



7th Meeting of the Global Steering Committee (GSC)

22 October 2013, 13:30 – 17:30 (Rio time)

The GSC is requested to endorse the attached concept note

AGENDA ITEM 6 (for endorsement)

MONITORING AND EVALUATION CONCEPT NOTE



CONCEPT NOTE FOR MONITORING AND EVALUATION FRAMEWORK

INTRODUCTION: WHAT IS IN PLACE

Effective monitoring and evaluation combined with good planning should play a major role in enhancing the effectiveness of the implementation of the Global Strategy. As a result of monitoring, stakeholders should receive regular feedback on the progress made towards achieving goals and objectives of the global strategy, whereas, as a result of evaluation, a rigorous and independent assessment of completed or on-going activities drawing on data generated through monitoring, should determine the extent to which objectives are achieved.

The **existing Global Strategy monitoring and evaluation framework is structured around a global logical framework** as core element for assessing the implementation of the programme. The global office and each regional office have prepared (or are preparing) individual logical frameworks, which fit into the Global logical framework (GLF), in order to be able to report annually the achievement of their outputs. This information is aggregated and incorporated into the consolidated annual report. The narrative reporting follows the standard narrative reporting templates developed by the Global Office. These reports are prepared on an annual basis by each regional office and are consolidated by the Global Office.

From a financial perspective, the programme has developed **specific financial reporting templates** that enable to monitor the project expenditures at output level.

JUSTIFICATION FOR A REVIEW

There are some remaining issues concerning the existing monitoring-evaluation framework:

1. The existing M&E framework is not complete

The existing GLF does not provide sufficient detail regarding the process of monitoring and evaluating, particularly on the following aspects: (i) how the global and regional frameworks are harmonized; (ii) when monitoring should take place, (iii) how it has to be carried out; and (iv) what resources are required. This argues for a more detailed **development of a narrative component** of the Monitoring and Evaluation framework. Furthermore the **evaluation section is not developed** - the objectives, description of the process, schedule and required resources should be carefully explained.

Throughout the revised framework a clear M&E plan will be developed at global and regional levels.

2. The existing Global Logical Framework should be fine-tuned

The GLF has been prepared on the basis of the 3 pillars of the GS summarized in the four outputs. However some of the **existing indicators could be significantly improved** and **other ones could be developed** for taking into account the required **need for monitoring at a more detailed level of activities**. This approach is already being adopted by the global office and the regional logical frameworks and more detailed frameworks are being used by the GS donors. Efforts should be made in improving the existing GLF and its coordination with other regional frameworks, bearing in mind the importance of having easily measurable and meaningful indicators.

Throughout the revised framework the effectiveness of the GS interventions will be assessed.

3. The monitoring of expenditures needs to be improved

The **existing framework** for monitoring the programme's expenditures is limited **at output level**. This should be probably **reconsidered at a more detailed level** in line with the proposed changes of the Global Logical Framework. The revision of the integrated budget presented according to the outputs will strongly facilitate the process.

Throughout the revised framework the efficiency of the GS will be assessed.

POTENTIAL BENEFITS OF THE REVIEW

- The newly proposed monitoring framework aims to go one step further and assess the performance of the global strategy's implementation by measuring and showcasing the effectiveness of the activities implemented under the frame of the Global Strategy.
- It is expected that this revised framework can serve as an early warning system for potential problems and lead to ideas for potential remedies. This will also provide some additional advantages such as clarifying the steps for conducting monitoring activities, a shared understanding and use of terminology, a greater ability to identify appropriate indicators and compare monitoring results across organizations, and improved capacity to work jointly.
- Communication of the results achieved by the programme to the stakeholders will be improved.
- The revised indicators will favour the midterm and final evaluation, as it will identify key information for the evaluations.

HOW TO PROCEED

In order to undertake a complete assessment of the current framework and identify other potential areas for improvement, the Global Strategy proposes to use a **high-level consultant** with a good knowledge of monitoring and evaluation, and experience in the review of statistical projects in order to propose a **revised robust monitoring and evaluation system**.

The major tasks to be undertaken by this consultant will be:

- **Assess the existing monitoring framework** and associated Global Logical Framework (with particular attention paid to coordination with the Global Office and regional offices' frameworks and analysis of existing indicators)
- Propose a **revised Global Logical Framework**
- **Assess the existing procedure of monitoring expenditures**
- Improve the existing narrative and financial reporting **templates**
- Prepare the **terms of reference of mid-term and final evaluation**
- Prepare the **narrative component of the Monitoring and Evaluation framework** (including objectives, activities, responsibilities, timing, process and resources required)