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| **SCORE ME: Self-assessment of Capacity in Organization’s Response to M&E** |
| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check √** | **Evidence Available?****Specify** |
| **A** | **Strategic Planning in Support of M&E Activities** |
| 1. Organizational Unit (“Unit”) has a***Strategic Plan*** that is current or in development with M&E components |  |  |
| **For the Current *Strategic Plan* or the One in Development****containing a M&E Component:** |  |  |
| 2. Unit’s *leadership* (including Unit’s Board) participated, with its collaboration and approval documented |  |  |
| 3. Unit’s *management* participated, with its collaboration and approval documented |  |  |
| 4. Unit’s *staff members* — in sufficient number and diversity —participated and their collaboration is documented |  |  |
| 5. Unit’s *stakeholders* — in sufficient number and diversity —participated and their collaboration is documented |  |  |
| **For the current *Strategic Plan* with a M&E Component:** |  |  |
| 6. Unit’s staff at all levels can cite the main objectives and outcomes listed in the ***Strategic Plan*** |  |  |
| 7. Unit’s annual Implementation (Operational) Plans have M&E-related elements that can be mapped directly to elements of the ***Strategic Plan*** |  |  |
| 8. Unit’s ***Annual Budget*** has line items that can be mapped to M&E-related elements of the ***Strategic Plan*** |  |  |
| **Total Number of Check Marks √** |  | **0 or 1** | **2 or 3** | **4 or 5** | **6 or 7** | **8** |
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| **SCORE ME: Self-assessment of Capacity in Organization’s Response to M&E** |

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| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check√** | **Evidence Available?****Specify** |
| **B** | **Budgets, Financial Processes and Systems in Support of M&E Activities** |
| 1. Unit has ***Annual Budget*** with allocations mapped directly to all activities planned to support M&E activities for that fiscal year
 |  |  |
| **For the Current *Annual Budget* that Supports M&E Activities:** |  |  |
| 2. Unit’s *leadership* participated, with collaboration and approval documented |  |  |
| 3. Unit’s *management* participated, with collaboration and approval documented |  |  |
| 4. Unit’s *staff members* — in sufficient number and diversity —participated and their collaboration is documented |  |  |
| **Unit has Written Policies/Procedures and Documented Evidence for****M&E Activities as it Relates to:** |  |  |
| 5. Unit’s management of budgets and expenditures |  |  |
| 6. Unit’s management of cash flow and spending rates |  |  |
| 7. Unit’s adherence to national standards of accounting practice |  |  |
| 8. Unit’s annual contracting of independent, external parties for financial audits |  |  |
| 9. Unit’s responsiveness to findings of sub-standard practices that had been noted in financial audits |  |  |
| 10. Unit’s efforts in remaining informed of all local, national, and donor-related regulations and requirements related to fiscal matters |  |  |
| 11. Unit’s budget allocations to support completion of planned work activities, as per ***Implementation Plans*** |  |  |
| 12. Unit’s budget allocations to support reporting of work-related data and results, as per ***Implementation Plans*** |  |  |
| **Total Number of Check Marks √** |  | **3 or fewer** | **4 or 5** | **6 or 7** | **8 or 9** | **10 or more** |
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| **SCORE ME: Self-assessment of Capacity in Organization’s Response to M&E** |
| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check √** | **Evidence Available?****Specify** |
| **C** | **Implementation Plan and Implementation Processes and Systems in Support of M&E Activities** |
| 1. Unit has annual ***Implementation Plan*** that is current or in development for all M&E-related activities included in the M&E Plan
 |  |  |
| 1. Unit’s ***Implementation Plan*** and ***Annual Budget*** are revised concur-rently through formalized policy and procedures, as conditions change with M&E work implementation and with revenue and expenditures
 |  |  |
| **For the current *Implementation Plan* or the one in Development that Supports M&E Activities and the accompanying *M&E Plan*:** |  |  |
| 3. Unit’s *management* participated and its collaboration is documented |  |  |
| 4. Unit’s *staff members* — in sufficient number and diversity — participated and their collaboration is documented |  |  |
