

Brief Diagnostic Rubric (example)

How would you rate the systems approach in your organisation?

Beginning	Progressing	Established
M&E is used to meet donor needs and reporting requirements, but otherwise not used much.	M&E is used to meet reporting requirements and sometimes used for planning and to inform decisions and actions.	M&E is widely used to inform planning, decisions and actions, and how we work with other organisations, including meeting reporting requirements.
M&E is seen as the responsibility of M&E experts only. There are hardly any resources dedicated to M&E activities or to people with the time and skills needed to do it well.	Some managers are interested in M&E. There are some people funded to do M&E but they don't have enough time or the necessary skills.	There is effective leadership for M&E and policies and procedures are in place with clearly defined roles and responsibilities at all levels of the organisation. There are enough people with the skills and dedicated time to support or do M&E.
There are no or few partnerships within our organisation or with other organisations to support M&E.	There are some partnerships within our organisation or with other organisations in place to support M&E but these don't cover all the needed areas.	There are effective mechanisms for coordinating or collaborating with others within our organisation and/or other organisations to support or do M&E.
Planning for monitoring is done separately from planning for evaluation and is limited to specific projects only.	Sometimes, monitoring and evaluation are planned in an integrated manner and/or goes beyond individual projects. Planning for M and for E is not a regular activity nor comprehensive enough to support our organisational strategy and/or the national development plan.	There are routine mechanisms for planning and managing M&E as an integrated set of activities. The M&E plan supports our organisational strategy and/or the national development plan; it is updated regularly and translated into a work plan with funding for implementation.
Monitoring data are collected mainly to meet external reporting requirements.	Monitoring data are collected, analysed and reported in ways that are useful for some parts of the organisation only.	Monitoring data are collected timely and with high quality. They are managed and analysed appropriately, and, are accessible in formats that support their use.
Our organisation does not support data collection and management at national and/or sub-national levels.	Our organisation supports some national and/or sub-national data collection and management, but it is not sufficient to address identified information needs.	Our organisation regularly contributes to data collection and management at national and sub-national levels to support both our organisation's needs and the needs of our partners for policy formulation, programme management and improvement.
Evaluation and research are not prioritised in our organisation. Generally, such studies are done because they are required or led by our funders. Their findings are not used by our organisation to inform decisions.	Our organisation has a budget for evaluations and research, but it is insufficient to address our organisation's needs. There are some useful and good quality studies but their quality, utility and use vary considerably.	Our organisation undertakes evaluations and research in priority areas. They are adequately resourced and managed, done in culturally appropriate ways, produce credible and useful findings, and are used to inform decisions and action.
It is hard to access relevant data and there is little support for using them.	There is some active support for sharing and using data but it is insufficient to meet the needs of different intended users.	There is a systematic approach to sharing and using data including communications strategies, different types of knowledge products for different users, and active support for people to find and apply data.