International Rescue Committee believes in a data driven mindset.

However, IRC’S M&E struggles today with the wrong data, poor quality data, and unused data. Inconsistent approaches to M&E planning during project design mean the wrong indicators are being selected at times. In addition, frontline staff operate in a resource-constrained environment, adding further difficulty in data collection. And finally data that does get collected doesn’t travel smoothly from IRC’s frontlines to management where it could support better data-driven decision making.

We want to reimagine Monitoring & Evaluation to enable IRC to better improve people’s lives.
D3: DREAM, DESIGN, DELIVER

**DREAM**
- 3 days
- Sample Deliverables:
  - Solution storyboard
  - Value scorecard
  - Customer experience
  - Opportunity backlog
  - Capability maturity map

**DESIGN**
- 6 weeks
- Sample Deliverables:
  - Transformation roadmap
  - Solution architecture
  - Economic impact model
  - Rollout & comms plan
  - Roles & responsibilities

**DELIVER**
- 6-18 months
- Sample Deliverables:
  - Deployed solutions
  - Operational playbooks
  - Training & adoption
  - Impact reporting
  - Issue & risk tracking
UNDERSTANDING DIGITAL MINDSETS

RADICAL TRANSPARENCY
Pivoting is success | Sharing is caring

CREATIVE CONFIDENCE
Know you can | You aren’t your past

CULTURE
Empathy | Trust | Vulnerability | Respect | Flexibility

DATA DRIVEN
Go slow to go fast | Learn-it-all

WORKING LEAN
Less is more | It’s about adoption
IDENTIFYING M&E PERSONAS

Program Implementer (Field staff / Program Manager)
Focus on collecting data but sometimes lacks adequate training and resources. At times works in very challenging conditions. May feel randomized/overwhelmed by multiple data requests from HQ.

Technical Support (Technical Advisor / Regional M&E)
Supports program design and proposal development (indicator selection, target setting, log frame development, development of data collection tools.) Supports analysis, interpretation and use of data. Stretched across many countries and programs, struggles to balance focus appropriately. Has limited access to data from multiple fragmented data sources and has to request data from countries directly.

Grants Manager
Manages donor relationships and lifecycle of grant from initial proposal to closing. Focused on timely reporting and hitting agreed targets. Frustrated at times by incomplete or clearly inaccurate data from the field. Overstretched.

Country Leadership (Technical Coordinator / DDP)
Main focus on coordinating & ensuring effective delivery of IRC interventions in challenging circumstances, while maintaining safety of staff. M&E often takes a backseat to more immediate priorities. Feels severely resource constrained. Does not have direct access to program data.

Senior Leadership Team (SLT)
Lacks confidence in the data / reporting and therefore underutilizes it. Takes a lateral view across IRC programs to ensure quality control and alignment with IRC’s overall mission and strategy. Manages key external relationships & risks.
MAPPING THE CURRENT M&E JOURNEY

A need arises

Project Planning, Proposal (+M&E plan)

Funding

Project Kickoff (Baseline)

Training

Collecting Data

Submit Raw Data

Data analysis

Reporting / storytelling

Management / Donor Adjustments

Project Conclusion

Sharing results

Impact Evaluation Results

A new need arises

Areas of Opportunity
HOT SPOTS IN THE M&E JOURNEY

**M&E DESIGN**
M&E design that is consistent and focused on outcomes

**DATA COLLECTION**
Collecting the right data through a variety of mechanisms that are automated and simplified

**DATA USE & CONSUMPTION**
Creating a data-driven organization with access to real-time analysis
M&E DESIGN
Designing efficient and effective M&E plans that meet the needs of donors, IRC leadership and program staff

PAIN POINTS
- M&E not a priority for country leadership
- Too many indicators
- Incomplete meeting participants
- Restricted funding
- Too many indicators
- Too time consuming
- Donors dictate own indicators
- Redesign happens without everyone
- Inconsistent process
- Important stakeholders not included in meeting
- Country staff not consulted on feasible processes
- Too time consuming

PERSONAS
- Technical support (TA / Regional M&E)
- Country leadership (Technical Coordinator / DDP)
- Senior Leadership Team
- Grants Manager

FRAMING QUESTIONS
- How might we drive efficiency in proposal design?
- How might we better manage donor expectations?
DATA COLLECTION
Collecting the right data through a variety of methods including simplified, automated, and self-service

PERSONAS
- Program Implementer (Field staff / Program Manager)
- Technical support (TA / Regional M&E)
- Country leadership (Technical Coordinator / DDP)
- Grants Manager

