

What Gets Measured Matters

Monitoring For Improvement
and Evaluating Your Impact

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Organizational Capacity Development

- Governance
- Strategic and Business Planning
- Organizational Assessments
- Outcome / Results Planning and Measurement (Monitoring and Evaluation)

Resource Mobilization

- Partnership Development
- Social Enterprise
- Marketing and Communications
- Fund Development

Training

Facilitation

Consulting

Coaching

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Learning Objectives

- Purpose and benefits of measuring results and impact through Monitoring and Evaluation efforts;
- Integrate monitoring and evaluation efforts to reflect Strategic and Business plans
- Understand the basic components of building a monitoring and evaluation framework and plan;
- Identify simple and appropriate monitoring and evaluation methods and tools to measure results and impact.

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Monitoring Vs Evaluation

Monitoring:

- What is happening?
- Ongoing
- Allows for adjustments and improvements within the current model.

Evaluation:

- Why and How?
- Specific Point in Time
- Assesses the current model, its effectiveness/worth, and internal or external factors impacting the model.

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Purpose and Benefits

Learning

- What's working and what's not.
- How to improve performance.
- What factors impact the model being used.

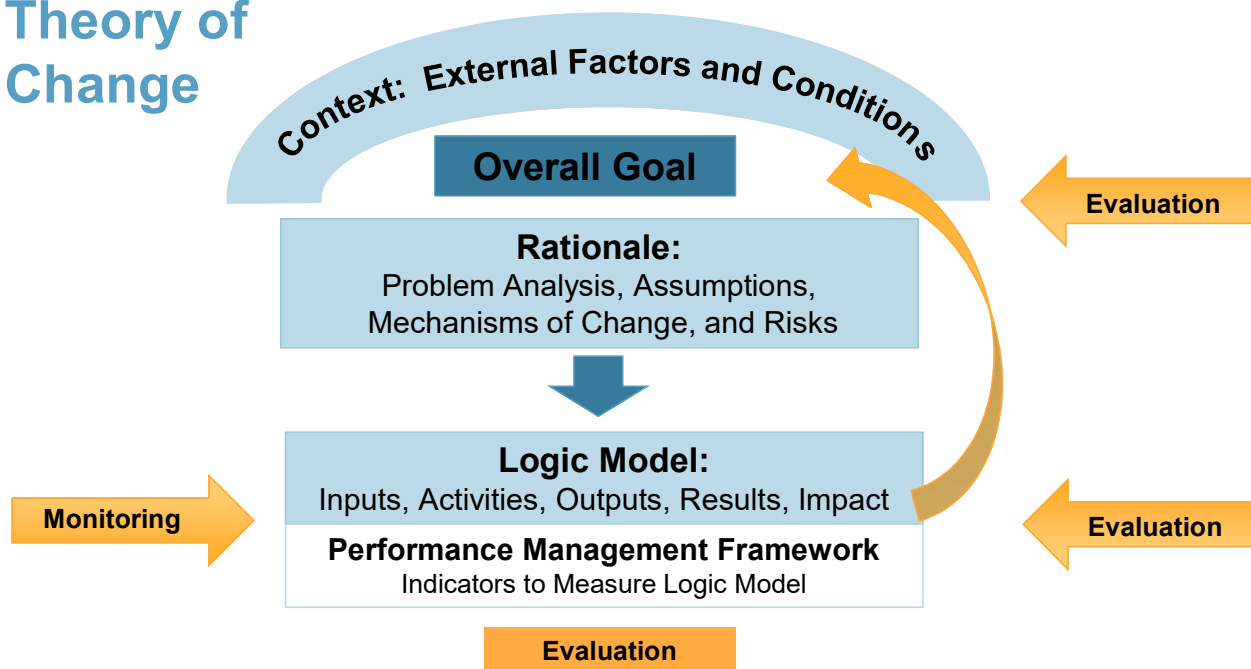
Accountability

- Funder requirements.
- Partner relations.
- Report back to the community.
- Compare to other agencies of similar mission.
 - Costs
 - Effectiveness

