

The background features a technical architectural drawing with various lines, dimensions, and labels such as 'TOILET 175x200', 'CHAMBRE 1. 120x420', and 'CHAMBRE 2. 120x420'. Several yellow rulers are placed diagonally across the drawing, showing measurements in centimeters. A large white circle with a colorful border of small circles contains the DiGIT logo. The logo consists of the word 'DiGIT' in a bold, black, sans-serif font, with a blue horizontal bar above the 'i'. Below it, the text '4 Sustainable Development' is written in a blue, sans-serif font. To the right of the DiGIT logo is a green circular icon with a white camera lens in the center. The number '5.' is written in green above the camera, and the words 'Monitoring & Evaluation' are written in white around the camera lens.

**DiGIT**  
4 Sustainable  
Development



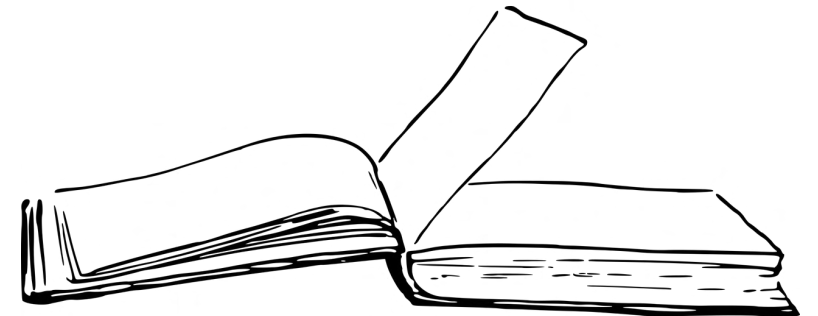
**Module 5 – Monitoring & Evaluation**  
**Submodule 5.1**  
**M&E Frameworks**  
[beta version]

## Thus far, you have learned about...

**4.1 Implementation Frameworks** – introduced you to the Implementation Canvas and Results-Based Framework and how to use both when implementing new projects or initiatives;

**4.2 Integration and Interoperability** – introduced you to concepts on and integration in digital government and values of interoperability;

**4.3 Implementation at Local Level** – introduced you to frameworks to apply for implementation at local level.



## In this section you will learn...

### What is M&E?

- Definition of M&E
- Difference between monitoring and evaluation
- Importance of M&E

### What are M&E frameworks?

- What should M&E frameworks include?
- What is the role of M&E frameworks?

### How to conduct M&E?

- M&E life cycle
- Ten steps to build M&E system



## Objective

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By the end of this submodule, you will be able to:

- ✓ Learn about the definition and significance of M&E
- ✓ Understand the importance of M&E frameworks
- ✓ Create your own M&E system

# Completion time



- In total there are around **32 pages** for this submodule. It will take approximately **60 to 90 minutes** for each user to complete. This is an indication and can differ per user.
- Feel free to skip some parts of this submodule if you are already familiar with the content.

# Other Information

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- You can read along (PDF) as well as listen to the content (audio) while taking this course;

