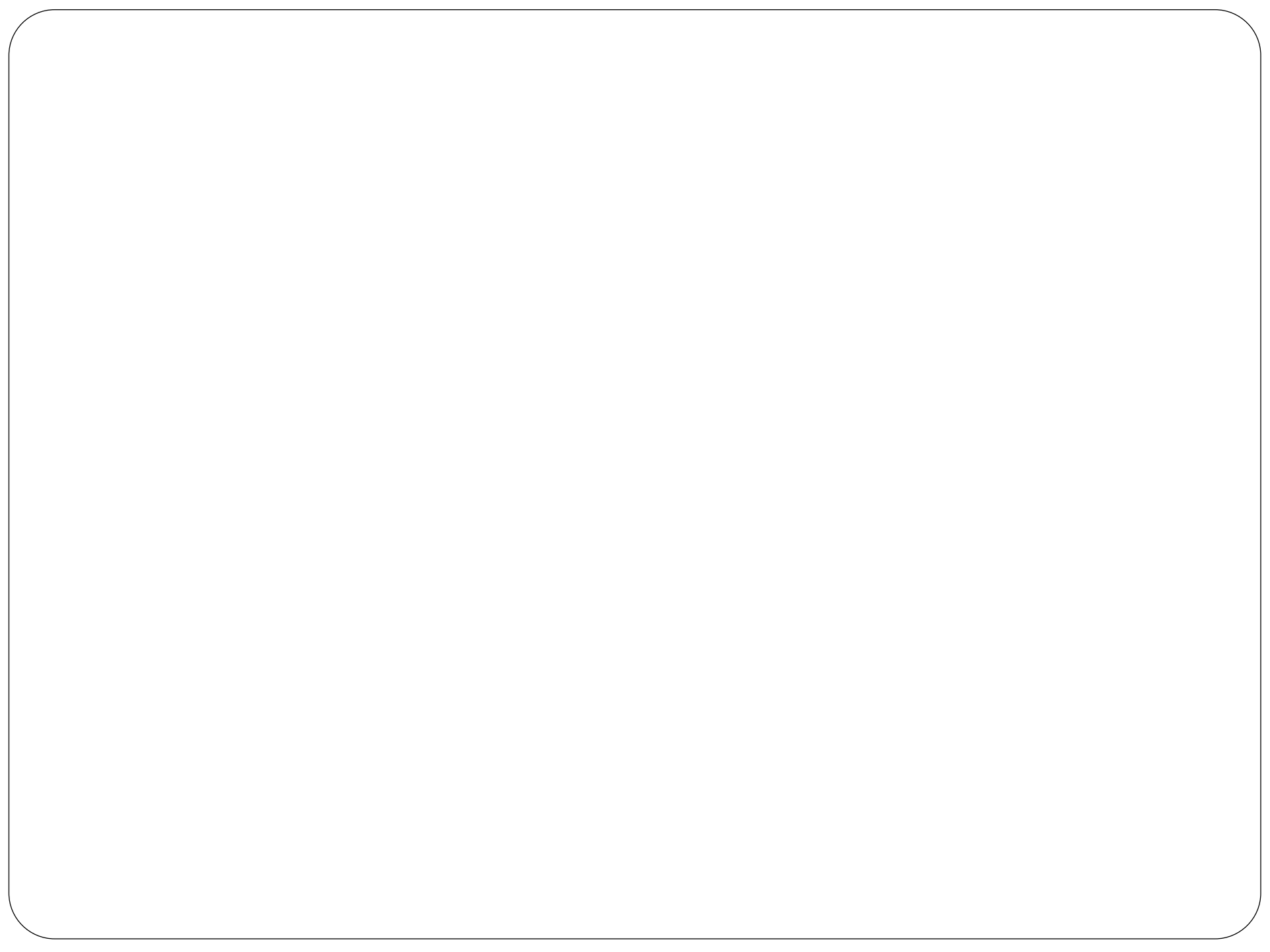


M&E Capacity Survey

PIIRS Meeting

OTTAWA

October 2013

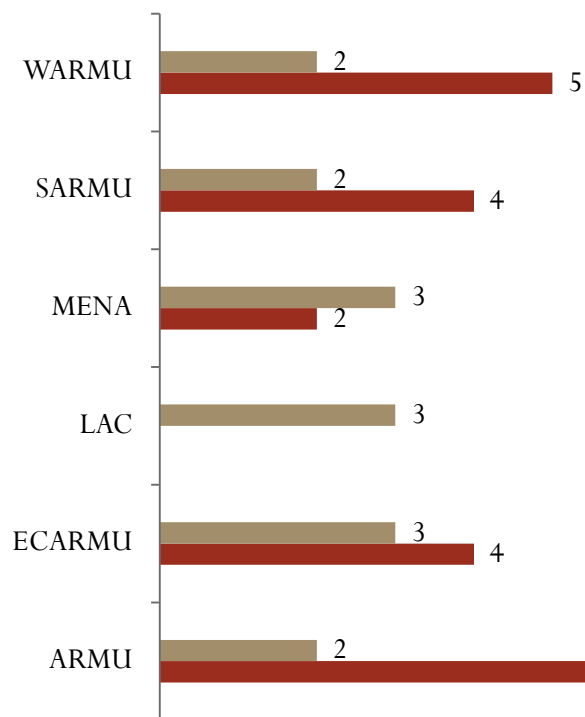


Survey Respondents

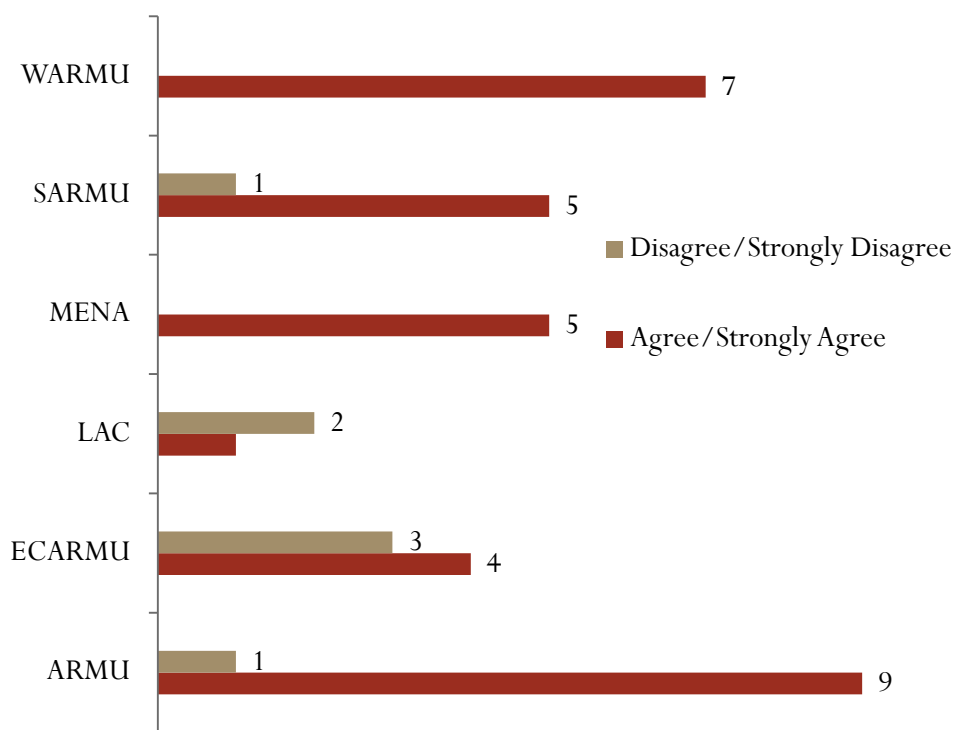


Organizational Context

Our CO has an **effective communication** and **reporting capability** to **explain evaluation** processes and **disseminate findings**, both positive and negative, within and outside of our CO



