



Use of Monitoring

Report of a survey among Dutch development organisations about the use of monitoring data beyond reporting

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1 Introduction

Introduction and background

This survey is commissioned by the Working Group on Monitoring and Evaluation of Partos. The group consists of monitoring and evaluation practitioners who discuss issues of interest to their work. A major issue they identified is the fact that many people who are involved in monitoring and evaluation (M&E) of interventions often perceive that the energy invested in it is little useful for the practitioners of these interventions.

A practice of monitoring and evaluation has evolved that is pre-dominantly functional as upward accountability to donors: fulfilment of formal requirements. This has resulted in the bureaucratization of M&E. The potential of M&E to support learning with a view to improving performance and innovation, is underutilized. The Partos Working Group on M&E aims to contribute to the development of a more balanced M&E practice with more attention to the utilization of M&E for improvement, innovation and learning purposes.

In recent years, for many of the organisations to which the working group members belong, the MFSII subsidy framework has had a dominant influence in shaping the current M&E practice of these organizations. In 2015 MFS II will come to an end and currently most organizations are already in a process to diversify their funding base. Some organisations participate in a new framework with the Ministry, focusing on policy influencing. This diversification of funding only makes it more necessary to have a unified system for monitoring and evaluation that really helps the organisation, if organisations do not want to end up being led by a diverse set of donor requirements.

The working group started off looking at utilization of both monitoring and evaluation, and found that there already is a wealth of studies, guidelines, checklists etc. on the utilization of evaluations including utilization for learning. Participants of the working group believe that attention for the utilization of monitoring¹ is underrated while monitoring may well have much more (used or unused) learning potential than evaluation.

As part of the effort to get more insights in the use of monitoring for learning and improvement, a survey was commissioned with the objectives

- 1) to find out to the main purposes of monitoring and the actual use of data and findings obtained through M&E.
- 2) to identify the factors that influence the use of monitoring beyond reporting.
- 3) to identify and describe innovative solutions members of Partos have developed to improve the use of M&E for purposes especially for improving programs and innovation.

2 What we did

Methodology

A survey was developed. This survey included several sets of questions. The first set of questions was intended to find out some information on the respondents. This included questions about:

- 1) Position in the organisation: director, person responsible for programmes, person involved in monitoring, evaluation or knowledge development.

¹ Briefly defined as “a continuing function that uses systematic collection of data to provide the organisation and its stakeholders with indications of the extent of progress and achievement of objectives”, abbreviated from the OECD-DAC Glossary of key terms.

- 2) Whether the response was given from the perspective of the individual organisation or an alliance² with other organisations.
- 3) The dominant mode of operation³: grant making to partners, implementing through field offices, direct implementation (e.g. campaigns, global advocacy).

Depending on their answers to these questions, respondents would get a different set of follow up questions. For example, questions about partners were not included in the survey for those for whom direct implementation was the main mode of operations.

The next set of questions in the survey were intended to understand the monitoring system. This included questions about:

- 1) Position of monitoring in the organisation
- 2) Requirements used toward partners
- 3) Instruments used for monitoring

The next section included questions to understand the actual use of monitoring data for a range of potential purposes. Questions were asked about the use of monitoring by the Dutch organisation, by partner organisations or field offices (if applicable) and by target groups⁴. The framework of Sandison (2006)⁵ has been used as a starting point⁶ and has been adapted to monitoring. This resulted in the following table of potential uses. Some of these types of uses were not included in the questions about use by partners and use by target groups. Responses were given on a four point scale: Never/seldom, Occasionally, To a considerable degree, (Almost) always.

Table 1. List of uses of monitoring, used in the survey.

Uses of monitoring
Instrumental use for reporting and accountability
Reporting and accountability to donors
Reporting and accountability internally (insights for management about progress)
Reporting and accountability to partners
Communication to the wider public
Instrumental use for adjustment and improvement
As an input for planning
Adjusting projects and programs during their period of implementation
Taking decisions about committing funds/staff during period of implementation
Taking decisions about committing funds/staff for subsequent project periods or similar projects or programs
Taking decisions about (dis-) continuation of partnerships
Taking decisions about capacity development of partners (or implementing field offices)

² In the co-financing framework MFS2, all organisations were required to form alliances. In practice most of these alliances comprised of two to eight member organisations. Many alliances developed their own, joint, monitoring systems.

³ If an organisation had more than one of these, the respondent was asked to select the most relevant.

⁴ "Target groups" consist of a broad range of individuals, groups, communities, institutions, depending on the type of programmes, and the mode of operations (e.g. target groups of partner organisations, or target groups of direct implementation such as global campaigns).

