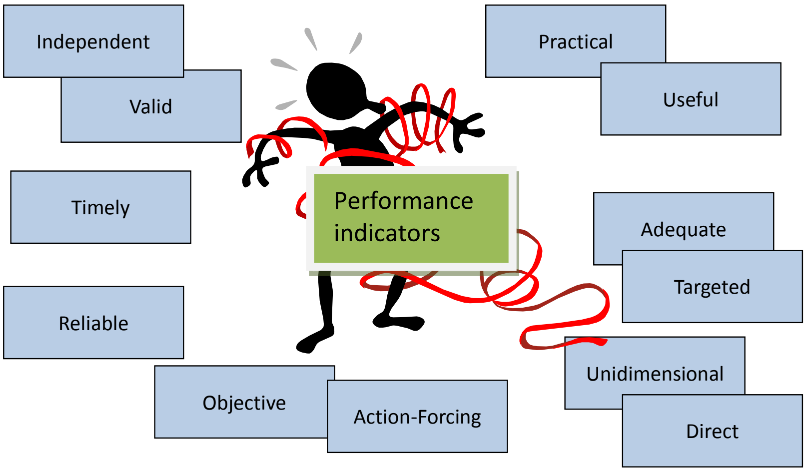
Monitoring and Evaluation

NBD Strategy (2016)

Burundi	D.R. Congo	Egypt	Eritrea	Ethiopia	Kenya	Rwanda	South Sudan	Sudan	Tanzania	Uganda

Performance Indicators



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List of Acronyms

CIWA	Cooperation in International Waters in Africa
CSO	Civil Society Organization
DFID	Department for International Development, GoV.UK
DIN	Discourse Intelligence Network
DQA	Data Quality Assessment
HR	Human Resources
IUCN	International Union for Conservation of Nature
LDFs	Local Discourse Forums
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MEL	Monitoring and Evaluation Life Cycle
MoU	Memorandum of Understanding
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NDF	Nile National Discourse Forum
OVI	Objectively Verified Indicators
PMF	Performance Measurement Framework
PMI	Performance Measurement Indicators
Q1,2,3,4	Quarter 1,2,3,4

Foreword

This document is a finalized version. The finalization has been undertaken with support from the Cooperation in International Waters in Africa (CIWA) funding managed by World Bank, under the Project: "Engaging civil society for social and climate resilient in the Nile Basin" of 2013 to 2019.

The draft developed by the Nile Basin Discourse (NBD) in 2012, with support from the Department for International Development (DFID) – GoV.UK funding. The NBD then in 2012 had undertaken several staff and partner consultations in defining its monitoring and evaluation (M&E) system, to ensure a system that is appropriate and meets the needs of all the users primarily, the Nile National Discourse Forum (NDF) Coordination Offices and programme support teams at NBD secretariat. Partner CSOs were considered as secondary users, to be supported by NBD programme teams to ensure their operations are within NBD accepted standards. The system was intended for supporting better and quality programming by ensuring a systematic basin-wide approach to M&E.

This finalized document is put down as a working and reference guide for users. Therefore, programmes and programme support teams are expected to make reference to this document and apply the procedures and guidelines proposed for enhancing programme/project quality, and also for ensuring systematic and uniformity in approach. The document also lays down a strategic direction for automation and institutionalization of M&E in NBD in order to enhance accountability to stakeholders.

Operationalization of the system will be a focal point for the M&E team. An implementation plan is to be developed to address the challenges limiting appropriate application of M&E within the NDFs and NBD Secretariat based on the suggested actions in this strategy.

Contributions and efforts by all NBD and NDFs are greatly acknowledged. Without their concerted efforts, the NBD M&E strategy would not be in place. Its implementation will also greatly depend upon commitment of all to make it a reality on the ground. It is pertinent, that NBD has an effective web-based M&E system, such as the one proposed in this strategy, to streamline the organizations program and project management and for more effective and efficient generation and delivery of services to target end users.

1.0 Introduction

1.1 An overview of the Nile Basin Discourse

The Nile Basin Discourse (NBD) is a regional network of civil society organization's established to facilitate and support civil society engagement in Nile Basin cooperation and development processes. Engagement is facilitated by the regional Secretariat based in Entebbe, Uganda and through the Nile National Discourse Forums (NDFs) opened in each of the eleven Nile Basin countries[1].

Currently, NBD is implementing one project titled *'Engaging Civil Society for Social and Climate Resilience in the Nile Basin (P132448)'* which runs from 2013 to 2016. This project is financed by the Cooperation for International Waters in Africa (CIWA) fund administered by the World Bank. The overall goal for the project is to strengthen the capacity of the NBD to engage civil society members and relevant stakeholders in Nile Basin cooperation programs, processes and dialogue so as to promote change in the behaviour of stakeholders and policy makers and to foster legal and policy reforms that would result in more informed public participation by individual communities in Nile cooperation developments throughout the Nile basin. One of the activities of the project is the finalization of the NBD M&E Strategy.

