INTRODUCTION TO M&E

A TRAINING FOR AMPLIFY GENERAL ASSEMBLY STAFF

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INTRODUCTIONS:
HOW ARE YOU FEELING ABOUT M&E?

M&E

GROUND RULES

1. **PARTICIPATE**—the more you put-in the more you get out.
2. **No such thing as a silly question (only silly questions allowed!).** Interrupt anytime to ask questions.
3. Learn from each other & share what you know.
4. M&E tools & systems MUST work for YOU!

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GOALS FOR TODAY:

1. **Understand:** What is the difference between ‘Monitoring’ and ‘Evaluation?’
2. **See the BIG Picture:** what are M&E tools and what are the used for? How can they help move our work forward.
3. **De-Mystify M&E:** Feel comfortable with M&E terminology and tools.
4. Homework: revise/create an M&E plan for your organization.

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WHAT IS M&E?

Monitoring and Evaluation gives us a system and a plan for answering the question—*how are we doing as an organization?*

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M(ONITORING) VERSUS E(VALUATION)

WHAT IS THE DIFFERENCE?

Implementation—Is it going well?

- Helps you to know if implementation is going as expected.
- Informs internal decision-making about program implementation.
- Communicates to donors that you have a 'plan' to ensure things stay on track.

Performance—Are we achieving what we thought we would?

- What is our impact? Do our programs work? How can they be strengthened?
- Informs internal decision-making about program investment.
- Communicates your achievements and impact to donors.

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SOME EXAMPLES…

Scenario 1: Your organization runs a community center that provides many services to local women and girls, including a library, entrepreneurship training, SRH and health education.

You want to know:

- How many people your organization has served.
- Whether or not their lives have improved as a result of your program?

Scenario 2: Your organization runs after school life skills programs at 20 schools.

You want to know how the program is going at your schools in order to know:

- Which staff may need more training?
- Which schools may need additional support?
- Figure out where you should expand?

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M&E TOOLS: WHAT'S THE DIFFERENCE?

Theory of Change

Results Framework

M&E Plan

In your own words, can anyone explain in one sentence (or two) one of these tools?

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M&E TOOLS: WHAT'S THE DIFFERENCE?

	Theory of Change	Results Framework	M&E Plan
	• **Explains HOW your programs will achieve your expected results.**	• **A MAP of your organization's resources, program activities, and expected results.**	• **A PLAN for how to measure success, and when/how/by whom measurement data is collected.**
How is it used?	Communications & Fundraising	Planning & Fundraising	Management

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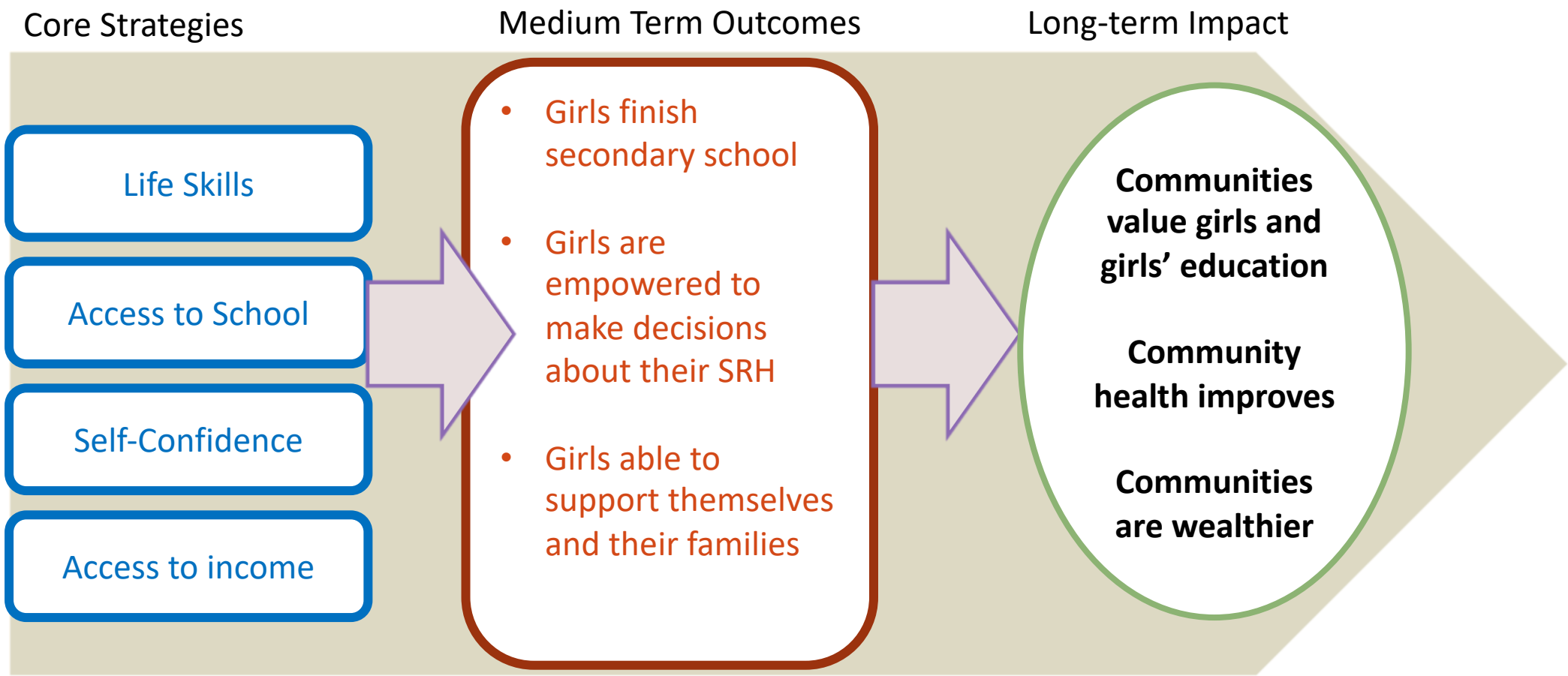
1. THEORY OF CHANGE:
HOW DOES YOUR PROGRAM ACHIEVE RESULTS?



