GOLDILOCKS RESOURCE

Resources for Monitoring

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Goldilocks assembled this list of resources for use in designing a monitoring system and understanding monitoring as good management. This set of textbook chapters, articles, blog posts, and organizational guides provides a range of information and perspectives on monitoring and management. They draw from a variety of sectors, from health to education to nonprofit and business management.

These resources cover:
- designing a process-evaluation (monitoring) plan
- methods for monitoring service utilization and program organization
- detailed steps in building a monitoring system
- monitoring as management
- building organizational culture around monitoring
- strengthening the use of data in program monitoring

Taken together, these resources will aid in the development of a monitoring plan and system that reflects CART principles and incorporates useful management practices. If thoughtfully applied, they should help develop an organizational culture built around monitoring and data, one that will help to improve staff and program performance.

Title	Type	Topic	Audience	Level	What it is
Assessing and Monitoring Program Process Peter H. Rossi, Mark W. Lipsey, and Howard E. Freeman. (2004). From *Evaluation: A Systematic Approach, 7ed.* Sage Publications.	Book	Process Evaluation	Practitioners Evaluators Donors Policymakers	Assumes basic understanding of the topic	This textbook chapter covers methods of monitoring implementation to ensure that the program is delivered as intended to the targeted recipients, known as program process evaluation or implementation evaluation. It focuses on service utilization (the extent to which services are delivered the targeted group) and program organization (whether program is performing as it should and is well-managed). It is an excellent foundational source for both beginners and advanced evaluators and uses examples from real projects to illustrate key concepts.
Developing a Process-Evaluation Plan for Assessing Health Promotion Program Implementation: A How-To Guide. Ruth Sanders, Martin Evans, and Prahul Joshi. (2005). *Health Promotion Practice*. 6(2): 134-147.	Article	Process Evaluation	Practitioners	Users familiar with basic monitoring concepts	The article presents a comprehensive and systematic approach to developing a process-evaluation plan. It focuses on health promotion, but the framework can be applied to development programs more generally. The development of the process-evaluation plan is illustrated with a school-based case study.
Performance Monitoring and Improvement: A Manual and Trainer's Guide Management Sciences for Health. (2004).	Guide	Building a monitoring system	Practitioners Evaluators	Assumes intermediate understanding of monitoring	Through the lens of public health, this manual provides a framework for the basics of performance monitoring – covering design, planning, and management aspects of the process.

Institutional Strengthening: Building Strong Management Practices Catholic Relief Services. (2011).	Guide	Building a monitoring system	Practitioners Evaluators	Assumes intermediate understanding of monitoring	This guide walks through the activities involved in building a monitoring and evaluation system. It is particularly useful in detailing the mundane aspects of M&E, such as compiling all project documents in a single place, training staff on how to fill in various forms, and when to integrate finance, IT, and other departments.
Monitoring and Evaluation versus Feedback Loops **Monitoring and Evaluation versus Management** Dave Algoso. (2014). Praxis Blog.	Blog	Monitoring as Management	Practitioners	Assumes basic understanding of the topic	These blog posts suggest that good M&E systems in non-profit world are simply good management practice in the private sector. The author argues that NGOs often discount the value of good management—but that by focusing on improving M&E, it may be possible to indirectly improve program management. He also suggests, as Goldilocks does, that more data and feedback loops are not sufficient for improving program performance. Organizations have to move from simply gathering information to acting on it.
Good Stories Aren't Enough: Becoming Outcomes-Driven in Workforce Development Martha Miles. (2006). *Public/Private Ventures.*	Article	Monitoring as Management	Practitioners	Assumes basic understanding of monitoring and management	This article discusses the use of monitoring data in program improvement and focuses on the importance of building an organizational cultural around the use of data. Using case studies, the authors identify strategies that organizations can use to strengthen the role of data in everyday performance management decisions.

Designing PerformanceStat: Or What are the Key Strategic Choices that a Jurisdiction or Agency Must Make When Adapting the Compstat/CitiStat Class of Performance Strategies? Robert Behn. (2008). *Public Performance & Management Review*. 32(2), 206-235.	Article	Performance Management	Practitioners	Assumes basic understanding of monitoring and management	This article walks through the PerformanceStat performance management system used by a number of government agencies. It focuses on developing a system that emphasizes data-based management and decision making, from setting a vision and identifying the targeted performance for improvement, to identifying the necessary staff and resource capacities, to creating feedback systems. These management principles can be integrated with CART activity monitoring to make sure that data collected are used in program learning and improvement. While geared towards public agencies, the principles outlined in this article can be adapted to nonprofit management.
Performance Leadership: 11 better practices that can ratchet up performance. Robert Behn. (2004). IBM Center for the Business of Government.	Article	Performance Management	Practitioners	Assumes basic understanding of monitoring and management	This article discusses 11 practices to help managers manage better. These practices focus on creating a performance framework, driving performance improvement, and learning to enhance performance. By integrating these management practices into a CART monitoring system, they can be used to improve staff and program performance. This article is aimed at managers of public agencies, but is also applicable to nonprofit and program management.