Monitoring and Evaluation Systems
for NARS organizations
in Papua New Guinea

Day 2. Session 4.

organizational structure for M&E

2.4.1

Learning objectives

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

- Explain to others the key concepts relating to designing and aligning the organizational structure for M&E.

- Analyse the steps to take to design and align the organizational structure for M&E in their NARS organization.

- Discuss the usefulness of monitoring and evaluation in management.

What is an organizational structure?

- describes the hierarchy or chain of command, the reporting lines, and the systematic arrangements of work in an organization

- depicted in an organizational chart or organogram, showing how the various parts of the organization relate to each other

(adapted from Görgens and Kusek 2009)

2.4.3

Why an organizational structure?

- organizations are made up of people doing their job

- organizations need to decide on the right structure and arrangements to enable their staff to do their job well in order for the organization to achieve its goal

Organizational structure for M&E

Organizations need to ask two questions:

1. What organizational structure does the organization need for efficient and effective M&E of the organizational strategy?

2. How are M&E functions being included and/or aligned in the existing organizational structure?

2.4.5

How to design and align an organizational structure for M&E?

Seven steps:

1. Define why your organization needs an M&E system
2. Fostering senior management commitment and leadership
3. Define M&E functions. What needs to be done?
4. Group major M&E functions and assign M&E responsibilities to positions
5. Designing the organizational structure for M&E
6. Performance assessment and reward system
7. Plan implementation, approve and implement the new organizational structure

1. Define why your organization needs an M&E system

- know why M&E is necessary and useful to the organization and its success

- to motivate staff to amend the organizational structure to include M&E functions

- discuss the reasons why M&E is useful

- find examples or case studies from similar organizations where M&E has worked and worked well

2. Fostering senior management commitment and leadership

- Motivate staff to get involved themselves

- Managers that are supportive of M&E are your allies for the cause

- Manage the managers who are sceptical to get their support

- Discuss the reasons for aligning the organizational structure, the process , the benefits, the timing, the costs

3. Define M&E functions. What needs to be done?

M&E functions are the major activities or major jobs that need to be done:

a)   to facilitate an enabling environment for effective and efficient M&E, and

b)   to conduct M&E of the organizational strategy of the NARS organization

3. Define M&E functions. What needs to be done?

M&E functions to facilitate the enabling environment - Conditions and capacities:

- lead M&E system planning processes

- lead M&E system implementation

- develop and coordinate reporting

- design and coordinate M&E communication

- design and coordinate monitoring

- design and coordinate evaluation

- plan and coordinate M&E capacity building

- design and implement a Management Information System (MIS)

  etcetera.

3. Define M&E functions. What needs to be done?

Jobs to conduct M&E of the organizational strategy:

- manage monthly monitoring data

- manage production of reports

- conduct annual M&E work planning

- manage evaluations

- supervise and guide staff on M&E

- manage communication of M&E data

etcetera.

4. Group major M&E functions and assign M&E responsibilities to positions

Arrange M&E functions into groups that deliver a specific tangible output or are related to particular aspects of the M&E system:

- M&E capacity building

- M&E planning

- M&E communications

- M&E data storage - MIS

- M&E at the program or project level

etcetera.

4. Group major M&E functions and assign M&E responsibilities to positions

Assign responsibilities to positions

- not each function or group of functions needs a full time staff member

- M&E done by staff with responsibilities beyond M&E

2.4.13

4. Group major M&E functions and assign M&E responsibilities to positions

Position	M&E functions
Head of M&E unit	• lead M&E planning processes • lead M&E system implementation • supervise staff of M&E unit • liaise with senior management on M&E
Project leaders	• manage all project reporting • supervise project staff on M&E • conduct annual project M&E planning • manage project evaluations
CEO	• manage annual reporting for organization • supervise Head of M&E unit and M&E of program leaders • communicate M&E information to organizational stakeholders
Monitoring and Evaluation Officer	• design monitoring methods and tools • coordinate monitoring at all levels • design evaluation methods and tools • coordinate evaluation at all levels

