

## CONTEXT ANALYSIS

-----SECTION IN DEVELOPMENT-----

**Review and analyze** existing literature, data and reports on the "development context"; **interview** experts in DC

**Report** that answers the questions - What are the country's basic "development problem" in the sector?

## STAKEHOLDER ANALYSIS (FOR PROJECT DESIGN)

		<i>WHAT IS THEIR INTEREST IN THIS PROJECT? HOW MIGHT THEY BE AFFECTED, NEGATIVELY OR POSITIVELY BY THIS PROJECT?</i>	<i>WHAT IS THEIR POTENTIAL INFLUENCE ON THE PROJECT'S ULTIMATE SUCCESS AND FAILURE?</i>	<i>WHAT ARE THEIR RELATIONS WITH OTHER STAKEHOLDERS (CONFLICTUAL OR COOPERATIVE)?</i>	<i>WHAT IS THEIR CAPACITY OR MOTIVATION TO PARTICIPATE IN THE DESIGN OF THE PROJECT? (WHEN, HOW, WHERE SHOULD THIS PARTICIPATION TAKE PLACE?)</i>	<i>WHAT ARE THE PRACTICAL RESOURCE REQUIREMENTS (TIME, PEOPLE, MONEY) TO INVOLVE THIS STAKEHOLDER?</i>
STAKEHOLDERS		INTEREST	INFLUENCE	RELATIONSHIP	PARTICIPATION	RESOURCES
PARTICIPANTS						
IMPLEMENTERS						
DECISION-MAKERS						
DONORS						

