

Background

As described in the DRL Monitoring and Evaluation Primer, a monitoring and evaluation plan (M&E plan) is a systematic and objective approach or process for monitoring project performance toward its objectives over time. In general, DRL prefers M&E plans with 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 DRL grantee must follow (e.g., each objective does not need to have 4 indicators with 2 of those indicators being outcome-focused). DRL wants to afford grantees the flexibility to design an M&E plan that is customized to the specifics of the program. DRL recognizes that sometimes it may be difficult for grantees to design truly results-oriented M&E plans, but we encourage grantees 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. Grantees can describe how program impact will be assessed qualitatively at the end of the M&E plan. DRL encourages grantees 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 one example of how the monitoring and evaluation plan can look.

Program Description

Free Democrastan Institute (FDI) 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 two strategic objectives: (1) to increase capacity of judicial police units, magistrates and court and prison clerks to protect the rights of detainees and prisoners and (2) to ensure that target communities, especially detainees and prisoners, are better informed about their legal rights. 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 implementing a public awareness campaign to mobilize and sensitize communities on the rights of prisoners and detainees as well as develop and implement an effective prison monitoring system.

DRL SAMPLE MONITORING AND EVALUATION PLAN

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

Activity	Indicator	Output/Outcome	Baseline	Target/Benchmark	Data Source	Data Disaggregation	Frequency
Intermediate Results 1: The judicial sector is better equip to protect the rights of detainees and prisoners.							
	Ability of overall judicial sector personnel to show due process and protection of the rights of detainees and prisoners.	Outcome	Baseline from needs assessment	FY13: 25% increase above the baseline in judicial sector's ability to protect the rights of detainees and prisoners. FY14: 35% increase above the baseline in judicial sector's ability to protect the rights of detainees and prisoners.	Pre/post-program survey, focus groups and interviews with judicial police units, magistrates, court and prison clerks	By sex, type of judicial sector, and region	Bi-annual and final evaluation
	Detainees and prisoners' level of confidence about the justice system effectively protecting their rights during their detention.	Outcome	Baseline from needs assessment	FY13: 15% increase above the baseline in detainee and prisoners' overall confidence level with the judicial system FY14: 25% increase above the baseline in detainee and prisoners' overall confidence level with the judicial system	Pre/post-program survey, focus groups and interviews with detainees and prisoners	By sex and region	Bi-annual and final evaluation
Conduct training sessions for judicial police unit and magistrates on the rights of detainees and prisoners	Number of Judges and judicial personnel Trained with USG Assistance*	Output	0	FY13: 50 police and 10 magistrates trained (15 women) FY14: 50 police units and 30 magistrates (20 women) Cumulative: 100 police units and 40 magistrated trained (35 women)	Program monitoring and reports	By sex and region	Following training event
	Percentage of unlawful detentions made	Outcome	Baseline from needs assessment	FY13: 10% decrease in unlawful detentions from baseline FY14: 20% decrease from baseline	Interviews with participants	By region	Final evaluation

DRL SAMPLE MONITORING AND EVALUATION PLAN

	Number of bail requests granted	Outcome	Baseline from needs assessment	FY13: At least 30% increase in bail request grants that are above the baseline FY14: At least 50% increase in bail request grants that are above the 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	FY13: 20 clerks (8 women) trained FY14: 20 (same 20 clerks receives training in FY14) Cumulative: 20 clerks (8 women) trained	Program monitoring and reports	By sex and institution	Quarterly
	Number of USG-assisted courts with improved case management systems*	Output	0	FY13: 0 FY14: 6 courts Cumulative: 6 courts	Program monitoring and reports	By region	Quarterly
	Participants data entry skills	Outcome	Baseline from pre-test survey	FY13: Overall, participants show 60% improvement in data entry skills over the baseline FY14: N/A	Pre- and post-test surveys of participants	By institution	Following training event
	Level of knowledge on data management	Outcome	Baseline from pre-test survey	FY13: Overall, participants show 30% knowledge increase on data management above the baseline FY14: N/A	Pre- and post-test surveys of participants		Following training event
	Percentage of files available to public upon demand	Outcome	Baseline from needs assessment	FY13: 25% increase above baseline FY14: 40% increase above baseline	Interviews from detainees, court clients and court staff		Bi-annual and in final evaluation

DRL SAMPLE MONITORING AND EVALUATION PLAN

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/Benchmark	Data Source	Data Disaggregation	Frequency
Intermediate Results 2.1: Detainees and prisoners know their legal rights.							
	Level of knowledge from the prisoners and detainees about their rights.	Outcome	Baseline from needs assessment	FY13: NA FY14: 50% increase above the baseline in the prisoners and detainees' knowledge on their rights.	Focus groups and interviews with prisoners and detainees	By sex and region	Project beginning and final evaluation
	Ability of prisoners and detainees to advocate for their rights when detained.	Outcome	Baseline from needs assessment	FY13: NA FY14: 40% increase above the baseline in the prisoners and detainees' ability to advocate for their rights when detained.	Focus groups and interviews with prisoners and detainees	By sex and region	Project beginning and final evaluation
Intermediate Results 2.2: The general public are more knowledgeable about the legal rights of detainees and prisoners.							
	Level of knowledge from the public about the rights of detainees and prisoners.	Outcome	Baseline from needs assessment	FY13: NA FY14: 35% increase above the baseline in the public's knowledge on the rights of detainees and prisoners.	Public opinion survey at the beginning and the end of the project	By sex and region	Project beginning and final evaluation
Conduct training sessions for mayors and municipal council members on the rights of detainees and prisoners	Percentage of municipalities represented	Output	0%	FY13: NA FY14: At least 95% of municipalities represented	Program monitoring and reports	By municipality	Quarterly
	Number of participants trained in the rights of detainees and prisoners	Output	0	FY13: NA FY14: 50 participants trained (20 women) Cumulative: 50 participants (20 women)	Program monitoring and reports	By sex and municipality	Following training event
	Knowledge of participants on legal rights issues	Outcome	Baseline from pre-test survey	FY13: N/A FY14: Overall, participants show 50% increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event

DRL SAMPLE MONITORING AND EVALUATION PLAN

	No. of awareness initiatives implemented successfully	Outcome	0 initiatives	FY13: 2 successful initiatives implemented FY14: 4 successful initiative implemented Cumulative: 6	Interviews with participating mayors and council members	By municipality	Final evaluation
Convene awareness strategic planning meeting	Quality of strategic plan developed	Outcome	0%	FY13: NA FY14: 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 at the provincial level	Outcome	0	FY13: NA FY14: 45% of recommendations in the process of being implemented	Interviews with mayors, council members, and community members		Final evaluation
Train prison volunteers in criminal procedure	Number of prison volunteers trained in criminal procedures	Output	0	FY13: 60 participants trained (25 women) FY14: 80 participants trained (35 women) Cumulative: 140 participants (60 women)	Program monitoring and reports	By sex and municipality	Following training event
	Participants' knowledge on criminal procedures	Outcome	Baseline from pre-test survey	FY13: Overall, participants show 50% increase in knowledge from the baseline FY14: Overall, participants show 50 increase in knowledge from the baseline	Pre- and post-test surveys of participants		Following training event
	Ability to protect detainees	Outcome	0%	FY13: NA FY14: 65% of participants use training to provide helpful information to detainees	Interviews with participants and detainees		Final Evaluation

* Denotes a Governing Justly and Democratically (GJD) Standard Indicator.