

MODULE 6 ASSIGNMENT

MONITORING AND EVALUATION



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MWAKA JOSEPH

[Company address]

**Question 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)**

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 (Damien P and Martin P, 2014). There are a number of reasons for considering the implementation capacity in the M&E plan, they are as follows; ensuring compliance with reporting requirements of the project. Reporting in project is important and it requires skillful and knowledgeable people along that line. Reports demonstrates our ability to present the activities undertaken to the donors and this requires that M&E department prepares with the right human resources to respond to the donors needs in that line.

Consistence in use of project specific monitoring and evaluation tools, there should be individual who will be able to adopt the use of certain tools for M&E in projects and programs. Staff capacity must be build in line with the available tools for M&E to ensure consistency in their use.

The capacity is very important during the implementation of the M&E plans because it promotes accountability and transparency as the right personnel are being used. This builds confidence, increases the chances of winning awards, reduces errors especially if data are collected and supervised by the right staff, and fastens the M&E exercises. In most cases organizations tend to use staff that have been allocated other responsibilities rather than M&E, which leave less time to engage in evaluation.

Its allows for good decision making as the staff have expertise knowledge ,skills and experience thus the decision coming from such individuals will be more correct. According to Otieno, 2012 It should be emphasized that, whereas a project monitoring and evaluation system is a process of comparing actual use of inputs and completed outputs with planned use of inputs and planned completed outputs, the purpose of a project monitoring and evaluation system is to provide information to stakeholders that can be used to make decisions during the implementation of the project.

The key planning steps for setting up an M&E plan are as follows;

Identification of program goals and objectives, by looking at what problem the program is trying to solve, what steps are being taken to solve the problem and how will the program staff know when the program has been successful in solving problem. According to breakthrough ACTION, 2012*,* answering the above questions will help identify what the program is expected to o and how staff will know whether or not it worked.

Secondly defining the indicators, also one of the key steps because indicators are used to track project progress. Indicators should be developed at the beginning of the program. In defining indicators the following should be considered; what to be measured, the use of SMART process to come up with high quality indicators, setting targets and the frequency of data collection. According to Breakthrough ACTION, 2012, indicators are used to assess the state of a program by defining its characteristics or variables, and then tracking changes in those characteristics over time or between groups. Clear indicators are the basis of any effective monitoring and evaluation system.

Development of data collection methods and timeline. It’s important to be clear on the methods and how often you will be collecting the data on specific indicators. The source of monitoring data depends largely on what each indicator is trying to measure. The program will likely need multiple data sources to answer all of the programming questions. For example data sources such as survey focus groups discussions, in-depth interviews and case studies are most likely to be used. When data methods is determined, it’s also necessary to decide how often the data will be collected, for example after six month or annually.

Identification of the M&E roles and responsibility. It’s important to decide from the early planning stages who is responsible for collecting the data for each indicator. In many programs and project, the responsibilities for collecting most of the data has been taken up by the M&E department. Project managers in most cases are not involved and instead are involved in ensuring that M&E team are facilitated to properly collect and analyses data. 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 and in this way when it is time for reporting there are no surprises (Breakthrough ACTION, 2012).

Creating an analysis and reporting templates, it’s important that the plan should also include a section with details about what data will be analyzed and how the results will be presented. According to Break through ACTION, 2012 the M&E plan should include a section with details about what data will be analyzed and how the results will be presented.

Planning for dissemination and donor reporting is one key step in an M&E plan. 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. According to UNDP, (2009), the dissemination is as important as developing of knowledge products and only an efficient system of dissemination will ensure that the target recipients receive the M&E feedback that is relevant to their specific needs.

**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 an M&E plan are its utility. The M&E plan serves to provide practical information needs of intended users. This is because it illustrate the project information that is needed and what one should be looking at and even where to find it.

The information in an M&E plan must be realistic and practical, to the extent possible, it should make the best use of existing data collection system or studies are involved, resources (cost and technical capacity) must be carefully considered.

Data collection, special studies included in the M&E plan must abide by regulations and protocols that consider the rights of those involved in and affected by M&E activities.

The M&E plan should provide technically accurate and useful information for decision making and program improvement.

**Reference**

* Breakthrough ACTION,(2012), how to develop a monitoring and evaluation plan retrieved from[**https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan**](https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan)
* Damien S and Martin P, (2014) community sustainability and engagement, *evaluation tool box 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>,
* F A O OTIENO Engineering Programme Group, Technikon Southern Africa Private Bag X6, Florida, South Africa [Fotieno@tsa.ac.za](mailto:Fotieno@tsa.ac.za), available at <https://www.irbnet.de/daten/iconda/CIB8942.pdf>
* UNDP (2009), Hand book on planning, monitoring and Evaluation for development results retrieved from [www.undp.org/eo/handbook](http://www.undp.org/eo/handbook)