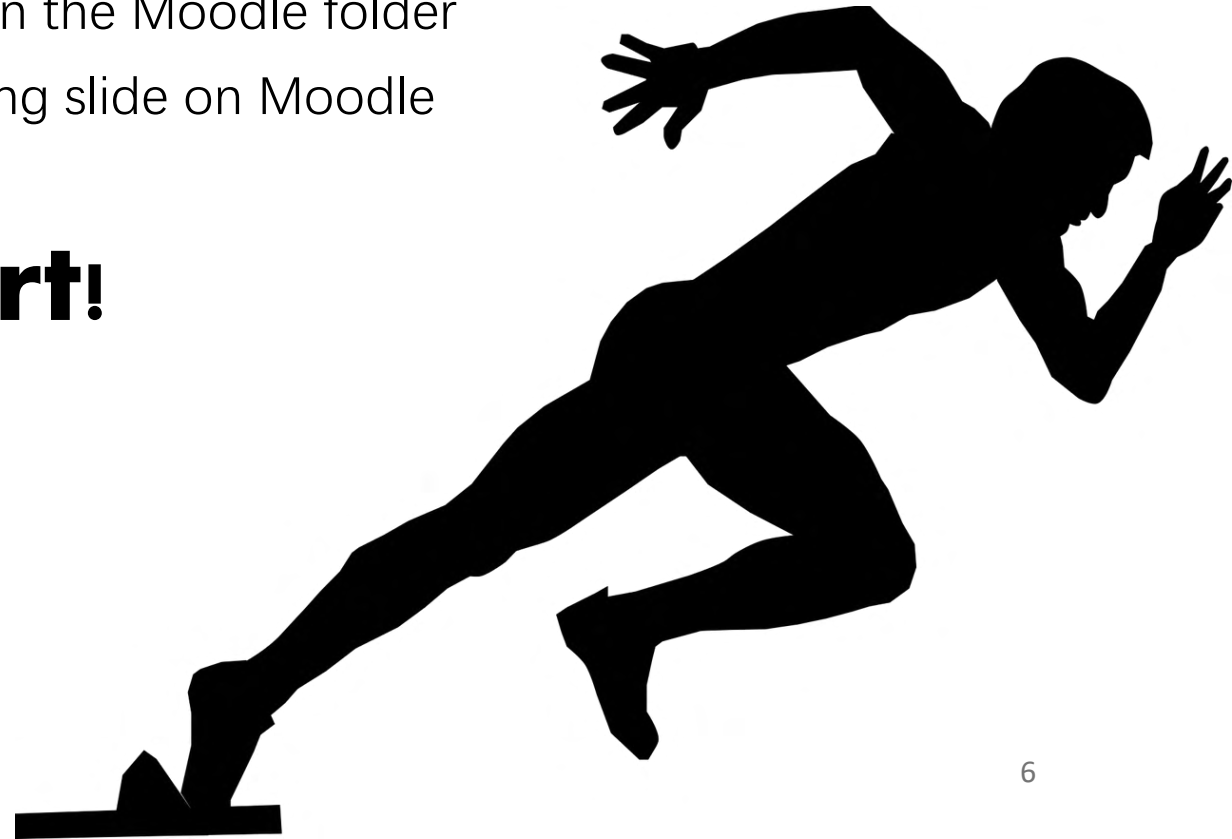


Course material (PDF) can be downloaded in the Moodle folder



Audio can be streamed on the corresponding slide on Moodle

## Let's start!



# Definition of Monitoring and Evaluation (M&E)

## A holistic view

### Monitoring and Evaluation (M&E) is...

- The process of collecting and analyzing data for program planning and project management
- An integral part of programming
- A continuous process



# Definition of M&E-Monitoring



- Is an ongoing and systematic process
- Focuses on progress toward reaching objectives
- Requires data and information
- Helps with the next step
- Can involve stakeholders



# When conducting monitoring...

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**Seek answers for these questions when conducting monitoring...**

Are the preidentified outputs being produced as planned and efficiently?

What are the issues, risks and challenges?

What decisions need to be made concerning changes to the already planned work?

Will the outputs continue to be relevant for the achievement of the envisioned outcomes?

Are the outcomes remaining relevant and effective for achieving goals?

What are we learning?

# Definition of M&E-Evaluation

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## Evaluation...



Is a systematic, rigorous and impartial assessment

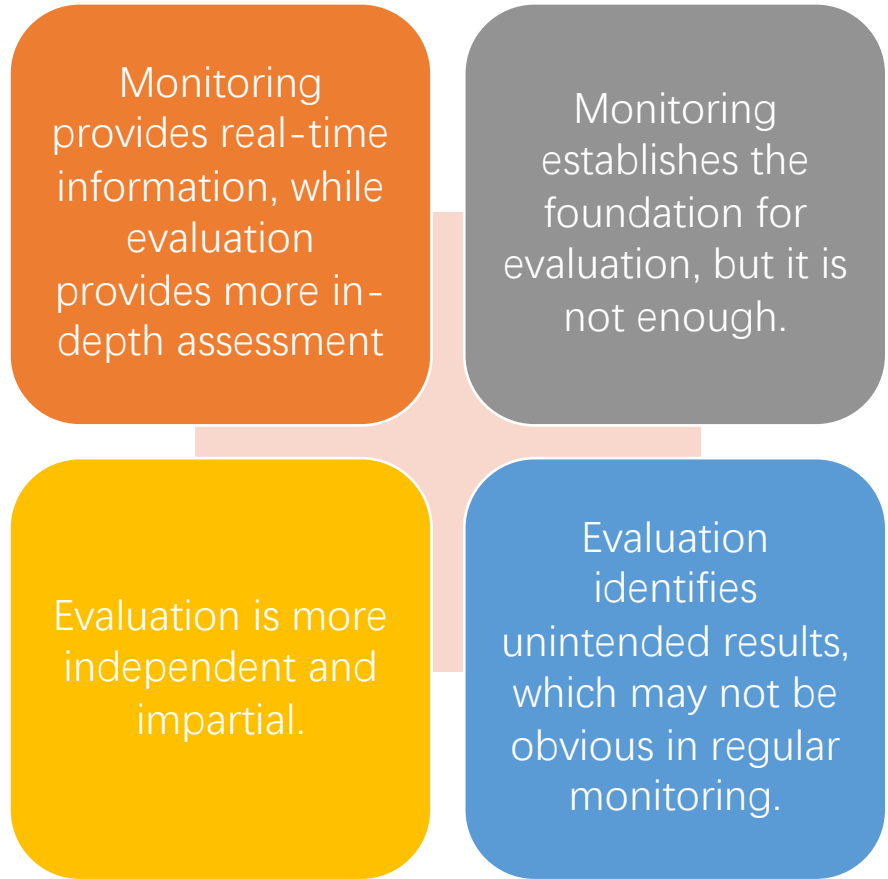
Determines the extent of achievements regarding objectives

Provides credible and evidence-based information, findings, recommendations, and lessons to help with decision-making

Hopes to promote accountability and learning

# Definition of M&E

What are the differences between monitoring and evaluation?



