# 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](https://nesfp.org/sites/default/files/uploads/cfp_evaluation_handbook.pdf)
  + [Community Food Project Evaluation Toolkit](https://nesfp.org/sites/default/files/uploads/cfp_evaluation_toolkit.pdf)
  + [Whole Measures for Community Food Systems](https://nesfp.org/sites/default/files/uploads/wholemeasurescfs.pdf)
  + [Whole Measures for Community Food Systems: Stories from the Field](http://nesfp.org/sites/default/files/uploads/wholemeasuresstories_copy_2.pdf)
* Community Tool Box offers a variety of tools for designing program evaluations.
  + [Toolkit: Evaluating the Initiative](https://ctb.ku.edu/en/evaluating-initiative)
  + [Evaluating Comprehensive Community Initiatives](https://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/evaluation-model/main)
  + [A Framework for Program Evaluation: A Gateway to Tools](https://ctb.ku.edu/en/table-of-contents/evaluate/evaluation/framework-for-evaluation/main)