Revised 26 May 2010

Preface

There is growing pressure on ministries to prove transparent, effective, and economical.

There is a movement away from expensive, static ministry towards more results-based approaches that examine outcomes and impact.

This handbook is intended for ministry planners who take seriously the challenge of leading for results.

Its goal is to help prepare you to plan, design, build and implement results-based monitoring within your ministry.

Introduction:  
Building a Results-Based Monitoring System

National ministries are challenged today to provide leadership for success in evangelism, church planting and social transformation.

Results-based monitoring can prove a powerful leadership tool that provides you with timely information, so that you can make good, timely plans and better manage your personnel and finances.

* + 1. Part 1: New Challenges in Church Planting Leadership

No longer content to maintain activities and outputs, ministries are increasingly interested in demonstrating results, outcomes and impact.

* + - 1. External Forces for Change

There is growing awareness of the practices that lead to multiplication of disciples, leaders and churches.

Donors, likewise, expect national and local ministries to adopt multiplicative practices and to demonstrate results.

Those practices include the setting of long-range goals, short range targets, and continual progress indicators.

* + - 1. Internal Initiatives and Forces for Change

Many countries have national and regional networks that promote multiplicative practices and support ministries which seek to implement those practices.

Better public health has led to explosive population growth, demanding explosive church multiplication.

Non-Christian religions are so well financed, that under-financed Christian ministries must implement highly-effective, low-cost methods.

The Holy Spirit is speaking to leaders and followers alike, pressing them to follow the instructions of Jesus and the example of his apostles.

* + - 1. Part 2: Results-Based monitoring —A Powerful Leadership Tool

Every successful business, government and ministry tracks its expenses, activities, successes and failures.

* If you do not measure results, then you cannot tell success from failure.
* If you cannot see success, then you cannot reward it.
* If you cannot reward success, then you are probably rewarding failure.
* If you cannot see success, then you cannot learn from it.
* If you cannot recognize failure, then you cannot correct it.
* If you can demonstrate results, then you can win public support.

Monitoring also provides content for making periodic evaluation of programmes and projects.

* + - 1. Monitoring: What Is It?

Monitoring is a measured way of supplying ministry leaders, and their partners, with information on progress towards achieving stated targets and goals, by providing timely evidence, so that they can make any necessary mid-course corrections in policies, training, planning, methods and activities.

* + - 1. Key Features of Results-Based monitoring Systems

Traditional tracking addressed compliance, asking how well personnel followed plans, rules and budgets. Monitoring also looks at outputs, outcomes and impact, so that leaders can adjust plans, rules and budgets. Monitors ask:

* What are the ministry’s goals?
* Are those goals being achieved?
* How can achievement be proven?

Elements of Results Monitoring:

* Baseline data to describe the situation before the ministry work.
* Indicators for ministry outcomes.
* Data collection on outputs that contribute to achieving outcomes.
* More focus on perceptions of change among stakeholders.
* Systemic reporting with more qualitative and quantitative information on the progress toward outcomes.
* Done in conjunction with strategic partners.
* Captures information on success or failure of partnership strategy in achieving desired outcomes.
  + - 1. Many Applications for Results-Based monitoring

Provide continuing streams of data and feedback at all levels:

* Ministry – How well does the organisation fulfil its vision?
* Training – How well does training prepare more trainers?
* Mentoring – How well do local leaders prepare more leaders?
* Fieldwork – How well do local leaders apply their learning in the field?

Help identify ways to improve ministry:

* Each ministry can adjust its plans, training and skills.
* Ministries can learn from each other how better to fulfil their targets and goals.
* All ministries learn what works, what does not work, and why.
* Everyone learns more about the benefits of real results.
* All learn what it means to be transparent, honest and trustworthy
  + - 1. Political and Technical Challenges to Building a Results-Based monitoring System

Good information from the field enables ministry leaders (a) to make well-informed decisions, (b) to improve training and (c) to adopt proven methods and materials. Ministries that fail to monitor will stagnate quickly, and they may lose the confidence of their partners, donors and workers.

