



Capacity Building in Results-based Monitoring and Evaluation Joint Programme

**ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: JULY – 31 DECEMBER 2011**

<p align="center">Programme Title & Number</p> <p>Programme Title: <i>RBM and Monitoring & Evaluation Capacity Building Joint Programme</i></p> <ul style="list-style-type: none"> UNFPA Programme Code: <i>PMI4R34A</i> MDTF Office Atlas Number: <i>00076336</i>

<p align="center">Country, Locality(s), Thematic Area(s)²</p> <p>Country: <i>KIRIBATI</i></p>

<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> RBM and M&E Capacity Building Joint Programme – <i>UN agencies in Pacific under UNDAF</i>
--

<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> RBM and M&E Capacity Joint Programme – <i>Ministry of Finance</i>
--

<p align="center">Programme/Project Cost (US\$)</p> <p>MDTF Fund Contribution:</p> <ul style="list-style-type: none"> RBM and M&E Joint Programme 180,000 <p>Agency Contribution</p> <ul style="list-style-type: none"> <i>by Agency (if applicable)</i> <p>Government Contribution</p> <p><i>(if applicable)</i></p> <p>Other Contribution (donor)</p> <p><i>(if applicable)</i></p> <p>TOTAL: 180,000</p>

<p align="center">Programme Duration (months)</p> <p>Overall Duration 5 years</p> <p>Start Date³ January 2007</p> <p>End Date or Revised End Date, <i>(if applicable)</i> December 2012</p> <p>Operational Closure Date⁴ December 2012</p> <p>Expected Financial Closure Date June 2013</p>
--

<p align="center">Programme Assessments/Mid-Term Evaluation</p> <p>Assessment Completed - <i>if applicable please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p> <p>Mid-Evaluation Report – <i>if applicable please attach</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____</p>

<p align="center">Submitted By</p> <ul style="list-style-type: none"> Name: <i>Jone V Navakamocea</i> Title: <i>PM&E Programme Coordinator</i> Participating Organization (Lead): <i>UNFPA</i> Email address: <i>navakamocea@unfpa.org</i>

¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peace building Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the MDTF Office GATEWAY (<http://mdtf.undp.org>).

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

I. Purpose

The United Nations Development Assistance Framework (UNDAF) for the Pacific Sub-Region sets out the strategic focus for the UN's dialogue with the Pacific Islands Countries (PICs) from 2008 to 2012. It is the product of partnerships between the UN Country Teams of Fiji and Samoa and the 15 UN agencies, programmes and offices in the Pacific, and is driven by the needs and priorities of governments of 14 Pacific Island Countries including Kiribati. On the basis of the multi-country UNDAF and supporting the National Kiribati Development Plan (KDP), the Government and the UN have jointly designed a programme of clear and mutually agreed set of priorities in consultation with civil society and development partners active in Kiribati.

Through a series of in-country consultations the UNDAF Kiribati Implementation Plan 2008-2012 (UNDAF-KIP) focuses on making a positive difference to people's lives by enhancing their role in decision-making processes and strengthening the quality and accessibility of services. The Plan's four priority areas of equitable economic growth and poverty reduction; good governance and human rights; equitable social and protection services; and sustainable environmental management are aligned to the five key policy areas of the KDP: human resource development; economic growth and poverty reduction; health; environment; and governance.

The following UN Joint Programme is supported by the Kiribati One Fund under the respective UNDAF-KIP outcomes. UNFPA is responsible for coordinating project work of this Joint Programme, with Kiribati and with UN agencies.

Kiribati Capacity Building in Results-Based Monitoring and Evaluation Joint Programme

United Nations Population Fund (UNFPA), on behalf of the UNDAF Monitoring and Evaluation Technical Working Group (UNDAF ME TWG), and in collaboration with the Government of Kiribati, aims to strengthen government's cross-sectoral capacity for analysis and utilisation of statistics for the purposes of results-based management (RBM) and evidence-based policy and programming. The collaboration with the Government of Kiribati is supported through the RBM & M&E Capacity Building Joint Programme. The successful implementation of the joint programme should contribute towards progress in achieving the following results:

Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.

Kiribati UNDAF Output 1a: Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment, living standards, income distribution, etc.

Kiribati UNDAF Output 1c: Strengthened capacity of national policy makers and planners to utilize relevant data on population dynamics, gender, young people, sexual and reproductive health and HIV/AIDS for policy and programme development and for policy and programme implementation and monitoring.

II. Resources

The UNFPA coordinated programmes for 2009/2010 received USD 339,400 through the Kiribati One Fund. Some of the programmes were also allocated sub-regional budgets from UNFPA core resources and funds from other donors. For UNFPA, under the MTDF, funds were allocated for the Emergency Obstetrics and Neonatal Care (EmONC) Programme in the Ministry of Health (US\$29,400 from MTDF

and US\$30,000 from UNFPA PSRO), the Adolescent Health and Development (AHD) Joint Programme in the Ministry of Health (US\$50,000 from MDTF and US\$20,000 from UNFPA PSRO), and the Gender Based Violence (GBV) Programme in the Ministry of Health (US\$50,000 from MDTF). Funding for the RBM and Monitoring and Evaluation Joint Programme of US\$180,000 from the MDTF was not allocated to any specific implementing partner in Kiribati but has been held at UNFPA Pacific Sub-Regional Office (PSRO) for funding and direct implementation of the joint programme through the engagement of the One Fund/KDP M&E Consultant. Majority of the funding for this joint programme is for the honorarium and allowances of the Consultant.

This report only presents the RBM and M&E Capacity Building Joint Programme. Separate reports will be submitted by the respective Programme Officers for the EmONC, AHD and GBV joint programmes. Fund breakdown of the RBM and M&E Capacity Building joint programme is outlined below:

Programmes	UNFPA Programme Code	MDTF Project Code	Kiribati One Fund 2009/2010 Allocation	Other Funds
RBM and M&E Capacity Building Joint Programme	PMI4R34A	00076336	180,000	-

Support from the MDTF funds is to complement the interventions and support already provided by UNFPA PSRO under its three thematic areas of RH, PD and Gender programmes in Kiribati and to enhance greater coverage for the utilization of resources and its subsequent potential benefits to communities. These established programmes already have existing formal agreements or Letters of Understanding (LOUs) with respective Kiribati implementing partners (IPs). The disbursement of funds and financial reporting followed UNFPA financial guidelines and in compliance with the agreements signed with the IPs.

The four programmes are managed by respective UNFPA national programme officers with relevant support provided by operations and technical staff. From the programme management aspects, the RBM and M&E capacity building joint programme is managed by the Planning, Monitoring and Evaluation (PM&E) Programme Coordinator within UNFPA PSRO; however from the programme implementation perspective, the programme is being implemented on the ground by the One Fund/KDP M&E Consultant, based at the National Economic Planning Office (NEPO) under the Ministry of Finance and Economic Development (MFED).

III. Results

The following results are anticipated to be achieved through the implementation of the RBM & M&E capacity building joint programme:

Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.

UNDAF Indicator 1.1:

1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases

1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators

Kiribati UNDAF Output 1a: Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment, living standards, income distribution, etc.

UNDAF Indicator 1a

K1a.1: Social Sector Ministries and Ministry of Finance and Economic Development annual reports contain updated (where feasible and meaningful) disaggregated data associated with MDGs, ICPD, CRC, CEDAW and WFFC goals.

K1a.2: Number of national and sector development plans that are aligned with MDGs and linked to national budgets

K1a.3: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and address gender equality

Kiribati UNDAF Output 1c: Strengthened capacity of national policy makers and planners to utilize relevant data on population dynamics, gender, young people, sexual and reproductive health and HIV/AIDs for policy and programme development and for policy and programme implementation and monitoring.

UNDAF Indicator 1c

K1c.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality

K1c.2: Proportion of national policy makers trained in policy analysis related to population and SRH and gender

K1c.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG Reports

The above are the results or outputs in the One Fund/UNDAF Results Framework. The RBM and M&E Capacity Building joint programme and related outputs and key deliverables as in the terms of reference (TOR) have been developed to contribute towards progress in achieving these results as measured by the relevant indicators.

TOR Deliverables:

The deliverables under the Consultant's TOR are listed below:

- (i) Training needs assessment (TNA) for RBM and M&E;
- (ii) Capacity Building Strategy for RBM and M&E;
- (iii) Strengthening of Planning, Monitoring and Evaluation Functions and Processes;
- (iv) Strengthening Statistical Systems, Databases, Analysis, Monitoring and Reporting Systems; and,
- (v) Advocacy and Awareness on M&E Functions and Responsibilities

Activities:

The following activities were undertaken by the Consultant over the past five months to December, 2012

- (i) TNA tool was developed and sent to ministries and as of the month of August/Sep, twenty (20) government ministries/departments have been involved in the consultation. 12 ministries have successfully returned their TNA forms;
- (ii) Review of M&E capacity in Government ministries;
- (iii) Development of the new KDP results framework;

- (iv) Training conducted with MFED and NEPO staff on Introduction to Results Based Planning in line with the development of the Kiribati Development Plan (KDP) 2012-2015;
- (v) Grouping of ministries according to thematic working areas/sector working groups and guiding them through on the results based planning and the KDP;
- (vi) Drafting of the new KDP Monitoring and Evaluation Strategy;
- (vii) Training on the KDP Results Based Planning and RBM for the KDP Taskforce, SWGs and ministries;
- (viii) Development of the draft KDP M&E Training Needs Assessment (TNA) Report; and,
- (ix) Development of Presentation to the Development Committee of Cabinet (DCC) outlining KDP Cycle and processes, KDP table of contents, new KDP strategies and focus areas, Operational processes of the KDP at MOPs and Sector levels and the new KDP governance and implementation structures.
- (x) Reviewing and editing of draft chapters of the KDP

Highlights

According to feedback from the UN Joint Presence Office in Kiribati, the joint programme is running well and the Consultant is doing a good job. Captured in the text box are some of the comments from staff.

This modality of direct support in mobilizing and placing a consultant to work with a counterpart and other local staff in sector ministries is a modality that can work well if there is effective consultant/counterpart relationship to ensure effective transfer of skills. The consultant is able to identify with the local staff and willing to go the extra mile to provide support, technical guidance and advice and on the other hand the counterpart and local staff must have a positive attitude and interest to absorb and learn more from the consultant.

There is acceptance from the counterparts and local staff in sector ministries that they are required to do substantive work, lead and take ownership of the process so that there is enhancement of the knowledge, expertise and building capacity and the expectations are there that the consultant is only to provide the required technical guidance to ensure effective training and transfer of knowledge and skills.

The activities listed above highlights that the consultant and the local counterparts have collectively done a great job with the progress achieved given the substantive work being undertaken concurrently with the KDP Taskforce in the preparation of the KDP (2012-2015).

There is much more enthusiasm and collective ownership of the process of preparing a national development plan because firstly, local counterpart staff feel that they are driving the process and more importantly the priorities and the plan itself is more meaningful to them because of the awareness and fuller understanding of results based planning and the articulation of issues, priorities and results and its measurement through the indicators and data sets in a more logical framework and linkages.

"...frank views and opinions of the Consultant is that he is doing a good job with Finance. Feedbacks from some staff are that he is very helpful and they are learning a lot from him".

"this was something that we never really get from previous Consultants who just come in, did their stuff and left without our full understanding of the process or knowing how to do the same when required, previously there was really no capacity building. With Philip our capacity and understanding is being enhanced and staff are learning"

"Tiimi, the Director for NEPO is now talking about results based planning and reporting rather than activity based planning and reporting".

".. also very helpful in the recent UNDAF consultation readily available to assist us".

"...hard working, flexible, gets on well with the staff of Finance and very supportive when we from the UN request for his support".