Source: UNDP 2009

# M&E Implementation

M&E should be planned at the design stage of a program.

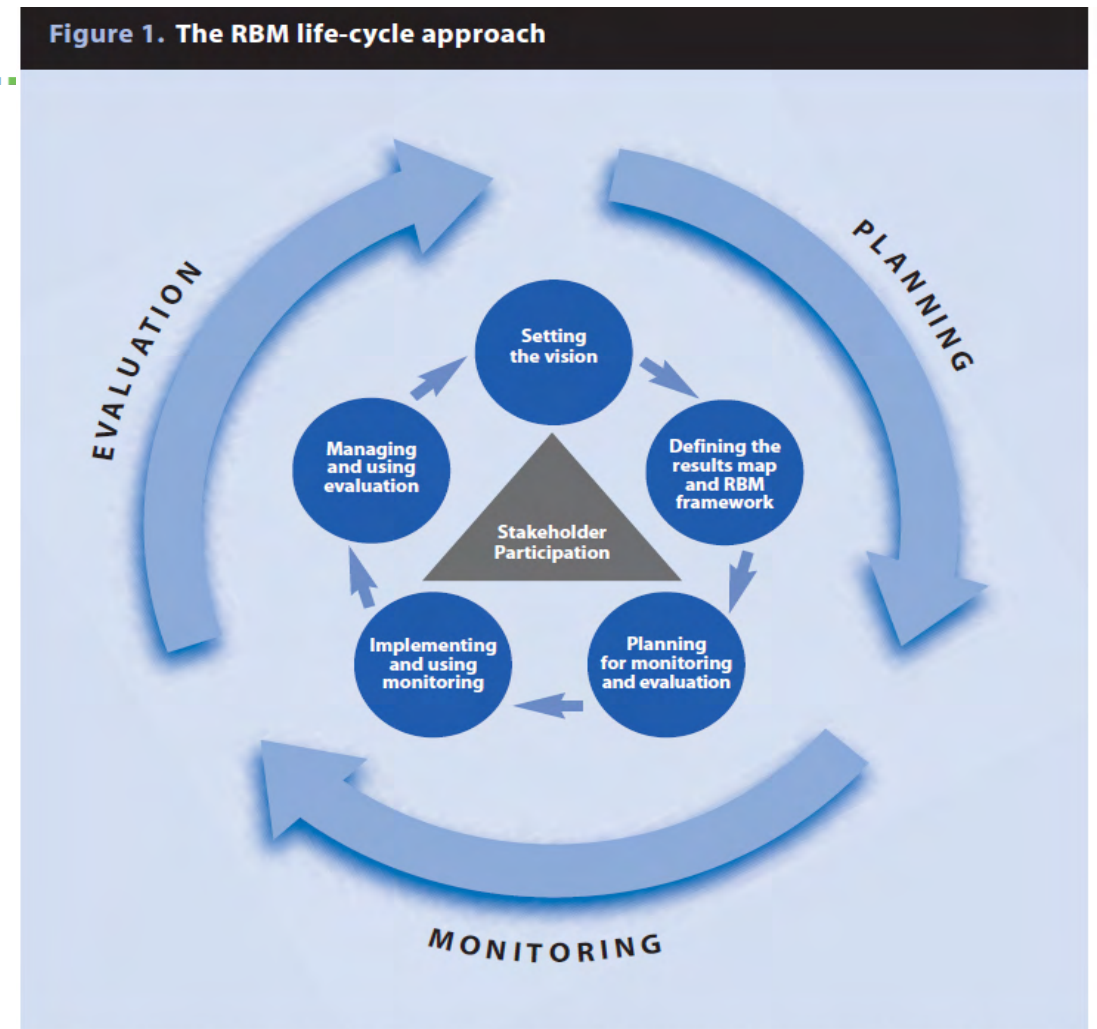
- Monitoring should be conducted at every stage of the program.
- Evaluations are usually planned at the start and conducted at the end of programs.

Results-Based Management is one way to conduct good M&E:

- It is an ongoing process of doing, learning and improving
- The results of monitoring are used to guide actions, and evaluation analyses improvements and informs new programs planning.

