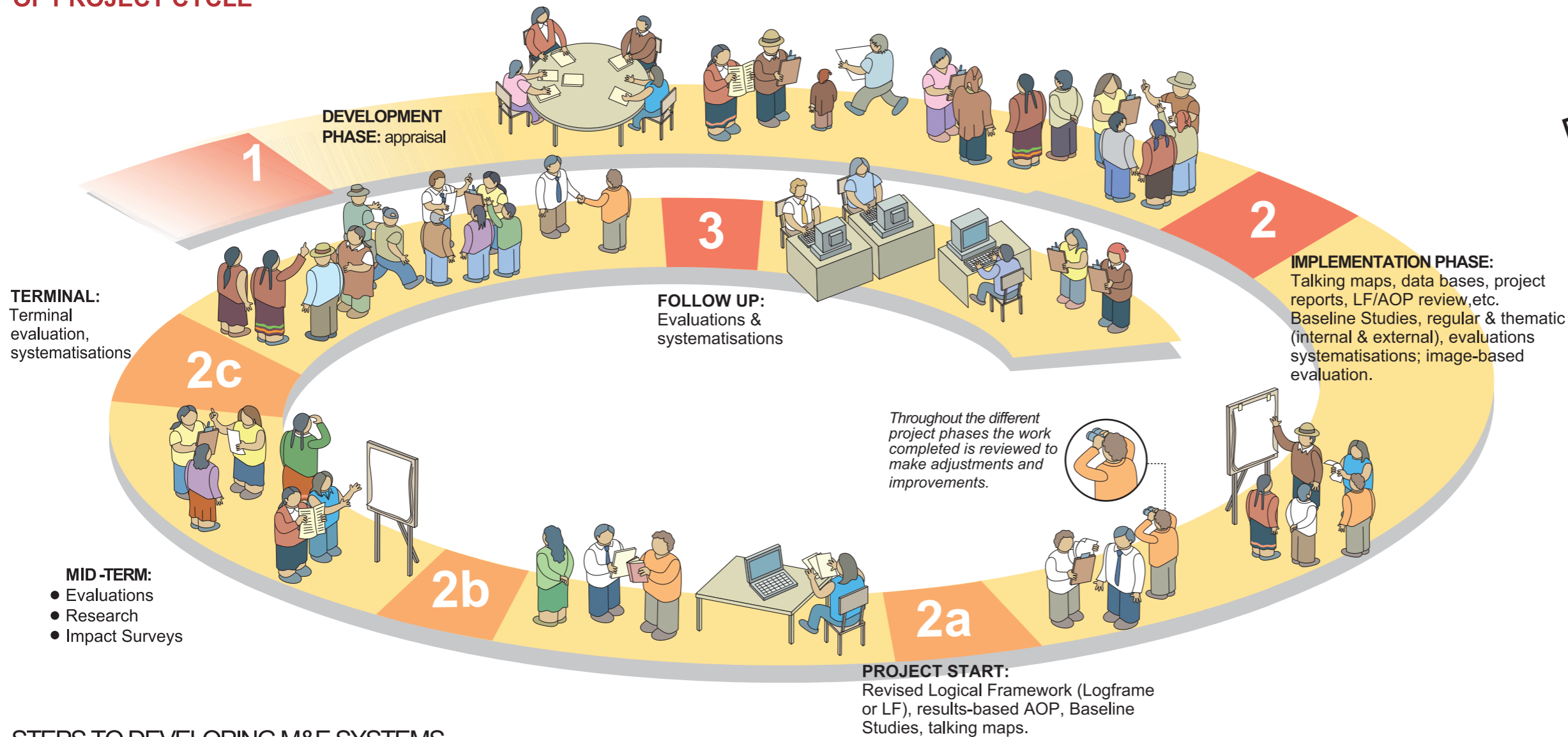


RESULTS-BASED MONITORING & EVALUATION SYSTEMS

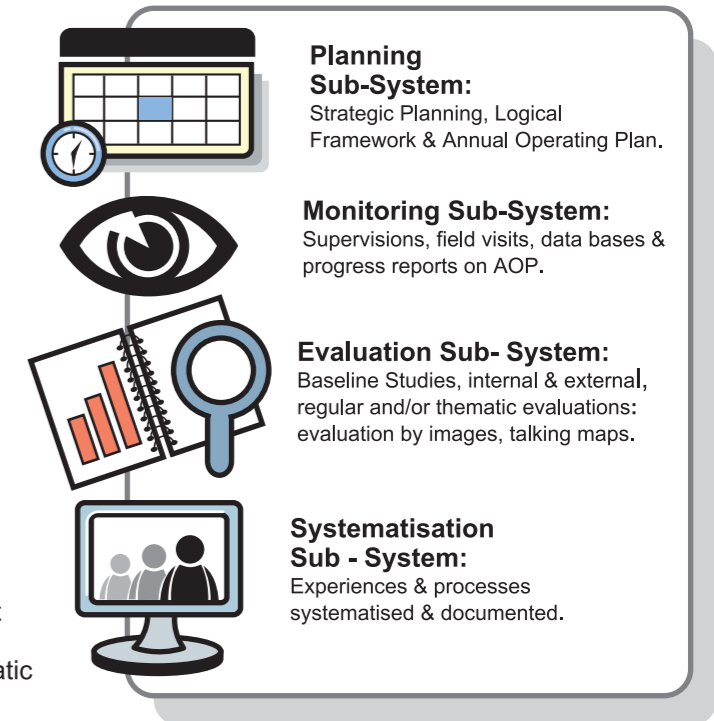
WHAT ARE M&E SYSTEMS?

THEY ARE PART OF THE MANAGEMENT FUNCTION AND PROVIDE OPPORTUNITIES FOR REFLECTION AND COMMUNICATION ON CHANGES TO A DEVELOPMENT INTERVENTION. THEY INCLUDE DATA COLLECTION AND MANAGEMENT PROCESSES TO CREATE EVIDENCE ON RESULTS. THE USE OF DATA SHOULD GEAR STRATEGY TOWARDS IMPACT, ENSURE EFFECTIVENESS OF OPERATIONS, AND ENCOURAGE LEARNING BY MULTIPLE STAKEHOLDERS.

M&E OUTPUTS BY PHASES OF PROJECT CYCLE



OUTPUTS OF A M&E SYSTEM



SUCCESS FACTORS OF A M&E SYSTEM

- ✓ Political willpower, teamwork, active listening, shared leadership & appropriate organisational arrangements (available budget, qualified team).
- ✓ Involve & motivate stakeholder representatives to participate.
- ✓ Conceptual and operating clarity of project, quality of change hypotheses.
- ✓ Simple, step-by-step development process, easy to use and adjust in an ongoing manner.
- ✓ Simple, flexible tools that cater to the needs of stakeholders.
- ✓ Opportunities for feedback, and use of information for decision making.
- ✓ Usefulness of M&E outputs for achieving impact (effectiveness).

STEPS TO DEVELOPING M&E SYSTEMS

Planning



1 Involve stakeholders in data use and management.



2 Draft the Impact Hypothesis, the Logframe & its Indicator Matrix.



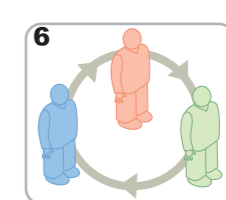
3 Develop system guidelines & Work Plan for the entire project cycle, including a Plan for the Use and Communication of Results.



4 Use monitoring, self-evaluation & systematisation tools by sub-system & project cycle phase.



5 Define database management and automatization tools.



6 Institutionalisation, use & communication of results for improving strategies and learning.