There is need to raise awareness amongst the development partners on the role of NBD in fostering Nile Cooperation so as to enlist their support in stakeholder engagement in the Nile cooperation programmes and processes. The purpose of NBD's programme is to promote and add value to Nile cooperation and development processes that will

1 The NBD currently operates in Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania, and Uganda.

ultimately reduce poverty in the region. It is intended to do this through 1) Increased awareness of the benefits of Nile cooperation; 2) Better informed NBI planning, policy, design and implementation of programmes; and 3) Capacity building of its members and partners. To realize these, NBD uses the following three inter-related communication pipelines:

The Bottom-up communication pipeline is the integration of civil society and community level voices into the design, implementation, and monitoring of Nile Basin cooperation activities and policy discussions**.** NBD provides a valuable vertical linkage between local level practice and the national/regional discussions on policies and investments related to water resources management and development so that development plans are informed by realities on the ground. By channelling community-based voices to the country and regional level dialogue and investment decisions, the network can contribute towards ensuring that Nile cooperation benefits are shared in an equitable manner.

Top-down communication pipeline: is the awareness raising on the benefits of Nile cooperation and promotion of informal dialogue on the challenges to cooperation in the basin. By raising awareness at local level of the benefits of regional cooperation, the NBD facilitates regional dialogue and support for Nile cooperation. The network also provides an alternative, informal space where all constituencies can safely express their views on the challenges and benefits of cooperation in the Nile basin, which governmental organizations like the Nile Basin Initiative (NBI) may not be able to undertake.

Horizontal communication pipeline: is the Knowledge sharing and capacity building of civil society to contribute to discussions on Nile cooperation, development and social and climate resilience in the Nile basin communities. The NBD's network is widespread, close to the grassroots and claims over 600 civil society organizations (CSOs), most of which are involved in local service delivery projects related to different aspects of sustainable development (environmental management/conservation, livelihoods, agriculture, trade, gender equity, poverty reduction, etc.). By better leveraging the existing expertise across the network through trainings, peer-to-peer learning, social media, etc., CSO members can strengthen their capacity to serve their communities and contribute to Nile cooperation, development and disaster risk management and adaptive capacity.

Policy influence may be understood as the process through which citizens and social, economic and institutional actors participate in or have an influence in the definition, management and evaluation of general or sectoral public policies, at the local, regional, national or international level. Such participation or influence implies creating, modifying, enforcing and/or repealing public policies. Already NBD has identified in its Discourse Intelligence Network (DIN) pillars, that the issue of undertaking evidence-based advocacy on 'the benefits of cooperation' is critical for furthering basin-wide cooperation. NBD has also been undertaking 'awareness creation and capacity building activities' to create well informed and capacitated Nile Basin citizenry that can positively contributed to the furtherance of Nile cooperation. The evidence to support the processes require continuous improvement therefore, strategic work plans have to be developed to take the processes forward both at the regional and sub-regional levels. The need for evidence and coherence in strategic directions is at the core of the designing NBD's basin-wide M&E system.

1.2 Current status of M&E practices in NBD

The two main sources of information about strengths and weaknesses in NBD programmes were i) programme documents especially reports and M&E frameworks, and 2) responses from NDFs (Coordinators and Assistants) on current practices and capacities. Results of assessment indicated that NBD had defined a Results Based M&E System (RBS) focusing on achievement of outputs. However, the implementation at the Secretariat and National and Local Discourse Forums was still partial, which could be attributed to the following five major challenges:

Box1

Challenges to NBD's RBS M&E Implementation.

i. Inadequate capacity to implement M&E processes, including no specialized function to support teams to meet their needs and responsibilities for M&E;

ii. Unsystematic and year-to-year approach to M&E within the programme. Adhoc M&E activities, with inconsistencies in approach among the various NDFs, making M&E activities very complex when measuring progress;

iii. Inadequate adaptation of existing tools to local context;

iv. Poor documentation of M&E processes generally;

1.3 Rationale for developing NBD's basin-wide M&E system

Whereas the Nile basin is reputed for its abundant natural resources, equitable utilization and sustainable management of these resources is critical. This requires concerted efforts by all riparian States' governments and CSOs. The establishment of NBD partly aimed at the organization offering a public platform for dialogue, partnership and cooperation among CSOs and partner organizations in the Nile Basin. The NBD has already identified in one of the pillars of its DIN that the issue of undertaking advocacy and dialogue on 'the benefits of cooperation and costs of non-cooperation' is critical for furthering basin-wide development and cooperation. In order to achieve this purpose, there is need for strong evidence to enable advocacy and dialogue on the importance of the Nile development and cooperation.

