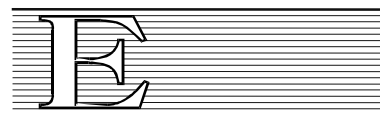




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**Monitoring and Evaluation Programme of the African Plan of Action
To Accelerate the Implementation of the Dakar and
Beijing Platforms for Action 2000-2004**

Monitoring and Evaluation Tool Kit at the National Level

1. Introduction

1.1. Why this Guide

This guide has been prepared to support the monitoring and evaluation activities of Members States in the implementation of the African Plan of Action. It is targeted primarily at the Monitoring and Evaluation Officers in National Machineries responsible for women's advancement. Effective monitoring is a basis for sound management and evaluation of government progress in the implementation of measures to improve the status of African women.

The 6th African Regional Conference on women was held in November 1999, at the UNECA in Addis Ababa, Ethiopia. The primary objective of this Conference was to undertake a mid-decade review and assessment of the level of implementation of the Regional and Global Platforms for Action. The review was conducted in the form of national progress reports prepared by forty-eight member states, together with evaluation reports from the regional organisations (OAU, ECA and ADB), and most United Nations agencies. The major outcome of the exercise was the identification of the problems encountered by member States in the implementation of the Platforms for Action (PFA), and proposals on the way forward, for the subsequent five years. This outcome constitutes the content of the African Plan of Action.

The assessments conducted prior to and during the mid-term review indicated that little progress had been achieved in most Member States. Government commitments notwithstanding, few countries had formulated **national gender policies** to facilitate the mainstreaming of gender in all aspects of government operations.

The African Plan of Action (APA) is therefore a synthesis of strategies and mechanisms aimed at addressing and resolving issues identified as posing serious constraints to the implementation of the Dakar and Beijing PFA. Its ultimate goal is to accelerate the implementation of the Platforms for Action in the next five years, after which time the mandatory evaluation of the accomplishments of the decade since the Beijing Conference will be undertaken.

The African Plan of Action focuses on, among others, the following issues - at the national, sub-regional and regional levels:

- ◆ Co-ordination machineries and strategies, for harmonious implementation of national action plans;
- ◆ Mobilization of resources for the implementation of the Platforms for Action;
- ◆ Strategies and mechanisms for monitoring and evaluating the implementation of the PFA;
- ◆ Strategies and mechanisms for accelerating the integration of a gender approach in policies, planning and programming;

Among the constraints identified by Member States was the lack of mechanisms for monitoring and evaluating the implementation of national plans of action. Without such a mechanism it had become difficult to accurately gauge the level of progress made in implementation of the Platforms for Action. This M & E tool is therefore designed to address this constraint.

The tool is focused on three key areas:

- Scope, contents and process of implementation of the national gender policy
- Institutional mechanisms for implementation of the gender policy, with a focus on accountability and co-ordination mechanisms, and
- Mechanisms for capacity-building to facilitate the implementation of the national gender policy.

The tool is intended to be:

- Instructional, i.e. it explains M&E procedures and concepts.
- Functional, i.e. the user should be able to monitor and evaluate the selected areas of the African Plan of Action by using the tool
- Adaptable for use at the regional and sub-regional levels.

1.2 How to use the Tool

The M & E Tool has been designed to enable Monitoring and Evaluation Officers to monitor the implementation of the National Gender Policy. The user is therefore expected to go through Section 2 in order to gain understanding of some key concepts in monitoring and evaluation as well as some key indicators for monitoring progress in implementation of the NGP. By using the work sheets in Section 3 the user should be able to review and document developments and recommend remedial action where necessary. The guidelines for production of reports should enable the Monitoring and Evaluation Officers produce the monitoring and evaluation reports in 2002 and 2003 as stipulated in the APA.

1.3 Layout

The tool is in six (5) sections. Following this introduction is a section that introduces some indicators for monitoring and evaluating the Implementation of selected areas of the African Plan of Action. **Section 3** provides monitoring mechanisms including work sheets for monitoring progress as well as guidelines for the production of the national monitoring report. In **Section 4** we present guidelines for evaluation including some evaluation questions and guidelines for the preparation of national evaluation reports. In **Section 5** is the proposed time frame for the Monitoring and Evaluation Programme.

2. Indicators for Monitoring and Evaluating Selected Areas of the African Plan of Action

The M & E programme focuses on the performance of governments in relation to their commitments, as reflected by political will and the existence of viable mechanisms to co-ordinate and monitor how governments implement their commitments. In this regard, the M&E process is centered on the following key areas:

- **The National Gender Policy** for engendering national development policies, plans and programmes, with emphasis on its scope, contents and process of implementation.
- **Institutional mechanisms** put in place to facilitate the implementation of the national gender policy, emphasizing on:
 - *Co-ordination mechanisms* for ensuring gender mainstreaming in all sectors at all levels (national, provincial and local), and among the civil society organizations.
 - *Accountability mechanisms* to ensure government's performance with regard to integration of gender dimensions into development policies, programmes and actions.
- **Mechanisms for capacity building** in order to facilitate the implementation of the gender policy, focusing on:
 - *Financial and human resources* allocated for its implementation; and
 - *Structure and quality of training programmes* established to provide the requisite analysis and gender planning.

The above areas should be monitored and evaluated in line with the strategic objectives agreed upon by member states.

Before presenting the indicators to be used in monitoring and evaluation, it is important to provide a brief definition of three of the key terms used in M & E.

2.1 Some definitions

- 2.1.1 *Monitoring* is the continuous assessment of project/programme implementation, aimed at identifying as early as possible, actual or potential successes and/or problems, so as to facilitate timely adjustments to programme design and functioning.
- 2.1.2 *Evaluation* on the other hand, is the periodic assessment of a programme's relevance, performance, and impact (both expected and unexpected), in relation to stated objectives. It aims at informing the design of future programmes.

Though distinct from each other, monitoring and evaluation are mutually supportive. Monitoring can provide quantitative and qualitative data that can serve as input to evaluation exercises, whilst evaluation can serve as a source of lessons that can be applied in the development of conceptual or methodological innovations in future monitoring efforts. Monitoring and evaluation are considered indispensable for effective programme management.

