

Participatory M&E

STRENGTHENING M&E LEADERSHIP FOR DEVELOPMENT IN THE NEW NORMAL



Session Objectives

Distinguish Participatory
M&E from the
conventional M&E

Bring out some nuances
of participation in
PM&E

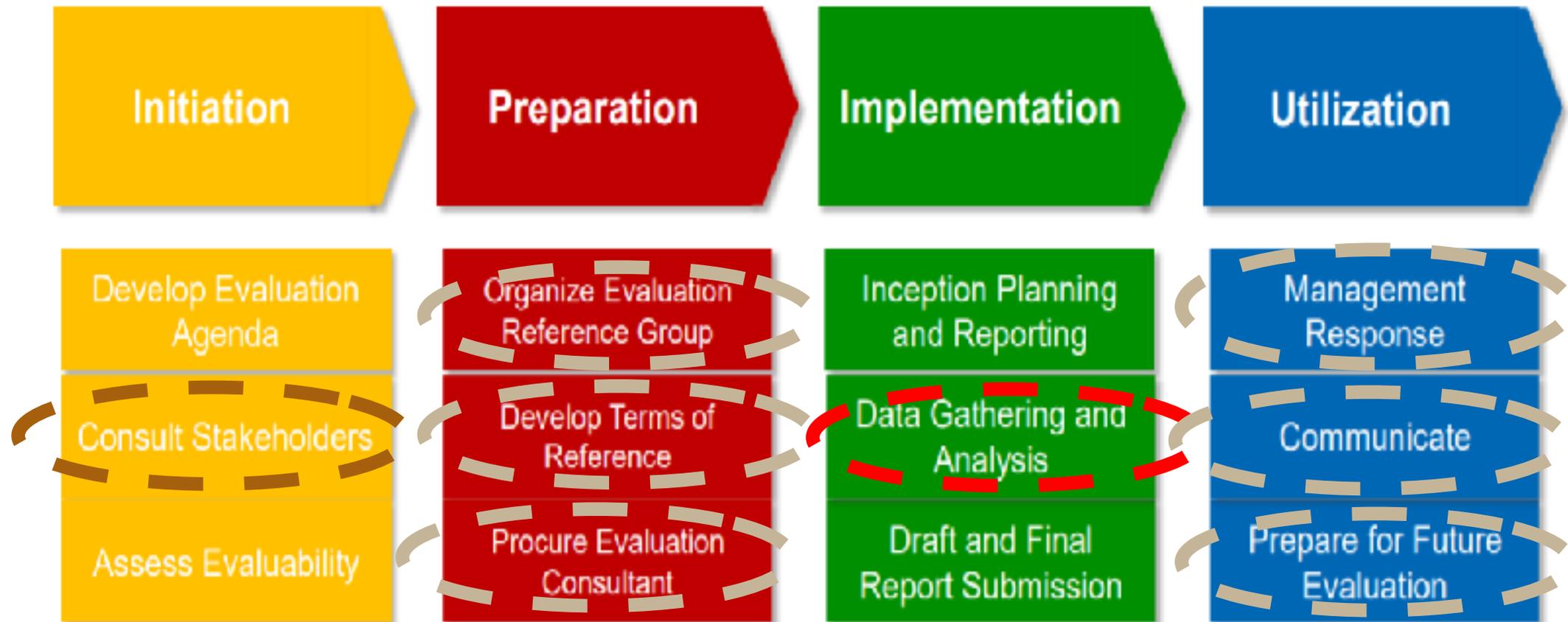
Identify challenges and
benefits of PM&E

Share some ideas for
your consideration
when choosing and
using Participatory M&E

THE EVALUATION PHASES



NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY





Sense of **BELONGING** to a Greater Whole and a Higher Cause

Definition of PM&E

A process through which stakeholders (providers, partners, beneficiaries, and any other interested parties) at various levels are **engaged** in monitoring or evaluating a particular project, program or policy, **share control** over the content, the process and the results of the monitoring and evaluation (M&E) activity and are **involved** in taking or identifying corrective actions.

PM&E, CED 246-Evaluation in Rural Development, 10/28/14



Stakeholders include all those who affect, and/or affected by the policies, decisions, and actions of a system.

