

Centre of Excellence for Civil Registration and Vital Statistics (CRVS) Systems

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Mid-term
Evaluation

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I. Introduction

The Centre of Excellence (COE) for Civil Registration and Vital Statistics (CRVS) Systems is funded by Global Affairs Canada (GAC) and the International Development Research Centre (IDRC). The five-year initiative (December 2015 - November 2020) is majorly funded by GAC (15 million CAD) with contribution of one million CAD from IDRC. This programming initiative was a part of Canada's contribution to the Global Financing Facility (GFF), a key financing platform of the UN Secretary General's Global Strategy for Women's, Children's, and Adolescent's Health (2016 – 2030) and to the strengthening of CRVS systems in developing countries. The Centre of Excellence has been established to serve as a global resource hub – facilitating knowledge and practice exchange between and among countries and existing national, regional and international expert groups to actively promote and support sustainable CRVS systems.

The key areas of work of the COE include, brokering access to timely technical assistance and capacity building, supporting the generation of research evidence, and making tools, standards and good practice readily available. In addition to its global mandate to strengthen the knowledge base for CRVS systems, the COE is mandated to work in close collaboration with the GFF secretariat to support specific countries to develop and implement the CRVS components of their national reproductive, maternal, newborn, child, and adolescent health (RMNCAH) investment cases (hereinafter referred to as CRVS investment cases).

The genesis of the work of COE stems from the overall purpose and the well-articulated result statements in the Grant Agreement as stated below:

Purpose: To promote and improve integrated CRVS systems in countries eligible for support through the GFF in support of Every Women and Every Child.

Ultimate or long-term outcome: Improved CRVS systems to track progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented CRVS investment cases.

Intermediate outcomes: a) Increased use of the COE as a facilitator of technical assistance, knowledge, standards and guidance on CRVS by CRVS stakeholders; and b) Increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing CRVS investment cases.

The Grant Agreement also lists the following core functions:

1. Strengthen the capacity of CRVS implementers and advocates for sustainability in the GFF countries;
2. Build a knowledge base by collecting evidence, synthesizing and disseminating good practices;
3. Facilitate exchange of knowledge and practices and supporting networks;
4. Contribute to global tools and standards and promote their use; and,
5. Contribute to accountability in GFF countries and global level.

The twin and complementing approach of 'global work' and 'country work' on CRVS as ordained in the Grant Agreement formed the basis for the development of the programme framework strategy including the logic model that is guiding the COE is implementation of the programme.

II. Mid-term evaluation – Scope, objective and methodology

The COE commissioned a mid-term evaluation of the project starting March 2018. Mr. Raj Gautam Mitra (hereinafter to be referred to as the 'Consultant') was contracted to undertake the evaluation. The mid-term evaluation was primarily meant for internal learning and strategic decision-making for the COE. A key objective of this midterm evaluation was to guide the COE, both in terms of its own institutional development, strategic direction and in terms of the range and scope of activities it pursues moving forward. The evaluation is intended to compare the intended strategy of the COE with the realized outputs and outcomes, identifying opportunities, implementation constraints, gaps and recommendations for refocusing, as and where needed.

The Consultant carried out the evaluation in two stages:

In the first stage the Consultant collected and analyzed data to measure progress in respect of six indicators. Three out of these six indicators (included in the performance measurement framework) were aimed at measuring status of CRVS systems in three GFF countries namely Cameroon, Guinea and Senegal in which the COE provided direct technical assistance primarily for the development of the CRVS investment case. One indicator was to ascertain the degree to which the technical input provided by the COE has contributed to CRVS systems strengthening in the above mentioned three countries. The last two indicators related to perception of partners and stakeholders about COE's contribution in CRVS systems improvement initiatives at the national and global level and also about the quality, relevance and accessibility of the COE website that was newly launched in February 2018. The report providing for the first stage of evaluation has already been submitted to the COE. The report is in Annex 1.

This report covers the second stage of the evaluation which can be considered the 'main evaluation'. In addition to measuring progress against the stated results at various levels in the logic model, it seeks to answer evaluation questions listed in Section 2.3.2 of the Request for Proposal (RFP) (see Annex 2) covering five broad areas namely, institutional development; global mandate; country level programming; integration of gender; and future work.

The main evaluation, as far as practicable, followed the methodological approach proposed in the RFP namely *'theory based, testing the theory of change that underlies the Centre of Excellence logic model, identifying the extent to which intended outcomes have been achieved or likely to be achieved, as well as analyzing and documenting gaps, opportunities, and constraints'*. Given that the COE is still in its formative years and is incrementally cementing its place as an important player in the world of CRVS, the mid-term evaluation stopped short of answering the perennial evaluation question; *Have the interventions made a difference?* Instead the evaluation focused on measuring progress of work that fall

within the 'sphere of control' and to some extent under the 'sphere of influence' of the COE, which in a way correspondingly align to outputs and intermediate outcomes of the logic model¹.

Empirical evidence was gathered to answer the questions listed in items A, B, and D in section 2.3.2 of the RFP which essentially aim at identifying institutional (internal) and external factors that are positively or negatively affecting the programme performance and to what extent. The RFP states that *'the objective of the mid-term evaluation is to guide the Centre of Excellence, both in terms of its own institutional development, strategic direction and in terms of range and scope of activities it pursues moving forward'*. Therefore, in large part the evaluation was more of a 'process evaluation' which primarily aimed at understanding the process of how the programme has been implemented and delivered thus far, identify factors that have helped or hindered its effectiveness, and how might the programme be refined or improved (see questions in E under section 2.3.2 in the RFP). The only area in which the RFP assessed the direct contribution of the programme is with regard to the technical assistance and expertise on CRVS strengthening that Centre of Excellence provided to three countries namely, Cameroun, Guinea, and Senegal.

The following methodology was followed during in the evaluation:

- a) **Inception meeting:** The evaluation kicked off with an inception meeting held in Ottawa on 2nd March 2018, which was attended by the staff of IDRC/COE and the Consultant. This meeting provided an opportunity to the Consultant to get a clear understanding of the COE initiative and also review and clarify the scope of work of evaluation.
- b) **Document Review:** A number of documents, mostly obtained from the COE, were reviewed in detail. These documents proved extremely helpful in getting insights into the genesis of the COE and helped to gather a clear perspective of the programming strategy and logic model. The other documents reviewed included, annual narrative reports, annual plans, minutes of the Executive Committee meeting, country mission reports and various other reports and documents that provided valuable information on the progress of work as also the various challenges and constraints in delivery of outputs. A list of some of the key documents which were reviewed are listed in Annex 3.
- c) **Questionnaire-based surveys** (off-line and on-line): The Consultant carried out two separate set of questionnaire-based surveys, one at the country level and other at the global and regional levels. The survey questionnaires used at the country level, were different from the those administered at the global and regional levels. Further, for the country level surveys, the evaluation questions for the Civil Registration Offices and those for the local partners (GFF, UNICEF, WHO and UNFPA) were different, although there were a few common questions in both questionnaires that aimed at understanding the contribution and relationships of the COE in CRVS system strengthening in these countries². The survey for global and regional organizations were largely perception and opinion based. The questions included in these two types of questionnaires were mainly obtained from the evaluation questions listed in Section 2.3.2 of the

¹ The diagram on spheres of accountability on results may be seen in Section 3.1 of the Monitoring and Evaluation Strategy for the Centre of Excellence for Civil Registration and Vital Statistics Systems (see Annex 4).

² In case of Senegal, the Civil Registration Office was the only institution that participated in the survey.

RFP (see Annex 2) and the Annex 1 of the Monitoring and Evaluation Strategy for the COE (see Annex 4).

While the country level survey was conducted off-line, google on-line tool was used for the survey conducted at the global and regional level. All the above-mentioned questionnaires were sent to the COE team for their inputs and comments and further improved based on the feedback received. COE provided support to translate the country level questionnaires from English to French and also the responses received in French into English. For the country level survey, the Offices of Civil Registration Chiefs for all the three countries and 6 local partners from two countries (namely Cameroon and Guinea) participated in the survey. As many as 15 partners at the global and regional level participated in the on-line survey.³

- d) **Key informant interviews:** The first set of key informant interviews was held in Ottawa on 1st March 2018 with the Chief and Deputy Chief of Civil Registration Offices of Cameroon and Guinea respectively. These face to face interviews were aimed at ascertaining the current status of the country's CRVS system and recent initiatives taken or planned for strengthening CRVS systems in these two countries. These two interviews also provided useful insight as to manner in which the COE supported these countries in the development of the CRVS investment case. After the completion of the survey, the Consultant held as many as 22 key informant interviews with various institutions and persons in their individual capacities. These included representatives of global and regional institutions (12), staff of COE (5), and other individuals and independent experts (5) who have worked or are currently working with the COE. The interviews with the global institutions were mostly to follow up on their responses to the on-line survey and covered a lot more ground than the survey itself, particularly about their perception with regard to the strengths and weaknesses of the COE and their future work.

The Consultant went through the wealth of information obtained through document reviews, surveys, and interviews and analyzed their contents to triangulate the information and identify common threads of perception and opinion with regard to some of the key evaluation questions. Although diverse perspectives have been taken into account, some of the responses that seemed to be outliers in terms of being highly opinionated but without being backed up or lacking objectivity were not included in the analysis. The report in presenting the analysis has tried to use quantitative data compiled from the survey responses as evidence. Some headline responses made by informants are also presented as quotes (in inverted commas) to highlight important and significant observations or opinions. The report has taken necessary care to protect the confidentiality of information shared by the participants. The Consultant also bears on his own experience in the field of CRVS to make observations and recommend actions deemed fit and realistic.

³ The on-line perception can be found [here](#). The off-line questionnaires used in the surveys and the list of institutions participating in the surveys as well as interviews are given in the Annex 5a and 5b and Annex 6 respectively.

III. Background observations

The Consultant would like to make a few important overarching observations before addressing the evaluation questions. This essentially is to contextualize the evaluation against a backdrop for better appreciation and understanding of the achievements made and the challenges faced by COE in implementing the project thus far.

The external environment

The Centre of Excellence was born at a time when CRVS was gaining a huge momentum across the world as a priority development agenda in itself. In May 2015, Asian Ministers responsible for civil registration declared 2015-2024 as CRVS decade followed by a similar declaration of CRVS decade (2016-2025) by the African Heads of State in July 2016. These declarations made under the already existing programme helped garner the much-needed political commitments for strengthening CRVS systems in these registration deficient continents. The GFF in support of “Every Woman, Every Child” which was launched in July 2015 for improving the health and quality of life of women, adolescents and children, prioritized CRVS system as an important component for financing large scale improvement in selected countries to monitor progress and measure these improvements in ‘real time’. In September 2015, the Heads of States and Governments adopted the historic Agenda 2030 for Sustainable Development. CRVS as a fundamental instrument for implementation and measurement of progress of a number of the Sustainable Development Goals (SDGs) and targets was already being recognized across the globe. Specific indicators on registration completeness⁴ were included in the list of global SDG indicators which was adopted by the UN Statistical Commission in March 2017 and later endorsed by the UN General Assembly in July of the same year.

Thus, the COE was born at a time when CRVS was beginning to gain strong foothold as an important development imperative in various global and regional initiatives across different fields of development. The external environment was extremely favourable when the COE initiated its program, which seems to have quickly capitalized on, as will be seen in the later part of the report. More and more global organizations, NGOs, CSOs and donor agencies showing renewed interest and contributing in strengthening of CRVS systems. Investments on improvement of CRVS systems are on the rise. The COE is fully cognizant of the continuing favourable environment and making efforts to accelerate delivery of its programme despite several challenges and constraints.

It would be important to take note of the fact the increasing emphasis on ID systems are posing some challenges to the ongoing CRVS initiatives. Many countries are investing heavily in developing ID systems without any concomitant effort to develop CRVS systems. The COE work towards highlighting the importance of CRVS in the establishment of an efficient ID system can bring in better understanding of the complementarity between the two systems.

⁴ SDG indicator 16.9.1: Proportion of children under 5 years of age whose births have been registered with a civil authority, by age; SDG indicator 17.19.2: Proportion of countries that have achieved 100 per cent birth registration and 80 per cent death registration.

The niche

What makes the COE stand out when compared to other institutions working in the area of CRVS in terms of its mandate and the range of outcomes it has set out to deliver on?

Based on this evaluation, the answer to this important question can help in appreciating the huge potential that the COE has in contributing to the all-round development of CRVS at the global, regional and country levels. It would be interesting to note that although strongly associated with the GFF, which primarily focuses on health sector, the COE has a very flexible mandate to support a wide range of issues related to CRVS unlike many other global institutions that largely focus on specific topics based on their given mandate (for example, UNICEF and Plan International focus on birth registration; WHO focuses on death registration and causes of death; UNFPA on strengthening statistical capacity, etc.). On the other hand, through its strong association with the health sector, the COE can advocate, promote, and guide countries in establishing the much-needed linkage of CRVS and health for improvement in birth and death registration, including causes of death. The only other organizations which have similar neutral mandate are the UN Statistics Division and the UN Regional Commissions and, to some extent, the World Bank and the regional banks that contribute to strengthen all areas of CRVS systems including addressing cross-cutting issues⁵. However, the mandate to work at both global, regional and country level in a mutually reinforcing way embracing all possible issues related to CRVS makes COE the only institution of its kind. The COE is one of the few global institutions that exclusively focusses on the strengthening of CRVS systems.

The other areas of work which potentially makes the COE a 'place to go' are knowledge generation and dissemination, as well as research. The COE is housed at IDRC, which clearly is a distinct advantage as the institutional excellence of the latter in the area of research could easily be leveraged for development and refinement of research questions and methodology. The serious gap in 'research in the field of CRVS if systematically addressed, can by itself be one of the ingredients for sustainability of the COE', noted one of the respondents representing an international agency.

The COE has the 'potential to play a role of honest broker' and given its neutral mandate, can convene partners and stakeholders of all shades and colours. It can push the envelope beyond the conventional areas and can bring up issues that are more cross-sectional in nature such as CRVS and gender, CRVS and identity management; cutting-edge topics that no other partners would be able to put on the table. This gives the COE the advantage of building partnerships with partners working on different aspects of CRVS. The creation and maintenance of directory of experts, for example, recognized as one of the major outputs the COE, can be a path-breaking initiative in the area of capacity building and technical assistance to countries.

⁵ While the UN Statistics Division focuses on developing and maintaining global principles, concepts and standards as well as publishing operational manuals on CRVS, the UN Regional Commissions are responsible in supporting countries in strengthening of CRVS systems through implementation of these standards by aligning them to the country context.

Finally, the COE has the financial resources which when matched by its mandate in convening partners and flexibility to support activities, can be a potential game-changer that could revitalize the CRVS system across the world.

The logic model and the indicator framework for monitoring and evaluation

The strategic framework as depicted through the logic model in Table 1 of the Monitoring and Evaluation Strategy of the COE (see Annex 4) is well structured and lucidly articulated. The logic model, developed by using the theory of change approach, very aptly captures the programme logic at different levels of result hierarchy leading to the ultimate outcome. The two intermediate outcomes in the logic model that directly comes from the grant agreement are not only pegged at the right level of the results hierarchy but very smartly introduces a dual and yet mutually reinforcing approach in achieving the ultimate outcome. While the Outcome 1100 is aimed at establishing the COE as a credible institution, a 'real centre of excellence', the Outcome 1200 is about contributing to the development and use of global knowledge and expertise to improve national CRVS systems. 'The stronger the COE will grow institutionally, the more it will be able to contribute to the use of evidence, tools and standards for CRVS strengthening, and vice versa'. The strategy depicted in the model is limited within the contour of the 'sphere of influence' but framed within a much more encompassing 'sphere of interest' of the COE that is defined by the two overarching goals: *improved reproductive, maternal, newborn, child and adolescent health and comprehensive and reliable CRVS systems in low and middle-income countries*. While the model only depicts the vertical logic, the interdependence of results at the horizontal level are highlighted in the narrative that follows the logic model. Although, the five core functions of the COE as listed in the grant agreement cannot be mapped one-to-one with any of the intermediate outcomes, when implemented individually and in combination, will be expected to contribute to the achievement of the ultimate outcome. The indicator framework for monitoring is very comprehensive with detailed metadata associated with each of the performance indicators. The evaluation framework exhaustively lists out evaluation questions which are proposed to be addressed at the time of mid-term and final evaluations.

The M&E strategy, without doubt has proved to be the most crucial document that guided the COE to move in a systematic and holistic way in operationalizing its CRVS programme keeping in sight the results that it has set out to achieve at various levels. The performance monitoring indicators are proving to be very useful in systematic tracking and reporting of progress on annual basis⁶. Overall the M&E Strategy has been and excellent that is helping the COE in steering its programme on CRVS in the right direction in a very systematic and logical way.

⁶ It would be pertinent however, to mention that the indicators at the level of ultimate outcomes are difficult to measure as no or very limited data are available on these indicators from the countries.

IV. Presenting the findings

The main evaluation findings are given in details in the following paragraphs. The analysis is presented covering each of the five broad topical questions listed in Section 2.3.2 of the RFP as given below:

- A. **Institutional development:** To what extent is the Centre of Excellence effectively establishing itself organizationally (internally and externally), relative to the intended purpose and objectives?
- B. **Global mandate:** How is the Centre of Excellence progressing towards becoming an internationally recognized hub for CRVS systems?
- C. **Country level programming:** How significantly is the Centre of Excellence contributing to investment cases and stakeholder engagement at country level?
- D. **Integration of gender:** To what extent are Centre of Excellence programs and initiatives enabling gender equality?
- E. **Future Planning:** How can the Centre of Excellence improve program implementation for the next few years?

The sub-questions within each of these broad questions have been addressed in the analysis but not necessarily in the sequence in which they are listed. In order to ensure that there is a logical flow unavoidable overlaps, wherever required between these broad set of questions had to be made.

A. Institutional Development

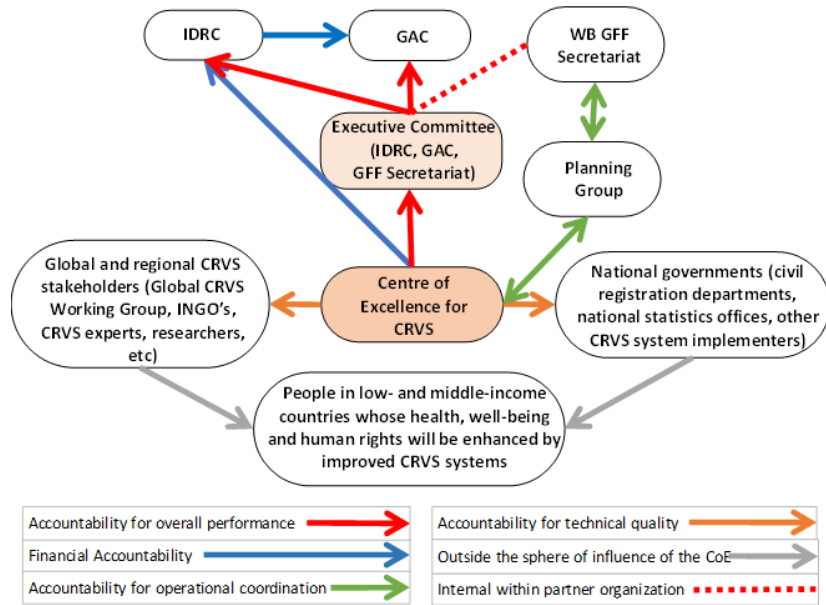
The COE took off the ground immediately after the grant agreement was signed in December 2015. The governance mechanism for the project that was elaborated in the grant agreement itself aided the process of setting up the internal processes and kick-start the activities of the project fairly quickly. The convening of the first meeting of the Executive Committee⁷ by IDRC within three months of signing of the agreement and even before the COE had any substantive staff in position, clearly demonstrated a sense of urgency in initiation of the project. The first meeting of the Executive Committee, in addition to its own terms of reference also approved the first costed Annual Work Plan for the period January 2016 - March 2017, which set the ball rolling. It was decided to hire a short-term consultant to initiate implementation of a few priority activities and to ensure that the timelines are met. Therefore, the COE made a good beginning to get on to its trajectory of project implementation path very early on of its life, an achievement though seemingly insignificant, is noteworthy.

The schematic diagram given below clearly describes the COE's institutional relationships and corresponding lines of accountability⁸.

⁷ The COE is governed by an Executive Committee made up of representatives of IDRC, GAC and the GFF Secretariat and is directly accountable to this committee.

⁸ This diagram is shown as Figure 3 in page 4 of the M&E Strategy (see Annex 4).

Lines of Accountability



This diagram very lucidly describes internal and external accountability of the COE. The internal processes have been institutionalized in the backdrop of this accountability framework. This also include putting in place formal and informal review processes and using tracking tools for measuring accountability both vertically and horizontally within the COE⁹. These include Executive Group meetings, Investor Group meetings, operational meeting of the Planning Group, bi-monthly calls between COE Staff, GAC and the GFF Secretariat, and COE quarterly operational team meeting. Some of the tools that are used for periodic review and monitoring are annual costed workplan and associated narrative reports¹⁰, annual financial and narrative reports¹¹, an Executive Committee action items tracking table and partnership tracking tables. It would be important to mention here that the performance monitoring indicators as listed and elaborated in the Monitoring and Evaluation Strategy are also used to report on the progress achieved against each of the indicators through the performance measurement framework. These systematically and succinctly developed documents and tools have contributed towards enhancing the quality of the reviews undertaken by various committees and groups. Therefore, it can be undoubtedly concluded the COE has operationalized robust and efficient internal systems and processes to support the implementation of the project.

⁹ The Consultant in the later part of this section delves into the technical accountability aspect with Global and Regional partners.

¹⁰ The narrative report explains the costed workplan for the ensuing financial year, elaborating on the activities proposed per budget line item. This report, along with the costed workplan, is submitted to the Executive Committee every year for approval.

¹¹ The annual financial and narrative report is submitted to GAC every June. It provides a high-level summary of activities undertaken in the previous fiscal year, as well as results achieved, lessons learned, and any other relevant information.

A careful look at the diagram on accountability framework points to the absence of strategic and technical guidance mechanism along the line of accountability that runs from the COE to the global and regional institutions, with whom it is partnering on various technical projects. Contrast that with the institutional mechanism (the Planning Group) that has been put in place to provide strategic and operational guidance for CRVS implementation in GFF countries. It would be inconceivable to assume that all the necessary technical knowledge on various aspects of CRVS resides within COE to take informed decisions on the choice of technical projects on which it would be collaboratively working with a diverse set of partners. While the Executive Committee plays a key role in terms of strategic guidance, the COE could equally benefit from an external group to offer technical guidance for projects, in terms of their relevance, objective and methodology. Further, the COE is not only a grant-making organization and therefore, it is expected that to some extent, it would have to technically engage at various stages of the implementation of the research project, including reviewing the outputs. Keeping in view the above considerations, the Consultant strongly **recommends that a lean Technical Advisory Group consisting of experts with knowledge and experience in various aspects of CRVS, be established to provide strategic advice and guidance to the COE on all technical matters as and when called upon to do so.**

The COE's success in establishing itself as an important actor in the field of CRVS externally within the CRVS community of practice was examined by the Consultant. The GAC representative during the discussion in the first meeting of the Executive Committee underlined the importance of being 'seen'. This was an important piece of advice which the COE followed in its true letter and spirit by way of participating in technical meetings and workshops and even contributing in some of the on-going projects of partners within one year of its establishment. It quickly capitalized on the existing external environment as described in Section II of this report. Whenever opportunities arose, the COE in various workshops and meetings presented its credential as a potentially important global player in the field of CRVS. It is to the credit to the COE that as early as July 2016, it hosted a peer review workshop on Global CRVS e-learning peer review course and also the Global CRVS Group meeting. The fact that the COE was invited to join the Global CRVS Group¹² which is a sign of recognition by the community of global and regional CRVS institutions in acknowledging the potential of the COE as a key institution in this field¹³. This was a phase of 'learning by doing' and also understanding the global and regional context in which the COE has to position its work. The COE slowly but surely matured over time and gradually improved its visibility. It pushed the envelope in various new and emerging issues such as CRVS and gender and CRVS in conflicts and emergencies. By the second year, it was confident enough in taking a leadership role in organizing (or co-organizing in collaboration with other organizations) important workshops,

¹² The Global CRVS Group is a group of international and regional organizations coming together to forge stronger alliances in the area of CRVS. The Group aims, among others, to strengthen national CRVS and related systems through coordination and collaboration on global and regional initiatives and exchange of information.