To ensure sustainability and overall success of the joint programme, the institutionalization of the RBM and M&E Capacity Building joint programme is crucial. This would involve the training of trainers from the MFED so that when the Consultant leaves, they are able to provide the training themselves. Secondly, is the development of training modules for RBM and M&E and the institutionalization of the RBM and M&E capacity building strategy within the MFED and NEPO and forming part of the overall public service in-service training programme for civil servants. Most of these would be undertaken once the KDP 2012-2015 is finalized and strengthening of statistical systems, databases, analysis, monitoring and reporting systems have been undertaken.

Challenges

The biggest challenge is ensuring that the Consultant is on schedule according to the original work plan. This is quite difficult at this stage because of work demands and the consultant's substantive inputs into the KDP preparation and its processes have meant that some key deliverables would have to be delayed. This has thus necessitated a readjustment and rescheduling of work plan activities and timelines.

When developing the initial workplan for the consultant, it was not anticipated that he would be actively involved in the drafting of certain chapters and reviewing and editing of most of the chapters, as UNFPA was informed that the KDP Taskforce had already begun drafting of the KDP. The consultant was supposed to work on developing the M&E framework of the KDP when he officially started and to focus his energy and time on other deliverables. However, this was not to be the case as there was considerable delay from the KDP taskforce on the drafting of chapters of the plan. Subsequently, the consultant had to lay the foundation of preparing the plan by taking the KDP Taskforce and sector staff on results based planning and sector situation analysis. The consultant also had to come up with a revised outline of the plan and its chapters which was presented to the Development Committee of Cabinet (DCC). This has thus meant that capacity building training in RBM and M&E on monitoring the implementation of the plan and reporting and the other deliverables would be delayed until the KDP is finalized and being implemented from April, 2012.

The other challenge is sustaining the enthusiasm, commitment and overwhelming support from Government and counterparts in the NEPO and the sector ministries throughout the duration of the joint programme. Ensuring and sustaining national ownership within all levels of government machinery is important. Furthermore it is important to ensure an effective consultant and counterpart working relationship is maintained.

Ensuring continued funding support of the joint programme from UN agencies and MTRF until all component and deliverables in the RBM and M&E capacity building joint programme are successfully implemented is another challenge that needs attention to ensure the success of the joint programme and its future sustainability and its consideration and acceptance as a model for best practice that can be replicated to other countries.

Finally, the ability to work with other development partners/donors and be able to convince them to fund some of the components of the joint programme is another challenge. This is particularly relating to "Strengthening Statistical Systems, Databases, Analysis and Reporting system" which looks at the overall system in Government and identifying relevant RBM and ME software and tools such as DevInfo or DI Monitoring. This is a major component of the RBM and M&E system and is really critical to ensure the overall success of the joint programme and its sustainability.

Best Practices

- Early engagement of the Government of Kiribati throughout all phases of the project was crucial to its success and contributed to sustaining the enthusiasm, commitment and support of the Government on the joint programme by building trust and ownership. Government was involved in the design stage of the consultancy/programme, reviewing the consultancy/programme TOR and key deliverables and selection, recruitment and supervision of the consultant.
- Government mobilizing and identifying motivated national counterpart to work closely with the consultant was important. Effective consultant/counterpart working relationship and clear demarcation of roles ensured effective transfer of knowledge and skills and also ensured effective absorption of knowledge and skills transfer by the national counterpart.
- Development of a detailed work plan with key deliverables, activities, timelines, indicators and targets.
- Development of a monthly reporting template that is doable and linked with the key deliverables and TOR.
- Close supervision and regular communications with the consultant by the project manager/Supervisor on the basis of the work plan, key deliverables, activities and targets and submission of monthly reports.
- Development of a national capacity building strategy on RBM and M&E, training of trainers and the institutionalization of this in overall public service training policy and programmes that contributes to long term sectoral development and sustainability.
- The establishment of the KDP development structures through the KDP taskforce, and Key Policy Areas (KPAs)/Sector Working Groups (SWGs) and relevant technical support provided by the team from MFED through the NEPO and the technical guidance and inputs of the consultant has created a very positive working relationship and engendered national ownership through participatory consultations and the lead role played by the KDP taskforce and the KPAs/SWGs is also considered best practice⁵.
- Strategic working alliances of the consultant with the Secretary of Finance and Economic Development and the Secretary to Cabinet/Office of the President, the two most powerful and influential civil servants in the Government of Kiribati to support his work and assignments.

IV. Implementation and Monitoring Arrangements

UNFPA on behalf of the UNDAF M&E Technical Working Group implements the programme with the NEPO under the MFED. The One Fund/KDP RBM and M&E consultant is based within NEPO and works closely with the Director of NEPO for the implementation of activities listed under the TOR and detailed workplan. At the national and line ministry level, the consultant reports to the Director of NEPO and at the national UN agency level, the consultant also reports/consults with the Head of UNICEF through the UN National Affairs Officer in the UN Joint Presence Office in Kiribati. The consultant also reports and submits monthly reports to the chair of the UNDAF M&E Technical Working Group at UNFPA PSRO, through the PM&E Programme Coordinator. The PME Coordinator regularly liaises with NEPO and the consultant for follow up, technical guidance and monitoring. At the national level, the implementation of the joint programme is overseen by a KDP Taskforce which comprises of representatives from

⁵ The above best practices is substantiated by the request of the Kiribati Government through the Ministry of Finance and Economic Development for further extension of the joint programme because they have seen the value in this modality of direct in-country support through a Consultant and identification of relevant national counterparts and ensuring adequate skills transfer.

sector/line ministries. The KDP taskforce meets regularly and is chaired by the Director of NEPO.

The One Fund/KDP RBM and M&E Consultant was appointed on 15th July, 2011 for an initial period of eleven (11) months and his contract will expire on 18th June, 2012. The consultant undertook a one week orientation and briefing programme with various UN agencies based in Suva, Fiji for familiarization of the UN agencies programmes in Kiribati under the UNDAF. The consultant effectively took up office at the NEPO in Kiribati on Thursday 28th July, 2011.

Based on the approved TOR for the consultancy, a workplan was developed outlining detailed activities, which was aligned to key deliverables or outputs of the consultancy, monthly timelines and performance indicators (**Annex 1**). The performance indicators for monitoring the workplan is largely activity, process and output based. The initial draft workplan was circulated to UN agencies (UNDP MCO, UNDP Pacific Centre, UNICEF and UNESCAP) for their review and comments for finalization of it. The workplan was considered finalised and adopted when comments were not received from the agencies.

To enhance monthly monitoring and reporting of activities' implementation and outputs achieved, a monthly reporting template was developed (Attached as **Annex 2** are monthly reports for Jul/Aug; Aug/Sept; Sept/Oct; Oct/Nov, Nov/Dec and Dec/Jan, 2012.

V. Future Work Plan (if applicable)

Activities under the following deliverables are being implemented concurrently by the consultant in addition to providing technical guidance and inputs to the preparation of the KDP: (i) training needs assessment (TNA) for RBM and M&E; (ii) Capacity Building Strategy for RBM and M&E and (iii) Strengthening of Planning, Monitoring and Evaluation Functions and Processes. Unanticipated demands from the government for KDP preparations and the related work load has meant that the consultant had to reprioritize timelines and schedules.

It envisaged that work and effort for the next four months will continue to be directed towards the finalization of the KDP and its chapters and M&E framework. Following finalization of the KDP in April, 2012 and its implementation, then substantive work on capacity building training will recommence and also on the other remaining deliverables that have not been actually addressed by the consultant according to the initial work plan. Future activities are outlined below:

- Training and capacity building programmes with development partners;
- Facilitate M&E workshops for monitoring the implementation the KDP (2012-2015);
- Conduct synthesis of government M&E systems;
- Conduct review of existing government reporting templates;
- Conduct capacity building training for PM&E and reporting with the ministries;
- Produce specific analytical data reports for effective government reporting requirements;
- Support compilation of national reports towards the MDGs through coaching and mentoring staff on reporting writing;
- Produce training manual for M&E and reporting accountability;
- Conduct SMART indicator development workshop;
- Develop core list of women and child indicators;
- Develop data collection tools for women and child specific indicators;
- Training on specific child and women data analyses processes for reporting purposes using identified software;

- Update of M&E modular training guides and manual for PM&E and reporting;
- Initiate development of centralized computerized M&E system aligned with financial management systems; and,
- Identification of data gaps in the KDP M&E framework and development of tools for collection of data on indicators.

Given the substantive work on the preparation of the KDP (2012-2015) and the demands on the consultant's time and effort, most of the activities and deliverables outlined above would require rescheduling beyond the June 30th termination of the joint programme. Therefore, it is critical that the joint programme is further extended to December, 30th 2012 to ensure full implementation of the other critical components of the programme and ensure its success and effectiveness. Annex 3 shows outlines the activities that are currently on schedule and those that would need to be rescheduled beyond June and until December, 2012.

Justification for Extension and Funding of the RBM & M&E Capacity Building Joint Programme

The joint programme according to the current TOR and contractual agreement with the One Fund/KDP RBM and M&E Consultant is supposed to terminate on 18th June, 2012. The Government of Kiribati through the MFED has through consultations with UNICEF requested for the extension of the joint programme and its funding. The Government has seen the value of such capacity building modality hence the request for extension and funding.

Importantly, the capacity building programme as outlined in the TOR is quite intensive and comprehensive. It covers, both institutional systems strengthening and capacity building which involves the identification of training needs, development of training programmes to address the trainings needs and capacity gaps identified, the development of a capacity building strategy, the development of training modules and training of trainers, the development of the RBM and M&E training manual and the development of the M&E and reporting systems across government, including appropriate software and data collection tools for monitoring and evaluation. It is noted that these components cannot be fully undertaken, implemented and achieved within the 11 months duration of the joint programme. Hence, to ensure its full implementation, transfer of relevant skills and the institutionalization of such a programme and its future sustainability, it is recommended that the joint programme be extended for another 6 months from 18 June, 2012 to 30 December, 2012.

Table 1 below highlights the full funding requirement for further extension of the programme for another 6 months to December, 2012.

The major budget category is honorarium and DSA of US\$98,700 for the Consultant which accounts for about 68 percent of the total budget of \$144,928 required for 2012. The other major budget items are M&E related training of US\$30,000 which accounts for 21 percent of the total budget, contingencies of US\$10,000 which accounts for 7 percent of the total budget and travels of US\$6,228 which accounts for 4 percent of the total budget.

Table 1: Programme Budget/Cost forecast for 2012 and 2013

Programme Budget/Cost Category [US\$]	2012 [Jan-Dec]	2013 [Jan-Jul]	Total
Total DSA	46,500	27,125	73,625
Honorarium	52,200	30,625	82,825
Travel Tickets	6,000	3,000	9,000
Terminals	228	228	456
M&E related work - training	30,000	20,000	50,000
Contingencies	10,000	10,000	20,000
Total Programme Budget/Costs	144,928	90,978	235,906

The US\$6,000 allocated for travel tickets and US\$228 for terminals is return passage for the consultant and is a requirement under the SSA contractual agreement, that following 11 months of assignment the consultant is allowed to travel back to his/her country for a month's leave before he/she resumes work again.

US\$30,000 has been budgeted for M&E related training in 2012 and this to cover training materials required for the Consultant to conduct training within the whole of Government ministries. Following the finalization and adoption of the KDP 2012-2015, which is envisaged in April, 2012, the consultant is expected to conduct an intensive training programme on RBM and M&E, project planning, development and results based reporting etc. with ministries.

US\$10,000 has been budgeted for contingencies for unforeseen costs that may arise in future.

