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MONITORING METHODOLOGIES




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# Monitoring and Evaluation – No Magic Wand

## Results from a Cross-Donor Study


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# Why do we monitor or evaluate?

Control  
Accountability

Learning  
(Better Projects?)



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## Let's not forget the Aid Agenda - are we doing this?

1. Focus the dialogue on results at all stages
2. Align programming, monitoring, and evaluation with results
3. Keep measurement and reporting simple
4. Manage for, not by, results
5. Use results information for learning and decision-making



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## The simple truth



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## Common Issues

- (1) Quality of M&E frameworks
- (2) Framework to application gap
- (3) Resources for M&E
- (4) Quality of information
- (5) Process alignment
- (6) Systematic development of local capacities
- (7) Ownership and participation
- (8) Facing complexity and that there is no simple truth



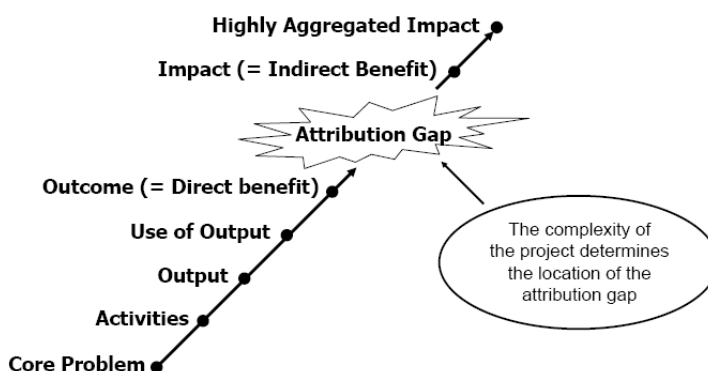
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## The Attribution Gap



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## Different Points of Departure

Recipient's motivation to do M&E

Donor's motivation to do M&E

Recipients and donors have different interests when it comes to M&E of Development Aid

Joint M&E systems should be based on what both hold in common.

## “Musts” of Joint M&E Systems

- (1) Alignment of M&E frameworks with recipient government's processes and needs
- (2) Joint performance assessment framework
- (3) Responsibility of monitoring is for the partner government.
- (4) M&E is a dialogue process.
- (5) Mind the attribution gap.
- (6) M and E are separate functions (internal vs. external)

## There is another simple truth



THE QUALITY OF M&E RESULTS DEPENDS  
LARGELY ON THE QUALITY OF THE M&E  
SYSTEM OF THE RECIPIENT COUNTRY:



## The Big Question of M&E



How are results turned into wisdom,  
i.e. better programmes?



Don't forget the simple truth






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As simples as that...

The choice of methodology for M&E depends on:

- (1) the objectives
- (2) costs and resources
- (3) local ownership
- (4) maturity of the recipient country's institutions
- (5) monitoring capacity
- (6) organizational cultures (on both sides)
- (7) willingness to learn
- (8) etc.




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## and the consequence is

### Monitoring and Evaluation

- can not be fully standardized
- are both completely different sides of the coin and must be separated
- must separate the two sides of the attribution gap
- must separate control and learning
- need local capacity building
- would benefit from new tools and methods
- can be a way to build learning organizations and eventually deliver better programmes



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## The Nordic+ Model of Cooperation



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If there is one final lesson...



FOR BETTER PROJECTS AND PROGRAMMES,  
FOCUS ON RESULTS



but are we ready?

