Rights Based Monitoring and Evaluation

What is Monitoring?

- Track **progress towards the agreed results** in the UNDAF matrix

- Checks if **assumptions made and risks identified** at the design stage are still valid or need to be reviewed

- Allows UNCTs and implementing partners to make **mid-course corrections** as an integral part of programme management

And Why Do We Need It?

→Regular and systematic **assessment of progress**

→Continued review of **partners' capacity needs**

→Improve **results-based reporting** on achievements

→Strengthen **teamwork and ownership** of the UNDAF among implementing partners

What is Evaluation?

- Is an **external function** that is separated from programme management

- Determines whether results made a **worthwhile contribution** to national development priorities

- **3 key questions:**

   → Did the UNDAF make the best use of the UNCT's comparative advantages in the country?

   → Did the UNDAF generate a coherent UNCT response to national priorities?

   → Did the UNDAF help achieve the selected priorities in the national development framework?

And why do we need to do it?

- Whether we are ***Doing the Right Things***

  - Relevance/rationale/justification
  - Client satisfaction

- Whether we are **Doing it Right**

  - Effectiveness/coherence
  - Efficiency: optimizing resources
  - Sustainability
  - Impact

- Whether there are ***Better Ways of Doing it***

  - Alternatives
  - Good practices
  - Lessons learned
  - Improved positioning to influence next development planning framework

Experience from the Field

UNDAF Monitoring is NOT OPERATIONAL

→ UNDAF Outcome groups not formed effectively or meet rarely

→ Responsibilities <u>not</u> in performance appraisal instruments

→ Group members <u>not</u> rewarded for their UNDAF monitoring efforts

→ UNDAF Outcome groups become paper entities

Most importantly…

■ No regular or coherent reporting to the UNCT about overall progress towards UNDAF results

The parallel UNDAF and agency monitoring & reporting requirements <u>overwhelm</u> UN capacities at country level

Response from UNDG

Simplified M&E process

- M&E Plan

- Annual Review Process

- Single Progress Report per UNDAF cycle

- Evaluation

What changed?

- No more Annual Reporting required

- M&E matrix merged with UNDAF Results Matrix

M&E Plan

- Designed at same time as the UNDAF Results Matrix

- Highlights mechanisms or modalities for monitoring the achievement of outputs and contributions towards outcomes

Key considerations

- Data for the results indicators drawn from national systems. If data not available, baseline studies can be supported

- UNCTs can determine major gaps in terms of required data. The M&E Plan spells out how these gaps are filled. Single Progress Report per UNDAF cycle

- The M&E Plan may be reflected in a table or in the narrative of the UNDAF document

