

8. PROGRAM MANAGEMENT

The objective of this section is to assess the network organization's ability to implement projects or programs that meet member needs and/or advance the objectives of the organization; and the extent to which standards are used and programs are monitored and evaluated for performance.

► Sub-Sections under PROGRAM MANAGEMENT

8.1 Project Implementation

8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)

► Resources you may wish to refer to in this section:

- Project agreements, project designs / plans;
- M&E plans;
- Annual plans, work plans; and
- MOUs with partner organizations.

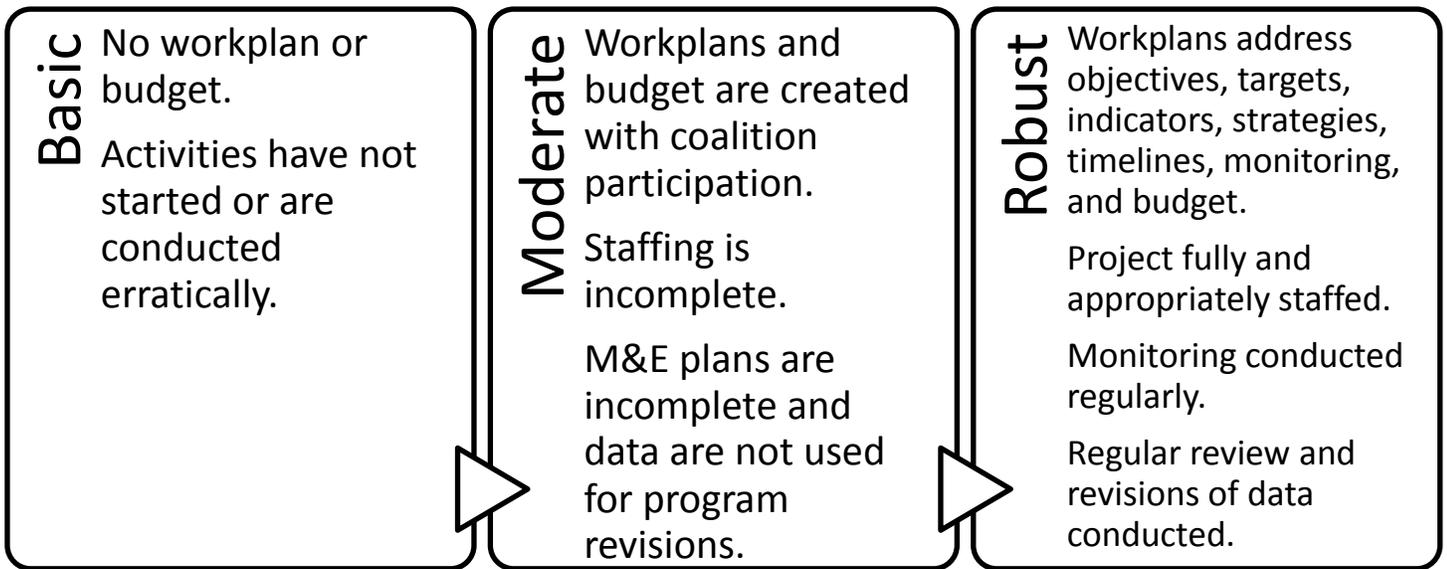
8.1 Project Implementation

Importance: Creating a detailed plan with objectives, targets, indicators, activities, and a timeline as well as appropriate staffing, budgeting, and continual monitoring makes it easier to implement, monitor, and revise projects.

