



Monitoring and Evaluation Plan

(to be completed by successful applicants)

Much of the information you require to set up your Monitoring and Evaluation (M&E) Plan is available in your Grant Application. If you require any assistance please contact the Uniting Foundation Manager, Malcolm Wilson on 8236 4206 or email grants@sa.uca.org.au.

Grant Reference Number	
Project Title	
Name of Organisation	
Contact Person	
Contact Number	

This form is designed to help you develop an M&E Plan for your project. Your M&E Plan is the major tool to help you achieve the outcomes of your project and it also aids in implementing an adaptive management approach. Monitoring your program means checking that it is reaching its expected level of performance (as defined by your objectives and expected outputs) over time. This plan will also help you assess any risks that may have an impact on you meeting your objectives and think about how you could mitigate the risks. This template also asks you to plan how you are going to communicate with your stakeholders and the wider public. Communicating about projects or elements of projects is often poorly done and this can often represent a missed opportunity to get others involved with your project.

The M&E Plan will not only assist you in planning your project but it will help you to demonstrate how successful your project is. You will put a large amount of effort and time into planning and delivering your project so it is important for you to know what worked [and why], and what did not work and how to adapt your strategies to ensure you have a successful result.

When you monitor and evaluate your project, you can learn from your experiences and adjust your project accordingly. Evaluation provides a feedback mechanism for continuous improvement of your effort. It should contribute to decision-making at every stage of the project and it should encourage you to reflect on your outcomes so that you can consider future actions.

Evaluation is the systematic process of collecting credible data and using it to make judgements about the worth of a product, service or process at any point in a projects life cycle. Ideally, evaluation starts from the moment you design your project and runs through to the completion of the project.

Knowing that your program has made a difference is crucial for everyone who is conducting the project with you and it encourages continual improvement.

Some of the information requested in the M&E Plan has already been provided in the Grant Application. Therefore it is advised that you refer to your Grant Application before completing this plan.