⁵ Sandison, P. (2006). The utilisation of evaluations. ALNAP Review of Humanitarian Action: Evaluation Utilisation.

⁶ The categories legitimizing use, misuse, ritual use and non-use were left out because they were felt to be less applicable to monitoring, or could not be translated into practical use statements for a survey. While Sandison mentions accountability as an example of ritual use, in our typology we included it as part of instrumental use, because genuine accountability uses do not deserve the qualifier ritual use.

Uses of monitoring	
Conceptual use	
Learning from monitoring data about what does or does not work and thereby increasing the body of knowledge of the organization	
Process use	
Learning from being involved in the monitoring process about what does or does not work and thereby increasing the body of knowledge of the organization	

After asking about types of use, questions were asked on the factors that influenced use of monitoring beyond reporting and accountability (all except the first category of uses in the list of Table 1). For these questions, the framework originally developed by RAPID, ODI (Court et al., 2005)⁷ and adapted by Sandison (2006) was used. The table below shows the operationalized and adapted factors.

Table 2. List of factors that influence use of monitoring, comparing Sandison's list and what is used in the survey.

From Sandison's framework	Adaptations for monitoring, operationalized in statements for survey
Factors related to quality – Quality of monitoring process and product	
Purpose and design	The design of the monitoring system is adequate in view of the monitoring needs of your organization
Participation	In your organization the right people are involved in a meaningful way in the monitoring process
Planning	Monitoring data are generated in time to influence decisions or opportunities for adaptation
Quality of the evidence (incl. relevance and presentation)	The monitoring data is of sufficient quality to be trusted
	The right type of information is being collected
	Data gathered is used for making relevant analyses and comparisons
	Data / analyses are presented in ways that the issues at stake can easily be understood
Mechanisms for follow up	In your organization monitoring data are being discussed and reflected on regularly
Evaluators credibility	(Factors about monitoring staff are placed under organizational factors in the case of monitoring)
Factors related to organization – Organizational culture and structure	
Culture	The organization is open for adjustments and changes
	The organization is open for critical reflection (willing to admit lack of progress rather than deny it)
	In your organization creativity of staff is encouraged by leadership
Structure	Sufficient financial resources are made available for monitoring
	Your organization has staff with specific monitoring expertise
	Staff with monitoring expertise is accessible for those who are supposed to use monitoring data
	Staff can be retained and is motivated to achieve the best possible results
Knowledge management	(see: mechanisms for follow up)
Relational factors	
	The organization trusts that flexibility is allowed by (back-)donors to adapt programs
Personal and interpersonal Role and influence of an evaluation unit	Monitoring staff has constructive relations with program implementation staff
	Program staff regard monitoring as an effort that they benefit from, rather than something that is demanded by others
Networks, communities of practice	(not included)

⁷ Court, J., I. Hovland and J. Young (eds) (2005) Bridging Research and Policy in Development: Evidence and the Change Process. London, UK: ITDG Publishing.

From Sandison's framework	Adaptations for monitoring, operationalized in statements for survey
Factors related to the external environment	
Pressure from (back-) donors	(Back-) donors exert pressure to use monitoring data to adapt programs
Protecting reputations and funding	Monitoring data are made publicly available
Pressure from the beneficiaries	Monitoring data are made available to partner organizations and/or target groups

These factors were presented as statements. For each statement two questions were asked: 1) is this true in your organisation and 2) does this influence the use of monitoring data (beyond reporting)? Responses were given at a four point scale (Not/hardly, Somewhat, Quite a bit, Very much). These questions were asked for the Dutch NGOs, partners or field offices and target groups. Respondents could indicate if they wished to respond at the latter two levels. At these two levels, the factors that were not applicable were left out.

Finally the survey asked for specific examples or practices where monitoring data had indeed be used beyond reporting to donors. This was done with the intention to follow up some of these cases.

Annex 1 contains the complete survey.

The survey was sent to 112 email addresses of different members of Partos. Each contact person was invited to send the survey to one director, one M&E person and a maximum of three program staff.

Analysis was done using averages and distributions of quantified responses. Cross tabulations were made for types of respondents and mode of operation, and correlations were made between types of use occurring and the presence of certain factors.

Annex 2 contains a selection of the analyses that are not included in the main text.

3 The respondents, organizations and monitoring systems

The survey was sent to 112 organisations. For at least 16 of these, the survey was not applicable⁸. The survey received 59 responses: 9 directors, 25 persons responsible for programs and 25 persons working on monitoring, evaluation and / or knowledge management. They spent an average of 53 minutes on the survey. Respondents answered anonymously, but could provide contact details when submitting examples of good practices if they could be contacted. Based on this information and a comparison of equal IP addresses, it is certain that respondents represent between 29 and 47 different organisations (30-49% of eligible organisations).