Along with the re-organization of NBD from project based to program/institutional setting are the challenges of coordinating a large number of sophisticated and diverse initiatives, ensuring functional linkages to the country processes, incorporation of implementation monitoring and evaluation into the NBD RBS, and up-scaling implementation of awareness raising, advocacy and capacity building programmes in relation to the country processes. This places increased demand on the users' time, which means, processes ought to be streamlined in order to improve ways of working, and bring systems in line with improvements. This can be achieved through development and implementation of an appropriate online M&E system that provides guidance on how to effectively achieve project / program success. A more robust and more efficient M&E system is therefore proposed in this strategy.

An M&E system is a strategic management tool of projects and programmes; it is actually the information system used to assess project progress, performance and impact. Monitoring refers to the regular collection (plus analysis and use) of information within the project about its progress. Evaluation refers to periodic reviews of information from within, as well as about, projects and their performance.

The M&E system is to play an important role towards development and management of programs and projects by staff, as well as NBD members and other stakeholders. The system builds on already established M&E tools to develop more streamlined procedures and standards for NBD's basin-wide M&E, considering both programme delivery and programme support functions and how their performance can be assessed. It further proposes a way to strengthen M&E efforts in keeping with field needs and organizational demands. As with the log frame, the structure of the M&E system is also characterised by several levels. Each level relates closely to the hierarchy in the log frame.

1.4 Objectives of the NBD's M&E system

In common with all M&E systems, the primary purpose of the NBD's M&E system is to enhance effectiveness, efficiency, learning and accountability. Specifically therefore, the NBD M&E system is to:

Box 2
The Proposed NBD's M&E System.

(a) Enhance accountability within NBD, and to stakeholders such as development partners, donors, etc., by providing relevant and accurate information of NBD's activities at different operational levels (activities, projects, programs and the entire regional portfolio);

(b) Assess progress towards organizational achievements of key results and outcomes of the programs, projects arising from utilization of products and services from NBD's interventions;

(c) Identify good practices and lessons learned to use as inputs for future planning; and

(d) Support quality reporting by the NBD and NDFs through the provision of accurate information.

2 Scope and purpose of the M&E system

2.1 Levels of NBD M&E system

The Nile Basin Discourse proposes institutionalization of a Results-Based M&E system, focusing on both results and processes for achieving the desired results. This is driven by the need to demonstrate that the funds received are making a difference in the lives of the target communities – *accountability*, but also how well a project or program is being implemented – *efficiency*. All M&E processes for NBD are therefore to focus on results and the implementation processed of the initiatives, with the hierarchy in figure1.

Figure1: NBD proposes the hierarchy that will guide all projects and programme design and the M&E components. The hierarchy is in line with existing NBD planning documents, thus not causing any divergencies. Definitions of the various components in the hierarchy have been included in the glossary of terms in appendix 6 .

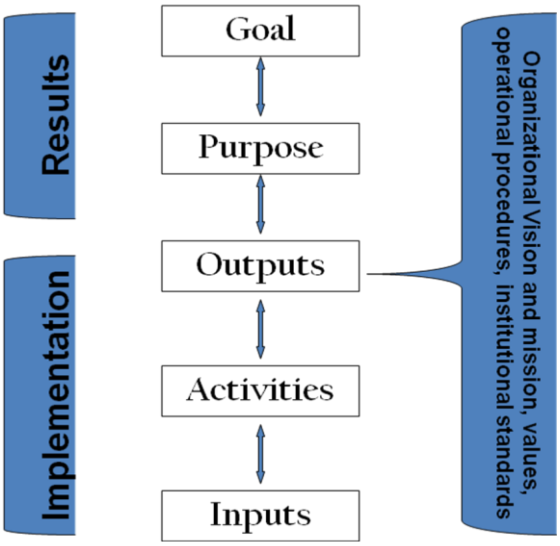

Fig. 1: The Hierarchy

In considering the proposed NBD's M&E system, three layers of administration are identified, as indicated in Box3.

Box3 **Layers of Administration**	(a) Organizational performance, (b) Monitoring (tracking), and (c) Institutional standards.

2.1.1 Organizational Performance

The results-based M&E system is to focus on the assessment of progress towards outcomes as defined by the project or programme outcome statement and the specific intervention's contribution towards the outcome. The assessments are to be carried out at all levels of projects, programme, based on the strategic plan. Assessment mechanisms as stipulated in Box4 will be designed to determine the organizational performance.

