



What have we learnt about M&E?

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Patton's 11 Critical Learnings

1. Plan for evaluation use by connecting to planning timelines and cycles
2. Evaluation and not just subject matter expertise is included in evaluation teams
3. Design the evaluation with methods and measures appropriate to the development situation
4. Need to take a mixed methods approach that includes multiple measures, both qualitative and quantitative
5. Critical to evaluate both implementation processes and outcomes
6. Critically important, both methodologically and



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Patton's 11 Critical Learnings

7. Distinguish measurement issues from design issues, especially with regard to attribution
8. Distinguish “implementation” evaluation from “developmental” evaluation
9. Critical to have skill in interpretation.
10. “Less is more” - smaller number of high quality evaluations
11. Building evaluation capacity is a form of development

*State of the Art in Measuring Development
Assistance*

Michael Quinn Patton

Utilization-Focused Evaluation

Saint Paul, Minnesota, April 10, 2008



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5 Include intended beneficiaries

- My amendment: just as important to truly include initiative staff
- Present role too tied to compliance and performance

What has CARE learnt?

- Strategic Impact Inquiry on Women's Empowerment
 - By removing the judgment and performance element in evaluative process, truly involved them



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8 “Compliance” vs. “developmental”

“...developmental evaluation...is aimed at helping complex innovations adjust to complex, nonlinear dynamics in uncertain environments”

What has CARE learnt?

- Strategic Impact Inquiry on Women’s Empowerment
- Theory of Change for all long-term programs



9 skills in interpretation

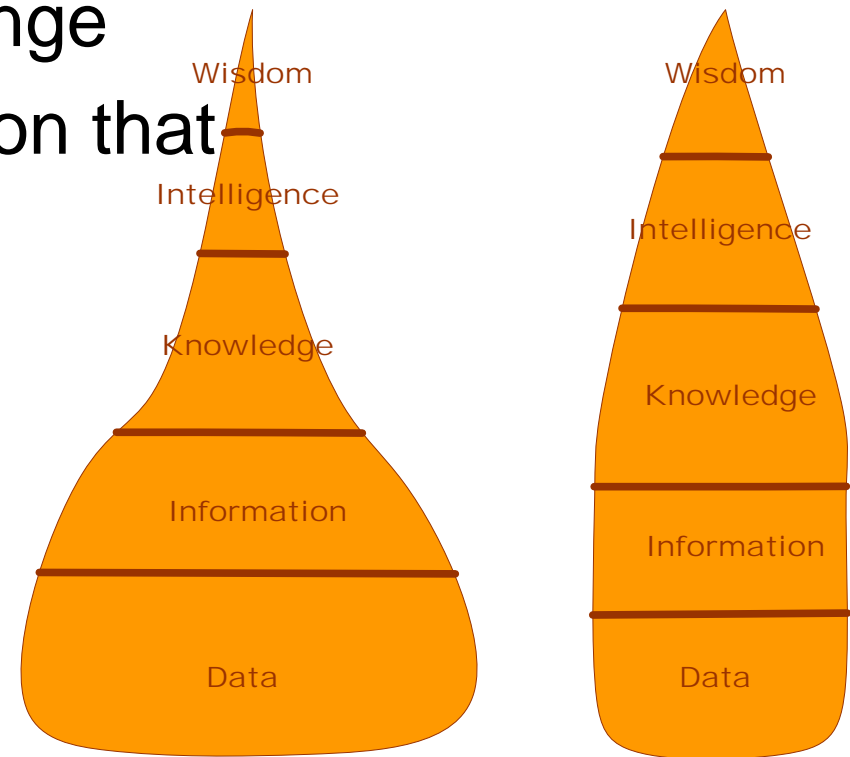
A 2003 *Harvard Business Review* article concluded that executives were more limited by a lack of capacity to make sense of data than by inadequate or inaccurate data.

- Too much data collected
- Too much emphasis on “rigor” of methods
- Disempowering for development practitioners

9 skills in interpretation

What has CARE learnt?

- Long-term programs with well formulated theories of change
- More focused data collection that collects less data
- More space for analysis, interpretation and change



11 Building evaluation capacity

“... building evaluation capacity in development settings is, itself, a form of development, so that evaluation isn't just done to people but is also done with them, and leaves behind not only findings but also an increased capacity to engage in ongoing M&E –and a commitment to do so”.

What has CARE learnt?