Table 3 below shows the main mode of implementation of the organisations

Table 3. Main mode of implementation

Mode of implementation	Short name	No.
Grant making to (coalitions of) partner organisations who implement	Partners	25 (42%)
Implementing through field offices of the organisation	Field offices	19 (32%)
Implementing directly (such as awareness raising, lobby and advocacy focusing on Dutch and international target groups)	Direct implementation	15 (25%)

⁸ For example networks of consultants or NGOs, fundraising platforms, research networks. Several of these responded that the survey was not applicable to their situation.

Table 4 shows the place of monitoring in the structure of the organisation. Most organisations have a department for monitoring and evaluation, but still leave the main responsibility for monitoring with the implementing departments that are also the main users of monitoring data. Organisations that mainly work through direct implementation often have their monitoring function completely integrated (47% as opposed to 16% of organisations that implement through partner organisations).

Table 4. Place of monitoring in the organisation

Mode of implementation	Short name	No.
Monitoring unit, department or staff member (possibly with evaluation) that is responsible for all monitoring	Separate department does monitoring	7 (12%)
Monitoring unit, department or staff member (possibly with evaluation) that offers on-demand support and / or quality control for monitoring, while program departments actual monitor the work	Separate department for support and quality	32 (54%)
Completely integrated with program departments and staff	Monitoring integrated	15 (25%)
Other (mostly variations of the second option)	Other	5 (8%)

Of those organisations that work with partners or field offices, almost half (43%) require their partners to have an M&E department or staff. In 20% of the cases, this is not required but most partners still have this, while in the remaining 36% partners do not have an M&E department or staff. Almost all organisations (93%) require their partners or field offices to report both output and outcome results. Of those who require reporting on outcomes, two thirds prescribe some indicators and two fifths prescribe some methodologies to measure them. Most others provide suggestions for indicators and methodologies.

Figure 1 below shows for a range of monitoring instruments how many respondents indicate that their organisation uses them. 10 respondents report to apply all these instruments and 18 have four or less of these instruments. Specific exercises to measure outcome results and result databases (or management information systems that include result values) are used the least.

