



**Monitoring and Evaluating Employment and Vocational Training schemes –
Workshop organized under CMI's Employment and Social Protection program**

Roles and Responsibilities in M&E

Rabat, January 27, 2016

Carlos Asenjo (Consultant, The World Bank)



Contents

- 1. General view**
2. Roles and responsibilities in program monitoring
3. Roles and responsibilities in program evaluation
4. How to get there? How to ensure the sustainability of the M&E system? Roles and responsibilities in the **institutionalization** of M&E
- 5. Quick review** –main ideas

1. Roles and responsibilities in M&E: general view



Roles and responsibilities in M&E: general view

- Developing at the planning stage the **results framework** of the program is **essential** for ensuring that the aimed goals are **achieved**

Remember

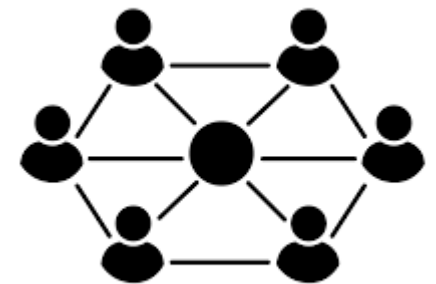
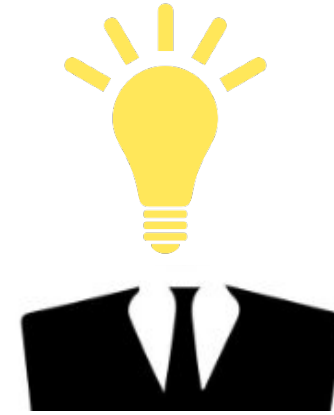
Results	Indicators	Baseline	Target	Means of verif.	Risks and assumptions
Impact statement (Ultimate benefits for target population)	Measure of progress against impact				Assumptions made from outcome to impact. Risks that impact will not be achieved.
Outcome statement (aimed <i>effects</i> –e.g. on the behavior of the target population)	Measure of progress against outcome				Assumptions made from outputs to outcome. Risks that outcome will not be achieved.
Outputs (Products and services –tangible and intangible– delivered or provided)	Measure of progress against output				Assumptions made from activities to outputs. Risks that outputs may not be produced.
Activities (Tasks undertaken in order to produce research outputs)	Milestones or key targets for production of outputs				Preconditions for implementation of activities.



Roles and responsibilities in M&E: general view



- A sound **M&E system** offers the **opportunity**:
 - To **better understand** and to **learn** in order to **inform decisions** that may contribute to improve program implementation and the achievement of results; and
 - To strengthen **dialogue** and to improve **coordination** among stakeholders and other partners based on **common practices** and the **evidence** available





Roles and responsibilities in M&E: general view



Monitoring and **evaluation** are *two integral parts of the same results-based system*.

Monitoring and evaluation...

- Have **different** goals and need to be programmed, organized and implemented differently; and
- Have **complementary roles**:
 - Monitoring tells **what** happens and evaluation may help us understand **why** things happen that way;
 - Sound monitoring is **critical** for good evaluation.





Complementary roles of monitoring and evaluation for results



Monitoring

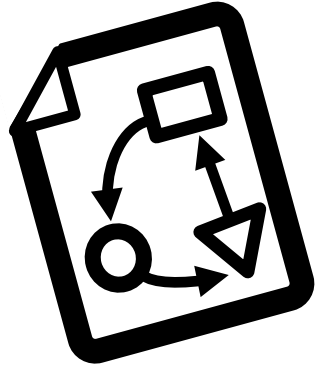
- **Clarifies** program objectives;
- **Links** activities and their resources to objectives;
- Translates objectives into **performance indicators** and sets **targets**;
- Routinely **collects data** on these indicators, and compares actual results with targets;
- **Reports progress** to managers and **alerts** them of problems.

Evaluation

- Analyzes **why intended results were or were not achieved**;
- Assesses specific **causal contributions** of activities to results;
- Examines **implementation process**;
- Explores **unintended** results;
- Provides **lessons**, highlights significant accomplishment or program potential, and offers **recommendations** for improvement.



Roles and responsibilities in M&E: general view



*Monitoring and evaluation need to be **planned** and involve **collecting, processing and analyzing data**; as well as **reporting, discussing and disseminating results** so that they can be used for **informing program improvements** and for **accountability***



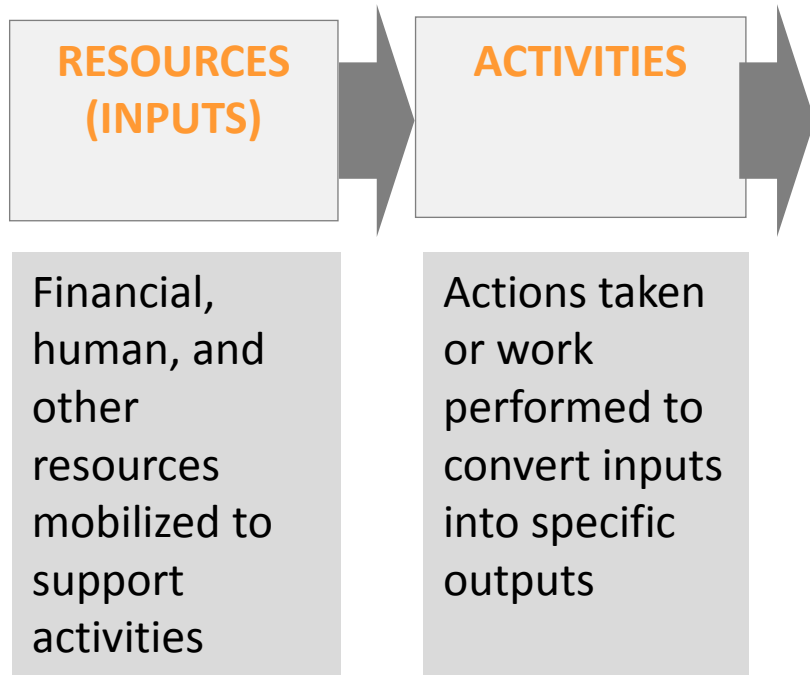
2. Roles and responsibilities in program monitoring





Roles and responsibilities in program monitoring

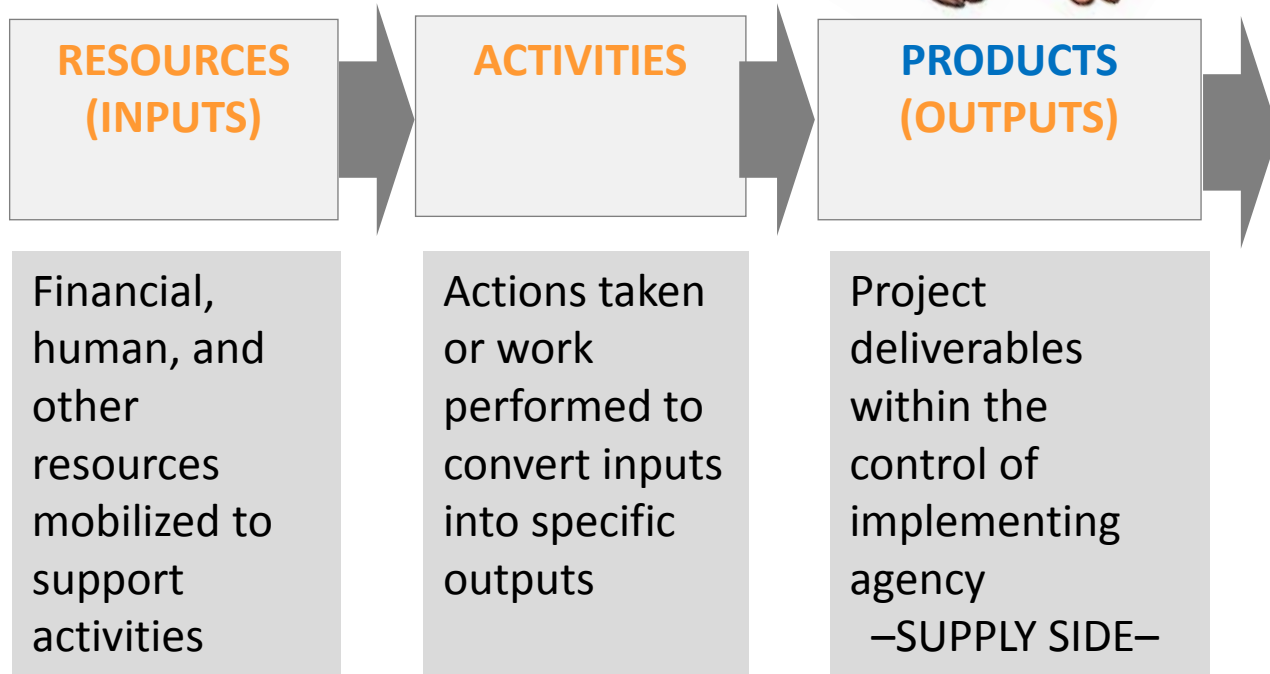
- Monitoring takes place at **different result levels**:





Roles and responsibilities in program monitoring

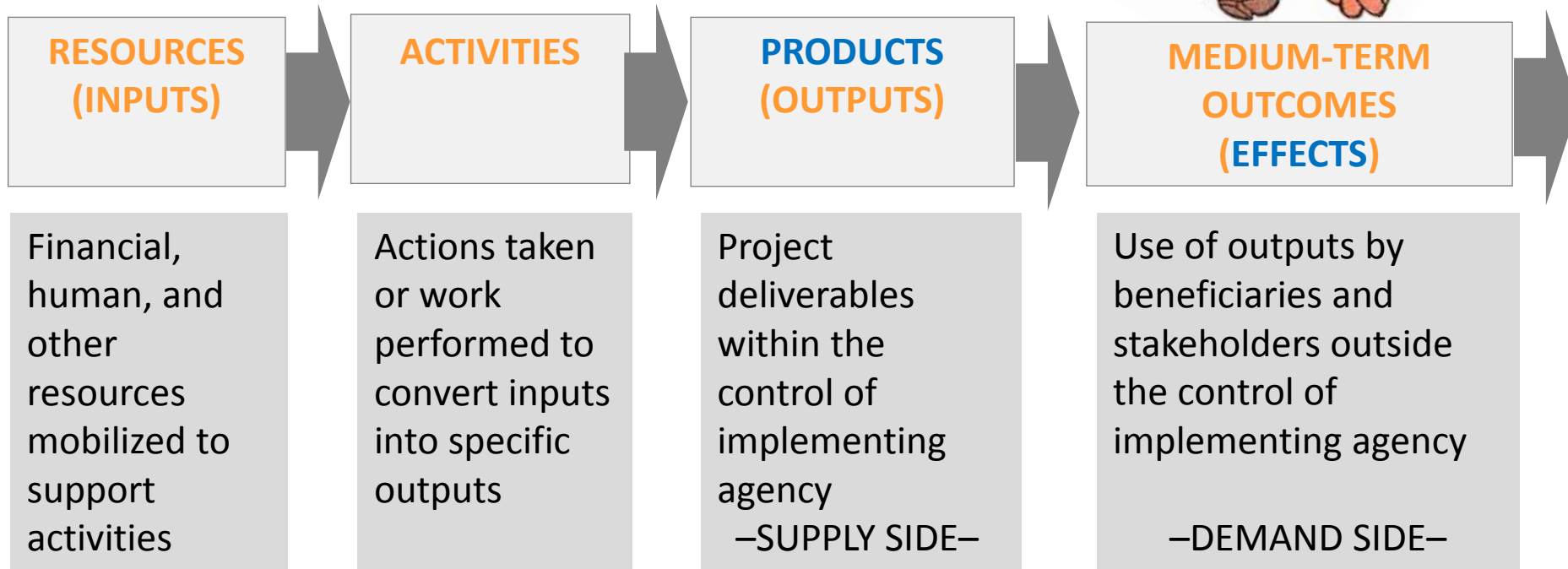
- Monitoring takes place at **different result levels**:
 - **Product-level: good and services delivered** by the program





