PARTICIPATORY MONITORING AND EVALUATION

Measuring Performance for Impact

Jemimah Njuki
International Centre for Tropical Agriculture
Harare, Zimbabwe

Outlines

□ Introduction

□ Evolution of monitoring and evaluation methods and approaches

□ Participatory Monitoring and Evaluation

□ Some Key issues in PM&E

■ Examples

The context

□ Innovation systems characterized by
  ■ multiple actors
  ■ different types of innovations (technical, social, institutional, organization)
  ■ different sources and types of knowledge

□ Decentralized systems, demand driven systems for research and extension

□ Increasing role for farmer organizations and local stakeholders

□ Increasing demand on R&D organizations to impact on livelihoods and poverty reduction

---

Multiple Functions / Purposes

- **Accountability Function:** To account for resources used and results achieved
- **Tracking Progress:** Internal tracking of progress and achievements and the lack of it!
- **Knowledge Generation Function:** To generate knowledge about what works, where, when, under what conditions
- **Improved Decision Making Function:** To improve decisions about policies, programs and organizations.
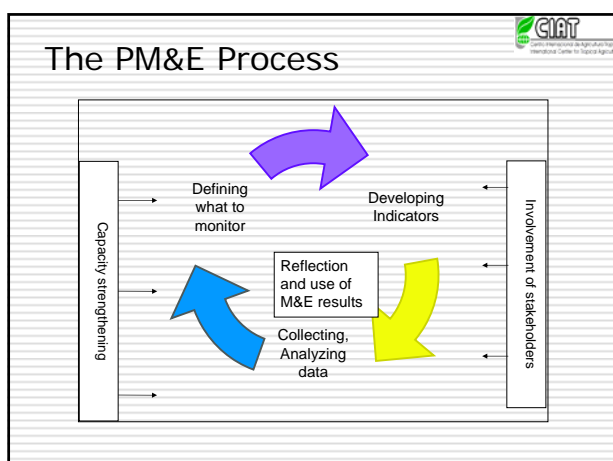- **Learning Function:** To facilitate learning, institutional change

Evolution of M&E approaches and methods

- Early years of evaluation focused on evaluation for accountability mainly driven by donors-Lack of use of evaluation findings by programmes / organizations
- Growing need to involve users of evaluation results in order to increase the use of evaluation findings
- Different forms of involvement giving rise to different types of M&E
  - Collaborative
  - Democratic
  - Participatory
  - Empowerment

Participatory Monitoring and Evaluation

Goals
- Integrate perspectives of different actors within the innovation system in monitoring and evaluation
- Develop internal systems for tracking progress, for improvement, learning and institutional change
- Increase utilization of evaluation results / promote process use
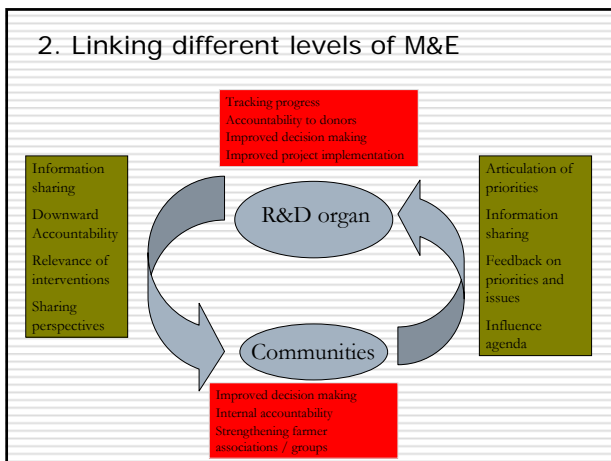- To change the culture of M&E from policing role to a performance improvement role

