

MEAL Capacity Strengthening Session: Organizational M&E Plans

28 February 2023 | Local Capacity Strengthening for Response
(LCS4R)

2022 Feb 16



Objectives for this training

- Gain awareness of the main functions and value of organizational M&E frameworks
- Understand different approaches for organizational M&E frameworks and see examples
- Provide an example of a narrative for a plan

What is an organizational M&E Plan?



No single definition, terminology, or set of criteria



What is an organizational M&E Plan?

Broad definition and minimum criteria

→ A framework to track output-level programmatic achievements across the entire organization.

Should include:

- Standardized programmatic indicators that reflect the organization's core activities and services
- A clear process for collecting, reporting, and aggregating data for the standard indicators

What is an organizational M&E Plan?

A more comprehensive M&E Plan may include:

- Outcome indicators or mixed methods plan for measuring higher-level achievements
- Methods for organizational learning and knowledge management, beyond indicators and reporting processes
- Methods for measuring and reporting on operational goals*
- Narrative written plan in addition to tracking indicators through spreadsheets and databases

* Operational goals = progress the organization would like to achieve when updating and refining their operations in areas such as staff recruitment, donor funds, IT systems, etc.

What is the value and motivation for such a plan?

- ✓ Aggregate results of similar activities the organization implements across different projects and locations through a set of common indicators.
- ✓ Track achievements and trends related to the organization's programming strategy.
- ✓ Produce organization-wide data on achievements that can be used in communication products, fundraising, and for management decisions.
- ✓ If organizations choose to add an operational component to the plan, it can aid in measuring and learning around strategic organizational objectives such as staffing, logistics, funding, etc which may be of interest to management.

Three Approaches

Organizational M&E Plan

Approach 1 – Programmatic orientation

Organizational Program Strategy and/or Theory of Change provides the foundation

M&E Plan is developed with organization-standard indicators to measure and monitor the strategy

Standard indicators incorporated into project M&E plans or activity tracking mechanisms

Standard indicators reported on by all projects or reporting units on a routine basis

Standard indicators

Can you think of any examples?

Does your organization apply standard indicators?



Community

Household

Systems

Outcome: Community Capacity for Disaster Risk Reduction

- **Community Disaster Management Index (CDMI)** - Average score on Community Disaster Management Index (CDMI) in target communities or % of target communities with a functional functionality of the community disaster management system/body and includes the following subforms:
 - Community CDMI Registration Form
 - CDMC Structure and Administration
 - Risk Analysis
 - Mitigation Planning
 - Preparedness and Contingency Planning
 - Early Warning System
 - Drills and Simulations
 - DRR Coordination
 - DRR Community Awareness Raising
 - Safe Zone and Shelters
 - Stockpile of Essential Materials
- **Confidence in Community Disaster Preparedness** - % of community members who are confident in their community's preparedness for disasters

Outputs

Standard Output Indicators on Community Risk Analysis (from the CDMI)

- Average score on Risk Analysis monitoring checklist in target communities
- % of target communities that have conducted a Risk Analysis meeting minimum standards
- % of target communities that have updated their Risk Analysis within the past year
- % of target communities that have prepared a Risk Analysis that addresses the specific vulnerabilities of the community members identified as most vulnerable to priority disasters

Organizational M&E Plan

Approach 2 – Systems/operations

Organization's strategic plan defines overall objectives and targets

Departmental objectives and Key Performance Indicators (KPIs) are set

Managers collect and provide data / information against KPIs

Operational indicators

Can you think of any examples?

Does your organization apply operational indicators?



Human resources:

- % of positions filled within 30 days of advertisement
- Staff retention rate

Approach 2 - Example

Strategic Goal: We will strengthen the NGO team to deliver quality, sustainable and equitable programming.

Strategic Objective: Staff are enabled to build and develop their skills in a positive and supportive working environment.

KPI:

Staff wellbeing survey shows high/improving levels of wellbeing/job satisfaction.

% of advertised positions which are filled by internal candidates (Goal: 30%).

