



UNDP Pakistan Monitoring Policy

**STRATEGIC MANAGEMENT UNIT
UNITED NATIONS DEVELOPMENT PROGRAMME, PAKISTAN**

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UNDP Pakistan Monitoring Policy

This guidance note outlines the policy, requirements and standard operating procedures applicable to the monitoring of UNDP Pakistan’s programme and projects (both Direct and National Implementation Modality) included in the UNDP Results and Resources Framework of the approved Common Country Programme Action Plan (CCPAP). It clarifies the roles and responsibilities of various parties involved in the implementation and monitoring of UNDP supported projects – i.e. the Project Manager, M&E Officer, Implementing Partner/government counterpart, UNDP Programme Unit and the Government Coordinating Authority (EAD).

1. Key Elements of Results Based Management in UNDP

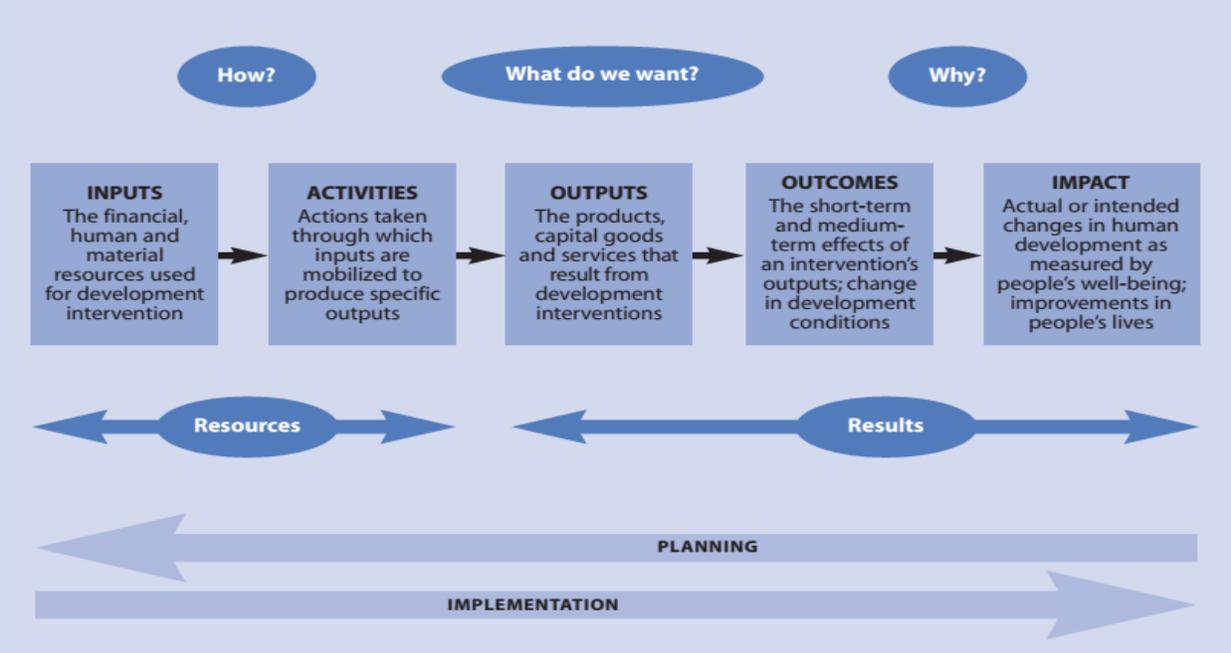
This section provides an overview of Results Based Management in UNDP with a focus on setting benchmarks and quality criteria for monitoring and quality assurance. Monitoring in UNDP is aimed at collecting and providing evidence on project progress and results, which would, in turn, inform the decision related to project strategy, focus and resource use while the project is still ongoing.

Effective monitoring depends on effective planning. The project strategy, including the Results and Resources Framework, and Annual Work Plan serve as the key basis for project monitoring. Similarly, effective monitoring and availability of reliable quantitative and qualitative data are critical to the evaluation and assessment of a project’s success and impacts.

RBM in UNDP

The results framework of a typical UNDP project has five elements: Inputs, Activities, Outputs, Outcomes and Impact. These are illustrated in the Figure 1 below.

Figure 01: RBM Results Chain



Impacts are actual or intended changes in human development as measured by people’s well-being. Impacts generally capture changes in people’s lives.