Our CO **values learning**, as demonstrated by staff actively asking questions, gathering information, and thinking critically about how to improve their work

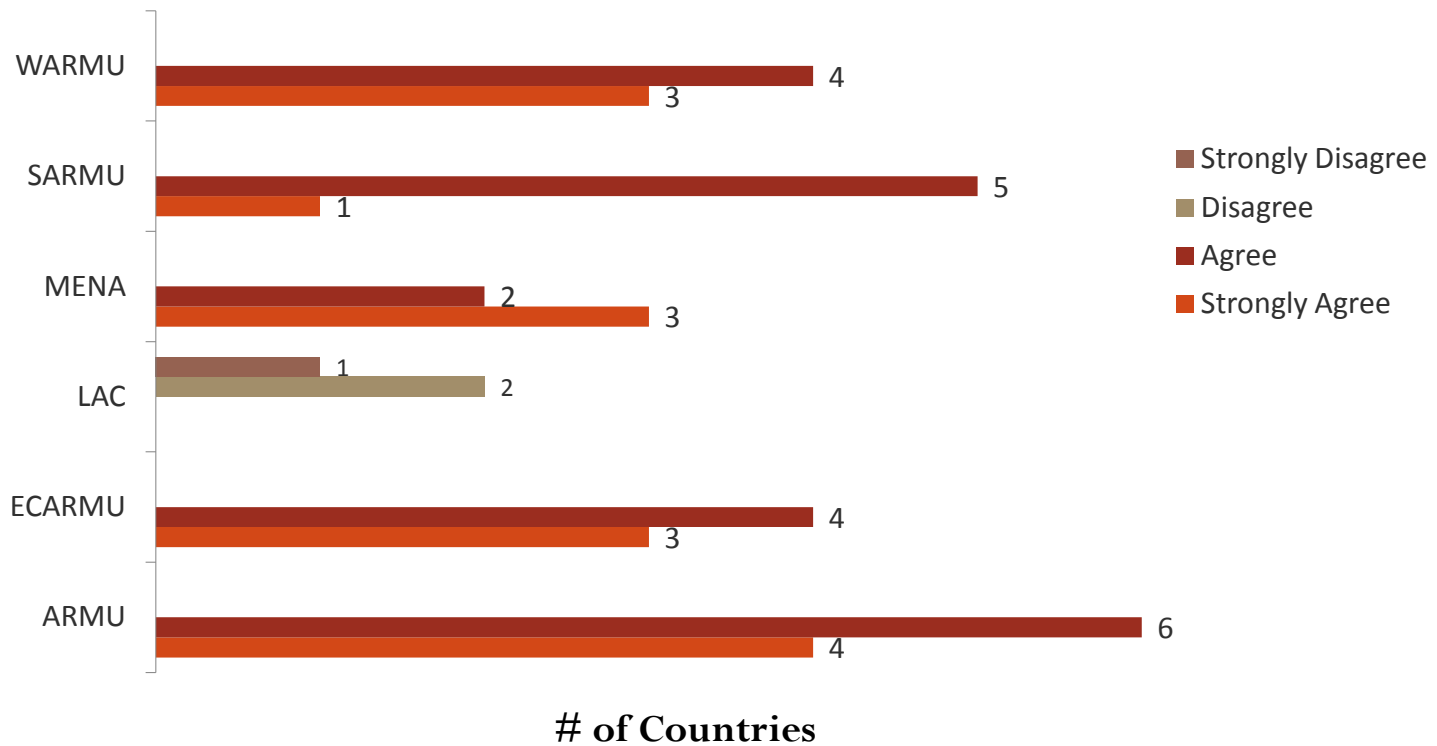


of Countries

Organizational Commitment

Leadership Support

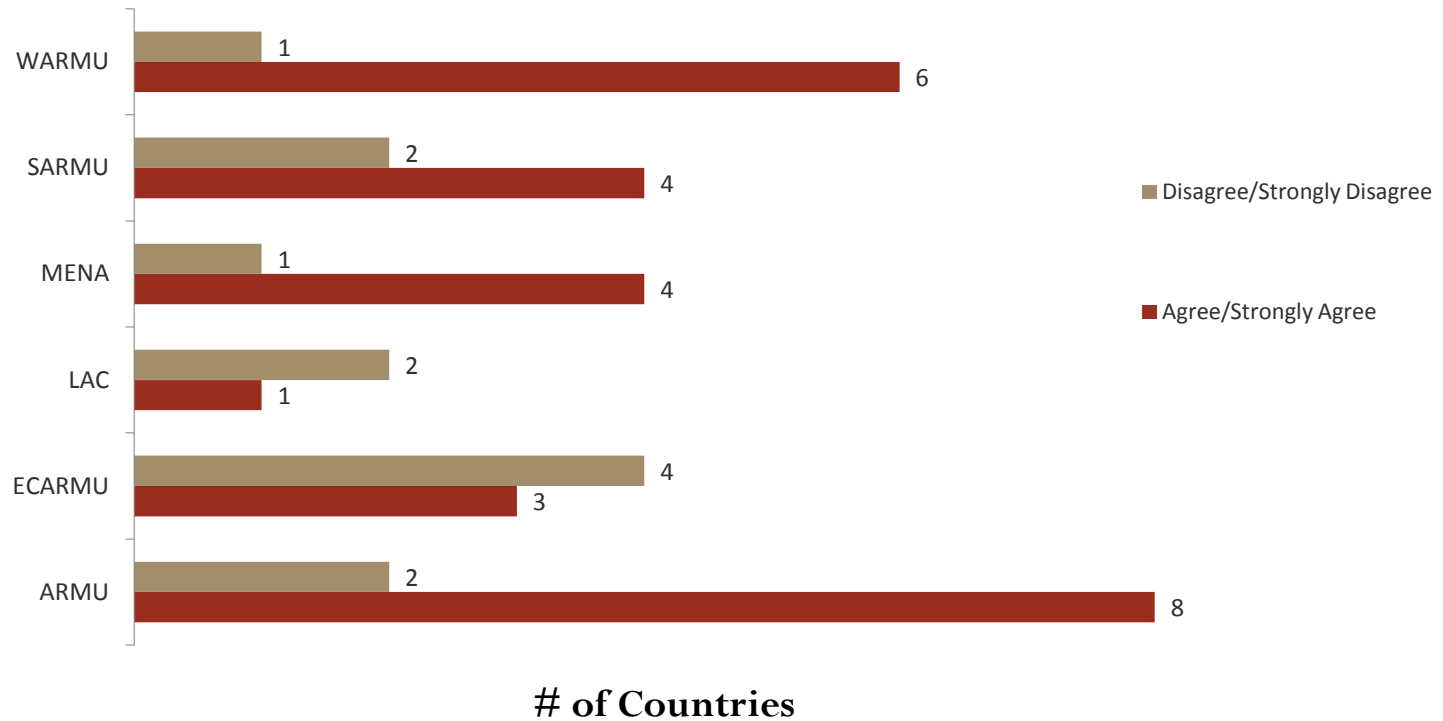
Key leaders such as CDs and ACDs in our CO support M&E



