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Executive Committee of
  the Multilateral Fund for the
  Implementation of the Montreal Protocol

Twenty-seventh Meeting
Montreal, 24-26 March 1999

DRAFT MONITORING AND EVALUATION WORK PROGRAMME FOR 1999

I.   BACKGROUND AND PURPOSE

1.   The Senior Evaluation Officer assumed the duties of his post on 1 February 1999. He began his work with a review of the status of the monitoring and evaluation activities of the Multilateral Fund including an assessment of the work programme for monitoring and evaluation which was approved by the Executive Committee at its 22nd meeting (Decision 22/19).

        The review confirmed that:

        (a)   Deliverables 1, 2, 4 and 5 were implemented (deliverable 3: *reports of a select number of evaluations* was not adopted by the Executive Committee).
        (b)   Output 1 of the work programme has been completed while outputs 2, 3, and 4 remained largely unimplemented.

2.   Considering the results of the implementation of the above mentioned deliverables and outputs the Executive Committee requested further actions. These actions as well as the unimplemented parts of the 1997-98 workplan are proposed to constitute the draft 1999 workplan for monitoring and evaluation.

II.   ELEMENTS OF THE 1999 DRAFT MONITORING AND EVALUATION WORK PROGRAMME

A.   Deliverable 1: Action oriented indicators for monitoring project progress

        Realized:

3.   Milestones for investment projects adopted at the 23rd Executive Committee Meeting in November 1997 as part of the standard components on monitoring and evaluation in project proposals (Decision 23/7). Inclusion of such milestones became standard practice in project proposals from the 25th Executive Committee Meeting onwards.

        Planned:

4.   To review and possibly refine the adopted milestones for investment projects, corresponding to Executive Committee Decision 25/11, para 33.

B.   Deliverable 2: A set of performance indicators for non-investment projects

        Realized:

5.   Milestones for non-investment projects adopted at the 24th Executive Committee Meeting in March 1998 (Decision 24/8). Inclusion of such milestones became standard practice in project proposals from the 26th Executive Committee Meeting onwards.

Planned:

6.   Review and possibly supplement the adopted milestones for non-investment projects, in collaboration with the implementing agencies, corresponding to Executive Committee Decision 25/6 (para. 28).

C.   **Deliverable 3:   Formats for project completion reports for investment and non-investment projects**

Realized:

7.   Format of project completion reports for investment projects submitted and adopted at the 23rd Executive Committee Meeting in November 1997 (Decision 23/8); to date 159 project completion reports have been received from the Implementing Agencies (IA) using this format.

8.   Format for project completion reports for non-investment projects submitted and adopted at the 24th Executive Committee Meeting in March 1998 (Decision 24/9); to date 56 completion reports have been received from the IA using this format.

Planned:

9.   Improve the completeness, quality, timeliness and reliability of the data concerning project completion reports, in close cooperation with the IA, corresponding to Executive Committee Decision 26/11, para 27; initial priority will be given to preparing completion reports in the refrigeration and foam sectors, corresponding to Executive Committee Decision 23/2, para 20.

10.   Develop criteria for the section on overall success of projects to be included in the section on overall assessment in project completion reports (CPR), as requested by Executive Committee Decision 23/8.

11.   Provide an annual summary of lessons learnt from the project completion reports (CPR) to the third meeting of the Executive Committee and a status report on the CPR's received to the other meetings, as requested by Executive Committee Decision 23/8.

D.   **Deliverable 4: A proposal for standard components on monitoring and evaluation in project proposals**

Realized:

12.   Standard components on monitoring and evaluation in project proposals adopted by the Executive Committee at its 23rd Meeting in November 1997 (Decision 23/7).

Planned:

13.   Review and possibly refine the adopted standard components on monitoring and evaluation in project proposals; this will be done in light of the experiences gained with the implementation of the evaluations described below and may concern the baseline data and the milestones mentioned in deliverables 1 and 2 above.

E.   Output 1: Evaluation guide for investment projects and non-investment projects

Realized:

14.   Evaluation Guide for Investment and Non-investment Projects developed and presented to the Executive Committee which took note of it at its 23rd Meeting in November 1997 (Decision 23/5).

Planned:

15.   Ensure that comments, advice and experiences made in implementing the evaluations listed below will be taken into account in preparing improvements and/or amendments to the Evaluation Guide, as requested by Executive Committee Decision 23/5, para. 17.

F.   Output 2: Evaluation of completed projects in the foam sector

Realized:

16.   Preliminary draft Terms of Reference (TOR) elaborated by consultants (see 1997/98 workplan for monitoring and evaluation); the evaluation guide gives further elements. The draft TOR are still fairly general in terms of issues to be addressed and methods to be applied.

