[Insert logo]

[Insert Name of Project / Org]

[Dates of project duration]

Monitoring & Evaluation

Work Plan

Version: Draft

Date of Release: XX

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Acronyms

Acronym	Explanation

1. Introduction

1.1. Vision and Mission of [organisation managing project]

Briefly give the vision, mission and values of your organisation. The idea is to set the context of why your organisation is involved in the project.

1.2. Background / Context Information [for organisation X and project name]

Briefly give an overview of the project (usually the summary from the proposal is sufficient). Give the reader an indication of why the project is relevant to your organisation by relating the project to your organisation's vision.

1.3. [project name] and Funding Mechanism

Briefly give the relationship between your project and your sources of funding.

1.4. Purpose of the Monitoring & Evaluation Work Plan

The Monitoring & Evaluation Work Plan for [project x] has been designed with the following specific objectives in mind:

- Give a few short reasons as to why your organisation should have a monitoring, evaluation and reporting plan. Do not forget Data Quality!

1.5. Monitoring & Evaluation Team

Identify members of your Monitoring and Evaluation Team and explain their roles and responsibilities.

1.6. Audience Analysis

Give short introduction as to who the internal and external audience will be for the information you will collect as part of your MEP. Template is available in additional tools document.

2. **Frameworks / Models** [organizational / project level]

2.1. Conceptual Framework

2.2. Logic Model

2.3. Results Framework

Table 2.1: Results chain for [project x]

Activity	Impact	Indicators
	•	•
	•	•
	•	•

	Outcomes	Indicators
	•	•
	•	•
	•	

	Outputs	Indicators
	•	•
	•	•
	•	•

	Input	Indicators
	•	•
	•	•
	•	•

Use the template above or below to demonstrate your results framework. Insert more lines if required and delete those not needed. Modify to meet your needs.

Project:

Goal:

Objective(s):

Input	Activity	Output	Outcomes	Impact
What goes in… ***What you budget for..***	***What you do to reach your goal…*** ***Each activity may have its own framework.***	***What you get from your activity… more immediate*** ***Relates to your project OBJECTIVES.***	***What you get… down the road and involves some sort of change in behaviour, knowledge, attitude…*** ***Relates to your project GOALS.***	***How activity affects population… long term.*** ***Relates to Mission / Vision***

2.4. Results Framework Hypothesis

Briefly explain the hypothesis on which your framework is based. In other words tell the reader how you got to the point of showing the relationships between the inputs, outputs, outcomes and impact results. You may need to use references to prove your case.

3. [project x] Implementation Plan

Use the template below to record the activities for implementation. Record the activities per project objective (or intermediate / outcome result) as indicated in the results framework. Thus if you have three outcome results you will have three tables. Make sure the activities given in the tables include at least those that were in the project proposal plus those operational activities that are required to ensure that the objective is met.

Table 3.1 [project x] Implementation Plan for Intermediate Result 1

[project x] Implementation Plan: name of organisation							
Grant Goal							
Project Objective #1							
Key Activities	**Target Beneficiaries**	**Time Frame**		**Person / Partner Responsible**	**Results Anticipated (Target input / output)**	**Budget**	**Comments**
		Start date	**End date**				

4. [project x] Indicator Information Sheets

For each specific indicator that is given in the results framework construct an indicator information sheet as given below. Pay particular attention to definitions, collection methodology and data quality. Ensure that whatever you say in these sheets is auditable!! For each indicator you include, complete an indicator quality sheet and include this as Appendix B.

Indicator Protocol Reference Sheet Number: I					
Name of Indicator:					
Result to Which Indicator Responds:					
Level of Indicator: Input					
Description					
Definition:					
Unit of Measure:					
Disaggregated by:					
Justification and Management Utility:					
Plan for Data Acquisition					
Data Collection Method:					
Data Source:					
Frequency and Timing of Data Acquisition:					
Estimated Cost of Data Acquisition:					
Individual Responsible:					
Location of Data Storage:					
Data Quality Issues					
Known Data Limitations and Significance:					
Actions Taken or Planned to Address this Limitation:					
Internal Data Quality Assessments:					
Plan for Data Analysis, Review & Reporting					
Data Analysis:					
Presentation of Data:					
Review of Data:					
Reporting of Data:					
Baselines:					
Year	**Target**	**Actual**	**Cumulative**	**Net Change**	**Notes**
Performance Indicator Values					
Year	**Target**	**Actual**	**Notes**		
This Sheet Last Updated On:					

5. Evaluation Plan

Include a basic evaluation plan which enables you to evaluate the why you have or have not achieved the objectives and goals that were set for the project. It allows you to look at consequence, intend or unintended as well as effectiveness, efficiency, impact and sustainability. Remember that evaluation looks at the project overall, the operations, governance and deliverables! Basically it helps you identify the lessons learned and what you would do better next time. Use a simple tool such as the one below to help you evaluate your project overall:

What do we need to evaluate?	What evaluation questions do we need to ask?	How will we obtain the data?	When will we get the data?	Who will do this?

