Fund for Gender Equality

MONITORING AND EVALUATION FRAMEWORK (2010-2013)

Prepared by Ana de Mendoza
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Notes:
1. The Fund for Gender Equality, formerly managed by UNIFEM is, since January 2011, managed by UN Women. Although this Framework was prepared in 2010, and it is aligned to former UNIFEM guidelines and Strategic Plan, the document will be updated and aligned to the upcoming UN Women Strategic Plan, once approved, during 2011.
2. This document is based in best practices and lessons learned from other Funds’ Monitoring and Evaluation Frameworks, such as the MDG Achievement Fund and the UN Trust Fund to End Violence against women.
Executive Summary

**Primary Goal of the Monitoring and Evaluation Framework**

The overall aim of this Monitoring and Evaluation (M&E) Framework is to ensure that the Fund for Gender Equality (FGE) is fully equipped to systematically generate, capture and disseminate knowledge through increased investments in monitoring and evaluation as a way to strengthen the impact and effectiveness of its programmes. The Framework’s primary functions are to:

- Strengthen the monitoring and evaluation systems and capacities of FGE and the programme level.
- Support evaluation to expand lessons from evidence.
- Contribute to global knowledge management on programming, monitoring and evaluation.

Evidence-based monitoring and evaluation must be understood as a part of the programme management cycle and as the best way of measuring progress, detecting problems, correcting them, improving performance and learning at the local and global levels.

Monitoring provides feedback on the implementation progress, while evaluation processes provide feedback for stakeholders on results and lessons learned, inform national and local plans and policies, create improved indicators to track progress and provide strategic directions to policy makers and programme implementers for scaling up.

Monitoring and evaluation is a requirement included in the FGE project document (the legal signed agreement), a key part of the Steering Committee agreements and is a requirement of UN Women, as outlined in its Evaluation Policy.

In conjunction with the forthcoming FGE Knowledge Management Strategy, the M&E Framework will:

- Strengthen national capacities in evidence-based programming, monitoring and evaluation.
- Ensure that knowledge generated by the FGE grantees on effective programming approaches and lessons learned will be captured and disseminated widely.

The FGE’s M&E Framework is based on former UNIFEM documents and UNEG norms and standards, and it will be executed in accordance and alignment with the upcoming UN Women Strategic Plan, Evaluation Policy, Strategy and Guidelines. It will be implemented from 2010 to 2013. Progress on the implementation of the Framework will be included in the FGE Annual Donor Reports and Evaluations.

**Levels of Information**

The Fund for Gender Equality facilitates four levels of information (at the programme level, thematic level, country level and FGE level) which is derived from its design and structure. Each unit of analysis offers distinct dimensions and specific questions to be measured through monitoring and evaluation activities. Each level of analysis builds on the results of the previous one, which will ultimately provide a complete and coherent view of FGE’s overall progress and impact. The levels of analysis include:

**Programme level** (Catalytic and Implementation programmes): This is the starting point for the M&E process. Most of the information, evidence, conclusions and findings of the FGE will be based on the study of the progress and performance of the programmes.
Country level: This level of analysis could be pertinent to countries where two programmes are being funded by FGE (Catalytic and Implementation) or in specific countries where monitoring or evaluation activities have a specific relevance for UN Women. This level will entail a deeper level of analysis in order to capture the added value of having two grantees in the same country.

Thematic level: Monitoring and evaluation activities at this level will be the basis of evidence on the impact of FGE towards progress on gender equality in FGE’s two main areas of focus: political and economic empowerment of women, with relevant subtopics.

FGE Secretariat level (internal): This level of analysis consists of a systematic and rigorous synthesis of the three previous levels as a means of analyzing the added value of FGE as the best modality for fast-tracking implementation.

The implementation of the M&E activities will involve the FGE Secretariat, UN Women SRO and Country Offices (through Programme Monitoring and Reporting Specialists) and Grantees Programs.

Monitoring and Evaluation Products: General Overview

All grantees are expected to follow regular monitoring processes, including a six month review with their stakeholders and beneficiaries. The aim is to strengthen self assessments of progress, improve documentation of the implementation processes and facilitate timely modifications as needed. In addition, field visits are an essential part of monitoring, so FGE will strengthen direct monitoring and technical assistance to the grantees through field visits from the SRO (Focal Points and/or Programme Monitoring and Reporting Specialists).

At a global level the FGE is responsible for overall monitoring of grantee progress in achieving results and collecting and systematizing findings which will be shared through FGE reports.

A strengthened global monitoring system will include an online database to facilitate results-based reporting, analysis across grantees, trend analysis, and exchanges among grantees for knowledge sharing along thematic, sector-based and other lines of programming.

In order to expand the knowledge base through monitoring and evaluation, grantees will be provided with technical assistance on evidence-based quality programme design, data collection and analysis, establishing a baseline, monitoring and evaluation, documentation and dissemination of findings. The Fund for Gender Equality will provide support by:

- Providing guidelines on monitoring and evaluation and PMF development prior and during final selection of grantees (See Guidelines in Annex)\(^1\)
- Coordinating technical assistance on programme design
- Conducting capacity-building workshops on evidence-based programme monitoring and evaluation at the regional level, as well as thematic workshops
- Facilitating access to state-of-the-art global knowledge on evidence-based programming
- Contributing to global knowledge management on programming
- Contributing to FGE communications and resource mobilization goals

M&E activities will generate a variety of products, and they will be mostly developed through an online system, to better ensure data integrity and use.

\(^1\) Technical Assistance has been provided, via international consultants, to 22 implementation semifinalists and 27 catalytic grantees, in order to develop or refine their PMFs.
Monitoring Products

Monitoring products will be produced at each of the four levels of information.

Programme level:
- Two (2) Six-Month Programme Monitoring Reports per year from grantees including a brief narrative update on financial and technical information and a color-coded PMF to track progress on targets. It will include a short questionnaire and thematic indicators aimed to data aggregation. Financial Reports will be submitted quarterly.
- Two (2) Brief Assessment Reports per year from SRO offices to inform the quality and progress of the programmes.
- Two (2) Field Visit Reports per year from SROs for all programmes.
- Two (2) Feedback reports from FGE Secretariat to grantees.

Country level:
- Two (2) Country Monitoring Reports every two years, in selected countries where both Catalytic and Implementation grants have been awarded. These will be developed by the FGE Secretariat in coordination with SROs.

Thematic level:
- The aggregation of thematic indicators for all programmes.
- Two (2) Thematic Reports from FGE Secretariat every two years on a specific subtopic on political participation or economic empowerment of women (i.e land rights, domestic work..)

FGE Secretariat level:
- Annual Monitoring Report of FGE, based on aggregated data from previous reports.
- Six month consolidate report on programme contribution to development results.

Evaluation Products

All evaluation products will be evidence-based and include the following:

Mid-Term Evaluation and Rapid Assessments:
- Thirteen (13) Mid-Term Evaluation Reports for Implementation Grants (Year 2).
- One (1) Mid-Term Evaluation of FGE (Year 2).

Final Evaluations
- Four (4) Final Evaluations at Thematic Level for Catalytic Programmes (Year 2).
- Thirteen (13) Final Evaluations for Implementation Grants (Year 4).
- Four (4) Final Evaluations at Country Level (Year 4).
- One (1) Final Evaluation of FGE (Year 4).
1. Introduction: The Fund for Gender Equality

The Fund for Gender Equality (FGE) is a multi-donor initiative dedicated to the advancement of high-impact gender equality programmes that focus on women’s economic and political empowerment at local and national levels. Launched in 2008 with an initial contribution of US$65 million from the Government of Spain, and $3 million from the government of Norway, FGE supports governmental, non-governmental organizations and partnerships between those entities in developing countries. The Fund became operational in June 2009.

