

**ASIA-PACIFIC SHARED SERVICES CENTRE (APSSC)**

**30 MARCH – 3 APRIL 2009, KUALA LUMPUR, MALAYSIA**

**MEETING REPORT**

# **ASIA-PACIFIC MONITORING & EVALUATION REGIONAL ANNUAL MEETING 2009**



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# Meeting Report

## Asia-Pacific Monitoring & Evaluation

### Regional Annual Meeting 2009

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## BACKGROUND

The joint EAPRO/ROSA Regional M&E meeting, organized by the KME Unit of APSSC, offered a critical opportunity for M&E professionals in UNICEF country offices to meet with colleagues within the same field of expertise to exchange experiences and learn important lessons contributing to the organizational learning in the area of Monitoring and Evaluation. The group identified itself as the community of M&E professionals. One of the key results was that the Community of Practice (CoP) on M&E for Asia Pacific was launched and endorsed by the audience.

The establishment of APSSC offered, this year, an opportunity to bring together M&E professionals from South Asia and East Asia and Pacific thanks to the collaboration of the two regional offices. Building on the mandate of APSSC and in light of the UNICEF's Evaluation Policy, the Agenda combined several activities aimed at strengthening the M&E function in the Region. New elements of training and learning were introduced into the agenda. It was also decided to organize the meeting prior to the global M&E meeting in order to foster a discuss upon organizational issues and challenges in the field of M&E to be brought to the attention of UNICEF key decision-makers. This years Meeting therefore included a one day workshop in results based management, a one day study tour to the Government of Malaysia to learn about the application of results based management principles and three days with emphasis on issues related to strategic planning for knowledge management, monitoring and evaluation activities in UNICEF at regional and country levels. A training and technical assistance needs assessment was undertaken. A more detailed analysis of the assessment is annexed to this report.

The Asia Pacific Regional Monitoring and Evaluation meeting was attended by 30 participants from 22 countries across two regions. It concluded with the formulation of the document **"Recommendations from Asia Pacific M&E Community on Strengthening the Monitoring and Evaluation Function in UNICEF"** which is annexed to this report.

### Key Results

1. Increased knowledge on Integrated Results Based Management.
2. Enhanced awareness on the monitoring, evaluation and knowledge management institutional frameworks and of the role of APSSC in providing support to country offices;
3. Enhanced knowledge on UNICEF's Evaluation Policy and in this framework on the role of ROs and COs for advancing the evaluation function.
4. Asia-Pacific M&E Community of Practice successfully launched.
5. Document: Recommendations of the Asia-Pacific M&E Community on Strengthening the Monitoring and Evaluation Function drafted by participants.
6. Workplan for 2009 on Knowledge Management, Monitoring and Evaluation completed with the inputs discussed and generated during the Meeting;
7. Key inputs for the finalization of a regional strategy on monitoring and evaluation obtained.
8. Improved understanding, by participants, on the use of monitoring tools to enhance the use of statistical data and DevInfo in decision making;
9. Awareness on how a RBM system could be institutionalized at the national level obtained.
10. Needs assessment on training and technical assistance conducted.

## MEETING ACTIVITIES

The meeting combined the following 3 activities:

- A one day training event on Institutionalizing Results Based Management provided by the Centre for Development and Research in Evaluation (CeDRE)
- A 3 day meeting on Monitoring, Evaluation and Knowledge Management and planning for 2009

- A one day study tour to the Ministries of Finance and Education of Malaysia facilitated by CeDRE

The following topics were covered during the 5 days networking meeting:

Day	Topics
Mon 30 <sup>th</sup> March	<ul style="list-style-type: none"> <li>• Institutionalizing Results Based Management</li> </ul>
Tues 31 <sup>st</sup> March	<ul style="list-style-type: none"> <li>• Regional Update and Analyses</li> <li>• Institutional Framework for Monitoring, Evaluation and Knowledge Management</li> <li>• Regional Monitoring and Evaluation and Knowledge Management Strategy</li> <li>• Planning key Activities on Monitoring, Evaluation and Knowledge Management</li> </ul>
Wed 1 <sup>st</sup> April	<ul style="list-style-type: none"> <li>• Monitoring the impact of the food and financial crisis</li> <li>• Monitoring within the context of Delivering as One UN</li> <li>• Knowledge Management Initiatives at the Country level</li> <li>• Follow up to the All Asia Pacific Representative Meeting 2008</li> <li>• DevInfo for Decision Making</li> <li>• Launching of the Asia Pacific, M&amp;E Community of Practice</li> </ul>
Thurs 2 <sup>nd</sup> April	<ul style="list-style-type: none"> <li>• MICS; lessons learnt and survey planning</li> <li>• CCC Performance Monitoring</li> <li>• Evaluation in Humanitarian Action</li> </ul>
Fri 3 <sup>rd</sup> April	<ul style="list-style-type: none"> <li>• Study Tour: Experience of the Malaysian Government in Institutionalizing Results Based Management</li> </ul>

## CONTENTS OF MEETING SESSIONS

### 30 March 2009

#### Institutionalizing Results Based Management

**Objective:** Improved understanding of the fundamental principles of the Integrated Results Based Management (IRBM) system with exposure of the implementation of IRBM at the level of national government.

