



DOCUMENTATION

OF PROGRAMME COORDINATION PROCESSES
FOR THE SPOTLIGHT INITIATIVE
IN THE KYRGYZ REPUBLIC

Pathways of Change
Results-Based Monitoring
Phase II Programme Design Process
Participatory Monitoring Missions

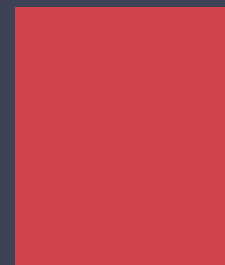
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**Spotlight
Initiative**
*To eliminate violence
against women and girls*



DOCUMENTATION

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Pathways of Change
Results-Based Monitoring
Phase II Programme Design Process
Participatory Monitoring Missions

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Acronyms

C4D	Communication for Development
CSNRG	Civil Society National Reference Group
EUD	European Union Delegation
EVAWG	Ending Violence against Women and Girls
GALS	Gender Action Learning Systems
GoKR	Government of Kyrgyz Republic
IP	Implementing Partners
M&E	Monitoring and Evaluation
MTR	Mid-Term Review
PCU	Programme Coordination Unit
PM	Participatory Monitoring
RBM	Results-Based Monitoring
SI	Spotlight Initiative
ToC	Theory of Change
VAWG	Violence Against Women and Girls
RUNO	Recipient United Nations Organization
UNCIEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

Introduction

Spotlight Initiative (SI) launched in Kyrgyzstan in January 2020 to ensure that all women and girls in the Kyrgyz Republic live a life free of violence and harmful practices, including child marriage and *Ala-Kachuu* (abduction of women). The Program comprises a set of integrated interventions around six components (Pillars): policies and legislation to protect women and girls, institution strengthening, prevention of violence against women and girls (VAWG), provision of services to survivors of violence, quality of data, and support women's movements and civil society.

The SI is a joint EU-UN programme. In Kyrgyzstan, it is implemented jointly by UNDP, UN Women, UNICEF, UNFPA, and UNODC (hereinafter RUNOs) under overall coordination from the UN Resident Coordinator's Office and leadership from the UN Resident Coordinator.

Programme Coordination Unit

The Programme Coordination Unit (PCU) is housed in the UN Resident Coordinator's Office (RCO), serves as the main coordinating body, and consists of a Programme Coordinator, Technical Coherence Specialist, M&E Specialist, and Communications Specialist. The PCU is responsible for ensuring strategic coordination, technical coherence, quality assurance, joint planning, monitoring, knowledge management, communications, joint results-based reporting, and strategic engagement with partners. Over the last two years, the PCU in close collaboration with RUNOs (specifically – Pillar Leads) initiated and led a number of coordination-related processes to improve evidence-based programme implementation and programmatic learning.

The SI Technical Team and Pillar Leads

The SI Technical Team consists of technical specialists from five RUNOs and the PCU. Each SI Pillar has a lead identified on a voluntary basis and responsible for coordination of pillar activities and facilitation of pillar meetings.

The SI in Kyrgyzstan aims to implement its activities aligned with the UN development systems reform, which prioritizes a new model of «Delivering as One» This new model prioritizes coordinating different agencies to exploit their competitive advantages in an integrated manner.

The SI Phase II design workshop,
November 2021



Coordination Processes

The SI programme tested number of initiatives to improve the joint and results-based delivery the PCUs coordination during August 2020 - May 2022:

- 1. Pathways of Change** workshops to reflect on proposed activities, unpack technical terms, and foster a shared understanding of the details of proposed Programme interventions. Pathways of Change also seeks to validate programme logic and reflect on necessary programmatic linkages across Pillars.
- 2. Results-Based Monitoring** supports the development of robust monitoring systems in collaboration with RUNOs and their IPs to capture qualitative and quantitative gender transformative change and facilitate results-based reporting.
- 3. Spotlight Initiative Phase II** design ensures a sound, participatory, and evidence-based Phase II design by reflecting results from programmatic studies and relevant learnings in close collaboration with Pillar leads, Implementing Partners (IPs), and national stakeholders.
- 4. Participatory monitoring missions** to foster project ownership, learning, and transparency in project implementation alongside key Government of Kyrgyz Republic (GoKR) stakeholders (at the local and national all levels) and members of the Civil Society National Reference Group (CSNRG).

Methodology

This document is intended to capture an in-depth summary of the above coordination approaches in terms of process, reflection on challenges, and lessons learned. For each process, the document describes the background of the approach, including rationale and objectives, the process (key implementation steps), the outcome of the process, lessons learned, and recommendations for similar programs wanting to replicate these experiences.

The PCU wrote a detailed description of all four coordination practices and compiled all supporting documents. Then, the PCU engaged an international consultant to review coordination documents and conduct additional participatory learning discussions and key informant interviews with SI Programme staff, partners, and stakeholders. In total, over 30 people were consulted. International Consultant compiled description from the PCU and from consultations.

PATHWAYS OF CHANGE

BACKGROUND

When the SI began active planning and implementation in mid-2020, most of the SI Technical Team (SI TT) members were new to the Programme and had not participated in its design. Onboarding diverse team members with differing levels of exposure to One-UN programming was difficult and required time and space to ensure a common understanding of key approaches, the theory of change, and expected results.

To address this, the team initiated a series of Pathways of Change discussions. A «Pathway of Change» graphically represents the change process as understood by the Programme team connecting proposed approaches to outcomes. The process helps to unpack key approaches to ensure a common understanding and identify any gaps in logic that would prevent the Programme from achieving its stated objectives. The PCU hoped the Pathways of Change meetings would allow the Programme team to have a common vision and understanding regarding activities, expected results, alignment with the theory of change, and designed outcomes.

This document is intended to capture an in-depth summary of the Pathways of Change discussions experience in terms of process, reflection on challenges and lessons learned, and recommendations for other SI programmes interested in using a similar approach.

STEP 1

Conceptualization

The PCU initiated the Pathways of Change process by developing a concept note with key questions to aid facilitation. The concept note was presented and validated with SI TT and colleagues from the EU Delegation in Bishkek. According to the PCU's conceptualization, the Pathways of Change discussions ideally begin with ensuring proposed interventions align with key problems identified in the project document (and with changing national context). The discussion would then evolve to identify potential intermediate results that highlight expected change from these activities.

Next, the PCU suggested reflecting on outputs and indicators and how the achievement of these outputs would contribute to outcomes as aligned with the Programme's Theory of Change (ToC).

Each step included unpacking main concepts and terms to ensure the SI TT had a common understanding of key approaches and programmatic principles. The PCU planned to go through this process separately for each Pillar and then discuss the overall ToC, consistency, and cross-cutting issues. (Annex 1 – Concept Note of the Pathways of Change process)

Pathways of Change concept note questions:

1. *What are the activities (already underway and planned)? Who are the key beneficiaries?*
2. *Why/what for are we doing this activity? What problem will it help to solve?*
3. *What is the immediate result of activity (preconditions)? Who or what do we expect to change? What will activity give us?*
4. *What else may need to happen for these activities to really lead to the desired result/preconditions?*
5. *How do we know we're getting intended preconditions? How success would look like?*
6. *Are planned interventions sufficient to achieve stated preconditions?*
7. *What are the areas where it is necessary to produce the results in coordinated manner and where the chronology of the activities from different RUNOs are interdependent? Within the pillar and with other pillars? Why? What difference or value added it would bring?*
8. *How the results of activities will reinforce the results of activities from other pillars?*


Note: Full list of questions is available in the Concept Note

STEP 2


Series of Discussions

The PCU facilitated a series of discussions following the conceptualization of the process. In addition, the PCU engaged SI TT members from the Programme's five RUNOs in the process. Due to the ongoing concerns about the COVID-19 pandemic, the PCU held all discussions online.

