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Joy Development Organization



**Monitoring and Evaluation Guideline**

**Developed By JDO Technical Team**

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# 1. Introduction

Joy Development Organization (JDO) a non-government, non-profit, non-religious organization re-registered under No.: 0176 in 2019. JDO was established in response to the need for children left orphaned or lacking proper care and support in 2006.

Since its establishment, JDO has developed a mission statement and a set of core values to guide its direction toward the organizational vision. JDO also has a strong ethos and philosophy which influences this vision. Central to JDO's ethos is collaboration and partnership based on mutual support and respect; transparency and accountability; commitment to pro-poor development; promoting participation; gender equality; respect for diversity; trustworthiness and non-discriminatory approach to its beneficiaries along with all other stakeholders, including donors whether they are individual, corporate, institutional, national or international. Inherent within JDO's mission statement, is the fundamental principle of focusing on beneficiary needs and ensuring that those needs of the poorest and hard-to-reach sections of society are adequately addressed.

As part of JDO's 2012-2016 strategic planning process, JDO committed to taking steps to develop the organization's monitoring and evaluation (M&E) guidelines. The overall objective of this is to improve and demonstrate the impact of JDO's work through strengthening systems of monitoring and evaluation, leading to more evidence-based decision-making and ultimately better program delivery.

Although JDO has successfully implemented a myriad of projects related to both CSOs capacity enhancement and interventions targeted for beneficiary communities, effective and efficient monitoring and evaluation of its interventions, particularly at the outcome and impact level, remains complex.

This guideline sets forth the components of JDO's organizational M&E system and outlines the process that will help measure JDO's achievements over the coming 5-year strategic period. The finalization of the M&E guideline for JDO will explain the methods that can be used for planning, analysing, and assessing JDO's operations.

Donor M&E guidelines have been assessed as part of this process and JDO's M&E system should broadly comply with external donor requirements and can be adapted as required by external donors. However, it is accepted that in some cases log frame formats and indicators will have to be amended or adapted depending on specific donor requirements.

This guideline first outlines the background of JDO's M&E system, including the purpose of developing a monitoring system and the guiding principles. The second section identifies the key

components of JDO's M&E system which will be analysed in detail. The final section of this framework will look at particular methodologies for M&E which hopefully will aid JDO in addressing its learning, performance measurement, and accountability requirements, as well as measure its impact against its overall objective.

## **2. The Development of JDO's M&E System**

### **2.1 Background**

JDO has emerged to implement education support, orphan and vulnerable children/OVC/ care and support, vocational skill training, prevention of child trafficking/labor (promotion of child right), prevention and control of HIV/AIDs, livelihood enhancement (saving and credit scheme through women self-help group to empower women through social, economic and political), youth participation, environmental protection, promotion and networking in the process of developing democracy as well as gender equality. JDO has learned important lessons from implemented projects which are now being taken into consideration for incorporation while developing this guideline.

In order for M&E to be effective, resources (including staff, training, time, and funding) must be dedicated to it. JDO will ensure that these resources are available to implement the guideline throughout the execution of its programs and projects to gauge their outcome and impact.

### **2.2 Purpose for JDO developing a Monitoring & Evaluation System**

For JDO the purpose of monitoring and evaluation can be classified into eight distinct categories as listed below:

- |                               |   |   |
|-------------------------------|---|---|
| 1. Accountability (upwards)   | Accountability to donors, states or other (national/local) government bodies; | Accountability to donors, states or other (national/local) JDO programs towards to its head office.                         |
| 2. Accountability (downwards) | Accountability to partner NGOs, national NGO's, CBOs and                      | Accountability to partner NGOs, national NGO's, CBOs and target beneficiaries.  |
| 3. Learning                   |   | Finding out what works and what doesn't, identifying best (or worst) practice, etc.   |
| 4. Improving performance      |   | Using learning and M&E information to make decisions to improve planning and implementation in existing or future projects. |
| 5. Control and supervision    |   | Using M&E to ensure activities are carried out as planned, or the expected results are achieved.                            |
| 6. Resource allocation        |   | Basing funding and/or other resource decisions on the   |

- success or otherwise of programs.
7. Prep and fundraising      Often involving anecdotal stories acquired through M&E processes.
  8. Improving communication      Improving communication between different stakeholders within a program.

Of the list above JDO programs placed key importance on three elements; accountability to stakeholders, improving performance and learning.

