



UNITED NATIONS
ESCAP

Multi-donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian
Ocean and Southeast Asia

Monitoring and Evaluation Framework

December 2008

1. INTRODUCTION

1.1 PURPOSE

The Monitoring and Evaluation (M & E) framework for the *Multi-Donor Voluntary Trust Fund on Tsunami Early Warning Arrangements in the Indian Ocean and Southeast Asia* (also known as “Tsunami Regional Trust Fund” or simply Trust Fund) provides an overview and operational mechanism of M&E for the Fund as a whole, and for individual projects supported by the Fund. It also explains the different requirements and responsibilities in M&E and how the results from M&E will be used to inform ongoing and future planning and implementation processes in relation to the Fund’s operations.

1.2 BACKGROUND ON THE TRUST FUND

The Trust Fund, established in late 2005 in the aftermath of the Indian Ocean tsunami of 2004 and administered by ESCAP, contributes to the overall United Nations (UN) response to the development of regional tsunami early warning systems (TEWS) and disaster preparedness. The Trust Fund has received contributions of approximately US\$ 12.6 million, through the foundation donor (Government of Thailand), the key donor (Government of Sweden), and other donors (Nepal and Turkey). The Trust Fund contributes to narrowing the capacity gaps in the region and ensures development of an integrated regional early warning system based on adequate resources. The Fund is demand-driven and works on the basis of competitive rounds of funding, in which proposals are received and reviewed by various appraisal bodies, and subsequently decisions made by the Advisory Council.

It is essential to undertake monitoring and evaluation in order to measure and assess the performance of the Trust Fund overall as well as individually-supported projects under the Fund, to learn from findings and experiences, and to decide on what actions to take to achieve better results. At the Fund level, M&E will be useful to determine what additional and unique previously unmet value the Fund’s operations will bring to address specific gaps. It will also assist in the process of prioritizing activities for the Fund to support, as the Fund’s resources are limited and represent a fraction of the resources needed to set up the regional TEWS. At the project level, M&E will be a useful mechanism to assist the project implementers to check and determine the progress they are bringing through their project efforts, and for ESCAP and the Council at large to enable them to provide oversight on project progress and challenges in a structured manner.

1.3 CONTEXT

Broader relationship with results-based management (RMB)

This M&E Framework is anchored within the broader system of results-based management (RBM), instituted within the UN in its normal operations. RBM is a management approach that focuses fundamentally on desired results. Supporting systems are put in place, and processes and activities are implemented, with a view to achieving such results. RBM aims to enhance the organization’s relevance, accountability and transparency. It promotes ownership by staff and other stakeholders and encourages organizational learning. Ultimately, the purpose of RBM in

the context of this framework is to strengthen the efficiency, effectiveness, impact and sustainability of the Fund and individual projects. The progress of each project and the Fund as a whole are measured using a results framework which specifies the hierarchy of results: impact, outcome, expected accomplishments, and outputs/activities.

Links to monitoring and evaluation guides at the UN

This M&E system builds upon the principles and follows the guidance available in existing M&E frameworks within the United Nations. The UN Office of Internal Oversight Services (OIOS) has produced various guides on M&E on topics such as evaluation in the UN Secretariat, as well as on programme performance and evaluation¹. These documents provide the overall conceptual and methodological framework for M&E in the UN, including ESCAP. The UN Evaluation Group (UNEG) has also developed standards and norms on evaluation² which provide a robust normative basis for M&E.

As the Trust Fund is administered by ESCAP, this M&E system for the Fund takes full advantage of and synergizes directly with ESCAP's M&E Guide, which responds to the recommendations of its governing bodies, OIOS guidance and UNEG documents.

2. Monitoring and Evaluation

2.1 OVERVIEW

The overall responsibilities for M&E are defined by the organizational structure of the main stakeholders in the Trust Fund as well as that of the ESCAP in its function as administrator of the Fund.

