

# High Impact Monitoring & Evaluation Through Winning Environment for Development Organisations

## Introduction

The history of development work reveals that planning and implementation of development initiatives has often received greater attention than Participatory Monitoring and Evaluation (PM&E). The growing concern for PM&E by donors, government agencies, non-government organizations, CBOs, PRIs and other development organizations can be attributed to scarcity of funds than moving towards ensuring greater accountability and results at user ends even though there are an increasing concern at all levels with trends towards decentralization and devolution of power needing new forms of oversight. Moreover, PM&E activities emerged in response to these concerns, have often been focused on measurements, externally driven, oriented to the needs of the donors and policy-makers rather than addressing to the requirements of local stakeholders, emphasizing objectivity and the distance between evaluators and participants. It has often been interpreted for the purpose of making judgments rather than learning and empowerment. Hardly one could find the scope of the importance of Winning Environment that has a great bearing in PM & E. At the same time, there is a growing global appreciation and understanding of the value of participation as a critical element in development. Methods in participatory action research have evolved in support of participatory monitoring & Evaluation in most of the development activities. These methods include participatory action research (PAR), rapid rural appraisal (RRA), participatory rural appraisal (PRA), participatory learning and action (PLA), and farming systems research (FSR) and so on and so forth.

In view of this, the course is designed to broaden participants' understanding of PM&E as a support to program/ project management at different levels and as a tool for strengthening participatory M&E, enhancing local capacity, and increasing local people's confidence and control over development decisions and processes. The course is intended to examine PM&E concepts, approaches, methods, principles, tools and techniques, which have been tested and used in the work field. Drawing from a range of significant experiences, the course also tries to highlight the application and maintenance of PM&E system as a major outcome at organizational level.

## Objectives

- To provide the participants a facilitative learning environment conducive to a cooperative yet challenging self-assessment and shared discourse about conventional and participatory monitoring and evaluation (PM&E) concepts and practices.
- To help them to explore critical elements that supports the establishment and maintenance of PM&E within development organizations.
- To enable them to articulate a rationale for practical application of PM&E within the context of the paradigm shifts in development sector & within the context of their own winning organization environment, programs or projects.
- To encourage them to identify different ways & means to establish high impact PM & E and improve on their ongoing practices.

## Coverage

- Conceptual understanding of PM & E.
- Situational analysis an opportunity to review the global and organizational contexts within which PM&E implemented. This means a review of the concepts and processes of programs/projects management and conventional M&E that form the foundation of PM&E. It will look into global

development trends, issues and the experiences for participatory approaches to M & E with focus on Winning Environment.

- Designing and Facilitating the PM&E Process focuses on Impact Monitoring; the facilitative role of the development workers in the entire process and outlines the necessary attitudes, skills and tools to make PM&E possible.
- Reflections from the lessons learnt & the PM&E Tool Kit, Methods & Techniques to elicit stakeholders responses.
- The Does & Don'ts- the code of Ethics.
- The road Map to PM & E Checklist.
- The Reporting Frames & Formats for effective Monitoring & Evaluation.
- Strengthening Systems for PM&E describing elements that support the establishment, implementation and maintenance of PM&E in the context of development organizations & the key strategies that enable organizations to demystify, sustain, institutionalize and expand PM&E practices.
- Action planning participants reflect, consolidate, synthesize and apply their learning from the course through developing an appropriate action plan to be followed up at back home situation.

### Methodology

The training learning process will focus on both theoretical understanding and holding a few practice sessions. The program shall be covered in an interactive and experiential manner, and will include case analysis/discussion, field work, role plays, stimulating learning, facilitation, presentations, exercises and lecture sessions. It will include individual as well as group work sessions.

### Expected Outcomes

By the end of the course, participants will have:

- Articulated the rationale for the applications of PM&E within the context of the paradigm shifts in development sector.
- Identified various elements that constitute the application of PM&E;
- Reflected on the practical application of PM&E within the context of their own organization, programs and projects considering the impact and bearing of a larger Winning Environment and
- Enlisted the ways & means as how to improve on their current practices and make high impact monitoring and evaluation.

### Expected Participants

The course is basically intended for Managers, Planners, monitoring and evaluation officers, Program officers, Project managers, & officers facilitating Action Research, Trainers /Extension workers, Community Mobilisers & facilitators and advocacy workers representing Government, NGO, CBO, PRI & Corporate houses.

#### Programme Directors

Prof. Brajaraj Mohanty &  
Mr. George Kurean

#### Duration

5 days: August 20-24, 2009

#### Venue

Bhubaneswar