



Agama Charity

PEOPLE | EDUCATION | OPPORTUNITY

FINANCIAL STEWARDSHIP

RESPONSIBLE RESOURCES. BRIGHTER FUTURES.

Our commitment to transparent, ethical and accountable financial management for the benefit of children, communities and future generations.



TRANSPARENT
MANAGEMENT



ETHICAL
PRACTICES



ACCOUNTABLE
TO OUR COMMUNITY



GREATER
IMPACT

MONITORING & EVALUATION

Learning, accountability and measurable impact

Monitoring & Evaluation

Learning, accountability and measurable impact

AGAMA Charity believes that meaningful community development requires more than delivering activities. It requires listening to the people involved, tracking progress, understanding what is changing, and using evidence to improve the work over time.

This public framework explains how AGAMA Charity intends to monitor programme delivery, evaluate results, learn from experience, and remain accountable to children, families, communities, donors, and partners. It should be read alongside approved programme plans, safeguarding procedures, financial controls, and donor agreements.

1. Purpose & Principles

Monitoring and evaluation (M&E) help an organisation understand whether activities are being delivered as planned, whether intended results are emerging, and what adjustments may be needed. AGAMA Charity aims to use M&E; proportionately to programme size, risk, resources, and the needs of participants and partners.

Our approach is guided by these principles:

- **Relevance:** measures reflect community priorities and programme objectives.
- **Participation:** where appropriate and safe, children, caregivers, community members, staff, and partners can contribute feedback.
- **Evidence:** findings are based on documented information and clearly stated limitations.
- **Learning:** results and feedback inform practical improvements.
- **Accountability:** programme progress and use of resources are reviewed by responsible people.
- **Do no harm:** data collection respects dignity, privacy, safeguarding, and informed consent.

2. Programme Planning & Results

Each programme should have a clear purpose, defined participants or communities, activities, expected outputs, intended outcomes, and a realistic timeframe. Where appropriate, programme plans should record a baseline or starting point and identify how progress will be assessed.

A results framework may distinguish:

- **Inputs:** resources used, such as funding, staff time, materials, or partnerships.
- **Activities:** what the programme does, such as learning sessions, school support, or community initiatives.
- **Outputs:** immediate deliverables, such as sessions held, materials provided, or participants reached.
- **Outcomes:** changes that may follow, such as improved access, knowledge, participation, or skills.
- **Longer-term impact:** broader changes to which the programme may contribute, while recognising that many factors influence them.

3. Indicators & Targets

Programme teams should select a manageable set of indicators that connect directly to the programme's objectives. Targets should be realistic, time-bound, and supported by a clear definition of what will be counted and how.

- Use a mix of quantitative information and qualitative feedback where useful.
- Disaggregate information only where relevant, lawful, safe, and appropriate—for example by age group or location.
- Record the source, collection frequency, responsible person, and limitations of each indicator.
- Avoid making claims that exceed the evidence available.

4. Data Collection & Verification

Depending on the programme, information may be collected through attendance records, activity reports, observation, surveys, interviews, focus groups, service records, partner reports, or other appropriate methods. Methods should be proportionate and accessible to participants.

- Use consistent tools and definitions across reporting periods.
- Check records for completeness, plausibility, and duplication where feasible.
- Verify a sample of reported information when proportionate to risk and resources.
- Document missing data, changes in methodology, and important limitations.
- Keep source records and supporting evidence in approved, secure locations.

5. Monitoring Frequency & Responsibilities

Monitoring frequency should reflect programme duration, risk, safeguarding considerations, reporting obligations, and available capacity. Responsibilities should be assigned before implementation so that information is collected, reviewed, and acted upon consistently.

- **Programme staff:** maintain activity records and report progress, challenges, and feedback.
- **Programme leadership:** review progress against plans and coordinate corrective actions.
- **Finance personnel:** reconcile programme expenditure with approved budgets and financial records.
- **Management:** review significant risks, underperformance, and resource needs.
- **Board or authorised governance body:** provide oversight at an appropriate level and review material performance or risk concerns.

6. Evaluation & Review

An evaluation may be appropriate at the end of a project, at a major milestone, when a programme is redesigned, or when required by a donor or governing body. The depth of evaluation should be proportionate to the scale, duration, cost, risk, and importance of the programme.