The PM&E Process

Issues

- ☐ Integrating stakeholders / perspectives
- ☐ Linking different levels and scales of M&E
- ☐ Expanding the scope of M&E
- ☐ M&E within the project cycle
- ☐ Combining multiple tools and methods
- ☐ Changing the culture of M&E
- ☐ Capacity Building
- ☐ Research
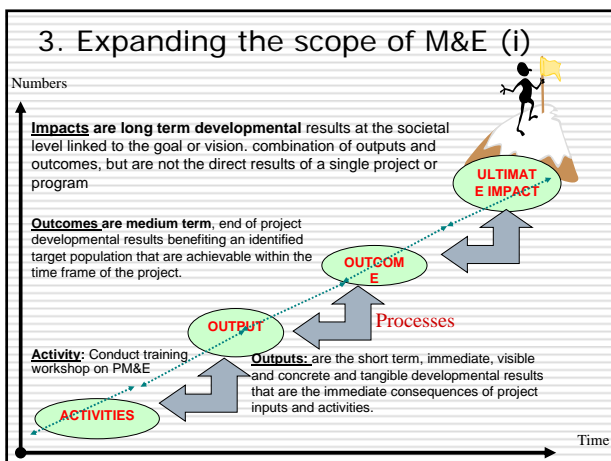
1. Integrate stakeholder perspectives in M&E
☐ Different actors within the innovation systems including farmers

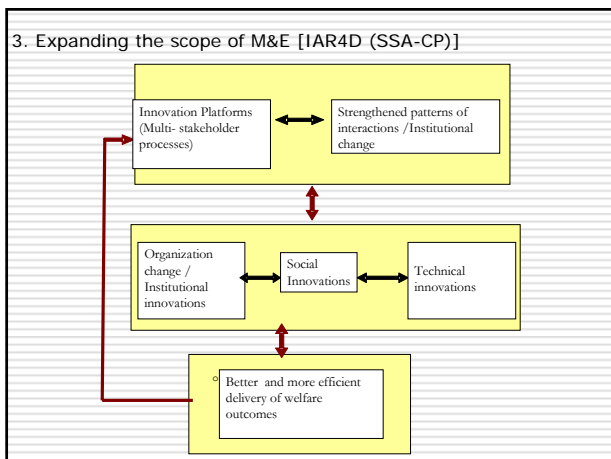| Results	Indicators	
Increased food self sufficiency	Availability of maize throughout the year-length of time harvested maize lasts	
	Fruits ripening on the trees (papaw and bananas)	
	Change in expenditure on non food and food items	
	Amount of maize produced per unit area	
Increased income	Men	Women
	Income generating activities initiated	Children going to secondary school
		Good food (breakfast, good quality tea)
	Men not drinking traditional beer	Women going to market weekly
	Good clothing	Better clothing -- *women wearing new khangas, kodokodo,*
Capacity Building	Ability to carry out research on their own	
	Capacity to approach the extension worker	
	Self reliance in finding seed, market, and services from other organization	
	Number of people trained, number of workshops held	
Improved soil fertility	types & presence of weeds, "feel" of the soil, capacity of soil to hold water, change in yields	
	Nutrient levels (carbon, phosphorus, macronutrients)	
	Change in PH	
	OM content	

2. Linking different levels of M&E

Tracking progress
Accountability to donors
Improved decision making
Improved project implementation

Information sharing

Downward Accountability

Relevance of interventions

Sharing perspectives

R&D organ

Communities

Articulation of priorities

Information sharing

Feedback on priorities and issues

Influence agenda

Improved decision making
Internal accountability
Strengthening farmer associations / groups

---

3. Expanding the scope of M&E (i)

Numbers

Impacts are long term developmental results at the societal level linked to the goal or vision. combination of outputs and outcomes, but are not the direct results of a single project or program

Outcomes are medium term, end of project developmental results benefiting an identified target population that are achievable within the time frame of the project.

ULTIMATE IMPACT

OUTCOME

OUTPUT

Processes

Activity: Conduct training, workshop on PM&E

Outputs: are the short term, immediate, visible and concrete and tangible developmental results that are the immediate consequences of project inputs and activities.