Source: UNDP 2009; Frankel and Gage 2016

Figure 1. The RBM life-cycle approach



**Note:** Planning, monitoring and evaluation should not necessarily be approached in a sequential manner. The conduct of an evaluation does not always take place at the end of the cycle. Evaluations can take place at any point in time during the programming cycle. This figure aims to illustrate the inter-connected nature of planning, monitoring and evaluation to support MfDR. Planning for monitoring and evaluation must take place at the planning stage (see Chapter 3).

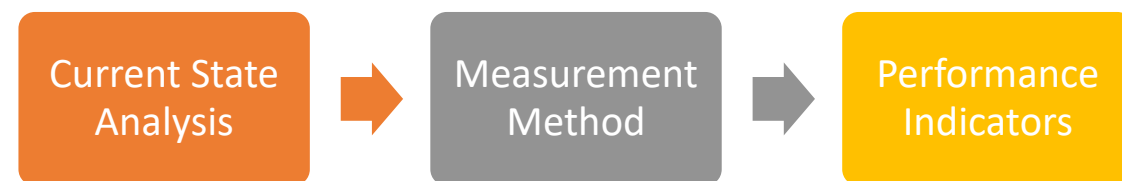
# Case study: Systematic M&E in Turkey

National M&E model of “National e-Government Strategy and Action Plan (2016-2019)”

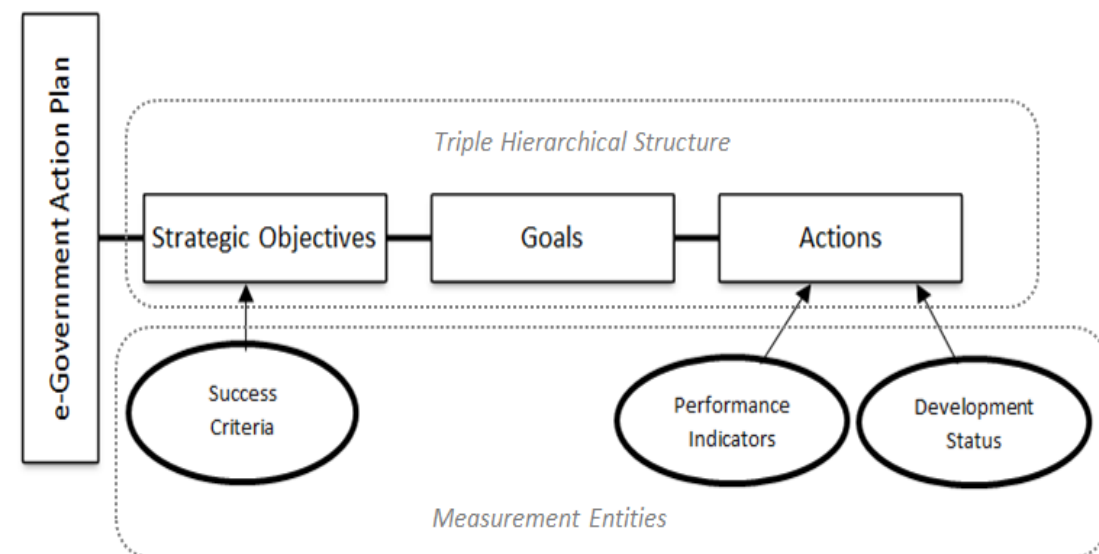
- M&E process
- Measurement entities
- Measurement method
- Periodic reporting activities