Roles and responsibilities in program monitoring

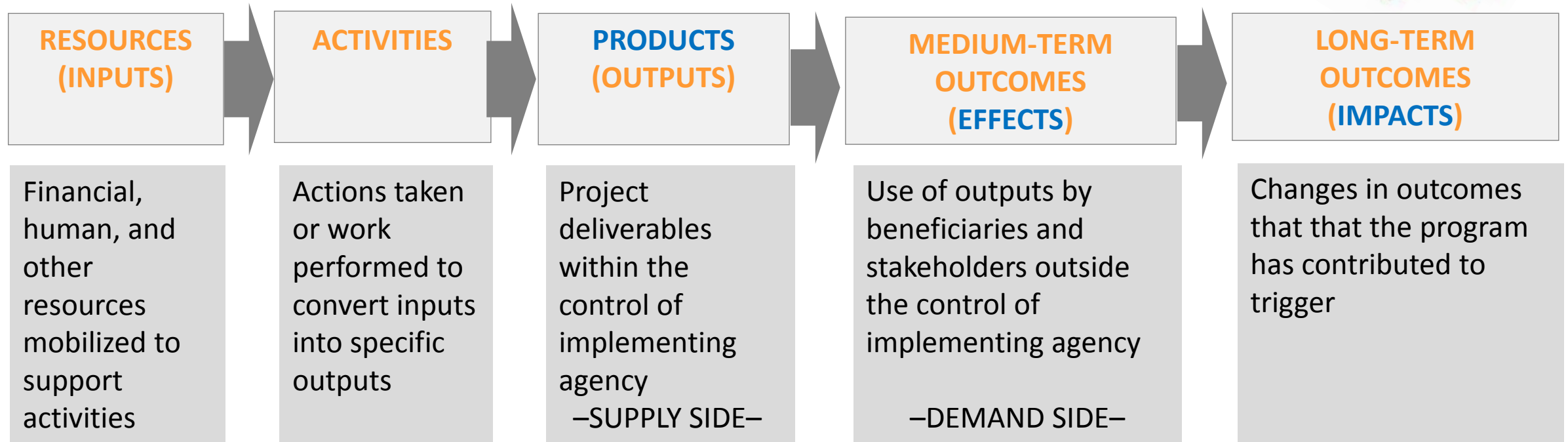
- Monitoring takes place at **different result levels**:
 - **Product-level**: good and services delivered by the program;
 - **Effect-level**: changes triggered on target population's behavior/perception/values





Roles and responsibilities in program monitoring

- Monitoring takes place at **different result levels**:
 - **Product-level**: good and services delivered by the program;
 - **Effect-level**: changes triggered on target population's behavior/perception/values;
 - **Impact-level**: changes the program contributes to generate/enhance in the economy/society as a whole.



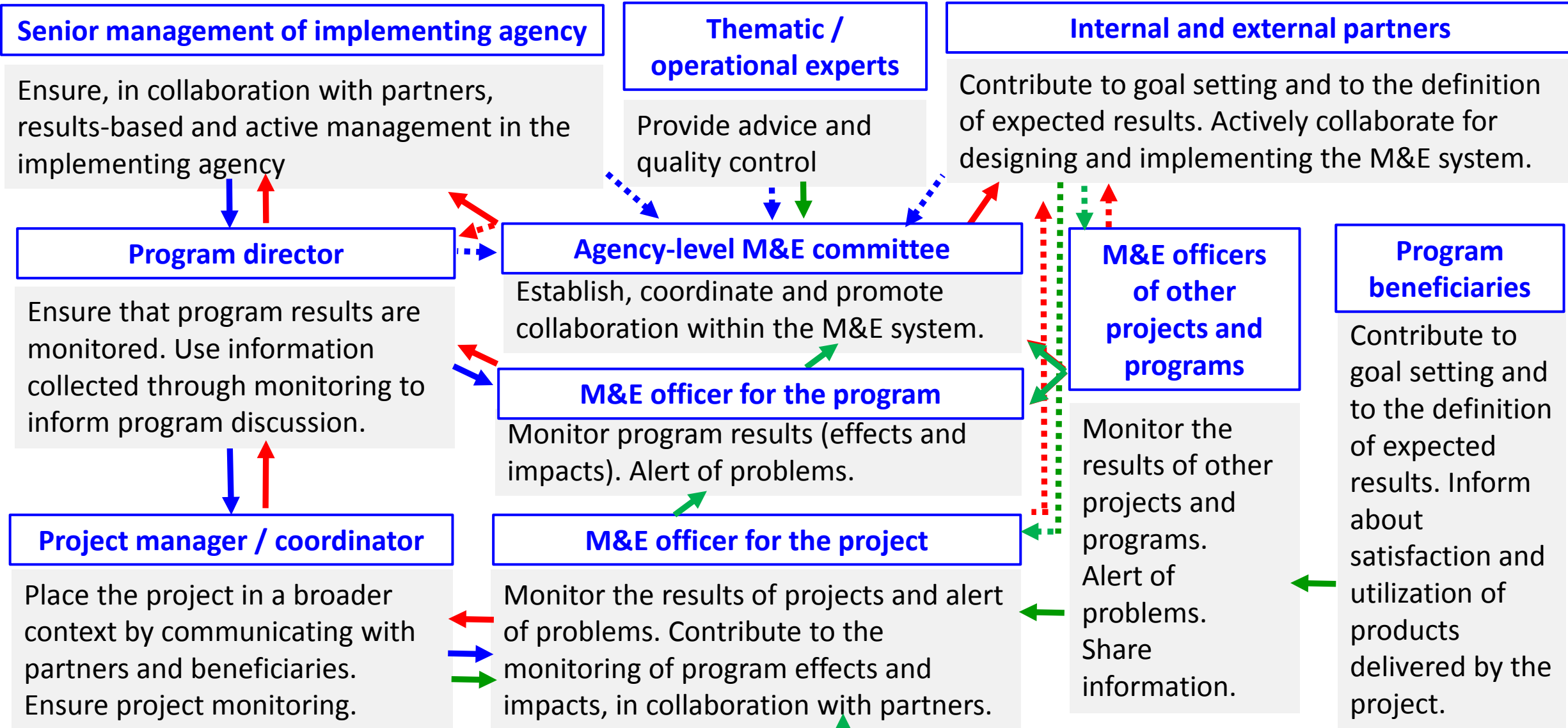


Roles and responsibilities in program monitoring

- There are specific **individual** and **collective monitoring responsibilities** at each level for the **implementing agency** and for **partner organizations**.
 - While some monitoring functions can be assigned to specific entities or functionaries, such as project managers at the project or output level, ***monitoring responsibilities at outcome and higher result levels are collective efforts.***
- Developing a **M&E plan** is needed for:
 - Establishing individual and organizational **responsibilities**; and for
 - Clarifying **links** between activities and expected results ***so that, at each level, staff have a clear “line of sight” into, or understanding about, each of the other levels and how they relate to one another.***



Usual roles and responsibilities in monitoring

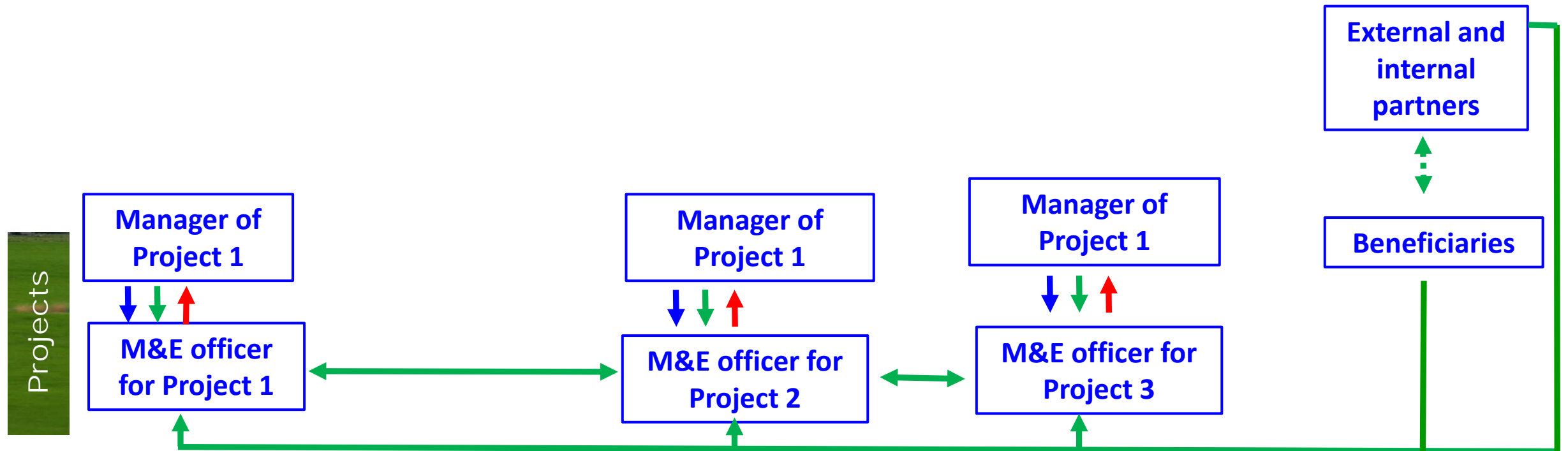




Let's see it step by step...