Organizational Commitment

Staff Roles & Expectations

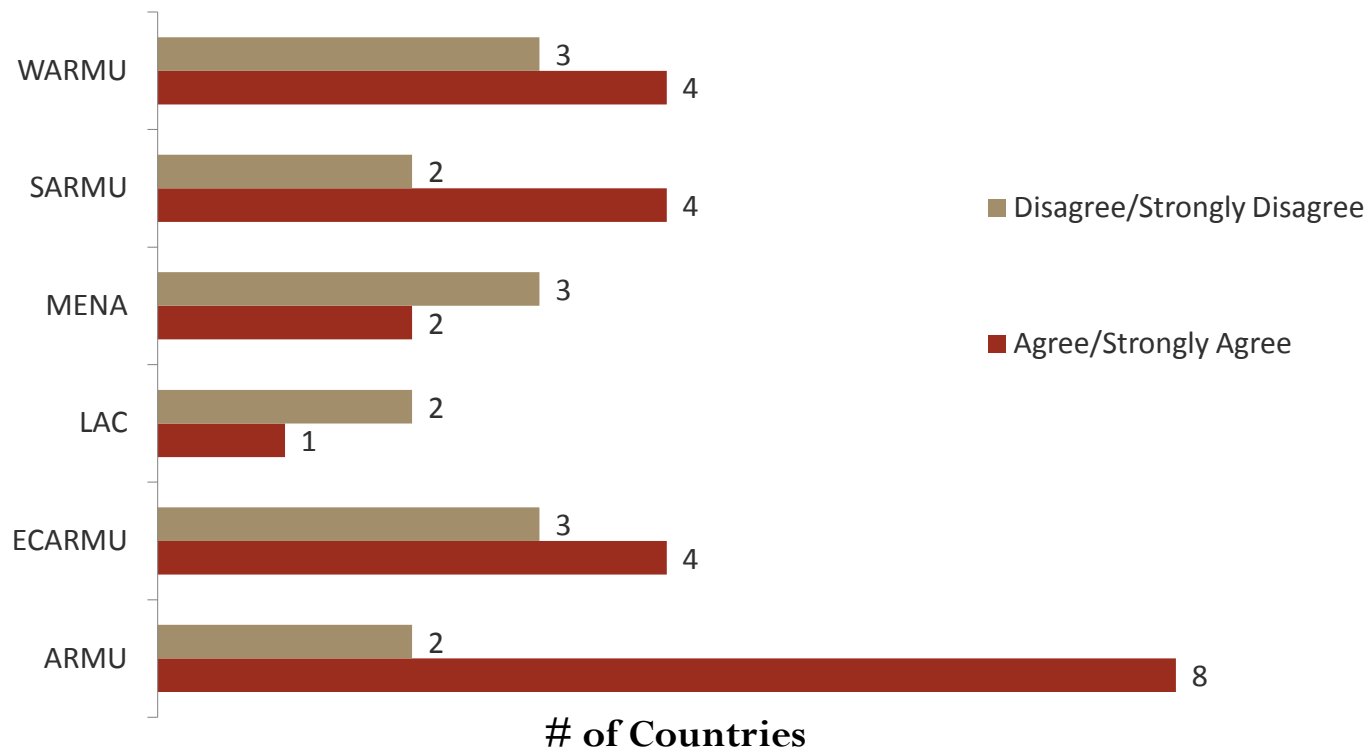
Our CO has established clear expectations for the monitoring roles of different staff.



Organizational Commitment

Support for Staff

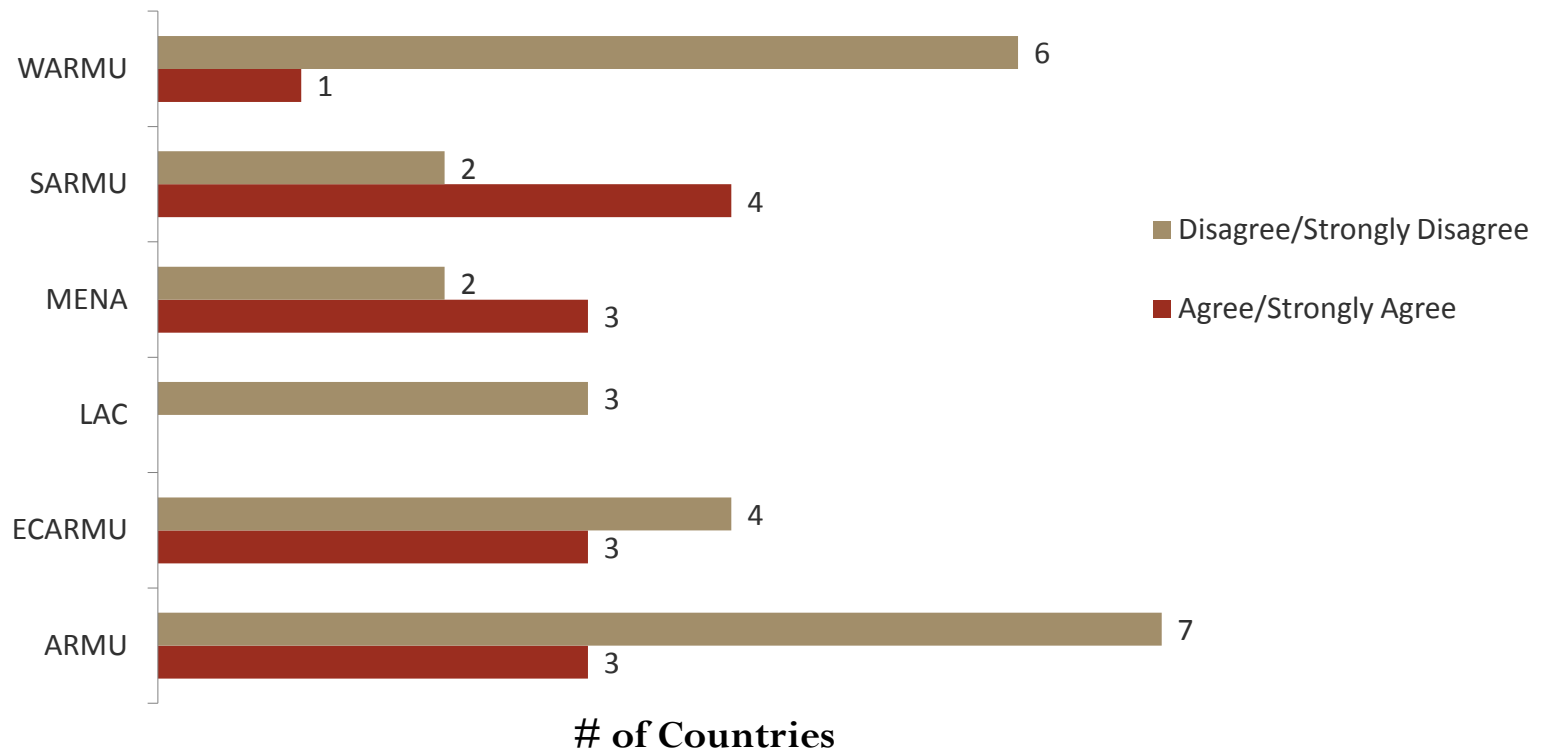
Our CO ensures that staff have the information and skills that they need for successful participation in monitoring efforts (e.g., access to monitoring resources through Web sites and professional organizations, relevant training)



