



Listening, Monitoring, and Evaluation Manifesto

Preamble

As Christian development practitioners, we are motivated by a deep love for the people we serve and a desire to see the Kingdom come in their lives. We humbly recognize that due to our finite powers of perception, we make assumptions about the work we do and the impact of our programs. Listening, Monitoring, and Evaluation (LM&E) provides an opportunity for learning as well as assists in holding us accountable for our assumptions as flawed human beings.

This document sets forward the essential elements of what it means to do LM&E well at HOPE International. The principles stated herein demonstrate not only excellence in LM&E practices but, more importantly, how our LM&E efforts can be used as kingdom-building work. These principles should be used to guide the design and implementation of LM&E projects, as well as hold the LM&E team accountable to the ideals of HOPE's core mission.

LM&E Mission Statement

Better understanding stakeholders and our relationship with them to improve mission fulfilment.

HOPE Mission Statement: To invest in the dreams of families in the world's underserved communities as we proclaim and live the Gospel.

Strategy

1. **Build Expertise** – The LM&E team has a responsibility to develop our own understanding and experience with the tools and systems we design and implement.
2. **Build Demand** – Through the development of useful and valuable feedback systems, and the careful communication of findings, we seek to generate interest and desire for these systems at all levels of HOPE.
3. **Build Capacity** – As tools and systems are designed and implemented, we invest our time not only in carrying out the projects themselves but also in equipping staff and programs to take greater ownership of the LM&E processes.



Guiding Principles

- 1) **DEPENDENCE.** Dependence upon God is essential in every aspect of our work and lives. God transforms lives and communities, and apart from him we can do nothing. Therefore, we praise him as the source of success and do not rely heavily on our own wisdom. (John 15:5, James 4:13-17).
- 2) **PRAYER.** Because we depend on God, prayer must saturate all aspects of listening, monitoring, and evaluation at HOPE (Phil. 4:4-6, I Thess. 5:16-18).
- 3) **HOLISTIC MEASUREMENT.** Because the kingdom of God inaugurated by Jesus Christ is thoroughly holistic and our programs seek to address poverty holistically, LM&E examines the spiritual, social, personal, and material results of our work. (Matt. 4:23, Matt. 6:9-10)
- 4) **PARTICIPANT DIGNITY.** Being made in the image of God, all clients deserve respect and honor. LM&E acknowledges this through always prioritizing the client experience over cost, time, or other logistical concerns. (Gen. 1:26-27, Rom. 12:10)
- 5) **INTEGRITY.** We are committed to integrity throughout the entire LM&E process. Clients are not intentionally incentivized in any way to provide answers that are deemed to be favorable to HOPE International. While recognizing the challenges of achieving completely unbiased LM&E, we seek the unvarnished truth in all circumstances as we commit to accuracy and transparency in reporting our findings to clients, management, and donors. (Lev. 19:35-36, Prov. 16:11)
- 6) **STEWARDSHIP.** We recognize that we are held accountable for our use of the resources and gifts with which God has blessed us. (Matt. 25:14-30, I Cor. 3:10-15). As an organization, we view LM&E as a tool for reflecting and examining our use of the time, talent, and treasure that we have been given.
- 7) **CONTINUOUS IMPROVEMENT.** Through our LM&E efforts, we seek to be avid learners from clients, community, and academic sources. We pursue a dynamic LM&E system aimed at continuous improvement as we seek to avoid stagnation and complacency in our service.
- 8) **PARTICIPATION.** We want LM&E participants to be co-evaluators with our staff. Our listening, monitoring, and evaluation efforts contribute to our core commitment to reciprocity and empowerment of local leaders and communities. From design to analysis, we desire to see local participation from both program leaders and clients.
- 9) **TIME HORIZON.** Lasting, holistic transformation does not generally occur quickly. Therefore, our time horizon for listening, monitoring, and evaluation stretches over a long arc.
- 10) **MULTIPLE VIEWPOINTS.** Interpreting listening, monitoring, and evaluation data is challenging, and we rely on a multiplicity of tools and perspectives to discern the impact of our work on the lives of families served.