**Module 6 Questions:**

**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)**

Monitoring and evaluation is strategic for managers for decision making. It is a technical tool which requires strong human capital and technology to be accurate. Considering implementation capacity is key to plan the scope and feasibility of Monitoring and evaluation. This can be through the following aspects:

* human resources: monitoring and evaluation requires enough, strong and dedicated staff, qualified and committed specialists. In general, strong INGOs have a specific unit dedicated to monitoring and evaluation. It is expected that this staff includes backgrounds in statistics. The roles and responsibilities of the monitoring and evaluation unit must be clearly defined. In very small NGOs, programme staff is also in charge of monitoring and evaluations, which is a weakness for the organization for decision making.
* Material and equipment such as software’s: monitoring and evaluations require specific equipment and material such as computers, smartphones, database and statistical software’s like CsPro, access, Sphynx, magpi, kobo box, etc… And as the technology is evolving fast and NGOs are facing big data collection and analysis, this material and equipment must be regularly updated.
* Financial: proposal designers forget sometimes to budget monitoring and evaluation costs. So the challenge is impossible for managers as baselines, end lines, monitoring visits and evaluations involving consultants, enumerators, stakeholders cost a lot of money.

Finally, we can say that monitoring and evaluations require technical assistance, training, mentoring, or related interventions to strengthen systems and to build M&E‐related capacity at individual, organizational, or systems levels.

While developing a monitoring and evaluation plan, keys steps are:

* Introduction
* Description of the Program, specially defining programme goals and objectives;
* Defining clear indicators (process and outcome indicators) to help track project progress towards goals;
* Data Sources: methods for gathering data, the timeline must be defined;
* Monitoring Plan: what to monitor and how;
* Evaluation Plan: plan for baseline and end line measures
* Plans for Dissemination and Use of Information: it is important to know how and to whom to report findings and to disseminate them internally and externally
* Capacity and Needs for M&E Plan Implementation: it is also important to define roles and responsibilities for collecting and analyzing data with a team of M&E staff, research staff, and program staff.
* Mechanisms for M&E Plan Update: monitoring and updating monitoring and evaluation to evolving programme;

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

The main qualitative features of a M&E plan are:

* Utility: this means an utilization - focused monitoring and evaluation approach. The monitoring and evaluation system must be planned with intended users and must focus on their information’s needs. This means the intended users must be clearly identified at the beginning and be involved to understand and feel ownership of the process and findings.
* Feasibility: it refers to methods, sequences, timing and procedures. They must be realistic, prudent and cost effective taking into account the NGO resources and constraints.
* Simplicity: monitoring and evaluation methods must not be complicated. They must be easy to understand and use. Even if it requires technical capabilities, it is important to explain to a great number of people, specially intended users, how it works.
* Propriety: activities must be conducted respecting law and people involved rights. For example, collecting data, especially personal data, must conform to data protection. In addition, it is an obligation to have permission by the surveyed people after explaining the objectives of the survey before to begin any survey.
* Accuracy: the outputs must be based on adequate information. It is important not to manipulate information’s and data. In principle, it must be possible to share the database so as to allow another person to check the raw data and appreciate conclusions.