### 2.3 Guiding Principles for JDO's Monitoring & Evaluation System

The M&E system must ensure that it assesses all JDO interventions according to the following criteria:

- a. **Efficiency** – this principle ensures that the efforts made throughout the organization achieve the desired outputs, outcomes, and impact in the most efficient and cost-effective manner possible. JDO is an agency that strives to utilize its inputs effectively in order to maximize outputs.
- b. **Effectiveness** – the monitoring system should measure how effective JDO was at achieving its stated objectives and the factors contributing towards this success.
- c. **Relevance** – JDO will focus on the poorest of the poor and most vulnerable within the community to ensure that their needs are central to our program design, implementation, and assessments. All activities and outputs should be consistent with the desired outcomes and impact.
- d. **Impact** – JDO's current focus is on the monitoring of outputs and outcomes. Impact assessments are difficult for most organizations, not just JDO. However, enhanced efforts are being made to measure the impact of JDO's interventions on the lives of its target population, and beyond.
- e. **Sustainability** – central to JDO's core values is the implementation of sustainable programming. All sectors endeavour to ensure that benefits of their activities are sustainable and likely to continue in the longer term. JDO's progress towards achieving multi annual funding has helped improve its sustainable programming.
- f. **Participatory** – closely associated with sustainability, JDO will ensure that its program cycle aims to involve the community from the very beginning, and throughout, leading to better 'buy-in' and ownership. The M&E system should involve as many key stakeholders as possible, at all levels, ensuring that each has the opportunity to input into

the process. In tandem with this, JDO should be transparent and accountable to all its stakeholders.

- g. **Usefulness** – the M&E system should be simple and useful, providing timely and appropriate information to JDO in a manner that enables effective decision-making, learning, and improved programming.

### **3. Key components of JDO's M&E system**

In this section, the key components of JDO's M&E system are analysed to give greater insight to the M&E processes.

#### **3.1 Objectives of JDO's M&E System**

The overall objective of JDO's M&E system is to “Improve and demonstrate the impact of JDO's work through strengthening systems of M&E, leading to more evidence-based decision making and ultimately better program delivery”.

**The specific objectives of the M&E system identified as part of the monitoring and evaluation review are as follows:**

##### **1. Ensure Accountability to all stakeholders**

One of the primary objectives of JDO's M&E process is to ensure accountability to all its stakeholders, at community, country and head office levels. It is appreciated that different stakeholders have different needs and priorities, all of which must be analysed when assessing, planning, implementing, monitoring or evaluating programs. JDO is committed to ensuring that its activities adequately serve the interests of all its stakeholders, from the local community and authorities through to its institutional donors and the general public.

##### **2. Improving performance and measurement**

Ongoing monitoring and evaluation should highlight how effective JDO is at achieving its objectives and identify areas which need to be strengthened to ensure that the desired results are achieved. Closely associated with learning, JDO's M&E system will also focus on ensuring that gaps in program implementation are identified and strategies to address these are developed.

##### **3. Lesson learning and dissemination**

Closely associated with communications and reporting, it is important that the monitoring and evaluation systems accurately capture and document valuable lessons from JDO's operations. This capturing, analysis and dissemination of information will ensure best practice is replicated and problems avoided. JDO acknowledges that this is an area that needs considerable improvement.

### **3.2 Target Groups/ Beneficiary Participation**

Involving the target groups or communities in programming is inherent in all of JDO's development interventions, particularly at the planning and implementation stages. Some programs ensure that the target communities are involved throughout the program/project life cycle, including monitoring and evaluation. Further, some of JDOs will encourage target groups and communities to develop their own analytical skills of assessment and response with technical assistance from JDO.

JDO will strive to give feedback to beneficiaries through workshops and community meetings conducted by JDO staff. JDO recognizes the need to develop systematic feedback mechanisms whilst being cognisant of the resources and capacities available and the dangers of M&E overload. Future M&E developments may consider, where appropriate, the introduction of community M&E committees which will feed into JDO's M&E systems. In many cases, the community structures and work that JDO does directly and through CBOs would lead the organization to benefit from such a system.

### **3.3 Baseline data**

JDO acknowledges that the gathering of baseline data prior to the intervention is vital for effective M&E and is therefore committed to ensuring that this is undertaken whenever possible. By having reliable baseline data available prior to the commencement of the program, it will enable JDO to assess its progress against objectives. As the program is implemented, the situation is anticipated to change. By comparing this new situation to the baseline, it will be possible to assess what progress has been made, and potentially attribute this change to JDO's work.

