MONITORING AND EVALUATION POLICY

CURSOR OF DEVELOPMENT AND EDUCATION PAKISTAN

CODE PAKISTAN
August 2022

In exercise of powers conferred upon it under Article 7(b) of the constitution of CODE PAKISTAN, The Executive Committee in its meeting held on 15 August agreed on and unanimously assented to the following Monitoring and Evaluation Policy for the Organization. The meeting was attended by:

Signed by members of the Executive body, CODE PAKISTAN

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Introduction

CODE PAKISTAN follows a results-based management approach. This focuses on achieving realistic expected results; monitoring progress toward their achievement; evaluating outcomes; integrating lessons learned into management decisions and reporting on performance.

Monitoring and evaluation are integral components of results-based management and function as distinct mechanisms for oversight and accountability. Performance monitoring measures progress towards achieving results planned for projects; while evaluation assesses the worth of an intervention. Evaluations draw on data generated through monitoring during the project cycle.

The knowledge generated by monitoring and evaluation provides the basis for decision making. This can mean decision making in the short term—adjusting implementation plans—orin longer term development strategies. Lessons learnt and recommendations need to be captured by the CODE PAKISTAN knowledge management system with a view to (a) defining and redefining the desired development results to be achieved by the organization and (b) strengthening the methods, processes or modalities through which such results are to be achieved. To be used in managing for development results, knowledge gained from monitoring and evaluation must be made available and disseminated within the organization.

Definition

Monitoring is defined as "a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds".

Use of monitoring

Monitoring is an *ongoing* management function that answers the question "Are things going according to plan?". It focuses on the substantive implementation and financial progress of the sub-programmes and projects of CODE PAKISTAN, with an emphasis on outputs and expected accomplishments, while the interim and end-of-cycle reporting focuses on outcomes or objective. Monitoring is therefore a key element in the results-based management chain.

Results from monitoring are used by CODE PAKISTAN to:

- Improve project management, by identifying bottlenecks and taking corrective action(s), as required, to ensure that objectives are met within a given budget and timeframe by comparing actual progress against initial plans;
- Support organizational learning, inform decision-making and strengthen future strategic and project planning by documenting and sharing findings and lessons learned internally and externally;
- Hold CODE PAKISTAN accountable to donors by providing evidences of the efficient and effective use of funds and staff resources.

Roles and responsibilities

Monitoring responsibilities are described in the job descriptions of relevant staff members and specific monitoring tasks should be included in their performance appraisal.

- **The President and Vice President** are responsible for overseeing the work of the employees and are accountable to member donors for the achievements of CODE

PAKISTAN's objectives and the delivery of expected results. Senior managers are also required to meet with the president to report on the annual work plan of their respective domain.

- **Officers** responsible for the implementation of projects or activities under the project should routinely monitor their progress.
- **Planning, monitoring and evaluation (PME) focal points** in each section advise all colleagues, including senior managers, on monitoring-related matters in order to strengthen the internal capacity to address these issues; coordinate and review submissions related to monitoring before sending them to Executive committee; and act as focal point for communication on monitoring with them.

Importance of staff participation

Active staff involvement in planning and monitoring will enhance ownership of the process and thus facilitate the achievement of results. Staff participation also encourages the sharing of experiences, which strengthens organization all earning. Heads of sections should ensure active staff involvement at all stages of the programme cycle, but particularly during the preparation of the following:

- **Annual work plan:** As staff members are responsible for the day-to-day delivery of outputs, they are best placed to determine how much time is needed for each activity, and to set realistic deadlines. As such, the annual work plan preparation can be used as a basis for the performance document plan for individual staff members.
- **Accomplishment accounts:** Staff members can provide an update on the delivery of outputs, achievements against preset indicators, constraints encountered and how these are managed, and lessons learned and suggestions for follow-up and improvement. This feedback should strengthen the overall delivery of the project while contributing to the development of capacity for all staff members. It can also be used to update the annual work plan and for the review of staff performance in performance document.
- **Programme performance report (PPR):** Staff members can provide similar inputs as during the preparation of accomplishment accounts. However, the PPR is even more important in that it effectively reflects on the entire project cycle and is used to inform the planning process for future strategic frameworks. The PPR is thus also a time for reflecting jointly on lessons learned, including from evaluations conducted during the biennium.
- **Project monitoring:** Staff members are responsible for monitoring the progress of projects on a day-to-day basis. This could include, for example, tracking the preparation of workshops, funds committed and spent, and the delivery of outputs by consultants and project partners. In addition, they ensure that progress of projects is monitored based on the project document and monitoring and reporting milestones are undertaken effectively and in a timely manner.