¹³ The COE was later included as a member of a) The Regional Core Group of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS); and b) The Technical Advisory Group of Global Partnership for Sustainable Development Data (GPSDD).

panels and meetings not just in terms of making logistical arrangements but also contributing to the technical preparations and deliberations and finalization of the outcome documents.¹⁴

The first global meeting on gender and CRVS convened by the COE, immediately followed by the conference on innovations in CRVS systems (which it co-hosted and convened in collaboration with WHO and UNICEF), were watershed moments for the COE which helped in firmly and surely establishing the COE as an 'honest broker' and one of the important players in the community of CRVS practitioners. A good number of partners have acknowledged the success of these two meetings. The COE has to be mindful of the fact that the COE's active engagement in the field of CRVS in the past two and half years have raised significant level expectations within the community, which if not matched by delivery of tangible and visible outputs in a time bound manner could lead to loss of its credibility.

The perception survey undertaken with global and regional partners, as part of the first phase of the mid-term evaluation, included a specific question on the extent to which the COE has been successful in establishing itself as an organizational actor in the CRVS field. The responses had to be scored between 5 and 1 with 5 as 'very successful' to 1 as 'not successful'. The distribution of the 15 scored responses that were received is as follows:

Table 1. Distribution of scaled responses on the extent to which the COE has been successful in establishing itself as an organizational actor in the CRVS

Scores	5 – Very successful	4	3	2	1 – not successful
Number of responses	3	2	8	2	0

The modal value as 3, the seems to reflect a cautious optimism on the part of the global and regional organizations in viewing the COE as an important organizational actor in the field of CRVS. Further follow-up probing questions with key-informants revealed that they are not yet convinced about the success of COE as an important global player and would like to see more tangible and quality outputs coming from the COE. While some of the observations with regard to various constraints faced by the COE in delivery of outputs and reasons thereof will be made at various points in the sub-sections that follow, a common sound-bite that was picked up through the on-line survey and key-informant interviews was related to delay in finalization of partnership agreements and other technical support. 'There needs to be a sense of urgency', 'slow to respond' and 'should move faster' are some of the responses from partners that show their concern with regard to the timely delivery of outputs by the COE. However, some partners have praised COE for being 'agile', 'responsive', 'approachable' and having 'collaborative spirit' to their call for support and partnership. Some of the organizations have pointed to the delay in finalizing contracts and grant agreements (also on their own side) as one of the bottlenecks in forging of partnerships, particularly with the UN agencies. The staff of COE also expressed similar concern. Some respondents have however, cited 'far too stretched' and 'limited capacity

¹⁴ This acceleration of work in this area during this period was also made possible with the COE being fully staffed by February 2017.

(quantity, not quality)' as reasons that are posing challenges to the COE in smooth implementation of the programme.

With a sixteen-million-dollar project to be delivered in five years with quality through its own limited staff and through a multitude of partners at global and regional levels on diverse topics, in addition to the intensive engagement in a number of GFF countries to support CRVS implementation from time to time, there should not be any iota of doubt that this is a big ask. The cardinal question, therefore, is – is the current staff strength of COE adequate for managing and delivering on a project of such a big scale and magnitude? While the Consultant will not be able to apply any yardstick to objectively determine an optimal staff strength for the COE, his past experience in serving in a few UN organizations points to a number not less than seven or eight. The question as whether this is a correct assessment, may or may not be of much consequence here, and can be debatable and even contested by some. What is sought to be conveyed is the irrefutable fact that that COE has to significantly enhance its capacity in a very short period of time for timely delivery of its outputs. Even with the best of intentions backed by a highly supportive administration, it would be hard to imagine that COE would be able to increase its staff strength and recruit people within the next year to manage this impending challenge. While the COE based on its own considered view on the matter **may want to pursue the option of recruiting more staff. However, given the urgency of the situation, a more pragmatic set of strategies need to be urgently devised and implemented to enhance the capacity of the COE in quickest possible time. The other possible approach to tackle the situation is to scale down the number of outputs and deliver on only a few big-ticket and cutting-edge outputs and work intensively in areas of its comparative advantage such as knowledge generation and sharing, research, capacity building and brokering country technical assistance.** The Consultant has revisited above-mentioned issues and recommended strategies to deal with rising expectations vis-à-vis constrained capacities in the latter part of the report.

The other important issue that was raised by some of the key-informants was related to appropriate staff mix in the COE. Does the COE have the in-house professionals with requisite knowledge to deal with different aspects of CRVS programme such as law, public-administration, IT, vital statistics to name a few? Recruiting separate staff to exclusively work on each of these topical areas in CRVS will be both impractical and unviable. **One of the ways to deal with the situation is to seek advice and support as and when necessary, from a pre-identified pool of consultants that includes experts with knowledge and experience on various aspects of CRVS. The COE has already developed a directory of experts coming from diverse fields, which can easily be tapped into for technical support and advice.**¹⁵ However, review of workplans clearly points towards a glaring gap in programming on a topic that should have been accorded a high priority. The VS part of CRVS is not receiving the necessary attention it deserves, an unintended consequence of not having any staff within COE with the requisite expertise in vital statistics. The lack of in-house professional with knowledge and expertise on vital statistics has also been underscored by a couple of global partners in their response to the on-line survey. The Consultant **recommends that COE should prioritize vital statistics in its programming and undertake activities to support global work and country implementation and as soon as opportunity arises,**

¹⁵ A more detailed discussion with regard to the directory of experts has been included in the later part of the report.

recruit a separate person with necessary expertise and experience in vital statistics to exclusively deal with this high priority topic.

B. Global Mandate

One fundamental component of the COE's mandate is to become an internationally recognized knowledge hub for CRVS systems. The COE aspires to grow into a global institution where all knowledge on CRVS systems resides and can be accessed by all. This knowledge base, among others, would include *global guidance materials and tools* on various aspects of CRVS systems, country briefs and case studies, *technical notes and papers, research documents, training materials, advocacy and communication materials* and many more. It is expected that this vast repository of knowledge when created and disseminated through the COE's state-of-the-art online platform and also through *periodic conferences, workshops and training courses*, would benefit all stakeholders and partners and eventually the governments themselves to implement and maintain an efficient and effective CRVS systems in countries¹⁶. In order to ensure that the COE becomes 'a place to go' in true sense of term, it also has to heavily invest in people, as materials and tools are not enough to improve CRVS systems in countries. The *directory of experts*, when successfully maintained by the COE, has the making of one of most sought after 'global good' as it could provide an excellent resource base of experts, not just for the COE in their country level programming, but also for other partners. It would be interesting to note that all the outputs enumerated above (in italics) suitably align with result statements at the output level of the logic model¹⁷ and in a major way is part of the COE's global mandate.

The responses obtained through on-line survey to the question – "To what extent has the COE been successful in becoming an internationally recognized hub for CRVS system?" seem to be quite encouraging as seen from the table below:

Table 2: Distribution of scaled response on the extent to which the COE has been successful in becoming an internationally recognized hub for CRVS

Scores	5 – very successful	4	3	2	1 – not successful
Number of responses	1	4	7	3	0

The work plans of the COE are organized around 4 broad pillars namely a) knowledge hub; b) global and regional partnerships and engagement; c) country engagement and technical support (focus on GFF countries); and d) research. This section will focus on evaluating the progress made by the COE to date in delivery of these globally mandated outputs. The activities related to direct technical assistance to countries will be dealt with in sub-section C of this section.

It may be noted that the outputs under pillar a), c) and d) of the workplan could only be delivered by drawing on the comparative advantages of a broad set of multi-sectoral stakeholders committed to

¹⁶ Although, the ultimate outcome of the programme logic limits itself to improvement of CRVS systems only in GFF countries, it would not be far-fetched to assume that development partners and donors supporting other countries in CRVS system strengthening would also benefit from this knowledge base.

¹⁷ Output 1211 that relates to technical assistance provided to national stakeholder can be categorized exclusively as country level work.

accelerating efforts to improve CRVS systems. This means that effective implementation of activities under pillar b) can be to some extent considered a necessary condition for successful delivery of outputs under the other three pillars; but not a sufficient condition. There is no doubt that the COE has been able to very successfully engage with global and regional partners within a very short period of time. The previous section has very clearly demonstrated how COE took swift and pro-active steps to make themselves visible in the global arena of CRVS. It has now established itself as a trusted and approachable partner. COE's niche (as described in detail in Section II of this report) vis-à-vis other institutions is well understood and recognized by stakeholders and partners and worked well to its advantage in forging partnerships in quick time.

The on-line survey included a specific question to elicit views of global and regional partners as to how successfully the COE has been in partnering or collaborating with them. A score of 5 represented 'very successfully' and 1 as 'not successfully'. The responses have been aggregated and presented below:

Table 3: Distribution of scaled responses on how successfully the COE partnered or collaborated with global and regional partners

Scores	5 – Very successful	4	3	2	1 – Not successful
Number of responses	5	4	4	2	0

The distribution of responses given above suggests that a majority of the partners have positively viewed their collaboration with the COE. This corroborates the analysis made sub-section A of Section IV (Institutional Development) as well as in the previous paragraph. The regional organizations who participated in the perception survey were the ones who were not satisfied with the COE's partnership and collaborative efforts at the regional level. Similar views were expressed by the regional organizations during the follow-up interviews in which they highlighted the need for the COE to align with the already existing regional programmes.

How successfully the COE established its knowledge hub and furthered its research agenda are the questions that will be addressed in the discussion that follows. A knowledge hub would include two essential ingredients namely; an on-line knowledge platform and knowledge products to be collected, synthesized and disseminated through this platform. The COE launched its on-line knowledge platform in early 2018 as a part of its website. The on-line survey that was undertaken with a couple of months of the launch of the website, included a separate section to assess the website in terms of its structure and ease of use, relevance of topic and quality of content, and exhaustiveness. The COE website seems to be generally well accepted and appreciated by stakeholders. However, they would like to see more topics to be included. It is expected that with expansion of activities of COE over time more content will be added to the website. The second Annual Narrative Report for the period April 1, 2017 – March 31, 2018 provides details of the documents available as knowledge products on the platform. These are a) a taxonomy, along with a glossary of terms and definitions on CRVS and other related topics; b) a resource library of 207 expert-curated guidelines, tools, standards, good practice (online, open access, searchable); c) a directory of experts for governments, development practitioners and others seeking expertise in support of their CRVS systems' strengthening effort (*available only on request*); and d)

guidance for accessing technical assistance. This can certainly be acknowledged as good progress, although may fall short of expectations.

The Consultant did a quick review of the knowledge platform on the date of writing this report and is of the opinion that this is undoubtedly a good beginning. However, the scanning of products points to that fact that a number of important globally and regionally available knowledge products known to the Consultant are not included in the resource base, while some that do not seem to qualify, found their way as part of the resource. On the other hand, it is not clear under what criteria the National Vital Statistics Reports of USA have been included as resource materials. Further, some of the resources do not seem to have been properly classified, for example a number of documents which have no relevance to 'vital statistics' have been classified under this category. Therefore, in order to enhance the quality and completeness of the resource base, the Consultant recommends that the COE **should put in place a written set of criteria for inclusion of knowledge products and also consider setting up an institutional mechanism to seek out knowledge products through its own network of global and regional partners. This could be done through an informal or a formal arrangement, by inserting a suitable clause in the partnership/grant agreements as a 'quid pro quo'.**

The Consultant further recommends that the COE should not limit itself to scouting knowledge products from other organizations. As a thought organization it should focus in a big way in creating such products either by using its in-house expertise or through collaboration with its partner institutions depending on the nature of the product. There have been some ad-hoc efforts made in the past in this direction but those were more by way of technical contributions in knowledge products developed by other institutions. The workplan for fiscal year 2018-2019 shows that the COE has started to take some concrete steps in this direction, but these are mostly focused on research¹⁸ and do not include activities related to development of other products like case studies and country profiles. **The constraints of capacity notwithstanding, the COE should accelerate work in this direction through a more systematic approach. In this regard, the Consultant has identified three focus areas namely, a) case studies; b) research products; and c) country profiles for GFF countries, which can be later expanded based on further consultation.** These have been dealt with in some details in the following paragraphs.

Case studies: Case studies are extremely useful for cross-learning between countries and benefit other stakeholders too. These have to be country specific and focused on innovations and lessons learnt (both good and bad) in strengthening of country CRVS systems. The studies can focus on a particular issue of interest, a set of issues or even focus on general topics such as building and maintaining CRVS systems in countries. **The COE should 'build a more solid knowledge repository of lessons learned from the field (a 21st century version of the International Institute of Vital Registration and Statistics (IIVRS) Working Paper Series)'. A mechanism has to be put in place to select countries as well as a few high-**

¹⁸ Some of the topics identified under Research in the 2018-2019 workplan are a) impact of gender blind CRVS systems, and analysis of gender vulnerabilities in conflicts and emergencies that result from inadequate and ineffective CRVS services; b) causes of non-registration of vital events, including developing an appropriate research methodology on this issue; and c) examine the interoperability between systems, Civil Registration, Identity Management and Vital Statistics (CR&ID&VS).

priority topics to be addressed in these case studies. The UN Regional Commissions which deal with countries on a day-to-day basis should be involved in the process of selection of countries. **The COE can from its own directory, identify a few experts coming from different countries and ask each of them to write a case study for his/her own country on a CRVS related topic from his/her area of expertise. A standard template and guidance can also be prepared for writing these case studies. The COE can also explore instituting an appropriate award scheme to encourage selected experts or for that matter, any other person working in the country in the area of CRVS to participate in this scheme.**

Research: The Research Strategy is yet to be finalized. This is one area in which the COE should push the pedal to the metal. Section III of the report highlighted research as one of the potential areas of COE's strengthen, and this is acknowledged by all and sundry. Partners and experts have unequivocally emphasized that the COE should urgently prioritize its **focus on research, particularly country based operational research. Operational research, as opposed to case studies are not country specific and have great evidentiary and learning value.** It is about 'what works, where, when and how'. **It is suggested that instead of randomly focusing on topics/themes, the COE, based on advice from the proposed Advisory Group or based on systematically compiled demand from countries, identify three to four high-priority topics every year and undertake operational research on these topics using best practice examples from various countries. These studies can be carried out through identified institutions or subject matter experts and finalized through consultative workshops that will help validate the contents of the studies before they are finalized and published in the knowledge platform.** Selected experts from countries (officials) from where the experiences have been drawn, subject matter experts from global and regional institutions including the UN, individual experts, should be invited to contribute in such workshops. The COE should also spearhead seminal research on topics which are cutting-edge and contemporary in nature. **These should be collaborative in nature with relevant partners including non-traditional ones, such as academic institutions of repute and international NGOs with known interest and experience in the area of CRVS or related matters.** Notwithstanding the research strategy, the COE has already initiated work in this direction by instituting a few research studies covering areas such as gender and CRVS, ID systems and CRVS, and CRVS in conflict situations. More topics can be explored for example - opportunity cost of CRVS, CRVS and leave no one behind.

Country profiles for GFF countries: A country profile is intended to provide a detailed description of the CRVS system in a country covering all its aspects such as legal framework, organization and management, coordination, business processes of registration of vital events, compilation of vital statistics, monitoring and many more. **The Consultant recommends that the COE compiles a few country profiles based on a well-designed standard template. The country CRVS law, rules and procedures, important administrative orders, registration forms, vital statistics report (if available) and any other important material of value can be included as supplementary documents along with the profile.** These profiles, along with its supplementary material when developed for GFF countries, can serve as basic background information required for smooth implementation of COE's country level activities. The COE should view these profiles as high-value knowledge products and put them in public domain through its knowledge hub.

The COE is accountable for the knowledge products that it develops in-house or through various experts or institutions. Although, the latter is a kind of outsourcing arrangement, the COE is fully responsible for the quality of these documents produced through such process. There can be other knowledge products which the COE would jointly develop in collaboration with partners and have an equal responsibility on technical matters. In such cases too, the COE has to make sure that these products meet the quality standards requirements. Finally, there are the third type of products including standards and tools that are developed by partners with limited resource (cash or in kind) support and technical contributions during the process of their development. In such cases, the COE cannot be accountable for the quality of these documents as they are wholly owned by these institutions. **It would therefore, be expedient for the COE to develop and use a standard quality assurance framework¹⁹ for ensuring that the products developed meet the desired quality. The COE may consider using a peer-review mechanism to validate the technical content of these studies. This peer review group (which can be more than one depending on the requirement) can be constituted from the list of experts available in the directory.**

Communication is central to the work of the COE. This very critical cross-cutting activity squarely falls under COE's global mandate. A communication strategy was finalized in Fall 2018 and is currently being implemented. Prior to the formal strategy however, the COE had already undertaken a number of communications activities including expert video talk series, social media campaigns around important events, initiating and publishing blog series and developing and launching the COE website. The COE must be commended for very meticulously and professionally executing a high-quality communication plan for the gender and CRVS meeting as well as the CRVS Innovation conference.

It is evident from the discussion in the previous paragraphs that the roadmap leading to the goal for the COE to become a globally recognized knowledge could be sharpened. While a lot of activities are being undertaken and planned around the collection, collation and dissemination of knowledge products, partnerships are being expanded, research and communication strategies are being developed, directory of experts has been developed and is being used, what seems to missing is an all-encompassing knowledge management strategy which by integrating all the essential elements in a meaningful way would help achieve the COE's objective of becoming a globally recognized as a knowledge hub on CRVS. The Conference Statement of the Innovation Conference on CRVS called for *developing knowledge management mechanisms and platforms to disseminate lessons learned and promote good practice for innovation*. Therefore, the Consultant is of the view that the COE should as soon as possible **develop an internal knowledge management strategy accompanied by a standard operating procedure, which will help guide the knowledge management functions within the COE in a much more integrated and holistic manner. The strategy on research and some relevant part of the communication strategy currently under development can be brought under the fold of the proposed knowledge management strategy.**

¹⁹ The Consultant presumes that the IDRC being a research institution of global repute would have a standard quality assurance framework to assess quality of research, which can be applied by the COE.

C. Country level programming

The primary purpose for the establishment of the COE, as stated in the grant agreement, is to promote and improve integrated and universal CRVS systems in countries that are eligible for support through GFF. The ultimate outcome as formulated in the initiative's logic model in a way elaborates the expression 'that are eligible for support through GFF' in the aforesaid purpose statement by inserting a phrase 'in GFF countries that are implementing or have implemented CRVS investment cases'. Although, this elaboration may seem to be inconsequential and not worth of any attention, the Consultant is of the view that the emphasis on 'CRVS investment case may have had to some extent, constrained the direct assistance component of the COE's country level activities. Though, not intended, development of the CRVS investment case became the default entry point for the COE to provide direct assistance to countries. It was interesting to note that in the very first meeting of the Executive Committee meeting, the GAC representative expressed concern about missing the opportunity to assist countries with developing and integrating CRVS components into investment cases and even went on to suggest that 'the Centre of Excellence's entry point for country-level engagement be re-thought and focus instead on supporting implementation approaches'. This concern though, seemed to have arisen out of the fact the COE did not have any staff in position to handle this work in the initial months.

The focus of the COE's direct technical assistance to date has been limited to supporting the development of the CRVS investment case. Through this, the COE helped advocate for prioritization of CRVS as an important development and equity issue, build capacities of local functionaries, and encouraged and stimulated dialogues among key stakeholders – increasing their awareness about the integrated nature of CRVS and their respective roles in promoting interoperability (particularly between health, CR and VS institutions). To date the COE has successfully assisted three countries namely, Cameroon, Guinea and Senegal in preparing their CRVS investment cases which resulted in approval of grants under the GFF for these countries for strengthening of their CRVS systems. The COE is yet to be engaged in any other type of direct technical assistance to countries.

On the question as to the extent to which the intended strategy is likely to contribute to the development of comprehensive and reliable CRVS systems in low and middle-income countries (LMIC), the response was more positive than not as evident from the summary of the responses received through the on-line survey as seen below:

Table 4: Distribution of scaled responses to the question on the extent to which the intended strategy is likely to contribute to the development of comprehensive and reliable CRVS systems in LMICs

Scores	5 – Very successful	4	3	2	1 – Not successful
Number of responses	1	6	5	2	1

The Civil Registration Offices of Cameroon, Guinea and Senegal participated in a questionnaire-based survey aimed at assessing the contribution of the COE in developing the CRVS investment case and supporting the strengthening of CRVS systems in the country. A separate section in the questionnaire included a number of questions that focused on ascertaining the extent to which the technical input of the COE contributed to the strengthening of the CRVS system in the country. The questionnaire is

attached in Annex 5a. The survey results were analyzed and presented in a Report on Measuring a few key indicators for the Performance Measurement Framework. The findings of the report (that has been submitted to the COE) have not been presented here for lack of space and instead included as Annex 1 to this report. It would be important to read the findings of the earlier report as they respond to some of the sub-questions listed under this section in the RFP. A quick summary of the findings from the questionnaire (Table 4) suggests that the Civil Registration Offices were satisfied with the support provided by the COE in development of the CRVS investment case. The process was country driven and inclusive and it also resulted in some useful outcomes such as improved coordination among government partners and clarified their respective roles, and an increased awareness about the holistic nature of CRVS. A quick analysis of the very limited number of responses from country level partners also echoes similar viewpoints.

The chronological review of minutes of the meeting of the Executive Committee and the narrative reports provide sufficient evidence to show that by the end of the first year of the project, the country-level Planning Group was not fully functional. There was no strategic or operational document that could systematically guide the process of rolling out and implementing direct technical assistance in the countries. The Executive Committee in its third meeting held in December 2016, acknowledged the need for the GFF Secretariat and the COE to follow a more integrated approach to country engagement so as to 'avoid overlapping missions and mixed messages which result in unnecessary tensions with operational teams'. In the meanwhile, the Investors Group in its November 2016 meeting held recommended that 'the Centre of Excellence will develop guidelines for countries on how to access services and expertise of the Centre'. Notwithstanding this period of flux and absence of any concrete guidance on country engagement, the COE staff managed to successfully assist Cameroon and Guinea in developing their CRVS component of the RMNCAH investment cases. However, the lessons learnt during these technical missions proved to be useful in crafting the guidance documents that were finalized soon after.

Following the recommendation of the third Executive Committee, the Centre of Excellence and the GFF Secretariat organized an in-person meeting in March 2017, to reflect on the process of country engagement and discuss matters of synergy and coordination between the GFF Secretariat and the COE. This meeting proved to be an important milestone as agreement was reached on two crucial issues that needed urgent attention, namely; the modalities of country engagement and operational coordination. The approach to investment case support to countries recognized the need for a differential approach for countries that have strategic plans and those that do not. It also noted the need to integrate the process into the existing in-country CRVS governance structures, including the coordination mechanisms. There were three important agreements that were reached with regard to targeted COE's approach in country engagement: a) adopt models of long-term support for technical assistance instead of fly-in and fly-out models; b) engage more deeply and continually in 3 to 4 countries (+ other 4-5 countries on as-needed basis), and c) due to its language expertise, focus on French speaking countries. The meeting also finalized modalities for channeling requests for technical assistance from the COE. In order to improve coordination between the GFF and the COE it was agreed that their operational team members meet in person once every six months and expand the scope of their bi-monthly coordination

calls to include updates on CRVS investment cases in progress²⁰. Immediately thereafter, the GFF and the COE worked together to produce a few briefing/technical documents based on the various agreements reached in the meeting. These are a) Lessons learnt from country engagements; b) Centre of Excellence country engagement; and c) Channeling country requests for Centre of Excellence services and expertise. The intensive joint engagement of the GFF Secretariat and the COE between December 2016 and April 2017 helped to bring in clarity in approach on technical assistance and provided the COE's country level programme a sense of direction. The coordination continues to be at optimal level.

The fifth meeting of the Executive Committee in September 2017 based on proposed country engagement criteria endorsed two groups of countries as follows:

Table 1: COE country engagement criteria

Countries eligible for direct, ongoing technical assistance to support the development and implementation of the CRVS component of the CRVS investment case ²¹	Countries eligible for limited technical assistance to address specific CRVS issue(s), that may be either related to the CRVS investment case, or other CRVS priority
Democratic Republic of Congo, Guinea (Conakry), Mozambique, Sierra Leone, and Senegal.	Ethiopia, Liberia, Nigeria, and Uganda

Despite the admirable work done by the GFF Secretariat and the COE in getting the country programming work back on track, the progress on this front sometimes can be challenging.

Based on interviews with different stakeholders, representing government, UN Systems, CoE, WB and others, the consultant presents the findings about Senegal and offers his own reflections about the process. In December 2017 - January 2018, the COE supported the development of the investment case in Senegal, employing the model of fly-in and fly-out, which both the GFF secretariat and the CoE had already agreed to be an undesirable approach. With a number of years of joint experience now, the COE and the GFF will need to reflect further on the modalities of support to the countries in light of timing of country processes, required expertise and available human resources.

