

**>A fine balance: evaluation,
monitoring, independence and
collaboration**



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**>A fine balance: evaluation,
monitoring, independence and
collaboration**

**>Donna Loveridge
Independent Consultant**

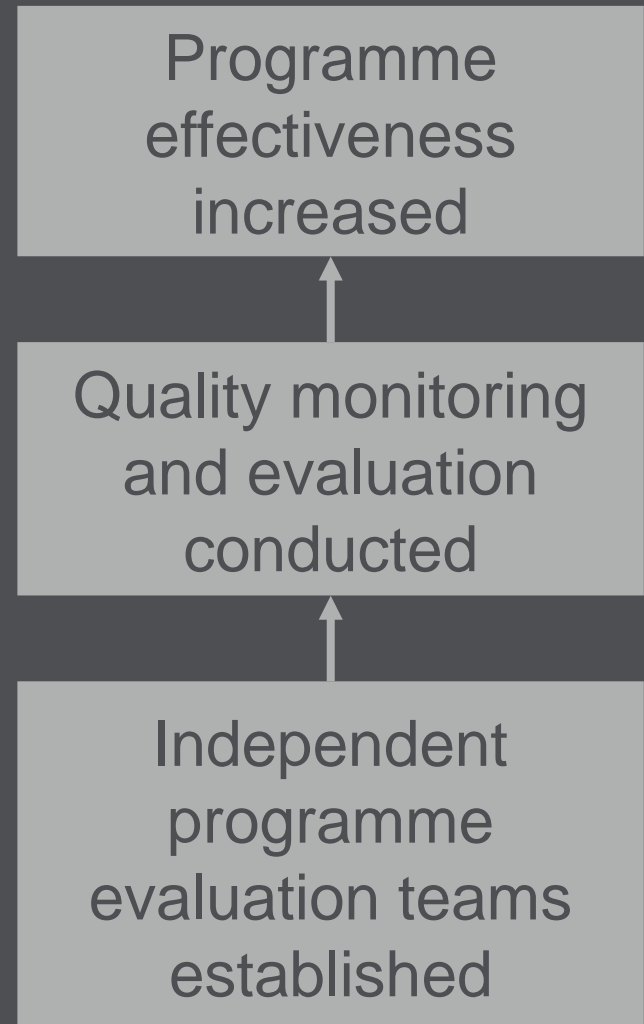


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>The real question

How can we ensure quality monitoring and evaluation that contributes to improving programme effectiveness?



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>Side-by-side evaluation teams

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Balance?



>A call for action – maintaining balance

Balance quality issues

- Think about the purpose of independence and how context may affect independence
- Consider a broader range of quality issues

>Further information

Please contact:

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> Maintaining the balance - increasing effectiveness



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**>Mayeso Mphande
Ghana MADE**



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>M&E and External Evaluation

Reflection

- Understanding external (independent) evaluation from program context
- External evaluation, close involvement and expected independence.
- Maintaining objectives, approach in the face of evaluation

Learning from practice



Reconciling the need for external evaluators to better understand the programme through close involvement while remaining independent

Regular feedback enables programme change implementation methods or market models



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- Ghana MADE program interface with external evaluators through annual 'Theory of Change' review sessions
- Taking stock and rethinking strategy is supposed to be integral to programme implementation
- Very few implementers develop the discipline to rigorously and regularly engage



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Key reconciliatory parameters

Key reconciliatory parameters cont...

Why Collaborate?



What are good ways for evaluation and monitoring teams to work together without compromising the independence of an evaluation?



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> Collaboration in practice - examples

- ***Triangulation of monitoring data.*** Two way feedback between MADE and WYG on choice of tools for both qualitative and quantitative data collection
- ***Market Systems Research –*** As a complement to the qualitative evaluation. Reduce overlap
- ***DCED Pre-Audit -*** lessons and recommendations drawn. Checks reliability and accuracy of the MRM system



>Illustrating the relationship

> Building an Independent winning environment

Winning considerations	
Element	Practical examples
1. Program Independence	<ul style="list-style-type: none">• MADE interventions flexible based on M&E learning i.e. ToC
2. Adaptive programming	<ul style="list-style-type: none">• MADE results improvement• Learning from designs, methodologies and tools
3. Effective rapport	<ul style="list-style-type: none">• Transparent investigation• Staff adaptations to the systems• Motivation to program staff

