**GUIDELINES FOR ADMINISTRATION**

This capacity assessment instrument was developed for use with NGOs to: 1) collect information related to their existing M&E processes and systems; 2) assess their state of readiness for M&E system and capacity development; and 3) collect information that will allow for the development and introduction of M&E systems that build upon and are appropriate to the organization's structure and existing capacity. The resultant M&E systems will contribute to the collection and use of quality data for problem identification, programme improvement, quality control, assessing results, and strategy/programme definition.

This capacity assessment instrument is intended for use by a trained evaluator. The instrument is intended to be used as a semi-structured interview guide NOT as a self or interviewer administered questionnaire. The evaluator will use skip patterns since all questions may not be applicable or relevant to all NGOs. The evaluator will ask additional follow-up questions when necessary and may also request written documentation and/or request to review electronic or paper files. In order to facilitate buy-in and use of the assessment findings, it is recommended that the capacity assessment include members or staff from all levels (e.g., Programme/project officers, Management, Financial, Volunteers, and Administrative staff).

**NAME OF NGO:**

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| **Assessment Domain** | **Area/Questions** | **Findings (strengths, weaknesses, gaps)** | **Recommendations/Action Steps** |
| *Organizational Structures, Human Resource Planning and Leadership for M&E* | * Is there an organizational mandate to perform M&E (e.g., through strategic plan, mission statements, etc.)? * What evidence is there in your organization that demonstrates the use/value of M&E * Is there support for M&E from the highest levels of the organization? * What structures exist (if any) for performing M&E?   + Describe the organizational structure for M&E * Is there an M&E “Unit”? * Are there “dedicated” M&E staff?   + Are these positions full or part-time?   + What % of time per day/week is allotted to M&E functions? * Are the M&E functions and responsibilities incorporated into the staff job descriptions? * Do the job descriptions (if they exist) define the skills and competencies for M&E? |  |  |
| *Human Capacity for M&E* | * Has/does the organization assess its M&E staffing needs? * Is there a development plan in place for them? * What type of supervision (supportive) structure exists for persons engaged in M&E? * Do the persons performing M&E have the requisite training? * What types of M&E training have these persons received?   + Who receives M&E training (do volunteers receive training)   + What is the mechanism of training   + What is the level of training   + How often is training available/provided   + What is the source of M&E training? * What M&E resources (staff, organizations or materials) are available to support M&E? |  |  |
| *Planning for M&E* | * Does your organization have an annual workplan (*programmatic*); * Does your organization have an M&E plan or system? * What timeframe does the plan cover   How was the plan/system developed?   * + Did stakeholders have input into the plan/system? * Is it integrated/linked into the organization’s operations? * Are there indicators for each of your organization’s projects?   + Are there definitions, baselines, and targets for the indicators? |  |  |
| *Funding for M&E* | * Please describe the process for project development and costing * Who performs financing activities in your organization? * How is the M&E work of your organization funded? * Are sufficient funds available for M&E? * Is M&E built into projects when they are being developed? If so, how is the amount allocated determined? |  |  |
| *Implementing M&E Systems* | * Does the work plan (if on exists) guide your daily work activities? * Do written guidelines exist that document the procedures followed to record, collect, collate, report and process routine programme monitoring data? * Is your data collection process standardized, do you use the same format (as appropriate) when collecting project data * Does your organization have sufficient supplies and equipment - such as paper forms, pencils for data recording and calculators - for M&E? * Please describe how the activities of your projects are typically documented/recorded * What is the nature of the data (written, audio, video, performances, documents, surveys)? * What methods are typically used to collect M&E data (e.g., surveys, focus groups, registration forms, etc.) * Please describe your experience with the various methods. * Are the data for specific indictors being collected? * Please describe how project data are collected * When data are collected, are source documents (e.g., completed forms) available for verification/auditing purposes? * Do you use data collected on your indicators (for programmatic adjustments; preparing reports; reporting to donors?) * Do you make adjustments to the data collection process based on unanticipated challenges or efficiencies? * Please describe procedures for confidentiality and protection of participants' rights * Please describe how M&E data you collect are stored and managed (e.g., manually entered into a database; the type of database used, etc.); * What processes are used to ensure quality and accuracy? * Does your organization have adequate and sufficient IT equipment and software to manage M&E data? * Are there staff to maintain the equipment and troubleshoot? * How does your organization evaluate its projects? Please provide examples. * Does your organization use external evaluators or collaborate with others to conduct project evaluations? * Does your organization have access to external technical support to conduct M&E? |  |  |
| *Data Analysis and Use* | * Do you prepare standard reports?   + If so, what type and how often? * Please describe how the project and M&E data you collect are analyzed. * Does your organization include M&E data/information in reports, proposals, etc? Please describe. * How are M&E findings and results typically used and shared   + Within the organization   + Outside the organization * Do you receive feedback from the reports you generate? * Who provides feedback? |  |  |