Support systems

CODE PAKISTAN uses a number of support systems that are relevant to monitoring. These are briefly introduced below.

Monitoring and Documentation System

The Monitoring and Documentation System (MDS) is a information system for project performance monitoring and reporting, including the preparation of the President's project performance report. The planning, monitoring and evaluation focal points in each office monitor and report on the

results attained through the implementation of their programme of work during a given period.

Financial and Other Documentations

Proper documentation is performed that provides a harmonized and streamlined approach to the following core organizational functions:

- Budget and finance management, such as accounts payable and receivable, disbursements, expenditures and sub-allotments. This includes grants management i.e. the financial management of projects;
- Human resources, such as personnel details, insurance, payroll and recruitment;
- Support services, such as procurement, stock management, property management and travel.

CODE PAKISTAN is trying to develop software which will keep track of all the above records and will expand the functionalities and scope to cover more organizational functions.

Project Monitoring

The basis for project monitoring is provided by the project document. In addition, there are also specific monitoring and reporting milestones, the purpose of which is to keep project officers, management, partners and other stakeholders informed about the project's progress.
These milestones include the preparation of annual progress report and terminal report and the semi-annual consultations.
On a day-to-day basis, project officers are responsible for monitoring the progress of projects. This could include, for example, tracking the preparation of workshops, funds committed and spent, and the delivery of outputs by consultants and project partners. Through monitoring, project management obtains information that can help it decide what action to take to ensure that a project is implemented according to plan.

Project document

The project document[2] forms the basis for the implementation, monitoring, reporting and evaluation of the project and is prepared using a standard template[3]. In support of monitoring work, the document provides a results framework, a monitoring and evaluation plan, a reporting arrangement, a work and monitoring plan and a budget, with narratives.

- A **results framework** is contained in the project document and explains how the project's outcomes can be achieved as a result of the outputs delivered, and how the activities will lead to the achievement of the outputs. It is prepared in a matrix format and includes the project outcome, outputs and activities, as well as the indicators used to measure them and the means of verification. The results framework is normally not revised during the project cycle unless there is a change to the project outcomes and/or outputs. In this case, the responsible office requests a project document revision using a standard template.

- A **monitoring and evaluation plan** describes the process of assessing and reporting progress towards achieving project outputs and outcomes. The plan plays a crucial role in keeping projects on track, creates the basis for reassessing priorities and generates an evidence base for current and future projects. Project officers are responsible for setting up a system for the measurement of indicators, including identifying the types of data to be collected, sources of data, methods of data collection, timing and frequency, responsibility and budget. They should

assess the effectiveness of capacity building workshops, seminar and knowledge products produced by the project through feedback questionnaires and focus group interviews.

- The plan also indicates whether an evaluation is planned and budgeted. Evaluation is compulsory for projects. CODE PAKISTAN requires that 2 to 4 percent of the total project budget be allocated to conducting an independent evaluation of the project

- A **work and monitoring plan** is similar to the annual work plan but its focus is project- specific. It serves as a management tool for project officers, while providing section heads with a transparent overview of important activities and timelines. The work and monitoring plan is contained in the project document. It shows the activities to be carried out over the entire project period, the timeframe for each activity, responsible officer and key monitoring and evaluation activities, including project inception meeting, annual progress report, mid-term review and post-project evaluation. For projects with a budget of $200,000 or less, CODE PAKISTAN requires the development of a project concept note instead of a project document, unless otherwise requested by the donor. The concept note provides a concise description of the project results and budget breakdown, which can serve as the basis for monitoring work. The project officer updates the work and monitoring plan on a regular basis and in conjunction with the preparation of the project progress report.

