

## Illustrative Questions for M&E Capacity Development Context Analysis

Key Factors	Key Considerations - <b>Organizational</b>
<b>Organizational culture &amp; demand</b>	<ul style="list-style-type: none"> <li>• What drives the demand for M&amp;E in the organization, e.g. internal or externally (donor) driven?</li> <li>• What is the overall climate or perception of M&amp;E capacity development, (is it perceived as top-down and mandated, or is there understanding and buy-in)?</li> <li>• Are there trusting relationships, teamwork, and collective responsibility in the organization/program?</li> <li>• Is there leadership/senior management support for M&amp;E capacity development within the organization?</li> <li>• Who, specifically, is requesting M&amp;E capacity development and why?</li> <li>• Who are the key decision-makers, potential champions and roadblocks for M&amp;E capacity development?</li> <li>• What are the pressures and responsibilities faced by managers and staff that affect M&amp;E functions?</li> <li>• What incentives and disincentives are there for M&amp;E in the organization?</li> </ul>
<b>Management structure &amp; processes</b>	<ul style="list-style-type: none"> <li>• Overall management structure (organogram), and where does the M&amp;E functions have a place?</li> <li>• Organization’s strategic objectives, and how they relate to M&amp;E training?</li> <li>• Is M&amp;E embedded in organizational policies, procedures, and other administrative processes?</li> <li>• Are there well-defined roles and responsibilities for M&amp;E—who is accountable for what?</li> <li>• How is M&amp;E reflected in job descriptions and staff recruitment?</li> <li>• Are incentives used to promote M&amp;E (<i>carrots, sticks and sermons</i>)?</li> <li>• Is M&amp;E included in performance appraisals &amp; supported by career development (e.g. coaching )?</li> </ul>
<b>Networking &amp; linkages for M&amp;E capacity development</b>	<ul style="list-style-type: none"> <li>• To what extent does M&amp;E advocacy and resource mobilization occur?</li> <li>• To what extent does the organization pursue and maintain partnerships to support M&amp;E, (e.g. public agencies, VOPEs, research centers, universities, etc.)?</li> <li>• To what extent does the organization identify and leverage autonomy in its M&amp;E partnerships?</li> <li>• Are there exchange visits, communities of practice, or other opportunities for M&amp;E sharing and capacity development?</li> </ul>
<b>Overall capacity development resources &amp; practice</b>	<ul style="list-style-type: none"> <li>• What is the overall “capacity for capacity development” in the organization? How often does it occur, and what is its uptake?</li> <li>• What is the availability of funding for capacity development, and specifically in M&amp;E?</li> <li>• What M&amp;E-dedicated training, resources, and other capacity development sources are available to the organization? For how long, have they been effective and why?</li> <li>• What is the availability of human resources to support M&amp;E capacity development?</li> <li>• What non-M&amp;E learning initiatives/training already exist? What is their timing and frequency, and do <i>or can</i> they incorporate M&amp;E content?</li> </ul>
<b>M&amp;E resources, capacity &amp; practice</b>	<ul style="list-style-type: none"> <li>• Current M&amp;E capacity of the organization, e.g. timely, reliable, and useful information?</li> <li>• Are organizational and/or individual M&amp;E assessments conducted?</li> <li>• What gaps in the current M&amp;E system may need to be addressed, (e.g. adequate analytical capacity for decision-makers to interpret and use evidence)?</li> <li>• Is there a strategic plan or objectives for M&amp;E and its capacity development, and to what degree is it followed, monitored, and evaluated?</li> <li>• What existing guidelines, tools, templates and other resources are available for M&amp;E functions?</li> <li>• What is the current level of human, financial, physical, and technology resources for M&amp;E?</li> <li>• Is M&amp;E specifically itemized in program budgets, or subsumed (assumed) as part of overall budget?</li> <li>• What are the funding prospects for sustaining or improving the M&amp;E system?</li> </ul>

Key Factors	Key Considerations - <b>External Environment</b>
<b>Sociocultural setting</b>	<ul style="list-style-type: none"> <li>• What historical, demographic, and other cultural factors are relevant for M&amp;E capacity development – i.e. mores and values (e.g. receptivity to evaluation), holidays and customs that can affect training delivery and scheduling, etc.?</li> </ul>
<b>Political and economic trends</b>	<ul style="list-style-type: none"> <li>• What political and economic factors may affect organizations and their capacity for development – i.e. economic recession or crisis, corruption, changing political leadership and agendas, internal or external conflict?</li> </ul>
<b>Regulatory environment</b>	<ul style="list-style-type: none"> <li>• What policy, laws, and administrative systems affect the operational environment for organizations?</li> <li>• Are there M&amp;E standards, norms and requirements established and promoted through accrediting and public agencies and VOPES?</li> <li>• Are M&amp;E standards, norms and requirements upheld? Are they externally monitored and assessed?</li> </ul>
<b>Demand and funding</b>	<ul style="list-style-type: none"> <li>• What funding as well as other resources are available from public, international, and private donors for M&amp;E capacity development?</li> <li>• To what degree does external funding dictate M&amp;E and overall programing priorities in the organization?</li> <li>• What are donor/partner M&amp;E expectations and requirements for M&amp;E and reporting format, content, and frequency?</li> <li>• What degree are external incentives commonly employed for M&amp;E?</li> </ul>
<b>External support/resources</b>	<ul style="list-style-type: none"> <li>• What is the availability of external research and technical support for M&amp;E – i.e. from research institutes, universities, think tanks, VOPES and other professional organizations?</li> <li>• What is the availability and reliability of public statistical information and the management systems to access and use M&amp;E – i.e. from government ministries or international (e.g. UN) agencies?</li> <li>• What is the public infrastructure and technological options available for M&amp;E capacity development – i.e. internet access in a less versus more developed country?</li> <li>• Are there mechanisms to support communication, coordination, and collaboration across organizations (civil, public, or private) for M&amp;E?</li> </ul>