Organizational M&E Plan

Approach 3 – Combination

Organizational strategy / objectives provide a foundation

M&E Plan and indicators are developed to measure and monitor the strategy

Data or information required in the M&E Plan are routinely collected, reported, and discussed

In practice and reality...

Most organizations do not apply a single comprehensive approach with coherent phases.

Global *reporting* frameworks are common, where the emphasis is on indicators themselves. The indicators may be disconnected from programmatic or operational objectives (if they exist).

Project and program design/planning may take place in silo from the organizational M&E Plan, leading to loss of relevance of the M&E Plan.

Example Framework: International Medical Corps' Global Country Report

IMC Framework

Each country office is responsible to provide data on its programs for IMC-standardized indicators through the Global Country Report (GCR) that serves as the organizational reporting framework:

- Indicators reflect programmatic achievements for IMC core service areas (e.g. # of people reached through xx services)
- Data is submitted on quarterly basis
- Infographics available within 2-3 months

IMC Framework

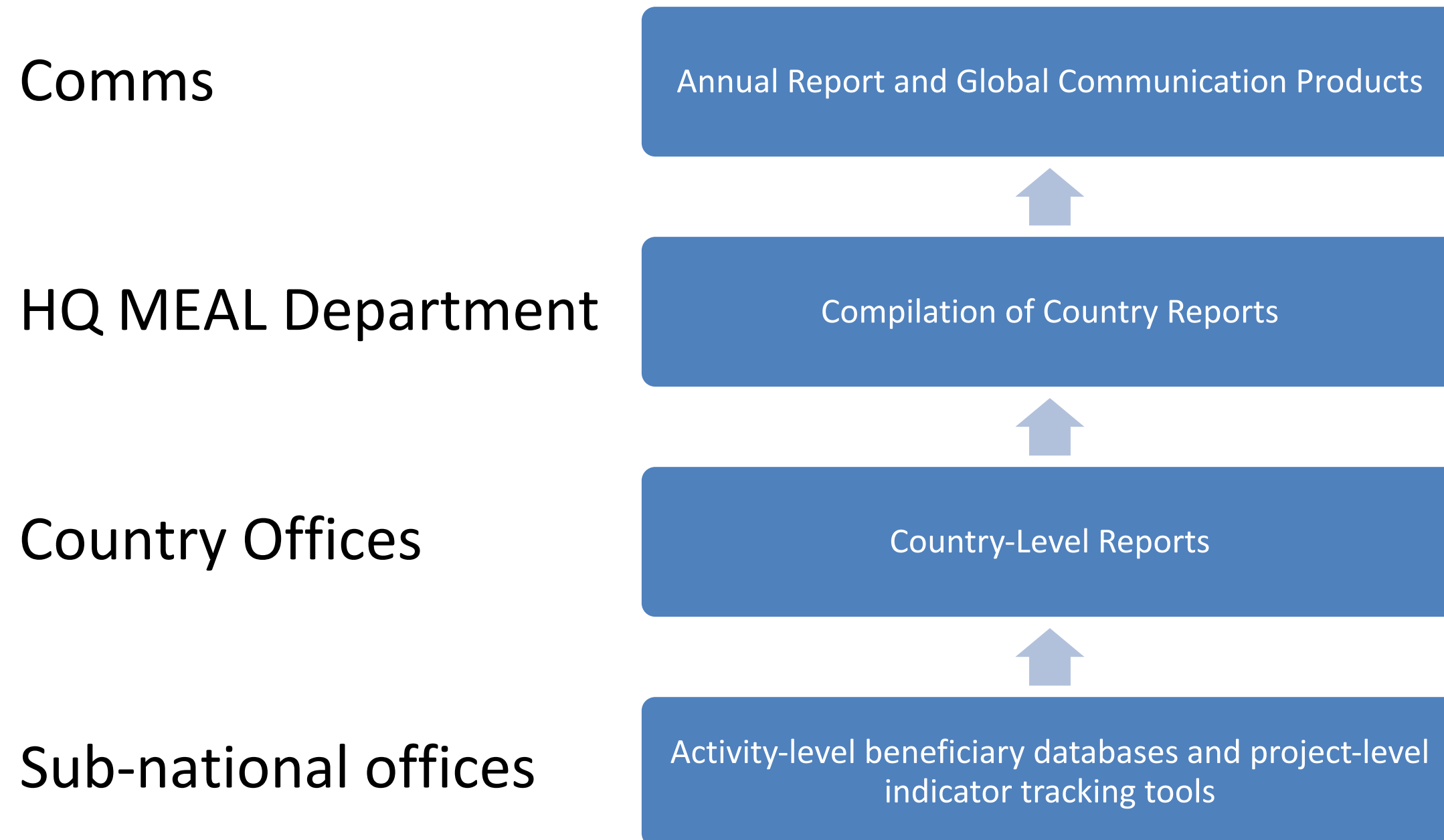
GLOBAL COUNTRY REPORT					
General indicators					
Number of active grants					
			Male		Female
Number of direct beneficiaries from all active grants					
Number of direct beneficiaries less than 5 years of age					
Number of indirect beneficiaries from all active grants					
Number of direct refugee beneficiaries from all active grants					
Community Based Feedback and Response Mechanisms (CBFRM)					
Number of all sites supported by the mission (health units or community)					
Number of sites with at least one CBFRM access point in place and covering all program sectors/activities					
Percentage of sites with at least one CBFRM access point in place and covering all program sectors/activities					#DIV/0!