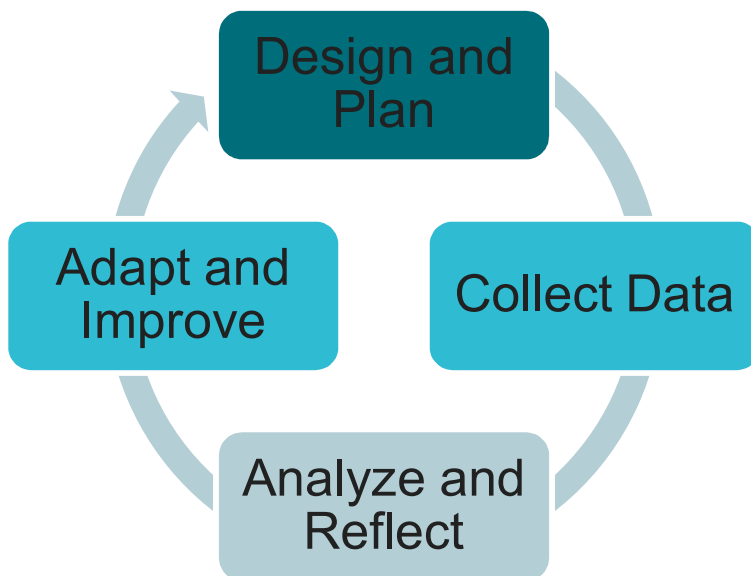
Resource Mobilization

- Hone staff and volunteer focus.
- Recruit participants to your program/service.
- Build donor support.
- Expand community engagement.

Theory of Change



Continuous Learning



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Components of a Monitoring and Evaluation Framework

Monitoring

- **Logic Model:** Identifies the resources and activities that are expected to lead to intended results and impact.
- **Performance Management Framework:** Identifies how results will be captured and measured.

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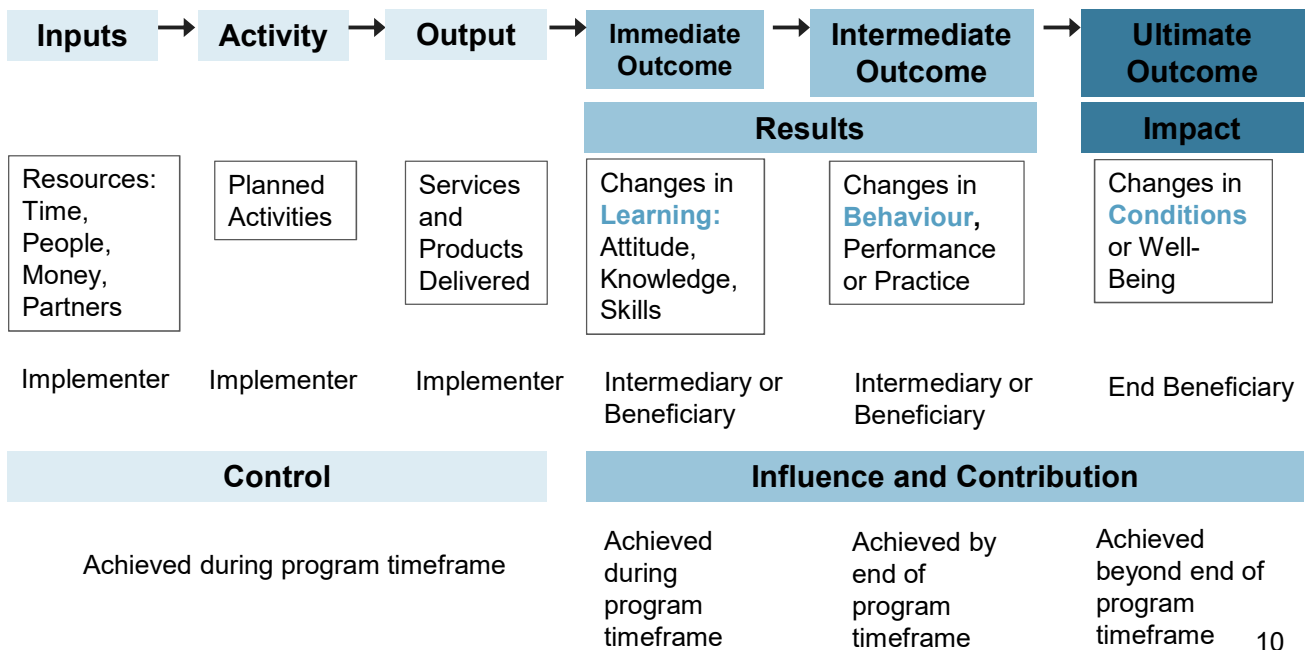
Components of a Monitoring and Evaluation Framework

