

Everything SNV does is focused on achieving development results in the most efficient, effective and sustainable way possible. To ensure this, we make planning, monitoring, evaluation and learning a key part of our work.



The basis for SNV's planning, monitoring and evaluation approach is a series of clearly articulated steps. By following these steps, project staff can understand what is working and why, and use monitoring and evaluation information for improving the effectiveness of their work and reporting. In practice, PME means constant analysis, reflection and improvement of our work – enabling successful tailoring of approaches to local problems and contexts and full transparency for our donors and partners.

How does it work

PME is applied throughout a project's life cycle, from conception to conclusion. At the conception stage, a project-specific theory of change is developed, based on a thorough analysis of the context, a comprehensive set of harmonised and project-specific indicators is defined, and a monitoring and evaluation plan is developed, detailing for each indicator what, how, why, when, and by whom data will be collected.

In developing the project's PME framework the requirements of the donor are leading. Several donors provide their own guidance, formats and even standard indicators and methods

of measurement. Compliance to any PME requirements of the donor is central in developing the PME frameworks of our projects. While the donor is leading, as SNV we have our internal PME objectives and requirements that every project is expected to respect as much as possible. Within the frame set by the donor, the project's theory of change, anticipated results and planned activities should reflect as much as possible SNV products, approaches and principles.

Recognising that interventions develop over time as contexts change and lessons are learned, SNV emphasises the need for regular reflection on which project elements are (not) going to plan and why (not) based on collected data on progress. We organise regular opportunities with stakeholders to reflect on the progress of projects and where needed theories of change, strategies, and targets are up-dated.

Project stakeholders play a key role in the PME process. Stakeholders are empowered to identify, collect, manage and analyse monitoring data and to use this information to tailor their own activities accordingly – building capacity and creating local-level ownership.

SNV's PME system supports

- **Steering** management decisions based on results
- **Accounting** for results we achieve during and after our work
- **Learning** from results we have achieved - and those we have not
- **Profiling** SNV's added value

Open data

SNV strives to be as open as possible on its work and the results achieved. As of 1 January, 2016 SNV has committed to report to the IATI (International Aid Transparency Initiative) standard for all DGIS and DfID funded projects that started on or after this date and have a total budget equal to or larger than €250,000. In 2016, SNV is piloting the use of Akvo Really-Simple-Reporting (RSR) for publishing its data.

Mobile Data Collection

Within SNV, we encourage projects to use electronic data collection tools, instead of paper and pen methods. To facilitate this, we entered into a strategic partnership with Akvo in 2015 aimed at innovating and spreading the use of mobile applications in a range of SNV products and programs, as well as some technology and software development to enable that. Akvo Flow is a multi-language tool to easily collect data through mobile smartphones/tablets and store and manage these in an effective way.

Screening on environment and social impact

All SNV projects with a total budget over €100,000 complete a screening on the potential environmental and social impacts project activities can have with the aim to limit and reduce the potential adverse environmental and social impacts of project activities and maximise the potential benefits in a consistent way. These steps are articulated in SNV's environmental and social safeguard policy.

Combination of harmonisation and room for contextualisation

For reasons of quality and efficiency we have developed generic theories of change with matching sets of indicators and methods of measurement for our sector products. The generic theories have been developed in such a way that they are specific enough to bring out the unique selling points of the SNV approach in a specific product, and general enough to be tweaked to fit the local context and donor requirements.

To allow for corporate reporting, profiling and learning, SNV uses a limited number of harmonised indicators. All SNV projects over €250.000 are expected to select at least one harmonised indicator for which it collects and reports data on an annual basis. Next to these harmonised indicators, projects have the flexibility to define their own project specific indicators.

Quality Criteria

SNV's PME approach is guided by quality criteria. For each step in the PME cycle a set of quality criteria are defined, which summarise the minimum requirements for an adequate PME system. These quality criteria are a must for all SNV projects.

Together the quality criteria promote participation of development stakeholders in planning, monitoring, evaluation and learning, underscore the importance of recognising complexity and being flexible in planning processes, and strongly supports reflection, learning and steering based on collected data on the project's progress, emphasise the need for sufficient human and financial resources for PME as well as the need for proper documenting and storing of PME related data.

Contact

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