**Summary:** IRBM was the topic of a full day staff development activity. Main aspects included in the training were Integrated Results Based Management System: concepts and dynamics; Integrated Development Planning under the IRBM system; Integrated Results-Based Budgeting & Personnel Performance under the IRBM System; Integrated Monitoring & Evaluation; and a practical exercise on developing a Monitoring and Evaluation Plan. The session was followed by a presentation on the Malaysian Evaluation Society and its role in strengthening evaluation capacities at the national level.

**Evaluation:**

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
29%	50%	21%	0%	0%

## 31 March 2009

### Regional Update and Analyses

**Objective:** To enhance knowledge on the regional trends, emerging themes and current issues

**Summary:** It was highlighted that both regions are presently severely affected by the current economic crisis. The crisis will set back some of the gains in the regions both in terms of economic growth and poverty reduction that were observed in the recent past. Overall, all countries need to be able to monitor the country situation so that action can be initiated to prevent reduction in gains so far achieved towards reaching MDG targets in the regions - even countries currently on track need to monitor and track MDG progress. The role that the M& E officers are to play was addressed in the plenary.

### Improvement Initiatives

**Objective:** To increase participants' knowledge on the status of implementation of organizational improvement initiatives in the region.

**Summary:** Participants were provided with information on the strategic shifts recommended by the organizational review. Actual systems will be rolled-out by end 2010 and evaluation of improvement initiatives is planned in 2011.

**Evaluation:**

Session Contents rated by participants as:					
High	5	4	3	2	1 Low
	21%	42%	38%	0%	0%

### Institutional Framework for Monitoring, Evaluation and Knowledge Management

**Objective:** To increase knowledge on key concepts and purposes on monitoring, evaluation and knowledge management in the frame of the UN and UNICEF's context

**Summary:** This session was specifically devoted to orientate participants on the UN and UNICEF frameworks for monitoring, evaluation and knowledge management. The session put a special emphasis on the contents and implementation of UNICEF's Evaluation Policy. The challenges for implementing such a policy as well as the roles and accountabilities of HQs, ROs and COs were highlighted.

**Evaluation:**

Session Contents rated by participants as:					
High	5	4	3	2	1 Low
	21%	63%	17%	0%	0%

### Regional Monitoring and Evaluation and Knowledge Management Strategy

**Objective:** To obtain inputs for finalizing the Regional Monitoring, Evaluation and Knowledge Management Strategy for Asia and the Pacific.

To agree on an action plan for moving forward the evaluation and knowledge management functions in the region.

To obtain participant's view on their key needs on training and technical assistance on monitoring, evaluation and KM

**Summary:** The contents of the session focused on the key principles and components of a proposed regional Monitoring, Evaluation and Knowledge Management Strategy. The session offered the opportunity to discuss on the distinctiveness and the complementarities of the three functions. The role of APSSC was described highlighting that technical

assistance; capacity building and contribution to knowledge constitute the key pillars of the strategy. Valuable inputs were obtained from participants during the plenary discussion.

Evaluation:

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
21%	63%	17%	0%	0%

## 1 April 2009

### Monitoring the impact of the food and financial crisis

**Objective:** To discuss approaches from EAPRO on monitoring the impact of the financial crisis. To learn about role that the UNICEF Cambodia M&E Unit has had in strengthening the evidence base around the crisis as it relates to children and women.

**Summary:** After providing a backdrop to the situation of the economic crisis in Asia, methodologies were suggested on how to monitor the effects of the crises. In 2008 the UNICEF Cambodia Country Office supported a quantitative anthropometrics survey to monitor the effect of the food crisis on children. Several participants provided examples of how UNICEF in their respective countries had also supported studies to monitor the economic crisis. It was emphasized that the M&E officers should have a full understanding of existing data sources and what is missing; when new data is collected they should know with detailed familiarity, the whole process of data collection in order to be able to answer questions and confidently disseminate findings.

Evaluation:

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
25%	38%	38%	0%	0%

### Monitoring within the context of Delivering as One

**Objective:** To learn and share experiences and practices related to joint UN monitoring

**Summary:** Approaches and experiences related to UN Coherence and Delivering as One UN were presented and discussed.

Evaluation:

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
17%	42%	42%	0%	0%

### Knowledge Management Initiatives at the Country level

**Objective:** To share country experiences in establishing external and internal knowledge management initiatives

**Summary:** The experience of India CO in the establishment of a knowledge management system was presented. Activities were explained in detail including the actors involved in their implementation. The Session was well received by participants.