Key Elements of Simplified M&E Process

Annual Review Process

Reporting

Evaluation
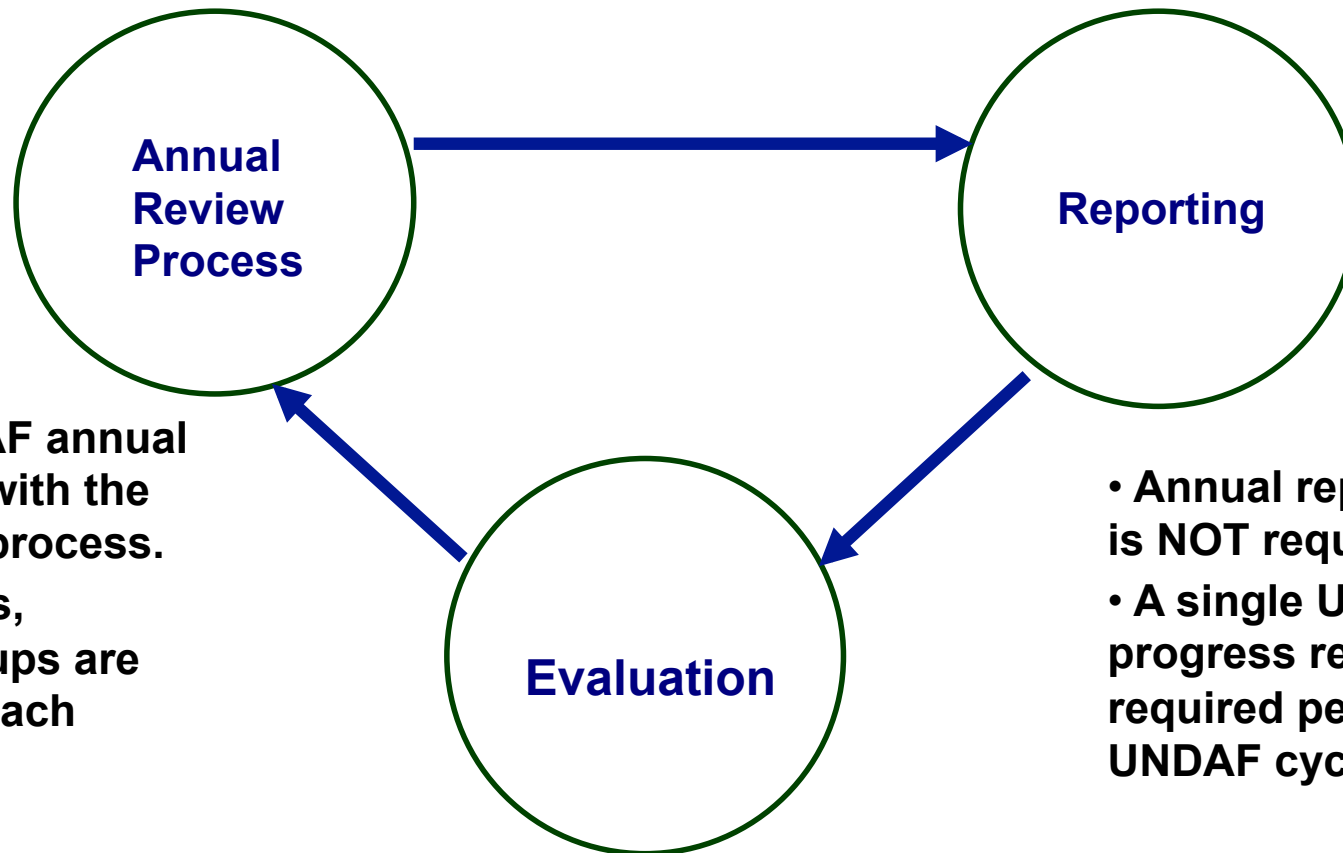
• **Align the UNDAF annual review process with the national review process.**

• **To facilitate this, interagency groups are formed around each national priority**

• **Annual reporting is NOT required.**

• **A single UNDAF progress report is required per UNDAF cycle.**

• **UNDAF evaluation is REQUIRED.**

• **It is linked with national evaluations. However, the modalities are flexible.**

Indicators

- All indicators must be accompanied by baselines and targets. Without these, measurement of change over time is not possible.

- **Baselines** establish the value of the indicator at the beginning of the planning period
- **Targets** describe expected values upon completion of the plan
- **Performance monitoring** of the indicator tells us about actual achievement, compared to the original target