Number of registered feedback and complaints (all categories) that are formally documented in the logbook					
Number of registered complaints (Categories 3-6) that are formally documented in the logbook					
Number of complaints (Categories 3-6) resolved within 30 days of receipt					
Number of complaints (Categories 3-6) resolved and responded within 30 days of receipt					
Percentage of complaints (categories 3-6) resolved within 30 days of receipt					#DIV/0!
Percentage of complaints (categories 3-6) resolved and responded within 30 days of receipt					#DIV/0!
CBFRM Training			Male		Female
Number of staff on the mission (new and current)					
Number of staff (new and current) trained on CBFRM					
Number of new staff joining the mission					
Number of new staff who have received CBFRM onboarding training					
Number of all active staff (new and current) trained on CBFRM since the beginning of the CBFRM initiative or the start of the mission					
Percentage of all active staff (new and current) trained on CBFRM since the beginning of CBFRM initiative or the start of the mission					#DIV/0!
Percentage of staff who have received CBFRM onboarding training (on how to: provide informed consent (explain how the complaint will be handled), receive, record, and refer feedback/complaints if approached by a crisis-affected community member)					#DIV/0!
Percentage of staff trained in CBFRMs training (on how to: provide informed consent (explain how the complaint will be handled), receive, record, and refer feedback/complaint if approached by a crisis-affected community member)					#DIV/0!
Health Sector					
Total number of health beneficiaries				Male	Female
Health facilities		Number	Water	Sanitation	Medical Solid Waste
Number of health facilities newly constructed		0			General Infrastructure
Number of health facilities rehabilitated		0			