Ministries must train personnel in the technical skills:

* to design monitoring procedures
* to help local leaders report accurately and in a timely manner
* to compile and analyse data
* to draw insight from the data for better leadership decisions
  + - 1. Introducing the 10-Step Model for Building a Results-Based monitoring System

There are six essential actions involved in building a monitoring system:

* Formulate desired outcomes and goals.
* Select outcome indicators to monitor.
* Gather baseline information on the current field situation.
* Set specific targets to reach and dates for reaching them.
* Regularly collect data to assess how well the targets are being met.
* Analyse and report the results.

|  |  |  |
| --- | --- | --- |
| Results | Goal | Double baptisms and church starts |
| Outcome | Local leaders mentoring more leaders |
| Implementation | Outputs | Local leaders trained to mentor & monitor |
| Activities | Workshops train trainers  Mentoring & monitoring materials stocked |
| Inputs | Workshops manuals, mentoring materials |

A ministry can start with any one of the following ten steps, and it may take only those steps that meet its current needs and limitations.

A description...

Steps to designing, building and sustaining results-based monitoring (take steps in any order).

1. Proceed only when the ministry directors agree that they want to monitor progress.
2. Ministry leaders and ‘stakeholders’ consult and set outcomes, indicators, targets….
3. Set key performance indicators to monitor progress by continuous feedback from inputs, activities, outputs, outcomes, and impacts.
4. Establish performance baselines from qualitative and quantitative description of current indicators.
5. Leaders at every level set near-term result targets for desired improvement over baselines.
6. Field personnel collect performance data by following guidelines.
7. Leaders choose the uses, types and timing of programme evaluation.
8. Staff members analyse and report data to help decision-makers make necessary improvements in projects, policies, and programs.
9. Leaders generate and share learning and knowledge with partners and similar programmes.
10. Adjust roles, responsibilities, procedures, methods and tools for on-going monitoring.
    * + 1. Where to Begin: Whole-ministry, regions, or scattered locations.

After doing monitoring ‘pilot’ tests, leaders can make adjustments and employ monitoring more widely. Monitoring practices should be improved whenever and wherever needed.

* + - 1. Part 3: Monitoring Readiness

Monitoring can be implemented more quickly in ministries that have:

* Strong administrative and management capacities
* Integrity, honesty, and professionalism
* Well-developed financial, budgetary, and accounting systems
* A tradition of accountability and transparency
* Credible, legitimate top leaders who champion monitoring
* Personnel trained in the social sciences as opposed to strictly theological training
* Donors or partners who budget for monitoring and training
* Seen how other ministries monitor and evaluate their projects, policies and programmes
  + - 2. Step 1: Conducting a Readiness Assessment

A monitoring need assessment assumes that there is some fundamental, underlying question as to whether ministries need such systems.

* + - 1. Why Do a Readiness Assessment?

Start by asking “why” questions: Why should we measure something? Why is there a need in a particular ministry to think about these issues? Why do leaders want to embark on building sustainable results-based monitoring systems?

Three parts of readiness:

1. Incentives and demands for a monitoring system. Ask: Who wants it? Who would benefit from it? In what ways?
2. Roles, responsibilities and existing ministries, partners, field personnel Ask: Who produces data? Who would use more data? Who has resources for implementing a monitoring system?
3. Capacity building requirements: Ask, Who has needed skills in management? Technology? Data processing? Fiscal resources? Previous experience? Training courses?
   * + 1. The Readiness Assessment: Eight Key Questions
4. What pressures are causing the need for a monitoring system within the concerned ministry?
5. Who Is the advocate for a monitoring system?
6. What is motivating the champion to support such an effort?
7. Who would own the system? Who would benefit from the system? How much information do they really want?
8. How would the system directly support better resource allocation and the achievement of ministry goals?
9. How would the organization, the champions, and the personnel react to negative information generated by the monitoring system?
10. Where does capacity exist to support a results-based monitoring system?
11. How would the monitoring system link project, program, regional, and national ministry goals?
    * + 1. Lessons Learned

Frequent personnel changes in ministries make it difficult to identify champions and keep working with them.

