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Data as a Foundation for Developing Monitoring, Evaluation, and Learning Frameworks (MEL) in Organisations

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Africa Continental Free Trade Area – Leading Change in the Public and Private Sector

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Authors

Patrick Ooro

Qualifications:

- Data Science Professional Certificate
- MBA
- BCom (Hons) (Economics)
- BA (Economics & Industrial Psychology)



Bio:

Highly motivated, and results driven Economist, Management and Finance executive with a proven track record throughout career history. Adaptable and innovative, with strong interpersonal, presentation and management skills, a passion to deliver, and also a great team spirited motivator.

Successfully delivers a supreme service to internal, external and prospective clients, while managing procedures, protocols and regulatory requirements, with balance sheet experience and an analytical mind-set that drives the improvement of profit and loss ratios. Solid knowledge and experience within the banking, resources and infrastructure sectors in Sub-Saharan Africa, coupled with robust management, research and consulting experience.

Currently Mr. Ooro is a Director at DaySeven Group based in South Africa.

Kamau Ndwiga

Qualifications:

- MBA
- BBA
- CPA (K)
- NDip. (Public Finance Management & Administration)



Bio:

Vastly experienced consultant with a strong background in Accounting, Academic Research, and In-Depth knowledge of Sub-Saharan Africa business dynamics.

He specialises in; business & marketing plans, fundraising proposals for Non-profit making organisations, Business advisory services, feasibility studies, due diligence, mentorship, project planning and appraisals, financial analysis, auditing, financial statements, market research & intelligence, tax returns, strategy formulation, monitoring and evaluation, value chain analysis and opportunity identification matrix, training material development, short term training, and research.

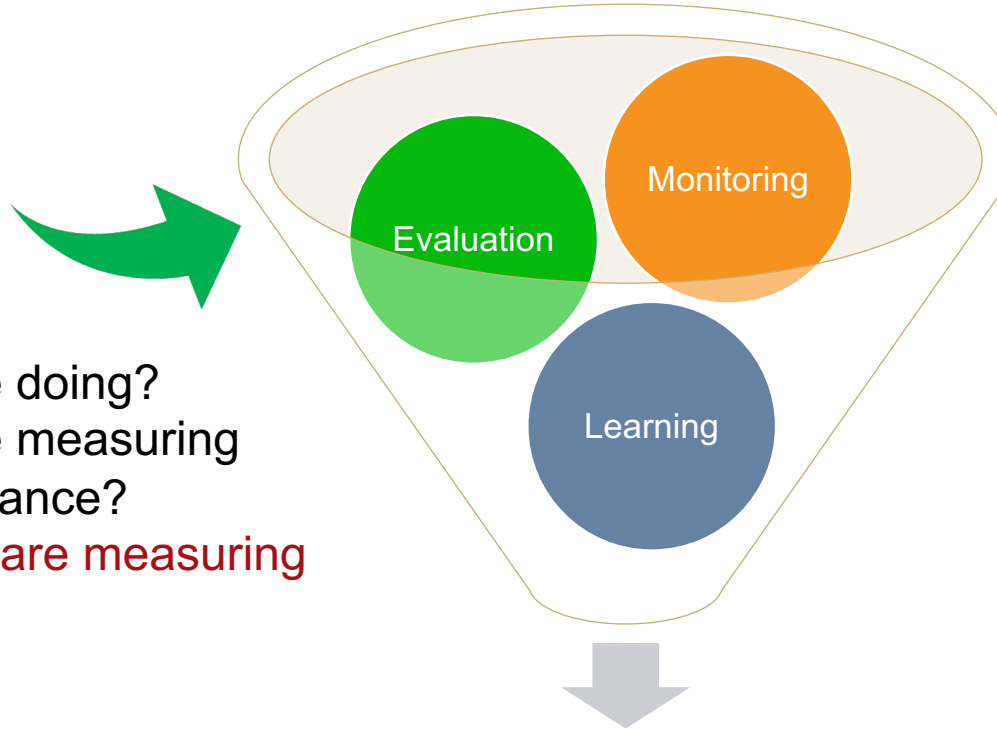
Currently, Mr. Ndwiga is offering similar consultancy services in Kenya through First Advantage Investments and also manages business business opportunities and projects on behalf of DaySeven Holdings (Kenya) Ltd.