- **Monitoring:** the primary responsibility for **monitoring** at the project level lies with the implementing organization, with ESCAP providing supplementary review, technical oversight, coordination and quality assurance. At the overall Fund level, ESCAP would be the primary entity to carry out monitoring. This would consist of primary responsibility by the Technical Cooperation section, with support by the Evaluation Unit at PMD, under the oversight and guidance of PMD Division and section chiefs. The Fund's Advisory Council would also be involved in monitoring, by providing feedback on the progress achieved at the overall Fund level and at the individual project level, as necessary.
- **Evaluation:** the primary responsibility for **evaluation** lies with ESCAP. ESCAP manages the evaluations and would call upon external consultants to undertake the evaluations of the Fund, with feedback and guidance from the Advisory Council. At the project level, it would be the responsibility of the implementing organization to find

¹ Office of Internal Oversight Services (OIOS) "A Guide to Using Evaluation in the United Nations Secretariat", June 2005, http://www.un.org/depts/oios/manage_results.pdf; and "Proposals on the Strengthening and Monitoring of Programme Performance and Evaluation", April 2005, <http://www.un.org/Depts/oios/otheroiosreports.htm>

² United Nations Evaluations Group (UNEG), "Standards for Evaluation in the UN System", April 2005, <http://www.uneval.org/docs/ACFFCA1.pdf> ;and "Norms for Evaluation in the UN System", April 2005, <http://www.uneval.org/docs/ACFFC9F.pdf>

appropriate evaluators to carry out terminal and possibly mid-term evaluators, with ESCAP playing a supporting role (as necessary) on oversight and quality assurance.

Different aspects of monitoring and evaluation are compared in Table 1 below.

	MONITORING	EVALUATION
Purpose	<ul style="list-style-type: none"> Determine if Fund and projects are progressing according to plan 	<ul style="list-style-type: none"> Determine the relevance, efficiency, effectiveness, impact and sustainability of Fund and projects
Use of findings	<ul style="list-style-type: none"> Take corrective action to ensure that Fund and project objectives are met Accountability to Advisory Council (Fund and project level) and project stakeholders (project level) 	<ul style="list-style-type: none"> Incorporate lessons learned in Trust Fund's strategic planning and decision-making process to improve future programmes Accountability to Advisory Council, ESCAP member States especially in the Indian Ocean and Southeast Asia, and UN Secretariat at large
Timing	<ul style="list-style-type: none"> Continuous 	<ul style="list-style-type: none"> Selective
Focus	<ul style="list-style-type: none"> Outputs / activities, expected accomplishments 	<ul style="list-style-type: none"> Outcomes, impact
Execution	<ul style="list-style-type: none"> Implementing organization (primarily) PMD (secondarily) 	<ul style="list-style-type: none"> Usually external consultants but implementing organizations should provide oversight and support (as necessary)
Management/ Quality assurance	<ul style="list-style-type: none"> Implementing organization, ESCAP 	<ul style="list-style-type: none"> ESCAP, Advisory Council, Office of Internal Oversight Services (OIOS)
Deliverables	<ul style="list-style-type: none"> Project progress and terminal reports Updated information in IMDIS and e-TC systems (as need be for internal reporting purposes) 	<ul style="list-style-type: none"> Evaluation reports with findings, lessons learned and recommendations
Dissemination	<ul style="list-style-type: none"> Project stakeholders, Advisory Council 	<ul style="list-style-type: none"> Project stakeholders, IOC and other UN partners working on IOTWS, ESCAP member states especially in the Indian Ocean and Southeast Asia, and UN Secretariat at large

Table 1. Comparison between Monitoring and Evaluation of the Trust Fund

Figure 1 below outlines the main components of the M&E framework for the Trust Fund. Each of the components is presented in further detail in the following pages.

