

## 2.1.9 [8] Continuous Monitoring and Reporting

The AJACS team will implement a Monitoring and Evaluation (M&E) system that enables timely, evidence-informed decision making. Regular monitoring at the implementation/activity level and periodic assessment (at mid-programme and programme end) at the results and strategic levels will ensure effectiveness, programme relevance and impact measurement, while enabling accountability and continuous learning.

*Implementation/Activity:* ARK will systematically monitor the quality of implementation against agreed donor-implementer indicators. Sample KPIs include:

- Programme-supplied equipment is delivered within the agreed-upon timeframe and meets beneficiary needs as identified during programming.
- Analysis of key threats results in actionable assessment of overall risk levels and is demonstrated in timely and appropriate adjustments to the programme.
- Reports are delivered within agreed-upon timeframes.
- Fewer than 20% of designated project staff turnover during implementation of a discrete project.
- Outcome indicators are clear; directly relevant to programme results; verifiable; measurable; and can be disaggregated by gender and locality.

Repeated failure to meet the KPIs and deliver the quality of services specified in the AJACS Statement of Work (SoW) will be examined by the AJACS programme and ARK senior management teams, before being raised with the AJACS Secretariat and Steering Committee, as required. When appropriate, the programme team will seek mitigation strategies such as re-allocation of equipment to areas not impacted by high levels of violence, or the identification of alternate beneficiaries, as under the ICSP programme where material support originally destined for Raqqa was redirected to mitigate the risks of diversion by proscribed groups. In other cases, where failure to meet a KPI reflects poor performance on the part of a supplier, ARK senior management will examine the circumstances and propose adjustments to procedures and/or trigger penalty clauses, consistent with ARK's Logistics and Procurement Manual. ARK's established legal representatives in Turkey can also be utilised as a resource in this regard. Where failure to meet KPIs is due to factors outside the implementer's control, the AJACS programme team will propose a review of the indicators with donors.

Utilising ARK's post-activity review process, ARK M&E specialists and project staff will examine qualitative and quantitative information from beneficiaries and the AJACS project team, to identify lessons that can then be systematically incorporated into the design and implementation of subsequent activities. Iterative programme design has been a hallmark of ARK's programming since the start of the Syrian conflict. As beneficiary institutions deliver services in Syria, ARK will train beneficiaries to track and report on their activities to ensure quality and ensure continuous improvement. In addition, ARK will use its M&E teams and deploy third party monitoring services such as the Gaziantep-based Syria Research and Evaluation Organisation (SREO) to observe in-country service delivery, where relevant.

Verifying the delivery of assistance to recipients in Syria is another core component of ARK's implementation-level monitoring. Using a variety of data sources (detailed below), ARK verifies the delivery and distribution of material and financial support, ensuring that assistance reaches target beneficiaries and is used as intended.

*Programme Results:* M&E at mid-term and programme end will ascertain the relevance and effectiveness of the programme by assessing outcomes against agreed-upon and emergent indicators. Relying on in-country data and rigorous analysis, ARK will evaluate the programme's impact on communities of interest in Syria at key intervals. The in-depth mid-term assessment will provide evidence to inform adjustments to the programme design, resource allocation, and responses to context-dependent windows of opportunity, while the final assessment will inform future implementation and strategy decisions.

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*Strategic:* ARK’s Research and Analysis assessments identify changes in the strategic environment that create new opportunities or threaten programme success, enabling adaptation and responsiveness.

### Data Collection

Strategic, programmatic and activity-level M&E will draw on in-country data collection conducted by ARK, partners and beneficiary organisations. Through delivering the ICSP, ARK has cultivated relationships with four Syria-based networks that provide objective information about programme delivery and impact, complementing existing in-house data collection.

- ARK has established and trained ten Syrian field officers to observe delivery and conduct interviews, as well as a network of 60 Turkey-based Syrian researchers who can conduct broad-based population surveys. The researchers demonstrated their ability to deliver during Wave 1 of the ICSP survey study in May 2014, by obtaining in-depth information from over 1,300 individuals in four provinces. ARK has also established a partnership with SREO to conduct third-party assessments of implementation and impact.
- Having trained individuals representing over 200 civil society organisations, ARK draws on a robust in-country network to conduct independent quality assurance and spot checks on its ongoing programmes.
- A network of 61 media stringers enables ARK to obtain photographic and video evidence of equipment distribution and use, as demonstrated during ICSP implementation when ARK stringers documented the use of equipment in Aleppo and the distribution of Ramadan packages.

The following chart summarises ARK’s proposed M&E data collection system:

Programmatic Component:	Stages/Milestones:	Means of verification:
<b>Material Support</b> Using the ARK Compliance Pathway Database, M&E staff will track the delivery, distribution and use of material support to ensure that AJACS-supplied equipment and financial support are used in accordance with donor intentions	1. Handover to the beneficiary organisation	1. ARK Logistics & Procurement handover forms
	2. Receipt by identified individual*	2. Beneficiary-issued receipt forms signed by third parties (e.g. Local Councils)
	3. Condition and use* <i>* for equipment valued over an agreed-upon threshold (i.e. vehicles and generators)</i>	3. In-country spot checks by civil society organisations, photographic evidence supplied by media stringers, media and social media monitoring, interviews
<b>Technical skills and capabilities</b> M&E staff will monitor whether beneficiary capabilities have been strengthened using capacity assessments, service delivery information, and input from the communities served	1. ARK assessments of beneficiary capacity	1. ARK capacity assessments, pre- and post-tests during training; participant interviews
	2. Rates of service delivery, user satisfaction and beneficiary assessments	2. Monthly activity reporting, user surveys and/or internal quality assurance measures (e.g. Police Inspector General; ombudspersons)
<b>Outcomes and Impact</b> M&E staff and partner organisations gather qualitative and quantitative data in Syria	1. Community perceptions of justice and security	1. Survey study and qualitative interviews conducted by ARK enumerators

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### Reporting

ARK produces analytical, weekly and spot reports to deepen AJACS staff and donor understanding of the key stakeholders and relevant actors and their impact on the design and delivery of AJACS activities. M&E reports will be delivered mid-programme (during month four) and within three months of programme end or as agreed with donors.

### Data Analysis and Visualisation

In addition to a designated project M&E officer, ARK's core team includes data analysis, statistics, mapping and data visualisation expertise, enabling rapid, accurate, insightful and usable reporting. The following graphics are sample products that depict programme outcomes in the field of police force capacitation and contingency planning tools for delivery of material support.

