GENDER & DEVELOPMENT NETWORK

Monitoring, evaluation and learning framework

This paper presents a monitoring, evaluation and learning framework which has been developed for the GADN Strategy 2014-17. The Annex contains the forms through which data and feedback will be collected from working groups and members.

1.   Purpose of the GADN MEL framework

- It should provide the GADN secretariat with simple qualitative and quantitative information against which to monitor progress against the GADN strategic objectives and plans and to support decision making on what needs to be addressed/improved.
- It should generate data and lessons to support review and reporting on achievements, outcomes and challenges to the Board, GADN members and funders.
- The information from the process will contribute to the GADN's annual reports, mid-year and end of strategy reviews and other communication purposes.

The GADN's values guide the network's approach to planning, monitoring and review processes.

2.   GADN core planning, review and reporting cycle

2.1 GADN Planning

There are 3 key elements:

i.   **Strategy**: The overall GADN strategic plan is reviewed and refreshed every 3 years. The strategic plan draws on the strategic review recommendations and is developed in collaboration with the Secretariat, Board and Advisory Group. The Board approves the final strategy which is then shared with GADN members and on the GADN website.

ii. **Annual workplan:** The Secretariat develops an annual workplan following the annual Strategy day which is held with the Advisory Group and Board in late January / early Feb. This sets out activities which will be carried out to achieve specific objectives under each Aim, who is responsible and the timeframe.

iii. **Working group workplans:** The working groups develop annual workplans which set out objectives, planned activities and targets, based on a template. These are referenced and feed into the GADN annual workplan. This process should include reflection on progress of the previous year's workplan. Trustees approve the final plans at a Board meeting in March/April.

iv. **Project Plans:** Project plans and proposals are developed for specific initiatives in support of the strategic aims. e.g. a piece of research or event. These should set out the rationale, objectives, timeframe and budget. Working group project plans are approved

by the Advisory Group. Plans which have been led by the Director or Advisory Group may be approved by the Chair.

2.2 Learning/review and reporting

The key review and reflection and reporting processes includes:

- Ongoing review discussions and updates between the Director and Coordinator.
- Ongoing discussions about progress between the Director and Coordinator and the working group Chairs.
- Working groups meet up every 6-18 weeks. The Coordinator collates feedback from the working group chairs on a quarterly basis, which is included as a paper and update item on the agenda for Board and Advisory Group meetings. The feedback is collected using a standard template. These quarterly updates also feed into Annual Report.
- Quarterly Board meetings and discussions re: progress and challenges. These include highlights of significant achievements, challenges and/or changes to plans (new opportunities). The paper prepared for this at each Board meeting is also circualated to the Advisory Group and working group chairs.
- A mid-year review of progress against the annual work plan is presented to the Board by the Secretariat in October.
- The Board approve the annual report and accounts in July. These are then submitted to the Charity Commission and Companies House.
- An independent evaluation of the strategic plan is conducted every 3 years.

This diagram sets out the schedule and core requirements for GADN planning, review and reporting.

3. Monitoring and data collection

3.1 Strategic Plan

The Strategic Plan 2014-17 sets out specific objectives for one and three years under each aim. These have key indicators, information and sources, and key monitoring questions.

3.2 Membership data
The secretariat manages the membership database. This is useful data in terms of reviewing trends in membership type and to assess GADN's outreach strategy.

3.3. GADN Members meetings and events

- The Secretariat collects attendance data for members meetings.
- Minutes of the meetings are circulated to members.
- An evaluation form will be used to assess meetings and input into planning of future meetings.

3.4 Key meetings with decision makers and/or other events

- A log of meetings with decision makers is kept including points raised and follow up actions required.

3.5 Working groups

- Minutes are taken at each working group meeting, including attendance.
- Working group chairs are asked to reflect on progress against their annual plan on a quarterly basis.

3.6 Research, working papers, communication

- Data from the GADN website enables tracking of numbers of people accessing our materials.
- Formal and informal feedback on GADN materials is collated by the Secretariat.
- Data from the monthly newsletter tracks who is receiving our communications and the engagement rate.