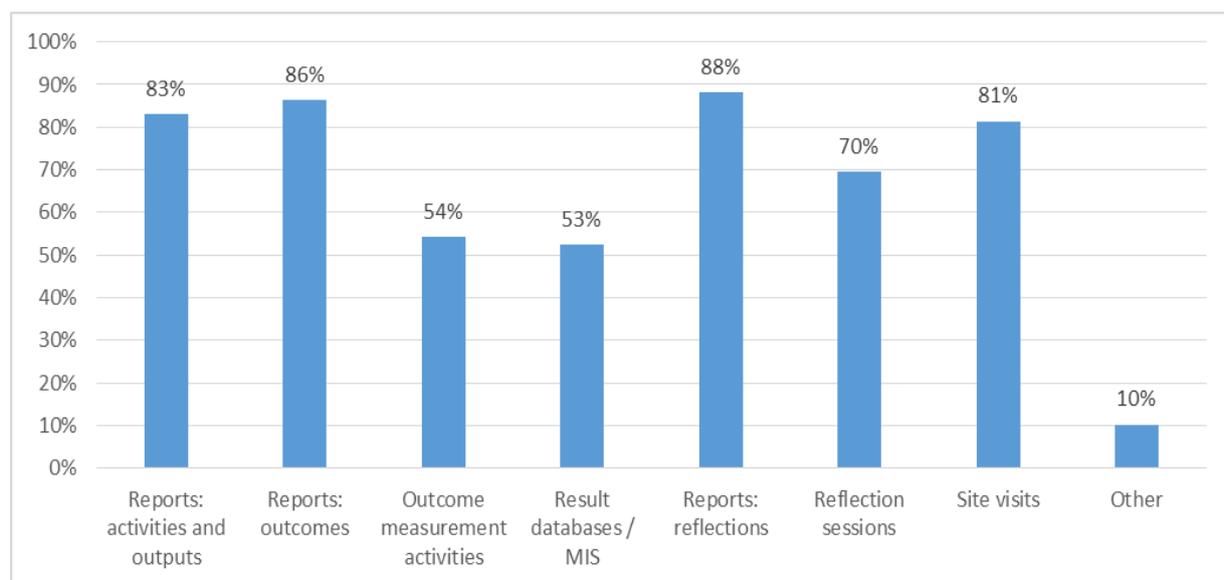


Figure 1. Percentages respondents using various instruments for monitoring

4 Main findings

4.1 About use of monitoring data

1. Use of monitoring data is still predominantly for accountability purposes and particularly for accountability and reporting to donors (score 1.00 point⁹ higher than the average score for all other uses). This is true for Dutch NGOs (+0.89), but even more so for implementing partner organisations and field offices (+1.09).
2. Directors of organisations are more optimistic than their colleagues about use of monitoring in their organisations beyond accountability (+0.41) and particularly about use of monitoring for learning (+0.64). M&E staff are more critical than both directors and programme staff (-0.37), particularly about use for learning (-0.67). When looking at use of monitoring data by implementing partner organisations or field offices, these differences are smaller (directors +0.39, M&E staff -0.26): directors are even more critical about partners' accountability to donors (-0.43) than their colleagues.
3. Use of the organisation's monitoring data by target groups does not occur often. For organisations that implement directly, target groups use monitoring more (+0.64) than for organisations that implement through field offices or target groups. This is plausible since there are less actors involved and target groups are closer.
4. There is a relation between the manner in which the monitoring function is placed in the organisation and the use of monitoring. Accountability to donors is higher when a separate monitoring department is fully responsible for monitoring (n=7, +0.25), but use as an input for planning is much higher when the monitoring function is fully integrated (n=15, +0.52).

4.2 About factors that influence use

5. Most of the factors of the proposed framework are perceived as indeed having a large influence on use of monitoring beyond accountability and reporting. This is true for factors related to quality, organization and relations, but somewhat less for external factors (such as public availability of data and external pressure to use data).
6. Most of these factors that influence use of monitoring are present in Dutch NGOs. But, according to respondents, they are much less present in their partner organisations. Particularly the organisational factors are to a large extent present in Dutch NGOs, but much less in their partners.

5 How monitoring is used

Table 5 and Table 6 below present the responses to what extent monitoring data are used by Dutch NGOs, by their implementing partners or field offices and by target groups. The types of use relate to those presented in Table 1 and the four point scale used is also presented in paragraph 2.

⁹ The points refer to the quantified scale where 1 is the lowest and 4 the highest possible score. In this example the scores are 3.65 on average for reporting to donors and 2.65 on average for all other uses, thus having a difference of 1.00.

Table 5. Averages of quantified scores for categories of use of monitoring data for Dutch NGOs, implementing partners and field offices and target groups. A colour scale from green (4.00) to red (1.00) is used to visualise the scores.

Type of use	NGO (n=59)	Partners (n=43)	Target groups (n=56)
Accountability	3.20	2.91	2.04
Communication	2.75	2.36	
Decision taking and improving	2.69	2.70	2.10
Learning	2.68	2.49	2.08
Average	2.83	2.68	2.07

As is presented above, the table shows that use for accountability is dominant, particularly accountability to donors, and that use by target groups is much less than use by Dutch NGOs or their partners. Some relevant differences between types of organisations and types of respondents have been presented in paragraph 4.1.

Table 6. Averages and mini distribution charts of scores assigned to types of use of monitoring data by Dutch NGOs, implementing partners and field offices and target groups.

Type of use	NGO	Partners	Target groups
Accountability			
Reporting and accountability internally	3.29	2.84	
Reporting and accountability to donors	3.64	3.65	
Reporting and accountability to partners	2.66		
Reporting and accountability to target groups		2.23	
Holding NGO/partner accountable			2.04
Communication			
Communication to the wider public	2.75	2.36	
Decision taking and improving			
As input for planning	2.98	2.93	
Adjustments during implementation	2.82	2.77	2.10
Taking decisions about resources during implementation	2.59	2.40	
Taking decisions about resources after project period	2.59		
Taking decisions about capacity development	2.68		
Taking decisions about partnerships	2.47		
Learning			
Learning from monitoring data	2.71	2.51	2.10
Learning from monitoring process	2.66	2.47	2.06

The mini distribution charts in blue present the numbers of scores 1, 2, 3 and 4.

6 Factors that influence monitoring

The factors that are mentioned in the tables below refer to those mentioned in Table 2. There, the complete statements can be found that were presented to respondents in the survey. For each statement, the respondent was asked to answer two questions: “Is this true in your organisation?” and “Does this influence the use of monitoring data (beyond reporting)?”¹⁰ Annex 2 contains an

¹⁰ An example statement from Table 2: “the right type of information is being collected”. A negative answer to this question would indicate that this is not the case: the monitoring in the organisation does not collect the right type of information. The second question then follows up: “does this influence the use of monitoring data”, in other words for this example: “Does the fact that in your organisation monitoring does not collect the right type of information, influence the way in which the monitoring data are being used in your organisation?”. A positive answer would indicate that ‘not collecting the right type of information’ is indeed a factor that influences the use of monitoring data.

overview of the perceptions about all factors that influence the use of monitoring data: for Dutch NGOs, for partners and field offices, and for target groups.