Evaluation Options

Timeframe	Type of Evaluation
At Beginning of the Project:	Formative Evaluations: Needs Assessment, Situation Analysis
During a project:	Mid-term Evaluations: Implementation Evaluation, Process Evaluation
At the End of a project:	Summative Evaluations: Outcome Evaluation, Impact Evaluation

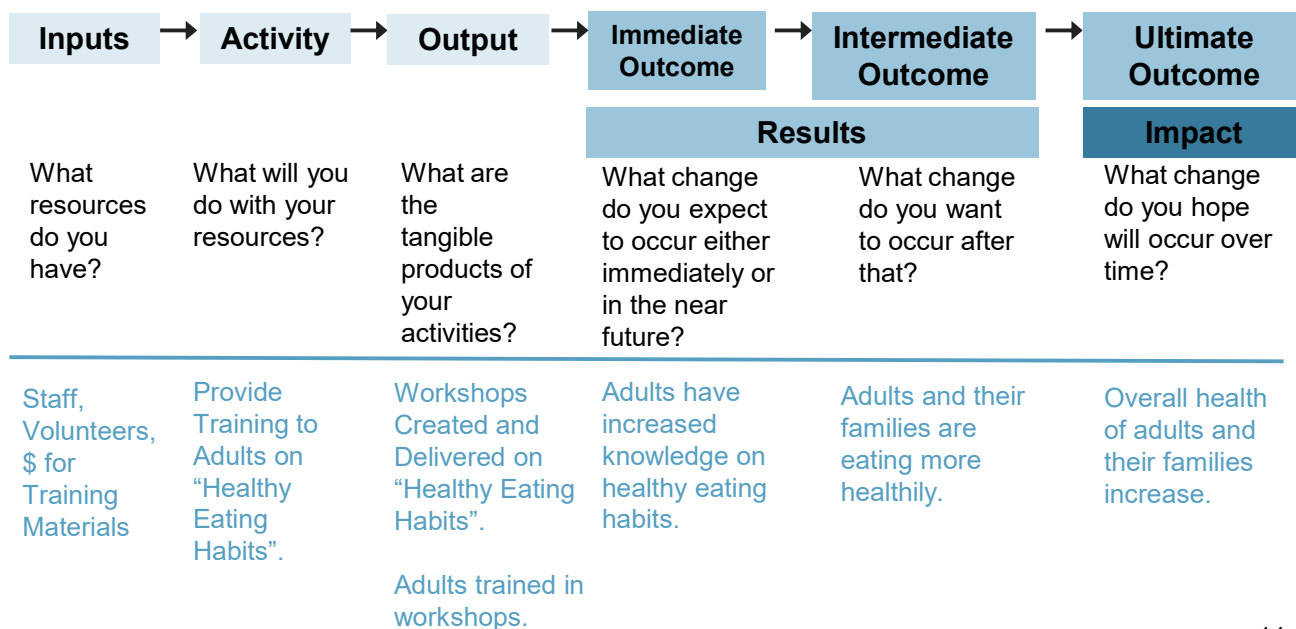
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Logic Model Components and their characteristics



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Logic Model Example



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Logic Model Exercise

You are operating a recreation or sport society, focused on promoting exercise and physical activity.

Ultimate Outcome: Overall health of adults and their families increase.

Write a results chain (input to intermediate outcome) focused on exercise/physical activity that leads to the ultimate outcome.

Use first row on your handout.