- 2.1.3 An *indicator* is a pointer. It is a number, a fact or a perception that measures changes in a specific condition over time. Indicators are the key in monitoring and evaluation.
- 2.1.4 *Gender Mainstreaming* is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making.

2.2 Indicators for Monitoring and Evaluating the Implementation of the Gender Policy

In this section, we outline some of the indicators for monitoring and evaluating selected areas of the Action Plan. As the development and implementation of a ***National Gender Policy*** is key to achieving progress on women's advancement, we focus on this first. In order to assess the adequacy of the National Gender Policy, we have developed a checklist that helps in evaluating the scope, contents and status of the policy.

We have also presented a checklist for assessing the implementation of the National Gender Policy at the sectoral level and civil society organisations. We then move on to present indicators for monitoring the implementation of the National Gender Policy, accountability and co-ordinating institutional mechanisms, and capacity building.

2.2.1 National Gender Policy

This is an important indicator of a government's commitment to gender equality. The GNP should be designed to ensure that concrete measures are taken at the national level to achieve the goals set. The GNP should complement the National Development Plan.

The GNP should include

- ✓ A policy statement and sectoral plans to mainstream gender in all policies, plans and programmes in all sectors of government;
- ✓ A policy statement with clear goals and objectives, including sectoral targets, which reflect national priorities in relation to international action plans and which include such critical areas as women's economic empowerment, the participation of women in political decision-making, and women's rights as human rights;
- ✓ A strategy and timetable for the revision of existing policies and administrative procedures to bring them in line with the goals of the Plan. This may include legislative or administrative instructions or procedures from the highest political authority and accountability measures to elicit and sustain effective participation at all levels in the implementation of the Policy
- ✓ Broad guidelines on engendering macroeconomic and sectoral government policies and programmes
- ✓ A strategy and timeframe for the review of national legislation and practices to eliminate discrimination on the basis of sex, and to adopt necessary legislation for promoting and protecting women's human rights and
- ✓ A strategy for the mobilisation of resources - human, technical and financial to support implementation of the policy.

The policy should provide clear guidelines on measures to be taken on

- Engendering work plans of all government ministries
- Timeframe for implementation and
- Indicators for monitoring and evaluation

Implementing the NGP requires the following steps:

- securing political and administrative commitment at the highest level, including that of the President, Prime Minister, Cabinet, individual ministers or equivalent office holders, and senior managers
- putting in place integrated structures and mechanisms, and appropriate administrative processes and procedures, including accountability measures to implement the policy
- securing partnership and collaboration among the key stakeholders and
- developing an effective monitoring and evaluation process

Other initiatives in the implementation of the GNP include;

- Designing and implementing a programme of gender analysis training
- An effective communication strategy to raise public awareness about and support for the NGP

The mainstreaming of gender equality goals into all the activities of an institution presupposes transformation of the organisation. Transformation means recognising that gender is not just about programmes, policies and personnel balance, but also about institutional culture. It is about caring, flexibility and empowerment, which affects behaviour, rules, programmes and impacts. Each individual stands to benefit and each individual must take responsibility.

2.2.2 Responsibilities for Gender Mainstreaming

Senior decision-makers and managers have primary responsibility for mainstreaming gender and for providing leadership in the implementation of gender policies. Gender Focal Points are not required to assume sole responsibility for the mainstreaming of gender equality considerations. They have a major responsibility for being catalysts for change.

To be effective as catalysts for change GENDER FOCAL POINTS must have strengthened capabilities and the support of senior management.

Gender Focal points have a specific responsibility to:

- co-ordinate work on gender mainstreaming;
- facilitate the work of others;
- collect and disseminate information;
- act as catalysts; and
- connect people together as they integrate gender into their responsibilities.

Prerequisites for the effective functioning of gender focal points are that:

- the overall responsibility for gender mainstreaming is recognised as an institutional responsibility of all staff;
- senior managers give their active and demonstrable support;
- a clear vision from Senior Management of what the institution or ministry will look like when gender is fully mainstreamed is provided;
- ongoing training and capacity building; and
- better communication between gender focal points at national, regional and sub-regional levels

Staff appointed as Gender Focal Points should have the standing within the office to do the job effectively, and should ideally be at a decision-making level in programme development. The Gender Focal Point should not necessarily be female.

2.2.1 Checklist for Assessing the National Gender Policy.

STATUS

- ✓ A National Gender Policy exists and has been approved at the highest level of government
- ✓ The National Gender Policy has been debated and approved by Parliament

SCOPE

- ✓ In providing guidelines for integrating gender into development, the national policy covers all sectors of development.
- ✓ The policy addresses gender mainstreaming in all policies, plans and programmes, in all sectors, as well as in the management of human resources.

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- ✓ The gender policy is anchored on commitment to explicitly articulated values to achieve gender equality and sustainable development.
- ✓ The policy says who is responsible for taking actions at different levels.
- ✓ The policy calls for gender mainstreaming capacity building modalities in all sectors and at all levels?
- ✓ The policy calls for the collection and dissemination of gender disaggregated data for use in planning and policy formulation in all government sectors.
- ✓ The policy outlines modalities for monitoring and evaluating the implementation process.
- ✓ The policy recommends the formulation of gender-sensitive Indicators for monitoring and evaluation.
- ✓ The policy calls for a gender-sensitive national budget.

2.2.1.1 Checklist for Implementation of the National Gender Policy at the Sectoral Level

- ✓ All¹ the policies, plans and programmes of the ministry are engendered.
- ✓ Administrative procedures have been revised in line with the goals of the NGP.
- ✓ The human resource policies and regulations have been reviewed and amended so as to eliminate sex discrimination.
- ✓ The ministry has a decision-maker in charge of gender mainstreaming.
- ✓ A system for the collection of gender dis-aggregated data (GDD) exists.
- ✓ The ministry has established databanks for the gender-disaggregated data.
- ✓ The ministry makes a sufficient annual budgetary allocation for the collection of GDD.
- ✓ The ministry has staff trained in the gender approach, employed in the collection of GDD.
- ✓ The ministry produces publications providing GDD.
- ✓ The ministry has a monitoring and evaluation programme for gender mainstreaming into all its policies, plans and programmes.
- ✓ The ministry generates monitoring and evaluation reports within the stipulated time periods.

¹ In case of ministries with more than one portfolio.