❖ **Identifying and engaging stakeholders**

Concerns of PM&E

- **WHY** participation is being advocated
- **WHAT** kind of participation
- **WHO**
 - WHO is participating
 - WHO BENEFITS from the participatory evaluation process
 - WHO BENEFITS from the outcomes.
- **WHEN** are they participating
- **HOW** are they participating
- **WHERE** are they participating



Ladder of Participation

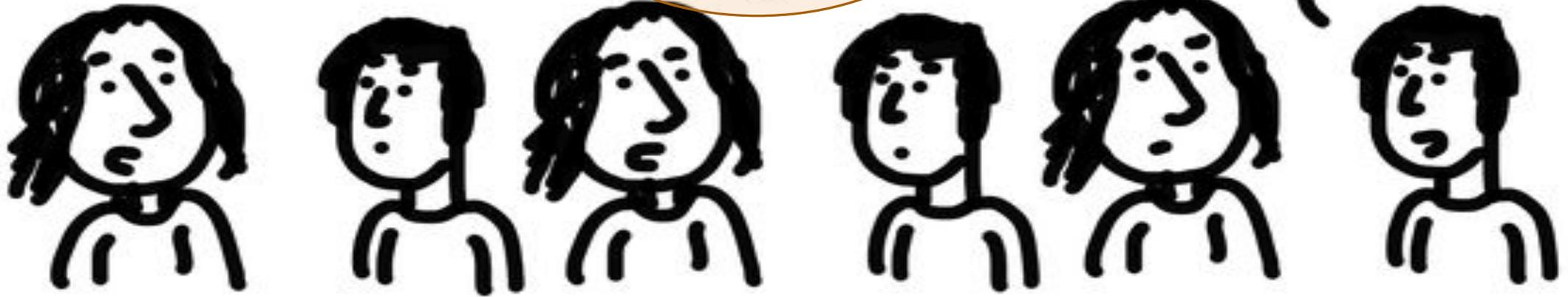


Source: Arnstein, S. (1969) 'A ladder of citizen participation', *Journal of the American Institute of Planners* 35.4: 216–224

For us
participatory
evaluation means
including primary
stakeholders
as co-evaluators.

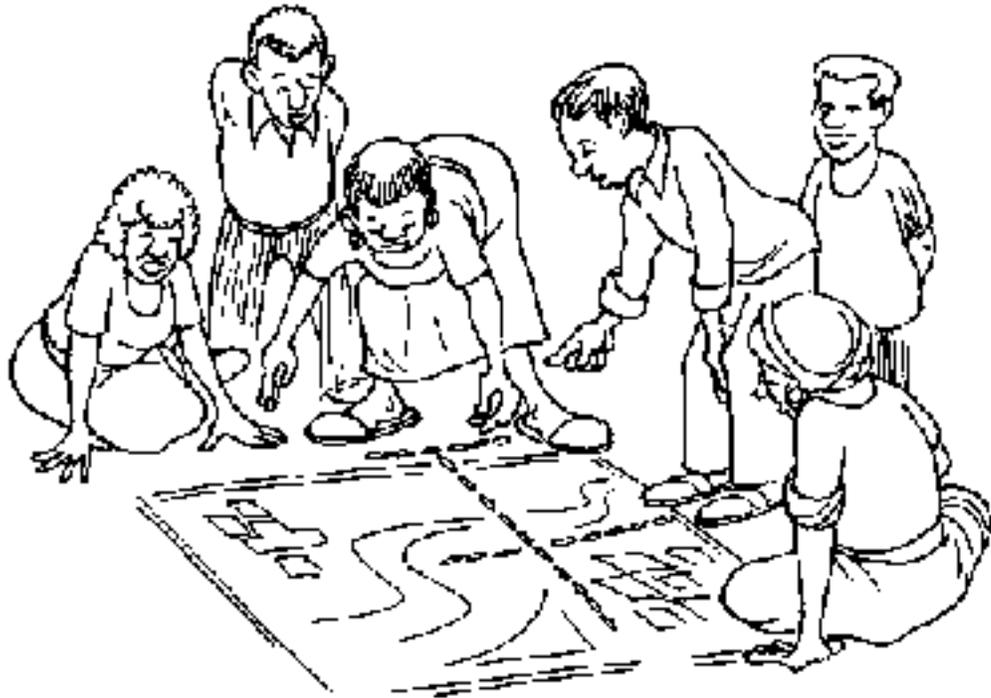
How do you
define it?