Systematic and institutional support for M&E

- Data Entry via SEPSIS
- Verification and Measurement
- Periodical M&E



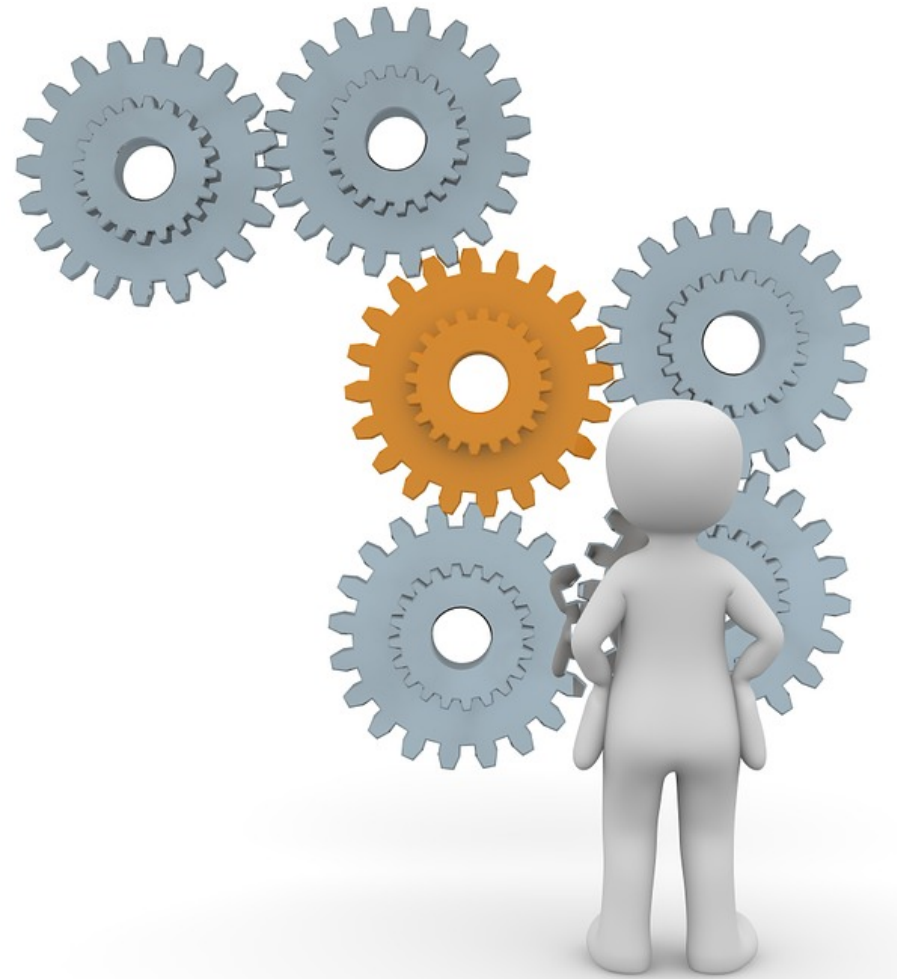
Main stages of M&E model development (Figure is modified for learning purposes)



# Importance of M&E

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- Keep programs on track.
- Ensure the most effective and efficient use of resources.
- Benefit communication within institutions and with stakeholders.



# Importance of M&E

## For SDGs



**THE 2030 AGENDA FOR  
SUSTAINABLE DEVELOPMENT**

### A phase toward SDGs

- M&E is an essential phase when pursuing SDGs
- Planning-Improvement-Completion

### Integrate experiences

- M&E makes it possible to integrate global resources and experiences from the past and prepare for the future

### Development goals

- The focus on development goals of M&E is necessary for SDGs

# Case study: Importance of M&E for SDGs(Bangladesh)

## National M&E Framework for SDGs (Cont)

Goals, Targets and Indicators	Status of Data Availability with Indicator Priorities (1/2/3)	Data Sources (Relevant Agency with Ministry/ Division to generate/ provide data)	Baseline data (Year <sup>(2)</sup> )	Milestone by 2020	Milestone by 2025	Target by 2030	Lead Ministry/ Divisions	Remarks <sup>(3)</sup>
1	2	3	4	5	6	7	8	9

1. 1 = if data is Readily Available now; 2 = if data is partially available at present; 3 = if data is not presently available

2. Baseline data should not be before 2010, closer to 2015 is preferable

3. Whether the indicator is not relevant to Bangladesh; whether the metadata is not available; if disaggregated data is not available to Bangladesh as required by the indicator itself.

Emphasizes M&E related SDGs

Preparing for M&E:  
Data report  
Workshops and consultation

National M&E framework for SDGs

Identify challenges and seek data support to SDGs



# M&E in digital government

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- Helps to ensure and increase e-government uptake.
- Improves the sustainability of e-government system.
- Makes the e-government actions in accordance with national strategies.



# M&E tool for E-Government

## Measurement and Evaluation Tool for E-Government Readiness (METER)...

- Is an online, interactive tool to assist in developing, monitoring, refining and improving e-government.
- Helps to determine and monitor a country' s current state of affairs
- Guides policy makers and government officials in their e-government development initiatives