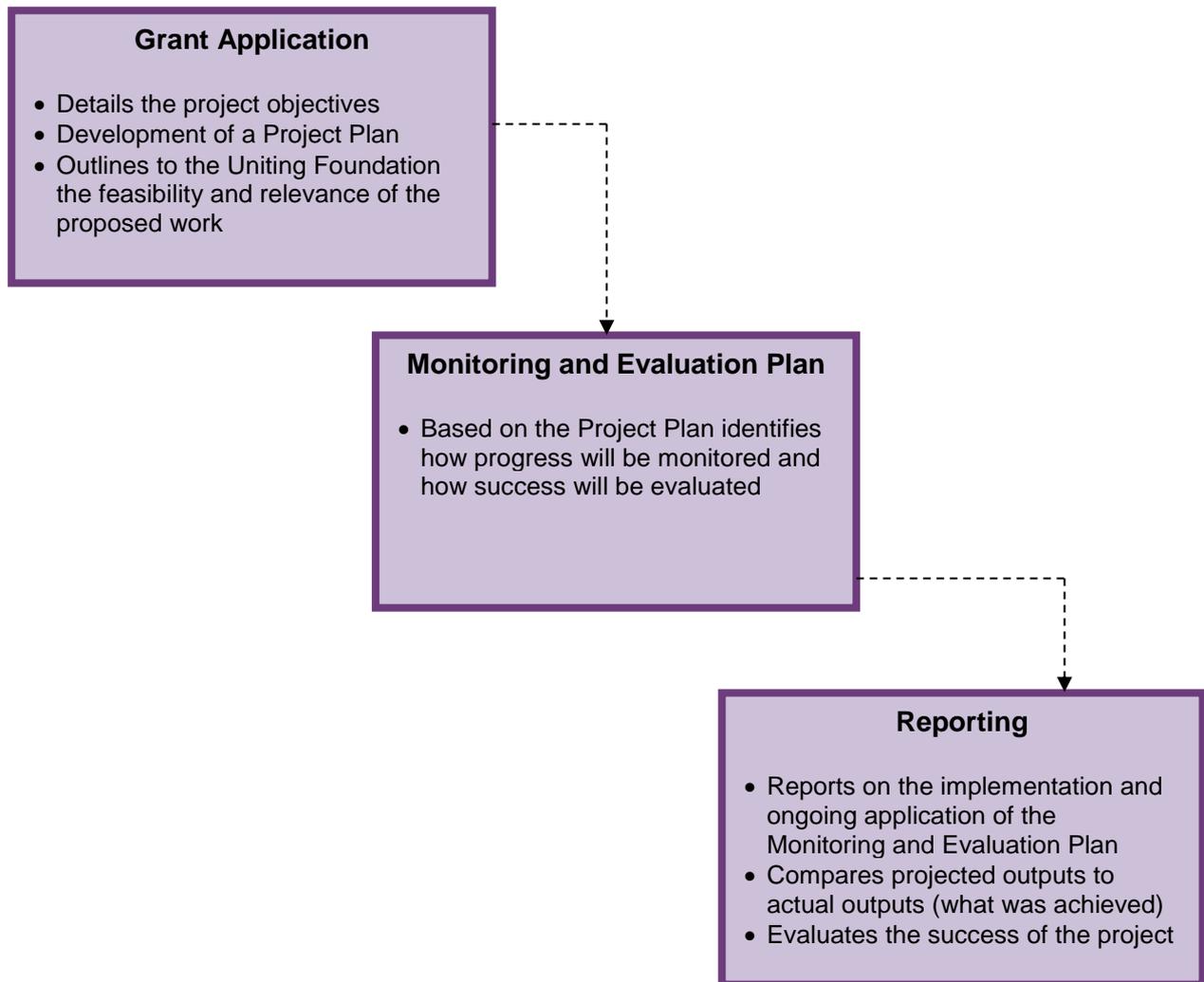


Figure 1: Linking the Grant Application, M&E Plan and Reporting.

If at any stage assistance is required please contact the Uniting Foundation.

Please list your project objectives as provided in your Grant Application. However, you may wish to revise these objectives to remove ambiguity and/or overlap. Generally your project should have a maximum of 5-6 objectives. The objectives should clearly identify what the program is intending to achieve in a measurable form.

1.	
2.	
3.	
4.	
5.	
6.	

1. STAKEHOLDER RELATIONSHIPS

Stakeholders can be defined as those who are interested in, concerned about, affected by, have a vested interest in, or are involved in some way with, the project. Because of their involvement and ownership of the issue many stakeholders will have knowledge, networks and resources which can add significant value to the project. This section requires you to identify your project stakeholders and their interest.

Please list your project stakeholders including the project team, consultants, volunteers and any other individuals/organisations involved in the project.

Organisation or Group	Interest or Views

2. PROJECT PLAN

Please use one table for each of your objectives as indicated above.

Information from these tables will be used when you are reporting on your project. The M&E Plan will be a major component of progress and final reports.

If you require additional rows for activities and/or project measures in the tables below, please use the 'Table' tab from the Microsoft Word menu to insert additional rows. If you require assistance please contact Malcolm Wilson, Manager Uniting Foundation: grants@sa.uca.org.au.

Please see the glossary at the end of the document for explanations for each of the headings in the following tables.

OBJECTIVE						
Activity *	Projected Outcomes *	How will progress be measured *	When will progress be measured *	What tools/ resources are required to measure progress *	Who is responsible for measuring progress *	Activity completion date(s) *

How are you going to collect baseline data?

Baseline data refers to the information collected before the project commences. Baseline data provides information on the current condition, it is used to provide a comparison between the condition before the project commences and the condition as a result of the work undertaken by your project.

What would success look like if you achieve this objective?

It is important to consider what the overall success (expected outcomes) of this objective would look like and how you know that you have reached it.

3. RISK MANAGEMENT

Risk management is the identification, assessment and prioritisation of risks that may impact on the successful delivery of the project. Although some risks have the potential to have a positive influence, the majority of risks create a degree of uncertainty and can impact on the ability to meet the projects objectives. Here you go a step further and assess the degree of risk posed on your objectives. This process requires you to identify risks, determine the 'likelihood' of those risks occurring, determine the 'impact' if those risks occurred and identify actions/treatments to mitigate the risk.

When completing this section it is important to consider each of your objectives and more specifically their associated activities that have been identified in the Project Plan.