Every year
we send a
survey and
ask them to
participate.



fresh spectrum

Participation in M&E



Passive participation

Stakeholders simply respond to requests for information and have no other role in M&E.



Increasing involvement

Stakeholders volunteer information and express interest in how it is used.



Active participation

Stakeholders are involved in deciding what information to collect, what methods to use, and how to analyse data.



Ownership / Empowerment

Stakeholders play a key role in selecting the criteria and indicators for measuring progress, and hold staff to account.

Participatory viz Conventional M&E

	CONVENTIONAL	PARTICIPATORY
Who initiates	Agency Officials, staff or institutional donors	Agency with Stakeholders
What is the purpose	Funder/Agency Accountability	Multistakeholder accountability and practice of good governance
Who evaluates	Agency or externally contracted evaluators	Stakeholders with Evaluator guides and facilitators
Terms of Reference	Decided by agency/funders	Primary stakeholders and evaluators
Methods	Surveys, questionnaire, semi structured interviewing, FGDs	Outcome mapping, participatory learning and action activities, appreciative inquiry
Outcome	Final report submitted to principals and circulated in house	Deeper/broader understanding of local situation and realities, stronger involvement in decision making and better use of information for action

Perspectives on PM&E

Rights

- Participation, and particularly / explicitly participation of the poorest and most vulnerable participants is a human right and an inherent and indivisible component of pro-poor development strategies and empowerment.

Relevance

- Participation of the main stakeholders increases the relevance of the questions being asked to the realities of peoples' lives and policy processes.

Accuracy

- Use of participatory methods overcomes the limitations of fragmentary individual views to increase the reliability of the information collected and likelihood of identifying realistic recommendations.

Effectiveness

- Involvement of the main stakeholders in collecting information increases awareness of the issues and ownership of the evaluation process and hence likelihood of implementation of recommendations – the main stated aim of evaluations.

Process

- the participatory evaluation process, through building skills, capacities and networks is a contribution in itself to pro-poor development, civil society and empowerment.

Benefits of PM&E



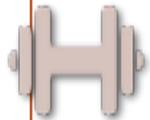
Identify locally relevant questions.



Improve program performance



Empower participants



Build capacity



Develop leaders and build teams



Sustain organizational learning and growth

"better data, better understanding of the data, more appropriate recommendations, [and] better uptake of findings" (Gujit 2014, p.2)

Challenges of PM&E



Time and commitment



Resources



Conflicts between approaches



Clarity of purpose of participation; alignment needed



Lack of cultural and contextual understanding, and their implications



Focus on more than one aspect of the evaluation process



Competency building about participatory thinking & approaches

Considerations for Using PM&E

- **Pilot** any method of PM&E
- A number of ways to use participatory methods:
 - ✓ To collect qualitative and quantitative data
 - ✓ To investigate causality, for example through focus group discussions or interviews.
 - ✓ To negotiate differences and to validate key findings.
 - ✓ To score people's appreciation of an intervention's impact, such as a matrix ranking or spider diagram.
 - ✓ To assess impacts in relation to wider developments in the intervention area.