It is interesting to find out which factors have a big influence on use of monitoring, but are nevertheless not very true in the organisation. These factors present the biggest challenges: they are important, but not present in the organisation. Table 7 below presents the five factors where this gap is biggest for Dutch NGOs. Table 8 does the same for their partners and field offices.

Table 7. Gap analysis for factors influencing use of monitoring data by Dutch NGOs

Factor	Statement	Data	Interpretation in words
Quality: Analysis	Data gathered is used for making relevant analyses and comparisons	Importance: 3.04 True: 2.44 Gap: 0.60	Good analyses of monitoring data are an important to stimulate use, but they are insufficiently available
Quality: Type of information	The right type of information is being collected	Importance: 3.11 True: 2.51 Gap: 0.60	Monitoring data are only used when they are relevant, but in practice this is not always the case.
Relations: Ownership of monitoring	Program staff regard monitoring as an effort that they benefit from, rather than something that is demanded by others	Importance: 3.00 True: 2.47 Gap: 0.53	Program staff needs to appreciate monitoring and see the benefits. In practice this is often not ¹¹ the case, but rather it is seen as an external demand. Because of this, they do not make optimal use of monitoring data in their work.
Quality: Presentation	Data / analyses are presented in ways that the issues at stake can easily be understood	Importance: 2.87 True: 2.35 Gap: 0.52	Easy to understand presentations of analyzed data are important, so that discussions about implications are clearer. Often such presentations are lacking.
Quality: Design for use	The design of the monitoring system is adequate in view of the monitoring needs of your organization	Importance: 3.07 True: 2.56 Gap: 0.51	The design of the monitoring system should take the needs of users into account. In practice this is attempted, but the focus is often more on collecting and reporting data than generating relevant analyses for internal users.

Table 8. Gap analysis for factors influencing use of monitoring data by implementing partners and field offices

Factor	Statement	Data	Interpretation in words
Organization: Monitoring expertise	The organization has staff with specific monitoring expertise	Importance: 3.00 True: 2.08 Gap: 0.92 ¹²	Without staff with good skills in monitoring it is difficult to create the conditions that monitoring data are being used. In practice these skills are often lacking.

¹¹ The difference between respondents is striking: M&E staff see the biggest gap for this factor (true: 2.13), directors are quite optimistic (true: 3.00) and program staff themselves are in between (true: 2.64). Program staff see all the bigger gaps for factors in the category Quality. Quite likely there is a positive selection bias for program staff: those that are more interested in M&E are more likely to have responded to the survey than those that have negative perceptions about M&E.

¹² For organisations working with partners, the gap is 1.23 and for organisations working through field offices the gap is 0.58. Overall, the gaps are smaller for those working through field offices, but not very much (0.42 vs 0.58, cf 0.17 for Dutch NGOs).

Factor	Statement	Data	Interpretation in words
Quality: Analysis	Data gathered is used for making relevant analyses and comparisons	Importance: 2.88 True: 2.04 Gap: 0.84	Good analyses of monitoring data are important but are insufficiently made
Organization: financial resources	Sufficient financial resources are made available for monitoring	Importance: 3.04 True: 2.27 Gap: 0.77	Without financial resources for monitoring, it is difficult to obtain good and relevant material that is truly useful. Partners often do not set aside sufficient resources for it.
Relations: Trust in flexibility	The organization trusts that flexibility is allowed by (back-) donors to adapt programs	Importance: 2.84 True: 2.08 Gap: 0.76	To use monitoring for adaptation of programs, trust is needed that such adaptations are allowed. In practice, partners often do not have such trust and therefore do not adapt programs on the basis of insights from monitoring.
Quality: Presentation	Data / analyses are presented in ways that the issues at stake can easily be understood	Importance: 2.72 True: 2.00 Gap: 0.72	Easy to understand presentations of analyzed data are important, so that discussions about implications are clearer. Often such presentations are lacking.
Relations: Monitoring ownership	Program staff regard monitoring as an effort that they benefit from, rather than something that is demanded by others	Importance: 2.68 True: 1.96 Gap: 0.72	Program staff needs to appreciate monitoring and see the benefits. In practice this is often not the case, but rather it is seen as an external demand. Because of this, they do not make optimal use of monitoring data in their work.