# M&E tool for E-Government

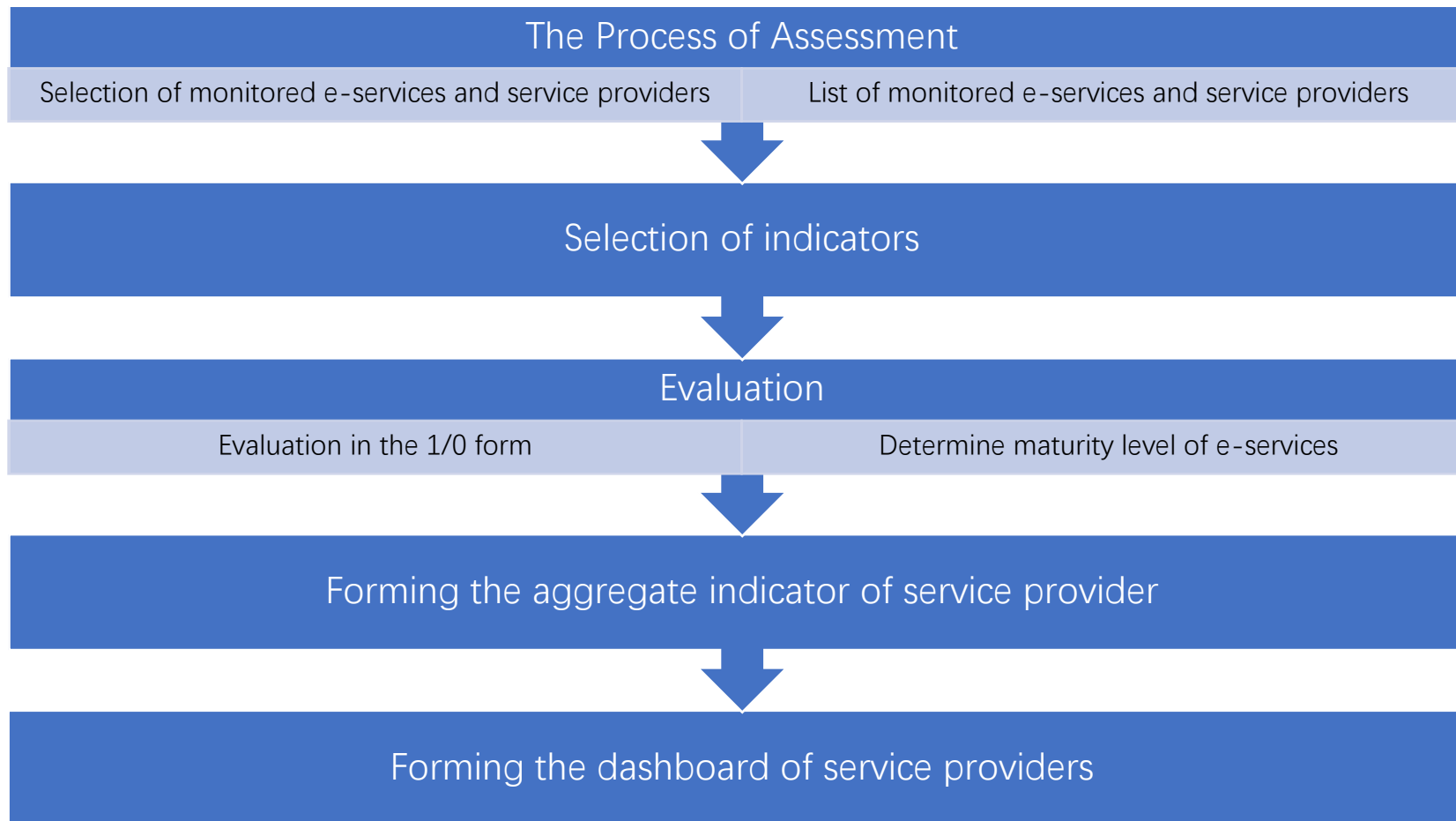


Five pillars of M&E

Statements of Commitment 1  
- Access to training resources

C1.1	<b>ICT</b> training is available in learning institutions.
C1.2	<b>ICT</b> training is available in government offices.
C1.3	<b>ICT</b> training is affordable for citizens.
C1.4	<b>ICT</b> training is affordable for government.
C1.5	<b>ICT</b> training is affordable for businesses.
C1.6	Public initiatives for online learning are effective.
C1.7	Government provides adequate financial support for ICT training for citizens.
C1.8	Government provides adequate financial support for ICT training for civil servants.
C1.9	Government websites provide information to citizens on ICT training resources.
C1.10	Government websites provide information to civil servants on ICT training resources.
C1.11	Government ICT training programmes for staff are adequate.
C1.12	Civil servants have received ICT training deployed by the government.

# M&E and digital government-Case Azerbaijan



A recommended model for evaluating e-services in Azerbaijan

# Challenges

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- Do you have appropriate frameworks?
- How to determine specific criteria of contributions to results?
- Do you have adequate available data and information?
- How to interpret data?
- Have you applied rigorous statistical methods?
- What success means or looks like with specific interventions?



# M&E Frameworks

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## A M&E framework...

Includes main components of a program and steps to realize the desired results.

Shows how a project works

Define the relationships between factors

Delineate the internal and external elements

## A M&E framework should clarify...

- The objectives of M&E
- The criteria of successful interventions
- What is to be monitored and evaluated
- The activities needed to monitor and evaluate
- Who is responsible for monitoring and evaluation activities
- When monitoring and evaluation activities are planned (timing)
- How monitoring and evaluation are carried out (methods)
- What resources are required and where they are committed (including plans of data collection)
- Relevant risks and assumptions when conducting M&E activities
- Reporting tools and mechanisms to apply the results of M&E

# Importance of M&E Frameworks



A quality framework assists M&E by...

