***Develop Conceptual Framework***

1. **IFRC Project Planning Guidance Manual**
2. Results Framework
3. Logframe Cheat Sheet
4. LWR Logframe
   1. Template
   2. Definitions
   3. Example
5. Logframe Master Translator
6. Project Design Workbook Blank Template
7. Problem Tree Documentation
8. Problem to Objectives
9. Results Framework
10. Logframe
11. Work Plan

***Develop Initial M&E Plan***

1. M&E Planning Checklist

***Develop Detailed M&E Plan***

1. Detailed M&E Plan- Instructions
   1. Detailed M&E Plan Instructions
   2. M&E Plan Matrix Description
   3. M&E Plan Matrix Cheat Sheet
   4. M&E Plan Matrix Example
   5. M&E Plan Matrix (Blank)
   6. Indicator Tracking Table (ITT) Description
   7. ITT – Blank
   8. Activity Tracking Table (ATT) Description
   9. ATT - Blank
2. Detailed M&E Plan-Blank
   1. M&E Plan Matrix-Blank
   2. ITT-Blank
   3. ATT-Blank

**LINKING DMEL FRAMEWORK: PHASE I**

***Analyze Problems and Solutions***

1. **IFRC Project Planning Guidance Manual**
2. Problem-Objectives Tree Template
3. Project Design Workbook Instructions
   1. Problem Tree Documentation
   2. Problem to Objectives

PROCESS OVERVIEW

|  |
| --- |
| 1. INTRODUCTION |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project Cycle Stage** | **Process** | **Guide - Manual** | **Tools** | **Additional Resources** |
| **INITIATING** | *Develop initial M&E plan* | NONE | 1. M&E Planning Checklist | 1. LWR Grants Acquisition Manual |
| **PLANNING** | *Develop detailed M&E plan* | NONE | 1. Detailed M&E Plan- Instructions    1. M&E Plan Matrix Cheat Sheet    2. M&E Plan Matrix Example    3. Indicator Tracking Table (ITT)    4. Activity Tracking Table (ATT) 2. Detailed M&E Plan-Blank    1. M&E Plan Matrix    2. Indicator Tracking Table (ITT)    3. Activity Tracking Table (ATT) | 1. ARC/CRS M&E Module: M&E Planning |

**PROCESS AND THE PROJECT CYCLE:**

Planning for M&E is an iterative process that begins in the INITIATING STAGE of the project management cycle and involves two key processes: 1. Identify problems and solutions; 2. Develop project conceptual framework. The products from the first two processes, in particular the logframe, contain key information that is needed to complete more detailed M&E planning in the two M&E planning processes: 1. Develop initial M&E plan; 2. Develop detailed M&E plan.

“M&E Plan” is a general term that shows how the expected results of a program relate to its goals and objectives, describes the data needed and how these data will be collected and analyzed, how this information will be used, the resources that will be needed, and how the program will be accountable to stakeholders.[[1]](#footnote-2) It determines:

* What is to be monitored and evaluated
* The activities needed to monitor and evaluate
* Who is responsible for monitoring and evaluation activities
* When monitoring and evaluation activities are planned (timing)
* How monitoring and evaluation are carried out (methods)
* What resources are required and where they are committed

LWR differentiates between two different M&E planning processes. The development of the *Initial M&E Plan* takes place in the INITIATION stage during the development of the project proposal and outlines high-level project M&E requirements. The *Detailed M&E Plan* is developed in the PLANNING stage, after the approval of the project proposal, and is created in conjunction with other detailed project implementation planning.

Despite LWR’s differentiation between the two types of planning, institutional donors and other agencies may have different requirements. Some donors may require an M&E plan in the proposal that is similar to LWR’s *Detailed M&E Plan* while others may require only a short narrative. Nevertheless, the tools and checklists provided in these two M&E planning processes should meet all donor, LWR, and project management needs regardless of whether the detailed planning takes place during the INITIATING stage (proposal development) or in the PLANNING stage. The donor M&E requirements should be researched thoroughly prior to the proposal kick off meeting to ensure the level of detail required in the M&E section of the proposal is met.

**HELPING US IN OUR WORK**

Monitoring, as well as evaluation, provides opportunities at regular predetermined points to validate the logic of a project and assess its progress towards achieving its goal. Good designs alone do not ensure results; designs must be complemented by quality planning.