According to the COGNOS report⁶ from ATLAS, the budget remaining of the US\$180,000 allocated from the MTFD for the joint programme is **US\$128,106**, which is 70 percent of the total budget allocated. This implies that as of December, 2011, US\$51,894 has been utilized or 30 percent of the total budget, hence implementation of the joint programme up to December, 2011 is 30%.

It is anticipated that much of the remaining funds that will be rolled over to 2012, will be utilized during the first and second quarter of 2012, since the One Fund/KDP RBM and M&E Consultant had just begun work on 15th July, 2011 and most of the substantive activities would begin in earnest implementation from April, 2012 once the KDP is finalized and implemented.

Table 2: Additional Funding Required from MTFD

Programme Budget/Cost Category [US\$]	2012
Budget remaining	128,106
Less 7% ICFORUNFPA	8,381
Net amount to be rolled over to 2012 [A]	119,725
Total Programme Budget/Costs	144,928
Plus 7% Indirect Cost for UNFPA	10,145
Grand Total [B]	155,073
Total additional amount required from MTFD [B-A]	\$35,348

⁶ 8th December, 2011

Table 2 shows that net budget remaining to be rolled over to 2012 is **US\$119,725**. The total budget requirement for the joint programme in 2012 is **US\$155,073** (inclusive of 7% indirect cost for UNFPA of US\$10,145) less available funds from 2012 of **US\$119,725**, the total additional amount that would be required for extension of the joint programme to December, 2012 is **US\$35,348**.

UNCT at its meeting in December, 2011 had **endorsed the additional funding of US\$50,000** from balance of leftover MTFDF funds from other agencies to fund the extension of the programme to December, 2012.

The COGNOS report of 23rd February, 2012 shows that the budget remaining was \$111,919.12 which comprised 62.1% of the total UDB11 funds allocated of US\$180,000 and expenditure as at February, 2012 was US\$668,080.88 which comprised 37.8% of total fund allocated. Attached as **Annex 4** to this report is the certified financial statement as of 23rd February, 2012.

VI. Indicator Based Performance Assessment

The table below shows the validation of results and progress achieved as per the indicator based assessment framework, explanations on the variances and relevant comments.

VIII. INDICATOR BASED PERFORMANCE ASSESSMENT

Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p><i>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</i></p>						
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p><i>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</i></p> <p><i>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</i></p> <p><i>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</i></p>						
1. Training needs assessment for RBM and M&E						
1.1 In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals	TNA tool developed No of TNA forms and tool filled and completed No. of training needs identified	0 0 0	1 TNA tool 20 10	1 TNA tool 13 7	Monthly Report	
1.2 In line with the training needs assessment, develop and coordinate capacity building and training activities in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and	No. of training modules developed No of training conducted/deli	0 0	7 At least 4 training	0 2	Monthly Report	I training on TNA was delivered to ministries/departments I training on Results Based Planning was conducted for staff in the Ministry of

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>							
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>							
data for effective resource allocation and decision making with key partners.	verified		developed and delivered				Finance and Economic Development.
1.3 In collaboration with MFED and national partners, conduct needs assessment for IT and software to support information system and Planning, Monitoring and Evaluation (PME) especially in MISA, NEPO, Ministries of Labour and Justice.	Needs assessment for IT conducted No. of PME software system implemented	0 0	1 1	0 0			This has been re-scheduled to April 2012 so as to supplement the KDP Indicator framework once its 100% completed.
1.4 In collaboration with MFED and key ministries, identify key counterparts from NEPO and sector ministries and provide coaching and mentoring of these counterparts in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data to ensure effective transfer of skills and project sustainability	No. of counterpart staff identified/selected No. of sector working groups developed	0 0	12 6	6 6		Monthly Report	6 sector working groups were established based on the KDP priority areas
<p>2. Capacity Building Strategy for RBM and M&E</p>							

Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>						
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>						
2.1 In close collaboration with national partners, ensure that an RBM ME capacity building strategy for national partners and institutions exists in the context of the KDP and the UNDAF ME plans. Pay particular attention to the capacity needs of national partners such as professional evaluation associations will be strengthened by involvement in evaluation processes and possibly through specific capacity building initiatives.	0	1	1			
2.2 Collaborate to implement capacity building strategies as a joint commitment with other developmental partners. Utilize a range of appropriate skills building strategies including self-learning, seminars and workshops and practical experience in order that national partners' staff has the basic knowledge and skills in understanding and applying new M&E policies, tools, methods to fulfill their responsibilities. Similarly, design and implement	0	3	0			These have been structured into the KDP M&E Capacity Building Strategy. Once it is shared with the wider donors/development partners specific areas of joint program intervention in M&E will be developed. Existing M&E tools have been identified for review within the
	0	6	0			

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p><i>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</i></p>							
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p><i>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</i></p> <p><i>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</i></p> <p><i>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</i></p>							
strategies suited to the skills needs of national partners including capacity to lead country led strategic evaluations of development initiatives/plans/policies.							KDP M&E matrix. For areas where there is no data, new tools are going to be developed. Activity due in April 2012.
3. Strengthening of Planning, Monitoring and Evaluation							
3.1 Coordinate with line ministries/departments and key partners and stakeholders the finalization of the KDP M&E framework in alignment with the UNDAF Kiribati One Fund M&E framework.	KDP Framework and Results Statement Finalized	0	Draft KDP M&E framework and Results Statement Developed	Draft KDP M&E framework and Results Statements Developed		Monthly Report	
3.2 Assist the National Planning Office in expediting the review of the KDP (2008-2011) and the preparation of the revised KDP (2012-2015), Sector Plans and MOPs in close consultation with relevant key ministries, stakeholders, NGOs/Civil societies, and development partners to address Kiribati development challenges and priorities for the medium and long term.	No. of KDP inputs provided No. of KDP Chapters reviewed	0 0	10 9	10 9		Monthly Report Draft KDP	M&E consultant led the drafting, write up and infusion of an M&E capacity building strategy chapter into the KDP of 2012-2105 for the very first time in national planning context.

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>							
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>							
3.3	Support and strengthen government's development machinery to effectively monitor its programmes and activities and review and strengthen M&E reporting templates for effective reporting	0	1	0			Activities are scheduled for May to June 2012.
3.4	In collaboration with MISA and other key stakeholders in government and donors identify women and child specific indicators and best methodology for collation of data and reporting possibly using DevInfo.	0	1	0			There has inclusion of child and women indicators in the KDP 2012-2015. However the minimum list of child and women specific indicators will be finalized in March 2012. Existing M&E tools have been identified for review within the KDP M&E matrix. For areas where there is no data, new tools are going to be developed. Activity due in April 2012.

Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>						
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>						
No. of coordinated meetings on M&E conducted with donors and development partners	0	2	0			A joint approach has been proposed within the KDP M&E Capacity Building Strategy. 2 meetings will be conducted so as to gain support for M&E capacity building activities from development partners such as AusAID and NZ Aid.
3.5 Collaborate with national partners and key stakeholder the preparation of a planning, monitoring and evaluation and Results Based Management manual for monitoring the implementation of current and future KDP.	RMB and M&E Manual for the KDP developed	1	1		Monthly Report MFED/NEPO Report	Inputs for the manual its chapters are currently being drafted concurrently as work progresses on the KDP preparations.
<p>4. Strengthening Statistical Systems, Databases, Analysis and Reporting Systems</p>						
4.1 In coordination with other stakeholders and partners, support the collection of Millennium Development Goal (MDG) and other key social development indicators (through DHS/MICS or	Proportion of ICPD/MDG related indicator data available	26	28	20	KDP 2012-2015 M&E Results Matrix	MDGs indicators have infused structured into the KDP M&E Results Matrix. Currently 20 indicators have data available from various

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>							
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>							
other surveys) to improve national planning, decision making and monitoring and evaluation.							government and regional data sources.
4.2 Support partners in strengthening existing national statistical databases, identify data gaps in the KDP M&E framework and the Kiribati One Fund M&E Framework and ensure collation of respective data for indicators and readily accessible by key stakeholders.	Proportion of indicator with data	31	114	65	Overall the KDP has 114 indicators-including the MDG indicators (both sector and national level). Of these 65 have baseline while 49 do not. Data collection for unavailable baseline data is on-going but is scheduled to close in February 2012. Tools are planned to be developed for governance and environment sectors to assist in the collection of both qualitative and quantitative data. However a review will be done on all existing tools.	KDP 2012-2015 M&E Results Matrix	.It is important to note that the KDP indicators were scaled down from 219 in the previous plan to 114 in the current one.
	Proportion of indicator without data	188	0	49			
	No. of tools for data collection developed.	0	5	0			
4.3 Support the preparation of country level statistical and analytic reports on the status of human rights issues when opportunities emerge to influence developmental and social policies, to include	No. of inputs provide for the MDG/ICPD/C RC/CEDAW reporting	0	4	0			Inputs will be provided as and when reports are due.

Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<p>Kiribati UNDAF Outcome 1.1: National and regional statistical information systems and databases are established, strengthened (to support information systems), upgraded and harmonised focusing strongly on demographic disaggregated data and poverty indicators.</p> <p>Indicator: 1.1.1: Kiribati uses DevInfo/PacificInfo/POPGIS/PRISM to maintain up to date and accurate statistical information systems and databases</p> <p>1.1.2: Kiribati uses sex disaggregated demographic and other data related to MDGs, ICPD, gender and poverty indicators</p>						
<p>UNDAF Output 1a:</p> <p>Improved capacity of relevant officers & ministries to carry out, analyse & disseminate sex disaggregated and age-specific surveys on issues such as employment living standards, income distribution, etc</p> <p>Indicator:</p> <p>1a.1: Proportion of national and sectoral plans and policies that incorporate population, reproductive rights and gender equality</p> <p>1a.2: Proportion of national policy makers trained in policy analysis related to population, SRH and gender</p> <p>1a.3: Status of inclusion of policy analysis on PD, RH and Gender equality in the MDG reports</p>						
technical support to global reporting obligations including national reports on progress toward the MDGs, and toward CRC and CEDAW fulfillment.						
5. Advocacy and Awareness on M&E Functions and Responsibilities						
5.1 Promote the awareness and understanding of the shared responsibility of ME function among national partners and UN staff members through communication, training, learning and development activities organization-wide.	No. of RBM and advocacy brochure published and disseminated	0	1			These activities have been scheduled for May 2012 but could spread into June 2012.
No. of advocacy training on M&E conducted.	0	2	0			

ONE FUND/KDP M&E CONSULTANT – WORKPLAN OUTPUTS AND ACTIVITIES

S/N	TOR ACTIVITIES	OUTPUTS/DELIVERABLES	ACTIVITY WORKPLAN	TIMELINE												INDICATORS
				2011						2012						
				JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY		
1	<p>In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals</p> <p>In line with the training needs assessment, develop and coordinate capacity building and training activities in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data for effective resource allocation and decision making with key partners.</p>	<ul style="list-style-type: none"> Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals 	<p>Key document familiarization and review</p> <p>Develop M&E capacity assessment tool⁸</p> <p>Conduct rapid assessment survey on the existing partner M&E capacities</p> <p>Identify M&E training gaps and partner M&E needs</p> <p>Analysis of M&E Training gaps and needs</p> <p>Production of initial M&E assessment report (draft)</p> <p>Appraisal of M&E modular¹⁰ training guides</p> <p>Development of an M&E modular training schedule</p> <p>Dissemination of M&E modular training schedule</p> <p>Conduct M&E capacity building program</p> <p>Production of training report</p>												<p>Number of training needs identified</p> <p>Better measurement and analysis of existing M&E⁹ procedure, processes and practices.</p> <p>Completed M&E capacity building work plan</p> <p>Number of M&E modular trainings conducted</p> <p>Initial programming, M&E and sector situation analysis report.</p> <p>Improved capacity for planning, monitoring and evaluation</p>	

⁷ Kiribati Development Plan, UNDAF Kiribati One Fund, Sector reports, CRC and CEDAW annual reports and other relevant reports

⁸ Structured self-administered questionnaire

⁹ Monitoring and Evaluation

¹⁰ The following M&E training manuals have been already developed by the consultant and can be tailored to suit local conditions if required: Development of logical frameworks, Logical framework analysis (LFA), Baseline and benchmarking, Results Based Management, Development of M&E system and M&E plans, Indicators development, Performance Management Plans (PMPs), Participatory Monitoring and Evaluation Techniques, Developing Terms of Reference for M&E, Finance and Budgeting for M&E, Management Information Systems, Data base development, data analysis, M&E information use for M&E, ICT Usage for M&E and among many other modules as deemed appropriate.