It would be important to examine another important issue with regard to the CRVS investment case in Senegal, as the COE may confront a similar situation in other countries where it may be called upon to provide similar technical assistance. Senegal, despite all its efforts, is yet to undertake a comprehensive assessment and develop a strategic action plan for improvement of CRVS. Therefore, the basic question that arises here is; what activities are prioritized in CRVS investment case in Senegal, when the country itself has not planned any activities for improvement of their CRVS systems. Therefore, the only possible way is to make sure that the CRVS components are integrated in the RMNCAH investment case is to have it built around specific outcomes such as capacity building, digitization, interoperability between health and CRVS and the like. This is exactly what was attempted in Senegal which successfully resulted in the development of the CRVS component of the RMNCAH investment case. In case of Guinea, the

²⁰ In the May 2018 Executive Committee meeting, it was decided to have one Executive Committee meeting per year (in March) and have one operational workshop per year (at midway point, in September/October).

²¹ It was agreed with the GFF that Cameroon will be coordinated by their Secretariat. GFF Secretariat and CoE have agreed on a set of criteria for country selection at a later stage.

CRVS investment case was aligned to the already existing CRVS costed action plan, which was a smart thing to do under such circumstances as by doing so, the onus of implementation shift on to the government increasing the chances of the project to succeed.

The two important strategies proposed for the COE's country engagement are long-term support for technical assistance; and deeper and continual support in focused countries. A plain reading of the relevant texts in different documents suggest that these kinds of support will be offered only for implementation of activities that are included in the CRVS investment case. The complex process of accessing GFF funds at the country level can result in delays in initiating implementation of activities planned under the CRVS investment case. Therefore, in such situations, it is more than likely that no requests for any technical assistance from a country to COE will be received until the agency responsible for implementation of an activity is able to access the funds earmarked for the said activity. The COE website has a page announcing the availability of expert guidance and advice and has also devised a tracking tool to track country requests for technical assistance. Till date the COE has not received any request for technical assistance, not even from countries for whom GFF grants for CRVS have already been approved. Is this because the Civil Registration Offices have not yet received GFF funds? **The Consultant recommends the COE to be proactive in exploring with the GFF potential interim activities to keep the country-level momentum until GFF funds are secured.**

The Consultant, while reiterating his observations in the opening paragraph of this section as well as recalling the agreed strategy for a long-term, deeper and continual support for direct technical assistance, would **recommend that such long-term assistance to GFF countries (in Table 5) should neither be limited to supporting implementation of only those activities that are included in the CRVS component of the CRVS investment case nor should it be contingent on a country to have the said investment case ready to seek such support. Instead it makes strategic sense to offer an end-to end in-country support of a CRVS expert to a GFF country, who would accompany the country in implementing the CRVS strategic plan, which inter-alia is likely to include the CRVS activities earmarked for funding through GFF²². The terms of reference of the expert should also include a strong component on capacity building and training of country level registration functionaries for ensuring a smooth transition from an under-developed to a fully evolved CRVS system at the end of the project period. It would be advisable the COE should identify (from the current directory) senior experts who have long-standing experience in managing CRVS systems and prepare them for taking up long-term consultancy assignments in GFF countries as and when the opportunity arises.** They have to be exposed to the current global and regional initiatives and tools and also be acquainted with the GFF processes including the rules of country engagement. The training should also cover topics leadership, collaborative spirit and gender sensitiveness.

²² This model of long-term technical assistance has been successfully tried out in a big way in the 1990 and 2000 rounds of Population and Housing Census in LDCs where a senior technical advisor provided a five-year in-country support starting from preparations of the Census to the dissemination of results. In addition, other subject matter specialists follow intermittent support depending on the requirement of the country at various stages of the census operations.

The directory of experts created by the COE has the potential to become one of the COE's most prized assets. If nurtured well, it has the potential to become a 'global good' that would benefit many other partners who would like to draw from this list on a needs basis. This database created through a very inclusive process of vetting by experts and partners, contains a diverse pool of 117 experts from all over the world²³. By creating and maintaining this database, the COE has achieved a very important output (output 1112) of the logic model. However, mere creation and maintenance of such a directory will only be 'half the work done'. **Given the huge potential, the Consultant recommends that COE may up the ante to seek higher level results for this output, which may now read as 'database of CRVS experts created, maintained and nurtured'**. The experts could be nurtured through a well-designed capacity building programme so as to enable the COE and other partners to deploy them as consultants, when and where required. Establishment and maintenance of a community of practice with the experts in the directory as members is another way of nurturing. A well nurtured network would be a great value-added service that the COE can continue to offer partners across the world for many years to come. It has all the elements to become a valuable legacy system that the COE can leave behind if and when it exits from the scene. The Consultant strongly **recommends that the COE should quickly initiate action in this direction by developing a roadmap with clear milestones of activities to build a comprehensive capacity building programme of the experts in the directory**. All partners of the COE may be requested to contribute in terms of their staff time and financial resources (in kind or cash) for supporting this intensive effort, as each of them is likely to benefit from this massive endeavor. The COE should impress upon the Global CRVS Group to include this as an activity to be jointly pursued by all members.

One of the strong ingredients for successful implementation of COE's country level programme is to align it with the on-going regional initiatives particularly in the two registration-deficient continents, namely Africa and Asia. The mandate of the UN Regional Commissions (who lead these initiatives) in terms of seeking and sustaining political support for improvement of CRVS systems in countries within their respective regions through convening of inter-governmental meetings and conferences, including the Ministerial Conferences, make them formidable partners in the field of CRVS. **The COE should work very closely with the regional mechanisms such as the Regional Core Group for APAI-CRVS in Africa and the Regional Steering Group in Asia in implementing capacity building programmes by organizing training of trainers and technical workshops and also by supporting capacity exchange programme. For a more sustainable capacity development effort, the COE in collaboration with the regional bodies can work with key academic institutions in the regions that specialize in population and demography and establish appropriate academic and in-service training courses on CRVS**. This will be immensely help by way of indirect technical assistance to GFF countries in the region. The COE is a member of regional core group in Africa, which gives them a distinct advantage in furthering their country level programming. The Consultant suggests that **the COE should advocate with the Regional Core Group to include an item on direct technical assistance to GFF countries as a standing agenda of the core group meetings**. This will help leverage the influence of the regional commission on, but not limited to, GFF countries, including

²³ Areas of expertise includes CRVS in general, statistics, public health, law, digitization, management of large operations, and communication, social mobilization and behaviour change. A second call for experts was launched in December 2018 to further expand the current directory, with a focus on the inclusion of women and persons from currently underrepresented geographical regions.

through their sub-regional offices and also bring into fold the other partners, who as members of the group who can follow up with their colleagues in GFF countries as required. Although the COE has made very significant contributions to the APAI-CRVS in the past two years, it has not yet established a formal partnership with UN Economic Commission for Africa (UNECA). However, it has recently initiated discussions in this regard, which could be a significant step, once finalized.

D. Integration of gender

The story of integration of gender in COE's programming is remarkable. The review of documents such as the minutes of Executive Committee minutes, annual plan narratives and costed action plans reveal that the issue of integrating gender equitable approaches into COE's programme initiatives was not on the table until early 2017. It is ironic that the programme that draws its strength from the UN Global initiative of 'Every Women Every Child' had somehow missed out on this point²⁴. Neither the annual work plan narrative nor the costed workplan for the period December 2016 - March 2017 had any word on gender in literal sense of the term. In a complete turn of events, gender featured prominently in the COE's programme narrative in early 2017 around the topic of gender and CRVS and was included in the costed workplan for the fiscal year 2017-2018. The integration of gender in the COE's programming was firmly established with the first ever Global Conference on Gender and CRVS that the COE convened in February 2018. This conference²⁵, which was attended by close to 100 policy experts and practitioners, was a defining moment for the COE as it established itself as a thought leader in the area of gender and CRVS, a topic which was for the first time ever brought into the global CRVS agenda. This was one of the most strategic moves by the COE and that it could achieve this feat within such a short period deserves a lot of applause. The challenge now is to keep up the momentum. The outcome document at the end lists a number of things that the COE has committed itself to undertake to take this initiative forward: a) assemble relevant knowledge resources on CRVS and gender by working with other partners in the field and publicize and promote research and attention on the topic, through blogs, key-note speeches, and special sessions at international conferences; b) ensure gender dimensions of CRVS systems are well-represented in the development of the monitoring and evaluation framework for CRVS systems; and c) plan to periodically hold consultations or meetings on CRVS and gender with experts and partners to take stock of progress and formulate further action plan. It remains to be seen how effective the COE has been in delivering on its commitments.

The Consultant examined what the partners had to say in response to two specific questions that were asked to them through the on-line survey. It should be noted here that this survey was conducted right after the global Gender and CRVS meeting organized by the COE and almost all respondents participated in the said meeting. The questions were a) To what extent the COE will be able to effectively integrate gender equitable approaches into current program initiatives? and b) What gender transformative

²⁴ The emphasis was to achieve health outcomes for women and children and build systems for improving CRVS systems for better measurement of progress towards achieving these results. Since, there not many countries that show any significant sex-differentials in registration levels, gender issues in CRVS, particularly at country levels are not well understood or appreciated.

²⁵ The Conference title was: CRVS as a basis to meeting the 2030 Gender Agenda.

outcomes are likely to be achieved by the COE? Some of the interesting quotes have been presented in the table below:

Questions	Quotes
<p>What extent the COE will be able to effectively integrate gender equitable approaches into current program initiatives?</p>	<ul style="list-style-type: none"> • Because CRVS is critical to gender empowerment, the COE's mandate is likely to be very effective at integrating gender equitable approaches. • The COE organized a gender in CRVS day which was very successful and should keep a focus on this. • Paying attention to gender composition of the roster of experts • I feel confident they will. • Gender quotable approaches should be more prominently represented in the logic model. • To the extent they are able to collaborate with the UN and other development partners who have established gender normative frameworks and indicators. • Gender has not been at the forefront of CRVS debates and CRVS scale up initiatives. Therefore, the centre can play an important role here, but really needs to invest in some demonstration projects that can provide useful examples of the added value of a gender equitable approach to CRVS strengthening initiatives. • Very high, e.g. recent released report. • It should be possible, and it is great that the COE has put a larger focus on gender than what has traditionally been the case in CRVS. • One of the gaps in the CRVS systems is lack of clear guidelines for streamlining gender in the CRVS systems. Therefore, the COE's focus on gender equitable approach will help a lot to create awareness and develop guidelines on how to effectively integrate gender into CRVS improvement initiatives.
<p>What gender transformative outcomes are likely to be achieved by the COE?</p>	<ul style="list-style-type: none"> • If the COE meets its ultimate outcome of well-functioning CRVS systems, it is likely to result in substantial gender empowerment in terms of rights, access to services, financial inclusion and legal status. • Gender-oriented research, mainstreaming of gender in CRVS strengthening programmes. • Highlighting disparity in male-female ratios, divorces and women's rights, disparities in male/female death ratios. • Increased social protection for women. • Strong knowledge base and understanding of legal barriers to marriage and divorce registration and heightened political attention to CRVS+Gender.

	<ul style="list-style-type: none"> • Better mapping of gender differentials in registration completeness, improved evidence about gender discrimination and impediments in CRVS systems design and implementation, and evidence-based guidance to LMICs in developing gender-sensitive tools for CRVS strengthening. • Guidance for gender inclusion in CRVS programming. • Increasing focus on the gender aspects of CRVS.
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Most of the survey participants felt confident and hopeful that the COE will be able to very effectively integrate gender in its current programme and the Consultant completely agrees to these viewpoints. However, the COE has to be agile and vigilant in keeping track of the progress made as any delay on delivering of outputs can reverse this upbeat optimism now seen among the partners. The observation of one of the participants about the need to ‘add value by investing in some demonstrable projects’ more or less, sums up the level of expectations. Some of the important responses to the question about the possible gender transformative outcomes are – improved evidence base, increasing focus, and strong knowledge base. It appears that the participants are not yet ready to look very far into the future and therefore, pegged their responses at the outputs level, such as need for guidance, research, and mapping.

The Consultant has identified two areas that the COE seems to be making some progress on this agenda. The first one is, advocacy and communication around the topic of Gender and CRVS. In addition to the global conference the COE, through participation in high level events such as the 49th Session of the UN Statistical Commission, Fourth Conference of African Ministers responsible for Civil Registration, Global Digital Health Forum and the World Data Forum (upcoming), is creating awareness among policy makers and practitioners about the issue related gender dimensions in CRVS. The second is, integrating gender in standards and tools. The COE has been able to integrate gender into the Legal Framework Toolkit and is working with UN Statistics Division to insert gender dimensions in the handbook on advocacy and communication that is currently being revised. The work around research has just been initiated in collaboration with partners and the outputs are expected to be delivered next year. The choice of research question is critical and its should be the endeavor of the COE take up innovative topics that have not been tried out before, such as ‘death registration and economic empowerment of women’²⁶.

The Consultant recommends the COE should build on its success on the topic of Gender and CRVS and continue to provide active leadership in this area of work and keep up the momentum. As has been pointed out the **COE should revisit the Logic Model and suitably integrate gender as a cross-cutting issue by adjusting of the results statements at various levels and/or introducing a separate output on gender.**

²⁶ This COE will collaborate with UNFPA to undertake research on this topic.

E. Future work

The Consultant, based on the methodology described in Section II of this report, presented his findings to answer four broad sets of evaluation questions related to a) Institutional development; b) Global mandate; c) Country level programming; and d) Integration of gender. For each of the above-mentioned section, the Consultant noted the progress made, identified constraints and challenges in the delivery of the programme and wherever necessary, proposed solutions and made recommendations for future improvements in the programme. Some of the recommendations even go to the extent of challenging the COE's programme logic model and current institutional capacity to respond to rising expectation of COE's partners and other stakeholders, including GFF countries that are trying to seek technical assistance. Since the proposed solutions/recommendations immediately follow the discussion on constraints and challenges, these are interspersed across various sections. The list of recommendations is compiled and presented in Annex 7 for easy reference of the reader. **The changes proposed in the process of delivery of global mandates and technical assistance to countries, the proposed creation of new mechanisms to enhance the capacity of the programme to meet future demands and the new tools and the inter-linkages between all of these, necessitates revisiting the COE modified business model.** While the COE would still focus on three main streams of work namely knowledge generation and dissemination, capacity building and country technical assistance, the new mechanisms (Advisory group and Peer review group) and tools (directory of experts, knowledge hub) will help enhance the quantity and quality of outputs in these focus areas of work. The establishment of these two new groups will not only help in filling in the existing capacity constraints in the COE in meeting the increasing expectations of the partners but is also expected to enhance the quality of the knowledge products the COE produces and the technical assistance it provides to the countries. The Advisory group, which will consist of global experts from CRVS and related field will have longer tenure. The COE will draw upon these experts collectively or individually to seek strategic advice and guidance on technical matters as and when required as and when called upon to do so. The COE will, as and when necessary, assign individual members of the Advisory group to work with partners to provide technical inputs/support on behalf of the COE on various projects supported by it. The Peer review group on the other hand will be constituted from among people included in the directory of experts with diverse expertise within the CRVS and related domain. This group will be assigned to review specific knowledge products produced by the COE itself or developed in collaboration with other partners.

The directory of experts, if well nurtured has the potential to become the most prized tool of the COE. Experts from this directory can be effectively used in generation of some important knowledge products such as the country profiles and case studies. As stated earlier, depending on the level of expertise and experience will be selected to be part of the Peer review group. Most importantly, the experts from the directory will be deployed in countries for both long-term and short-term assignments technical assistance.

The knowledge hub is an important tool for dissemination of knowledge at all levels. The improvement of the quality of knowledge product and their systematic dissemination through a well-designed hub is

expected to greatly augment its use and consequently improve capacity of people working in this area at global regional and country levels.

As stated earlier, the COE will provide direct technical assistance to GFF countries in Africa (9 countries as finalized by the Executive Committee) regardless of whether CRVS investment cases have been finalized. The directory of experts and the various knowledge products as available from the knowledge hub will serve as extremely important tools for high quality technical assistance to countries. The support of the regional commissions and country level partners will also help the technical support to be more sustainable and grounded.

The Centre of Excellence has a niche in the already crowded global CRVS space. It stands out as an institution in many ways. Its twin mandate of generating knowledge and using them to support countries in improving CRVS systems is hard to match. The flexibility in COE's mandate and its collaborative spirit attracts partners wanting to work with it. It has the ability to play the role of an 'honest broker' and push the envelope in venturing into new and emerging issues around CRVS. A lot of progress has been made in the past two years despite capacity constraints and more needs to be done. The next two years are crucial for COE as it has to deliver on various fronts. There will be challenges but there are opportunities too. All that the Centre of Excellence has to do is 'to step up its level of excellence'.

Annexes

Annex 1 First Stage of the Midterm Evaluation

Measuring Progress of the Civil Registration and Vital Statistics Programme of the Centre of Excellence

Measuring a few key indicators for the Performance Measurement Framework

Introduction

1. The Monitoring and Evaluation Strategy for the Centre of Excellence's (COE) Civil Registration and Vital Statistics (CRVS) programme includes a Performance Measurement Framework (PMF) that aims at measuring results at Outcome (Ultimate, Intermediate, Immediate) and Output levels through a set of 26 indicators. The sources of data to measure the progress made against each of these indicators has also been identified in the framework.
2. The Consultant as a part of his assignment of undertaking a mid-term evaluation of the COE's CRVS programme, has collected data/information on a set of six indicators identified in the Terms of Reference. The data have been compiled and presented in this report. The six indicators are given below:
 - a) Status of the development and implementation of the national CRVS systems strengthening strategy in Cameroon, Guinea, and Senegal²⁷ (*Intermediate outcome 1200, indicator 6*)
 - b) Degree to which technical input provided by the Centre of Excellence has contributed to CRVS systems strengthening in Cameroon, Guinea, and Senegal. (*Intermediate outcome 1200, indicator 7*)
 - c) Overall capacity of national CRVS implementers in Cameroon, Guinea and Senegal. (*Immediate 1210 indicator 10*)
 - d) Level of functionality of national CRVS coordination mechanisms in countries receiving Centre of Excellence support. (*Immediate outcome 1230, indicator 14*)
 - e) Perception about the Centre of Excellence contribution to efforts for the improvement of CRVS systems at (i) country level, and (ii) global level among national and international CRVS stakeholders respectively. (*Immediate outcome 1120, indicator 9*)
 - f) Perception about the quality, relevance and accessibility of information on the Centre of Excellence website among national and international CRVS stakeholders. (*Immediate outcome 1220, indicator 13*)
3. It may be noted that all the six indicators are qualitative in nature, as they seek to measure, 'degree', perception' etc. However, as far as practicable, the data for these indicators have been presented in quantitative form by analyzing responses for a few relevant questions from selected countries and global/regional organizations through two separate questionnaires. The questionnaires for country level and global/regional levels to be hereinafter referred as

²⁷ Senegal was not included in the original Terms of Reference but added at a later stage

Questionnaire A and B are given in Annex 2 and 3 respectively²⁸. The quantitative values presented in the report, wherever necessary, have been supplemented with some qualitative or descriptive information. These are based on the responses to the qualitative questions included in the above-mentioned questionnaires.

4. It would be important to mention that a number of individuals/institutions are yet to respond to the questionnaires sent to them but are expected to do so in future. There are others who are yet to be approached. Therefore, the data presented in this report is may be considered to be preliminary. The data will be further updated based on additional responses received from the remaining institutions and presented in the final mid-term evaluation report. It may be noted that the mid-term evaluation questions identified in the Terms of Reference also wholly or partly, cover all the elements that are included in this report and therefore, can be seen as extension of the work undertaken at the first stage. The mid-term evaluation report, however is expected to cover a lot more ground in terms of qualitative analysis based on all the responses obtained through the questionnaires as well as follow up interviews with a number of individuals/institutions that are currently under progress.

Source of data/information

5. The quantitative values for indicators, barring indicator b) have been compiled by suitably aggregating the scored responses to the questions with ordered categorical items and Likert type questions included in questionnaires A and B respectively.
6. The data for the first four indicators have been compiled from the country questionnaire A as they exclusively relate to the status of CRVS implementation in the countries. For this, only the questionnaires A filled in by the Offices of the Civil Registration of three countries namely, Cameroon, Guinea, and Senegal have been used as they are the primary implementers of the CRVS programmes in their respective countries and are in best position to respond these questions. In March 2018, the Consultant had the opportunity to discuss with the senior officials from the Civil Registration Offices of Cameroon and Guinea in Ottawa about the status of on-going work of CRVS system strengthening in their respective countries. Some of key points arising out of this meeting have also been included for compiling data/information for the indicators related to the countries. It may be noted that data/information for the three countries have been presented separately as this will help in tracking of progress made in these countries separately during the course of implementation of CRVS programme, particularly after the GFF funded activities kick in²⁹.

²⁸ The questionnaire A was used for the Chief of the Civil Registration Office. Another questionnaire to be referred to as Questionnaire C that was sent to country level stakeholders have not been included here as only a few responses have been received. Questionnaire B relating to perception were sent out to stakeholders at the global and regional levels. The regional level questionnaires are same as the global questionnaire with only minor changes.

²⁹ The responses from other country level stakeholders obtained through a separate questionnaire have not been used for this report but will be included for supplementary analysis at a later stage

7. As far as the indicators e) and f) are concerned, the responses obtained from international and regional organizations through questionnaire B have been used to compile the required data/information. However, for the first part of the indicator e) that relates to the perception about COE's contribution at country level, relevant questions from questionnaire A have been used for analysis.

Methodology

8. The methodology adopted for compilation for each of the six indicators are given below:
- a) Status of the development and implementation of the national CRVS systems strengthening strategy in Cameroon, Guinea and Senegal.

This indicator has been divided in two parts namely, a) status of development of strategy for strengthening of CRVS; and b) status of implementation of the strategy. The information with regard to the status of strategy development could be directly obtained from question 5 of the *Section 1 – Background Question* of questionnaire A. This question has five different categories of ordered answers starting from the best possible situation to the worst. The best possible situation is when a country has not only developed a CRVS strategy but in doing so, covered all its aspects and that the strategy has already been approved by the government. A score of 4 is assigned to the best possible answer and 0 to the worst situation when a country has not developed a strategy at all.

Arguably a strategy is not implementable without an appropriate action plan in place. Question 6 provides information about the status of development of action plan, the four possible answers to which are again ordered from the best to worst case scenario. The best scenario is when a country has a comprehensive action plan that covers all aspects of CRVS, which is scored as 3. The worst situation is when the country does not have an action plan, in which case the score assigned is 0. It has to be noted that question 6 is answered only when a country has a comprehensive or preliminary CRVS strategy as per its response in question 5.

Further, the action plan for implementation of a strategy is not complete without it being costed. Whether a cost has been established for the plan or not is ascertained from question 9, which has two possible answers 'yes' and 'no' with scores 1 and 0 respectively. This question however, is answered only when the country has developed a strategy and a corresponding action plan. With the above scoring scheme, the best and worst possible combinations of scores for questions 5, 6 and 9 are as follows:

Best score combination: question 5- score 4, question 6- score 3, question 9 -score 1

Worst score combination: question 5 -score 0, question 6- score 0, question 9-score 0

The overall quantified response to the first sub-indicator (status of development of CRVS strategy) is derived as a weighted sum of the scores of the questions 5, 6 and 9. Since the focus of the indicator is on development of strategy, the question 5 is considered to be the primary question and assigned a very high weight of 75 percent, followed by question 6 with 15 percent and question 9 with 10 percent weights. With the above-mentioned scoring and weighting

design, the maximum and minimum possible score (for the best and worst combinations stated above) will be 3.6 and 0 respectively. For easy understanding, the scores are adjusted by using 10 as the maximum value and scaling up the other combined scores proportionately. Therefore, a maximum value 3.6 will now be scaled up to 10.

A similar approach is followed for second sub-indicator on status of implementation of the strategy for strengthening of CRVS in the countries. The question 8 is related to stage of implementation of the action plan and has three possible ordered responses. The best scenario of 'full implementation in progress' and worst scenario of 'implementation not started' assigned scores 3 and 1 respectively. The successful implementation of a plan to a large extent will depend on availability of fund (both government and external) and therefore, responses in question 10 are considered to derive a quantitative value for the sub-indicator based on a combined score of responses from these two questions. Unlike the first sub-indicator, the question 10 is not necessarily dependent on question 8 and therefore, the score 0 is not used for any of these responses for these two questions. The overall quantified value is calculated as a weighted sum of scores with question 8 assigned a weight of 75 percent and those in question 10 as 25 percent. With this scoring and weighting design, the maximum and minimum possible score will be 3.3 and 1.0 respectively. For easy understanding, the score is adjusted by using 10 as the maximum value and scaling up the other combined scores proportionately. Therefore, a maximum value 3.3 will now be 10 and minimum value 1.0 will be scaled up to 3.1.

- b) Degree to which technical input provided by the Centre of Excellence has contributed to CRVS systems strengthening in Cameroon, Guinea and Senegal.

