Fit Circumstances



Interpersonal Skills

- Communication Skills
- Facilitation Skills
- Negotiation Skills
- Knowledge Sharing Skills



Promoting a Culture of Learning for Evaluation

- Integration of Evaluation in Policy and Programming
- Utilization-focused

Sustainable Development Goals, Gender Equality and Human Rights

SAMPLE _ ROLES AND RESPONSIBILITIES OF AN M&E OFFICER



Category	Specific
General	<ul style="list-style-type: none">• Work with Project Manager and Officers to ensure quality implementation and adherence to minimum standards set by the donor, organization and relevant government ministry.• Oversee implementation of M&E Systems through regular monitoring visits and tracking of key performance indicators as approved by the donor.
Capacity Building	<ul style="list-style-type: none">• Identify capacity needs in the areas of basic services delivery for the project staffs and strengthen their capacity to deliver quality services• Undertake pro-active on the job training and staff development. Train and Mentor project staff on effective project planning and management methodologies
Reporting	<ul style="list-style-type: none">• Ensure accurate quality narrative and financial reports are submitted in a timely manner and according to donor requirements.• Work closely with Project Manager and regional programming in ensuring that all reports meet donor requirements
Monitoring and evaluation	<ul style="list-style-type: none">• Track the performance of the project activities and outputs against expected results and adjust implementation processes to ensure the project is progressing towards the intended outcomes• Analyze the impact of projects and promote learning by documentation of best practices. Use this information to support decision-making processes.

Qualifications and Experience:

- Advanced University degree in relevant field of social sciences or related field or first degree with years of experience
- Demonstrated experience in program design, monitoring and evaluation, preferably in relief and development environment.
- Previous experience with major donor proposal DME requirements e.g., USAID, UN Agencies, BPRM, DFID, etc.).

EXAMPLES OF M&E JOBS:



***Participants Activity* - Suggest 1 – 2 M&E Jobs/Titles**



GODFREY SENKABA'S MONITORING AND EVALUATION CAREER PATH



REEV Consult International
• Research Consultant
*Part-Time Lecturer (Project Management)

Compassion International Uganda
• Evaluation and Research Specialist
Uganda Christian University, Mukono
• Part-Time Lecturer (M&E)

URC/USAID NULIFE Program
• Senior Monitoring & Evaluation Advisor

World Vision United States
• Senior Program Quality Advisor
• Design, Monitoring and Evaluation Manager



On-going Learning on M&E, and targeted professional support including:

- Mentorship and coaching
- Capacity Building
- Networking and blogging on M&E (www.mandeboost.com)

World Vision Uganda

- M&E Specialist, Grants & HEA
- Program Officer, Grants & HEA
- National DME Manager
- Associate Director, Program Quality & Performance Management

WHAT AFFECTS HOW THE M&E ROLE IS PERFORMED:



1. Organizational Structure, M&E Framework, and culture
2. Donor M&E requirements
3. Profile of position holder
4. Learning and development
5. Emerging issues

1. ORGANIZATION STRUCTURE, CULTURE AND M&E FRAMEWORK



- M&E Unit, position status, and position location
- Framework for measuring project results such as outputs and outcomes. Examples of frameworks:
 - **MEAL** – Monitoring, Evaluation, Accountability and Learning
 - **LEAP** – Learning through Evaluation with Accountability and Planning
 - **MERL** – Monitoring, Evaluation, Research and Learning
 - **DMERL** – Design, Monitoring, Evaluation, Research and Learning
- Policy and strategies on M&E, and its use



2. DONOR M&E FRAMEWORK/REQUIREMENTS:

For a comprehensive analysis of donor M&E frameworks and requirements, check out this blog:

<https://mandeboost.com/10-common-donor-monitoring-and-evaluation-requirements-you-should-know/>

Sample donor requirements at Project/proposal design:



- **The Global Fund** requires you to prepare a **performance framework** as part of the technical proposal. This should follow the Global Fund Modular Framework.
- **USAID Food for Peace (FFP)** requires **Theory of Change (ToC)**

2. DONOR M&E FRAMEWORK/REQUIREMENTS:

For a comprehensive analysis of donor M&E frameworks and requirements, check out this blog:

<https://mandeboost.com/10-common-donor-monitoring-and-evaluation-requirements-you-should-know/>

Sample donor requirements at Project/proposal design:



- **USAID Office of Foreign Disaster Assistance (OFDA):** OFDA does not require partners to submit a Logframe as part of the project proposal. However, include Logframe items like objectives, indicators and assumptions in the program description and sector table sections.
- **Bureau of Population, Refugees and Migration (PRM):** PRM encourages applicants to use any unique logical frameworks that their organization uses to guide project implementation. However PRM has a standard objectives and indicator table that applicants must complete and submit as part of their proposal.