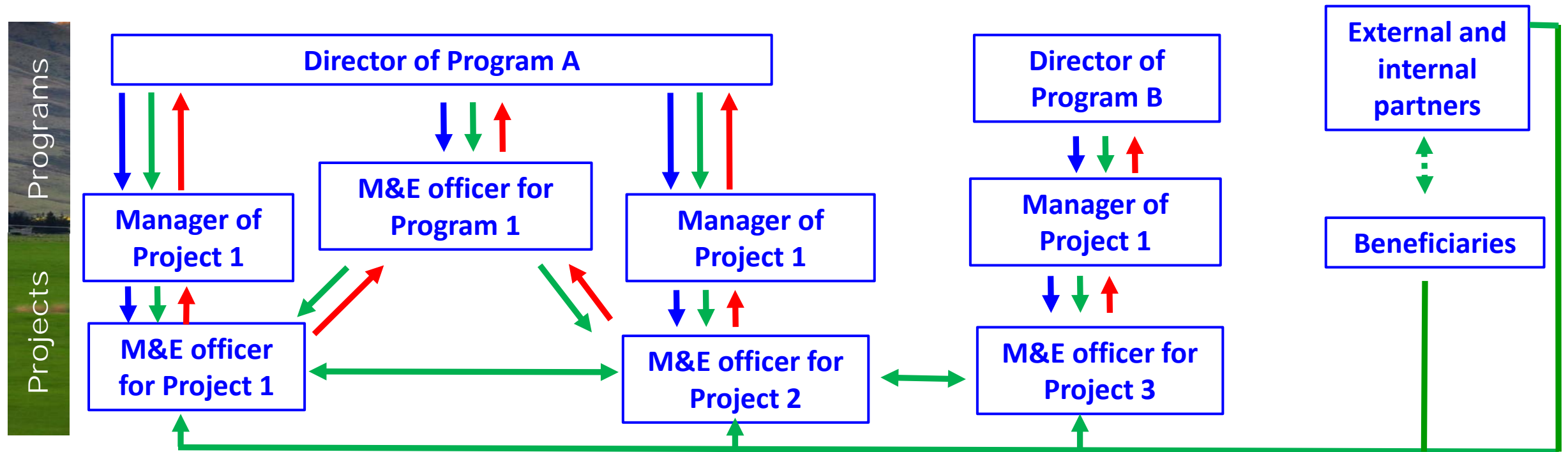


Usual roles and responsibilities in monitoring



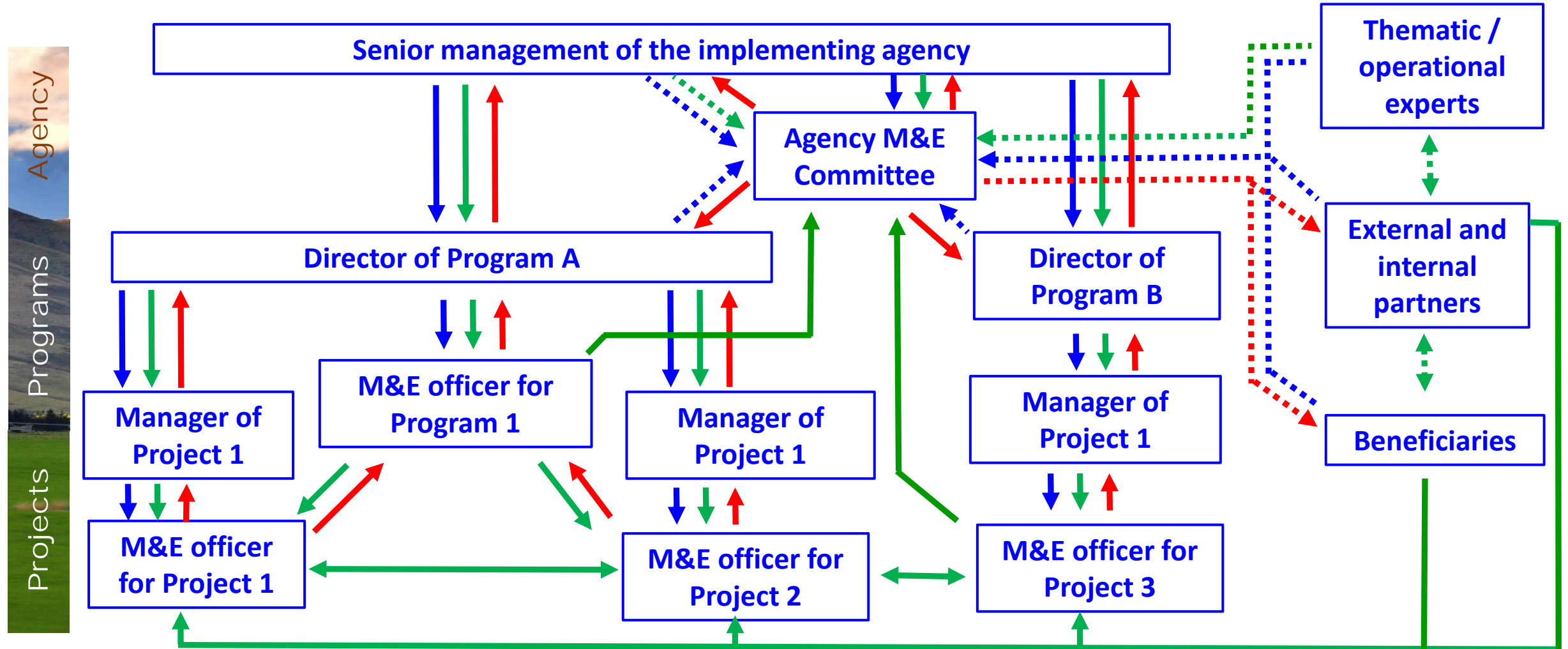


Usual roles and responsibilities in monitoring



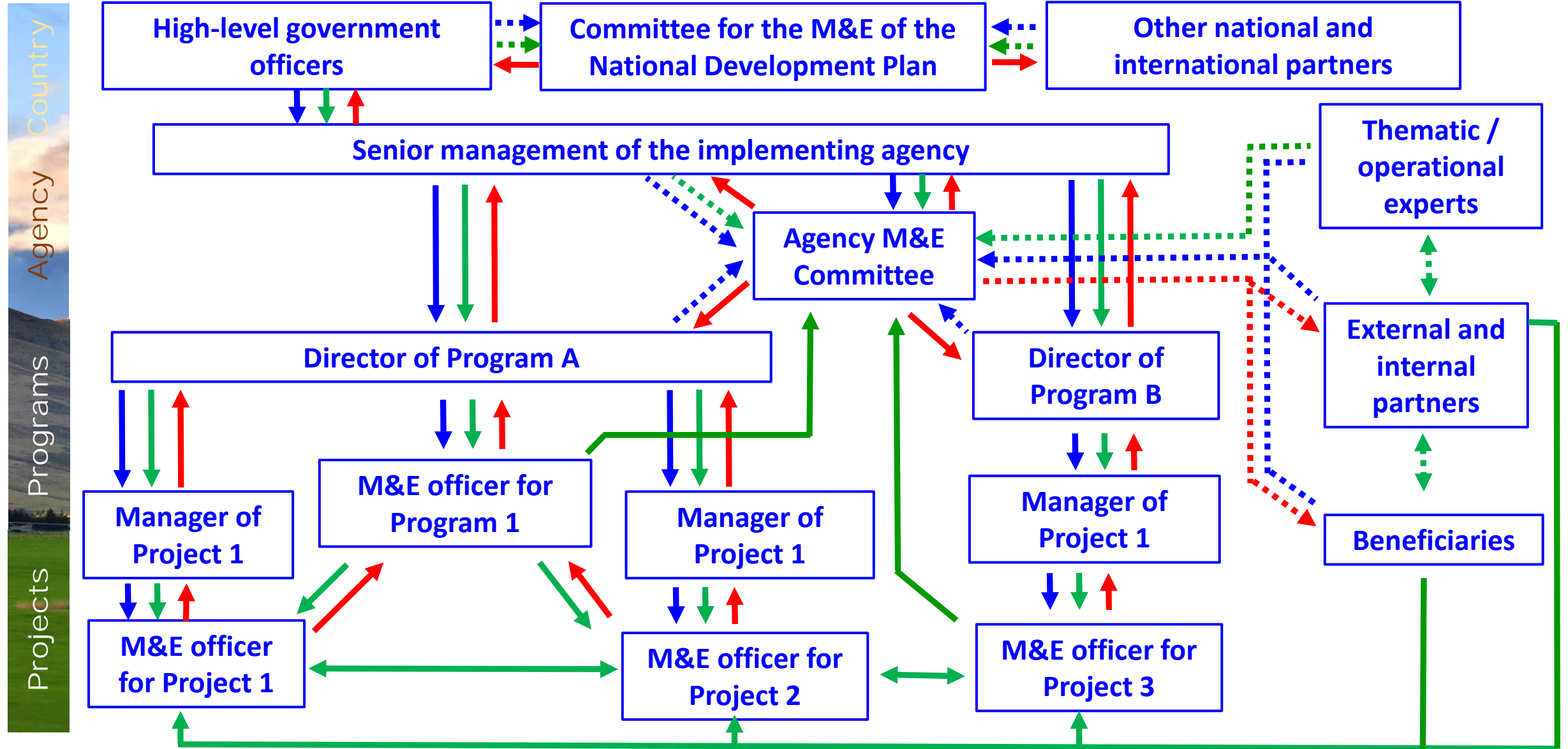


Usual roles and responsibilities in monitoring





Usual roles and responsibilities in monitoring







Tips for defining the roles and responsibilities of M&E units: **common mistakes**



- Being **too ambitious** –i.e. by trying to collect **too much information** or by trying to address **too many questions**;
- Being **perfectionist** –i.e. establishing an M&E system that is so **complex** that **only works on paper**;
- Loose perspective and become **isolated** in the system.
 - When we not know what other monitoring partners are doing (what their contributions to the system are, and what their information needs are), monitoring becomes a unidirectional practice in which we demand data and we report results "**to others**";
- Promoting the utilization of **only certain methods**, instead of encouraging the most suitable method to be chose in each specific situation;
- **Limit the dissemination** of results to the publication of monitoring and evaluation reports – instead of actively promoting knowledge sharing and utilization;
- Forget the importance of using the M&E plan in a flexible way –i.e. by **not adapting to changes** in priorities or in the evolution of policy/program context.



Tips for defining the roles and responsibilities of M&E units: **recommendations**



- **Elaborate an M&E** plan and *systematically* develop **M&E frameworks** for projects:
 - **Be clear** on the **M&E priorities** and on *who needs what* information.
 - **Keep it simple**. Select a *small number of indicators* so that *they can be well monitored*;
 - *Do not collect data unless you have an idea of what the information may be used for*;
 - Identify **M&E capacity building needs** in the implementing agency and partners;
- During the **implementation** of the M&E plan:
 - **Pilot** indicators and data collection instruments before rolling them out on the entire system;
 - **Meet regularly** with key stakeholders and partners to collect data and to check whether they are finding useful the information provided by the M&E system.
- **Program periodic meetings** with senior management for **reporting and discussing results**; and be creative by tailoring reporting formats to the needs of managers, policy makers, academia...
- **Combine rigor and flexibility**: assess regularly whether the M&E framework is pertinent given the last changes in development priorities and in the context.



Roles & responsibilities in program monitoring - Example 1: PNUD

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>National authorities</p> <p>Main responsibilities:</p> <ul style="list-style-type: none"> ■ Lead and oversee national programmes to determine progress towards intended results ■ Identify and manage partnerships 	<p>Monitoring for programme level results</p> <ul style="list-style-type: none"> ■ To ensure nationally owned results-based monitoring and evaluation ■ To provide clear basis for decision making and guide development initiatives ■ To use partner monitoring systems based on their comparative advantages ■ To link results with resources and ensure accountability in the use of resources ■ To ensure quality and the appropriate use of monitoring evidence and lessons learned ■ To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes) 	<ol style="list-style-type: none"> 1. At initial planning stages <ul style="list-style-type: none"> ■ Through active participation in development and approval of M&E frameworks for national programmes and UNDAF 2. Annual reviews (of progress towards results) by <ul style="list-style-type: none"> ■ Reviewing progress, issues, and trends in the achievement of results given in documents for the annual review ■ Making decisions on changes as needed ■ Approving future work including M&E tasks 3. Participating in joint monitoring (selectively as decided by prior agreement with partners)

...



Roles & responsibilities in program monitoring - Example 1: PNUD

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>Senior managers of UNDP programmes</p> <p>Main responsibilities:</p> <ul style="list-style-type: none"> ■ Lead, implement and monitor the progress of country programmes, together with governments, UN organizations and other partners ■ Collaborate with national partners to determine the focus and intended results of UNDP assistance to the country ■ Identify and manage partnerships 	<p>Monitoring for programme level results</p> <ul style="list-style-type: none"> ■ To forge strong coalitions for results ■ To provide clear basis for decision making and guide development initiatives ■ To ensure active and results-based monitoring ■ To ensure quality and the appropriate use of monitoring evidence and lessons learned ■ To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes) ■ To link results with resources and ensure accountability in the use of resources ■ To adjust UNDP assistance in view of emerging changes as 	<ol style="list-style-type: none"> 1. At initial planning stages <ul style="list-style-type: none"> ■ Through active participation in the development and approval of M&E framework 2. Participate in joint monitoring (see above) 3. Prior to annual reviews by <ul style="list-style-type: none"> ■ Determining strategic contribution being made by programme towards results through review of outcome group reviews and Annual Project Reports ■ Deciding on strategic changes needed in programme results and resources, if needed ■ Finalizing evidence-based contribution of programme as a whole to annual review 4. Participate in annual reviews

...