**PROBLEM TREE**



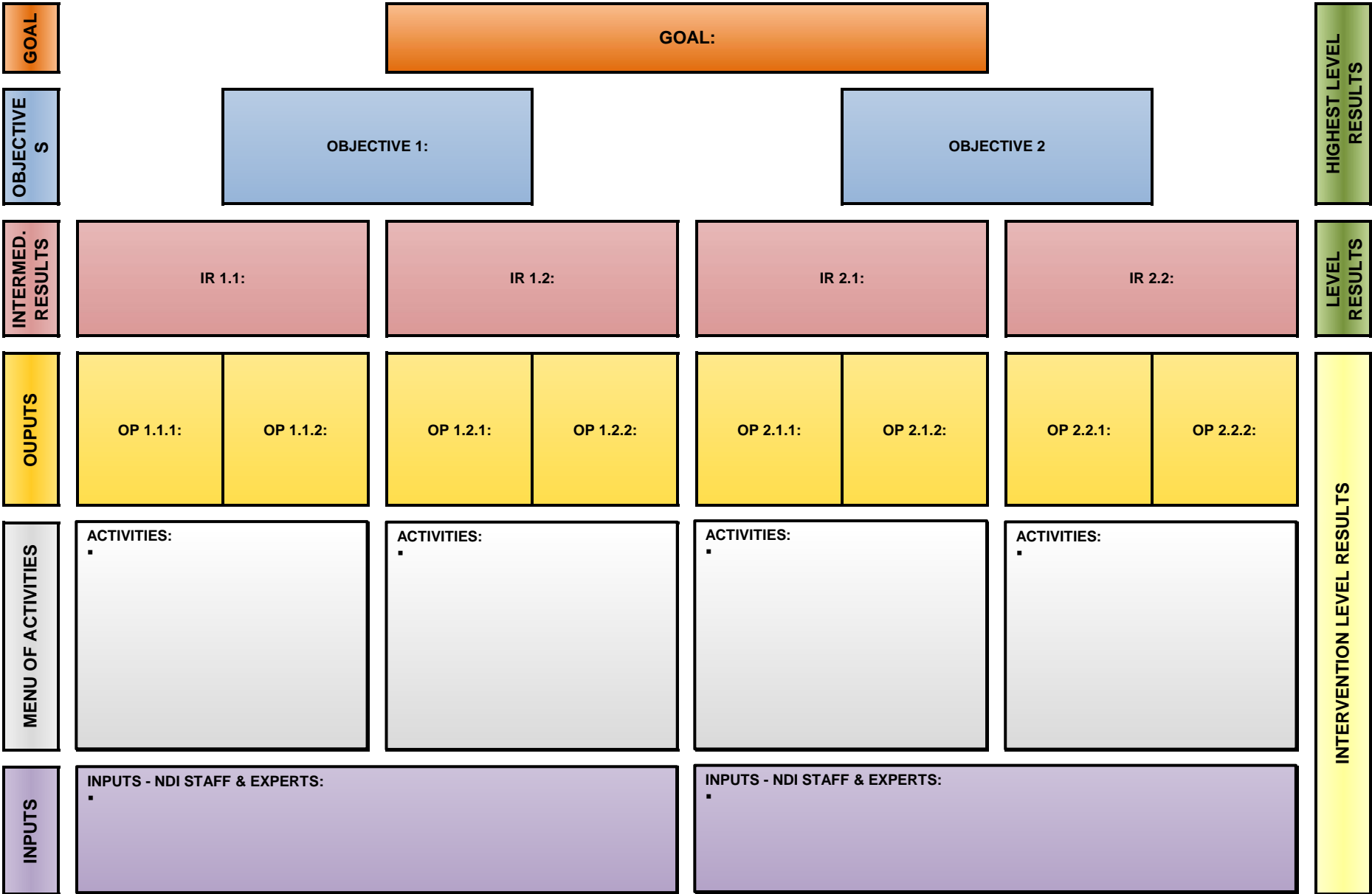


# SWOT ANALYSIS

There are many root causes to a problem. A SWOT analysis helps an organization identify which ones it is most strategically placed to address.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>▪ List <u>current</u> strengths.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ List <u>potential</u> opportunities.</li> <li>▪</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>▪ List <u>current</u> weaknesses.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ List <u>potential</u> threats.</li> <li>▪</li> </ul>

# A Logical Framework or Objective Tree



LOGICAL FRAMEWORK  
(IN OBJECTIVE TREE FORMAT)











## RESULTS FRAMEWORK

	"Development Hypothesis"	Results Statements	Indicators of change	Data Source & Collection Methods	Critical Assumptions	PMEP
Outcomes	Goal	→				Evaluate
	Objective 1	→				
	Intermediate Results	→				
Processes	Outputs	→				Monitor
	Activities	→				
	Inputs	→			[not applicable to M&E]	

## RISK MANAGEMENT PLAN

"Development Hypothesis"	Results Statements	Risks	Risk Mitigation Plan
Goal			
Objective 1			
Intermediate Results			
Outputs			
Activities			
Inputs			

	"Development Hypothesis"	Results Statements	Indicators of change	Data Source & Collection Methods	Critical Assumptions	PMEP
<b>Outcomes</b>	Goal					<b>Evaluate</b>
	Objective 2					
	Intermediate Results					
<b>Processes</b>	Outputs					<b>Monitor</b>
	Activities					
	Inputs				[not applicable to M&E]	

"Development Hypothesis"	Results Statements	Risks	Risk Mitigation Plan
Goal			
Objective 2			
Intermediate Results			
Outputs			
Activities			
Inputs			



## PERFORMANCE MONITORING & EVALUATION PLAN (PMEP) MATRIX

At the proposal stage most donors will accept an illustrative Performance Monitoring and Evaluation Plan similar the results framework used in steps 7-9. However, it is considered good practice to draft the PMEP as fully as possible at the program design phase. Below are the main categories to include in a PMEP.

INDICATOR	INDICATOR TYPE AND SOURCE	DEFINITION, UNIT OF MEASUREMENT, DISAGGREGATION	CRITICAL ASSUMPTIONS & RISKS	DATA SOURCE, COLLECTION, AND ANALYSIS METHOD	USE AND REPORTING		BASELINE	FY1		FY2		FY3	
					USE OF DATA	FREQUENCY OF		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>OBJECTIVE 1:</b>													
Indicator 1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>IR 1.1:</b>													
Indicator 1.1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 1.1.1:</b>													
Indicator 1.1.1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.1.1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 1.1.2:</b>													
Indicator 1.1.2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.1.2-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>IR 1.2:</b>													