2.2.2 Indicators for Monitoring the Implementation of the National Gender Policy

	Results Intended (Objectives)	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Mainstreaming gender in all policies, plans and programmes in all sectors of government.	<ul style="list-style-type: none"> Number of government sectors/ministries with engendered policies, plans and programmes. 	<ul style="list-style-type: none"> NCC/Ministerial reports. Sectoral monitoring reports. 	Annual	M&E Officer.
2	Revision of existing government administrative procedures, to bring them in line with the goals of the National Gender Policy.	<ul style="list-style-type: none"> Number of government administrative procedures revised in line with the goals of the National Gender Policy. 	<ul style="list-style-type: none"> Office of the President/Prime Minister reports. Gender Commissions. 	Annual	M&E Officer.
3	Appointment of decision-makers incharge of gender mainstreaming in all government sectors/ministries.	<ul style="list-style-type: none"> Number of government ministries with decision-makers in charge of gender mainstreaming. 	<ul style="list-style-type: none"> NCC/Ministerial reports. Sectoral monitoring reports. 	Annual	M&E Officer.
4	Promotion of a system for collection of gender dis-aggregated data.	<ul style="list-style-type: none"> Existence of an institutionalised system for gender dis-aggregated data collection. Budgetary allocation for collection of gender dis-aggregated data. Number of persons trained and employed in collection of gender dis-aggregate data. 	<ul style="list-style-type: none"> National Statistics Bureaus. 	Annual	M&E Officer.
5	Building databanks for gender dis-aggregated data in every ministerial department and structures responsible for national statistics, planning and programming.	<ul style="list-style-type: none"> Existence of gender dis-aggregated databanks. Number of publications that provide gender dis-aggregated data. 	<ul style="list-style-type: none"> National Statistics Bureaus. Sectoral monitoring reports. 	Annual	M&E Officer.

6	Review of national legislation and practices to eliminate discrimination on the basis of sex.	<ul style="list-style-type: none"> • Number of policies and laws reviewed and amended so as to eliminate sex discrimination. • Existence of legislation for ensuring equality. • Number of motions/bills introduced and/or passed to this end. 	<ul style="list-style-type: none"> • Attorney General's Office reports. • Official Gazette • Hansard. • Parliament 	Half yearly.	M&E Officer.
7	Formulation of a monitoring and evaluation programme for gender mainstreaming in government ministries.	<ul style="list-style-type: none"> • Existence of a monitoring and evaluation programme for gender mainstreaming in all government ministries. 	<ul style="list-style-type: none"> • NCC/Ministerial reports. • Sectoral monitoring reports. 	Quarterly, Half yearly and Annual	M&E Officer.
8	Implementation of a monitoring and evaluation programme for gender mainstreaming in government ministries.	<ul style="list-style-type: none"> • Number of monitoring and evaluation activities undertaken within the stipulated time period. • Number of monitoring and evaluation reports generated within the stipulated time period. 	<ul style="list-style-type: none"> • NCC/Ministerial reports. • Sectoral monitoring reports. 	Quarterly, Half yearly and Annual	M&E Officer.

2.2.3 Indicators for Co-ordination Mechanisms.

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Creation of a national co-ordination machinery for the co-ordination of the APA activities.	<ul style="list-style-type: none"> Existence of a National Co-ordination Committee (NCC) or its equivalent. 	<ul style="list-style-type: none"> Ministry of Gender Affairs or its equivalent Office of the President/Prime Minister. 	Annual	M&E Officer.
2	Strengthening of the national co-ordinating machinery.	<ul style="list-style-type: none"> Number of members in the NCC trained in gender analysis. Increase in annual budgetary allocation for carrying out the tasks of the committee. 	<ul style="list-style-type: none"> NCC and/or Ministerial reports. 	Annual & Half Yearly	M&E Officer.
3	Establishment of efficient and effective operational modalities for the NCC.	<ul style="list-style-type: none"> Number of meetings held by the Committee in one year. Quality of participation in meetings and quality of decisions made .² Number of monitoring reports received per year, from public and civil society bodies. Quality of reports received as compared to pre-determined standards. Regular formulation and dissemination of corrective measures by the NCC for the various sectors. Regular follow-up of the recommendations. 	<ul style="list-style-type: none"> NCC reports. Sectoral monitoring reports. Minutes of meetings. 	Annual & Half Yearly	M&E Officer.

2.2.4. Indicators for Accountability Mechanisms.

² As determined by the number of attendants; the number of attendants who made contributions; nature of the decisions made in terms of: relevance; timeliness; and attainability.

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Creation of accountability mechanisms.	<ul style="list-style-type: none"> Existence of mandated accountability mechanisms to monitor government's performance with regard to their commitments on gender mainstreaming. 	<ul style="list-style-type: none"> NCC/Ministerial reports. Sectoral monitoring reports. 	Annual	M&E Officer.
2	Strengthening accountability mechanisms.	<ul style="list-style-type: none"> Number of members trained in evaluation of government performance, with regard to implementation of the PFA. Percentage of members trained and retained in relevant positions. Percentage increase in annual budgetary allocation to the accountability mechanisms. 	<ul style="list-style-type: none"> NCC and/or Ministerial reports. 	Annual & Half Yearly.	M&E Officer.
3	Establishment of efficient and effective operational modalities for the accountability mechanisms.	<ul style="list-style-type: none"> Number of meetings held by the accountability bodies in one year. Number of government reports received per year, for assessment purposes. Quality of reports received as compared to pre-determined standards. Regular formulation and dissemination of corrective measures for the various sectors. Regular follow-up of the recommendations. 	<ul style="list-style-type: none"> Accountability bodies. Sectoral monitoring reports. 	Annual & Half Yearly	M&E Officer.