Evaluation:

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
21%	58%	21%	0%	0%

#### All Asia Pacific Representative Meeting 2008

**Objective:** To increase knowledge of the commitments made at APRM and how these will be followed up across the region.

**Summary:** A follow-up matrix was developed during the APRM which clearly identifies key priority interventions to help accelerate the MDGs as well as the support requirements for country offices to achieve the MDGs. The meeting participants suggested that recommendations should be provided to help the Representatives follow up the progress of the Action Matrix, mainstream the APRM recommendation into the country programme milestones and to identify strategic agenda for the upcoming meeting.

**Evaluation:**

<b>Session Contents rated by participants as:</b>				
High 5	4	3	2	1 Low
4%	46%	46%	4%	0%

#### DevInfo

**Objective:** To initiate a discussion on a Regional DevInfo Strategic Intent  
To obtain inputs for finalizing the regional strategic intent for DevInfo  
To learn and share experiences around the development of EFAInfo as a mechanism to accelerate the influence of DevInfo in the decision making process

**Summary:** Presentation provided a back drop for the discussion with an outline of trends in implementation of DevInfo across both regions highlighting the current emphasis on database management and the urgent need for improved use of DevInfo in support of decision-making processes. In the process of developing a stronger strategic intent for DevInfo the importance of asking “why we are doing DevInfo” should ensure a clearer definition of the role of DevInfo as a dissemination tool and define how it is expected to influence decision-making processes. Presentation on EFAInfo generated a lot of discussion. It is expected that M&E specialists will be in a position to facilitate improved linkages between professionals from the ministry of education and national statistical offices with the aim to improve the use of sectoral data in decision-making support.

**Evaluation:**

<b>Session Contents rated by participants as:</b>				
High 5	4	3	2	1 Low
13%	38%	46%	4%	0%

#### M&E Community of Practice

**Objective:** To reach consensus on a community of practice on Monitoring, Evaluation and Knowledge Management

**Summary:** The session highlighted the concept of Community of Practice and proposed a strategy for the establishment of an Asia Pacific Community of Practice on M&E. Horizontal exchange, knowledge production and dissemination, connecting M&E practitioners among others were considered as the key principles underpinning the Asia- Pacific Community of Practice.

**Evaluation:**

<b>Session Contents rated by participants as:</b>				
High 5	4	3	2	1 Low
29%	50%	21%	0%	0%

## 2 April 2009

### MICS4

**Objective:** To share key findings of the MICS3 evaluation.  
To increase understanding of the technical support mechanisms and changes within MICS4.

**Summary:** The discussions following the MICS presentation centered on the role of APSSC in enhancing the capacity of implementing partners and UNICEF country offices to conduct MICS. Key messages included the need to improve survey planning, data analysis and technical support and to establish strong steering committees to promote national ownership. Thailand provided the example of where a detailed dissemination plan addressing target audiences played a critical role in promoting the wider use of MICS data. It was considered that the role of M&E Officer is not solely accountable for the use of MICS data but should be responsible for ensuring that the MICS process follows the guidelines and manuals. Despite the recommendation of the MICS3 evaluation against using MICS as a tool to collect data at the sub-national level, many participants felt that collection of sub-national data is important to capture disparities within countries which from the rights based perspective is an ethical obligation.

**Evaluation:**

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
38%	50%	13%	0%	0%

### CCC Performance Monitoring

**Objective:** To raise awareness of the new CCC framework with highlights of the importance to performance monitoring and evaluation.  
To agree on key functions for a Monitoring and Evaluation Specialist in emergency preparedness and response

**Summary:** Session provided an opportunity for M&E specialists to learn about the new Core Commitments for Children in Emergencies which bring s renewed emphasis on the role of M&E in preparedness and response. Benchmarks within the CCC now provide a stronger foundation for a results based approach to emergency planning and response allowing for the development of key performance indicators to measure the achievements of UNICEF as a leader in emergency response. The new CCCs also provide an improved institutional framework for evaluation in humanitarian action in line with UNICEF Evaluation Policy calling on UNICEF country offices to adequately prepare for and implement evaluations as an integrated part of emergency response. In summary key functions related to M&E in emergencies include; 1) data preparedness, 2) rapid assessment mechanisms, 3) results-based emergency planning, M&E, 4) cluster lead information management responsibilities and 5) tool development.

**Evaluation:**

Session Contents rated by participants as:				
High 5	4	3	2	1 Low
21%	50%	25%	0%	0%

### Evaluation in Humanitarian Action

**Objective:** To improve knowledge and skills among M&E specialists across Asia and Pacific in approaching evaluation in humanitarian action.

**Summary:** The session provided an overview of the key concepts and approaches to Evaluation in Humanitarian Action. The specificities of evaluating interventions occurring in humanitarian contexts were discussed vis-a vis evaluations taking place in development contexts. The presentation also outlined the evaluation criteria taking the Action Learning, Accountability Platform (ALNAP) framework as point of departure.

