

7. PROGRAMME MONITORING AND EVALUATION

Some of the key tools for monitoring the implementation of the PoA activities are highlighted in the PoA logical framework (Annex 1). In addition, process monitoring is necessary at the activity level, to ensure that implementation is on-track.

An indispensable tool for FAO is evaluation. This is needed not only because FAO should be accountable to the demands of its local beneficiaries but also to analyse the wider political, social, and economic impact of humanitarian aid on a local society.

7.1 MODALITIES

Monitoring is a system of continuous assessments that is used to measure the extent to which implementation is going according to plan, as well as the use of resources. It is a continuous feedback system, ongoing throughout the PoA, which feeds into the implementation process and will involve the supervision or periodic review of each activity.

Evaluation is the systematic analysis of operations. It is used to adjust or redefine objectives, reorganize institutional arrangements or redistribute resources to the extent possible. It is intended that a PoA output to outcome review will be undertaken at the end of the first year of the PoA (January to December 2010), with a PoA impact evaluation taking place in early 2012.

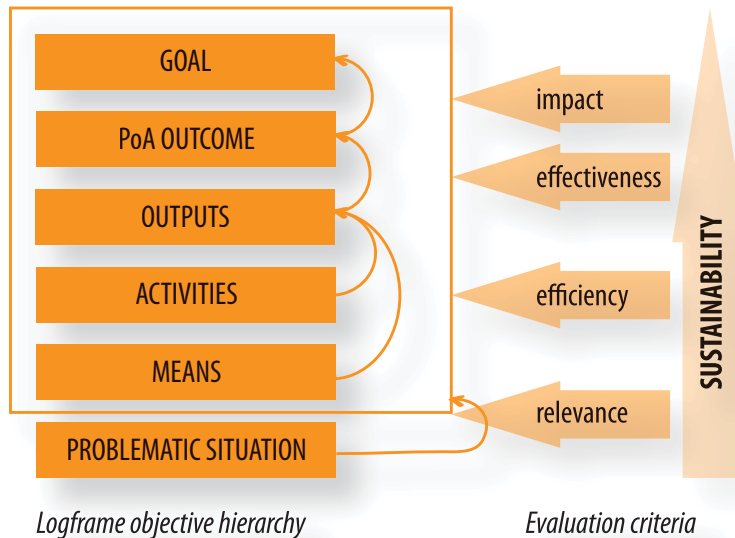
The key criteria for both the review and the impact evaluation will be:

- effectiveness: the extent to which the PoA intervention's outcome was achieved, or is expected to be achieved;
 - efficiency: cost-effectiveness in achieving outputs or the ratio of outputs to the inputs to achieve the PoA outcome;
 - impact: positive or negative, primary and secondary long-term effects produced by the PoA intervention, directly or indirectly, intended or unintended; and
 - relevance: determines the extent to which the PoA addresses prevailing problems in a changing context.
- In addition, the impact evaluation will measure sustainability: the actual and likely continuation of benefits from the PoA interventions after completion³⁷.

Figure 5 overleaf provides the criteria of sustainability, impact, effectiveness, efficiency and relevance to the vertical hierarchy in the PoA logical framework.

37 Source for M&E criteria is the Development Assistance Committee of the Organisation for Economic Cooperation and Development, 2002.

Figure 6 - Relating monitoring and evaluation criteria to the PoA logical criteria³⁸



6.2 LESSONS LEARNED

The FAO team in Southern Sudan places considerable importance on documenting experiences and lessons learned, which enables the team to learn from challenges faced and apply new knowledge and experience to other programmes. In particular, it will help the team to review the PoA and choose appropriate strategies for the next PoA.

38 Adapted from the European Commission Aid Delivery Methods, Volume 1, Project Cycle Management Guidelines, March 2004.