The differences between the two tables are striking. According to respondents, the gap between the importance of factors and their presence in the organisation is much bigger in their partner organisations (of field offices) than in their own organisations (0.50 on average for all factors, vs 0.16). Particularly related to organisational factors, these factors are mostly present at Dutch NGOs (3.01), but much less at their partners (2.32), particularly the presence of monitoring expertise¹³ (3.02 vs 2.08) and the encouragement of creativity in the organisation (2.95 vs 2.08). The organisational factor with the smallest difference between Dutch NGOs and their partners is the openness for change (3.09 vs 2.72).

7 Good practices and ideas

33 Respondents provided information on the question if they knew of good examples of use of monitoring data in their organisation. The following table provides an overview of types of use cases insofar this could be understood from the information provided. The intention is to follow up a number of promising cases of use of monitoring by organisations. Annex 3 contains the full text of the

¹³ It is encouraging to see that M&E staff rates the presence of monitoring expertise in their partners higher than their other colleagues (2.18 vs 1.50 in the opinion of directors). Those who know the work of their M&E colleagues best, hold them in higher esteem.

examples provided about use of monitoring data and numbers in the table below refer to the numbered responses in the annex.

- 9 examples were given of use by Dutch NGOs, 8 of use by partners or field offices and 4 of use by target groups, and in 2 cases Dutch NGOs, partners and target groups were combined.
- 7 examples (3, 4, 10, 11b, 12, 25, 31) made explicit mention of reflection sessions that led to use. Mostly, these sessions were around analysed monitoring data with sensemaking by staff, by partners or several other stakeholders. In one story, these sensemaking sessions included explicit comparisons between partners to stimulate exchange (11b) and in another contribution (14) good practices were shared among a network to stimulate use.
- Several examples of use involved monitoring instruments with a very direct feedback cycle from collection to use: participants involved in monitoring directly use the discussions to take actions or to make action plans to change their situations. This includes the use of participatory scorecards (11a, 23) and meetings with community members (3).
- Four examples (2, 5, 12, 20) refer to use of monitoring to change target groups or to change activities in order to reach other target groups. In most examples, the intention of these changes was to better reach those who were excluded.
- Two contributions (18, 22) mentioned the use of monitoring to educate donors, or to improve relations with donors by being very transparent about data and about follow up given to them. Another three contributions (7, 15, 21) mentioned the use of monitoring data for new project proposals.

8 Annexes

Annex 1 – Complete survey
Available as a separate (pdf) file.

Annex 2 – Additional analyses

Overview of responses to all factors that influence use

The tables below show all factors that influence use (relating to the statements mentioned in Table 2) for Dutch NGOs. The first table summarizes the averages per category and the subsequent three tables present the scores and distributions for the three levels of use: by Dutch NGOs, by partners and field offices, and by target groups.

Table 9. Average scores per category of factors for use by NGOs, partners and target groups (4=green, 1=red)

	Are statements true in the organisation?			Do the factors influence use?		
	NGO	Partners	Target groups	NGO	Partners	Target groups
Quality	2.54	2.22	2.09	2.99	2.84	2.67
Organisation	3.01	2.32		2.95	2.73	
Relations	2.79	2.21	2.75	2.96	2.78	2.63
External	2.33	2.12		2.30	2.42	
Grand Total	2.70	2.24	2.30	2.88	2.74	2.66

Table 10. Responses for all factors that influence use – for Dutch NGOs (gap colours: high=red, low=green)

Factor	True in organisation		Influence on use		Gap
Quality					
Design for use	2.56		3.07		0.51
Right involvement	3.00		3.22		0.22
Timeliness	2.46		2.80		0.34
Type of information	2.51		3.11		0.60
Data quality	2.42		2.91		0.49
Analysis	2.44		3.04		0.60
Presentation	2.35		2.87		0.52
Reflection	2.58		2.93		0.35
Organisation					
Monitoring expertise	3.02		3.18		0.16
Financial resources	2.82		2.82		0.00
Expertise accessible	3.07		2.95		-0.12
Creativity encouraged	2.95		2.78		-0.17
Open for change	3.09		3.07		-0.01
Open for criticism	3.05		2.93		-0.13
Staff motivation	3.04		2.93		-0.11
Relations					
M&E - program relations	3.32		2.98		-0.33
Monitoring ownership	2.47		3.00		0.53
Trust in flexibility	2.58		2.89		0.31
External					
External pressure for use	1.98		2.19		0.20
Data available to partners	2.57		2.43		-0.15
Data publicly available	2.45		2.28		-0.16

Table 11. Responses for all factors that influence use – for partners and field offices