4. Finance and Risk Assessment

- The annual budget is prepared between the strategy day and April Board meeting
- The financial report for the previous year is completed between April and July, audited, approved at the July Board meeting and submitted to Companies House, the Charity Commission and HMRC.
- A mid-year review is completed of the budget to assess progress and any areas of over / underspend which is discussed by the Board at the October meeting.
- Risk assessment is carried out on a biannual basis and presented to the Board for approval.

Gender and Development Network: 2014-2017 Strategy MEL Framework

Our **vision** is of a world where social justice and gender equality prevail and where all women and girls are able to realise their rights free from discrimination.
Our **mission** is to relieve poverty and promote well being by ensuring that international development policy and practice promotes gender equality and women and girls' rights.
Our **role** is to improve the impact that UK development and donor organisations have on the lives of women and girls in developing countries by ensuring that their international development work promotes gender equality and women and girls' rights.
Our work and actions are driven by our **values** and we seek to demonstrate them in everything that we do: We are **informed and evidence-based; collaborative; enabling; challenging; inspiring and strategic.**

Aim 1: Building capacity of our members	Aim 2: Increasing commitment and knowledge base	Aim 3: Influencing the UK government	Aim 4: Alternative development agendas	Aim 5: Strong and inclusive network
To support and increase the capacity of members to deliver effectively on gender equality and women's and girls' rights in development	To deepen the understanding of, and commitment to, women's and girls' rights and gender equality throughout the UK international development sector.	To strengthen the UK Government's commitment, policy and practice on women's and girls' rights and gender equality in its international work.	To promote alternatives to current international development agendas	To maintain a strong, effective and inclusive network in order to achieve our mission and objectives.

Our measures of success (expected outputs)

In one year we will have:	In one year we will have:	In one year we will have:	In one year we will have:	In one year we will have:
4 x members meetings held annually and evaluated - Produced and disseminated 12 monthly newsletters - Launched a new website which is kept up to date with resources, news and working group activities - Released joint position on Beijing+20 - Inputted into election materials - Held 4 Gender Mainstreaming working group meetings - Released campaigners materials 3 new GADN members are working on GADN	- Produced 4 briefings on key policy issues circulated to target audiences - Released 1 major report - Released a standalone publication on gender mainstreaming - Released 2 briefings on research priority issues.	- Identify action taken by the UK Government in line with GADN recommendations in line with at least one of our priority issues. - Engaged with UK Government initiatives in all priority areas including the ESVI summit, Girl Summit and post-2015 process. - Engaged with DFID on their strategic vision for women and girls including releasing GADN paper. - Held 2 meetings with each of the DFID Gender, VAWG and Women's economic empowerment teams	- Developed a plan for stronger working relationships with Southern women's networks - Facilitated at least one opportunity for member's partner organisations to speak on gender equality and women and girl's rights. - Written and released a report on feminist alternatives to development.	- Submitted one funding proposal to NSC - Secured core grants from 5 member organisations - Submitted all legal reporting requirements - Held 4 Board and at least 4 Advisory Group meetings - Conducted a members survey to feed into the end of year evaluation - Broadened engagement within member organisations. - Formalised systems for feedback between the AG, Board and working groups. - Built our reputation as an authoritative and relevant

priority issues				actor on gender equality and women's rights and development among the UK development sector.
In three years we will have: • Members using GADN resources to strengthen programme, policy and campaigns work on gender equality and women's and girl's rights • GADN members meetings and working groups seen as useful and authoritative sources of information, discussion and networking.	**In three years we will have:** • Relationships established with other key networks in the sector. • GADN being seen by our target audiences as a authoritative resource for gender equality and women's rights and development. • Increased quality of work on gender equality and women's rights carried out by GADN members.	**In three years we will have:** • DFID continuing to prioritise gender equality and women's rights • DFID approaching GADN to obtain advice on gender and women's and girls' rights related issues. • Members perceive GADN as an effective channel through which to influence UK Government on women's rights and gender equality in development.	**In three years we will have:** • Forward looking, positive agenda written, published and promoted widely • Established links with opposition parties, parliamentarians and government officials and persuade them to include elements of our alternative agenda • We are an agenda setting think tank in our area	**In three years we will have**: • Income increased by 10% • 5 fundraising bids submitted • Membership diversified and increased by 10% • Network members active in working groups increased by 10%

How will we know?