Monitoring skills can be learned through training, but lack of a champion may make monitoring impossible.

* + - 1. Step 2: Agreeing on Outcomes to Monitor and Evaluate

Evey ministry sets goals, but not all have a capacity to track progress towards their goals.

* + - 1. The Importance of Outcomes
* It is stated outcomes that describe what success will look like.
* Tracking indicators without outcomes would prove meaningless.
* It is the outcomes, not their indicators, that will advance the Kingdom.
* It is desired outcomes that determine planned inputs, activities and outputs.
  + - 1. Issues to Consider in Choosing Outcomes to Monitor

Human and monetary resources determine budgets; management skill determines outcomes.

Ministries may require stakeholders strengthen their budget and skill capacity to monitor.

Only those who participate in setting goals and outcomes will prove motivated to meet them.

“Being busy is not the same thing as attaining results.”

* + - 1. The Overall Process of Setting and Agreeing upon Outcomes

Ministries, their partners and field personnel must agree on:

* Where they are going
* Why they are going there
* How they will know when they get there

Therefore:

* Identify specific stakeholder representatives (leaders, strategists, donors, trainers, personnel).
* Translate problems into statements of possible outcome improvements.
* Separate outcomes according to: For whom? Where? How much? And by when?
* Develop a plan to assess how the ministry will achieve these outcomes.
  + - 1. Examples and Possible Approaches

|  |  |  |  |
| --- | --- | --- | --- |
| Outcomes | Indicators | Baselines | Targets |
| New churches are starting newer ones. | 1. Numbers of new churches started by churches  2. Language and caste of new churches | Only paid church planters start new churches  No daughter churches | Every new church starts a ‘daughter’ one each year |
| New leaders are coaching newer ones | 1. Number of apprentice leaders  2. Number of generations of apprentice leaders | Only paid leaders train paid staff members  No staff members train new leaders | Every leader has an unpaid apprentice.  There are multiple generations of leaders |

* + - 1. Step 3: Selecting Key Performance Indicators to Monitor Outcomes

Outcome indicators are not the same as outcomes. Indicators are the quantitative or qualitative variables that provide a simple and reliable means:

* to measure achievement
* to reflect the changes brought about by a ministry
* to help assess the performance of an organization against its stated outcome.
  + - 1. Indicators Are Required for All Levels of Results-Based monitoring Systems

Indicators are required in order to monitor progress with respect to inputs, activities, outputs, outcomes, and goals, to enable leaders to make better decisions, to elicit more prayer, and to help others adopt better methods.

* + - 1. Translating Outcomes into Outcome Indicators

It is through the regular measurement of key performance indicators that you can learn how well outcomes are being achieved. All the stakeholders’ interests must be considered. Indicators measure results that leaders can affect or change to managing inputs and activities.

* + - 1. The “CREAM” of Good Performance Indicators

Performance Indicators must prove:

* Clear Precise number or unambiguous category
* Relevant Related to a specific outcome
* Economical Available at a reasonable cost
* Adequate Provide enough information to assess performance
* Monitorable independently verifiable

Quantitative numbers may be counts, averages, or percentage.

Qualitative indicators include descriptions, categories, or circumstances.

* + - 1. The Use of Proxy Indicators

Checklist for assessing proposed indicators when outcomes cannot be measured. Is the indicator:

⃝ A reflection of the outcome itself?

⃝ Sufficiently precise?

⃝ Practical, cost-effective?

⃝ Sensitive to change in the outcome?

⃝ Unaffected by other changes?

⃝ Separated from other outcomes?

* + - 1. The Pros and Cons of Using Predesigned Indicators

Indicators can be borrowed from other ministries monitoring systems.

Pros:

* They can be compared across similar projects, programs, and policies.
* They reduce costs of building many unique measurement systems.
* They help harmonise partner requirements.