In line with the Monterrey Consensus (2002), the Paris Declaration on Aid Effectiveness (2005), and the Accra Agenda for Action (September 2008) and following the Development Assistance Committee Guiding Principles for Aid Effectiveness, Gender Equality and Women’s Empowerment (December 2008), the Fund is designed to maximize national ownership, harmonization and alignment by supporting nationally-owned and holistic strategies to advance commitments to the Millennium Development Goals (MDGs), the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other global and regional agreements.

The Fund for Gender Equality is unique in its focus on sustainable strengthening of organizations that promote women’s human rights at the country level – including national machineries for women, women’s parliamentary caucuses, and women’s NGOs and networks – to build their capacity to drive and monitor the agenda for advancing gender equality and women’s empowerment in line with National Development Strategies (NDSs). It provides a mechanism for stimulating greater collaborative investment in gender equality at the country and local levels, and offers an opportunity for UN Women to test out modalities for fast-tracking implementation. It prioritizes support for women’s economic and political empowerment and the link between these two areas, which are often under-funded worldwide.

The Secretariat for the Fund for Gender Equality is UN Women. A Steering Committee composed of representatives of donor, government, NGO, private sector and multilateral agencies advise on the overall design and policies of the Fund. A Technical Committee composed of regional experts in women’s economic and political empowerment reviews proposals and make recommendations for funding. The Fund’s principles and practices are developed based on lessons learned by other thematic funds of this type, including (but not limited to) the World Bank Fast Track Initiative on Education for All; the Global Fund on HIV/AIDS, Tuberculosis and Malaria; the Spanish MDG Achievement Fund; the Dutch MDG3 Fund; the UN Democracy Fund; the UN Trust Fund to End Violence against Women; and Women’s Funds from around the world.

The Fund for Gender Equality provides two types of support to efforts to speed up progress on gender equality and women’s empowerment:

**Implementation Grants:** Grants in this category range from US$2 million to US$5 million distributed over a period of two to four years. These grants support programmes in countries with agreed upon national or local plans, policies or laws that advance gender equality and women’s empowerment and that are ready for implementation.

**Catalytic Grants:** Based on feedback from other funds of this type, a proportion of funds are used to support those countries that lack national and/or local plans, policies or mechanisms that can be implemented in order to drive the agenda for women’s empowerment and gender equality to develop these. Catalytic Grants range from **US$100,000 to US$500,000** distributed over a period of one to two years. These grants support programmes, including the establishment of strategic coalitions, or partnerships that would catalyze the development and endorsement of gender equality national or local plans, policies or laws.
2. Justification: Monitoring and Evaluation Framework

2.1 Primary Goal of the Monitoring and Evaluation Framework

The overall aim of this Monitoring and Evaluation (M&E) Framework is to ensure that the Fund for Gender Equality (FGE) is fully equipped to systematically generate, capture and disseminate knowledge through increased investments in monitoring and evaluation as a way to strengthen the impact and effectiveness of its programmes. The Framework’s primary functions are to:

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Monitoring provides feedback on the implementation progress, while evaluation processes provide feedback for stakeholders on results and lessons learned, inform national and local plans and policies, create improved indicators to track progress and provide strategic directions to policy makers and programme implementers for scaling up.

Monitoring and evaluation is a requirement included in the FGE project document (the legal signed agreement), a key part of the Steering Committee agreements and is a requirement of UN Women, as outlined in its Evaluation Policy.

In conjunction with the forthcoming FGE Knowledge Management Strategy, the M&E Framework will:

- Strengthen national capacities in evidence-based programming, monitoring and evaluation.
- Ensure that knowledge generated by the FGE grantees on effective programming approaches and lessons learned will be captured and disseminated widely.

The FGE’s M&E Framework is based on former UNIFEM documents and UNEG norms and standards, and it will be executed in accordance and alignment with the upcoming UN Women Strategic Plan, Evaluation Policy, Strategy and Guidelines. It will be implemented from 2010 to 2013. Progress on the implementation of the Framework will be included in the FGE Annual Donor Reports and Evaluations.

2.2 Monitoring and Evaluation in the Project Document

The Project Document of the Fund highlights that “The knowledge management (KM), monitoring and evaluation aspects of the Fund for Gender Equality are central to its operations.” Some of the key issues to take into account from the Project Document and related to the area of monitoring and evaluation are the following:

- Making accessible the lessons learned from the experience of grantees in order to influence policy and practice at national, regional and global levels.
- Relying on strong independent monitoring, evaluation and learning processes
- Capacity building of the organizations supported by the Fund in programming, monitoring and evaluation and sharing lessons.
Following the Paris Declaration, investing in joint missions and evaluations
- Developing strong evaluation plans for each grantee.
- Providing on-demand technical expertise to grantees, design state-of-the-art knowledge management and evaluation procedures and practices, and to ensure that grantees’ efforts are recognized and supported by the UN system at the country level.

2.3. Monitoring and Evaluation in the Steering Committee Agreements

There are some other key issues to be taken into account from the Steering Committee Agreements regarding monitoring, evaluation and knowledge management. According to the minutes, the FGE needs to:

- Identify innovative high quality proposals that test novel/unique approaches to building capacity for and advancing implementation. These should include “banner” programmes that can become models and/or inspire others
- Compliment UN Women entire programme and its strategic plan. The Fund for Gender Equality provides an opportunity to test a new modality, in an effort to make progress towards the results in the upcoming UN Women strategic plan and in line with global, regional and national priorities.
- Respond to the grantees’ need for technical support and capacity development particularly on reporting and result-based management.
- Create communication and knowledge sharing strategies that enable the lessons that grantees are generating to inform the overall knowledge base on what works to advance gender equality.

**Monitoring and Evaluation:**
- Is a requirement included in the FGE Project Document
- Is a key part of the Steering Committee Agreements
- Is a requirement of UN Women Evaluation Policy
- Is an obligation of the grantees, as per their legal contract with UN Women

2.4 The Impact of the Fund for Gender Equality

The most important reason to design and implement an M&E system is linked to the goal of the Fund itself. The Fund is unique in its focus on sustainable strengthening of organizations that promote women’s human rights at the country level and offers an opportunity for UN Women to test out modalities for fast-tracking implementation.

The FGE seeks the replication and scaling-up of models of successful, innovative programs and policies at the country level, in order to progress towards the achievement of the Millennium Development Goals (MDGs), the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other global and regional agreements.

While initiatives for scaling-up exist, research is needed to confirm that particular methodologies are effective in women’s economic empowerment and political participation. Especially important is to identify programme approaches that show promise of achieving impact within a three to five year time-frame.

**Evidence-based monitoring and evaluation is an essential tool for partner and donor governments to make decisions in order to scale-up programmes into policies and solutions that help to achieve the Millennium Development Goals (MDGs), the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other global and regional agreements.**
2.5 Accountability

In launching this Fund, from the grant review process to the monitoring process, it is a priority for the FGE to provide credible and reliable information on progress and results to a wide range of audience. Evidence-based monitoring and evaluation are the key mechanisms that can provide reliable information for development partners and other agents to measure the different aspects of the design, implementation, results and impact of the interventions.

UN Women and the donors are testing a more focused and better-resourced modality for catalyzing efforts to advance gender equality and ensure sustainability of efforts. The relevance of the task and the unprecedented nature of the FGE, as well as the amount of funds allocated, make it highly visible both from the donor and potential donor’s point of view, as well as at the international level, among civil society, government agencies, the media, and general populations of the partner countries.

2.6. Learning: Organizational Learning and General Knowledge

The FGE is a preeminent source of knowledge, both for organizations and for general knowledge, on effective and innovative programmes that propose innovative solutions to make progress on the MDGs and Beijing Platform for Action in the areas of political participation and economic empowerment.

The Fund’s grantees currently work in 36 countries with 40 initiatives in the area of women political participation and economic empowerment. These programmes are taking place in countries where UN Women and other UN agencies are supporting different efforts to promote women’s political participation and economic empowerment. The programmes that grantees are implementing should be contributing to the overall effort to advance gender equality and women’s rights and as a part of the results that UN Women Country and Sub-regional strategies are striving to achieve.