<p>In collaboration with MFED and national partners, conduct needs assessment for IT and software to support information system and Planning, Monitoring and Evaluation (PME) especially in MISA, NEPO, Ministries of Labour and Justice.</p>	<ul style="list-style-type: none"> Training needs identified in the area of IT & software to support information system, PME¹¹ 	<p>(draft) Develop M&E capacity assessment tool for ICT Conduct rapid assessment survey on the existing partner ICT and PME Analysis of ICT training gaps for PME Conduct capacity training on ICT for PME</p>	TIMELINE												<p>Improved Capacity for M&E use in the ICT sector Number of ICT staff trained in M&E methodology</p>			
			2011												2012			
			JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY					
<p>TOR ACTIVITIES</p> <p>In collaboration with MFED and key ministries, identify key counterparts from NEPO and sector ministries and provide coaching and mentoring of these counterparts in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data to ensure effective transfer of skills and project sustainability</p>	<p>OUTPUTS/DELIVERABLES</p> <ul style="list-style-type: none"> Establish and key RBM¹² and M&E focal points in ministries/department Coaching and mentoring program 	<p>ACTIVITY WORKPLAN</p> <p>Formation of training institutional and partner training groups Identification of group heads Conduct partner field training, coaching and mentoring¹³ exercises in M&E</p>	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY		<p>INDICATORS</p> <p>M&E coaching and mentoring program established Institutionalized training and capacity building plans and programs established M&E focal points identified and empowered for RBM¹⁴ in their sectors and ministries</p>			
<p>2 Capacity Building Strategy for RBM and M&E</p>																		

¹¹ Planning Monitoring and Evaluation

¹² Results Based Management

¹³ One on one field based interactions and learning

¹⁴ Ibid 5

<p>In close collaboration with national partners, ensure that an RBM ME capacity building strategy for national partners and institutions exists in the context of the KDP and the UNDAF ME plans. Pay particular attention to the capacity needs of national partners such as professional evaluation associations will be strengthened by involvement in evaluation processes and possibly through specific capacity building initiatives.</p>	<ul style="list-style-type: none"> • RBM and M&E Capacity building strategy • Membership of professional evaluation associations • National counterpart in evaluation and mid-term review 	<p>Clustering of partners Formation of M&E working groups Facilitation of individual membership entry to M&E professional working groups Formation of Kiribati M&E Association (KMEA) Networking (KMEA) to other international¹⁵ M&E Associations Involve KMEA members in one National counterpart in evaluation and mid-term review</p>	<p>Functional M&E working groups established National M&E counterpart well equipped with field skills¹⁶ for M&E</p>							
TIMELINE										
2011										
2012										
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
<p>TOR ACTIVITIES</p> <p>Collaborate to implement capacity building strategies as a joint commitment with other developmental partners. Utilize a range of appropriate skills building strategies including self-learning, seminars and workshops and practical experience in order that national partners' staff has the basic knowledge and skills in understanding and applying new M&E policies, tools, methods to fulfill their responsibilities. Similarly,</p>	<p>OUTPUTS/DELIVERABLES</p> <ul style="list-style-type: none"> • Joint training program with other development partners • Identify and prepare self-learning programs • Identify relevant evaluation initiatives and develop strategies and plans for local involvement in key evaluations 	<p>ACTIVITY WORKPLAN</p> <p>Planning workshop for training and capacity building programs with development partners Conducting one mid-term evaluation¹⁷ with local staff involvement Conducting one end-line evaluation¹⁸ with local staff involvement</p>	<p>INDICATORS</p> <p>Number of co-trainers identified</p> <p>Number of M&E Trainers of Trainers (TOT) established.</p> <p>Number of evaluations successfully led and completed by local staff.</p> <p>Number of internal M&E review</p>							

¹⁵ Africa Evaluators Association (AfreA), Monitoring and Evaluation News (MANDE), European Evaluators Association, American Evaluation Association

¹⁶ Some of the skills include Logical framework analysis (LFA) including problem and objective tree development, PMP development, Participatory M&E techniques, data analysis, data base development, Research management and many others.

¹⁷ As appropriate

¹⁸ Ibid 10

design and implement strategies suited to the skills needs of national partners including capacity to lead country led strategic evaluations of development initiatives/plans/policies.						conducted by locally trained M&E staff
TIMELINE						
			2011			
			JUL	AUG	SEP	OCT
			NOV	DEC	JAN	FEB
			MAY	APR	MAR	INDICATORS
Strengthening of Planning, Monitoring and Evaluation Functions and Processes						
Coordinate with line ministries/departments and key partners and stakeholders the finalization of the KDP M&E framework in alignment with the UNDAF Kiribati One Fund M&E framework.	<ul style="list-style-type: none"> Final KDP M&E framework Alignment exercise with the UNDAF Kiribati One Fund M&E Framework 	<p>Conduct M&E framework finalization and reconciliation workshops for the KDP and UNDAF Kiribati One Fund</p>				Number of participants (by gender) attending formation workshops UNDAF Kiribati One Fund M&E Framework established with clear targets and milestones Improved result management arising from the UNDAF Kiribati One Fund M&E Framework
Assist the National Planning Office in expediting the review of the KDP (2008-2011) and the preparation of the revised KDP (2012-2015), Sector Plans and MOPs in close consultation with relevant key ministries, stakeholders, NGOs/Civil societies, and development partners to address Kiribati development challenges and priorities for the medium and long term.	<ul style="list-style-type: none"> Coordination of preparation and finalization of the KDP 2012-2015 	Facilitate M&E workshops for development of the KDP (2008-2011) Plans. Development of performance indicators for the KDP 2008-2011 Plan				Standardized KDP 2012-2015 performance indicators developed Finalized KDP 2012-2015 document with clear performance indicators and results matrix.
Support and strengthen government's development machinery to effectively monitor its programs and activities and review and strengthen M&E reporting templates for effective reporting.	<ul style="list-style-type: none"> Report on Government development machinery and options for strengthening program implementation monitoring Revised and 	Conduct synthesis of government M&E systems Conduct appraisal of existing government reporting templates Conduct capacity				Result based government reporting templates developed

		strengthened reporting templates	building exercises for government in PME and reporting Produce specific analytical data reports for effective government reporting requirements Support compilation of the national reports on progress toward the MDGs through coaching staff and mentoring staff on report writing. Produce training manual for government use under M&E reporting and accountability.								Improved capacity for reporting on government interventions exhibited by staff.
	In collaboration with MISA and other key government stakeholders in government and Donors, identify women and child specific indicators and best methodology for collation of data and reporting possibly using DevInfo.	<ul style="list-style-type: none"> Minimum list of core indicators for women and children Indicator data collection tools Appropriate MIS or software for reporting 	Conduct review of existing women and child specific indicators Conduct SMART's indicator development workshops Develop core list of women and child specific indicators Develop data collection tools to cater for women and child specific indicators data needs Identify appropriate MIS to support collation of women and child specific indicators Train staff on child and women data analysis processes for reporting								Standardized list of core indicators for women and children developed. Improved usage of appropriate software for analysis of women and child indicators Improved reporting on women and child related data

¹⁹ Specific, Measurable, Realistic, Economic and Replicable

	<p>Coordinate with ministries and partners to ensure that monitoring systems are properly designed, and that data collection and analysis from field visits are coordinated and standardized across programs to feed into programme performance monitoring, with special attention to humanitarian response.</p>	<ul style="list-style-type: none"> Standardization of monitoring systems and departments 	<p>purposes using identified MIS software.</p> <p>Design and oversight of M&E systems in collaboration with the sector and ministry M&E Officers</p> <p>Development of data collection and analysis plans</p> <p>Prepare systematic and chronological Box files of all data collection tools to promote standardization and streamlining.</p> <p>Update project monitoring plan</p>	<p>Longitudinal monitoring and evaluation system established across ministries and departments</p>
<p>Collaborate with national partners and key stakeholder the preparation of a planning, monitoring and evaluation and Results Based Management manual for monitoring the implementation of current and future KDP.</p>	<ul style="list-style-type: none"> Standard operating procedure and manual for planning, monitoring and evaluation and reporting Central computerized M&E system aligned with financial management information systems 	<p>Review of M&E needs assessment and M&E modular training reports</p> <p>Update of M&E modular training guides and manuals for planning, monitoring and evaluation and reporting</p> <p>Development of central computerized M&E system aligned with financial management information systems.</p> <p>Dissemination and training staff on central computerized M&E system aligned with financial management information systems</p>	<p>Standard operating procedure and manual for planning, monitoring and evaluation and reporting developed</p> <p>Improved simultaneous usage of both M&E and financial reports to improve results mapping</p>	
<p>4</p>	<p>Strengthening Statistical Systems, Databases, Analysis and Reporting Systems</p>			

<p>In coordination with other stakeholders and partners, support the collection of Millennium Development Goal (MDG) and other key social development indicators (through DHS/MICS or other surveys) to improve national planning, decision making and monitoring and evaluation.</p>	<ul style="list-style-type: none"> MDG and other development indicators statistical systems, management information systems and database 	<p>Design and oversight of key MDG indicator and key development indicators collection tools</p> <p>Conduct periodic quarterly data collection exercises</p>	<p>Galvanized MDG and other development indicators statistical systems, management information systems and databases</p>
<p>Support partners in strengthening existing national statistical databases, identify data gaps in the KDP M&E framework and the Kiribati One Fund M&E Framework and ensure collation of respective data for indicators and readily accessible by key stakeholders.</p>	<ul style="list-style-type: none"> Data gaps of key indicators in the KDP M&E framework and the One Fund identified Develop tools for collection of data for indicators 	<p>Develop tools for collection of KDP M&E framework data</p> <p>Conduct data and data base audit exercises amongst partners to identify data gaps of key indicators within the KDP M&E framework and One Fund</p> <p>Prepare systematic and chronological Box files of all statistical data monitoring tools to enhance data collation</p> <p>Produce computerized data database in Dev info for project reporting purposes</p>	<p>Improved data management systems for partner and ministries.</p>
<p>Support the preparation of country level statistical and analytic reports on the status of human rights issues when opportunities emerge to influence developmental and social policies, to include technical support to global reporting obligations including national reports on progress toward the MDGs, and toward CRC and CEDAW fulfillment.</p>	<ul style="list-style-type: none"> Appropriate statistical and analytical inputs for global reporting obligations such as MDGs, CEDAW, CRC 	<p>Produce specific analytical data reports and/or Graphs for MDGs as requested by CRC and CEDAW</p> <p>Support compilation of the national reports on progress toward the MDGs through coaching staff and mentoring staff on report writing.</p>	<p>Enhanced data and evidence based reports produced by the various departments and ministries.</p>
<p>5 Advocacy and Awareness on M&E Functions and Responsibilities</p>			