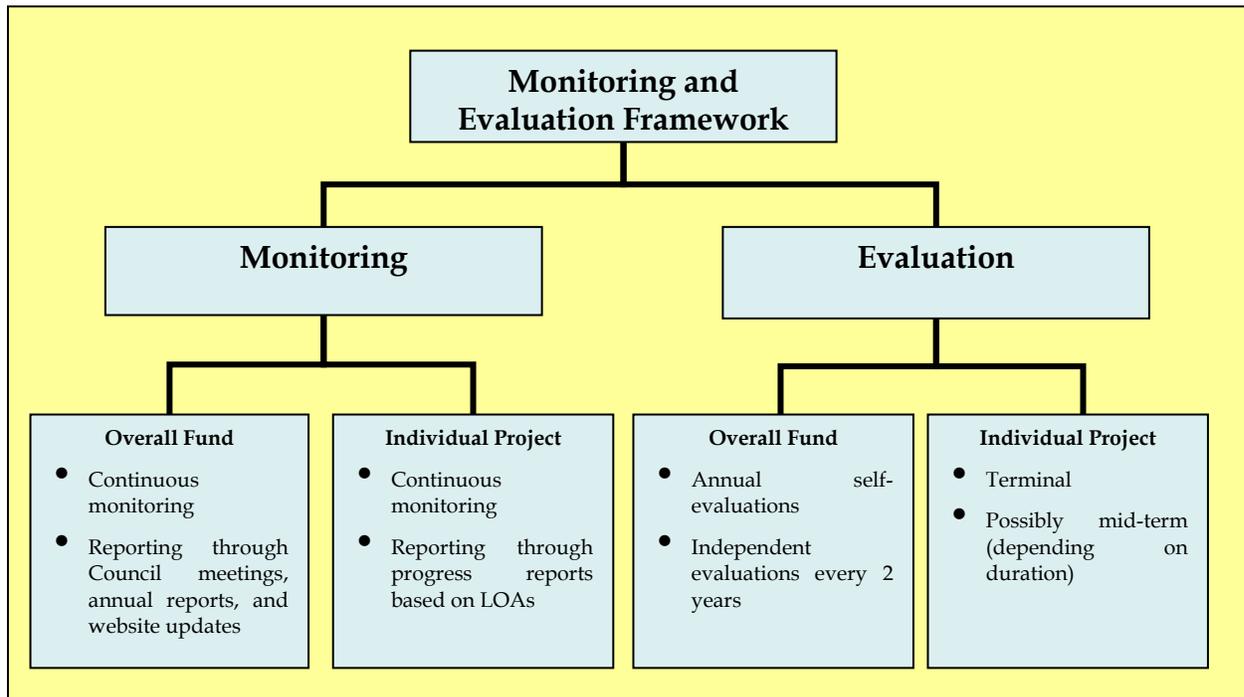


Figure 1: Monitoring and Evaluation Framework for the Tsunami Regional Trust Fund

2.2 MONITORING

Monitoring at the Fund level

The basis for the Fund monitoring is provided by the Terms and Conditions of the Fund, the agreements signed with the donors and the Fund Policy. Monitoring of the Fund's progress takes place on a regular basis to check if the delivery of outputs is going according to plan and in accordance with the expected objectives as well as financial and human resources. This helps the relevant project implementers as well as ESCAP staff for the delivery of specific outputs to make adjustments where needed.

The outputs achieved from the above Fund monitoring cycle could be used to:

- Share with IOTWS partners, through processes such as the IOC's Intergovernmental Coordination Group (ICG) meetings, relevant IOC ICG working group meetings, the Commission and other regional and national fora;
- Provide input into ESCAP's periodic and triennial evaluation of the Fund.
- Feed into discussion at the Advisory Council meetings on Fund's progress, possibly leading to possible revisions/fine-tuning of the appraisal process, Fund's policy, and other operational and policy matters;
- Better inform and sharpen ESCAP's operational functions on programme management through lessons learned, challenges, and good practices from the Fund;
- Inform the Trust Fund's Inter-Divisional Task Force on technical matters relating to progress and challenges. This could assist the Task Force in being up-to-date on Fund operations and being better-informed to make technical appraisals;
- Provide updates to the general public on the Fund's progress.

Monitoring at the project level

The basis for project monitoring is provided by the Letter of Agreement (LoA) signed between the implementing organization and ESCAP, which includes a logical framework, budget and activity details, and a timeline and expected contents of progress reports.

Project officers at the implementing organization are primarily responsible for monitoring projects' progress on a day-to-day basis. This could include, for example, tracking the preparation of workshops, funds committed and spent, and the delivery of outputs by consultants and project partners. Through monitoring, project management obtains information that can help it decide what action to take to ensure that a project is implemented according to plan. Examples of corrective actions may include communicating with project staff and partners on the implementation of certain project activities, hiring consultants to assist with certain tasks, rescheduling a workshop, and revising the suballotment or project timelines.

