

Tool 7: Basics for WSI Monitoring and Evaluation

Note: Given the importance of M&E to the impact and integrity of WSIs, the project sponsors and partners are developing WSI specific guidance and tools, which will be available online in due course.

WSIs can be difficult to monitor, as partners contribute in different and sometimes informal ways. This may result in challenges to attributing outcomes to the WSI.

Moreover, monitoring should focus on both the efficiency of the initiative itself (including how participants cooperate) and the progress toward achieving specific results. Without a robust monitoring framework and the systematic assessment of delivery against the set objectives, WSIs are not able to prove their added value to the public and its participants, as well as provide internal and external accountability for the resources used. Moreover, weak

monitoring may lead to illegitimate claims by WSI participants (increasing risks of “green washing”) and can be the cause for misunderstandings and contradictory expectations on impact, outcomes, and contributions.

Tool	A broad overview of the importance of M&E to the integrity of WSIs and references for commonly used approaches.
Related Key Activity	Establish M&E.
Question Addressed	How can we determine to what extent we are achieving the objectives of our WSI?
Purpose	Increase trustworthiness of WSIs and enable the initiative to take corrective action: <ul style="list-style-type: none">✓ Understand what needs to be monitored.✓ Track progress and support learning toward achieving the goals of WSI.
Potential Users	WSI managers with all participants.
Level of Effort	Continuous human resources, financial resources for data collection depending on indicators and available baseline information.
WSI Phase	Partnership monitoring through entire life cycle, results monitoring from the formalization phase onward.

Having clear objectives within a WSI and the ability to track achievement against these objectives supports corrective management and guards against the manipulation or misdirection of resources, building overall credibility. Transparency about what the WSI has achieved fosters external trust concerning the motives of the WSI and its participants.

WSI initiators should monitor from the beginning how stakeholder engagement evolves. Such information is key for designing a feasible mode of cooperation (see [Tool 10:](#)

[Establishing Written Agreements](#)) during the formalization phase. Once the WSI objectives, roles, and contributions have been defined in writing, the corollary results-monitoring framework needs to be developed. Evaluation involves analyses of the WSI’s activities, characteristics, and outcomes to

M&E was not robust so we couldn’t show the benefits. [Civil society]

(From Field Testimony)

determine the merit of the initiative and to generate lessons for the future. M&E frameworks should be developed by **WSI participants**, and progress reviewed together to inform the development of the WSI and decision-making processes.¹ M&E provides the basis to hold WSI managers and participants accountable and can therefore contribute to reducing mismanagement and capture.

Guidance for implementation



¹ UNAIDS, *Basic Terminology and Frameworks for Monitoring and Evaluation* (Geneva: UNAIDS, Monitoring and Evaluation Division, 2010), http://www.unaids.org/sites/default/files/sub_landing/files/7_1-Basic-Terminology-and-Frameworks-MEF.pdf.