**Module 6 Questions:**

**Registration number: Aipms 262/2019**

**Q 1:** Explain the value of considering the implementation capacity and what steps to take therein while developing an M&E plan in an organization. (20 mrks)

Evidence for the importance of implementation has been obtained in multiple areas including education, mental health, health care, community-based initiatives, technology, industry, and management (Durlak & Dupre, 2008; Fixsen, Naoom, Blase, Friedman, & Wallace, 2005) Moreover, implementation is important regardless of characteristics of the target population, the type of program, and specific program goals.

In sum, implementation is important throughout the entire range and nature of child and youth services, whether the goal is to prevent later problems, promote young people’s personal and social development, increase students’ academic performance, promote infant health, or prevent teenage pregnancy. It is possible to think of different points along a continuum as reflecting poor, medium, or high quality implementation and to relate these points to the probability of program success. In general, the value of implementation capacity are not limited to;

Programs are likely to achieve any of their goals if they are implemented rightly.

Programs implemented with moderate levels of quality run the risk of failing to achieve their goals or of achieving reduced benefits.

High quality programs are more likely to be successful in achieving and maximizing participant benefits compared with programs of low or moderate quality.

# **Assignment of roles & responsibilities**

A key value of implementation is assigning and defining management roles & responsibilities for segments of the generic action plan as well as the individual project. It is a good idea, to share the overall coordination and responsibility with a small group of thematically experienced persons. As an example, each topical area, two responsible ‘theme leaders’ have been assigned, these theme leaders jointly oversee the implementation of the various projects included in the specific thematic action plan. They are the ones to also communicate with coordinators of individual projects in their topical area.

## **Communication and involvement**

The assignment of roles and responsibilities is one side of the coin, the other one is appropriate communication and involvement of assigned actors inside and outside the local government. Communication and involvement has to be planned thoroughly, so that requirements and expectations of persons implementing projects are not being neglected. And even more, to consider those that have not yet been part of the process so far, but will now be requested to take active roles in particular projects (e.g. investors) or even will be addressed to change behaviour (meaning in the end citizens in their role as e.g. energy consumers, car drivers, or alike).

## **Monitoring Achievements**

There are still no solid experiences with regard to monitoring progress. Of course, implementation of projects can be followed, but the achieved impact is more difficult to detect not realised damages after an extreme event does not necessarily prove the success.

# **Documentation, reporting and corrective measures**

# Duly and accurately documented monitoring also involves reporting on progress concerning our local capability and capacity to respond to Monitoring reports, therefore, also serve to keep senior managers and Council informed with regard to state of implementing the Strategy on a regular basis.

A monitoring and evaluation (M&E) plan is a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on a regular basis. While the specifics of each program’s M&E plan will look different, they should all follow the same basic structure and include the same key elements. Therefore, the steps taken while developing an M&E plan in an organization includes;

**Identify Program Goals and Objectives**

The first step to creating an M&E plan is to identify the program goals and objectives. If the program already has a [logic model](https://www.thecompassforsbc.org/how-to-guides/how-develop-logic-model-0) or theory of change, then the program goals are most likely already defined. However, if not, the M&E plan is a great place to start. Identify the program goals and objectives.

### Define Indicators

Once the program’s goals and objectives are defined, it is time to define indicators for tracking progress towards achieving those goals. Program indicators should be a mix of those that measure process, or what is being done in the program, and those that measure outcomes.

### Define Data Collection Methods and Timeline

After creating monitoring indicators, it is time to decide on methods for gathering data and how oftenvarious data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors. These methods will have important implications for what data collection methods will be used and how the results will be reported.

### Identify M&E Roles and Responsibilities

The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of M&E staff, research staff, and program staff. Everyone will need to work together to get data collected accurately and in a timely fashion.

Data management roles should be decided with input from all team members so everyone is on the same page and knows which indicators they are assigned. This way when it is time for reporting there are no surprises.

### Create an Analysis Plan and Reporting Templates

Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program.

The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Another good thing to include in the plan is a blank table for indicator reporting. These tables should outline the indicators, data, and time period of reporting. They can also include things like the indicator target, and how far the program has progressed towards that target.

### Plan for Dissemination and Donor Reporting

The last element of the M&E plan describes how and to whom data will be disseminated. Data for data’s sake should not be the ultimate goal of M&E efforts.  Data should always be collected for particular purposes. The M&E plan should include plans for internal dissemination among the program team, as well as wider dissemination among stakeholders and donors. For example, a program team may want to review data on a monthly basis to make programmatic decisions and develop future work plans, while meetings with the donor to review data and program progress might occur quarterly or annually. Dissemination of printed or digital materials might occur at intervals that are more frequent. These options should be discussed with stakeholders and your team to determine reasonable expectations for data review and to develop plans for dissemination early in the program. If these plans are in place from the beginning and become routine for the project, meetings and other kinds of periodic review have a much better chance of being productive ones that everyone looks forward.

**Q2:** Explain the main qualitative features of an M&E plan, which distinguishes it from any other plan in M&E. (10mrks)

**Resources Required**

A range of expertise will be required to implement M&E plan over the first 3- year phase of the program. The 3-year overarching schedule over the page provides the indicative timeframe for the engagement of resources and expertise additional to the M&E Specialist.

**Revising the M&E Plan**

Each year the M&E Specialist will consult with program stakeholders to assess the utility of the system. And the M&E plan is always revised every year to include changes made in the program.

### Ensuring Data Quality

### The monitoring system will depend largely on the quality of data collected by partners against core monitoring questions. The M&E Specialist and M&E Officer will develop and apply a simple procedure to ensure the quality of monitoring data, particularly against core monitoring questions. Since ‘quality’ in participatory data is closely related to the process of facilitating the use of a tool, this will involve observing the way tools are applied in a range of locations.

### 3-Year Schedule

### An overarching 3-year schedule for implementation of the M&E plan. This provides an indicative timeline for key monitoring and evaluation activities and reporting events. It should be noted that the timescales will be dependent on the timeframe for approval of the M&E Plan

### References

*Evaluation Toolbox. Step by Step Guide to Create your M&E Plan. Retrieved from:*[*http://evaluationtoolbox.net.au/index.php?option=com\_content&view=article&id=23:create-m-and-e-plan&catid=8:planning-your-evaluation&Itemid=44*](http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=23:create-m-and-e-plan&catid=8:planning-your-evaluation&Itemid=44)

*Durlak, J. A., & Dupre, E. P. (2008). Implementation matters: A review of research on the influence of implementation on program outcomes and the factors affecting implementation. American Journal of Community Psychology.*