INTEGRATED DEVELOPMENT FOCUS, SOMALIA - IDF-S

MONITORING POLICY AND PROCEDURE

INTEGRATED DEVELOPMENT FOCUS – SOMALIA (IDF-S)

MONITORING POLICY AND PROCEDURE

TABLE OF CONTENTS

POLICY APPROVAL

APPROVING AUTHORTY			
Title	**Name**	**Signature**	**Date**
IDF Executive Director			
IDF Board Member			
IDF Chairperson			

CHAPTER 1: BACKGROUND AND INTRODUCTION

1.1 Introduction

Integrated Development Focus - Somalia (IDF) sees monitoring and evaluation as an opportunity to prove the impact of IDF's work. The same equally serves as crucial signposts to keep our work on track, a chance to re-assess the priorities, and compile an evidence-base for future development work. Since monitoring and evaluation is closely linked to planning and reporting, these two elements are integrated in this manual.

This manual is a guideline to all personnel working in programme management. Its ultimate aim is to make sure that IDF programmes and projects achieve the desired impact in a cost effective manner. Its immediate objectives are to standardise planning, monitoring, evaluation and reporting (PME&R) activities, assure internal coherence in programme design, encourage result-based management and promote learning within the IDF.

1.2 About the Manual

This manual outlines the policies and procedures IDF should follow to plan, monitor, evaluate and report on its projects and programmes.

PME&R serves not only to satisfy donor needs but more importantly to inform IDF staff, management and board about the progress towards its objectives. IDF is committed to sharing M&E information with the beneficiaries to whom it is accountable as to just as the donor organisations.

IDF encourages formal evaluations, among others to assess if the initial objectives were met. Both the monitoring and evaluation information will feed into the project cycle in the form of lessons learned which will help the organisation to improve its performance. To be able to share its accomplishments and lessons learned, reports are produced regularly.

1.3 Why PME&R is important (aims)

IDF values a PME&R system because it allows:
· Determine if the organisation is achieving its objectives
· Demonstrate IDF achievements
· Verify how efficient the organisation achieved its objectives
· Satisfy our own and our stakeholders' information needs
· Make informed management decisions
· Adjust projects in time when necessary
· Learn from our experiences

1.4 Target Audience

a) PME&R is mostly important to all IDF staff and board. The PME&R manuals assists the staff to carefully plan and monitor projects so that they assure projects' relevance, effectiveness, efficiency and sustainability. IDF shall in this regard amongst others monitor inputs (finances), activities, processes, outputs, management as well as progress towards objectives and of the wider context.

b) Even though reports are often written on the request of donor organisations, IDF realises how important it is to document its experiences and lessons learned in an organised manner.

c) IDF is equally committed to transparency, and will not only be accountable to donors but also to beneficiaries. The beneficiaries are involved in every step of the projects and they deserve a clear overview of the progress and results of IDF's activities.

d)   Because IDF values cooperation and coordination amongst NGO and authorities, reports and other information are also shared with these actors for experiences. In IDF website a lot of information will also be made public so that interested individuals can access it.

1.5   Guiding Principles

The PME&R processes at the IDF is guided by the following principles:

a)   *Right-based approach:* A right-based approach affirms that all people are entitled to the resources that will satisfy their basic needs. IDF support the Universal Declaration of Human Rights, which recognises the inter-dependence of economic, social and cultural rights on the one hand, and civil and political rights on the other.

b)   *Partnership:* IDF recognizes that eradicating poverty is a proposition that will need concerted attention by all the major players. It is committed to working in partnership with others to achieve this goal.

c)   *Participation:* IDF shall, to the extent that resources allow, employ participatory approaches to programme management. All the key stakeholders in the project shall be involved in all major decisions relevant to implementation.

d)   *Empowerment:* All programmes and projects will be designed in a manner that empowers the target groups with a view to their taking control of the decisions and resources that affect their lives.

e)   *Learning:* The IDF shall emphasise learning as a main objective for any PME activity, so that future practices are informed by lessons from the past.

1.6   Definitions

1.6.1 Goal (impact)

Refers to 'The wider long-term development purpose, to which our work, together with that of others, contributes.' The goal shall conform to the following key attributes:

a)   It must be relevant to the mission of IDF.

b)   It must relate to the key developmental issue that needs to be addressed at a wider level, beyond the project or programme.

c)   It should be stated in the form of an intended change.

1.6.2 Objectives (Outcome)

We define 'objectives' as 'The immediate changes, among target groups that the programme/project is intended to bring about'. The objectives should conform to the following criteria:

a)   Reflect an intended change among our target group (be specific to exactly what will change).

b)   Specify the target group as well as geographical location.

c)   Must be measurable in an objective way (have means of showing that change has taken place).

d)   Should be achievable given the resources and capacity of IDF.

e)   Should be relevant to the context and perspective of those involved.

f)   Should be time bound (state the timeframe within which the change shall take place).

1.6.3 Outputs (Activities)

Outputs are defined as: 'The immediate results of activities, expected to lead to the realisation of objectives'. Activities are what we actually do that leads to the realisation of the outputs. The outputs must meet the 'SMART' criteria. Other criteria that the outputs must meet are:

a)   They must be achievable within a short time, one year or less.

b)   They must reflect results that are within the control of those responsible for the programme or project and for which they are to be held accountable.

c)   They should be stated as the measurable result of activities.

d)   Should be specific as to the target group and location.