The PCU facilitated discussions pillar-by-pillar, using a series of questions outlined in the concept note. The first series of questions revolved around planned activities. These questions aimed to clarify the purpose and targeting of each proposed activity, the rationale behind each of the activities, and its linkage to identified problems.

However, the discussions of activities themselves took much longer than anticipated. First, the SI TT was required to unpack and define the terminology used in activity descriptions (for example, «mapping» and «network»). See below  for an example of how one high-level activity (first column) was further unpacked to include various well-defined sub-activities (column 2). Then, after defining key terms, the team spent additional time confirming the proposed logic and «Pathways.» This process helped facilitate a common understanding necessary for successful implementation and coordination.

The varying levels of understanding of activities among the Programme's SI TT required adjustment to the original plan for the Pathways of Change exercise. Instead of unpacking key terms, the SI TT agreed that each RUNO would have internal discussions to clarify concepts embedded within their respective approaches before presenting them to the wider team. The PCU presented a table for each RUNO to fill out to 'unpack' activities and expected intermediate results outlined in the original project document.

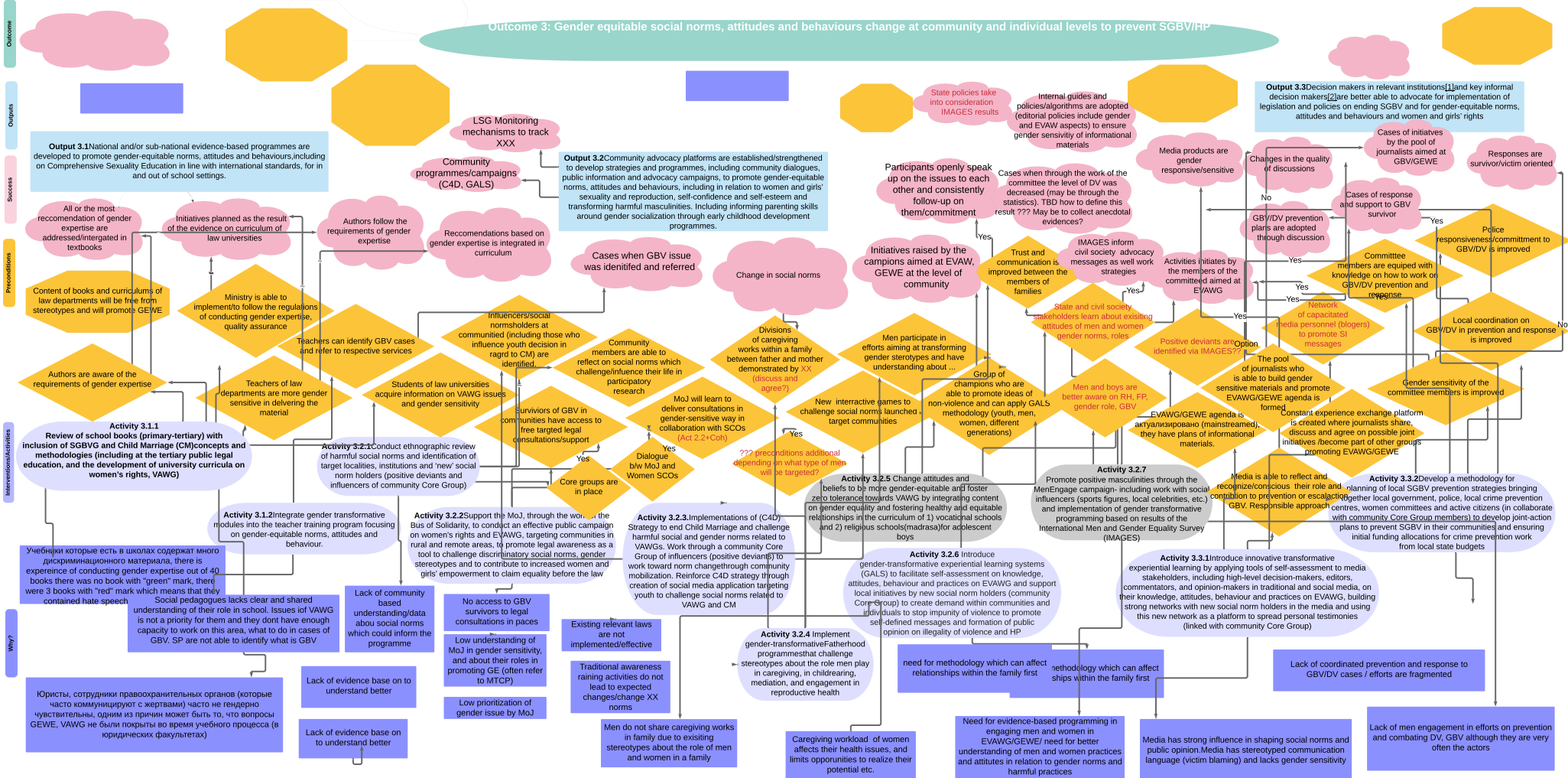
After all, activities were unpacked and defined, the PCU worked with SI TT in each Pillar to visualize Pathways of Change between activities, intermediate results, and outcomes (see image below ). The visualization processes were time-consuming but fruitful exercises that resulted in greater mutual understanding of key approaches across team members, Pillars, and RUNOS. The Pathways of Change exercise also increased the SI TT's knowledge of evidence-based Pathways for EAWG programming.

The PCU used the Lucidchart tool to capture Pathways of Change by Pillar.

PILLAR 3. PATHWAYS OF CHANGE DISCUSSIONS / PREVENTION / SOCIAL NORMS

<p>Activity 3.1.1 Review of schoolbooks (primary tertiary) with inclusion of SGBVG and Child Marriage (CM) concepts and methodologies (including at the tertiary public legal education, and the development of university curricula on women's rights, VAWG) UNICEF/UNDP (OHCHR)</p>	<p><u>Review of schoolbooks:</u></p> <ul style="list-style-type: none"> • Gender expertise in textbooks, training for potential textbook authors, publishers, and ministry staff on gender expertise Recommendations will be specific, based on case studies and examples, images, etc. • Help ministry to make action plan • Forum with donors/stakeholders of education sector, to present results of expertise, that something should be changed, to show examples • Raise the issue of including SGBV and CM concepts • The ministry – to create a pool of experts, to monitor that expertise is not just for window-dressing, but for real <p><u>Development of university curricula on women's rights</u></p> <ul style="list-style-type: none"> • On the basis of gender audit results training modules for law enforcement training centers will be developed • Gender expertise in the curricula of law schools of universities • GBV with a focus on GEWE • Desk review of what training programs there are, later will be used, international experience is being studied • Train teachers on gender sensitivity in teaching and presentation
<p>Activity 3.1.2 Integrate gender transformative modules into the teacher training program focusing on gender equitable norms, attitudes and behaviours</p>	<ul style="list-style-type: none"> • Work with social-teachers - trainings on gender sensitization, main focus of training – algorithm of actions in case of gender violence in a family or with a student, referral mechanism. • Course will be offered for institutionalization as training for social-pedagogues (priority target municipalities).

