# REFLECT

Reflecting on the effectiveness of your engagement provides vital insights that will enable you to adjust your approach to emerging needs, opportunities, and barriers that your team encounters through the implementation of your project. Measuring the results and evaluating the outcomes of the project will also support evidence-based learning for improved development impacts over time and in different contexts. The process and tools that you develop in this section will be integrated into your project from the beginning of its implementation, and will support the refinement and adjustment of activities throughout the intervention.

1. MONITOR
2. EVALUATE
3. REVIEW AND ADJUST

## STEP ONE: MONITOR

In some projects, monitoring is akin to "policing" the implementing organization, to make sure that it adheres to the implementation plan and budget established at the beginning of the project. The Model takes a very different approach to monitoring. Here, monitoring serves to help the project team to understand the local context and the specific needs, aspirations, and circumstances of project participants, in order to inform the design, adaptation, and adjustment of activities over the course of project implementation. Monitoring provides critical feedback to the team, supporting an iterative design and implementation that is responsive to women's input and to the local context.

A comprehensive set of activities and reports guides project management decisions and informs implementation. For this reason, it is important to establish a monitoring plan from the beginning. Monitoring Methods can vary according to your capacity and budget. Methods presented in this section include: keeping group meeting minutes and reports; keeping journals for women in the projects; monthly reporting; monthly phone conferencing; quarterly consolidated reporting; and an interim assessment.

## METHOD: MONTHLY PROJECT STATUS REPORT

To come up with a monthly project status report, the implementing partner will review the follow-up journals, minutes of group meetings and/or activity reports. In processing this information for the monthly project status report, the Project Officer should take the following steps:

1. Debrief with each CBF on group meetings, follow-up sessions with individual participants, and the CBF's own experiences in facilitating the group.
2. For each group, selectively choose journals, group meeting minutes and activity reports to validate issues arising from the debrief session with the respective CBF.
3. Review the output element of the electronic template to determine which results to include (this will often require the M&E partner's input especially in processing the data).
4. Develop a write-up for the group that bears two distinct sections: one on issues coming out of group meetings, and the other on issues arising from follow-up sessions.
5. There should be a meeting between the Project Manager and Project Officer, both based with the primary implementing partner, to discuss progress of work. This meeting is important— data generated will help inform project management at a micro level and decisions taken must be documented for inclusion in the consolidated monthly project status report.
6. The next step is to consolidate the individual group briefs that have been discussed internally, at the primary implementing partner level, into one report that can be submitted to project management.

## METHOD:
## GROUP MEETING MINUTES AND REPORTS

Every time a group meets, minutes should be written either by the CBF or group leader. The importance of meeting minutes is twofold:

1. They allow project officers to validate the ongoing accomplishments of CBFs and to evaluate women's satisfaction with how project implementation is going; and
2. They will provide a valuable primary record of what takes place in the meetings that can inform monitoring and evaluation reports. Operationally, the meeting minutes will assist project managers in monitoring the progress of project implementation and attainment of project objectives.

**The following guidelines will help to ensure that minutes are effective:**

- Every meeting must have an agenda, indicating its overall objective and intended accomplishments. The agenda will usually be determined by members, or taken from the planned activity schedule.
- The meeting must have a secretary; this may be the group leader if the CBF is leading a session or the CBF if the Project Officer or other agent is leading.
- Minutes are accompanied by an attendance list, stating which members of the group attend. The list can be standardized with each group member having a group number so that even those who cannot read can identify their number and sign with a thumbprint.
- Minutes are usually validated in the next session, where members agree to the record made and the CBF and the group leader sign them off.

The Project Officer will use the activity report that arises from the group meeting minutes to generate a component in the monthly project status report that seeks to monitor the groups' collective experiences as they participate in the project.

INSIGHT

Many partners may not be accustomed to this collaborative approach to monitoring. It is important that all partners understand the function and intent of monitoring from the outset, so as to ensure that all team members are forthcoming and reflective about challenges and successes. Knowing what is "not working" in a project is critically important to ensuring that the project adjusts its approach and ultimately has the desired impact.

FORMAT FOR MEETING MINUTES
CBF FGD GUIDE
WOMEN'S NEEDS ASSESSMENT GUIDE
TOOLBOX

## METHOD: PARTNERS' MONTHLY PHONE CONFERENCE

The monthly telephone conference will afford partners an opportunity to share experiences, and come up with collective solutions to any implementation matters. This innovation is important in ensuring that all partners are abreast with project implementation activities. The agenda for the partners' phone conference should be developed in advance with input from all partners. Minutes of these meetings should be kept, and will be useful to informing the 6 month project assessment and the end-line project review.

## METHOD: M&E QUARTERLY CONSOLIDATED REPORTS

Every 3 months, the M&E partner should consolidate monthly reports produced by the implementing partner, analyze data from the electronic template, review follow-up journal entries, review meeting minutes, and the monthly telephone conference minutes to produce a comprehensive opinion of project status. This report should be shared with all partners for review and commentary, and later discussed during a quarterly review conference. These reports will form part of the information that will be used in the 6 month and end-line assessments.