2.2.5 Indicators for Capacity Building in Gender Mainstreaming.

	Results Intended	Results Indicator	Data Source	Frequency of Observation	Monitoring Responsibility
1	Formulation and strengthening of gender mainstreaming capacity building programmes for all government ministries/sectors staff.	<ul style="list-style-type: none"> • Number of government ministries with capacity building programmes for staff members. • Percentage annual budgetary allocation to capacity building programmes. • Number of adequately skilled staff deployed in the capacity building programmes. 	<ul style="list-style-type: none"> • NCC/Ministerial reports. • Sectoral monitoring reports. 	Annual	M&E Officer.
2	Planning and execution of training programmes in gender analysis, planning and programming for policy makers and high level managers in all government ministries as well as parliamentarians.	<ul style="list-style-type: none"> • Existence of a training programme for all policy makers, high level managers in all government ministries and parliamentarians. • Number of policy makers who have undertaken the training programme. • Annual budgetary allocation to the training programmes by levels (sectoral, national) • Number of training workshops conducted by each sector. 	<ul style="list-style-type: none"> • NCC/Ministerial reports • Sectoral monitoring reports. 	Annual & half yearly.	M&E Officer.
3	Execution of gender analysis, planning and programming training for provincial and local councillors	<ul style="list-style-type: none"> • Number of provincial and local councillors trained in gender analysis, planning and programming. • Number of training workshops conducted at the local and provincial levels. 	<ul style="list-style-type: none"> • NCC/Ministerial reports • Monitoring reports. 	Annual & half yearly.	M&E Officer.

3. Monitoring Mechanisms

Now that we have outlined the indicators for monitoring the implementation of the National Gender Policy at various levels, the following section should enable the Monitoring and Evaluation Officers to embark on the monitoring and evaluation process. Monitoring is a continuous function that aims primarily to provide early indications of progress, or lack thereof, in the achievement of objectives. Monitoring makes it possible to identify and assess potential problems and success of a programme. It provides the basis for corrective actions, to improve the programme, manner of implementation and quality of results.

The requirements for effective monitoring are baseline data, indicators of performance and results, and mechanisms or procedures for systematic reporting. Monitoring actions must be adequately planned and it is therefore imperative for the M&E officer at the national machinery responsible for gender to liaise with M&E officer at the line ministries and with the co-ordinating NGOs. If monitoring is done properly, it can provide quantitative and qualitative data using the indicators outlined in Section 2, data that can serve as inputs to evaluation exercises.

This section contains suggestions on the development of work plans, some work sheets for monitoring and analysis of information collected, and guidelines for the production of monitoring reports.

3.1 Work Plans

M&E officers should produce annual work plans that translate the programme into operational terms. The plan should describe in detail the delivery of inputs, the activities to be conducted, and the expected results. They should clearly indicate schedules and the persons and/or institutions responsible for providing the inputs and producing the results. The work plans form the basis for monitoring progress of programme implementation.

The following information should be useful for M&E officers in developing their monitoring work plans.

3.1.1 Key Tasks for National M&E Officers

- Agree with policy-makers on the areas to be monitored.
- Sensitise ministries and NGOs of importance of appointment of sectoral M&E officers
- Co-ordinate monitoring activities at sectoral and NGO levels and receive reports.
- Consultation with national co-ordinating NGOs.
- Establish a monitoring plan.
- Undertake monitoring activities.
- Produce national monitoring reports.
- Undertake evaluation
- Produce national evaluation report.
- Lobby and advocate for the achievements of key objectives
- Submit report to Sub-regional Development Centres (SRDCs)

3.1.2 Key objectives and significant outputs for the Monitoring and Evaluation Programme

Key objective 1: Mainstream gender in all policies, plans and programmes in every sector of government, by 2005

Key actions to achieve this objective:

- Develop and implement a National Gender Policy
- Revise existing government administrative procedures in line with the goals of the NGP
- Establish a system for collection of gender disaggregated data
- Build databanks for gender disaggregated data in each ministry
- Review national legislation and practices to eliminate sex discrimination
- Establish a monitoring and evaluation system for gender mainstreaming

Significant outputs:

- A National Gender Policy
- Revised government administrative procedures²
- A system for collection of gender disaggregated data
- Databanks of gender disaggregated statistics in all ministries
- Revised laws
- A monitoring and evaluation system for gender mainstreaming

Key objective 2: Establish institutional mechanisms for facilitating the implementation of the APA.

A. Co-ordination Mechanisms: Create national machinery to co-ordinate the implementation of the APA by May 2002

Key actions to achieve this objective:

- Establish a National Co-ordination Committee comprising of government officials and civil society representatives.
- Hold at least two NCC meetings in the year.
- Determine operational modalities for the NCC.
- Provide training on gender analysis to members of the NCC.
- Make budgetary allocations for the operations of the NCC.
- Make recommendations on the co-ordination of APA activities.
- Follow-up on implementation of recommendations by NCC

Significant outputs:

- A National Co-ordinating Committee.
- 50% of members of the NCC trained in gender analysis by end of year one
- 100% of members of the NCC trained in gender analysis by 2003 and 90% retained.
- Operational modalities for the NCC.
- Reports of NCC meetings
- Recommendations from NCC for corrective action

² Administrative procedures here include the steps and operations necessary for addressing recruitment, hiring and dismissal of staff, staff welfare and work organisational structure.

B. Accountability Mechanisms: Create accountability mechanisms to examine government's performance with regard to integration of gender dimensions into development policies, programmes and actions by June 2002.

Key actions to achieve this objective:

- Create accountability mechanisms.
- Provide training on evaluation of government performance with regard to implementation of the Platforms for Action (PFA) from a gender perspective.
- Make budgetary allocations for the operations of the accountability bodies.
- Determine the operational modalities for accountability bodies.
- Hold at least two meetings per year.
- Produce at least two reports per year.

Significant outputs:

- Accountability mechanisms established at national, provincial and local levels.
- 50% of persons trained in gender-sensitive evaluation of government performance with regard to implementation of PFA by end of year one.
- 100% of members of accountability bodies trained as above by 2003.
- Functional and transparent accountability mechanisms.

Key objective 3: Create and strengthen gender mainstreaming capacity building programmes for all government ministries/sectors staff.

Key actions to achieve this objective:

- Conduct a Training Needs Survey and Analysis for all staff.
- Design appropriate training and capacity building programmes for government, provincial bodies and local councils.
- Allocate adequate budgets and human resources to implement the programmes.
- Host at least two training workshops each year at the national, provincial and local council levels.
- Provide training in gender analysis to policy makers and high level managers in all government ministries, parliamentarians, provincial and local councilors.
- Follow up on training to take corrective actions in terms of creating enabling environment for trained staff to use knowledge and skills acquired.