	<p>Promote the awareness and understanding of the shared responsibility of ME function among national partners and UN staff members through communication, training, learning and development activities organization-wide.</p>	<ul style="list-style-type: none"> • Advocacy and awareness plans for strengthened M&E functions and responsibilities 	<p>Formation of M&E national discussion boards and forums Prepare sector M&E dissemination briefs and newsletters. Conduct M&E dissemination functions and seminars</p>						<p>Increased visibility of data based reports. Improved usage of M&E generated data for decision making and policy formulation Enhanced and targeted M&E job descriptions Strengthened M&E recruitment processes Reduced negative orientations to external evaluations Functional M&E working groups</p>
--	---	--	---	--	--	--	--	--	---

ONE FUND/KDP M&E CONSULTANT MONTHLY REPORT TEMPLATE

Month: July 28th – August 28th 2011

TOR ACTIVITIES	OUTPUTS/DELIVERABLES	ACTIVITY WORKPLAN	ACHIEVEMENTS/PROGRESS OF ACTIVITIES	CHALLENGES & CONSTRAINTS	PERFORMANCE INDICATORS
[Insert activities as in TOR]	[Insert outputs/deliverables]	[List activities in the work plan]	[report against progress in implementing activities in the work plan]	[list challenges/constraints faced & provide recommendation on how these could be addressed]	
1. Training Needs Assessment for Results based Management and M&E					
1. In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals	Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals	Key document familiarization and review Analysis of M&E Training gaps and needs	The following documents ²⁰ were received and reviewed for background coverage and situation analysis by themes (identified gaps, skills and current M&E system components) of the M&E situation: The review revealed the following the M&E gaps : Enhancing the use of monitoring and evaluation information, improvement of data collection and analysis and Review Indicators relating to the Policy Division. A disjointed M&E system was revealed consisting of several M&E components which were not functioning as a unit and thus leading to a non-functioning system. That was not aligned to MDG and UNDAF commitments	Only one ministry operational has been received and reviewed for M&E and sector strategies. The consultant is developing an inventory of all key documents (including documents on ministry mandates and expected deliverables from ministry divisions) necessary to offer technical guidance on enhancement of M&E system for distribution to all ministries. A complete of all key documents is vital providing a complete picture and highlighting all disjoints in the current M&E system.	In total the following documents ²¹ were received and reviewed for a desk review situation analysis on M&E practices and procedures.

²⁰ Kiribati Development Plan, UNDAF Kiribati One Fund, Sector reports, CRC and CEDAW annual reports, ministry action plans, UNICEF Planning Monitoring and Evaluation Diagnostic Study, UNDAF Annual Progress Report 2010, Kiribati MDG Status report 2010, KDP Indicator Alignment meeting Report, UN M&E mission report, Pacific Sub region UNDAF mid-term review report,

		<p>Develop M&E capacity assessment tool²²</p> <p>Conduct rapid assessment survey on the existing partner M&E capacities</p>	<p>A Monitoring and Evaluation Training Needs Assessment tool was developed in a participatory manner and close consultation with key government counterparts such as NEPO who provided a review and oversight on the themes to be appraised.</p> <p>The TNA tool developed was rolled out to the following government counterparts (consisting of mainly Senior Assistant Secretaries and Heads of Departments/Directors of Units): House of Parliament, Ministry of Health and Medical Services, Ministry of Education, Ministry of Public Works and Utilities, Ministry of Communication, Transport, Tourism and Development, Ministry of Commerce, Industry and Cooperatives, Office of the President, Ministry of Foreign Affairs and Immigration, Ministry of Marine, Fisheries and Resource Development, Ministry of Finance and Economic Development, Office of the President, Ministry of Internal and Social Affairs, Ministry of Line and Phoenix Islands Development, Public Service Secretariat, Ministry of Education, Office of the Attorney General Civil, Ministry of Labour, Judiciary, and Kiribati Police Services (see attached distribution list)</p>	<p>There was no adequate pre-testing of the tool due to time constraints.</p> <p>There has been slow progress in returns from several ministries. To date only the following ministries and counterparts have returned duly completed forms: Finance, Education, Health and Police Services. As a solution ministry level have been arranged to offer support to ministries in completing the tools as a means of fast tracking this exercise</p>	<p>One tool successfully developed.</p> <p>In total 16 government ministries have been involved in the training Needs Assessment Exercise. Only 4 have successfully returned tools for measurement of M&E gaps.</p>
		<p>Identify M&E training gaps and partner M&E needs</p>	<p>Preliminary results received and analysed from the finance ministry revealed the following training gaps such as: a lack of clear understanding and practical application under program/project cycle management, problem/objective tree analysis, logical framework analysis, linkages between planning, monitoring and evaluation, project/program design and planning, M&E plans, conducting sector evaluations, analysis of both national and sector budget performance, results frameworks, risk assessment and mitigation, development of results based reporting templates, development of data collection tools and data analysis especially using Devinfo.</p> <p>There was also not direct connection and link between planning monitoring and evaluation process which caused failure to measure outcomes of the KDP 2008-2011 especially since it is not clear what is to be monitored or evaluated right from the planning or design phase of the KDP. The interlink ages between planning, monitoring and evaluation are not addressed thus causing gaps in national budget processes. Good planning combined with effective monitoring and evaluation can play a major</p>	<p>There has been slow progress in returns from several ministries. To date only the following ministries and counterparts have returned duly completed forms: Finance, Education, Health and Police Services. As a solution ministry level have been arranged to offer support to ministries in completing the tools as a means of fast tracking this exercise</p>	<p>There has been better measurement for M&E training gaps for 1 ministry (finance). In total 10 major gaps have been identified.</p>

	<p>role in enhancing the effectiveness of sector programs and projects. The implications of these gap was that without proper planning and clear articulation of intended results within ministries and departments, it will be clear what should be monitored ; hence monitoring could be done well. Without effective planning (clear results frameworks), the basis for evaluations was weak; hence evaluation could not be done well.</p> <p>Lastly it was also revealed through the TNA that the planning department focused more the fiscal part of monitoring with less emphasis on the non-fiscal. The statistics department carried out some non-fiscal functions in M&E including surveys and census. However there was no balance between the two types of M&E which later presented major challenges in the policy evaluations and the national development plan and due to the lack of a complimentary and evidence based M&E system.</p> <p>A initial training report is being developed and compiled for analysis as M&E TYNA tools are returned.</p>	<p>Production of initial M&E assessment report (draft</p>		
	<p>There has been slow progress in returns from several ministries; This has hampered the complete (full picture) analysis of the M&E TNA gaps from other ministries. As a solution ministry level have been arranged to offer support to ministries in completing the tools as a means of fast tracking the compilation of this report.</p> <p>The major challenge is tailoring all modules to the local Kiribati context. The Consultant is currently collating case studies and examples from document review of previous reports process so as to offer as real life touch to the modules.</p>	<p>Appraisal of M&E modular²³ training guides</p>	<p>Training and capacity building plans and programs</p>	<p>2. In line with the training needs assessment, develop and coordinate capacity building and training activities in RBM and M&E, project appraisals, sector analysis supported with evidence based analysis and data for effective resource allocation and</p>
<p>1 consolidated report is yet to be finalized.</p>				
<p>2 M&E training module has been finalized (program management and objective tree analysis for the new KDP 2012-2015)</p>				

²³ The following could be developed and adapted locally if required: Development of logical frameworks, Logical framework analysis (LFA), Baseline and benchmarking, Results Based Management, Development of M&E system and M&E plans, Indicators development, Performance Management Plans (PMPs), Participatory Monitoring and Evaluation Techniques, Developing Terms of Reference for M&E, Finance and Budgeting for M&E, Management Information Systems, Data base development, data analysis, M&E Information use for M&E, ICT Usage for M&E and among many other modules as deemed appropriate.

decision making with key partners.			reporting and Documentation and lastly Introduction to Program/Project Completion Processes and Procedures.		
		Development of an M&E modular training schedule	Through the preliminary results received a capacity a training schedule has been developed for the ministry of finance. A capacity building strategy of starting with the ministry of finance. It is hoped that the participants of this training will be tasked with producing a results based ministry operational plan and in turn they will double as trainers to conduct subsequent similar training for other ministries (see attached list of planned trainings).	1 ministry schedule (finance) has been finalized.	
		Dissemination of M&E modular training schedule	This schedule has been disseminated to all departments in the ministry of finance.	The challenge is in getting full and consistent participation from all departments since the modules are developed in series covering several months. A More condensed version of the schedule (covering up to 4 days) is being developed in-case there is a need for change of implementation strategy for the M&E training.	1 ministry schedule (finance) has been disseminated.
		Conduct M&E capacity building program	The training program has been kick started at the ministry of finance NEPO department starting 1 st September 2011 with two trainings from 1 st 2 nd September on program cycle and problem/objective tree modules.	The challenge is merging appropriate dates for subsequent trainings in other ministries in such a way to realize consistent and effective participation from at least 2 members from each ministry department.	1 ministry (finance) has been kick started.
		Production of training report (draft)	This activity has been scheduled for Q4 year 2011 after completion of all training in ministries.	Not applicable for this month	Not applicable for this month
3.In collaboration with MFED and national partners, conduct needs assessment for IT and software to support information system and Planning, Monitoring and Evaluation (PME) especially in MISA, NEPO, Ministries		Develop M&E capacity assessment tool for ICT	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
	Training needs identified in the area of IT & software to support information system, PME ²⁴				

of Labour and Justice.							
			Conduct rapid assessment survey on the existing partner ICT and PME		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
			Analysis of ICT training gaps for PME		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
			Conduct capacity training on ICT for PME		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
4. In collaboration with MFED and key ministries, identify key counterparts from NEPO and sector ministries and provide coaching and mentoring of these counterparts in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data to ensure effective transfer of skills and project sustainability	Establish and key RBM ²⁵ and M&E focal points in ministries/department	Coaching and mentoring program	Formation of training institutional and partner training groups		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
			Identification of group heads		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
			Conduct partner field training, coaching and mentoring ²⁶ exercises in M&E		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
2. Capacity Building Strategy for Results Based Management and Monitoring and Evaluation.							
1. In close collaboration with national partners, ensure that an RBM ME capacity building strategy for national partners	RBM and M&E Capacity building strategy	Membership of	Clustering of partners		This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month

²⁵ Results Based Management

²⁶ One on one field based interactions and learning

and institutions exists in the context of the KDP and the UNDAF ME plans. Pay particular attention to the capacity needs of national partners such as professional evaluation associations will be strengthened by involvement in evaluation processes and possibly through specific capacity building initiatives.	professional evaluation associations National counterpart in evaluation and mid-term review					
		Formation of M&E working groups	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month
		Facilitation of individual membership entry to M&E professional working groups	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month
		Formation of Kiribati M&E Association (KMEA)	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month
		Networking (KMEA) to other international ²⁷ M&E Associations	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month
		Involve KMEA members in one National counterpart in evaluation and mid- term review	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month
2.Collaborate to implement capacity building strategies as a joint commitment with other developmental partners. Utilize a range of appropriate skills building strategies including self-learning, seminars and workshops and practical experience in order that national partners' staff has the basic knowledge and skills in understanding and applying new M&E policies, tools, methods to fulfill their responsibilities. Similarly, design and implement strategies suited to the skills needs of national partners	Joint training program with other development partners Identify and prepare self-learning programs Identify relevant evaluation initiatives and develop strategies and plans for local involvement in key evaluations	Planning workshop for training and capacity building programs with development partners.	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month	Not applicable for this month

including capacity to lead country led strategic evaluations of development initiatives/plans/policies.								
		Conducting one mid- term evaluation ²⁸ with local staff involvement.	This activity has been scheduled for Q4 year 2011				Not applicable for this month	Not applicable for this month
		Conducting one end-line evaluation ²⁹ with local staff involvement.	This activity has been scheduled for Q4 year 2011				Not applicable for this month	Not applicable for this month
3. Strengthening of Planning, Monitoring and Evaluation Functions and Processes.								
1. Coordinate with line ministries/departments and key partners and stakeholders the finalization of the KDP M&E framework in alignment with the UNDAF Kiribati One Fund M&E framework.	Final KDP M&E framework Alignment exercise with the UNDAF Kiribati One Fund M&E Framework	Conduct M&E framework finalization and reconciliation workshop for the KDP and UNDAF Kiribati One Fund	This activity has been scheduled for Q2 2011 and Q1 year 2012				Not applicable for this month	Not applicable for this month
2. Assist the National Planning Office in expediting the review of the KDP (2008-2011) and the preparation of the revised KDP (2012-2015), Sector Plans and MOPs in close consultation with relevant key ministries, stakeholders, NGOs/Civil societies, and development partners to address Kiribati development challenges and priorities for the medium and long term.	Coordination of preparation and finalization of the KDP 2012-2015	Facilitate M&E workshops for development of the KDP (2008-2011) Plans.	This activity has been scheduled for Q2 2011 and Q1 year 2012				Not applicable for this month	Not applicable for this month
		Development of performance indicators for the KDP 2008-2011 Plan	This activity has been scheduled for Q2 2011 and Q1 year 2012				Not applicable for this month	Not applicable for this month
3.Support and strengthen government's development machinery to effectively monitor its programs and activities and review and strengthen M&E reporting	Report on Government development machinery and options for strengthening program implementation monitoring	Conduct synthesis of government M&E systems	This activity has been scheduled for Q2 2011 and Q1 year 2012				Not applicable for this month	Not applicable for this month