Sectoral and Thematic Indicators



IMC Framework

Flow of data



IMC Framework

Aggregation of country-level reports in database (DHIS2)

INFORMATION MANAGEMENT SYSTEM APPS OLGA SHEVCHENKO

DATASET IMPORT

1. Choose Location

[SEARCH FOR LOCATION]

- INTERNATIONAL MEDICAL CORPS
 - AFGHANISTAN
 - BAHAMAS
 - BURUNDI**
 - CAR
 - CAMEROON
 - CHAD
 - DRC
 - EMT COUNTRY 1
 - ETHIOPIA
 - GAZA
 - GUINEA
 - INDONESIA
 - IRAQ
 - JORDAN

2. Choose Dataset

IMC - QUARTERLY COUNTRY REPORT

3. Choose Date

JUNE-04-2019

3. Upload Excel

BROWSE

Infographics produced (in PowerBI) for all indicators to visualize achievements across the organization, region-specific, and sector-specific.



Remember the goals of an organizational M&E Plan?

An organizational M&E plan sets out the steps to define, implement, track progress, and improve on the organization's projects and/or strategy.

The plan reflects the goals and objectives of the organization, steps for implementation when monitoring and evaluating these goals, and ways to use findings for decision making and improvements moving forward.

Illustrative Outline of a Narrative M&E Plan

I. Introduction

- Brief overview of the NGO's humanitarian and development programming
- Purpose and objectives of the M&E plan

II. M&E Framework

- Description of the M&E framework
- Standard indicators
- Roles and responsibilities for implementing the framework
- Reporting processes and frequency

Illustrative Outline of a Narrative M&E Plan

III. Learning and Improvement

- Organizational learning priorities and links to M&E framework
- Identification of learning opportunities and mechanisms using the M&E framework

VI. Coordination and Communication

- Description of the coordination and communication mechanisms for M&E activities
- Collaboration with partners, donors, and stakeholders
- Reporting to relevant authorities and organizations

Illustrative Outline of a Narrative M&E Plan

- IV. Resource Requirements
 - Description of M&E resources required to implement the M&E Plan (e.g. staff, equipment, software)
- V. Existing Organizational M&E Policies and Guidelines

Key considerations

- ✓ Select common indicators that are reflective of all or the majority of projects (operational and programmatic).
- ✓ Avoid burdensome and parallel reporting by grounding your organizational M&E in existing reporting requirements of your stakeholders, and global standards.
- ✓ Mitigate double counting across projects and activities by including strategies in your M&E Plan and guidance for staff responsible for aggregating data.
- ✓ Specify roles and responsibilities for all stages of implementation of the M&E Plan.
- ✓ Clearly define the organization's reporting units, frequency of reporting, and data flow.

IMC framework - process and roles and responsibilities

QUARTERLY COUNTRY REPORT (QCR)
DATA COMPILATION AND REPORTING ROLES AND RESPONSIBILITIES

STEP	ACTIVITY	DEADLINE	RESPONSIBILITY
1	Collect and report numbers/data related to activities in QCR template	During reporting period, by deadline established by country team	Program or MEAL team or as specified in-country ¹
2	Compilation for country-wide QCR, including verification for completeness and overall data quality	After reporting period before submission deadline	Country QCR focal point ² (in collaboration with Program)
3	Review sector specific data to look for any trends or issues from a technical perspective (new outbreaks, lack of training, increasing/decreasing consultation or beneficiary numbers, etc.) and address the reasons for those trends from a programmatic perspective.	Before submission	Sector lead at the country level
4	Review and sign off the QCR before submission	Before submission	CD, or Head of Program (DCD, PD or PC)
5	Submit QCR in Excel to MEAL Advisor	April 25, July 25, October 25, January 25 ³	Country Team (MEAL/Grants/Program)
6	Share the QCR via Sharepoint link with Program Officer (PO)/ Program Manager (PM), Program Performance and Accountability (PPA) Officer, Roving MEAL Officer and relevant Technical Advisors (TAs)	After receipt	MEAL Advisor
7	Review and verify numbers/data submitted for relevant section and/or whole report, identify trends (consulting directly with their in-country counterparts as needed) ,provide feedback to MEAL Advisor	Within one week after the submission	PO/PM, PPA Officer, Roving MEAL Officer, TAs
8	Consolidate feedback from PO/PM, TAs, PPA Officer and Roving MEAL Officer and share the feedback with the country QCR team focal point along with DCD/PD in copy	One week after the submission	MEAL Advisor
9	QCR focal point in country consults with relevant technical staff to address questions and concerns and revises the draft	One week after feedback from HQ was provided	Country QCR focal point (in collaboration with Program)
10	Country QCR focal point submits revised draft to the MEAL advisor	One week after feedback from HQ was provided	Country QCR focal point
11	PO/PM, TAs, PPA Officer and Roving MEAL Officer provide any remaining comments and follow up questions to the MEAL Advisor	Two business days after country team provides revision	PO/PM, TAs, PPA Officer, Roving MEAL Officer

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