Cons:

* They may not address ministry-specific goals.
* They may be viewed as imposed from the top down.
* They may not promote stakeholder participation and ownership.
* They may include competing indicators.
  + - 1. Constructing Indicators

Proposed indicators:

* Must meet leaders’ specific information needs.
* Must directly reflect an outcome.
* Must have a baseline measure.
* Must be tested whether it provides needed information about targets.
* Must provide steams of data, over time, on inputs, activities, outputs and outcomes.

Do not eliminate or modify an indicator before three measures have been taken.

* + - 1. Sample Indicators: New Testament

Project name Making disciples every ethnic community

Project goals 1. Baptise new believers

2. Teach all to obey Jesus

Indicators

Outcome 1. Ethnic communities penetrated

2. Households baptised

3. Churches planted

4. Leaders trained

Outputs 1. Workers sent to every ethnic community

2. Three generations of churches

3. Plant 100 churches

4a. Leaders mentored in every town

4b. Four generations of leaders

* + - 1. Step 4: Setting Baselines and Gathering Data on Indicators

The baseline is the first measurement of an indicator. It sets the current condition against which future change can be tracked.

* + - 1. Establishing Baseline Data on Indicators

***A performance baseline is qualitative or quantitative information that provides data at the beginning of the monitoring period, or just prior to it.***

|  |  |  |  |
| --- | --- | --- | --- |
| Outcomes | Indicators | Baselines | Targets |
| Ethnic communities penetrated | Language, class, ethnicity | 1 ethnic community |  |
| Households baptised | Number of men  Number of women | 100 men  20 women |  |
| Churches planted | Number of gatherings | 4 regular gatherings |  |
| Leaders trained | Number of apprentices  Number of generations | 2 apprentices  1 generation |  |

* + - 1. Building Baseline Information

For every indicator, determine the following:

1. What will be the sources of data?
2. What will be the data collection methods?
3. Who will collect the data?
4. How often will the data be collected?
5. What is the cost and difficulty to collect the data?
6. Who will analyse the data?
7. Who will report the data?
8. Who will use the data?
   * + 1. Identifying Data Sources for Indicators

For each potential data source, ask the following:

* Can it be accessed in a practical fashion?
* Can it provide quality data?
* Can it accessed on a regular and timely basis?
* Is it feasible and cost effective?
* Does it relate directly to the performance questions and indicators?
* Is it a ‘primary’ source that your organisation or a partner collects for your use?
  + - 1. Designing and Comparing Data Collection Methods

Choose one or more data collection methods from the following list. This list of methods varies from informal ones (less structured) to formal ones (more structured):

* Conversations with concerned individuals
* Community interviews
* Field visits
* Review of official records
* Interviews with key informants
* Participant observation
* Focus group interviews
* Direct observation
* Questionnaires
* One-time survey
* Panel surveys
* Census
* Field experiments
  + - 1. Data Collection: Two CPM examples
      2. Step 5: Planning for Improvement—Selecting Results Targets

Target setting is the final step in building the performance framework. It, in turn, is based on outcomes, indicators, and baselines. The reasoning process is a deductive one, flowing back from the desired outcomes.

* + - 1. Definition of Targets

Each target indicates the number, timing and location of that which is to be achieved.

Baseline indicator level + Desired level of improvement = Target performance level

* + - 1. Factors to Consider When Selecting Performance Indicator Targets

Review with your planning team the following information:

* Your organisation’s previous performance
* Expected resources: funding, training, personnel, facilities, materials
* Frequency: bi-annually, annually, semi-annually, or quarterly
* Other ministries operating in similar circumstance
* Exercise of God-honouring faith and obedience
  + - 1. Examples of Targets Related to Church Planting

By 2013, increase the proportion of reproductive churches from 10% to 90%.

By 2013, increase the number of training chain generations from two to four.