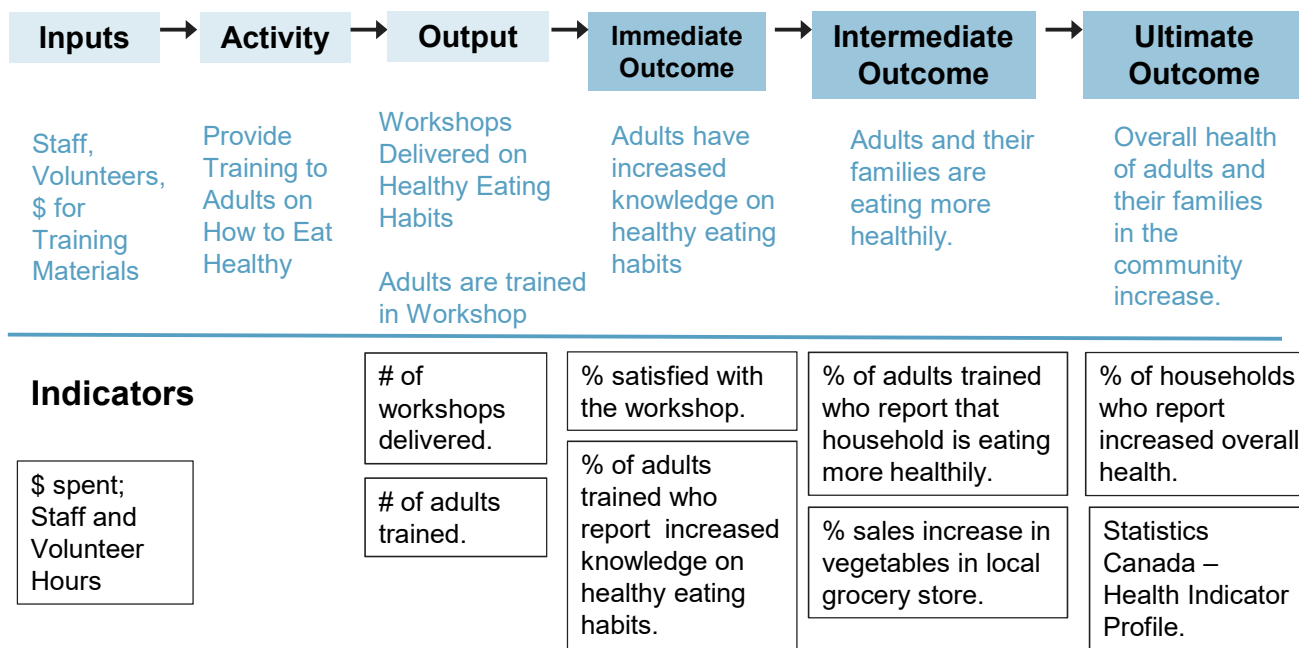
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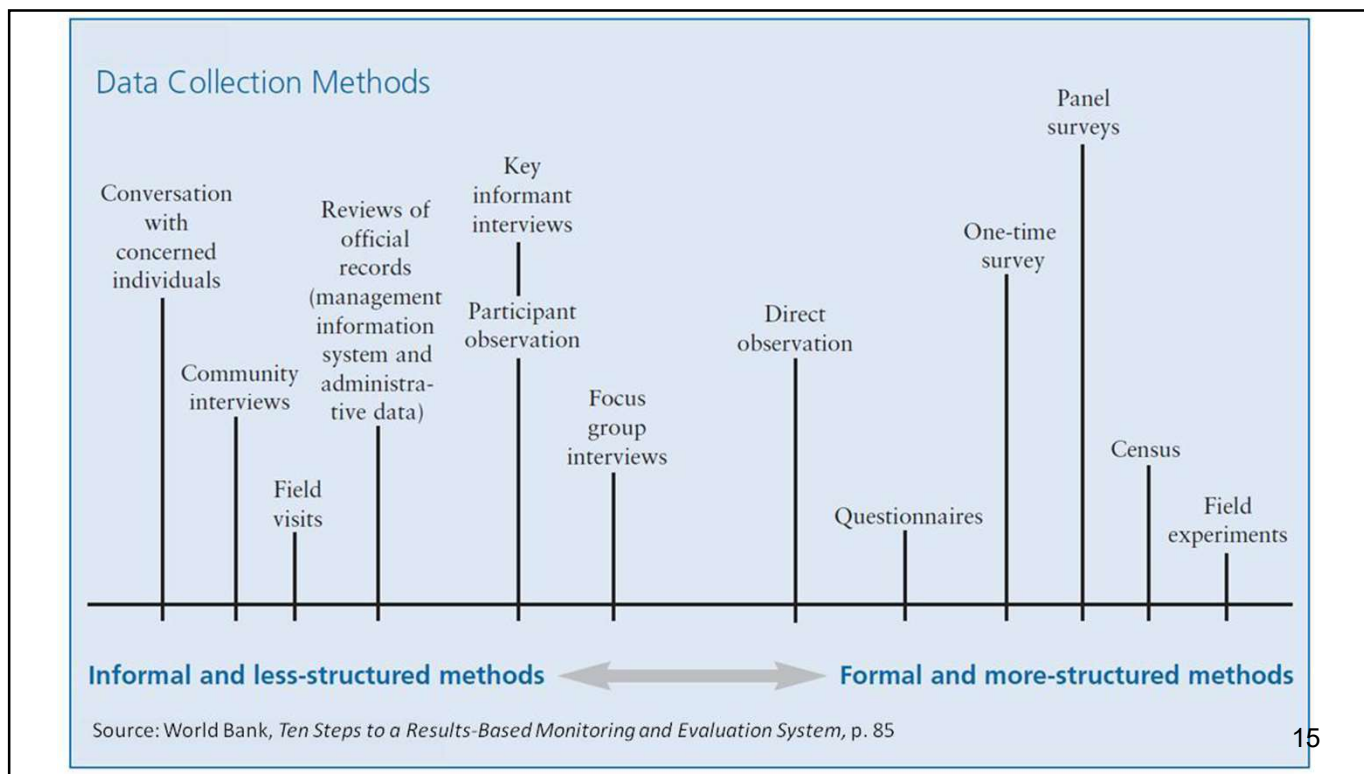
Components of a Monitoring and Evaluation Framework