1.6.4 Objectively Verifiable Indicators

Refers to that which shall tell us whether or not we are making progress and to what extent. Indicators shall be developed for each results level in each programme. All indicators shall meet the following criteria:

a) Specific: An indicator must be clear as to what it seeks to measure.
b) Measurable and verifiable: It must be possible to deduce what information is required, where and how to get it.
c) Attributable: It should seek to measure only the change that can be attributed to the programme or project.
d) Relevant to the change being measured: An indicator must be directly linked to the aim, objective or output that it is intended to measure.
e) Time-bound: The indicator should include the time frame to which it refers.

1.6.5 Means of Verification

For each indicator, we define how and where we shall collect relevant information

1.7 Roles and Responsibilities

In Planning, Monitoring, Evaluation and Reporting many people are involved and it is essential to clarify each' role and responsibility. In the tables below an overview is given of the people involved in each step of the process and their tasks.

(STRATEGIC) PLANNING		
Actors involved	Role	Comments
Board	- Support design & provide input for strategic planning - Approve strategic plan and budget	
Director	- Initiate and oversee strategic planning process - Select facilitator; select & invite external stakeholders - Provide input & support in writing Strategic Plan document - Submit strategic plan to board for approval - Distribute Strategic Plan amongst stakeholders	
Programme staff	- Provide input - Review draft strategic plan document	
Key stakeholders	- Provide input - Review draft strategic plan document, if requested	
Facilitator	- Design strategic planning process (approved by board/ED) - Facilitate process - Write document with help of director	

ANNUAL WORK PLANS (AWPs)		
Actors involved	Role	Comments
Board	- Verify compatibility of AWPs with strategic plan - Approve annual work plan, budget and finance plan	
Director	- Initiate & coordinate process of AWPs development - Provide input, Write AWPs, budget and finance plan - Submit annual work plan to board for approval - Distribute annual work plan amongst stakeholders	
Programme staff	- Provide input (per field observations/community input) - Review draft annual work plan document	

MID-TERM REVIEW		
Actors involved	**Role**	**Comments**
Board	- Participate in review / provide input	
Director	- Initiate and coordinate process of mid-term review - Provide input; write report of mid-term review - Responsible for financial review - Submit report to board for approval - Distribute report amongst stakeholders	
Program staff	- Participate in review / provide input	

ANNUAL REPORT		
Actors involved	**Role**	**Comments**
Board	- Approve annual report	
Director	- Initiate & coordinate process of report production - Provide input, consolidate all data & write report - Submit report to board for approval - Ensure distribution of report amongst stakeholders	
Program staff	- Provide input / write sections of the report	

PROGRAMME MONITORING		
Actors involved	**Role**	**Comments**
Director	- Financial monitoring - Analyse monitoring data - Approve suggested changes in the programme	
Program staff	- Developing program/ project monitoring plan & tools - Collecting & archiving monitoring data (incl. baseline and needs assessment) - Analysing monitoring data - Share findings with other staff and stakeholders - Suggest changes in programme if necessary based on monitoring information	
Stakeholders	- Provide information and suggestions	

PROGRAMME EVALUATION (EXTERNAL)		
Actors involved	**Role**	**Comments**
Director	Develop ToR, recruit and select external consultant Participate in validation of data Review draft report Disseminate findings / report Use lessons learned in future programmes	
Program staff	Provide input to ToR Support with development of data collection tools (if requested by consultant) Support with collecting data Arrange logistics like arranging meetings with beneficiaries and other stakeholders Participate in validation of data Review draft report Disseminate findings / report Use lessons learned in future programmes	
Relevant stakeholders	Provide information In some cases and upon request, review draft evaluation report	
External consultant	Write "evaluation technical & financial proposal Develop data collection tools Collect evaluation data Analyse data & prepare evaluation report Organise a validation meeting Present the data and analysis in a report	

1.8 The IDF Programme Cycle

The cycle starts with conducting a situation analysis and planning an intervention based on that information. Planning within IDF is informed by data gathered on the international, regional, national and local levels as well as on the target groups and other stakeholders. Through analysis of the information, programme officers gain an understanding of the root causes of the problem(s). In order to address the problem in the most appropriate way, IDF then conducts needs assessments during which beneficiaries and other stakeholders are consulted in a participatory manner. Together this information allows the organisation to develop a project or programme, in most cases in form of a proposal to be submitted to donor organisations.

Programme management is result-based. Rather than plan and assess inputs and activities, IDF plans within the framework of a clearly defined chain of results. This chain of results consists of activities, which in turn lead to outputs and which are in turn expected to lead to outcomes that eventually lead to a desired impact or change in the lives of the target groups.

In order to be able to monitor the results of our work, a project or programme always starts with a baseline survey. The baseline allows IDF to measure changes and to demonstrate the results.
Implementation is guided by continuous monitoring which provides valuable information of the progress. Regular analysis of the monitoring data guides management decisions about the implementation. If needed, the implementation of activities is adjusted to increase effectiveness or efficiency. This may also be done in case the context changed significantly.

Each project or programme is followed by an evaluation, if possible by an external evaluator. The evaluation and the information gathered during the monitoring activities is the input used for reflection and learning. By reflecting on our work, IDF can distil lessons learned. These lessons help the organisation in planning and designing better programmes, so it can support the beneficiaries in the most optimal way.