| 5. Unit’s *staff members* can cite objectives and planned activities |  |  |
| 6. Unit’s *staff members* understand their roles in fulfilling objectives |  |  |
| **Unit has Written Policies/Procedures and Documented Evidence for M&E Activities as it Relates to:** |  |  |
| 7. Unit’s review of completed work and achieved results on a quarterly or more frequent basis |  |  |
| 8. Unit’s responsiveness in taking corrective action when planned work remains incomplete work or intended results are unachieved |  |  |
| 9. Unit’s responsiveness in reporting work-related problems to relevant Unit staff, management, leadership, and Unit funders for resolution |  |  |
| 10. Unit’s annual review and revision of technical procedure manuals |  |  |
| 11. Unit’s annual review and revision of operational protocols |  |  |
| 12. Unit’s effective management of Unit’s payroll and staff hours |  |  |
| **Total Number of Check Marks √** |  | **3 or fewer** | **4 or 5** | **6 or 7** | **8 or 9** | **10 or more** |
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| **SCORE ME: Self-assessment of Capacity in Organization’s Response to M&E** |
| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check √** | **Evidence Available?****Specify** |
| **D** | **Processes and Systems for Documenting and Reporting on Work Activities and Results in Support of Monitoring Oversight** |
| **Unit has written policies/procedures and documented evidence for** **monitoring** **on a quarterly or more frequent basis:** |  |  |
| 1. Work inputs
 |  |  |
| 1. Work activities
 |  |  |
| 1. Work processes
 |  |  |
| 1. Work outputs
 |  |  |
| **Unit has written policies/procedures and documented evidence for** **responsiveness to ensuring:** |  |  |
| 1. Collection of all required work data
 |  |  |
| 1. Timely collection and transmission of all work data
 |  |  |
| 1. Accuracy of all required work data
 |  |  |
| 1. Required analysis of all work data
 |  |  |
| **Unit has written policies/procedures and documented evidence for regularly reporting of relevant work data analysis to:** |  |  |
| 1. Unit’s leadership/Board
 |  |  |
| 1. Unit’s management
 |  |  |
| 1. Unit’s funders and supporters
 |  |  |
| 1. Unit’s target population representatives
 |  |  |
| **Unit has written policies/procedures and documented evidence for regular review and use of work data findings by:** |  |  |
| 1. Unit’s leadership/Board
 |  |  |
| 1. Unit’s management
 |  |  |
| **Total Number of Check Marks √** |  | **4 or fewer** | **5 or 6** | **7 or 8** | **9 or 10 or 11** | **12 or more** |
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| **SCORE ME: Self-assessment of Capacity in Organization’s Response to M&E** |
| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check √** | **Evidence Available?****Specify** |
| **E** | **Processes and Systems for Documenting and Reporting on Work Activities and Results in Support of Evaluation Assessment** |
| **Unit has written policies/procedures and documented evidence for having evaluated for work effectiveness and efficiency projections that had been set in *Annual Budgets*** **and *Implementation Plans*:** |  |  |
| 1. Budgeting and deploying inputs
 |  |  |
| 1. Undertaking work processes
 |  |  |
| 1. Completing planned activities
 |  |  |
| 1. Generating projected outputs
 |  |  |
| 1. Meeting pre-set objectives
 |  |  |
| 1. Achieving desired outcomes
 |  |  |
| 1. Contributing to desired impact
 |  |  |
| **Unit has documented evidence for allocation of budget and****other resources for:** |  |  |
| 1. Collection of all required work data and information
 |  |  |
| 1. Quality assessment of work data
 |  |  |
| 1. Quality assessment of work performance
 |  |  |
| 1. Analysis of work data
 |  |  |
| 1. Reporting on work data to concerned stakeholders
 |  |  |
| 1. Using the findings from reports for the improvement of planning and implementation
 |  |  |
| 1. Conducting research on ways to promote work effectiveness and efficiency
 |  |  |
| **Total Number of Check Marks √** |  | **4 or fewer** | **5 or 6** | **7 or 8** | **9 or 10 or 11** | **12 or more** |
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| **Elements of Capacity Building / Organizational Development Performance in M&E by Organization / Unit** | **Condition Met?****If “Yes”, Check √** | **Evidence Available?****Specify** |
| **F** | **Monitoring and Evaluating of Facility Maintenance and Physical Assets Management** |
| **Unit has written policies/procedures and documented evidence for** **maintaining** **work facilities that are:** |  |  |
