



MONITORING, EVALUATION AND LEARNING APPROACH

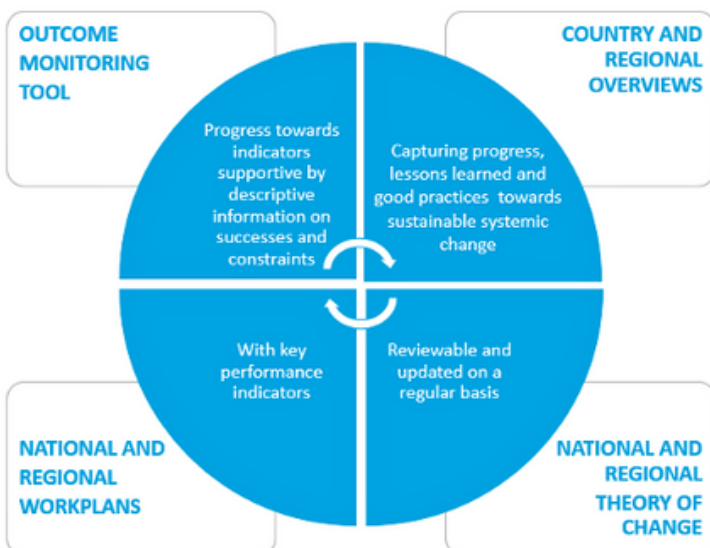


UNODC has adopted **results-based management** to ensure effective delivery of technical cooperation. Monitoring, Evaluation and Learning (MEL) processes are being built into all aspects of the project implemented in the framework of GLO.ACT, allowing the project team to:

1. Assess progress towards intended outcomes;
2. Ensure the sustainable and responsible use of resources by elaborating assumptions underlying our intervention;
3. Help ensure that programme activities and policy advocacy are based on the best available information;
4. Ensure that human rights and gender equality perspectives are integrated across all activities;

5. Go beyond the immediate results of an activity (such as changes in knowledge or development of policy guidelines) to look at resulting actions (such as use of training skills and implementation of guidelines);
6. Identify, document, and respond to barriers to progress, and areas where existing approaches are not achieving the intended results;
7. Capture unintended (positive and negative) consequences, and review safeguards put in place to avoid negative impact on programme beneficiaries and/or target audiences and to inform future program design.