In the figure below the programme cycle of IDF is depicted.

```
                    ┌──────────────┐
                    │  Situation   │
                    │  analysis &  │
                    │   planning   │
                    └──────────────┘
    ┌──────────────┐                ┌──────────────┐
    │ Reflection & │                │    Needs     │
    │   learning   │                │  assessment  │
    └──────────────┘                └──────────────┘
┌──────────────┐   Monitoring and      ┌──────────────┐
│  Evaluation  │   analysis of data    │  Programme   │
│              │                       │ development  │
└──────────────┘                       └──────────────┘
 ┌ ─ ─ ─ ─ ─ ─ ┐                  ┌──────────────┐
 │ Adjustment of│                 │   Baseline   │
 │implementation│                 │    survey    │
 └ ─ ─ ─ ─ ─ ─ ┘                  └──────────────┘
              ┌──────────────────┐
              │  Implementation  │
              └──────────────────┘
```
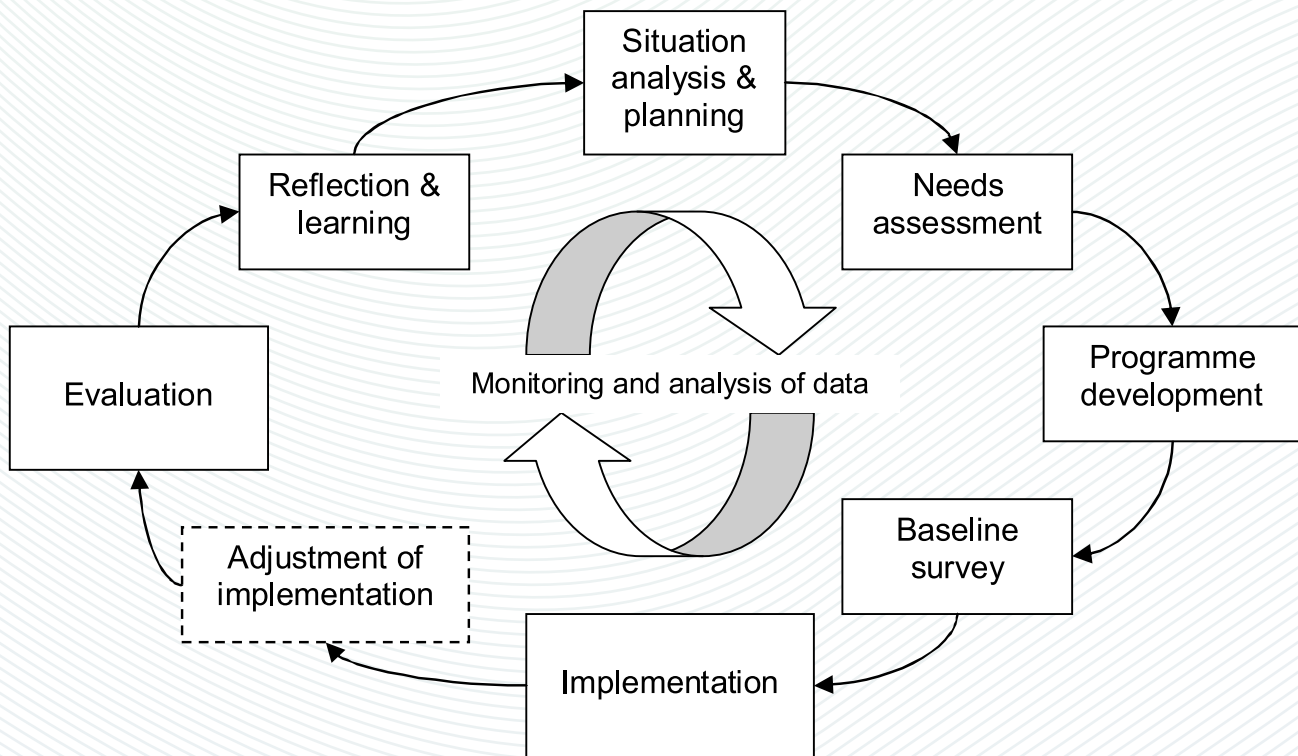
1.9   PME Activities

The success of PME activities is to a large extent dictated by the level and quality of preparation. Therefore, in IDF the following shall be undertaken before any PME&R activity:

All those involved shall decide and agree on:

■   The aim of the exercise should be clear
■   Who it is for and how they will use the results – identify the audience or users of the product
■   The objectives of the exercise – what is it for?
■   What information is needed, where and how can it be obtained – clearly identify the source of information
■   What tools are going to be used to collect the information
■   What reports will be required and for whom
■   When and how will people be involved
■   Who should carry out the exercise

The design of any PME activity should take into account differences and interrelationships. PME exercises should use methods that make it easier for different groups to participate while also ensuring that the people carrying out the exercise are aware of the issues involved. The tools used for gathering and analysing information should be suitable to work in a systematic and objective manner.

CHAPTER 2: CONTEXT ANALYSIS AND ORGANISATIONAL PLANNING

2.1 Introduction & Overview

a) All programmes and projects shall fit with IDF strategic plan. IDF shall develop a 5-year strategic plan and annual operational plans. Strategic plans must be ready 6 months before the internal actualisation.

b) Based on the strategic plan AWPs are drawn up which describe in more detail what is planned for that particular year. The AWPs are accompanied by a budget and financing plan. IDF's annual cycle runs from --------------- **(Month) to** --------------- **(Month)** of each year - annual plans must be ready one month before implementation. The plans shall define the intended results (impact, the outcomes and outputs). The progress of implementation of the AWPs shall be reviewed half-way (midterm review)

c) On the basis of (multi-annual plans), specific proposals may be developed. All programmes and projects of IDF are based on a thorough situation analysis. When it is established that IDF can play a role in addressing the identified issue(s), and the potential project is compatible with the strategic plan and annual work plan, a needs assessment is conducted. The needs assessment allows the beneficiaries to take part in design of the intervention.