Roles & responsibilities in program monitoring - Example 1: PNUD

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>UNDP portfolio managers</p> <p>Main responsibilities:</p> <ul style="list-style-type: none"> ■ Contribute to sectoral/outcome level coordination mechanisms ■ Manage UNDP portfolio of programmes and projects in a thematic area such as governance or poverty, in other words, UNDP contribution to outcomes 	<p>At outcome level</p> <ul style="list-style-type: none"> ■ To analyse progress towards achievement of outcomes ■ To assess the efficacy of partnership strategies and take related actions (e.g., better coordination with partners) ■ To monitor the effectiveness of implementation strategies in tackling the constraints to the achievement of results (outcomes) and take related actions ■ To ensure effective use of resources, deploying them to maximize the possibility of achieving results (outcomes) ■ To discern and promote capacity development in monitoring and evaluation 	<ol style="list-style-type: none"> 1. At initial planning stages <ul style="list-style-type: none"> ■ Through active participation in development and approval of M&E framework for respective outcomes 2. Throughout programme cycle by carrying out monitoring activities and joint monitoring 3. Prior to annual reviews by determining: <ul style="list-style-type: none"> ■ Progress towards the achievement of outcomes ■ Progress of the partnership strategies for achieving outcomes ■ Rate and efficiency of resource use ■ Issues that require decisions at the annual reviews

...



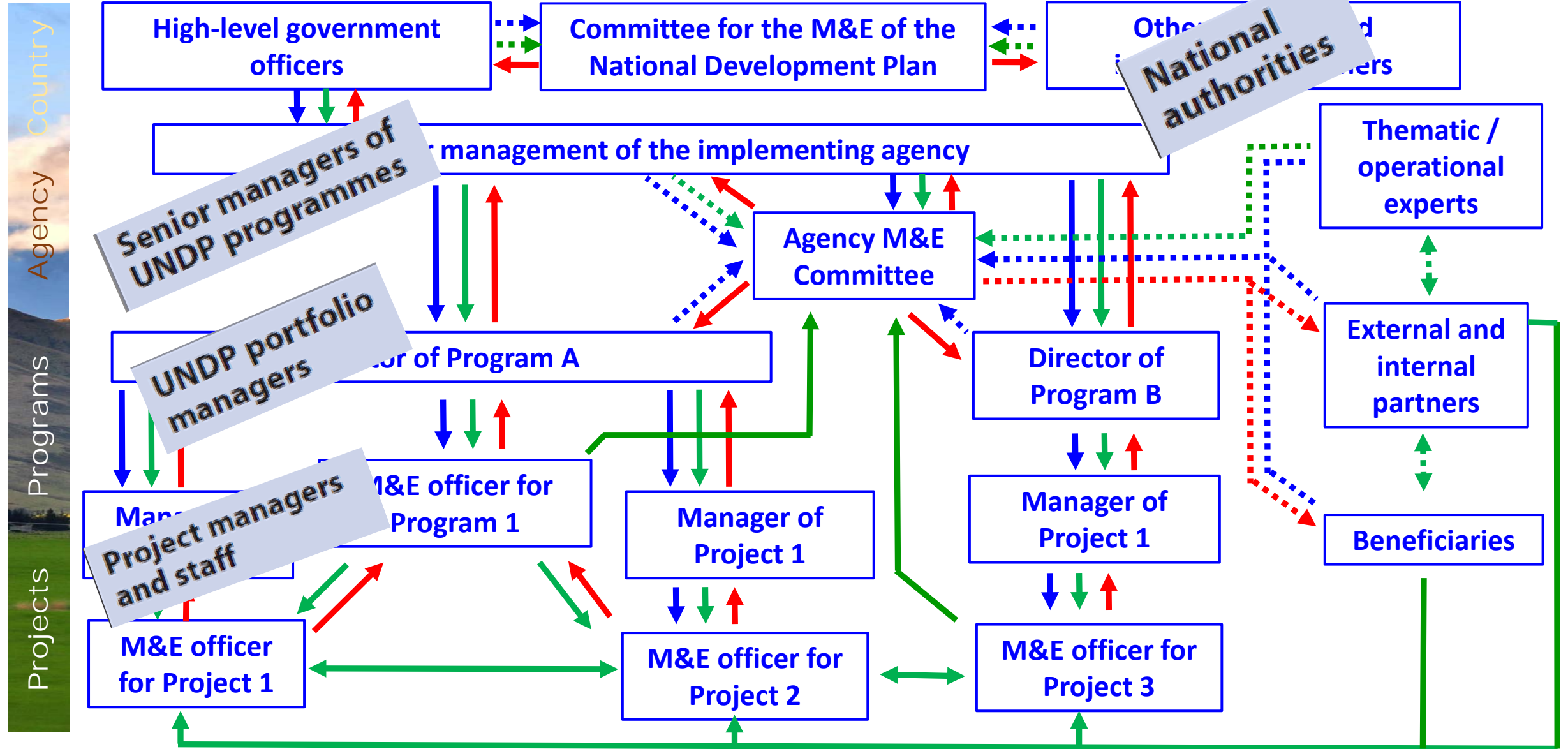
Roles & responsibilities in program monitoring - Example 1: PNUD

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>Project managers and staff</p> <p>Main responsibilities:</p> <ul style="list-style-type: none">■ Manage UNDP-assisted projects to help produce outputs■ Contribute to project management and project performance	<p>At project level, monitoring outputs</p> <ul style="list-style-type: none">■ To ground the project in the larger context■ To take steps towards achieving output targets■ To ensure effective collaboration with partners■ To interface with beneficiaries■ To ensure efficient use of resources■ To feed information of project data to higher level monitoring (outcome and programme-level monitoring)	<ol style="list-style-type: none">1. At initial planning stages<ul style="list-style-type: none">■ Development of and agreement on M&E framework for project through an inclusive process2. Throughout programme cycle by carrying out monitoring activities connected with the project3. Prior to annual reviews by determining:<ul style="list-style-type: none">■ Progress towards the achievement of outputs and contribution related outcomes■ Rate and efficiency of resource use■ Issues that require decisions at the annual reviews■ Inputs to programme reviews and annual reviews in the Annual Project Reports

...



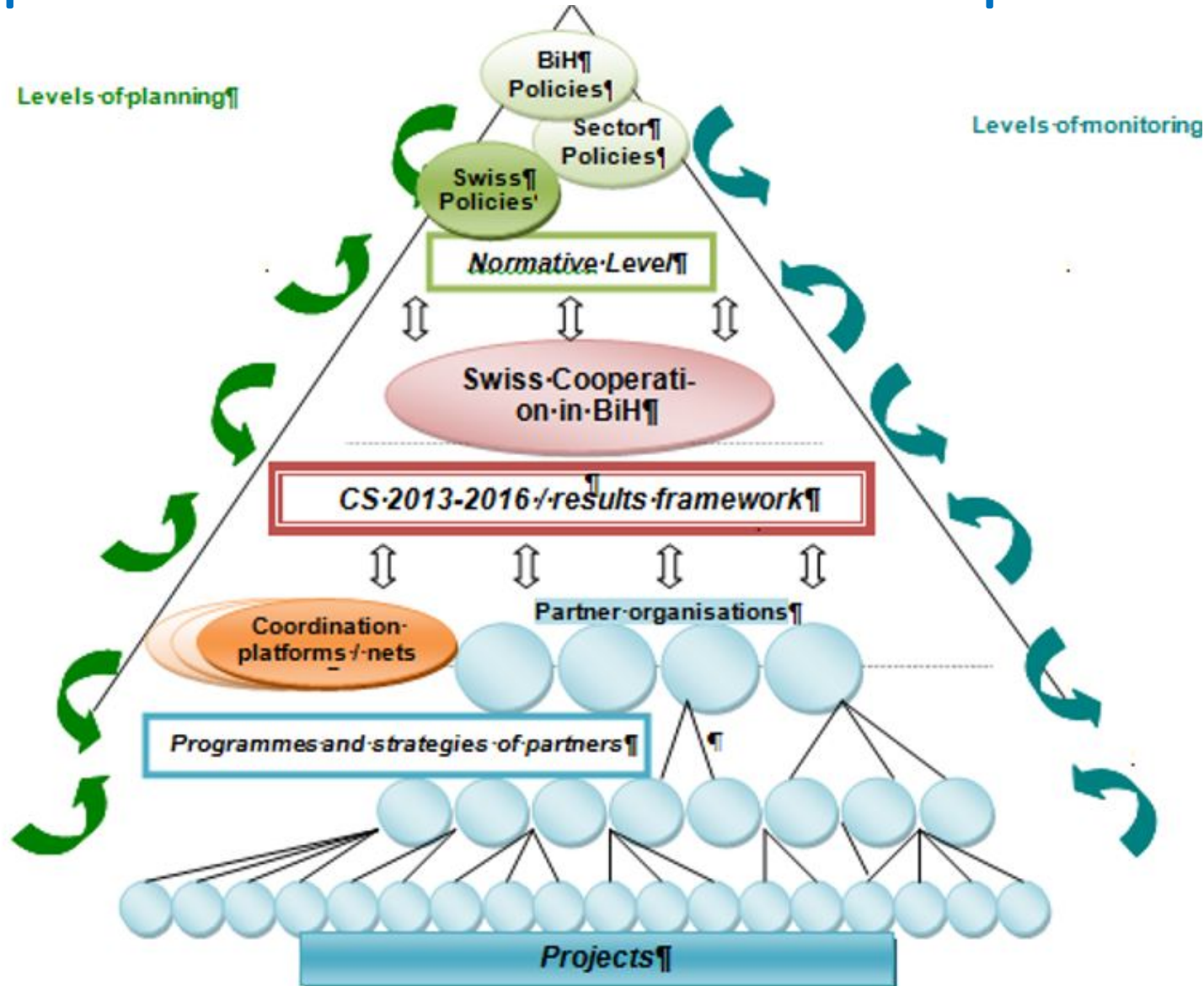
Usual roles and responsibilities in monitoring





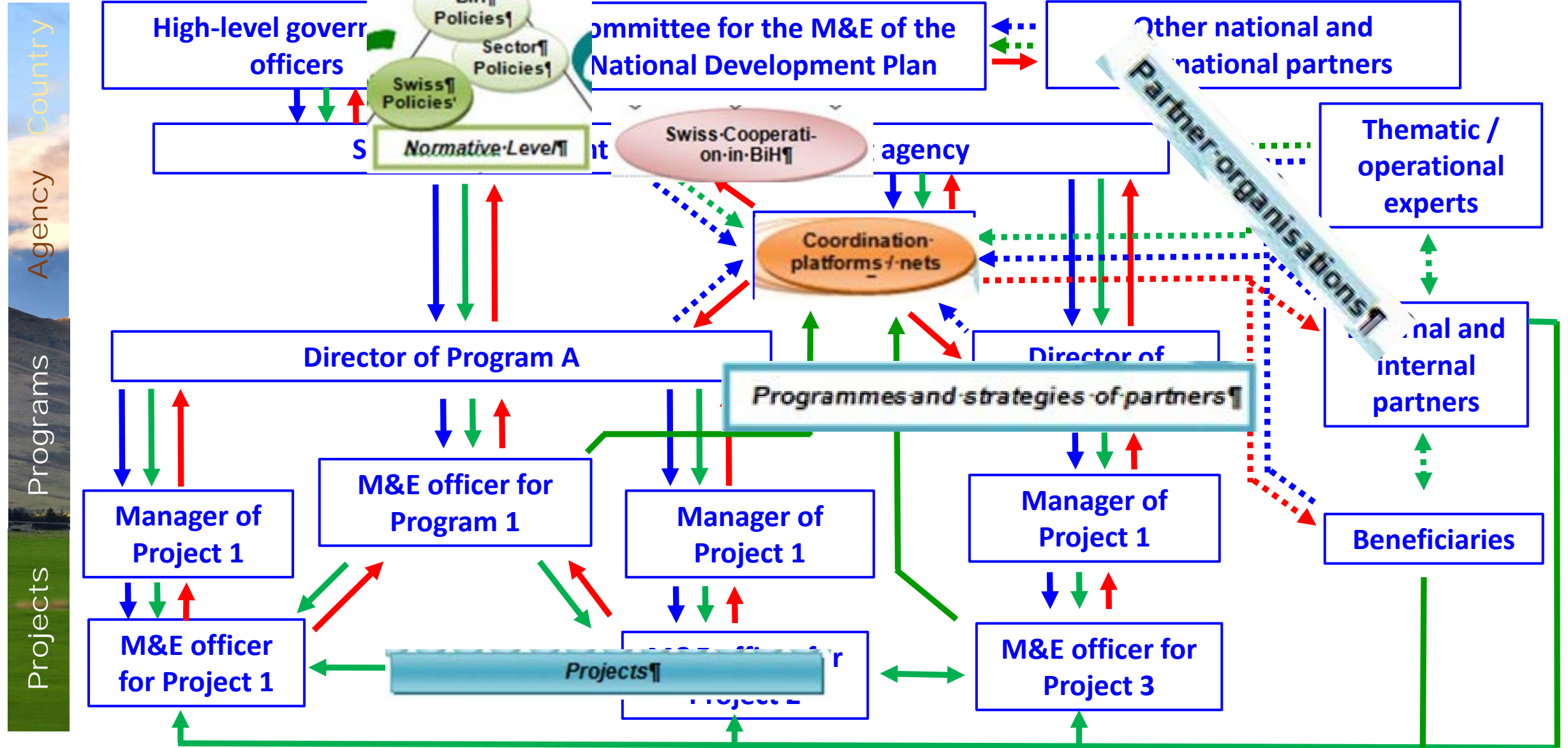
Roles and responsibilities in program monitoring