Factor	True in organisation		Influence on use		Gap
Quality					
Design for use	2.31		2.85		0.54
Right involvement	2.31		2.85		0.54
Timeliness	2.38		2.88		0.50
Type of information	2.31		2.92		0.62
Data quality	2.23		2.88		0.65
Analysis	2.04		2.88		0.84
Presentation	2.00		2.72		0.72
Reflection	2.16		2.76		0.60
Organisation					
Monitoring expertise	2.08		3.00		0.92
Financial resources	2.27		3.04		0.77
Expertise accessible	2.28		2.75		0.47
Creativity encouraged	2.08		2.46		0.38
Open for change	2.72		2.48		-0.24
Open for criticism	2.42		2.76		0.34
Staff motivation	2.40		2.63		0.23
Relations					
M&E - program relations	2.60		2.83		0.23
Monitoring ownership	1.96		2.68		0.72
Trust in flexibility	2.08		2.84		0.76
External					
External pressure for use	2.44		2.48		0.04
Data available to target group	2.00		2.40		0.40
Data publicly available	1.92		2.38		0.46

Table 12. Responses for all factors that influence use – for target groups

Factor	True in organisation		Influence on use		Gap
Quality					
Design for use	1.92		2.82		0.90
Right involvement	2.25		2.55		0.30
Type of information	2.18		2.40		0.22
Data quality	2.27		2.90		0.63
Presentation	2.00		2.80		0.80
Reflection	1.91		2.56		0.65
Relations					
Perceived benefit	2.36		2.60		0.24
Relations target group	2.36		2.80		0.44
Trust in use	2.80		2.50		-0.30

Annex 3 – Good practices of use

1	Management decision-making, improvement of systems and practices, open data
2	Monitoring data collected by partner organisations are used to decide whether an individual remains or exits from the program. Monitoring data collected by the strategic partner are used to continue or terminate collaboration with partner organisations.
3	Yearly review meetings are being held with the local communities in order to review their DRR action plans, results achieved, gaps, challenges, based on which the plan is being adapted for the next phase, by the local people themselves.
4	In strategically timed learning events: after implementing councillor oversight training (on district council planning and budgeting procedures), and facilitating reflection on water point (tap, well etc.) functionality status (using mapping information) and field visits, the process, results and lessons were discussed in a learning event (councillors, district and national government staff, local partners). The intervention was seen to contribute to both changes in district council sector and generic issues, notably to address corrupt practices. OM highlighted that change was emerging among councillors and citizens (community owned water supply organisations) but that little change was seen in the way government staff worked (intransigence of the government system?)
5	Project adaptations based on reports or meetings with IICD staff; partners often express additional training needs (e.g. website development) that are incorporated in the next annual planning. Or focus group meetings with target groups reveal that certain groups are not sufficiently reached (e.g. women), on which projects are adapted accordingly.
6	Reports from analysis of monitoring data indicated a gap in the accountability towards the target beneficiaries. This prompted us to establish a client service centre.
7	Monitoring data is used to adapt the projects. For example by choosing a different strategies or changes the target group. In addition monitoring data from one project is sometimes also used as input for a new project.
8	The monitoring data in some projects have been used to discuss the health status, health knowledge and health care service delivery with the local community. This has resulted in setting up action plans by the community in order to improve the health outcomes.
9	We do a lot of political context monitoring and process monitoring, which is much more important and relevant to successful programming, than monitoring and reporting to the donor on output and outcome indicators that have been set in advance but have proven to be difficult to operationalize and not so relevant to inform programming decisions. For example, we invest in regular informal information collection among political elites in our country programmes, and in a range of intermediate trust building steps that need to be taken before multi-party dialogue even becomes substantive, and change can be captured by the formal programme progress indicators.
10	1. We have institutionalized annual reflection around program progress institutionalized. These reflections include representatives of target groups, partners and field offices
11	1) Score cards were administered to monitor the quality of schools and TVET institutions. The results were used to develop concrete action plans to improve elements that scored low. We also see that partners that used the scorecard for us at a few schools, later used it also at the schools that were not funded by us (which is an indication of the relevancy of this tool for them). 2) Our partners cooperate in regional alliances. In these alliances, monitoring data of all alliance members are exchanged and discussed, which generates positive peer pressure and enables identification of best practices.
12	We were working on improved SRHR. Both the change agents and the target group were mainly women. During a monitoring this discussed. As a result the partner came up with strategies to involve more men as change agents and beneficiaries
13	During our 5 year education programme in Pakistan, we did a mid-term review. This evaluation lead to many recommendations regarding the process, corporation between partners, balance between hard and soft components in the programme (building schools vs. trainings). These recommendations have led to changes in the planning of the project. We started sooner with offering trainings to teachers, parents and government officials as to be able to influence the quality of the educational system rather than just building schools. Also in our projects in East-Africa, in a consortium, an outcome measurement was done halfway the programme. This led to many insights into what works and what doesn't. It helped to change the focus a bit to have more impact.