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Indicators for Performance Management Framework





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Performance Management Framework - Template

Result	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Ultimate Outcome	% of population demonstrating change in condition			Gov't Statistics			
Intermediate Outcomes	# of participants reporting or demonstrating change in behaviour	0	75	Partners Participants	Interview Focus Groups Participant Observation		
Immediate Outcomes	% of participants reporting increased knowledge	25%	75%		Survey	Annually	
Outputs	# of people trained	0	100	Participants	Analysis of Records	Quarterly	

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Performance Measurement Framework Exercise

Write 1-2 indicators for each:

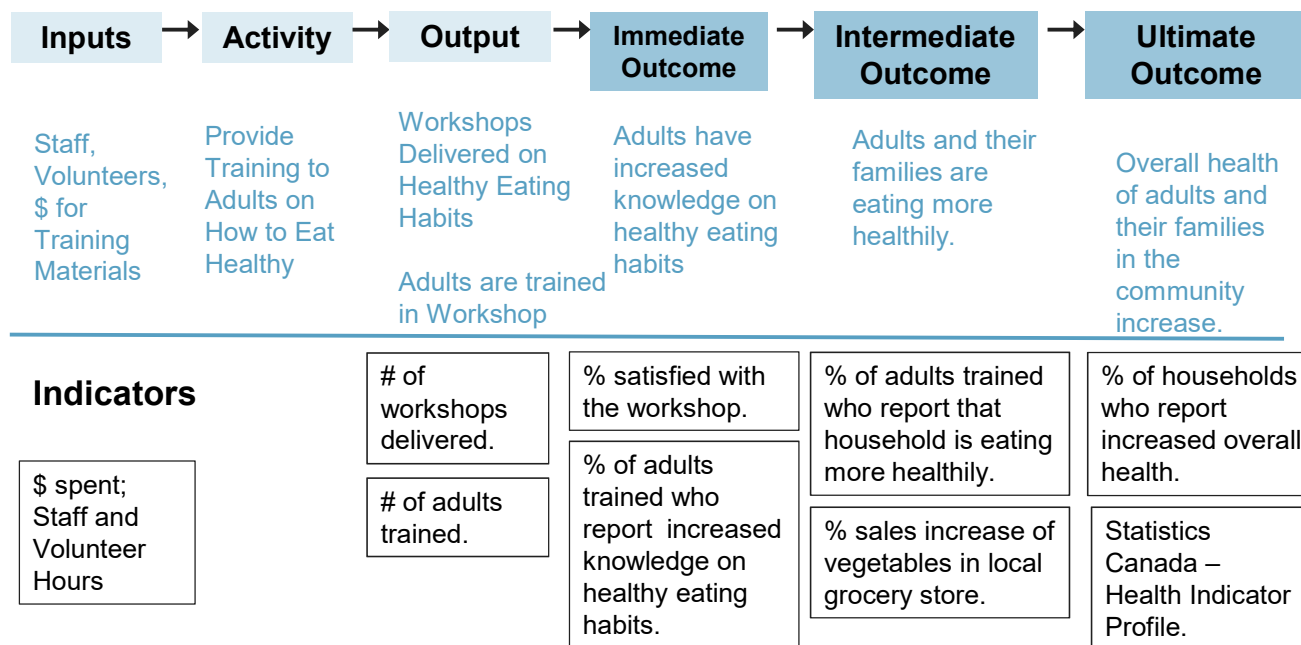
- Output
- Immediate Outcome
- Intermediate Outcome
- Ultimate Outcome

