

# Monitoring and Evaluation Systems for NARS Organisations in Papua New Guinea

---

## **Day 2. Session 5.**

### **Review of the organizational strategy**

# Learning objectives

**By the end of this session, participants will be able to**

- Describe what constitutes the organizational strategy for their organization and how it was planned.
- Discuss why it is necessary to review the organizational strategy or plan and individual strategies for interventions.
- Present the concepts and tools to review an organizational strategy or plan and individual strategies for interventions.
- Apply the concepts and tools to review their NARS organizational strategy as a prerequisite for designing their organisation's M&E system.

# Developing the organizational strategy for PNG NARS organizations

Organizational (strategic) level

strategic planning

Program level

program planning

Project level

project planning

Project activity level

project activity planning

# Result of planning process

Individual strategies for the interventions are described in separate documents:

1. The strategic plan
2. Program plans
3. Project plans
4. Project activity plans

All individual strategies for interventions make up the organizational strategy

# Precondition for M&E

A precondition to designing an M&E system is that the planning process has been completed and that all planning documents describing the individual strategies for all current interventions are prepared.

# Planning documents

## Purpose:

- describe in detail the intervention's strategy
- record what was discussed and agreed by stakeholders and staff
- serve as a repository of information and data generated during the planning phase
- guide managers and staff during implementation
- reference for outsiders to learn about particular interventions and the organizational strategy as a whole
- basis for future planning or re-planning
- foster consensus and common understanding on what an intervention attempts to achieve
- provide the information needed to conduct efficient and effective M&E.

# Planning documents

Purpose:

- Constitute the organizational memory on interventions
- Should be freely accessible and referred to regularly by managers and staff
- Should be prepared according to a standardised template or table of content for each type of intervention

# Planning documents

## Basic content of a project plan:

1. Background
  - The problem and why it is urgent
  - What has already been done
2. Beneficiaries
3. Project logframe: goal, purpose, outputs
4. Project activities
5. Project management
6. Time frame/overall work plan
7. Summary of inputs
8. Budget
9. M&E plan



# **Purpose of reviewing the organizational strategy**

To ensure that it is sufficiently developed and defined for effective and efficient M&E of the strategy to take place.

# Purpose of reviewing the organizational strategy

- Overall organizational strategy and the individual strategies of the interventions form the basis for M&E in the NARS organisation.
- Weaknesses in the organizational strategy or the individual strategies for interventions will translate into ineffective M&E.
- Last chance to remedy any weaknesses, check the coherence and development logic, improve strategies
- Take corrective action now and avoid wasting resources
- Do before the specific M&E operations plans for the interventions at all organizational levels are developed.

# Checking the design and logic of the organizational strategy

Planning documents

describe the hierarchy of objectives for interventions:

- Goal
- Purpose
- Outputs
- Activities

# Checking the design and logic of the organizational strategy

## Objectives should be SMART

- |                  |  |
|------------------|--|
| Specific:        | Unique to the intervention; succinct description; shared understanding; according to level of objective.     |
| Measurable<br>:  | Ability to provide some proof that objective has been achieved.  |
| Achievable:      | Ability to achieve the objective with the existing means and resources, time and in the present environment. |
| Relevant:        | Achievement of this objective is necessary for the strategy to succeed                                       |
| Time-<br>framed: | Clear description when objectives have to be achieved.   |

# Checking the design and logic of the organizational strategy

- hierarchy of objectives summarises the solution to an constraint, problem or need – the strategy to solve it
- individual hierarchies of objectives for interventions form the building blocks for the overall organizational strategy
- the organizational strategy relates individual strategies of all interventions
- link to a higher development outcome – ultimately the organizational goal.

