



Monitoring & Evaluation Policy

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1. Introduction

This document is the overarching policy framework for monitoring and evaluation in the Pink Box Initiative (PBI). It sketches the policy context for supporting frameworks for Managing Program Performance. It also provides a section on principles, which will guide future implementation initiatives.

This Policy Framework is applicable to all programs expected to be implemented by PBI. M&E processes can assist PBI in evaluating its performance and identifying the factors which contribute to its service delivery outcomes. M&E is uniquely oriented towards providing its users with the ability to draw causal connections between the choice of policy priorities, the resourcing of those policy objectives, the programs designed to implement them, the services actually delivered and their ultimate impact. M&E helps to provide an evidence base for PBI resource allocation decisions and helps identify how challenges should be addressed and successes replicated.

Monitoring and evaluation is, however, extremely complex, multi-disciplinary and skill intensive. Monitoring involves collecting, analyzing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on



progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.

Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability. Impact evaluations examine whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation can also be used to extract crosscutting lessons from operating unit experiences and determining the need for modifications to strategic results frameworks.

2. Definition of terms

- ❑ **Inputs:** all the resources that contribute to the production of service delivery outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
- ❑ **Activities:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe, “What we do”.
- ❑ **Outputs:** the final products, goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”.
- ❑ **Outcomes:** the medium-term results for specific beneficiaries, which are the consequence of achieving specific outputs. Outcomes should relate



clearly to an institution’s strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”. Outcomes are often further categorized into immediate/direct outcomes and intermediate outcomes.

- ❑ **Impacts:** the results of achieving specific outcomes, such as reducing poverty and creating jobs. Impacts are “how we have actually influenced communities and target groups”.



3. Key Roles and Responsibilities in PBI

Partner	Key Roles and Responsibilities
PBI's Board of directors	Policy making on M&E/ Oversight of M&E functions / Enabling environment for M&E
Evaluation Unit	Oversight of project and program evaluations
	Oversight of the relevance, performance, and overall quality of monitoring systems
	Setting of minimum requirements for M&E/ Evaluative knowledge sharing and dissemination
PBI executive and program unit	Establishing results frameworks
	Reporting on and incorporating lessons from monitoring
	Review of M&E requirements in project and program proposals



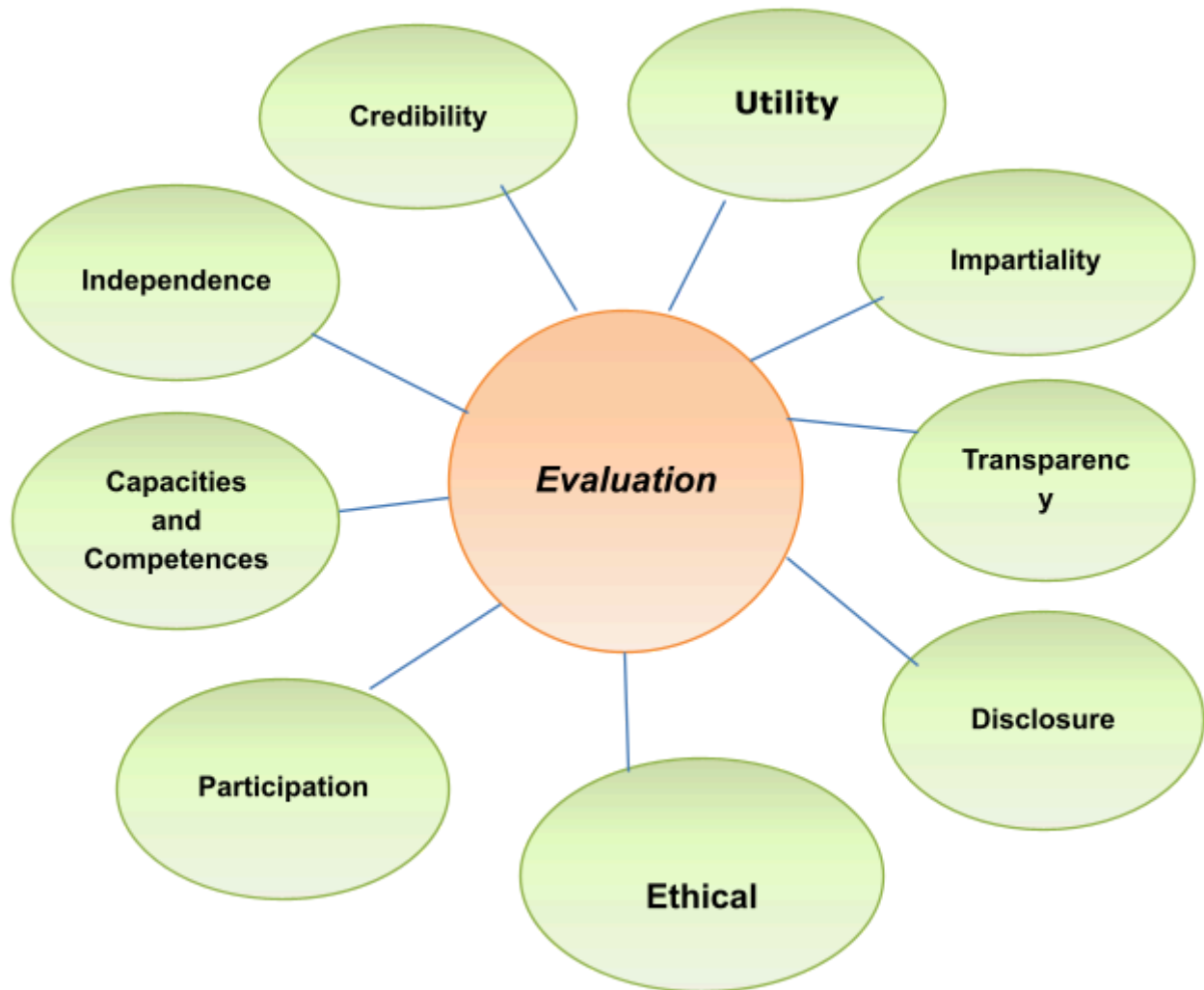
	Coordination of partnership knowledge management activities
Other stakeholders (ie, NGOs, CSOs, academia)	Participation in monitoring activities and mechanisms. Provision of views and perceptions to evaluations