Box 4 **Assessment Mechanisms to Determine Organizational Performance.**	(a) Assess progress towards outcomes by periodically analyzing the extent to which intended outcomes have actually been achieved or are being achieved. (b) Assess factors contributing to or impeding achievement of the outcomes. (c) Assess relevance of strategic direction approaches and interventions being used for project/programme delivery including partnerships. (d) Assess program effectiveness – the right fit-approach. This will assess alignment of various projects or programmes to higher level objectives. (e) Assess product added value and beneficiary satisfaction.

2.1.2. Monitoring (Tracking)

Monitoring is to comprise the routine collection and management of data which relate to the predefined target values for the indicators (Objectively Verifiable Indicators-OVIs) in the log frame or results framework. Monitoring activities are to assess the elements in Box6.

Box 6 **Monitoring Activities to Assess.**	(a) Progress towards planned results – outputs. The activities and how the inputs are being translated into desirable outputs. (b) Whether projects/programmes implementation is within time and within the allocated budget. (c) Quality of project management – whether the right skills exist for execution of projects and skills enhancement plans. (d) Context - tracking the context in which a project is operating, as it affects critical assumptions and risks to the project. This includes monitoring institutional and policy issues that may affect the capacity of the project to act or the capability of the target population to respond to the project.

2.1.3. Organizational Standards

Organizational standards including programming principles, finance, procurement and Human Resource (HR) procedures and controls are critical to effective and timely delivery of project/programme results. The NBD M&E system proposes inclusion of these elements in the monitoring frameworks for all projects, programmes and at all levels. In monitoring these components, the items in Box 7 are to form the key focus.

Box 7

M&E System Focus items towards achieving organizational standards.

(a) Project inputs and costs by activity within predefined categories of expenditure.

(b) The distribution and delivery of project outputs per interventions.

(c) Consistency and compliance with rules, procedures and organizational standards.

(d) Delivery of programme support services within time and according to specifications.

(e) Sustainability, institutional development and capacity building in the project.

2.2. Implementation of the proposed M&E system

The implementation of an effective M&E system is likely to pose a challenge. However, the NBD aims to address the two issues of effective design and implementation, of NBD's M&E System as indicated on Box 8.

Box 8

Implementing an Effective M&E.

(a) Ensuring proper project design that focuses on results. Each project and programme is to develop a logic model (with facilitation of the M&E team both at the Secretariat and the NDFs) that addresses the NBD's aims, clearly showing the cause and effect linkages. Programme support functions, are to develop service level agreements clearly indicating the expected results and how these link to overall programme delivery.

(b) Setting key performance indicators at all levels of project, programme and programme support functions and periodically tracking them. Project indicators to be customized and aligned to programme standard indicators.

(c) Developing M&E plans with appropriate balance between:

  (i) Reporting/analysis – at collecting, collating and analyzing data as well as disseminating project/programme progress;

  (ii) Scheduling of key M&E tasks and responsibilities;

  (iii) Validating – checking or verifying whether or not the reported progress is accurate;

  (iv) Participating – obtaining feedback from partners and end users on progress of proposed actions;

(d) Developing the appropriate mix of tools and approaches to enhance assessment of performance at each level in the results chain.

(e) Developing the right skills – staff and partners to deliver M&E functions in their respective projects and programmes. This is to require a programme M&E team that ensures adequate and functional capacities are built for all staff and partners.

2.3. Justification for the proposed M&E system

The justification for the proposed M&E system is generally based on its utility and costs (development & maintenance). The proposed M&E system is to support the assessment of organizational performance considering the organization's vision and mission, programme impacts, outcomes, outputs, approaches/processes, inputs and institutional standards. Box9 indicates the considerations towards a justified M&E System.

Box 9

Considerations towards justification of the M&E system

(a) Appropriateness – the M&E system is accessible and usable by different users across the network.
(b) Utility – the M&E system serves practical information needs of intended users.
(c) Feasibility – the methods and processing procedures are realistic and cost effective.
(d) Accuracy – the M&E outputs indicate accurate and adequate information.
(e) Automation - possibility of computerizing certain routine functions.

3.0 Programme information needs

3.1 Programme results

Comprehensive review of the existing programme logical framework is done as a critical step in defining the results anticipated and the information needed to effectively manage the programme. The review follows the results-based approach proposed in this M&E system which focuses on the desired results rather than on the processes. Indicators are subjected to the indicator quality assessment criteria (Annex 6) to assess their adequacy in measuring the stated results. The revised indicators are included in the NBD Performance Measurement Framework (PMF) (Annex 2). The PMF presents the information required for the programme as well as how it is to be organized and shared.