6. Data Quality Plan

As part of the construction of the indictor information sheets you will have noted some data quality issues. You need to construct a data quality plan, which clearly identifies for the project as a whole how you intend to manage your data quality risks.

1. Why do I need a Data Quality Plan?

It is essential that any data that is being collected and reported be of the best possible quality. This is due to decisions, related to the effectiveness and efficiency of any project, being based on the data collected during monitoring and evaluation. In order to ensure data quality and to avoid unnecessary and costly data repairs a Data Quality Plan (DQP) is constructed in support of the Monitoring and Evaluation Plan (MEP) and in line with the Indicator Information Sheets (IIS). The DQP forms the basis for ensuring that the five critical elements of data quality, namely: validity, reliability, timeliness, precision and integrity, are given due regard during the planning for monitoring and evaluation and activity rollout. The DQP is an essential record of how the project managed its data quality issues and as such is an excellent source of information for the Auditor during a Data Quality Audit (DQA).

2. What is the significance of the 'Items' in column A?

The items listed in column A are broadly related to the Indictor Information Sheets but contextualised to address specific data quality issues that must be considered at operational level when planning the monitoring and evaluation activities.

3. What 'Explanations' are required in column B?

This is where the implementing partner explains how the requirements for data quality are realised operationally. For example: data quality, in terms of validity, is always dependent on the partner having a specific definition for the indicator they are reporting on. Although the indicator has a definition in the IIS it is important for the partner to explain the definition in terms of their program and hence what data is included or excluded during data collection in order for them to prove validity.

4. What is meant by 'Source / Records' in column C?

All implementing partners must be able to prove, during a DQA, that they have a data quality management system, which enables them to report data that is accurate, valid and reliable. In order to save the implementing partner and the auditor time it is always a good idea to list the ready sources of evidence / records which would demonstrate the information given in the DQP. This could be a list of document types, or record numbers, or references to academic works, or even a reference to a filing location etc.

5. How and why do I do a 'Risk Type' analysis as required in column D?

All data has an associated quality risk and sometimes the cost of managing the risk outweighs the additional benefit to be gained from improving the data quality. The use of a risk matrix enables the implementing partner to establish those elements within the data management system, which pose the greatest data quality risk so that the appropriate controls can be put in place to minimise the impact of a risk being realised in practice. Use the matrix given below to establish the data risk. Identify the probable frequency with which an error in the data could arise and assign the appropriate value. Identify how serious the error would be in terms of the overall effect on the quality of the data and assign an appropriate value. Multiply the two values together to get the risk score. Review the score against the risk analysis table below and take the appropriate actions.

Risk Matrix

Overall Effect on Data Quality	**Probability of Error Occurring**			
	(4) - Constantly	*(3) - Frequently*	*(2) - Occasionally*	*(1) - Unlikely*
(4) - Catastrophic	**16**	**12**	**8**	**4**
(3) – Critical	**12**	**9**	**6**	**3**
(2) - Marginal	**8**	6	**4**	**2**
(1) - Negligible	**4**	**3**	**2**	**1**

Risk Analysis Table

Risk Score	Risk Type	Remedial Action
9 - 16	**High Risk**	Establish contingency plan to reduce risk, verify and validate *prior to each reporting episode*, maintain strict audit trail.
4 - 8	**Medium Risk**	Establish contingency plan to reduce risk, verify and validate *prior to annual return*, maintain strict audit trail.
1 - 3	**Low Risk**	No immediate action required; risk could be managed through normal internal audit processes.

6. Where can I get more information to help me understand Data Quality?

ADS Chapter 203 – Assessing and Learning [http://www.usaid.gov/pubs/ads/200/]

TIPS 12: Guidelines for Indicator and Data Quality [http://www.dec.org/usaid eval/#004]

Data Quality Plan Table XX of XX

A. ITEM	B. EXPLANATION	C. SOURCE / RECORDS	D. RISK TYPE
1. Desired Outcome			
Indicator:			
2. Measure of Validity			
Unit of measure:			
Operational definition:			
Definitional inclusions:			
Definitional exclusions:			
Definitional bias:			
Desegregations:			
Operational justification:			
Source of data:			
3. Measure of Reliability			
Collection methodology:			
Collection instrumentation:			
Sampling frameworks:			
Collection personnel:			
Collection bias:			
Analysis methodology:			
Arithmetic manipulations:			
4. Measure of Timeliness			
Frequency of collection:			
Reporting frequency:			
Collection: Collation: Reporting time lags:			

A. ITEM	B. EXPLANATION	C. SOURCE / RECORDS	D. RISK TYPE
5. Measure of Precision			
Source error:			
Instrument error:			
Sampling error:			
Transcription errors:			
Manipulation errors:			
Total margin of error:			
6. Measure of Integrity			
Cost of collection:			
Source integrity:			
Collector integrity:			
Anti-tampering controls:			
Data cleaning:			
Hard copy storage:			
Electronic storage:			
Internal audit:			
External audit:			