d) After designing a project a baseline is conducted. This is essential for further monitoring and evaluation since it will describe the initial situation that the project aims to improve. The implementation is structured through activity plans which describe when particular activities are supposed to take place, the responsible person(s) and the available budget.

e) A monitoring plan guides all monitoring activities. Data gathering will be continuous, and regular analysis moments will be scheduled. During these meetings it can be decided if the project needs adjustments in any way.

f) At the end of each year an annual report will be produced to share the accomplishments of the organisation with donors, beneficiaries and other stakeholders. An overview of the financial situation is provided by means of a financial statement. At the end of each year an external auditor will conduct accounting of all financial transactions during the year and produce a financial audit report **(by April of each subsequent year) please look at this as per your financial year**

g) This cycle is repeated every year, taking into account previous lessons learned when designing new work plans. All these stages are described in the sections below.

2.2 Strategic Planning

a) Strategic planning is a deliberate, systematic, formal process of analysing the present and probable future situation of IDF in order to review Corporate Strategy, possibly revisiting it and, as a result, deciding what should be done and how it should be done. An analysis of the context including identifying key stakeholders and their interests is an important part of the strategic planning exercise. Also an internal analysis will be conducted to identify our strengths and weaknesses and determine where we need to improve to realise our objectives.

b) The strategic planning exercise includes the following steps:
  i. Clarification of organisational identity and philosophy (mission, vision, values, culture etc.)
  ii. Context analysis (to identify needs, opportunities and threats)
  iii. Stakeholder analysis
  iv. Organizational Appraisal (to assist in identifying strengths and weaknesses).
  v. Setting Strategic Goals (for each of the categorised group of needs).
  vi. Formulating Strategic areas of focus (and strategic objectives for each of the Goals).

  vii. Formulating Strategies (for each strategic area of focus).
  viii. Identifying Strategic Programmes and Projects.
  ix. Reviewing Management/Organisational Structure.
  x. Drawing up the Action Plan as well as the PME&R strategies.

c) The outcome of the strategic planning process is a document which will guide the organisation in the following 5 years. It will include programmatic objectives (what does IDF want to achieve in the project area for the beneficiaries) as well as organisational objectives (how does the organisation want to improve internally in order to achieve its external objectives)

2.3 Annual Work Plans (AWPs)

2.3.1 Overview
a) After the Strategic Plan has been made, IDF will make AWPs based on the Strategic Plan to guide the implementation of the same on a yearly basis. The AWPs will be more detailed than the strategic plan since it will include specific programmes and projects planned for that year. Again this will include external and internal objectives.

b) AWPs shall take the following format:
  i. Introduction
  ii. Update context Analysis (compared to strategic plan)
  iii. Update organisational analysis (compared to strategic plan)
  iv. Programmatic (external) goals, objectives, indicators for objectives, outputs and activities
  v. Organisational (internal) goals, objectives, indicators for objectives, outputs and activities
  vi. Logical Framework Matrix (summarises 4 and 5)
  vii. Work plan as well as budget and finance plan
  viii. Framework for monitoring and evaluation

2.3.2 Budget and Financial Plans
a) The AWPs shall be accompanied by a budget and finance plan. The plan shall indicate all expected programme-related and other expenses and the means of financing them. When reviewing the implementation of the annual work plan, the expenses shall be compared to the original budget to monitor over- or underspending.

b) If new funding is acquired the budget may be redrafted.
  i. The finance plan shall serve to communicate the financial implications of planned activities.
  ii. The finance plan shall be used to gauge the reasonableness of the plans (financial viability).
  iii. The crafting of the finance plan should be used to consider, the cost-effectiveness of the planned activities and the possibility of more cost-effective strategies.
  iv. The annual finance plan shall be submitted to and approved by IDF Board before any financial expenditure.

2.4 Situation Analysis
a) Planning at IDF shall be informed by a situation analysis which will identify key problems, their causes and possible interventions. Existing opportunities and constraints shall also be identified. Information shall be gathered and trends analysed with regard to the following:
  i. The people in the target area
  ii. The problems affecting the people, their root causes and possible ways to tackle them
  iii. The local and national contexts of the problems.
  iv. Government Policies and programmes as well as the social economic and political systems
  v. Social & cultural beliefs & attitudes, roles of men, women & children and vested interests

vi.   Which other organisations are working in the area and what they are doing
vii. Community capacity in dealing or managing with the said problem

b)   The data required is sourced from amongst others target groups; statistics and/or publications from government/ authorities; Civil Society Organisations; and IDF programme staff

c)   In collecting the information for the situation analysis, various methods can be used. These shall entail Interviews with key informants; Internet search; Focus group discussions; problem tree analysis with target groups; and secondary data from various sources shall be consulted.

d)   Based on the situation analysis, which includes a review of donor priorities, a rough plan for an intervention is designed. This rough plan includes:
i.   The problem the intervention should address
ii.   The geographical area where the project will be implemented
iii. An outline of the probable beneficiaries and other stakeholders
iv.   Possible interventions
v.   An overview of possible sources of funding
vi.   Follow-up plan: how to proceed

2.5   Needs Assessments

a)   Needs assessments serves to design the most appropriate intervention given the priorities of the target groups and given the capacity of IDF, the context, donor strategies etc. Whereas the situation analysis takes a broader perspective, leaving open the various intervention options, the needs assessment is more focused.

b)   The problem that will be addressed is already determined, but the needs assessment aims to find out how the problem can be addressed in the best way. The needs assessment shall help to ensure that the programme developed is relevant to the target groups. It will provide a preliminary definition of how IDF may respond.

c)   The exercise is designed to provide adequate information for an understanding of:
i.   The options available to address the problem affecting the people
ii.   What are the preferred option of the target groups
iii. Responses already being given, their successes and failures
iv.   The interests and concerns of those present in the area who may be affected by or affect the proposed intervention leading to identification of the risks and assumptions
v.   A rough idea of the necessary resources to address the problem

d)   The needs assessment shall use various tools such as questionnaires / surveys, interviews, focus group discussions, stakeholder fora and other participatory tools.