The degree to which technical inputs provided by the COE has contributed to CRVS system strengthening cannot be fully ascertained from the questionnaires filled in by the civil registration offices of the countries. This has to be supplemented by information obtained from other stakeholders in the countries and also through key-informant interviews with some of the them. Given that only a few country level stakeholders have responded to the questionnaires at the time of writing this report and that the key-informant interviews are yet to be initiated, the data/information for this indicator is based only on responses received from Civil Registration offices of the three countries. The final mid-term evaluation report, which to a large extent focus on perception of stakeholders about the contribution of COE in improvement of CRVS at national and global levels, will include a more detailed analysis based on additional responses received from country level stakeholders.

Questions 3 to 8 in *Section 2- Specific contribution of the Centre of Excellence* have been used for compilation of data/information for this indicator. Unlike other indicators no attempt has been made to combine responses from one or more indicators to calculate one quantitative value to measure the degree of technical input. Instead, responses against each question have been analyzed separately or in combination to provide insight as to kind of technical support the COE has provided to the countries.

Question 3 is aimed at ascertaining COE's technical inputs to Cameroon, Guinea and Senegal on various aspects of the CRVS in the country. The type of inputs provided, and their usefulness were also ascertained in the question. The response against this question is analyzed in conjunction with the response in Question 4, which identifies the three most significant among all areas of support listed in Question 3.

Questions 5 to 8 specifically focuses on the support provided by COE to the three countries in the development of CRVS system component of Investment Case in terms of the process adopted and direct and indirect outcome resulting out of the initiative. The responses to these questions are analyzed to provide some more insight on the degree of technical input provided by the COE.

- c) Overall capacity of national CRVS implementers in Cameroon, Guinea and Senegal.

The quantitative value for this indicator is compiled by using responses obtained from questions 14, 16 and 17 in the General Section of questionnaire A. These questions have three or four possible ordered responses and are scored in decreasing order with the highest score (3 in case of question 14 and 4 in case of questions 16 and 17) for the best possible situation and score 1 for the worst. Question 14 is considered to be the primary question as it seeks to elicit information on the overall capacity of the country to implement CRVS programme. Question 16 and 17 are about the adequacy of the staff and their formal training arrangements respectively and therefore, can be considered to be important ingredients for measuring the overall capacity of the country. The overall measure of capacity is compiled by aggregating scores of these three questions with 75 percent weight assigned to score in question 14 and 15 and 10 percent weights to scores in questions 16 and 17 respectively. The maximum and minimum value for the best possible scenario (scores 3, 4 and 4) will be 3.3 and the for the worst (scores 1.1 and 1) will be 1.1. The scores when adjusted by making the highest score (3.3) equivalent to 10, the minimum possible score will be 3.1.

- d) Level of functionality of national CRVS coordination mechanisms in countries receiving Centre of Excellence support

The basic assumption in this indicator is that a national CRVS coordination mechanism already exists in the country under review. If not, the response could simply be 'no coordination mechanism exists' and the question of functionality will not arise at all. It may be noted however, the response to question 21 on existence of a national coordinating mechanism is not just limited 'Yes' or 'No'. The 'Yes' in this question is further qualified by asking if the existing coordination mechanism is functioning well. Questions 22 seeks to ascertain if the national level coordination mechanism has a mandate. Usually, any formal national level coordination set up by the government will have a specific term of reference. Further, the information on the composition of the coordination body as provided in question 23 by the countries gives sufficient indication about the formal nature of the coordination body. Question 24 is about the number of meetings held in last 2 years by the coordinating body in last two years, which provides additional information on the level of functionality.

The quantitative value for this indicator (which about inter-departmental coordination is mechanism) is obtained as a weighted sum of responses in questions 21 and 24. However, for question 21 only the ordered responses will be scored as 2 and 1 and score 0 is assigned when the country does not have a national coordination mechanism/body. The responses to question 24 are given score 3, 2 and 1 starting with the best to the worst situation in terms of number of meetings held. The final value for indicator is the weighted sum of scores with 75 percent weight assigned to the question 21 and 25 percent to question 24. If the score in question 21 is 0, then response from question 24 is not taken into consideration and the value of the indicator is taken to be '0', which essentially means that country does not have any CRVS coordination mechanism. With this aggregation method the maximum value and minimum value for this indicator will be 2.3 and 0, which translates to 10 and 0 when the highest summed up score is adjusted to value 10.

It may be noted that a country, in addition to the formal national level coordination body, may have other mechanisms at the national levels established for coordination for smooth functioning of the CRVS system. The two most important institutions that the Civil Registration Office needs to interact with almost on a regular basis are the Vital Statistics compiling office (which is usually the National Statistics Office) and the Health Ministry. The efficiency of a CRVS system to a large extent depends on how well the CR Office coordinates with these two organizations on a day to day basis at the all levels. Given the importance of such coordination mechanisms a sub-indicator (namely Level of Functionality of Coordination Mechanisms with NSO and Health) under this indicator is included in the report to ascertain their level of functionality. Question 25 and 26 attempts to capture the level of coordination between CR Office and National Statistics Office; and CR and Health Ministry at the national level. The responses to both the questions are assigned scores from 4 to 1, with score for the best situation being 4 and 1 for the worst. While compiling the sum, equal weights are provided to responses from both questions. The value of the weighted sum will range from 4 to 1, which when adjusted by using score 10 as the highest value, will range from 10 to 2.5.

- e) Perception about the Centre of Excellence contribution to efforts for the improvement of CRVS systems at (i) country level, and (ii) global level among national and international CRVS stakeholders respectively

The data/information for the two sub-parts of this indicator namely perception about the COE's contribution at country level and at global level are compiled separately. The data for country level indicator is compiled from questionnaire A and for global level perception, only a few responses to relevant questions from international and regional stakeholders through questionnaire B are used. The methodology for the compilation of aforesaid data/information are given below:

Perception at country level: The question 13 in Section B of questionnaire is a direct question about the perception about how the country perceived the contribution of COE in the process of CRVS improvement. The possible responses to this question are in form of ordered category

from the best possible to worst possible situation, the worst being when no concrete support was provided. The question 14 is also a direct question as the how helpful the support was. This also has 4 ordered response choices starting from 'Extremely helpful' to 'Not helpful'. If the response to question 13 is 'no concrete support provided', the question 14 becomes redundant. Following the same process as in case of indicator d) the responses in question 13 are scored from 3 to 0, starting from the best to the worst possible level of perception. The scores for question 14 range from 4 to 1 starting from the best situation, which is 'Extremely helpful'. The measure for the perception is a weighted sum of the scores of these questions with 75 percent weight assigned to question 13 and 25 percent to question 14. With this scoring and weighting method, the value of the score will range from 4.3 to 1.3. This corresponds to maximum and minimum value 10 and of when the highest value is adjusted to a score of 10.

Perception at global level: The perception among the international stakeholders about COE's contribution to the efforts of CRVS improvement at global level cannot be quantitatively measured by aggregating responses to questions related to perception in questionnaire B. This is because the questions included in the questionnaire aim at ascertaining different aspects of perception and are unrelated. Therefore, each question on perception stands on its own and responses obtained from international (and also regional) stakeholders for each of these questions is analyzed and presented separately. The analysis is based on filled in questionnaires received from 13 international and regional stakeholders institutions through a google-based on-line survey deployed for this purpose. Frequency tables are prepared based on scaled responses (1 for the best situation and 5 for the worst) for each of the identified questions related to perception and average value (in case the modal value) is considered to be the reflecting the perception of the stakeholders. For the sake of uniformity of approach for presentation of results across all indicators, the scores are reversed with the worst situation being scored as 1 and the best as 5.

The level of success of COE as perceived by the stakeholders of it being able to establish itself and get recognized as an international hub for CRVS expertise and an important global actor and partner in this field, to an extent are pointers towards the measure of success of COE in contributing to CRVS improvement and its potential to do so in near future. Therefore, the following three questions are considered for measuring perception about COE's contribution in global effort for improvement of CRVS.

Question 6: To what extent has the Centre of Excellence been successful in becoming an internationally recognized hub of expertise for CRVS systems?

Question 7: To what extent and the COE been successful in establishing itself as an organizational actor in the CRVS field externally within the CRVS community of practice?

Question 8: How successfully has the Centre of Excellence is partnering or collaborating with your institution?

Some qualitative information obtained through various questions related to the indicator are included as far as practicable to supplement the analysis.

- f) Perception about the quality, relevance and accessibility of information on the Centre of Excellence website among national and international CRVS stakeholders

A set of specific questions have been included in questionnaire B for ascertaining the perception of stakeholders about the quality, relevance and accessibility of COE website. The opening question in the section on website is aimed at ascertaining whether the person filling the questionnaire has already accessed the website. If not, she/he is requested to do so before she/he answers the questions that follow. All the questions related to the accessibility, relevance and quality of the COE website are analyzed and reported separately. Frequency tables are prepared based on scaled responses (1 for the best situation and 5 for the worst) for each of the identified questions related to perception and average value (in this case the modal value) is considered to be reflecting the perception of the stakeholders about the various aspects of the website. For the sake of uniformity of approach for presentation of results across all indicators, the scores are reversed with the worst situation being scored as 1 and the best as 5. Some qualitative information obtained through various questions related to the indicator are included as far as practicable.

- 9. Data/information compiled for six indicators are presented in tabular form below.

Indicator	Sub-indicators/ sub-topic	Quantitative value	Qualitative and descriptive information
<p>Status of the development and implementation of the national CRVS systems strengthening strategy in Cameroon, Guinea, and Senegal</p>	<p>Status of development of strategy</p>	<p>Cameroon- 10 Guinea – 10 Senegal – 0 <i>Score range: 10 to 0</i></p>	<p>It is encouraging to note that both Cameroon and Guinea have national strategies and costed action plans for strengthening of CRVS covering all its aspects namely, registration of births, deaths, marriages, and divorces; collection and compilation of vital statistics, and collection and compilation of causes of death information. In both these countries the strategies have been developed based on the findings of comprehensive assessments of their CRVS systems.</p> <p>Cameroon completed a complementary assessment in 2016 using the APAI-CRVS framework as it had already undertaken two evaluations of its CRVS systems in the past and had to only build on them to fill in the gaps. The national strategy was approved by the Government of Cameroon in June 2017.</p> <p>Guinea completed its comprehensive assessment in 2017 only in one of the four natural regions, namely the forest region. This is the region that was mostly affected by Ebola and now has better health infrastructure. Therefore, it was a strategic decision to use this region as an entry point for undertaking a comprehensive assessment and implement an end to end project-based approach for strengthening of CRVS in the region and then based on the experience gained in the region move to other regions. Therefore, it is not clear if the strategy is a national strategy in strict sense of term. Nevertheless, it seems to be a unique and practical approach.</p> <p>Senegal seems to be lagging behind although the country had initiated its latest work on CRVS system strengthening in 2012. The strategy is still under development.</p>
	<p>Status of implementation of strategy</p>	<p>Cameroon – 6.2 (<i>7th among out of 13 possible combined scores</i>) Guinea – 6.9 (<i>6th best out of 13 possible</i>)</p>	<p>The implementation of the national strategy in Cameroon has started but only partially. The country does not seem to have enough funds for full implementation of their country action plan (2018-2022).</p> <p>Guinea has also started partial implementation of plan. Although, the required fund for full implementation of the plan has been approved but these are not yet accessible.</p>

		<p><i>combined score)</i></p> <p>Senegal – 0</p> <p><i>Score range: 10 to 3.1</i></p>	
<p>Degree to which technical input provided by the Centre of Excellence has contributed to CRVS systems strengthening in Cameroon, Guinea, and Senegal</p>	<p>Degree of technical input on various aspects of CRVS</p>		<p>According to the response from Cameroon, out of the 10 listed fields of activities, the COE provided support in only one namely, the development of CRVS system component of the Investment case. The COE technically and financially supported the mapping of ‘as is’ business process of CRVS system in Cameroon to systematically identify bottlenecks and then develop a ‘to be’ business process covering all aspects of the system. The support was strategic and timely, as the business process mapping exercise constituted a part of the complementary assessment and used as input for the development of national strategy for strengthening of CRVS system in Cameroon.</p> <p>Guinea also identified the development of CRVS system component of investment case as the only substantive support that the COE provided until now. It resulted in the better understanding of the linkage between health and CR functions particularly in notification of births, deaths and causes of death.</p> <p>Senegal also identified development of CRVS system component of investment case as the only technical input from COE.</p> <p>It is evident that the COE has successfully supported the development of the CRVS system component of investment case in all the three countries. However, it seems that in terms of technical input, COE could provide substantive support through the Business Process Mapping (BPM) exercise only in Cameroon and as stated earlier, the outcome of this exercise fed into the development of the new national strategy. In Guinea, COE did provide some advocacy and technical advice through its country mission, but these could not be taken to have any significant impact in the process of CRVS system strengthening. In Senegal, the investment case was developed, albeit at a broad category level, even before a strategic plan was in place. This was more out of the exigencies arising out of the GFF process that has been initiated in the country and to meet the deadline for submission of CRVS component of the investment case. Since the comprehensive assessment in Senegal is to be undertaken in near future, the COE still has the</p>

			<p>opportunity in the country to support a BPM similar to that in Cameroon.</p>																				
	<p>Process adopted in the in the development of CRVS system component of Investment Case and resultant outcomes</p>		<p>The degree of support in the development of CRVS component of investment case has already been discussed in the previous item.</p> <p>In Cameroon and Senegal, the process of development of the investment case for the CRVS component was led by the Health Ministry in collaboration with Civil Registration Office with technical support provided by the COE. In Guinea, the Civil Registration Office led the process in collaboration with Health Ministry with support from the COE. The question that need to be asked here is – is it appropriate for the Health Ministry to lead the process when the primary responsibility and accountability of implementing the provisions of the civil registration law in the country lies with the Civil Registration Office? Does it create confusion and create tension? These are some questions that will be addressed in the final mid-term evaluation.</p> <p>The process seemed to be more inclusive in Guinea, where all the main stakeholders in the country from the government, UN and others were included. Cameroon reported that no agency was included in the process of development of the invest case for the CRVS component and Senegal mentioned only UNICEF. These responses will have to be re-checked with the Civil Registration Offices.</p> <p>The process of development of CRVS component of investment case would have resulted in a few important outcomes. These outcomes were not expected to be achieved through a one-off workshop or meetings only but also through country advocacy and technical missions. The responses in ordered scale (from 1 to 5, with 1 being the worst and 5 being the best) received from three countries on four possible outcomes³⁰ are presented below:</p> <table border="1" data-bbox="755 1585 1503 1827"> <thead> <tr> <th>Outcome/Country</th> <th>Cameroon</th> <th>Guinea</th> <th>Senegal</th> </tr> </thead> <tbody> <tr> <td>a)</td> <td>3</td> <td>3</td> <td></td> </tr> <tr> <td>b)</td> <td>3</td> <td>4</td> <td></td> </tr> <tr> <td>c)</td> <td>4</td> <td>4</td> <td></td> </tr> <tr> <td>d)</td> <td>4</td> <td>3</td> <td></td> </tr> </tbody> </table>	Outcome/Country	Cameroon	Guinea	Senegal	a)	3	3		b)	3	4		c)	4	4		d)	4	3	
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a)	3	3																					
b)	3	4																					
c)	4	4																					
d)	4	3																					

³⁰ For description of outcomes see question 8 in Section 2 of Questionnaire A

			<p>It seems that that the continuous engagement by through meetings, workshop, country missions and other means has resulted in some positive outcomes, particularly significant among them being the increased awareness about the integrated nature of CRVS systems. The countries seem to take a somewhat neutral view about the improved coordination among CR, Health and Statistical agencies.</p>
<p>Overall capacity of national CRVS implementers in Cameroon, Guinea and Senegal</p>		<p>Cameroon – 5.7 (31st from top out 48 possible combined score)</p> <p>Guinea – 5.7 (31st from top out 48 possible combined score)</p> <p>Senegal – 5.7 (31st from top out 48 possible combined score)</p> <p>Score range: 10 to 3.1</p>	<p>Surprisingly, all three countries had exactly the same set of responses for the three questions taken into consideration to calculate the overall score of this indicator. The scores are at the lower rung of the ladder, which clearly shows the poor technical capacity of the CRVS implementers in these countries.</p> <p>The countries have expressed their need for technical assistance and also mentioned about the inadequate number of staff at headquarters and local registration offices. The inadequacy of staff both in term of quantity and quality will not only hinder the implementation of strategy for CRVS system strengthening but also make the existing system inefficient in terms of its coverage and service delivery.</p> <p>None of the countries has a standard training programme for training of staff, which again impacts on the quality of CR and VS services.</p>
<p>Level of functionality of national CRVS coordination mechanisms in countries receiving Centre of Excellence support in Cameroon, Guinea and Senegal</p>	<p>Level of functionality of national level inter-departmental coordination mechanism</p>	<p>Cameroon – 10</p> <p>Guinea – 10</p> <p>Senegal – 5.6 (3rd worst from the bottom out of 7 possible combined scores)</p>	<p>Cameroon and Guinea have national level coordination bodies which, according to the Civil Registration Offices, are working well and held 3 or more meetings in last two meetings. However, the national coordination body in Senegal is not working at its optimum level and had met 1 or 2 times in last two years.</p> <p>The coordination bodies in all three countries have been formally set up with clear mandates and have a large number of government ministries/departments as members. Guinea and Cameroon have representatives of Prime Minister’s Office as members of the group.</p>

		<p><i>Score range: 10 to 0</i></p>	<p>All three countries have formal technical committees established for coordinating the implementation of CRVS activities in the country. Guinea has specifically mentioned that the technical committee is not operational.</p>
	<p>Level of functionality of coordination mechanism between CR Office and NSO; and CR Office and Health Ministry</p>	<p>Cameroon – 5.0 (<i>10th from the top out of 16 possible combined scores</i>)</p> <p>Guinea – 10</p> <p>Senegal – 6.3 (<i>8th from top out of 16 possible combined scores</i>)</p> <p><i>Score range: 10 to 2.5</i></p>	<p>Cameroon has indicated in its response that there is practically no coordination between the Civil Registration Office and Statistics Office. In Senegal, although a formal mechanism exists for interaction between Civil Registration Office and Statistics Office, but the coordination is weak. This is certainly a matter of concern as the lack of coordinated interaction may seriously hamper the transmission of statistical information from the CR offices to statistical office as well as compilation of vital statistics.</p>
<p>Perception about the Centre of Excellence contribution to efforts for the improvement of CRVS systems at (i) country level, and (ii) global level among national and international CRVS stakeholders respectively</p>	<p>Perception of national civil registration offices</p>	<p>Cameroon – 5.9 (<i>8th from top out of 13 possible combined scores</i>)</p> <p>Guinea – 7.1 (<i>8th from top out of 13 possible combined scores</i>)</p> <p>Senegal – Not applicable</p> <p><i>Score range: 10 to 0</i></p>	<p>As has been stated in the description of methodology, using scored responses of two questions from only Civil Registration Offices for compilation of the overall score on perception of countries about COE’s contribution is somewhat limited.</p> <p>The perception about the COE’s contribution here relates to development of national strategy or action plan. Both Cameroon and Guinea perceive the contribution of COE in this regard to be only partial. While Guinea considers the support to be very helpful, Cameroon marks it as fairly helpful.</p> <p>Since no strategy or action plan as yet been developed in Senegal the questions are not applicable at this stage for the country.</p>
	<p>Perception at global level among international</p>		<p>The three questions that are used to measure the perception about effectiveness of COE in successful delivery of its CRVS programme at the global level include a) COE’s success in becoming an internationally recognized hub of expertise of CRVS systems; b) COE’s success in establishing itself as</p>

	<p>al stakeholders</p>		<p>organization actor externally with the CRVS community; and b) COE’s success in partnering and collaborating with other institutions. The response from 13 international and regional organizations have been presented below in form of bar diagrams:</p> <div data-bbox="755 369 1505 688"> <p style="text-align: center;">Success levels as international hub of expertise</p> <table border="1"> <thead> <tr> <th>Success Level</th> <th>Number of Organizations</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>0</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>3</td> <td>6</td> </tr> <tr> <td>2</td> <td>3</td> </tr> </tbody> </table> </div> <p>Modal value: 3</p> <div data-bbox="755 793 1505 1077"> <p style="text-align: center;">Success as organization actor</p> <table border="1"> <thead> <tr> <th>Success Level</th> <th>Number of Organizations</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>3</td> </tr> <tr> <td>4</td> <td>2</td> </tr> <tr> <td>3</td> <td>7</td> </tr> <tr> <td>2</td> <td>1</td> </tr> </tbody> </table> </div> <p>Modal value: 3</p> <div data-bbox="755 1182 1505 1465"> <p style="text-align: center;">Success in partnering and collaborating</p> <table border="1"> <thead> <tr> <th>Success Level</th> <th>Number of Organizations</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>4</td> <td>3</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>2</td> <td>2</td> </tr> </tbody> </table> </div> <p>Modal value: 5</p> <p>A quick analysis of the three charts suggests that the stakeholders are still cautious in recognizing COE as an international hub of expertise. They have also shown some cautious optimism in perceiving COE as an important organizational actor. These are initial years of COE and the results are on expected lines. It is encouraging to note that a significant number of organizations has already acknowledged COE’s success in partnering and collaborating with other institutions.</p>	Success Level	Number of Organizations	5	0	4	4	3	6	2	3	Success Level	Number of Organizations	5	3	4	2	3	7	2	1	Success Level	Number of Organizations	5	5	4	3	3	3	2	2
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			<p>The gaps in the international efforts on CRVS that the stakeholders look up to the COE to fill in are advocacy, research, knowledge generation, capacity building and technical assistance. Following the one-day seminar on CRVS and gender, the stakeholders are very optimistic about COE's increased focus and contribution on this topic.</p>																														
<p>Perception about the quality, relevance and accessibility of information on the Centre of Excellence website among national and international CRVS stakeholders</p>			<p>Out of the 13 respondents 9 had already visited the COE website before they had received the questionnaire and rest of them explored the site later. Eight of the stakeholders found the look and feel of the website to be 'very pleasant' or 'pleasant'.</p> <p>The questions on website can be grouped into three parts namely, a) structure and ease of navigation; b) exhaustiveness; and c) relevance of topic and quality of content. The frequency distribution of scores and their modal values are presented below for all the three categories in tabular form:</p> <p><i>Structure and ease of navigation</i></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 50%;"></td> <td style="width: 10%;">Very well organized 5</td> <td style="width: 10%;">4</td> <td style="width: 10%;">3</td> <td style="width: 10%;">2</td> <td style="width: 10%;">Needs a lot of improvement 1</td> </tr> <tr> <td>Organization and structure</td> <td style="text-align: center;">4</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">0</td> <td></td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 50%;"></td> <td style="width: 10%;">Very easy 5</td> <td style="width: 10%;">4</td> <td style="width: 10%;">3</td> <td style="width: 10%;">2</td> <td style="width: 10%;">Very difficult 1</td> </tr> <tr> <td>Ease of navigation</td> <td style="text-align: center;">3</td> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> <td style="text-align: center;">1</td> <td></td> </tr> </table> <p>The website seems to well structured and fairly easy to navigate</p> <p><i>Exhaustiveness</i></p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 50%;"></td> <td style="width: 25%;">Yes 2</td> <td style="width: 25%;">No 2</td> </tr> <tr> <td>Exhaustiveness</td> <td style="text-align: center;">2</td> <td style="text-align: center;">11</td> </tr> </table> <p>85 percent of the respondents did not find the website to be exhaustive and wanted more resources to be added.</p>		Very well organized 5	4	3	2	Needs a lot of improvement 1	Organization and structure	4	4	5	0			Very easy 5	4	3	2	Very difficult 1	Ease of navigation	3	5	4	1			Yes 2	No 2	Exhaustiveness	2	11
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			Relevance of topic and quality of content				
			Very relevant 5	4	3	2	Not relevant at all 1
			Relevance of topic	4	7	2	0
			Very well written 5	4	3	2	Needs a lot of improvement 1
			Quality of content	5	7	0	1
			<p>The topics included in the website are to a large extent relevant and stakeholders by and large appreciated the quality of content.</p> <p>The COE website seems to be generally well accepted and appreciated by stakeholders. However, they would like to see more topics to be included. It is expected that with expansion of activities of COE over time more content will be added to the website.</p> <p>Some of the key aspects on which that the stakeholders would like to see in terms of enhancement of the website are 'more resources', 'improved search functionality', 'discussion forum', 'blog posts', 'country specific information', 'progress in GFF countries', 'more prominent event calendar', 'interview series with CRVS experts'.</p>				

Annex 2 Sections 2.3. 1 and 2.3.2 of the Request for Proposal (RFP)

2.3.1 Monitoring data collection

The Proponent will collect data against six indicators in the Centre of Excellence performance measurement framework (PMF). This data is to be collected for the two countries in which the Centre of Excellence has provided CRVS technical assistance and expertise thus far, Cameroon and Guinea, as well as from relevant CRVS stakeholders at national, regional and global levels. Specific indicators for which data will be collected are:

- Status of the development and implementation of the national CRVS systems strengthening strategy in Cameroon and Guinea.
- Degree to which technical input provided by the Centre of Excellence has contributed to CRVS systems strengthening in Cameroon and Guinea.
- Overall capacity of national CRVS implementers in Cameroon and Guinea. □ Level of functionality of national CRVS coordination mechanisms in countries receiving Centre of Excellence support.
- Perception about the Centre of Excellence contribution to efforts for the improvement of CRVS systems at (i) country level, and (ii) global level among national and international CRVS stakeholders respectively.
- Perception about the quality, relevance and accessibility of information on the Centre of Excellence website among national and international CRVS stakeholders

2.3.2 Evaluation Questions

A. Institutional development: To what extent is the Centre of Excellence effectively establishing itself organizationally, relative to the intended purpose and objectives?