²⁸ As appropriate

²⁹ Ibid 10

templates for effective reporting.	Revised and strengthened reporting templates	Conduct appraisal of existing government reporting templates	This activity has been scheduled for and Q2 2011 and Q1 year 2012	Not applicable for this month
		Conduct capacity building exercises for government in PME and reporting	This activity has been scheduled for and Q2 2011 and Q1 year 2012	Not applicable for this month
		Produce specific analytical data reports and/or for effective government reporting requirements	This activity has been scheduled for and Q2 2011 and Q1 year 2012	Not applicable for this month
		Support compilation of the national reports on progress toward the MDGs through coaching and mentoring staff on report writing.	This activity has been scheduled for and Q3 2011 and Q1 year 2012	Not applicable for this month
		Produce training manual for government use under M&E reporting and accountability.	This activity has been scheduled for and Q3 2011 and Q1 year 2012	Not applicable for this month
4. In collaboration with MISA and other key government stakeholders in government and Donors, identify women and child specific indicators and best methodology for collation of data and reporting possibly using DevInfo.	Minimum list of core indicators for women and children Indicator data collection tools Appropriate MIS or software for reporting	Conduct review of existing women and child specific indicators	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Conduct indicator development workshop	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Develop core list of women and child specific indicators	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Develop data collection tools to cater for women and child specific indicators	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Identify appropriate MIS to support collation of women and child specific indicators	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Train staff on child and women data analysis processes for reporting purposes.	This activity has been scheduled for Q4 year 2011	Not applicable for this month
		Train staff on child and women data analysis processes for reporting purposes using identified MIS software	This activity has been scheduled for Q4 year 2011	Not applicable for this month

5. Coordinate with ministries and partners to ensure that monitoring systems are properly designed, and that data collection and analysis from field visits are coordinated and standardized across programs to feed into to programme performance monitoring, with special attention to humanitarian response.	Standardization of monitoring systems across ministries and departments	Design and oversight of M&E systems in collaboration with the sector and ministry M&E Officers	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
		Development of data collection and analysis plans	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
		Prepare systematic and chronological Box files of all data collection tools to promote standardization.	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
		Update project monitoring plan	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
6. Collaborate with national partners and key stakeholder the preparation of a planning, monitoring and evaluation and Results Based Management manual for monitoring the implementation of current and future KDP.	Standard operating procedure and manual for planning, monitoring and evaluation and reporting Central computerized M&E system aligned with financial management information systems	Review of M&E needs assessment and M&E modular training reports	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
		Update of M&E modular training guides and manuals for planning, monitoring and evaluation and reporting	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
		Development of central computerized M&E system aligned with financial management information systems. Dissemination and training staff on central computerized M&E system aligned with financial management information systems	This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
			This activity has been scheduled for Q4 year 2011	Not applicable for this month	Not applicable for this month
4. Strengthening Statistical Systems, Databases and Reporting Systems					
1. In coordination with other stakeholders and partners, support the collection of Millennium Development	MDG and other development indicators statistical systems, management information	Design and oversight of key MDG indicator and key social development indicators data collection tools	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month

Goal (MDG) and other key social development indicators (through DHS/MICS or other surveys) to improve national planning, decision making and monitoring and evaluation.	systems and database		Conduct periodic quarterly data collection exercises	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month
2.Support partners in strengthening existing national statistical databases, identify data gaps in the KDP M&E framework and the Kiribati One Fund M&E Framework and ensure collation of respective data for indicators and readily accessible by key stakeholders.	Data gaps of key indicators in the KDP M&E framework and the One Fund identified Develop tools for collection of data for indicators		Develop tools for collection of KDP M&E framework data	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month
			Conduct data and data base audit exercises amongst partners to identify data gaps of key indicators within the KDP M&E framework and One Fund	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month
			Prepare systematic and chronological Box files of all statistical data monitoring tools to enhance data collation	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month
			Produce computerized data database in Dev info for project reporting purposes	This activity has been scheduled for Q2 year 2012	Not applicable for this month	Not applicable for this month
Support the preparation of country level statistical and analytic reports on the status of human rights issues when opportunities emerge to influence developmental and social policies, to include technical support to global reporting obligations including national reports on progress toward the MDGs, and toward CRC and CEDAW fulfillment.	Appropriate statistical and analytical inputs for global reporting obligations such as MDGs, CEDAW, CRC		Produce specific analytical data reports and/or Graphs for MDGs as requested by CRC and CEDAW			
			Support compilation of the national	This activity has been scheduled for	Not applicable for this month	Not applicable for this month

	reports on progress toward the MDGs through coaching and mentoring staff on report writing.	Q2 year 2012	month
5. Advocacy and awareness on M&E Functions and Responsibilities			
Promote the awareness and understanding of the shared responsibility of ME function among national partners and UN staff members through communication, training, learning and development activities organization-wide.	Advocacy and awareness plans for strengthened M&E functions and responsibilities	Formation of M&E national discussion boards and forums	Not applicable for this month
		This activity has been scheduled for Q3 year 2012	Not applicable for this month
		Prepare sector M&E dissemination briefs and newsletters.	Not applicable for this month
		This activity has been scheduled for Q3 year 2012	Not applicable for this month
		Conduct M&E dissemination functions and seminars	Not applicable for this month
		This activity has been scheduled for Q3 year 2012	Not applicable for this month

Name of Consultant: Mr. Phillip Kakande

Signature: Kakande Phillip Date: 31-08-2011

Supervisor/Director of National Economic Planning Office: [Insert name] Date: _____

Signature: _____ Date: _____

ONE FUND/KDP M&E CONSULTANT MONTHLY REPORT TEMPLATE¹

Month: August 28th –September 28th 2011

TOR ACTIVITIES [Insert activities as in TOR]	OUTPUTS/DELIVERABLES [Insert outputs/deliverable]	ACTIVITY WORKPLAN [List activities in the work plan]	ACHIEVEMENTS/PROGRESS OF ACTIVITIES [report against progress in implementing activities in the work plan]	CHALLENGES & CONSTRAINTS [list challenges/constraint faced & provide recommendation on how these could be addressed]	PERFORMANCE INDICATORS
6. Training Needs Assessment for Results based Management and M&E					
<p>1. In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals</p>	<p>Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals</p>	<ul style="list-style-type: none"> o Finalize M&E TNA 	<p>Overall there has been an improved response to the assessment completion as compared to last month. This followed a change in strategy such that ministry tour visits were conducted in order to offer support to ministries that had initially posted a slow response to the M&E TNA assessment. Overall results have been received from 12 ministries out of a total of 20 ministries (see attached list for follow up red indicates ministries still lagging behind in the M&E TNA)</p> <p>Preliminary analysis has revealed that the current M&E arrangements at ministry level are weak and comprise only a few non-functional systems at sector level (health, education and finance). They are characterized by incomplete planning (lack of divisional and operational plans in some sectors/ministries); fragmentation, poor definitions; duplication; lack of M&E plan; lack of a proper and aligned performance indicator frameworks, lack of baseline data; no targets (inadequate use of data generated); inconsistent tracking and reporting of implementation performance (activity level) lack of clear understanding and existence of a results framework(outputs, outcomes and impact) therefore no tracking and reporting on results; use of different reporting formats with a focus on activities and no common guidelines and standards, inadequate feedback and sharing of results across government and key partners</p> <p>There are no currently no strategies conceived to enhance governance and public sector service delivery in such a manner that the monitoring and evaluation function is fully developed and institutionalized in the public sector.</p>	<p>A slow response in submitting returns initially but this was solved through ministry level support visits targeting secretaries and Heads of Departments.</p>	<p>To date 20 government ministries have been involved in the training Needs Assessment Exercise. 12 have successfully returned tools for measurement of M&E gaps. This is an improved return considering that by end of last reporting period, only four had submitted. This figure has risen by 8.</p>
	<ul style="list-style-type: none"> o Production of Initial M&E Training Needs Assessment report 		<p>The following training areas have therefore preliminary identified as common priority training areas for all ministries through the M&E TNA :</p>	<p>60% (12 ministries) were able to submit M&E TNA tools late at the end of this</p>	<p>1 consolidated report and policy working paper are being drafted.</p>

				<ul style="list-style-type: none"> Development <ul style="list-style-type: none"> • Ministry of Education Supporting Ministries <ul style="list-style-type: none"> • Public Service Office • Attorney General Office • Ministry of Public Works & Utilities • Office of The Presidency • Public Service Office • Ministry of Communication, Transport and Tourism Developments • Ministry of Finance & Economic Development • Ministry of Internal & Social Affairs 2. GROUP 2: Economic Growth & Poverty Reduction Leading Ministries <ul style="list-style-type: none"> • Ministry of Finance & Economic Development • Ministry of Commerce, Industry and Cooperatives Supporting Ministries <ul style="list-style-type: none"> • Ministry of Education • Ministry of Fisheries and Marine Resources Development • Kiribati National Audit Office • Office of The President • Ministry of Labor & Human Resources Development • Ministry of Internal and Social Affairs • Ministry of Communication, Transport & Tourism Development • Ministry of Public Works & Utilities • Ministry of Environment • Ministry of Line & Phoenix Islands • Ministry of Foreign Affairs & Immigration 3. GROUP 3: Health Leading Ministry <ul style="list-style-type: none"> • Ministry of Health & Medical Services Supporting Ministry <ul style="list-style-type: none"> • Ministry of Environment • Ministry of Education • Ministry of Line & Phoenix Islands 	
--	--	--	--	---	--

		<ul style="list-style-type: none"> • Development • Public Service Office • Ministry of Finance & Economic Developments • Ministry of Internal and Social Affairs • Ministry of Public Works • Ministry of Commerce, Industry & Cooperatives <p>4. GROUP 4: Environment</p> <ul style="list-style-type: none"> • Leading Ministry <ul style="list-style-type: none"> • Ministry of Environment • Supporting Ministry <ul style="list-style-type: none"> • Ministry of Health • Office of Attorney General • Ministry of Education • Ministry of Fisheries and Marine Resources Development • Ministry of Line & Phoenix Islands Development • Ministry of Public Works and Utilities • Kiribati Police Services • Ministry of Environment • Office of The President • Public Service Office • Ministry of Communication, Transport and Tourism Developments • Ministry of Finance & Economic Developments • Ministry of Internal & Social Affairs <p>5. GROUP 5: Governance</p> <ul style="list-style-type: none"> • Leading Ministry <ul style="list-style-type: none"> • Ministry of Internal & Social Affairs • House of Parliament • Supporting Ministries <ul style="list-style-type: none"> • Kiribati Police Services • Ministry of Education • Ministry of Fisheries and Marine Resources Developments • Ministry of Line & Phoenix Islands Developments • Ministry of Public Works & Utilities • Kiribati National Audit Office • Public Service Office 	
--	--	--	--