If (1) multiple strategies such as community mobilization, key stakeholders' engagement and education strategies are carried out in an integrated and coordinated manner based on a shared understanding and approach in line with international standards and evidence on preventing SGBV/HP then (2) favourable social norms, attitudes and behaviours will be promoted at community and individual level to prevent SGBV/HP because (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women's sexuality and reproduction



The PCU used the Lucidchart tool to capture Pathways of Change by Pillar.

PATHWAYS OF CHANGE PROCESS

STEP 3

Joint review of Pathways of Change graphics during retreat

After completing all Pillar Pathways of Change documents (including both the tables unpacking activities and the visualization by Pillar), the SI TT allocated time during the all-team retreat to revisit and validate the final products. The PCU printed and posted each Pillar's Pathways of Change document at the retreat venue. This also allowed SI staff to visualize and discuss inter-linkages between components. During the retreat, the PCU created small groups (pairing Pillars 1 and 2, 3 and 6, and 4 and 5) to discuss the details of Programme interventions and their visualized Pathways of Change. The retreat facilitators asked group members to draw key pathways encompassing problem to activity, intermediate result to output/outcomes, and output/outcomes to Theory of Change. They were also asked if planned preconditions and intermediate results are sufficient to achieve the outputs. These conversations resulted in a better understanding of each RUNO's activities and the identification of actions to improve inter-linkages within and across pillars. Again, the visualization helped these discussions tremendously.



The SI TT discussion of Pathways of change during retreat, February 2021

The retreat provided the perfect opportunity to validate the living Pathways of Change documents by Pillar. The validation discussions also presented a platform to discuss critical aspects of Programme implementation, including coherence and achieving gender-transformative results. Lastly, many RUNOs identified activities to implement together or with joint-procurement processes during the retreat.

STEP 4

Discussion of Pathways of Change with IPs and Civil Society National Reference Group (CSNRG)

The final step in the Pathway of Changes process was to present and validate with IPs and members of the CSNRG. For the latter, the PCU presented each Pillar's Pathways of Change (including key activities) to members of the CSNRG during one of the consultative meetings. Unfortunately, time constraints limited the discussion, but members of the group appreciated the exercise, and it helped illuminate the complexity of coordination, coherence, and implementation.

The PCU integrated Pathways of Change discussions into the IP annual coordination meeting agenda. During this meeting, IPs had an opportunity to share their respective planned activities and to reflect on how those activities contribute to the desired changes, specifically in Pillars 3 and 6.

Participants also reflected on interlinkages within and across activities through additional visualization of pathways.

OUTCOME

The Pathway of Changes exercises allowed Programme staff, IPs, and key civil society stakeholders to dig into and reach a common understanding of proposed approaches, test proposed logic, and adjust high-level strategies to maximize the achievement of outcomes. The exercises were also extremely beneficial to new staff (the majority of the SI TT) who did not participate in the design of the original project document. In addition, SI staff indicated the usefulness of unpacking activities as stated in the Project document, especially when writing terms of reference for those particular activities and sub-activities. Lastly, the Pathways of Change exercises allowed the SI TT to visualize programmatic, technical coherence across Pillars.

LESSONS LEARNED

Pathways of Change and similar processes are best done in person. Because of COVID-19 restrictions, the PCU held the Pathways of Change workshops online. However, facilitating these discussions online is very difficult to ensure equitable participation of all RUNOs and manage group dynamics that seem split between «old» or original team members and new colleagues.

The Pathways of Change exercise took much longer than anticipated, especially since many of the initially proposed activities required significant unpacking to ensure common understanding. As a result, many staff reported that the Pathways of Change process was extremely time-consuming. However, on the other hand, making sure SI TT members have a common understanding of key approaches and budgeted activities is a requisite for technical coherence. However, the process was also an excellent opportunity for new staff onboarding.

Pathways of Change exercises should ideally occur during project design or project start-up. Because of many programmatic delays related to COVID-19 restriction, political turnover, and policy upheaval, programme implementation was delayed. This offered an opportunity to take time to unpack activities and subsequent result pathways. However, this type of exercise is best done during initial design as these types of exercises can sometimes delay activity implementation. Relatedly, it's important to have enough staff on board to have fruitful discussions and RUNO representatives under each Pillar.

Since the SI programme highlights technical and Pathways of Change workshops require critical reflection on original project documents, it's best for an external professional with gender expertise to facilitate the process. However, finding the right facilitator for such exercises can be difficult. If possible, it would be useful to have resources provided by the Global Secretariat.

Pathways of Change workshops will be the most successful when project technical teams have a strong and common understanding of key terminology, approaches, and expected outcomes. Unfortunately, given that most SI staff (including PCU) were new, there were significant difficulties in coming to a common understanding of key approaches highlighted in the original project document. This was exacerbated further by the fact that the project document included several approaches to be clarified or refined based on experiential learning and formative research. Since these activities were not yet clearly defined, understanding cause and effect was highly challenging.

SI programming teams should regularly revisit Pathways of Change documents to ensure relevance amidst shifting contexts and evolving activity implementation. Reviewing logic and updating graphics can ensure logic pathways are continually checked or tested and that SI TT continue to have a common vision for how to achieve outcomes.

Below is a list of recommendations for other SI programmes interested in replicating similar Pathways of Change processes.

- Prepare all technical teams for the Pathways of Change workshops by outlining clearly the necessary preparation work expected of each team member, expectations for participation, and roles and responsibilities of each team member.
- Replicate the activity tables used by the SI Kyrgyz Republic Programme and assign these to Pillar leads to complete before any team meetings on Pathways of Change. Pillar leads should coordinate all necessary internal meetings necessary to complete the table(s), including any consultations with IPs who will implement certain activities (if possible). Pillar leads should also be responsible for preparing a short presentation on the vision of the Pillar (and description of activities) to the group at the beginning of the workshop. This would reduce the time needed for the actual Pathway of Changes workshop.
- Hold Pathway of Changes meetings in-person and allocate approximately a half-day for each Pillar.
- If possible, hire an external facilitator for the Pathways of Change workshops who has strong facilitation skills and technical background in gender. This would reduce the burden of facilitation for the PCU and allow them to participate in the process as 'participants fully.' In addition, the facilitator should ensure facilitation roles for Pillar-specific discussions are divided among relevant Pillar leads to maximize their buy-in and participation.
- Translate and present summary versions of the final products to IPs and members of CSNRG in the relevant language. This should be an abbreviated version that uses simple language.