Introduction & Background



- How are we doing?
- How are we measuring our performance?
- **Is What we are measuring correct?**



What did we Learn?

DOING THINGS DIFFERENTLY

- Enable organisational learning and adaptation
- Integrate learning into organisational culture



- What we are doing vs. What we should be doing?
- How regularly are we checking?
- Is there are structured approach?
- What data do we have?



Why Focus on MEL Frameworks...

- Organisations approach MEL as a project-driven function
- MEL Frameworks are not structurally embedded in organisations
- Changing working environment dynamics
- Organisations are not using existing data effectively to develop MEL Frameworks
- Organisations need to continuously and consistently measure – Where is this Data???



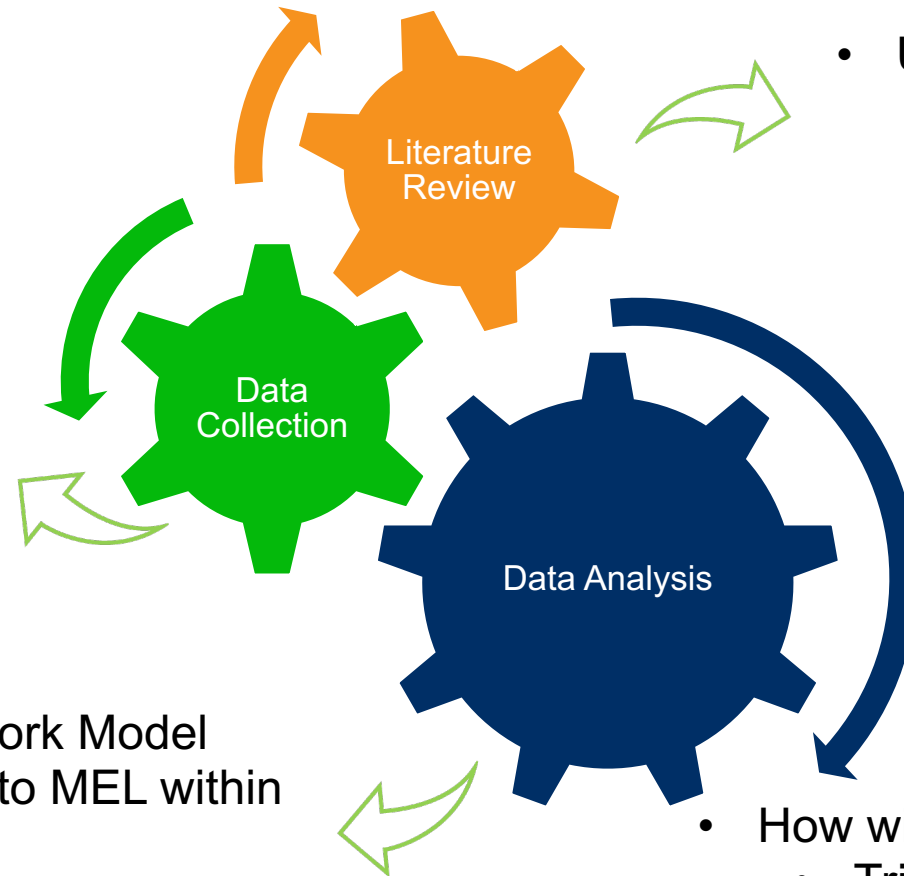
Aim/Purpose/Objectives

- Develop a model for MEL Frameworks that applies knowledge gained from evidence and analysis to improve organisations
- Develop MEL Frameworks that are aligned to organisational strategic objectives
- Develop a model for agile MEL Frameworks that respond to external and internal factors
- Model existing data to develop MEL Frameworks
- Use knowledge generated from MEL frameworks to contribute to real time decision making in organisations



Methodology/Approach

- MEL Frameworks:
 - What are organisations doing?
 - Why are organisations doing it?
 - What do organisations want to achieve?



