



# Monitoring and Evaluation Research and Development Center (Ltd)

**"Data & Evidence to improve lives"**

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## Data & Evidence to improve lives



Through scientific project management discipline, superior knowledge, global benchmark systematics and focused enquiry, we uncover facts and produce irrefutable evidence that assist in formulating and implementing uncommon, actionable intelligence, for the ultimate goal of helping our clients achieve their set objectives. Moneval-RDC is a pioneer in integrating robust monitoring and evaluation tools with creative knowledge management and learning practices to establish dynamic, sustainable, and effective development solutions. We believe that sound information and empirical analysis are the foundations of effective decision-making and learning, which are at the core of sustainable global progress to create lasting change and drive better outcomes



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## Company Profile

Monitoring and Evaluation Research and Development Center, Ltd (Moneval-RDC), is a private limited liability company headquartered at Kinshasa, DRC. We are a research-based company, holistically devoted to promoting independent and objective research, monitoring, evaluation and learning, as a force for sustainable development. We pride ourselves on using global benchmark methodologies, tools and techniques. We use these to uncover facts, and produce evidence, for formulating and implementing strategies that inform policy development and implementation, improve development delivery, governance, civic relationships and boost commerce.

## Our Mission, vision and Value

Our **vision** is that the resources invested in development have the greatest possible beneficial impact on people's lives.

Our **mission** is to provide Data & Evidence to improve lives

Our company **values** are based on these principles:

- **Collaborating** intentionally happens when Moneval-RDC and stakeholders identify areas of shared interest and work together where it makes sense, reduce duplication of efforts, and share knowledge across sectoral and institutional boundaries. Collaboration helps break down sectoral and institutional stovepipes; validates Moneval-RDC programs against experience and local/contextual knowledge; and enhances the ability of partner country governments, organizations, commercial actors, and individuals to define and pursue their development agendas while informing Moneval-RDC's work.
  - **Learning** systematically takes place when Moneval-RDC and stakeholders utilize a variety of sources of information (including data from monitoring, portfolio reviews, findings of research, evaluations, analyses conducted by Moneval-RDC or third parties, knowledge gained from experience) and take the time to pause and reflect on implementation. This helps us draw on evidence and experience from many sources and employ participatory development methodologies that catalyze learning for ourselves and our stakeholders.
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- **Adapting** effectively happens when Moneval-RDC and partners apply learning and make adjustments during implementation. This is especially critical as Moneval-RDC is increasingly working in countries that are unstable or in transition and even in the most stable environments, it is difficult to reliably predict how events or circumstances will evolve and impact programs. Adaptive management helps Moneval-RDC respond to changes in context and new information to increase the impact of development assistance.