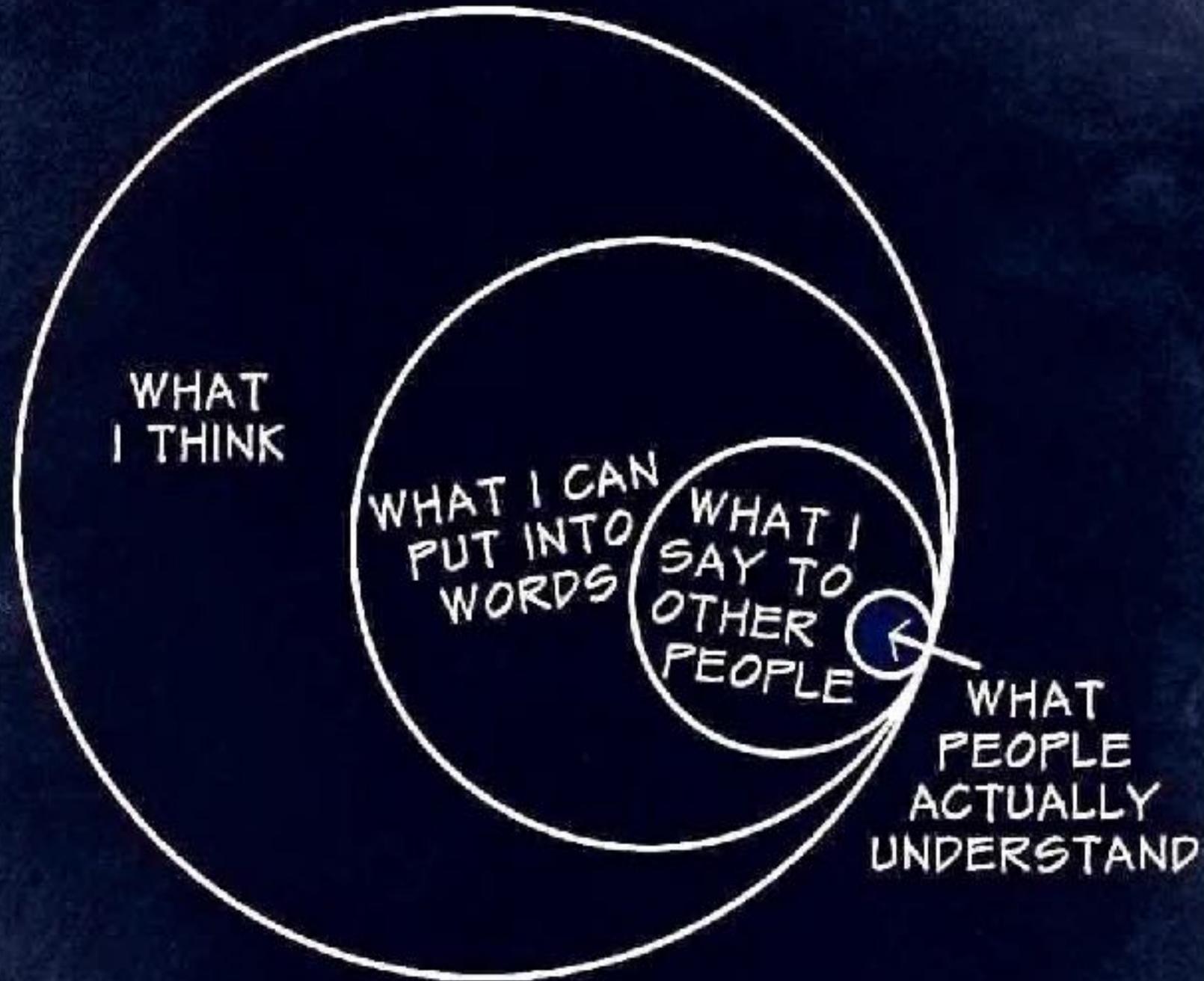


Considerations for Choosing an Approach to PM&E

- Stakeholders' involvement can lead to "better data, better understanding of the data, more appropriate recommendations, and better uptake of findings"
- Inclusion of the people to be affected involves **thinking and doing**
- Clarifying the **value** of a participatory approach
- 5Ws1H questions when using this approach :
 - *What purpose will stakeholder participation serve in this evaluation?*
 - *Whose participation matters, when and why?*
 - *When, where, how is participation feasible?*



Power relations in PM&E



Participatory monitoring and evaluation is an added burden that the poor can ill afford to have to mine for information as well as for food, for shelter, for an income. (*Zimbabwean interviewee at a workshop on participatory monitoring and evaluation Lloyd Laney, ITDG 2003*)

"The benefits of participation in impact evaluation are neither automatic nor guaranteed. Commissioning such approaches means committing to the implications for timing, resources and focus. Facilitation skills are essential to ensuring a good quality process, which in turn may require additional resources for building capacity." (*Gujit 2014, 18*)

HOWEVER, allow me to state my belief that development interventions and development management that do not make a central and focused effort to include thorough and sincere participation almost always end up being paternalistic, assistance-based, and can often lead to the degradation of community of stakeholders' coherence and autonomy.





Salamat