- To what extent and in what ways has the Centre of Excellence been successful in establishing itself as an organizational actor in the CRVS field, in terms of a) setting up and operationalizing internal systems and processes, and b) externally within the CRVS community of practice? What is working well and what isn't?
- What are the major external or internal factors that have promoted or constrained the attainment of outcomes by the Centre of Excellence?
- What unexpected outcomes (positive or negative) have been or are likely to be generated by the Centre of Excellence?
- How can internal learning and feedback mechanisms be improved to ensure that program implementation benefits from past experiences and lessons learned?

B. Global mandate: how is the Centre of Excellence progressing towards becoming an internationally recognized hub for CRVS systems?

- To what extent and in what ways has the Centre of Excellence been successful, or is it likely to be successful, in becoming an internationally recognized source of expertise for CRVS systems? What are the key strengths and/or weaknesses?

- How successfully has the Centre of Excellence partnered or collaborated with other CRVS stakeholders?
 - To what extent are partnerships likely to facilitate program success? What risks, if any, may arise or have arisen from partnerships?
- C. Country level programming: how significantly is the Centre of Excellence contributing to investment cases and stakeholder engagement at country level?
- How has technical input from the Centre of Excellence contributed to the development, approval or implementation of quality CRVS components in reproductive, maternal, newborn, child and adolescent health (RMNCAH) investment cases in GFF countries?
 - In what manner has the Centre of Excellence contributed to or facilitated stakeholder consultation and engagement around investment cases at country level? How significantly has the Centre of Excellence contributed to the national dialogue around CRVS, or linking CRVS and health outcomes?
 - What factors are hindering or helping the delivery of country level technical assistance and programming by the Centre of Excellence?
 - How can the Centre of Excellence's contributions and influence on country level programming be improved?
- D. Integration of gender: to what extent are Centre of Excellence programs and initiatives enabling gender equality?
- How effectively is the Centre of Excellence integrating gender equitable approaches into current program initiatives? What strategies are likely to be successful, and why?
 - What gender sensitive outcomes are likely to be achieved by the Centre of Excellence?
 - How can the Centre of Excellence better enable gender equality around CRVS at both global and country levels?
- E. Future Planning: how can the Centre of Excellence improve program implementation for the next few years?
- What decision factors should the Centre of Excellence consider to guide further prioritization of activities for the next 3 to 5 years?
 - What additional professional skills, expertise or profiles might the Centre of Excellence need to factor in to meet these priorities?

Annex 3 List of key documents reviewed

1. Proposal: Centre of Excellence: For Strengthening Civil Registration and Vital Statistics Systems
2. Signed Grant Agreement (December 2015) and Amended Grant Agreement (February 2017)
3. Monitoring and Evaluation Strategy for the Centre of Excellence for CRVS Systems
4. Minutes of Executive Committee Meetings (1st to 6th meetings)
5. Costed Workplans (2015-2017, 2017-2018, and 2018-2019)
6. Annual Narrative Reports (2015-2017, 2017-2018, and 2018-2019)
7. Global Engagement Tracker (2017-2018, 2018-2019)
8. Various presentations made by the COE in various meetings/forums
9. Concept Note: CRVS Innovations Conference (February 2018) and Outcome Documents of the conference (<https://crvssystems.ca/conference-proceedings>)
10. Concept Note: Making the Invisible Visible – CRVS the basis for meeting the 2030 Gender Agenda (February 2018) and the Outcome documents of the meeting (<https://crvssystems.ca/conference-proceedings>)
11. CRVS: Call for Experts in Civil Registration, Information Technology, Public Health, Statistics, Law and Social and Behavior Change for Civil Registration and Vital Statistics (CRVS) Systems Strengthening
12. Centre of Excellence for Civil Registration and Vital Statistics (CRVS) Systems Executive Committee Terms of Reference Mandate
13. Report on Centre of Excellence Country Engagement
14. Report of the Centre of Excellence and GFF Secretariat Operational Coordination Workshop
15. Report: Lessons Learned from Country Engagement
16. Analysis and Recommendations: Channeling Country Requests for Centre of Excellence Services and Expertise

Annex 4 Monitoring and Evaluation

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Abbreviations

CoE	Centre of Excellence
COIA	Commission on Information and Accountability (for women’s and children’s health)
CRVS	Civil Registration and Vital Statistics
GAC	Global Affairs Canada (formerly DFATD)
GFF	Global Financing Facility for Every Woman, Every Child
M&E	Monitoring and Evaluation
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
UNSD	United Nations Statistics Division

1 Purpose and Scope

The purpose of this Monitoring and Evaluation (M&E) Strategy is to outline the mechanisms and procedures by which the Centre of Excellence (CoE) for Civil Registration and Vital Statistics (CRVS) Systems will meet its accountability requirements for programmatic performance. This includes:

- Internal accountability for building its capacity through continuous learning from operating in global, regional and national environments
- Horizontal accountability to partner institutions for its performance in
 - mobilising expertise to strengthen CRVS systems in countries receiving funds under the Global Financing Facility in Support of Every Woman, Every Child (GFF)
 - contributing to global knowledge on CRVS systems' strengthening by collecting, synthesizing and communicating evidence
 - facilitating the exchange of knowledge about CRVS systems globally, and
 - contributing to the development of standards and technical guides on CRVS systems
- Vertical accountability to its governing agencies represented in the Executive Committee (Global Affairs Canada (GAC), IDRC, and the World Bank GFF Secretariat) for its performance in delivering the agreed outputs in a timely and efficient manner to achieve effective and sustainable outcomes.

The main instruments to assure vertical programmatic accountability are the logic model and the performance measurement framework presented in this document. These instruments are based on existing contractual agreements between GAC and IDRC and were further developed in a participatory manner using the theory of change approach.

While the CoE M&E Strategy places a major focus on the Centre's vertical accountability to the governing agencies, the horizontal dimension of accountability to national, regional and global partners and the internal accountability to its own institutional learning agenda is also addressed.

This M&E Strategy is expected to evolve and adapt over time. In order to best support accountability and feed learning, the CoE, along with the Executive Committee, will periodically review its utility and feasibility and adjust the strategy accordingly.

2 Context

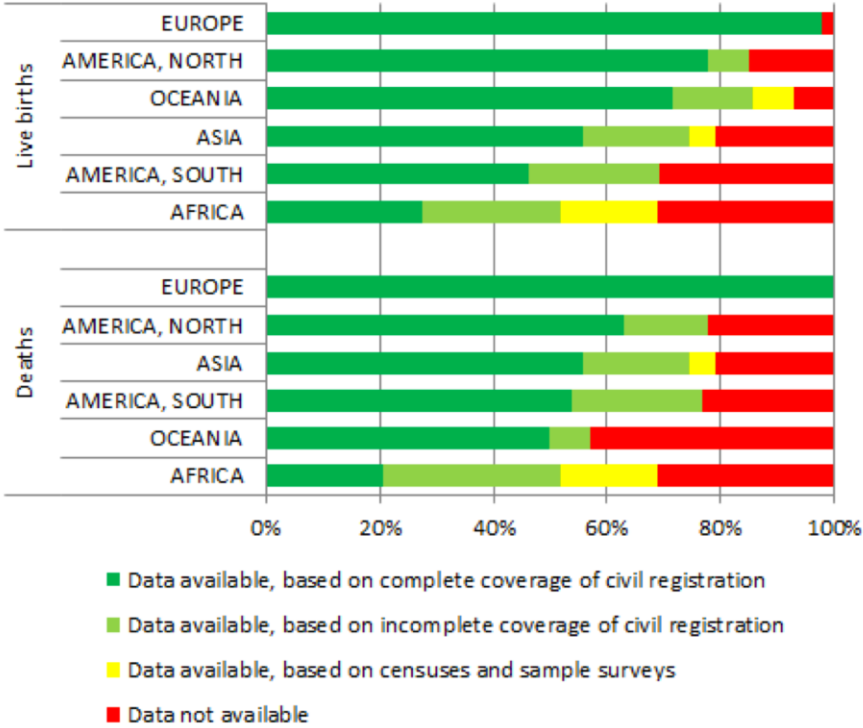
2.1 Civil Registration and Vital Statistics

Civil registration is defined as the 'continuous, permanent, compulsory and universal recording of the occurrence and characteristics of vital events pertaining to the population as provided through decree or regulation in accordance with the legal requirements of each country'.³¹ Civil registration and certification provides individuals with documented evidence of legal identity, family relationships and nationality. It is a prerequisite to fulfilling a wide range of human and social rights including access to health care, education, employment, inheritance, social protection, and protection from exploitation and abuse. Civil registers that compile data on vital statistics related to birth, adoption, marriage, divorce and death provide information on population dynamics. This information is essential planning, implementing and monitoring initiatives for health, economic growth, poverty reduction, education and

³¹ UNSD. Handbook on Training in Civil Registration and Vital Statistics Systems. 2002

other public services. Globally, there are major gaps in the availability of reliable vital statistics. In Africa and Asia, these gaps are partially closed by population surveys. However survey statistics are usually delayed and data derived from population samples often have wide confidence intervals that do not permit reliable estimates of trends. Figure 1 shows the availability, completeness and data sources on births and deaths.

Figure 1. Availability of birth and death statistics 2009 – 2013 by region³²



National CRVS systems have improved in recent years, for instance in Brazil and South Africa. The number of countries that have National Strategies for the Development of Statistics has increased, and there has also been considerable learning on the need for secure and confidential sharing of personal information across government agencies.³³

2.2 The Centre of Excellence

The Centre of Excellence for CRVS Systems was established as a programming initiative with funding from GAC and IDRC as part of Canada’s contribution to the global movement to end preventable maternal, newborn and child deaths by 2030. Strengthening national CRVS systems was the first of ten recommendations of the Commission on Information and Accountability for Women’s and Children’s Health (COIA) that was formed in 2010 to propose an accountability framework for the UN Strategy ‘Every Woman, Every Child’.³⁴ The Grant Agreement with the main funding agency, the DFATD (former name of GAC) lists the core functions of the CoE as follows:³⁵

³² Source: UNSD http://unstats.un.org/unsd/demographic/CRVS/CR_coverage.htm (accessed 22/5/2016)

³³ World Bank. Global CRVS Scaling up and Investment Plan 2015-2024

³⁴ COIA. Keeping Promises, Measuring Results: Final Report of the Commission on Information and Accountability. 2011

³⁵ Grant agreement between DFATD and IDRC. Purchase Order 7061798. Annex A. December 2015

1. Strengthen the capacity of CRVS implementers and advocates for sustainability in the GFF countries;
2. Build a knowledge base by collecting evidence, synthesizing and disseminating good practices;
3. Facilitate exchange of knowledge and practices and supporting networks;
4. Contribute to global tools and standards and promote their use; and,
5. Contribute to accountability in GFF countries and global level.

The funding of the CoE is thereby closely linked to the activities of the GFF. The GFF Secretariat (located at the World Bank) joined the two funding agencies in the governing Executive Committee of the CoE.

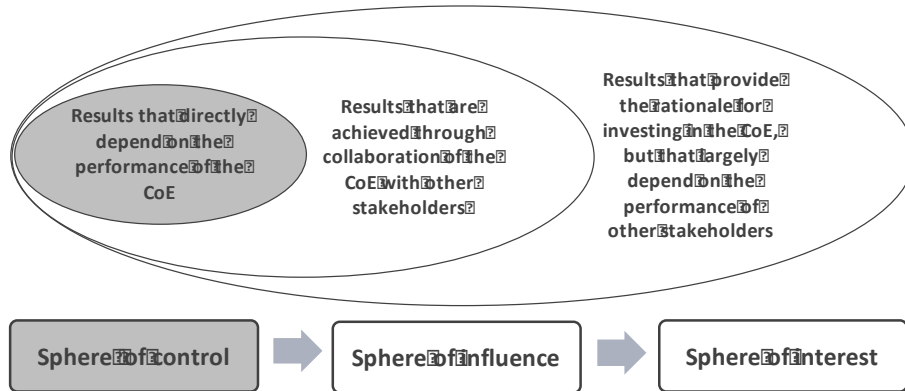
The link of CoE funding to the GFF and the Canadian reproductive, maternal, newborn, child and adolescent health initiative (RMNCAH) has strategic implications. The objective of building the knowledge base and developing global tools and standards for CRVS is much wider in scope than strengthening national registration systems for births and for maternal and child deaths. In the effort to overcome weaknesses of national CRVS systems, however, the focus on women's and children's health is opportune. Since 2010, international attention to health has converged on increasing the coverage of RMNCAH services. There have been major achievements, including strengthened national health data and monitoring systems. The service coverage for RMNCH has expanded and provides an entry point for achieving universal birth and death registration. The challenge of the CoE will be to mobilize technical support for the scale up of these initiatives, document and disseminate the lessons learned, and translate them into initiatives that support a wider agenda of strengthening CRVS systems.

3 Accountability and Stakeholder Mapping

3.1 Spheres of Control, Influence and Interest

The rationale for investing in the CoE is the expectation that the Centre will contribute to improved maternal, newborn, child and adolescent health via the strengthening of national CRVS systems. System improvement is a national task. The CoE supports this task, but it is only one of many international actors providing support to CRVS systems. The CoE may at times provide direct support by delivering or brokering technical assistance. In many cases, however, this support will be indirect, for instance by facilitating the collaboration of stakeholders who support different aspects of CRVS systems or by making resources available that others can use to make their support more effective. The CoE is therefore expected to generate results at different levels, corresponding to different levels of accountability. This is illustrated in the spheres of control, influence and interest presented in Figure 2.

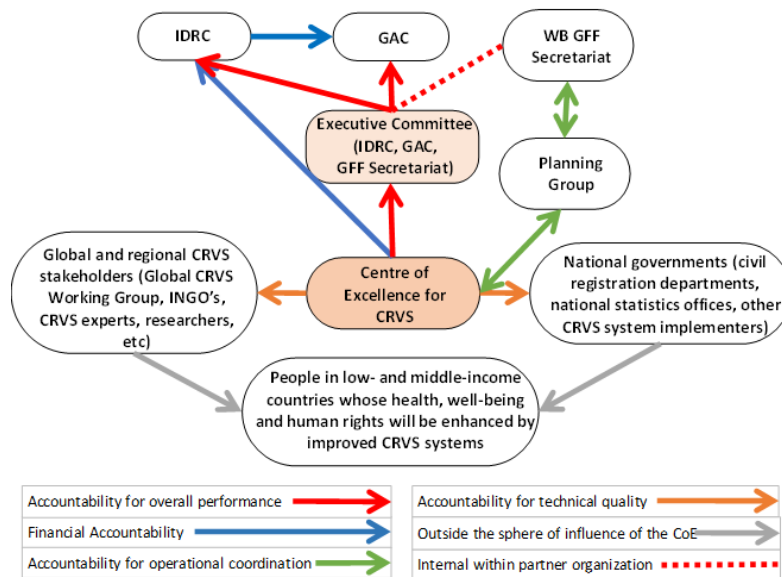
Figure 2. Spheres of control, influence and interest



3.2 Lines of Accountability

Accountability is defined as a relationship ‘in which an institution, and the performance of tasks or functions by that institution, are subject to another’s oversight, direction or request that it provides information or justification for its actions.’³⁶ Figure 3 is a schematic illustration of the CoE’s institutional relationships and corresponding lines of accountability.

Figure 3. Lines of accountability



The red and blue lines represent the lines of **vertical accountability**. The CoE is governed by an Executive Committee made up of representatives of IDRC, GAC and the GFF Secretariat. It is directly accountable for its performance, to this Committee. The Executive Committee itself reports on the performance of the CoE to its two financing institutions, IDRC and GAC. It is not formally answerable to the GFF, a multi-partner funded mechanism administered by the World Bank. The GFF Secretariat exercises its

³⁶ Adapted from World Bank. Accountability in Governance. <http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/AccountabilityGovernance.pdf> (accessed 13/6/2016)

governance function over the the CoE through its membership in the Executive Committee. The link to the the GFF Secretariat is represented by the dashed red line.

Financial oversight, another dimension of vertical accountability, is provided by IDRC, the host institution of the CoE, both in its role of a grant provider, and in its role as a grant recipient from GAC. IDRC is itself accountable to GAC for financial oversight of the GAC portion of CoE funding. This is represented by the blue line in the Figure 3.

Horizontal accountability is not based on a hierarchical relationship of authority. The CoE, as a publicly funded initiative, has an obligation of accountability for its performance to peer institutions and beneficiaries. In Figure 3 this is represented in the orange and green lines. Contractually, the CoE is obliged to coordinate its activities with those of the GFF Secretariat and oversight is provided through the Executive Committee. A Planning Group was created to facilitate operational coordination, and the group is made up of CoE staff at IDRC, GFF Secretariat staff at the World Bank, as well as GAC staff. This establishes a horizontal line of accountability between the CoE and the GFF Secretariat for joint planning purposes and is represented in the green lines in Figure 3.

Ultimately, governments and their international partners who are implementing CRVS systems are accountable to people whose health, well-being and human rights they aim to promote and protect by the improvement of CRVS systems. Their social accountability is one step removed from the sphere of influence of the CoE and represented by the grey lines in Figure 3.

3.3 Overview of the Strategic Framework of the CoE

As an initiative funded under the Canadian contribution to the global RMNCAH strategy, the CoE is expected to contribute to the **improvement of reproductive, maternal, newborn child and adolescent health in low and middle income countries with a focus on those countries eligible for support through the Global Financing Facility.**

In addition to this goal to improve the lives of people, the CoE also has a systems strengthening goal to contribute to global initiatives to **increase the number of low and middle-income countries with comprehensive CRVS systems that provide reliable and up-to-date records of births, marriages, deaths, and other vital events.** The strategic framework of the CoE was drafted within these two overarching goals in a theory of change workshop with participation of staff from GAC and the Centre of Excellence. It was then translated into a logic model according to the GAC template. While this format cannot illustrate the horizontal logic (i.e. the interdependence and mutual re-enforcement of outputs and outcomes across vertical columns) these linkages were strongly considered in the formulation of the strategy elements. Table 1 presents the draft logical framework for approval by the Executive Committee.

Table 1. Draft strategy (Logic Model) of the CoE

ULTIMATE OUTCOME	1000: Improved CRVS Systems to track progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented GFF Investment Cases				
↑					
INTERMEDIATE OUTCOMES	1100: Increased use of the CoE as a facilitator of technical assistance, knowledge, standards and guidance on CRVS by CRVS stakeholders		1200: Increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing GFF Investment Cases		
↑	↑		↑		
IMMEDIATE OUTCOMES	1110: Increased capacity of the CoE to mobilize experts to provide technical assistance to countries developing or implementing GFF Investment Cases	1120: Increased recognition of the CoE as an international networking and knowledge hub for national and global institutions, academics, and professionals working on CRVS Systems	1210: Increased knowledge and skills for the development and/or implementation of evidence-based CRVS systems in countries receiving support from the CoE	1220: Increased availability of guides, tools, norms and documented evidence for the development and/or implementation of effective CRVS systems	1230: Enhanced/improved mechanisms of coordination and cooperation among stakeholders involved in strengthening CRVS systems
↑	↑	↑	↑	↑	↑
OUTPUTS	1111: CoE strategic documents developed, updated and evaluated 1112: Database of CRVS experts created and maintained	1121: Communications strategy developed and implemented 1122: CoE awareness-raising undertaken by participating in conferences, consultations and campaigns addressing CRVS issues 1123: Active CoE membership in leading CRVS networks achieved	1211: CRVS technical assistance provided to national stakeholders	1221: Research on CRVS issues commissioned and published 1222: CRVS technical, policy, advocacy and training materials, as well as global tools and guides developed and disseminated 1223: Online platform for CRVS information collection and sharing created and populated	1231: Training and knowledge exchange support provided to CRVS stakeholders 1232: Workshops and knowledge sharing sessions delivered

3.4 Logic Model Narrative

The logical framework presents the strategy that links the activities of the CoE to outcomes that are within its sphere of influence (see Figure 2). It is framed within the much more encompassing sphere of interest of the CoE that is defined by the two overarching goals: A global health goal and a systems development goal. While these two goals are outside the remit of a monitoring and evaluation strategy, it is nevertheless useful to sketch the logical links that situate the expected ultimate outcome of the CoE strategy within these goals.

Improved reproductive, maternal, newborn, child and adolescent health

A comprehensive and well-functioning CRVS system provides information in real time of births, deaths, other vital events, as well as of causes of death. In most countries with high maternal, newborn and child mortality this information is available, collected in repeated population-based surveys. The surveys are costly, disruptive, and they provide data that often have wide confidence intervals and reflect a situation of five or more years in the past. A reliable, comprehensive and high-coverage CRVS system therefore has the potential to provide real time and accurate information for the planning of health programs, as well as to save on opportunity costs generated by the need to conduct repeated surveys.

But these are not the only potential health gains. The right for birth registration and certification derives from Article 7 and 8 of the UN Convention on the Right of the Child.³⁷ Birth registration and certification can assure access to services ranging from health care and education to protection from exploitation and abuse. It is a prerequisite for the enforcement of laws against child marriages which is a major cause of adolescent pregnancies and maternal deaths. Registration of births, marriages, deaths and other vital events are necessary preconditions for the effective protection of the inheritance rights of women and their children. Without a functioning civil registration system it will be very difficult to reach the Sustainable Development Goal of Universal Health Coverage (UHC), especially ensuring the inclusion of the millions of women and children who are currently excluded from any social system because of migration or statelessness.

Comprehensive and reliable CRVS systems in low and middle-income countries

The establishment of the CoE is a health sector initiative on the basis of its funding source and its link to the GFF. CRVS systems, however, have a much broader scope with a cross-sectoral focus on promoting good governance and human rights. In fact, the fragmentation of the collection of vital statistics data in sectors such as health, education, social service, labour and others is one of the constraints of existing CRVS systems in many countries.

The health sector provides opportunities as an entry point for CRVS systems improvement. Global initiatives for maternal and child health and national accountability systems established for these initiatives have resulted in considerable progress in the development of data collection and management systems. The coverage of services for mothers and children has expanded and provides convenient entry points for linking data to CRVS systems, for instance at birth, during childhood immunization, or through maternal, newborn and child death registers in hospitals and communities. The comprehensive focus on the improvement of CRVS systems is therefore not lost in the more targeted strategy of the CoE linked to the GFF investment cases in the health sector.

³⁷ UN General Assembly; Resolution 44/25; Convention on the Rights of the Child, 1989: 7. The right to name and nationality; 8: The right to the preservation of identity.

The level of ultimate and intermediate outcomes

In order to contribute to the improvement of CRVS systems in terms of tracking progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented GFF investment cases (Outcome 1000), the CoE has to achieve two intermediate outcomes:

- It has to undergo institutional growth and consolidation to establish itself as a credible global partner, a real 'centre of excellence'. This is the structural outcome: increased use of the CoE as a facilitator of technical assistance, knowledge, standards and guidance on CRVS by CRVS stakeholders (Outcome 1100)
- It has to contribute to the availability and use of global expertise that will be necessary to improve national CRVS systems. This is the functional outcome: increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing GFF investment cases (Outcome 1200)

There is, of course, considerable horizontal linkage and mutual reinforcement between these two outcomes. The stronger the CoE will grow institutionally, the more it will be able to contribute to the use of evidence, tools and standards for CRVS strengthening, and vice versa.

The level of immediate outcomes

There are five expected immediate outcomes, two of them are essential building blocks of the institutional development of the CoE, the other three address the main preconditions for the performance of its mandate: increased knowledge and skills (Outcome 1210), increased availability of technical resources (Outcome 1220), and better coordination of actors (Outcome 1230).

As at the intermediate outcome level, there is a strong horizontal logic at this level, primarily from left to right. Increased capacity of the CoE to mobilize expertise (Outcome 1110) will result in increased recognition (Outcome 1120), it is also a precondition for successful transfer of knowledge and skills to the implementation level, and for increased availability of technical resources. Increased international recognition of the CoE, in turn, will strengthen its contribution to better coordination of CRVS stakeholders.

The output level

The 11 outputs of the CoE can again be grouped into the five primarily structural outputs that support the institutional development of the CoE and the six primarily functional outputs in the areas of technical assistance, training, research, material development, and the sharing of information and knowledge.