Planned:

17.   This evaluation will be implemented in parallel with the evaluation of completed projects in the refrigeration sector described as output 3. The first task will be to develop detailed TOR focusing on specific issues to be highlighted by the evaluation. Also the choice of methods for data collection needs to be defined. In order to develop a tailor-made and cost-effective approach corresponding to the information requirements of the Executive Committee as well as to the situation in the projects selected further study of the available documentation and consultations with all stakeholders concerned are necessary. It is therefore proposed to adopt the following gradual approach:

- to prepare a desk study based on data in project files in the MFS, particularly in project completion reports;
- to visit the implementing agencies;

- to prepare an intermediate report with detailed terms of reference and workplans and present it to the second meeting of the Executive Committee in 1999;
- to visit selected projects in one or two countries in order to test the methodological approach for larger scale data collection and more field visits (pilot-phase);
- to visit a representative sample of projects in several countries;
- to prepare a synthesis report for presentation to the third Executive Committee Meeting in November 1999.

18.   The desk study and pilot phase will serve to better define the issues to be analyzed and the methods to be applied and to discuss the approach again in the Executive Committee before costly consultant missions will be mounted. The evaluation, in particular the field visits, will be realized in close cooperation with the implementing agencies and parties concerned.

G.   Output 3: Evaluation of completed projects in the refrigeration sector

Realized:

19.   Preliminary draft Terms of Reference elaborated by consultants (see 1997/98 workplan for monitoring and evaluation); the evaluation guide gives further elements. The draft TOR are still fairly general in terms of issues to be addressed and methods to be applied.

Planned:

20.   Same approach as for Output 2 above. While the particularities of the two sectors will be taken into account, data collections and field missions for the two evaluations will be realized as much as possible in parallel in order to limit the costs for missions and consultants.

H.   Output 4: Non-investment project evaluation

Realized:

21.   Preliminary draft Terms of Reference elaborated by consultants (see 1997/98 workplan for monitoring and evaluation); the evaluation guide gives further elements. The draft TOR are still fairly general in terms Fund Secretariat of issues to be addressed and methods to be applied.

Planned:

22.   Implement the evaluation of non-investment projects, focusing on institutional strengthening and training activities as requested by the Executive Committee (Decision 22/19); the same approach as outlined for Output 2 and 3 will be followed. Data collection and field missions for the evaluation of projects for institutional strengthening and training activities will be realized as much as possible in parallel in order to limit the costs for missions and consultants.

I.   Information system for monitoring projects

23.   These activities were not mentioned in the 1997/98 workplan for monitoring and evaluation but they are essential to rapidly access the information required to implement the planned evaluations.

Realized:

- registry of project proposals (in Access)
- inventory of approx. 2500 approved projects (in Access)
- consolidated progress reports on about 2500 on-going projects (in Excel) based on spreadsheets provided by the IA
- registry of project completion reports (in Excel)
- consolidated project completion reports for 159 investment and 56 non-investment projects (in Excel)
- country data as follow-up to 93 country programmes (in Excel)

Planned:

24.   While a large bank of information on project approvals and on project implementation has gradually been collected the data are of variable detail, quality and reliability and not easy to consult by Executive Committee members for example as they require knowledge of Access or Excel and are not accessible in a one-step operation. It is therefore proposed:

- to develop a common search engine for all existing databases in an Internet language and to put it on the web-site thus enabling internal and external users to start their own queries with variable criteria from a user-friendly interface; the results of queries will be shown in graphical form (for example pie charts with the number of projects by size, sector, region or rating),
- this would also facilitate to develop country profiles showing key data concerning one country in a one step operation and easy to read format, corresponding to Executive Committee Decision 25/11, para 33.

III.   BUDGET

25.   It is to be noted that the Executive Committee approved at its 22nd Meeting a budget of US $361,000 for the implementation of the 1997-1998 work programme activities. Only a small amount of this approved budget was disbursed for the implementation of the work programme elements referred to in section II above. The remaining amount should be adequate for the implementation of the proposed 1999 work programme.

IV.   SCHEDULE

The schedule for the above listed elements is presented in a synoptic format in the table on the next page.

Schedule for submission of documents on M & E to the Executive Committee

1st meeting 1999	2nd meeting 1999	3rd meeting 1999	1st meeting 2000
• Draft Work programme 1999		• Draft work programme 2000	
	• Desk study refrigeration projects 1 p/m	• Final report refrigeration projects 3 p/m	
		• Desk study foam projects 1 p/m	• Final report foam projects 3 p/m
	• Desk study on the evaluation of non-investment projects 1 p/m	• Final report non-investment (institution strengthening) 3 p/m	• Final report non-investment projects (training) 3 p/m
	• Draft criteria for overall assessment section in PCR[1]	• Consolidated report on PCR 1 p/m	
	• Outline of Internet interface for databases 1 p/m	• Demo version of Internet interface for databases 1 p/m	• Internet interface for databases operational 2p/m
		• Outline of country profiles ½ p/m	• Demo version country profiles 1 ½ p/m

[1]   PCR= Project Completion Report