4. M&E Norms and Principles

- ☐ The Policy is based on international norms and standards in evaluation (international benchmarks).
- ☐ No internationally accepted norms and standards for monitoring, except a general agreement that monitoring should be as “SMART” as possible
- ☐ Planning for M&E must be an explicit part of planning and budgeting at the project level and for the organization as a whole

5. Evaluation principles



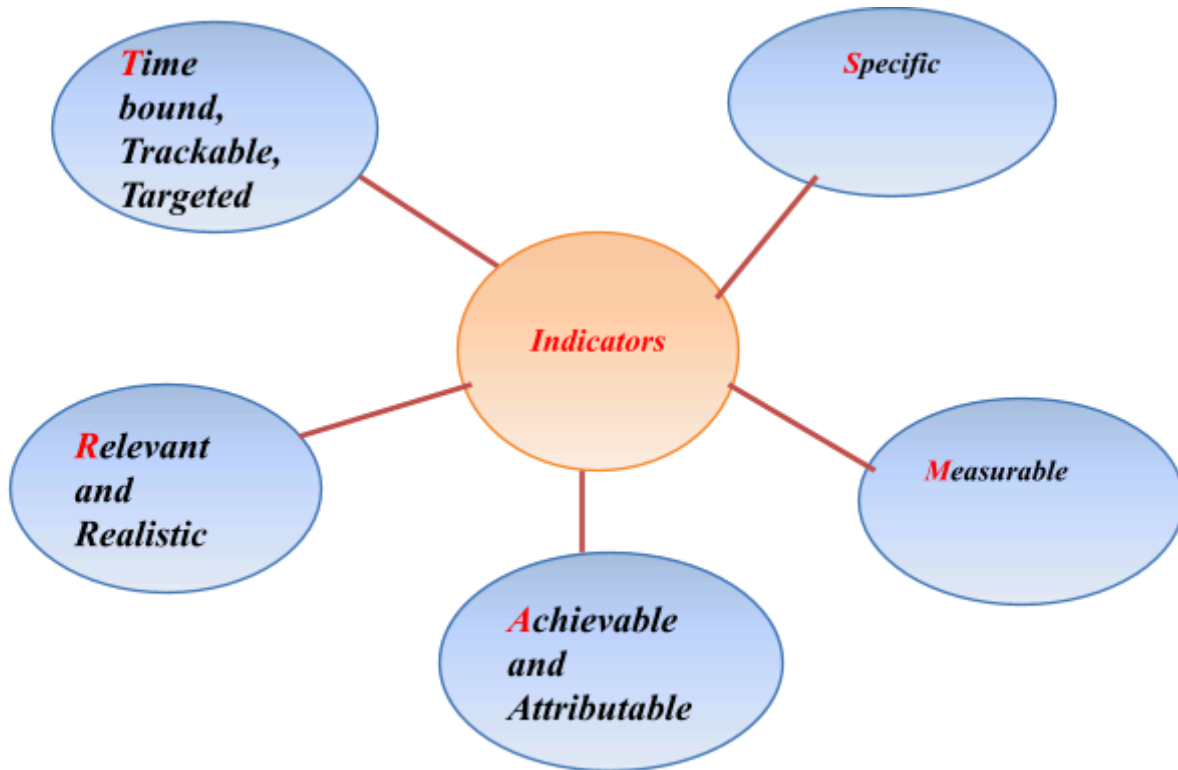
6. Evaluation Criteria

- ❓ **Relevance.** The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time



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- ❑ **Effectiveness.** The extent to which an objective has been achieved or how likely it is to be achieved
 - ❑ **Efficiency.** The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy
 - ❑ **Results/Impacts.** The positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention
 - ❑ **Sustainability.** The likely ability of an intervention to continue to deliver benefits for an extended period after completion. Projects need to be environmentally as well as financially and socially sustainable

7. Monitoring Criteria: SMART indicators



8. M&E Minimum Requirement

a. Design of M&E Plans:

- Concrete and fully budgeted M&E plan
- SMART indicators
- Projects should align with PBI focal area results frameworks
- Baseline data for M&E
- Mid Term Reviews (where required or foreseen) and Terminal Evaluations included in plan



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- Organizational set up and budget for M&E

b. Application of M&E Plans:

- Project/program monitoring and supervision will include implementation of the M&E plan:
- SMART indicators for implementation
- SMART indicators for results / impacts
- Baseline for the project fully established and data compiled to review progress
- Organizational set up for M&E is operational and its budget is spent as planned

c. Project/Program Evaluations:

All full sized projects and programs will be evaluated at the end of implementation. Evaluations should:

- Be independent of project management or revised by evaluation unit
- Apply norms and standards
- Assess, as a minimum, outputs and outcomes, likelihood of sustainability, compliance with M&E minimum requirements
- Contain: data on the evaluation itself (including TORs); basic project data, lessons

d. Engagement of Operational Focal Points:

- M&E plans should include how operational focal points will be engaged;
- Operational focal points to be informed on M&E activities;
- Operational focal points invited to contribute to the management response (where applicable);



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- PBI program unity to keep track of the application of this requirement in its financed projects and programs.