

226 Strategy for the Monitoring and Evaluation of programme performance

Objective of the Strategy

Stakeholders, especially donors, management, beneficiaries and host governments have information about ACORD's programme with which to:

- a) judge the efficiency of ACORD's work (especially how well financial and human resources have been used)
- b) judge the effectiveness of ACORD's work (especially the outcomes, outcomes and impact)
- c) hold ACORD to account relative to the organisation's and the programme's stated objectives
- d) provide lessons applicable to other future development problems

Necessary components of Strategy:

1. **Statement of organisational and programme objectives:** vision, values, mission, overall objectives, outcomes and outputs. (see annexe for definition that ACORD is using of these terms)
2. **Budget and workplan** that defines inputs required to achieve these objectives. Inputs would need to include support needed from other parts of ACORD, from donors, from host governments and local authorities and from those that the programme is working with.
3. **Sources of data and information:** Clear plan for obtaining data and information about the performance of the programme. This would include base line information, financial reports of inputs provided and how they have been used, narrative reports at various intervals, data collection systems, interviews with stakeholders etc.
4. **Processes:** Definition of the processes (meetings of staff, meetings with stakeholders, performance reviews, peer review, research, evaluations etc) by which this data will be used and converted from data into information (for use in managing in the programme and informing others and knowledge (for use in other development activities).
5. **Documentation of M&E process:** Definition of the documentary outputs that the programme concerned will produce.

These components are needed at the organisational as well as the individual programme levels and will be defined in their respective plans.

Organisational Level Programming M&E Strategy:

1. **Objectives:** see Strategic Plan for definition of values, vision, mission and strategic directions (objectives).
2. **Inputs:** See Implementation plan, workplan and draft budget
3. **Sources of data and information**
 - i) Annual reports from each programme. These should include:
 - accounts
 - statement of outputs and outcomes and their comparison to plan
 - review of feedback from beneficiaries/non-beneficiaries, peers and host governments based on review meetings
 - issues identified

- lessons learnt
 - proposed changes to plans and budgets for following year
 - ii) Quarterly Monitoring data on performance against workplan
- 4. Processes**
- i) 2 monthly review of financial situation – expenditure and income (Pledged, Expected and Wait) – against budget
 - ii) Annual review of performance at Programme and Policy Review Committee (PPRC). See Annex for TOR.
 - iii) Review of Performance of programme as a whole at annual PPERG meeting
- 5. Documentation of M&E process**
- i) Annual review of impact. TOR to be developed.
 - ii) Annual review of accountability to beneficiaries, host governments, staff and donors
 - iii) Annual review of performance- as submitted to and with comments from the PPERG.