The likelihood scale uses 'very likely', 'likely' or 'unlikely' to determine the probability of a risk occurring. A description of the likelihood scale is provided in the following table:

Likelihood scale	
Very likely	Almost certain, it will probably occur several times a year
Likely	High probability, it will happen once a year
Unlikely	Unlikely, but not impossible

The impact scale uses 'major', 'moderate' or 'minor' to determine the consequences if a risk occurred. A description of the impact scale is provided in the following table:

Impact scale	
Major	Huge consequences
Moderate	Moderate level consequences
Minor	Minor or negligible consequences of effects

Risk evaluation combines the likelihood together with the level of impact to evaluate the potential severity of risk. Risk evaluation is categorised by extreme, high, medium and low. For example if a risk was determined as 'likely' under the likelihood scale and 'moderate' on the impact scale then the risk would be evaluated as medium.

RISK EVALUATION SCALE				
↑ LIKELIHOOD	Very likely	Medium	High	Extreme
	Likely	Low	Medium	High
	Unlikely	Low	Low	Medium
		Minor	Moderate	Major
		IMPACT →		

The last step in the risk assessment process is to identify treatments/actions based on the risk evaluation. The treatment/action should reflect the level of risk. Obviously the higher the risk evaluation the more priority should be given to ensuring the risk is mitigated.

Please use the table below to outline your communication strategy.

Target audience	Target message	Communication method	Evaluation method to determine effectiveness	Proposed date of release

5. EVALUATION

The final step in developing your M&E Plan is to consider how you will periodically evaluate your project. Project evaluation requires you to critically analyse your activities and outputs and determine the extent to which your objectives are being met or have been met during the project and at project completion. The Foundation has developed a number of key evaluation questions that relate to all projects and should be used to evaluate your project (please see below). Also, the Foundation encourages you to develop additional key evaluation questions which specifically relate to your project. You will be required to reflect on your key evaluation questions in your progress and final reports to the Trust. Here are some other examples you may use:

- To what extent did you achieve your objectives?
- How effectively and efficiently did you achieve your objectives?
- Will the project's outcomes continue once the project has been completed?
- If your outcomes are different to those planned, what impacted on the results? What of those were within your control? What of those were outside your influence?
- What would you do differently?
- Was the project cost effective?
- Did you make the best use of available resources?
- Did the methods chosen to implement the project ensure success?
- Did the right people attend training or know about the project?
- Who did not get involved in the project and why?
- Did you identify all of the risks and were they appropriately managed?
- Did you communicate with all appropriate stakeholders? Was the communication fit for purpose?

How do you intend to periodically evaluate your project? Please use the key evaluation questions below and develop your own that relate to your specific project.

1.	To what extent are the objectives being achieved?
2.	Is/was the project being delivered within budget?
3.	Are the methods/activities chosen appropriate?
4.	What can we do differently?
5.	
6.	
7.	
8.	
9.	
10.	

6. SUSTAINABILITY OF THE PROJECT

It is important and a highly valued aspect of grant funding that projects develop sufficiently to enable sustainability beyond the specified period of the grant. This requires, in addition to ongoing monitoring and evaluation, specific planning to ensure that sustainability is achieved.

In the space provided list your plans / actions to be implemented to provide project sustainability.

Plan/ action	Time line for implementation	Indicators of plan or action	Level of outcome

Glossary

Objectives	Objectives define what is going to be done to achieve the overall aim of the project. These are more specific than aims. They are clear, realistic and measurable intended results of a project.
Activities	Are significant steps or actions that are needed to produce the identified projected outputs. They relate to dates by which specific actions will be achieved. They map out the key steps for the project and set dates for ensuring the programs objectives are met.
Projected outcomes	The specific impacts and differences you anticipate your project to achieve.
Outcomes	The outcome is the actual change in the environment or behaviour as a result of the project activities. What you expect to achieve.
How will progress be measured	The methods used to monitor progress of an activity. For example; a survey to measure increase in awareness and understanding. Monitoring techniques should adhere to best practices and/or proven methods, where possible.
When will progress be measured	Identifies when monitoring will be undertaken. Monitoring may occur more than once for a particular activity e.g. monthly, quarterly etc.
What tools/ resources are required	Tools/resources that are required to monitor progress of an activity. Tools/resources must be sufficient and relevant to the monitoring techniques. For example; a developed questionnaire may be required to conduct a survey.
Who is responsible for measuring	The person responsible for undertaking monitoring. Identify the person with the skill and experience to be responsible for monitoring the activity.
Activity completion date	The realistic and achievable date by which an activity is expected to be completed.