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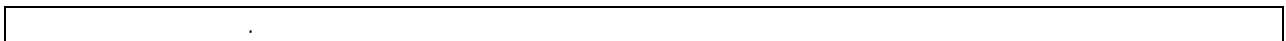
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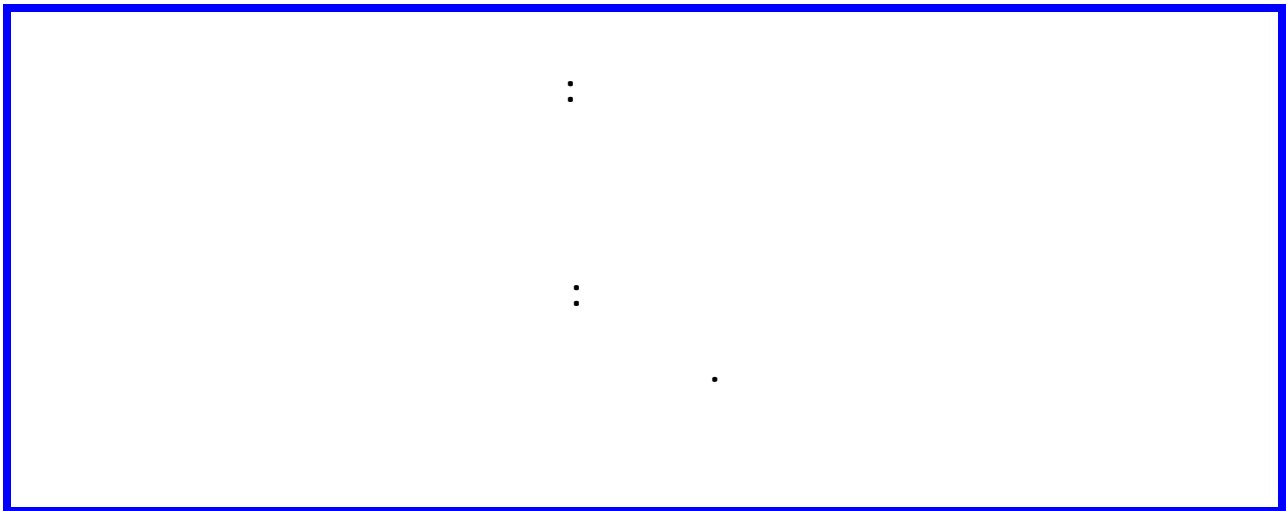
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Annex I

DRAFT TERMS OF REFERENCE FOR COMPILING INFORMATION ON EVALUATION OFFICES OF SOME INTERNATIONAL FUNDING INSTITUTIONS AND COMPARING THEM WITH THE MULTILATERAL FUND

1. As per decision 56/8(d) the 56th Meeting of the Executive Committee decided:

“To request the Senior Monitoring and Evaluation Officer to prepare and submit a document to the 57th Meeting of the Executive Committee outlining existing terms of reference for the position and briefly summarizing how evaluation functions in other similar fund secretariats and financial institutions were organized and implemented.”
2. In order to obtain a rapid and neutral analysis, a consultant will prepare a draft report covering the following:
 - (a) Compilation of information on the mandate, terms of reference, scope of work and institutional procedures, budget, staffing, and reporting lines of monitoring and evaluation offices of the following fund secretariats and financial institutions, taking into account the resolutions of the United Nations General Assembly and reports of the Joint Inspection Unit (JIU) on strengthening of oversight mechanisms:
 - (i) Global Environment Facility (GEF);
 - (ii) International Fund for Agriculture Development (IFAD);
 - (iii) World Bank Group (WB);
 - (iv) Inter-American Development Bank;
 - (v) United Nations Development Programme (UNDP).
 - (b) The information should focus on:
 - (i) Terms of reference and scope of work of the evaluation and monitoring offices/functions; this includes describing what role ex-post evaluations and mid-term evaluations play, how lessons learned are integrated into future project preparations and approvals, how recommendations are followed up, how monitoring by routine reporting and ad-hoc data collection functions and feeds data collection for evaluation, what role the implementing agencies play and what the relations are with audits, management reviews and external overall evaluations;
 - (ii) Management structure and *modus operandi* of the evaluation units/functions, including lines of reporting, ease of access to information, level of communication with staff of the Secretariat needed for carrying out balanced and well informed evaluations, and options for outsourcing part of the evaluation work;
 - (iii) Budget, staffing and development of resources since 2004 and discussions in the governing bodies about their development.
3. The consultant will compare the procedures followed by the institutions named above with those of the Multilateral Fund.

