MLE Management and reporting structure for M&E Field Officers

Evidence Action programs are spread across multiple countries – Kenya, Uganda, Malawi, Nigeria etc. The spread of activities across diverse geographic locations has necessitated the adoption of structures and infrastructures by Evidence Action and its constituent programs to ensure that we can be geographically close to the specific areas of operations, while also operating within reasonable budgetary constraints. This document outlines reporting and management system of associate managers, senior associates, associates and M&E field officers assigned to oversee/ do monitoring work for both DSW and DtW.

Management and reporting structure for DSW M&E Field Officers

For the DSW program, field activities are executed from the field offices. Field staff are therefore attached to the field office from where they operate. MLE, which works closely with the programs, and in most cases share infrastructure is adopting a matrix system of field staff management as well. In this matrix system, Administrative Supervisor (dotted line) and Technical Supervisor (solid line) both serve a vital role in the daily supervision of M&E field staff. Table 1 below outlines responsibilities of an Administrative Supervisor (AS) (Area Coordinator) and Technical Supervisor (TS) (Associate – MLE associate-DSW) over a supervisee (DSW M&E FO)

Administrative Supervisor	Technical Supervisor
Area Coordinator serves as the Administrative Supervisor (AS) to M&E Field Staff stationed at his/her respective office.	MLE's Associate- DSW serves as the Technical Supervisor (TS) for **all** M&E Field Staff in his/her work country.
Primary management roles	*Primary Management Roles*
1. Attendance and punctuality: AS checks that M&E FOs observe working hours as stipulated in their contracts **2. General decency, dress, interpersonal interactions and discipline at work place:** AS checks and makes sure that the FOs contribute to the creation and maintenance of optimal working environment, and acts in a manner not to harm the reputation of the organization outside of work. **3. Office-based informal welfare arrangements, extra-curricular activities or office-wide trainings and meetings:** AS includes M&E FOs in such field office-based/specific activities. AS, however, consults with TS in the event that these activities happen during working hours and/or affect FOs performance of their core M&E duties. **4. Finance:** AS is responsible for making sure that M&E FOs based at his/her office get all the necessary money to use for M&E activities within the respective field office area of operation (i.e., transport).	**1. Workload, work plan, priorities and follow-up**: TS determines the specifics of the work that the supervisee does, including determining priorities, and determining weekly work plan and making follow-ups to make sure that expected work is done. **2. Training on M&E best practices**: TS trains M&E FOs on M&E best practices. **3.** Adherence to the stipulated data collection, management, security and storage protocols – TS is responsible for all processes, systems and protocols for data collection and management that are relevant to them. **4. Procurement and equipment of work:** TS works with the Program to make sure the supervisee has all the requisite equipment for work. This includes DSA when the staff are deployed to support activities away from the home work station, and procurement of specialized equipment for monitoring activities (eg water testing kits). **5. Finance**: TS is responsible for making sure that M&E FOs get all the necessary money to use for M&E activities outside of their field office area of

5. Check list: Before M&E FO departs for field, AS makes sure that the FO actually packs all the required material and equipment as indicated on the check-lists developed and distributed by the Field Operations Team(FOT).	operation. This includes the provision of DSA when supporting monitoring at a different field office	

Table 1: DSW M&E FOs - Administrative and Technical Supervisor Responsibilities

Table 2 outlines responsibilities that shared and require a collaborative approach by both Area Coordinator (Program) as the Administrative Supervisor and the Associate (MLE) as the Technical Supervisor.

Table 2. DSW M&E FOs - Shared Responsibilities by Administrative and Technical Supervisor

Items	*Description*	*Primary Lead*
1. *Hiring process*	Consultatively, and with support from Program and MLE management, handle applications, interviewing, shortlisting, orientation and onboarding of M&E FOs.	Technical Supervisor
2. *Staff leave approval*	TS receives requests for leave from FOs, and consults with AS on whether to approve or not. TS approves leave request and communicates the decision to FOs.	Technical supervisor
3. *Periodic performance evaluation*	Collectively evaluate the performance of M&E FOs as stipulated in the MLE HR protocol.	Technical supervisor
	Senior associates and associates based in different countries with the manager-FOT will receive a full review from both AS and TS. Both supervisors will assign a performance score as per Evidence Action's rating scale. The final score awarded to the employee will be the **average of the two scores**.	Both TA/AS
4. *Disciplinary Action*	In the event of breach of code of conduct, advise HR through MLE and program management on the action to be taken.	Technical supervisor

Note #1: Primary lead for a shared/collaborative responsibility is the person expected to lead the collaboration and ultimately responsible for the completion of the task.

