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Monitoring and Evaluation

Building strong monitoring and evaluation (M&E) mechanisms within the context of decentralisation and local government is critical for ensuring accountability, efficiency and effectiveness. Donors, researchers and development practitioners are increasingly focusing on the development of tools that can be used at a local level to strengthen M&E capacity. The creation of participatory M&E tools is key to engage local citizens in M&E, thereby improving local accountability processes. The resources below include tools, operational guidance and case studies.

M&E at the local level

There are various challenges for successful M&E processes within local government. Firstly, M&E systems need to be developed that actually promote change and learning at the level of operation, rather than just being exercises for the benefit of higher levels of government or for the sponsoring institution. This requires systems for feeding back M&E findings to local level officials and ensuring that suggested changes are subsequently made. Secondly, M&E capacity at a local level needs to be strategically built. That includes measures to stimulate interest in M&E, improvement of statistical literacy across staff and the development of procedures for information collection and dissemination.

Loquai, C. and Le Bay, S., 2007, 'Building Capacities for Monitoring and Evaluating Decentralisation and Local Governance: Experiences, Challenges, Perspectives', In Brief no. 19, European Centre for Development Policy Management (ECDPM)

How can donors and developing countries track the progress of decentralisation while making development more participatory and relevant to local populations? This brief from the European Centre for Development Policy Management suggests that greater efforts be made to build local capacities for monitoring and evaluating decentralisation and local governance. It argues that involving local actors in monitoring and evaluation will both facilitate the decentralisation process and improve the performance and legitimacy of local governments.

Full summary available in alphabetical appendix or online at:

<http://www.gsdr.org/go/display&type=Document&id=3289>

Maina, B., 2005, 'Monitoring and Evaluation of Support to Decentralisation and Local Governance: Kenya Case Study', European Centre for Development Policy (ECDPM), Management Discussion Paper No. 61, Maastricht

Support to democratic decentralisation and local governance has become an important area for European development co-operation. Why is assessing the impact of support to decentralisation still a considerable operational challenge for aid managers and their partners? This paper from the European Centre for Development Policy Management explores the ways to improve monitoring and evaluation (M&E) in relation to decentralisation in Kenya. It concludes there is a need for an unambiguous policy framework and for learning by doing.

Full summary available in alphabetical appendix or online at:

<http://www.gsdr.org/go/display&type=Document&id=1472>

M&E tools and operational guidance

Several of the resources below identify participatory tools and approaches for M&E.

Hilhorst, T. and Guijt, I., 2006, 'Participatory Monitoring and Evaluation – A Process to Support Governance: A Guidance Paper', report to the World Bank, Royal Tropical Institute (KIT), Amsterdam

Strengthening meaningful participation and empowerment of citizens and improving the quality of governance at the local level are essential for effective poverty reduction. This Royal Tropical Institute (KIT) guidance paper explores how a Participatory Monitoring and Evaluation (PM&E) process can enhance participation, empowerment and governance in World Bank supported projects and programmes. PM&E is not constructed as an instrument for 'control' but focuses on improving the quality and direction of joint development initiatives and local governance.

Full summary available in alphabetical appendix or online at:

<http://www.gsdr.org/go/display&type=Document&id=3306>

UNCDF, 2005, 'Participatory Monitoring & Evaluation at District and Local Level: Mechanisms, Evidences and Practices (MEP),' April, 2005, Consolidated review of case studies, best practices and regional experiences launched on GovNet, PovNet, Evalnet and Net, UNCDF

This United Nations Capital Development Fund working paper examines participatory monitoring and evaluation practices at district and local level in Mozambique. Its aim is to test the usefulness of a selected set of qualitative and quantitative indicators in providing insights into local level poverty processes. It finds that such indicators, when collectively designed and appropriately combined, can provide policy-relevant information on wideranging issues covering the dynamics of poverty and associated processes at the local level.

Full summary available in alphabetical appendix or online at:

<http://www.gsdr.org/go/display&type=Document&id=3362>

Hutchinson, P. and LaFond, A., 2004, 'Monitoring and Evaluation of Decentralization Reforms in Developing Country Health Sectors', *Partners for Health Reform plus*, Abt Associates Inc., Bethesda M.D., US

Monitoring and evaluation of decentralised health sectors in developing countries are hampered by lack of good data and research design, and by the scope of reform. This paper, published by Abt Associates, presents a conceptual framework for health sector monitoring and evaluation, and identifies key indicators with which to measure decentralisation results. More comprehensive reviews of country decentralisation programmes in the health sector would be enhanced by developing new indicators and improving research designs and data collection.

Full summary available in alphabetical appendix or online at:

<http://www.gsdr.org/go/display&type=Document&id=3303>

Case studies

- Dery, B. and Dorway, A., 2007, 'Ghana: District-based Poverty Profiling, Mapping and Pro-Poor Planning as a Monitoring and Evaluation Tool', Bamako: MATCL, REDL, SNV, ECDPM:
[http://www.ecdpm.org/Web_ECDPM/Web/Content/Download.nsf/0/1197C9B5FE648029C1257551005525F9/\\$FILE/SNVGhana%20Poverty.pdf](http://www.ecdpm.org/Web_ECDPM/Web/Content/Download.nsf/0/1197C9B5FE648029C1257551005525F9/$FILE/SNVGhana%20Poverty.pdf)

Other resources

- The European Centre for Development Policy Management ran a research project from 2005–07 on 'M&E Support to Decentralisation and Local Governance'. Project information, reports, case studies and other publications are available at: http://www.ecdpm.org/Web_ECDPM/Web/Content/Navigation.nsf/index2?readform&http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/7732def81ddd7ac1256c240034fe65/c47067a3cd17610ec125710900432c53?OpenDocument
- GSDRC Gateway Guide on M&E <http://www.gsdr.org/go/gatewayguides/monitoring-and-evaluation>
- McLoughlin, 2008, 'Community Monitoring of Service Delivery', GSDRC Helpdesk Research Report, GSDRC:
<http://www.gsdr.org/docs/open/HD508.pdf>