The SITT discussion of Pathways of change during retreat, February 2021

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RESULTS-BASED MONITORING (RBM)

BACKGROUND

The SI is a complex programme working specifically with five RUNOs and more than 15 implementing partners (IPs) to work toward the EVAWG. The complicated nature of programming to EVAWG coupled with a diverse group of RUNOs and IPs means that any attempt to capture transformative change must be deliberate and systematic.

The Programme sought to introduce RBM as a response to the diverse monitoring and evaluation (M&E) systems and tools employed by RUNOs and their IPs and responding to a need to develop strong programmatic reports focused on results. Additionally, the PCU's focus on RBM ensured that programmatic achievements not captured in the existing M&E framework were systematically documented through quantitative and qualitative data.

In summary, the Programme's RBM initiative allowed IPs to come together to reflect on key successes and to identify means of verification for those successes.

This section highlights the Programme's key steps for RBM, key lessons learned, and recommendations for other SI programmes interested in piloting a similar approach with their partners.

RESULTS-BASED MONITORING PROCESS

STEP 1 Selection of Targeted Project Activities

The Programme selected a limited number of key activities across the SI's six pillars to focus on thinking through RBM approaches. The PCU made these decisions in collaboration with RUNOs and their IPs, ensuring that all Pillars and RUNOs were equitably represented. The Programme selected activities based on the status of implementation to date and their potential for transformative change as aligned with the Programme's outcomes and Theory of Change.

The PCU and RUNOs then worked closely with the IPs implementing selected approaches to develop monitoring plans and tools to capture results (see below). The process for each chosen activity was to be a participatory lesson on how to develop RBM systems for specific activities with the idea that each IP could potentially replicate the process with additional activities on their own.

STEP 2 Development of a Template for Monitoring Plan

The PCU created a monitoring plan template for IPs for the selected approaches to facilitate the process. The PCU wanted the template to facilitate reflection on how Programme implementers could adequately capture impact data from project activities, aligned with Programme Outputs and required indicators. In addition, the template was meant to standardize monitoring across Programme partners since different IPs use different monitoring tools and frameworks and have varying levels of capacity for M&E. In that regard, it was essential for the PCU to remain flexible and open to an adaptation of the template.

(Annex 3 – Monitoring plan template)

STEP 3

A Series of Meetings with IPs

After establishing a common framework for monitoring, the PCU in close collaboration with RUNOs organized a series of meetings with selected IPs to discuss the achievements of selected approaches (from Step 1) across three specific areas: awareness/knowledge, attitude, and behavior. The PCU wanted to prioritize capturing changes not currently captured and aligned with the Programme's theory of change and results framework. In many instances, identified changes required qualitative indicators.

The PCU with respective RUNOs strove to facilitate these meetings, focusing on establishing a common understanding of anticipated changes from select interventions and clear means for capturing all positive outcomes. In addition, the PCU reinforced the notion that they were there to support IP M&E processes to minimize the risk of extra work and that the RBM meetings were not a method of evaluating IP work or progress.

Instead, they would provide support with the shared vision to ensure all programmatic successes are adequately captured and reported.

Facilitation question for IP meetings during RBM meetings:

1. *What changes are expected at the individual level in terms of knowledge, awareness, attitude, and behavior?*
2. *What are expected changes at the institutional level in terms of new policies and plans developed?*
3. *If data collection documents/guidelines/SOPs are being developed, what are the important and unique elements that should be included in such documents?*
4. *How are changes being measured/monitored?*
5. *What are the monitoring methods and tools being used to track those changes?*
6. *What kind of additional support do IPs need from the PCU to ensure that the monitoring process is effective?*

RESULTS-BASED MONITORING PROCESS

STEP 4 **Development of the Monitoring Plan**

After the above meetings and additional consultations with the PCU and respective RUNO, each IP finalized their monitoring plan and developed the requisite tools. Again, the PCU acted in a supportive and advisory role, giving rigorous support when requested and reviewing completed documents. As a result, building the capacity of each IP to create a successful monitoring plan during this step took more time and effort than initially anticipated.

Questions for results review sessions:

- *What changes occurred in beneficiaries' knowledge, attitude, and behaviors a result of your activities?*
- *How did you measure those changes?*
- *What are the lessons learned and recommendations?*
- *How can the PCU support the monitoring process?*

STEP 5 **Results Review Sessions with IPs**

As part of the ongoing monitoring process and to build on PCU support provided in the development of monitoring plans, the PCU, in close collaboration with RUNOs, organized results review sessions with 11 IPs to coincide with annual reporting. These sessions aimed to discuss progress in implementing monitoring plans and offer a platform to reflect internally on results achieved and the extent to which these were captured as a result of SI activities. In some instances, IPs realized that some of the high-level impact achieved was not being systematically captured. In addition, the review sessions helped to triangulate annual narrative reports provided to the PCU while also discussing key achievements outside of the original M&E framework. Each results review session lasted approximately 1-2 hours.

STEP 6

Notes from the Results Review Sessions

After the sessions with IPs, the PCU prepared detailed notes in English and Russian language and sent the notes to IPs and RUNOs. The template for the notes evolved over the course of results review sessions but with key sections on results achieved in awareness/knowledge, attitudes, and behaviors (by activity) and with a subsequent list of monitoring tools to document the listed changes. The reports also included a section on lessons learned and recommendations, and a list of follow-up actions.

(Annex 4 – Example of notes.)

OUTCOME

IPs who participated in RBM processes with the PCU reported high levels of satisfaction both from the perspective of organizational capacity building and the ability to report transformative change in the current SI programme. Moreover, the products from RBM processes, including the results review meetings, helped the PCU contribute to a results-focused and evidence-based annual report based on IP reflection and feedback. The process also helped the PCU better understand the breadth of IP and RUNO activities across Pillars and support improvement to M&E systems.

The Program's process for RBM was a means to effectively capture program results and an important platform where RUNOs and IPs can discuss the programmatic results and work together to capture those achievements systematically. Below is a list of other key lessons learned.

Proposed M&E assistance to IPs in the SI programme needs to be handled delicately with consistent communication on the rationale to limit misunderstanding and resistance. The success of the process hinges on PCU's ability to present themselves as partners in M&E versus 'supervisors' who may inadvertently create more work for their partners.

At the same time, **PCU and RUNO collaboration is key to effective communication with IPs.** In this regard, PCU should always consult RUNOs before engaging directly with their IPs. RUNO engagement is critical for success at all stages of the RBM process.

Gender transformative approaches require robust RBM processes and tools, both quantitative and qualitative, to capture the various levels of change. Similarly, a focus on clear monitoring processes and tools is necessary for the required results-based annual reporting. If RUNOs and IPs do not systematically apply RBM across project components, reporting can become a list of activities versus a narrative highlighting key programmatic and transformative changes. This process needs to be established early in project implementation and continuous efforts.

A lack of dedicated SI M&E RUNO staff is a barrier to achieving necessary RBM processes and tools. As a result, PCU follow-up is necessary to support IPs in establishing the necessary tools to capture results. In cases where IPs do not have the necessary tools, PCU support is essential. M&E technical support is particularly necessary for reviewing IP's RBM tools.

Below is a list of recommendations for other SI programmes interested in replicating similar RBM processes.