## METHOD: INTERIM ASSESSMENT

The interim assessment will pull together data from both monitoring and evaluative processes to generate a consolidated opinion on project status at an interim point in the project implementation cycle. In preparing the assessment, the M&E partner will conduct an onsite field verification of the issues emerging from the secondary information. Following the assessment, partners should meet to hold a roundtable discussion on project progress. This roundtable discussion will provide an opportunity for the team to make adjustments to the implementation strategy and planned activities.

## METHOD: WOMEN'S FOLLOW-UP JOURNAL

A record of individual engagement with women is important to facilitate evaluation of the project's effectiveness, as well as to aid tracking of women's Knowledge, Attitudes and Practices (KAP) as they develop through the project.

Keeping a journal can help the CBF to keep track of small changes that are indicative of bigger changes that develop over the course of the project. The journal will record personal experiences, and is an effective way to record incremental changes and the particular sets of circumstances that bring them about.

Depending on the level of literacy of the project participants, a journal for each woman can be filled in and held by the CBF. It is important that the CBF is able to keep the journals in a secure location— the information contained within them may be sensitive, and could put women at risk if the information is disclosed. The journal should be periodically reviewed by the Project Officer to inform monthly project status reporting and can serve as to flag strategies that are working well, as well as needs or opportunities requiring a shift in project strategy or planned activities.

TEMPLATE FOR WOMEN'S JOURNALS
TOOLBOX

## STEP TWO: EVALUATE

The purpose of evaluation is to measure what is the situation with women's land tenure security, and to track changes in women's situation so as to attribute successes and failures to the project's activities and approach. In addition to providing a basis for assessing the effectiveness of the project, information gathered through Evaluation tools implemented at the beginning of the project will help to inform project design.

There is a range of evaluation types that you can employ to assess the effectiveness of your project. Ultimately, the approach and method used in an evaluation is determined by the audience and purpose of the evaluation, as well as the available resources to undertake the final assessment.

The main evaluation activities are the baseline and the endline studies. A baseline study is an analysis describing the initial conditions before the start of a project. It provides a "Before" picture so that an assessment or comparison can be made at the end of the project. An endline study collects data at the completion of a project to be compared with baseline conditions and assess change.

## METHOD: CONDUCT A BASELINE SURVEY

The baseline survey should be conducted soon after the participants are enrolled in the project, before any substantive engagement has taken place. The Baseline will capture quantifiable data, based on the dimensions of tenure security outlined in the Women's Land Tenure Security Framework. The survey should take the form of a census for all project participants.

The baseline questionnaire is based on the Women's Land Tenure Security Framework: each question that you ask will provide information about each of the dimensions of women's land tenure security.

## METHOD: CONDUCT AN ENDLINE ASSESSMENT

The Endline Assessment repeats the process undertaken in the Baseline. You can even use the same questionnaire, though it is likely that you will want to add a few questions to provide additional information.

Never remove a question from a questionnaire that you asked in the Baseline Survey. The value of conducting the survey twice is to compare responses to the questions before and after your project. Having the same questions means that you will be better able to make a direct comparison, rather than trying to infer responses based on differently worded or different questions.

TIP

WOMEN'S BASELINE SURVEY
WOMEN'S END OF PROJECT SURVEY
END OF PROJECT FGD AND INTERVIEW GUIDES

TOOLBOX

## STEP THREE: REVIEW AND ADJUST

The stages of the planning process provide the project team with important opportunities to reflect on what they are learning through the project, and to make adjustments to the implementation plan as the project progresses. These adjustments can – and most likely, will – occur somewhat informally as the Project Officer or others on the team confronts unexpected issues or opportunities as they arise.

In addition to these improvised changes, the project team should meet at critical stages to review progress and address any issues to ensure that work is proceeding in the right direction. For example, a review after three months, and a second review after six months, will provide information about any roadblocks that the implementation team is encountering. Such a review should be informed by the regular reports and activity reports supplied by the CBFs and Project Officer, as well as targeted interviews and focus group discussions held with women participants, leaders, trainees, and other stakeholders.

Documenting and communicating about your project's successes and discoveries will be an important part of your project. The approach that your team takes to communications will depend on your interests, capacities, resources, and overall programming strategy. A good starting point for your efforts is to develop a communications plan.


CHECKLIST

# REFLECT CHECKLIST

Complete the following:

## MONITOR

- ☐ Monthly Project Status Reports
- ☐ Meeting Minutes and Complete Report
- ☐ Women's Follow-Up Journals
- ☐ M&E Quarterly Consolidated Reports
- ☐ Interim Assessment
- ☐ Partners' Monthly Phone Conference

## EVALUATE

- ☐ Conduct a Baseline Survey
- ☐ Conduct an Endline Survey
- ☐ Review and Adjust