In addition to continuous monitoring, there are also specific monitoring milestones related to review and reporting through periodic progress reports (as per the LoA schedule of payments), as well as mid-term and final progress reports. The purpose of these reports is to keep project stakeholders, ESCAP, and the Fund's Advisory Council informed about the project's progress including achievements, challenges, and future expectations (both in terms of substantive next goals to be achieved and resources needed to achieve them).

The outputs achieved from the above project monitoring cycle could be used to:

- Indicate clear and timely details of project achievements, challenges and next steps, to the implementing organization as well as project stakeholders.
- Provide input into the Fund monitoring reports (i.e. annual reports, project status updates to the Advisory Council);
- Better inform and sharpen ESCAP's operational functions on project management through lessons learned, challenges, and good practices from the Fund.

ESCAP would also provide oversight to project level monitoring through participation in selected activities, analysis of progress reports (including follow up on listed counterpart contributions) and other activities. ESCAP may decide to increase monitoring activities e.g. when progress reports show no or little progress (e.g. additional monitoring missions or independent audits).

2.3 EVALUATION

The following criteria will be applied in conducting evaluations for the Fund, at both the overall Fund level, as well as at the project level:

- **Relevance:** The consistency of the Fund's impact and outcome in relation to the unmet needs of the IOTWS³ system at both regional and national levels at the Fund level, as well as

³ In this case, relevant documents such as ESCAP's *Mapping Study on Regional Unmet Needs and Gaps on TEWS* as well as IOC's Implementation Plan for the IOTWS will be useful benchmarks of relevance and overall progress, in relation to the existing baselines on current status and areas that need to be addressed to fill gaps.

outputs and results in comparison to what was expected from the project as outlined in the LoA ;

- **Efficiency:** The use of human and financial resources in the best possible way to achieve results, and measures taken to improve implementation and maximize impact with limited resources;
- **Effectiveness:** The extent to which the expected objective/outcome have been achieved as listed in the policy criteria at the Fund level, and the results framework at the project level;
- **Impact:** Changes and effects, positive and negative, planned and unforeseen, that have resulted from the Fund or project with respect to the target groups and other affected stakeholders;
- **Sustainability:** Likelihood that the positive effects of the Fund or project will continue after their implementation has been completed.

Within the framework given by the rules and procedures of the UN Secretariat, ESCAP will strive to uphold the UNEG norms for evaluation in the UN system. These will also be applied to evaluations relating to the Trust Fund.

The differences for the evaluations at the Fund level vs. the project level are outlined below:

Steps	Fund evaluation	Project evaluation
Main responsibility for all the planning steps	ESCAP (<i>informing and getting feedback from Council</i>)	Implementing organization (<i>with feedback from ESCAP, especially on terminal evaluations</i>)
Managing the evaluation	ESCAP	Implementing organization
Conducting the evaluation and drafting of report	ESCAP appointed external consultants (<i>donors may participate</i>)	Either by the implementing organization itself (self-evaluation) or external consultants
Review and providing management response	Management response by ESCAP, review by Advisory Council	Implementing organization (<i>with possible feedback from ESCAP</i>)
Disseminating the report	ESCAP to: Advisory Council, member states, and IOTWS partners	Implementing organization. If project is deemed large or strategic, ESCAP may also want to disseminate the report as well.
Using the findings and recommendations	ESCAP, Advisory Council, IOTWS partners	Implementing organization, project stakeholders, ESCAP, Advisory Council, IOTWS partners

Table 2: Evaluation at the Fund vs. project levels

In regard to Fund evaluations, the following main steps are suggested:

- **Annual self-assessments:** These could be carried out by ESCAP in context of Annual Reports to determine the Fund's progress in relation to key guiding principles such as the policy criteria, donor agreements, and mapping study.
- **Evaluative reviews:** Independent evaluations (to be conducted by external consultants, managed by ESCAP) are suggested to be carried out every 2 or 3 years, with the first one starting at the end of 2008. As considerable resources, planning and consultations are needed, once every two or three years is envisioned as a reasonable periodicity.

The Fund evaluations will take into account the performance targets and indicators contained in Annex A.

In regard to project evaluations, the following main steps are suggested:

- Mid-term evaluations: If the project duration and amount is substantial (i.e. 2 years in duration and > \$500,000 in amount), a mid-term evaluation should be conducted by the implementing organization.
- Terminal evaluations: As per the LoA between the implementing organization and ESCAP, a final evaluation will be required upon the termination of the project, to be handled by the implementing organization.