Lessons learned from the experience of grantees need to be made accessible to countries’ governments and to development assistance organizations worldwide. This information needs to be consolidated in an accessible and transparent format in order to influence policy and practice at national, regional and global levels.

Efforts will be made to ensure that both government and non-governmental organizations supported by the Fund have and/or build the capacity to capture and make accessible the learning from their initiatives, and to use state-of-the-art approaches to monitoring and tracking results. The Fund will support systematic learning amongst grantees and between donor and UN partners, with grantees, and other interested parties. It will forward the principles of the Paris Declaration and Accra Agenda for Action by investing in such practices as joint missions and evaluations, intensive results-tracking and other such processes. The uniqueness of and significant investment in this effort makes it essential that the process benefits from independent monitoring focused on the tracking of results and a comprehensive outcome and impact evaluation from which lessons can be drawn.
3. M&E Framework Requirements

The FGE’s M&E Framework is based on former UNIFEM documents and UNEG norms and standards, and it will be executed in accordance and alignment with the upcoming UN Women Strategic Plan, Evaluation Policy, Strategy and Guidelines.

3.1 UNIFEM Strategic Plan (DRF and MRF)

The UNIFEM Strategic Plan 2008-2013 constitutes the corporate programmatic framework for the organization, in alignment with the strategic plans of UNDP and UNFPA and approved by the Executive Board. The Strategic Plan (SP) intends to strengthen strategic partnerships and mobilize resources towards its overall goal: to ensure that national commitments to advance gender equality and women’s empowerment are implemented in stable and fragile states.

The Strategic Plan is built on UNIFEM’s dual mandate to (i) provide innovative and catalytic programming and financial support to countries to achieve gender equality in line with national priorities, and to (ii) mainstream gender equality across the UN system. It was developed based on feedback from Member States, UN organizations and other key partners, findings from the evaluation of the UNIFEM Multi-Year Funding Framework (MYFF), 2004 -2007 and gender equality analysis in various countries and regions.

The SP’s overall formulation is meant to position UNIFEM to enhance its catalytic role towards implementation of national commitments to gender equality, which requires (i) increased capacity and investment to identify, document and disseminate “what works”; (ii) strategic partnerships, presence and coverage at regional and country levels; (iii) clear designation of dedicated resources to be a driver to enhance UN system work on gender equality on the ground and (iv) strengthened partnerships and coordination with the UN system. The plan is also based on a scenario of doubling total income and expenditures.

Key aspects of the SP to which the FGE Monitoring and Evaluation Framework directly responds include the following:

• The Strategic Plan highlights the need to increase capacity and investment to identify, document and disseminate “what works.”

• The MYFF Evaluation noted that UNIFEM reports provide little information on the degree to which legislative changes have been implemented and what those changes are, creating a critical knowledge gap that must be filled.

• The MYFF evaluation also highlighted that “While UNIFEM is successful in supporting capacity development it has not yet systematized its specific experiences into an explicit theory or concept of capacity building.”

• The SP stresses the need to be more rigorous in tracking the longer-term impact of its support and the processes and partnerships that contribute to success.

• Two changes that UNIFEM envisions in its practice for this period is a i) clear categorization of which activities and programmes conform to an agreed definition of what constitutes a catalytic initiative and ii) systematically tracking and assessing how catalytic initiatives relate to the process of securing commitment to - and action on- replication and scaling-up.

The Development Results Framework (DRF)
The Development Results Framework (DRF) identifies outcome and output level results that are owned by countries and to which UNIFEM contributes as part of its work towards its main goal. The DRF is divided into eight (8) outcomes in four main thematic areas.

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<td>National commitments to gender equality and women’s empowerment implemented in stable and fragile states</td>
<td>To enhance women’s economic security and rights</td>
<td>Outcome 1: Increased number of national development strategies that incorporate gender equality in line with national commitments to women’s empowerment and human rights.</td>
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<td>To reduce the prevalence of violence against women</td>
<td>Outcome 2: Increase in the number of Constitutions, legal frameworks and policies that promote and protect women’s human rights.</td>
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<td>To reduce the prevalence of HIV/AIDS</td>
<td>Outcome 3: Greater numbers of formal and informal justice systems promote and protect women’s human rights at national and local levels.</td>
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<td>To advance gender justice in democratic governance</td>
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<td>Outcome 4: Increase in the number of budget processes that fully incorporate gender equality.</td>
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The following flowchart reflects UNIFEM’s Theory of Change, as outlined in the Strategic Plan:
Management Results Framework (MRF)

The Management Results Framework (MRF) provides for the assessment that allows UNIFEM to understand to what extent its performance enables it to deliver on its overall mandate and the results identified in the DRF. It is composed of 17 output-level results (58 indicators) for which UNIFEM is wholly responsible. They are divided into the following categories:

a. Policy advice and catalytic programming role
b. United Nations’ coordination and reform
c. Accountability, risk and oversight
d. Administrative, human and financial capacities

Integrated Resource Framework (IRF)

The Integrated Resource Framework (IRF) predicts the resource requirements and anticipated expenditures needed to carry out the envisioned UNIFEM programme.

The implementation of the Strategic Plan is carried out through the Regional, Sub-Regional and Thematic Strategies and Country Strategies are now being developed. In addition, specific programme documents are also developed for the use of non-core funds. This implementation is unfolding in the context of the consolidation of UN Women. Thus, the UNIFEM SP will remain valid throughout this process, until approval of upcoming UN Women SP.

Goal, focus areas, outcomes and outputs articulated in the Development Results Framework (DRF) should be the guiding framework for all programming, monitoring and evaluation initiatives from the FGE. This includes the selection of thematic indicators from Program Monitoring Framework, or PMFs.

Management results and areas of internal organization included within the Management Results Framework (MRF) have to also be a core reference for FGE Monitoring and Evaluation Framework.

Although there is a current FGE Prodoc with a DRF and MRF aligned with UNIFEM SP (with specific contribution to outcomes 1, 2 and 5) it will be reviewed in order to improve the alignment with UN WOMEN SP.

FGE Monitoring and Evaluation Framework will have to be consistent, also, with the findings and recommendations of the current Evaluability Assessment of UNIFEM SP. In concrete terms it will have to take into account the following:

- Identification of key SP result areas and indicators in relation to a meaningful future midterm review of SP.
- Linkages between the SP, the sub-regional and the thematic strategies in relation to implementation, reporting and evaluation.
- Results, indicators and information systems will have to be strengthened by in depth qualitative baseline assessments.
3.2. UNIFEM Evaluation Policy, Strategy and Guidelines

UNIFEM Evaluation Policy and Strategy incorporates a strong orientation towards measuring development results as reflected in the MDG and more recently in the Paris Declaration. The evaluation policy is developed in alignment with United Nations Evaluation Group’s (UNEG) Norms and Standards. It is specifically tailored to UNIFEM’s mandate and operationalizes the UNDP Evaluation Policy (which continues to provide the overall framework for evaluation) in UNIFEM. It applies to all UNIFEM-managed programmes and will be implemented through UNIFEM’s Evaluation Strategy (2008-2011).

The purpose and role of evaluation in UNIFEM is to contribute to learning and knowledge on women’s empowerment and gender equality, UNIFEM’s internal and external accountability, and to inform decision-making on policies, developmental and organizational effectiveness, efficiency and programme design.

Evaluation in UNIFEM is guided by six key principles - women’s empowerment and gender equality, human rights, people-centered development, UN system coordination on gender equality, national ownership and managing for results on women’s empowerment and gender equality. It also abides by key evaluation standards: participation and inclusiveness; utilization-focused and intentionality; transparency, independence and impartiality; quality and credibility; and ethical.

UNIFEM undertakes two main types of evaluations: corporate evaluations managed by the Evaluation Unit and decentralized evaluations managed by all other UNIFEM offices/units/sections. Evaluation’s are to be managed by the commissioning office/unit/section and should be carried out in three phases: preparation, conduct and utilization/follow-up.