3.2 M&E cycle and information needs

In considering M&E system for NBD, information is to be obtained on all components of the project/programme as defined by the M&E cycle in Figure 2. For each stage, specific information needs have been articulated and presented in table 2.

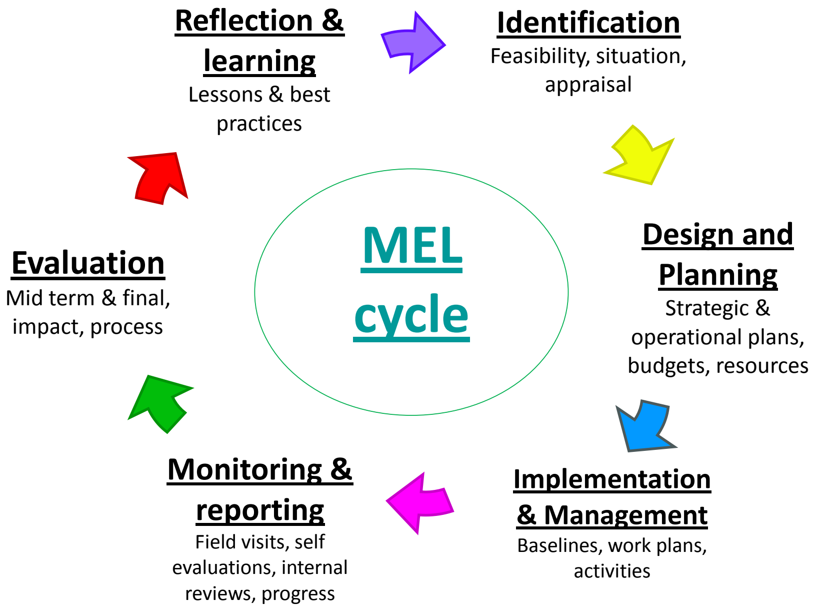

Figure 2: M&E cycle

Table 2: M&E cycle and information needs

Identification	Design & Planning	Implementation & Management	Monitoring, Evaluation & Learning
• People, place and productive resources • Opportunities and challenges	• The desired state of affairs • Programme / project logic models • Risk Analysis Matrix	• Baseline on the current situation • Implementation plans • M&E plans • Roles & Responsibilities • Efficiency • Costs vs. output	• Comparative analysis of planned vs. actual • Effectiveness of programme • Impact of interventions • Lessons and best practices

4.0 Planning information gathering, analysis & reporting

4.1 Plans for data collection

Data and evidence forms the basic requirement for any form of planning, since planning involves making calculated decisions and such decisions must be based on adequate and appropriate information, or 'data'. Data and evidence are needed at all stages of the planning process, including the initial identification of a problem or objective, outputs, and activities of projects. Hence a transparent and reliable source of information (data source) must be specified for each of the planning components. Examples of data sources include standardized surveys, qualitative interviews, focus group discussions, and direct observation.

Data can be broken down, or disaggregated in various ways. Before starting to collect data, it is necessary to consider how it should be disaggregated, since this will affect the form in which it is collected. Disaggregation of data on the basis of social groups is used to identify variations or inequalities between social groups or to focus attention on any particular group. This is particularly important in social planning, since one of its objectives is to reduce inequalities between social groups (women, men, poor, rich, caste, etc), especially in planning for vulnerable and challenged social groups.

It is vital to establish the effective data collection methods. Since data collection methods provide space for processing data from the data source, are identified in the logical matrix so that users think through the process and address potential challenges at the outset. The methodology would provide a check on how the information and data are being collected for each of the planning components. For each result, therefore, implementing teams are to develop a data collection schedule as presented in table3.

Table 3: Plan for data/information collection[2]

	Result:				
Indicators	**Sources of data/Information**	**Methods for data/information collection**	**Who is to collect**	**When to collect (Frequency)**	**What for (purpose)**

4.2 Planning for data processing

Data and information will be compiled and analyzed primarily using excel spreadsheets. A cumulative database including targets and all data pertaining to each indicator will be updated regularly so that programme teams and M&E unit staff are able to assess at any time the organization's progress towards targets. This central database is to be established and updated on-line, each time new information and data is collected. Analysis of some indicators' data is likely to be disaggregated by geographic area, gender, and type of organization and any other appropriate categories based on the indicator. Should there be any discrepancies in the data provided, then the M&E unit is to perform triangulation of data to better understand the dynamics of data disparity. Activities carried out to ensure data accuracy are to be captured in the data quality assessment (DQA) reports.

