<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Examples of relevant M&amp;E skills</th>
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</table>
| **Program target population**  
(Intended ‘beneficiaries,’ e.g., community members) | • 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) | • 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**  
| • 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) | • 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** | • 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) | • 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** | • 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 feedback on M&E information in program reports.  
• Understanding of evaluation designs and limitations to impact assessment for evaluation requirements and commissioning. |