* + - 1. The Overall Performance-Based Framework

Performance targeting is critical to the process of reaching outcomes. The formula for arriving at the target performance is a simple ne involving baseline indicator levels and desired levels of improvement over a specified period of time.

|  |  |  |  |
| --- | --- | --- | --- |
| Outcomes | Indicators | Baselines | Targets |
| T&M materials translated | Percentage of studies | 10% translated | By January 2011, 50% translated |
| Local languages spoken in churches | Churches per 10,000 speakers of each language | Language 1:  Language 2:  Language 3:  Language 4: | Language 1:  Language 2:  Language 3:  Language 4: |

* + - 1. Step 6: Monitoring for Results
      2. Part 1: Key Types and Levels of Monitoring

A results-based monitoring system is, most importantly, a system to help any ministry organization better manage resource inputs as well as outputs and outcomes.

Sample Gantt chart tracks activities (neither inputs nor outputs)

|  |  |  |  |
| --- | --- | --- | --- |
| **CPM Tasks, phase** | **Duration** | **Start** | **End** |
| 1 Recruit church planters | 21 days | March | March |
| 2 Hold training | 4 days | April | April |
| 3 Prayer-walk villages | 7 days | April | April |
| 4 Evangelise households | 60 days | April | June |
| 5 Lead bible-discovery | 60 days | April | June |
| 6 Mentor new leaders | 1 year | April | April |
| Mar Apr May Jun Jul … Apr  1=====  2==  3==  4=======  5============  6=====================…=========== | | | |

* + - 1. Key Types and Levels of Monitoring

Leaders must monitor both implementation of plans and the results of that implementation.

|  |  |  |
| --- | --- | --- |
| Monitoring of results and of implementation | | |
| Monitor results | Goals (impacts) | Long-term, widespread CPM |
| Outcomes | Intermediate effects of outputs on communities |
| Monitor implementation | Outputs | Products and services |
| Activities | Tasks performed by personnel: inputs to outputs |
| Inputs | Personnel, finances, equipment |

Examples of results monitoring

|  |  |  |
| --- | --- | --- |
|  | **Outcome** | **Monitor** |
| Policy | Fostering CPMs in every ethny | Ensuring mentored training of local leaders |
| Program | Ministry leaders are implementing CPM activities | CP coordinators are providing training of trainers workshops |
| Project | CPM activities are implemented in 30 targeted zones | Number of leaders who are mentoring generational chains on newer leaders |

NOTE: A single unit or office must be responsible for resource allocation, for carrying out activities and for monitoring performance.

* + - 1. Links between Implementation Monitoring and Results Monitoring

Periodic work plans describe the means and strategies that the ministry organization follows to use inputs effectively to achieve outputs and, ultimately, outcomes and impacts.

* + - 1. Part 2: Key Principles in Building a Monitoring System

Policies, programs, and projects need information on results. Leaders and planners at every level require results information. Leaders must identify what information personnel need at every level. Someone at each level must be made responsible for:

1. What data are collected
2. How often data are collected
3. How data are collected
4. Who collects data
5. Who reports data
6. To whom data are reported
7. How data are analysed
8. To whom analyses are reported
9. Who makes decision based on analyses
   * + 1. Achieving Results through Partnership

Every ministry lacks personnel, resources, funding, skills and training, so they must form partnerships with other organisations. All the partners must agree on certain goals, outcomes, targets, means and tactics. Each partner must know what it is to contribute and what it can expect from the others.

* + - 1. Four needs of Every Results-Based Monitoring System

**Ownership:** those at every level must demand the information that they need.

**Management:** decision-makers at every level must have information in time to make good decisions.

**Maintenance:** leaders must ensure that monitoring is done and that information keeps flowing.

**Credibility:** both good results and unwanted ones must be reported without punishment.

* + - 1. The Data Quality Triangle: Reliability, Validity, and Timeliness

**Reliability:** monitoring is done according to guidelines, every time.

**Validity:** indicators measure actual performance.

**Timeliness:** data must be timely and current, that is, collected frequently and reported soon.

There is often an explicit trade-off between measurement frequency and measurement precision.