* Planning helps ensure that a comprehensive system for tracking and monitoring project progress towards achieving results is in place.
  + No amount of good monitoring alone will correct poor project designs, plans and results.
* Knowing what data will be collected and when it is available during the project cycle helps project managers and other key project staff to determine techniques for analysis which contributes to more informed management decisions.
  + Furthermore, the planning around data collection and analysis helps clarify what data and information will be available for reports and when it will be available for use
* Information from monitoring provides key information used during the evaluation. It is very difficult to evaluate a project that is not well designed and that does not systematically collect data and monitor progress.[[2]](#footnote-3)
* Detailed M&E planning ensures accountability to all key project stakeholders (beneficiaries, partners, donors, LWR) by identifying the data and information needed to show project success and impact, setting up a systematic way of collecting it, and ensuring that both positive and negative results are acted upon.

**PROCESS GUIDE - MANUAL:**

These two processes do not have a primary resources with which each of the tools are linked. Nevertheless, LWR has identified an additional resource, ARC/CRS M&E Module: M&E Planning, which is of high quality and provides additional details on M&E Planning. It covers four components of an M&E system including a causal analysis framework, logframe or logical framework, an indicator matrix, and a data collection and analysis plan. The second two components, which run from P. 10-18, have content relevant to the two M&E planning processes. The first two components are related to the process *Develop conceptual framework*.

|  |
| --- |
| 2. PROCESS: DEVELOP INITIAL M&E PLAN |

|  |  |
| --- | --- |
| **Table 2.1** | **DESCRIPTION:** TOOLS - ADDITIONAL RESOURCES |
| This table gives a brief description of each tool and additional resource for the process of *Develop initial M&E plan*. The description can be used in conjunction with Table 2.2 to help identify which tool to use for your specific M&E need. | |
| **TOOLS**   1. **M&E Planning Checklist:** This checklist is the primary tool used to ensure that all elements of the initial M&E plan have been covered in the project proposal.    * Remember, the checklist is a general tool that is applicable to most project proposals. Specific donor M&E requirements should be researched before the project kick off meeting and the checklist should be updated to include any additional requirements.   **ADDITIONAL RESOURCES**   1. **LWR Grants Acquisition Manual:** This manual provides guidance on roles and procedures used by the New Business Development Unit to complete the project design for restricted proposals above $500,000. | |

**PROCESS AIM:** The aim of this process is to complete a project proposal that meets all donor and LWR M&E requirements.

**PROCESS DEFINED: *Develop initial M&E plan***

*Develop initial M&E plan* is the M&E planning process that outlines the project M&E system in the project proposal according to donor or LWR requirements. It is a description of high-level M&E requirements needed to ensure that the project has sufficient time, staff, budget and other resources to conduct a system of data collection, monitoring, analysis and evaluation. The initial M&E plan is a component of the project proposal, but involves more than just the narrative M&E section of the proposal.

* The level of detail and the inclusion of the elements listed below will be dependent on donor requirements. Primary elements of the Initial M&E Plan include:
  + - * LWR’s approach, processes, and tool that will be used in the project.
      * Documented in the M&E section of the narrative
      * Major evaluation activities (baseline, endline, mid-term, final evaluation)
      * Documented in the M&E narrative and the detailed implementation plan or Gantt chart if required
      * Monitoring and reporting activities and schedules highlighting elements that are particularly important to LWR and/or the donor (e.g. participatory approach, gender disaggregation)
      * Documented in the M&E narrative and detailed implementation plan
      * Key M&E staff and their roles and responsibilities
      * Documented in the M&E narrative
      * Use of technology for M&E (hardware and software)
      * Documented in the M&E narrative
      * M&E budget
      * Incorporated into the project budget, either into existing line items such as travel, or specific line items like project staff salaries or final evaluation consultants

**GOOD PRACTICE FOR GREAT RESULTS:**

* Research specific donor M&E requirements and list them in a key reference document before beginning the M&E planning process
* Plan for the final evaluation, in particular determine the preferred methodology, early in the process of creating an initial M&E plan.
  + The chosen evaluation methodology will influence how and when data is collected and analyzed
* Involve key project staff and partners in the development of initial M&E plans.
  + If key staff are not involved it decreases the likelihood they will understand the M&E system and will have difficulty creating the Detailed M&E Plan
  + Participation helps ensure that the current M&E capacity of the partner is understood and M&E resources and capacity building are planned accordingly
* All initial M&E plans for EDF projects are recommended to be reviewed by the regional monitoring and evaluation manager. For restricted proposals, the M&E staff person supporting the proposal will work with the technical team to develop the M&E plan. Where no M&E support is available, the lead technical writer should review the M&E plan, following samples provided.
* The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.[[3]](#footnote-4)
  + M&E as a percent of project budget runs between 5%-10%
  + Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage
* Use the M&E project proposal checklist to ensure that all aspects of project planning during the proposal development stage have been taken into consideration