Organizational Commitment

Financial Support

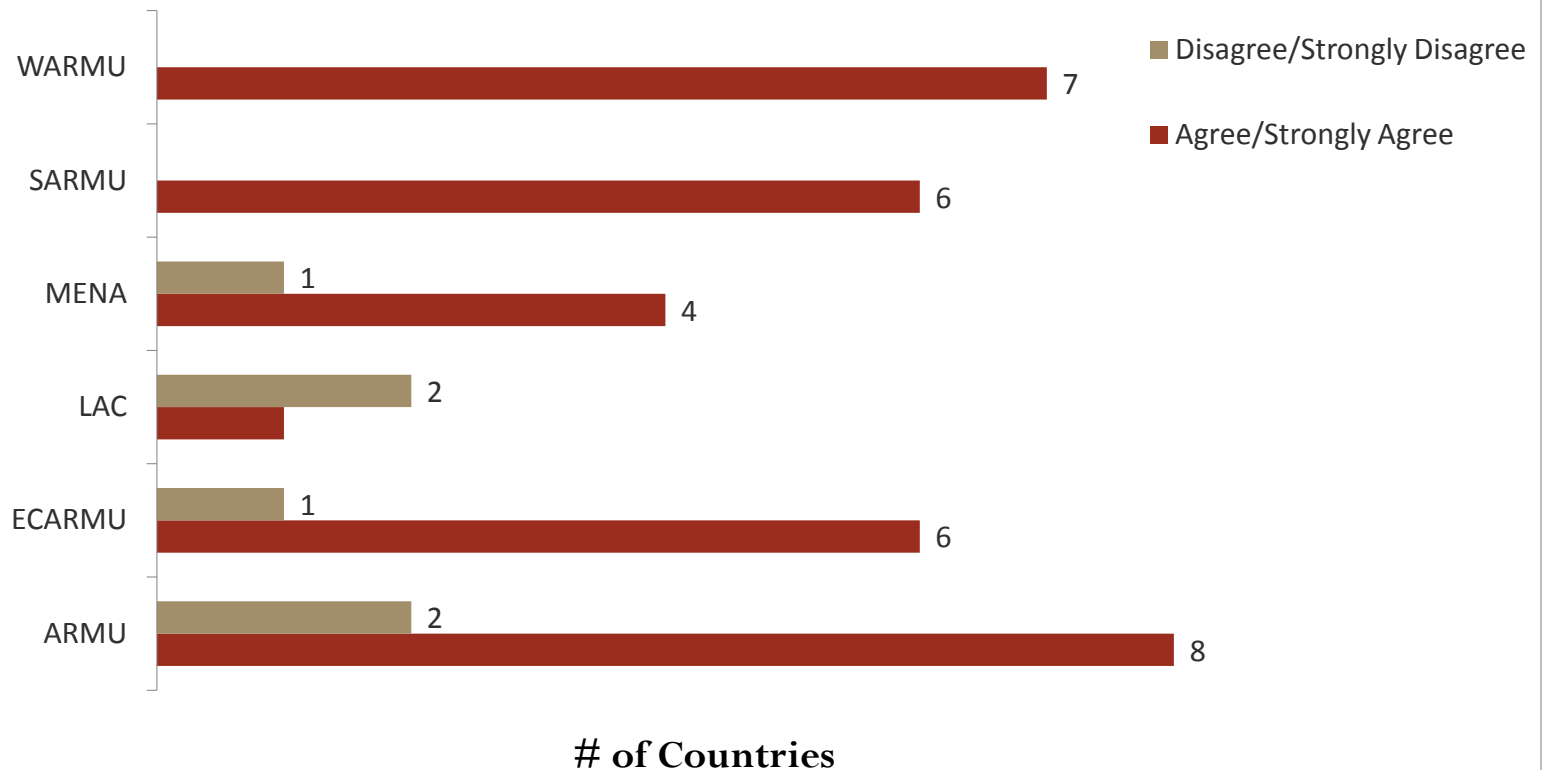
Our CO provides financial support (beyond what is allocated through project specific grants) to integrate monitoring into project/program activities



Organizational Commitment

Tools & Practices

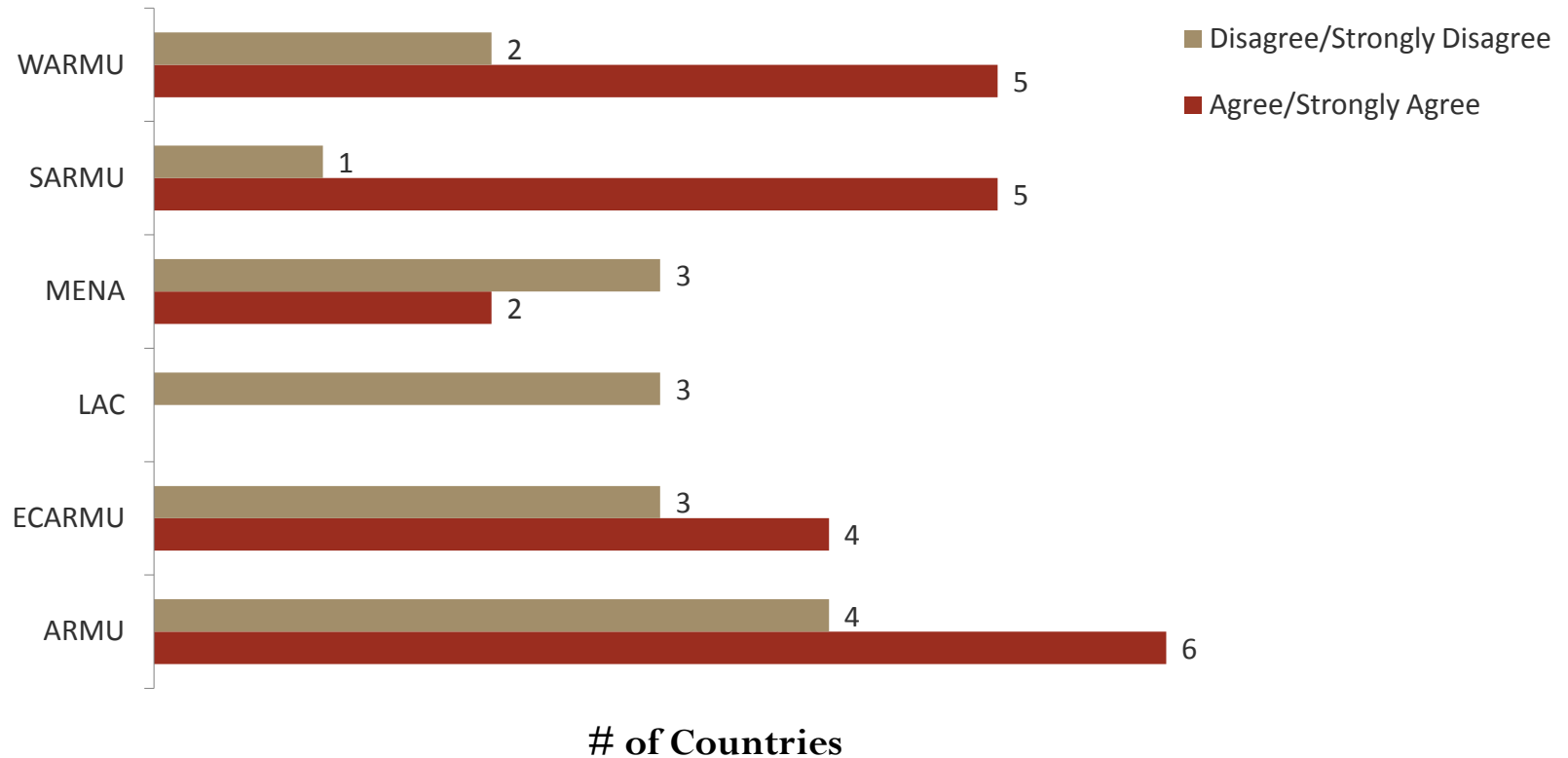
Our CO has existing monitoring data collection tools and practices that we can apply/adapt to subsequent monitoring activities.