4 The Performance Monitoring Strategy of the CoE

Table 2 summarizes the proposed monitoring indicators and data sources. A full performance measurement framework is provided on the GAC template in Annex B.

Table 2. Summary of indicators and data sources

EXPECTED RESULTS	INDICATORS	DATA SOURCES
ULTIMATE OUTCOME		
1000: Improved CRVS Systems to track progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented GFF Investment Cases	<p><i>For each country that has initiated or is implementing a GFF investment case:</i></p> <ol style="list-style-type: none"> 1. % of live births registered by the CRVS system in the preceding calendar year 2. % of deaths registered by the CRVS system in the preceding calendar year 3. % of registered deaths that include the cause of death 	Annual statistics of coverage of birth and death registration for each country obtained from UNSD
INTERMEDIATE OUTCOMES		
1100: Increased use of the CoE as a facilitator of technical assistance, knowledge, standards and guidance on CRVS by CRVS stakeholders (national, regional and global)	<ol style="list-style-type: none"> 4. Number of requests for support received by the CoE disaggregated by type 5. Number of CoE engagements and services delivered disaggregated by type 	CoE tracking
1200: Increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing GFF Investment Cases	<p><i>For each country that has initiated or is implementing a GFF investment case:</i></p> <ol style="list-style-type: none"> 6. Status of development and implementation of the national CRVS systems strengthening strategy 7. Degree to which technical input provided by the CoE has contributed to CRVS systems strengthening 	Mission reports of consultants mobilized by the CoE (and compiled annually for reporting purposes) and stakeholder interviews (for example with the heads of national CRVS steering committees) to be undertaken every two years
IMMEDIATE OUTCOMES		
1110: Increased capacity of the CoE to mobilize experts to provide technical assistance to countries developing or implementing GFF Investment Cases	8. Number of experts contracted or brokered by the CoE for short- or long-term technical assistance or other types of expert services by type of expertise, sex and continent of residence	CoE consultant data base records and CoE tracking
1120: Increased recognition of the CoE as an international networking and knowledge hub for national and global institutions, professionals and academics working on CRVS Systems	9. Perceptions about the CoE's contribution to global efforts for the improvement of CRVS systems in low- and middle income countries among international and national CRVS stakeholders	Online opinion survey among CRVS stakeholders globally and in countries with GFF investment cases conducted every two years

EXPECTED RESULTS	INDICATORS	DATA SOURCES
1210: Increased knowledge and skills for the development and/or implementation of evidence-based CRVS systems in countries receiving support from the CoE	<p><i>For each country that has received technical support provided or brokered by the CoE</i></p> <p>10. Overall capacity of national CRVS implementers</p>	<p>Mission reports of consultants mobilized by the CoE (and compiled annually for reporting purposes) and stakeholder interviews (for example heads of national CRVS steering committees) conducted every two years</p>
1220: Increased availability of guides, tools, norms and documented evidence for the development and/or implementation of effective CRVS systems	<p>11. Number of publications (guidelines, tools, standards, case reports, etc.) available on the CoE website</p> <p>12. Number of documents downloaded from the CoE website</p> <p>13. Perception about the quality, relevance, availability and accessibility of information on the CoE website</p>	<p>CoE web statistics and analytics (11&12)</p> <p>Online opinion survey among CRVS stakeholders globally and in countries with GFF investment cases conducted every two years (13)</p>
1230: Enhanced/improved mechanisms of coordination and cooperation among stakeholders involved in strengthening CRVS systems	<p>14. Level of functionality of national CRVS co-ordination mechanism in countries receiving CoE support</p> <p>15. Number of CRVS stakeholder institutions that participated in global/regional networking or coordination events supported by the CoE (disaggregated by type: Government, UN organization, INGO, etc.)</p>	<p>Mission reports of consultants mobilized by the CoE compiled annually, and</p> <p>Stakeholder interviews (for example heads of national CRVS steering committees or lead of UN country team) every two years (14)</p> <p>CoE tracking (15)</p>
OUTPUTS		
1111: CoE strategic documents developed, updated and evaluated	<p>16. % of strategic outputs (strategies, work plans, performance monitoring reports, evaluations) produced by the CoE within the time frame established in annual work plans</p>	<p>CoE tracking</p>
1112: Database of CRVS experts created and maintained	<p>17. Number of experts in the CoE consultant database disaggregated by type of expertise, sex and continent of residence</p>	<p>CoE tracking of the consultant data base</p>
1121: Communications strategy developed and implemented	<p>18. Number of communications outputs produced</p>	<p>CoE tracking</p>

EXPECTED RESULTS	INDICATORS	DATA SOURCES
1122: CoE awareness-raising undertaken by participating in conferences, consultations and campaigns addressing CRVS issues	19. Number of conferences, consultations and campaigns that include a thematic CRVS component in which the CoE participated in a visible manner	CoE tracking
1123: Active CoE membership in leading CRVS networks achieved	20. Number of global and regional CRVS networks in which the CoE is a member	CoE tracking
1211: CRVS technical assistance provided to national stakeholders	21. Number of countries that have received technical assistance for the development or implementation of national CRVS systems from the CoE	CoE tracking
1221: Research on CRVS issues commissioned and published	22. Number of research projects commissioned 23. Number of research outputs produced	CoE tracking
1222: CRVS technical, policy, advocacy and training materials, as well as global tools and guides developed and disseminated	24. Number of technical, policy, advocacy and training materials, as well as global tools and guides for CRVS developed and disseminated with CoE support	CoE tracking
1223: Online platform for CRVS information collection and sharing created and populated	25. Number of visits to the CoE website disaggregated by new and repeat visitors and by geographic location of visitor	CoE web analytics
1231: Training and knowledge exchange support provided to CRVS stakeholders	26. Number of individuals who participated in training workshops, knowledge exchange or knowledge sharing activities	CoE tracking
1232: Workshops and knowledge sharing sessions delivered	27. Number of training workshops and knowledge sharing activities delivered with financial or technical support from the CoE	CoE tracking

4.1 Data sources and periodicity

According to the grant agreement, IDRC engaged itself to provide an annual report to GAC including 'progress made on results indicators identified in the logic model and performance management framework, including analysis of any significant variations'.³⁸ Data for the large majority of indicators will be available on an annual basis. There are few exceptions further detailed below. The data sources are:

- **Systematic CoE tracking** forms the basis of the annual narrative reports submitted to GAC. Data for most output indicators as well as for outcome indicators 4, 5, and 15 are CoE management data that are continuously collected and are therefore readily available for annual reporting. Tracking of the consultant database and maintaining updated statistics of database entries, deletions and consultant mobilization is part of this effort and required for indicators 8 and 17.
- **Web analytics and web site statistics** are required for three indicators (11, 12 and 25). Once the online web platform is launched, they can be generated annually or more frequently if requested by the Executive Committee.
- **Mission reports** are required for outcome indicators 6, 7, 10 and 14. Experts who are engaged or brokered by the CoE to provide technical support to national CRVS systems, either through on-site missions or desk-top assignments, will be required to submit a brief end-of-mission update according to a template developed by the CoE. These reports will be collected throughout the year and are available at year end for the calculation of the indicators.
- The CoE will commission a round of **structured interviews with key national CRVS stakeholders** in countries that have received support from the CoE every two years, if possible to coincide closely with the mid-term and final evaluation. Key stakeholders could be the heads of national CRVS steering committees or their delegate, or the lead of the UN country team supporting CRVS. The interviews will generate data for indicators 6, 7 and 14. The data will be triangulated with data collected from mission reports.
- Every two years and in close proximity to the mid-term and final evaluation, the CoE will commission an **on-line survey** among all its contacts to collect information for indicator 9 and 13.
- The **UN Statistics Division (UNSD)** collects annual information on the status of coverage of birth and death registration by national CRVS systems. These data will be used for indicator 1, 2 and 3, and will be available on an annual basis at the time they are shared with the CoE by UNSD

³⁸ Grant Agreement. Global Issues and Development Branch DFATD. December 2015

5 The Evaluation Strategy of the CoE

5.1 The Evaluation Framework

The evaluations of the CoE will be designed to best support their intended use and to meet the requirements and needs of the CoE, the

E Executive Committee, and the funding partners. The proposed framework of objectives, approaches and questions outlines a preliminary strategy that will be negotiated, adjusted and confirmed when the proposed evaluations are commissioned.

The evaluation strategy and the monitoring strategy are closely linked. The evaluations of the CoE will provide an independent validation of monitored results and generate evidence to show the extent to which these results have contributed to the achievement of objectives in terms of relevance, effectiveness, efficiency, impact and sustainability.

The intended ultimate outcome of the the CoE is to contribute to the **improvement of CRVS Systems to track progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented GFF investment cases**. This ultimate outcome is understood as a contribution to achieve two higher level goals that are within the sphere of interest of the CoE but outside its direct sphere of influence (see section 3.1). These two statements provide an orientation for the evaluation of the CoE's relevance:

- **Improved reproductive, maternal, newborn, child and adolescent health, and**
- **Comprehensive and reliable CRVS systems in low and middle-income countries**

Two interconnected sets of parameters were established to capture the path by which the CoE is pursuing its ultimate outcome. The first is the list of core functions in the GAC grant agreement:³⁹

6. Strengthen the capacity of CRVS implementers and advocates for sustainability in the GFF countries;
7. Build a knowledge base by collecting evidence, synthesizing and disseminating good practices;
8. Facilitate exchange of knowledge and practices and supporting networks;
9. Contribute to global tools and standards and promote their use; and,
10. Contribute to accountability in GFF countries and global level.

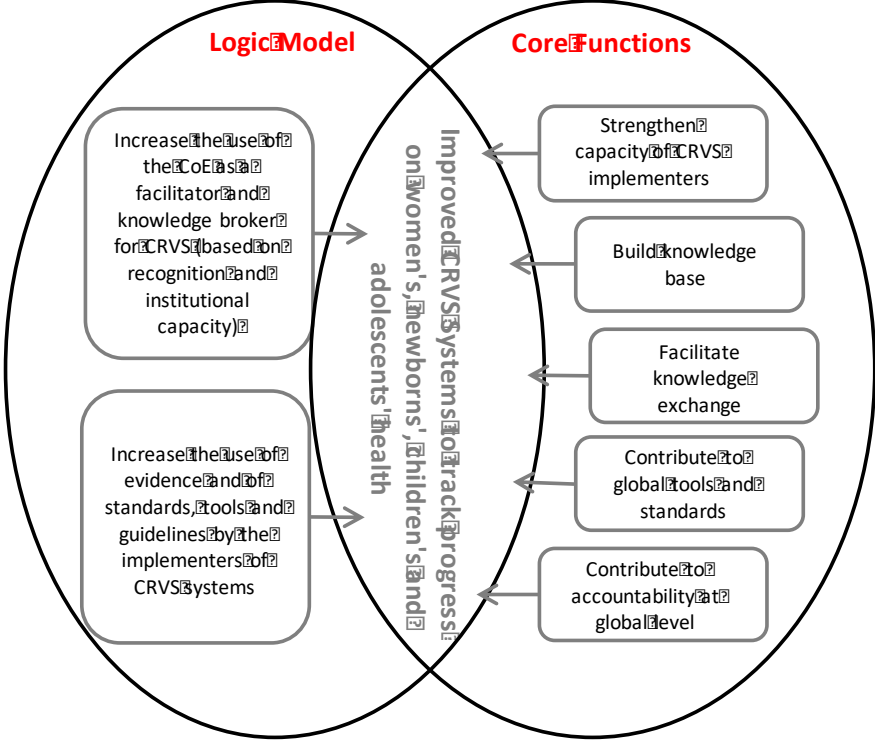
The second set of parameters are the two intermediate outcomes of the CoE's logic model:

11. Increased use of the CoE as a facilitator of technical assistance, knowledge, standards and guidance on CRVS by CRVS stakeholders (national, regional and global)
12. Increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing GFF investment cases

³⁹ Grant Agreement. Global Issues and Development Branch DFATD. December 2015

The interaction of these parameters is illustrated in figure 4.

Figure 4. The CoE core functions and the logic model



5.2 Types of Evaluation

Two evaluations are proposed to be conducted during the current five-year funding period of the CoE (to November 2020). In the fall of 2017 (third quarter of fiscal year 3 in the CoE budget approved with GAC), a mid-term evaluation will be commissioned to assess the status of implementation and provide guidance for the remaining funding period. A final evaluation will be commissioned during the spring of 2019 (first quarter of fiscal year 5 in the CoE budget approved with GAC) to evaluate the on-going achievements of the CoE and develop recommendations for future development and investments beyond the current investment phase. Findings of the final evaluation will feed into the development of the ten year Business Plan for the CoE (a reporting deliverable due to GAC according to the terms of the grant agreement between IDRC and GAC). Whether or not there will be a third ‘ex-post’ evaluation to assess the impact of the investment after the end of the current funding phase is a decision beyond the remit of the CoE’s strategic and financing framework. Such an evaluation should be considered by the financing partners, but it is not included in this M&E strategy.

The mid-term evaluation will be commissioned by the CoE program team, in consultation with the Executive Committee, primarily for internal learning and to support strategic decision making. The final evaluation will be commissioned by the Executive Committee and report to the Committee as the governing body of the CoE. The three member institutions of the Executive Committee (IDRC, GAC and the GFF Secretariat) will jointly develop the terms of reference and select the evaluation team to meet their individual institutional requirements. An up-front agreement is important in order to avoid parallel

or repetitive evaluations that would be disruptive to the CoE and would constitute an unnecessary duplication of effort.

5.3 Objectives, Scope and Methodological Approaches

The Mid-Term Evaluation

The objective of the mid-term evaluation is to guide the CoE, both in terms of its own institutional development and in terms of its range and scope of activities. The evaluation team will review the strategy of the CoE in terms of its relevance to contribute to the two high level goals and in terms of the efficiency and effectiveness of strategic choices to achieve the outcomes of its logic model. The two principal axes to assess efficiency and effectiveness are (a) the axis of institutional development of the CoE to become a recognized centre of excellence in the global context, and (b) the axis of improvements in the national CRVS systems that are achieved with CoE support.

The evaluation will compare the **intended strategy** with the **realized strategy**, identify opportunities, constraints and gaps, and develop recommendation for a strategic refocusing of the CoE on the expected priority needs for CRVS systems strengthening based on a realistic assessment of the Centre's institutional capacity.

The objectives of promoting social equity and gender equality are mainstreamed in all investments by IDRC and GAC. The evaluation will therefore also include an assessment of how effective these dimensions have been integrated in the strategies and activities of the CoE. The main focus will be on evaluating the extent to which technical assistance and technical materials developed and provided by the CoE have addressed country-specific, regional and global issues of social exclusion and gender-based power differentials.

The methodological approach will be theory-based, testing the theory of change that underlies the CoE's logic model, identifying the extent to which intended outcomes have been achieved or are likely to be achieved, as well as analysing and documenting unexpected constraints and unintended outcomes. A detailed methodology will be developed by the evaluation team, triangulating information collected through document reviews, surveys, interviews and focus group discussions within the frame of financial resources available for the evaluation.

The Final Evaluation

The final evaluation will build on the findings and recommendations of the mid-term evaluation and on the reported performance monitoring results. It has the double objective of providing an external validation of reported results and of assessing the sustainability and scalability of the CoE in order to develop recommendations for future investments.

Like the mid-term evaluation, the final evaluation will examine the parameters of relevance, effectiveness and efficiency of the implemented strategy, as well as the extent to which the CoE has pursued and achieved social inclusion and gender equality objectives through its work. In addition it will place a major emphasis on analysing the sustainability of the CoE to generate recommendations for the Centre's 10 year Business Plan. After the fourth year of implementation, an impact evaluation would be premature and would not be likely to generate reliable results. Nevertheless, likely impacts can be explored, and findings can be generated to guide decisions about an impact evaluation in the future.

Like the mid-term evaluation, the final evaluation will be based on the theory of change that underlies the CoE's logic model as revised at mid-term. It will assess the extent to which the recommendations of the mid-term evaluation were integrated in the strategy and activities of the CoE. A greater emphasis will be placed on collecting data on the status of CRVS systems in countries and the effectiveness of investments for CRVS systems strengthening, in order to test the assumption that these efforts will indeed support the goal of improved health for mothers, newborns, children and adolescents. Detailed methodological approaches for data collection, analysis and triangulation will be developed by the contracted evaluation team and approved by the Executive Committee.

5.4 Evaluation Questions

The formulation of evaluation questions for the two evaluations is premature at this early stage. A final list of question will be developed for the terms of reference of each evaluation. Table 3 presents a preliminary list for consideration, with key questions to be asked by each of the two evaluations. The relevance of each question for either the mid-term or the final evaluation is indicated on a scale from 0 (no relevance) to +++ (highly relevant).

Table 3. Preliminary list of evaluation questions

Evaluation Questions	Mid-term	Final
Relevance		
1. To what extent is the <u>intended strategy</u> of the CoE likely to contribute to the improvement of RMNCAH in program countries?	+++	+
2. To what extent is the <u>realized strategy</u> of the CoE likely to contribute to the improvement of RMNCAH in program countries?	++	+++
3. To what extent is the <u>intended strategy</u> of the CoE likely to contribute to the development of comprehensive and reliable CRVS systems in low- and middle income countries?	+++	+
4. To what extent is the <u>realized strategy</u> of the CoE likely to contribute to the development of comprehensive and reliable CRVS systems in low- and middle income countries?	++	+++
5. What are the needs and gaps in the international effort to strengthen CRVS systems that are (potentially) being filled by the CoE?	+++	+++
6. Will the outputs of the CoE's logical model generate the desired outcomes?	+++	0
7. Did the achieved outputs of the (revised) CoE logic model result in the expected outcomes?	0	+++

Evaluation Questions	Mid-term	Final
Effectiveness		
8. Has the CoE been successful, or is it likely to be successful in becoming an internationally recognized source of expertise for CRVS?	+++	+++
9. Has the CoE been successful, or is likely to be successful in establishing itself as a networking hub for CRVS expertise?	+++	+++
10. Has the CoE contributed, or is likely to contribute to an increased use of evidence, guides and standards by CRVS implementers in program countries?	+++	+++
11. What unexpected outcomes (positive or negative) were generated or are likely to be generated by the CoE?	+++	+++
12. What gender transformative outcomes were achieved or are likely to be achieved by the CoE	+++	+++
13. Has the work of the CoE contributed, or is likely to contribute to increased social inclusion in program countries?	+++	+++
14. What are the major external or internal factors that have promoted or constrained the attainment of outcomes by the CoE?	++	+++
Efficiency		
15. Were the outcomes identified in the annual work plans achieved in time and with the expected quality?	+++	+++
16. Could CRVS systems in program countries be strengthened more efficiently with less resource investment?	+++	0
17. Were (are) the investments in the five core functions of the CoE (see section 5.1) optimally balanced to achieve the expected ultimate outcome of improved CRVS systems?	++	+++
18. Were (are) the investments in the five immediate outcomes of the CoE optimally balanced to achieve the expected ultimate outcome of improved CRVS systems	++	+++
Impact		
19. How have the CRVS systems improved in the countries that received CoE support in terms of comprehensiveness, quality of data, timeliness of data, and social inclusion?	0	+++
Sustainability		
20. Has the CoE reached a level of effectiveness and operational maturity that merits investments beyond the current funding phase, as well as investments to scale up CoE capacity, presence and reach?	+	+++

Evaluation Questions	Mid-term	Final
21. To what extent are the achievements of CRVS systems in program countries dependent on continued GFF funding?	0	+++

Annex A Indicator Guide

A1: Outcome Indicators

Indicator 1	1000: % of live births registered by the CRVS system
Definition / method of calculation	<p>UNSD publishes yearly regional updates of the status of birth and death registrations based on country data and estimates. The CoE will negotiate with UNSD about the sharing of the country data for countries developing and/or implementing GFF investment cases.</p> <p>The definition of the indicator is:</p> <ul style="list-style-type: none"> • <u>Numerator</u>: Number of births reported by the national authority responsible for vital registration in the most recent calendar year. • <u>Denominator</u>: Total estimated number of births in the calendar year. .
Disaggregation	The indicator will be reported each year for each country developing and/or implementing investment cases. In each country it will be disaggregated by sex wherever such disaggregated data are available from UNSD statistics.
Data source	UNSD
Baseline	2015 UNSD data for each country
Target	To be determined individually for each country based on national CRVS strengthening strategies or, where these are not available, in consultation with national authorities and experts
Data collection method	Data to be obtained from UNSD
Frequency	Annually
Data risk	The main risk is that the data collected by UNSD are not robust (for instance they may be based on estimates), and that they are not shared with the CoE in a timely manner
Risk mitigation	The CoE will establish a close professional relationship based on mutual respect and collaboration to support collaboration and data sharing. The accuracy of the data collected and reported by UNSD is not known, but in the process of CRVS systems strengthening, increasing accuracy can be expected. Based on further consultation with UNSD, the indicator may have to be modified

Indicator 2	1000: % of deaths registered by the CRVS system
Definition / method of calculation	<p>UNSD publishes yearly regional updates of the status of birth and death registrations based on country data and estimates. The CoE will negotiate with UNSD about the sharing of the country data for countries developing and/or implementing GFF investment cases.</p> <p>The definition of the indicator is:</p> <ul style="list-style-type: none"> • <u>Numerator</u>: Number of deaths reported by the national authority responsible for vital registration in the most recent calendar year. • <u>Denominator</u>: Total estimated number of deaths in the calendar year.
Disaggregation	The indicator will be reported each year for each country developing and/or implementing investment cases. In each country it will be disaggregated by sex wherever such disaggregated data are available from UNSD statistics.
Data source	UNSD
Baseline	2015 UNSD data for each country
Target	To be determined individually for each country based on national CRVS strengthening strategies or, where these are not available, in consultation with national authorities and experts
Data collection method	Data to be obtained from UNSD
Frequency	Annually
Data risk	The main risk is that the data collected by UNSD are not robust (for instance they may be based on estimates), and that they are not shared with the CoE in a timely manner
Risk mitigation	The CoE will establish a close professional relationship based on mutual respect and collaboration to support collaboration and data sharing. The accuracy of the data collected and reported by UNSD is not known, but in the process of CRVS systems strengthening, increasing accuracy can be expected. Based on further consultation with UNSD, the indicator may have to be modified

Indicator 3	1000: % of registered deaths that include the cause of death
Definition / method of calculation	<p>UNSD publishes yearly regional updates of the status of birth and death registrations based on country data and estimates. The CoE will negotiate with UNSD about the sharing of the country data for countries developing and/or implementing GFF investment cases.</p> <p>The definition of the indicator is:</p> <ul style="list-style-type: none"> • <u>Numerator</u>: Total number of deaths reported by the national authority responsible for vital registration in the most recent calendar year that include the cause of death. • <u>Denominator</u>: Number of deaths reported by the national authority responsible for vital registration in the past calendar year
Disaggregation	The indicator will be reported each year for each country developing and/or implementing investment cases.
Data source	2015 UNSD data for each country
Baseline	To be determined individually for each country based on national CRVS strengthening strategies or, where these are not available, in consultation with national authorities and experts
Target	2015 UNSD data for each country
Data collection method	Data to be obtained from UNSD
Frequency	Annually
Data risk	The data risk for this indicator is high. Although health information systems in many countries collect and report cause of death statistics, this information is not yet standardized in many countries according to the International Classification of Diseases (ICD-10) of 1999. The extent to which these data are reported to the national CRVS system is also likely to be low, and it is uncertain whether UNSD collects and reports these statistics.
Risk mitigation	Baseline and target level for this indicator are likely to be very low and in some cases zero which will not make it a useful monitoring indicator. It may nevertheless be useful in some countries with advanced CRVS systems. If data cannot be obtained for this indicator in any country, the indicator will have to be replaced in consultation with UNSD.