ACTIVITIES

Time

---

3. Expanding the scope of M&E [IAR4D (SSA-CP)]

Innovation Platforms (Multi- stakeholder processes) ↔ Strengthened patterns of interactions /Institutional change

Organization change / Institutional innovations ↔ Social Innovations ↔ Technical innovations

Better and more efficient delivery of welfare outcomes
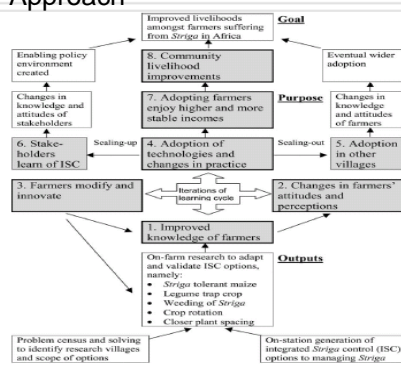
---

3. Expanding the scope of M&E (ii)

Focus on processes----Partnerships
- ☐ Partnership performance indices based on a set of variables
  - ■ Based on a 7 point rating scale of partnership performance
  - ■ Partnership assessment tool.doc

- ☐ Social capital index
  - ■ Categorization of types of social capital
  - ■ For each type of social capital, use of a key set of variables to calculate an index
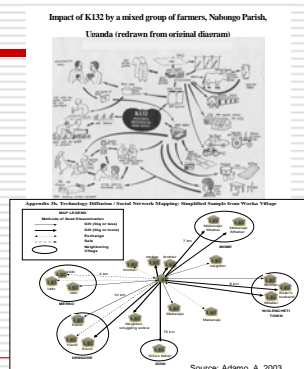 - ■ Useful for characterization of farmer organizations

---

4. M&E in the project cycle---The Impact Pathway Approach

---

5. Multiple methods and tools

- ☐ Multiple levels / functions of M&E
- ☐ Requires the combination of qualitative and quantitative indicators for monitoring
  - ■ Quantitative and statistical based methods
  - ■ Qualitative methods-e.g Outcome Mapping, impact mapping, scoring indexes etc

Impact of K132 by a mixed group of farmers, Nabongo Parish, Uganda (redrawn from original diagram)

Source: Adamo, A, 2003

---

6. Changing culture of M&E

"The donor will send an evaluator!"

"It is for the social scientists, we have nothing to do with it!"

"The headquarters are coming to monitor us!!!!"

- ☐ Developing internal organizational systems for monitoring, data collection and continuous use of data for self improvement, learning and accountability

- ☐ Need to complement these efforts with broad generic indicators / evaluations that provide broad comparisons
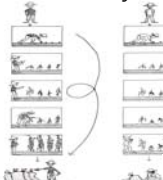
---

7. Building capacity for M&E (ii)….

- ☐ Capacity strengthening as part of the implementation process
- ☐ 9 countries (research, NGOs, Private sector, farmer organizations/ groups, university professionals)
- ☐ Institutionalization
  - ■ Short term courses on Participatory Monitoring and Evaluation
  - ■ Incorporation of M&E in curriculum of tertiary institutions (Kenyatta University, Southern and West Africa)
  - ■ Developing guides for use by research and development partners

---

7. Building capacity for M&E (i)

Two Farmers Cultivating Maize

- ☐ Understanding the implications of engaging different stakeholders in the process
  - ■ Negotiation
  - ■ Diversity of perspectives
  - ■ Diversity of tools and methods
- ☐ Development of methods for building capacity for PM&E for local stakeholders
  - ■ the use of simple graphics at community level
  - ■ Use of drama, role play and visualization tools
  - ■ Manuals and guides, general principles

8. Research

Three levels of research

- Role of PM&E in enhancing linkages between different actors within the innovation system and especially enhancing linkages between farmers / farmer organizations and R&D partners
- PM&E and farmer organizations: Extent to which it improves demand articulation, social organization and accountability (horizontal and vertical accountability)
- PM&E and research organization-improving project performance and delivery of outcomes

---

Conclusions

- Recognition of different levels and functions of M&E-combining functions to enhance utilization
- Developing capacity for data collection, analysis and utilization
- Recognizing and mapping boundaries of change/ influence
- Multiple responsibilities