User-friendly raw data is to be provided to other partners as appropriate should additional secondary data analysis be requested by concerned parties. Data will be presented in a variety of formats, including tables, graphs and charts. Key findings will be summarized in reports, briefs, discussion papers, power point presentations (and other identified mediums). The data is to be presented at national and regional forums, advocacy platforms and donor reports as appropriate. Table 4 presents a sample plan for data analysis and reporting.

2 It should be noted that the plan for data collection will not be a stand-alone but part of the M&E plan. The example presented above only gives the user insights of what to consider in planning for data collection in order to ensure consistency, reliability and timeliness.

Table 4: Plan for data analysis and reporting

Result:			
Indicators	**Type of reports**	**Frequency of reports**	**Responsibility for data analysis and report preparation**

4.3 Data review and reporting

The NBD procedures demand that reports of its progress are made quarterly, semi-annually and annually, therefore the reports of the performance monitoring is to follow the same pattern, and will include analysis, summary tables and narratives of the stakeholder information and communication needs (including testing for gender compliance). Project monitoring is to involve review of the organization's reports for tasks and outcome performance evaluation. Data and information from the NDFs and the Local Discourse Forums (LDFs) are first to be validated by the respective national Board before their final submission to the Secretariat office. Data review will be organized by the M&E Units at the Secretariat and the NDFs, following submission of reports by the NDFs and key strategic stakeholders. Programs and project activities implemented by the Secretariat will be reported by the person undertaking the activity. Table 5 presents the planning and reporting framework.

Table 5: Planning and reporting framework[3]

Plan/report	Focus	Who to prepare	By when	Who to approve
Quarterly plan/reports	• Program/project actions towards achievement of stated objectives / outputs. • Report focusing on progress or lack of achievement of stated outputs and explanation of the variance if any. • Present plan for next quarter	NBD/NDFs	Every Q4	National Board, RM
Annual operational plan	• Organizational wide outputs and targets by thematic area • Aggregated from quarterly program plans	NBD/NDFs,	Q1	RM, Board
Semi-annual output reports	• Progress of planned outputs, Expected outcomes	NBD/NDFs	Q3	RM, Board
Annual report (corporate)	• The planned *vs.* The achieved by thematic areas • Financial performance • Performance of other program support functions	RM	Q4	RM, Board
Project evaluations	• Efficiency and effectiveness • Relevance • Impacts • Sustainability	Commissioned consultants	Mid tem and end term	Board, Donors

3 Programmes may require the preparation of monthly activity reports in addition to the proposed reports to enhance the tracking of activities, however, do not necessarily constitute performance reports.
4 . Q refers to quarter

4.4 Organizing data

4.4.1 M&E plan

Having explored the various elements of an information system for projects, it is now time to consider assembling these elements together as a total M&E plan. The sequence of steps developed in the previous chapters are to be used as a logical path for preparing an M&E plan within projects/programmes. An outline for a formal M&E plan and associated information matrices is presented in annex 3.

5.0 The NBD adjusted-to-fit web-based M&E

5.1 M&E application

An automated M&E application is to be developed and used to organize performance data and information. The data base is to be hosted on the NBD intranet and accessed by all NDFs online. Performance data in the system is to be updated semi annually by various NDFs based on performance indicators. The application is to also follow the same logical path presented in the previous chapters of this strategy. Specifically, the application will capture the programme components of Box 10, considering the appropriate usage as indicated in Box11.

Box 10 **Programme** **Components**	**Program Profile** (a) Project title (b) Activity number (c) Contract number and value (d) Programme start and end dates (e) Programme manager **Programme planning** (a) Goal, purpose and outputs (b) Performance indicators (c) Baseline values and targets (d) Plan for data and information collection

(e) Plan for reporting

Programme monitoring

(a) Planned activities (b) Milestones and due dates

(c) Responsibility

Programme reporting

(a) Actual achievement of results compared to target

(b) Achievement of milestones

(c) Narrative of context, risks and assumptions

Box 11
Usage of The NBD Adjusted-to-Fit Web-based M&E

It's anticipated that usage of the automated / adjusted-to-fit open source M&E application will only be possible in situations whereby the source documents are developed first as proposed in this strategy. The source documents are also to be useful for data validation. As key control mechanisms, all NDFs ought to develop M&E plans and update them semi-annually with performance data. It ought to be that only after approval of such data and information that it can be entered into the database.

6.0 The Performance dimension

6.1 Programme quality indicators

A functional M&E system ought to support better quality programming by focus on quality design, evidence-based data/information collection and analysis and reflection on outcomes and impact. The NBD's M&E system is to therefore to give attention to the better quality programming attributes. The system is to also ensure that comparable data are collected on a regular and timely basis, and is to seek to answer some performance questions along the hierarchy as elaborated in the results framework.