Chart 1: DSW M&E Reporting Sub-Org Chart
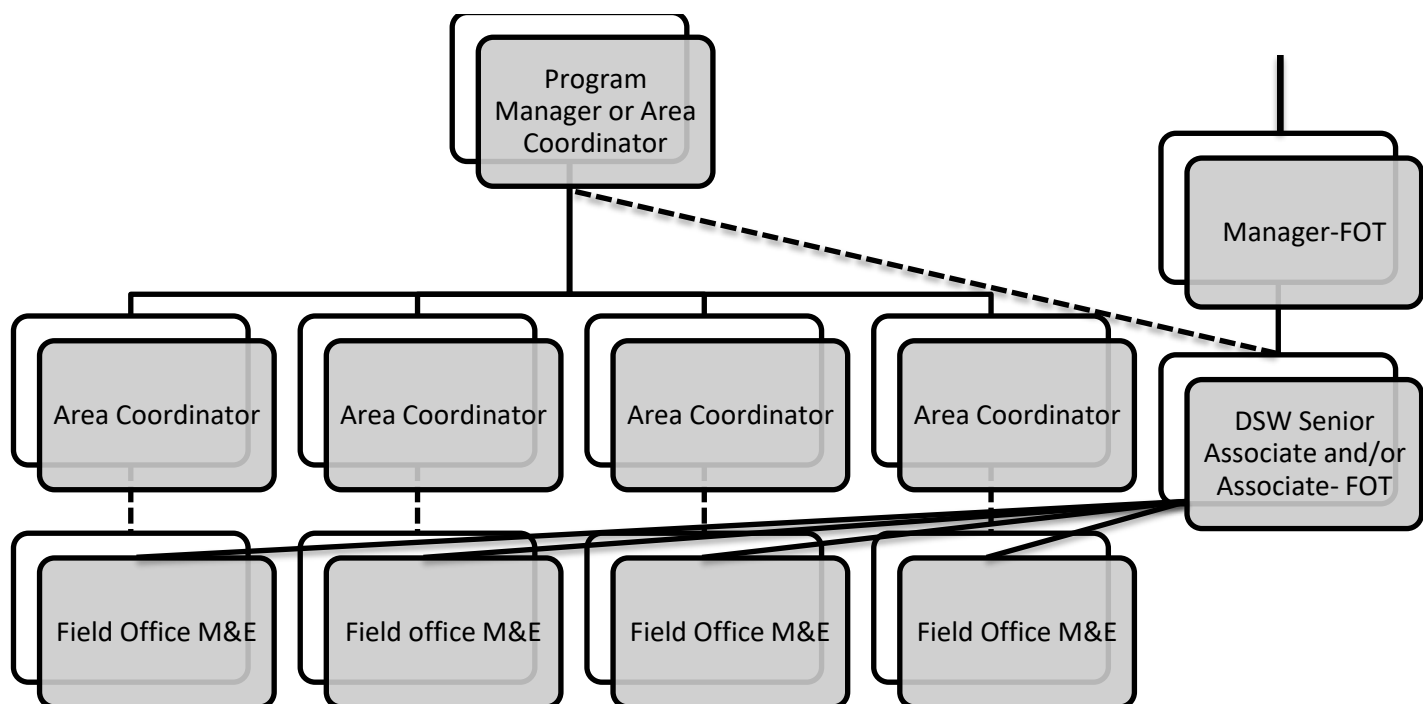
Note #2: In situations where the MLE associate manager, senior Associate or Associate is based in a different location from his/her Technical Supervisor, the Program Manager or area coordinator in the country of the associate manager, senior Associate or Associate serves as the Administrative Supervisor. The roles and responsibilities of the Technical Supervisor and Administrative Supervisor are observed as detailed in Table 1&2 above. In situations where both the associate manager, senior Associate or Associate and MLE manager-FOT are based in the same location, the manager serves as both Technical and Administrative Supervisor.

