



MONITORING AND EVALUATION

PURPOSE

To support critical review of the board's monitoring of organisational progress.

1. Is the board clear on the most important things to monitor?
2. Do we use the strategic plan for monitoring organisational progress?
3. Do we monitor:
 - Financial accountability and results
 - Program products or outputs
 - Adherence to standards of quality in service delivery
 - Participant-related measures (are we serving those most in need)
 - Client satisfaction
4. Have we identified the resources needed to monitor effectively?
5. Do we measure outcomes (results or impact), outputs (work done) and capacity (organisational capability)?
6. Have we identified any 'lead' indicators to monitor progress towards longer-term results?
7. Do we take corrective action based on our monitoring of progress?
8. Have we clearly allocated responsibilities for monitoring and evaluation at different levels in the organisation?
9. Do we periodically commission more thorough evaluations of our services?
10. Do we commission customer research to see ourselves as others see us?
11. Have we ever undertaken a 360° review of the organisation?
12. Do we integrate evaluation of progress into the CEO's appraisals?
13. Does the board undertake self-assessment, to consider its own effectiveness?
14. In evaluating board effectiveness do we use:
 - Informal board discussion
 - Facilitated board discussion
 - Self-completion survey
 - Stakeholder consultation or 360° evaluation
 - A board audit
15. Do we have, or need, a governance committee?

SOURCE

- > Fishel, D, The Book of the Board, Federation Press, Sydney, NSW (2003; 3rd edn. 2014)

REFERENCES

ABOUT POSITIVE SOLUTIONS

[Positive Solutions](#) offers a range of services to non-profit boards throughout Australia. [Board development workshops](#) and detailed board reviews can be tailored to the needs of each organisation. To find out more about how Positive Solutions can help you, contact: info@positive-solutions.com.au or call 07 3891 3872.

THE BOOK OF THE BOARD

[The Book of the Board](#) is Australia's standard reference book for board and committee members of non-profit organisations. Authored by Positive Solutions Director, David Fishel, and currently in its third edition, The Book of the Board provides clear guidance on the role of the non-profit board, formal and legal responsibilities, and the ways in which the board can maximise its effectiveness for the organisation.

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