Organizational Commitment

Integration into Organizational Practices

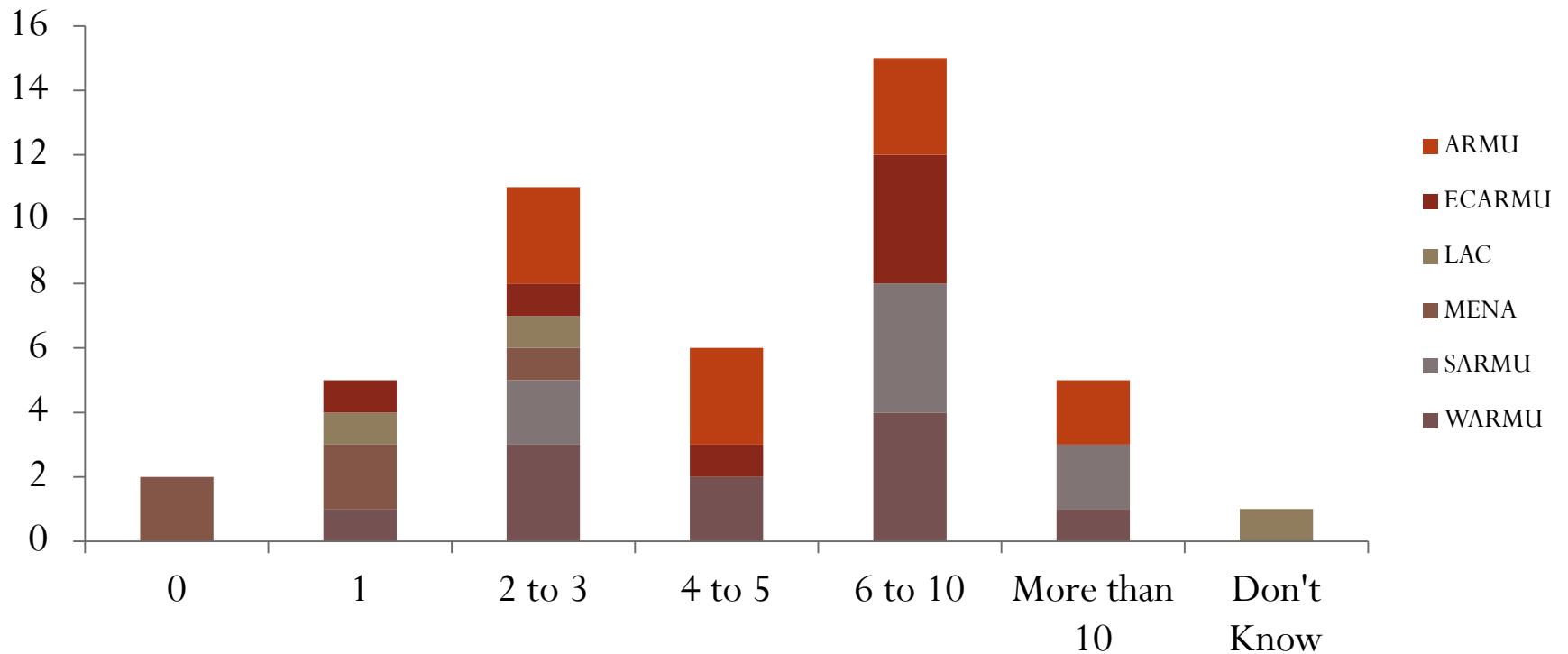
Our CO has integrated monitoring processes purposefully into ongoing organizational practices



Organizational Commitment

Staffing

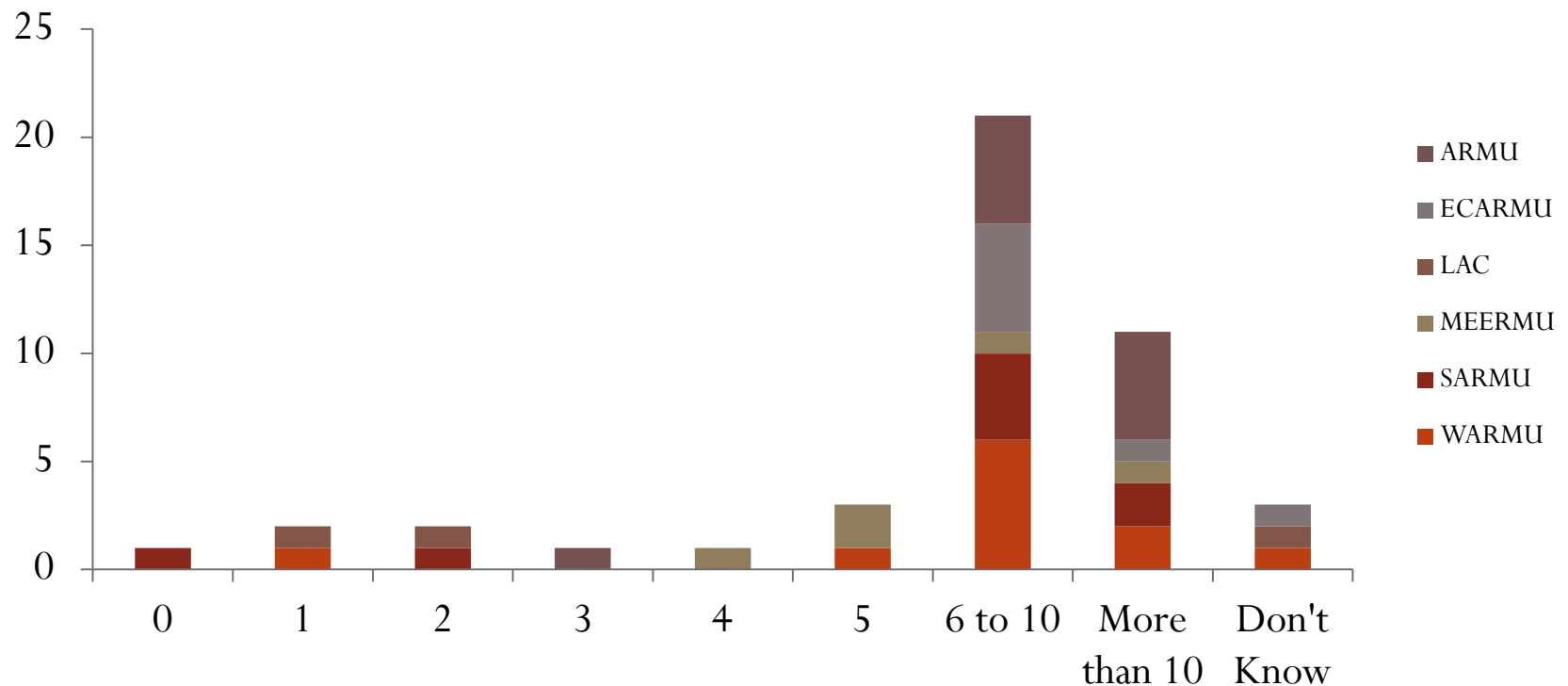
Approximately how many staff in your CO are fully dedicated to M&E (i.e. 100% of their LOE is for M&E activities)?