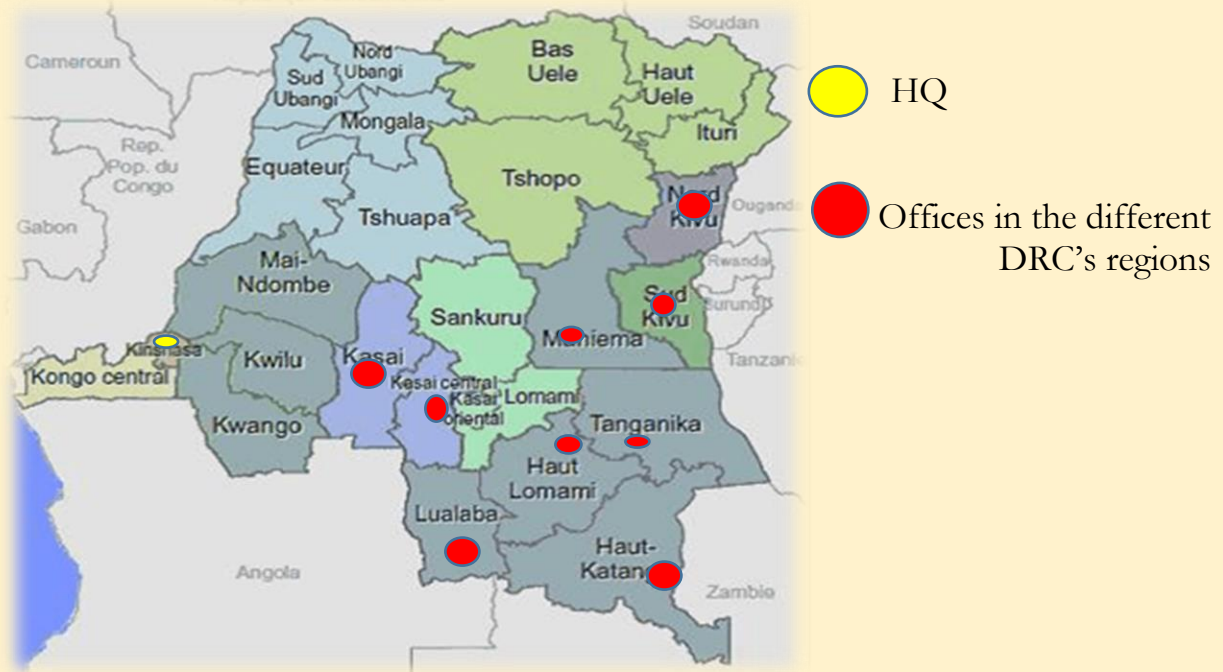
## **Our Team**

We are a team of consultants and professional support staff based in Kinshasa. We are a skills-led team. We share a core set of well-honed skills in the broad area of results measurement and project management. Our team has experience across a wide range of development themes. Staff combine a skills set that helps development work better with specialist sectoral and thematic knowledge

## **Our offices**

With its headquarters in Kinshasa, the Moneval-RDC also has offices in the different DRC's regions in which it operates. These play a key role in cultivating relations between the Moneval-RDC and its public and private sector customers and in strengthening cooperation with local institutions and partners.

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## Our Ethics Statement

Moneval-RDC upholds the highest ethical standards in our research methodologies, our employment of staff and our interactions with communities in the contexts where we work. Through adherence to our core values of collaboration, transparency and trust we ensure that our clients receive the best possible service and that we benefit the communities in which we operate.

Wherever we work we aim to build local capacity to do research, gather evidence for development programming and engage with locales partners

## Our Services

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Innovative solution for sustainable future

## Programme Management and Implementation Services

Programme Management and Implementation enables organisations to achieve key outcomes in the challenging environments in which they operate.

### *What we do*

**Creative way for our clients to achieve strategic objectives:** Out-sourcing delivery of complex requirements is a cost-effective, efficient and creative way for our clients to achieve strategic objectives.

This is especially so in challenging or conflict-affected environments where external factors continually impact on security and reduce the scope to operate on the ground.

We build and implement programmes that complement our clients' capabilities and supplement their reach, efficiently and flexibly adding to their own organisational capacities.

Whether it is a private sector client looking to better relate to host communities or a development programme looking to build access to markets for local communities we have the expertise in strategy, design, inception, logistics, administration, deployment and risk management to ensure that through us our clients achieve.

### *What we offer*

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## Out-sourcing delivery of complex requirements

We work with our clients to deliver:-

- Design, management and delivery of complex projects and programmes.
- Strategic advice.
- Implementation of strategic planning.
- Implementation of operational planning and set-up.
- Programme performance assessments and reform.
- Cost-effective and creative attainment of outcomes

### *How we work*

#### Environments and contexts

Our clients trust us to understand the local context and communities in which they operate.

- ***Putting the right team together:*** We establish the optimal mix of people, resources, strategy and risk management.
- ***Strategic direction:*** Working closely together we establish clear programme objectives that guide us in our delivery.
- ***Harnessing expertise:*** Our management team bring all our service line expertise to bear on the ground to execute our client requirements: we research, we analyse, we engage, we catalyse the outcomes our clients trust us to deliver.