– Example 2: M&E in the Swiss Development Cooperation



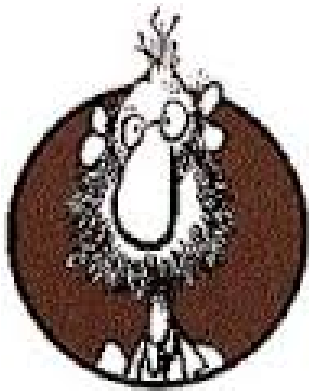


Usual roles and responsibilities in monitoring



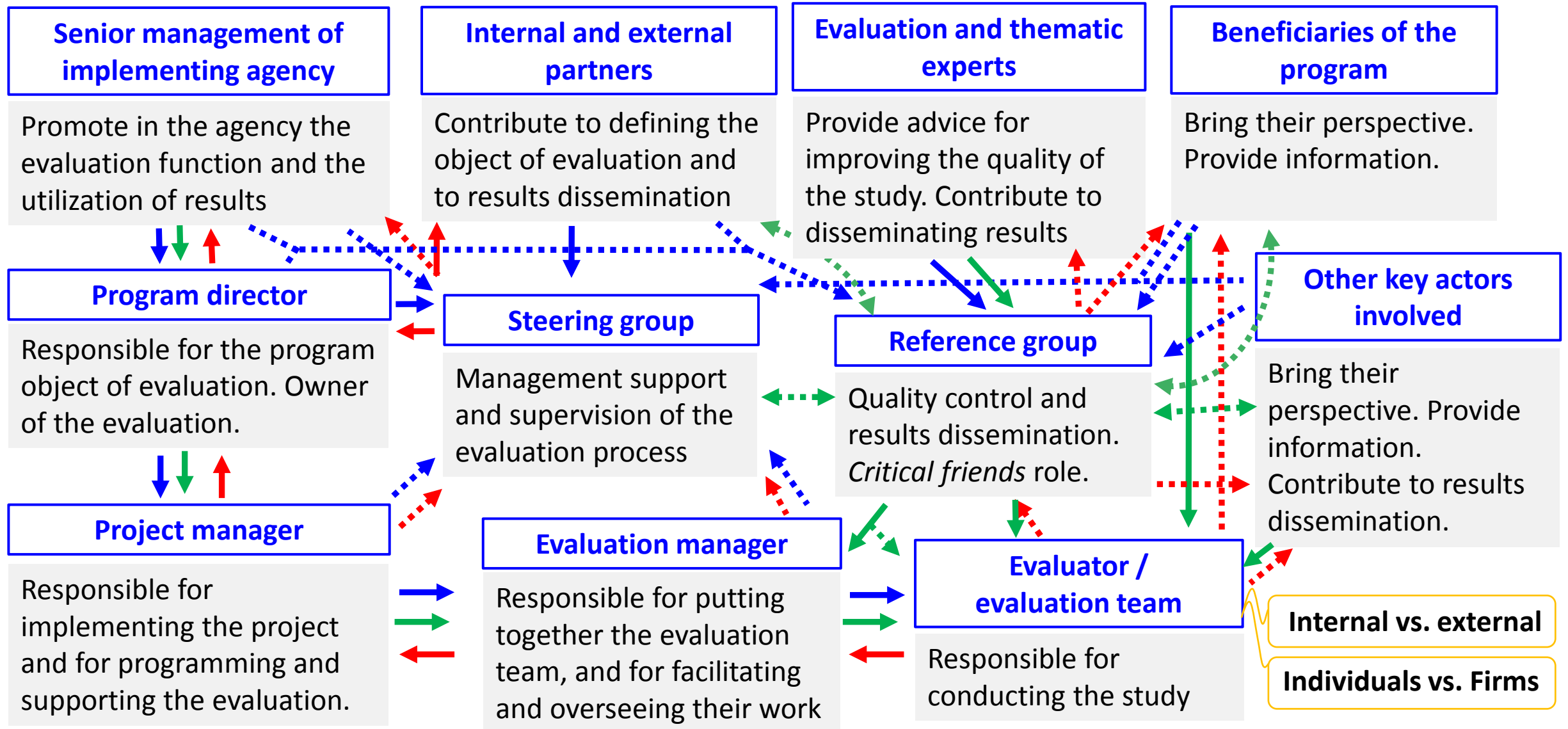
Source: The author

3. Roles and responsibilities in program evaluation





Usual roles and responsibilities in evaluation



(No little visual break here)





Internal evaluation vs. External evaluation

Avantages de l'évaluation externe	Avantages de l'évaluation interne
<ul style="list-style-type: none">• Strengthens the credibility of the evaluation project from an accountability perspective by underpinning the independence, objectivity and transparency of the process;• Optimizes use of scarce human resources and brings in expertise, which might not be available in the organization.	<ul style="list-style-type: none">• Supports directly organizational learning;• Mobilizes available in-house knowledge;• Facilitates direct feedback into the design of an intervention;• Can be carried out whenever financial resources are limited.



Selecting evaluators: individuals vs. firms

Individuals	Firms
<ul style="list-style-type: none">• The variety of backgrounds of individual team members contributes to debate and discussion that can enrich the exercise –but also increase the risk of internal conflicts that can affect progress;• The contracting process normally is faster –but identifying individual consultants may take time.• Services provided by individual consultants may be less expensive.• Logistics to be provided by the commissioning unit.• Individual consultants may be more amenable to changes in the ToR or other arrangements –but changes in the schedule can result in additional costs in fees, per diem and travel arrangements.• The sudden unavailability (e.g., illness) of an individual evaluator may affect the timely completion of the study.	<ul style="list-style-type: none">• Members of the team are used to working together.• The firm assures the quality of the products.• Bidding procedures can be lengthy and cumbersome.• The fees may be higher, as the firm's overhead will be included.• The firm develops the methodology or proposal for the evaluation, and is responsible for providing the logistics needed for the evaluation.• Fees are agreed as a package that is unlikely to vary, unless there is a change in the ToR;• In the event of sudden unavailability of an evaluator, the firm is responsible for providing a substitute.



Tips for managing evaluations: common mistakes



- Starting the evaluation process without having sufficiently **discussed** and agreed with all key stakeholders and partners what is **expected** of the evaluation;
 - **Forgetting** the expectations agreed during the **implementation** of the study, or in discussion of **evaluation results**;
- Expecting that the principal evaluator or other key stakeholders or partners would take decisions or actions **beyond** their responsibilities;
- **Taking too long** in: (i) **Making decisions**; (ii) Responding to **advice/feedback requests** made by the evaluation team; (iii) **Reviewing evaluation reports**; or (iv) **Making the payments** agreed once the corresponding deliverables have been received;
- **Not asking questions** to the evaluators –i.e. when they seem "too basic" or "too technical";
- Starting to implement the evaluation without having agreed with all key actors involved and with the evaluation team suitable **communication channels and protocols**, or without having granted evaluators the **access to information sources** they need to perform their job.
- **Not planning** or **delaying** the meetings planned for **reporting the evaluation results** and for **discussing its conclusions and recommendations** with interested parties.



Tips for managing evaluations: recommendations



- Promote **ownership** by timely taking the decisions required at each stage of the evaluation process;
- Discuss with all key stakeholders and partners what they expect of the evaluation, and agree with them a set of common **expectations** before starting the evaluation;
- **Monitor progress** in the evaluation work and **provide timely and pertinent feedback** as needed;
- **Ask all the questions you need to the evaluation team** (no matter how “basic” they seem) and, in the event that problems are detected, **be open to their suggestions** about possible solutions;
- As early in the evaluation process as possible:
 - Discuss and agree with the evaluation team **communication protocols and channels** –both formal and informal;
 - Ensure evaluators **access to the information sources** they need for conducting the study;
- Meet with the evaluation team and with other key actors and discuss with them the drafts and the final version of the **evaluation report**;
- **Plan ahead** meetings for **presenting the evaluation results** to managers and to other interested parties.



Tips for writing the Terms of Reference (ToR) of an evaluation: **common mistakes**



- Establish evaluation goals that are **not realistic**:
 - **Too many questions** or questions that are **too complex** for available **resources** and **time**;
- **Unclear** or **vague** ToR;
- **Too detailed** ToR may limit the **flexibility** that the evaluation team needs for adapting to the changes in the context or in the information needs of the program;
- Launch the **call for proposals** for conducting the evaluation in the **last minute**:
 - Good evaluators plan their work ahead of time and are not usually available for imminent collaborations;
- **Evaluation timeline** is **not well synchronized** with the **program timeline**.



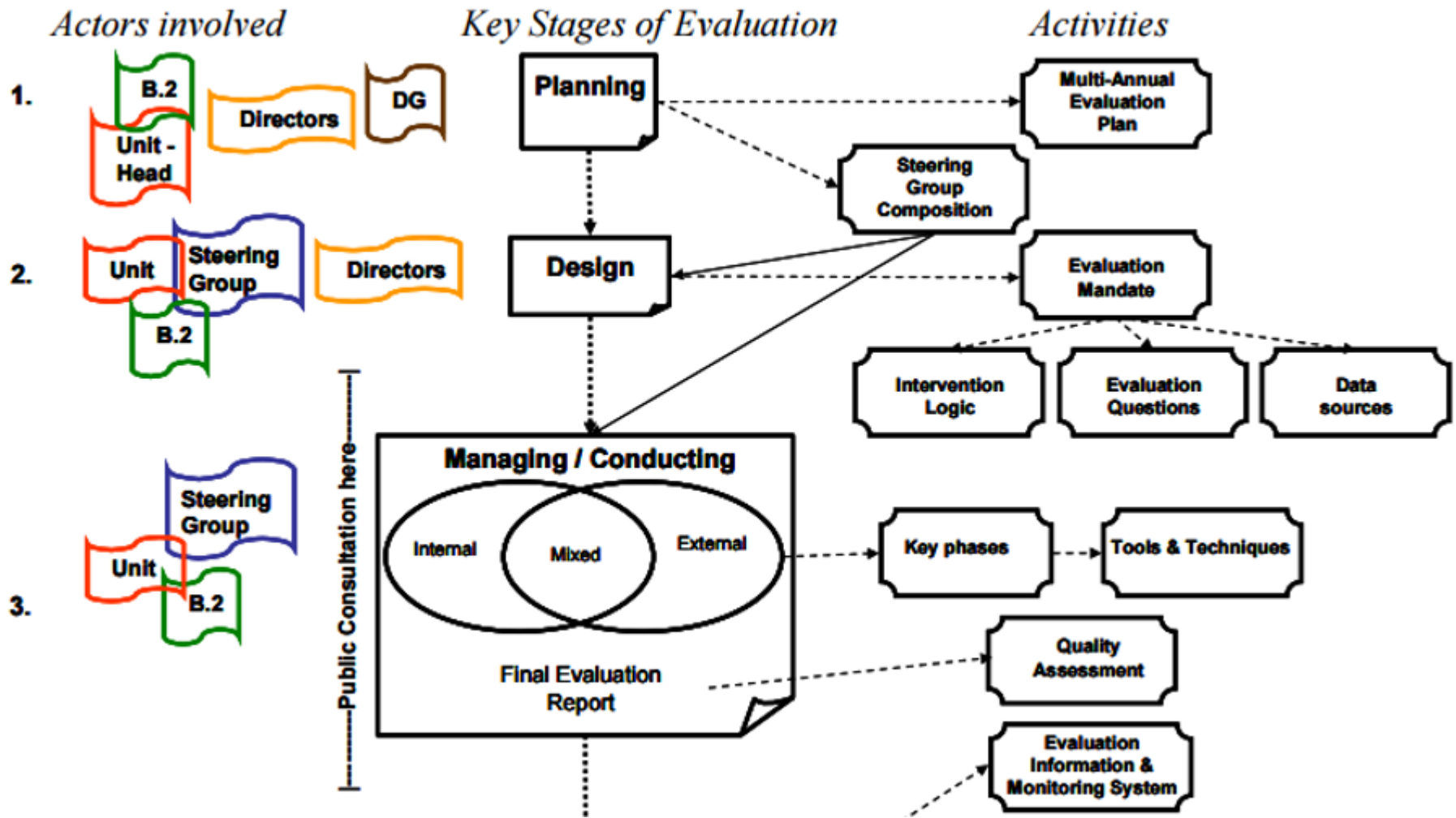
Tips for writing the Terms of Reference (ToR) of an evaluation: **recommendations**



