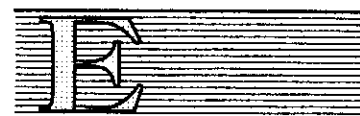




**UNITED NATIONS  
ECONOMIC AND SOCIAL COUNCIL**



Distr. : LIMITED

ECA/ACW/SRMN/98/4  
Octobre 1998

**Original: English**

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**ECONOMIC COMMISSION FOR AFRICA**

Subregional Follow-up Meeting on the implementation  
of the Dakar and Beijing Platforms for Action – North Africa

Rabat, Morocco  
27 – 30 October, 1998

**A PRACTICAL KIT FOR MONITORING  
THE IMPLEMENTATION OF THE  
NATIONAL ACTION PLAN**

# **Monitoring the Implementation of the National Action Plan**

## **Introduction:**

This guide is an attempt to provide a practical kit for assisting member states to monitor their implementation of the Platforms for Action. After a brief discussion of what monitoring is, we have provided a matrix that should help member states present in a summary form their monitoring. The matrix is in two parts. The first part has been adapted from the 'monitoring commitments chart' produced by the International Women's Tribune Centre and broadly gives the state of play on some key issues. The second part of the matrix is a little more detailed and suggests a format for monitoring of specific critical areas. The suggestion is that member states adapt this to focus on the priorities that they have set for themselves. It is important to stress that without a properly elaborated national action plan, it will be very difficult for member states to monitor their progress. The monitoring exercise should also assist member states in production of their progress reports.

## **Monitoring to assess progress and take corrective measures**

Monitoring, appraisal and evaluation are essential components of the National Action Plans. Monitoring is the continuous or periodic surveillance of the implementation of a programme. It should measure implementation against the short-term, medium-term and long-term goals, as well as general and specific objectives of the National Action Plans. For monitoring to be effective, the plan should have measurable indicators which are time-bound.

The national machineries have an important role to play in monitoring, compiling information and advocating for the implementation of the Platforms. They should also play a bridging role between the government and non-governmental actors.

Reliable and relevant information is vital for monitoring progress in implementation of the Platform for Action. Member States should encourage social scientists with expertise on gender to evaluate their progress.

Mechanisms for evaluation should be built in the National Action Plans from the outset so that baseline data can be collected and used as a basis for subsequent comparison. For example if a programme aims at improving the status of women, then it would be important to initially collect data on at least some portion of the intended beneficiaries' income levels, self-perception, and knowledge of relevant information.

## ***Indicators of progress:***

An indicator defines the performance standard to be reached in order to meet the objectives of the National Action Plans. Indicators determine how to measure to what extent the objectives have been achieved at different times. Measurements can be: quantitative, qualitative behavioural - eg increased use of legal services,

Indicators are crucial in providing a basis for monitoring and evaluation.

A good indicator is:

**substantial:**

It reflects an essential aspect of an objective in precise terms

**factual:**

each indicator should reflect fact rather than subjective impressions.

**plausible:**

the changes recorded can be directly attributed to the National Action Plan

**based on obtainable data:**

Indicators should draw upon data that is readily available or that can be collected with reasonable extra effort as part of the implementation of the programme

The following is a guide to formulating an indicator:

**Objective: increased use by women of credit facilities**

**1. Identify indicator:**

eg. increased borrowing

**2. Specify target group:**

eg female owners of sme's (operating a sme employing not more that 3)

**3. Quantity:**

1,000 women sme's owners increase borrowing by 50%

**4. Set quality:**

ensuring a loan repayment rate of 85%

**5. Specify time frame:**

Between January 1998-January 1999

**6. Set location:**

In 5 districts

**Combine: 1,000 women entrepreneurs in 5 districts (employing 3 employees or less) increase their access to credit by 50% between January 1998-January 1999, ensuring a loan repayment rate of 85%.**

When indicators are formulated, the sources of information necessary to use them should be specified i.e. what information is to be made available, in what form and where will that information be found?

It is important to check the usefulness of the indicator:

Is the information available from existing sources (statistics, records, etc)?

Is the information reliable and up to date?

Is special data-gathering required?

If so, do the benefits justify the costs?

Is the data disaggregated by gender

There should be one format for monitoring and reporting throughout the life of the programme. This will help provide a solid basis for analyzing trends and defining strategies.

If monitoring is done on a regular basis, it will enable member states to produce annual progress reports. It is recommended that there be periodic reviews of implementation of the National Action Plans in order to take corrective measures. It is also important to analyse any variances between the planned targets and goals and what the monitoring data indicates to be the actual implementation.

[illegible]

## MONITORING IMPLEMENTATION OF NATIONAL ACTION PLAN

This is a suggested format for monitoring the implementation of the National Action Plan. This monitoring tool should be used in conjunction with the implementation plan matrix produced with the National Action Plan. It is suggested that a separate sheet be produced for each of the priority areas.

Below is an example we have worked out to show how the sheet could be used. The correct filling out of the monitoring sheet should assist in producing progress reports.

**Critical Area:** Women and Poverty

**Objective:** Provide women with access to savings and credit mechanisms and institutions

**Monitoring Period:** January 1998-December 1998

Planned Outputs, Indicators, Activities	Achievements	Sources of Data	Constraints	Remarks/Corrective Measures
1. Establish a \$1m Special Fund to support women's activities in agriculture and business by December 1998	\$850,000 raised towards establishment of Special Fund  Launch of Fund held nationwide and wide publicity generated.	Records of fund managers  Media monitoring	Slow start to resource mobilisation efforts	Increase fund-raising efforts to ensure that total sum of \$1m is raised by January 1999
2. Provide funds for 300 women's activities in business and agriculture starting in January 1999 in 10 districts	a. 200 viable women's activities identified and ready for funding in 8 districts.  b. Documents for 100 viable women's activities in 2 remaining districts in last stage of preparation.	Fund Managers' reports  Reports from Women's Finance Trust	Weak organisational and management capacities of women's organisations.  Small number of people with gender analysis and feasibility study skills	In collaboration with ABANTU's Training Centre for Sustainable Management and Development, develop training programme to strengthen the management and organisational capacities of women's organisations.  In collaboration with the Gender Resource Centre, conduct four workshops for fund managers, extension officers in gender analysis and preparation of feasibility studies. Recruit consultants with skills in gender analysis and business development by Jan 1999.

**MONITORING IMPLEMENTATION OF NATIONAL ACTION PLAN****Critical Area:****Objective:****Monitoring Period:**

Planned Outputs, Indicators, Activities	Achievements	Sources of Data	Constraints	Remarks/Corrective Measures