Organizational Commitment

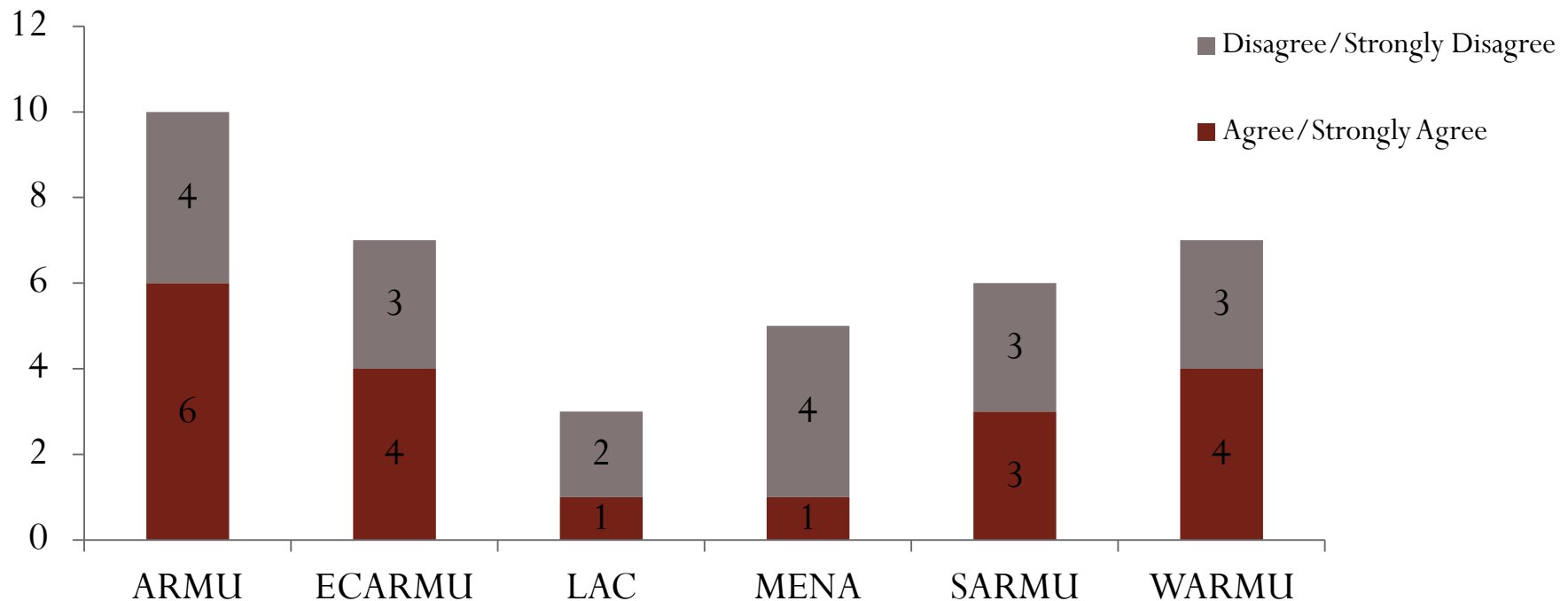
Staffing

Approximately how many staff in your CO have M&E as a clear function of their day to day job?



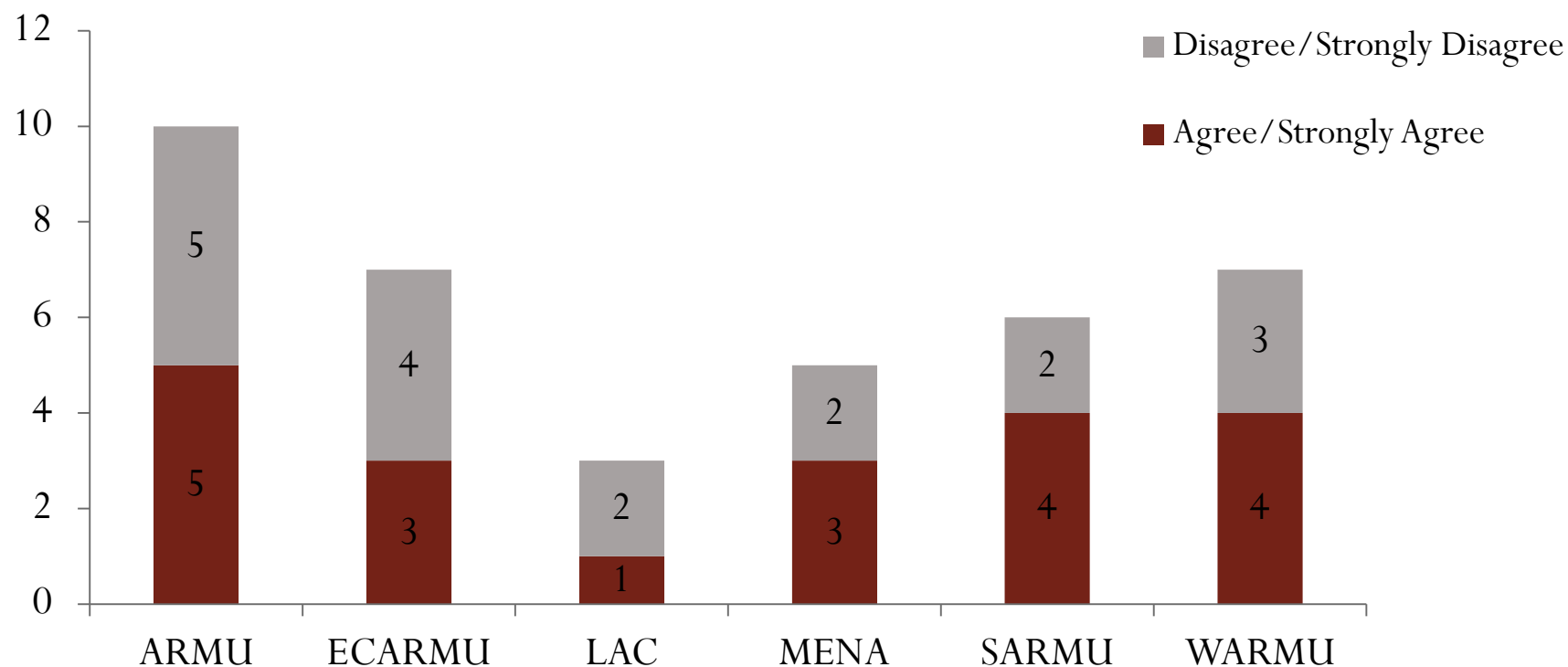
Staff Skills

The majority of our CO staff who provide direct M&E support to projects, are experienced in designing M&E plans that take into account available resources, feasibility issues and information needs of different stakeholders, can identify which data collect



