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1. Rationale

The signed agreement between the government of Spain and UNDP stipulates that,

“Monitoring and evaluation of the project activities shall be undertaken in accordance with established rules and procedures of the UN Agencies, and determined by the Steering Committee, subject to the respective regulations, rules, policies and procedures of the UN Agencies”

The MDG Achievement Fund (MDG-F) Framework Document, which operationalizes the above-mentioned agreement, explicitly requests that a results oriented system of monitoring and reporting will be established to inform the MDG-F Steering Committee on the results and progress of the Fund.

Beyond agreements and framework documents, an objective of the MDG-F is to replicate and/or scale up successful innovative programmes and policies at country level with the intent of contributing to the achievement of Millennium Development Goals (MDGs) at the global level. As such Monitoring and Evaluation (M&E) is a key element in providing knowledge and independent evidence to further improve such programmes and/or confirm their status as success stories ready for replication and scaling up. While supporting partner countries to achieve the MDGs is certainly the main goal of the MDG-F, improving UN coordination and increasing national ownership are also priorities and M&E will provide useful lessons learned from a pool of 130 joint programmes in 50 countries with budgets totaling US\$697 million.

The MDG-F must be accountable to its Steering Committee but also to its partners so that the information provided by the monitoring and evaluation systems is invaluable towards producing its biannual reports to the SC as well as other contributions to intergovernmental dialogues and other fora.

2. Principles of the Evaluation Policy

The MDG-F M&E strategy is formulated in accordance with the United Nations Evaluation Group (UNEG) norms and standards as well as the OECD/DAC evaluation principles. Thus the strategy responds to the needs of **accountability, organizational learning, and advancing knowledge** through evidence-based results reporting. The strategy is built on four distinct levels of analysis: 1) joint programme, 2) focus country, 3) thematic window, and 4) the MDG-F.

The intended users of the strategy span a wide range of sectors, including the MDG-F Secretariat; programme partners (UN agencies, national and local partners, and beneficiaries); decision makers within programme management and steering committees at national and global levels; and the general public, in particular its Spanish constituency. The evaluation function is instrumental for accountability and decision-making at the global level (through the global Steering Committee) and national levels (through the National Steering Committees (NSC) and Programme Management Committees (PMC), through the strict application of the MDG-F evaluation guidelines and follow-up on joint programme evaluation recommendations.

3. Institutional Framework of the Evaluation Function

The MDG-F Secretariat is the operational coordination unit of the Fund and is seated in the Bureau for External Relations and Advocacy (BERA) of the United Nations Development Programme (UNDP) headquarters in New York. It services a global Steering Committee composed of the UNDP Administrator and a representative of the Government of Spain. This committee has oversight over the Fund and approves its policies, strategies and the Secretariat's progress reports. The Secretariat is responsible for implementing the decisions of the Steering Committee, including the Fund's overall Monitoring and Evaluation strategy as well as its strategies for Communication and Advocacy and Knowledge Management.

The MDG-F Evaluation Unit is part of the Secretariat and reports to the Director of the Fund. The evaluation function is independent of the programme management decisions and functions; these are undertaken by the respective Programme Management Committees of each of the 130 joint programmes in the 50 countries where the Fund is operational.

The Evaluation Unit directs its efforts to promoting an evaluation culture among joint programme teams, providing guidance and advice in the design and implementation of M&E plans, ensuring adherence to MDG-F evaluation standards, and strengthening the measurement of results. Overall, these activities are aimed at enhancing the overall effectiveness of the Fund as well as strengthening evaluation capacities at national and local levels.

While joint programme mid-term evaluations, thematic and global evaluations are commissioned, managed and fully funded by the MDG-F Secretariat, final joint programme evaluations are commissioned by the offices of the UN Resident Coordinator (as chair of the National Steering Committee) in joint programme countries. Final evaluations are fully funded by mandatory allocations from the total joint programme budget to M&E. All MDG-F evaluations are conducted by independent consultants complying with UNEG norms and standards.