For each indicator, choose a data collection method.

Use second row of your handout.

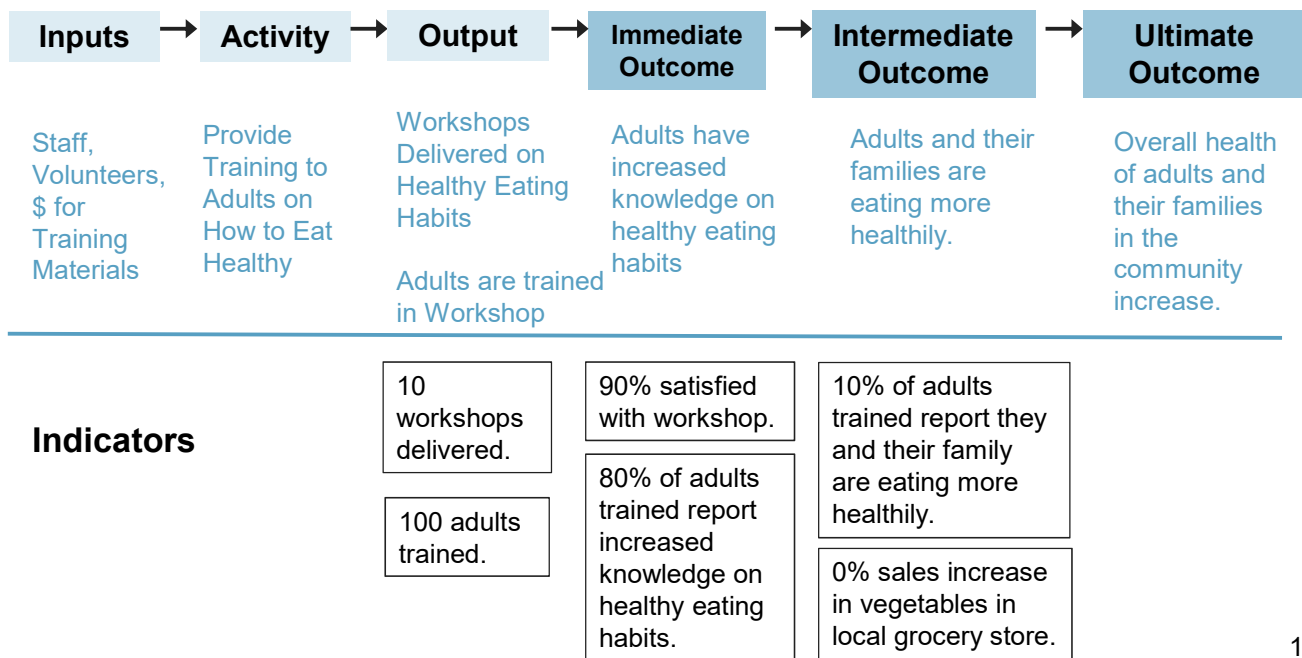
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Indicators for Performance Management Framework