>Further information

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Thanks

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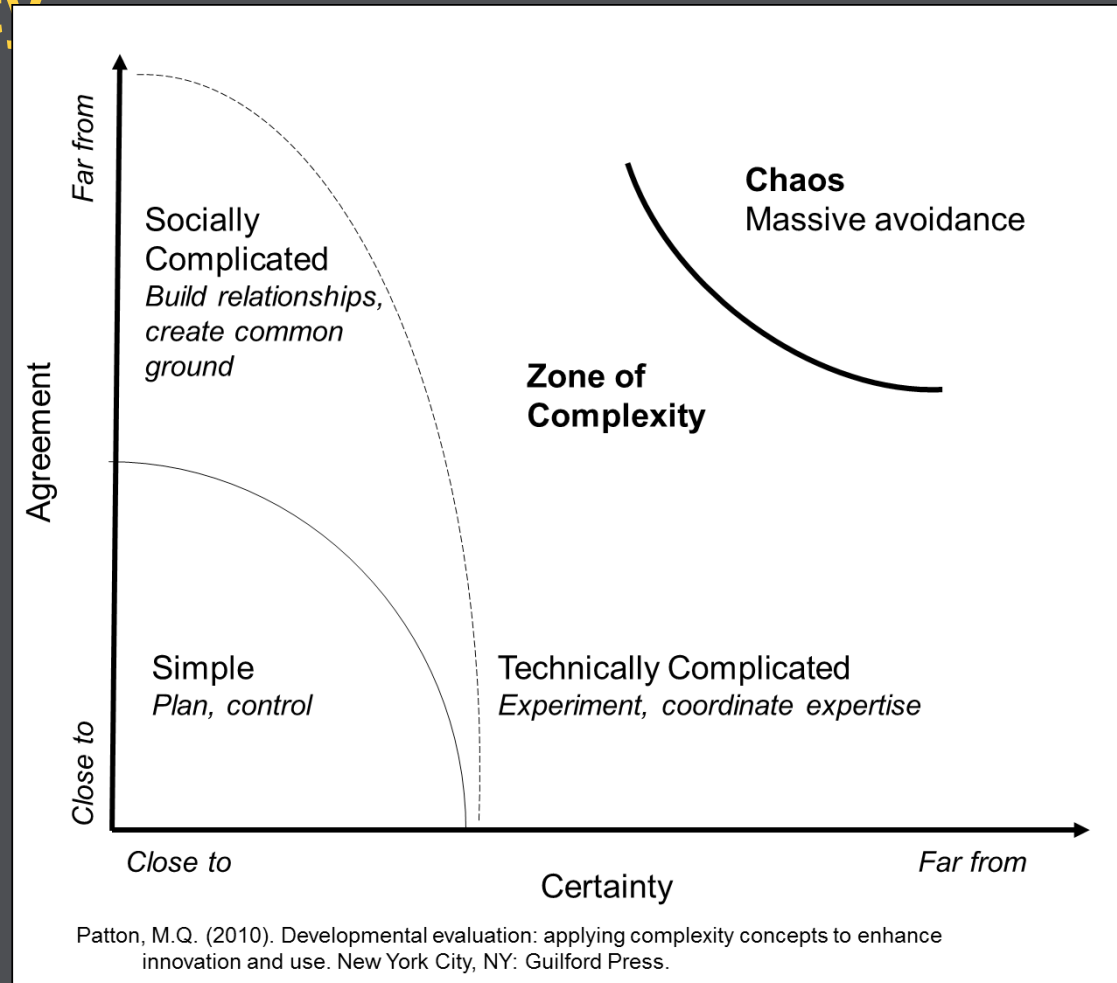
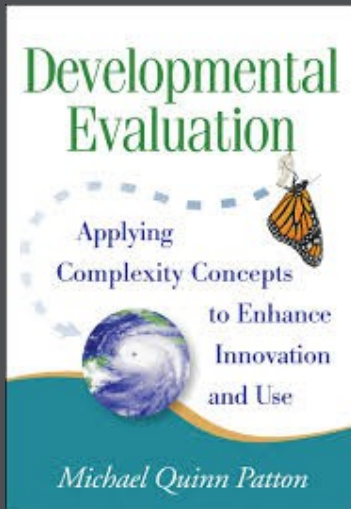