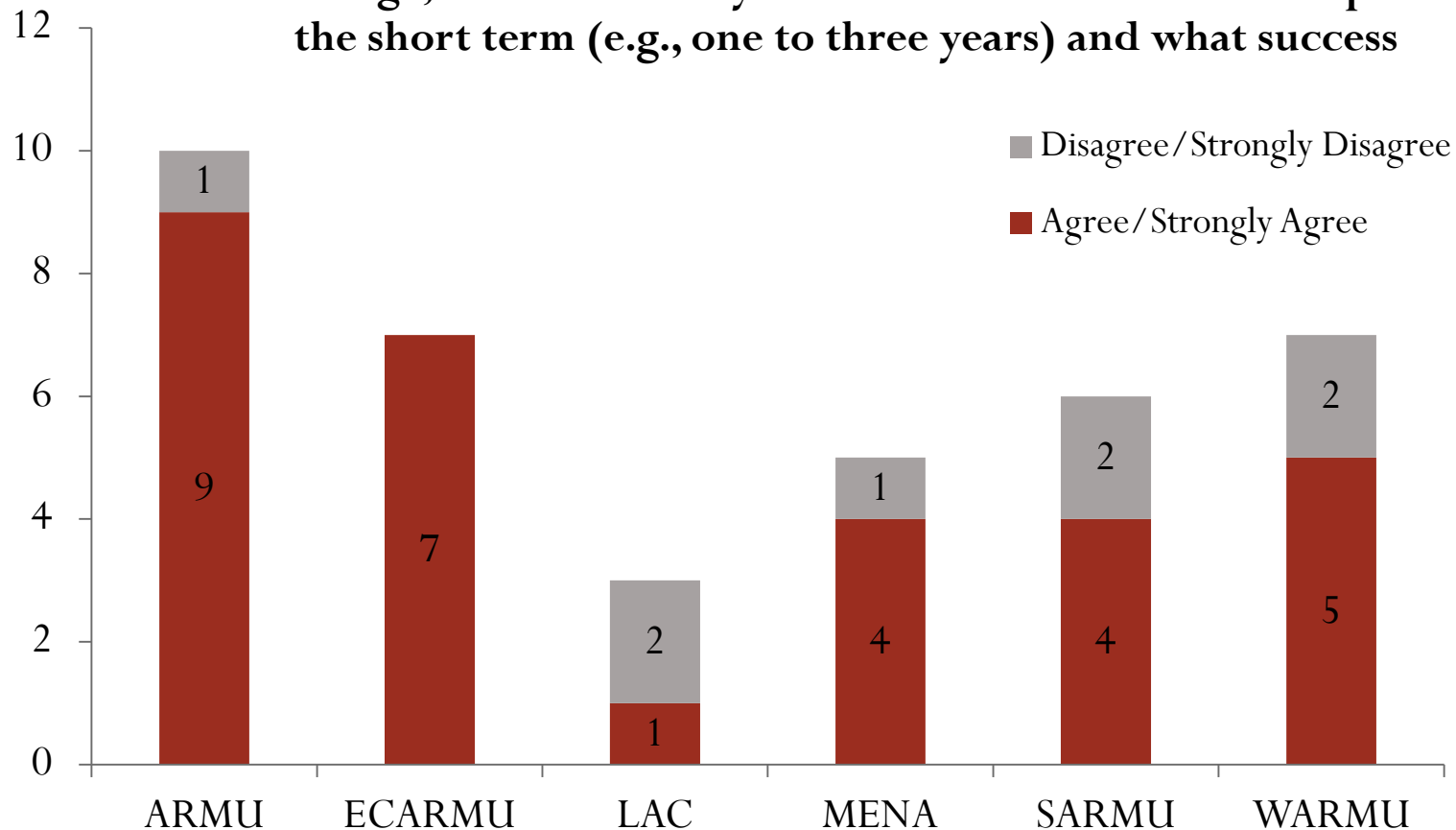
Staff Skills

Our CO has staff that know how to analyze data and interpret what the data mean and are knowledgeable about and/or experienced at developing recommendations based on M&E findings.



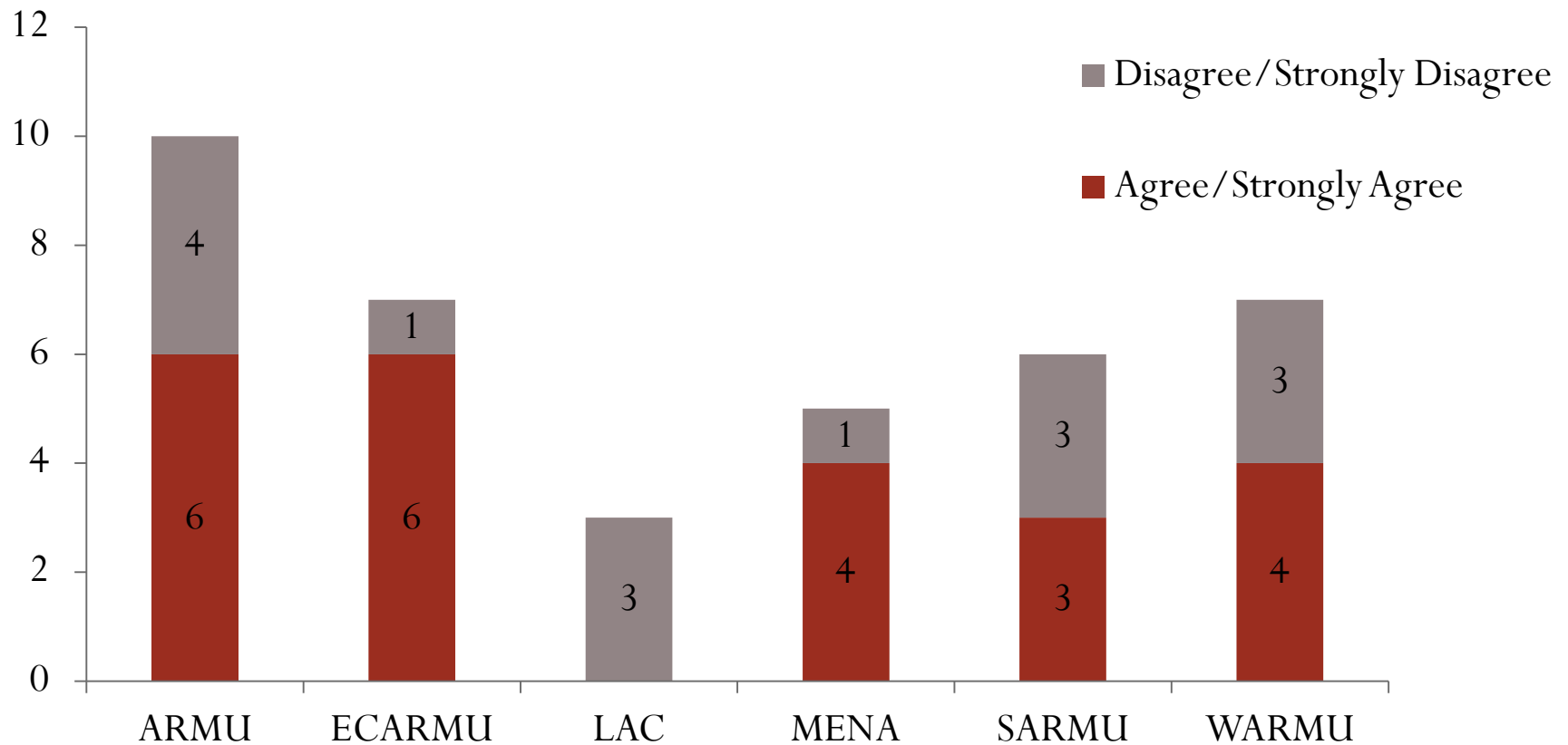
Project TOC

The majority of our CO projects have articulated how we expect change to occur, how we expect specific activities to contribute to this change, and have clarity about what we want to accomplish in the short term (e.g., one to three years) and what success



