

## **Sample Monitoring and Evaluation (M&E) Plan for Recipients / Applicants to complete**

### **Background**

A monitoring and evaluation plan (M&E plan) is designed by the implementer, and is a systematic and objective approach or process for monitoring project performance toward its objectives over time. In general, M&E plans should have a robust set of indicators that measure program progress and impact of the program activities. While it is not necessary to have indicators for every program activity, the indicators should measure the major program activities that will contribute to the advancement of the strategic objectives as laid out in the grant agreement.

Each M&E plan should contain specific output- and outcome-based indicators with baselines and targets, data source, and frequency of data collection. However, there is not a standard template for the M&E plan that each Public Affairs Section Ljubljana/The Embassy of the United States of America grant recipient must follow (e.g., each objective does not need to have 4 indicators with 2 of those indicators being outcome-focused). Grantees/applicants should design an M&E plan that is customized to the specifics of the program. Public Affairs Section Ljubljana recognizes that sometimes it may be difficult for recipients to design truly results-oriented M&E plans, but we encourage recipients to develop an M&E plan that is as comprehensive, ambitious and creative as possible.

The M&E plan is meant to detail how the outputs and outcomes of program activities will be measured quantitatively. Yet, sometimes the results and impact of a program are more easily conveyed qualitatively. Recipients can describe how program impact will be assessed qualitatively at the end of the M&E plan. PAS Ljubljana encourages recipients to provide success stories and anecdotal or other qualitative evidence of program impact in the quarterly progress reports, as well as showing how well the program is meeting the targets set in the M&E plan.

Below is an example of a solid monitoring and evaluation plan.

*(Insert Recipient Name)* will build the capacity of the judicial sector to ensure that the Democrastan citizens, especially detainees and those accused of crimes, are aware of and know how to defend their legal rights. This program has three strategic objectives: (1) to increase capacity of judicial police units, magistrates and court and prison clerks to protect the rights of detainees and prisoners; (2) to ensure that target communities, especially detainees and prisoners, are better informed about their legal rights; and (3) to build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights' protection framework. The project's key activities include comprehensive training to judicial police units, magistrates to enhance their skills and knowledge on existing criminal procedure code provisions; management training to court and prison clerks to improve the implementation of the current prison case management system; and planning meetings with and mentorship of CSOs to mobilize and sensitize communities on the rights of prisoners and detainees as well as develop and implement an effective prison monitoring system.

**Strategic Objective 1:** To increase judicial police units, magistrates and court and prison clerks' capacity to protect the rights of detainees and prisoners.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
Conduct training sessions for judicial police unit and magistrates on the rights of detainees and prisoners	Number of justice sector personnel that received USG training	Output	0	100 police units and 40 magistrates trained	Program monitoring and reports	By region	Following training event
	Percentage of unlawful detentions made	Outcome	Baseline from needs assessment	20% decrease in unlawful detentions	Interviews with participants	By region	Final evaluation
	Number of bail requests granted	Outcome	Baseline from needs assessment	At least 5 bail requests per magistrate granted above baseline	Interviews with participants	By institution	Final evaluation
Hold office management training to court & prison clerks on how to best practices of office management	Number of courts and prison clerks trained	Output	0	20 clerks trained	Program monitoring and reports	By sex and institution	Quarterly
	Number of courts with improved case management	Output	0	6 courts with improved case management	Program monitoring and reports	By region	Quarterly
	Participants data entry skills	Outcome	Baseline from pre-test survey	75% of participants show data entry skill improvements	Pre- and post-test surveys of participants	By types of data entry skills	Following training event
	Level of knowledge on data management	Outcome	Baseline from pre-test survey	85% of participants show knowledge increase on data management	Pre- and post-test surveys of participants		Following training event
	Percentage of files available to public upon demand	Outcome	Baseline from needs assessment	25% increase above baseline	Interviews from detainees, court clients and court staff		Final evaluation

**Strategic Objective 2:** To ensure that target communities, especially detainees and prisoners, are better informed about their legal rights.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
Conduct training sessions for mayors and municipal council members on the rights of detainees and prisoners	Percentage of municipalities represented	Output	0%	At least 95% Of municipalities represented	Program monitoring and reports	By municipality	Quarterly
	Knowledge of participants on legal rights issues	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
	No. of awareness initiatives implemented successfully	Outcome	0 initiatives	6 successful initiatives implemented	Interviews with participating mayors and council members	By municipality	Final evaluation
Convene awareness strategic planning meeting	Quality <sup>+</sup> of strategic plan developed	Outcome	0%	80% of plan elements rated as "high " by community leaders	Interviews with mayors, council members, and community members		Following meeting report
	No. of recommendations implemented	Outcome	0	65% of recommendations in the process of being implemented by the end of the project	Interviews with mayors, council members, and community members		Final evaluation
Train prison volunteers in criminal procedure	Participants' knowledge on criminal procedures	Outcome	Baseline from pre-test survey	50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
	Ability to protect detainees	Outcome	0%	70% of participants use training to provide helpful information to detainees	Interviews with participants and detainees		Final Evaluation

<sup>+</sup> Individuals evaluate terms, such as quality, differently. While in this M&E plan, the term “quality” was not defined, it is important to explain how these terms will be defined and measured. But “quality” was included in this M&E plan to show one example of an outcome indicator.

**Strategic Objective 3:** To build the capacity of civil society organizations (CSOs) to advocate for improvements in the legal rights' protection framework.

Activity	Indicator	Output/ Outcome	Baseline	Target	Data Source	Data Disaggregation	Frequency
Publish quarterly reports of prison data	Frequency of publication (# of reports published per quarter)	Output	0	1 bulletin published every quarter	Program monitoring and reports		Quarterly
Publish penal code reform study	Quality <sup>+</sup> of the study	Outcome	0%	70% of surveyed dissemination participants rate study quality as "high"	Survey of study dissemination participants		Following dissemination meetings
	No. of study copies disseminated	Output	0 copies	500 copies distributed	Program monitoring and reports		Quarterly
Hold study dissemination meetings on penal code reform	Number of public advocacy campaigns on human rights	Output	0 meetings held	10 dissemination meetings held	Program monitoring and reports	By municipality	Quarterly
	Number of USG-assisted CSOs that engage in advocacy and watchdog functions*	Output	0 CSOs	30 CSOs	Program monitoring and reports	By municipality	Quarterly
	Level of understanding about effective use of bail	Outcome	0%	70% of participants view the effective use of bail more favorably	Pre- and post-test surveys of participants		Following dissemination meetings
	Bill presented to Parliament with study recommendations	Outcome	0 bill	1 bill presented	Proposed bill		Final evaluation
Convene alternative sentencing conference	No. of final reports distributed	Output	0 copies	100 copies	Program monitoring and reports		Quarterly
	Use of final report in drafting of bill	Outcome	0 recommendations	3 recommendations from report included in proposed bill	Proposed bill		Final evaluation