Outcomes are actual or intended changes in development conditions that interventions are seeking to support. Outcomes result from the interventions of governments and other stakeholders, including international development agencies such as UNDP.

Outputs are short-term development results (products and services) produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified.

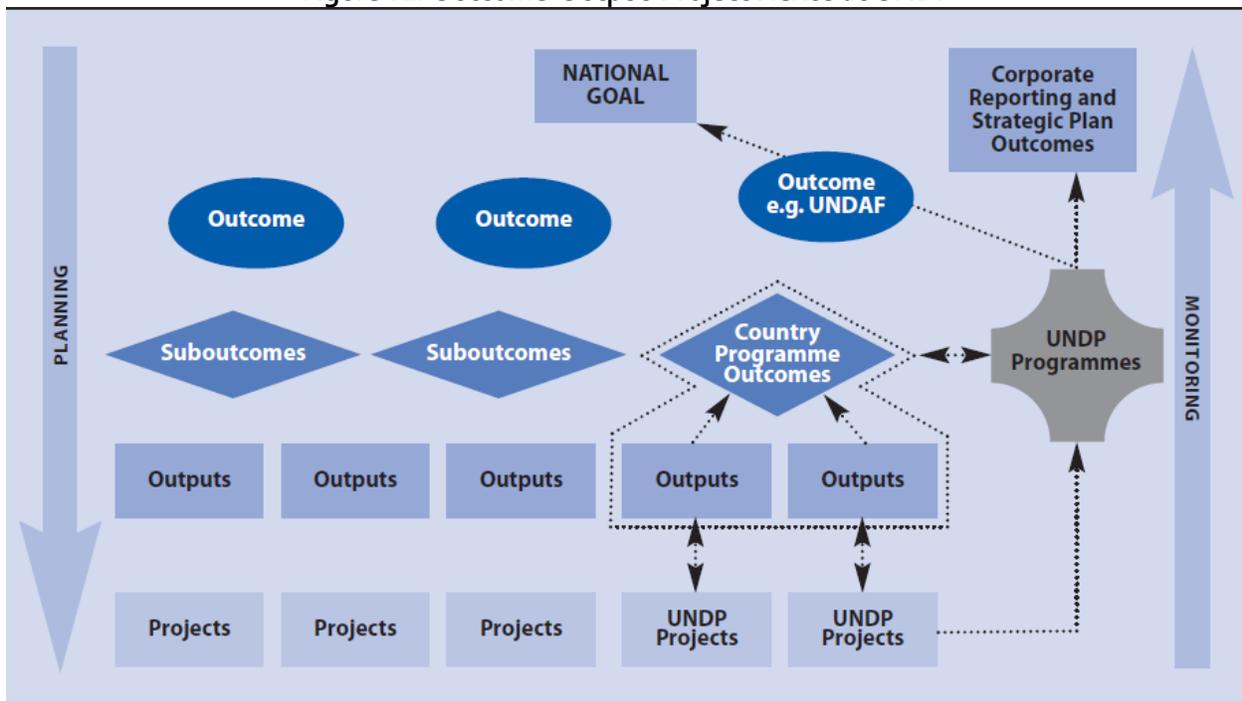
Activities describe the actions that are needed to obtain the stated outputs. They are the coordination, technical assistance and training tasks organized and executed by project personnel.

Planning Frameworks in UNDP

Framework Agreements

The One United Nations Programme (OP) for the period 2013-17 defines the **Impact** and **Outcomes** that the United Nations system in Pakistan will contribute to, alongside the government, other stakeholders and international development agencies. In addition, the UNDP Strategic Plan 2014-17 defines the Impact, Outcomes and Outputs at the global level.

Figure 02: Outcome-Output-Project Nexus at UNDP



The Common Country Programme Action Plan (CCPAP) for the period 2013-17: (a) identifies a list set of OP Outcomes to which UNDP will contribute to; and, (b) sets the specific **Outputs** which UNDP will produce along with its implementing partners. Each UNDP project is normally represented as a single

Output in the CCPAP; however, in certain cases two or more projects can be linked to a single Output. But a project can only be linked to a single Output of the CCPAP, even if it is indirectly contributing to several Outputs/Outcomes. This is important to avoid double reporting of a single contribution against multiple Outputs. UNDP along with the Implementing Partner is responsible for achievement of CCPAP Outputs and, in turn, contributing to the progressive achievement of OPII Outcomes.