Significant outputs:

- Report of Training Needs Survey and Analysis.
- Gender mainstreaming capacity building programmes.
- Training workshop reports.
- 50% of policy makers and managers at national, provincial and local levels trained in gender analysis by end of 2004.
- 50% of members of parliament and councilors trained by end of 2004.
- 100% of policy makers and managers at national, provincial and local level trained by end of 2005.
- 100% of parliamentarians and councilors trained by end of 2005.
- Reports of follow-up with specific recommendations.

It is important to do systematic reporting during implementation by producing monitoring reports regularly - monthly, quarterly and/or semi-annually.

3.2 Monitoring Work Sheets and Analysis of Information Collected

In this section we present some work sheets to enable the M&E officers monitor and assess implementation of the Gender Policy. Most of the worksheets are designed to be used by the M&E officers at the national level. The user will need to make additional copies as the sheets should be used more than once. Some of the worksheets and checklists are to be filled out by the M&E officers at the ministry/sectoral level and others are to be filled out by the national coordinating NGOs. Again, the M&E officers should make additional copies of these.

For each of the areas to be monitored, there is a rating provided. The M&E officer is expected to use her/his judgement to assess performance. It should be well noted that the rating system provided does not allow for the inclusion of intermediate achievements, and only provides for the recording of absolute outcomes. For instance, when considering the status of the National Gender Policy as covered in Section 3.2.1, if a National Gender Policy is currently under formulation, the Monitoring and Evaluation Officer may have to rate it as 'not existent', and therefore, put a tick in the box labelled 'No'. When that happens, one will not be able to tell that there is, in actual fact, any progress being made towards the formulation and subsequent implementation of a National Gender Policy. It is therefore recommended that whenever the rating system proves inadequate in reflecting the progress being made, the Monitoring and Evaluation Officer should to make explanatory notes, aimed at providing additional information to help complement the information provided in the answering sheets. This will help reveal the total progress made at any point in time.

Once all information has been collected, findings in the different areas should be fed into the overall assessment of progress, and should be narrated in the national monitoring report. The information collected during monitoring should be filed safely as it contributes to the evaluation that is to be conducted in 2004.

3.2.1 Assessing the National Gender Policy.

STATUS

	YES	NO
1. A National Gender Policy exists and has been approved at the highest level of government	<input type="checkbox"/>	<input type="checkbox"/>
1. Does the policy have the final approval?	<input type="checkbox"/>	<input type="checkbox"/>

SCOPE

1. In providing guidelines for integrating gender into development, does the national policy cover all sectors of development	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the policy address gender mainstreaming in all policies, plans and programmes, in all sectors, as well as in the management of human resources?	<input type="checkbox"/>	<input type="checkbox"/>

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1. Is the gender policy anchored on commitment to explicitly articulated <u>values</u> to achieve gender equality and sustainable development ?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the policy say <u>who</u> is responsible for taking actions at different levels ?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does the policy call for gender mainstreaming capacity building modalities in all sectors and at all levels?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the policy call for the collection and dissemination of gender disaggregated data for use in planning and policy formulation in all government sectors?	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the policy outline modalities for monitoring and evaluating the implementation process ?	<input type="checkbox"/>	<input type="checkbox"/>
6. Does the policy recommend formulation of gender-sensitive indicators for monitoring and evaluation ?	<input type="checkbox"/>	<input type="checkbox"/>
7. Does the policy call for a gender-sensitive national budget?	<input type="checkbox"/>	<input type="checkbox"/>

3.2.1.1 Assessing Implementation of the National Gender Policy at the Sectoral Level³

Name of Ministry: _____

	YES	NO
1. Are the policies, plans and programmes of the ministry in line with the goals of the National Gender Policy?	<input type="checkbox"/>	<input type="checkbox"/>
2. Have the ministry's administrative procedures been revised in line with the goals of the National Gender Policy?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have the ministry's human resource policies and regulations been reviewed and amended so as to eliminate sex discrimination?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the ministry have a decision-maker in charge of gender mainstreaming?	<input type="checkbox"/>	<input type="checkbox"/>
5. a) Does the ministry have a system for gender disaggregated data (GDD) collection?	<input type="checkbox"/>	<input type="checkbox"/>
b) Does the ministry have GDD databanks?	<input type="checkbox"/>	<input type="checkbox"/>
c) Does the ministry make a sufficient ⁴ annual budgetary allocation for the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
d) Does the ministry have persons trained in gender approach, employed in the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
e) Does the ministry produce publications providing GDD?	<input type="checkbox"/>	<input type="checkbox"/>
6. a) Does the ministry have a monitoring and evaluation programme for gender mainstreaming into all its policies, plans and programmes?	<input type="checkbox"/>	<input type="checkbox"/>
b) Does the ministry produce monitoring and evaluation reports within the stipulated time periods?	<input type="checkbox"/>	<input type="checkbox"/>

Scoring:
 Score 1 for each **Yes** answer and 0 for each **NO** answer
 Total the scores and rate the policy by each section as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

³ This form should be filled out by the M&E officers at the sectoral level and the results reported to the national M&E officers.

⁴ A sufficient budgetary allocation in this context means at least 20% of the annual ministerial budget allocation for data collection purposes.

3.2.1.2 Assessing Implementation of the National Gender Policy at the Non Governmental Organizations (NGOs)⁵

Name of NGO: _____

	YES	NO
1. Are the policies, plans and programmes of the NGO in line with the goals of the National Gender Policy?	<input type="checkbox"/>	<input type="checkbox"/>
2. Have the NGO's administrative procedures been revised in line with the goals of the National Gender Policy?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have the NGO's human resource policies and regulations been reviewed and amended so as to eliminate sex discrimination?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the NGO have a decision-maker in charge of gender mainstreaming?	<input type="checkbox"/>	<input type="checkbox"/>
5. a) Does the NGO have a system for gender dis-aggregated data (GDD) collection?	<input type="checkbox"/>	<input type="checkbox"/>
f) Does the NGO have GDD databanks?	<input type="checkbox"/>	<input type="checkbox"/>
g) Does the NGO make a sufficient annual budgetary allocation for the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
h) Does the NGO have persons trained in gender approach, employed in the collection of GDD?	<input type="checkbox"/>	<input type="checkbox"/>
i) Does the NGO produce publications providing GDD?	<input type="checkbox"/>	<input type="checkbox"/>
6. a) Does the NGO have a monitoring and evaluation programme for gender mainstreaming into all its policies, plans and programmes?	<input type="checkbox"/>	<input type="checkbox"/>
c) Does the NGO produce monitoring and evaluation reports within the stipulated time periods?	<input type="checkbox"/>	<input type="checkbox"/>

Scoring:

Score 1 for each **Yes** answer and 0 for each **NO** answer

Total the scores and rate the policy as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

⁵ This form should be filled by NGO's and presented to the National Co-ordinating NGOs

3.2.2 Work Sheet for Monitoring the Implementation of the National Gender Policy

Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory.