Management and reporting structure for DtW's PMCV Field Officers

DtW's PMCV team, during Deworming waves, is solely used to monitor and collect data on deworming. The team could also be used for other monitoring and data collection activities during deworming downtime.

Reporting structure for this team is hierarchical. The rational for this arrangement is that this team's activities are mostly coordinated from the same office and by one Associate (with support from manager-FOT). Additionally, all DtW PMCV FOs are based at the Busia office as the primary work stations, and, only travel to other locations to work on a temporary basis.

As such the direct supervisor assumes all the responsibilities discussed in Column A and B above.
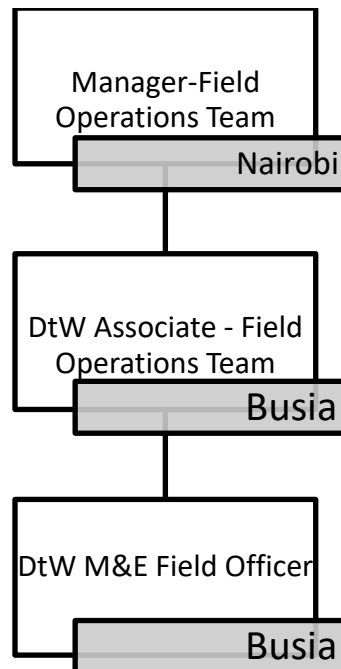
    A. Performance of Duties
       1. Workload and priorities of PMCV FOs
       2. Adherence to the stipulated data collection, management, security and storage protocols

    B. HR and Admin

1. Hiring, interviewing, orientation, capacity building and training
2. Responsible for the periodic appraisal of performance of PMCV FOs.
3. With support of Manager FOT, taking any discipline action against the FOs on matters related to work, ie underperformance, cheating and/or falsification of data, or any other.
4. Provision of requisite finances, Procurement and equipment of work
5. Punctuality of PMCV FOs
6. General decency, dress-code, interpersonal interactions and discipline at work place
7. Approval of staff leave in accordance with HR requirements

Chart 2: DtW M&E Reporting Sub-Org Chart

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┌─────────────────────────┐
│      Manager-Field       │
│    Operations Team       │
│            ┌─────────────┤
│            │   Nairobi   │
└────────────┴─────────────┘
             │
┌─────────────────────────┐
│   DtW Associate - Field  │
│    Operations Team       │
│            ┌─────────────┤
│            │    Busia    │
└────────────┴─────────────┘
             │
┌─────────────────────────┐
│  DtW M&E Field Officer    │
│            ┌─────────────┤
│            │    Busia    │
└────────────┴─────────────┘
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Communication Plan in a Matrix System

Both Technical and Administrative supervisors should be copied in communications to and regarding a given supervisee, however the TS and AS are primarily responsible for addressing respectively solid and dotted line responsibilities. In any case, the sender of the email should indicate the primary person/s he/she thinks should address issues raised in a communication.

Additionally:

- Documenting important communications in form of email or notes on Box is preferred.
- Conversations regarding staff time prioritizations, leave requests, can be initiated in person by any member of Evidence Action or Programs but for the purposes of transparency should always be summarized via email.
- Communication regarding prioritization of staff time should always have both supervisors (dotted & solid lines) cc'ed – all three parties (supervisee, direct supervisor, and indirect supervisor) are responsible for complying with this policy.

- The email chain should proceed as follows:

  - The supervisee or one supervisor initiates an email chain about an issue that will require the supervisees attention/time, cc'ing the other supervisor

  - The "other" supervisor should acknowledge the communication to both supervisee & the supervisor who initiated the chain

  - The "other" supervisor should remain cc'ed until s/he requests to be taken off the chain (i.e. "thanks for letting me know this has come up – I'm happy for the two of you to work together on a solution, just keep me posted on the process", followed by periodic emails from the supervisee/initiating manager along the lines of "looks like this is going to take another day or two to finalize, now that we've realized XYZ")

  - The "other" supervisor should always be notified when the issue has been resolved and it no longer requires the supervisee's time

Manager Field Operations Team step in for issues affecting the working of field staff across multiple field offices, or those M&E issues escalated to them.