Project Strategy and Results Framework

As the CCPAP Outputs are defined as high level results to be achieved over a period of five years, each project develops a strategy document that includes a Results and Resources Framework ([RRF](#)). The RRF defines sub-outputs (i.e. the **Project Outputs**), which together correspond to a CCPAP Output, which in turn contributes to an OPII/CCPAP Outcome. The Project Outputs define the project's theory of change and direct results with greater specificity and detail. The Project Manager and the Implementing Partner are directly and fully responsible for the achievement of Project Outputs, including any activities implemented by Responsible Parties.

Project Annual Work Plan

The project [Annual Work Plan](#) defines **Activities**, which are developed annually and set out the actions that are needed and will be undertaken by the Project Manager to produce the Project Outputs. These may include coordination, technical assistance and training tasks organized and executed by project personnel. The AWP defines the schedule, time period, inputs, cost, budget source, and responsible party for each activity.

2. UNDP Monitoring Policy

Any organization that strives for results requires a robust, continuous and effective monitoring system. This requirement becomes even more relevant for UNDP, as the organization is aiming for results that: (a) are nationally owned and form part of the multi-stakeholder framework, such as the OPII or national development plan; (b) cover global, regional and country levels; (c) are defined and achieved through the engagement of a broad range of stakeholders; and (d) have to be accounted for.

UNDP works towards a robust monitoring system through effective policies, tool, processes and systems so that it can meet the multiple monitoring challenges it faces. The need for stronger monitoring, RBM and evidence-based decision making management is also underscored by the UNDP Strategic Plan 2014-17, which prioritizes RBM as a key management priority area.

In accordance with the UNDP Programme and Operational Policies and Procedures (POPP), all Outcomes and Outputs to which UNDP is contributing must be monitored, regardless of their budget and duration. UNDP monitoring policy is guided by the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.¹

¹ <http://web.undp.org/evaluation/handbook/>

Programme Monitoring Policy (CPAP)

Each programme must be monitored to ensure that:

- The Outcomes agreed in the CPAP and their constituent Outputs are being achieved.
- Each project produces the envisaged Outputs in an efficient manner as per the project strategy and the corresponding Annual Work Plan.
- Decisions of programmes and projects are based on facts and evidence.
- Lessons learned are systematically captured for knowledge and improving future programmes and projects.
- The programmatic interventions contribute to the inclusive economic growth, increased resilience, strengthened governance and gender equality as highlighted in the UNDP Strategic Plan and One UN Programme

Project Monitoring Policy

Project monitoring is linked to and should feed programme level and Outcome level monitoring. The project monitoring plan should:

- Clarify the precise results elements to be monitored;
- Collect monitoring evidence that the Outputs are being produced as intended and efficiently;
- Monitoring the project's contribution to progressive achievement of Outcomes;
- Ensure that monitoring evidence reliably informs whether the project Outputs being generated remain relevant to achieving the Outcome;
- Ensure that activities/events needed for monitoring are scheduled and responsibilities assigned;
- Ensure that the project budgets include adequate human and financial resources for monitoring and evaluation;
- Ensure capture of issues and lessons; discern what issues have emerged during implementation: Have the foreseen risks and assumptions materialized? Have other unforeseen challenges, opportunities and risks materialized? Are these being managed?
- Decide whether or not the project will be evaluated.

Compliance Monitoring/Assurance Policy

In addition to programmatic monitoring, each project should be reviewed and audited for the effectiveness of its internal control systems, regularity of its financial transactions, and efficient management of project resources. UNDP follows a risk-based approach to cash transfers defined under the United Nations Development Group's Harmonised Approach to Cash Transfers (HACT). The HACT methodology provides a systematic approach for UN agencies to work with Implementing Partners (IP) and Responsible Parties (RP), especially in these three areas:

- Financial capacity assessment of government and non-government partners;
- Determination of the appropriate cash transfer modality (advance, direct payment, reimbursement or direct implementation) based on the risk rating identified for each IP or RP;
- Determination of the appropriate level and frequency of assurance (audit and spot check) activities for each IP and RP.