For ease of monitoring quality, 6 indicators have been proposed together with performance questions. Programme teams are encouraged to use these indicators right from project identification, through the programme management cycle. Table6 presents programme quality indicators and performance questions.

Table 6: Programme quality indicators and performance questions

Programme quality indicator	Performance questions
(a) Clear program logic *Important, focused and grounded, strategic focus*	• Is the problem important and locally interpreted? • Are expected results clearly stated and focus on the desired state? • Are other efforts addressing the problem identified and involved? • Does the research base exist, identified, incorporated? • Are the ethical and political implications of addressing the problem are considered? • Are gender equity issues clearly defined? Is it clear how gender is integrated into the design and indicators?
(b) Strategy implementation *Results oriented, responsive, feasible, adaptive, systematic*	• Are the programs components logically linked and have the potential for making a difference in the problem within a specified period of time? • Is the implementation (content, frequency of exposure, and delivery) sufficient to make a difference in the problem? • Are program components and implementation fit current or anticipated capacity? • Can the program and problem monitoring information be used to make changes in strategy implementation?
(c) Capacity building	• Do the individual and team expertise exist or can be acquired? • Are the key stakeholders/partners/collaborators are informed and involved? • Are the financial resources are negotiated? • Are the accountability means established?
(d) Evidence-based learning (demonstrable	• Are appropriate stakeholders involved in assessments and decision-making? • Does the evidence plan focus on questions that will illuminate program results, impact, and support relevant decision making?

learning)	• Is the assessment evidence available at designated program time frame? • Are assessment findings and next step decisions communicated to clients and stakeholders?
(e) Adherence to programming (organizational principles)	• Are streamlined business processes, clearly communicated and implemented by all stakeholders? • Are appropriate mechanisms for data quality vetting before approval in place? • Are quality checks conducted for all new proposals and concepts before authorization?
(f) Robustness of methods and tools for data collection	• Is there a clear process for programme/project design in place and well communicated? • Are planning and reporting frameworks in place, and well communicated? • Are M&E plans developed for all projects?

6.2 Data and information quality vetting

Data and information quality vetting is a process of examination and evaluation, generally referring to performing a background check and spot-checking on data and information before determining its usefulness. It involves making a careful and critical examination in order to ensure that the data and information are suitable and are trusted for use in a programme for decision-making. The past data and information quality vetting process at Nile Basin Discourse entailed a chain that was long and unsystematic, which left a lot of loop holes in trying to ensure quality. In order to ensure a systematic approach, the steps in Box12 are proposed.

Box 12

Steps in data quality vetting

(a) NDFs ought to routinely carry out spot-checking of sources of data and information. This is to be complemented with periodic data reviews (i.e. target certification). This can always be done with support from the M&E Units.

(b) Data/reports from LDFs ought to be reviewed by NDFs first, approved by the respective National Board, and finally submitted to NBD Sec after analysis and compilation into one NDF report. Copies of reports ought to be sent to the M&E Unit for data verification. Data queries ought to be addressed by NDFs before data is entered into the M&E online application.

(c) The M&E Unit is to conduct routine data quality assessments. This can always be done on a few selected indicators annually.

(d) Training and capacity building of programme teams on data quality management and data quality assessment.

(e) All NDFs/LDFs and Secretariat teams to ensure proper documentation of all programme and project related information in a system where it can easily be retrieved as needed.

During the data quality vetting process, consideration is to be made of basic measurement concepts of reliability – following the same procedures consistently over time, and validity – ensuring the measures truly represent their underlying concepts. In addition, the following elements will be considered:

- **Objectivity:** quality data/ information that is accurate, unbiased, and presented in a clear, complete, well-documented manner. Objectivity is achieved by using appropriate data sources and sound analytical techniques, by using proven methods, and by carefully reviewing the content of all data and reports.

- **Integrity:** data with integrity is information that is not compromised through corruption or falsification.

- **Transparency:** transparent data involve having a clear description of methods, data sources, assumptions, outcomes, and related information that allow users to understand the data and information.

- **Reproducibility:** quality data can be reproduced by others by using the documented methods, assumptions, and data sources to achieve comparable findings.

- **Utility & precision:** quality data are information that is useful and available to its intended audience.

- **Timeliness:** data and information collected at the right time, and being available when needed for decision-making.

A data quality assessment (DQA) protocol (annex 5) has been developed to guide the process of data quality assessment. After a data quality assessment, reports ought to be put together with other project documents, and key recommendations included in project implementation plans.