- A **budget** shows the budget breakdown by budget class and year of implementation. It also provides a detailed budget narrative explaining the purpose and details of each budget item. It is used by project officers to plan and manage the project finances and it provides heads of sections/offices, and donors with a transparent overview of budgeted project costs.

Project progress report

All projects require annual project progress reports. Progress reports should include a financial statement for the reporting period. The purpose of these reports is to internally monitor and review if the delivery of outputs of a given project is within planned timelines and the budget, and to record lessons learned. They are used for both internal and external reporting purposes, in line with the relevant project trust fund agreements. Project management can then decide if corrective actions are needed and can update the project work and monitoring plan accordingly.
Project officers prepare the project progress report using a standard template based on the logical framework of the project. Each narrative progress report is an expansion of the previous report, covering the progress in delivering the project outputs from the project inception to date.

Project terminal report

At the end of the project, a narrative terminal report and financial statement of the project are made available to the donors. The terminal report contains an assessment of the achievement of the project results and presents recommended follow-up actions and lessons learned under the project. It forms a key tool for monitoring project performance, as achievements and lessons contained in terminal reports are integrated into programme performance reports, through the project accomplishment accounts. The terminal report should be submitted to EC within six weeks of project completion. The final financial statement is usually issued after the closure of the grant linked to the project.

Financial monitoring

Financial monitoring of projects is the responsibility of the respective Project Manager. For spending against extra budgetary-funded projects a grant is usually created when a project document is being

prepared and a donor agreement being negotiated. The grant is created by EC. The agreement is signed and concept note/project document is approved and put it in "operational" status. The grant must be in the "operational" status in order for the implementing office to be able to spend against such grant.

Each node of a work breakdown structure is called a work breakdown structure element or WBSE. The WBSE is used to track a project's expenditures by component or element of the project. It is also possible to track expenditures by output. WBSEs help classify costs, milestones and tasks required to complete the over-arching project objective and allows cost controlling and monitoring for each WBSE. It is important to carefully consider how to design a work breakdown structure.

Evaluation Policy

Definition and purpose of evaluation

Evaluation at CODE PAKISTAN is defined as a systematic and an impartial assessment of a project, policy, strategy, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results at the outcome level by examining the results chain, processes, contextual factors and causality using appropriate criteria such as effectiveness, relevance, efficiency, sustainability, and gender and human rights mainstreaming.

The purposes of evaluation are to promote accountability and learning, and support results-based management. Evaluation aims to understand why and to what extent intended and unintended results were achieved; and to analyze the implications of the results. Evaluation can inform planning, programming, budgeting, implementation and reporting and can contribute to evidence-based policymaking, development effectiveness and organizational effectiveness.

Norms and Standards

CODE PAKISTAN seeks to uphold the norms and standards for evaluation. The following norms for evaluation have been developed for CODE PAKISTAN's context:

- **Internationally agreed principles, goals and targets.** Evaluation at CODE PAKISTAN should promote and contribute to the goals and targets set out in the 2030 Agenda for Sustainable Development. To better support member States' evidence-based policy and programme formulation and implementation evaluations should be based on verified data, sound analysis and provide concrete, actionable recommendations.
- **Utility:** There should be a clear intention to use the evaluation results. CODE PAKISTAN facilitates a planning process of each evaluation to clarify the use of the evaluation at the outset, i.e. They can be either intended or unintended, and desired (positive) or un-wanted (negative). They reflect the changes in the behavior or practices of the target group(s) that CODE PAKISTAN intends to influence, including through actions taken collectively with its development partners. They describe how the target groups use the outputs delivered by a project for organizational learning to feed into future programmes and projects, accountability to donors, informing decision making and policy changes, operational improvements, etc.
- **Independence: E**xternal evaluations are managed and conducted by organizations other than CODE PAKISTAN and can be considered truly independent. In the CODE PAKISTAN context, thematic evaluations Executive Committeeed by CODE PAKISTAN are managed by the EC and project evaluations by CODE PAKISTAN staff in the substantive offices. To maximize independence under these circumstances, evaluations Executive Committeeed by CODE PAKISTAN are conducted by external professional evaluators (consultants) who have the full freedom to conduct their evaluative work impartially and have access to information on the evaluation subject. To avoid conflict of interest and undue pressure, evaluators must not have been responsible for the policy-setting, design or management of the subject of evaluation, nor expect to be in the near future.
- **Professionalism:** Evaluation should be conducted with professionalism and integrity. CODE PAKISTAN engages evaluators who have prior evaluation experience and produced evaluation reports that meet the UNEG quality standards.
- **Transparency:** Transparency is necessary in all stages of the evaluation process to build ownership and facilitate consensus. Evaluation reports (including the terms of reference) should be available to major stakeholders and be public documents that are accessible and readable.