PAIN POINTS
- M&E Plan lacks specificity
- Lack of consistency
- M&E is not a top priority for country leadership
- No shared talent info across NGO’s
- M&E is unfunded
- High turnover means retraining is inconsistent
- No learning management system for training
- Sometimes hard to get historical data
- Data partnerships are weak (e.g. ministry)
- Data is delayed
- No ownership ("M&E is not my job")
- No learning management system for training
- No ownership ("M&E is not my job")
- Valuable data not being used / uploaded
- Regional M&E fears negative info

FRAMING QUESTIONS
- How might we make "data" a part of everyone’s job?
- How might we collect the right data?
- How might we make M&E invisible?
DATA USE & CONSUMPTION
Creating a data-driven organization with access to real-time analysis

PAIN POINTS
Delayed data (not real time)  Multiple disconnected tools  Unclear business needs for reports  Lack of data understanding/competence  Unclear data use case for each stakeholder  Incomplete/wrong participants  Lack of data understanding/competence  Lack of accountability

Poor data quality  Lack of control/agency to drive timely reporting  No continuity (always starting from scratch)  Inefficient process  Information not sent back to front lines (country staff)  No regular cadence  Lack of buy-in from rest of organization

Lack of data ownership  Inconsistent process

PERSONAS
Program Implementer (Field staff/Program Manager)
Technical support (TA/Regional M&E)
Grants Manager
Country leadership (Technical Coordinator/DDP)
Senior Leadership Team

FRAMING QUESTIONS
How might we streamline reporting?
How might we create a more data-driven culture?
How might we normalize data?
CLUSTERING IDEAS INTO THEMES

**M&E DESIGN**
- Service Usage Measures
- M&E Proposal workflow tool

**DATA COLLECTION**
- DEIDENTIFIED GROUP-LEVEL (POINT OF SERVICE) DATA
  - M&E Sense (sensors)
  - Mobile App to capture data
- DEIDENTIFIED INDIVIDUAL-LEVEL DATA
  - Fitbit Data Collection
  - Refugee Buddy
  - Beneficiary ID Database

**DATA USE & CONSUMPTION**
- DATA DISCOVERABILITY
  - Einstein Search
- DATA VISUALIZATION
  - Big Data Board
  - Real-time data dashboard

**THEMES**
- BIG DATA BOARD
- DREAM
- PROCESS
- CONTEXT

**M&E**
- DESIGN

**DATA**
- COLLECTION
Imagine if…

...We were able to immediately retrieve up to date data from any program in seconds to guide the best interventions to pursue, the investments required, and the outcomes and impact we could reasonably expect.

...We were able to make collecting, accessing, sharing, and learning from good data an integral part of our organizational DNA.

...We were able to embrace data-driven decision making and improve our operations to the point that crises were no longer seen as just emergencies, but also as opportunities to develop and improve humanity.

...Based on our leadership in evidence-based design and impact-oriented interventions, we were able to transform the humanitarian sector to be more data-driven, efficient, and effective globally.
ONE DREAM: THE MODERN M&E

M&E CENTER OF EXCELLENCE
Manage creation, standardization, and dissemination of IRC M&E best practices

WORKFLOW OPTIMIZATION
Automate and simplify M&E design processes by eliminating inefficiencies and facilitating collaboration

INTELLIGENT COLLECTION
Collect real time, confidential data on service usage and beneficiary outcomes through a variety of collection mechanisms

DATA USABILITY
Promote data use and sharing through discoverable, accessible, reliable, yet private and secure data for all constituents

OPERATING MODEL & CHANGE MANAGEMENT
Operationalize widespread cultural transformation

CONTEXT

PROCESS

THEMES

DREAM
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<th>M&amp;E CENTER OF EXCELLENCE</th>
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**M&E CENTER OF EXCELLENCE**

**KEY SCENARIOS**
- Creation of standard IRC best practices and thought leadership
- Curation of training with suggested tracks for M&E (both internal and external learnings)
- Rationalization and streamlining of indicators
- Regular “Einstein Moments” data spotlights on RescueNet

**FEATURES**
- Standard IRC M&E best practices
- M&E competency training
- Indicator selection review
- Agile continuous improvement of M&E processes and methodology
- Regular M&E stories on RescueNet

**CHALLENGES IT ADDRESSES**
- Lack of data understanding / competency
- Too many irrelevant indicators
- Donor indicators not aligned with IRC indicators
- Lack of knowledge sharing