		<ul style="list-style-type: none"> • Ministry of Communication, Transport and Tourism Developments • Ministry of Finance & Economic Developments • Ministry of Labor and Human Resource Development • Judiciary • Office of the Attorney General • Office of The President • Ministry of Commerce, Industry and corporate <p>GROUP 6: Infrastructure</p> <p>Leading Ministries:</p> <ul style="list-style-type: none"> • Ministry of Communication, Transport and Tourism Developments • Ministry of Public Works <p>Supporting Ministries</p> <ul style="list-style-type: none"> • Ministry of Commerce, Industry and Cooperatives • Public Service Office • Ministry of Communication, Transport and Tourism Developments • Ministry of Finance & Economic Developments • Ministry of Internal and Social Affairs 	
		<p>NEXT MONTHS ACTIVITIES (SEPTEMBER)</p> <ul style="list-style-type: none"> ○ Production of Initial M&E Training Needs Assessment report (Policy Working Paper) ○ Participate in the Kiribati UNDAF CCA ○ Production of First draft aligned KDP/UNDAF/MDG indicators ○ Appraise M&E training modules with PSO ○ Commence M&E trainings focusing on RBM in other ministries 	

Operational and Logistical Challenges:

For an effective training capacity building strategy a support budget line will be vital in ensuring logistics such as stationery and tea are provided during training sessions. It is a matter currently being discussed with DNEPO so as to come out a practical solution in respect of the proposed training groups herein.

Name of Consultant: Mr. Phillip Kakande

Signature: Phillip Kakande Date: 1-10-2011

Supervisor/Director of National Economic Planning Office: [Insert name]

Signature: _____ Date: _____

ONE FUND/KDP M&E CONSULTANT MONTHLY REPORT TEMPLATEⁱⁱ

Month: September 28th –October 28th 2011

TOR ACTIVITIES	OUTPUTS/DELIVERABLES	ACTIVITY WORKPLAN	ACHIEVEMENTS/PROGRESS OF ACTIVITIES	CHALLENGES & CONSTRAINTS	PERFORMANCE INDICATORS
[Insert activities as in TOR]	[Insert outputs/deliverable]	[List activities in the work plan]	[report against progress in implementing activities in the work plan]	[list challenges/constraint faced & provide recommendation on how these could be addressed]	
7. Training Needs Assessment for Results based Management and M&E					
1. In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals	Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals	<ul style="list-style-type: none"> o Finalize M&E TNA 	<p>There has been a delay in the finalisation of the assessment arising from the fact that certain ministries have not returned tools for the M&E assessment exercise despite several reminders; These include the following:</p> <ol style="list-style-type: none"> (1) Attorney General's office (2) Line and phoenix islands development (3) Foreign Affairs (4) Commerce, Industry and Cooperatives (5) Communication, Transport and Tourism (6) Public Works and Utilities (7) House of parliament (8) Environment 	<p>In most of these ministries, secretaries are away on official international travel and designate their deputies to oversee this process but delays occur as they await their return and inputs so as to submit the forms back to NEPO. A deadline has been set as 4th November for the return of M&E tools. All ministries that will not have submitted by this time will thus not be part of the first draft M&E TNA report.</p>	13 have successfully returned tools for measurement of M&E gaps out of 21 surveyed.
		<ul style="list-style-type: none"> o Production of Initial M&E Training Needs Assessment report o Identify M&E training gaps and partner M&E needs 	<p>The following training areas remain key as identified from the 13 ministries:</p> <ul style="list-style-type: none"> o Results Based Planning (definition, meaning, formulation and application of Outputs, Outcomes and Impact) o Measurement and Analysis (Indicator definitions, formulation , calculation and implications) o Data Analysis and Data Use o Results Based Report Writing <p>The M&E training gaps above broadly fall under the following areas:</p> <ol style="list-style-type: none"> 1) Planning 2) Monitoring 3) Evaluation 4) The link between planning, monitoring and evaluation 	<p>70% (13 ministries) cumulatively were able to submit M&E TNA tools late at the end of this month. However for more tailored and complete M&E support it will be important for all ministries complete the M&E TNA tool so that support is more guided to their specific needs where required.</p> <p>The ministries mentioned above have thus further delayed the compilation of the M&E TNA draft report (n form of a policy working paper) this month. However preliminary analysis is already underway for those that</p>	1 consolidated report and policy working paper are being drafted.

<p>2. In line with the training needs assessment, develop and coordinate capacity building and training activities in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data for effective resource allocation and decision making with key partners.</p>	<p>Training and capacity building plans and programs</p>	<p>Formation of training institutional and partner training groups</p>	<p>In the process of drafting and validating issues for the new KDP, capacity building sessions were conducted for all ministries by the M&E consultant on Results Based Planning and Management (The definition, meaning, formulation and application of Outputs, Outcomes and Impact) through their sector working groups (see attached attendance list).</p> <p>6. GROUP 1: Human Resource Development Leading Ministries</p> <ul style="list-style-type: none"> • Ministry of Labor & Human Resource Development • Ministry of Education <p>7. GROUP 2: Economic Growth & Poverty Reduction Leading Ministries</p> <ul style="list-style-type: none"> • Ministry of Finance & Economic Development • Ministry of Commerce, Industry and Cooperatives <p>8. GROUP 3: Health Leading Ministry</p> <ul style="list-style-type: none"> • Ministry of Health & Medical Services <p>9. GROUP 4: Environment Leading Ministry</p> <ul style="list-style-type: none"> • Ministry of Environment <p>10. GROUP 5: Governance Leading Ministry</p> <ul style="list-style-type: none"> • Ministry of Internal & Social Affairs • House of Parliament <p>GROUP 6: Infrastructure Leading Ministries:</p>	<p>submitted earlier and a new deadline (4th November. After elapse of this period an M&E draft will be released irrespective of the ministries that may not meet this deadline.</p>	<p>Draft capacity building strategy in initial development stages. A final capacity building strategy is expected by December.</p>
--	--	--	---	---	--

			<ul style="list-style-type: none"> Ministry of Communication, Transport and Tourism Developments Ministry of Public Works <p>OTHER ACTIVITIES</p> <ul style="list-style-type: none"> o Successfully participated in the Kiribati UNDAF CCA. <p>I supported the above process by co-facilitating the session on formulation of results (outputs and outcomes) and assisting in the group exercises. This exercise has also been helpful in the formulation of the KDP 2012-2015 in the following ways:</p> <ol style="list-style-type: none"> 1) Providing literature information for the issue identification through various UN reports 2) Introducing participants to Gap Analysis 3) Technical validation of issues identified 4) Introducing the Results Based Management and providing a platform to practice to key government stakeholders that attended <p>As a result I helped compile the initial Kiribati UNDAF Results Framework. This process has also greatly assisted in the draft of the new KDP results framework (see attached) and ensuring that the two frameworks are well aligned this time round.</p>	Time constraints did not allow for the identification of indicators for both matrices but this has been drafted in the capacity building strategy for the KDP RBM system.	Initial UNDAF draft results matrix produced.
			<p>NEXT MONTH'S ACTIVITIES</p> <p>(NOVEMBER)</p> <ul style="list-style-type: none"> o Production of Initial I&M&E Training Needs Assessment report (Policy Working Paper) 		First draft M&E TNA report

Operational and Logistical Challenges:

There have been logistical constraints especially from sector supporting ministries and as a result some did not manage to attend initial training sessions for RBM in their sectors. A change of strategy to conduct ministry level visits thus requires more logistical support to the consultant especially in reaching these ministries at their locations.

i LIST OF ACRONYMS

MFED

Ministry of Finance and Economic Development

MISA	Ministry of Internal and Social Affairs
KDP	Kiribati Development Plan 2008-2011
DS	Deputy Secretary
NEPO	National Economic and Planning Office
DNEPO	Director National Economic and Planning Office
M&E	Monitoring and Evaluation
NSO	National Statistics Office
DCC	Development Coordinating Committee
MDG	Millennium Development Goal
UNDAF	United Nations Development Assistance Framework
RBM	Results Based Management
TNA	Training Needs Assessment

¶ LIST OF ACRONYMS

MFED	Ministry of Finance and Economic Development
MISA	Ministry of Internal and Social Affairs
KDP	Kiribati Development Plan 2008-2011
DS	Deputy Secretary
NEPO	National Economic and Planning Office
DNEPO	Director National Economic and Planning Office
M&E	Monitoring and Evaluation
NSO	National Statistics Office
DCC	Development Coordinating Committee
MDG	Millennium Development Goal
UNDAF	United Nations Development Assistance Framework
RBM	Results Based Management
TNA	Training Needs Assessment

ONE FUND/KDP M&E CONSULTANT MONTHLY REPORT TEMPLATEⁱⁱ

Month: October 28th –November 28th 2011

TOR ACTIVITIES	OUTPUTS/DELIVERABLES	ACTIVITY WORKPLAN	ACHIEVEMENTS/PROGRESS OF ACTIVITIES	CHALLENGES & CONSTRAINTS	PERFORMANCE INDICATORS
[Insert activities as in TOR]	[Insert outputs/deliverable]	[List activities in the work plan]	[report against progress in implementing activities in the work plan]	[list challenges/constraint faced & provide recommendation on how these could be addressed]	
1. Training Needs Assessment for Results based Management and M&E					
1. In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals	Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals	<ul style="list-style-type: none"> o Production of Initial M&E Training Needs Assessment report 	<p>The following training areas were identified as common priority training areas for all ministries through the M&E TNA :</p> <ul style="list-style-type: none"> o Results Based Management (Processes, Outputs, Outcomes and Impact) o Performance Measurement: indicator definitions, drafting, and usage o Data management Systems(collection, and analysis) o Results Based Reporting and Usage of M&E information 	72% (12 ministries) were able to submit M&E TNA tools while 28% did not. (Refer to attached report).	1 consolidated report drafted and policy working paper being worked on
		<ul style="list-style-type: none"> o 	<p>Performance Measurement Activities:</p> <p>Ministries through their KPA or sector working groups were taken through the process of setting indicators for the next KDP 2012-2015; determine baseline status as well as setting targets to enable evaluation.</p>	The challenges are explored below (see Operational and logistical Challenges)	A draft report is being compiled and will be given within the context of the KDP M&E capacity building strategy.
		<ul style="list-style-type: none"> o 	<p>Other Activities:</p> <p>Finalisation of the UNDAF 2013-2017</p> <p>Successfully participated and assisted the Joint presence office in aligning the UNDAF 2013-2017 M&E matrix to the KDP 2012-2015 M&E matrix.</p>	The challenges are explored below (see Operational and logistical Challenges)	Attached draft KDP 2012-2015.
NEXT MONTH'S ACTIVITIES					
(DECEMBER)					
<ul style="list-style-type: none"> o Production of Initial M&E Capacity Building Strategy 					

Operational and Logistical Challenges:

It is anticipated that the final KDP 2012-2015 will be launched in March 2012. This therefore means that between July 2011 and March 2012 the M&E consultant has largely and will continue to prepare for planning for monitoring and evaluation for the next planning cycle. However actual implementation of the KDP 2012-2015 will begin April 2012 meaning that the trained M&E counterparts will only have two months to interact with the KDP M&E consultant during implementation whilst the consultant is still in country between April 2012-June 2012. This therefore does not leave enough time for evaluation (a key deliverable in the KDP M&E Consultant TOR including ensuring that M&E counterparts participate in one or two thematic evaluations of the KDP 2012-2015 or UNDAF).