- **Ethics:** Evaluators must have personal and professional integrity, must allow institutions and individuals to provide information confidentially, should verify their statements and ensure that sensitive data is protected. They must be sensitive to the beliefs, manners and customs prevailing in a particular social and cultural environment; they should likewise be sensitive to and address issues of discrimination and gender inequality and should discreetly report wrongdoings, if appropriate, to a competent body (such as the relevant office of audit and investigation).
- **Human rights and gender equality:** CODE PAKISTAN upholds the integration of universally recognized values and principles of human rights and gender equality throughout its work. CODE PAKISTAN commits to mainstream a gender perspective into all stages of evaluation in line with the evaluation performance indicator included in the United Nations System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment. CODE PAKISTAN evaluation tools, such as the standard evaluation TOR, inception report, report template and quality criteria, ensure the integration of gender and human rights perspectives in the evaluation process, conduct and outcomes.
- **Evaluation use and follow up:** CODE PAKISTAN commits to provide a response to the recommendations of evaluations, which, at CODE PAKISTAN, should be included in the final evaluation report. Evaluation recommendations that have been accepted by management are followed up systematically and the status of follow-up reviewed periodically. A biannual report on the status of the implementation of follow up actions to evaluation recommendations is submitted to the President and the rest of the senior management in support of organizational learning and accountability.

Roles and responsibilities

The following organizational roles and responsibilities govern evaluation at CODE PAKISTAN:

- **The Executive Committee:** Responsible for guidance and oversight of CODE PAKISTAN's work. The Executive Committee may request evaluations through resolutions. Committees subsidiary to the Executive Committee may recommend an evaluation to the Executive Committee.
- **The President:** Assumes a critical leadership role in ensuring an empowered evaluation function, with sufficient resources to carry out periodic evaluations and use evaluation findings to enrich strategic planning, improve organizational learning and strengthen accountability. He/she approves the biennial CODE PAKISTAN Evaluation Plan and signs off on the management response and follow-up action plan to evaluation recommendations.
- **Senior management:** Accountable for the implementation of follow-up to evaluations outlined in management responses and follow-up action plans.
- **Evaluation Unit, Strategy:** CODE PAKISTAN established a dedicated Evaluation Unit to ensure an effective management of evaluation function, the conduct of independent, credible and useful evaluations and the use of evaluation findings and recommendations for accountability and organizational improvement. The Evaluation Unit coordinates the preparation, planning, conduct and follow up to evaluations in CODE PAKISTAN in line with CODE PAKISTAN Evaluation Policy and Guidelines.
- **PME focal points:** Facilitate the formulation of the biennial CODE PAKISTAN Evaluation Plan; provide guidance to their colleagues on evaluation during the design phase of projects, and coordinate the monitoring and reporting on follow-upto evaluations by their division or office.
- **CODE PAKISTAN staff:** Responsible for upholding norms and standards related to evaluation; contributing to results-based management and ensuring evaluability of initiatives; cooperating with evaluators; and implementing relevant evaluation follow-up actions.

