Monitoring and Measuring Success

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A Women's Guide to Security Sector Reform
Training Curriculum

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MODULE OVERVIEW:
Monitoring and Measuring Success

Learning Objectives

- Participants are able to explain the purpose of monitoring and evaluating advocacy.

- Participants are able to develop a monitoring and evaluation plan that enables them to measure their success.

Background Resources for Trainers

- Babbitt, Eileen, Diana Chigas, and Robert Wilkinson. *Theories and Indicators of Change Briefing Paper: Concepts and Primers for Conflict Management and Mitigation*. Washington: USAID, 2013. pdf.usaid.gov/pdf_docs/pnaed181.pdf

- CARE International UK. *Peacebuilding with Impact: Defining Theories of Change*. London: CARE International UK, 2012. www.international-alert.org/sites/default/files/publications/120123CAREDefiningTheoriesChange_FINAL.pdf

- Guijt, Irene, and Jim Woodhill. *Managing for Impact in Rural Development: A Guide for Project M&E*. Rome: International Fund for Agricultural Development, 2002. www.ifad.org/documents/10180/17b47f-cb-bd1e-4a09-acb0-0c659e0e2def

- Inclusive Security. *Inclusive Security: A Curriculum for Women Waging Peace*. Washington: Inclusive Security, 2009. www.inclusivesecurity.org/training-resources/

- Lederach, John Paul, Reina Neufeldt and Hal Culbertson. *Reflective Peacebuilding: A Planning, Monitoring and Evaluation Toolkit*. Notre Dame: The Joan B. Kroc Institute for International Peace Studies, University of Notre Dame, 2007. kroc.nd.edu/sites/default/files/crs_reflective_final.pdf

- O'Neil, Carrie and Nanako Tamaru. *Advocacy for Inclusive Security Curriculum*. Washington: Inclusive Security, 2017. www.inclusivesecurity.org/training-resources/

Time	Description
5 minutes	**16.1 Introduction to the Module**
	16.1.1 Facilitator Talking Points
25 minutes	**16.2 How to Monitor Advocacy**
	16.2.1 Discussion: Monitoring Your Progress
65 minutes	**16.3 Monitoring and Evaluation in Practice**
	16.3.1 Activity: Monitoring and Evaluating the Implementation of Your Action Plan
5 minutes	**16.4 Wrap up**
	16.4.1 Facilitator Talking Points: Points to Take Away
	Assessment Questions

Total Time: 1 hour 40 minutes

16.1 Introduction to the Module

16.1.1 Facilitator Talking Points

Background for Facilitator

This section introduces the purpose and learning objectives of this module.

Materials Needed
None

Learning Objectives
Participants are able to identify the purpose and learning objectives of this module.

Time 5 minutes

Facilitator Talking Points

- In this module, we discuss how we measure progress and success in advocacy through practical monitoring and evaluation. In previous modules we learned how to identify specific security problems and issues, and then apply a strategic framework for advocacy. We talked about the fact that advocacy is not a one-off event, but a process. Monitoring and evaluation is an essential part of this process.

- Monitoring and evaluation are terms often associated with funding or donor requirements. Sometimes these requirements are seen as bureaucratic and not situated within the day-to-day work of civil society organizations and advocacy efforts. Yet monitoring and evaluation are actually the very activities that help us determine whether we have been successful. We all want to know whether what we are doing is making a difference, and whether the strategy we have developed and implemented is effective. Monitoring and evaluation helps us answer these questions.

- Monitoring and evaluation also helps us communicate the work we do to a broader audience, such as funders or the public. In other words, monitoring and evaluation is about measuring success and explaining that success to others.

- By the end of this module, you will be able to:

  – Explain the purpose of monitoring and evaluating advocacy.

  – Develop a monitoring plan that enables you to measure your success.

16.2 How to Monitor Advocacy

16.2.1 Discussion: Monitoring Your Progress

Background for Facilitator

This discussion includes a concrete example that helps participants understand types of information that can help them to monitor their advocacy efforts.

Materials Needed
Flipchart

Learning Objectives
Participants are able to describe types of information that can be collected to monitor advocacy activities.

Time 25 minutes

Facilitator Talking Points

• Monitoring is about collecting information that will help you to measure your success. A monitoring plan can and should be designed in a practical and clear manner.