* + - 1. Analysing Performance Data

Examine changes over time:

* Compare present to past data to look for trends and other changes.
* The more data points there are, the more compelling the trends.

Did the indicator get better? Worse? Was there a straight-line progression or a wave?

* + - 1. Pretesting Data Collection Instruments and Procedures

Key points about pretesting include the following:

* A data collection approach should be tested to find out how good it is.
* Pretesting provides a way to improve instruments or procedures.
* Avoiding pretesting probably will result in mistakes.
* Pilot several strategies, if possible.
  + - 1. The Importance of Conducting Pilots

The pilot is a means of learning what works and what does not. It is a way of making small mistakes early rather than big mistakes later. A pilot alerts managers when there are some indicators for which data collection proves:

* Too difficult
* Too costly
* Too time consuming
* Too complex

One should choose indicators that will yield the best information at the lowest cost.

* + - 1. Step 7: Using Monitoring Information to Support a Results-Based Leadership System

Evaluation describes and measures a planned, on-going, or completed programme, to determine its relevance, efficiency, effectiveness, impact, and sustainability. Lessons learned will be incorporated its leaders’ decision-making.

* + - 1. Uses of Evaluation

Evaluation Provides Information on:

* Description: what has been happening?

— Activities and processes

— Actual outcomes and impacts

— Use made of tools and resources

* Strategy: are the right things being done?

— Rationale or justification

— Clear theory of change

* Operations: are things being done rightly?

— Effectiveness in achieving expected outcomes

— Efficiency in optimizing resources

— Client satisfaction

* Learning: are there better ways?

— Alternatives

— Best practices

— Lessons learned

* Pragmatism: what are the causes of a problem?

— Identify emerging problems

— Support choices between alternatives

— Support reform and innovation

— Build consensus on cause and responses.

* + - 1. The Timing of Evaluations

Any time there are concerns for which evaluation information would be useful.

* To explain why outcomes diverged from planned targets.
* To distinguish program design from program implementation.
* To allocate resources more efficiently and effectively.
* To explain conflicting outcomes between programmes or projects.

Evaluative information is essential when: (a) regular measurements of key indicators uggest a sharp divergence between planned and actual performance; (b) performance indicators consistently suggest weak or no results from an initiative; (c) resource allocations are being made across policies, programs, or projects; and (d) similar projects, programs, or policies are reporting divergent evidence of outcomes.

* + - 1. Types of Evaluations
* Performance Logic Chain Assessment
* Pre-Implementation Assessment
* Process Implementation Evaluation
* Rapid Appraisal
* Case Study
* Impact Evaluation
* Meta-Evaluation
  + - 1. Characteristics of Quality Evaluations

**Impartiality:** The evaluation information should be free of political or other bias and deliberate distortions.

**Usefulness:** Information answers actual questions, in a timely manner, in understandable terms.

**Accuracy:** Information was obtained by careful procedures and reliable data.

**Involvement:** Stakeholders had a part in conducting the evaluation and in interpreting its findings.

**Accessibility:** The information and findings are made available to partners.

**Economical:** The cost of conducting the evaluation was worth the information gained.

* + - 1. Examples of Evaluation at the Policy, Program, and Project Levels

|  |  |  |
| --- | --- | --- |
|  | **Church multiplication** | **Local leader training** |
| Policy evaluations | Compare approaches to stimulate church multiplication | Compare residential and mentored training strategies for church planters |
| Programme evaluations | Assess the management of buildings and finances | Assessing the degree to which church planters can remain self-supported |
| Project evaluations | Measure the rate at which new churches are planted | Describing the body life practices of new churches |

* + - 1. Step 8: Reporting the Findings

Performance information derived from both monitoring and evaluation can provide critical, continuous, and real-time feedback on the progress of a given project, program, or policy.

* + - 1. The Uses of Monitoring and Evaluation Findings

The central purpose of Evaluation reports is to inform the appropriat audiences about the findings and conclusions resulting from the tion, analysis, and interpretation of evaluation information.