- Launch the RBM support process to RUNOs and IPs as early on in the project cycle. Delays in the process resulted in frustration by IPs and missed opportunities to document key achievements.
- Consider facilitating a series of workshops with all relevant RUNO and IP staff on key participatory monitoring processes and tools (i.e., outcome harvesting, how to capture success stories, etc., effectively).
- If possible, establish a repository of these tools relevant to the context and adaptable to the various outcome areas and share with RUNOs and IPs in advance.
- Standardize results review template and share in advance with IPs so that they can begin reflecting on activities, changes, and monitoring tools. If possible, ask IPs to complete tables in advance to save time to allow for potential 'on the job' support of RBM tools.
- Ensure that all RUNOs have a common understanding of the objectives/rationale of IP RBM meetings, including results review meetings, and provide them draft communication (emails) to use when describing the process to ensure consistent communication.
- Ensure that PCU has the bandwidth to provide specific technical M&E support to IPs on follow-up actions (i.e., development of monitoring tools, etc.). Select the number of approaches (and IPs) as a function of PCU availability to provide follow-up technical assistance.



Coordination meeting with the SI IPs, September 2021

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SPOTLIGHT INITIATIVE

PHASE II DESIGN

BACKGROUND

The SI Programme was designed to be implemented in two phases. In Kyrgyzstan, Phase I covers the period from 2019 to 2021 and Phase II 2022. According to initial guidance, Phase II approval is subject to the results of a completed Mid-Term Review (MTR).

To adequately adjust Phase II design to align with changes in the political and socio-economic context, lessons learned from Phase I and results from a number of SI-funded formative research. The SI TT PCU and Pillar Leads organized a number of key steps to inform Phase II programming.

This document is intended to capture an in-depth summary of the different steps of the design process, reflection on challenges and lessons learned, and recommendations for other SI programmes interested in using similar approaches.

The SI Kyrgyz Republic deliberately prepared an evidence-based and participatory design process for Phase II of the SI Programme. A number of activities supported the design process, including bilateral consultations with key stakeholders (across Pillars), an inventory of Phase I research/assessments capturing a summary of key recommendations, a Phase I activity reflection exercise, a two-day participatory design workshop, and a national consultation/validation exercise. Below is an in-depth description of each of these processes.

STEP 1

Bilateral Consultations

RUNOs and the PCU arranged several bilateral consultation sessions with key project stakeholders to reflect on lessons learned and solicit recommendations for Phase II programming. In addition, the SI TT consulted more than 30 stakeholders at various levels.

The SI TT organized consultations around four key questions:

1. Causes of Violence Against Women and Girls (VAWG)
2. What works in EVAWG
3. Expressed needs of stakeholders regarding EVAWG
4. Key recommendations for Phase II programming

The PCU prepared consultation note templates, and the SI TT agreed to document all bilateral meetings using the template properly.

(Annex 5 – Consultations note templates)

STEP 2

Inventory of Phase I research and assessments

The SI conducted different research assessments as part of Phase I implementation. Though SI TT members reported that the studies were used to inform Phase I key strategies across Pillars, many of the key lessons learned and recommendations remain relevant for future programming in Phase II. Therefore, to maximize the return on these research investments and to ensure team members have a clear understanding of relevant findings and recommendations, the PCU summarized the various research products and recommendations using a standard template.

(Annex 6 – Template of research products and recommendations)

STEP 3

Phase I activity reflection

The PCU developed an activity reflection/inventory table and agreed with Pillar leads to fill out activity tables to facilitate reflection of Phase I activities. The purpose was to prepare Pillar leads to make Phase II design decisions based on evidence/reflection of progress, sustainability, and necessity to continue.

The table includes sections to summarize activity progress and decide whether this activity should be continued in Phase II. In addition, the PCU added additional columns to spur reflection on the sustainability of Phase I activities.

(Annex 7 - Activity table)

STEP 4 **Design Workshop**

The Phase II design process culminated in a participatory design workshop which allowed for in-depth exploration and discussion of the outputs of the various steps above.

The Programme engaged an international consultant to design and facilitate a two-day participatory design workshop do this. The specific and agreed-upon workshop objectives were as follows:

- To reflect on SI Phase I lessons learned, best practices, and areas for improvement (using results from the MTR and stakeholder consultations)
- To establish a team consensus regarding Phase II programmatic priorities (i.e., project 'glue')

- To identify Phase II activities by Pillar
- To foster a shared understanding of programmatic sequencing regarding identified activities across all Pillars

With the PCU, the international consultant developed a detailed agenda, which focused on day one on the review of all relevant design information to date and culminated with a team consensus on key priority areas for Phase II. The second day of the workshop focused more specifically on pillar strategy development, technical coherence, and activity sequencing.

(Annex 8- Detailed agenda.)

PHASE II DESIGN WORKSHOP, DAY 1

Welcome, workshop objectives, and agenda. The welcome and ice breaker focused on setting the stage for the workshop, specifically by ensuring a positive and constructive tone. The facilitator asked each participant to introduce themselves and present two things they were proud of during the last two years of SI programming. The first was of an individual/professional nature, and the second was related to programming. This exercise required more time than initially planned. It was important for the facilitator to congratulate the team on their impressive accomplishments despite the challenging political and public health context of 2019-2020.

Review of project design best practices, Spotlight phase II requirements & timeline. The facilitator reviewed best practices for project design, including the importance of building on lessons learned and linking them with evidence of what works. This led naturally to dedicating time to summarize outputs from consultations and activity reflection exercises (which took up the rest of Day 1). During this session, the Project Coordinator also took time to remind team members of the timeline for submission of Phase I documents.

Review of mid-term review results. A short time slot was dedicated to sharing and discussing the MTR results and recommendations but with the specific aim of adjustments to activities for Phase II. Ideally, this session would be led by

the consultant who led the MTR process and, again, with a specific focus on programmatic areas of improvement (versus coordination).

Review of stakeholder consultations. Each Pillar lead was asked to present a summary of bilateral stakeholder consultations during this session. Some Pillar leads had conducted more consultations than others. In addition, though the session's objective was to present stakeholders' perspectives, some Pillar leads presented their vision for Phase I. Regardless it was a beneficial session that allowed pillar leads to reflect on future programming areas based on discussions with important partners.

Review of Phase I SI research. The objective of this session was to review all reports commissioned by the SI Programme in the Kyrgyz Republic to highlight learnings that should be accounted for in Phase II design. However, participants thought the research results and recommendations had been sufficiently addressed during Phase I programming. If done in the future, this session needs to be redesigned to focus more on accountability for funded research/assessments and the importance of evidence-based project design. Another approach could be to assign Pillar leads to summarize research conducted under this Pillar in Phase I.

Lessons learned. This session began with a brief definition of lessons learned to ensure participants agreed that they could be positive and negative. Future lesson learned sessions should include examples of well-formulated lessons learned to illustrate further. Next, the facilitator put participants into small groups to discuss two to three lessons learned by Pillar. This session allowed for the important 'airing' of concerns among colleagues within and across Pillars. More time could have been allocated for these important discussions.