**Evaluation:**

<b>Session Contents rated by participants as:</b>				
High 5	4	3	2	1 Low
21%	42%	38%	0%	0%

### 3 April 2009

**Study Tour: Experience of the Malaysian Government in Institutionalizing Results Based Management**

**Objective:** To learn about the Government strategic approach to results-based budgeting and management

**Summary:** The Malaysian Government installed 7 years ago a results based budget system with support of the Australian Cooperation. This system evolved into an Integrated Results Based System (IRBM) which was institutionalized in the Government. The Ministry of Finance has established the overall IRBM policy. Sectoral Ministries are accountable for implementing the IRBM policy. In the frame of the Meeting a Study Tour was organized to learn about the IRBM policy, through a visit to the Ministry of Finance, and to obtain inputs on how it is implemented, through a visit to the Ministry of Education.

**Evaluation:**

<b>Relevance of the following parts of the study tour rated by participants as:</b>					
	Very relevant	Relevant	More or less	Barely relevant	Irrelevant
How would you rate the relevance of the visit to Ministry of Finance	67%	33%	0%	0%	0%
How would you rate the relevance of the visit to Ministry of Education	62%	38%	0%	0%	0%
How would you rate the overall study tour in terms of relevance to your area of work	62%	29%	10%	0%	0%
Do you consider that the study tour met your expectations	52%	33%	14%	0%	0%

## RECOMMENDATIONS AND LESSONS LEARNT

1. A joint Meeting combining various activities with the aim at enhancing the Knowledge Management and M&E functions in Asia Pacific proved to be effective. Participants' level of satisfaction was high as they felt that their knowledge was increased through training, orientation, study tour and horizontal exchange. The organizers learned, however, that for future events it will be relevant to know in advance the profile of participants as well as their expectations as this will allow to better tailor the agenda.
2. It was also learned that the presence of managers at key stages of the meeting would have been beneficial for moving the Knowledge Management, Monitoring and Evaluation Agenda forward. It would also have provided the opportunity to managers to get awareness on the new developments in terms of approaching the KM, M&E functions in the UN and in UNICEF.
3. The conduction of the Annual M&E Meeting towards the beginning of the year will allow the KME unit to commence with a work-plan in a timely manner.

## STEPS FORWARD

Based on the results, recommendations and lessons learnt of the meeting APSSC, Knowledge Management and Evaluation Unit will undertake the following steps:

- Finalize the Regional Strategy on Monitoring, Evaluation and Knowledge Management.
- Finalize and disseminate the Needs Assessment on Training and Technical Assistance.
- Finalize the work-plan for 2009 for the KME Unit.
- Present the document: Recommendations from the Asia-Pacific Monitoring and Evaluation Community on Strengthening the Monitoring and Evaluation Function in UNICEF, at the Global Monitoring and Evaluation meeting in New York.
- Follow up on the findings of the training and technical assistance needs assessment and incorporate results into the work-plan.

## OVERALL EVALUATION

A total of 24 out of 27 participants responded to the evaluation questionnaire distributed towards the end of the meeting. In general the overall feedback from participants was very positive and the new approach to organizing the M&E meeting including the training, learning, and networking opportunities were highly appreciated.

The majority of participants felt that the meeting either 'fully' or 'mostly' reached its stated objectives. The IRBM workshop on day one received high rating from a majority of participants both in terms of content and relevance to the work of M&E officers. The combination of activities was also rated as highly relevant. Regarding the DevInfo sessions the feedback indicates some fatigue in the M&E community towards DevInfo implementation and although rated relevant by many, the need to revive the initiative around a stronger strategic intent was confirmed. The reference materials provided throughout the meeting were rated as relevant by most participants and the opportunity for horizontal experience exchange was also rated highly.

Overall, participants found the emphasis on M&E strategy and concepts useful, particularly in the area of Evaluation and Knowledge Management where gaps and differences in understanding the concepts was acknowledged by all. The MICS session was also mentioned by a number of participants for its relevance and in particular how it generated a useful and productive discussion following the presentation. DevInfo

also highlighted as useful because the aim of the session was looking at how we can go beyond just technology.

Some participants felt that more time should have been dedicated to sharing country experiences including more time to impact of financial crisis. Some participants did not feel that the group work sessions were tailored enough to country office needs and also that more time for discussions would have been beneficial. A few participants commented that the meeting was too long and would have preferred it had lasted for three days rather than five days. All participants appreciated the horizontal exchange however and some suggestions to have more case studies etc to facilitate more exchange. Use of more external resource persons was mentioned which perhaps also highlights why the IRBM was so well received.