Instructions

Guide the group through the following practical example, intended to help participants think concretely about monitoring:

> Imagine that your advocacy strategy is aimed at **raising community and police awareness to improve the police response to domestic violence**. Your advocacy strategy includes: organizing rallies, marches, and other public events, attracting media attention, and engaging publicly (and privately) with police leadership.

Ask participants:

• What are some of the things you could monitor while implementing this strategy?

• In other words, what information could you gather to prove that you did each of these activities?

Record responses on a flipchart. Suggestions might include:

• Number of rallies, marches and public events; number of people in attendance

• Number of media articles, reports, interviews, etc.

• Public comments by police leadership on the police response to domestic violence

Note to participants that if they were to gather a lot of this information, they would already have a wealth of information to demonstrate their progress.

Explain that once they have identified the concrete things that can be measured, the next step is to think about how to identify success. Ask participants (and record responses on a flipchart):

- What can you monitor to identify whether you have **raised community awareness** about domestic violence?

  Suggestions might include: *Look at media reporting and public events to see whether the topic is being addressed and how*.

- What can you monitor to identify whether you have **raised police awareness** about domestic violence?

  Suggestions might include: *Are police leadership talking about needed improvements in the police response? Are police publicly acknowledging or discussing domestic violence? Is this the first time? Or has the quality of the discussion improved since your advocacy strategy started? And how?*

- What can you monitor to identify whether **actions or activities are taking place to improve the police response** to domestic violence?

  Suggestions might include: *Are police leaders taking action or initiating activities that could lead to action (e.g., creating a task force or working group for internal review)?*

Debrief

Facilitator Talking Points

- **Collect information as you implement your advocacy strategy**. Some information cannot be collected retroactively, so a monitoring plan needs to be in place before you begin.

- **Collect baseline information.** To identify whether there are changes or improvements to a system or response, you need information that describes what the situation is like before your advocacy begins. This is called "baseline information." For example, in order to see whether there is **increased** awareness, you first need to be able to establish the pre-existing level of awareness. To assess whether the **police response to domestic violence has improved**, you need to know the existing levels of response within the police to domestic violence. Ways to collect baseline information include:

  - Using existing academic or NGO research.

  - Thorough searches of media reports. For example, in the case above, you could try to identify whether rallies, marches, or other public events on domestic violence have occurred before; whether the media has reported on domestic violence previously, and how; whether police leaders have publicly spoken about domestic violence, and how.

  - Reviewing publicly available policies and institutional webpages. For example, in the case above, you could review such materials to try to determine whether the police have made previous efforts to improve their response to domestic violence.

  - Catalog anecdotal or personal experience. For example, if your civil society organization provides services to victims of domestic violence, you may know from this work whether the police response is problematic from the perspective of the victims.

16.3 Monitoring and Evaluation in Practice

16.3.1 Activity: Monitoring and Evaluating the Implementation of Your Action Plan

Background for Facilitator

This activity will help participants think about the importance of evaluation as a follow up to monitoring, and how to apply monitoring and evaluation concepts to their own advocacy plans. Participants will refer back to the action plans they developed in Module 13. Make sure that every participant has a copy of their group's action plan; participants will be working individually in this activity.

Materials Needed
Monitoring and Evaluation Plan handout

Learning Objectives
Participants are able to identify ways to apply monitoring and evaluation to their advocacy plans.

Time 65 minutes

Facilitator Talking Points

- Evaluation is the process of determining the value or merit of a project (or advocacy strategy). Like monitoring, this can be done in a manner that is practical, using information that is readily available and within the human and financial resources of your organization.

- Evaluation typically follows the conclusion of a project or even an activity— evaluation therefore also follows the **monitoring** of that project or activity.

- Evaluation is simply the act of reviewing all of your monitoring data and determining whether your project or activity reached all or some of its desired aims, in whole or in part. In other words, did you achieve what you meant to achieve through your advocacy strategy? The results of an evaluation will answer this question and will tell you why or why not.

- Thus an evaluation also provides important information related to next steps and on-going efforts. It will help you identify what remains from your initial set of goals and whether some components of your strategy worked better than others. For example, using the domestic violence example, if your evaluation concluded that the police took actions to improve their response to domestic violence, then your strategy would be considered a success. At the same time, however, if there is no response from or change within the police, this might suggest the need for a new strategy.

