# INTRODUCTION

This book is a contribution to the building of a knowledge base for the effectiveness of M&E-Systems in the field of development management. The primary focus is to contribute to the clarification of what rigorous frameworks would apply to understand and meaningfully measure M&E-System effectiveness. The methods used are derived from strong knowledge-creation processes, guided by scientific approaches in management sciences research, which Business Science Institute and its partners —namely, the University of Technology of Sydney Business School, and iaelyon School of Management, Université Jean Moulin, France—promote worldwide through the Executive Doctorate in Business Administration program.

The primary focus of this book is development management and performance assessment systems, as far as development management is concerned first of all with the analysis of the roles of institutions and organizations in the process of development (Faguet, 2011). The book is meant to share my experience as it relates to development management and building the institutional capability of organizations to advance development objectives, mainly in Africa.

The West Africa region, which is the geographic focus of the cases studied in the book, is a part of the world that faces the most critical development issues (United Nations, 2016). In West Africa, development institutions and organizations face critical gaps in designing effective M&E-Systems, largely because of weak capacity and a dearth of resources for the building and operation of those systems.

This book looks first at the institutional and organizational capabilities for managing development policies and programs through effective M&E-Systems, leading to better learning processes and improved evidence-based decision-making. The book focuses on M&E-System effectiveness and how it influences the dynamic capabilities of development organizations and institutions in managing development programs and projects towards the desired outcomes and expected impacts on people's livelihoods and welfare. The book presents the challenges in seeking an effective M&E-System, examines the gaps and limits in assessing it, and finally proposes ways to rigorously measure its effectiveness.

The primary purpose is to help clarify what rigorous framework would apply to understanding and meaningfully measuring the effectiveness of an M&E-System. Such a framework would help to improve the learning and knowledge-sharing process for improved evidence-based decision-making in development management. The book may also contribute to the scientific and professional discussions on what would be the meaningful framework to better understand the success factors that underlie an effective M&E-System and also how they help improve development management.

The key outcomes I expect from this book will certainly contribute to the ability of development organizations and institutions to better perform their development agendas for the greater welfare of the people in developing countries, especially in Africa. This book will not be successful if the outcomes do not provide actionable knowledge to development practitioners and managers, along with insights toward a strong, meaningful, and realistic way forward. The book is also designed to aid in evaluating the effectiveness of development programs' M&E-Systems.

While the book touches on Management Science fields—such as Performance Management, Knowledge and Information Management, and Evidence-Based Decision-Making—in development programs and projects, it stems primarily from field experience and the practitioner's viewpoint, and is intended to create and share knowledge-based information that would be useful to managers, decision-makers, and development practitioners

for improved, measured risk-taking in managing development resources.

In short, the rationale of this book is trifold: 1) *Personal*, as it originates from the author's passion for building on his experience and sharing it with development practitioners, scholars, institutions, and organizations; 2) *Academic*, as it was initially meant to be a scientific contribution to the critical knowledge-base in development management that scholars can use and improve; and 3) *Managerial*, most important, as the book is intended to help improve the capability of development organizations and institutions to move their development programs and actions to success through management approaches that employ more effective M&E-Systems.