All MDG-F evaluations completed under the Fund's guidelines are published on the MDG-F public website along with their improvement plans and are shared with MDG-F partners. MDG-F evaluations are joint in nature, comprising all programme partners as the central unit of analysis, and with the commissioning and management of the exercise undertaken jointly at the country level¹. The Evaluation Unit is an observer member of the United Nations Evaluation Group (UNEG).

4. Who does What in the Monitoring & Evaluation System

Joint Programme Management Unit: It is the main responsibility of these teams to carry out the M&E plan formulated as part of their joint programme documents. Generally, funds were included in programme budgets for this purpose and the Secretariat recommended that 3 – 5% of budget be

¹ Joint programme mid-term evaluations are commissioned by the MDG-F Secretariat but co-managed at country-level, while final evaluations are commissioned and managed at country-level, with oversight by the Secretariat.

dedicated to programme-level M&E activities. These teams are also working jointly and facilitating the Secretariat’s activities in M&E (included the MDG-F M&E strategy).

MDG-F Secretariat: The MDG-F Secretariat advises and supports the joint programme implementation teams in the development of programme results indicators, collection of data, and undertaking evaluation activities included in their respective M&E plans. The Secretariat is also responsible for assisting joint programmes in the design of thematic indicators that feed into the MDG-F M&E system as well as financing and managing the joint programme mid-term evaluation process. As such, the Secretariat has assured adherence to quality standards throughout all of the phases: desk review, field work, report drafting, and publication and dissemination of final reports. It follows up on the implementation of evaluation recommendations, ensuring that they are mainstreamed and that corrective actions are taken. These lessons are also incorporated into the Fund’s knowledge management system and will serve as inputs into the evaluation of the MDG-F as a whole.

UN Resident Coordinator: M&E is not just a technical function, it also has other dimensions linked to public decision-making that are closer to the political arena and touch upon contested issues. The UN Resident Coordinator (UNRC), in the role of Co-Chair of the NSC and PMC, is in an excellent position to facilitate the political aspects of the M&E exercises within each country where the MDG-F is operational. In addition, the UNRC plays a key role in coordination and oversight within the UN system and as such the MDG-F has agreed that programme funds can be used to support the UNRC’s Office. For some countries, this support translates into a Special Assistant, an M&E Officer or a Communications Officer, etc. The UNRC’s Office also manages the final evaluation of joint programmes.

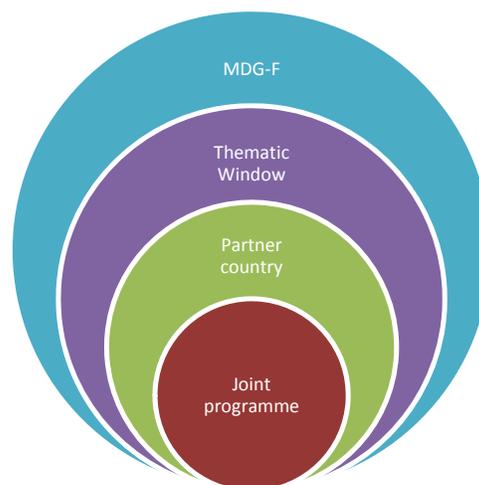
Multi-Partner Trust Fund (MPTF): The MPTF, as the Administrative Agent of the MDG-F, is responsible for monitoring and reporting on the delivery of funds to joint programmes.

5. Strategy Components

a. Levels of analysis

The levels of analysis are shown in the figure to the right.