Name of Consultant: Mr. Phillip Kakande

Signature: Kaiekieki Date: 30-11-2011
 Supervisor/Director of National Economic Planning Office: Mr. Tiimi Kaiekieki
 Signature: _____ Date: _____

ONE FUND/KDP M&E CONSULTANT MONTHLY REPORT TEMPLATEⁱⁱ
Month: November 28th December 28th 2011

TOR ACTIVITIES	OUTPUTS/DELIVERABLES	ACTIVITY WORKPLAN	ACHIEVEMENTS/PROGRESS OF ACTIVITIES	CHALLENGES & CONSTRAINTS	PERFORMANCE INDICATORS
[Insert activities as in TOR]	[Insert outputs/deliverable]	[List activities in the work plan]	[report against progress in implementing activities in the work plan]	[list challenges/constraint faced & provide recommendation on how these could be addressed]	
2. Capacity Building Strategy for M&E					
In close collaboration with national partners, ensure that an RBM ME capacity building strategy for national partners and institutions exists in the context of the KDP and the UNDAF ME plans. Pay particular attention to the capacity needs of national partners such as professional evaluation associations will be strengthened by involvement in evaluation processes and possibly through specific capacity building initiatives.	Finalized capacity building strategy and training program that addresses the needs of national partners in line with the requirements for KDP M&E and UNDAF One Fund M&E, RBM and M&E, planning programming and budgeting, project appraisals, situation analysis and gap analysis supported with evidence based analysis and data.	<ul style="list-style-type: none"> o Production of Initial M&E Capacity Development Strategy 	The M&E Capacity Development Strategy has been developed in line with the M&E Training Needs Assessment Report through a participatory process with government M&E counterparts. The ultimate goal of the M&E Capacity Development Strategy is to strengthen the capacity of the Kiribati National Economic Planning Office and sector ministries in monitoring of the KDP and the UNDAF One fund through the analysis of disaggregated and gender sensitive data for policy development, planning and program development. The following training areas were identified as common priority training areas for all ministries through the M&E TNA : <ul style="list-style-type: none"> o Results Based Management (Processes, Outputs, Outcomes and Impact) o Performance Measurement: indicator definitions, drafting, and usage o Data management Systems(collection, and analysis) o Results Based Reporting and Usage of M&E information 	Slow comprehension and understanding of M&E concepts and capacity development work plans.	1 draft M&E strategy developed with capacity development work plans.
	<ul style="list-style-type: none"> o 		Other Activities: Finalisation the Kiribati UNDAF 2013-2017 M&E framework Participated in the UN JTC Consultations for Kiribati Presented draft KDP to DCC	No major challenges	Attached draft KDP 2012-2015.

			<p>NEXT MONTH'S ACTIVITIES</p> <p>(JANUARY 2012)</p> <ul style="list-style-type: none"> o Collaborate to implement capacity building strategies as a joint commitment with other developmental partners. Utilize a range of appropriate skills building strategies including self-learning, seminars and workshops and practical experience in order that national partners' staff has the basic knowledge and skills in understanding and applying new M&E policies, tools, methods to fulfill their responsibilities. Similarly, design and implement strategies suited to the skills needs of national partners including capacity to lead country led strategic evaluations of development initiatives/plans/policies. 		
<p>Operational and Logistical Challenges: No major challenges faced.</p>					

Name of Consultant: Mr. Phillip Kakande

Signature: Kakande Phillip Date: 16 01-2012

Supervisor/Director of National Economic Planning Office: Mr. Tiimi Kaiekieki

Signature: _____ Date: _____

KDP_ONE UN FUND M&E CONSULTANT REVISED WORKPLAN 2012

SN	Terms of Reference	Outputs/Deliverables	Activity	TIMELINE												Comments & Progress on Performance Indicators
				2011					2012							
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	In collaboration with MFED & national partners conduct training needs assessment and analysis on programming, M&E, sector situation analysis and project appraisals	Training needs identified in ministries/departments in the area of programming, M&E, sector situation analysis, project appraisals	10 Key document reviewed													Kiribati Development Plan, UNDAF Kiribati One Fund, Sector reports, CRC and CEDAW annual reports and other relevant reports-UNICEF PME study, Kiribati One UN Fund Proposals, Kiribati Demographic Health Study, Kiribati Household Income Expenditure Survey, Kiribati MDGs Progress Report 2007, UNFPA DEVINFO database Kiribati, Reproductive Health Commodity Security Status Assessment Report Kiribati
			1 Training Needs Assessment Tool Developed ¹													Main sections of the tool included: Staff Background Information, M&E Roles & responsibilities, Basic Understanding of key M&E concepts, skills & knowledge gaps & Preferred Capacity Building Strategy.
			1 M&E TNA survey conducted.													12 out of 20 ministries successfully participated in the M&E TNA survey.
			Identify M&E training gaps and partner M&E needs													M&E Training gaps: 1-Results Based Planning (tools & processes) 2-Performance Measurement (Process, Output, Outcome & Impact Indicators) 3-Data Management (Collection & Analysis) 4-Results Based Reporting
			Analyze M&E training gaps.													Partner Training Gaps: Data Analysis & Management for Evidence based Decision Making
			Production of M&E TNA report (draft)													Prioritized M&E Training gaps Results based Planning, Performance Measurement, Data management and Results Based Report Writing.
			Appraisal of M&E modular ² training guides													1 M&E TNA report produced (draft)
	In line with the training needs assessment, develop and coordinate capacity building and training activities in RBM and M&E, project appraisals, sector situation analysis and gap analysis supported with evidence based analysis and data for effective resource allocation and decision making with key partners.	Training and capacity building plans and programs														The training modules will include several topics as listed under (footnote 3). They will however be summarized into 4 modules i.e.-results based planning in Kiribati, Performance Measurement for the KDP 2012-2015, Monitoring & Evaluating for Results in Kiribati, Effective Data Management Systems for Decision Making in Kiribati ³ & lastly Results Based Reporting for the KDP 2012-2015
			1 M&E modular training schedule developed.													Training schedule was developed to cover modules above. Already the module modules i.e.-results based planning has been conducted as part of results based capacity development for planning stage of the KDP 2012-2015

				Membership of professional evaluation associations	Formation of M&E working groups																6 working groups are to be formed (i.e. one per sector consisting of between 3-5 members)
																					Activity is subject to availability of funds and possible extension of deadlines.
																					Activity is subject to availability of funds and possible extension of deadlines. If funds permit a website for the KMEA will be developed.
																					Activity is possible if subject to availability of funds to enable evaluation at local level and possible extension of deadlines.
																					Top development partners targeted that is AusAid and NZAid.
																					Activity is possible if subject to availability of funds to enable evaluation at local level and possible extension of deadlines. Other self-learning programs include the facilitation of local staff members into membership to professional evaluation associations, and online M&E training opportunities.
																					One mid-term and end-line evaluation have been included into the KDP M&E strategy to be led by NEPO. A list of key evaluations in the country including UN agencies evaluations is yet to be finalized. NB: Local staff involvement in carrying out evaluations of the KDP 2012-2015 is subject to availability of funds to enable evaluation.
																					KDP Framework is attached as addendum within the national development plan for the very first time. Attended by a total of 60 participants (36F, 24M) from 6 sectors.

	5 consultations meetings with government and UN Joint Office on the development/alignment of the UNDAF M&E matrix 2013-2017	Alignment exercise with the UNDAF Kiribati One Fund M&E Framework	UNDAF M&E matrix has been aligned within the context of the expected results at national level including the infusion of MDG and Regional Plans such as the Pacific Plan, Mauritius Strategy & Cairns Compact
	1 review of achievements, challenges and lessons learned on the KDP 2008-2011 successfully done.	Coordination of preparation and finalization of the KDP 2012-2015	M&E consultant led the drafting, write up and infusion of the KDP 2008-2011 challenges & Lessons learned document.
	12 workshops for development of the KDP (2012-2015) Plans successfully concluded.		Through a participatory process that involved capacity development of M&E counterparts from various ministries during the development of the new KDP, the M&E consultant coordinated and guided the development of the new KDP. Attended by a total of 30 participants (18f, 12M) from 6 sectors.
	Structuring, formatting, proof reading and editing of KDP 2012-2015		M&E consultant is working with NEPO in re-formatting and proof reading the new KDP. Printing of the plan will be outsourced.
	5 consultation meetings for analysis of existing government M&E systems successfully carried out	Report on Government development machinery and options for strengthening program implementation monitoring	This parity happened in the M&E TNA and is scheduled to be concluded with the assessment of ICT for M&E.
	Develop policy paper on options for strengthening program implementation monitoring within government	Revised and strengthened reporting templates	
	3 rd existing reporting templates for the KDP 2008-2011 successfully reviewed.		
			3 templates reviewed including the KDP National Progress reporting template, the MoPs reporting template and project reporting template. All locked sections for reporting on results (outcomes and outputs) as well as progress on performance indicators.

			Develop 3 enhanced RBM reporting templates		Conduct capacity building exercises for enhanced reporting on results.	Enhanced templates will be provided to NEPO and ministries but first hands on reporting on the new KDP will be after 6 months from March 2012/e August 2012 and February 2013. This may require an extension in the deadlines.
					Produce specific analytical data reports for effective government reporting requirements	Enhanced templates will be provided to NEPO and ministries but first hands on reporting on the new KDP will be after 6 months from March 2012/e August 2012 and February 2013. This may require an extension in the deadlines.
					Support compilation of the national reports on progress toward the MDGs through coaching and mentoring staff on report writing.	Enhanced templates will be provided to NEPO and ministries but first hands on reporting on the new KDP will be after 6 months from March 2012/e August 2012 and February 2013. This may require an extension in the deadlines.
					Produce training manual for government use under M&E reporting and accountability.	
					Conduct review of existing women and child specific indicators	
	In collaboration with MISA and other key government stakeholders in government and Donors, identify women and child specific indicators and best methodology for collation of data and reporting possibly using DevInfo.	Minimum list of core indicators for women and children				There was inclusion of child and women indicators in the KDP 2012-2015 M&E framework. However the minimum list of child and women specific indicators will be finalized in March 2012.
		Indicator data collection tools			Develop core list of women and child specific indicators	Existing M&E tools have been identified for review within the KDP M&E matrix. For areas where there is no data, new tools are going to be developed. Activity due in April 2012.
					Develop data collection tools to cater for women and child specific indicators data needs	

		Identify appropriate MIS to support collation of women and child specific indicators	Appropriate MIS or software for reporting	Train staff on child and women data analysis processes for reporting purposes using Devinfo software if selected.	Subject to availability of funds if the training is to be conducted with Devinfo software. It may also require upgrading of ICT capacity of supporting ministries such as health, education, labor, finance, environment and PSO.
		Design and oversight of M&E systems in collaboration with the sector and ministry M&E Officers	Standardization of monitoring systems across ministries and departments	An enhanced Ministry strategic plan was produced and standardized for all ministries. Support has been given at individual ministry level (foreign affairs, MISA, finance, PSO, labor and environment, infrastructure) on developing strategic plans.	
		Development of data collection and analysis plans			
		Prepare systematic and chronological Box files of all data collection tools to promote standardization and streamlining.			May require extension of deadline and availability of funds to support data storage files. S
		Update Kiribati Development Plan project Monitoring and Evaluation Framework			First M&E update KDP will be after 6 months from March 2012 to August 2012 and February 2013. This may require an extension in the deadlines
		Update of M&E modular training guides and manuals for planning, monitoring and evaluation and reporting	Standard operating procedure and manual for planning, monitoring and evaluation and reporting		