2.6   Programme (& proposal) Development

2.6.1 Overview
Based on the information gathered during the situation analysis and the needs assessment, and arising from the strategic plan, a programme or project is designed. The output of programme development is in most cases a proposal to be used to source funding.

2.6.2 Format of the Proposal
Unless otherwise specified by the funding agency to which it is to be sent, proposals from IDF shall consist of the following major components:

Project Summary	• A brief statement of the problem or needs to be addressed • A short description of the project • Funding requirements • A brief profile of IDF
Background and problem analysis	• A brief overview of IDF (Profile) • A contextual background on the area and the people • An analysis of the problem or issue to be addressed
Stakeholders and participation	A description of those who will be affected by the project or might affect the project and their roles in the project
Expected Results	A description of the changes that the programme shall bring about stated as expected outputs, outcomes and impact
Risks and Assumptions	Factors outside the control of IDF, which could affect the realisation of the planned results.
Logframe	A summary of expected impact, outcomes, output and activities, including indicators and means of verification
Sustainability	How it will be assured that the benefits of the project continue after implementation.
Monitoring and Evaluation plan	How and when progress and impact will be assessed
Framework for Implementation	The structure, systems and staff that will deliver the programme.
Work Plan	The time-frame for implementing the project
Finance Plan	The costs of the project and how these shall be funded

The chain of results will be presented in the form of a logframe, which will also include indicators, means of verification, risks and assumptions (see next section).

2.6.3 Logical framework

a) M&E will require baselines, regular data collection and M&E frameworks built into all phases of the project. Using a tool such as a logical framework during planning gives an excellent base for IDF to monitor the project as it unfolds. It also clarifies in a very specific and objective way what a project aims to achieve and how the expected changes can be demonstrated.

b) Logframes will define the following elements: Impact, Outcomes, Outputs, Activities, objectively verifiable indicators, Means of verification, Risks and Assumptions. The aim and objectives of the plan are also restated in the logframe as impact and outcomes. These should be formulated as if the intended change has taken place. This helps clarify the results we are working towards.

c) After defining all elements, a logframe analysis shall be conducted in order to think through the structure of each programme in a logical way and to test the logic of the plan. Documentation in the form of a logframe will:
    i.   Facilitate communication of the results we expect from our work in a logical way.
    ii.   Clarify how the planned activities will lead to the objectives.
    iii.   Form the basis of monitoring and evaluating our activities and demonstrating change
    iv.   Help us to think about external factors which can influence the project by naming assumptions and risks.
    v.   Provide an overview of the necessary resources to conduct the planned activities

2.6.4 Activity Plans and Budget (for proposals)

a) To structure and coordinate implementation, Activity Plans will be developed, which indicate when activities are supposed to take place, who is responsible for each activity and what budget is available.

b) Each programme plan shall be accompanied by detailed budget which indicate how much each activity is expected to cost. A financing plan demonstrates how the expected expenditures will be covered.

c) During implementation, expenditures will be monitored carefully so as to prevent over- or underspending.

2.6.5 Baselines

a) Each project will start with the conducting of a baseline. The baseline will determine the current situation, specifically with regards to the problems the project addresses. This will allow IDF to later compare the situation to the initial status.

b) The logframe will be an important guideline since the indicators will be used to measure change. Hence, we need to know the initial situation for each indicator e.g. if the indicator is "The number of nature based businesses experiencing an annual increase in revenue of at least 5 percent", then IDF needs to know the number of those businesses at the beginning of the project in order to be able to measure change later.

c) IDF will use different tools to gather the baseline data such as surveys, interviews with key informants, literature review, Internet searching as well as field observations.

CHAPTER 3: MONITORING, EVALUATION AND LEARNING

3.1   Programme/ Project Monitoring

During the implementation phase the planned activities are undertaken. Based on information gathered during constant monitoring, the planned activities may be adapted or re-scheduled. In case of an externally funded project, any suggested changes in the implementation will first be discussed with the donor and is subject to its approval.

3.1.1 Aim of Monitoring

a)   Monitoring is the continuous routine and supportive, monitoring will be done for all projects to ensure effective implementation of planned activities and to track and document emerging evidence of change/impact resulting from the interventions. This will be done mainly through regular site visits, telephone and other forms of contacts.

b)   Monitoring in IDF is expected to produce timely, accurate and adequate information about the progress of a project. It will produce information on which management decisions can be based on, e.g. about adjustment of the project activities or about use of resources. It will build upon the logframe and the baseline by measuring the indicators at regular intervals.

c)   Specifically the aim of monitoring in IDF is to:
   i.   Assure efficiency and effectiveness by measuring progress towards the desired objectives as well as by monitoring changes in the context that may jeopardize the project.
   ii.   Promote efficient and effective use of resources and to prevent under- or overspending.
   iii. Facilitate and promote accountability to donors and other stakeholders.
   iv.   Facilitate accountability to our target groups.
   v.   Provide information for evaluation which will help us learn from our experiences

3.1.2 Responsibilities for monitoring

a)   Monitoring will be mainly an internal process carried out by both the staff implementing the project, the director, the board and target beneficiaries. But the Director shall be final responsible for ensuring effective continuous monitoring throughout the programs.

b)   Through continuous monitoring, IDF staff should be able to identify potential problems and areas where adaptations might be necessary. Monitoring visits will be conducted by monitoring team from Program and Finance staff. Board Members will be free to join the monitoring team whenever they are available.

c)   Where IDF works with/ through other structures (partners, CBOs), the latter are responsible for managing the day-to-day operations of grant-supported activities using their established controls and policies.