Key Objective: Mainstreaming gender in all policies, plans and programmes in every sector of government

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Percentage of ministries with policies, plans and programmes aligned with the NGP						
Percentage of NGOs with policies, plans and programmes aligned with the NGP						
Number of government administrative procedures revised in line with goals of NGP						
Percentage of ministries with a decision-maker in charge of gender mainstreaming						
Percentage of NGOs with a decision-maker in charge of gender mainstreaming						
Percentage of budget allocated ⁶ to collection of gender disaggregated data, out of the total allocated for data collection purposes in all ministries.						
Percentage of civil servants trained and employed in collection of gender disaggregated data						
Number of gender disaggregated databanks						
Number of publications with gender disaggregated data						
Number of policies and laws reviewed to eliminate sex discrimination						
Number of equality motions/bills introduced or passed						
Number of NGO advocacy actions on equality motions or bills						
Number of M & E activities undertaken						
Number of M & E reports produced						

⁶ A sufficient budgetary allocation means atleast 20% of the total allocation for data collection purposes.
UN-ECA/ACW

3.2.3 Assessing the Institutional Mechanisms for the Implementation of the National Gender Policy

	YES	NO
A. Co-ordination Mechanisms		
1. A national mechanism for co-ordination and monitoring of the implementation of government and NGOs' commitments exists at the highest level.	<input type="checkbox"/>	<input type="checkbox"/>
2. The National Co-ordinating Committee consists of government and NGO representatives.	<input type="checkbox"/>	<input type="checkbox"/>
3. All stakeholders know the membership of the Committee.	<input type="checkbox"/>	<input type="checkbox"/>
4. The Committee's mandate is clearly spelt out and communicated to all stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>
5. The Committee has the authority to enforce compliance with official commitments and ensure that they are implemented.	<input type="checkbox"/>	<input type="checkbox"/>
6. There are clear channels of communication between the Committee, government, NGOs and other stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>
7. The Committee has adequate financial and human resources to discharge its functions.	<input type="checkbox"/>	<input type="checkbox"/>
8. The Committee is aware of who and where actors in the implementation of the gender policy are at the national, provincial and local levels.	<input type="checkbox"/>	<input type="checkbox"/>
9. The Committee has the means to collect information on the activities of the various actors involved in the implementation of the gender policy.	<input type="checkbox"/>	<input type="checkbox"/>
10. The Committee is equipped to recommend corrective measures for the various actors and sectors.	<input type="checkbox"/>	<input type="checkbox"/>
11. The Committee is able to follow-up its recommendations to ensure compliance by the different actors.	<input type="checkbox"/>	<input type="checkbox"/>

Scoring:

Score 1 for each **Yes** answer and 0 for each **NO** answer

Total the scores and rate the policy as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

B. Accountability Mechanisms

	YES	NO
1. A national mechanism for accountability exists at the highest level of Government, e.g. a Parliamentary Committee on the APA	<input type="checkbox"/>	<input type="checkbox"/>
2. Accountability bodies exist at the provincial and local levels		
3. The setting up of accountability mechanisms is backed by statutory decisions	<input type="checkbox"/>	<input type="checkbox"/>
4. The mandates, powers and functions of the accountability mechanisms are clearly stipulated and made public, e.g. through the Official Gazette.	<input type="checkbox"/>	<input type="checkbox"/>
5. The accountability bodies have authority to enforce government compliance with official commitments to ensure they are implemented	<input type="checkbox"/>	<input type="checkbox"/>
6. There are clear channels of communication between the accountability bodies, government, NGOs and other stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
7. The membership of the accountability bodies, their modes of operation, rules and regulations are known to the public and media	<input type="checkbox"/>	<input type="checkbox"/>
8. The accountability bodies have adequate financial and human resources.	<input type="checkbox"/>	<input type="checkbox"/>
9. Members of the accountability bodies have the knowledge, skills and attitudes necessary for the effective evaluation of government performance in the implementation of the national gender policy	<input type="checkbox"/>	<input type="checkbox"/>
10. The accountability bodies are equipped to recommend corrective measures for the various actors and sectors.		
11. The accountability bodies are able to follow-up their recommendations to ensure compliance by the different actors.	<input type="checkbox"/>	<input type="checkbox"/>

Scoring:

Score 1 for each **Yes** answer and 0 for each **NO** answer
 Total the scores and rate the policy as follows:

- 0-2 Unsatisfactory
- 3-5 Unsatisfactory, with some positive elements
- 6-8 Satisfactory
- 9-11 Highly satisfactory

3.2.4 Work Sheet for Monitoring and Evaluating Institutional Mechanisms for the Implementation of the National Gender Policy

Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory.

Key Objective: Establish institutional mechanisms to facilitate the implementation of the national gender policy

A. Co-ordination Mechanisms for Ensuring Gender Mainstreaming in All Sectors at National, Provincial and Local levels and among NGOs.