Programme and Project Evaluation

Effective monitoring also helps ensure that quantitative and qualitative data and evidence are available to perform evaluations of a project's success, effectiveness and impact. UNDP Evaluation Policy² requires that all Outcomes to which UNDP (country) programme is contributing must be evaluated at least once in the programme cycle. The project evaluation is not mandatory, but is encouraged if agreed to by the implementing partners or donors.

Evaluation is a judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts, based on agreed criteria and benchmarks among key partners and stakeholders. Evaluation in UNDP provides an objective assessment of contributions to development results, including advocacy, advisory services, knowledge management, technical assistance, coordination and partnerships. Evaluation addresses what works and why, as well as what does not work, and unintended outcomes. This will support accountability, inform decision-making and allow UNDP to better manage for development results.

3. Operational Framework for the Monitoring Policy

This guidance note provides the operational framework for UNDP Monitoring Policy ([Annexure A – Table 01](#)). It outlines the monitoring requirements for UNDP projects and programme, including formats and frequency of monitoring actions, and the roles and responsibilities of various parties involved in the collection, analysis, reporting and use of monitoring data/findings.

The focus of monitoring in UNDP is at the project level – projects form the foundation of UNDP's work and are the primary means through which UNDP contributes to the achievement of Outcomes, through the production of CCPAP Outputs and the Project Outputs. The project is the entity that uses inputs and resources and converts them to Activities and Outputs. It is also the entity from which monitoring actions begin. The primary responsibility for monitoring at the project or output level lies with the Project Manager.

Monitoring Questions

The key questions that the monitoring framework seeks to answer include the following:

- Are the pre-identified outputs being produced as planned and efficiently?
- What are the issues, risks and challenges that we face or foresee that need to be taken into account to ensure the achievement of results?
- What decisions need to be made concerning changes to the already planned work in subsequent stages?
- Will the planned and delivered outputs continue to be relevant for the achievement of the envisioned outcomes?
- Are the outcomes we envisaged remaining relevant and effective for achieving the overall national priorities, goals and impacts?
- What are we learning?

The questions related to compliance and assurance include the following:

² <http://web.undp.org/evaluation/policy.shtml>

- Are the project resources (staff, finances, equipment, assets, etc) being used efficiently and effectively? Are the project resources being used solely for the purposes of the approved AWP's implementation and for the production of Project Outputs?
- Is the project management complying with the applicable rules, policies and procedures of the Implementing Partner and UNDP?
- Does the project have a functional internal control framework that segregates tasks and allows for assurance/oversight at various levels?

Programme Monitoring Framework

The focus of programme monitoring is on the CCPAP Results and Resources Framework, which includes the monitoring of individual projects' delivery of Project Outputs as well as of their contributions to the achievement of Outcomes. Programme monitoring is carried out by the Country Office (Programme Units and SMU) based on quarterly and annual reporting by Project Managers against Project Output indicators, CCPAP Output indicators and CCPAP Outcome Indicators.

The evidence base for programme monitoring is provided by the following sources:

- Annual Project Quality Assurance Assessment, which is performed at the end of each year by the relevant Project Board with the participation of the Project Manager, Implementing Partner, UNDP and EAD;
- Project reviews (Monthly & Quarterly), assessments and evaluation reports; and,
- Third party reports/sectoral reports, including published statistics.

Programme monitoring involves the following steps and processes (see details in Table 1):

- (i) Monthly Portfolio Review (led by DCD-P and involving ACDs, PMs and SMU)
- (ii) Annual CCPAP Board Meeting (RC UN & Secretary EAD with heads of UNDP, UNFPA & UNICEF and provincial government representatives)

Project Monitoring Framework

The reference documents (see Annexures) for project monitoring are:

- Project Annual Work Plan
- Project Results and Resources Framework
- Project Monitoring Plan
- Project Progress Reports
- Other Activity Reports (e.g. specification documents, studies, workshop reports, etc)
- Project Financial Reports

The project monitoring framework envisages five types/levels of monitoring activities (see details in Annex E):

- (i) Activity Monitoring (Project Manager, M&E Officer and Staff)
- (ii) Third Party Monitoring of selected project activities, primarily focused on field-based activities (UNDP Country Office SMU and Programme Units)
- (iii) Monthly Project Review meetings (Project Managers, Staff and RPs)³

