

Template for M&E plan

NOTE:

1. This tool/guidance has been developed by the Global Change Management Support Team under the guidance of the Inter-Agency Task Team for Change Management. It has not been tested at the country level and there are no examples of its application from any country office at this time.
2. Action holder: UNCT

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1 Introduction and Context

M&E for UN Coherence, Effectiveness, and Relevance (CER) is an integral part of the change initiative, and relevant throughout Steps 3-9. It is based on the results matrices developed in Step 3. An M&E group should be allocated to each outcome in the results matrices. The M&E groups should be tasked with developing the M&E plan, i.e. the plan against which progress will be monitored and evaluated.

CER is about ensuring real progress towards the MDGs, national development priorities and other internationally agreed development goals. CER will be pursued through the implementation of an UNDAF or common programming tool, a common budgetary framework, common Services and harmonized business practices and common premises where applicable

The template below reflects this and is intended as an aid to UNCTs and M&E groups in developing the M&E plan for CER. It shows the structures and elements of such a plan. This tool is best used in combination with

- the sample M&E plans from the pilot countries in the toolkit that provide content
- the M&E guidelines, which give further guidance on how to develop an M&E plan

2 Objectives

- Support UNCTs and M&E groups in developing the M&E plan
- Facilitate the development of the M&E plan by providing the structure and the template
- Focus the M&E activities of the UNCT and align them more closely with national mechanisms
- Encourage the UNCT to document what needs to be monitored, with whom, when, how, and how the M&E data will be used
- Coordinate the different types of studies and evaluations conducted by agencies and their partners

3 TEMPLATE FOR M&E PLAN

Elements:

1. M&E management plan
2. M&E Framework
3. M&E Calendar

1. M&E MANAGEMENT PLAN

In this section:

- *Describe how the UNCT and partners will undertake and coordinate CER monitoring, with clear accountabilities for agencies and partners; and efforts to strengthen national M&E capacities.*
- *Estimate the human, financial and material resource requirements for its implementation.*
- *Spell out the TORs for interagency working group consisting of agency M&E Officers. The working group would be responsible for tracking and coordinating the implementation of the M&E plan and for promoting joint CER monitoring and evaluation.*

As a minimum, outcome groups will:

- *Meet regularly with partners to assess progress towards CER results;*
- *Conduct joint field monitoring missions to gauge achievements and constraints;*
- *Identify any lessons or good practices;*
- *Reflect on how well CER results are addressing human rights and gender equality concerns;*
- *Identify capacity development needs among partners, particularly related to data collection, analysis, monitoring and reporting;*
- *Report regularly to the individuals leading the UNCT on the issues listed above, and help them bring lessons and good practices to the attention of policy makers;*
- *Support UNCT action that assists the Government in reporting to international human rights bodies on the progress made by the State; and*
- *Prepare one annual progress report, using the M&E plan as a template, as an input to the annual reviews, and to help prepare agency and the Resident Coordinator's annual reports.*

2. M&E FRAMEWORK

Note on M&E Framework for Business Operations:

The monitoring components of the Common services and harmonized business practices, Common premises (where applicable), Joint Communication and the Common budgetary framework function at two levels:

1. *In addition to identifying/deciding on programmatic outcomes, the UNCT will also identify/decide on operational outcomes as part of/in conjunction with the UNDAF or common programming tool vision, mission and results exercise (outcomes largely supporting the CER objective(s))*

2. Interventions will be designed to support the successful achievement of the programmatic and the operational outcomes. Some of the interventions will support one outcome only, other interventions will support more than one outcome.
3. For the individual common services and harmonized business practices and common premises interventions, where applicable, the conceptualizing and planning stages include developing performance/results related Service Requirements (WHAT must the intervention do for the clients) lending itself to easy measuring of whether or not the WHAT has been achieved (SMART indicators). Furthermore, the planning process include the development of an implementation plan complete with the HOWs, milestones, budgets, reporting, review schedules etc. Note that these indicators, milestones etc. etc. only connect indirectly to the overall outcomes.

TEMPLATE for Monitoring and Evaluation Framework (NOTE: You will need to use your Results Matrix developed in Step 3 as a basis. Compare example of Tanzania for further guidance)

Outcome 1 (UNDAF or common programming tool):					
Output	Indicator	Baseline	Target	Source of verification	Assumption/Risk
1.1. (United Nations)					
...					
...					
...					
...					
1.x(Agency y)					

Outcome 2 (UNDAF or common programming tool):					
Output	Indicator	Baseline	Target	Source of verification	Assumption/Risk
2.1 (United Nations)					
...					
...					
...					
...					
2.x ... (Agency z)					

Outcome n (UNDAF or common programming tool): ...					

Output	Indicator	Baseline	Target	Source of verification	Assumption/Risk
n.1 (United Nations)					
...					
...					
...					
...					
n.x (Agencies x,y,z)					

Additional outcome : ‘By 20x the country will have increased the coherence, effectiveness and relevance of UN service delivery through the channels of a UN common budgetary framework, common services and harmonized business practices, and common premises, where applicable’					
Output	Indicators	Baseline	Target	Source of verification	Assumption/Risk
Common services and harmonized business practices					
Common premises					
Common budgetary framework					

3) M&E CALENDAR (Compare Example of Angola)

The M&E calendar improves the coordination and use of M&E activities. The calendar provides a schedule of all major M&E activities. It describes agency and partner accountabilities, the uses and users of information, the evaluation milestones, and complementary partner activities

TEMPLATE: The M&E Calendar

	1	YYear				
	1		Year 2	Year 3	Year 4	Year 5

UNCT M&E activities¹	Surveys/studies	Investigations of a problem or assessments of the conditions of a specified population group. They can help to identify root causes, and findings are used to develop or refine programme strategy and/or define baseline indicators.
	Monitoring systems	Typically this will include UNCT support to national information systems, with regular and fairly frequent reporting of data related to CER results. In particular it should include UNCT support for national reporting to Human Rights treaty bodies.
	Evaluations	An evaluation attempts to determine objectively the worth or significance of a development activity, policy or programme. This section includes all evaluations of agency programmes and projects contributing to CER, and the CER evaluation
	Reviews	Reviews will generally draw on agency and partners' monitoring systems as well as the findings of surveys, studies and evaluations
Planning references	Evaluation milestones	Timing and sequence of the milestones in preparing and implementing the CER Evaluation. These should make use of the M&E activities above.
	M&E capacity development	A list of the major, planned capacity development activities to strengthen partner M&E capabilities.
	Use of information	Any decision-making processes or events that will draw on the findings, recommendations and lessons from the M&E activities above. For example: national or international conferences, MDG reporting, reporting to human rights bodies, preparation of the national development framework, the prioritization exercise, and preparation of CER.
	Partner Activities	The major M&E activities of Government and other partners that use and/or contribute to the M&E activities above.

¹ For each activity list: Short name of activity; focus vis-à-vis results; agencies/partners responsible; timing.