A key advantage of reliable baseline data is it allows JDO to gain a better understanding of the challenges facing its target groups and communities, which is then fed into programming and to the development of realistic indicators.

JDO will aim to build in community participation, learning and feedback into this process so the baseline is not simply a data gathering exercise, but can also be part of a process of communities finding out and analysing their situation. Involving the community at this stage will help them understand what the program is doing and to monitor its progress.

JDO will make efforts to disaggregate the data gathered so the views of its different stakeholders will be taken into account, for example, different groups in the community will have different perspectives on the current situation. If it is culturally appropriate men and women are often interviewed separately for focus group discussions as women may not be as open if men are also

in the discussion group. This approach is in keeping with JDO's gender policy; ensuring that programs are meeting the needs of women, girls and boys who are often the most vulnerable in a community. However involving all members of the community is vital to ensure the successful implementation of a program. The full participation of both men and women in the community is crucial as they are often the key decision makers at household level.

The size of each baseline survey would need to be decided on an individual basis. However it would need to be cost effective, properly coordinated and cognisant of the local environment and context.

### 3.4 Indicators for Performance Measurement

JDO's focus on measurement is not on the input and output levels but to outcomes and to a lesser extent, impact. This is due to a desire by JDO to measure the longer-term impact or change of its work as well as pressure from its institutional donors to report against such results.

The primary purpose of indicators is to measure change. They also help us judge progress in terms of project implementation and achievements and define the performance standard to be reached in order to achieve our objective(s).

Indicators can measure change using quantitative or qualitative information. Quantitative indicators measure the amount or extent of change in a way that can be expressed numerically (no. of people, growth rates etc) whereas qualitative indicators measure the value of worth of an intervention (satisfaction, opinions, changes in attitudes etc). A mixture of both should be used to ensure that the real progress and impact of the project is being captured.

The levels of the log-frame matrix at which JDO measures indicators is at objective and output levels using impact, outcome and output indicators as indicated in the table below:

Project Description	Measurement Indicator	Means of Verification	Assumptions
<b>Goal:</b> The long term impact to which the project is designed to contribute in a sustainable way. This will not be achieved by one intervention in isolation but will require several external interventions to attain.	JDO does not expect programs to measure this by specific indicators as attainment of the program goal is beyond the remit of this particular program alone.		
<b>Objective:</b> Components of the overall goal, which the program	<u>Impact Indicators</u> measure the long-term positive sustainable	Sources of information	Assumptions concerning

will aim to achieve. Objectives should address the core problems in a given situation, should be time-bound, and be defined in terms of benefits to a particular target group.	change brought about by the intervention at population level  <b>Outcome Indicators</b> measure the medium term effects of the intervention i.e. the consequences of the outputs	used to verify achievement of the objectives	the objective/goal linkage
<b>Output:</b> A tangible or intended consequence of an activity; goods and services produced directly or immediately by the program.	<b>Output Indicators</b> – the focus here is on the immediate results of using inputs eg No. of people trained	Sources of information used to verify achievement of the outputs	Assumptions concerning the output/objective linkage
<b>Activities:</b> Actions that have to be undertaken in order to achieve a particular output	Indicators are not required at the activity level however program staff should monitor whether activities are being achieved. Inputs (means & costs) should be listed here.		

### 3.5 Tools for data collection and analysis

JDO will use a significant range of statistical data collection tools in order to assess and analyse its activities. The list isn't exhaustive, but some of the more widely used tools by JDO include: questionnaires and surveys; interviews and discussions (key informant interviews, semi-structured interviews, focus group discussions and workshops); observation (transect walks); and participatory methods such as PRA or PLA; case studies or learning and review process and other tools for assessing organisational impact.

All JDO programs will use the logical framework analysis for planning interventions (a requirement by most donors). In addition, situation analysis and stakeholder analysis assessments are conducted for planning individual programs as well as for strategic planning purposes.

KAPB and the Causal Assessment Toolkits are some of the main techniques which will be used by JDO for assessing its current and future interventions, monitoring core indicators (and for gathering baseline data). The Causal Assessment is a complementary tool for surveys generate quantity information in order to explore underlying causal factors for the findings of KAPB. The Causal Assessment aims to collect qualitative data while the KAPB collect quantitative data.