Annex II

SUMMARY TABLE

	Appointment of head of evaluation office (EO)	Terms of appointment	EO reports to	Evaluation budget (million US \$)	Professional staff in EO
WB	President nominates, Board approves	Fixed term of 5 years; non-renewable	The Board	2004 = 25.8 2008 = 30.7 (+19 %)	99 106 (+7 %)
GEF	The Council	Fixed term of 5 years; renewable once	The council	2004 = 1.9 2008 = 4.0 (+110 %)	6 12 (+100 %)
IFAD	Nominated by Head, approved by Board	Fixed term of 5 years; renewable once	The Board	2004 = 3.5 2008 = 5.5 (+58 %)	14 25 (+79 %)
UNDP	Staff appointment by Executive Board	Fixed term of 5 years; renewable once	Substantive to Executive Board; administrative to Administrator	2004 = 4.0 2008 = 7.0 (+75 %)	14 25 (+78 %)
IDB	By the Board	Fixed term of 5 years; renewable once	Board	2004 = 7.0 2008 = 7.0 (no change)	25 25 (no change)
MLF	Chief Officer selects; UNEP's Executive Director appoints	Fixed term of 2 years; renewable	Executive Committee	1999 = 0.3 2008 = 0.3 (no change)	1 1 (no change)

Annex III

CHARACTERISTICS OF GOOD INDICATORS

1. Indicators are critical components of any programme/project. They are indispensable instruments both for project/programme implementation and evaluation. They are observable signs that indicate the changes in certain conditions or the results from specific conditions. In other words, they are observable signals of status change. They should be selected during the formulation stage of a programme/project when objectives or goals are being established. Indicators will have to be compared with respect to baselines when monitoring is carried out and will have to be utilized when an evaluation takes place. The absence of good indicators may render an evaluation that falls short of its objectives.

2. There are clear criteria for determining the characteristics of good indicators. One is the **SMART** indicators², developed by UNDP and used many United Nations agencies. SMART stands for:

S Specific
M Measurable
A Attainable
R Relevant
T Tractable

3. The World Bank also developed a set of criterion for good indicators abbreviated as **CREAM**³.

C Clear = precise, unambiguous
R Relevant = appropriate to subject
E Economic = available at reasonable cost
A Adequate = sufficient basis to assess
M Monitorable = amenable to independent valuation

² UNDP/EO, *Results-oriented Monitoring and Evaluations*. New York, 1997

³ WB, *Ten Steps to a Results-based Monitoring and Evaluation System*. Wash. DC, 2004

Annex IV

ACKNOWLEDGEMENTS AND SOURCES

1. This report is prepared on three sets of information: personal interviews, publications of the organizations studied and the web pages of the same. Both the publications and WebPages are public domain. In order to keep fluidity of the text, no references and footnotes are given.

- **Interviews:** The consultant wishes to acknowledge gratefully the assistance extended to him by Robert van den Berg (GEF), Pierre Kingbo(WB), Luigiani Lavizzari and Khalid Elharizi (IFAD), Juha Uitto and Nurul Alam (UNDP), Stephen Quick (IDB), Gurbur Kumar (OIOS), and Yee Woo Guo (OIOS). They all gave their valuable time and discussed freely the pertinent aspects of evaluation and monitoring in their respective organizations. Ansgar Eussner (former SMEO) closely cooperated with the consultant throughout the preparation of the report and Andrew Reed (MLF) supplied valuable information. Heartfelt thanks to all of them.

- **Publications/WebPages:**

World Bank

<http://web.worldbank.org/external/default/main>

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS>

World Bank/IFC/MIGA, *IEG Independent Evaluation Group*. Washington, DC, no date.

World Bank/OED, *Monitoring and Evaluation: Some Tools, Methods and Approaches*. Washington, DC, 2002.

World Bank, *Ten Steps to a Results-based Monitoring and Evaluation System*. Washington, DC, 2004.

GEF, *Terms of Reference for an Independent Monitoring and Evaluation Unit*. Washington, DC, July 2003.

GEF, *The GEF Evaluation and Monitoring Policy*. Washington, DC, 2006.