- State **clearly** the **objectives of the evaluation** and identify the following:
 - **General issues** and **preliminary evaluation questions** to be addressed;
 - **Key stakeholders** and **their expected uses** of the evaluation;
 - **Overall evaluation approach** to be adopted;
 - **Products** expected from the evaluation;
 - **Expertise** required from members of the evaluation team; and **logistical** arrangements.
- **Avoid technical jargon –e.g. acronyms–** when stating the evaluation expectations and objectives. Be clear on how the evaluation is expected to help the organization.
- Focus on **preliminary questions** to be addressed.
- **Avoid choosing too many questions.** It is better to have an evaluation examine a few issues in depth than to look into a broad range of issues superficially.
- **Include all stages of the evaluation process** in the **evaluation timeline** –including expected **delivery dates** and specific activities for the *reporting/discussion of results*.

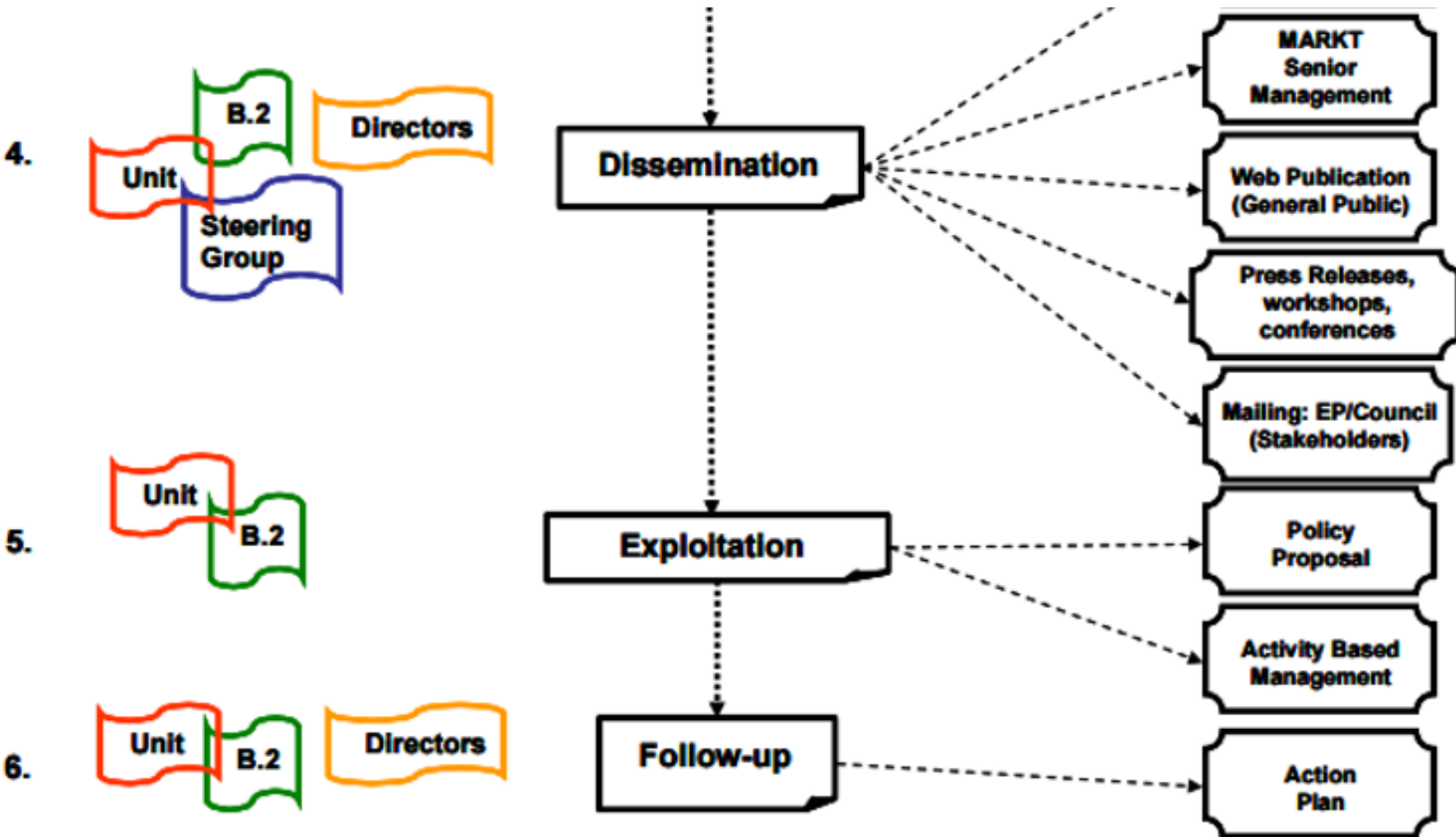


Roles and responsibilities in program evaluation – Example 1: European Commission



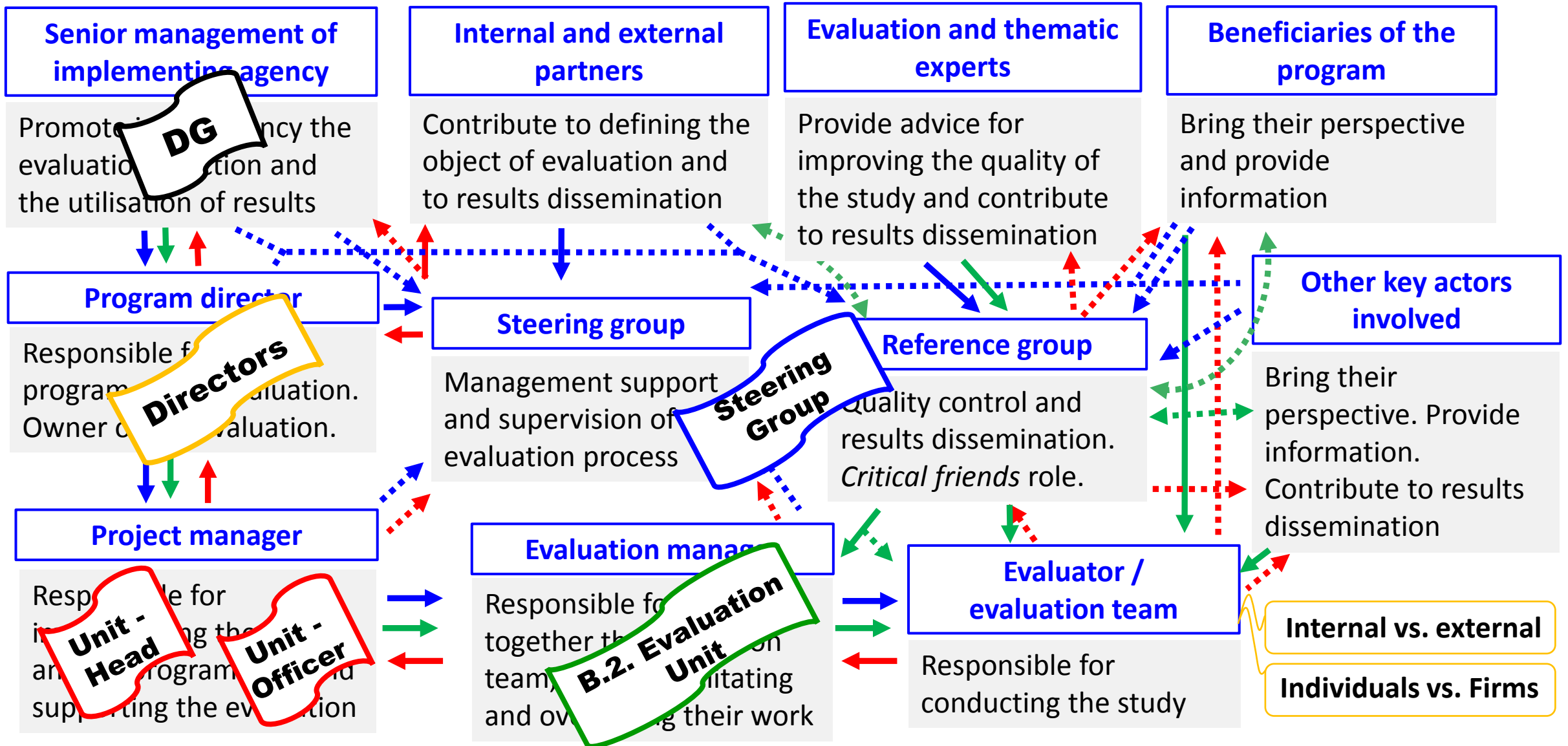


Roles and responsibilities in program evaluation – Example 1: European Commission





Usual roles and responsibilities in evaluation



4. Roles and responsibilities in the institutionalization of M&E



What is institutionalizing M&E?

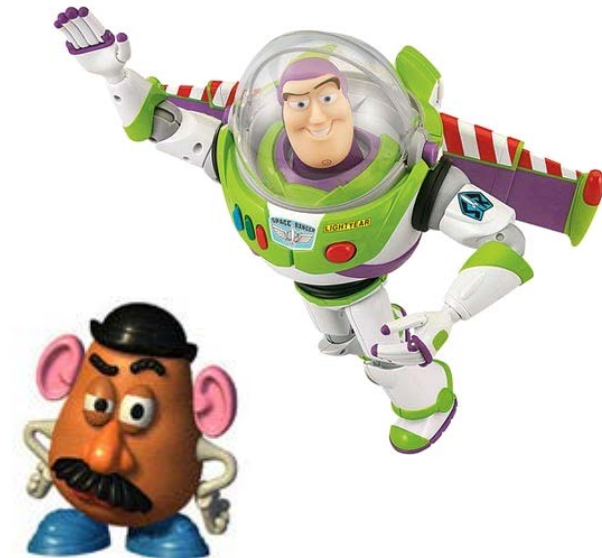
The M&E function is considered to be **institutionalized** in a country when...