### Monitoring and Evaluation Services



Shaping outcomes driving progress

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Our design, monitoring and evaluation services help our clients create evidence-based programming and measure progress toward objectives. We help our clients to set realistic goals and improve performance. Moneval-RDC offers integrated monitoring and evaluation solutions from project design through to implementation and closedown. Our goal is to help our clients remain accountable, while improving the quality of the services they deliver. Our systems analyse performance and whether targets have been achieved, ensuring the five core standards of ‘relevance’, ‘effectiveness’, ‘efficiency’, ‘impact’ and ‘sustainability’

*What we do*

**Integrated Programme Design, Monitoring and Evaluation**

Moneval-RDC offers integrated programme design, monitoring and evaluation solutions encompassing complete programme cycles. We help our clients improve the impact, efficiency and sustainability of their services, while providing accountability and insight. Our team has developed innovative methods to gain unprecedented access in sensitive and remote areas, gathering high quality data through tested approaches. Moneval-RDC advocates incorporating the programme design (or redesign) phase into the monitoring and evaluation cycle. Whilst monitoring is intended to provide decision-makers with continuous information about a programme’s status and development in relation to its goals and objectives, evaluations are reviews focused on understanding links of causality between project activities and observed changes.

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## What we offer

**Achievement of goals :** We work with our clients to deliver:

- **Project and programme design:** We collaborate with implementers to explore and clearly explain the logic that underpins their projects as the foundation of effective interventions. We then help devise appropriate strategies and activities to achieve these goals.
- **Monitoring and evaluation delivery:** We manage the monitoring and evaluation components of projects to track progress, improve systems and measure outcomes. We are committed to providing decision makers with credible, insightful and actionable data to inform judgments and allow programmes to evolve and adapt to the fluid contexts where they work.
- **Monitoring and evaluation training:** We coach you along the whole process of setting up an M&E system from developing results and indicators, to collecting data and finding the right IT tool to manage them.
- **Data quality assessments:** Data quality assessments help managers to understand how confident they should be in the data used to manage a program and report on its success. Moneval-RDC use five key data quality standards to assess data quality. These are validity, integrity, precision, reliability, and timeliness
- **Mobile data collection services:** Historically, there have been several obstacles to effective data collection in the field. Cost, time, delays, and potential inaccuracy inherent in paper collection techniques could severely hamper the efforts of even the best teams. That's why electronic mobile data collection has become such an important new offering for organizations that rely on heavily on data collected by field workers. By moving from paper to mobile, these organizations are able to benefit from a robust new platform that is faster, cheaper, higher quality, and easier to integrate with other systems. Mobile data collection is a perfect fit for organizations that gather a lot of quantitative data in the form of numbers, multiple choice questions, dates, and photos.



- **Web-Based Monitoring and Evaluation System:** Used to keep project information and success stories at our fingertips from anywhere via the Internet. Web-based M&E system can support:
  - *Project/Operational Performance:* support tracking of program implementation and systematic collection, collation, analysis and reporting of project level performance information based on agreed indicators;
  - *Organizational Performance* – the corporate level data collection and reporting, including tracking and measurement of the delivery levels of the Strategic Plan and operational Plan. It should also facilitate the assessment and demonstration of the levels of efficiency and effectiveness of organization and its interventions;
  - *Documentation and communication of results:* the system should provide a comprehensive, consistent and verifiable way of documenting and communicating results and learning from organization’s interventions in timely and accurate and manner; and
  - *Data Analysis, Modelling and Reporting* – the system should enable organisation to perform pre-defined and ad-hoc data analysis and reporting to respond to the varying information requirements of stakeholders.



- **Evaluations:** We conduct evaluations at each stage of the project cycle. This includes ex-ante, mid-term and ex-post evaluations that utilise mixed methods, including qualitative and quantitative tools, to assess the effectiveness of internal processes, measure outcomes and impact, and offer recommendations for how programmes can be improved.