* To demonstrate accountability to stakeholders
* To convince by using evidence from findings
* To educate by reporting findings to help organizational learning
* To explore and investigate what works, what does not, and why
* To document by recording and creating a ministry memory
* To involve by engaging stakeholders in a participatory process
* To gain support by demonstrating results
* To promote understanding by reporting results
  + - 1. Know and Target the Audiences

Ministry leaders must communicate monitoring information to each stakeholder.

* Who will receive what information?
* In what format?
* When?
* Who will prepare the information?
* Who will deliver the information?

Typically, the higher-level leaders require less detail and explanation; succinct data relevant to the specific issue will be more appropriate.

* + - 1. Presentation of Performance Data in Clear and Understandable Form

Report results data in comparison to earlier data and to the baseline. Comparisons over time are critical.

The following data can be reported:

* Expenditure or income, cost of, or return on, project, program or policy
* Raw numbers on early indications, rough projections, estimates, and so forth
* Percentages (for example, percentage of inhabitants within walking distance of a church)
* Statistical tests (for example, correlation between mentoring and churches planted)
* Organizational units
* Geographical locations: state, region, district, etc.
* Demographics (language, ethnicity, gender, age group, religious background)
* Believer obedience scales: high, medium, low.

Also prepare:

1. Written summaries of conclusions based on evidence, along with recommendations.
2. Oral presentations, with handouts, in plain language with introduction, main points, illustrations, recommendations.
3. Visual graphs, charts and maps, all simple and accurate with rounded numbers.
   * + 1. What Happens If the monitoring System Produces Bad Performance News?

Reporting on bad news is a critical aspect of how one distinguishes success from failure.

* + - 1. Chapter
      2. Step 9: Using the Findings
      3. Uses of Performance Findings

Good information can enable leaders to make better decisions, but it does not control those decision. Asking personnel to provide performance information usually causes them to perform better.

Ten Uses of Results Findings:

1. Respond to leaders’ and partners’ demands for accountability
2. Help formulate and justify grant and budget requests
3. Help make operational resource allocation decisions
4. Learn what performance problems exist and what corrections are needed
5. Help motivate personnel to keep on making program improvements
6. Set standards and monitor the performance of trainers and local leaders
7. Provide data for special, in-depth programme evaluations
8. Help provide support services more efficiently
9. Support strategic planning efforts by providing baseline information and by tracking progress
10. Communicate better with other ministries and build their trust
    * + 1. Additional Benefits of Using Findings: Feedback, Knowledge, and Learning

* Monitoring can enable faster intervention when problems arise.
* Evaluation can keep organisational learning and knowledge up to date.
* Monitoring and evaluation provide processes for incorporating lessons learnt into future training and operations.
* Improved processes and outcomes encourage leaders and personnel to persevere in their work.
  + - 1. Incentives for Learning, Knowledge Building, and Greater Use of Performance Findings

Leaders can actively encourage staff to learn, build knowledge, and use performance findings. Here are just a few examples:

* Provide guidelines on the use of outcome information.
* Provide training in uses of outcome information.
* Hold regular briefing sessions with personnel soon after each outcome report becomes available.
* Identify and congratulate leaders and personnel who had good outcomes.
* Develop grant allocation guidelines that reward improved performance.
* Use the outcome data to identify successful (‘best’) practices within the ministry.
* Use outcome data to identify common problems, and if possible, solutions.
* Use outcome information to identify needs for training personnel.
* Use outcome information to set priorities for the use of resources.
  + - 1. Strategies for Sharing Information

*Actively*, send summaries to partners; provide written reports to directors; hold review sessions with leaders; give public recognition to high achievers; include statistics in prayer guides; announce advances and challenges in motivational conferences. (These methods can affect leaders’ decisions.)

*Passively*, promote the most productive personnel; renew or deny work contracts based on outcomes; expose each region’s performance to the others for friendly competition; increase budget allocations according to performance. (These methods can motivate personnel without influencing leaders.)