Priority setting based on MTR, consultations, research, and lessons learned. This session aimed to discuss technical coherence specifically by identifying high-level priority areas to pursue, across Pillars, in Phase II. The PCU team helped the facilitator identify the following criteria to help select priority areas (also known as project 'glue' or coherence): 1) feasibility of success (given timeline and resource constraints), 2) coherence with lessons learned, MTR, consultations and other research results and 3) high-potential for sustainability and/or institutionalization. The facilitator had an existing list of potential priority areas from discussions earlier. Next, the facilitator led a discussion on which areas the SI TT wanted to prioritize for interventions across Pillars. Finally, the session ended with found key priority areas to focus on for Phase II.

Priorities developed on day one vis-à-vis project Outcomes and Theory of Change. Day two began reviewing the four priority areas identified in the last session on day one. Then, the facilitator reminded participants to ensure that any new activities align with project outcomes/outputs and the Pillar theory of change.

Group work - Defining activities (Pillar strategies). Most day two was reserved for small group work by Pillar to identify key activities to propose for Phase II. To do this, the facilitator asked small groups to follow the following prompts and/or answer the following questions:

1. *Review activity tables to reconfirm or validate activity decisions*
2. *Are there any activities you need to discontinue because they are not feasible to accomplish in 12 months and/or don't allow opportunities for institutionalization?*
3. *List the final activities separately, highlighting (indicating) which activities correspond to the 'project glue' (identified in the last session of day one)*
4. *Do these activities align with the Pillar Theory of Change?*

The facilitator asked groups that finished early to brainstorm 2-3 bullet points summarizing the Pillar's sustainability strategy.

Activity planning: Plenary (and group validation). Each Pillar lead presented their list of preliminary activities, and colleagues were given the time to make comments or suggestions. In the end, Pillar leads had a more or less final and validated list of activities. This session was crucial for coherence and allowed participants to have a high-level view of a Phase II strategy. The PCU and consultant decided deliberately not to discuss the budget during this session. They wanted to allow for full activity lists before making cuts based on budget.

Timing and sequencing of activities. The last session of the day was a visualization of the sequencing of activities across the six pillars for the 12 months of Phase II. Each Pillar was given a different color notecard to write down their specific activities. Then they were asked to work with colleagues to put their notecards on the wall to indicate when activities would be implemented (quarters one through four). The PCU also added coordination-specific activities. Once finished, the facilitator asked for linkages between activities and Pillar leads to identify necessary sequencing across Pillar. This exercise was useful, especially in visualizing how busy the first two quarters will be. Still, given the extremely short-term nature of Phase II, it was difficult to discuss in detail.

STEP 5 National Consultative Workshop

In the final step of Phase II design, the PCU, jointly with RUNOs, organized a national consultation workshop to present and validate preliminary priorities for Phase II. Each Pillar lead presented the strategy per Pillar. Representatives from GoKR ministries, IPs, and the CSNRG participated and provided their recommendations, comments, and feedback.



OUTCOME

The above steps for the Phase II design forced the SI TT to reflect on successes, lessons learned, contextual shifts, and recommendations from formative research. These processes culminated in a participatory process to agree on key focus areas for Phase II to facilitate technical coherence across Pillars. As a result, the Kyrgyzstan Programme became the first country in the Spotlight Initiative countries [covering Central Asia, Pacific, and the Caribbean] to have Phase II programming approved.

LESSONS LEARNED

In some instances, conducting design-specific consultation can expect additional funding or partnership agreements among stakeholders. However, this can also lead to proposed recommendations that do not necessarily reflect the priorities of the Programme. Therefore, it is important to plan design processes with a communicated project scope and budget envelope.

SI TT members need to go into design processes with an open mind and willingness to adjust priorities based on new information that is learned. This relates to conducting stakeholder consultations and findings from MTR and other relevant studies. It is common for RUNOs to have preconceived ideas of what activities will happen without reflection on contextual and operational shifts that impact programming. In other ways, budgeting, instead of context, leads design processes.

Project design workshops require a skilled facilitator who can balance dialogue on challenges and lessons learned with appreciation and recognition of project successes. Multi-sectoral GBV programmes implemented by multiple RUNOs are complex. Therefore, allowing teams to keep positive and constructive dialogue when discussing challenges to address in future programmes is essential and requires a well-facilitated, measured and participatory approach.

There is generally a poor practice of systematically applying operational or formative research results to strategic or implementation decisions, including those related to project design. In some regards, final research reports financed by the SI programme were seen as the end of a work deliverable versus the start of ongoing learning and adapting. Deliberate focus on learning and adapting after formative research as a key step to new project design is crucial.

Below is a list of recommendations for other SI programmes interested in replicating similar SI Phase II project design processes.

- Encourage research firms and consultants conducting SI-funded research products to highlight programmatic-specific recommendations to be taken into account in future programming. This recommendation is also relevant to the global Secretariat when designing terms of reference for the SI Programme’s MTR processes.
- Consider prioritizing stakeholder consultations and then having multiple Pillar leads conduct stakeholder consultations together. This would help with the triangulation of results, support principles of coherence, and maximize the chance that stakeholder opinions are appropriately reflected.
- Ensure adequate time to think through Phase II sustainability strategy and activities.
- Validate Phase II design separately with government and civil society stakeholders to maximize participation in both groups.



Meeting with local leaders within the Participatory monitoring mission to Naryn, April 2022

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PARTICIPATORY MONITORING MISSION

BACKGROUND

From April 24-28, 2022, Kyrgyzstan SI Programme organized Participatory Monitoring (PM) missions in Osh and Naryn provinces. This report aims to document all stages of PM, including preparation and reflection on the process and its outcomes.



STEP 1

Conceptualization

The SI PCU developed a concept note in close collaboration with Pillar Leads for the PM mission to clearly articulate the objectives. As stated in the concept note, the PM objectives were to:

- Jointly monitor the results achieved by the SI in its target communities in Naryn and Osh oblasts;
- Provide recommendations to improve programme implementation;
- Contribute to the identification of good practices, successful cases (human stories), and lessons learned; and to,
- Improve understanding of SI activities and results at the grassroots level among national and CSO partners, and increase their ownership of the SI Programme.

The concept note also included a list of expected participants, stages of planning, a preliminary schedule of events, a breakdown of monitoring locations, and a list of key principles of PM. The concept note was translated into Russian and shared with all relevant participants.

The PM groups consisted of the SI's key partners from GoKR institutions (at the national and local levels), the CSNRG, and RUNOs.

(Annex 9 - Concept note)

STEP 2

Programme team and IP planning to achieve a joint vision of the PM’s implementation

There was significant preparatory work involved for the PM mission. One crucial step is to have SI TT consensus on where to monitor (which regions, etc.) and specifically which interventions to monitor. In addition, the team discussed the necessity to identify gender-transformative approaches for monitoring, which represented the diverse programmatic scope of the SI Programme in Kyrgyzstan.

As part of this process, the PCU held a meeting with more than 10 IPs to discuss PM mission implementation recommendations and finalize process design, schedule, and locations. IP’s recommendations from this meeting were instrumental both in regards to logistical coordination and for finalizing decisions related to approaches and beneficiary groups. Of particular importance was the IP’s recommendation to prioritize the equitable exchange of perspectives between beneficiary groups as an objective of the monitoring mission. This further shifted the framing of the PM as an opportunity for cross-exchange and learning versus monitoring in the traditional sense.