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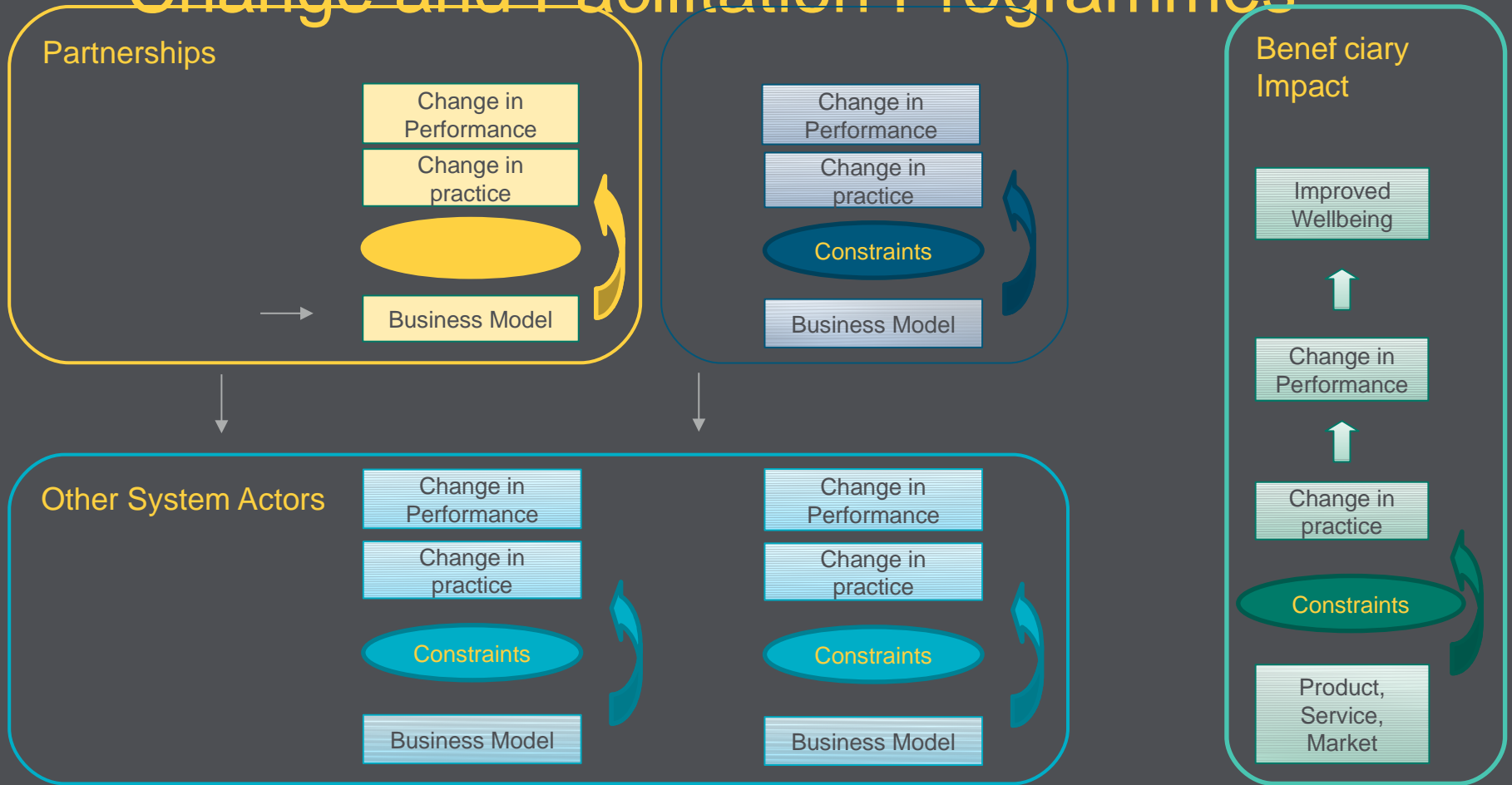
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>Dual purposes of M&E in a world of complexity