While the KAPB can give useful quantitative data as to the livelihood status of the target population, it is focused on the outcomes of the situation rather than the causes. Therefore, JDO

opts to use a Causal Assessment tool which will provide qualitative data as to the underlying causes like malnutrition, morbidity, mortality and inadequate livelihoods and food security.

Despite the time and resources required for gathering this data effectively, JDO will made an effort to conduct at least 3 focus group discussions in any one geographical area and then to triangulate these findings using other techniques, observation, transect walks etc. As part of JDO's efforts to focus on the poorest of the poor and gender balance, these techniques aim to identify the most vulnerable and hard to reach section of society in the community and ensure that they are represented in these discussions.

There are several reasons for conducting a regular KAPB and a Causal Assessment in a program. They can be implemented prior to embarkation on new projects, so they can act as guidance and planning tools to identify areas in which JDO needs to respond and in what fashion. The information obtained from these assessments subsequently acts as baseline data for all subsequent interventions. Thereafter, the assessments can be repeated, acting as monitoring and evaluation tools to determine the relative success of programs implemented. The surveys will also allow us to identify possible changes in our working environment which might lead us to modify/re-direct programs, or start up new complimentary activities as necessary. A Causal Assessment does not need to be undertaken that frequently as it is expected that underlying causal factors should not change that much over a short period. JDO aims to promote less frequent but good quality integrated and statically significant surveys across program sites which can measure change over time. Of course other M&E tools and smaller scale surveys will be implemented to complement the larger scale KAPB surveys.

JDO recognises that it needs to improve on its lesson learning processes and further develop methods and systems for capturing and disseminating this information. One effective method of achieving this which also leads to assessing organisational impact is through the use of case studies. Case studies don't require a great deal of technical knowledge and can provide valuable information for both lessons, learning and sharing as well as for accountability. JDO could decide which interventions / sectors it wishes to concentrate on and develop in-depth case studies. Over time, these case studies would help develop a picture of what JDO is doing, and what has been achieved. This could be considered even after an intervention has completed to see what has changed (impact assessment) and would turn the case studies into more of a longitudinal or tracer study. However, before undertaking the case study it should be determined whether the study will be used for learning (best practice), accountability or publicity. If a case study is to be used for learning it is important that staff members are aware of the importance of exploring the negative as well as the positive results in a non-judgemental manner.

### **3.6 Data storage**

JDO will develop a database for efficient and secure data storage using Information Technology (IT). Computerised systems for storing raw data at program level will be standardised throughout JDO operations.

JDO will develop and implement a standardised M&E plan, setting out key information about objectives, indicators and activities in a framework. This framework should specify (i) Where the data is sourced; (ii) How the data will be collected; (iii) Who is responsible for gathering and reporting the results; (iv) When it will be collected and analysed; (v) and who the recipient of the information is (internal or external).

### **3.7 Use of information from the M&E system**

It's important to reiterate that there's no point in gathering and analysing information that isn't useful for JDO, or used by it effectively. As outlined in the beginning of this guideline, there are three main uses of M&E for JDO, accountability, improving performance and learning.

#### **Accountability**

JDO will develop efficient and effective systems for reporting 'upwards'. Reporting in the other direction, downwards towards beneficiaries is more complex and requires greater effort. The use of participation in JDO's M&E system will ensure beneficiaries are involved throughout the process and have the opportunity to critique its performance and be involved in drawing conclusions and recommendations going forward. These in turn can be measured against thus giving the beneficiaries an opportunity to hold JDO accountable for implementing the recommended changes. JDO requires the participation and involvement of local communities in order to conduct research and surveys; however JDO are less focussed on ensuring that the results are shared with community members. All survey results should be shared and discussed with members of the community so that they can fully participate in the planning and implementation of the program.

#### **Improving performance**

If M&E is to be effective, a system must be in place for putting the recommendations identified in evaluations and on-going monitoring into place. This will necessitate changes being made to the program, and these changes need to be managed. Who will be responsible for the changes? How will the implementation of these changes be monitored? How will the proposed changes affect resource allocation (is there sufficient funds / time available to make these changes)? What resistance will there be to these changes (from individual stakeholders)? Realistically, JDO are responsive to making small changes to interventions but larger ones are more problematic due to a number of factors, e.g. amending donor log frames and justifying changes.

It is important to strike the right balance between implementing changes and maintaining stability in the program.

