



Setting up an M&E framework: Implications of timing - starting in the middle

Bridge M&E Community of Practice
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Field Band Foundation NPC

Company overview

- PBO started in 1997
- Unqualified audit history
- Diverse geographic footprint: 7 out of 9 provinces
- Johannesburg Head Office
- 21 projects and 5000 band members/beneficiaries
- 165 staff members nationally
- Annual operating budget: R 23 million
- 80 % income from corporate sector



Empowered, healthy, self-confident young people able to contribute to a vibrant society

Large-scale performance bands

- Truck with instruments
- Four music sections & one dance section
- 21 x Local band management team
- Two bands in each area with two rehearsals a week

Participatory youth development

- Role-modelling positive and proactive behavior
- Personal development along with skills acquisition,
- Values-based, music and dance skills, project and event management



Integrated FBF education

Education Modules for band staff members through the Field Band Education is divided into 3 categories, each with 6 content areas:

- 1. Leadership:** FBE ethos and methods; Teaching skills and methods; Facilitation skills; Conducting; Tutor in Training Programme; Event management
- 2. Creativity and Performance:** Music theory; Music arranging; Improvisation; Instrumental development; Music reflection; Show design
- 3. Integrated Health:** Basic music and health; Resilience; Disability awareness and inclusive teaching; Gender Equality and social cohesion; Lifeskills; HIV/Aids prevention



Implications of timing - starting in the middle

Our inherited starting point:

- 20 year old organisation needing internal systems review
- Top down approach to information management and dissemination
- Outdated understanding of the potential for monitoring and evaluation for organisational efficiency
- Standardised reporting formats that were inflexible and limited

The impetus for change:

- 3 independent organisational reviews within the same 6 months
- 2 years of radical internal shifts leading to a steadier frame and optimistic view
- Improved managerial capacity and stronger conceptual understanding of M&E
- A point of no return



Starting in the middle: Our processes

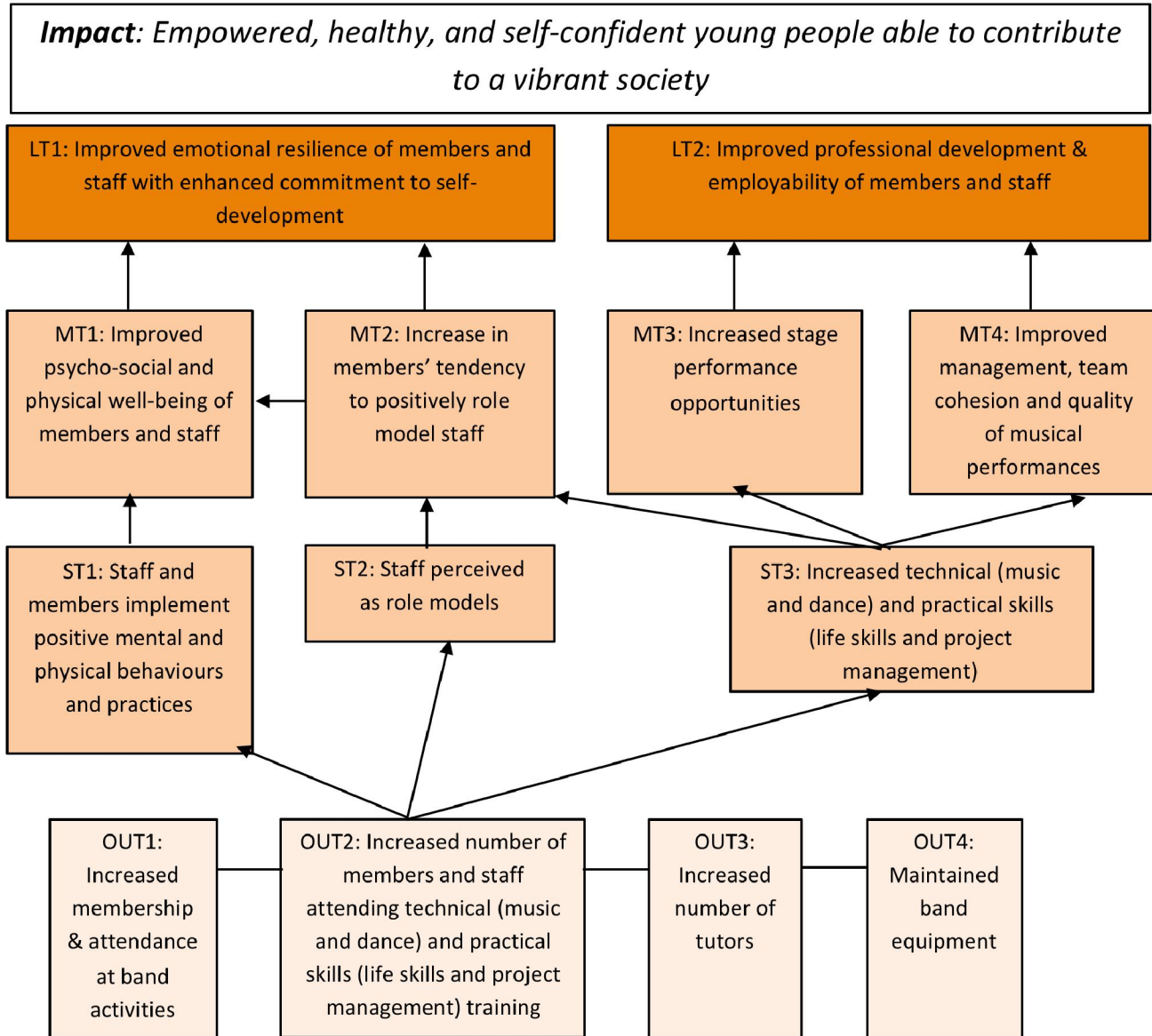
Preparation:

- Being absolutely honest with ourselves about the situation we faced
- Understanding that we were preparing to change the wheels on the bus while it was still moving
- Building internal support for the processes to come
- Communicating the enthusiasm upwards and navigating risk management
- Making financial commitments in ways that had not been done before

Driving forward:

- Finding the most appropriate external service provider
- Committing more time than originally anticipated
- Involving more than just the head office in the process
- A reviewed Theory of Change that everyone understands is critical

FIELD BAND FOUNDATION THEORY OF CHANGE – AUGUST 2017



Key:

- LT: Long-term outcome (4-8 years)
- MT: Medium-term outcome (2-4 years)
- ST: Short-term outcome (1-2 years)
- OUT: Output



Starting in the middle: Lessons learned

- Change to be phased in with achievable goals
- Uptake of new systems takes longer than anticipated
- Expectations at all levels of the organisation must be constantly managed
- Everything needs to be explained once/twice/three times . . .
- Resistance comes from many directions – don't be surprised.
- Incentivising change is not the only solution
- Investing in building internal human capacity is key to sustainability
- Understanding of how and when new tools can be used can be incremental
- Unexpected costs need to be budgeted for



Starting in the middle: Lessons learned

- Management must demonstrate steady optimism to create endurance
- Continual communication upwards and downwards must be maintained
- Maintaining consciousness about new systems avoids regression
- Continually interrogating the value of the new systems in producing information required
- Questioning how information is useful and relevant
- Information is only useful with skilful and reliable interpretation
- An improved M&E system is not a silver bullet

www.fieldband.org.za