Indicator 4	1100: Number of requests for support received by the CoE
Definition / method of calculation	<p>A request for support is defined as a formal request to provide or to broker expert services for developing, planning, implementing or evaluating national CRVS systems, performing regional or global evaluations, developing guidelines, organising and conducting training activities or similar tasks at country level, regionally or globally.</p> <p>These requests may originate from national or international institutions and may ask for support provided and financed by the CoE or for assistance to identify and mobilise expertise that is then contracted by others.</p> <p>Requests that are considered to be appropriate in terms of the CoE's remit are logged and assigned a project number. Several requests may originate from the same country or institution. They are assigned separate numbers if the support requested has distinct terms of reference. The indicator is defined as the total number of requests logged by the CoE.</p>
Disaggregation	The CoE will develop a workable taxonomy to disaggregate the requests by type of expertise and method of delivery.
Data source	CoE tracking system
Baseline	The baseline is the number of requests logged during the first reporting year
Target	The target will be set in terms of an annual increment (% increase in numbers) over the preceding year starting in year 2.
Data collection method	Review of CoE records
Frequency	Annually
Data risks	The data are generated by CoE and there are no risks
Risk mitigation	Not applicable

Indicator 5	1100: Number of CoE engagements and services delivered
Definition / method of calculation	The indicator is derived from the system of logging requests for support described under indicator 4. For each logged request (project number) the CoE response is entered in the system in terms of an agreed taxonomy, for instance 'consultant engaged', 'workshop organised', 'draft document developed' etc. When the request for support was not met, or only be partially met, a reason is entered into the system
Disaggregation	By type of request (taxonomy of indicator 4) and by type of response (taxonomy of services)
Data source	CoE tracking system
Baseline	The baseline is the number of engagements in the first reporting year
Target	Targets will be set starting in year 2 in terms of the % of logged requests in the preceding calendar year that were met with an engagement or service response by the CoE. A target of 80% is suggested, to be confirmed by the Executive Committee
Data collection method	Review of CoE records
Frequency	Annually
Data risks	The data are generated by CoE and there are no risks
Risk mitigation	Not applicable

Indicator 6	1200: Status of development and implementation of the national CRVS systems strengthening strategy
Definition / method of calculation	<p>The indicator will be followed in each country that is developing and/or implementing a GFF investment case with support of the CRVS component by the CoE. It is anticipated that these countries will develop a strategy to strengthen the national CRVS system.</p> <p>Based on end-of-mission reports of consultants mobilized by the CoE and compiled annually, and on a round of telephone interviews commissioned every two years by the CoE with key national CRVS stakeholders, preferably the heads of national CRVS steering committees or their delegate, the CoE will rate the status of development on a scale that ranges from 'no initiative to draft strategy' to 'strategy approved, financed and implemented', assigning numerical values to each step in this scale.</p> <p>Templates for strategy assessment by consultants and scripts for key informant interviews will be developed by the CoE</p>
Disaggregation	The indicator is disaggregated by country. The list of countries to be included each year will be based on the CoE's annual work plan approved by the Executive Committee, and will include all countries where the CoE is providing support.
Data source	Consultant reports and biennial telephone interviews
Baseline	Baselines for each country receiving support in 2016 will be established by the end of the first reporting year and subsequently for each additional country in the year CoE support starts
Target	Targets will be established for each country based on initial assessment
Data collection method	Annual review of consultant feed-back validated by telephone interviews commissioned every two years, preferably timed to coincide with evaluations
Frequency	Baseline assessment as above, thereafter, annual updates based on consultant reports, adjustment and validation of data every two years following telephone interviews.
Data risks	<p>Not all consultants providing country support may be directly engaged by the CoE. In some cases the CoE may broker the support, but the consultants may be contracted by others. In this case, they may fail to complete the template for CRVS strengthening strategy assessment for the Coe.</p> <p>National CRVS stakeholders may have a positive bias in the assessment of the strategy for which they have a main responsibility</p>
Risk mitigation	<p>The template for consultant feedback will be designed to be very light and require minimal narrative. It will primarily consist of multiple choices that will allow overall scoring. Consultants who are brokered by the CoE will be informed at the time their candidature is proposed that they will be required to provide this feedback.</p> <p>The responses from national stakeholders will be triangulated with information from consultant reports and other information, for instance from GFF monitoring reports and assessments that appear to be biased will be adjusted on this basis.</p>

Indicator 7	1200: Degree to which technical input provided by the CoE has contributed to CRVS systems strengthening
Definition / method of calculation	<p>The indicator is defined as the proportion of countries in which the CoE support was assessed as having met a defined standard of contribution.</p> <ul style="list-style-type: none"> • <u>Numerator</u>: Number of countries in which CoE support was assessed to have met a pre-defined level and standard • <u>Denominator</u>: Number of countries for which the CoE has provided technical support (of sufficient intensity to allow an assessment) <p>The support provided by the CoE will be assessed through interviews with key national CRVS stakeholders, preferably the heads of national CRVS steering committees or their delegate. Every two years the CoE will commission a round of interviews. The interviews will follow a structured script and will be used to calculate a score of the extent and the quality of support according to a defined scoring system. Information obtained from the interviews will be triangulated with data from other sources, including consultant reports.</p>
Disaggregation	A disaggregation between direct on-site support by the CoE and brokered or remote (desk-based) support may be considered
Data source	Biennial telephone interviews
Baseline	Not applicable
Target	Target to be developed according to the scoring system
Data collection method	Commissioned telephone interviews
Frequency	Every two years, preferably timed to coincide with mid-term and final evaluations
Data risks	The intensity of support (related to demand) is likely to confound with the assessment of the quality of support (related to supply). It will further be confounded by the duration for which the support was provided.
Risk mitigation	The scoring system will be designed to capture both the demand of support as well as the response from the CoE in terms of the level and the quality to which this demand is met. This will be reflected in the standard interview script. Only those countries will be included in the denominator for which the CoE has been engaged over a long enough period to be anticipate a measurable contribution to CRVS systems strengthening.

Indicator 8	1110: Number of experts contracted or brokered by the CoE for short- or long-term technical assistance or other types of expert services
Definition / method of calculation	The number of consultants in the CoE database who in the preceding year have been mobilized to provide an expert service on CRVS, either through a contract with the CoE or through a contract with a third party that was brokered by the CoE. These may be contracts to provide on-site technical assistance in a country, contracts to act as trainer or facilitator of a training event, contracts to develop or review guidelines, data collection tools other documents, etc.
Disaggregation	The indicator will be reported with disaggregation by sex, continent of residence as well as a taxonomy of principal expertise to be established by the CoE
Data source	The main data source is the system of logging requests and CoE responses described in indicator 4 and 5.
Baseline	Number recorded by the end of the first reporting year
Target	Annual targets are established in terms of % increase over the preceding year
Data collection method	Data are extracted from the request and response logging system (see indicator 4 and 5)
Frequency	Annual
Data risks	None
Risk mitigation	Not applicable

Indicator 9	1120: Perception about the CoE's contribution to global efforts for the improvement of CRVS systems in low- and middle-income countries among international and national CRVS stakeholders
Definition / method of calculation	A numerical score of perception of the CoE will be developed on the basis of responses by CRVS stakeholders to an on-line opinion survey to be conducted by the CoE every two years, preferably coinciding with the mid-term and final evaluation every two years. All CoE contacts will be invited to participate in the survey, and will be asked to further distribute the invitation within their own networks. An invitation to participate in the survey may also be included for a limited period as a pop-up window in the home page of the CoE website
Disaggregation	In order to keep the survey as short as possible, only a few questions will be asked of the profile of respondents. They may include country of residence, type of employing organization, type of interest or engagement with CRVS systems. These profiles will be used to disaggregate responses
Data source	On-line survey
Baseline	The data of the first survey conducted after two years (preferably coinciding with the mid-term evaluation) will serve as baseline
Target	Increased recognition of the CoE in terms of increased average score to be established after analysis of the baseline data
Data collection method	On-line survey
Frequency	Every two years
Data risks	The response rate for the on-line survey may be low
Risk mitigation	The survey will be kept short and frequent reminders will be sent to increase the response rate

Indicator 10	1210: Overall capacity of national CRVS implementers
Definition / method of calculation	<p>The indicator will be followed in each country that is developing and/or implementing a GFF investment case with support of the CRVS component by the CoE. (same as indicator 6)</p> <p>Based on end-of-mission reports of consultants mobilized by the CoE the CoE will rate the capacity of the national authority implementing CRVS systems on a scale that ranges from 'no capacity' to 'high capacity', assigning numerical values points on this scale. The scores will be confirmed or adjusted in a biennial round of telephone interviews with national CRVS stakeholders commissioned by the CoE, preferably timed to coincide with the evaluations.</p>
Disaggregation	<p>The indicator is disaggregated by country. The list of countries to be included each year will be based on the CoE's annual work plan approved by the Executive Committee, and will include all countries where the CoE is providing support..</p>
Data source	Consultant reports and telephone interviews
Baseline	<p>Baselines for each country receiving support in 2016 will be established by the end of the first reporting year and subsequently for each additional country in the year CoE support starts</p>
Target	Targets will be established for each country based on initial assessment
Data collection method	Review of consultant reports and telephone interviews
Frequency	Baseline assessment as above, thereafter, annual updates.
Data risks	<p>Not all consultants providing country support may be directly engaged by the CoE. In some cases the CoE may broker the support, but the consultants may be contracted by others. In this case, they may fail to complete the template for CRVS strengthening strategy assessment for the CoE.</p> <p>Self-assessed capacity by national CRVS stakeholders may be biased.</p>
Risk mitigation	<p>The template for consultant feedback will be designed to be very light and require minimal narrative. It will primarily consist of multiple choices that will allow overall scoring. Consultants who are brokered by the CoE will be informed at the time their candidature is proposed that they will be required to provide this feedback</p> <p>The responses from national stakeholders will be triangulated with information from consultant reports and other information, for instance from GFF monitoring reports and assessments that appear to be biased will be adjusted on this basis</p>

Indicator 11	1220: Number of publications (guidelines, tools, standards, case reports, etc.) available on the CoE website
Definition / method of calculation	Count of documents that can be accessed directly from the CoE website at the end of the reporting year
Disaggregation	Disaggregation according to a taxonomy of types of documents to be established by the CoE
Data source	CoE web statistics
Baseline	Number of documents available by the end of the first reporting year
Target	Annual targets to be established in the annual work plans
Data collection method	Counts
Frequency	Annual
Data risks	None
Risk mitigation	Not applicable
Indicator 12	1220: Number of documents downloaded from the CoE website
Definition / method of calculation	Number of documents that were downloaded from the CoE website in the preceding reporting year
Disaggregation	According to established taxonomy of documents (see indicator 11)
Data source	CoE web statistics
Baseline	Number of documents downloaded by the end of the first reporting year
Target	Annual targets to be established in terms of annual % increase in number of downloads
Data collection method	Counts
Frequency	Annual
Data risks	None
Risks mitigation	Not applicable

Indicator 13	1220: Perception about the quality, relevance, availability and accessibility of information on the CoE website
Definition / method of calculation	A numerical score of use and perceptions of the CoE website will be developed on the basis of responses to the on-line opinion survey described in indicator 9
Disaggregation	Disaggregation as described for indicator 9.
Data source	On-line survey
Baseline	The data of the first survey conducted after two years (preferably coinciding with the mid-term evaluation) will serve as baseline
Target	Increased use and increased perception score in terms of increased average score to be established after analysis of the baseline data
Data collection method	On-line survey
Frequency	Every two years
Data risks	The response rate for the on-line survey may be low
Risk mitigation	The survey will be kept short and frequent reminders will be sent to increase the response rate

Indicator 14	1230: Level of functionality of national CRVS co-ordination mechanism in countries receiving CoE support
Definition / method of calculation	<p>The indicator will be followed in each country that is developing and/or implementing a GFF investment case with support of the CRVS component by the CoE. (same as indicator 6)</p> <p>Based on end-of-mission reports of consultants mobilized by the CoE, the CoE will rate the level of functioning of the national CRVS co-ordination mechanism on a scale that ranges from 'not functional' to 'highly effective', assigning numerical values to the scale. The scores will be confirmed or adjusted in a biennial round of telephone interviews with national CRVS stakeholders commissioned by the CoE, preferably timed to coincide with the evaluations.</p>
Disaggregation	The indicator is disaggregated by country. The list of countries to be included each year will be based on the CoE's annual work plan approved by the Executive Committee, and will include all countries where the CoE is providing support.
Data source	Consultant reports and telephone interviews
Baseline	Baselines for each country receiving support in 2016 will be established by the end of the first reporting year and subsequently for each additional country in the year CoE support starts
Target	Targets will be established for each country based on initial assessment
Data collection method	Review of consultant reports and telephone interviews
Frequency	Baseline assessment as above, thereafter, annual updates.
Data risks	<p>Not all consultants providing country support may be directly engaged by the CoE. In some cases the CoE may broker the support, but the consultants may be contracted by others. In this case, they may fail to complete the template for CRVS strengthening strategy assessment for the CoE.</p> <p>Self-assessed capacity by national CRVS stakeholders may be biased.</p>
Risk mitigation	<p>The template for consultant feedback will be designed to be very light and require minimal narrative. It will primarily consist of multiple choices that will allow overall scoring. Consultants who are brokered by the CoE will be informed at the time their candidature is proposed that they will be required to provide this feedback</p> <p>The responses from national stakeholders will be triangulated with information from consultant reports and other information, for instance from GFF monitoring reports and assessments that appear to be biased will be adjusted on this basis</p>

Indicator 15	1230: Number of CRVS stakeholder institutions that participated in global/regional networking or coordination events supported by the CoE
Definition / method of calculation	<p>The CoE will establish a log of all global or regional events organized or supported by the CoE. This will include training events (both on-site and distance training), international consultations, international coordination meetings, scientific conferences and advocacy events.</p> <p>For each event, a record of participating institutions will be established and the total will be summarized at the end of the year as the indicator value</p>
Disaggregation	Disaggregated data will be reported by type of event and by type of participating institution
Data source	CoE tracking
Baseline	Indicator value reported at the end of the first reporting year
Target	Annual targets to be established in terms of annual % increase in number of institutions
Data collection method	Review of CoE activity records
Frequency	Annual updates after baseline count in the first reporting year
Data risks	None
Risk mitigation	Not applicable

A2: Output Indicators⁴⁰

Indicator 16	1111: % of strategic outputs (strategies, work plans, performance monitoring reports, evaluations) produced by the CoE within the time frame established in annual work plans
Definition / method of calculation	Strategic outputs may include strategy documents such as an M&E strategy, a communications strategy, a partnership strategy, a sustainability strategy, an engagement strategy, assessments and performance evaluations, and work plans. The type and number of anticipated outputs and the time line for their completion will be identified in each annual work plan. Indicator definition: <ul style="list-style-type: none"> • <u>Numerator</u>: Number of outputs completed within planned time frame • <u>Denominator</u>: Number of planned outputs within the reporting year
Disaggregation	No disaggregation
Data source	CoE tracking and reports
Target	100%
Data collection method	Review of CoE records
Frequency	Annual
Indicator 17	1112: Number of experts in the CoE consultant database
Definition / method of calculation	The CoE has established a database of consultants who are available to support national CRVS systems or otherwise engage in national or international efforts to strengthen CRVS. The indicator is the total number of consultant CVs in the database.
Disaggregation	The indicator will be reported with disaggregation by sex, continent of residence as well as a taxonomy of principal expertise to be established by the CoE
Data source	Consultant database
Baseline	Number recorded by the end of the first reporting year
Target	Annual targets will be set in terms of % annual increase starting in year 2
Data collection method	Counts
Frequency	Annual

⁴⁰ Since the CoE is a new structure, the outputs have no baseline value. The source of data for almost all indicators are CoE records. There are no data risks

Indicator 18	1121: Number of communications outputs produced
Definition / method of calculation	Communication outputs include the CoE website, branding products, information brochures, press releases and similar outputs identified in the CoE communications strategy. Outputs to be produced are listed in the annual work plan and are counted on completion.
Disaggregation	No disaggregation
Data source	CoE tracking
Target	Annual targets established in the annual work plan
Data collection method	Counting and review of CoE tracking
Frequency	Annual

Indicator 19	1122: Number of conferences, consultations and campaigns that include a thematic CRVS component in which the CoE participated in a visible manner
Definition / method of calculation	Included are conferences, international consultation meetings and international campaigns that address CRVS issues. Visible participation means that the CoE is mentioned in programs, communications and/or publications issued by the organisers as a sponsor, co-sponsor or invited participant. In the case of large international conferences, a session moderated by the CoE or an oral presentation by a sponsored delegate is also considered a visible participation
Disaggregation	By type of event according to a taxonomy established by the CoE
Data source	CoE tracking and consultant reports
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE records and reports
Frequency	Annual

Indicator 20	1123: Number of global and regional CRVS networks in which the CoE is a member
Definition / method of calculation	Examples of relevant networks include (but are not limited to) the Global CRVS Group, the Health Data Collaborative and any Regional Steering Groups for CRVS. The decision to apply for membership or observer status in any of these networks is taken by the CoE in consultation with the Executive Committee where appropriate.
Disaggregation	By global and regional networks
Data source	CoE reports and tracking
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE records and reports
Frequency	Annual
Indicator 21	1211: Number of countries that have received technical assistance for the development or implementation of national CRVS systems from the CoE
Definition / method of calculation	Technical assistance is defined as on-site or remote technical input to address CRVS systems issues based on a formal request for support that is registered by the CoE (see indicator 4). The assistance may be provided by CoE staff, by CoE contracted consultant(s), or by a consultant who was identified by the CoE and contracted by a third party.
Disaggregation	No disaggregation
Data source	CoE tracking system (see indicator 4)
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE records and reports
Frequency	Annual
Indicator 22	1221: Number of research projects commissioned
Definition / method of calculation	Number of grants for research on CRVS issues awarded by the CoE
Disaggregation	By geographical region and sex of principal investigator
Data source	CoE records and reports
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE records and reports
Frequency	Annual

Indicator 23	1221: Number by type of research outputs produced
Definition / method of calculation	Number of outputs of research projects funded or co-funded by the CoE. Research outputs may include books, papers published in peer review journals, studies or case studies published on the CoE website, policy papers, tool, guides, handbook, etc.
Disaggregation	Disaggregation by type of output
Data source	CoE records and reports
Target	Annual targets based on the number of research grants awarded in preceding years
Data collection method	Review of CoE records
Frequency	Annual
Indicator 24	1222: Number of technical, policy, advocacy and training materials, as well as global tools and guides for CRVS developed and disseminated with CoE support
Definition / method of calculation	Included are all materials on printed or electronic medium that address technical or policy issues of CRVS systems and that are used for advocacy, training or guidance to systems planning, implementation or evaluation. CoE support means that the CoE or a CoE sponsored expert have participated in the development and the materials either include the CoE logo or list the sponsored expert among its authors.
Disaggregation	By type of material according to a taxonomy to be established by the CoE
Data source	CoE records and reports
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE records and reports
Frequency	Annual
Indicator 25	1223: Number of visits to the CoE website
Definition / method of calculation	Number of times the website has been opened
Disaggregation	By new visitors and by repeat visitors and by geographic region of visitor (if possible)
Data source	Web analytics
Target	Annual target to be established in the work plan
Data collection method	Web analytics
Frequency	Annual

Indicator 26	1231: Number of individuals who participated in training workshops, knowledge exchange or knowledge sharing activities
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Definition / method of calculation	Number of participants in training workshops or knowledge exchange activities organized or co-organized by the CoE. Knowledge exchange or knowledge sharing activities include sponsorship to attend international or regional conferences to present a program. They may also include South-South country visits for mutual problem solving and exchange of experience.
Disaggregation	By sex and geographical region
Data source	CoE tracking and reports
Target	Annual targets established in the annual work plan
Data collection method	CoE tracking and reports
Frequency	Annual

Indicator 27	1232: Number of training workshops and knowledge sharing activities delivered with financial or technical support from the CoE
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Definition / method of calculation	Training workshops also include on-line training courses. Workshops may be conducted globally, regionally or in-country. They are considered to be supported by the CoE if the CoE convenes or facilitates the training, if it provides financial support for the organization of the training, or if at least one of the trainers was contracted by the CoE. Knowledge sharing activities include program sessions in international meetings and conferences, regional consultations for information exchange among CRVS implementers and similar events to promote networking among stakeholders to strengthen national CRVS systems
Disaggregation	Disaggregation by global and regional and by region
Data source	CoE tracking and reports
Target	Annual targets established in the annual work plan
Data collection method	Review of CoE tracking and reports
Frequency	Annual

Annex B Performance Measurement Framework

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
ULTIMATE OUTCOME						
1000: Improved CRVS Systems to track progress on women's, newborns', children's and adolescents' health in GFF countries that are implementing or have implemented GFF Investment Cases	1. Proportion of live births registered by the CRVS system (disaggregated by sex)	Cameroon 2015: M x% F y%	To be established	UNSD	Data collected and published by UNSD	Annual
		Country B 2015: M x% F y%	To be established			
		Country C 2015: M x% F y%	To be established			
		Country D 2015: M x% F y%	To be established			
		Add countries as they come on stream	Etc.			
	2. Proportion of deaths registered by the CRVS system (disaggregated by sex)	Cameroon 2015: M x% F y%	To be established	UNSD	Data collected and published by UNSD	Annual
		Country B 2015: M x% F y%	To be established			
		Country C 2015: M x% F y%	To be established			
		Country D 2015: M x% F y%	To be established			
		Add countries as they come on stream	Etc.			
	3. Proportion of registered deaths that include the cause of death	Cameroon 2015:	To be established	UNSD	Data collected and published by UNSD	Annual
		Country B 2015:	To be established			
		Country C 2015:	To be established			
		Country D 2015:	To be established			
		Add countries as they come on stream	Etc.			
INTERMEDIATE OUTCOMES						
1100: Increased use of the CoE as a facilitator of technical assistance, knowledge, standards and	4. Number of requests for support received by the CoE (by type of expertise and method of delivery)	Not applicable	Targets from annual work plan	CoE tracking system	Review of CoE records	Annual

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
guidance on CRVS by CRVS stakeholders (national, regional and global)	5. Number of CoE engagements and services delivered (by type of request and by type of response)	Not applicable	Targets from annual work plan	CoE tracking system	Review of CoE records	Annual
1200: Increased use of evidence, global tools and standards in planning and implementing CRVS systems improvements in countries that are developing or implementing GFF Investment Cases	6. Status of development and implementation of the national CRVS systems strengthening strategy	Cameroon 2016 Score:	To be established	Consultant reports and telephone interviews with national stakeholders	Annual scoring according to a system based on reports provided by consultants, validated every two years based on interviews	Annual reports with biennial validation
		Country B (year) Score:	To be established			
		Country C (year) Score:	To be established			
		Country D (year) Score:	To be established			
		Add countries as they come on stream	Etc.			
7. Degree to which technical input provided by the CoE has contributed to CRVS systems strengthening (% of GFF countries in which the CoE support was assessed as having met a defined standard of contribution to the CRVS system)	Not applicable	80%	Biennial interviews with national CRVS stakeholders	Structured interviews	Biennial	

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
IMMEDIATE OUTCOMES						
1110: Increased capacity of the CoE to mobilize experts to provide technical assistance to countries developing or implementing GFF Investment Cases	8. Number of experts contracted or brokered by the CoE for short- or long-term technical assistance or other types of expert services (disaggregated by sex, type of expertise and continent of residence)	Number recorded after the first operating year	X% increase per year	CoE tracking system	Review of CoE records	Annual
1120: Increased recognition of the CoE as an international networking and knowledge hub for national and global institutions, professionals and academics working on CRVS	9. Perception about the CoE's contribution to global efforts for the improvement of CRVS systems in low- and middle-income countries among international and national CRVS stakeholders (numerical score reflecting knowledge and use of the site)	Data from first survey after 2 years of operation	To be established based on the scoring system to be developed	On-line opinion survey among CRVS stakeholders	On-line survey	Biennial
1210: Increased knowledge and skills for the development and/or implementation of evidence-based CRVS systems in countries receiving support from the CoE	10. Overall capacity of national CRVS implementers (scored on a point scale)	Cameroon 2016 Score:	To be established	Consultant reports and telephone interviews with national stakeholders	Annual scoring according to a system based on reports provided by consultants, validated every two years based on interviews	Annual reports with biennial validation
		Country B (year) Score:	To be established			
		Country C (year) Score:	To be established			
		Country D (year) Score:	To be established			
		Add countries as they come on stream	Etc.			