➤ **Discuss some or all of the following questions:**

- What kind of projects does the HFC coalition/network implement?
- Is there a budgeted work plan for key project activities? Was it developed in consultation with HFC coalition members?
- Are activities taking place according to the work plan timeline?
- Are there people (staff/volunteers) in place with the required skills to implement the activities?
- Is there a monitoring plan? Are the data reviewed regularly?
- Are revisions to the project made based on the data?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

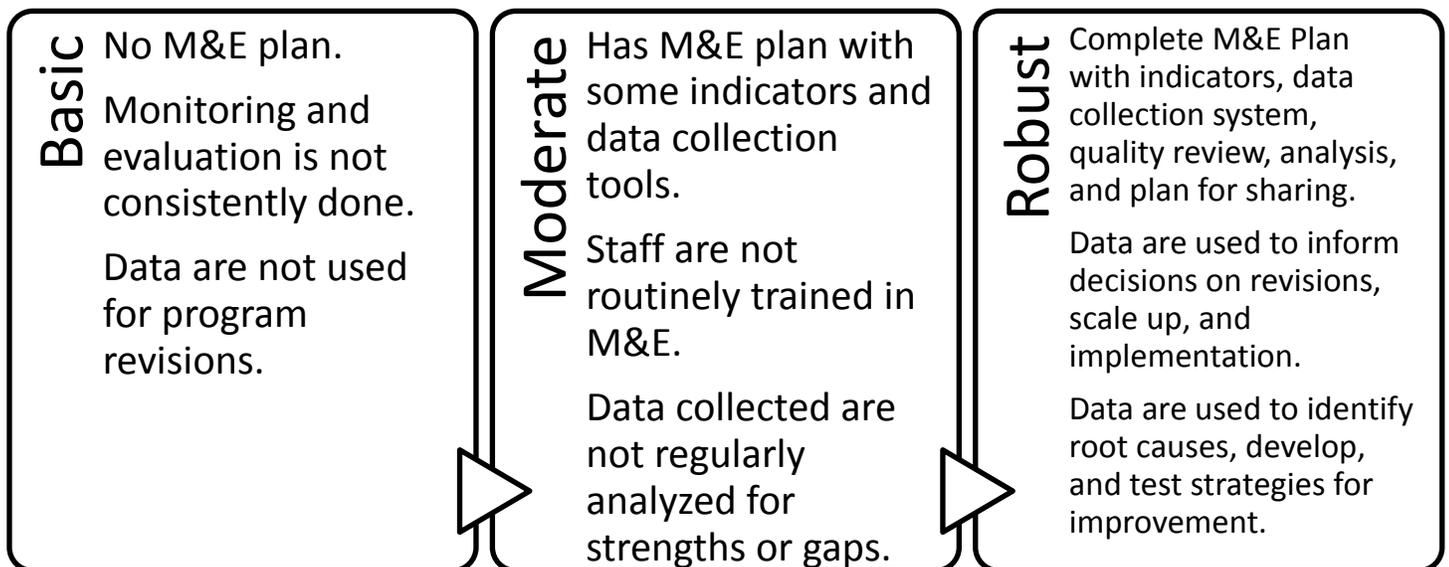
8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)

Importance: Collecting, analyzing, and reviewing data on project activities helps a HFC coalition identify strengths and gaps and determine whether it is achieving targets. Setting up a quality assurance process helps to design and test strategies for improvement and for achieving performance standards.

➤ **Discuss some or all of the following questions:**

- Is there an M&E plan? Does it include output and outcome indicators, data collection tools, quality review, and plans for sharing and using data?
- Is M&E training provided to relevant staff including providers, data collectors, and supervisors?
- Are M&E data routinely collected, analyzed and discussed with coalition members, management, staff, stakeholders, and the community?
- Is the data used to improve performance? Is the data used to identify quality challenges and root causes?
- Does the coalition develop plans to address the challenges, test results, and implement effective practices?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

Helpful Resources: Program Management

- The Community Food Security Coalition provides various tools for planning and evaluation of community food projects. They are full of concepts, specific examples and worksheets.
 - [Community Food Project Evaluation Handbook](#)
 - [Community Food Project Evaluation Toolkit](#)
 - [Whole Measures for Community Food Systems](#)
 - [Whole Measures for Community Food Systems: Stories from the Field](#)
- Community Tool Box offers a variety of tools for designing program evaluations.
 - [Toolkit: Evaluating the Initiative](#)
 - [Evaluating Comprehensive Community Initiatives](#)
 - [A Framework for Program Evaluation: A Gateway to Tools](#)