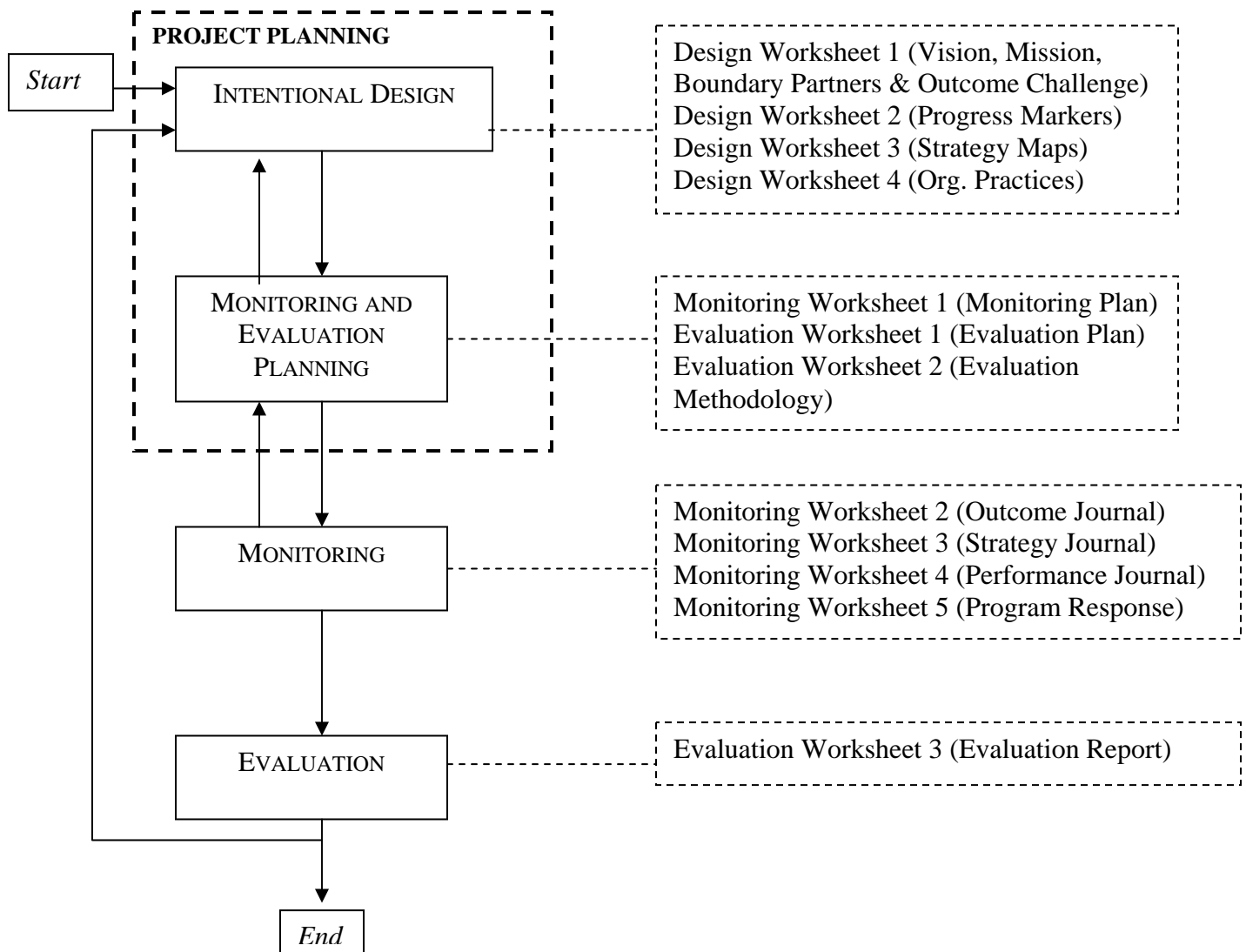


Monitoring and Evaluation for PAN Localization project using Gendered Outcome Mapping (OM^G)

Sana Gul and Sarmad Hussain

The figure below presents a tentative Monitoring and Evaluation framework for PAN Localization project. The basic M&E technique used is Outcome Mapping with integration of guidelines from the Gender Evaluation Methods to form Gendered Outcome Mapping, referred to as OM^G .



OM^G is divided into three phases: Project planning phase comprising of two sub phases, Intentional Design and M&E Planning phase, Monitoring phase and the Evaluation phase. These phases are discussed below:

1. PROJECT PLANNING PHASE

Within OM^G framework the project is completely planned during its project planning phases (Intentional Design and M&E planning). During this phase the project goals and objectives are determined, potential stakeholders are identified and project execution strategies are developed. Plans for monitoring the stakeholder's progress and overall evaluation of the project are developed and finalized. Brief description of the project planning sub-phases is given below.

2. INTENTIONAL DESIGN

Intentional Design phase initiates project planning. In this phase, the project team sets the Vision and Mission of the project. Boundary Partners (BPs) and their associated Outcome Challenges are identified. Boundary Partners are further specified on the basis of gender. Provision is available for monitoring and evaluation if changes in behavior of the male members of the boundary partner will be observed, female or both genders. This categorization has been explicitly defined in the Design Worksheet 1, where the teams are required to specify who among the boundary partners are targeted for monitoring and observing changes in the behavior. Similarly while identifying the Progress Markers (PMs) and Strategy Maps for the selected Boundary Partner's Outcome Challenge, teams can develop separate PMs for male/female members of the BP or make one set of PMs that apply to both genders. Specific instructions have been given in Design Worksheet 2 and Design Worksheet 3. Similarly in documenting the Organizational Practices for monitoring, the template for Design worksheet 4 provides provision for documenting practices that are targeted towards both genders and any additional ones specifically for the male or female members of the BPs.

3. M&E PLANNING PHASE

Monitoring Plan (Monitoring worksheet 1) is developed in the second sub-phase of the Project Planning stage of OM^G. It helps the project teams define their monitoring priorities in keeping any or all of the three journals, Performance Journal (Monitoring Worksheet 4), Strategy Journal (Monitoring Worksheet 3) or/and Outcome Journal (Monitoring Worksheet 2).

An Evaluation Plan (Evaluation Worksheet 1) is also developed at this stage with a detailed description of the evaluation methodology specified through the Evaluation Worksheet 2.

4. MONITORING PHASE

Project Outcomes, Strategies or Organizational practices are monitored through Outcome Journal (Monitoring Worksheet 2), Strategy Journal (Monitoring Worksheet 3) or Performance Journal (Monitoring Worksheet 4) respectively. These journals are used to record periodic changes to the program specifically focusing on the project progress in terms of the achievement of the Outcome Challenge, the Strategies employed or the effectiveness of the Organizational Practices in place. Specific instructions on recording separate observations for the male/female members of the boundary partners are given in each journal template. The over-all program's response to the project strategies and planned implementation is recorded through the Monitoring Worksheet 4. This program analysis may be conducted at any suitable frequency.

5. EVALUATION PHASE

OM^G does not prescribe a specific way to evaluate the project. However it provides planning tools and all the necessary data to aid the evaluator in concluding and learning about the project team's performance. Thus based on the data gathered through the journals and the evaluation methodology described by the team, evaluator can judge the performance of the project and its teams in achieving its objectives as set out in the outcome challenge statements and the project mission. An evaluation report (Evaluation Worksheet 3) must be developed at the end of the evaluation phase which would synthesize the findings and the evaluator's interpretation of the project success/failure to meet its objectives.