Types of evaluation

At CODE PAKISTAN, there are two main categories of evaluative processes distinguished on the basis of who manages them:

- **External evaluations** are managed and conducted by entities outside CODE PAKISTAN such as the Joint Inspection Unit (JIU), which has the mandate. External evaluations are primarily used for oversight and support to decision-making at the governance level.
- **Internal evaluations** are managed by CODE PAKISTAN and conducted by external professional evaluators. These evaluations can be requested by member States, donors or partners, or identified by CODE PAKISTAN management to promote accountability and inform future programmes and decision-making processes.

Internal evaluations at CODE PAKISTAN are also categorized in terms of thematic, and project as described below:

- **Thematic:** An evaluation focused on a cross-cutting theme, fund, sector, modality, or service for example: evaluation of the CODE PAKISTAN Tsunami Trust Fund, or evaluation of the Non-Reimbursable Loan services at CODE PAKISTAN.
- **Project:** An evaluation that focuses on the achievement of the results outlined in the logical framework of a project, often within the context of a broader programme. Project evaluations are typically planned when the project is developed and included in the project document and budget.

Evaluation planning and budgeting

Planning evaluation

CODE PAKISTAN prepares a biennial Evaluation Plan through a consultative, organization-wide exercise as part of the biennial programme budget preparation. It identifies the topics for evaluation, required staff and financial resources, tentative completion date and responsible office. These topics are derived from the following sources:

- Information needs of CODE PAKISTAN management;
- Requirements of CODE PAKISTAN management, development partners and donors to conduct evaluation of selected capacity development projects;
- Planned external evaluations to be undertaken by JIU.

EC reviews the proposals in the context of overall CODE PAKISTAN evaluation requirements and prepares a draft Evaluation Plan for review and approval by the President. To promote transparency, the CODE PAKISTAN Evaluation Plan is posted on the CODE PAKISTAN public website.

Budgeting evaluation

Staff and financial resources are involved in evaluations at CODE PAKISTAN. Use of staff resources includes managing and supporting evaluative activities and financial resources are used in contracting consultants, including travel and data collection activities. The financial resources for conducting evaluations at CODE PAKISTAN are derived from two sources:

- **Project budget.** CODE PAKISTAN utilizes earmarked project funds to conduct evaluations of capacity development. In line with its guidelines, each Development Account project allocates at least two per cent of its total budget for conducting an evaluation.

CODE PAKISTAN management requires that each capacity development project funded from extra budgetary sources with a total budget of least $250,000 should allocate a dedicated budget for

evaluation. An evaluation budget of two to four per cent of the total project budget is recommended depending on the size of the project budget, the scope of the evaluation and any other applicable criteria.

Evaluation Management

Each internal evaluation of CODE PAKISTAN is managed by an evaluation manager. For project evaluations, the office responsible for the evaluation should identify an evaluation manager, normally an officer involved in the management of the project.

The success of an evaluation depends to a large extent on how well it is managed. CODE PAKISTAN institutes the following policy and mechanisms for effective management of evaluation:

- **Reference group:** At the outset of an evaluation, CODE PAKISTAN requires the establishment of a Reference group to provide the evaluator or evaluation team with feedback from a technical and methodological perspective and help ensure ownership, relevance and use of evaluations. The CODE PAKISTAN Evaluation Guidelines provide further details on the function and establishment of the Reference group (section 4 below).
- **Evaluation management:** Evaluation managers should possess the core competencies required for their role in the evaluation process. They should have knowledge of norms and standards for evaluation. It is highly recommended that evaluation managers complete a training course on evaluation.
- **Selection of evaluators:** Evaluators engaged by CODE PAKISTAN must have knowledge of the United Nations System and its principles, values, goals and approaches, including human rights, gender equality, Sustainable Development Goals and results-based management. They must also possess professional and technical experience in evaluation (evaluation norms, standards and ethical guidelines).They should also have technical expertise and knowledge of the subject being evaluated.