3.1.3 Focus of Monitoring

a)   Monitoring shall focus on tracking program progress with regard to set program targets, quality, accuracy and compliance, and to examine if the results in each of these areas make sense individually and together. As an example, a project's activities may be progressing as planned but spending funds much faster than expected, which could mean that activities require more financial resources than originally expected. It is better in such case to discuss possible financial supplements early in the program rather than later.

b)   The areas are explained thus:
  i.   *Program Output/Targets:* are the programme elements being carried out as planned?
  ii.   *Performance Quality:* what is the quality of work? Is the desired impact being felt?
  iii. *Compliance:* are local laws and donor regulations being followed? Is there compliance with terms donor agreements (start/end dates, contract amounts, reporting and payments)?
  iv.   *Financial Accuracy:* are funds being correctly tracked for expenditures on program elements and are good accounting practices being followed?

3.1.4 Monitoring Techniques and Focus

a)   Quarterly performance review meetings should be held to discuss the accomplishments of each project and to review whether the benchmarks were met on time. In addition, IDF will examine the benchmarks for the subsequent period to ensure they are realistic and achievable.

b)   Monitoring is accomplished through:
  i.   Review and analysis of progress reports (programmatic and financial)
  ii.   Regular communication (electronic, telephone and face-to-face)
  iii. Review and discussion of findings/recommendations of audit reports, evaluations and any other independent assessments

c)   The monitoring function shall focus on the processes undertaken, their effects, and the context in which work takes place. Information collected by the system shall be in the following categories (see also table below):
  i.   Information needed for the organisation to make day-to-day decisions,
  ii.   Information needed to be accountable to donors and to ourselves,
  iii. Information needed to be accountable to relevant stakeholders including the target groups

Areas of Focus	
(1) Project inputs / finances	Process Monitoring
(2) Project activities	
(3) Project outputs (see indicators)	
(4) Management	
(5) Progress towards objectives (see indicators)	Effect and Impact Monitoring
(6) Wider impact of work (monitor indicators)	
(7) Background information	Context

d)   The following methods can be employed to collect data:
  i.   Focus group discussions
  ii.   Surveys with set questions
  iii. Interviews with key informants
  iv.   Regular record keeping including accounting records
  v.   Minutes of staff meetings
  vi.   Supervision checklists and reports
  vii. Observation during field visits and reports of visits
e)   Specific tools shall be developed for the monitoring of each project. The tools must be tailored to meet the information requirements stated above. IDF shall, however, develop tools that emphasise progress and impact. The following key information shall be collected for each programme or project.

Type of monitoring	Focus area	Key information
Process monitoring	Inputs	Are the necessary financial, physical and human resources available and used according to plan?
		Resource availability compared to budget / planning
		Amount of money spent compared to planning
	Activities	The extent to which activities are being carried out in relation to the plan
		What was planned but is not being done
		Problems encountered
		How problems have been addressed
	Outputs	The extent to which outputs are being produced (i.e. measurement of indicators)
	Management of the Programme	The way decisions are made
		Level of involvement of project staff and other stakeholders
		Internal changes
		Level of ownership by the target groups
Effect and Impact monitoring	Outcomes	The rate of progress towards achieving set objectives (i.e. measurement of indicators)
		Occurrence of unintended changes
		The extent to which objectives are still relevant
	Impact (Wider Impact Of The Work)	Are there indications that the project has resulted in a change on impact level? (i.e. measurement of indicators)
		Key processes that led to the change (are the changes attributable to the project?)
		Did the project lead to impacts that were not intended?
Context Monitoring	External Environment	Significant political, economic, social, technological and environmental changes that have or will affect the target group
		Any developments affecting the programme
		How the population is changing in terms of the characteristics that the programme is hoping to address

3.1.5 Programme/ Performance Monitoring Plans

a) A monitoring plan shall be developed for each programme. The plan shall indicate, for each focus area (see above table), the following:
    i. Information to be collected, where and how to get the information
    ii. The tools and methodology to be used;
    iii. When the information is to be collected, how, from where the person responsible,
    iv. How will the information be organised, stored and analysed
    v. When and how the information is to reported and disseminated

As sample programme/ performance monitoring framework (table) is shown below:

Sample Programme/ performance Monitoring Framework

Focus area	What information to collect	Where to get the information	Monitoring Tool/methodology	Where / how will info be stored	Responsible person	Timeframe		
						Data Collection	Data Analysis	Data Reporting
INPUTS								
ACTIVITIES								
OUTPUTS (Indicators)								
OUTCOMES (Indicators)								
IMPACT (Indicators)								
BACKGROUND (Context)								

3.1.6 Storing and Organisation of Information

a) The monitoring plan will include the formats used for collecting and storing the information collected. It is essential that a good storage system will be designed so that information can be tracked easily. This will facilitate analysis and allow the organisation to use the information to base management decisions on.

b) A good storage method is to create box-files for each indicator and other information requirement where the relevant hard-copy documents can be archived. Simultaneously, the information should be kept in soft-copy in separate computer folders. All box-files and folders should be organised in the same or a similar way.

c) It is the responsibility of the project manager to check if the system is adhered to by all staff.