After much deliberation, the SI TT agreed to a PM mission for the following four groupings of interventions and target beneficiaries:

	Approach	Target Beneficiaries
Group 1	Gender Action Learning Systems (GALS)	Local leaders - women and men, teachers
	Positive Masculinities	Local leaders, madrasah teachers
	Series of workshops for service providers on multi-sectoral response and gender sensitivity	Social Workers
Group 2	Communication for Development (C4D)	Teachers, school administration, students, and parents
Group 3	Media-self Assessment	Journalists
Group 4	Committees for Prevention of Domestic Violence	Community members (including members of women’s committees) and social service providers
	Bus of Solidarity	

STEP 3

Compiling a List of Beneficiaries and inviting PM participants

Also, during these meetings, the PCU nominated local coordinators to support regional logistics and coordinate the schedules of the PM (including informing participants from target locations). These coordinators were identified by local CSO partners who worked with the Programme. The coordinators were responsible for organizing meetings with beneficiary groups, including identification of venue, confirmation of participation, and documentation of meetings.

With the inputs from the IPs, the PCU compiled a list of beneficiaries to invite to participate in the PM mission. The beneficiary list was organized by region, oblast, and affiliated organization (as relevant). IPs completed this list by adding relevant contact information. The CSO coordinators managed the list of beneficiaries and helped coordinate communication.

Next, the PCU with RUNOs identified key technical level national partners to invite to the PM mission. This included all of the GoKR institutions working with the Programme (at all levels), members from the CSNRG, partners from local authorities, the European Delegation in Bishkek, and UN Agencies/RUNOs

The PCU then worked to send official invitation letters to GoKR stakeholders to participate in the PM mission. This required significant bureaucratic maneuvering and should be added into overall planning timelines, especially if decentralized invitations require approval at the central level.

STEP 4

Methodology Development and finalization

Before the mission itself, the PCU developed a PM methodology to ensure the efficacy and quality of the monitoring process. The methodology included mapping the activities and key approaches to be monitored, highlighting related expected change and associated programme indicators, and identifying monitoring questions to ask that align with expected outcomes and indicators.

Given the fact that not all participants of PM had a good understanding of the SI Programme, the Programme needed to develop background materials to help stakeholders effectively participate in the monitoring mission. Therefore, PM group members appreciated having the list of guiding questions.

(Annex 10 - Questions for monitoring)

Principles of participatory monitoring:

- 1. Gender sensitive:** Ensure that perspectives of men/ women ad boys/girls are equally taken into consideration in the delivery of the activities and if everyone is equally benefitting despite the differences in sex and age.
- 2. Results-oriented:** a focus on outcomes versus process. Asking the questions 'so what' to uncover Programme results and impact.
- 3. Do no harm:** Avoid generating negative effect on gender relations and/or Programme implementation. It is important to build effective and trustworthy communication with the Programme partners and beneficiaries by explicitly explaining them the goals and expectations.
- 4. Child safeguarding:** refers to proactive measures taken to limit direct and indirect collateral risks of harm to children.

Activities

Expected changes
different levels
(individual, group, etc.)

Indicators
linked to expected
change

Suggested key
questions for the
monitoring mission

STEP 5 **Preparation and feedback meetings**

The Programme facilitated an online meeting with confirmed PM group members, including members of the CSNRG and key GoKR partners. During this meeting, the PCU presented the draft PM questions developed in the methodology and solicited feedback and suggestions from participants. The PCU received very useful feedback as part of this process, including the necessity to integrate child protection principles on how to interact responsibly with children during this process. They also suggested that the Programme invite local media to cover the results. Lastly, and of particular importance, was the suggestion of shifting the mindset on what ‘monitoring’ entails. Specifically, the recommendation stipulated that PM members were not going to the field as ‘controllers’ but rather active listeners and equal participants. After the external meeting, the PCU organized an internal meeting with the Programme’s Pillar Leads to discuss facilitation roles during the PM mission and establish questions for daily debriefs. In the majority of cases, PM mission facilitators were from the CSNRG and GoKR, with SI Programme staff stepping in only when necessary.

STEP 6 **Visibility and media**

As suggested by SI programmes, the PCU contracted a local media company (two journalists and two videographers) to create video content, including human interest stories, during the PM mission. The media groups in charge of developing visibility products, a video report of the PM mission, and human-interest stories of beneficiary testimonies.



Meeting with schoolgirls within PM mission to Osh, April 2022

STEP 7

Development and distribution of background information (orientation package)

Given the differing levels of knowledge about and engagement with the SI programme, the PCU created and shared a number of documents with participants before the PM mission. In addition to the PM concept note (described above), the PCU shared the following background documents with the participants:

Abridge 2021 SI annual report and programmatic plans for Phase II

The PCU prepared an abridged version of its 2021 annual report as well as plans for Phase II to ensure that all PM mission participants were up-to-date on the Programme's activities, results, challenges, and future plans.

(Annex 11 – Brief Annual Report)

Consolidated information on activities and results by beneficiary group

The Programme's IPs provided one-page briefs with information on their activities and results. The PCU then compiled this information into a consolidated document and shared it with PM participants to familiarize themselves with the community-level activities they would visit. With the help of these documents, the PM groups were encouraged to focus during the meetings with beneficiaries on results rather than activities.

(Annex 12 – Brief information on activities and results.)

Questions for participatory monitoring (methodology)

As previously described, the PCU provided PM mission participants the lists of recommended questions for beneficiary groups and expected results for that groups based on the targeted approaches. (Annex 13 – Methodology of recommended questions)

Diagrams with Theory of Change's for Pillars 3, 4 and 6

Questions for PM were focused on activity and output level results. In order to give participants an overall picture of the Programme, the PCU provided participants with a detailed diagram of overall Theories of Change for Pillars 3,4, and 6 since the activities that participants were monitoring fell under those pillars. For more information on the Theory of Change diagram process, please read the Pathways of Change documentation.

Other logistical documents

The PCU included all relevant logistic information to participants as well, including:

- Detailed Agendas for PM missions (separate for Osh and Naryn)
- A list of PM mission participants (and contact information)
- Logistical note (information on transportation, accommodation, etc.)

(Annex 14 – Logistical documents)

Briefing to participants

The PM mission started with a brief meeting with all PM mission participants to cover the objectives and methodology, roles and responsibilities, and review the orientation materials.

Participatory monitoring group members, Naryn, April 2022



Field visits, meetings with beneficiaries, and daily debriefs

The PCU formed three groups for the PM mission to ensure no group was too large, which could be overwhelming for certain target communities and beneficiary groups. Each group was approximately 10-15 people, and PM mission meetings lasted around 1.5 hours. Each group had a representative from GoKR partners, CSNRG members, and RUNOs. The three PM mission groups had three meetings with different beneficiary groups each day. During these meetings, everyone introduced themselves; an introductory speech from one of the local partners was usually followed by a facilitated question and answer session (following pre-identified questions in methodology).

The different PM mission groups convened debriefings after beneficiary visits. Some groups decided to hold these debriefs daily, while others held two debriefings over the four days.

One PM group convened daily debriefings at the end of the day; two groups merged two sessions in two, making two debriefings in four days.

