

Monitoring and Evaluation (M&E) Capacity Assessment Tool ¹

Use the tool below to assess your organization’s current evaluation capacity. The tool is best completed by convening a group of people representing all functions/departments within your organization in order to elicit multiple perspectives. Additionally, this tool is to be used to initiate dialogue rather than as definitive measurement tool.

For each numbered item, rank your organization using the following scale:
 1—Poor; 2—Fair; 3—Good; 4—Excellent ;0—Don’t Know/Unsure.

In the note’s column, include comments about strengths and areas for improvement. Discuss your rankings and notes with colleagues and work together to identify next steps you can take to strengthen your current evaluation capacity.

		Question	1 = Poor	2 = Fair	3= Good	4 = Excellent	0 = I don't know/ I'm unsure	Notes
Organization Infrastructure	1.	The organization has a clearly defined vision and mission statement.						
	2.	Organizational leaders are committed to results-based management and outcomes measurement.						
	3.	There is general commitment to evaluation throughout the organization.						
	4.	Human, fiscal, and computer resources are available for planning and implementing program evaluation.						
	5.	Stakeholders/funders are expecting our organization to report on evaluation results.						
	6.	Professional development is supported within our organization.						
	7.	We currently use (or plan to use) evaluation data outside our organization to increase funding and share promising practices.						
	8.	The organization has a written, updated evaluation plan that is periodically reviewed and modified.						

¹ This tool was created drawing on five existing organizational capacity assessment tools. Individual questions are adapted from each: 1. Marguerite Casey Foundation Organizational Capacity Assessment Tool, available at www.caseygrants.org/pages/resources/resources_downloadassessment.asp; 2. University of Wisconsin Extension (UWEX) Nonprofit Organizational Assessment Tool, available at www.uwex.edu/ces/cced/nonprofits/management/documents/assessment.pdf; 3. McKinsey Capacity Assessment Grid, available at www.emcf.org/pdf/pub_rr_mckinseyselfassessmenttool.pdf; 4. M&E Systems Strengthening Tool developed by the MEASURE Evaluation Project, the Global Fund to Fight AIDS, TB and Malaria and USAID, available at www.cpc.unc.edu/measure; 5. Building Evaluation Capacity of Community Organizations: AEA Professional Development Workshop. San Antonio, TX: November 2010, available at www.uwex.edu/ces/pdande/evaluation/bceo/pdf/bceoresource.pdf.

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M & E Planning	9.	If no formal written evaluation plan exists, has the organization convened a meeting to discuss evaluation planning in the past year?						
	10.	10. Multiple stakeholders are involved in development of the M&E plan and community input is sought to assess relevancy.						
	11.	11. Organization has identified areas for M&E capacity building both organizationally and individually. There is a written training plan for increasing M&E capacity.						
	12.	12. M&E plan includes process monitoring for quality of training for staff, quality of services delivered, client satisfaction and program fidelity.						
	13.	13. M&E plan includes outcome monitoring for individual level behavior change and community level disease trends (incidence/prevalence).						
M & E Content and Data Capacity	14.	Baseline data is available for both process and outcomes measures: # staff trained, clients served, individual behavior, disease trends, etc.						
	15.	15. M&E plan contains SMART objectives and indicators (with clearly defined numerators and denominators, when applicable) and realistic time frames for completion including clear, feasible time frequencies for data collection.						
	16.	16. Objectives and indicators reflect external benchmarks or standards, make use of data from external sources and are updated periodically.						
	17.	17. Data sources are varied and technically sound. Data collection includes some verification (observations, site visits, etc). The same data sources will be used throughout the evaluation/program.						
	18.	18. The program has worked with other programs both internally and externally to ensure that data collection is not duplicative.						
	19.	19. A written policy exists that clearly states for how long source documents need to be retained (available for auditing) and how confidentiality will be maintained.						

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	20.	20.Data is easily accessible to a variety of stakeholders, including to the public. Data dissemination plans are written and implemented.						
M & E Systems	21.	21.Source documents and reporting forms are standardized and consistent. Clear written instructions exist for how to fill out forms.						
	22.	Data management systems avoid or deal effectively with issues of double counting. This includes distinctions for “unique” contacts, levels of service and identification of “drop outs.”						
	23.	Well-designed, user-friendly, comprehensive systems to capture, document, and disseminate data in all relevant areas. All staff is aware of systems, knowledgeable in their use, and makes use of them. Electronic data base systems exist in most areas for tracking clients, staff, volunteers and program outcomes; used, increase sharing and efficiency, periodic adjustment of systems.						
	24.	Roles and responsibilities are formalized, clear and complementary. Integration occurs between programs and organizational units.						
Use of M & E	25.	Formative evaluation (needs assessment) is conducted to gain a better understanding of the needs and wants of each constituency segment as well as to pre-test, pilot and tailor delivery of products and services.						
	26.	The organization has developed a formal process to identify and expand its most effective and needed programs and is willing and able to end programs which are no longer working or necessary.						
	27.	The organization is able to meet reporting requirements.						

Building Evaluation Capacity: Next Steps

Now that you've identified your organization's strengths (items you rated "3—Good" or "4—Excellent") and areas for improvement (items you rated "1—Poor" or "2—Fair"), it is time to identify some tangible **Next Steps** to improve your evaluation capacity. Suggestions for evaluation capacity building activities can be found in the "Building Your Evaluation Capacity" information sheet available at www.capacity4health.org.

Building Evaluation Capacity: Next Steps
Action: Potential Barriers: Ways to Address Barriers:
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