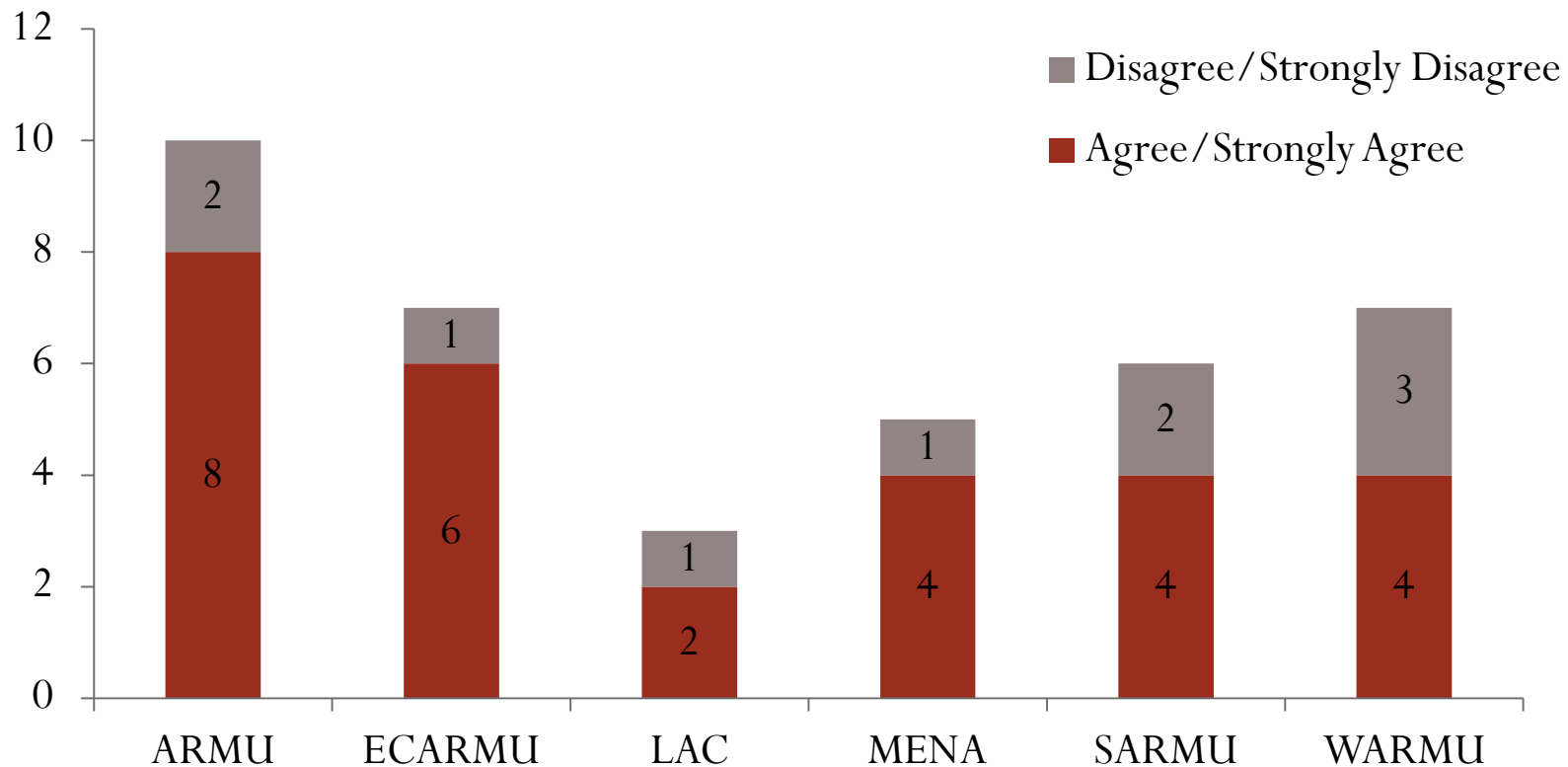
Program

Our CO has articulated how our CO program (s) connect to broader social change.



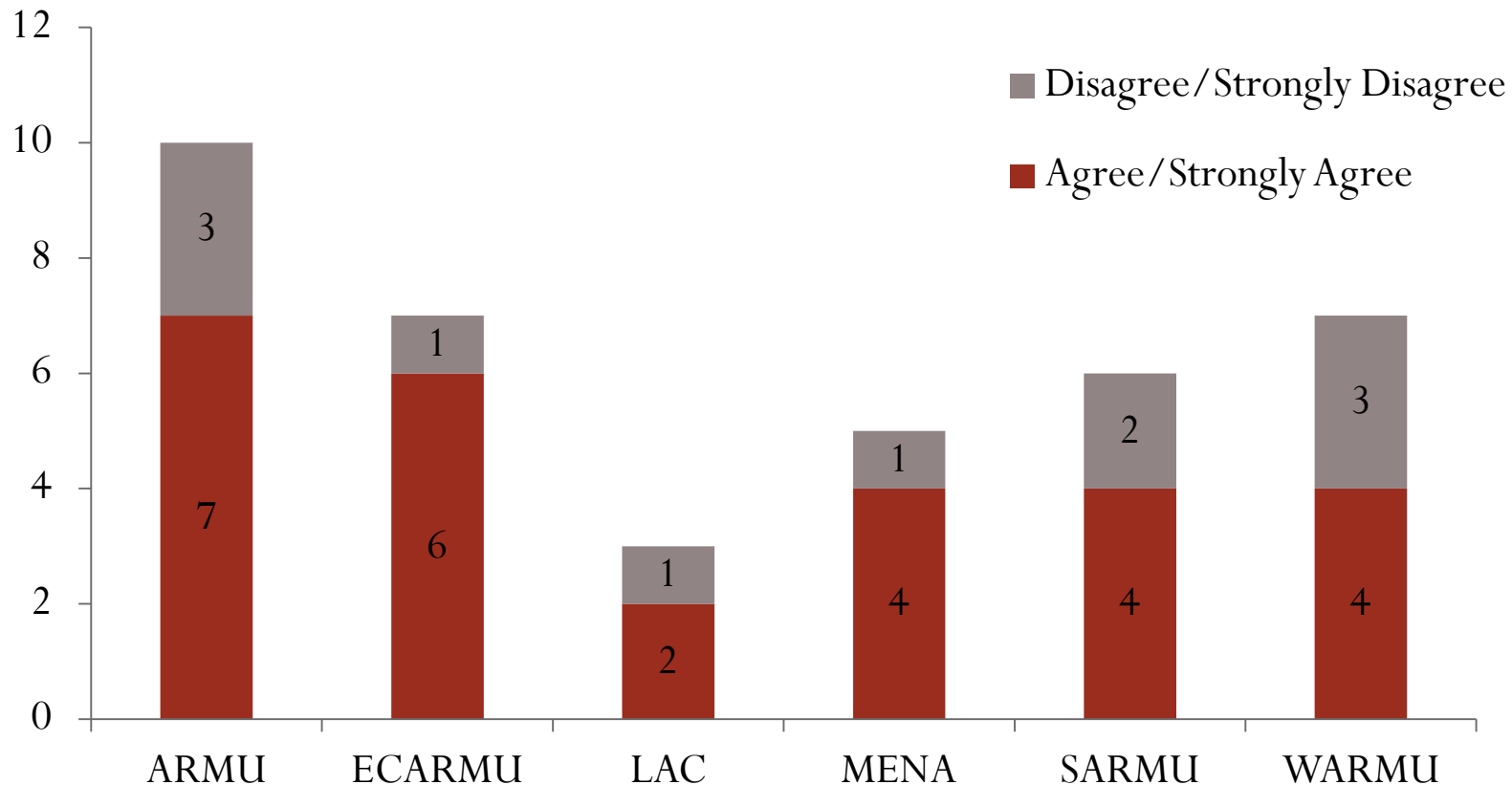
Outcome measurement

Our CO measures outcomes, not just outputs



Indicators

Our CO has identified what indicators are appropriate for defining and measuring the impact of our work





What people said....

Our biggest challenge is finding competent M&E staff that can design/develop M&E frameworks and think more strategically instead of solely data collection/analysis, the more traditional M&E role.

COs tend to own monitoring and leave evaluation for external consultants. This limits ownership of evaluation findings because staff do not know how the consultant came up with them.

M&E is still project based while the CO has already shifted to program approach. Impact measurement system might have been designed with support from experts but when it comes to its functioning/operationalization you find things not moving.

And some more...

“It is not enough to have some MELIM specialists for the MELIM function to be optimized in all its dimensions within a CO. We must find resources to ensure that 75-80% of all staffs in all sections of the CO have internalised the basic minimum of MELIN function in terms of its importance in increasing the quality and the impact of a program. One of the awaited consequences of such a configuration is a better program development and a better programmatic and financial viability...”

“How do we evolve a people led M&E mechanism/ Framework that is in itself a transformative process! How do we challenge our extractive and vertical M&E methods and introduce tools and methodologies that not only allow to generate the evidences for CARE but the way they are generated and the outcome of that process become a people transformative approach. The necessity for CARE to invest in integrated , harmonised and interactive IPARL at national and global level might be reflected on.”