14	We use monitoring information to scan for good practices and successful examples in our network that we share with other network members and/or are used in our Action Learning program and exchange visits.
15	- monitoring data being used for new program proposal (South Sudan program got funding because we had detailed monitoring data from the partner organisation about the topic)
16	To be frank, our current M&E system does not allow the extraction of lessons learned and best practices. That is why currently we are completely revising our M&E system.
17	- Innovative education programming in Sudan and South Sudan.
18	The mid-term review of our programme in Uganda conducted by Global Partners Governance in 2013/2014 has had an important impact in terms of educating the funding donors of the need to set more realistic aims and demonstrate incremental impact and change. At the same time, it opened the eyes of our target group, the political parties, to set realistic expectations and take own responsibility for the process (instead of only blaming lack of progress on the ruling party). On the basis of the review, the programme has been adjusted in a number of areas.
19	See response in an earlier text field.
20	- We require good evaluations of existing projects before we approve new projects, - In a project in Cameroon we shifted away from the promotion of pig farming, when we noticed that only the more well-to-do households benefited. - Increasingly monitoring data show the effects of climate change. In new project design we require a profound water analysis and related water activities. etc.
21	Good practices are taken into account when writing a new project proposal.
22	We have financed a large scale training centre in one country program. The project proposal was developed and approved and funding made available by a back donor of our organisation. After two years of project implementation and numerous ways of monitoring (project visits, reports) the proposed and promised results were not met. In the end the staff of our organisation, upon a monitoring visit, decided to conduct an evaluation of the project so far to evaluate the results made and the lessons learned. This provided input for a new developed project proposal, in which the goals were adjusted to the reality and context of the project, taken into account the lessons learned from the previous years. This exercise seemed worthwhile because the project will now be re-launched. The back donor was informed about all of this and given the chance to participate in the discussions with program staff. In the end they even decided to fund the extra needed evaluation and the new to be developed proposal. In our experience, involving the donor in these cases and honesty is much appreciated. Showing to the donor that we are doing our monitoring work and take it seriously even increased our credibility.
23	Use of participatory narrative inquiry in our EmployAble programme (Learn4Work) uses stories of youth with disabilities for learning, by analysing and commenting on the stories among themselves. Secondly, we use disability inclusion score cards to assess level of inclusion at organisational level (as progress markers) that also directly feeds back to the involved stakeholders.
24	We are a relation and network organisation. Good monitoring will help understanding when to follow up with whom, identifying where you need to put in more efforts etc.
25	-the ILA evaluation of MFS2 has helped us in reflecting on our own work as advocacy working group of an alliance. -extra advocacy indicators have been added in all programme monitoring frameworks reflecting the advocacy plans as developed by our partners. In this way the advocacy plan is being monitored and reflected upon linked to the whole programme twice a year, leading to changes and adaptations for the next period (e.g. Bangladesh, Malawi, Tanzania, Uganda)
26	- See discussion above about output targets (question nr. 57)
27	1. Monitoring data has been used as a way of clarifying concepts and demystifying activities where partners within one Alliance work on. For example, if we ask to monitor their outputs regarding SRHR elements like 'post abortion care' or 'Gender Based Violence counselling' the data we receive informs us about what exactly are the steps that partners take under these elements. 2. Big differences in outputs between partners have given us the opportunity to talk with partners about how they exactly achieve this and what different approaches different partners have. 3. Monitoring data is currently being examined internally in relation to finances to see how cost effective certain interventions are.
28	all the monitoring data finally have led to the development of a community model (learning by doing) which is now ready to be scaled up by other organisations or by the government

29	We use questionnaires in the Akvo Flow system to monitor results of our agri-fairs (1-3 days events). Interesting information that is however not always analysed immediately and therefore, lessons are not always drawn.
30	Because of outcome results, we have altered strategies 3. This decision was also taken based on the information provided by a tracer study among the target group beneficiaries. This also meant that we had to alter the content of some of the capacity building.
31	We have an annual Sensemaking meeting within the FGG alliance. It has helped us identify issues from a helicopter view of the monitoring data. I think one important role of this meeting is the enthusiasm participants feel afterwards for each other's work and contributions to the alliance. But also the exchange about what works is helpful although it is hard to track how that is followed up. Monitoring of financial data is used for management purposes, but that is more internal between finance departments, managers and HR. At organisational level, monitoring is used in the HR cycle (and vice versa).
32	Through social accountability tools, we do work with data of the target group and with the target group to influence policies (implementation)
33	Using Developmental Evaluation and contributing chapters to a book about developmental evaluation: concrete cases described in this book.