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
1220: Increased availability of guides, tools, norms and documented evidence for the development and/or implementation of effective CRVS systems	11. Number of publications (guidelines, tools, standards, case reports, etc.) available on the CoE website (disaggregated by type of document)	Number of documents available by the end of the first reporting year	To be established in annual work plans	CoE website	Web analysis	Annual
	12. Number of documents downloaded from the CoE website	Number of documents downloaded by the end of the first reporting year	To be established in annual work plans	CoE website	Web analysis	Annual
	13. Perception about the quality, relevance, availability and accessibility of information on the CoE website (numerical score reflecting opinions about information accessible on the site)	Data from first survey after 2 years of operation	To be established based on the scoring system to be developed	On-line opinion survey among CRVS stakeholders	On-line survey	Biennial
1230: Enhanced/improved mechanisms of coordination and cooperation among stakeholders involved in strengthening CRVS systems	14. Level of functionality of national CRVS co-ordination mechanism in countries receiving CoE support	Cameroon 2016 Score:	To be established	Consultant reports and telephone interviews with national stakeholders	Annual scoring according to a system based on reports provided by consultants, validated every two years based on interviews	Annual reports with biennial validation
		Country B (year) Score:	To be established			
		Country C (year) Score:	To be established			
		Country D (year) Score:	To be established			
		Add countries as they come on stream	Etc.			
15. Number of CRVS stakeholder institutions	Number reported by the end of the first reporting year	To be established in annual work plans	CoE records	CoE tracking	Annual	

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
	that participated in global/regional networking or coordination events supported by the CoE (by type of event and by type of institution)					
OUTPUTS						
1111: CoE strategic documents developed, updated and evaluated	16. Proportion of strategic outputs (strategies, work plans, performance monitoring reports, evaluations) produced by the CoE within the time frame established in annual work plans	Not applicable	100%	CoE records	CoE tracking	Annual
1112: Database of CRVS experts created and maintained	17. Number of experts in the CoE consultant database (disaggregated by sex, type of expertise and continent of residence)	Number recorded after the first operating year	X% increase per year	CoE database	Database reviews	Annual
1121: Communications strategy developed and implemented	18. Number of communications outputs produced	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual
1122: CoE awareness-raising undertaken by participating in conferences, consultations and campaigns addressing CRVS issues	19. Number of conferences, consultations and campaigns that include a thematic CRVS component in which the CoE participated in a	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
	visible manner (by type of event)					
1123: Active CoE membership in leading CRVS networks achieved	20. Number of global and regional CRVS networks in which the CoE is a member	Not applicable	To be established	CoE records	CoE tracking	Annual
1211: CRVS technical assistance provided to national stakeholders	21. Number of countries that have received technical assistance for the development or implementation of national CRVS systems from the CoE	Not applicable	To be established	CoE records	CoE tracking	Annual
1221: Research on CRVS issues commissioned and published	22. Number of research projects commissioned	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual
	23. Number of research outputs produced (by type of output)	Not applicable	To be established based on past achievement of indicator 22	CoE records	CoE tracking	Annual
1222: CRVS technical, policy, advocacy and training materials, as well as global tools and guides developed and disseminated	24. Number of technical, policy, advocacy and training materials, as well as global tools and guides for CRVS developed and disseminated with CoE support (by type of material)	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual

EXPECTED RESULTS ¹	INDICATORS	BASELINE DATA	TARGETS	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY
1223: Online platform for CRVS information collection and sharing created and populated	25. Number of visits to the CoE website (by new and repeat visitor and by geographic region of visitor)	Not applicable	X% increase over preceding year	CoE website	Web analytics	Annual
1231: Training and knowledge exchange support provided to CRVS stakeholders	26. Number of individuals who participated in training workshops, knowledge exchange or knowledge sharing activities (by sex and geographic region)	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual
1232: Workshops and knowledge sharing sessions delivered	27. Number of training workshops and knowledge sharing activities delivered with financial or technical support from the CoE (by global/regional and by region)	Not applicable	To be established in annual work plans	CoE records	CoE tracking	Annual

Annex 5a Survey questionnaire for Civil Registration Offices

Questionnaire to assess contribution of Centre of Excellence in developing the CRVS component of the Investment Case and supporting CRVS systems strengthening in the country.

The Centre of Excellence (COE) supports the GFF (Global Financing Facility) and in past couple of years supported your effort to improve the civil registration and vital statistics system in your country. One of the key outputs that the COE is to provide support in developing and implementing the CRVS component of the RMNACH (Reproductive, Maternal, Child and Adolescent Health Investment case for your country).

This questionnaire has been developed to elicit information on four basic areas

1. Status of the development and implementation of the national CRVS systems strengthening strategy;
2. Degree to which technical input provided by the Centre of Excellence has contributed to CRVS systems strengthening;
3. Overall capacity of national CRVS implementers; and
4. Level of functionality of national CRVS coordination mechanisms

We would like to invite you to answer a set of questions that are based on these four areas in relation to the contribution of the COE's and the challenges and opportunities regarding further engagement with the COE.

Background questions

1. In which year did the country initiate the latest work on CRVS systems strengthening in the country?
2. What triggered this initiative? A) Was it the APAl-CRVS initiative. B), COE-GFF initiative or C) any other organization/donor driven initiative or all? Briefly describe in chronological order the main activities/steps each year in bullet points starting from the first year when the CRVS system strengthening initiative began.
3. Has the country completed a comprehensive assessment of CRVS system? If yes, in which year?
4. Who provided the technical support for assessment? List if more than one, with type of support received (technical and financial)
5. Does the country have a national strategy for strengthening of Civil Registration and Vital Statistics System?
 - a) Yes, a comprehensive strategy for strengthening of all aspects of CRVS⁴¹ exists and is approved by the government.
 - b) Yes, the strategy exists and is approved by the government but does not cover all aspects

⁴¹ All aspects of CRVS would mean all events (births, deaths, marriages, and divorces), vital statistics and causes of death

- c) Yes, a draft strategy exists covering all aspects which is yet to be approved by the government
 - d) Yes, a draft strategy exists but has not yet been approved by the government and does not cover all aspects
 - e) No strategy exists
6. If yes, does the country have a specific action plan for implementation of the strategy?
- a) Yes, a comprehensive action plan based covering all aspects of CR exists
 - b) Yes, a comprehensive action plan exists but does not cover all aspects
 - c) No comprehensive action plan action exists but the strategy is being implemented through project (s)
 - d) No action plan exists
7. If action plan exists, state the plan period?
8. What is the status of implementation of the plan?
- a) Initiated full implementation of the plan
 - b) Initiated implementation but partially
 - c) Not initiated implementation
9. Is the action plan costed?
- a) Yes
 - b) No
10. Is there secured funding⁴² available for funding for full implementation of the activities under the action plan, if it exists?
- a) Yes, funds needed for full implementation have been secured and accessible
 - b) Yes, funds needed for full implementation have been secured but not accessible
 - c) No, the funds secured are not sufficient for full implementation of the action plan
 - d) No funding has yet been secured
11. If yes in 10, who are key donors?
12. Was stakeholder's analysis⁴³ conducted at any stage of the improvement process? If so, did the key stakeholders support the process of comprehensive assessment and development of national action plan?
13. Who provided the technical support for development of the national action plan? List if more than one, with type of support (technical and financial)
14. Does your country have the technical capacity to implement the action plan/projects on all aspects⁴⁴ related to CRVS?
- a) Yes, technical capacity available within the country for implementation of action plan/projects on all aspects of CRVS and does not need any external technical assistance

⁴² This will include both government and external donor funding

⁴³ A stakeholder is an entity with a declared or conceivable interest or stake in a policy concern. Stakeholders can be individuals, organizations, or unorganized groups. Stakeholder Analysis is a methodology used to facilitate institutional and policy reform processes by accounting for and often incorporating the needs of those who have a 'stake' or an interest in the reforms under consideration. It should precede the finalizing of reform proposals.

⁴⁴ All technical aspects here include, legal, organization and management, advocacy and communication, vital statistics, causes of death, and IT

- b) Yes, technical capacity available within the country but not all aspects and needs technical assistance on some aspects
 - c) No, technical assistance available within the country and technical assistance is needed on all aspects
15. If b) and c) above, then identify the areas for which technical assistance is needed
- a) Legal
 - b) Organization and Management
 - c) Advocacy and Communication
 - d) Vital Statistics
 - e) Causes of death
 - f) IT
 - g) All the above
16. Does the country have adequate human resources dealing with civil registration operations?
- a. Yes, the existing human resource is adequate
 - b. The human resource is adequate for the headquarters but not for the local registration offices
 - c. The human resource is adequate for the local civil registration offices but not for the headquarters
 - d. No human resource is inadequate for both the headquarters and local registration office
17. Is there a routine training schedule for civil registrars and other personnel engaged in civil registration operations?
- a. Yes, there is a training schedule and training is regularly conducted
 - b. Yes, there is a training schedule, but training is not conducted as per the schedule
 - c. No, there is no training schedule, but training is conducted on an ad-hoc basis
 - d. No, there is no training schedule and no training has been conducted
18. In the past two years, have you or has any staff member of your organization, participated in workshops/trainings/meetings⁴⁵ on CRVS at global or regional levels?
- a. Yes, both global and regional
 - b. Yes, only regional level
 - c. Yes, only global level
 - d. Not attended workshop/training
19. Have you or your staff attend African ministerial conferences⁴⁶ on CRVS?
- a. Yes, all four conferences
 - b. Yes, some of them
 - c. Not attended at all
20. In past two years have you or your staff ever have visited any country to learn best practices on CRVS systems?
- a. Yes
 - b. No
21. Is there a coordination body or an inter-agency coordination mechanism at the national level for coordinating the CRVS programme?

⁴⁵ Do not count conference of African Ministers as a separate question is included for the same

⁴⁶ Until now four African Ministerial Conferences on CRVS have been held Addis Ababa (2010), Durban (2012), Yamoussoukro (2015) and Nouakchott (2017)

- a. Yes, there is a well-functioning coordination body or inter-agency coordination mechanism at the national level for coordinating the CRVS programme
 - b. Yes, there is a coordination body or inter-agency coordination mechanism at the national level for coordinating the CRVS programme, but it is not very effective
 - c. No, there is no coordination body or inter-agency coordination committee at the national level for coordinating the CRVS programme
22. If yes in 15, does this coordination body have a Terms of Reference? Yes/No
23. If yes in 15, list the ministries/departments and/or other organizations are members of this committee? Which organization(s) is/are the chair/co-chair of this body?
24. If yes in 15, number of meetings held in past two years held in last two years
- a. 3 or more
 - b. 1 or 2
 - c. No meeting held
25. How well does the civil registration office and the vital statistics compiling office collaborate in facilitating CRVS operations?
- a. The involved agencies collaborate very well and there is a formal interagency committee to ensure that the systems interact seamlessly
 - b. Although there is no formal interagency committee, the agencies involved have regular meetings or close work relations that facilitate the required coordination including identifying and resolving problems
 - c. There is a formal interagency committee to ensure that the systems interact well, but the collaboration is insufficient.
 - d. There is minimal or no collaboration between these institutions and there is no interagency coordination committee.
26. How well does the civil registration office and the Ministry of Health collaborate in facilitating CRVS operations?
- a. The involved agencies collaborate very well and there is an interagency committee to ensure that these institutions interact seamlessly in running the CRVS programme
 - b. Although there is no formal interagency committee, the agencies involved have regular meetings or close work relations that facilitate the required coordination including identifying and resolving problems
 - c. There is a formal interagency technical committee to ensure that the systems interact well, but the collaboration is insufficient
 - d. There is minimal or no collaboration between these institutions and there is no interagency coordination committee
27. Does the country have a technical group that coordinates the implementation of CRVS improvement in the country? Which ministries/departments and/or other organizations are members of this group?
28. You may have several donors and development partners supporting the CRVS initiative? Do you have a mechanism for external partner coordination?

Specific contribution of COE

Through these questions we are trying to ascertain the contribution of COE in different aspects of CRVS work as perceived by the CR Office.

1. When did COE first establish contact with your office?

2. Was it clear to you from the beginning about the specific area of work that COE will support?
3. The following table may be filled in

Area of work	Did COE provide support in these specific areas Yes/No	If yes, specific support provided by COE (Describe in detail)	Was the support useful? Yes/No	If yes, in what way and if not, what was the challenge?
Assessment of CRVS system				
Development of CRVS national plan				
Development of CRVS component of the Reproductive, Maternal, Child and Adolescent Health Investment case				
Advocacy /Communication				
Capacity building including training				
In-country coordination				
Donor coordination				
Vital Statistics				
Causes of death				
Secure financial support				

4. Which three among the above you think COE has made the biggest contributions?
5. The COE supported the development of the CRVS component of the investment case. Which among the options given below best describes the process?
 - a) The civil registration office led the complete process in collaboration with Ministry of Health and with technical support provided by COE
 - b) The Ministry of Health led the process in collaboration with civil registration office and with technical support provided by COE
 - c) The COE led the process in collaboration with civil registration office and Ministry of Health
 - d) The COE led the process without involvement of either the civil registration office or Ministry of Health
6. Were other stakeholders at the country level such as the UN agencies involved in the process?
Yes/No

7. If yes, write the name of the key stakeholders
8. Did the process leading to development of the CRVS component of Investment case contribute to the following? Answer in a scale of 1 to 5 (with 1 being the worst situation and 5 being the best)
 - a) Improved coordination among the three key government agencies namely civil registration office, national statistics office, and ministry of health
 - b) Created space for dialogue among the key stakeholders
 - c) Improved knowledge and understanding of key players about the holistic and integrated nature of CRVS system and clarified their respective roles
 - d) Helped identify the key priorities for strengthening the CRVS system
9. Please provide a few key priorities identified (if any) in CRVS component of the CRVS improvement plan.
10. When was the CRVS component of the investment case finalized? What is the total amount involved in the investment case.
11. Do you have assured funding from GFF and/or International Development Agency? Have you been able to access the funds? If not, what are the bottlenecks?
12. Does the proposed funding through GFF support the implementation of the existing national plan or does it bring in additional activities? If additional activities list a few key ones?
13. How do you at the highest level perceive the contribution of COE in CRVS systems improvement?
 - a) Provided on-site technical support which significantly contributed to the development of the national strategy/action plan for strengthening of CRVS system
 - b) Provided on-site technical support which partially contributed to the development of the national strategy/action plan
 - c) Did not provide any on-site technical support but only supported in-country coordination and or capacity building that led to the development of national strategy/action plan'
 - d) Did not provide any concrete support
14. Overall did you find the contribution/support to be useful?
 - a) Extremely use
 - b) Very useful
 - c) Somewhat useful
 - d) Not useful
15. If yes, state three points in support of this. In case you need improvement in the performance of COE mention clearly the areas of improvement
16. Which area can COE can make the biggest contribution?

Annex 5b Survey questionnaire for country level stakeholders

Questionnaire to assess contribution of Centre of Excellence in developing the CRVS component of the Investment Case and supporting CRVS systems strengthening in the country.

The Centre of Excellence (COE) supports the GFF (Global Financing Facility) and in past couple of years supported the ongoing effort of the Civil Registration Office to improve the civil registration and vital statistics system in Guinea/Cameroun. One of the key outputs that the COE is to provide support in developing and implementing the CRVS component of the RMNACH (Reproductive, Maternal, Child and Adolescent Health Investment case for in Guinea/Cameroun

Your institution has been one of the important stakeholders in the process of CRVS strengthening in the country. Your institution may also have actively participated in various activities that the COE had undertaken in the recent past leading to the development of the CRVS component for the RMNACH Investment case for Guinea/Cameroun

This questionnaire has been developed to many elicit information about your perception about the COE contribution to the efforts for the improvement of CRVS systems at country level. The first part of the questionnaire we would like to ascertain in brief your role in the work CRVS strengthening work in Guinea/Cameroun

Background questions

29. Did your institution actively participate in the work of CRVS systems strengthening in the country? Yes/No
30. If Yes in which specific area and in what way

Specific area of work	Type of contribution (including financial)
Assessment of CRVS system	
Development of CRVS national plan	
Advocacy /Communication	
Capacity building including training	
Birth registration	
Death registration and causes of death	
Vital Statistics	

31. Is your institution a formal member of any national level coordination body or technical group related to CRVS?
- Yes, both national level coordination body and technical group
 - Yes, only national coordination body
 - Yes, only technical body
 - None of the above.
32. If a). b) or c) did your institution participate in any of the meetings in past two years? Yes/No
33. If Yes in 4 above, how many?

Specific contribution of COE

Through these questions we are trying to ascertain the contribution of COE in different aspects of CRVS work as perceived by your institution.

17. Did COE establish contact with your institution?
18. If yes in 1 above, when did COE first establish contact with your office?
19. Was it clear to you from the beginning about the specific area of work that COE will support?
20. One of the important contribution of COE was its support in the development of the CRVS component of the investment case. Which among the options given below best describes the process?
 - e) The civil registration office led the complete process in collaboration with Ministry of Health and with technical support provided by COE
 - f) The Ministry of Health led the process in collaboration with civil registration office and with technical support provided by COE
 - g) The COE led the process in collaboration with civil registration office and Ministry of Health
 - h) The COE led the process without involvement of either the civil registration office or Ministry of Health
21. Were other stakeholders at the country level such as the UN agencies involved in the process described in 5 above? Yes/No
22. If yes, was your institution involved in the process?
23. Did the process leading to development of the CRVS component of Investment case contribute to the following? Answer in a scale of 1 to 5 (with 1 being the worst situation and 5 being the best)
 - e) Improved coordination among the three key government agencies namely civil registration office, national statistics office, and ministry of health
 - f) Created space for dialogue among the key stakeholders
 - g) Improved knowledge and understanding of key players about the holistic and integrated nature of CRVS system and clarified their respective roles
 - h) Helped identify the key priorities for strengthening the CRVS system
24. In what manner has the COE contributed to or facilitated stakeholder consultation and engagement around investment cases at country level? How significantly has this process contributed to the national dialogue around CRVS?
25. How significantly has the COE contributed to linking CRVS and health outcomes?
26. How does your institution perceive the contribution of COE in CRVS systems improvement?
 - e) Provided on-site technical support which significantly contributed to the development of the national strategy/action plan for strengthening of CRVS system
 - f) Provided on-site technical support which partially contributed to the development of the national strategy/action plan
 - g) Did not provide any on-site technical support but only supported in-country coordination and or capacity building that led to the development of national strategy/action plan'
 - h) Did not provide any concrete support

27. What factors are hindering or helping the delivery of country level technical assistance and programming by COE?
28. Overall did you find the contribution/support to be useful?
 - e) Extremely use
 - f) Very useful
 - g) Somewhat useful
 - h) Not useful
29. If yes in 12 above, state three points in support of this.
30. In case you need improvement in the performance of COE mention clearly the areas of improvement and how can these influence on country level programming?
31. Which three areas can COE can make the biggest contribution?

Annex 6 List of institutions participating in surveys and interviews

1. Centre of Excellence
2. IDRC
3. The World Bank (including GFF Secretariat)
4. Global Partnership for Sustainable Development Data
5. UNICEF
6. WHO
7. UNFPA
8. UNSD
9. UNPD
10. Vital Strategies
11. ECA
12. ESCAP
13. UNICEF (WACARO)
14. Open Data Watch

Annex 7 Compiled List of Midterm Evaluation Recommendations for Action

Reference	Recommendations
	e) Institutional Development
Pg. 11	Establish a lean Technical Advisory Board consisting of experts with knowledge and experience in various aspects of CRVS, to provide strategic advice and guidance to the COE on all technical matters as and when called upon to do so.
Pg. 13	Pursue the option of recruiting more staff. The other possible approach to tackle the situation is to scale down the number of outputs and deliver on only a few big-ticket and cutting-edge outputs and work intensively in areas of its comparative advantage such as knowledge generation and sharing, research, capacity building and brokering country technical assistance.
Pg. 13	Seek advice and support as and when necessary, from a pre-identified pool of consultants that includes experts with knowledge and experience on various aspects of CRVS. The COE has already developed a directory of experts coming from diverse fields, which can easily be tapped into for technical support and advice.
Pg. 14	Prioritize vital statistics in its programming and undertake activities to support global work and country implementation and as soon as opportunity arises, recruit a separate person with necessary expertise and experience in vital statistics to exclusively deal with this high priority topic.
	f) Global Mandate
Knowledge products Pg. 16 + 18	Develop a written set of criteria for inclusion of knowledge products on the COE website.
	Set up an institutional mechanism to seek out knowledge products through the COE network of global and regional partners. This could be done through an informal or a formal arrangement, by inserting a suitable clause in the partnership/grant agreements as a 'quid pro quo'.
	As a thought organization, the COE should focus in a big way on creating knowledge products either by using its in-house expertise or through collaboration with its partner institutions depending on the nature of the product.
	Develop and use a standard quality assurance framework ⁴⁷ for ensuring that the products developed by it meet the desired quality. The COE may consider using a peer-review mechanism to validate the technical content of these studies. This peer review group (which can be more than one depending on the requirement) can be constituted from the list of experts available in the directory.
Case studies Pg. 17	The COE should 'build a more solid knowledge repository of lessons learned from the field (a 21st century version of the IIVRS48 Working Paper Series)'. Develop a mechanism to select countries as well as a few high-priority topics to be addressed in these case studies.
	Engage with the UN Regional Commissions in the process of selection of countries.
	Identify a few experts coming from different countries ask each of them to write a case study for his/her own country on a CRVS related topic from his/her area of expertise. Prepare a standard template and guidance for writing these case studies.

⁴⁷ The Consultant presumes that the IDRC being a research institution of global repute would have a standard quality assurance framework to assess quality of research, which can be applied by the COE.

⁴⁸ International Institute of Vital Registration and Statistics

	Explore instituting an award scheme to encourage selected experts or for that matter, any other person working in the country in the area of CRVS, to write participate in this scheme.
Research Pg. 16 -18	Urgently prioritize its focus on research, particularly country based operational research. Operational research, as opposed to case studies are not country specific and have great evidentiary and learning value. It is about ‘what works, where, when and how’.
	Identify three to four high-priority topics every year based on advice from the proposed Advisory Board or based on systematically compiled demand from countries and undertake these cases studies using best practice examples from various countries. ⁴⁹
	Spearhead seminal research on topics which are cutting-edge and contemporary in nature. These should be collaborative in nature with relevant partners including non-traditional ones, such as academic institutions of repute and international NGOs with known interest and experience in the area of CRVS or related matters. ⁵⁰
Country profiles for GFF countries Pg. 18	Develop country profiles for GFF countries, intended to provide a detailed description of CRVS system in a country covering all its aspects such as legal framework, organization and management, coordination, business processes of registration of vital events, compilation of vital statistics, monitoring and many more. ⁵¹ Standard templates may be designed for country profiles.
Knowledge management strategy Pg. 19	Develop an internal knowledge management strategy ASAP, accompanied by a standard operating procedure, which will help guide the knowledge management functions with the COE in a much more integrated and holistic manner. ⁵²
g) Country level programming	
Technical assistance	Be proactive in exploring with the GFF potential interim activities to keep the country-level momentum until the GFF funds are secured

⁴⁹ These studies can be carried out through identified institutions or subject matter experts and finalized through consultative workshops that will help validate the contents of the studies before they are finalized and published in the knowledge platform. Selected experts from countries (officials) from where the experiences have been drawn, subject matter experts from global and regional institutions including the UN, individual experts, should be invited to contribute in such workshops.

⁵⁰ Notwithstanding the research strategy, the COE has already initiated work in this direction by instituting a few research studies covering areas such as gender and CRVS, id systems and CRVS, and CRVS in conflict situations. More topics can be explored for example - opportunities cost of CRVS, CRVS and leave no one behind.

⁵¹ The country CRVS law, rules and procedures, important administrative orders, registration forms, vital statistics report (if available) and any other important material of value can be included as supplementary documents along with the profile. These profiles along with its supplementary material when developed for GFF countries, can serve as basic background information required for smooth implementation of COE’s country programme. The COE should view these profiles as high-value knowledge products and put them in public domain through its knowledge hub.

⁵² The strategy on research and some relevant part of the communication strategy currently under development can be brought under the fold of the proposed knowledge management strategy.

Pg. 22-23	Offer an end-to end in-country support by a CRVS expert to a GFF country, who would accompany the country in implementing the CRVS strategic plan, which inter-alia is likely to include the CRVS activities earmarked for funding through GFF. ^{53 54}
	Identify (from the directory of experts) senior experts who have long-standing experience in managing CRVS systems in their respective countries and prepare them for taking up long-term consultancy assignments in GFF countries as and when opportunities arise.
Directory of Experts Pg. 24	Develop a roadmap with clear milestones of activities to build a comprehensive capacity building program of the experts in the directory.
Regional mechanisms Pg. 24	Work very closely with the regional mechanisms such as the Regional Core Group for APAI-CRVS in Africa and the Regional Steering Group in Asia in implementing capacity building programs by organizing training of trainers and technical workshops.
	Support capacity exchange program. For a more sustainable capacity development effort, the COE in collaboration with the regional bodies can work with key academic institutions in the regions that specialize in population and demography and establish appropriate academic and in-service training courses on CRVS.
	Include item on direct technical assistance to GFF countries as a standing agenda of the core group meetings.
h) Gender	
Gender and CRVS programme Pg. 27	Build on its success on the topic of Gender and CRVS and continue to provide active leadership in this area of work and keep up the momentum.
Logic Model Pg. 27	Re-visit the Logic Model and suitably integrate gender as a cross-cutting issue by adjusting of the results statements at various levels and/or introducing a separate output on gender.
i) Future Work	
New Business Model	The changes proposed in the process of delivery of global mandates and technical assistance to countries, the proposed creation of new mechanisms to enhance the capacity of the programme to meet future demands and the new tools and the inter-linkages between all of these, necessitates a designing of a modified business model for the COE.

⁵³ This model of long-term technical assistance has been successfully tried out in a big way in the 1990 and 2000 rounds of Population and Housing Census in LDCs where a senior technical advisor provided a five-year in-country support starting from preparations of the Census to the dissemination of results. In addition, other subject matter specialists follow intermittent support depending on the requirement of the country at various stages of the census operations.

⁵⁴ The terms of reference of the expert should also include a strong component on capacity building and training of country level registration functionaries for ensuring a smooth transition from an under-developed to a fully evolved CRVS system at the end of the project period.