Instructions

Have participants individually refer back to the action plans they developed in Module 13. On the basis of this plan, each participant should try to identify what they can monitor and how they will do it. Participants can use the Monitoring and Evaluation Plan handout (see annex) as a guide. Have them develop 3-5 monitoring components. (20 minutes)

Ask participants to pair up and share their monitoring plans with each other. Encourage them to use this time to share and identify weak spots or issues that are unclear. (20 minutes)

Debrief in the plenary with the discussion questions below.

Debrief

Discussion Questions

- How do you feel about your monitoring ideas?

- Do you feel like this is something you can include in your advocacy?

- What is difficult about developing a monitoring plan?

- Are there concepts or language that are unclear or confusing? (20 minutes)

16.4 Wrap Up

16.4.1 Facilitator Talking Points: Points to Take Away

Background for Facilitator

This section highlights the main points of the module.

Materials Needed
None

Learning Objectives
Participants will understand the main points of this module.

Time 5 minutes

Facilitator Talking Points

- Your advocacy strategy is meant to achieve something—to result in a tangible change or changes in practice and behavior. Monitoring and evaluation will help you identify whether you were successful and, if not, point you in the right direction for next steps.

- Monitoring does not need to be difficult and complex. As we highlighted in our activities, there are ways to approach monitoring that require minimal time and resource capacity. Moreover, developing a monitoring plan at the outset of an advocacy strategy ensures that your strategy has clear, concise, and achievable goals—in other words, the very best possibility for success.

Assessment Questions (Blank)

Q.16.1 Monitoring is: (select one)

    a. Contacting training participants after the training has finished to ask them questions about how they found the training.

    b. The on-going process of collecting information (or data) in order to measure whether the advocacy strategy (or project) is achieving its goals and aims.

    c. Checking that each member of your coalition attends meetings regularly.

Q.16.2 Evaluation is: (select one)

    a. The process and outcome of determining the value or merit of an advocacy strategy (or project).

    b. Putting a monetary value on your activities.

    c. Something one does simply because donors demand it.

Assessment Questions (Answer Key)

Q.16.1 Monitoring is: (select one)

    a. Contacting training participants after the training has finished to ask them questions about how they found the training.

    b. <u>The on-going process of collecting information (or data) in order to measure whether the advocacy strategy (or project) is achieving its goals and aims.</u>

    c. Checking that each member of your coalition attends meetings regularly.

Q.16.2 Evaluation is: (select one)

    a. <u>The process and outcome of determining the value or merit of an advocacy strategy (or project).</u>

    b. Putting a monetary value on your activities.

    c. Something one does simply because donors demand it.

ANNEX

Monitoring and Evaluation Plan

GOAL

OBJECTIVE

	Monitor What	When	How
Activity 1			
Activity 2			

Baseline

EVALUATION
Did we reach our objective? Why or why not?
Did we contribute to our goal? Why or why not?

Monitoring and Evaluation Plan (Sample)

GOAL Improve the Police Response to Domestic Violence

OBJECTIVE Increased awareness of domestic violence and support among the police and community to improve the police response

Activity 1	Monitor What	When	How
Domestic violence rally with silent witnesses (cut-outs of women with local stories of DV abuse)	1. # of people attending and who they are 2. Media coverage 3. Police attendance or public response	1. Day of rally 2. Weeks following rally	1. Assign someone to count people and collect a sign-in sheet 2. Review print, radio, and TV media daily for X amount of time 3. Identify police at the rally; check police website or other public communication system; and check with media

Baseline

We know through our work with victims/survivors of DV that the larger community does not speak about the issue and have misunderstandings about what it is. Victim/survivors have also shared with us that police response is poor, and victims/survivors do not feel comfortable reporting to police.

EVALUATION

Did we reach our objective? Why or why not?

Yes, we met our objective and can show that we raised awareness, because:
- 150 people attended the first rally on (date), including community leaders.
- 200 people attended and registered through the sign-in sheet at the second rally. Community leaders and some police officers attended.
- Two print media articles on DV followed each of the two rallies. The print media concluded a need for an improved police response.
- Community leaders are speaking out about DV for the first time through community newsletters.

Did we contribute to our goal? Why or why not?

No, we have not yet contributed to the goal yet because no actions have been taken yet by the police to improve their response.

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