- SII Women's Empowerment
 - Instill the capacity and courage of critical thinking
 - See the application and utility of M&E



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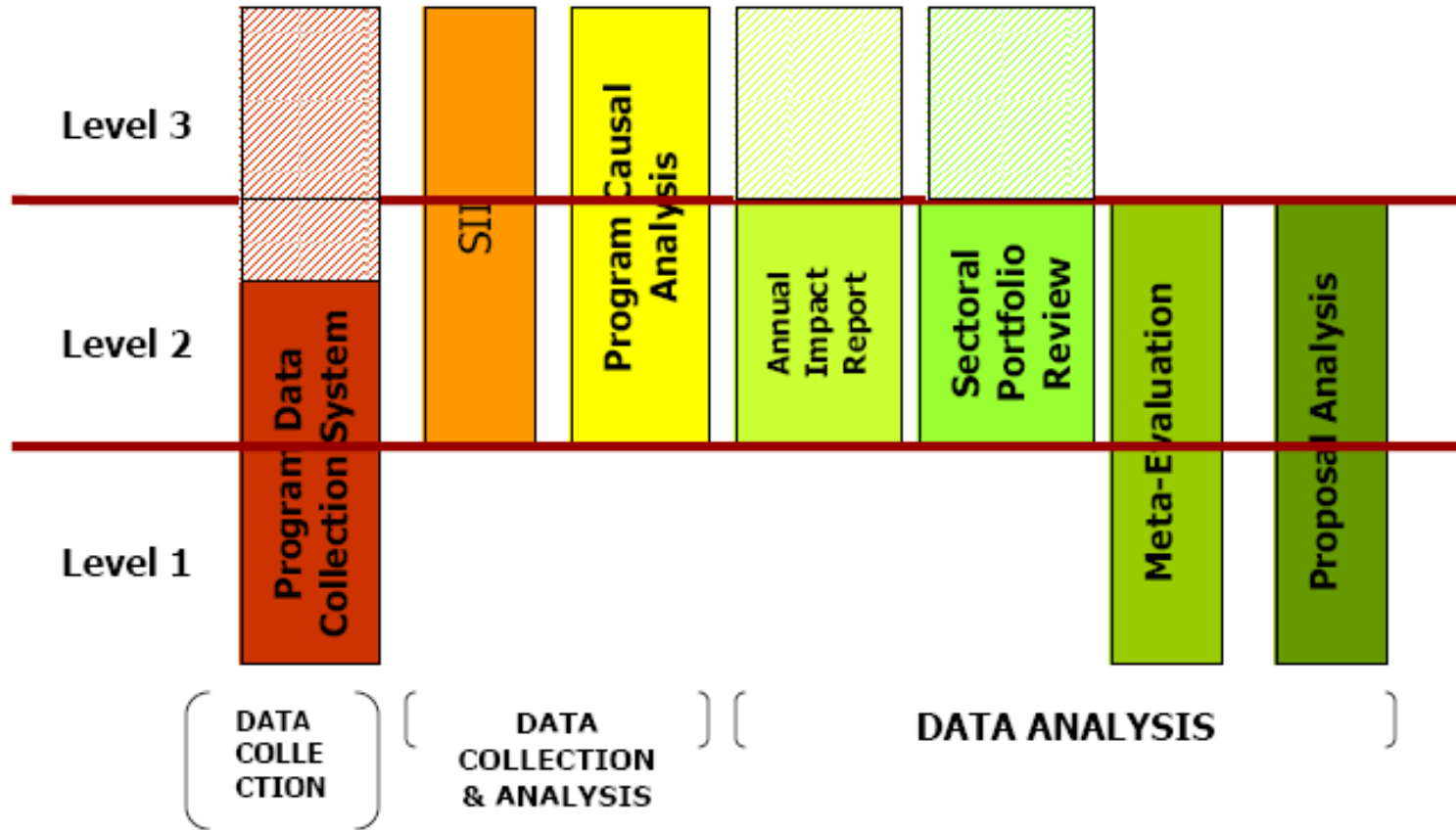


What has CARE Learnt?

1. Encourage staff to be true participants in M&E by creating space removed from judgment on performance
2. Make space for developmental evaluation so we can understand the complexity of the contexts
3. Reduce amount of data collected, increase the amount of interpretation and application
4. Build the enthusiasm for good M&E through doing good M&E



What does CARE Do?



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