7. PROGRAMME 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 activity level, to ensure that implementation is on-track.

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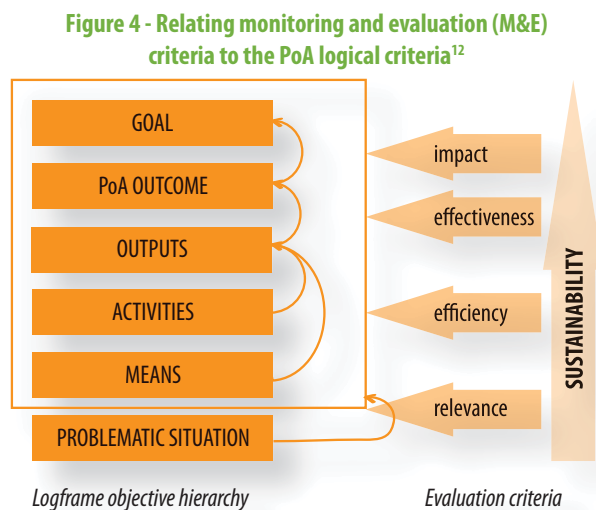
7.1 MODALITIES

Monitoring is the surveillance system 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 life of the PoA, and will involve the supervision or periodic review of each activity. Monitoring of activity implementation will be the responsibility of FAO sectoral coordinators. Annex 6 provides the framework used for monitoring these activities, grouped by projects.

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 (August 2010 to August 2011), with a PoA impact evaluation taking place at the end of 2012. Funding for these evaluations will be sought from donor partners.

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;
- impact: positive or negative, primary and secondary long-term effects produced by the PoA intervention, directly or indirectly, intended or unintended;
- relevance: determines the extent to which the PoA addresses prevailing problems in a changing context; and
- it will measure sustainability: the actual and likely continuation of benefits from the PoA interventions after completion[11].

Figure 4 presents the criteria of sustainability, impact, effectiveness, efficiency and relevance to the vertical hierarchy in the PoA logical framework.

Figure 4 - Relating monitoring and evaluation (M&E) criteria to the PoA logical criteria[12]

Logframe objective hierarchy   *Evaluation criteria*

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11   Source for M&E criteria is the Development Assistance Committee, Organisation for Economic Co-operation and Development, 2002.
12   Adapted from the European Commission Aid Delivery Methods, Volume 1, Project Cycle Management Guidelines, March 2004.

Within the Sudan programme, to-date FAO's M&E systems have been weak, and have mainly been based on collecting details of quantities of goods and services delivered and the numbers of beneficiaries. With this PoA, the aim is to move from this numerical quantification of our activities to measure and assess the immediate outcomes anticipated and the contribution to long-term outcomes and impact.

7.2 Lessons learned

FAO Sudan gives high importance to establishing a lessons learning process that will help the team learn from the challenges faced and apply new knowledge and experience to other ongoing programmes. This is the first PoA for North Sudan, and important lessons will be observed with this first programmatic exercise. The approach taken and lessons learned will be incorporated into future programming exercises. In particular, it will help the team choose appropriate tactics and strategies in the next PoA.

7.3 Targeting

It is common knowledge that households in a given area may not be affected equally at a given point in time. The level of vulnerability varies depending on the livelihoods assets of a household. In addition, agencies may not have enough resources to cover all the needs within an area. In such situations, agencies resort to the next level of targeting, i.e. household targeting to identify the right beneficiaries.

Household targeting is the joint responsibility of the implementing partners and local community structures. Households are normally selected through the involvement of community leaders, local institutions, community focus groups, and beneficiaries themselves through a community-based management system. Most FAO activities target the following categories of households: (i) IDPs and refugees in camps; (ii) IDPs living with residents and with access to cultivable land; (iii) nomadic populations (including agropastoralists); (iv) vulnerable resident communities; (v) returnees; (vi) flood-affected households; (vii) HIV/AIDs-affected/infected households; and (viii) ex-combatants/DDR. Gender aspects are normally taken into consideration when selecting households.

Targeting for FAO interventions is based on assessments either carried out by FAO or other FSL actors, and these results inform programming and planning. The establishment of clear and transparent household selection criteria in close consultation with the community and their leaders in target areas facilitates the household selection process, and is therefore vital and must be carried out through iterative community dialogue based on agreed criteria. The involvement of community leaders in the process of community dialogues is crucial to benefit from the wealth of information that external agencies could be lacking. The participatory process of targeting will be strengthened, as well as the dissemination of information on targeted groups, in order to avoid duplications within the FSL Cluster.