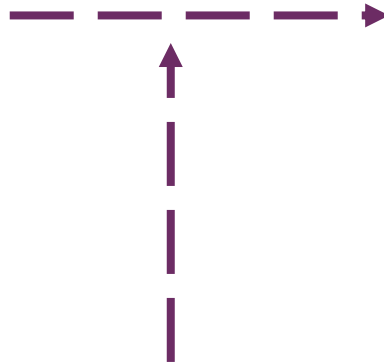
- Logical MEL Framework Model
- Structured approach to MEL within organisations
- Replicable MEL Framework Model

- Understanding the organisational context:
 - Stakeholder mapping
 - Do organisations have MEL frameworks?
 - Is MEL relevant for your organisation?
- Developing an MEL Framework:
 - What to measure
 - How to measure
 - What to do with the data
 - How willing are we to change based on the data?
- How will it all be done....
 - Triangulation research design
 - Purposive sampling



Literature, Theory, Framework

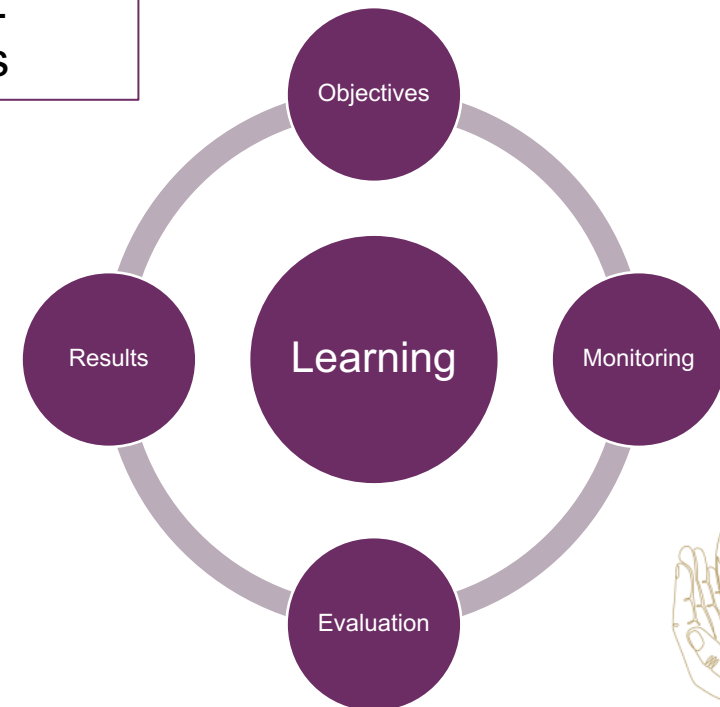
- Independent Variables:
 - Data availability
 - Data management
 - Evaluation
 - Monitoring
 - Learning



- Dependent Variables:
 - Performance
 - Existence of current MEL Frameworks

- Expected Outcome:
 - MEL Framework

- Moderators
 - Government
 - NPOs
 - Corporates
 - SMMEs



Findings/Results

- MEL Frameworks can enable organisational development
- MEL Frameworks can be used to complement organisational strategy
- Establishing an MEL Framework is an organisation-wide enabler
- Some organisational processes and culture hinder MEL frameworks
- Organisation-wide collaboration to embed M&E
- Accountability to develop a learning organisation improves MEL Frameworks



Conclusions, Implications, Recommendations

- Use of existing organisational data is necessary to develop robust MEL Frameworks
- The importance, and relevance of MEL frameworks is increasing
- Data analytics is increasingly becoming vital for decision making
- MEL frameworks can be a day to day operational and management tool
- The development of future MEL frameworks will be data-driven
- MEL frameworks are not the end goal but a tool to achieve strategic objectives more effectively



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THANK YOU

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