3.1.7 Analysis and Presentation of Data

a) On a quarterly basis, a staff meeting shall be convened to discuss the findings of the monitoring activities. Similarly, each target group shall be provided with feedback from the monitoring system every quarter.

b) Information from the monitoring system shall be used for planning, institutional learning and as a basis for review and evaluation. The main purposes of the quarterly staff meetings are:
   i. Share the monitoring findings
   ii. Analyse the findings
   iii. Decide if the implementation plan needs to be adjusted
   iv. Identify lessons learned
   v. Decide what feedback to give to those involved in the work
   vi. Decide what follow up should take place, by who and when,

3.1.8 Feedback to Planning Process (use of data)

a) The quarterly staff meetings where monitoring data is discussed are the first step in making sure that the collected information is used to learn from. Minutes will be made to document the analysis, lessons learned and decisions made. If it is necessary, the project implementation plan will be adjusted right away based on the data available. The monitoring data also forms the basis of (donor) reports and will be used as input for the final project evaluation.

b) Since all project staff is involved in these M&E activities, an institutional memory is created. However, it is still important that reports of previous projects are reviewed when designing new projects, so that lessons learned are not forgotten.

3.1.9 M&E indicators of IDF work

a) During the M&E, the team shall use set indicators to assess progress towards achieving defined results of the project. In order to enable this, the programme/project team shall ensure that objectively verifiable indicators are in place during the planning process to measure target population responses, behaviour change, reaction, perceptions and institutional change.

b) The organization's indicators shall reflect what is written in the goal. The indicator shall show time and quantity and must be clear to show terms of measurement; percentage is an absolute measure more appropriate for describing the indicator.

c) The team shall also consider the means of verifying indicators. Each indicator shall have means of verification. Terms of verifying indicator shall be stated. If a survey is required, the team shall add the survey in the activity list. If the activity costs may be needed, the team must add it into the budget. Examples of general/programme level process indicators may include:
    i.   Number of successful projects genuinely started by the local people.
    ii. Number of persons adequately aware & taking action to solve their problems.
    iii. Number of projects producing enough food for home consumption or for sale.
    iv. Number of people successfully applying sustainable agricultural methods.
    v.   Number of successful water projects
    vi. Number of projects successfully runs by community groups.

3.2 Mid Term Reviews & Evaluations

3.2.1 Mid-Term Reviews
a) Half way the implementation of the annual plan, a mid-term review shall be conducted. The programme manager in consultation with the donor will determine if a mid-term review should be conducted on program implementation in order to improve on performance for the remaining grant term; or if an annual review should be carried out on the overall project performance for each year of implementation.

b) This exercise serves to reflect on the progress of the implementation of the annual work plan. This goes beyond the implementation of individual projects but looks at the effectiveness of the whole organisation compared to its wider objectives as formulated in the annual plan.

c) The review should assess each year's accomplishments in relation to the annual targets. If accomplishments are significantly below targets, the partner may be required to re-program activities or accelerate implementation in a subsequent year. The review should also include a financial review. Based on the findings, activities may be intensified or downscaled.

3.2.2 End of Project/ Programme & Institutional Evaluations
a) *Purpose of evaluations:* At the end of the project or programme period, a formal evaluation will take place involving external consultants. The evaluation will involve a broad cross-section of stakeholders. Evaluations shall be conducted for the following purposes:
    i.   To determine how far the overall goal (impact) and objectives (outcomes) have been met,
    ii.   To identify any unintended results/ effects
    iii. To assess the relevance, effectiveness, efficiency, impact and sustainability of programs,
    iv.   To reconsider, in the light of experience, validity of assumptions behind the original plan,
    v.   To analyse cause and effect linkages & reasons why change is occurring or not occurring
    vi.   To indicate what insights can be offered to improve future programs and practice,
    vii. To deal with operational, priority, ethical and cost-effectiveness doubts,
    viii. To promote learning and improve the capacity of IDF in programme management

b) *Approach to evaluations:* As far as feasible, evaluations of IDF programs shall be in the form of 'Joint Participatory Evaluation'. The following additional conditions are preferred:
    i.   All stakeholders shall be fully involved,
    ii.   Participatory methods shall be used to collect data,
    iii. External facilitation shall be identified jointly by the key stakeholders,
    iv.   The role of the external evaluator shall be confined to process facilitation

c) *Evaluation steps:* As far as feasible, the following steps shall be followed,
     i.   Define the objectives of the evaluation as well as the users of the evaluation report
     ii.   Decide who should participate and how,
     iii.   Identify the external consultant,
     iv.   Agree on timing,
     v.   Develop of data collection tools,
     vi.   Collect of data and validate the same,
     vii.   Data analysis and Reporting (findings, conclusions and recommendations)
     viii.   Dissemination of the report (and post evaluation planning).

d) *Terms of Reference (ToR) for evaluations:* IDF will give ToRs to provide an overview of what is required and the expectations of the evaluation. The roles, resources, and responsibilities of the evaluators will be clearly defined. ToRs will specify the following: -
     i.   Background to the Evaluation and programme/project/activity.
     ii.   Why and for whom the evaluation is being done (purpose)
     iii.   Scope of work
     iv.   Methodology and approaches
     v.   Deliverables and timelines
     vi.   Team Composition and qualifications
     vii.   Roles of various parties
viii.   Budget for the Evaluation Exercise