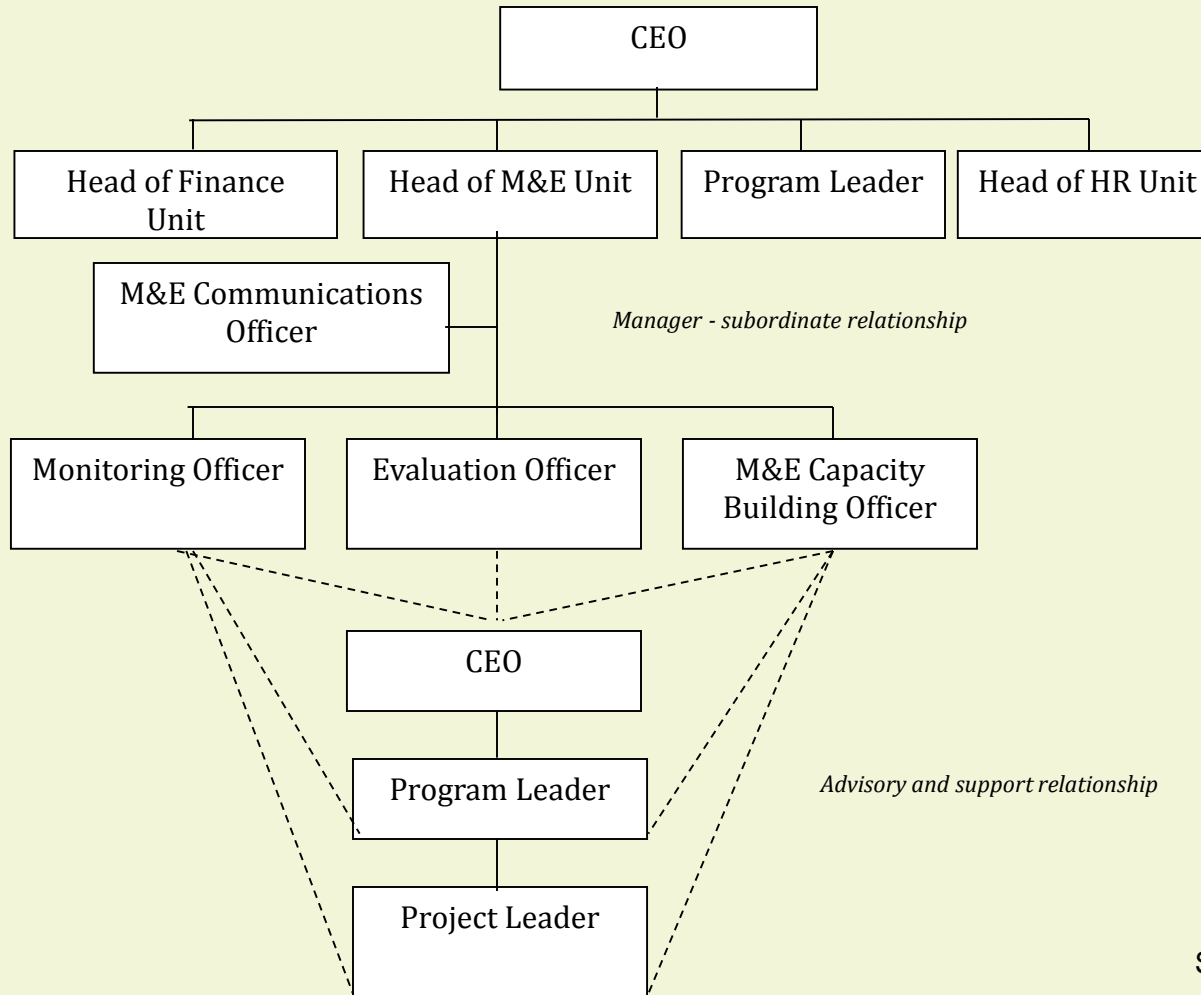# 5. Designing the organizational structure for M&E

Identify:

- how positions and people with M&E responsibilities are linked
- how people with M&E responsibilities are going to work together
- how will M&E fit into the existing organizational structure

Decide on:

- the managerial hierarchy for M&E
- the chain of command for M&E
- the reporting lines for M&E
- the lines of communication for M&E
- whether the organization needs an independent M&E unit

5. Designing the organizational structure for M&E

Example of an organogram for a NARS organization including M&E

Source: Authors

5. Designing the organizational structure for M&E

Roles of an M&E unit:

- planning
- coordination
- guidance
- independent review
- supervision
- Advice
- communication

on all things related to M&E

5. Designing the organizational structure for M&E

The purpose of the M&E system may provide clues on who may fulfil these roles:

- <u>If the organization places great importance on financial accountability:</u>

  then guidance and coordination on M&E may be provided by the finance division.

- <u>If the organization's emphasis is in M&E to support planning:</u>

  then the M&E function may be coordinated by the planning unit or a combined P, M&E unit may be created.

- <u>If M&E requires greater authority and autonomy in order to implement new ideas, initiate changes requiring important decisions such as on resource allocations:</u>

  then the M&E unit may be closely linked to senior management under the supervision of a senior manager.

- <u>If the independent review function and objectiveness of M&E is paramount to the organization:</u>

  then a dedicated M&E unit may be appropriate.

Performance assessment and reward system

- Each staff member needs to be aware of his/her responsibility and role in M&E

- Develop job descriptions that include M&E jobs

- Assess M&E performance

- Reward good M&E performance: formal/ informal recognition; higher salary, provide a career path

- Retain high performing staff who is motivated to practice effective and efficient M&E

Plan implementation, approve and implement the new organizational structure

- rationale for the new organizational structure

- benefits to the organization once it is implemented

- changes that are actually being made

- activities, responsibilities and the time frame for implementing these changes

- cost and resource implications to implement the new structure: staff requirements, time, office space, computers and other costs

Expected results of the process

- Clearly identified organizational M&E functions/jobs.

- All staff members are aware of their roles and responsibilities in implementing M&E.

- Clear and relevant M&E job descriptions for all staff with M&E responsibilities.

- The M&E hierarchy, chain of command, reporting and communication lines are identified in the organizational structure (organogram).

- Adequate number of M&E staff.

- Effective leadership for M&E and commitment to implement the M&E system.

- M&E performance assessment system.

- Incentives and reward system for M&E performance.

- Defined career path in M&E for M&E professionals.

- Implementation plan for aligning organizational structure and arrangements.

THANK YOU!