3. PROFILE OF POSITION HOLDER

What is your profile?

- Generalist vs Intra-Specialist
- Methodological Expert Vs Technical Specialist.



4. LEARNING AND DEVELOPMENT

20%

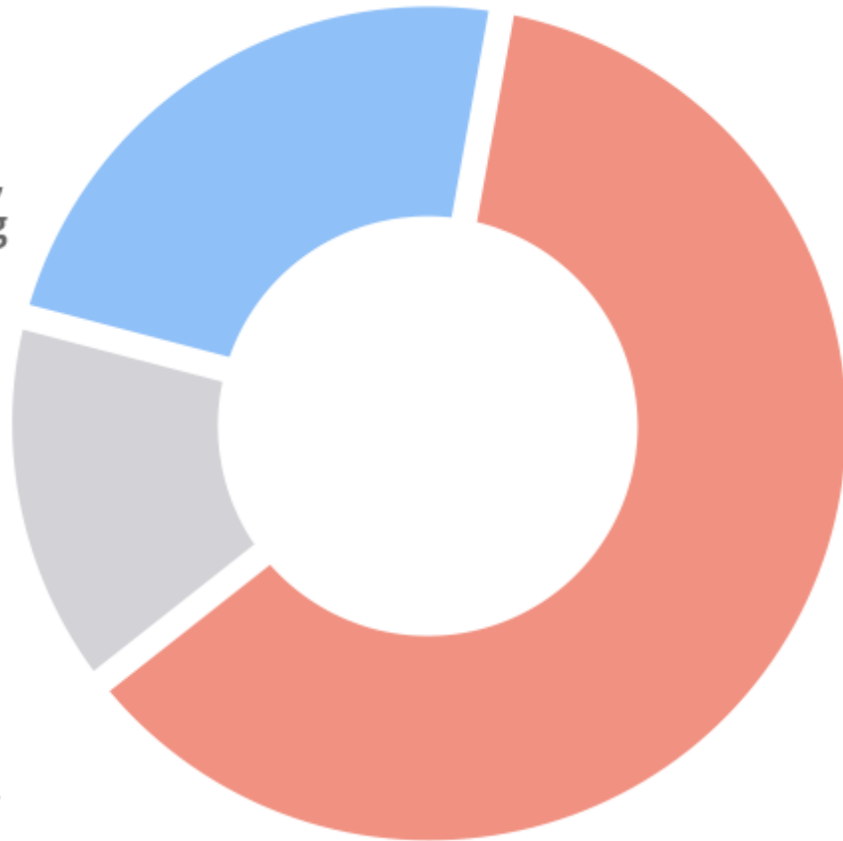
Social Learning

Communities, networks,
coaching and mentoring

10%

Formal Learning

Learning courses, classes,
and training programs



70%

Experiential Learning

New and challenging
experiences

***What
is the
best
way
you
learn?***

5. EMERGING ISSUES



-
- **The South to South Initiative (S2SE)** – aims to elevate the substantial, but underutilized, indigenous knowledge, theory and capacities of the Global South, and to reverse the asymmetries in decision-making, resources, and knowledge in the global evaluation ecosystem.
 - **Digital data collection away from manual-based M&E data management.** Apps like Taroworks, Magpi, Kobo Collect improve data collection and analysis efficiency.
 - **Increased focus on value for Money.** Unlike ‘traditional’ donors, a new breed of donors especially are interested evidence of value of what has been achieved with their money/grants. Approaches like Cost-benefit analysis, cost-effective analysis are becoming popular.

5. EMERGING ISSUES



-
- **Localization of development** — USAID, through their ‘journey to self reliance framework’ is reorienting its strategies, partnership models, and program practices to achieve greater development outcomes and work toward a time when foreign assistance is no longer necessary.
 - **Alignment of programs to and measuring progress against the SDGs.** The SDGs provide the higher-level indicators for many development projects and interventions.
 - **COVID-19!** Although this doesn’t necessary fit the description of industry trend, its worth mentioning. This pandemic has affected all aspects of human living and related social programming. With the COVID19 restriction measures like social distancing, the industry is in search of alternative, feasible and effective M&E methods.

Questions?



Godfrey Senkaba,
Monitoring and Evaluation Expert,
www.mandeboost.com
Email: info@mandeboost.com
Tel: +1 202 230 1700
Skype: [godsenk](https://www.skype.com/people/godsenk)

Visit, www.mandeboost.com to download this presentation and access other resources.

Register to automatically receive any content we post on this blog.