Evaluation is mandatory when:

1) A commitment has been made to stakeholders;
2) A programme’s budget is over US$1 million (a final evaluation is required);
3) A programme’s budget is over $3 million (a mid-term evaluation/review and final evaluation is required).

Individual evaluation budgets must be adequate to conduct high quality evaluations, with a recommended 3-10% of total programme budget allocated to evaluation.

Objectives of UNIFEM’s Evaluation Strategy, to which FGE’s Monitoring and Evaluation Framework should contribute, include the following:

- To ensure that implementation of UNIFEM’s Strategic Plan generates a critical mass of high quality, credible evaluations that identify what works to advance gender equality and that can be replicated and scaled up;
- To strengthen and enhance the evaluation function and evaluation capacities of UNIFEM and partners;
- To substantially engage and contribute to broader UN evaluation processes from a gender equality perspective;
- To establish a process for the evaluation of UNIFEM Strategic Plan 2008-2011.

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2 UNIFEM Evaluation Policy, Strategy and Guidelines, have been the framework of reference for FGE. This framework of reference will be updated with the upcoming UN Women Evaluation Policy, Strategy and Guidelines.
Additional topics to be taken into account include the following:

- An important precondition for the use of UNIFEM evaluations in the SP period will be the review and improvement of parameters for programme design in order to ensure the integration of evaluability factors that will enable programmes to be fully evaluated in terms of their achievement of results. This implies developing better (SMART) indicators and feasible baselines, analyzing the internal and external coherence of intended results, setting an adequate monitoring and evaluation framework and putting in place useful information systems.

- One of the next UN Women corporate evaluations to be developed will be in the area of “Political Participation” area where FGE could offer a substantial contribution. All efforts will be made to work together with UN Women Evaluation Unit on the already planned evaluations.

- UN Women Evaluation Unit is also undertaking meta-evaluations of evaluation processes. These findings should be included within FGE’s M&E Framework.

### 3.3. Definitions and Key Principles guiding the Monitoring and Evaluation Framework

According to the United Nations Evaluation Group (UNEG) Norms and Standards evaluation is “an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance, etc. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions of the organizations of the UN system. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the organizations of the UN system and its members.”

**Evaluation may have different purposes in an organization**, such as understanding why and to what extent intended and unintended results are achieved, and their impact on stakeholders. Evaluation is an important source of evidence for the achievement of results and institutional performance. It contributes to organizational learning – to draw lessons from successes and failures, on what works and what does not, and in this sense, contributes to knowledge building. Evaluation serves as a basis for improved decision-making, strategic positioning of the organization, and programming. Evaluation is an important agent of change and plays a critical role to ensure accountability to constituency and partners by tracking and assessing results, relevance, and institutional capacity to deliver.

Furthermore, evaluation **feeds into management and decision making processes**, and makes an essential contribution to managing for results. Evaluation informs the planning, programming, budgeting, implementation and reporting cycle. It aims at improving the institutional relevance and the achievement of results, optimizing the use of resources, providing client satisfaction and maximizing the impact of the contribution of the UN system.

**Monitoring** is a continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. Monitoring tracks the actual performance against what was planned or expected according to pre-determined standards. It generally involves the continuous collection and analysis of data on programme processes and results and recommending corrective measures, asking the question “Is the programme doing things right, in order to achieve its goals?”

For the purpose of the FGE, monitoring is conceptualized as a continuous process of collecting and analyzing information especially on substantive indicators (meaning at the activity, output and
outcome level) to assess program progress and to introduce corrective measures as necessary. Programme monitoring involves the collection of data with the purpose of showing progress in attaining outcomes. Monitoring is a systematic, evidence-oriented and quality-based exercise where specific, measurable, attainable, and reliable, time bound indicators (SMART) show proof of the substantive programme progress.

The monitoring function is:

- Results oriented, meaning its main goal is to report on progress on the higher steps of the logical causal chain, especially changes at the output and outcomes level.
- Substantive in nature in regards to measuring changes in citizens, institutions or any other kind of stakeholder participating in the program.
- Aggregation, is the first element of a causal chain of a wider system that includes mid-term evaluations and final evaluations. The whole system is oriented to learn and to know what works and what doesn’t and improve programmes accordingly.

**Monitoring and evaluation, like programme design or implementation, is integrated into the programme cycle. Therefore, M&E is in essence an activity that should be implemented jointly through the life of the programme.**

The key principles guiding the Fund for Gender Equality’s M&E Framework are:

- **Adherence to UN Norms and Standards.** The M&E Framework will adhere to the UNEG Norms and Standards for Evaluation regarding intentionality, impartiality, independence, quality, transparency, participation and ethics. Additionally, it will also be useful to consider incorporating good practices and standards from Evalnet OECD/ DAC to make a system robust and widely consistent with practices and standards of the international community.
- **Integration of a solid Human Rights and Gender Equality Perspective,** following UNEG recommendations.
- **A balanced emphasis on learning processes and accountability.** M&E activities should be focused on results in order to improve programme impact while also building learning processes.
- **Ensuring evidence-based conclusions.** Conclusions drawn from monitoring and evaluation activities shall be based on consistent data, information or knowledge that responds to the validity of the questions posed through the monitoring and evaluation studies.
- **Aggregation of the four levels of information and input.** The M&E Framework should build upon the programme level, which serves as the starting point for the entire M&E Framework. Elements of M&E (indicators, evaluations, etc) at the lower levels will build towards the M&E processes at the broader levels.
- **Specific context approach,** to take into account the importance of the context for each programme.
- **Adequate investment in programme design.** The M&E Framework will support capacity development activities and will provide technical assistance. Monitoring and evaluation plans will be developed before the programme begins, with clear and measurable intended results that can be tracked, documented and assessed.
- **A participatory approach.** Starting with programme design through implementation and monitoring and evaluation, a participatory approach will promote stakeholders’ ownership, commitment and strong capacities. The M&E process should respect the voice and perspective of all key stakeholders.
• **Practical and cost-effective processes.** M&E practices will maximize the use of local and national skills and resources, and will facilitate processes through the use of technological and virtual technical assistance.

• **Providing a measure of change that is understandable and clear.** The M&E Framework should enable stakeholders and beneficiaries to understand what change was achieved (also to what extent and how change occurred) as a result of the programme.

• **Capturing negative change or backlash as a part of lessons-learned.** The M&E Framework should allow for the tracking of negative change, reversals, backlash and unexpected events.