|  |  |  |
| --- | --- | --- |
| **Table 2.2** | **PROCESS STEPS AND RESOURCES** | |
| Below you will find summary steps involved in the process of *Develop initial M&E plan*. It should be noted that these steps are not exhaustive and seek only to guide the user to the tools that are used to complete the process.  As this process does not have a guide-manual, only two columns are included that outline the summary steps and the link to the tool. Each tool listed has guidance at the beginning of the document that covers the following aspects of the tool: purpose, information sources, who, when, recommendations, tips. | | |
| **Step** | | **Tool** |
| 1. Research donor M&E requirements | | 1. LWR Grants Acquisition Manual (P. 23) |
| 1. Clarify M&E elements needed in the proposal, and relative support required for the proposal process | | 1. Initial M&E Planning Checklist  * Refer also to the NBD Proposal Summary Sheet, for restricted proposals |
| 1. Carry out the project design steps, complete in Project Design Book | | 1. M&E Planning Checklist  * See also, DMEL Framework: Problem Analysis and Conceptual Framework |
| 1. Determine staffing needed for M&E | | 1. M&E Planning Checklist |
| 1. Based on the M&E elements determined necessary for the project, ensure sufficient budget is included | | 1. M&E Planning Checklist  * M&E Budget Guidance tool to be developed in Phase II of the DMEL Framework |
| 1. Complete the project narrative for M&E, any annexes, and budget notes. | | * LWR M&E Plan Samples * LWR Proposal Narrative samples |

|  |
| --- |
| 3. PROCESS: DEVELOP DETAILED M&E PLAN |

|  |  |
| --- | --- |
| **Table 3.1** | **DESCRIPTION:** TOOLS - ADDITIONAL RESOURCES |
| This table gives a brief description of each tool for the process of *Develop detailed M&E Plan*. The description can be used in conjunction with Table 3.2 to help identify which tool to use for your specific M&E need. | |
| **TOOLS**  **Detailed M&E Plan:** The detailed M&E plan is a tool that defines all the details of the project M&E system by elaborating on key planning elements for the project’s indicators as developed in the project logframe and tools to track indicators and activities. The tool is comprised of three separate, but linked tools: 1. M&E Plan Matrix, 2. Indicator Tracking Table, 3. Activity Tracking Table. The Detailed M&E Plan has two files.   1. Detailed M&E Plan-Instructions: Contains instructions, descriptions of each tool, the M&E Plan Matrix Cheat Sheet, and blank templates. Use this document as an all-inclusive guide to completing each tool of the Detailed M&E Plan. 2. Detailed M&E Plan-Blank: Contains only instructions and blank templates of each of the three tools of the Detailed M&E Plan.   The Detailed M&E Plan-Instructions is in Excel file format, but the M&E Plan Matrix Cheat Sheet, including the a blank template of the M&E Plan Matrix, is in Word format. As most of the content in the M&E Plan Matrix is text, the Word format can be used to facilitate editing of the initial drafts. Once the content of the matrix has been finalized in the Word document, transfer it to M&E Plan Matrix tab in the Detailed M&E Plan-Blank. This will ensure that all three components of the Detailed M&E Plan are contained in one document.   1. **M&E Plan Matrix Cheat Sheet:** This tool includes instructions on how to fill out each column of the M&E Plan Matrix, an example of a completed M&E Plan Matrix, and a blank template. The M&E Plan Matrix is a critical tool for planning and managing data collection, analysis and use. It expands the logframe to identify key information requirements for each indicator and summarizes the key M&E tasks for the project. It includes:    * + Full List of Indicators with detailed definitions      + Data Sources/Tools      + Frequency & Schedule      + Responsible Person/Team      + Data Analysis      + Information Use/Audience      + Reporting 2. **Indicator Tracking Table (ITT):** The ITT is a tool that is used as a tracking mechanism for all project indicators.  * It requires setting targets for indicators on quarterly, annual and life project timeframes * It documents baseline data for each indicator * It is normally developed after the M&E Plan Matrix has been completed and after the baseline data has been collected * It is a key project management tool that is closely linked to, and included in, project reports.  1. **Activity Tracking Table (ATT):** The Activity Tracking Table is a complimentary tool to the Indicator Tracking Table. It allows activities to be tracked in a summary manner in a separate tab so that the progress towards the project indicators in the ITT can be more easily read. The Activity Progress Summary row in the ATT, which sums up the progress on all activities linked to an Output, is linked to the Activity Progress Summary row in the ITT.    * The ATT is a tool that is used in assisting the project team, the LWR PM, and LWR HQ track progress on the completion of planned activities. The ATT elaborates on the general Project Work Plan contained in the Project Design Book by listing all project activities and the estimated targets for each reporting period. | |