For evaluations managed by the Evaluation Unit, the Executive Secretary is responsible for specifying acceptable evaluation consultants from a shortlist which the Evaluation Unit shall provide. For evaluations managed by divisions or offices, including those of projects, the evaluation manager shall seek the concurrence of the Reference group established for the evaluation. CODE PAKISTAN adheres to the UNEG Ethical Guidelines and Code of Conduct in evaluation and all staff and consultants engaged in evaluation are required to uphold these standards. To this end, CODE PAKISTAN has developed a Consultants Agreement form that evaluators are required to sign as part of the contracting process. Evaluation consultants are recruited in an impartial and transparent manner following the rules and procedures for hiring consultants at CODE PAKISTAN.

- **Quality control:** Quality control is exercised throughout the evaluation process. evaluation managers should ensure that evaluations at CODE PAKISTAN are designed and implemented in compliance with CODE PAKISTAN's Evaluation Policy and Guidelines and developed based on CODE PAKISTAN evaluation tools, including: CODE PAKISTAN templates for the evaluation terms of reference; inception report; evaluation report; and management response and follow-up action plan as well as the CODE PAKISTAN quality checklist. These evaluation tools are accessible on the evaluation section of the CODE PAKISTAN public and iSeekwebsites.

Using evaluation findings

Management response and follow-up action plan

CODE PAKISTAN commits to address the findings and recommendations of each evaluation through a management response and follow-up action plan. CODE PAKISTAN also commits to disseminate knowledge generated from evaluations. Evaluation results are used to enhance future

project planning and inform programming, budgeting and reporting.
The use of evaluations for accountability and organizational learning is facilitated through the development of a management response and follow-up action plan to the findings and recommendations of each evaluation, making up the formal, written response from the organization. In this regard, it is critical that recommendations are relevant and concrete enough to ensure that the management can determine follow-up actions.
CODE PAKISTAN management assumes a critical leadership role in ensuring the use of evaluations. Through participation in development of management response and follow-up action plans, as well as signing the final document they commit to and are thus accountable for the implementation of follow-up to evaluations. Management responses include:

- An overall response from the perspective of management on the evaluation and its results. This can include comments regarding the relevance and usefulness of the results. It may also highlight any differences in opinion with the evaluators while maintaining the independence of the evaluation findings;
- A response to each individual recommendation, resulting in either acceptance (full or partial)or rejection of the recommendation. Additional comments may relate to broader implications for CODE PAKISTAN, in particular as regards project planning and implementation;
- Evaluation follow-up actions, corresponding to accepted recommendations, including completion deadlines and the responsible implementing entity. In addition to actions resulting directly from the evaluation recommendations, additional longer-term, strategic or institutional-level actions may be included.

The evaluation manager initiates and coordinates the formulation of the management response by seeking inputs from key stakeholders. The final management response is included in the published evaluation report.

Tracking and Implementation

CODE PAKISTAN has an accountability chain and tracking system in place to ensure follow-up actions are fully implemented.
The President leads and provides oversight to the evaluative function:

- Ensures full implementation of follow-up actions through review of biannual status reports prepared by the Evaluation Unit and discussion with relevant senior management staff.
- Includes related performance goals and actions of relevant senior staff members. This ensures staff members are held accountable to follow-up actions.

Heads of offices ensure that follow-up actions under their purview are implemented in time. This is accomplished by:

- Ensuring that evaluation reports are used for project and planning exercises
- Incorporating relevant actions in to the Annual Work Plan of their office
- Monitoring and regularly updating the status of evaluation follow-up actions for which their office is responsible

Evaluation Unit is responsible for monitoring the implementation of evaluation follow-up actions by:

- Maintaining tracking sheets on the follow-up to evaluations and liaising with PME Focal Points to ensure regular updates
- Preparing a biannual update for the Executive Secretary that includes the status of follow- up actions by each division and office.

Dissemination of Evaluation Findings

To ensure transparency and promote organization all earning and accountability, evaluation findings should be disseminated in accordance with the following policy:

- All reports of evaluations (including the management response) are made available on the CODE PAKISTAN website.
- Internal briefing or learning sessions are conducted for CODE PAKISTAN management and staff to highlight important evaluation findings and recommendations, particularly where they are of strategic importance. Such briefings may be given by the lead evaluator or by relevant CODE PAKISTAN staff members;
- Reports on evaluation results must be in the proper format, and meet editorial standards for pre-session documents.