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Evaluating The Results

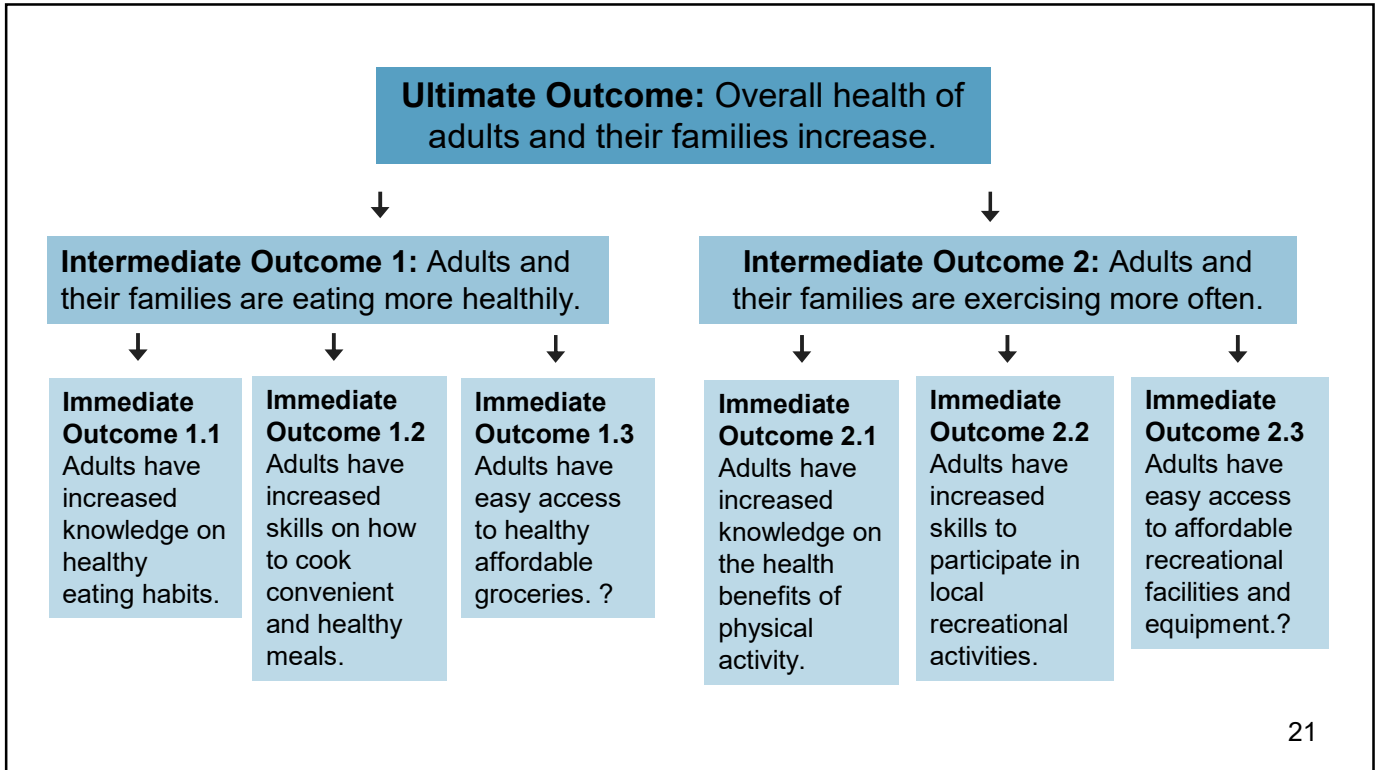


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Evaluating the Results Exercise

- What assumptions did we make/ we miss about our participants?
- What external factors or conditions did we miss?
- How might we adapt our model?
- What potential changes, additions, or deletions could we make to our inputs and activities to improve our results?

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Questions?

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References and Resources

Global Affairs Canada <http://www.international.gc.ca/development-developpement/assets/pdfs/partners-partenaires/bt-oa/rbm-gar-guide-e.pdf>

The Impact Foundry
<http://www.impactfoundry.org/resource/logic-model>

Evaluation
Toolbox http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=20&Itemid=159

Meera
<http://meera.snre.umich.edu/evaluation-what-it-and-why-do-it#good>

CDC
<https://www.cdc.gov/std/Program/pupestd/Types%20of%20Evaluation.pdf>

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Thanks!

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