### **Learning**

JDO acknowledges that further progress must be made to ensure that the lessons which arise from monitoring and evaluations are remembered and responded to by the organisation. JDO recognises the dangers of being over-reliant on key individuals and not having systems in place to insure that the knowledge they have isn't lost if they leave, or forget. To take steps towards becoming more of a 'learning organisation, JDO must insure that the information these key individuals' possess are documented and stored safely.

There are options which JDO could consider for enhancing its M&E function. These might include peer/exchange visits between different organizations which could develop organisational learning objectives. Once the knowledge and expertise is to the required standard, this process could facilitate internal evaluations of JDO programs. Workshops would greatly develop the M&E functions of each country and encourage an ethos of sharing best practice within JDO. Cross organisational learning is yet another option that JDO should avail of whenever possible. However, all methods must be considered with the time, resources and capabilities of JDO in mind.

### **3.8 Reporting structures**

JDO will have rigorous reporting systems for internal purposes. These will consist of weekly, monthly and annual reports, minutes of structured and meetings, field visit reports, internal and external evaluations plus public relations and advocacy reports such as journalists and photographers field visits. JDO will grow to be a strong organization at documenting quantitative and qualitative data for effective planning and management of programs.

### **3.9 Capacity and Resources**

JDO as an organisation must be committed to the development of an efficient and effective M&E system which not only evaluates its performance and accountability but also ensures learning throughout the process. This must flow throughout the organisation and resources must be devoted to it if it's working effectively. To materialize this, JDO will have M & E and learning desk with trained personnel. However, M&E is ultimately the responsibility of JDO director and must not be 'offloaded' onto dedicated M&E desk or focal points.

An M&E team/focal person can support the development of indicators, M&E planning, measuring of indicators, as well as the analysis and storage of data. However the purpose of conducting M&E is to inform programs and ultimately the program managers need to be

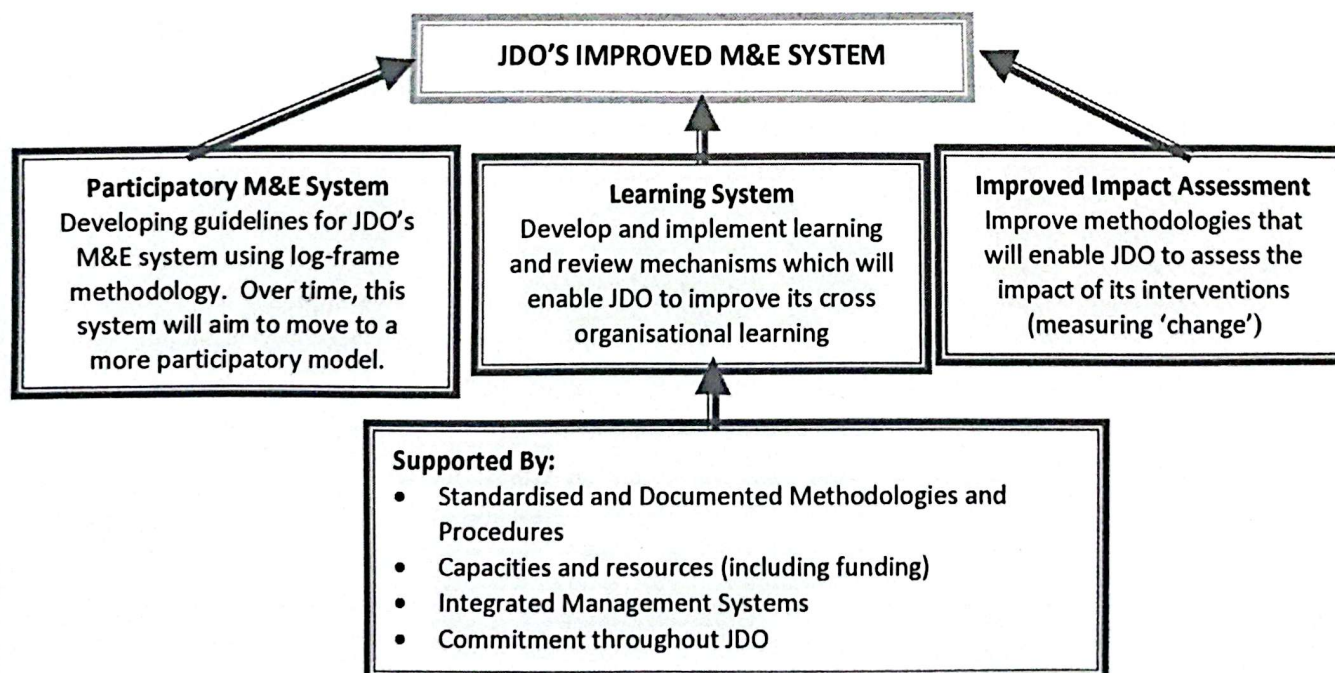
responsible for the M&E process in their sector, know the relevant findings from completed surveys and implement changes in program direction if required in conjunction with the rest of the program team. At the organizational level, responsibility for ensuring this is followed lies with the JDO Director.