Each level includes different dimensions that should be measured and studied through monitoring and evaluation activities. The dimensions begin at the basic level of joint programme and are added cumulatively through each level to the most comprehensive level of the MDG-F as a whole. These dimensions are summarized below:



Joint programme	Focus country	Thematic window	MDG-F
Monitoring dimensions			
Inputs, products, results and processes	Results (UNDAF) and processes (coordination)	Results (aggregation)	Results
Evaluation dimensions			
<ul style="list-style-type: none"> • JP formulation quality • Results attained • Contribution to MDGs and other indicators • Replication/scale-up • Innovation • UN system coordination • Delivering as One • National ownership • Alignment with national priorities • UN harmonization • Management for development results • Mutual accountability • Impact on citizens' lives 	<ul style="list-style-type: none"> • Contribution to MDGs at the country level • UN system coordination • Delivering as One • National ownership • Alignment with national priorities • UN harmonization • Management for development results • Mutual accountability • UN country pilots 	<ul style="list-style-type: none"> • Contribution to MDGs at the country level and other development indicators such as peace and culture • UN system coordination • Delivering as One • National ownership • Alignment with national priorities • UN harmonization • Management for development results • Mutual accountability 	<ul style="list-style-type: none"> • Quality of UNDP – Spain partnership • Added value of the mechanism for implementing MDGs • Role and added value of the MDG-F Secretariat • Linkage between windows and MDGs • UN system coordination • Delivering as One • National ownership • Alignment with national priorities • UN harmonization • Management for development results • Mutual accountability • Impact on citizens' lives

b. Elements of the M&E system

M&E like programme design or implementation, should be integrated into the joint programme cycle. Therefore, M&E is in essence an activity that should be implemented jointly through the life of the joint programme.

Monitoring

For the purpose of the MDG-F, monitoring is defined as a continuous process of collecting and analyzing information most particularly on substantive indicators related to activities, outputs and outcomes. Joint programme monitoring involves the collection of data with the purpose of showing progress in attaining outcomes. Monitoring is a systematic, evidence-based and quality oriented exercise where specific, measurable, attainable, and reliable, time bound indicators (SMART) demonstrate substantive joint programme progress.

The MDG-F holds its monitoring function to be:

- **Results oriented**, meaning its main goal is to report on progress on the highest stages of the logical causal chain, especially changes at the output and outcome levels;
- **Substantive in nature** with regards to measuring changes in citizens, institutions or any other kind of stakeholder participating in the programme; and
- **Using aggregation as a means**, ensuring that each lesson, evaluation etc., feed into the improvement of the joint programme.

The reporting function has as its main purpose fulfilling the accountability requirements prescribed in the Memorandum of Understanding of the MDG-F signed by the donor and UNDP on behalf of the participating United Nations agencies.

Evaluation

Evaluation is the assessment of a planned, ongoing, or completed development intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The levels of analysis and dimensions of study mentioned in the previous section, condition the means to produce evidence-based reports, information, knowledge and recommendations. These are:

- **Monitoring indicators:** to measure progress and trends in the short and medium term at four levels of inquiry (input, output, result, and outcome);
- **Field visits:** to monitor and assess joint programmes in depth as well as to prepare and manage evaluations, disseminate results and provide feedback from evaluation recommendations;
- **Joint programme evaluations:** to assess joint programme design, performance, and results through individual mid-term and final evaluations;
- **Participatory focus country evaluations:** to assess the cumulative contribution of MDG-F joint programmes at country level
- **Thematic window evaluations:** to produce robust evidence at window level and to link this evidence to the evaluation of the MDG-F as a whole; and
- **Desk reviews and data collection and analysis:** from a variety of sources to contribute with information and knowledge to the M&E and knowledge management system.

c. Linkages with other MDG-F strategies

The M&E strategy is part of a trio of strategies including knowledge management, and communication and advocacy. The results of these three strategies feed into each other. For example one of the pillars of the knowledge management strategy is led by UN convenor agencies for each of the thematic windows and by UNWomen for mainstreaming gender. The joint programme monitoring reports as well as the mid-term evaluations have provided a wealth of lessons learned that have been collated and analyzed by each convenor agency which in turn will be contribute as secondary data for the thematic window evaluations. Evidence-based results are used to communicate on the accomplishments of the Fund and lessons show that advocacy can play a key role in attaining programme results.

6. Detailed Monitoring and Evaluation by Level of Analysis

Joint Programme Level

The joint programme unit of analysis is the building block for the M&E system, most of the information, evidence, conclusions and findings of the MDG-F activities will be based on the study and monitoring of the joint programmes.

