[Insert logo(s)]

[Insert Name of Project / Organization]

[Dates of project duration]

Monitoring and Evaluation Plan

[Version / Draft / Date]

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1. Introduction

1.1 Acronyms

List relevant acronyms and terms used by your project.

Acronym	Definition

1.1 Purpose of M&E Plan

What is the purpose of the M&E plan? This is a question for you to consider and answer with key personnel/stakeholders at your organization – your M&E team. Ideally you want to engage key persons from multiple sectors in your M&E system such as data collectors and programme managers. The audience of this document may vary from one organization to another.

Some suggestions, an M&E plan:

- *Allows our organizations to work more effectively and efficiently towards achieving our programme goals and objectives.*
- *Is a communication tool that outlines various roles and responsibilities regarding monitoring and evaluation for a project or organization.*
- *Organizes plans for data collection, analysis, use, and data quality.*
- *It outlines specific strategies and tools to encourage informed decision making.*
- *Organizes the numerous M&E activities that must take place in order for M&E to be truly successful in our places or work.*
- *Engages a wider body of people in an organization so that M&E is integrated into part of everyone's job.*

1.2 [Organization/Project] Overview

Background of Organization and Project

Summarize background information of your organization and project.

Vision Statement

List your organization's vision statement. This helps all users of this document link project activities and our work in monitoring and evaluation to our more fundamental reason of coming together.

If you're not sure of your organizations' vision statement, go find out! Does it still apply? Do you think it needs revisions?

1.3 Project Description

This is your opportunity to describe in summary form the main points of your project, activity, or organization. Provide relevant background information on the work that you are doing including any pertinent demographical information on the public health issue you are addressing.

Goal: *What is the goal of your project? This is the main goal that drives all of the activities and related sub-activities.*

Objective: *What are the specific objectives that you have outlined as steps in order for you to take to accomplish your desired goal?*

Activities: *The activities are what you to do carry out your objectives.*

Sub-activities: *Sometimes there are "sub" objectives that must be accomplished in order to achieve your main objectives. If your main objective is, for example, to build strengthen routine surveillance for influenza-like illness, developing a case definition for influenza-like illness may be a "sub" objective or activity that would need to be planned for as part of your main activity.*

2. Logical Framework

Goal: What is the intended goal of the activity or project?

Objective: What are the planned objectives designed to achieve your desired goal?

Begin by inserting your activities

Input	Activity	Output	Outcomes	Impact
Quantifiable resources going in to your activities – the things you budget for.	1) What you do to accomplish your objectives? 2) What else do you do to accomplish these objectives? Are there any sub-objectives that should be measured? In most cases each activity should have its own set of inputs and outputs.	Immediate results from your activity, e.g.: - people trained - services provided	Longer-term expected results related to changes in knowledge, attitude, and behaviour. Outcomes usually give an indication whether program goals are being achieved	Long-term, effect on the incidence (e.g. reduction in mortality due to influenza-like illness) of the disease or the effects on the population at large (e.g. population living longer/healthier) Can relate to a program or organization vision / mission statement

3. Indicators

Indicators are how we measure progress towards a specific objective or goal. After you' ve laid out the various levels (input, output, outcome, impact) of your activity, you can then begin to decide how to measure progress towards achieving your objectives and goals by selecting appropriate indicators.

	Input	Activity	Output	Outcomes	Impact
Level	Quantifiable resources going in to your activities – the things you budget for.	1) What you do to accomplish your objectives?	Immediate results from your activity - people trained, services provided	Longer-term change in knowledge, attitude, behaviour, etc. Related to programme Goal	Long-term, population level change. Can relate to a programme or organizations vision / mission statement
Indicator (*example***)**	*- # of training manuals* *- amount of money spent on the training workshop*	**Training**	*# of people trained* *# of trainings conducted*	*Measure of change in quality of care provided to patients infected with Influenza A/H5N1*	*ILI Case Fatality Ratio*

4. Data Flow and Use

4.1 Data Flow

Map the flow of your data from collection to use and examine areas where data processes can be consolidated or uses can be enhanced. Differentiate between data elements and indicators (transformed data)

Source	Collection	Collation and Storage	Analysis	Reporting	Use
What are we collecting?	*Who collects this data, from where, and how often?*	*How are data aggregated?* *Where are the data stored?*	*List any possible opportunities to transform the data into more meaningful information and thus for further review* *Are there other pieces of information available?*	*To whom will this information be reported?*	*How can this information be used to make informed decisions? List specific opportunities for use.* *Link to Data Use Template (4.2)*

Data elements	*Data elements*	*Data elements* *Indicators*	*Data elements* *Indicators*	*Indicators*	*Indicators*

4.2 Data Use Plan

Summarize planned uses for the collected data. Think about how information collected can be utilized to make informed programme decisions and what steps can help ensure that data collected get to the right person in the right time in the right format!

Indicator	Uses	Stakeholders	Mechanism	Format	Next Steps
List by indicator	*What are the multiple uses for the information generated from this indicator?*	*Who will you want to communicate this information to?*	*How will you communicate this information?*	*How should this information be formatted to best reach the intended user?*	*What steps must be taken to ensure that this information is used?* *Any follow up needed? Feedback?*

4.3 Stakeholder Analysis

It is important to have key stakeholders involved and informed. Understanding a specific information users' background and characteristics will better help to meet their information needs and lead to more informed decision making.