> Universe for Measurement on Systemic Change and Facilitation Programmes



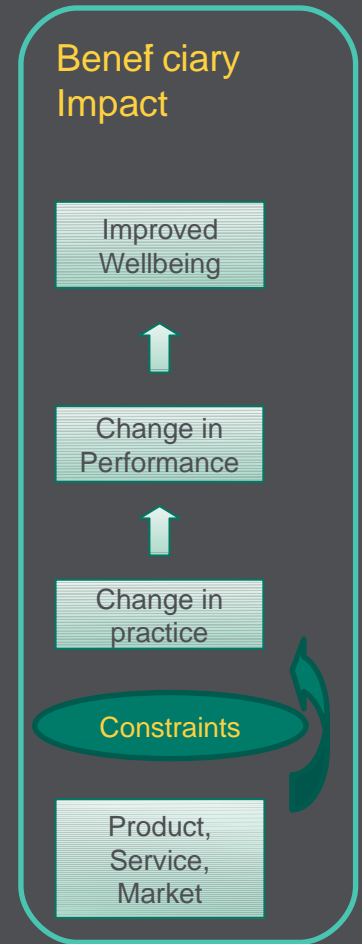
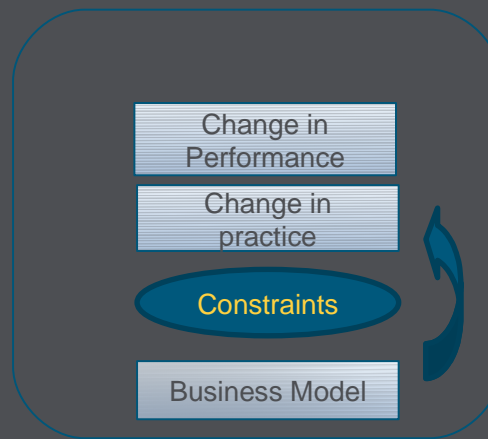
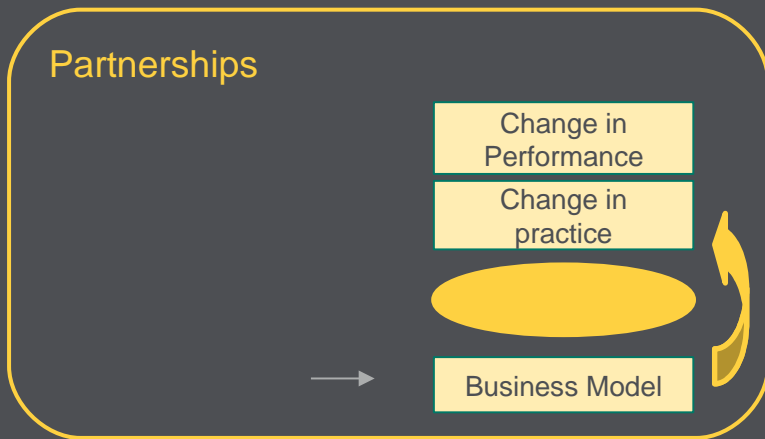
Matching Skill Sets to Measurement Questions

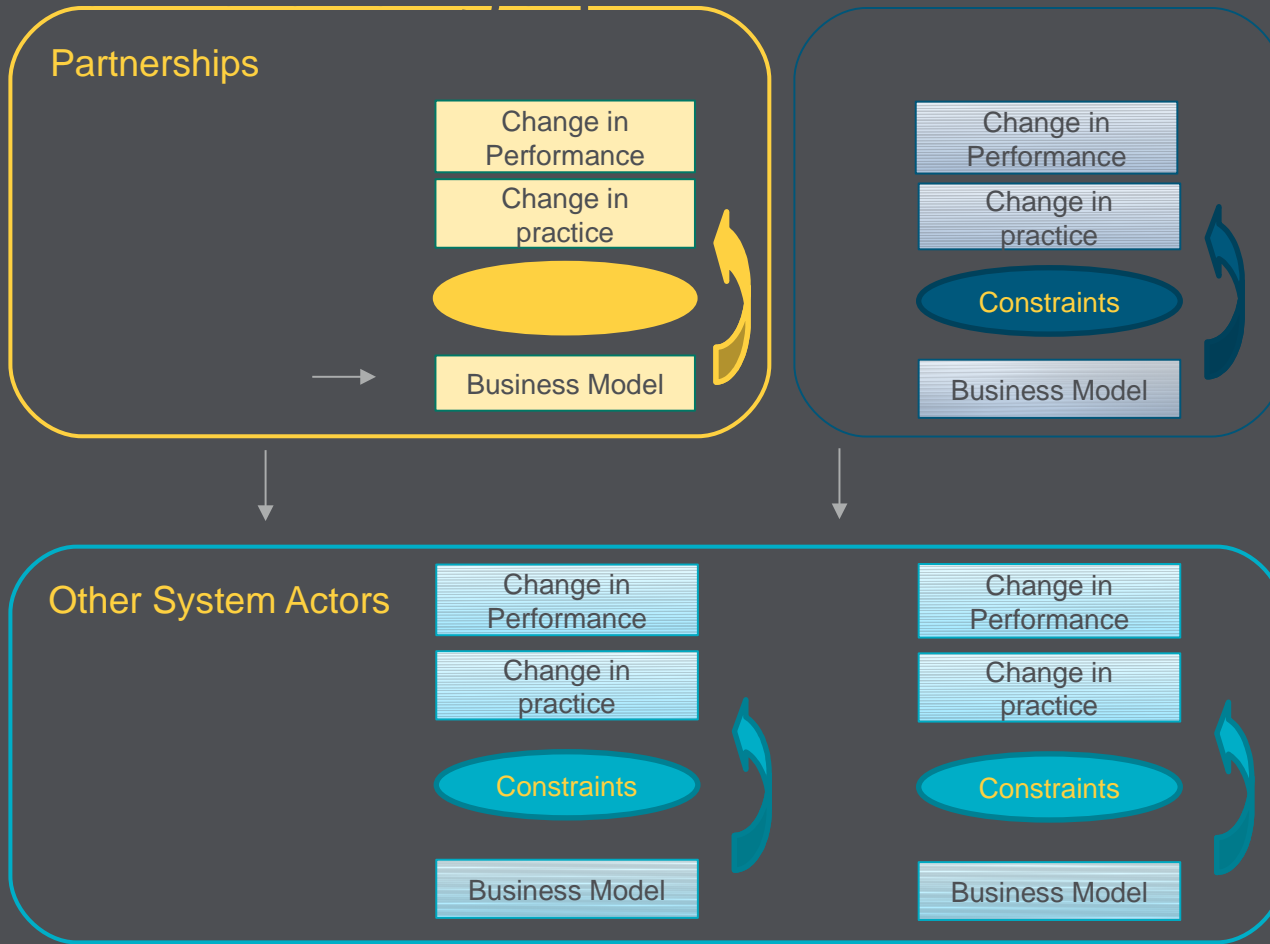
➤ Evaluators
and
Implementers
have different
skill sets and
focus

