**The Q&A department: which skills are required for which issues**

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| **What are your needs?** **▼** | * Is your data stored in several different places, meaning that nobody has a clear overview of the situation? Do information and data flows seem disorganised to you?
* Is the quality of data collected for projects unpredictable? Is the same data collected several times or not analysed?
* Is managing your database difficult? Do its bugs outweigh its usefulness?
* Do you want to implement new technology to collect, process or view data but not know where to start?
* Do you want to use more sophisticated analytical tools but not know how to?
* Do you collect sensitive data but fear that this information may be accessed too easily in digital form?
 |  | * Do you lack a clear vision of progress on projects? Do you become aware of problems too late? Would you like to better anticipate situations and learn more about how and why changes, successes and failures occur?
* Would you like to better analyse the results of your short, medium and long-term interventions?
* Do you think that monitoring activities take up too much time and resources? Are you overwhelmed by data?
* Do you lack a baseline study? Do you have trouble with surveys? Would you like to know how to collect qualitative data? Would you like to better express the views of children and communities?
* Do your partners feel that monitoring amounts to inspection? Do they only play a small role in project monitoring?
* Are your projects hardly ever evaluated? Do you feel that the delegation places little value on evaluations?
 |  | * Do you find it difficult to innovate and develop strategies that are relevant, efficient and based on a good contextual analysis?
* Do you focus on identifying needs but forget to consider the country’s resources (actors, organisations, skills, etc.) or doubt the sustainability and efficiency of certain projects?
* Do you need a clear understanding of what accountability is and how to apply it in practice?
* Are you often disappointed with the quality of outsourced work (situation analysis, studies, Institutional learning work)?
* Do you work on sensitive issues or deal with crucial ethical questions? Would you like to better incorporate the principles of “do no harm”, gender equality and fairness?
* Do you have difficulty in learning from past actions? Do you lack evidence that your approaches are relevant? Do you lack arguments to sway donors?
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|  | **▼ ▼ ▼** |  | **You need support in…** |  | **▼ ▼ ▼** |
|  | **Information management (Manager/Officer)** |  | **Monitoring and evaluation (Manager/Officer)** |  | **Quality and accountability (Coordinator)** |
|  **Which type of support?****▼** | * Develop a high-performance, well dimensioned and well integrated data management system incorporating:
* Data collection and analysis tools
* Database design and management
* Specific tools: MDC, GIS, Case Management.
* Rationalize data management flows.
* Choose, configure and manage digital tools and software used to enter, analyse, compare and view data.
* Implement data management procedures and processes (protection, storage, consolidation and cleaning).
 |  | * Depending on the desired changes for beneficiaries, define information needs and develop a coherent system for project monitoring and evaluation:
* Formulate indicators
* Get advice on quantitative and qualitative data collection and monitoring methods
* Design data collection tools
* Budget, planning, roles and responsibilities.
* Data use: analysis, communication and feedback.
* Evaluate: planning, support and follow up.
 |  | * Design and roll out Q&A strategies, orient and ensure coherence with related Q&A works and tools for teams in impact-oriented interventions.
* Provide methodological support in the fields of situation analysis, strategic planning, institutional learning, accountability towards beneficiaries, “do no harm”, gender equality and equity.
* Promote an institutional culture where discussion, critical thinking, collective learning and teamwork are encouraged.
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| Description: Description : Description : E:\1 - Documents\Icones\svg2raster (5).jpegDescription: Description : Description : E:\1 - Documents\Icones\svg2raster (5).jpeg **Level ▼** | **Manager**: Develops and integrates systems, selects and designs tools, organises flows, etc.**Officer**: Manages data and digital tools**Operator**: Enters and archives data |  | **Manager**: Manages the M&E/IM team, works on regional projects, multi sectorial projects and the M&E strategy **Officer**: Supports project monitoring (plans, tools and methods)**Assistant**: Collects and enters data |  | **Coordinator**: Manages the Q&A department, provides methodological and technical support **Regional Advisor**: Provides advice/training to delegations and regional projects  |

 **M&E and IM: different backgrounds and skills**

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| * *People with both monitoring and evaluation (M&E) and information management (IM) competencies are very few, given the different types of training and skills required (M&E requires a social sciences background, while IM requires a background in statistics or geography).*
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|  | * *Consequently, to ensure that teams receive the best support possible (from specialists with high levels of expertise)* ***Tdh always distinguishes between IM and M&E jobs****.*
* *If a delegation has limited resources, it must analyse needs and existing skills in programme and project teams in order to* ***prioritise a specific profile****. One person cannot be expected to make valuable contributions in both fields.*
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| * *Information management needs are often considered more pressing because they are more visible (due to a lack of new technology skills, the need for high-quality analysis outputs, etc.).*
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|  | * *While IM support is often needed,* ***it must be accompanied by high-quality M&E processes****, because consolidating and processing badly collected or unusable data is a waste of time and energy.*
* *Building a delegation’s M&E skills also makes it possible to focus on both qualitative and quantitative monitoring.* ***Qualitative elements are essential*** *for analysing and understanding the changes produced by actions.*
 |
| * *Experienced M&E professionals can be difficult to identify in some contexts.*
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|  | * *If this is the case, it is important to ensure that* ***the job description corresponds to the successful applicant’s skills****. This helps avoid situations where M&E managers or officers actually focus most of their efforts on IM, as is sometimes the case at Tdh.*
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 **M&E and Q&A: M&E is impossible without situation analyses, effective strategies and accountability**