Monitoring Products

- 130 biannual monitoring reports of progress on results achievement, including: (i) narrative information on inputs, outputs, and outcomes, (ii) data on generic thematic window indicators, (iii) updated results frameworks and M&E plans, (iv) indicators on joint programme coordination, national ownership and communication and advocacy (C&A);
- The MPTF produces certified financial figures for the preceding year in May and includes a programme summary for each joint programme in its annual report;
- Field visits by the Secretariat to 100% of MDG-F countries, summarized in visit reports;
- Four regional joint programme workshops; and
- 130 final joint programme reports.

Monitoring Tasks Completed

- Joint programme teams are asked to review their performance in line with the results framework as well as track their progress in attaining the targeted indicators in the M&E plans. A number of thematic window indicators were added to the monitoring report as well. The biannual monitoring reports are approved by the PMC and submitted online by the UN Resident Coordinators Office following a final approval by the NSC.
- Reports are also uploaded on the MPTF website.
- The Secretariat is responsible for reviewing all monitoring reports and providing feedback to the programme teams. Information from the monitoring reports is used for the Secretariat's biannual report to the MDG-F Steering Committee.
- The Secretariat visits joint programmes according to the following criteria:
 - Relevance: Additional information needed, best practices or lessons learned to be disseminated, early warning, lack of or bad quality information on the joint programme; and
 - Efficiency: Synergies with communication strategy, design of mid-term evaluations, country evaluations and thematic evaluations or other activities related to the fund.
- The Secretariat prepared a MDG-F Implementation Guidelines to support teams on issues related to joint programme implementation.
- Joint programmes are required to submit final reports before closure the programme. These reports are drafted by the joint programme teams and certified by all implementing agencies. The final reporting process ensures accountability on the part of the joint

programme teams and the MDG-F Secretariat and provides important information on the programme's financial status, final results, good practices and lessons learned.

Evaluation Products

- Up to 130 mid-term and final joint programme evaluation reports;
- Up to 130 joint programme improvement plans; and

Evaluation Tasks Completed

- Generic terms of reference for mid-term evaluations were prepared for each thematic window as well as guidance and a methodology for undertaking joint programme mid-term evaluations which were managed by the MDG-F Secretariat;
- Local evaluation reference groups were established for each joint programme mid-term evaluation which was responsible for providing feedback on the inception report and the draft final report; preparing the agenda for the consultant's field visit; and developing an improvement plan to implement the evaluation's recommendations;
- The Secretariat established a pool of consultants to undertake the mid-term evaluations and provided feedback to both consultants as well as evaluation reference groups on the draft evaluation reports and the improvement plan;
- Mid-term evaluations for all joint programmes, including overall management and strategic guidance to joint programme teams and consultants;
- The Secretariat prepared draft generic terms of reference for final evaluations as well as guidance (including lessons learned) which are managed by the UN Coordination Office;
- At the time of updating this strategy, final evaluations are being completed during the last six months of programme implementation as and when programmes prepare for closure; and
- Online posting of evaluation reports.

MDG-F mid-term evaluations were designed as swift processes (three months on average) with a double focus: to improve joint programme coherence, relevance, efficiency and effectiveness as well as to collect information to measure progress towards results. The MDG-F Secretariat has completed all mid-term evaluations and this in turn has created a wealth of information and evidence that is being aggregated and analysed to fulfil the M&E objectives.