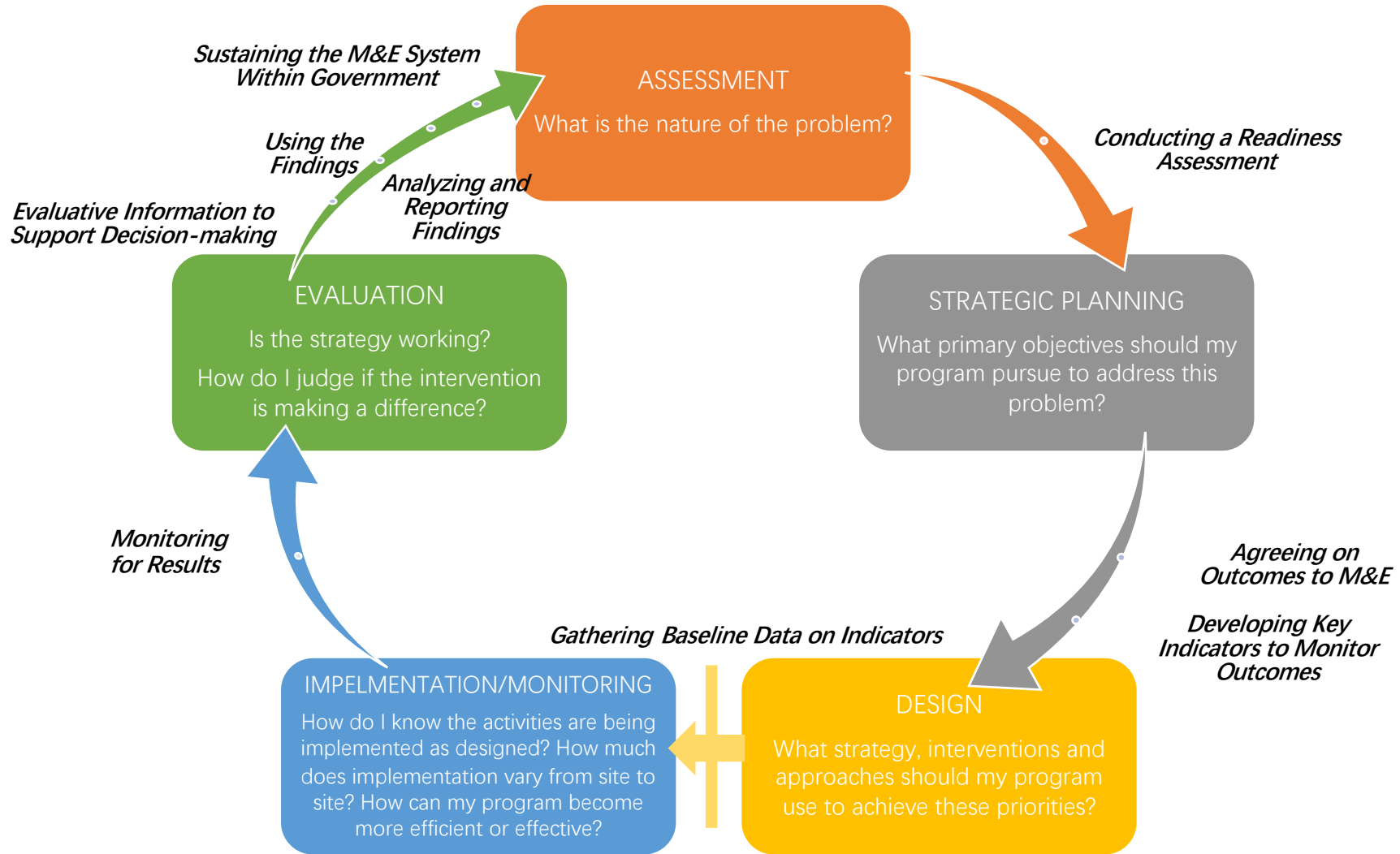
Understanding, refining, and articulating goals