| 1. Safe and secure
 |  |  |
| 1. Well-functioning
 |  |  |
| 1. Clean and orderly
 |  |  |
| 1. Pleasant and user-friendly
 |  |  |
| **Unit has written policies/procedures and documented evidence for** **properly maintaining at work facilities:** |  |  |
| 1. Furnishings and office supplies
 |  |  |
| 1. Information technology equipment and related supplies
 |  |  |
| 1. Inventory stocks of medicines, medical supplies and equipment
 |  |  |
| 1. Vehicles and inventory stock of vehicle supplies
 |  |  |
| **Unit has adequate resources for properly maintaining work facilities, as corroborated by inspections and/or interviews on site, that are:** |  |  |
| 1. Safe and secure
 |  |  |
| 1. Well-functioning
 |  |  |
| 1. Clean and orderly
 |  |  |
| 1. Pleasant and user-friendly
 |  |  |
| **Unit has adequate resources for properly maintaining work facilities, as corroborated by inspections and/or interviews on site, concerning:** |  |  |
| 1. Furnishings and office supplies
 |  |  |
| 1. Information technology equipment and related supplies
 |  |  |
| 1. Inventory stocks of medicines and medical supplies
 |  |  |
| 1. Vehicles and inventory stock of vehicle supplies
 |  |  |
| **Total Number of Check Marks √** |  | **5 or fewer** | **6 or 7** | **8 or 9** | **10, 11 or 12** | **13 or more** |
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| **G** | **Staff Management and Development in Support of M&E Activities** |
| **Unit has written policies/procedures and documented evidence for initiatives to support the staffing of M&E positions through:** |  |  |
| 1. Periodic review of organizational needs in M&E
 |  |  |
| 1. Competency assessments of current and prospective M&E staff
 |  |  |
| 1. Periodic updating of job descriptions for staff positions in M&E
 |  |  |
| 1. Open and fair recruitment of staff to fill positions in M&E
 |  |  |
| 1. Orientation of new staff hired to fill positions in M&E
 |  |  |
| 1. Provision of policy and benefits manual to each new M&E staff member
 |  |  |
| 1. Annual performance assessment of individual M&E staff members that are based on job descriptions of position
 |  |  |
| 1. Annual performance assessment of individual M&E staff members that are based on pre-set objectives for professional growth
 |  |  |
| 1. Promotion of preferred practices in M&E staff supervision / management
 |  |  |
| 1. Professional development and advancement of M&E staff members
 |  |  |
| 1. Promotion of opportunities for M&E staff to work on cross-functional teams
 |  |  |
| 1. Promotion of opportunities for staff to engage at least once monthly in work-related discussions
 |  |  |
| 1. Retention of productive M&E staff members
 |  |  |
| 1. Management of M&E staff transitions that minimize duration of position vacancies
 |  |  |
| **Unit has documented evidence:** |  |  |
| 1. M&E staff familiarity with organizational mission and values
 |  |  |
| **Total Number of Check Marks √** |  | **3 or fewer** | **4 or 5 or 6** | **7 or 8 or 9** | **10, 11 or 12** | **13 or more** |
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| **H** | **Processes for Continuous Quality Improvement in Support of M&E Activities** |
| **Unit has written policies/procedures and documented evidence for ongoing efforts to improve its processes with regard to:** |  |  |
| 1. Strategic planning
 |  |  |
| 1. Annual implementation planning
 |  |  |
| 1. Budgeting
 |  |  |
| 1. Resource and staff deployment
 |  |  |
| 1. Management of staff attrition
 |  |  |
| 1. Maintenance of work facilities
 |  |  |
| 1. Maintenance and inventory control of work equipment
 |  |  |
| 1. Data collection
 |  |  |
| 1. Data quality assessment
 |  |  |
| 1. Data analysis
 |  |  |
| 1. Work activity and results reporting
 |  |  |
| 1. Achievement of work results as planned
 |  |  |
| 1. Implementation of remedial action when achieved results are sub-par
 |  |  |
| 1. Presentation of findings at national/international forums or through publications
 |  |  |
| 1. Securing expanded or new revenue streams
 |  |  |
| 1. Identifying organizational risks, threats, and opportunities relevant to strategic planning and organization’s administrative and work operations
 |  |  |
| 1. Identifying new approaches and considerations relevant to planning, implementation, and/or reporting on organization’s work
 |  |  |
| **Total Number of Check Marks √** |  | **5 or fewer** | **6 or 7 or 8** | **9 or 10 or 11** | **12 or 13 or 14** | **15 or more** |
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