Indicators (cont.)
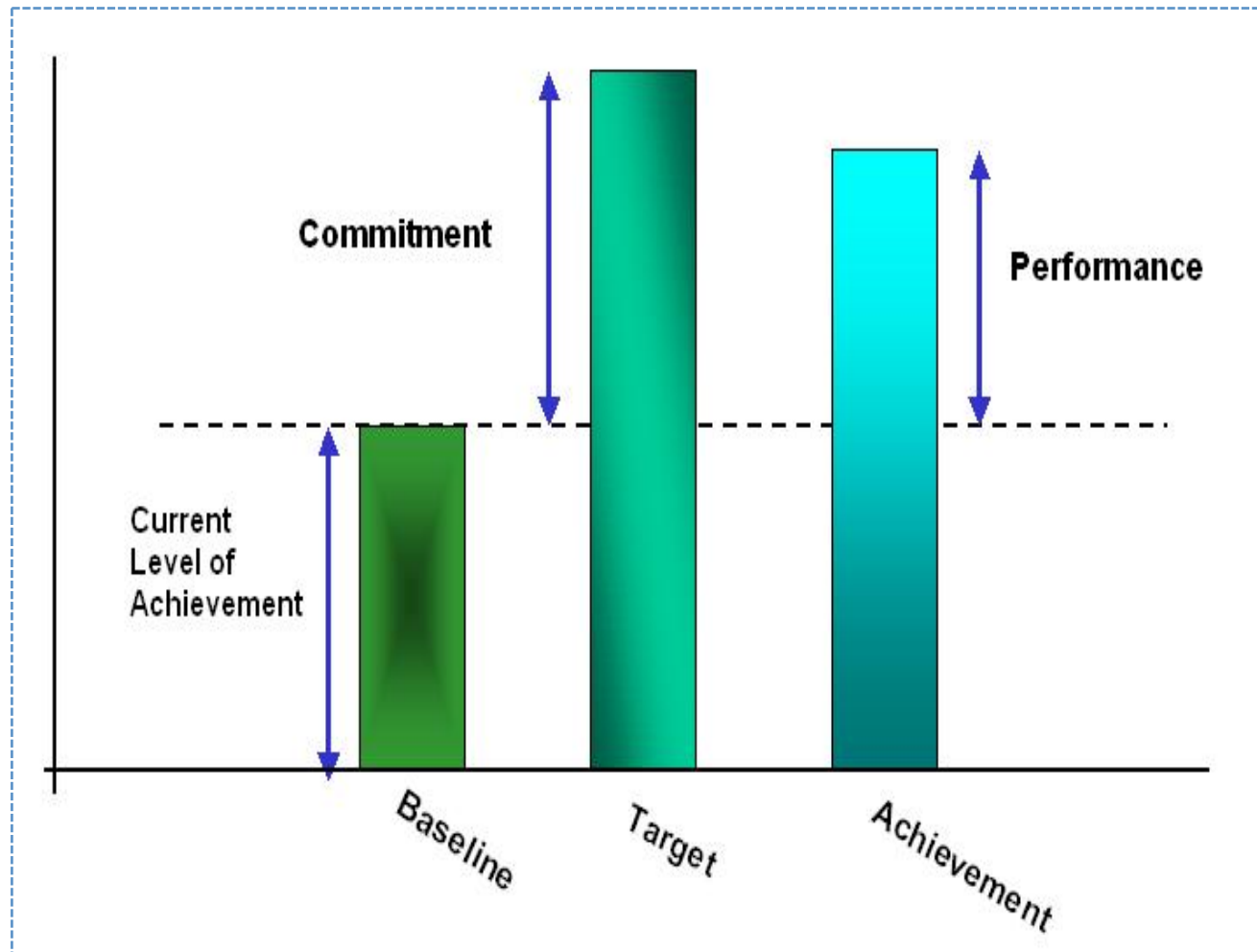
How to develop good indicators

Useful questions to consider:

- **Validity:** are your indicators likely to record progress towards activity? Are you measuring outcomes, not only activity?

- **Balance:** Do you have a balanced basket of indicators that measure progress towards a single aim?

- **Sensitivity:** Are your indicators sensitive to the changes your interventions are most likely to produce

- **Practicality:** Can you afford to collect the necessary data on a regular basis? Are there less expensive ways to collect data?

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How to develop good indicators

…especially from a HRBA perspective

- **Equality:** Do your indicators capture the experience of vulnerable and marginalised groups? Can your indicators be disaggregated?
- **Ownership:** Have RHs and DBs contributed to the development of the indicators? Do they have confidence in the indicators chosen?
- **Clarity:** Are they clear and understandable to all audiences, including vulnerable and marginalised groups?

Indicators (cont.)
What are they?

"Tools to measure evidence of progress towards a result or that a result has been achieved"

Technical Qualities:

- Indicators must be able to be reliably replicated and objective

- Good and clear outcomes and outputs are necessary to generate good indicators

- Indicators must have a direct relationship to the outcomes or outputs they are measuring

- Indicators must be accompanied by baselines and targets

What are the Indicators Measuring?

Rights based Results

I. Different levels of results

1.Impact level: the realization of relevant human rights and sustained, positive changes in the life, dignity and wellbeing of individuals and peoples.

2. Outcome level: legal, policy, institutional and behavioural changes leading to a better performance of rights-holders to claim rights and duty-bearers to meet obligations

3. Output level: goods, services and deliverables produced to develop capacities (skills and knowledge) of duty-bearers and rights-holders

4. Programming processes: measuring ways in which programme processes are participatory, inclusive and transparent, especially for vulnerable groups

Rights Based Results

1. Measure the change in the capacities of the duty-bearers to fulfil their obligations and rights-holders to enjoy their rights: *enabling environment, organisational and individual capacities*

2. Focus on discrimination

3. Measure to extent to which human rights principles have been incorporated into the programming process

I. Change in the capacities of the duty-bearers to fulfil their obligations and rights-holders to enjoy their rights

Indicators will need to focus on three main levels:

1. The change in the country's legal and policy frameworks (*the enabling environment*)

2. The change in organisational structures, business process and standard operation procedures of institutions (*organisational level*) and

3. The change in the skills, knowledge and behaviour of duty-bearers and right-holders (*individual level*).

1. Indicators to measure the extent to which the legal framework supports the enjoyment of rights

Kenya UNDAF: 2009-2013

Outcome

National laws and legislation brought into line with global and international covenants that have been ratified by Kenya

Indicators

- Increase in ratification of regional and global covenants and conventions
- Increase in reporting obligations to international human rights obligations
- Status of follow-up to concluding observations of UN committees
- Number of initiatives supported to enhance advocacy for the ratification and domestication of global and regional covenant and conventions

2. Indicators to measure capacity changes at the organisational level

UNDAF Sudan: 2009-2012

- **Outcome:** National, sub-national, state and local government institutions have improved public administration , planning and budgeting for people-centred, socially inclusive decentralised government

Indicator

- Change in allocation of state government budgets towards MDG related activities, policies and priorities
- Change in progress made against benchmarks/indicators of the Paris Declaration on Aid Effectiveness (PD) to which Sudan is signatory

Baseline

- 5.5 % (World Bank Report 2006)
- Limited progress towards achievement of Paris Declaration on Aid effectiveness indicators.

Target

- 15 % of GDP (All targeted states have gender sensitive MDG based plans and budgets)
- At least 60% of benchmarks/indicators of the PD achieved.

3. Indicators to measure changes in individual capacities: attitudes, skills and behaviour

UNDAF Namibia: 2006-2010

Outcome: Increased awareness and capacity among the population and state institutions to protect the rights of children, women and other vulnerable groups.

Indicator

• Reduction of proportion of men agreeing that wife beating is justified for a good reason *(change in attitude)*

• % of cases handled by Women and Child Protection Units *(change in knowledge and skills of d-b and r-h)*

• % of successful prosecutions of rape and child abuse cases *(change in skills and behaviours of duty-bearers)*

II. Focus on discrimination by disaggregating data and other means

- The twin principles of equality and non discrimination are among the most fundamental of the human rights framework.

- When measuring rights based results, looking at the impact of programmes on marginalised groups is crucial.

- For the purpose of selecting indicators, there are four ways in which an indicator can be considered sensitive to these groups:
  - *disaggregated data*
  - *specific to these groups*
  - *implicitly sensitive to these groups, and*
  - *chosen by these groups.*

II. Focus on Non-Discrimination

1.   **More Disagreggated Data and Use of it for decision making**

Sudan UNDAF: 2009-2012

Output: Government insitution have improved collection, analysis and utilisation of disaggregated data for policy making, planning, programming and monitoring of the MDGs

Indicators:

Number of national/sub-national and state levels adopting and/or using DevInfo database systems for staorgae, management and dissemination of regularly updated data on MDG Goals

Baseline: DevInfo adotped by Government of Southern Sudan

Target: DevInfo adopted and functional at national and sub-national level and in at least 10 states in thenorth and 10 states in the south by 2012

II. Focus on Non-Discrimination

2. Specific to marginalised and vulnerable groups

Indicator: Seats in Parliament held by women

3. Implicitly sensitive to the marginalized group
Indicator:
- Number and proportion (%) of reported cases of domestic violence prosecuted in courts (victims predominantly female)
- Number and proportion of courts that offer free translation services (number of people unable to speak national language - predominantly poor and from an ethnic minority)

4. Chosen by the Group

Indicator: Percentage of women who say that they receive adequate

III. Indicators to measure the extent to which the development and programming process reflects human rights principles

- As well as non-discrimination, the human rights principles that apply to HRBA programming processes are:

- *Participation and inclusion*

- *Accountability and the rule of law*

- These principles build on good programming principles. Indicators at this level, thus 'tweak' the traditional development indicators used to measure participation and accountability.

III. Measuring levels of Accountability and Participation

UNDAF Vietnam: 2006-2010

Outcome Decisions relating to the allocation, utilization and mobilization of resources involved are accountable to and monitored by local people

Indicator

- Share of public investment projects with documented participatory planning and appraisal mechanisms
- Publication of complete government budget information at the national, provincial and sub-provincial levels

Group Work

Outcome

New small businesses and jobs are created in the Chipozi slum area.

Output:

1.   A preferential micro-credit scheme is operational

2.   Targeted families and community networks have skills to manage micro-enterprises

You have **15 minutes**