³ For Projects facing implementation barriers or special situations, UNDP and EAD may coordinate with the Project Manager to participate in Monthly Project Reviews

- (iv) Quarterly Project Monitoring (UNDP Programme Officer and the IP join the Monthly Project Review Meeting and conduct spot checks on ongoing field activities)
- (v) Bi-annual Project Board Meeting (Head of the Implementing Partner and UNDP Deputy Country Director Programme; along with Project Director, Project Manager, UNDP Program Officer and EAD representative) in July and December of each year

In NIM Projects, using Government systems, EAD and UNDP may coordinate with relevant government agencies (Planning & Development Departments, Planning Commission, Auditor General's Office) for joint monitoring.

Project Compliance and Assurance Framework

In addition to programmatic monitoring, the compliance and financial assurance requirements include the following activities (see details in Annex 1):

- (i) Pre-award Micro Assessment of Implementing Partners and Responsible Parties (by third party audit firm engaged by UNDP Country Office or using LTA by other UN agencies)
- (ii) Compliance and Financial Audit (by third party audit firm engaged by UNDP Country Office; where appropriate, these will be carried out jointly with other UN agencies and government counterparts)
- (iii) Financial/HACT Spot Check of Implementing Partners (by UNDP Programme Unit staff (where appropriate, these will be carried out jointly with other UN agencies and government counterparts)
- (iv) Financial/HACT Spot Check of Responsible Parties (by Project Manager and staff)

4. UNDP Corporate Planning, Monitoring and Reporting Requirements

UNDP corporate platforms such as the Enhanced RBM Platform and the Atlas Project Management Module provide for mechanisms to monitor project activities and results (Outputs and Outcomes) and to periodically report on the performance indicators set for each level. Both systems require quarterly reporting against the performance indicators and updating of the project monitoring and risk logs.

The Project Managers and M&E Officers are responsible for periodic reporting on the Enhanced RBM platform and in the Atlas Project Management Module, whereas UNDP Programme Officers are responsible for quality assurance of the uploaded information and for regular update of project monitoring and risk logs. At the end of year, the UNDP Programme Officers are required to report on the UNDP Results Oriented Annual Report, which summarizes the changes in each outcome area as well as evidence of UNDP contributions against the outcome indicators. The respective roles and responsibilities associated at each point at which monitoring takes place (programme, project and compliance) and how they apply to UNDP programmes and projects are indicated in [Annexure B - Table 2](#).

In addition, UNDP Pakistan Strategic Management Unit is developing an M&E information system with built in capability to support planning, monitoring and tracking of project activities and results and to generate periodic project quality dashboards and reports. The system will rely on data entry against the predefined quantitative and qualitative indicators by project staff and project monitors. It will also enable data entry by third party monitoring firms against output and outcome indicators as well as

validation of the activity results reported by project staff. The system is currently under development and is expected to be rolled out by mid-2014.

5. Reporting and Use of Monitoring Data/Findings for Decision Making

The monitoring activities described above are interlinked with the review and decision making processes at the project and programme levels. For monitoring to be useful, it will be crucial that the owners of the various monitoring processes present their reports and findings to the relevant decision making body in a timely and result-oriented manner, highlighting any constraints to the delivery of project results, issues that require immediate action and lessons learnt.

For each project board meeting, the project M&E Officer and the Programme Officer should synthesize and submit the progress towards generating outputs and their continued relevance to the outcome and issues to the project management and steering committee to re-confirm that the delivery of outputs is on schedule and that the project is contributing towards the desired outcomes. If not, they should determine what changes are needed. If revisions to plans are needed, then the project management should draft the revisions, including the results framework with new cost estimates, annual targets and so forth, to facilitate decision-making at higher levels.

The monitoring reports will feed into the project/programme decision making at the following levels:

- (i) The findings of activity monitoring, third-party monitoring and quarterly reviews will be presented to the Project Manager and staff at the project's monthly and quarterly review meetings to help them improve project delivery and effectiveness;
- (ii) The findings of quarterly reviews and third party monitoring will be presented at the programme meetings convened by the DCD-P and including ACDs and POs to ensure provision of timely follow up and guidance by UNDP and the government counterparts;
- (iii) Any outstanding issues identified by monitoring activities and the Annual Project Quality Assurance Assessment will be presented to the Project Board for guidance and/or decision with regards to the project's strategy, prioritization of key results and AWP;

Any recurring monitoring findings or issues affecting the overall delivery of Outputs and contribution to Outcomes, which are beyond the control or mandate of the Project Boards, will be presented to the CCPAP Board, co-chaired by UNRC and Secretary EAD, for guidance and decision making. The CCPAP Board will meet once a year, review progress against the country programme and make decisions based on the recommendations made by UNDP Country Director and Secretary EAD.