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### *How we work*

**Design-Evaluate-Redesign:** Design, monitoring and evaluation system is a complex series of undertakings. Moneval-RDC advocates a cyclical (as opposed to linear) design-evaluate-redesign approach through which it is continually necessary to test the Theories of Change and underlying assumptions based upon a constantly developing understanding of context. Implementers must be prepared for interventions to perform unexpectedly, and be ready to adapt

### Stakeholder Engagement Services

Our stakeholder engagement services create dialogue between local communities and external stakeholders. We elucidate local context, enabling organisations to work safely and effectively, understanding the social impact of their operations



Sharing Knowledge, Learning together

### *What we do*

**Participation in decision-making:** We believe that people have the right to participate in decisions that impact them. This is especially important in poverty environments, where the exercise of rights is restricted, governance is weak, infrastructure is limited and community relations are fraught.

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Through our local research networks, participatory techniques, contextualised training and strategic expertise, Moneval-RDC facilitates stakeholder engagement processes. We promote constructive and on-going dialogue between people and organisations.

### *What we offer*

#### **Engagement with stakeholders**

Moneval-RDC works with clients to deliver:-

- Stakeholder mapping
- Engagement and working with difficult to access and remote stakeholders, including in fragile and conflict affected areas
- Materiality analyses, network analyses
- Stakeholder engagement strategy design and toolbox development
- Facilitating constructive dialogue between stakeholders
- Understanding and mitigating the local and social impact of organisational operations

### *How we work*

**Understand the Context:** Through stakeholder mapping, focus groups, social impact assessments, perception surveys, bench-marking and baseline analyses we have a deep understanding of the local community.

**Develop a Strategy:** Through materiality assessments, issue mapping, risk/opportunity analyses, development of policies and procedures and the application of international standards we provide a roadmap to help ensure organisations achieve their objectives.

**Engage with Stakeholders:** By establishing governance and accountability mechanisms, utilising two-way communication technologies, establishing tracking systems, training and capacity building of staff and a mediation capacity we ensure there is positive dialogue between stakeholders.

#### **Evaluate Performance**

Through internal monitoring, grievance management, external review, and stakeholder feedback we ensure there are action-based recommendations to maintain and improve the programme.

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## Research and Analysis Services

Research and analysis is about providing our clients with the evidence they need to make better-informed and more confident decisions. Our research reveals local perceptions and realities in hard to access contexts and communities.



Research and Analytics For a brighter World

### *What we do*

**Research Approaches:** Working through a range of qualitative and quantitative research methods, we adapt to the complexity of local environments. Our methodological approaches are designed to translate complexity into actionable recommendations.

We ensure the voices of diverse stakeholders inform all our work, using the optimal mix of approaches: interviews, focus groups, direct observation, participatory research and perception surveys. Our reports, policy briefs and assessments provide clients with action-focused findings and recommendations. As an organisation we strive to promote innovative methodologies and we work with leading thematic experts to provide “thought leadership” in the areas of conflict analysis, political economy analysis and stakeholder mapping.

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## *What we offer*

### **Innovative Methodologies**

We work with our clients to deliver:

- Conflict analysis
- Governance assessments
- Civil society mapping
- Political Economy Analysis
- Capacity building in research skills
- Field-based and remote data collection

## *How we work*

### **Do No Harm'**

The principle of 'non-maleficence' ('Do No Harm') was a fundamental precept of medical ethics reminding physicians that they must consider the possible harm that any intervention might do. Research and humanitarian communities worldwide later adopted the principle. Peace researchers have argued that the ethical approach of research should move beyond simply doing no harm' to 'doing good'. The ethos behind 'Do No Harm' shapes how Moneval-RDC performs its research operations and other activities on its service lines. It is a key principle within Moneval-RDC's ethical approach.

**Ethical Research:** All of our research studies are conducted in line with a conflict principles of 'Do No Harm' principles. Our research engagement will aim to mitigate against any potential deleterious effects that may serve to enhance tensions between and within communities. To achieve this end we conduct 'Do No Harm' training with our staff members.