3.3 Reflection and Learning

a) Monitoring and evaluation activities will result in valuable lessons about all stages of the project management cycle. Especially an (external) evaluation provides an excellent opportunity to learn from the experiences.

b) IDF will pay specific attention to capturing lessons during the quarterly staff meetings when monitoring data is being discussed and analysed. The minutes of those meetings shall include a section where the lessons are documented.

c) Identifying lessons learned is also a returning element during evaluations. With the help of an external facilitator it might be easier to look back on the project and to analyse the experiences. Any lesson that is distilled from this process will be included in the evaluation report.

CHAPTER 4: REPORTING

4.1 Overview

a) *Purpose:* IDF recognises the need to inform the target groups and beneficiaries about the project progress as well, but prefers to use different tools such as oral presentations and informal contacts. Reports shall fulfil the following functions:

i. Facilitate assessment of progress and achievements,
ii. Helps audiences to focus on results of activities,
iii. Provide a basis for decision-making,
iv. Promote learning,
v. Communicate how efficiently and effectively objectives are being met

b) *Frequency:* Reports shall be prepared at the intervals agreed between the funding agency and IDF. If there are no specific requirements, IDF produce progress reports at least bi-annually. At the end of each project a final report will be written, however, this will often be combined with the final evaluation.

4.2 General Policies

a) It is important to produce an appealing annual report so that IDF can share its experiences and accomplishments with donors and other stakeholders. Reports also support IDF reflect internally on the past year and document the highlights.

b) The M&E Manager and Programme manager are responsible for reporting in order to ensure that reports are developed and shared on time as per reporting schedule. They should also review the reports for accuracy and completeness and monitor progress against set targets.

c) Reporting requirements are often outlined in partnership agreements and include programme & financial progress reports; annual reports; final reports; and audit reports. Reporting formats and requirements should be agreed upon during orientation/ contracting with the donors.

d) Reporting requirements & formats should be standardized and consistent from one period to another. Inconsistent and changing reporting formats leads to inconsistencies in reporting and inevitable delays in report acceptance as clarification is sought from the partners.

e) Failure to submit complete, accurate and timely reports may delay the review and processing of funding requests and is an indication of a need for closer monitoring by IDF as these may result in possible enforcement actions, including withholding of disbursements or conversion to a cost reimbursement payment method from an advance method.

4.3 Financial and Narrative Reporting

4.3.1 Program Reporting

a) A narrative report describing the activities implemented during the reporting period shall be prepared by IDF as per the reporting requirements. The narrative progress report shall also highlight activities scheduled for the next reporting period.

b) It is recommended that IDF submits programme and financial reports together so as to permit the comparison of activity implementation and spending.

c) Content: Programme reports shall:
 i. Focus on results and accomplishments,
 ii. Assess performance over the past reporting period using established indicators, timelines, baseline information and targets
 iii. Explain why results are different from the original planning
 iv. Specify the actions to overcome problems and accelerate performance,
 v. Address gender and any other disadvantaged group in the analysis of programme performance
 vi. Identify any need to adjust resource allocations, indicators and targets,
 vii. Discuss the way forward as well as the prospects of successful programme closeout,
 viii. Address how the results and benefits shall be sustained.

d) Unless the funding agency uses a specific format the progress reports shall be laid out in the following manner:
 i. Introduction
 ii. Comparison of planned versus actual activities
 iii. Progress towards objectives (in project logframe format)
 iv. Success stories
 v. Narrative financial report (expenditure report and financial review)
 vi. Lessons learned
 vii. Follow-up
 viii. Annex: updated Action Plan
 ix. Annex: Financial report

e) Final reports shall use the following format (unless the donor uses a different outline):
 i. Executive summary
 ii. Introduction (describes briefly the need and history of the project as well as the results, objectives, activities and methods used for implementing the programme)
 iii. Results / impacts compared to the planning including summary in logframe format
 iv. Narrative financial report
 v. Sustainability / Exit strategy
 vi. Lessons learned / best practise, recommendations

4.3.2 Financial Reporting

a) Along with the annual report, a financial statement will be produced to summarise the financial implications of the activities in the previous year. It also gives an overview of the current financial situation of the organisation. Financial reports should include a budget performance report explaining all significant favourable or unfavourable variances.

b) Reports of expenditures are required as a timely and accurate documentation of the grant and of costs incurred according to the official accounting records of IDF. The partnership agreement will specify both the frequency and due date of the financial reports dependent on the risk assessment.

c) As appropriate, monthly, quarterly, semi-annual or annual as well as final expenditure information shall be provided by IDF. The reports must be submitted by IDF finance officer or as stipulated in the partnership agreement.

d) The programme and finance manager shall ensure that the information submitted by partners is accurate, complete, and consistent with the accounting system. All financial statements must bear the signature of the authorized IDF official, certifying that the information in the statement is correct, complete and all payments are for the purposes set forth in the partnership agreement.

e) The partnership agreement shall specify when the final reports are due. In general, final reports are usually due within 90 calendar days after expiration of a partnership. Final reports include final program report, financial status report, and any other report required by the agreement. An external auditor will check all financial transactions and produce a financial audit report.

INTEGRATED DEVELOPMENT
FOCUS, SOMALIA - IDF-S