3. RESOURCES NEEDED

In regard to project-level activities, the costs of M&E will be borne primarily by the implementing organization, as part of their project budget. It is suggested total M&E project costs should be approximately 5 - 10% of the total project budget.

At the Fund level, the following resources would be budgeted for M&E activities including the following, based on decisions by the Advisory Council:

- Fund monitoring and evaluation:
 - Annual self-assessments through the Annual Reports.
 - Evaluative reviews (managed by ESCAP using an external consultant, and involving stakeholder consultations) every two or three years.
- Project-level oversight:
 - Site inspections of major equipment items.
 - Attendance at selected meetings of projects supported by the Fund (normally at least one per project).
 - Follow up on listed counterpart contributions.
 - Other monitoring missions as required.
 - Consultants to evaluate certain projects or aspects of them, as required.
 - Subcontracts for ESCAP audit of partners, as necessary.

4. CONCLUSIONS

Monitoring and evaluation are essential tools to determine progress at the Fund and project levels, take corrective action (as needed) to address challenges, and to help inform future policy and operations so that they are more efficient and cost-effective. This document provides guidelines to carry out these functions.

ANNEX A - TSUNAMI TRUST FUND PERFORMANCE TARGETS AND INDICATORS

Item	Indicator	Target	Finding	Analysis	Recommendation
Component 1 - Development of a Review Work Plan and Indicators <i>"Development of a work plan for the Review, including further development of the M&E methodology as well as specific qualitative and quantitative indicators against which the substantive and administrative performance of the Fund could be monitored and evaluated."</i>					
1.	The Work Plan covers all the areas to be reviewed.	The scope of the work plan is designed to cover all the facets of the Fund while contributing to the further development of the M&E methodology.			
2.	The Work Plan is structured in a logical framework.	The structure of the Work Plan is acceptable to ESCAP.			
3.	Work Plan is written in plain language, is free of jargon, and is easy to follow.	Non-specialists find the Work Plan easy to read and understand.			
4.	Work Plan proposes a sound methodology to complete the work.	Provide guidance to the Consultant on how the Review is to be conducted and in what timeframe.			
5.	The Work Plan contributes to the further development of the Fund M&E Framework.	The Fund M&E Framework is enhanced.			

Item	Indicator	Target	Finding	Analysis	Recommendation
Component 2 – Stakeholder Questionnaire⁴					
<i>“Design of a questionnaire, which could be transmitted to partners and stakeholders of the Fund to seek their comments on the performance of the Fund and their views on how this could be improved.”</i>					
1.	Presentation and format is professional and commands the respect of recipients.	Positive feedback on questionnaire provided in 1 format.			
2.	Questionnaire explains purpose and objectives, and provides guidance to the recipient on how to complete and submit.	Information provided in covering email as well as in the Introduction section of the questionnaire is clear.			
3.	Responses to the questionnaire provide useful information.	ESCAP is able to use the information gained to improve the way it governs and manages the Fund.			
4.	Questionnaire is written in plain language and is easy to follow and understand.	The questionnaire consists of no more than 10 questions.			

⁴ A questionnaire is one method to obtain feedback from stakeholders. Other methods could also be considered (see component 3).

Item	Indicator	Target	Finding	Analysis	Recommendation
5.	Each question focuses only on one thought, activity or issue; is clear and concise and unambiguous in meaning; and encourages a considered response.	Recipients provide an appropriate response against each question.			
6.	Questionnaire is not onerous and encourages recipient participation.	At least 25% of the countries approached provide a response.			

Item	Indicator	Target	Finding	Analysis	Recommendation
Component 3 – Consultation with Key Stakeholders					
<i>“Consultation with key stakeholders.”</i>					
1.	Stakeholders with an interest in the Fund are consulted.	All key stakeholders are consulted.			
2.	Consultation arrangements provide for adequate time for quality discussion and engagement.	Discussions are not cut short.			
3.	Stakeholders are briefed on purpose and scope of consultation at time of requesting appointment.	All stakeholders interviewed are appropriate and have been adequately informed.			
4.	Stakeholder willingly engages in open discussion.	All stakeholders offer views on the performance of the Fund and how this could be improved.			
5.	Consultation is considered to have been of value to both parties.	Stakeholder offers supporting examples or suggestions to address identified issues.			