**Local Empowerment:** Moneval-RDC aim to foster local partnerships in order that we help build local research capacity. We rely upon local researchers who are accustomed to local conditions and sensitivities. Their local contextual understanding helps to mitigate any harmful effects of research questions. Careful engagement strategies are designed prior to each research project in order to sensitise research communities to our activities and to work with transparency.

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## *In depth*

**Research Techniques:** We write reports, policy briefs and assessments that provide clients with action-based findings and recommendations.

- **Quantitative**

- *Surveys*

Opinion polling can be used to identify trends in sectors as diverse as security, government, development and the media. It can be applied to identify differences in perceptions between geographical or demographic subsets of the populace. More broadly, it is employed to create ‘baseline’ data on population perceptions as well as to establish and demonstrate trends as those perceptions change. We present our clients with statistically valid findings, minimising the impact of challenges associated with representative sampling.

- *Micro Surveys*

In hard access area conducting fully representative and large-scale surveys carries risks to research staff and respondents. In order to mitigate these risks Moneval-RDC employed micro-surveys from which small scale quantitative data can be derived. These surveys will be regularly conducted in specific geographies often employing quota sampling whereby individuals are selected to be representative of the overall community dynamics.

- *Metrics*

Moneval-RDC uses data sets from which statistical analysis can help underpin perceptions collected through qualitative components. These components offer contextual information through which local perceptions may be further understood. Metrics we analyse will include education levels, healthcare provision and access statistics and other indicators. Whilst this component does not provide direct insight into perceptions per se, it can offer contextual information through which these perceptions may be further understood. Indicators may include, education levels, the proportion of residents with an allegiance to a tribal group, acts of violence, convictions by state and community justice systems, etc.

- **Qualitative**

- *Interviews: (Key Informant Interview and Focus Group Discussions)*

Qualitative research techniques such as focus groups offer greater contextual detail and insights into social dynamics and atmospherics than quantitative studies. Focus groups are informal conversations between individuals who are led through a range of pre-

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selected themes. Such forums allow participants to speak amongst themselves, allowing concerns to rise to the surface. Interviews are a powerful qualitative research tool, particularly when used in conjunction with focus groups and participant observations as they reveal greater nuances than other research methods. As with focus groups, the content of interviews is adapted to meet the precise requirements of the client. Interviews are typically conducted with individuals of high social standing; leaders such as political, tribal or religious figures; teachers, and journalists but can be used effectively to gain an understanding of the concerns of citizens from all levels of society. Interviews can be structured with closed questions for direct comparison with other responses, or be semi-structured with open-ended questions, allowing for insightful elaborations.

### Capacity Development Services

Post-conflict and fragile Countries facing severe political, economic and social obstacles often lack the institutional capacity and numbers of skilled people needed to help rebuild their systems and institutions and engage local people.

Our capacity development services support by providing highly-skilled people with valuable knowledge and expertise to rebuild the country's systems, institutions and governance structures. We work with partner organisations to help them ensure effective use of their resources in order to best achieve their objectives.



Innovative solution for sustainable future

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### *What we do*

**Improving performance and effectiveness:** We improve performance and effectiveness through the provision of skills and high-value knowledge. We support long-term motivation and commitment at the individual level through to organisations and institutions.

### *What we offer*

**Rebuilding systems and governance structures.** We work with our clients to deliver:

- Capacity needs assessments of organisations, sectors and communities
- Provision of skilled and knowledgeable consultants and staff
- Programming to rebuild and reform systems of governance
- Approaches to support accountability between international organisations and local communities
- Training programme design and implementation
- Improvement of performance and effectiveness in key institutions
- Technical assistance and training

### *How we work*

**Assessing requirements:** Assessing the training and capacity requirements ensure our programmes are designed and delivered to address specific needs.

**Encouraging independence:** Investing in local capacity increases self-sufficiency, reduces dependency on donor-based financing, encourages transparency and accountability and creates a sense of community ownership.