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Number of meetings held by National Coordinating Committee						
Number of monitoring reports received from NGOs						
Number of monitoring reports received from government ministries						
Percentage of budget allocated to National Coordinating Committee out of the budgetary allocation for all national committees						
Percentage of members trained in gender mainstreaming						
Number of reports produced by the National Coordinating Committee						
Number of recommendations made by the National Coordinating Committee						
Percentage of public bodies on mailing list of the National Coordinating Committee						
Percentage of NGOs communicating with the NCC						

B. Accountability Mechanisms to Ensure Government's Performance with regard to integration of gender dimension into development policies, programmes and actions

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Number of accountability bodies						
Percentage of members in national accountability body trained in evaluation of government performance from a gender perspective						
Percentage of members in provincial and local level accountability bodies trained in evaluation of government performance from a gender perspective						
Percentage of budget allocated to the National accountability mechanism ⁷ , out of the budgetary allocation for all the parliamentary committees in place.						
Percentage of budget allocated to provincial and local accountability committees on gender equality, in relation to other accountability committees at those levels.						
Number of government reports received by accountability bodies at national level						
Number of reports received by accountability bodies at provincial and local levels						
Number of meetings held by the national accountability mechanism						
Number of meetings held by accountability bodies at provincial and local levels						
Number of corrective measures and recommendations given by accountability bodies						
Number of reports produced by the accountability mechanism at national level						
Number of reports produced by the accountability mechanisms at provincial and local levels						

⁷ Refers to the parliamentary committee charged with assessing government commitment to gender mainstreaming.

3.2.4 Worksheet for Monitoring Mechanisms for Capacity Building for the Implementation of the National Gender Policy

Rating: 4: Fully Satisfactory, 3: Satisfactory, 2: Unsatisfactory, with some positive elements, 1: Weak/Unsatisfactory.

Key Objective: To formulate and strengthen gender mainstreaming capacity building programmes for staff in all government ministries/sectors

Indicator	At start of M&E	Rating	By end 2002	Rating	At end 2003	Rating
Number of government ministries with gender mainstreaming capacity building programmes						
Number of gender mainstreaming training workshops conducted for policy makers and senior civil servants						
Number of gender awareness training workshops held for members of parliament						
Percentage of ministerial/sectoral budget allocated to training and capacity building programmes						
Percentage of staff skilled in gender analysis						
Number of training workshops conducted						
Number of provincial and local leaders trained in gender analysis, planning and programming						
Number of training workshops conducted at provincial and local levels						

Monitoring cannot be described as being successful simply because the required information is collected. The information collected must be communicated in the right form and to the right persons. The level of detail of information required and the frequency of reporting will vary according to the level of the mechanism. In the section following, we provide guidelines for producing the national monitoring reports.

3.3 Guidelines for Producing National Monitoring Reports

With the information collected in Section 3.1 and 3.2 it should now be possible to produce national monitoring reports. It is expected that M&E officers at the national, ministerial and NGO levels, will produce detailed monitoring reports on a more regular basis, say quarterly. These guidelines are therefore for the production of the end of year national monitoring report.

The objectives of the monitoring report are to:

- **Provide information** on progress made in the implementation of the African Plan of Action (APA), and more specifically, the progress made in the three M&E areas of focus, namely: National Gender Policy; institutional mechanisms; and capability building mechanisms;
- **Identify** early signs of success and/or problems encountered in the implementation process;
- **Recommend** timely adjustments to the programme design and implementation.

It is suggested that the monitoring report should contain the following:

1. Introduction.

This section should contain:

- A brief discussion of the status of the National Gender Policy;
- The main components of the report; and
- What has been monitored.

2. Progress Made in Implementation of the APA in selected areas:

This section should contain the following:

- Monitoring findings on the progress that has been made in each of the three areas as documented in Section 3.1 and 3.2. These findings should be related as closely as possible, to the strategic objectives, actions, and results indicators laid out in the APA.
- A discussion of the obstacles and constraints experienced in the implementation of the APA in each of the areas of focus.

3. Conclusions and Recommendations:

This section should present:

- A summary of the work done, stating how well the goals and objectives were attained;
- Recommendations on the actions to be taken in relation to the monitoring findings. More specifically, recommendations should be made as to what adjustments should be made to the APA design and implementation.

4. Appendices:

The appendices should include the data collected, statistical information, lists of persons or organizations involved in the accountability and coordinating mechanisms, any examples of legislation passed, lists of ministries and organisations contributing to the information collected, and a copy of the National Gender Policy.

4. Guidelines for Evaluation

As outlined earlier, evaluation is a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing or completed programmes. Evaluation commonly aims to determine the relevance, efficiency, effectiveness, impact and sustainability of a programme.

The main area of focus of the M & E programme for monitoring and evaluating the implementation of the African Plan of Action, is the National Gender Policy, the institutional mechanisms for its implementation and the capacity building programme to facilitate its effective implementation. This means, therefore, that the type of evaluation that is to be done within this programme is Policy Evaluation.

Policy evaluation aims to support policy-making by recommending changes that are necessary to attain development, sectoral or thematic objectives. In the case of the evaluation of the APA, the evaluation aims at assessing the extent to which the National Gender Policy as a strategic tool for gender mainstreaming has been implemented and led to changes in policies, plans and programmes in all sectors of government and civil society. The focus of this type of evaluation is on:

- Relevance
- Implications or impact of policies on those directly and indirectly affected by them
- Effectiveness of institutional arrangements to implement the policies.

In the sections that follow, we provide some guidelines as to the kind of evaluation questions that the evaluation will seek to answer.

In evaluating the APA, it is important to involve stakeholders, that is, those people who have a stake in the implementation of the National Gender Policy. For the APA, the stakeholders fall under the following general categories:

- Women and men whose situation the programme seeks to change
- Staff in central government, provincial and local government levels
- Policy-makers at every level
- Civil society organisations
- Funders and other development partners
- Supporters, critics and other stakeholders who influence the programme environment

It is important for M&E officers at every level to consider ways of engaging stakeholders' participation. M&E officers should have a regular presence at stakeholder meetings. Ideally, stakeholders should be involved in setting monitoring priorities. Collaborating with stakeholders broadens the information base, provides diverse ideas, suggestions and approaches. It taps into expertise that may not be available in the National Machinery and may save time, especially if needed data already exist outside the National Machinery. It may also turn adversarial relationships into collaborative ones. However, it is important to remember that collaboration can lead to a more complicated M & E programme.

