Results Based Monitoring & Evaluation
United Nations Development Programme

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Outline of presentation

I. UNDP strategy
II. Introduction to UNDP global management framework
III. UNDP global M&E focus
IV. UNDP South Africa M&E approach and systems
V. Concluding remarks
1. UNDP Strategy
UN Millennium Summit ➞ cut poverty in half by 2015. UNDP assists in making this happen by working in:

- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- Information and Communications Technology
- HIV/ AIDS

By providing developing countries with knowledge based advice and building national, regional and global coalitions for change.
UNDP South Africa - Strategy 2002-06

- Transformation for human development
- Integrated sustainable rural development
- Holistic response to HIV/AIDS and poverty
- Environment and development

Priority provinces: KwaZulu-Natal, Eastern Cape, Limpopo and North West Province
II. Introduction to UNDP global management framework
Situation Analysis

UN: CCA        UNDP: NHDR

Strategic Planning for the UN
UNDAF

Strategic Planning for UNDP - Programme
CCF - RBM (SRF/ROAR)

Appraisal/Review and Reporting
WHAT IS RESULTS BASED MANAGEMENT (RBM)

- Vehicle to plan, implement, monitor and report on activities it undertaken in support of development results.
- These results are articulated as outcome and outputs.
- Indicators are then used to measure progress in achieving these outcomes and related outputs.
- The objective of RBM is to “provide a coherent framework for strategic planning and management based on learning and accountability.”
RBM in UNDP is based on four main pillars:

1. The definition of strategic goals which provide a focus for action;
2. The specification of realistic expected results which contribute to these goals and align programmes, processes and resources behind them;
3. On-going monitoring and assessment of performance, integrating lessons learned into management decisions and future planning;
4. Reporting on performance - improved accountability, based on continuous feedback to improve performance.
The SRF is used for strategic planning and forms the basis for performance self-assessment through the results-oriented annual report (ROAR). The SRF is intended to be a tool to help COs think strategically about the key results they want to achieve.
### Strategic Results Framework

<table>
<thead>
<tr>
<th>Goal</th>
<th>Creation of an enabling environment for SHD</th>
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<tbody>
<tr>
<td>Sub-goal 2</td>
<td>Strengthen the capacity of key governance institutions</td>
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<tr>
<td><strong>SAS</strong></td>
<td><strong>Outcomes</strong></td>
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<tr>
<td>1. Institutional capacity of parliamentary structures, systems and processes</td>
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III. UNDP global M&E focus
What results are we measuring?

Inputs
- Experts
- Equipment
- Funds

Activities
- Work shop
- Study tour

Outputs
- People trained
- Studies completed
  - Specific products and services emerging from processing of inputs and activities

Outcomes
- Jobs created
- Income increase
  - Changes in development conditions that UNDP aims to achieve through project

Impact
- Health improved
- Poverty reduced

More controllable by the project

Partnerships

Project life cycle
Scope of M&E

- Focus = progress towards outcome
- Factors contributing to or impeding progress
- Measure UNDP contribution:
  - Monitor outputs
  - Outputs relevance to outcome?
- Partnership strategy
- Indirect assistance – eg. policy advice
- If measure impact – need for long term M&E
M&E should then...

- Focus on results and prompt action
- Encompass reporting, validation and participation of stakeholders / partners
- Measure performance: indicators - baseline - milestones – targets
- Learning in center of M&E
- Assess relevance, success and efficiency of UNDP interventions
- Integral part of programme cycle
IV. UNDP South Africa M&E approach and systems
M&E in UNDP South Africa

- Integral part of programme cycle – design / approval / implementation / closure
- Heart of M&E = Outcome based M&E plan
- Monthly follow-up on planned activities with clear indication on responsibilities
- Store all information electronically (Intranet)
- Tools developed to facilitate M&E integration (eg: M&E Matrix, Menu of Monitoring Tools, Report formats, Checklists)
- Document achievements, challenges and lessons learnt
M&E in programme cycle

**Design**
- Programme manual
- Integration of M&E
- Participation of stakeholders/partners

**Approval**
- Budget clearance
- Stakeholder endorsement
- Signing-off

**Implementation**
- Site visits and Evaluations
- Accountability
- Financial management + Audits
- Quarterly reviews - participation
- Annual progress report + review
- Stakeholder meetings
- Steering committees

**Learning**
- Final evaluation
- Terminal review
- Financial closure

**Closure**
- Good/bad practices

**M&E in programme cycle**
Roles and responsibilities - UNDP Country Office management

- Setting the framework for managing for results
- Developing partnerships and advocacy
- Actively leading the annual review - process culminating in the results oriented annual report
- Promoting learning from evaluations
- With key partners ensure that interventions contribute to goals of the Country Programme
Roles and responsibilities - UNDP programme management

- Monitors production of outputs and progress towards outcomes
- Takes a greater role in advocacy and success of the partnership strategy
- Plans outcome evaluations (independent), contributes to the results oriented annual report
- Ensures that UNDP resources are used effectively
- Generates lessons learned
Roles and responsibilities – project management

- Remains responsible for output delivery, implementation, input management
- Monitors activities by other contractors
- Produces the work plan and annual project report
- Contributes to the partnership strategy
- Collects crucial data to measure results and progress towards outcomes
V. Concluding remarks
System requirements

Requirements for results based M&E:

- Flexible (eg. reporting)
- Capture baselines – indicators – milestones (progress) – targets
- Time based
- Capture both quantitative and qualitative information
UNDP can offer...

- International best practices / experts with similar experience to ISRDP
- UNDP global expertise in results based management
- Handbooks and capacity building in M&E for results
- Sharing models, tools, reports and forms