Item	Indicator	Target	Finding	Analysis	Recommendation
Component 4 - Independent Evaluative Review					
<i>“Conduct an independent evaluative review of the Fund, addressing the following areas and providing recommendations for improvement.”</i>					
4.1	Efficiency and effectiveness of the Fund’s governance structure.				
1.	The integrity of the Fund stands up against international scrutiny.	The Fund is being governed in accordance with UN standards and guidelines.			
2.	Stakeholder perception on how well the Fund is being governed.	All stakeholders are confident and satisfied with how the Fund is being governed.			
3.	The overall efficiency and effectiveness of the Fund.	Defined for each of the key areas (including governance, administration and management, access, processing of proposals, stakeholder engagement, promotion, and fund raising and reporting).			
4.2	Efficiency and effectiveness of the Fund’s process for review and appraisal of proposals.				
1.	Receipt of a Proposal is formally acknowledged to the proposal sponsor within an established timeframe.	100% of proposals are formally acknowledged by email within 3 business days.			

Item	Indicator	Target	Finding	Analysis	Recommendation
2.	Process for reviewing and appraising the proposal is communicated to the proposal sponsor in the email formal acknowledging receipt.	100% of acknowledgements advise the process for review and appraisal.			
3.	Proposals are reviewed and appraised by a qualified panel.	All proposals are reviewed and appraised by a qualified panel.			
4.	Proposals are reviewed and appraised within an established timeframe.	All proposals are reviewed within the established timeframes.			
5.	Review and appraisal process leads to clear accept / reject outcome.	All proposals have a clear accept or reject outcome.			
6.	The Fund remains as relevant to the need as possible.	The appraisal process is impartial and fair, and also flexible and dynamic.			
7.	Stakeholder perceptions of the review and appraisal process.	All stakeholders consider the proposal process to be easy to access, expedient and fair in its outcomes.			

4.3	Efficiency and effectiveness of the Fund's administration and management.				
1.	The Fund is being managed professionally.	All key stakeholders are confident that the Fund is being managed professionally and in accordance with UN standards and guidelines.			
2.	The Fund is being managed based on a Strategic Plan.	Strategic plan is in place and objectives are being achieved.			
4.4	Usability and completeness of the Fund's guidelines and templates.				
1.	Guidelines for the submission of proposals provide clear and unambiguous information on the Fund's aims and objectives, proposal evaluation criteria and the proposal review and appraisal process.	Countries and agencies seeking to submit project proposals consider the Fund's guidelines and templates easy to understand and use.			

2.	Proposals are completed and submitted in accordance with the Guidelines.	<p>All proposals received have been correctly completed and submitted in accordance with the guidelines.</p> <p>All Proposals received are appropriate to the Fund's aims and objectives.</p> <p>All Proposals are submitted in the preferred / required format.</p> <p>All Proposals contain sufficient information for them to be adequately reviewed and appraised.</p>			
3.	The existence of guidelines for the submission of proposals is widely communicated and promoted to ESCAP member countries and eligible agencies.	Guidelines for the submission of proposals are available on the Fund's website and in other relevant media.			
4.5 Effectiveness of fundraising efforts conducted.					
1.	Fund raising strategies are effective.	Fund raising efforts meet agreed targets in attracting new donors and/or new funding from existing donors.			

4.6	Quality of Fund reports produced, in particular the Mapping Study on Gaps and Unmet Needs in Regional Tsunami Early Warning Systems.				
1.	Fund reports contribute to the development of stakeholder knowledge and understanding of the topic and issues.	All stakeholders find the Fund reports useful.			
2.	Fund reports present a logical and balanced discussion of the topic rather than promote a personal point of view.	Fund reports cover the scope defined in the report ToR.			
3.	In regard to the Mapping Study report:				
3.1	The Mapping Study report is being widely used as reference document.	The majority of stakeholders find the Mapping Study Report useful.			
3.2	Gaps and unmet needs have been identified and their status is being tracked.	The report provides an assessment of the status of integrating tsunami early warning into an all hazards emergency management framework. The report provides an assessment whether carried over gaps and unmet needs from previous mapping studies are still valid in the current year.			