# Checking the design and logic of the organizational strategy

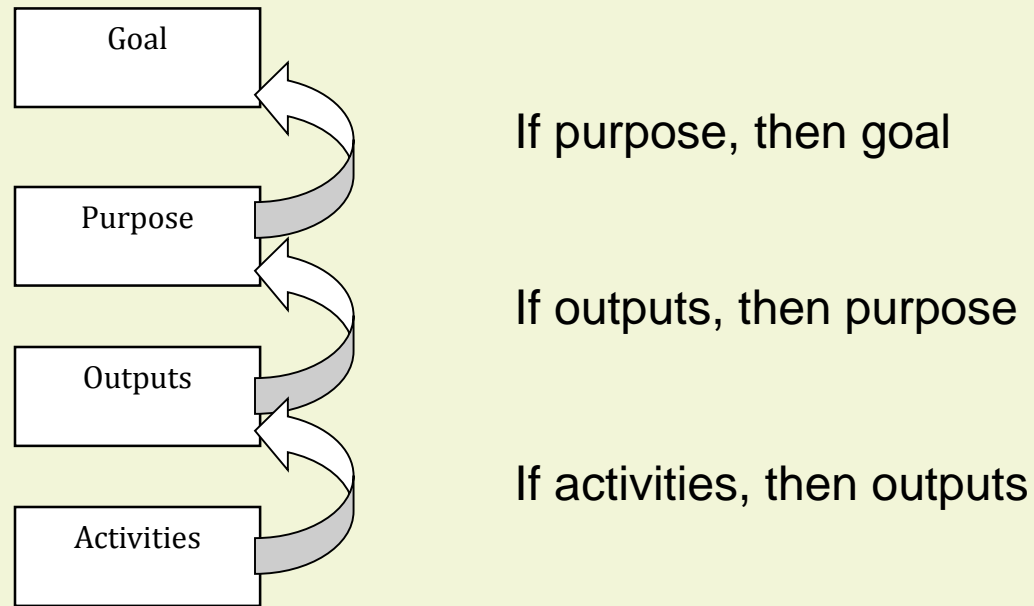
For the strategy of each particular intervention to contribute to the higher goal, it must include:

- a plausible purpose related to the goal,
- outputs related to the purposes and
- activities related to the outputs.

If not, organizational strategy cannot succeed, and M&E is a waste of time and resources.

# Checking the design and logic of the organizational strategy

Test the vertical logic of the hierarchy of objectives



# Checking the design and logic of the organizational strategy

Test the causality or link between hierarchies of objectives of different interventions

Objectives at Organisational Level			
Strategic Level Objectives (Organisation or Agency)	Program Level Objectives	Project Level Objectives	Project Activity Level Objectives
Organisational Goal ▲			
Organisational Purpose ▲ ←	Program Goal ▲		
Organisational Outputs ▲ ←	Program Purpose ▲ ←	Project Goal ▲	
Organisational Activities ▲ ←	Program Outputs ▲ ←	Project Purpose ▲ ←	Project Activity Goal ▲
	Program Activities ▲ ←	Project Outputs ▲ ←	Project Activity Purpose ▲
		Project Activities ▲ ←	Project Activity Outputs ▲
			Project Activity Activities ▲

A Model of a Cascading Logic for a NARS Organization



# Checking the design and logic of the organizational strategy

- Understand the organizational strategy 'on paper'
- Understand the development logic - the path to impact
- Understand how each intervention will contribute to development

## Mistakes made when defining and formulating the hierarchy of objectives

- Defining overly ambitious goal/purposes, given local conditions and available resources and capacities.
- Overlooking key activities and outputs that are needed to achieve higher-level objectives (outcomes/purpose/goal).
- Poor logic as to why particular activities are needed for a certain output or particular outputs for a certain purpose.
- Objectives expressed too vaguely to know what will be achieved or how to implement ideas.
- Inclusion of principles, such as "stakeholder participation" or "gender equity", as separate purposes or outputs, instead of integrated into project activities.
- Confusion in the levels of the objective hierarchy.

Source: IFAD 2003

- ***THANK YOU!***