- **M&E is integrated** in the **policy and program cycles**, and M&E activities are **programmed** –units responsible for M&E have sufficient human and budget resources allocated for successfully performing their job;
- M&E is **mandatory** –the decision of conducting M&E is not discretionary;
- M&E is **extensively practiced** in government agencies –it is not limited to certain priority programs and/or sectors;
- **Decisions to evaluate** are based on **pre-established criteria** –more generally, the offer of evaluations is not only determined by specific information requests;
- The M&E function is **legally established/regulated**;
- M&E tasks are performed by qualified experts who meet **professional standards**;
- The information and recommendations emanating of the M&E system are **used for decision making** by managers and policy makers.



How to get there? Roles and responsibilities in the institutionalization of M&E

- Building and sustaining results-based M&E systems requires **continuous commitment, time, effort, and resources**;
- There are political, organizational, and technical challenges to overcome:
 - «**Primarily a *political* process, and less so a technical one**»
 - **Political champions** highly placed in the government who are committed to change towards results-based management can help overcome such challenges.
- On the **technical** side it is important:
 - To develop **sound statistical systems** so that they can provide the data that are needed for M&E;
 - To encourage **results** dissemination and **knowledge sharing**:
 - “**Little champions**” are also essential on the **technical level** for developing and consolidating M&E **communities of practice**.





How to get there? Roles and responsibilities in the institutionalization of M&E

Senior government officials

- Overall “champion” for the drive for results-based M&E in the public sector

Central agency (e.g. Ministry of Finance, Ministry for Planning)

- “Champion and facilitator for M&E development and implementation in all ministries;
- Lead in the development of a national performance framework;
- Government policy center for M&E: guidance and guidelines for performance measurement, monitoring, evaluation and reporting to all other actors in the system;
- Oversight and quality control role for all M&E performance measurement and reporting;
- Facilitate or manage high-level evaluations or special studies on priority areas;
- Advise senior government officials on all M&E matters;
- Provide and/or promote M&E capacity building initiatives: workshops, training, etc;
- Promote the professionalization of M&E and facilitate the development of M&E communities of practice.

Other ministries and implementing agencies

- Establish internal M&E units and groups for supporting and overseeing M&E initiatives;
- Develop performance frameworks linking ministry programs with sector goals;
- Conduct thematic evaluations on each ministry’s policy area and key programs;
- Report sector-level results and participate in policy formulation and budgetary discussions.



How to get there? Roles and responsibilities in the institutionalization of M&E

High-level M&E committee

- Determine priorities for the conducting of high-level evaluation or special studies;
- Provide a forum for review of findings and decisions for follow-up;
- Oversight role over the pace of national evaluation capacity development.

Parliament

- Central role in ensuring the accountability of government to citizens;
- Demand and use the information emanating of the M&E system for informing the discussion of parliamentary committees –i.e. the budgetary discussion in parliament;
- Develop new legislation in favor of results-based management as needed.

Auditor General

- Potential oversight role (audits on quality of data, quality of results reporting, etc).

National statistical agency

- Conduct national surveys and provide guidance to ministries in data collection;
- Focal point for the national data development strategy.

Training institutions

- Universities and other training institutions can contribute to strengthening the national M&E capacity in the public sector.



How to get there? Roles and responsibilities in the institutionalization of M&E

Civil society

- Collaborate with central agency for establishing feedback and results reporting mechanisms;
- Potential role of providing technical assistance.

Private sector

- Collaborate with central agency and ministries to develop periodic feedback mechanisms;
- Provide services –e.g. data collection– as needed.

Media

- Contribute to the dissemination of results of public policies and programs.

Observatories

- Contribute to the collection, analysis, and utilization of data and statistics for informing decision making in government and partner organizations.

International partners

- Promote M&E and results-based management in the region and globally;
- Develop and promote international standards and norms for M&E;
- Contribute to knowledge sharing and to the dissemination of good practices and lessons learned in the development of M&E systems.



