
Overview

This standard is about developing activities and systems to support the monitoring and review of the performance and impact of a new enterprise venture in an organisation. This involves analysing feedback from colleagues and stakeholders, assessing this feedback against plans and priorities for the venture and developing responses to address any areas where further development in the delivery of the venture is needed.

For the purposes of this standard, an 'organisation' can mean an independent entity such as a private sector business, a local authority, a social enterprise, a charitable or voluntary organisation, or a significant operating unit, with a relative degree of autonomy, within a larger organisation. It can also refer to a formal partnership where two or more organisations are working together towards common goals. A 'venture' refers to an idea for a new activity, development or project which will make a difference to the economic and/or social performance of the organisation.

The standard is recommended for managers and leaders in organisations, particularly at middle and senior levels, who are looking to make a positive, proactive and sustained difference to the organisation, its development and management.

Performance criteria

- You must be able to:*
- P1 Identify ways of monitoring and reviewing the performance and impact of the venture.
 - P2 Communicate to others the timings of monitoring and evaluation activity in a clear and concise way.
 - P3 Consult with other colleagues in the organisation to gain feedback on the performance and impact of the venture.
 - P4 Ensure that the experiences of external stakeholders are gathered in evaluating the impact and value added of the venture.
 - P5 Develop an outline methodology for evaluating the impact and value added of the venture.
 - P6 Consult with others to identify any challenges and opportunities in evaluating the impact and value added of the venture.
 - P7 Identify resources in the organisation to support development and delivery of the evaluation of the venture.
 - P8 Review the need for external support in undertaking the evaluation of the venture.
 - P9 Assess the resources required to support the use of external stakeholders in the evaluation of the venture.
 - P10 Review areas for development which are identified by the evaluation with colleagues in the organisation.
 - P11 Identify how to communicate areas for development to other colleagues in the organisation.

Knowledge and understanding

You need to know and understand:

- K1 Why it is important to develop a system of monitoring and evaluation to review the performance of the venture against the stated vision and goals.
- K2 Methodologies and methods which can be used for monitoring and evaluation of the venture in relation to its stated vision and goals.
- K3 Differences between formative and summative approaches to monitoring and evaluation and the associated advantages and disadvantages of these approaches.
- K4 Influences on the choice of monitoring and evaluation methodology in an organisation.
- K5 Resource requirements and needs associated with the use of different monitoring and evaluation methodologies.
- K6 How to engage internal colleagues and external stakeholders in monitoring and evaluation activity.
- K7 How to assess your own approach to monitoring and evaluation to promote consistency and reflective practice.
- K8 Tools for analysing feedback from different groups of stakeholders.
- K9 Ways of engaging with external stakeholders to support monitoring and evaluation activity.
- K10 Advantages and disadvantages of using external stakeholders in reviewing the performance and impact of the venture.
- K11 How to identify the capacity and capabilities of colleagues to undertake and manage monitoring and evaluation activity.
- K12 Why it is important to communicate the outcomes from monitoring and evaluation activity to colleagues in the organisation.
- K13 Methods which can be used to communicate outcomes from monitoring and evaluation of the venture to colleagues in the organisation.
- K14 The influences on colleagues accepting and acting upon actions identified from monitoring and evaluation of the venture.
- K15 Resources available from professional bodies and government agencies to support the identification of best practice in monitoring and evaluation.

Behaviours

- 1 Seek to improve performance of the venture on an ongoing basis.
- 2 Suggest responses to enhance performance of the venture.
- 3 Challenge the established norms and values in relation to monitoring and evaluation in a constructive manner.
- 4 Suggest imaginative and innovative solutions to monitoring and reviewing of the venture.
- 5 Keep people informed of plans and developments in relation to monitoring and review of the venture.
- 6 Seek to use cost-effective, time-effective and ethical means in monitoring and reviewing the performance of the venture.
- 7 Unpack the assumptions made and risks involved in understanding outcomes from the monitoring and review of the venture
- 8 Suggest different futures for colleagues based on the outcomes from the monitoring and review of the venture.
- 9 Engage with others in taking difficult decisions, where necessary.
- 10 Show integrity, fairness and consistency in decision-making.
- 11 Act within the limits of your authority.

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