**PROCESS AIM:** The aim of the process *Develop detailed M&E plan* is to ensure that the project team has analyzed how the project information and data will be collected, stored, analyzed, and reported and that all necessary planning to do so is completed ***before*** project implementation begins.

**PROCESS DEFINED: *Develop detailed M&E plan:***

This process defines all the details of the project M&E system by elaborating on key planning elements for the project’s indicators as developed in the project logframe.

* The completion of the process consists of the completion of three sub-tools: M&E plan matrix, the indicator tracking table[[4]](#footnote-5), and an activity tracking table.

**GOOD PRACTICE FOR GREAT RESULTS:**

* The completion of activities tells us little about changes in development conditions or in the lives of people. It is the results of these activities that are significant. Impact refers to the ‘big picture’ changes being sought and represents the underlying goal of development work. In the process of planning, it is important to frame planned interventions or outputs within a context of their desired impact. Without a clear vision of what the project hopes to achieve, it is difficult to clearly define results. An impact statement explains why the work is important and can inspire people to work toward a future to which their activities contribute.[[5]](#footnote-6)
* The Detailed M&E Plan is most often developed during the project kick-off or orientation meeting, but some donors may require the completion and inclusion of individual sub-tools in the project proposal.
  + The project kick-off or orientation meeting meetings most often take place after the project has been approved and before any major activities have started
* It is recommended that the entire Detailed M&E Plan be completed within the following timeframes:
  + Projects 1 year or less: complete a detailed M&E plan within 30 days of the project approval
  + Projects with a duration of 1-3 years: complete a detailed M&E plan within 60 days of the project approval
  + Projects with a duration of 3-5 years: complete a detailed M&E plan within 90 days of project approval
* It is recommended that the first draft of the Detailed M&E Plan be reviewed by the LWR Regional Monitoring and Evaluation Manager
* A final version of the plan should be shared with HQ in soft file format
  + Ensure the partners and the country office have a hard and soft copy of the plan and that all aspects are clearly understood by all

|  |  |  |
| --- | --- | --- |
| **Table 3.2** | **PROCESS STEPS AND RESOURCES** | |
| Below you will find summary steps involved in the process of *Develop detailed M&E plan*. It should be noted that these steps are not exhaustive and seek only to guide the user to the relevant sections within the resource and the specific tools that are used to complete the entire process.  As this process does not have a general resource, only two columns are included that outline the summary steps and the link to the tool. Each tool listed has guidance at the beginning of the document that covers the following aspects of the tool: purpose, information sources, who, when, recommendations, tips. | | |
| **Step** | | **Tool** |
| 1. Using the completed project logframe, complete the M&E Plan Matrix | | 1. Detailed M&E Plan   2.a. M&E Plan Matrix Cheat Sheet |
| 1. Transfer all the project indicators to the Indicator Tracking Table and fill out other project information. | | 1. Detailed M&E Plan   1.b. Indicator Tracking Table |
| 1. Conduct baseline survey to determine baseline data and targets for project indicators | | * Baseline survey tools to be developed in DMEL Framework Phase II |
| 1. Complete the ITT by finalizing indicator targets per reporting period, annually, and life of project. | | 1. Detailed M&E Plan   1.b. Indicator Tracking Table |
| 1. Complete the activity tracking table and set targets for each reporting period | | 1. Detailed M&E Plan   1.c. Activity Tracking Table |

1. United Nations Development Programme (UNDP). 2009. *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York, NY [↑](#footnote-ref-2)
2. United Nations Development Programme (UNDP). 2009. *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York, NY P. 82 [↑](#footnote-ref-3)
3. United Nations Development Programme (UNDP). 2009. *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York, NY P. 90 [↑](#footnote-ref-4)
4. *The indicator tracking table (ITT) is sometimes referred to as the Indicator Performance Tracking Table (IPTT), in particular by USAID* [↑](#footnote-ref-5)
5. United Nations Development Programme (UNDP). 2009. *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York, NY P. 56. [↑](#footnote-ref-6)