Stakeholder Analysis

Stakeholder	Stakeholder Background (knowledge, experience, etc.)	Stakeholder Demographic Characteristics	What information is required? (Stakeholder needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
External Stakeholder						
Internal Stakeholder						

5. Data Quality

5.1 Data Quality Management Plan

Identifying and managing potential risks to the quality of data collected and information used is of utmost important to programme success.

Name of Indicator	Data Quality Issues	Actions Taken or Planned to Address this Limitation	Additional Comments
(list by indicator)	*List possible risks to the quality of data collected. Consider the five criteria for data quality: validity, reliability, integrity, precision, and timeliness.*	*How will the identified possible risks to the quality of data be managed?*	

6. Evaluation

Evaluation can help you learn additional information from programmes such as activity outcomes and quality of services provided that cannot be gained from a routine monitoring system.

It is important to plan for programme evaluation prior to implementation when possible since it will typically require additional data collection that may only be done periodically.

Guideline for Using Evaluation to Answer Key Programme Questions

Process Evaluation

What intervention can work in this context (interventions that have proven effective in this context)? Are we doing the right things are we doing it right and on a large enough scale?

Outcome Evaluation

Is the intervention working, is it making the intended difference in outcomes such as changes in knowledge and behaviour?

Impact Evaluation

Are our combined efforts affecting change on a population level?

Additional Information

List any evaluation activities that you are currently implementing and the evaluation questions they are addressing.

How will the data be obtained?

7. Reporting Plan

Include a matrix of what you will report, to whom, and when. In addition, describe what information products based on data translated into strategic information (eg, reports, bulletins, graphics, newsletters) will be fed back to stakeholders who have reported data to you. Correlate this to your Stakeholder analysis and to your reporting requirements.

Data element	Information Product	Recipient	Date
(what you' ve been collecting)	(specific report(s) based on a data element or grouping of data elements, indicators)	(NAHICO, MOH, MOA, development partner(s), implementing stakeholder(s))	(date each report is due)

8. Appendices

8.1 Indicator Information Sheets Introduction

The purpose of the following sheets is the act as a comprehensive guideline for all things related to our data: collection, quality, and use. This is also a communication tool so that a wider body of people understand some of the critical components of these sheets. Every indicator (information collected) should have some form of indicator information sheet.

Note: Not every indicator requires a complete set of information filled out in the indicator information sheets. You will find that for INPUT and OUTPUT data, the information and detail you will need to manage is much less.

8.1 Indicator Information Sheet Template

Indicator Protocol Reference Sheet Number: I
Name of Indicator: *Simply put as possible, insert the name of this indicator*
Result to Which Indicator Responds: *The specific result that this indicator corresponds to.*
Level of Indicator: *Does this indicator respond to an INPUT, OUTPUT, OUTCOME, or IMPACT level result?*
Description
Definition: *Unpack as much as possible the specific definition of this indicator. Spell out nearly every word so that all who come across use of this indicator have the same complete specific understanding of the intention of what this indicator is intended to measure.*
Unit of Measurement and Desegregations: *In what unit will this indicator be captured and are there any disaggreations (male / female, age, etc.)*
Plan for Data Acquisition
Data Collection Method: *When was this data collected?*
Data Source: *Where was the data collected? (Where was the data borne?)*
Frequency and Timing of Data Acquisition: *How often are the data collected?*
Individual Responsible: *Who is responsible (what position) is responsible for collected the data?*
Location of Data Storage: *Where, specifically (which office, which drawer) are the raw data stored?*
Data Quality Issues
Known Data Limitations and Significance: *Are there identified threats to the quality of this data? Consider: Validity / Reliability / Integrity / Precision / Timeliness*
Actions Taken or Planned to Address this Limitation: *What are some steps you have taken to manage the possible threats to data quality.*
Internal Data Quality Assessments: *Have you performed your own Data Quality Assessment?*
Plan for Data Analysis, Review & Reporting
Data Analysis: *Do the data from this indicator require a specific plan for analysis? If yes, please describle. If not, please delete this section for this indicator.*
Review of Data: *Do the data from this indicator require a specific plan for review (internal / external) before dissemination? If not, please delete this section.*
Using Data : *Where must the data from this indicator go? Funders? Internal / external decision makers. Who needs this information to make decisions?*
This sheet was last updated on: **Other notes / comments:**

8.2 Target Setting Worksheet

Indicator:	**Year One**			**Year Two**			**Year Three**			**Notes:**
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	

8.3 Members of M&E Team

Monitoring and evaluation is most successful when everyone in your organization has an established role in M&E. To help initiate this process, setting up an M&E Team can be helpful in integrating key concepts of M&E, such as data use and data quality, into various sectors of your organization.

Who is involved in your M&E team? Identify all individuals involved with various aspects of monitoring and evaluation in your organization: data collectors, information system personnel, programme managers, directors, etc. This team should meet on a regular basis to check in with progress on planned M&E activities and to use information from our monitoring and evaluation systems to inform decision making within your organizations.

Team Member	Role / Responsibility

8.4 Costing for M&E

Key M&E Activities (Survey, Focus Group, Data Base Development, M&E Plan Development, Dissemination, Data Quality Assessment)	Salaries	Consultant	Travel	Meetings	Documentation	Dissemination	Other Direct Costs e.g. computers software	Activity Subtotal
M&E Activity 1								
M&E Activity 2								
Total								