4.1 Evaluation Questions.

Evaluation Concern (Substantive Focus)	What to Address	Point of reference	Evaluation Questions	Source of Information
Relevance	The continued validity of the objectives of the three APA areas of focus.	The policies, needs and priorities of the specific country.	<ul style="list-style-type: none"> • Do the objectives identified for the three areas address the national needs in relation to the advancement of gender equality? • Are the objectives in line with the government's priorities and policies? • Are the objectives considered useful to the target groups? • Are they complementary to other gender mainstreaming interventions? • Should they be adjusted, eliminated or new ones added in light of new needs, priorities and policies? 	<ul style="list-style-type: none"> • Government ministries. • Target groups (opinions). • NGO bodies involved in gender mainstreaming efforts.
Performance:				
Effectiveness	<ul style="list-style-type: none"> • Achievement of agreed upon objectives. • Effectiveness of institutional arrangements. 	<ul style="list-style-type: none"> • The strategic objectives to the three APA areas of focus. • Implementation or enforcement of the NGP. 	<ul style="list-style-type: none"> • To what extent have the agreed upon objectives been or will be attained? • Has, or will the programme contribute to the goal of accelerating the implementation of the Platforms for Action? • Have the institutional arrangements in place facilitated the implementation or enforcement of the NGP? 	<ul style="list-style-type: none"> • The monitoring reports.
Success:				
Outcomes	Short to medium-term changes resulting from the implementation of the APA.	<ul style="list-style-type: none"> • National leaders values and attitudes; • Organizational systems; • Government and NGOs' policies, plans and programmes. 	<ul style="list-style-type: none"> • To what extent has the implementation of the APA impacted on national leaders' (government ministers, members of parliament, among others) values and attitudes with regard to gender equality? • How and to what extent have government and NGOs' organizational systems been influenced by the implementation of the APA? • To what extent has the APA implementation contributed to changes in government and 	<ul style="list-style-type: none"> • Government ministries. • NGOs. • Target groups (opinions). • Monitoring reports.

			NGOs' policies, plans and programmes?	
Sustainability	Durability of positive APA implementation results.	Institutional arrangements in place.	<ul style="list-style-type: none"> • Will the institutional arrangements in place facilitate the continued flow of the benefits set in motion by the implementation of the APA? • Will the institutional arrangements in place facilitate the use or adoption of the APA implementation results to different contexts or changing environment? 	<ul style="list-style-type: none"> • Government ministries • NGOs • Monitoring reports.

4.2 Guidelines for the Preparation of the National Evaluation Report

The objectives of the evaluation report are to:

- **Evaluate** progress made in the implementation of the African Plan of Action (APA). **Demonstrate** concrete achievements in meeting strategic objectives for the three areas of focus;
- **Identify** obstacles and constraints in realizing the strategic objectives; and
- **Recommend** strategic actions to be taken in the light of the evaluation findings.

It is suggested that the evaluation report should contain the following:

1. Executive Summary:

This section should be one page long, and should give a brief overview of the main components of the report; what was evaluated; major evaluation findings and conclusions; recommendations; and lessons learned.

2. Introduction:

This section should briefly discuss:

- The national, regional and global contexts within which the specific country implemented the APA;
- The background leading up to the development of the National Gender Policy; and
- The country's assessment of the APA from its vantage point.

3. Evaluation Findings:

This section should contain the following:

- Evaluation findings on the progress that has been made in each of the three areas of focus. These findings should be related as closely as possible, to the strategic objectives, actions, and results indicators laid out in the APA and the monitoring and evaluation tool. Findings from the annual monitoring exercises should be incorporated.
- A discussion of the obstacles and constraints experienced in the implementation of the APA in each of the areas of focus.
- Any other evaluation findings.
- Lessons learnt about programme implementation, monitoring and evaluation, through the implementation of the African Plan of Action; and the monitoring and evaluation exercises.

4. Conclusions and Recommendations:

This section should contain:

- A summary of the work done, stating how well the goals and objectives were attained;
- Recommendations on the strategic actions to be taken in line with the evaluation findings, so as to realize the full implementation of the APA and the goal of gender equality.

5. Appendices:

The appendices may include information and statistical data collected.

5. Time Frame for the M & E Programme

2002

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Person (s) responsible
Training in Monitoring & Evaluation	XX	XX	XX	XX									All M&E Officers
Preparation of Monitoring Work Plans	XX	XX	XX	XX									All M&E Officers
Verification that Work Plans are prepared by NGOs and sectoral ministries	XX	XX	XX	XX									National M&E Officers
Monitoring Activities					XX	XX	XX	XX	XX	XX	XX	XX	All M&E Officers
Verification of monitoring activities in line ministries and in NGOs					XX	XX	XX	XX					National M&E Officers
Preparation and submission of sectoral ministries and NGOs baseline monitoring reports								XX					SM&E Officers and Co-ordinating NGO
Preparation of national baseline monitoring report									XX				National M&E Officers
Submission of national monitoring reports to SRDC										XX			National M&E Officers
Discussion of report with decision makers									XX	XX			All M&E Officers
Synthesise national reports into one sub-regional report										XX	XX		SRDCs
Submission of subregional baseline reports to ACW												XX	SRDCs

2003

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Person (s) responsible
Verification that Monitoring Activities are on course	XX	XX											National M&E Officers
Monitoring Activities	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	All M&E Officers
Preparation and submission of monitoring reports from sectoral ministries and NGOs				XX									SM&E Officers and Co-ordinating NGO
Synthesis of the first national monitoring report					XX	XX							National M&E Officers
Submission of national monitoring report to SRDC							XX						National M&E Officers
Discussion of report with decision makers					XX	XX							All M&E Officers
Preparation of monitoring reports in the sectoral ministries, Ministries in charge of gender and NGOs												XX	All M&E Officers and Coordinating NGOs

2004

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Person (s) responsible
Preparation and submission of monitoring reports in the sectoral ministries, Ministries in charge of gender and NGOs	XX												All M&E Officers and Coordinating NGOs
Preparation of national monitoring report		XX											National M&E Officers
Analysis of annual monitoring reports and other sources		XX	XX										National M&E Officers
Synthesis and validation of National Evaluation Report			XX										National M&E Officers

													National multi-sectoral Committee of Stake holders
Submission of national evaluation report to SRDC				XX									National M&E Officers
Synthesis of National Reports into Sub-regional Reports and submission to ICEs				XX	XX	XX							SRDCs
Synthesis of the Evaluation Report and recommendations from the subregions							XX	XX	XX				ACW
Submission of subregional reports to ACW							XX						SRDCs
Preparations of the High Level Consultative Regional Meeting							XX	XX	XX	XX			ACW
Organisation of the High Level Consultative Regional Meeting											XX		ACW

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