IFAD

<http://www.ifad.org/evaluation/whatwedo/index.htm>

<http://www.ifad.org/evaluation>

<http://www.ifad.org/evaluation/index.htm>

<http://www.ifad.org/evaluation/guide/5/index.htm>

<http://www.ifad.org/operations/index.htm>

<http://www.ifad.org/governance/index.htm>

IDB, *Agenda*, RE-238 Corr., 22 June 1999 (not for public use).

IDB, Policy and Evaluation Committee, RE-345, 22 October 2008.

<http://www.iadb.org/ove/>

<http://www.iadb.org/aboutus/howWeOrganized.cfm?lang=en>

UNDP Executive Board, *The Evaluation Policy of UNDP*, DP/2005/28, May 2006.

<http://www.undp.org/eo/eo-mandate.htm>

<http://www.undp.org/eo/eo-organigram.htm>

MLF, *Report of the 56th Meeting of the Executive Committee*, UNEP/OzL.Pro/ExCom/54/64, 2008.

Monitoring, Evaluation and Institutional Learning. www.muliateralfund.org

http://www.multilateralfund.org/evaluation_document_library_htm

<http://www.multilateralfund.org/evaluation.htm>

http://www.multilateralfund.org/results_impact.htm

http://www.multilateralfund.org/overview_results_and_impact.htm

<http://www.multilaterafund.org>

UNEG

Evaluation in the System

<http://www.uneval.org/index.cfm?module=1Library&page>

OIOS

Internal Oversight

General Assembly, *Report of the Office of the Internal Oversight services*. Agenda 120, 132, 136

July 2006

<http://www.un.org/Depts/oios>

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Annex V

**REVISED JOB DESCRIPTION AND QUALIFICATIONS FOR MONITORING AND
EVALUATION OFFICER
(UNEP/OzL.Pro/ExCom/23/4, Annex II)**

JOB DESCRIPTION

Under the general supervision of the Chief Officer, the incumbent will be responsible to:

1. Draft the work programme and work plan for monitoring and evaluation *for Sub-Committee/Executive Committee review and approval.*
2. Work with the implementing agencies, bilateral and other agencies to explore ways of ensuring effective monitoring and evaluation of projects supported by the Fund *consistent with Executive Committee requirements.*
3. Coordinate monitoring and evaluation functions *required by the Executive Committee* with those of implementing and bilateral agencies, financial intermediaries and recipient countries
4. *Following any Executive Committee request and/or guidance, and* in cooperation with implementing agencies, prepare and update standard monitoring and evaluation guidelines for the content of project proposals, progress reports and completion reports for Fund-supported activities *for Sub-Committee review and Executive Committee approval.*
5. Verify that *Executive Committee approved* monitoring and evaluation standards are being applied to all facets of the development and implementation of approved projects.
6. Develop monitoring and evaluation systems and databases *consistent with the need to generate data requested by the Executive Committee* with which to describe and analyze activities supported by the Fund.
7. Manage special evaluation studies, including the preparation of terms of references *for Executive Committee approval*, selecting *diverse* evaluators *consistent with any applicable bidding requirements*, and overseeing the implementation of evaluations.
8. Aggregate information on the performance of the Fund in meeting Fund and project objectives *consistent with information requested by the Executive Committee.*
9. Report to the Monitoring, Evaluation, and Finance Sub-Committee *and the* Executive Committee on the performance of and lessons learned from projects approved under the Multilateral Fund at all stages of implementation based on experience from bilateral and other agencies through periodic reports in relation to Executive Committee policies and guidelines.
10. Report to the Monitoring, Evaluation, and Finance Sub-Committee *and the* Executive Committee on the process of monitoring and evaluation being used and suggest changes as necessary.
11. Follow-up on the decisions and directives of the Executive Committee within the field of monitoring and evaluation.

12. *Prepare, and after Executive Committee approval, disseminate* information on best practices and successful results.
13. Undertake missions, as required to carry out the above functions.

QUALIFICATIONS

1. At least 10 years of experience, in the areas of monitoring, evaluation, and research.
2. Advanced university degree in a relevant field of the social sciences, engineering, or equivalent qualifications and/or experience in monitoring and evaluation.
3. Experience with respect to both programming and programme implementation would be an advantage.
4. Demonstrated abilities in assessment techniques and good skills in interpersonal communication.
5. Fluency in English and preferably other UN languages.
6. Knowledge of office automation systems and related software are essential.
7. Good analytic writing, communications, and administrative skills.