Evaluation questions may include:

- Was the programme relevant to the needs identified with the community?
- Were activities delivered as planned, and what changed during implementation?
- What evidence indicates progress toward intended outcomes?
- Were resources used responsibly and efficiently?
- Were there unexpected positive or negative effects?
- What should be continued, adapted, expanded, or stopped?

Where an independent evaluation is commissioned, its scope, independence, methods, and limitations should be described accurately. AGAMA Charity will not describe internal monitoring as an independent evaluation.

7. Community Feedback & Accountability

AGAMA Charity aims to create appropriate opportunities for participants and community members to share views about programme quality, accessibility, relevance, and concerns. Feedback methods should be safe, understandable, culturally appropriate, and accessible to people who may face barriers to participation.

- Explain how feedback can be submitted and what response to expect.
- Provide a safe route for raising sensitive concerns, including safeguarding issues.
- Record and review feedback without exposing individuals unnecessarily.
- Respond fairly and in a timely manner where possible.
- Use recurring themes to inform programme improvements.

8. Child Safeguarding, Consent & Data Protection

When programmes involve children or adults at risk, data collection must follow applicable safeguarding and data-protection requirements. Collect only information that is necessary, explain its intended use in an appropriate way, and obtain consent or other lawful authorisation as required.

- Do not make assistance conditional on participation in research, photography, or publicity unless a lawful and ethically justified programme requirement applies.
- Avoid collecting sensitive personal information unless necessary and properly protected.
- Restrict access to identifiable records and use secure storage and transfer methods.

- Use anonymised or aggregated information for public reporting wherever suitable.
- Escalate safeguarding disclosures through the approved safeguarding procedure rather than treating them as routine feedback.

9. Reporting Results

Programme reports should communicate progress clearly, including achievements, challenges, expenditure where relevant, lessons learned, and planned actions. Reports should distinguish activities delivered from outcomes demonstrated and should explain significant changes from the original plan.

- Report against agreed indicators and targets where available.
- Include the reporting period and data sources.
- Explain material gaps, delays, or limitations honestly.
- Use photographs, case studies, and quotations only with appropriate consent and safeguarding protections.
- Meet donor reporting requirements without compromising participant dignity or confidentiality.

10. Learning & Adaptive Management

Monitoring and evaluation are valuable only when findings are used. AGAMA Charity aims to review evidence and feedback with relevant staff, community representatives, partners, and governance personnel as appropriate, then document decisions and follow-up actions.

- Hold periodic programme reflection and review meetings.
- Maintain a record of agreed actions, responsible persons, and completion status.
- Adjust implementation where evidence indicates a better or safer approach.
- Share useful lessons internally and with partners where appropriate.

11. Risk, Limitations & Responsible Claims

Programme outcomes are influenced by many factors, including household circumstances, public services, environmental conditions, and wider economic or social change. AGAMA Charity will seek to describe its contribution accurately and avoid claiming sole responsibility for changes that cannot reasonably be attributed to its activities.

Where data is incomplete, sample sizes are small, or methods have limitations, reports should state this clearly. Personal stories can illustrate experience but should not be presented as proof of programme-wide impact on their own.

12. Roles & Governance

Management is responsible for ensuring that programme teams have appropriate plans, tools, and capacity for monitoring and reporting. Programme leads coordinate data collection and follow-up. The Board or authorised governance body provides oversight of material performance, safeguarding, and risk issues while respecting operational responsibilities.

13. Public Transparency & Donor Reporting

AGAMA Charity aims to make appropriate programme information available to donors, partners, and the public, subject to safeguarding, privacy, security, and contractual obligations. Public reporting may include programme summaries, activities, outputs, lessons, and results supported by available evidence. Formal donor reports and internal records may contain additional detail and are shared through appropriate channels.

14. Review & Continuous Improvement

This framework should be reviewed periodically and updated when programme needs, legal requirements, safeguarding standards, donor obligations, or organisational practices change. Programme-specific M&E plans may add indicators, tools, schedules, and responsibilities suited to each initiative.

Document	Monitoring & Evaluation Framework
Approved by	AGAMA Charity Board
Effective date	11 September 2011 (as supplied by the organisation)
Next scheduled review	2028

A note to readers

This document describes AGAMA Charity's public monitoring, evaluation, accountability and learning framework. Programme-specific indicators, targets, data tools, schedules, and evaluation findings should be confirmed against current approved programme plans and records. Publication of this framework does not replace programme reports or independent evaluation reports.

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