The study tour met the expectations of a majority of participants and confirms the feedback on the usefulness of the IRBM session earlier in the week and the linkages to capacity building efforts with national partners undertaken by many M&E officers on RBM related issues. More than two third of participants rates the overall study tour as very relevant and the visits to both ministries was rated as very relevant, the visit to Ministry of Finance received slightly better ratings which can probably be attributed largely to the presenter.

## ANNEX 1: RECOMMENDATIONS FROM THE ASIA-PACIFIC MONITORING AND EVALUATION COMMUNITY ON STRENGTHENING THE M&E FUNCTION IN UNICEF

We the 30 participants of the UNICEF Asia-Pacific Regional Monitoring and Evaluation Meeting, coming together in Kuala Lumpur from 30 March to 03 April 2009, responsible for monitoring and evaluation of UNICEF programmes of cooperation in 22 country offices across 2 regions, covering over 50% of the globe's population, do hereby endorse this document with an aim to strengthen the organizational M&E function.

We note with appreciation the positive developments that have taken place within UNICEF recently as a result of the various Organizational Improvement initiatives. In particular, the findings of the Organizational Review, which recommend, inter alia, that UNICEF positions itself as a global knowledge leader for children, manage for performance and realign structures and systems to deliver quality results. We agree that these strategic shifts will enable UNICEF to more appropriately address its mandate for children in a refined aid environment, as articulated in the MTSP II, the Paris Declaration on Aid Effectiveness, and the Accra Agenda for Action. Such shifts renew the call for **strengthened and strategically focused programme monitoring and evaluation**. We therefore take this opportunity to elucidate a few areas that deserve heightened attention:

**There is a gap in strategic guidance for the "M&E officer" role** within country offices that is being brought to light by the flourishing of "social policy", "advocacy", "partnership", "knowledge management", and other MTSP FA5-oriented posts. UNICEF needs to clearly define the respective roles, responsibilities, and authorities of such posts to ensure that the synergy of them will effectively contribute to national development goals and policies. Titles and job descriptions should be harmonized and aligned with strategic shifts. Knowledge management is a special area of concern, as this is an organization-wide and therefore cross-sectoral imperative that cannot be handled solely in the traditional programme monitoring and evaluation role.

The new UNICEF Evaluation Policy clearly states that there is a need for evaluation to be more country-led. As UNICEF has a mandate to contribute to national capacity development for evaluation, it needs to improve on its historical approach to project-oriented and donor-mandated evaluations. **Evaluations need to be carried out in partnership** with governments, research institutions and other relevant local actors to enhance national learning about development results for children. In this light, UNICEF also needs to enhance systematization of policies and institutionalization of management response to evaluation recommendations.

The Integrated Monitoring and Evaluation Plan (IMEP) needs to be reviewed. Currently the IMEP is often viewed as only a calendar or wish-list of annual activities. In light of the organizational strategic shifts towards knowledge leadership on children, **the IMEP should be recast as an indispensable tool for strategically planning M&E actions and results**. Good practices and guidelines should be issued by the organization.

**An overall Monitoring Policy is needed** as a framework to guide all efforts oriented around collection, analysis and use of data. **Sound knowledge leadership and focus on results for children requires that UNICEF continues advocating for implementation of quality household surveys** and other data collection activities that provide evidence on the situation of children and their mothers in all contexts. UNICEF needs to be actively involved in the entire process of instrument design, data collection, reporting and dissemination, focusing on data that supports sound evidence-based decision making. Emphasis on sub-national data revealing disparities in attainment of child rights should be an integral part of this approach. MICS is one tool that has quality contents that could be integrated into existing national household survey schedules. **MICS strategic intent should explicitly advocate for data use by governments in decision making on children's issues**.

As part of efforts to support awareness of the need for quality data on the situation of children in all contexts, UNICEF has to be at the forefront of UN and development partner efforts to **strengthen national capacity in statistical literacy**. The organization needs to raise the profile of indicator data, including how it is measured, calculated, stored, reported, disseminated and analyzed. Data is absolutely necessary in order for UNICEF to push its development agenda for children, which cannot demonstrate relevance without showing statistically significant change in key indicator values. DevInfo is one of many tools that exist on this front, yet should receive special attention due to its unique history of UN support. Guidance should be issued by the organization that places DevInfo within this context, clearly defining and delineating its role and strategic intent. The inter-agency global DevInfo steering committee would benefit from increased participation of country and regional levels with direct experience in DevInfo implementation.

Through this Document, the UNICEF Asia-Pacific M&E community hereby reiterates its interest in having an active role in discussions to move forward the monitoring and evaluation agenda. We hence propose to join senior UNICEF management in all appropriate fora.