Key indicators/information & sources: • Feedback from members via members survey and members meeting evaluation forms. • Website analytics • Member feedback and log of requests. • Log of working group meetings	**Key indicators/information & sources:** • Members reporting added value of GADN in supporting understanding and confidence to mainstream gender. • Instances of GADN briefings used by members for advocacy purposes. • Website analytics. • Feedback (formal and informal) from key stakeholders on GADN materials.	**Key indicators/information & sources:** • Evaluation interviews with key informants. • Unsolicited / informal feedback from decision makers. • Log of meetings with decision makers. • Instances of government policy being aligned to GADN positions – references made to GADN documents or GADN language adopted. • Number of HMG staff in	**Key indicators/information & sources** • Developed plan for Alternatives work. • Number of collaborative initiatives with member partner organisations or southern networks. • Feedback (informal / formal) about GADN added value from Southern Networks.	**Key indicators/information & sources** • Attendance records at members meetings and feedback forms. • Range of representation within member organisations at GADN meetings (attendance records / membership of working group). • Level of funding increase. • Diversity of membership based on agreed criteria.

		regular contact with GADN.		
Key monitoring questions: • How effective has GADN been at supporting our members? • What examples are there of GADN adding value?	**Key monitoring questions:** • How are our materials being used and perceived? • What evidence is there that our publications are responding to needs of our members and opportunities? • How effective are our communications, what is their quality and relevance?	**Key monitoring questions**: • What success have we had at influencing our targets? • What is GADN's added value for members in terms of influencing? • Are we making the most of strategic opportunities?	**Key monitoring questions:** • To what extent does GADN provide a platform for feminist alternatives to development?	**Key monitoring questions:** • What is the profile of our membership? Are there any major gaps in our membership? • Is our funding status enabling us to deliver on our strategy? • Are our core grants being renewed and are new core grants being made available?

Appendix:
Monitoring forms

Log of meetings with decision makers:

Date	Decision maker (s) met with	Context	GADN staff / members present	Topic discussed	Specific points raised	Response / follow up actions

GADN Members Meeting Evaluation Form

Please complete this form as fully as possible to help us plan future meetings and improve the ways you engage with GADN.

How would you rate this meeting overall? 1 2 3 4 5 6 7 8 9 10
What was most useful about this meeting?
What changes, if any, would you make to this meeting? Please make suggestions for how we could improve future GADN members meetings.
How would you like group meetings to be used? For example: expert speakers, discussions, engagement with government officials, information sharing, and feedback from secretariat on network activities? Please indicate where you think the emphasis should be.
Are there any topics you would like to see covered at future meetings? Are there any topics that you or your organisation would like to lead a members meeting on? **(Members meetings topics are planned through our Advisory Group but suggestions are welcome)**
Any other comments?

Your name and organisation: (can be left blank)

GADN working groups annual plan template
To be submitted to GADN by 1st March each year for the coming year

Working group:

Chairs / co-chairs:

Overall group objectives:

Planned activities and expected outcomes:
(e.g. research, joint position papers, events… this does not commit the wg to carrying out these activities but is useful for planning purposes)

Activity	Outcome	How will this be monitored?

Main targets for advocacy:
(If relevant. Please detail which teams within DFID / FCO etc. you would plan to communicate with)

External events or process relevant to the group:
(e.g. any expected government consultations, summits etc.)

Are there any potential risks involved in the coming year that will affect the group? *(e.g. will there be a change in chair, are there potential areas of disagreement between members etc.)*

GADN working groups quarterly update template

To be submitted to GADN ahead of Board meetings which take place in April, July, Oct and Jan

Meetings held and topics covered:

Activities which took place in last quarter and outcome:

Activities planned for the coming quarter:

Are there any potential risks for the group in the coming quarter or further ahead?

Are there any activites planned which may require funding – and will this likely be requested from GADN?