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AMPLIFY THEORY OF CHANGE

THE CHALLENGE:

Girls face overwhelming challenges in communities worldwide and the organizations working directly with these communities are under-resourced and under-valued in the global discourse.

PURPOSE:

Foster collaboration and learning opportunities that strengthen the work of community driven organizations and shifts the traditional development paradigm.

VISION:

AMPLIFY's vision is to create large-scale social impact through a community based alternative to traditional development scale.

MISSION:

Our mission is to AMPLIFY the voices, work and impact of local partners focused on the power and potential of adolescent girls.

WE KNOW THAT:

1. **Development Challenges are Embedded in Community Context...**
   - The challenges associated with poverty are different in every community.
   - This is especially true of gender norms and gendered-practices that particularly affect girls.
2. **Thus Community Driven Approaches are Necessary— Especially for Girls...**
   - Only community orgs are able to understand and to affect change around harmful gender norms/practices.
   - Community orgs understand that holistic solutions that address girls' physical, emotional, and developmental needs self-beliefs.

ORGANIZATIONAL GOALS:

1. Build an Alternative Model to Scale—one that prioritizes 'localized' solutions.
2. Give Community Based Organizations a Seat at the Policy & Investment Table.
3. Document the Impact of Community Based Organization through rigorous M&E and Research.
4. Build the Skills of Community Based Organizations to Strengthen their Work and Communicate Results.

ANTICIPATED CHANGES:

Create a model for Investment in Local Solutions to Girls' Education.
Shift Traditional Investment Practice to one that is Community-Driven.

2. RESULTS FRAMEWORK:

A MAP OF YOUR ACTIVITIES, RESOURCES AND EXPECTED RESULTS

- Does your organization call it something else?

Results Framework = Logic Model = Logical Framework (Logframe) = Indicator Framework

RESULTS FRAMEWORK (LOGIC MODEL): A MAP OF YOUR RESULTS

Inputs	Programs/Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
Resources that make your programs possible. Example: - Key staff - Infrastructure Curriculum - External partners	**Activities that give outsiders a clear understanding of your organization's scope of work.**	**What can be counted as a result of your activities. Examples:** - Number of students attending - Number of Trainings held.	**What is the CHANGE you expect to see as a result of your programs? (In the short-term).**	**What is the CHANGE you expect to see as a result of your programs? (In the long-term).**

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RESULTS FRAMEWORK (LOGIC MODEL): A MAP OF YOUR RESULTS

Evaluation

Inputs	Programs/Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
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Monitoring

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RESULTS FRAMEWORK-EXAMPLE

Inputs	Programs/Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
• 6 faculty advisors • 5 peer mentors • Scholarship sponsors • Life Skills Curriculum	1. Life Skills Program (after school)	• Number of Life Skills meetings • Number of girls attending the life skills meetings.	• Girls become aware of their SRH needs & rights • Girls have improved Agency	• Girls delay marriage until 18 or beyond • Girls avoid early pregnancy
	2. Scholarships to Secondary School	• Number of scholarships given	????	???

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SMALL GROUP ACTIVITY: IDENTIFYING OUTCOMES

Short-Term Outcome:

1. **More girls are able to get an education**
2. **More girls completing secondary.**
3. **Reduction of number of girls who are out-of-school**
4. **Increased number of girls transitioning from primary to secondary**
5. **Increasing school enrollment.**
6. **Reduced teen pregnancies amongst girls receiving scholarship.**
7. **Increased number of girls who have improved performance**

Long-term Outcome:

2. More access to education for girls.

2. Increased literacy levels

Improved attitudes to girls education by parents

Young women getting employed

Reduced teen pregnancies in the community/country

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	2. Scholarships to Secondary School	• Number of scholarships	• More girls complete secondary school. • More girls transition to University	• Girls & their families have improved financial security.