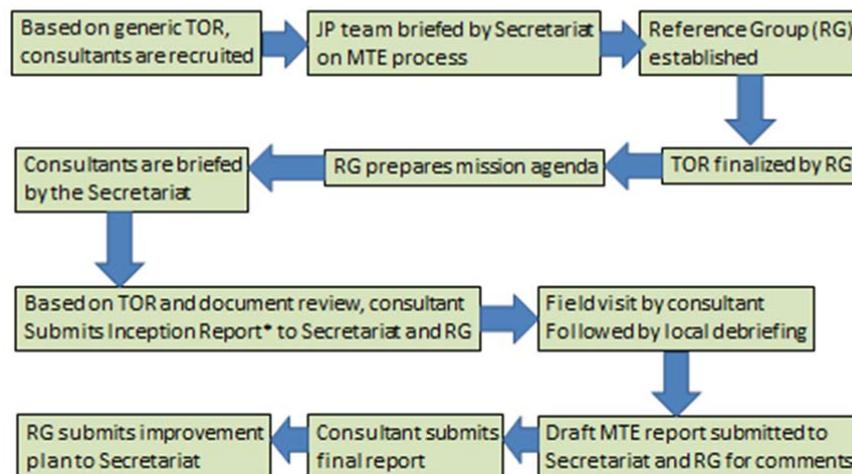
A Reference Group, composed of representatives of the programme partners, is established in the country and is given ownership over the evaluation process. The overall methodology and choice of consultants is determined by the Secretariat but an Evaluation Reference Group (ERG) is responsible for the following:

- Facilitating the participation of those involved in the evaluation design;
- Identifying information needs, defining objectives and delimiting the scope of the evaluation;
- Leading on certain evaluation planning documents (Work Plan and Communication, Dissemination and Improvement Plan);

- Providing input and finalizing the TOR;
- Facilitating the evaluation team’s access to all the joint programme information and documentation, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods;
- Monitoring the quality of the process, documents and reports that are generated, so as to enrich these with their inputs, and ensure that they address their interests and needs; and
- Disseminating the results of the evaluation.

The MDG-F Secretariat finances the mid-term evaluations and plays the role of commissioner and task manager, providing advice and quality assurance services throughout the process.

By establishing an ERG (composed of the key intended users of the evaluations) with extensive functions from design to dissemination of the evaluation, there is an increase in programme coordination and inter agency work. The group also creates the basis for a solid mutual accountability system between the national government and the United Nations system.



* Inception reports present consultants view of issues and proposed methodology

The above conceptual evaluation framework was accepted and adapted to 130 different joint programme contexts across eight different thematic windows and 50 countries. Mid-term evaluation processes have created capacity on basic evaluation concepts and the practice of the evaluation itself.

The design, inception, implementation and dissemination phases of the evaluations worked as planned with some exceptions in the limited duration of the inception phase and the dissemination plans at national level were not always as inclusive as expected.

The improvement plans were key instruments to ensure and track the progress on joint programmes and the follow up of the recommendations provided by the evaluations. However the effectiveness of

these instruments has varied, depending on the quality of the evaluation and the recommendations included in the report, as well as the degree of engagement of partners in the evaluation exercise.

The final mid-term evaluation report is shared with all partners and stakeholders and is uploaded to the MDG-F website.

The mid-term evaluations are not only useful for stakeholders and increase the interagency work but are key to manage the Fund as a whole. The structure, functions and roles of the inter agency and inter governmental evaluation reference group are key to achieving the evaluation objectives. Capacity building and strengthening of the evaluation culture has had a widespread effect on systematically supporting mutual accountability, learning and improvement of decision making and management.

The **joint programme final evaluation** is commissioned by the Resident Coordinator's (RC) office. The RC office leads the evaluation process from the beginning in order to ensure full independence of the exercise. The RC office is responsible for convening the ERG meetings and should continuously follow up on the implementation process, including hiring consultants, preparing the evaluation mission and reviewing the draft report.

Generic TORs provided by the Secretariat are used and adapted to the joint programme. Financial resources for this evaluation are included in the joint programme budget.

The final evaluation is the basis upon which the overall achievements of the joint programme, as well as its prospects for sustainability, will be assessed. Each joint programme final evaluation will serve as input into the thematic and global evaluations of the MDG-F.

Joint programme teams are encouraged to allocate enough time and resources for the ERG to conduct a thorough technical review of the draft report and to be systematic and apply the UNEG standards for evaluation² in the review process.