6. Annexures

Annexure A : Table 1 Operational Framework for the CO Monitoring Policy

	Monitoring Activity	Responsibility	Frequency	Methodology	Reference	Template
Programme Monitoring	Monthly Portfolio Review - Review of results and delivery dashboard - Synthesis of Project Monitoring and Spot Check Reports - Programme Issues and follow up actions	DCD-P (with ACDs, POs, PMs and SMU)	Monthly	Participatory review with programme and project teams	AWP; Progress Reports, Atlas Budget & Expenditure Report; Monitoring Reports, Minutes of Meetings	Programme Results & Delivery Dashboard Template
	Annual CCPAP Board Meeting - Portfolio review (report on delivery of Outputs and contribution to Outcomes) - Synthesis of monitoring, evaluation/reviews, and audit/spot checks findings - Programme Priorities and Key Results for the next year	RC UN & Secretary EAD with heads of UNDP, UNFPA & UNICEF and provincial govts	Annual (in February of each year)	Formal review meeting, briefings by agency heads on Project Results, Review Findings, Key Issues & Lessons Learnt	Portfolio Progress Reports; Overall Budget & Expenditure; Review/Evaluation Reports, Minutes of Meetings	
Project Monitoring	Activity Monitoring - All project activities such as training, workshops, studies, community infrastructure, livelihood grants, social mobilization, etc	Project Manager (with M&E Officer and Project Staff)	Real time and at completion of activities	Direct observation; document reviews; Beneficiary/stakeholder interviews, Questionnaire Survey	AWP; Progress Reports, Project Records and Documents, Partnership Agreements, Minutes of Meetings	Activity monitoring template
	Third Party Monitoring - Selected project activities, primarily focused at field-based activities (training, workshops, community infrastructure, livelihood grants, social mobilization, etc)	Third Party firm commissioned by UNDP	Bi-annually (presented at project board meetings)	Direct observation; document reviews; Beneficiary/stakeholder interviews, Questionnaire Survey	AWP; Progress Reports, Project Records and Documents, Partnership Agreements, Minutes of Meetings	Monitoring templates

<ul style="list-style-type: none"> Monthly Project Review - Implementing Partner AWP - Responsible Party Work Plans - Issues log and follow up actions 	Project Manager (with M&E Officer) ⁴	Monthly (1 st week of each month)	Participatory review with project team, IP and RPs	AWP, Progress Reports, Atlas Budget & Expenditure Report; Monitoring Reports, Minutes of Meetings	AWP monitoring template
<ul style="list-style-type: none"> Quarterly Project Review and Monitoring - AWP implementation - Project delivery of Outputs - Issues log and follow up actions - Risks log and follow up actions 	UNDP Program Officer (with IP and EAD reps)	Quarterly (1 st week of April and July, October)	Participatory review with Project Manager, IP and RPs; site visits and beneficiary/ stakeholder meetings, Observations, Interviews, Questionnaire Survey	AWP, Progress Reports, Atlas Budget & Expenditure Report; Audit/ Spot Check Report; Monitoring Reports; Issues log, Minutes of Meetings	AWP monitoring template
<ul style="list-style-type: none"> Bi-annual Project Board Meeting - AWP implementation - Project delivery of Outputs - Project contribution to Outcomes - Findings/recommendations by monitoring missions, reviews, and audit/spot checks - Issues log and follow up actions - Risks log and follow up actions 	Project Director (with UNDP Program Officer, IP and EAD)	Bi-annual (July and November)	Formal review meeting, presentation by Project Manager on Project Results, Issues and Lessons Learnt	AWP; Progress Reports; Atlas Budget & Expenditure Report; Audit Report; Issues Log; Other project reports	Annual Project Quality Assurance Template

