Illustrative Questions for M&E Capacity Development

1. **Who is requesting the M&E capacity development and why?**
   - What are the perceived needs and desired outcomes?
   - Is it being require (e.g. from donor) or is it internally driven?

2. **Who in the organization needs capacity development?**
   - E.g. project team, program management, senior leadership, and designated M&E expertise/staff?

3. **How widespread and how long have the need/s existed?**

4. **How urgent is the need and what timeframe is given (expected) to address it?**
   - Is the timeframe realistic given scope of need and available resources?

5. **What would happen if nothing were done?**
   - (Reality check - risk analysis)

6. **What are the underlying causes for the current situation?**
   - (May require more thorough capacity assessment)

7. **Has the organization already conducted an M&E capacity assessment or equivalent**, (either as a standalone exercise or part of a broader organizational assessment exercise)?
   - If so, when, is it still relevant/used?

8. **Has the organization already developed an M&E capacity development strategy or equivalent, (either as a standalone strategy or as part of a broader strategy)?**
   - If so, when, is it still relevant/used?

9. **What is the demand and support for M&E capacity development?**
   - Does leadership value M&E capacity development?
   - Are people motivated to participate in it or support it?

10. **What is the supply (existing resources) for M&E capacity development?**
    - E.g.: Existing M&E expertise, guidance and protocol, learning outlets/sources?

11. **What resources are available for M&E capacity development?**
    - Financial resources (budget)?
    - People – e.g. subject matter experts, instructional designers, qualified trainers, administrative personnel, etc.
    - Material resources - M&E guidance/protocol, training curriculum, equipment/media, facilities, etc.

12. **What is the complexity of the organizational and operational context for M&E capacity development?**
    - Geographic, demographic and temporal scope?
    - How many stakeholders, places, programs and related timeframes?

13. **Is there a strong preference for a particular type or style of capacity development intervention?**
    - E.g.: Capacity assessment; Strategy development; In-person training program; Formal classroom; Online learning (e-learning or learning platform); Knoweldge exchange/forums; Technical assistance; Mentoring, coaching and on the job learning?

14. **What potential problems or constraints might M&E capacity building encounter?**
    - Individuals, organizational, or context related?
    - What is the contingency plan/s?