### 3.4. Information Needs of Stakeholders and Target Audiences

There are various stakeholders and target audiences of the information produced by the M&E Framework, each with their own information and knowledge needs. The nature, or purpose, of the information produced varies in the way it contributes to accountability, learning, decision-making, communication and other purposes. The M&E Framework takes into consideration these diverse needs of the stakeholders and target audiences and intends to address all of their information needs. The following table captures the different information needs for each stakeholder and target audience.
<table>
<thead>
<tr>
<th>Stakeholders/Target Audiences</th>
<th>Information Needed</th>
<th>Purpose of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beneficiaries</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Partner Countries (general population) | ➢ High quality services and service-delivery  
➢ Examples of advancement in gender equality (policy creation and/or implementation, etc)  
➢ Improvement to women’s lives  | Accountability                   |
| Grantees (Government and/or Civil Society) | ➢ High quality services and service-delivery  
➢ Improvement to women’s lives  
➢ Build capacities  
➢ Creation and/or implementation of public policies/legislation  | Accountability  
Learning                                      |
| Partner UN Women Offices      | ➢ Strengthened capacities  
➢ Improved coordination  
➢ Enhanced effectiveness  | Accountability  
Learning  
Organizational                         |
| **Managers**                  |                                                                                     |                                |
| FGE Management                | ➢ Programmes contribute to reach MDGs, Beijing Platform of Action (PA), CEDAW and National Development Plans (NDPs)  
➢ Programmes contribute to Paris Declaration and Accra Agenda for Action  
➢ Programmes deliver results as planned  
➢ FGE achieves its objectives  | Accountability  
Learning for decision making  
Organizational  
General                     |
| UN Women HQ and SRO           | ➢ Programmes contribute to Paris Declaration and Accra Agenda for Action  
➢ Programmes deliver results as planned  
➢ FGE achieves its objectives  
➢ Programmes contribute to Regional and/or Country Strategies  
➢ FGE contributes to UN Women Strategic Plan (MRF, DRF)  | Accountability  
Learning for decision making  
Organizational  
General                     |
| **Decision Makers**           |                                                                                     |                                |
| Steering Committee            | ➢ Programmes contribute to reach MDGs, Beijing Platform of Action (PA), CEDAW and National Development Plans (NDPs)  
➢ FGE achieves its objectives  | Accountability  
Learning for decision making                   |
| Donor                         | ➢ Programmes contribute to reach MDGs, Beijing Platform of Action (PA), CEDAW and NPDs  
➢ Programmes contribute to Paris Declaration and Accra Agenda for Action  
➢ FGE achieves its objectives  
➢ Partnership with UN Women has an added value  | Accountability  
Learning for decision making  
Communication Processes |
| General Public and Media      | ➢ Women’s lives are changed and improved  
➢ Public expenditure has been fruitful  | Accountability                   |
4. M&E Plan: Implementation

4.1 Levels of Information

The Fund for Gender Equality facilitates four levels of information (at the programme level, thematic level, country level and FGE Secretariat level), which is derived from its design and structure. Each unit of analysis offers distinct dimensions ideal for research and specific questions to be measured through monitoring and evaluation activities. Each level of analysis builds on the results of the previous one, which will ultimately provide a complete and coherent view of FGE’s overall progress and impact. The levels of analysis include:

Programme level (Catalytic and Implementation programmes): This is the starting point for the M&E process. Most of the information, evidence, conclusions and findings of the FGE will be based on the study of the progress and performance of the programmes.

Country level: This level of analysis could be pertinent to countries where two programmes are being funded by FGE (Catalytic and Implementation) or in specific countries where monitoring or evaluation activities have a specific relevance for UN Women. This level will entail a deeper level of analysis in order to capture the added value of having two grantees in the same country.

Thematic level: Monitoring and evaluation activities at this level will be the basis of evidence on the impact of FGE towards progress on gender equality in FGE’s two main areas of focus: political and economic empowerment of women, with relevant subtopics. The implementation of the M&E activities will involve FGE Management, UN Women SRO and Country Offices (with assistance from Focal Points and/or Programme Monitoring and Reporting Specialists), UN Women advisors, and grantee programmes.

FGE Secretariat level (internal): This level of analysis consists of a systematic and rigorous synthesis of the three previous levels as a means of analyzing the added value of FGE as the best modality for fast-tracking implementation.

<table>
<thead>
<tr>
<th>Levels of Information</th>
<th>Information Provided</th>
<th>Dimensions of Study /Use of Information</th>
</tr>
</thead>
</table>
| **Programme level** (Grantees) | Log Frames:  
  - Outputs  
  - Outcomes  
  - Results  
  - Indicators at programme level | ➢ Performance of the programme  
  ➢ Quality of the programme formulation  
  ➢ Programme objectives achieved  
  ➢ Contribution of the programme to commitments on gender equality (MDGs, Beijing Platform for Action, CEDAW, and National Development Strategies)  
  ➢ Contribution of grantee programmes to the UN Women DRF (selection of indicators)  
  ➢ Replication and ability to scale-up  
  ➢ Innovation  
  ➢ Ownership, alignment, harmonization, mutual accountability  
  ➢ Effects on women’s lives |
| **Country level** | Log Frames:  
  - Outputs  
  - Outcomes  
  - Results  
  - Indicators at programme level  
  - Programme indicators of other interventions | ➢ Added value of FGE within one specific country  
  ➢ Contribution of the programme to national commitment on gender equality (MDG, Beijing Platform for Action, CEDAW, and National Development Strategies)  
  ➢ Contribution of FGE to UN Women strategy within the country  
  ➢ Contribution of the grantee programmes to the UN Women DRF (selection indicators) |
The different types of analysis and dimensions of study are developed to facilitate evidence-based reports, information, knowledge and recommendations. These analysis components are:

1. **Monitoring Indicators**: to measure progress and trends in the short and medium-term at three levels of inquiry (input, output, outcome).
2. **Field Visits**: to monitor and assess programmes in-depth as well as to prepare and manage evaluations, disseminate results and provide feedback from evaluation recommendations.
3. **Evaluations**: to draw on the value of each unit of analysis (programme, country, thematic topic and FGE as a whole). Mid-term and final evaluations focus on design, process, results and impacts.
4. **Desk Reviews and Data Collection and Analysis**: to be drawn from a variety of sources to contribute information and knowledge to the M&E and knowledge management system.

As noted above, the M&E Framework is a pyramidal strategy where the primary source of data is the monitoring and evaluation reports of each programme. This aggregated data is used to monitor and evaluate country performance, thematic performance and the performance of FGE.

### 4.2. Monitoring and Evaluation Products, Tasks, Roles and Functions

All grantees are expected to follow regular monitoring processes, including a six month review with their stakeholders and beneficiaries. The aim is to strengthen self assessments of progress, improve documentation of the implementation processes and facilitate timely modifications as needed.

In addition, field visits are an essential part of monitoring, so FGE will strengthen direct monitoring and technical assistance to the grantees through field visits from the SRO (Focal Points and/or Programme Monitoring and Reporting Specialists).

At a global level the FGE is responsible for overall monitoring of grantee progress in achieving results and collecting and systematizing findings which will be shared through the FGE annual report, country reports and thematic reports.

A strengthened global monitoring system will include an online database to facilitate results-based reporting, analysis across grantees, trend analysis, and exchanges among grantees for knowledge sharing along thematic, sector-based and other lines of programming.

In order to expand the knowledge base through monitoring and evaluation, grantees will be provided with technical assistance on evidence-based quality programme design, data collection and analysis, establishing a baseline, monitoring and evaluation, documentation and dissemination of findings. The Fund for Gender Equality will provide support by:
• Providing guidelines on monitoring and evaluation and PMF development prior and during final selection of grantees (See Guidelines in Annex)\(^3\)
• Coordinating technical assistance on programme design
• Conducting capacity-building workshops on evidence-based programme monitoring and evaluation at the regional level, as well as thematic workshops
• Facilitating access to state-of-the-art global knowledge on evidence-based programming
• Contributing to global knowledge management on programming
• Contributing to FGE communications and resource mobilization goals

4.2.1. Monitoring Products

At the Grantee Programme level the following monitoring reports will be submitted per year:

• **Two (2) Monitoring Reports** per programme, including:
  1. A small narrative text
  2. Color-coded PMF to track the level of progress on targets for each indicator and progress on each activity
  3. Short questionnaire and thematic indicators (provided by FGE Secretariat)
  4. Updated financial information (to be provided quarterly)

This report will be delivered to the Sub-Regional Offices (SROs) with copy to the Fund Manager **twice a year every second and fourth quarter** (January to June, to be delivered from 1 to 20 July and July to December to be delivered from 1 to 20 January). An online facility will be provided to complete the reports.

At the UN Women SRO and Country Office level the following monitoring reports will be submitted per year:

SRO offices maintain the first line of communication with grantees. Programme Monitoring and Reporting Specialist will be recruited in five regions and will be responsible for submitting the following reports on behalf of the SRO and Country offices:

• **Two (2) Field Visit Reports** of all programmes. The FGE Secretariat will develop terms or reference and template report to conduct the visits in a coordinated and systematic manner to maintain the same methodology that will facilitate a comparison of analysis and interpretation across all visits. Field Visit Reports will be submitted, throughout the year, after every field visit, to SRO offices with copy to FGE Management.