3.3	Bench marks and targets for gaps and unmet needs.	<p>The bench marks and targets for which gaps and unmet needs have been determined are being applied.</p> <p>The report provides an assessment on whether the bench mark and targets are still valid as a basis for identifying gaps and unmet needs.</p>			
3.4	Development status of seismic and sea level detection and monitoring capabilities.	The report addresses the development status of seismic and sea level detection and monitoring capabilities, their collaborative interaction and their operational effectiveness.			
3.5	Development status and integrity of data collection, validation, application and sharing arrangements and capabilities.	The report addresses the development status and integrity of data collection, validation, application and sharing arrangements and capabilities, and how these are contributing to the operational effectiveness of early warning systems.			

3.6	Development status of community awareness and preparedness capabilities.	The report addresses the development status of community awareness and preparedness capabilities and the extent to which these are being integrated with local and traditional knowledge to provide an effective early warning response capability.			
3.7	Development status of warning dissemination capabilities.	The report addresses the development status of warning dissemination capabilities, the roles and responsibilities of agencies involved in issuing and disseminating the warning, and the collaborative interaction with those responsible for coordinating and managing responses to the warning.			

4.7	Effectiveness of the Fund's Partnership arrangements.				
1.	Partners actively participate in and contribute to the Fund operations.	The Fund's partners actively participate in and contribute to the Fund operations and promote overall coordination of effort through the diversity of partner expertise.			
4.8	Effectiveness of the Fund's sustainability measures.				
1.	The positive effects of projects funded by the Fund continue after their implementation has been completed.	Relative to funded proposals.			
2.	The extent to which sustainability is built into the project design.	All projects financed through the Fund have a strong component of sustainability built into their design.			
3.	The extent to which project measures build linkages with existing institutions.	To be determined.			
4.	The extent to which project measures develop local skills and resource bases.	To be determined.			

5.	The extent to which project measures have a demand-driven approach to meeting regional needs.	To be determined.			
4.9	Adequacy of measures to address gender mainstreaming.				
1.	The Fund ToR, application guidelines and the review and appraisal process provide adequate guidance to submitting organisations on acceptable measures that address gender mainstreaming.	All project proposals present adequate measures that address gender mainstreaming.			
2.	The extent to which project measures address gender inequalities and gender mainstreaming.	To be determined.			
3.	The extent to which project measures address the impact on gender roles in the community.	To be determined.			

4.10	Adequacy of measures to address potentially adverse impacts (e.g., social and environmental impacts)				
1.	The Fund ToR, application guidelines and the review and appraisal process provide adequate guidance to submitting organisations on acceptable measures that address potential adverse impacts of natural hazard events.	All project proposals present adequate measures that address potential adverse impacts of natural hazard events.			
2.	The extent to which project measures address the impact on coastal degradation.	To be determined.			
3.	The extent to which project measures address the impact on water and sanitation.	To be determined.			
4.	The extent to which project measures address the impact on cultural values and customs.	To be determined.			
5.	The extent to which project measures address the impact on local industry and commerce (e.g. tourism).	To be determined.			

Item	Indicator	Target	Finding	Analysis	Recommendation
Component 5 – Review 2010					
<i>“Development of qualitative and quantitative targets and indicators for a comprehensive the review of the Fund.”</i>					
1.	The trend in new funds and new donors.	The Advisory Council could set a target for attracting new funds and donors.			
2.	The reputation of the Fund in the region.	The Fund is regarded by stakeholders to be making a important contribution to the development, implementation and operation of effective tsunami preparedness capabilities and the IOTWS.			
3.	The trend in new proposals being submitted to the Fund and how many of these are approved.	The Advisory Council could set a target for attracting quality proposals.			
4.	The impact project outcomes have on early warning capabilities in the region.	Desired outcomes of approved proposals. (Must be consistent with Fund aims and objectives.)			

Item	Indicator	Target	Finding	Analysis	Recommendation
5.	The substantive and administrative performance of the Fund can be effectively assessed within the context of a comprehensive triennial evaluation.	To have a suite of M&E performance indicators and targets that ESCAP can select from to conduct focussed reviews and performance analysis.			