#### 4. M&E options for JDO (Strategic Level)

This section of the framework aims to document some of the M&E methodologies that JDO will use in order to assess its performance towards achieving its strategic objectives (impact assessment) and to learn from the process. The options discussed below relate to JDO’s strategic level as opposed to those applicable to the monitoring and evaluation of programs and projects.

It should be emphasised that JDO’s intention at this stage is to set a solid foundation for the ongoing monitoring and evaluation of all its interventions. JDO strictly follow on its M&E strategy, ensuring that the key components discussed in this guideline are understood and implemented and a platform for more rigorous and ‘impact’ focused systems are embraced over time.

The diagram below highlights the three key areas that JDO will aim to develop and implement during the five year strategic plan running from 2022 – 2026. As mentioned throughout this guideline, many of these aims are a challenge for all development organisations, not just JDO. However, a commitment towards these objectives exists within JDO to continuously improve on these initiatives.



The four options below will be referred to briefly here and will be expanded on in depth in JDO's M&E Indicator Guidelines. These options are methodologies that JDO will attempt to develop or improve in due course based on organization's financial and technical capabilities.

#### **4.1 "Count what can be counted"**

As referred to previously in this guideline, many organisations struggle with impact assessments. A number of large organisations have invested heavily in trying to measure the impact of their work, and the change that it makes to people's lives. JDO will make all possible effort to develop impact assessment capabilities, though currently has neither the funding nor the expertise to conduct such assessments effectively where so many others have failed.

What JDO proposes in this aspect is to concentrate on the output indicators and then using other techniques, make references to the change or impact this has had on people's lives. In other words, JDO will 'count what can be counted' by concentrating on process indicators in the monthly or on-going monitoring systems and impact indicators in the annual assessments as referred to above in the indicators section.

By concentrating on outputs which are easily identifiable and measurable, JDO will be able to substantiate its findings and attribute the results back to its activities. This process is a lot more feasible than embarking on a difficult impact assessment focus. Further studies can be undertaken to assess the impact of this work through the use of qualitative techniques (Focus Group Discussions, PRA, workshops, etc).

#### **4.2 Causal Assessments, KAPB & standardised indicators**

JDO will employ KAPB survey to collect quantitative information. This will incorporate all JDO thematic areas as its principal tool for evaluating its programs and sectors. As KAPB is quantitative surveys, JDO will use to Causal Assessment toolkit to explore underlying causes for particular outcomes in communities.

The benefit of this approach will be that JDO will be able to correlate findings over a number of years and draw inferences as to the impact of its work across thematic areas. It is appreciated that many external factors will also affect impact at this level, such as government capacity and local security contexts. However it is expected that such on-going monitoring of core indicators will lead to further exploration of some of these external barriers to change and possible complementary activities to improve impact.

Training will be provided on these techniques (KAPB and Casual Assessment) by members of JDO's technical team or external persons can also be hired for a short term to provide such

training if required. However it is hoped that JDO teams will focus on developing their own M&E capacity to conduct such surveys and analyse M&E findings over the coming years.

#### **4.3 Learning and review process**

JDO will strive to coordinate learning mechanism which would enable the organisation to effectively conduct a self-assessment exercise at program or thematic areas, and then share this information throughout the organisation. One mechanism to facilitate this is the introduction of a learning and review process which will encourage open and transparent analysis of JDO programs. The exercise should encourage open and honest self-analysis so that lessons can be learnt from the process, changes identified and recommendations for the future put forward. Transparency and honesty in the system is crucial so the process is documenting what went well in addition to what didn't go so well. This information could be tailored for external use if necessary.

JDO may consider testing this learning and review process in one or two programs and documenting the findings (revising the Indicator Guidelines) before implementing this system across the organization. Experienced facilitators can be contracted during the initial stages of this process (JDO will be able to learn from them and replicate elsewhere).