	Assurance Activity	Responsibility	Frequency	Methodology	Reference	Template
Compliance & Assurance	<ul style="list-style-type: none"> Pre-award Micro Assessment - All Implementing Partners - All Responsible Parties that will, cumulatively, receive more than \$100,000 under the CCPAP 	UNDP Country Office (SMU and Program Unit), IPs and EAD	Once in CCPAP cycle; or prior to Partnership Agreement	Third party audit firm reviews reports and documentation and sample tests financial transactions	Legal documents; Policies and procedures; Internal Control Framework; Audit & Evaluation Reports; Financial Records, etc	Micro Assessment Checklist and Report Template
	<ul style="list-style-type: none"> Compliance and Financial Audit - All IPs and RPs that receive more than \$100,000 under the CCPAP 	UNDP Country Office (SMU and Program Unit)	Annual; or as per IP/RP's risk rating	Third party audit firm conducts audit as per International Auditing Standards	AWP, Progress Reports, Atlas Budget & Expenditure Report, Financial Statement, Asset Statement	Audit Report Template; Management Letter Template

⁴ For Projects facing implementation barriers or special situations, UNDP and EAD may coordinate with the Project Manager to participate in Monthly Project Reviews

Financial/HACT Implementing Partners	Spot Check of	UNDP Program Unit (PO and Associate) and relevant UNDP Operations Unit	Quarterly (prior to release of next advance)	Participatory review; review of documents and reports; sample testing of transactions	AWP, Progress Reports, Atlas Budget & Expenditure Report, Financial Statement, Asset Statement	HACT Spot Check Template
Financial/HACT Parties	Spot Check of Responsible	Project Manager (with Project Finance Associate)	Quarterly or Monthly (prior to release of next tranche)	Participatory review; review of documents and reports; sample testing of transactions	WP, Progress Report, Financial Statement	HACT Spot Check Template

Annexure B : Table 2 Monitoring Roles and Responsibilities in a UNDP Project

PROJECT MANAGERS AND STAFF		
Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
Project managers and staff Main responsibilities: <ul style="list-style-type: none"> - Manage UNDP assisted projects to help produce outputs - Contribute to project management and project performance 	At project level, monitoring outputs <ul style="list-style-type: none"> - To ground the project in the larger context - To take steps towards achieving output targets - To ensure effective collaboration with partners - To interface with beneficiaries - To ensure efficient use of resources - To feed information of project data to higher level monitoring (outcome and programme-level monitoring) 	At initial planning stages: <ul style="list-style-type: none"> - Development of and agreement on M&E framework for project through an inclusive process - Throughout programme cycle by carrying out monitoring activities connected with the project - Prior to annual reviews by determining: <ul style="list-style-type: none"> - Progress towards the achievement of outputs and contribution related outcomes - Rate and efficiency of resource use - Issues that require decisions at the annual reviews - Inputs to programme reviews and annual reviews in the Annual Project Reports - Ensure holding annual reviews of the project
UNDP PORTFOLIO MANAGERS – PROGRAMME UNIT		
Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
UNDP portfolio managers Main responsibilities: <ul style="list-style-type: none"> - Contribute to sectoral/outcome level coordination mechanisms 	At outcome level <ul style="list-style-type: none"> - To analyse progress towards achievement of outcomes - To assess the efficacy of partnership strategies and take related actions (e.g., better coordination with partners) 	<ol style="list-style-type: none"> 1. At initial planning stages <ul style="list-style-type: none"> - Through active participation in development and approval of M&E framework for respective outcomes 2. Throughout programme cycle by carrying out monitoring

<ul style="list-style-type: none"> - Manage UNDP portfolio of programmes and projects in a thematic area such as governance or poverty, in other words, UNDP contribution to Outcomes 	<ul style="list-style-type: none"> - To monitor the effectiveness of implementation strategies in tackling the constraints to the achievement of outcomes and take related actions - To ensure effective use of resources, deploying them to maximize the possibility of achieving outcomes - To discern and promote capacity development in monitoring and evaluation - To use project-level monitoring data and feed it into outcome level discussions 	<ul style="list-style-type: none"> activities and joint monitoring <ol style="list-style-type: none"> 3. Prior to annual reviews by determining: <ul style="list-style-type: none"> - Progress towards the achievement of outcomes - Progress of the partnership strategies for achieving outcomes - Rate and efficiency of resource use - Issues that require decisions at the annual reviews - Inputs to programme reviews and annual reviews 4. Participate in annual reviews at the outcome level
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UNDP STRATEGIC MANAGEMENT UNIT (SMU)