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| * *While monitoring and evaluation are key steps in the project management cycle ,* ***they are part of the wider quality and accountability field, which incorporates all stages of the project management cycle, ensuring beneficiary accountability is a priority at each step****.*
* *Many monitoring and evaluation related problems are due to badly formulated objectives and expected results, as well as difficulties in identifying intermediary changes that projects must focus on to meet these results.* ***Good monitoring and evaluation depends on the quality of the strategy, which in turn depends on the quality of the situation analysis and relationships with beneficiaries and key actors.***
* *It is important to build on lessons learned during monitoring and evaluation activities* ***by capitalizing on experience through institutional learning processes and knowledge-sharing, thus leading the way in terms of continually improving actions****.*
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**Job profiles, main responsibilities and hierarchical relationships**

# Quality and accountability

The **Quality and Accountability (Q&A) Coordinator** answers to the Country Representative or his/her Deputy. He/she supervises the Q&A department, which ideally incorporates monitoring and evaluation (M&E) and information management (IM) positions. The Coordinator designs and implements the delegation’s Q&A strategy and supervises all activities contributing to the Q&A of projects and programmes, providing support to the teams and partners involved and ensuring the consistency of their projects.

He/she **directly supports teams by performing situation analyses, designing intervention strategies, capitalizing on experience and creating the necessary conditions to inform, involve and communicate** with populations and actors affected by projects and programmes (accountability). He/she ensures that ethical principles such as **gender equality, equity and “do no harm”** are respected. In large delegations, **he/she may be assisted by a Deputy**.

# Monitoring and evaluation

**Monitoring and Evaluation Manager**

The Monitoring and Evaluation (M&E) Manager answers to the Country Representative, the Deputy or the Q&A Coordinator, depending on the scenario. If the delegation lacks a Q&A department, the M&E Manager’s team may consist of both M&E and Information Management (IM) staff. The M&E Manager ensures the consistency of methodologies and tools in the M&E field. He/she helps integrate monitoring processes and tools in programmes. He/she ensures the department operates across the entire organisation and cooperates effectively with programme teams. The M&E Manager ensures that a consistent approach to M&E is adopted in regional (multi-country) projects, large-scale projects and/or integrated programmes.

**Monitoring and Evaluation Officer**

The M&E Officer has strong technical expertise in the M&E field. He/she answers to the Q&A Coordinator, M&E Manager, Country Representative, Deputy Delegation Head or Programme Coordinator. He/she works closely with programme coordinators and project leaders, as well as IM staff. Generally, he/she has no staff management responsibilities. The M&E Officer must be able to work independently using methodological expertise in different fields (data collection methods, quantitative and qualitative analyses, monitoring frameworks and tool design). He/she must have conceptual and analytical skills coupled with the ability to put these skills to practical use. He/she generally supports a specific programme, and may therefore be more specialised in one of Tdh’s programme fields.

**Monitoring and Evaluation Assistant**

The M&E Assistant may answer to one of several staff members: the Project Manager, the Head of Base or the Project Coordinator. On some occasions, he/she may answer to the M&E Officer or Manager. The M&E Assistant helps collect, process and analyse data, and ensures that monitoring information is effectively communicated.

# Information management

**Information Management Manager**

Answering to the Q&A Coordinator, Country Representative or Deputy, the IM Manager manages the IM team. He/she ensures that the data collection, management and analysis systems used by operations and M&E teams are consistent and integrated. He/she is responsible for the quality of the data management processes used in the programmes and projects he/she deals with.

**Information Management Officer**

The IM Officer has proven expertise in the IM field. He/she answers to the Q&A Coordinator, M&E Manager, Delegation Head or Programme Coordinator. He/she works closely with programme coordinators and project leaders, as well as M&E staff.

The IM Officer helps operations teams enter, process, analyse, organise and save information collected in the field. He/she generally works across all departments rather than focusing on a specific programme.

**Information Management/Monitoring and Evaluation Operator**

The IM/M&E Operator may answer to one of several staff members: the Project Manager, the Head of Base or the Project Coordinator. On some occasions, he/she may answer to the IM Officer or Manager. He/she helps operations teams enter, process and save programme information collected in the field. The IM/M&E Operator also supports data collection operations in the field as part of M&E activities.