The UNRC office should develop a dissemination and communication strategy in the planning phase of the evaluation, to be incorporated into the adapted TORs. The evaluation can showcase the programme's achievements -- celebrate the good news and use the not-so-good news to draw lessons for the future. Any additional intended uses of the evaluation should be defined. Evaluations, for instance, can be used to raise new funds or advocate for relevant causes. They can also serve as the basis for further research and analysis or as a model for the design of policy and programmes.

Final reports are uploaded to the MDG-F website.

² See UNEG Guidance Document "Standards for Evaluation in the UN System", UNEG/FN/Standards(2005). http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22

Focus Country Level

The country unit of analysis is an extension of the concept of M&E joint programmes. The main differences consist of:

- A deeper analysis in terms of monitoring and evaluation of specific dimensions
- A synergy with advocacy and communication activities (participation and audiovisuals)
- A more limited exercise covering ten focus countries where additional funds (US\$300,000) were provided to support M&E activities at the country level as well as a participatory evaluation

The Secretariat selected ten countries³ taking into consideration the following criteria:

- Countries with at least two or more joint programmes
- At least one conflict affected country
- Countries with high learning and knowledge transfer potential or performance problems providing a rich environment for learning
- Countries with potential synergies with communication and advisory strategies
- Countries that are willing to volunteer for such an experience

Products

- 9 focus country M&E Action Plans
- 9 focus country annual progress reports
- 10 focus country evaluation reports

Tasks

- UN Coordination Offices worked with MDG-F programme partners to elaborate an M&E Action Plan which was unique to each programme country and approved by the National Steering Committee as well as the MDG-F Secretariat
- Where relevant local M&E Officers were recruited
- Focus countries were visited by the Secretariat to provide review progress and provide support
- Draft terms of reference for the participatory evaluation were prepared for customization by the focus countries

Ten **focus countries** will conduct a more comprehensive, detailed **evaluation** exercise, using case study methodology, with a focus on UN coordination, looking particularly into the implementation of the Paris Declaration Principles at country level and enhancing participation through the evaluation process. More specifically the country evaluation will pursue the following objectives:

³ Initially nine countries were selected to which a tenth was eventually added: Colombia, Ecuador, Honduras, El Salvador, Morocco, Mauritania, Ethiopia, Bosnia and Herzegovina, Philippines and Timor Leste.

- Learning and knowledge transfer of best practices and lessons learned to the country itself, MDG-F partner countries and the general public;
- Assessing the impact of the combined joint programmes in a particular country and the reasons for success or failure of the combined effect of the programmes with a focus on coordination and process analysis particularly Paris Declaration Principles;
- Making the process as participatory and inclusive as possible, ensuring that recommendations from these evaluations are more likely to be implemented.

Thematic Window Level

The thematic window level of analysis is an essential part of the M&E system, for it serves as a link between the information and findings obtained from the joint programmes to the eight specific thematic windows that comprise the MGD-F. The M&E activities carried out at this level are the basis for providing evidence regarding the induced impact of the MDG-F on progress towards the MDGs and other specific development goals pursued by the Fund such as gender equality, environment and climate change, culture and development and conflict prevention and peace building.

Evaluation Products

Eight thematic window evaluation reports will include evidence, findings and information on the contribution of the MGD-F to MDGs and other development goals using evaluations methodologies and drawing from sources of primary and secondary data such as the rapid mid-term evaluations, country evaluations, final evaluations and MDG-F monitoring activities.

The Secretariat will also rely on secondary sources of data and information such as: MDG analysis in specific sectors, country studies, Dev info, MDG reports, OECD DAC Paris Declaration, Monitoring survey, Evaluation of the Paris Declaration, Compendium report of donors, etc.

The main objectives of eight thematic window evaluations are:

- Potential learning and knowledge transfer of best practices and lessons learned from windows
- The impact of the combined joint programmes in a particular window will have been assessed
- Information, evidence and knowledge on the MDG-F's contribution at the thematic window level will have fed into the global MDG-F evaluation

Evaluation tasks

- Terms of reference for each thematic window were drafted along with questions that were developed with the support of technical consultants and the UN convenor agencies.
- The thematic window evaluations will be part of the overall evaluation of the Fund.