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>UNDP Programme Officers Main responsibilities:</p> <ul style="list-style-type: none"> - Lead, implement and monitor the progress of country programme, together with governments, UN organizations and other partners 	<p>Monitoring for programme level results</p> <ul style="list-style-type: none"> - To forge strong coalitions for results - To provide clear basis for decision making and guide development initiatives - To ensure active and results-based monitoring - To ensure quality and the appropriate use of monitoring evidence and lessons learned - To link results with resources and ensure accountability in the use of resources - To facilitate in the development of M&E framework for the programme (for UNDP CPAP M&E Plan) in line with UNDAF and national M&E plans as applicable 	<ol style="list-style-type: none"> 1. At initial planning stages: <ul style="list-style-type: none"> - Through active participation in the development and approval of M&E framework - Participate in joint monitoring and 3rd Party Evaluation (see above) <p>Prior to annual reviews by:</p> <ul style="list-style-type: none"> - Determining strategic contribution being made by programme towards results through review of outcome group reviews and Annual Project Reports - Suggesting strategic changes needed in programme results and resources, if needed <ol style="list-style-type: none"> 4. Participate in annual reviews

UNDP SENIOR MANAGEMENT

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>Senior managers of UNDP programmes Main responsibilities:</p> <ul style="list-style-type: none"> - Collaborate with national partners to determine the focus and intended results of UNDP assistance to the country - Identify and manage partnerships - Ensure the strategic and cost effective use of UNDP resources 	<p>Monitoring for programme level results</p> <ul style="list-style-type: none"> - To forge strong coalitions for results - To provide clear basis for decision making and guide development initiatives - To link results with resources and ensure accountability in the use of resources - To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes) - To adjust UNDP assistance in view of emerging changes as required 	<ol style="list-style-type: none"> 1. At initial planning stages: <ul style="list-style-type: none"> - Through active participation in the development and approval of M&E framework - Participate in joint monitoring (see above) <p>Prior to annual reviews by:</p> <ul style="list-style-type: none"> - Determining strategic contribution being made by programme towards results through review of outcome group reviews and Annual Project Reports - Deciding on strategic changes needed in programme results and resources, if needed

	<ul style="list-style-type: none"> - To approve M&E framework for the programme (for UNDP CPAP M&E Plan) in line with UNDAF and national M&E plans as applicable - To position UNDP strategically within the framework of development cooperation with the country 	<ul style="list-style-type: none"> - Finalizing evidence-based contribution of programme as a whole to annual review 4. Participate in annual reviews
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NATIONAL AUTHORITIES (EAD AND PROVINCIAL P&D DEPTS)

Who: Actors and Accountability	What: Roles and Responsibilities	How: Timing and Methodology
<p>National authorities (EAD and provincial P&D Depts) Main responsibilities:</p> <ul style="list-style-type: none"> - Lead and oversee national programmes to determine progress towards intended results - Identify and manage partnerships 	<p>Monitoring for programme level results</p> <ul style="list-style-type: none"> - To ensure nationally owned results-based monitoring and evaluation - To provide clear basis for decision making and guide development initiatives - To use partner monitoring systems based on their comparative advantages - To link results with resources and ensure accountability in the use of resources - To ensure quality and the appropriate use of monitoring evidence and lessons learned - To resolve key bottlenecks to implementation in order to improve the chances of achieving results (outcomes) 	<ol style="list-style-type: none"> 1. At initial planning stages: <ul style="list-style-type: none"> - Through active participation in development and approval of M&E frameworks for national programmes and UNDAF 2. Annual reviews (of progress towards results) by: <ul style="list-style-type: none"> - Reviewing progress, issues, and trends in the achievement of results given in documents for the annual review - Making decisions on changes as needed - Approving future work including M&E tasks 3. Participating in joint monitoring (selectively as decided by prior agreement with partners)

Annexure C : [Results Resources Framework](#)

Annexure D : [Annual Work Plan](#)

Annexure E : [Project Monitoring Plan](#)

Annexure F : [Annual Project Quality Assurance Assessment Guidance](#)

Annexure G : [Monthly & Quarterly Review Report](#)

Annexure H : [Field Visit Report](#)