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.
### 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

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

• 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...

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?

Source: UNDP 2009
**Definition of M&E-Evaluation**

**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

Source: UN Women 2010; UNEG 2016
What are the differences between monitoring and evaluation?

Monitoring provides real-time information, while evaluation provides more in-depth assessment.

Monitoring establishes the foundation for evaluation, but it is not enough.

Evaluation is more independent and impartial.

Evaluation identifies unintended results, which may not be obvious in regular monitoring.

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
Case study: Systematic M&E in Turkey

- 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

Source: Nuriye, Bayram, and Uzun 2017
Importance of M&E

• Keep programs on track.

• Ensure the most effective and efficient use of resources.

• Benefit communication within institutions and with stakeholders.

Source: Frankel and Gage 2016
Importance of M&E For SDGs

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

Source: United Nations 2015
Case study: Importance of M&E for SDGs (Bangladesh)

National M&E Framework for SDGs (Cont)

<table>
<thead>
<tr>
<th>Goals, Targets and Indicators</th>
<th>Data Sources (Relevant Agency with Ministry/Division to generate/provide data)</th>
<th>Milestone by 2020</th>
<th>Milestone by 2025</th>
<th>Target by 2030</th>
<th>Lead Ministry/Divisions</th>
<th>Remarks</th>
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<td>1</td>
<td>2</td>
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<td>7</td>
</tr>
</tbody>
</table>

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.

Preparing for M&E:
Data report
Workshops and consultation

Identify challenges and seek data support to SDGs

Emphasizes M&E related SDGs

National M&E framework for SDGs

Source: Alam n.d.
M&E in digital government

• 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

Source: UNDESA 2009
M&E tool for E-Government

Statements of Commitment 1
- Access to training resources

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

Source: UNDESA 2009
M&E and digital government-Case Azerbaijan

The Process of Assessment

- Selection of monitored e-services and service providers
- List of monitored e-services and service providers

Selection of indicators

Evaluation

- Evaluation in the 1/0 form
- Determine maturity level of e-services

Forming the aggregate indicator of service provider

Forming the dashboard of service providers

A recommended model for evaluating e-services in Azerbaijan

Source: Tallinn 2012. Figure is modified for learning purposes
Challenges

- 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

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

ASSESSMENT
What is the nature of the problem?

STRATEGIC PLANNING
What primary objectives should my program pursue to address this problem?

DESIGN
What strategy, interventions and approaches should my program use to achieve these priorities?

IMPLEMENTATION/MONITORING
How do I know the activities are being implemented as designed? How much does implementation vary from site to site? How can my program become more efficient or effective?

EVALUATION
Is the strategy working? How do I judge if the intervention is making a difference?

Conducting a Readiness Assessment
Agreeing on Outcomes to M&E
Developing Key Indicators to Monitor Outcomes
Gathering Baseline Data on Indicators
Planning for Improvements
Monitoring for Results
Evaluative Information to Support Decision-making
Using the Findings
Analyzing and Reporting Findings
Sustaining the M&E System Within Government

Adapted from: UN Women 2010; Kusek and Rist 2001
Ten steps to a Result-Based M&E System

1. Conducting a Readiness Assessment
2. Agreeing on Outcomes to M&E
3. Developing Key Indicators to Monitor Outcomes
4. Gathering Baseline Data on Indicators
5. Planning for Improvements — Setting Realistic Target
6. Monitoring for Results
7. Evaluative Information to Support Decision-making
8. Analyzing and Reporting Findings
9. Sustaining the M&E System Within Government
10. Using the Findings

Source: Kusek and Rist 2001
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

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

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

• 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.

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
Contact us for inquiries or questions

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
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