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- Does your organization have a Results Framework?
- If you've seen it how are you using it?

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3. M&E PLAN = RESULTS + INDICATORS + GOALS+ DATA COLLECTION PLAN

OUTCOMES
From your Results Framework!

INDICATORS
How you plan to measure Outcomes

GOALS
How much change you hope to achieve.

PLAN for DATA COLLECTION
How will you keep track of progress?

3. M&E PLAN =
RESULTS + INDICATORS + GOALS+ DATA COLLECTION PLAN

Result	Measurement	Goal		Data Collection Plan		
Outcomes	**Indicator**	**Baseline**	**Target**	**Data Source?**	**When collected?**	**Collected by Who?**
1. Girls have improved Agency	Percent of girls scoring above average on the Agency Survey	25% of girls have above-average Agency	75% of girls leave program with above-average Agency	Agency Survey	Beginning and end of each school year	M&E officer
2. Girls aware of the SRH needs and rights	Percent of girls with increased knowledge of SRH	Girls score avg 10% on SRH pre-test	Avg score on SRH post-test increases to 70%	SRH pre/post test survey	Bi-annually at beginning and end of school year	Faculty Advisor

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3. More girls are able to get an education	1.1 Percentage of girls graduating. 1.2 % of performance increase for girls	1.1 1.2 Achieve average 65% grade	1.1 90%+ will graduate 1.2 75%+ achieve A grade	University graduation lists/UCE Results Country examination results (by county)		

WHAT QUESTIONS DO YOU HAVE ABOUT TERMINOLOGY?

Are there words you don’t understand?

What have you seen in a document (maybe from a funder) that is confusing?

Any other questions?

MORE TERMINOLOGY

- Strategic Objective (for the organization)
  - Outcome –the **change** you anticipate seeing.
    - Indicator –the way that you **measure** the change (outcome).
      - Target/Goal –the level/size of change you plan to achieve.

MORE TERMINOLOGY: WHAT'S THE DIFFERENCE?

Expected RESULT of the program/activity.

How you plan to MEASURE the change (outcome).

Desired or target level of change (in terms of how you measure it).

QUESTIONS

- How do you use an M&E Plan?

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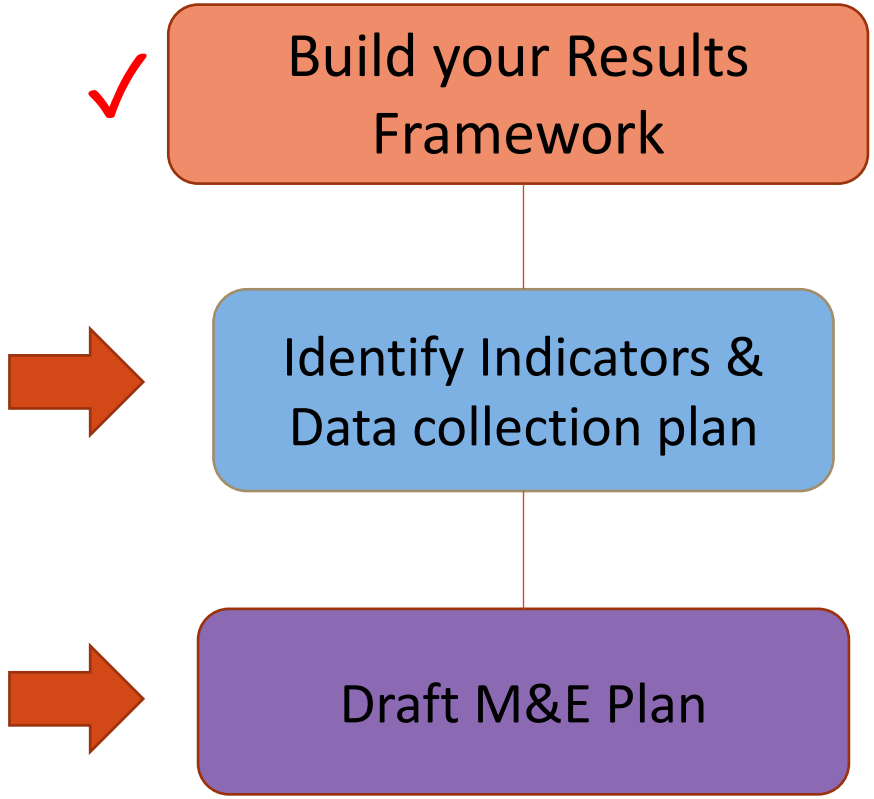
M&E ACTION STEPS



NEXT TRAININGS:

1. **Peer Learning Session: USING Agency Survey for Organizational Learning (Linda & ?)**
   - June 23rd
2. **Developing Good Indicators (Brenda)**
   - July 7th
3. **Topic TBD: Tentatively—Basic Analysis Using Excel**
   - July 24th