INDICATOR	INDICATOR TYPE AND SOURCE	DEFINITION, UNIT OF MEASUREMENT, DISAGGREGATION	CRITICAL ASSUMPTIONS & RISKS	DATA SOURCE, COLLECTION, AND ANALYSIS METHOD	USE AND REPORTING		BASELINE	FY1		FY2		FY3	
					USE OF DATA	FREQUENCY OF		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
Indicator 1.2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.2-b:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 1.2.1:</b>													
Indicator 1.2.1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.2.1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 1.2.2:</b>													
Indicator 1.2.2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 1.2.2-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OBJECTIVE 2</b>													
Indicator 2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 2-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>IR 2.1:</b>													
Indicator 2.1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 2.1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 2.1.1:</b>													

INDICATOR	INDICATOR TYPE AND SOURCE	DEFINITION, UNIT OF MEASUREMENT, DISAGGREGATION	CRITICAL ASSUMPTIONS & RISKS	DATA SOURCE, COLLECTION, AND ANALYSIS METHOD	USE AND REPORTING		BASELINE	FY1		FY2		FY3	
					USE OF DATA	FREQUENCY OF		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
Indicator 2.1.1-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 2.1.1-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
<b>OP 2.1.2:</b>													
Indicator 2.1.2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 2.1.2-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
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<b>OP 2.2.2:</b>													
Indicator 2.2.2-1:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							
Indicator 2.2.2-2:	Type: Source:	Definition: Unit of Measure: Disaggregated by:		Data Source: Collection & Analysis Method:	Use of data:	Frequency: Responsible party:							

### Monitoring and Evaluation Budget Worksheets

*The ME&L Team recommends that 5-10% of the budget go to M&E, but this calculation can be made more meaningfully by estimating the actual costs using the budget worksheet. This worksheet provide a **basic** template for calculating M&E costs in the three key areas: 1) evaluation events, 2) setting up and running the M&E system, and 3) regular human resources and office expenses for M&E. Please review the details below of each worksheet to assess whether your program will require additional or different items from those provided. Please review [Tips & Tools: Resource Planning](#) for more detailed instructions*

**Worksheet One** includes key, basic evaluation events. They are based on a simple, participatory evaluation design for a baseline assessment, internal midterm assessment, and final evaluation led by an external consultant. Many programs may choose to use other methods, such as surveys. This will increase costs and require additional line items.



**Worksheet Two** includes costs for the M&E system, which are usually minimal. This includes the development of a database, routine monitoring visits, and feedback meetings with partners.



**Worksheet Three** includes costs for the M&E officer and more general operating expenses. Major variable in cost here include whether the program adds a monitoring and reporting program assistant/intern or hires an expatriate or resident M&E officer.









**National Democratic Institute**  
M&E Tips & Tools

**M&E Budget Worksheet 3: M&E Human Resources and Office**

Core Evaluative Events							
	Components	No. of People	Cost	Benefits	Estimated Costs	Rounded Subtotal	Grand Total Staff & Office
<b>M&amp;E Staff</b>							<b>\$ 110,600.00</b>
M&E Officer (expatriot)	Base salary	1	80000		80000	\$ 80,000.00	
	Housing						
	Education/training allowance						
<b>OR</b>	Benefits						
	NHQ costs (NICRA, etc)						
M&E Officer (resident)	Base salary	1	30000		30000	\$ 30,000.00	
	Housing						
	Education/training allowance						
	Benefits						
	NHQ costs (NICRA, etc)						
	Components	No. of Units	Line Item		Estimated Costs	Rounded Subtotal	
<b>M&amp;E Office</b>							<b>\$ 600.00</b>
One time LOP expenses	Computers						
	Laptops						
	Printers						
	Table and chair set						
	Desks						
	Desk chairs						
	Flash drives						
				Subtotal:		0	
Pooled expenses (percentage of project)	Vehicle				300		
	Driver's salary						
	Fuel						
	Maintenance						
	Insurance						
				Subtotal:		300	
Pooled expenses (percentage of project)	Stationary				300		
	Phone/internet connections						
				Subtotal:		300	