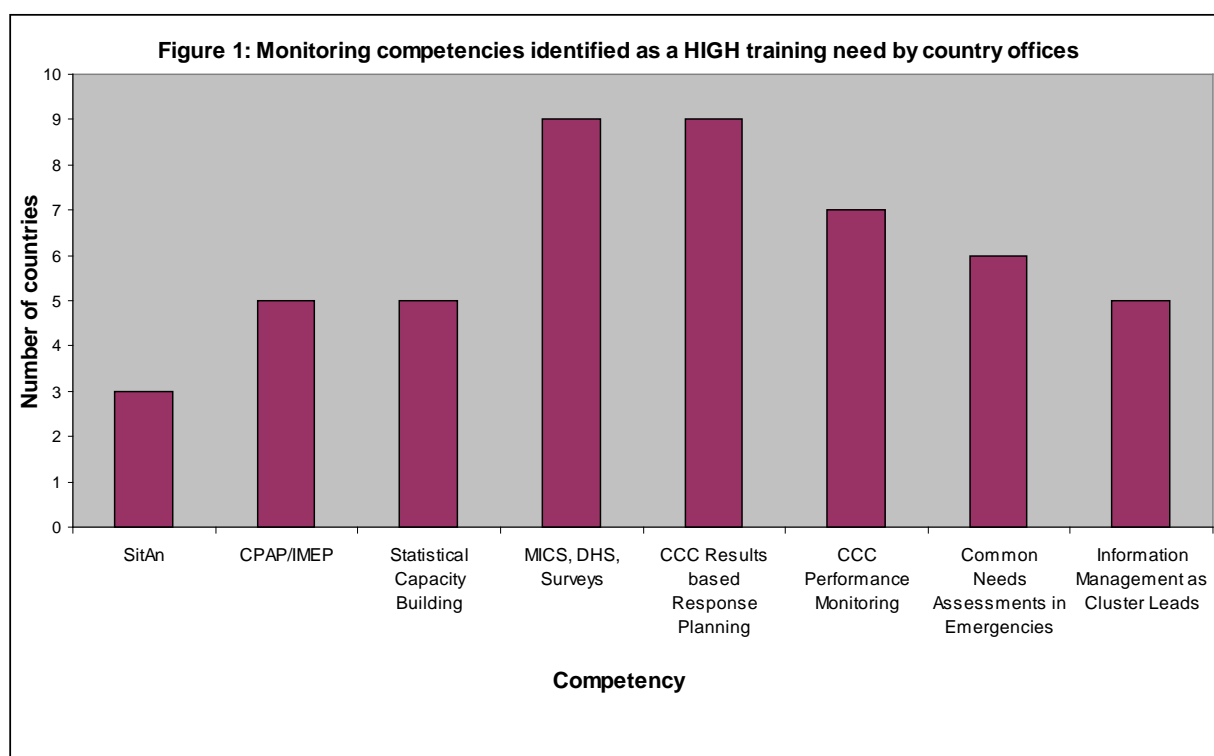
## ANNEX 2: RESULTS OF THE TRAINING AND TECHNICAL ASSISTANCE NEEDS ASSESSMENT QUESTIONNAIRE

A questionnaire was distributed among participants in order to assess the training and technical assistance needs for a range of competencies under the monitoring and evaluation functions. For each competency participants were asked to assess the level of training and technical assistance need from low to high. One form was distributed per country office; 16 countries were represented in the survey and the results are shown at the end of this section.

### Summary of Findings

#### Monitoring: Training Needs

Eight competencies were listed under the monitoring function. As displayed in figure 1, just over half of the countries identified 'MICS, DHS and Surveys' and 'CCC Results Based Response Planning' as a high training need for their country office. CCC performance Monitoring was also stated by 7 out of the 16 countries as a training area of high need.