## Corporate Services

Protecting and enhancing corporate reputation through effective risk management and stakeholder engagement for organisations working in communities. Our experts will guide you in understanding the social impact of your operations and provide evidence to support decision-making, helping you to maximise the opportunities and minimise the risks.

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Communicate for better impact

### ***Bespoke Conflict Assessments***

**Who We Work For :** If your organisation is seeking market entry research for conflict and post-conflict areas or working in rapidly changing contexts, our bespoke conflict assessments can provide the detailed understanding you need.

**What we do:** Moneval-RDC provides rigorous localised research on the causes, drivers, parties, influencers and legacy of conflict. The assessment can also take into account the role of organised crime within the conflict and how organisations can take action to avoid complicity and protect themselves from the effects of both.

### **What We Can Deliver**

- *Risk Analysis*
    - Potential risks to the company or sector
    - Recommendations for best practice operations that:
      - Minimise the chances of exacerbating conflict
      - Minimise associated risks to the company
      - Contribute to peace and stability
      - Enhance sustainability of operations through positive community relations
  - *Reputation :* How the company is perceived and positioned in the conflict or post-conflict environment by key communities, local and national authorities, NGOs and consumers
  - *Knowledge*
    - Geographical map of control and influence
    - Actor map of key stakeholders
    - Advice on local sensitivities
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## *Human Rights and Business Ethics*

**Who We Work For :** We work with organisations that have employees operating in contexts where human rights issues present risks and where it is advisable to apply best practice human rights principles. We can also optimise your group-level approach to business ethics and put it into practice for employees at operational level.

**What We Do:** Moneval-RDC supports companies to understand how to apply human rights principles in the context of their national operations. At a local level, we can work with your staff operating assets in challenging environments to apply group-level policies and standards and to support anti-corruption measures. We also provide monitoring against human rights impact assessments to ensure systems and processes continue to meet high standards.

### **What We Can Deliver**

- *Monitoring*
    - Report on the local application of human rights and/or business ethics standards
    - Human rights risk matrix
    - Human rights / business ethics materiality matrix
    - Comparative analysis to show areas of progress and risk issues
    - Summary report for external use by company CR team, together with stakeholder views
  - *Training*
    - Training workshops on human rights for senior management
    - Interactive training workshops for operational staff to help them to identify situations in which to apply company business ethics and/or human rights principles
  - *Strategy*
    - Bespoke human rights strategy
    - Recommendations for implementation
    - Recommendations for areas of improvement and practical suggestions for engagement
    - Advice on local nuances, challenges and cultural sensitivities
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## *Community Engagement*

**Who We Work For:** Organisations seeking a practical strategy for community engagement and to foster good relations with host communities and local NGOs will benefit from our services. We can also evaluate your existing community liaison systems and processes to ensure they are robust and reliable.

**What We Do :** Moneval-RDC analyses existing company information from documents such as social and environmental impact assessments and human rights impact assessments to develop a practical strategy for community-level engagement. We can supplement this with additional local research as required. We support implementation to monitor local issues, understand local perceptions of corporate operations, provide support to local content initiatives and enhance effective two-way collaboration between organisations and communities. Our monitoring and evaluation services for existing community liaison systems and processes ensure they are working effectively and flagging potential issues as early as possible.

### **What We Can Deliver**

- *Engagement*
    - Set of tools for stakeholder management and reporting
    - Presentations on key findings and stakeholder views
    - Analysis of stakeholder opinions and recommendations for corporate action
    - Community materiality assessment and risk matrix
    - Facilitation of community engagement activities
    - Expectation management of communities and local NGOs for positive engagement
    - Summary report for external publication by company CR team, incorporating stakeholder views
  - *Strategy*
    - Set of options for engagement, together with resources required and expected outcomes
    - Bespoke system for data gathering, monitoring and analysis, including KPIs
  - *Evaluation*
    - Recommendations for strengthening the community liaison systems and processes
    - External assurance on the quality of stakeholder engagement and the balance of voices included
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There is no single formula for achieving development effectiveness.  
Every context presents its own unique challenges