• **Two (2) Brief Assessment Reports** based on the monitoring reports sent by the grantees, with general remarks and inputs to be followed. This short reports will be prepared twice a year every second and fourth quarter at the same time that Grantees Reports are submitted (January to June, to be submitted between 1 and 20 July and July to December to be submitted between 1 and 20 January).

• **Two (2) Feedback Reports** to Grantees Reports, including recommendations from FGE Secretariat on general progress of the programmes.

At the FGE Secretariat level the following monitoring reports will be submitted per year:

\(^3\) Technical Assistance has been provided, via international consultants, to 22 implementation semifinalists and 27 catalytic grantees, in order to develop or refine their PMFs.
• The aggregation of an Annual Monitoring Report of FGE per year (based on aggregated data from previous reports).
• The aggregation of thematic indicators for all programmes.
• Two (2) Thematic Reports every two years on a specific subtopic, such as political participation or economic empowerment of women (based on the above mentioned monitoring reports).
• Two (2) Country Monitoring Reports every two years (for selected countries where both Catalytic and Implementation Grants have been awarded).

4.2.2. Monitoring Tasks

Grantee Programme level

• Refine and adapt the M&E framework. It is important to adjust the M&E plan included in the programme document to best fit the actual context, bearing in mind that the M&E plan should respond to the following principles:
  • It balances learning and accountability purposes with a participatory approach.
  • It is evidence-based, where conclusions drawn from monitoring and evaluation activities based on consistent data, information or knowledge to support or deny the validity of the questions posed through the monitoring and evaluation studies.
  • It measures change by describing, analyzing and understanding change and use results to improve programme and policy performance.

[Technical assistance will be provide from the Fund in order to refine and adapt M&E Frameworks prior to the beginning of the programme.]

• Engage stakeholders, facilitate participation on M&E activities. Participation is a process through which stakeholder’s influence and share control over development initiatives and the decisions and resources which affect them. When using a participatory approach, the programmes gains ownership by its stakeholders and sustainability, two of the key elements for the success of a development intervention. In order to obtain the most from M&E activities, the programme management team will allow and facilitate the participation of the various stakeholders in monitoring exercises. This includes the creation of indicators based on stakeholder perception, allowing them to formulate questions to include in Mid-Term and Final Evaluation terms of reference and to give them a voice during the evaluation process, including a role in the follow up to mainstream the recommendations of the process.
• Collection of a baseline: The baseline is an essential element of the M&E plan. Without it, it would be extremely complicated to measure the change and joint programme’s effects. The programme teams can collect the baseline by themselves or hire a consultant for this purpose.
• Monitor and report on the programme as stated above.
• Prepare for Field Monitoring Visits.
• Provide substantive input to prepare Thematic and Country Monitoring Reports, if needed.

At SRO and Country Office level:

• Provide technical feedback and backstopping support to FGE grantees in the development of programme design, baseline, and monitoring plans.
• **Assess quality and methodological issues of FGE grantee annual and final reports** and prepare periodic technical assessment updates and recommendations for improvements and future guidance on the development and follow up of monitoring plans.

• **Review progress reports and provide feedback** to implementing partners as needed to ensure results-based reports and analysis and capturing of data, validate reports of the grantees before submission.

• **Undertake monitoring field missions** and provide ongoing technical accompaniment for FGE Fund grantees.

• **Provide substantive input to prepare Thematic and Country Monitoring Reports.**

At FGE Secretariat level:

• **Provide guidelines on monitoring and evaluation and PMF development** prior and during final selection of grantees (See Guidelines in Annex)\(^4\)

• **Provide technical feedback and backstopping support** to FGE grantees to refine and adapt M&E Frameworks prior to program inception.

• Elaborate a **template for monitoring reports.**

• Design and **provide general thematic indicators** for different areas on women political participation and economic empowerment.

• **Elaborate a protocol guide for monitoring field visits** and evaluation missions.

• **Review and aggregate the semester monitoring reports** based on consistent criteria with the aim to extract, compile and systematize lessons learned and good practices to inform M&E products.

• **Review the field visit reports to allow comparability** among observation and interpretation of facts, with the aim to extract, compile and systematized lessons learn and good practice to feed M&E product.

• **Prepare Thematic and Country Monitoring Reports.**

• **Prepare and conduct capacity development workshops** on Evidence Based Programming Monitoring and Evaluation at regional level.

• **Facilitate access to the state of the art global knowledge** on evidence-based programming.

### 4.2.3. Evaluation Products

All Implementation Grants will be evaluated following UN Women Evaluation Policies while Catalytic Grants will be evaluated through cluster evaluations in order to capture learning across similar types of intervention, focused on a particular issue, region or aspect of the programmes.

Groups of grantee programmes, including Implementation and Catalytic Grants, will be jointly evaluated through Thematic Evaluations or Country Evaluations.

All evaluation products will be evidence-based and include the following:

**Mid-Term Evaluation and Rapid Assessments:**

• Thirteen (13) Mid-Term Evaluation Reports for Implementation Grants (Year 2).

• One (1) Mid-Term Evaluation of FGE (Year 2).

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\(^4\) Technical Assistance has been provided, via international consultants, to 22 implementation semifinalists and 27 catalytic grantees, in order to develop or refine their PMFs.
Final Evaluations

- Four (4) Final Evaluations at Thematic Level for Catalytic Programmes (Year 2).
- Thirteen (13) Final Evaluations for Implementation Grants (Year 4).
- Four (4) Final Evaluations at Country Level (Year 4).
- One (1) Final Evaluation of FGE (Year 4).

4.2.4 Evaluation Tasks

At Grantee Programme Level (Only for Implementation Programmes)

- Allocate sufficient funds for evaluation activities as part of the budget.
- Customize TOR template for Mid-Term and Final Evaluations.
- Participate in the bidding process to contract consultants.
- Hire and contract evaluation consultants.
- Facilitate the process of the Mid-Term and Final Evaluations. Provide all technical support required in the evaluation process.
- Collect all findings and lessons learned and improve programme design accordingly.
- Conduct, coordinate and disseminate final evaluations, mainstream recommendations and scale up programmes.
- For both Catalytic and Implementation Grantees: Participate in FGE, Country or Thematic evaluation as needed

At SRO and Country Level:

- Provide lead technical and managerial assistance when evaluations of programmes are commissioned.
- Support the FGE Secretariat in extracting critical lessons learned and good practices from final evaluation reports, including lessons learned regarding monitoring and evaluation.
- Contribute in designing a plan to monitor management responses to evaluations.
- Contribute to dissemination of products from evaluations.
- Participate in FGE, Country or Thematic Evaluations, as needed.

At FGE Secretariat Level:

- Liaise with UN Women Evaluation Unit to prepare, conduct, and disseminate evaluations.
- Elaborate a protocol to design and manage rapid Mid-Term and Final Evaluations comprising the design stage, implementation and results feedback as well as dissemination stage.
- Design one general terms of reference template for the Mid-Term and Final Evaluations.
- Approve and supervise the rapid Mid-Term and Final Evaluations.
- Support and facilitate the ongoing evaluations, ensuring quality and participation through all phases: desk review, fieldwork report drafting, publication and dissemination.
- Prepare the bidding process to contract consultants for rapid assessment, thematic and country evaluations.
- Hire and contract evaluation consultants for FGE Rapid Assessment, Thematic, Country and FGE Evaluations.
- Manage FGE Rapid Assessment, Thematic, Country and FGE Evaluations ensuring quality and participation through all phases: desk review, fieldwork report drafting, publication and dissemination.
- Disseminate lessons learned from all evaluations.
- Ensure that recommendations from monitoring system and evaluations are incorporated into the manager’s decisions and correct programmes’ deviations, guaranteeing that the knowledge created serves as an input for the knowledge management system.
The following table provides an overview of the monitoring and evaluations tasks and products assigned to each management level:

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Monitoring Tasks</th>
<th>Monitoring Products</th>
<th>Evaluation Tasks</th>
<th>Evaluation Products</th>
</tr>
</thead>
</table>
| **GRANTEE PROGRAMME LEVEL** | • Refine and adapt the M&E framework  
• Engage stakeholders, facilitate participation on M&E activities  
• Collect Baseline data  
• Monitor and report on the program  
• Prepare for field monitoring visits  
• Provide substantive input to prepare Thematic and Country Monitoring Reports, if needed | • 2 Monitoring Reports per year (each consisting of a financial and narrative report) | **For Implementation Grantees only:**  
• Allocate sufficient funds for evaluation activities  
• Customize TOR template for mid-term and final evaluations  
• Participate in the bidding process to contract consultants  
• Hire and contract evaluation consultants  
• Facilitate the process of the mid-term and final evaluation  
• Provide all technical support required in the evaluation process  
• Collect all findings and lessons-learned and improve programme design accordingly  
• Conduct, coordinate and disseminate final evaluations, mainstream recommendations and scale up programmes  
**For all Grantees:**  
• Participate in FGE, Country or Thematic Evaluation as needed | • Customized TOR for Mid Term and Final evaluation  
• One (1) Mid-Term Evaluation Report per year  
• Final Evaluation Report |
| **UN Women SRO and/or COUNTRY OFFICE LEVEL** | • Provide technical feedback on the development of programme design, baseline, and monitoring plans  
• Assess quality of FGE grantee reports and prepare periodic technical assessment updates and recommendations for improvements  
• Undertake field visit monitoring missions  
• Provide substantive input to prepare Thematic and Country Monitoring Reports | • Two (2) Field Visit Reports per year  
• Two (2) Assessment Reports on Monitoring Reports sent by grantee  
• Two (2) Feedback Reports | • Provide lead technical and managerial assistance when evaluations of programmes and projects are commissioned  
• Support the FGE Management team in extracting critical lessons learned and good practices from final evaluation reports, including as relates to monitoring and evaluation  
• Contribute in disseminating products from evaluations  
• Contribute in designing a plan to monitor management responses to evaluations  
• Participate in FGE, Country and/or Thematic evaluation as needed | • Additional knowledge products based on evaluation data |
| FGE SECRETARIAT LEVEL | • Provide technical feedback and backstopping support to grantees to refine and adapt M&E Framework prior to start of programme.  
• Provide a template for monitoring reports  
• Design and provide general thematic indicators for different areas on women’s political participation and economic empowerment  
• Develop a protocol guide for monitoring field visits and evaluation missions  
• Review the semester monitoring reports on a regular basis with specific criteria that will allow for extracting, compiling and systematizing lessons learned  
• Prepare Thematic and Country Monitoring Reports  
• Prepare and conduct capacity development workshops on evidence-based programme monitoring and evaluation at regional level.  
• Systematize lessons learned and good practice to inform M&E products  
• Review the field visit reports to allow comparability among observations  
• Facilitate access to state-of-the-art global knowledge on evidence-based programming | • List of general thematic indicators  
• ToR and template for monitoring missions  
• Calendar of field missions to carry out M&E activities  
• Template for Monitoring Report  
• Two (2) Monitoring Reports per year  
• Two (2) Thematic Reports every two years  
• Two (2) Country Reports every two years | • Liaise with UN Women Evaluation Unit to prepare, conduct and disseminate evaluations  
• Elaborate a protocol to design and manage rapid mid-term and final evaluations to include design stage, implementation and results feedback as well as dissemination stage.  
• Design one general TOR template for consultant to complete mid-term evaluations  
• Supervise and approve and supervise rapid mid-term and final evaluations  
• Support and facilitate the ongoing evaluations, ensuring quality and participation through all phases: desk review, field work report drafting, publication and dissemination.  
• Prepare the bidding process to contract consultants for Rapid Assessment, Thematic and Country evaluations  
• Hire and contract evaluation consultants for FGE Rapid Assessment, Thematic, Country and FGE evaluations  
• Manage FGE Rapid Assessment, Thematic, Country and FGE evaluations ensuring quality and participation through all their phases: desk review, field work report drafting, publication and dissemination  
• Disseminate lessons learned from all evaluations  
• Ensure that recommendations from monitoring system and evaluations mainstream the manager’s decisions and correct programmes’ deviations  
• Guarantee that knowledge created serves as an input for the knowledge management system.  
• Template of TOR for midterm and final evaluations  
• Additional knowledge products based on evaluation data  
• Plan/Agenda to monitor response/adherence to evaluation conclusions  
• One (1) FGE Mid-Term Evaluation Report  
• One (1) FGE Final Evaluation Report  
• Four (4) Country Final Evaluation Reports  
• Four (4) Thematic Evaluation Reports on Catalytic Programmes |
The following table reflects the interdependence of the different levels of monitoring and evaluation products and the amount of monitoring and evaluation products to be developed:

<table>
<thead>
<tr>
<th>Levels of Information</th>
<th>Monitoring Products</th>
<th>Evaluation Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grantees Programme</td>
<td></td>
<td>Cluster Programme Evaluation Reports to be part of four (4) Thematic Evaluations</td>
</tr>
<tr>
<td>27 Catalytic Programmes</td>
<td>54 Six-Month Monitoring Reports</td>
<td>26 Brief Assessment Reports SRO</td>
</tr>
<tr>
<td></td>
<td>54 Brief Assessment Reports SRO</td>
<td>54 Field Visit reports</td>
</tr>
<tr>
<td></td>
<td>54 Field Visit reports</td>
<td>54 Feedback Reports</td>
</tr>
<tr>
<td>13 Implementation Programmes</td>
<td>26 Six-Month Monitoring Reports</td>
<td>Thirteen (13) Mid-Term Evaluations (Year 2)</td>
</tr>
<tr>
<td></td>
<td>26 Brief Assessment Reports SRO</td>
<td>Thirteen (13) Final Evaluations (Year 4)</td>
</tr>
<tr>
<td></td>
<td>26 Field Visit reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>26 Feedback reports</td>
<td></td>
</tr>
<tr>
<td>Country level (countries with more than one grantee programme)</td>
<td>4 Country Reports (every two years)</td>
<td>Four (4) Final Country Evaluations (Year 4)</td>
</tr>
<tr>
<td>Thematic level:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political Participation</td>
<td>2 Thematic Reports (every two years)</td>
<td>Contribution to one (1) Corporate Evaluation on political participation: Catalytic and Implementation grants</td>
</tr>
<tr>
<td>Economic Empowerment</td>
<td></td>
<td>Four (4) specific Cluster Evaluations on four topics (i.e. domestic work, rural women’s economic empowerment, migrant woman)</td>
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<tr>
<td>Fund for Gender Equality</td>
<td>2 Consolidated Reports (per year)</td>
<td>One (1) FGE Evaluation Midterm Report (Year 2)</td>
</tr>
<tr>
<td>Other Products to be Developed</td>
<td>➢ Statistical reports</td>
<td>One (1) FGE Evaluation Final Report (Year 4)</td>
</tr>
<tr>
<td></td>
<td>➢ Fact sheets</td>
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</tr>
<tr>
<td></td>
<td>➢ Knowledge management products</td>
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</tbody>
</table>

The following table maps out the total portfolio of monitoring reports to be received by FGE and the frequency at which those reports are produced.