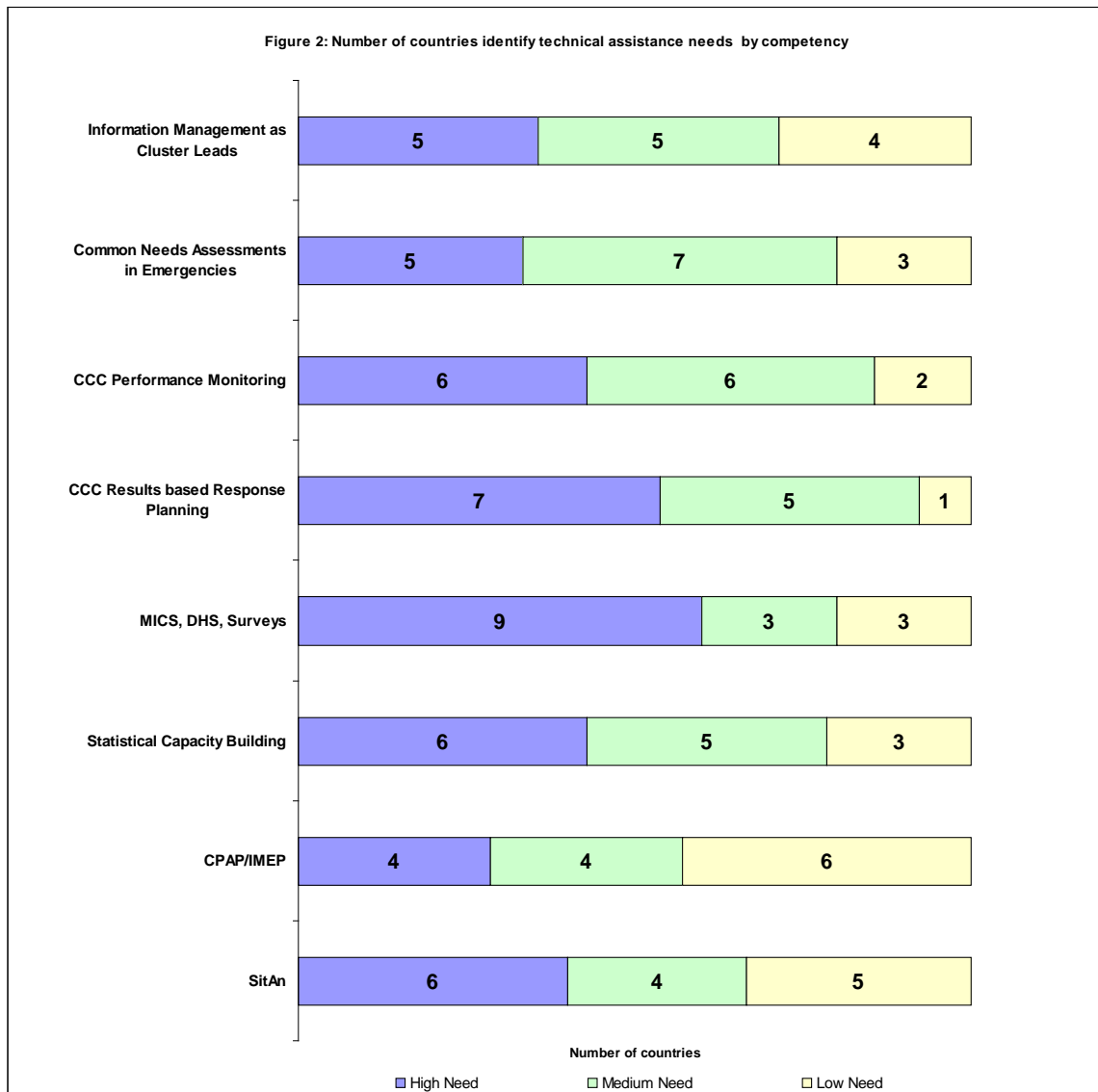


The competency 'Information management as cluster leads' was identified by participants from 7 out of 16 countries as a medium training need.

Training around the areas of the 'Sitan' and 'CPAP/IMEP' were rated as being the lowest area of training need.

#### Monitoring: Technical Assistance Needs

As displayed in figure 2, more than fifty percent of countries specified a high need for technical assistance in the area of. 'MICS, DHS and Surveys'. 'CCC Results Based Response Planning' was the next highest rating area where technical assistance is required. More than a third of countries specified the need was high for technical assistance on the 'Sitan', 'Statistical capacity Building' and 'CCC performance Monitoring'.



### Evaluation: Training Needs

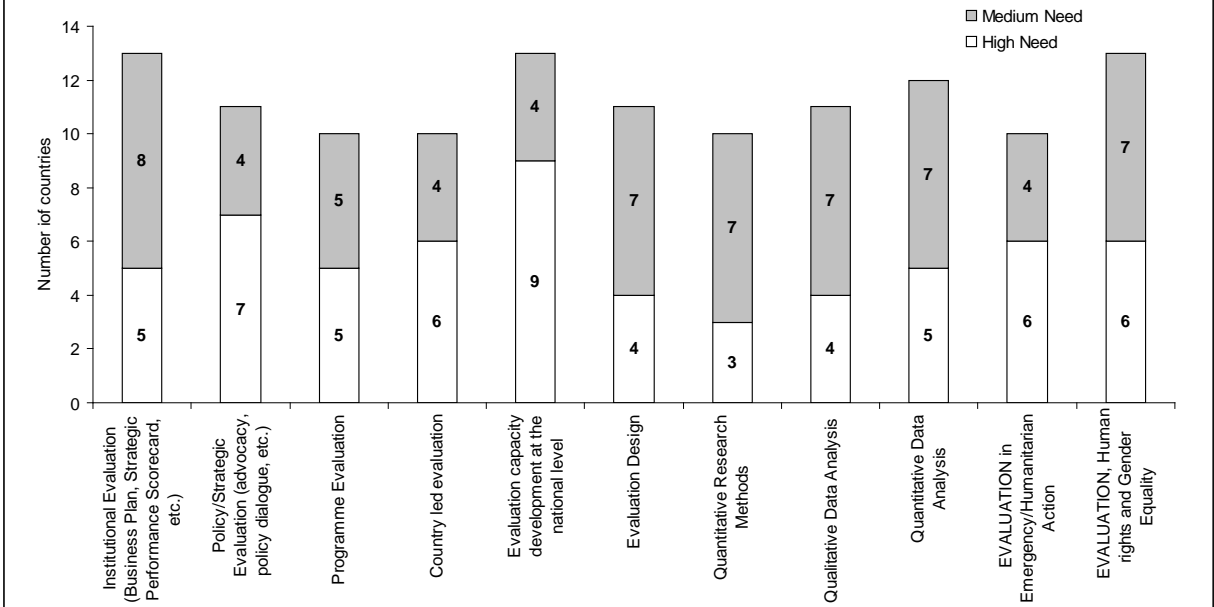
Thirty competencies were listed under the Evaluation function. For training needs, 8 competencies were rated as **high** by half or more of the country respondents. Competencies included:

- Dissemination and Use of evaluations (decision making, learning, good practices, lessons learnt etc)
- Evaluation capacity development at national level
- Impact Evaluation
- Joint Evaluation
- Evaluation Design
- Policy and Strategic Evaluation
- Institutional Evaluation
- Follow-up management response

### Evaluation: Technical Assistance Needs

In general when it came to evaluation, training needs were stated as a higher need compared to technical assistance. For the majority of competencies a high need for technical assistance was specified by approximately a third or less countries. However when combining high and medium need, the number of countries expressing a need for technical assistance is high; competency areas that were reported as having medium to high need by approximately two thirds or more of countries are shown in figure 3.

**Figure 3: Competencies that were rated as medium to high need by approximately two thirds or more of countries**



<b>ASIA- PACIFIC Training And Technical Assistance Needs Assessment Results</b>						
<b>Competency</b>	<b>Training Need</b>			<b>Technical assistance</b>		
	<b>Number of countries ranking training need as:</b>			<b>Number of countries ranking need for technical assistance as:</b>		
	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
<b>MONITORING</b>						
SITAN	3	3	7	6	4	5
CPAP/IMEP	5	3	6	4	4	6
STATISTICAL CAPACITY BUILDING	5	5	3	6	5	3
MICS, DHS, SURVEYS	9	2	4	9	3	3
CCC RESULTS BASED RESPONSE PLANNING	9	4	1	7	5	1
CCC Performance Monitoring	7	5	2	6	6	2
Common Needs Assessments in Emergencies	6	5	3	5	7	3
Information Management as Cluster Leads	5	7	2	5	5	4
<b>Evaluation</b>						
INSTITUTIONAL EVALUATION (BUSINESS PLAN, STRATEGIC PERFORMANCE SCORECARD, ETC.)	8	3	2	5	8	1
POLICY/STRATEGIC EVALUATION (ADVOCACY, POLICY DIALOGUE, ETC.)	6	4	2	7	4	1
PROGRAMME EVALUATION	8	3	3	5	5	4
PROJECT EVALUATION	4	4	6	2	5	6
JOINT EVALUATION	6	1	6	5	2	6
IMPACT EVALUATION	9	2	3	6	3	4
COUNTRY LED EVALUATION	9	2	2	6	4	3
UNDAF EVALUATION	6	3	6	5	4	5
EVALUATION CAPACITY DEVELOPMENT AT THE NATIONAL LEVEL	9	5	1	9	4	1
EVALUATION MODELS AND THEORIES	7	3	3	4	5	3
LOGIC MODELS	5	1	7	3	3	7
LOGICAL FRAMEWORK ANALYSIS	6	4	5	4	3	7
EVALUATION DESIGN	8	4	2	4	7	2
QUALITATIVE RESEARCH METHODS	6	5	3	3	6	4
QUANTITATIVE RESEARCH METHODS	6	5	3	3	7	3
QUALITATIVE DATA ANALYSIS	7	6	1	4	7	2
QUANTITATIVE DATA ANALYSIS	8	5	1	5	7	1
REPORTING (FINDINGS, CONCLUSIONS, RECOMMENDATIONS)	7	4	4	4	4	5
DISSEMINATION AND USE (DECISION MAKING, LEARNING, GOOD PRACTICES, LESSONS LEARNED, ETC.)	10	2	1	7	2	4
FOLLOW-UP ( MANAGEMENT RESPONSE)	8	3	3	6	2	5
MANAGING AND CONTRACTING	2	5	2	2	4	3
EVALUATIONS	5	2	6	4	3	6
EVALUATION STANDARDS AND ETHICS	5	3	6	2	5	6
STRATEGIC THINKING	5	4	4	5	3	5
NEGOTIATION	3	3	7	2	4	7
FACILITATION	5	3	5	2	5	6
EVALUATION and Peace Building	3	4	7	2	4	7
EVALUATION in Emergency/Humanitarian Action	7	6	2	6	4	3
RBM	5	5	5	5	2	6
EVALUATION, Human rights and Gender Equality	7	4	3	6	7	1