* + - 1. Chapter
      2. Step 10: Sustaining the monitoring System within the Organization

Only monitoring and evaluation that prove useful will be maintained over time.

* + - 1. Six Critical Components of Sustaining Results-Based monitoring Systems

1. *Demand*. Leaders and partners insist on results.
2. *Clear roles and responsibilities*. All know their part in gathering and in using result findings.
3. *Trustworthy and credible information*. Data can be verified and personnel are protected from reprisal.
4. *Accountability*. Leaders will make use of result information, and failure will not be rewarded.
5. *Accountability*. Personnel will be trained in monitoring and monitoring tools will be available.
6. *Incentives*. Encourage and reward the gathering of good information and the use of that information.
   * + 1. The Importance of Incentives and Disincentives in Sustaining Monitoring Systems

Present monitoring information as an opportunity to discuss problems openly, reflect critically and criticize constructively in order to learn what changes are needed to enhance impact.

Incentives that encourage learning-oriented, participatory monitoring

* Clarity of monitoring responsibility
* Appropriate rewards for monitoring done well
* Support and resources for carrying out project, program, or policy activities
* Appoint staff who have an open attitude to learning
* Sign on partners who are willing to try out participatory forms of monitoring
* Compliments and encouragement for those who ask questions and innovate
* Talk highly of monitoring amongst personnel
* Commend personnel as much for innovation as for reaching their targets
* Show personnel the results of their monitoring data displayed in graphs and charts
* Tell data collectors and compliers how their data were used to improve the ministry.

Disincentives that should be removed from ministry projects, programs or policies:

* Assigning demoted or unqualified personnel as monitors
* Not making clear how data will be used or were used
* Chastising those who innovate or those who make mistakes
* Focusing performance appraisals only on outputs and not on inputs and activities
* Frequent rotation of personnel to different posts
* Personnel feeling isolated or helpless to achieve targets or goals
* Poor attitudes towards local populations or about what constitutes participation
  + - 1. Possible Problems in Sustaining Results-Based monitoring Systems
* Training personnel
* Cost and feasibility
* Changes in ministry priorities
* Maintaining indicator stability over time
* Documenting the outcome measurement process (who will do what)
* Fear and resistance from regional leaders
* Desire by outsiders to control the process
* Aggregation of outcomes across regions and social groups
* Different local and regional outcome targets
* Partner support
* Politics or theology
  + - 1. Validating and Evaluating monitoring Systems and Information

The monitoring system itself will have to be monitored and evaluated.

* + - 1. Monitoring : Stimulating Positive Cultural Change in Partners and Organizations

Monitoring systems are essentially political challenges, and to a lesser extent, technical ones. Creating, implementing, and sustaining a results-based monitoring system can help to bring about major cultural changes in the way ministries and organizations operate.

* + - 1. Last Reminders
* A ministry’s demand for capacity building never ends.
* Keep champions on your side and help them.
* Establish with ministry leaders and partners that a monitoring system requires resources.
* Look for every opportunity to link results information to budget and resource allocation decisions.
* Begin with pilot efforts to demonstrate effective results-based monitoring.
* Monitor both implementation progress and results achievements.
* Complement on-going performance monitoring with periodic evaluations to ensure better results.
  + - 1. Chapter
      2. Making Results-Based monitoring Work for You and Your Organization

Knowledge about how to multiply disciples and churches is becoming so widely spread, that your ministry can become highly effective. Partners likewise understand what must be done, and they want to help you perform the needful.

* + - 1. Why Results-Based monitoring ?

Professional and financial support for ministries and their church-multiplication programs are becoming increasingly linked with those ministries' ability to implement good policies, to demonstrate effectiveness in the use of resources, and to deliver real results.

International coordination of results is the next stage in the expanding process of extending results-based monitoring through ministries everywhere.

Ministries must ultimately give account to the Lord Jesus Christ. The monitoring of their policies, programmes and projects can lead to greater faithfulness for the use of resources and to greater fruitfulness in bringing in the end-time harvest.

* + - 1. How to Create Results-Based monitoring Systems