**BENEFITS & EXPECTED OUTCOMES**
- Recognize M&E as a technical discipline
- Standardize M&E approach across all IRC programs
- Derive meaningful insights from data and apply those to benefit the wider IRC
- Champion data understanding and use
- Potential to set up CoE across NGO’s
WORKFLOW OPTIMIZATION

KEY SCENARIOS

- Tool started at proposal Design Kickoff meeting and suggests members to include based on content; users also have ability to subscribe for updates.
- All selected users kept notified of design and grant opening meetings and changes from design, redesign to finish.
- Content, comments and notes captured for private and public views in one single source of truth.
- Guidance on selection of data collection tools / indicators / plans (i.e. packages) for the intervention(s) suggested by the proposal.
- Integration with M&E CoE to grade strength of indicators and ensure best practices are followed.

FEATURES

- Proposal boilerplate content repository
- Integration with M&E CoE best practices
- Peer reviewers notified automatically
- Integration with content management system

CHALLENGES IT ADDRESSES

- Inefficient tools for proposal design (Emails / Word document track changes)
- Certain leadership / staff not involved in meetings
- Proposal writing is too time consuming
- No clearly defined SLA’s (unfeasible requests)

BENEFITS & EXPECTED OUTCOMES

- Increased accountability for insights to action
- Streamlined and consistent proposal design
- Enforcement of SLA’s
**INTELLIGENT COLLECTION**

**KEY SCENARIOS**

- **Sensors** in M&E facility collects deidentified data at every point of service delivery
- **Beneficiary satisfaction** captured real time for quicker response & adjustments (with data validation rules)
- Secure and ethically-collected **beneficiary ID database** shared with M&E staff and partners
- Data uploaded in standard format to a defined repository (with automated data quality checks)

**FEATURES**

- Sensors to capture service usage data
- Real time to near-real time data collection
- Automatic metadata capture during data collection process
- Simplified data upload and cleansing
- Confidential data that is safe for respondents

**CHALLENGES IT ADDRESSES**

- Poor data quality / Inconsistent data
- Difficulty integrating multiple data sources
- Lack of M&E process continuity due to high field staff turnover
- Data collection and sharing is delayed

**BENEFITS & EXPECTED OUTCOMES**

- Automation of data collection to make M&E “invisible”
- Real time accurate data
- Direct feedback from beneficiaries
- Eliminates operational costs by simplifying data capture
- Standard data format
- Ease of access to data
DATA USABILITY

KEY SCENARIOS

- Easy access to private and secure data for all constituents to self-serve on reports with various permission levels
- User can drag and drop modular report templates to build dashboard
- Automated data flows from field to stakeholders for various data use cases
- Users can use data visualization to tell better “data stories” along with analysis
- User searches and finds answer to any question through Einstein Search (e.g. “how many people did IRC serve in the first quarter of this year?”)

FEATURES

- Standardized community ontology
- Einstein search with IRC’s data warehouse and standard public data sources
- Prebuilt report templates
- Data insights shared with subscribers and key stakeholders

CHALLENGES IT ADDRESSES

- Multiple disconnected tools for integrating data
- Unclear data use case for each stakeholder
- Lack of standard reporting templates
- Data silos
- Program team lacks access to data
- Lack of previous data
- Donors want analysis and storytelling along with data

BENEFITS & EXPECTED OUTCOMES

- Machine based data discovery
- Standardization of reports and processes
- Data visualization
- Organization-wide transparency and trust in data
- Data security & privacy
OPERATING MODEL & CHANGE MGMT

KEY SCENARIOS

- All new IRC employees complete M&E orientation
- Latest data stories printed on placemats and data boards
- Clearly defined M&E Roles & Responsibilities for all programs
- Interaction model across larger IRC context for driving a data-driven culture
- Executive communication sent during any change for clear messaging

FEATURES

- M&E Orientation for HR Onboarding
- M&E persona (Einstein)
- Data printed on placemats and walls
- Communication plan

CHALLENGES IT ADDRESSES

- Lack of data ownership
- Data not being used for making decisions at IRC
- M&E is first to get cut in program design
- Lack of change management and communication from leadership
- M&E is not a top priority for country leadership
- Lack of M&E process continuity due to high field staff turnover

BENEFITS & EXPECTED OUTCOMES

- Normalize M&E (“data is everywhere”)
- M&E included as part of employee onboarding
- M&E roles are clearly defined as a part of program design and measured in performance review
We are over 200 thinkers, designers, storytellers, and builders inspired by the limitless opportunities each tomorrow brings.

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