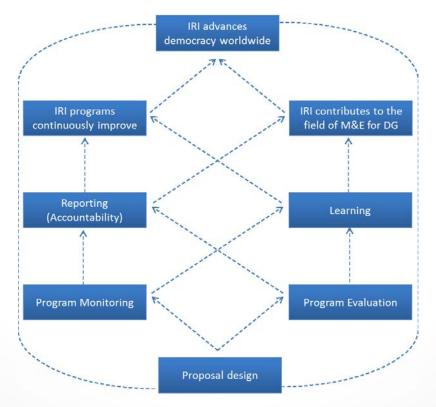


Building Local Sustainability for Adaptive Development Programming: A Practitioner's Guide to Capacity Building for Monitoring, Evaluation and Learning

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Background

- Who is the International Republican Institute (IRI)?
- IRI's approach to M&E



IRI M&E Structure

IRI's Office of Monitoring and Evaluation

Local Partners Evaluation Program

Country-specific M&E Local Capacity Trainings

Methodology

Program Theory and Utilizationfocused Evaluation Principles

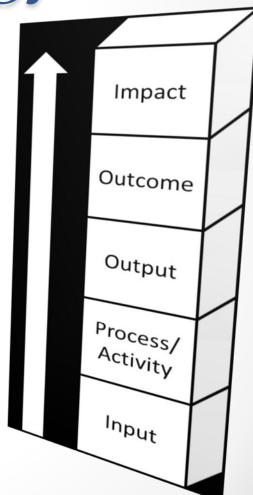
- Program Theory Narrative
- Theory of Change
- Theory of Action