MEL SYSTEM

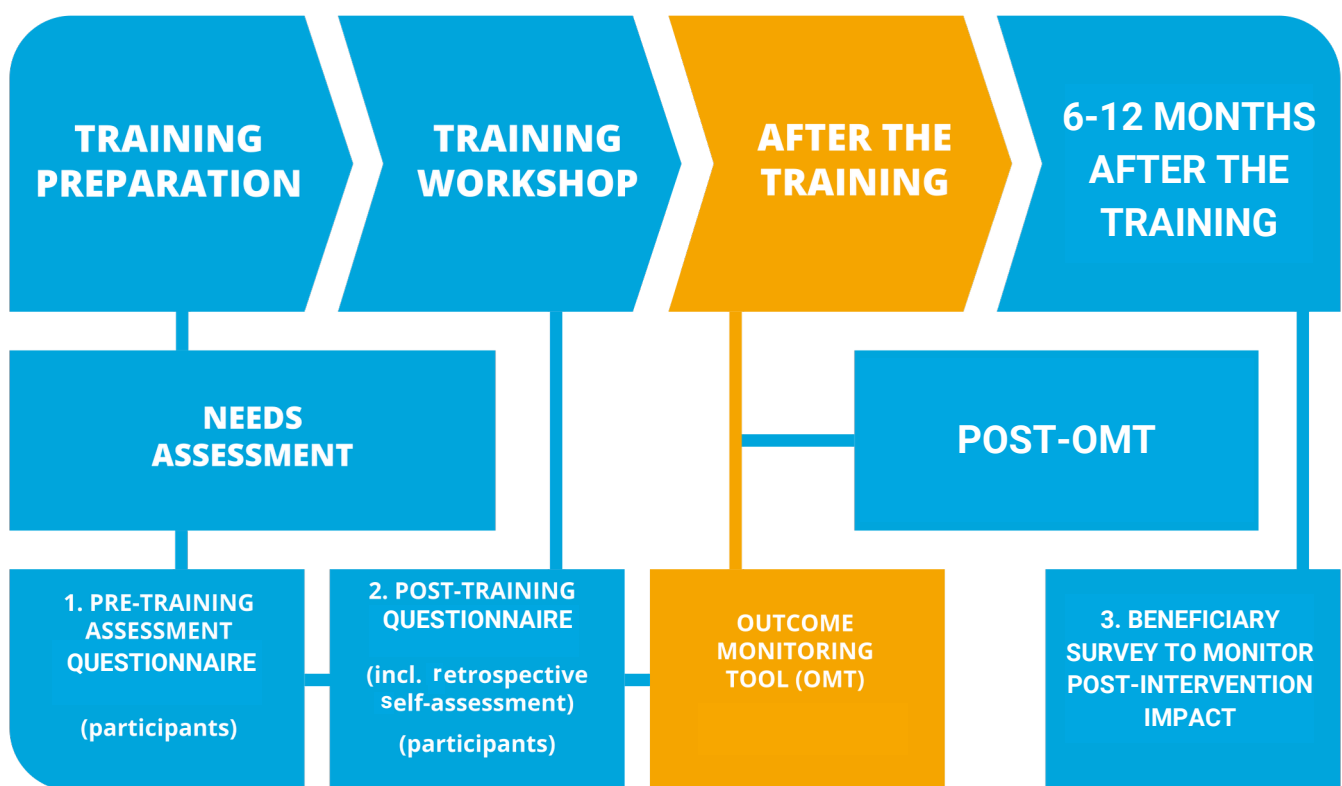


Building on the work undertaken under the first phase of GLO.ACT, and the findings and recommendations of the GLO.ACT (first phase) independent in-depth evaluation, GLO.ACT, in its second phase, (GLO.ACT Asia and the Middle East) readjusted its MEL system and tools in accordance with the national and regional theories of changes. Firstly, GLO.ACT enhanced its cooperation with Implementing Partners to improve impact monitoring by training relevant trainers and providing relevant MEL tools. Secondly, GLO.ACT prioritized qualitative monitoring by widening the scope of data collected through the Outcome Monitoring Tool post-activities while also collecting relative qualitative data from key beneficiaries through annual survey exercises. The GLO.ACT team also provided MEL training to various field offices while also managing a central calendar of activities to also promote collaboration between offices.

As highlighted in the [ICAT Issue Paper](#) MEL is under-developed in relation to the global response to trafficking in persons and the same applies to smuggling of migrants. The assessment of outcomes relating to criminal justice capacity building is particularly complex. To date, strong emphasis internationally has been placed on the quantity (rather than the quality) of prosecutions as an indicator of progress, while training evaluations have tended to focus on trainee numbers, participant satisfaction and immediate knowledge change, rather than application of skills.

Therefore, the monitoring and evaluation of training and other **capacity-building activities** includes a combination of qualitative and quantitative methods at different phases of implementation. These methods allow the project to move beyond existing indicators to look at changes in behaviour and consequent outcomes. This will include use of the Kirkpatrick model, which looks to measure reaction, learning, behaviour, and results through a three-stage approach:

MONITORING TRAINING ACTIVITIES – WORKFLOW



At the same time, the **Outcome Monitoring Tool** will allow the project team to capture steps they have taken to address common constraints to achievement of effective training outcomes. These include participant selection and subsequent rotation, legal and procedural issues, and resource availability.

In terms of **financial monitoring**, UNODC has developed a budget structure aligned with the logical framework to ensure that reliable financial information can be accessed in an easy and timely manner.

In addition, information related to fund release and expenditures is updated centrally through management dashboards in the section, to allow for value-for-money analysis.

Final independent evaluation exercises will be coordinated by UNODC and carried out involving the donor, as well as project beneficiaries. The planning and the timing of the final evaluations will be coordinated with the [UNODC Independent Evaluation Section](#) to ensure an impartial process in line with UNODC evaluation norms and standards.