How to get there? Roles and responsibilities in the institutionalization of M&E

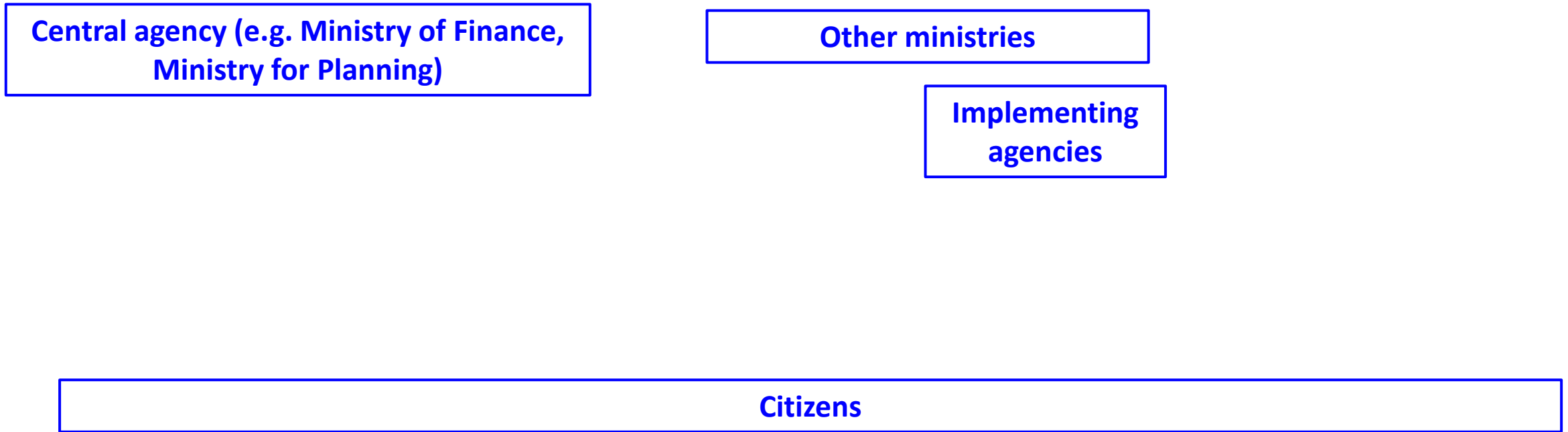
Citizens

Citizens



How to get there? Roles and responsibilities in the institutionalization of M&E

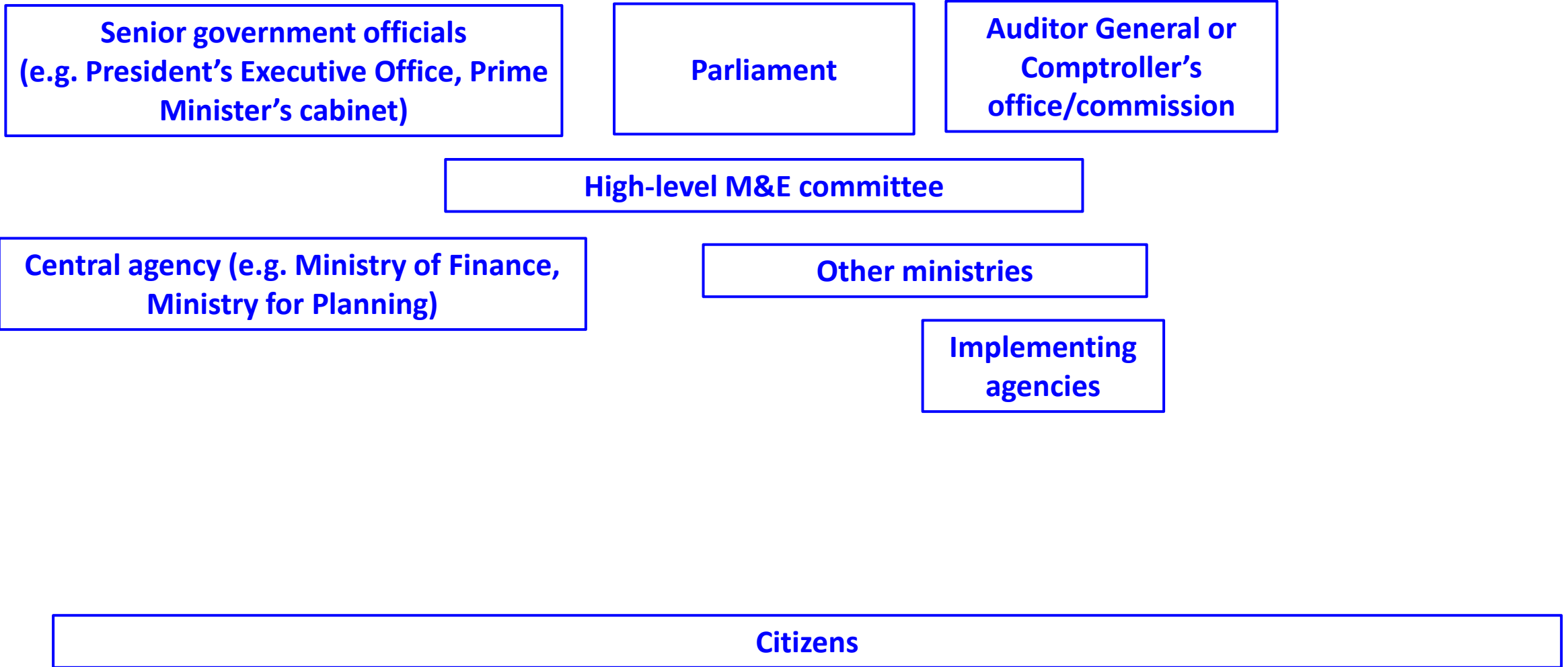
Organizations
Citizens





How to get there? Roles and responsibilities in the institutionalization of M&E

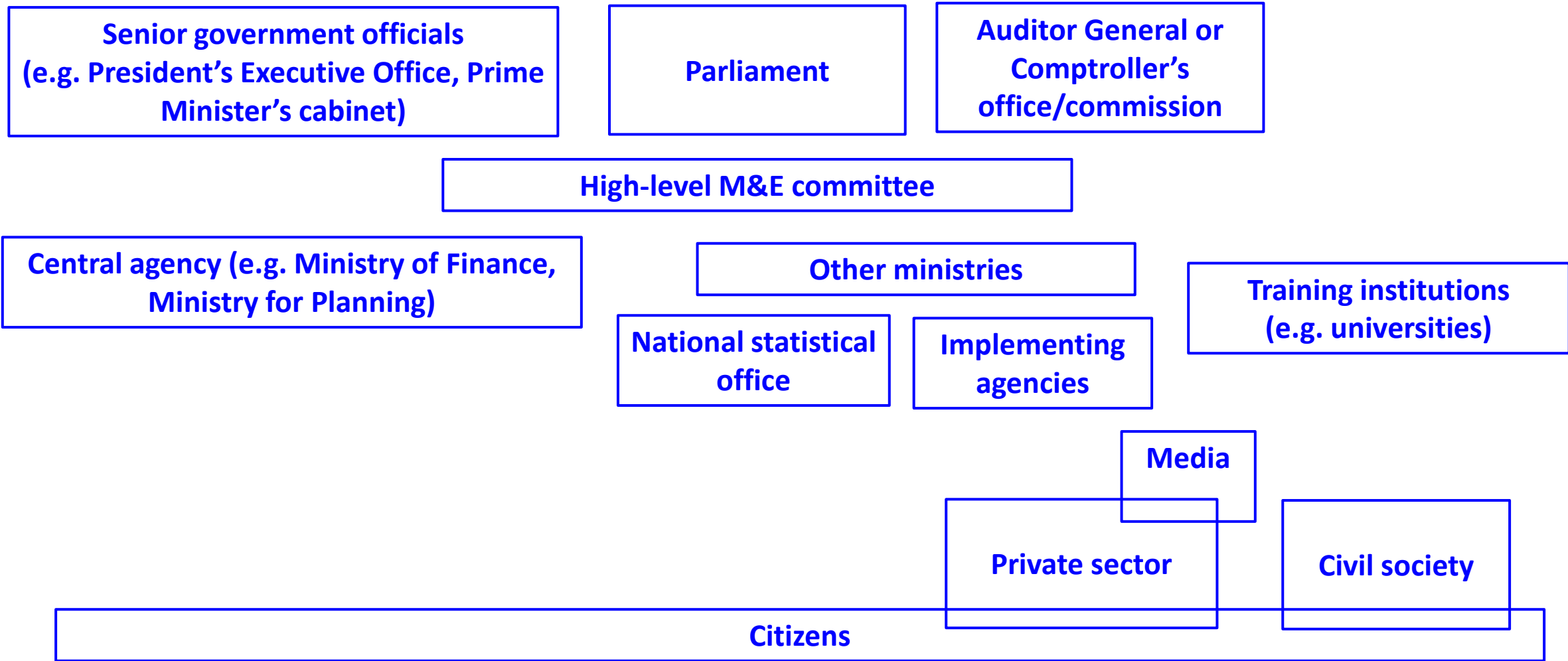
Citizens
Organizations
Country





How to get there? Roles and responsibilities in the institutionalization of M&E

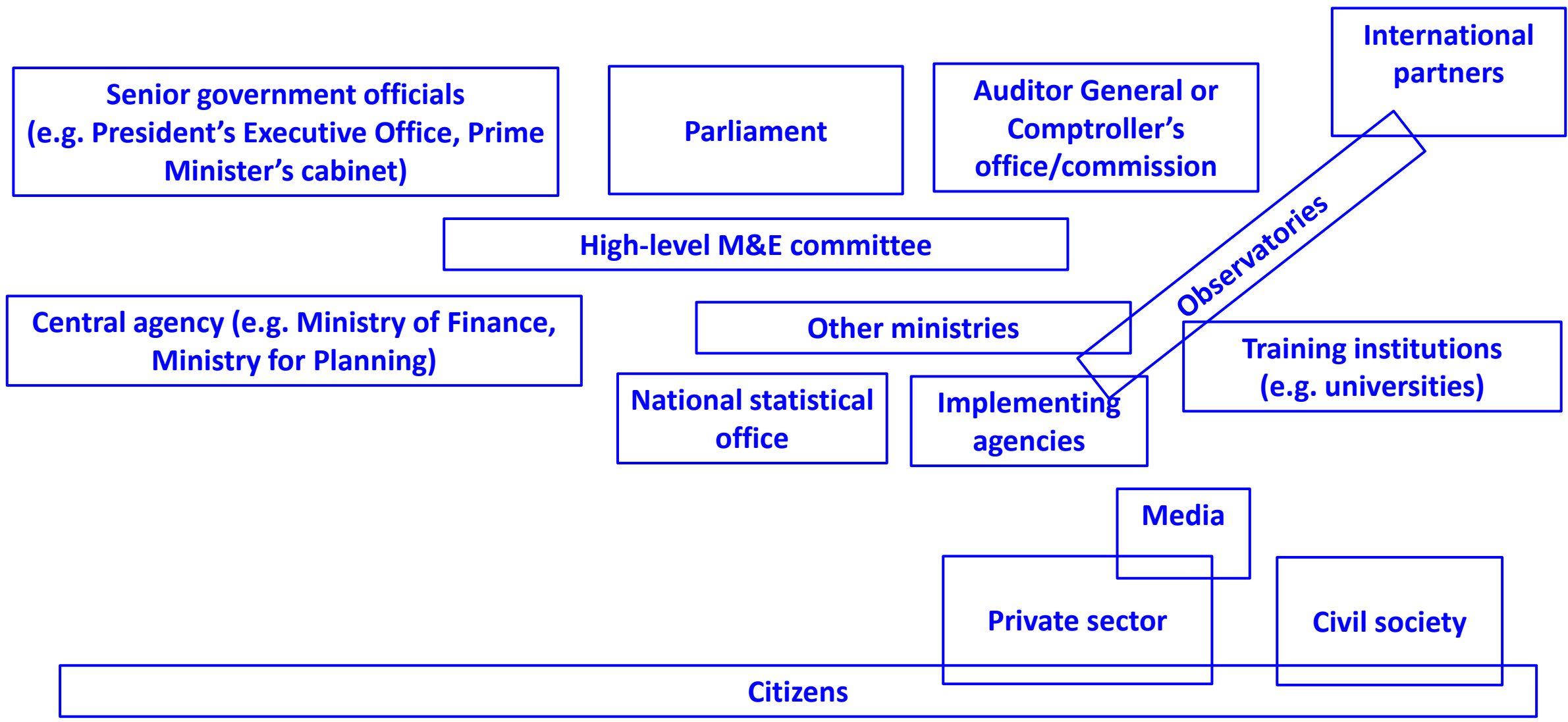
Citizens
Organizations
Country





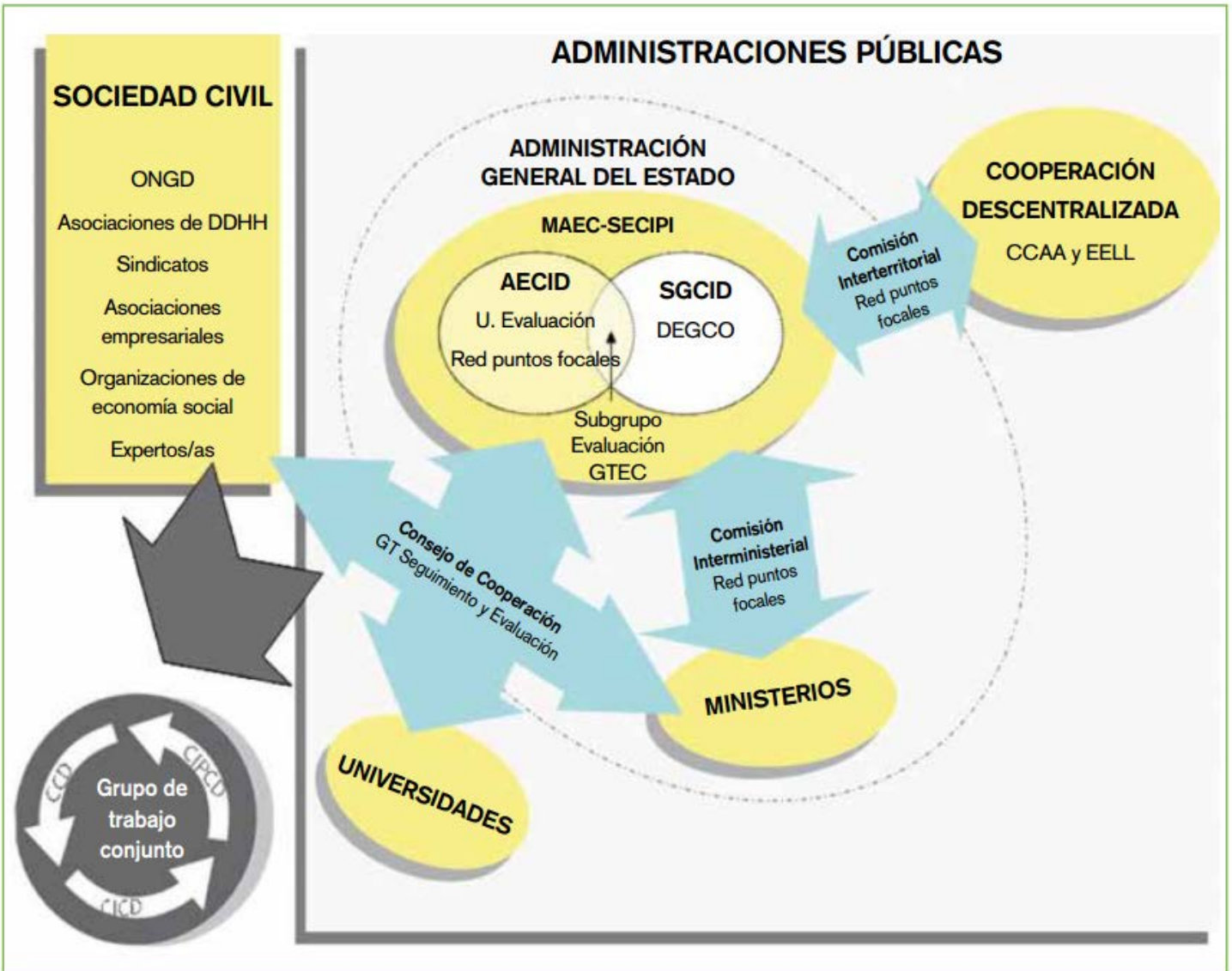
How to get there? Roles and responsibilities in the institutionalization of M&E

Citizens
Organizations
Country
Global





Roles and responsibilities in the institutionalization of M&E – Example: Evaluation system in the Spanish Cooperation





Quick summary (1/2)

- Roles and responsibilities within the M&E system are **shaped by**:
 - The **different (albeit complementary) roles of monitoring and evaluation** in results-based management;
 - The **types of actions** that the M&E practice involves: data collection, data analysis, results reporting, discussion, and dissemination; and utilization of recommendations;
 - The specificities of the **institutional context** to which the M&E system belongs.
- **Results monitoring** takes place at different result levels (**products, effects and impacts**):
 - Developing an **M&E plan** is critical for establishing at each level the **individual and collective responsibilities** of the implementing agency and partner organizations. The plan needs to:
 - **Be clear** on the M&E priorities and on who needs what information; and
 - **Be simple** –by selecting just a small number of indicators so that they can be well monitored;.



Quick summary (2/2)

- In **program evaluation**:
 - Establishing **steering groups** and/or **reference groups** contributes to enhance the **technical quality, good governance** and **results dissemination** of evaluations;
 - It is advisable to consider the pros and cons of **internal** and **external** evaluations; and, in case of external evaluations, of joining a team of **individual evaluators** or contracting an **evaluation firm**.
- Building and **institutionalizing** a results-based M&E system requires **continuous commitment, time, effort, and resources**.
 - It is primarily a **political** process, and *less so* a technical one;
 - **Political leadership** ("*great champions*"), **active support by government staff and technical experts** ("*little champions*") and **active engagement of other institutions and individual citizens** are also needed for ensuring the success of the system.



Merci!

¡Gracias!

شكرا لك!

Thank you!





Questions / comments?





References

- EC (2008). *DG MARKT Guide to Evaluating Legislation*. Directorate-General for Internal Market and Services, European Commission. Brussels.
- EUROsociAL (2015). *Good practice manual for systematizing public policy evaluation. Experiences in Latin America* [In Spanish]. FIIAPP. Madrid.
- GEF (2010). *The GEF M&E Policy*. Office of Evaluation, Global Environment Facility. Washington, DC.
- GOSLING, Louisa (2010). *Monitoring and Evaluation. How-to Guide*.
- HM Treasury (2011). *The Magenta Book. Guidance for Evaluation*. London.
- KARKARA, Neha (2013). *Advocating for Evaluation: A toolkit to develop advocacy strategies to strengthen an enabling environment for evaluation*. UNICEF NYHQ. New York.
- KUSEK, Jody Zall & RIST, Ray C. (2004). *Ten Steps to a Results-based Monitoring and Evaluation System*. The World Bank. Washington, DC.
- MAEC (2007). *Handbook for managing evaluations in the Spanish Cooperation* [In Spanish]. Madrid.
- MAEC (2013). *Evaluation policy for the Spanish Cooperation* [In Spanish]. Madrid.
- MORRA IMAS, Linda G. & RIST, Ray C. (2009). *The Road to Results*. The World Bank. Washington, DC.
- PNUD (2009). *Handbook on Planning, Monitoring, and Evaluating for Development Results*. New York.
- SDC (2015). *Monitoring at SDC: Summary of key aspects and Feedback from experiences in the field on what works and why*. Presentation at the M&E workshop for Europe and CIS development assistance providers at Bucharest, Romania.
- TIMMRECK, Thomas C. (2003). *Planning, Program Development, and Evaluation: A Handbook for Health Promotion, Aging, and Health Services*. Johns & Bartlett Publishers.