Methodology

Results Chain Exercise

Define inputs, outputs, outcomes, impact

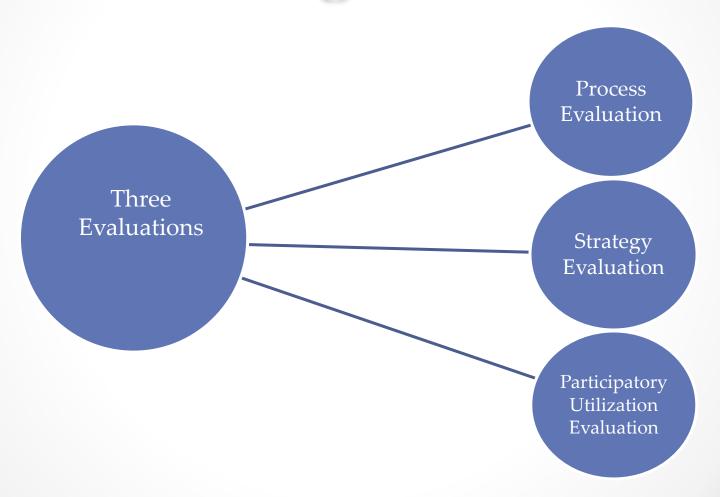
Develop M&E workplan



目标:需求的优先顺序和解决方案通过参与式程序确立和作沟通 OBJECTIVE: PRIORITY COMMUNITY NEEDS AND THEIR SOLUTIONS ARE DEFINED AND COMMUNICATED THROUGH PARTICIPATORY PRO-CESSES 和政府欣赏参与式程序的好并开始主动找机会运用Communities and 利益攸关方透过媒体、网站、口耳相传学到参与式程序并开始学做同样的 政府解决通过参与式程序提出的优先问题Government addresses Stakeholders learn of participatory processes through media, website, word of priority community need raised through participatory processes mouth, and begin to replicate them. 老百姓明白他们在决策上和与 .政府认清对他们真正所需和解决 中国政府与公民社会有了参与式程序有关信息的途径Chinese government and civil society have access to information on community partici-方法是有想法的Government 政府有建设性地互动的价值 patory processes. recognizes that communities Citizens understand their value in decision making and have ideas for solutions to their productive interaction with governneeds. 透过SSCA建立起一个培训师和其 他对参与式对话有兴趣的人的网 指 A network for trainers and oth-与政府共同决定问题的优次和解决放案Communities and government ers interested in participatory comjointly determine priorities and their solutions munity dialogue is initiated, via 培训师参与的居民会议更针对具 产生一群中国的参与式程序的主 培训师有效实施开放空间 体问题和具参与性Trainers partici-持人和培训师A cadre of Chinese Trainers implement effective pate in Resident's Meetings that are facilitators and trainers on partici-Open Space more issue-based and participatory patory processes is established 领导与培训师开会时学到如何使 和政府领导与培训师开会时学到 从而建立一个参与式程 用开放空间技术来确定问题优 用参与式程序搞好居民会议During 信息的沟通平台, 其内容来自 meetings with trainers, community 先顺序的好处 所在During 于培训师反馈后续的反映A leaders learn how to improve Resimeetings with trainers, communicommunication platform for infordent's Meetings through participaty and government leaders learn mation on participatory processes is established with content drawn 培训师为在其实施的参与式程序 培训师把参与式程序引进他们自 from drawn from feedback sessions 发展详细计划Trainers develop 己的NGO, 又教授其他人如何 to be held with trainers. defined plan to carry out partici-使用Trainers introduce partiopatory processes in their commupatory processes to their own nitles NGOs and train others on its use 35 个培训师通过培训学会发展参 发展培训网络并为培训 与式程序的技能35 trainers gain / skills in participatory processes 师安排开展所需的资金 for community development 问题以支持他们。. through trainings. 物色从有对话需要的内找人选 为开放空间和居民会议开发培训 identifies training candidates from 法方法和材料。develops training communities with community diamethods and materials for Open logue needs. Space and Residents Meetings. 建立实施和监督TOT项目所需的能力builds the capacity necessary to implement and monitor TOT program

M&E Work plan				
Activity	Indicator	Target	Actual	Data Collection Activity (incl. method, frequency)
County Level Land Rights Training Program	Number of individuals trained	40		Sign in sheets, pictures, video, English agenda, materials
County Level Land Rights Training Program	Number of participants that demonstrate increased knowledge by listing three items learned at the training program on an evaluation form	28		Evaluation forms, interviews
County Level Land Rights Training Program	Anecdotal evidence suggests officials utilize lessons from the training in the development of policies	N/A		Observation of response after an incident, media reports, phone calls, FGDs, interviews
Legislative Advocacy	Number of departments or agencies to which sends recommendations	6		List of organizations
Legislative Advocacy	Anecdotal evidence of feedback to recommendations	N/A		Feedback anecdotes
Legislative Advocacy	Number of departments or agencies that reference or make use of the recommendations	4		Media reports, phone calls, interviews
Observer Network	Number of observers that attend the Observer Network Meeting	30		Sign in sheets, pictures English agenda, materials
Observer Network	Number of articles sent by observers	20		List of articles and short summary in English
Observer Network	Anecdotal evidence suggests observers improve their ability to observe and document discrminiation against women in China	N/A		Communication with observers
Publications	Number of e-newsletters sent	6000		e-newsletter statistics
Publications	Number of website hits per month	2000		website statistics
Publications	Number of annual reports distributed	600		annual report statistics

Case Study: IRI China Program



Findings

 M&E training program successfully helps local partners to think differently about how they design and implement programs in favor of results-

oriented programming.

 Emphasize utilization and adaptation

- Behavioral change can be challenging, especially for development veterans
- Important to break down preconceived notions about M&E



Recommendations

- Combine in-depth trainings with ongoing "helpdesk" support
- Develop strategies for partners follow-up such as integrate M&E work plan into contractually obligated report and frequent calls, emails and Skype chats
- Encourage partners to utilize M&E findings



Recommendations

- Training of Trainers approach is cost effective and has cascading effect, but beware inexperienced trainers
- Strong culture of M&E by the funder likely to flow down to local organizations