Media

The participating videographers and journalists captured some PM discussions during each meeting with beneficiary groups. The journalists interviewed willing speakers to share their perspectives and reflections on the results of the SI programme. Lastly, the PCU, in partnership with the Ministry of Culture and regional media groups, organized a press briefing to present to the media the objectives and findings of the PM mission.

The media group produced human interest stories and a video report of the PM mission.

(Annex 15 - Human interest stories)

(Annex 16 - Video report)

Reflection & Follow-up

After the PM mission, the PCU collected all meeting notes from the various PM mission groups and compiled two consolidated draft reports (one for each region) outlining key findings, observations, and recommendations. The PCU solicited and integrated feedback on the report from all PM mission participants.

The PCU will present findings with senior management, IPs, and the larger SI TT to address recommendations during an upcoming programme planning workshop

OUTCOME

The culmination of the Pathways of Change and Result-Based Monitoring coordination processes paved the way for successful PM planning and implementation. More importantly, however, the Programme's PM resulted in high levels of interest and continued to buy in for SI results, especially among GoKR stakeholders at various levels. This engagement is necessary to pave the way for institutionalization and sustainability of approaches and outcomes.

LESSONS LEARNED

Ensuring a minimum understanding of key principles of the SI Programme's approaches and results is crucial for PM mission success. PM participants' different levels of engagement with the Programme made it difficult to standardize an onboarding approach. Additionally, though ideal PM mission visits focus on results, the fact that several participants were new to the Programme's approaches meant that participants' engagement in discussion with beneficiary groups was lacking. As an example, in Kyrgyzstan, a group of adolescent girls was sharing the experience with a specific transformational approach. Since PM mission members were new to this approach, they focused more on the 'what' than the 'so what?' It is important to weigh the benefits and drawbacks of including new stakeholders. In Kyrgyzstan, the PCU provided written briefs of key approaches, but not all PM mission participants read these materials in advance.

PM missions require orientation to the approach vis-à-vis key principles and appropriate facilitation. For example, orientations should include training on key principles related to gender sensitivity and 'do no harm.' In certain contexts, it will also be necessary to focus orientation on group barnstorming on how best to neutralize power imbalances that allow for equitable participation of all involved. For example, guidelines on what to wear, how to physically set up visit sites, and how

participants ask questions can all impact the way power is perceived by beneficiaries. Additionally, in certain instances, PM missions require strong facilitators tuned in to how to manage power and foster inclusive communication.

The Programme's engagement with IPs was crucial to the success of PM and, specifically, the PM mission. PM would not be as effective or successful without IP support and buy-in. IPs provided suggestions to improve methodology and largely led to the identification of beneficiaries.

SI programmes planning PM missions should plan for a high level of government and civil society interest to participate.

The reality is that PM is an underutilized approach in all development programmes, and it has a very high potential to increase effective coordination and engagement with key stakeholders. Relatedly, the engagement of local and district-level officials is extremely important as they are the ones who have the unique mandates to provide direct provision of services to targeted communities. Because of the likely high interest in participation and the need to engage with decentralized authorities, it is important to plan for high levels of participation in PM missions. SI programmes should either pre-select a number that they can handle in regards to logistics or plan for a number of site visits to accommodate a larger number of smaller groups.

It is important to limit the number of beneficiaries invited to the different PM meetings. Though PM principles are aligned with principles of 'leave no one behind,' the reality is that too large groups don't leave enough time or space for all beneficiaries to participate in discussions in a meaningful manner. In general, beneficiaries and PM mission participants should be nearly equal. As best practice, Programmes should strive to keep groups to a maximum of 15 participants (including beneficiaries and PM mission participants)

PM missions to targeted communities offer a unique opportunity to introduce the programme strategy to key government stakeholders and the communities themselves. However, because of the complex nature of SI programming and partnerships, it can be difficult for both key external stakeholders and target communities themselves to understand all the various components. Therefore, PM allows for the introduction of Programme principles in a participatory manner. At the same time, some SI communities are overburdened with the various requests of all the RUNOs, so decisions related to which communities to visit should be made with the communities themselves and the local partners who live and work there.

RECOMMENDATIONS

Below is a list of recommendations for other SI programmes interested in replicating similar PM processes.

- Identify facilitators early on who have particular expertise in facilitation techniques as aligned with PM principles. Consider training these facilitators specifically in fostering dialogue in an inclusive manner and recommendations on how to neutralize unequal power dynamics.
- Coordinate early and frequently with IPs to solicit their input and recommendations regarding monitoring approaches, stakeholders to invite as participants, and communities to visit.
- Create standardized templates for PM mission notes and debriefs.
- Identify stakeholders that have been engaged in the SI programme that the PCU can invite specifically to be invited as PM mission participants. Though there are risks and benefits to including new stakeholders, the level of engagement and discussion will be richer with participants who are very familiar with key approaches and Programme objectives.
- Prioritize the participation of decentralized government officials
- Prioritize preparatory meetings with CSNRG and government officials to review all prepared materials, highlight key PM principles, introduce groups and facilitators, and answer logistical questions. In-person meetings are preferable.
- Prepare small gifts for beneficiaries participating in PM visits. This could be a Programme t-shirt or other programme-branded materials as a token of appreciation for their time.



Participatory monitoring group members to Osh, April 2022

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Meeting of the SI's beneficiaries and SI TT members with UN Deputy Secretary General Ms. Amina J. Mohammed

Annexes

- ANNEX 1 – PATHWAYS OF CHANGE: CONCEPT NOTE
- ANNEX 2 – PATHWAYS OF CHANGE: THE CONCEPT, AGENDA AND REPORT OF THE RETREAT
- ANNEX 3 – RESULTS BASED MONITORING: MONITORING PLAN TEMPLATE
- ANNEX 4 – RESULTS BASED MONITORING: EXAMPLE OF NOTES
- ANNEX 5 – PHASE II DESIGN: CONSULTATIONS NOTE TEMPLATES
- ANNEX 6 – PHASE II DESIGN: TEMPLATE OF RESEARCH PRODUCTS AND RECOMMENDATIONS
- ANNEX 7 – PHASE II DESIGN: ACTIVITY TABLE
- ANNEX 8 – PHASE II DESIGN: DETAILED AGENDA
- ANNEX 9 – PARTICIPATORY MONITORING: CONCEPT NOTE
- ANNEX 10 – PARTICIPATORY MONITORING: QUESTIONS FOR MONITORING
- ANNEX 11 – PARTICIPATORY MONITORING: BRIEF ANNUAL REPORT.
- ANNEX 12 – PARTICIPATORY MONITORING: BRIEF INFORMATION ON ACTIVITIES AND RESULTS
- ANNEX 13 – PARTICIPATORY MONITORING: METHODOLOGY OF RECOMMENDED QUESTIONS
- ANNEX 14 – PARTICIPATORY MONITORING: LOGISTICAL DOCUMENTS
- ANNEX 15 – PARTICIPATORY MONITORING: HUMAN INTEREST STORIES
- ANNEX 16 – PARTICIPATORY MONITORING: VIDEO REPORT

The Spotlight Initiative PCU in Kyrgyzstan will gladly share annexes with you, if you are interested.

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