Defining utilization of resources and select activities

Identifying measures and indicators

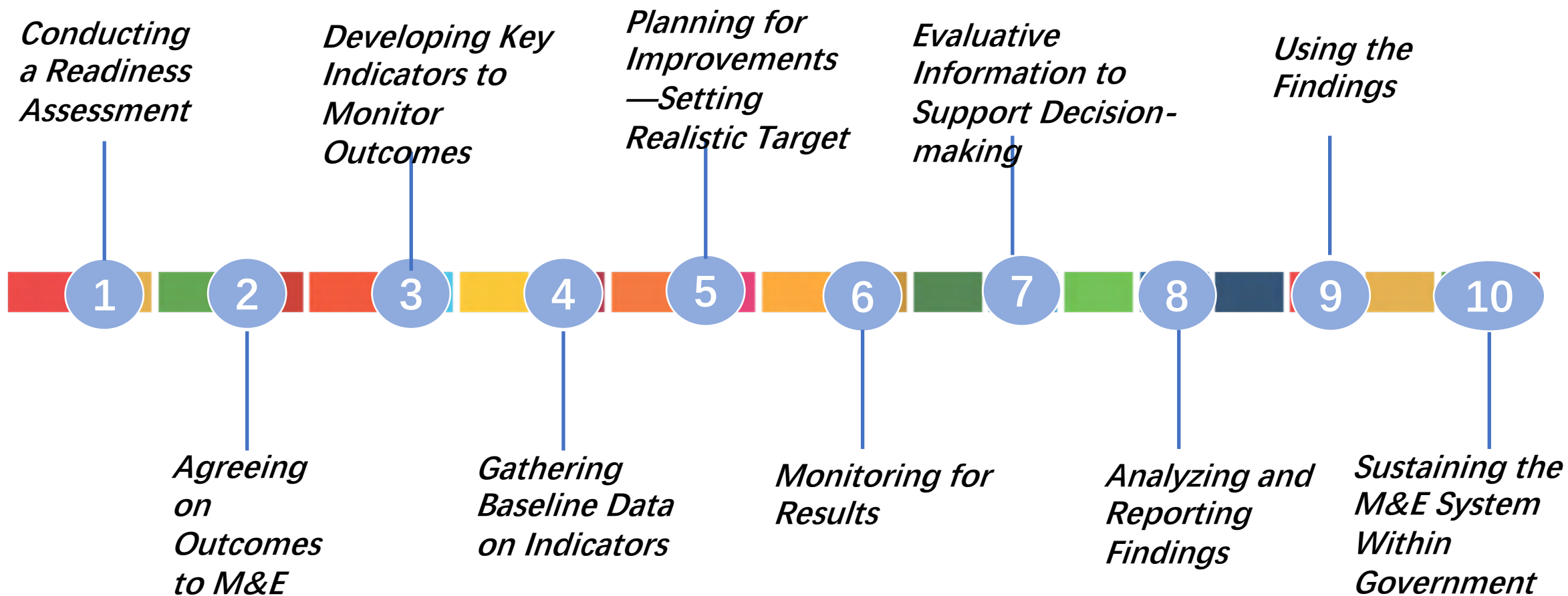
Building consensus and working relationship

# Steps to M&E





# Ten steps to a Result-Based M&E System



# Assessment & Strategic Planning

What is the nature of the problem?



1

## *Conducting a Readiness Assessment*

- *Barriers?*
- *Owner?*
- *Resistance?*

What primary objectives should the program pursue to address the problem

2

## *Agreeing on Outcomes to M&E*

3

## *Developing Key Indicators to Monitor Outcomes*

- Indicator development drives all subsequent data collection, analysis, and reporting !





# Design

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What strategy, interventions and approaches should my program use ?

- 4 *Gathering Baseline Data on Indicators*  
*Where are we today?*
  
- 5 *Planning for Improvements—Setting Realistic Target*

# Implementation/ Monitoring

- How do I know the activities are being implemented as designed?
- How can the program become more efficient or effective?



6

## *Monitoring for Results*

- Administrative and institutional task
- Assign responsibility
- Quality control
- Timeline and costs
- Guideline on transparency
- Etc....

# Evaluation

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How do I know the strategy is working?

7

*Evaluative Information to Support Decision-making*

*Evaluation on:*

- *Process*
- *Outcome*
- *Impact*

8

*Analyzing and Reporting Findings*



We will talk more about Reporting and examples in submodule 5.2

9

*Using the Findings*

10

*Sustaining the M&E System Within Government*

# Conclusion

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- Monitoring and evaluation is an integral and essential part of a program
- Making a clear M&E framework is the start point for M&E implementation
- Building a M&E life cycle with assessment, planning, designing, monitoring and evaluation is the key to a successful program.



# Congratulations!

You have reached the end of submodule 5.1 on the M&E Frameworks.

Thank you for joining us in this exciting journey.

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Under this submodule, you:

- ✓ were introduced to the definition and importance of M&E
- ✓ knew about types of M&E frameworks
- ✓ learnt about how to build a Result-Based M&E System

You may proceed to the next submodule 5.2 on M&E Reporting: Dashboards & Trackers



## Sources & Recommended Reading

Please check the PDF in the folder

# Contact us for inquiries or questions

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**DPIDG@un.org**

**Or post your questions/comments in the forum!**

**Please note that this is a beta version. We appreciate your feedback so we can further improve our toolkit**



## **Acknowledgement**

The toolkit DiGIT4SD (beta version) was developed under the general guidance of Juwang Zhu and Vincenzo Aquaro. The conceptual framework and overall content development of the toolkit was guided and facilitated by Wai Min Kwok and Olivia Lin. This submodule was developed by Yihan Li and reviewed by Wai Min Kwok. Substantive contributions were made by Weiyu Wang. External peer review was conducted by 

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