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
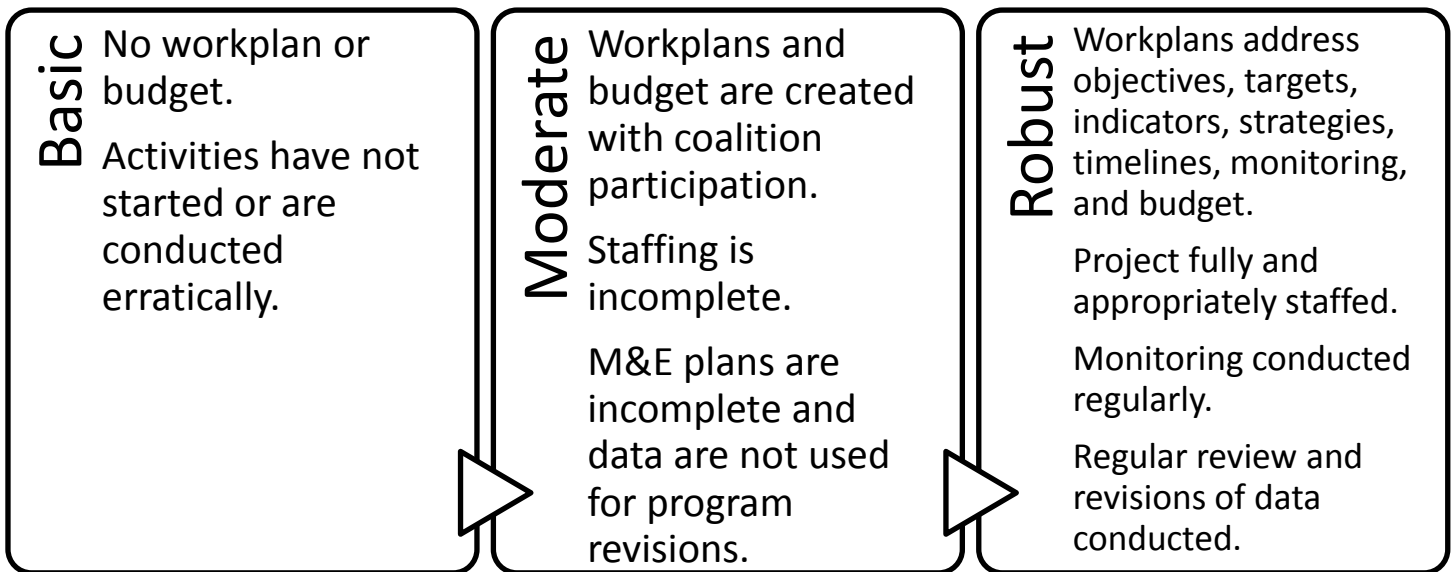- MOUs with partner organizations.

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?**

Basic	**Moderate**	**Robust**
No workplan or budget. Activities have not started or are conducted erratically.	Workplans and budget are created with coalition participation. Staffing is incomplete. M&E plans are incomplete and data are not used for program revisions.	Workplans address objectives, targets, indicators, strategies, timelines, monitoring, and budget. Project fully and appropriately staffed. Monitoring conducted regularly. Regular review and revisions of data conducted.

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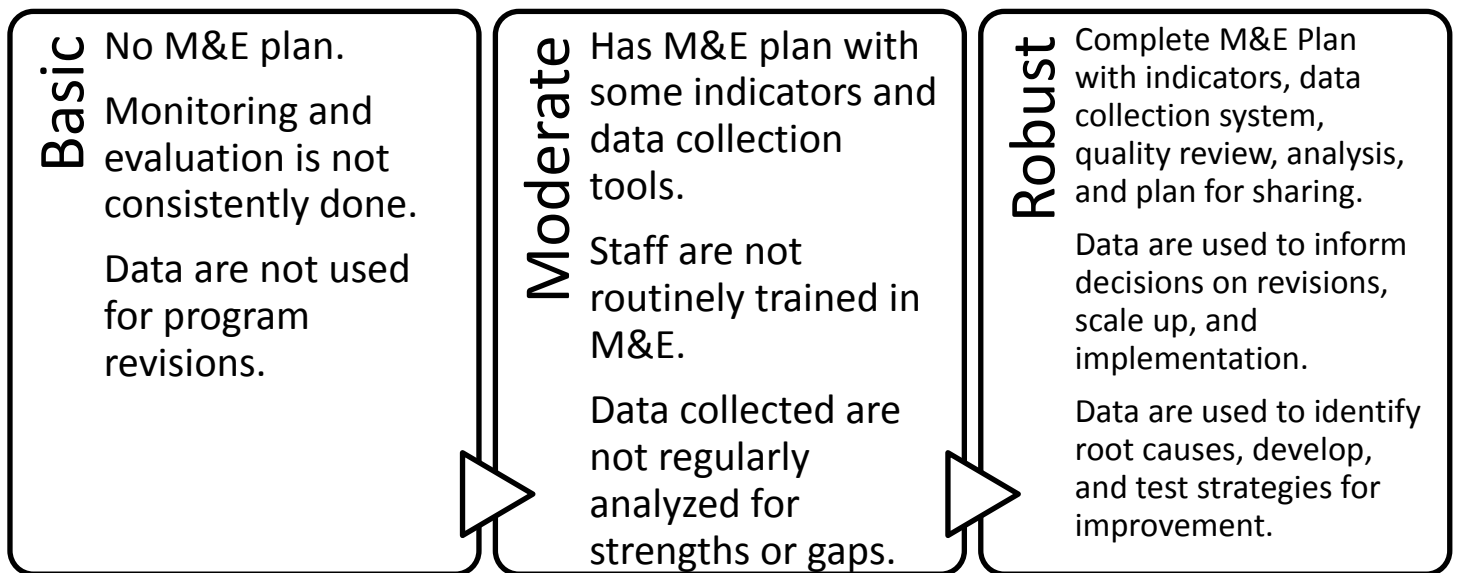
8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)

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?**

Basic	**Moderate**	**Robust**
No M&E plan. Monitoring and evaluation is not consistently done. Data are not used for program revisions.	Has M&E plan with some indicators and data collection tools. Staff are not routinely trained in M&E. Data collected are not regularly analyzed for strengths or gaps.	Complete M&E Plan with indicators, data collection system, quality review, analysis, and plan for sharing. Data are used to inform decisions on revisions, scale up, and implementation. Data are used to identify root causes, develop, and test strategies for improvement.

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.
    - o [Community Food Project Evaluation Handbook](#)
    - o [Community Food Project Evaluation Toolkit](#)
    - o [Whole Measures for Community Food Systems](#)
    - o [Whole Measures for Community Food Systems: Stories from the Field](#)

- Community Tool Box offers a variety of tools for designing program evaluations.
    - o [Toolkit: Evaluating the Initiative](#)
    - o [Evaluating Comprehensive Community Initiatives](#)
    - o [A Framework for Program Evaluation: A Gateway to Tools](#)