<table>
<thead>
<tr>
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<th></th>
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</thead>
<tbody>
<tr>
<td>27 Catalytic Programmes</td>
<td></td>
<td></td>
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<tr>
<td>54 Monitoring Report</td>
<td>54</td>
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<td>0</td>
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<tr>
<td>54 Brief Assessment Report</td>
<td>54</td>
<td>54</td>
<td>0</td>
<td>0</td>
<td>108</td>
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<tr>
<td>54 Field Visit Report</td>
<td>27</td>
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<td>0</td>
<td>0</td>
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<tr>
<td>54 Feedback Report</td>
<td>54</td>
<td>54</td>
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<td>108</td>
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<td>13 Implementation Programme</td>
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</tr>
<tr>
<td>26 Monitoring Report</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>26 Brief Assessment Report</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>26 Field Visit Report</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>26 Feedback Report</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>Country Level Reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 every two years</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Thematic Level Reports</td>
<td>2 every two years</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>General FGE Reports</td>
<td>2 per year</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Subtotal</td>
<td>190</td>
<td>328</td>
<td>106</td>
<td>112</td>
<td>736</td>
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</table>

The total portfolio of evaluation reports to be received by FGE includes the following:
## Reports Produced

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<tr>
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</thead>
<tbody>
<tr>
<td>27 Catalytic Programmes</td>
<td>4 Thematic Evaluations</td>
<td>4</td>
<td></td>
<td></td>
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<td>4</td>
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<tr>
<td>13 Implementation Programmes</td>
<td>13 Mid-Term Evaluations</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>13 Final Evaluations</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Country Level</td>
<td>4 Final Evaluations</td>
<td></td>
<td></td>
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<tr>
<td>General FGE Reports</td>
<td>1 Mid-Term Evaluation</td>
<td></td>
<td>1</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1 Final Evaluation</td>
<td></td>
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<tr>
<td>Subtotal</td>
<td>4</td>
<td>14</td>
<td>0</td>
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<td>18</td>
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</table>

The amount of reports to be completed highlights the fact that the monitoring and evaluation system has to be updated and centralized in a database, in order to better utilize and compare data (for statistical reports and comparative analysis).

### 4.3. Activities and products timeline.

Please see Annex attached (2010-2013)
4.4. M&E Resources and Budget

Most of the activities pursued during the implementation of the M&E Framework will rely on the FGE Secretariat and therefore will not generate additional funding requests.

**Monitoring Activities:**

- Direct programme monitoring activities will be held by five (5) Programme Monitoring and Reporting Specialists, to be placed in five (5) regions.
- Sufficient funds will be allocated from FGE to SROs based on their monitoring activities needs.
- Country, Thematic and FGE monitoring activities will be part of FGE Secretariat tasks, generating few additional funding requests.

**Evaluation Activities:**

Following UN Women Evaluation Policy the 13 Mid-Term and Final Evaluations of Implementation Programmes, will rely on grantees which have allocated sufficient amounts from their budget for that purpose.

FGE Secretariat budget will cover Cluster Evaluations Thematic and Country Evaluations, as well as FGE Mid-Term and Final Evaluation. These evaluations and Training Workshops will be outsourced and contracted following a bidding process.

The total funding for M&E activities is budgeted as 7% of the total FGE funding which is an appropriate sum considering that UN Women Evaluation Policy recommends an allotment between 3% and 10% of the total programme budget. The table below presents the approximated budget for M&E activities (including expected expenses from hiring 5 monitoring and reporting specialists).

<table>
<thead>
<tr>
<th>Activities</th>
<th>Expenditure 2009-2010 spent</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Monitoring and Reporting Specialists (Mexico)</td>
<td>175,000</td>
<td>180,000</td>
<td>185,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Reporting Specialists (Jordan)</td>
<td>175,000</td>
<td>180,000</td>
<td>185,700</td>
<td></td>
<td></td>
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<tr>
<td>Monitoring and Reporting Specialists (Dakar)</td>
<td>175,000</td>
<td>180,000</td>
<td>185,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Reporting Specialists (Bangkok)</td>
<td>175,000</td>
<td>180,000</td>
<td>185,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Reporting Specialists (Bratislava)</td>
<td>160,088</td>
<td>170,000</td>
<td>175,100</td>
<td></td>
<td></td>
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<tr>
<td><strong>Subtotal Monitoring and Reporting Specialists</strong></td>
<td><strong>860,088</strong></td>
<td><strong>890,000</strong></td>
<td><strong>917,900</strong></td>
<td><strong>2,667,988</strong></td>
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<tr>
<td>Field Visits of Programme Monitoring Specialists</td>
<td>2,000</td>
<td>7,722</td>
<td>160,000</td>
<td>160,000</td>
<td>221,461</td>
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<tr>
<td>Monitoring and Evaluation services provided to grantees</td>
<td>99,275</td>
<td>80,000</td>
<td>200,000</td>
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<td>379,275</td>
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<td>Training workshops on M&amp;E</td>
<td>40,000</td>
<td>80,000</td>
<td>80,000</td>
<td>202,500</td>
<td>362,500</td>
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<tr>
<td>Thematic Evaluations</td>
<td>30,000</td>
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<tr>
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<td>45,000</td>
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<tr>
<td>Travel expenses per evaluation and allowances per evaluation</td>
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<td>6,500</td>
<td></td>
<td></td>
<td>6,500</td>
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<tr>
<td>Consultants Final Evaluation FGE</td>
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<tr>
<td>Travel expenses per evaluation and allowances per evaluation</td>
<td>6,500</td>
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<td>6,500</td>
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<tr>
<td>Thematic Catalytic Final Evaluations/Systematizations</td>
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<td>90,000</td>
<td>42,719</td>
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<td>26,000</td>
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<tr>
<td>Thematic or Country Mid Term/Final Evaluations</td>
<td>45,000</td>
<td>90,000</td>
<td>90,000</td>
<td>180,000</td>
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<td>Travel expenses per evaluation and allowances per evaluation</td>
<td>6,500</td>
<td>13,000</td>
<td>13,000</td>
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<td>26,000</td>
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<tr>
<td>Knowledge management activities and publications</td>
<td>40,000</td>
<td>40,000</td>
<td>30,000</td>
<td></td>
<td>110,000</td>
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<tr>
<td><strong>Subtotal Monitoring and Reporting Activities</strong></td>
<td><strong>106,997</strong></td>
<td><strong>493,000</strong></td>
<td><strong>634,500</strong></td>
<td><strong>664,180</strong></td>
<td><strong>1,898,677</strong></td>
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<tr>
<td><strong>Total M&amp;E Framework</strong></td>
<td><strong>1,353,088</strong></td>
<td><strong>1,524,500</strong></td>
<td><strong>1,582,080</strong></td>
<td><strong>4,566,665</strong></td>
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<td><strong>Support cost for monitoring activities from SROs</strong></td>
<td><strong>150,767</strong></td>
<td><strong>69183</strong></td>
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<td><strong>219,950</strong></td>
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<td><strong>Grand Total M&amp;E</strong></td>
<td><strong>150,767</strong></td>
<td><strong>1,422,271</strong></td>
<td><strong>1,524,500</strong></td>
<td><strong>1,582,080</strong></td>
<td><strong>4,709,618</strong></td>
</tr>
</tbody>
</table>

---

5 FGE will be paying 4 international specialists and 1 national specialist in M&E (Bratislava). One SRO office will be providing additional funds for another national specialist (Alma Ata).

6 At programme level, implementation and catalytic programmes have allocated specific funds for M&E Activities (ranging from 3 to 10%), which are not reflected in this table.
MONITORING AND EVALUATION FRAMEWORK (2010-2013)

ANNEXES

1. General Documents:
   a. Monitoring and Evaluation Activities Timeline 2010-2013
   b. Portfolio of Awarded Programmes
   c. Guidelines to develop Logical Frameworks and Sample
   d. TOR: Programme Monitoring and Reporting Specialist (SRO-based)

2. Monitoring Documents:
   a. Monitoring Report and PMF report template and sample
   b. Programme Profile Sample
   c. Finance Report Template
   d. Brief Assessment Reports Templates
   e. ToR and template for Monitoring missions

3. Evaluation Documents (To be developed)
   a. TOR Mid-Term Program Evaluation
   b. TOR Final Program Evaluation
   c. TOR Thematic and Country Evaluations
   d. TOR FGE Mid-Term Evaluation
   e. TOR FGE Evaluation