The work at this level is closely linked to the knowledge management activities undertaken by the Convenor agencies in the eight thematic windows as well as UNWomen in gender mainstreaming with the Fund. UN Convenor agencies will have worked closely with joint programmes to collect and collate lessons learned from a thematic window perspective.

MDG-F Level

The last of the level of analysis of the M&E system consists of the MDG-F, including its three main goals:

1. To serve as a viable mechanism to contribute to the attainment of the MDGs and the Millennium Declaration;
2. To become a potential instrument of delivering as one through the implementation of joint programmes; and
3. To introduce incentives to induce progress towards the implementation of the Paris Declaration as well as the principles of the Accra Agenda for Action.

Monitoring products

- Online system for uploading and analyzing biannual joint programme monitoring reports
- Biannual progress reports to the MDG-F Steering Committee
- Annual report by the MPTF

The MDG-F Secretariat programme staff monitors the implementation of the joint programmes through a network of relationships with the joint programme partners. Biannual JP monitoring reports, regular teleconferences, field visits and mid-term evaluations form the basis for monitoring joint programmes. As funds are transferred by tranche to joint programmes by request, the latter are key moments in programme implementation when the Secretariat assesses whether the programmes are progressing well; may require some support; or performance issues prevent the effective continuation of the programme.

Major decisions such as the initial approval of joint programmes, no cost-extensions and others are submitted to the MDG-F Steering Committee for approval.

The MPTF is required to produce a yearly report by reviewing the certified financial reports provided by the UN agencies as well as the biannual monitoring reports. The Gateway is their online source for documentation as well as financial data on the MDG-F joint programmes.

The MDG-F Secretariat report to the Steering Committee includes an assessment of the following elements:

- Overall review of the Fund's main goals including results and lessons learned: MDG achievement, UN coordination, and national ownership;
- Joint programme results (presented by thematic window or specific issue such as public policies);
- Joint programme delivery;
- Implementation of the three MDG-F strategies (M&E, KM, and C&A);
- Partnerships (report on approval and/or implementation of partnerships entered into by the Fund); and
- MDG-F budgets.

Evaluation products

- Various assessments during the course of the Fund on issues such as policy instruments, thematic reviews, Quadrennial comprehensive policy review (QCPR) related questions, etc.; and
- Overall evaluation of the Fund.

The main objectives of the Fund evaluation are:

1. Determine the relevance and overall value of the MDG-F model as a multilateral mechanism for development cooperation. Analyse to what extent the concept and design of the Fund, as well as its organizational and governance structures, have been effective in the achievement of development results. Make recommendations for future mechanisms for development cooperation based on the experience of the Fund, taking into account current priorities in the international development agenda.
2. Assess to what extent the Fund has contributed to UN System-wide Coherence and supported the Paris Declaration on Aid Effectiveness through its strategic work as well as its global portfolio of joint programmes.
3. Assess to what extent MDG-F joint programmes have reached the objectives of each of the Fund's eight thematic windows, and determine, to the extent measurable, their overall contribution to national MDG targets and other development objectives. Evaluate the Fund's accomplishments in development research, capacity building, and its contributions to global dialogue through its targeted country support, partnerships, advocacy initiatives, and cross-cutting strategies.

As with joint programme evaluations, the overall evaluation of the Fund will establish an ERG that will include representatives of all the Fund's partners. This group will be responsible for reviewing the terms of reference and following the evaluation throughout its process. An independent team of evaluators will be recruited for the purpose of undertaking this major endeavour.

7. Timeline of Monitoring & Evaluation Activities

Actions	2008	2009	2010	2011	2012	2013
Joint programme monitoring reports						
Secretariat field visits						
JP mid-term evaluations						
JP final evaluations						
JP final reports						
JP workshops						
Implementation guidelines prepared and revised						
Secretariat reports to Steering Committee						
Partner country evaluations						
Thematic window evaluations						
Global Fund evaluation						