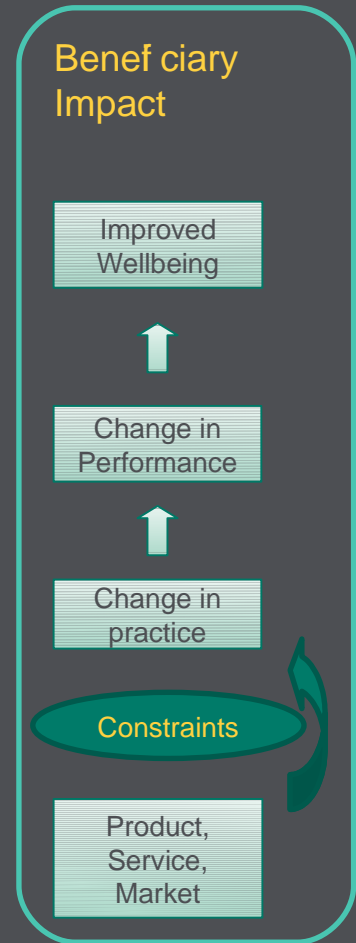
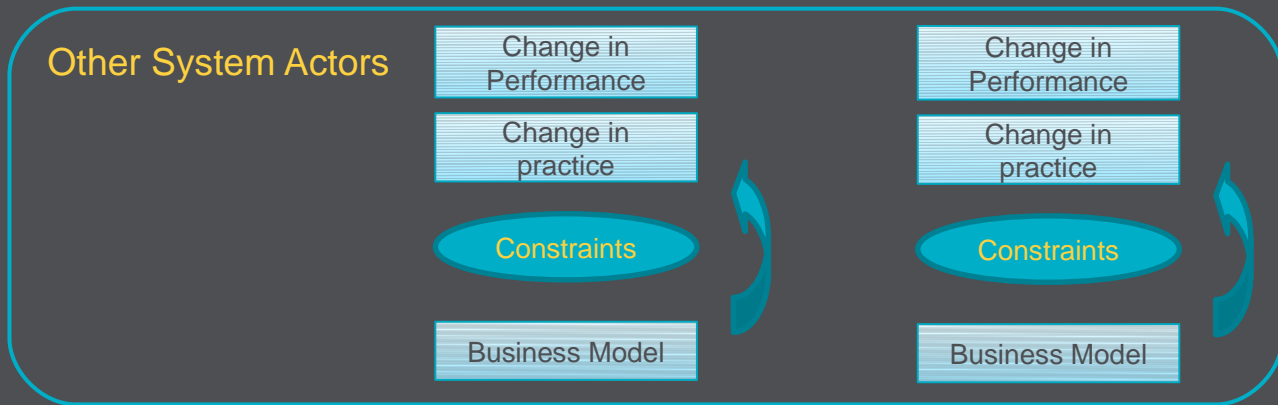
Implementers are better suited to measurement which answers day-to-day questions, supports adaptive management and demonstrates accountability for results

Evaluators are better suited to answer higher order questions around longer-term change processes (e.g., ex-post), systemic changes and wider programme learning

>The DCED Standard ensures robust programme results on impact of partnerships









- Implementer MRM is DCED compliant
- It traces impact from partnerships
- The Evaluation design supports understanding of system-wide change
- Sector census enterprise surveys investigate how innovation can cascade through a system
- And support a better understanding of systemic change processes



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>Further information

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>M&E is not the enemy



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