

Example Stakeholder Groups for Organization M&E Capacity Development

Stakeholder Group	Examples of relevant M&E skills
Program target population (Intended 'beneficiaries,' e.g., community members)	<ul style="list-style-type: none"> • M&E ethics, principles and standards to inform/ensure individual rights. • Negotiation with external stakeholders on the program intervention. • Participation in initial needs assessment and program design. • Participation in monitoring, data analysis and reporting. • Participation and input into evaluations.
Program/project team (e.g., staff or volunteers)	<ul style="list-style-type: none"> • Practicing M&E ethics, principles and standards. • Supporting needs assessment and project design. • Data collection and analysis for results monitoring and reporting. • Stakeholder monitoring and communication. • Data management. • Supporting evaluations, reviews and related assessment exercises.
Program/project management	<ul style="list-style-type: none"> • Upholding M&E ethics, principles and standards in programming. • Strategic and operation planning to support M&E functions and capacity building. • Meeting M&E and accountability requirements – e.g. to donor. • Managing and supervising M&E functions in the project/program team. • Itemizing and managing program budgets that include M&E. • M&E understanding for proposal writing and project design. • Preparing job descriptions and terms of reference (ToR) to recruit qualified M&E staff. • Manage evaluations, including the follow-up and use of findings.
Organizational leadership and management (e.g., senior management, including an heads of M&E units or departments)	<ul style="list-style-type: none"> • Understand and use evidence produced by M&E systems for programming. • Upholding M&E ethics, principles and standards. • Strategic and operational planning at the organizational level for M&E. • Securing adequate funding and other resources M&E. • Supporting organizational learning and follow-up to program evaluations. • Conducting organizational/M&E capacity assessments. • Promoting external/public M&E communications and education. • Professional networking, partnerships, and exchange visits to support M&E.
Policy makers	<ul style="list-style-type: none"> • Understand and use evidence produced by M&E systems in policy practice. • Know about the different kinds of evidence available; how to gain access to it; and, how to critically appraise it. • Improve government infrastructure (agencies/ministries) by supporting relevant, coherent and well-coordinated M&E practice.
Designated M&E expertise (e.g. ,M&E officers, technical advisors and consultants; personnel working in an M&E unit or department)	<ul style="list-style-type: none"> • M&E ethics, principles and standards in programming. • M&E systems development for reliable data collection, analysis, and reporting. • M&E resource development and capacity building planning and delivery (e.g. trainings). • M&E technical assistance – e.g. needs assessment, project design, M&E planning, data collection and analysis methods (e.g. sampling and surveys), etc. • Evaluation design, management, and/or execution. • Commissioning and managing external consultants or teams for independent evaluations,.
Funding agency or donor	<ul style="list-style-type: none"> • Incorporating M&E ethics, principles and standards into funding requirements. • Understanding of M&E resource requirements (budget, time, human resources). • Assessing M&E components (e.g. ToC and M&E Plan) in submitted proposals. • Coordination among funders to harmonize M&E requirements of grantees. • Reviewing and feeding back on M&E information in program reports. • Understanding of evaluation designs and limitations to impact assessment for evaluation requirements and commissioning.

Source: Chaplowe & Cousins, 2016. **Monitoring and Evaluation Training: A Systematic Approach**. Sage Publications