6.3 Sources of verification

In order to support data quality management, proper documentation should be done at all levels of programme/project management. These provide means of verification of the reported activities/results of the programme. Documents may be kept in both soft and hard copies. The documents provide means of verification for reported progress or achievements, as well as for data quality assessments.

The two lists 1 and 2 indicate documents that ought to be managed and maintained by NBD teams at different program levels to facilitate regular monitoring, evaluation and reporting of project and program progress

List 1: Documents to be managed and maintained at NDFs offices

- Situation assessment reports
- Copies of project proposals
- M&E plans
- Field visit reports, monitoring review reports and project evaluations
- Annual, quarterly and monthly work plans
- Baseline data collected during the implementation stage and its analysis report
- Project progress and financial reports
- Discourse Forums' reports
- Reports of surveys and evaluations conducted

List2 : Documents to be managed and maintained at NBD Secretariat

- Original copies of letters of agreements (LoAs) and Memorandums of Understanding (MoUs) with partners (where applicable)
- Donor contracts
- Programme progress reports
- Annual operational plans
- Programme and project M&E plans
- Copies of monitoring reports
- Baseline reports
- Copies of internal, external or any kind of evaluations and audits on projects or programmes
- Case studies, stories and documented lessons
- Programme design documents, Strategic plans and other programme strategic documents
- Governance, and financial management documents
- Procurement plans

7.0 M&E procedures for Nile Basin Discourse

7.1 M&E Procedures

Projects/programmes teams have responsibility to identify a process that ensures that the design of the M&E system is both appropriate and sustainable for its providers and users. When one is assessing the resources required to operate an M&E system, one needs to assess the means and costs of collecting, managing and analysing the data against the value of the 'end product', i.e., the usefulness of the information produced. The requirement is for an M&E system which is sustainable, i.e., able to be operated and managed by partners, their staff and the project target population. It is also clear that achieving sustainability has implications as far back as the project preparation phase when the OVIs are first identified and described.

The NBD's M&E procedures involve the active participation by all the people who have a stake in the information contained within the system. The providers of data collected, and those responsible for its 'input' into the system via the project monitoring activities, are invariably among the users of the information 'output' from the system. There is an obvious causal relationship between the quality of data 'in' and the information 'out'. An M&E system that is deemed as useful among the target population during the implementation phase has good chances of being sustainable. A well-designed participatory M&E system ought to represent the benefits of the project, since participation involves not only giving individuals' opportunities to become involved with planning and M&E, but also means empowering the individuals to influence the final outcomes or decisions based on the information generated.

In the case of NBD M&E System, the strategy provides the procedures for M&E along with the M&E cycle as well as guidelines for ensuring quality stakeholders participation. The design and implementation of projects/programmes are therefore expected to follow the stipulated minimum requirements in lists 3, 4, 5, 6, 7, and 8.

List 3: Project Identification

- Projects are to be designed to address the priorities of respective programme strategic directions. Clear linkages ought to be shown how the project is to contribute to achievement of the programme results.
- Identification and engagement with partners are to follow the partnership policy.

List 4: Pre-planning and planning stage

- A situation definition/analysis is to identify the genuine needs of the intended end users for any new project or initiative. This shall be done in a participatory manner with inputs from the intended end users, project partners and other local counterparts. Thorough situation assessment (people, place, productive resources, disaster trends, gender relations etc.) ought to be done in order to clearly understand the underlying problems.
- The end users and project partners shall fully participate in the project planning. Project objectives ought to be SMART and understood by all end users. There ought to be: (i) clear logic model showing cause and effect linkages of various results expected; and (ii) clear and concise log frame specifying performance indicators. Ensure customization of indicators and results from NBD strategic plan.
- In planning the projects, gender equity ought to be appropriately incorporated
- Develop activity-based budgets and costs implementation plan
- Sustainability ought to be considered and planned for any new project or initiative

List 5: Implementation stage

- A copy of the approved proposal with the LoA shall be provided to the implementing partners (where applicable). Copies of the same shall be kept at the national and regional offices.
- Collection of baseline data is to take place after the project is approved, but prior to the full implementation of the project. The data is to be analyzed and

reports made. Baseline data collection and analysis shall be conducted for all initiatives.

- A comprehensive M&E plan is to be developed for each initiative and each NDF/LDF for their specific project components. The plan ought to reflect the following:
    - (i) What to monitor (indicators and targets)
    - (ii) When to monitor (frequency)
    - (iii) Responsibilities for monitoring
    - (iv) Cost of monitoring
    - (v) Risks and assumptions and how these are to be monitored (both external and internal assumptions need to be considered in the plan).
- NDFs/LDFs and implementing partners shall make work plans (annual, quarterly) for project implementation before release of funds. Every work plan ought to:
    - (i) Identify key tasks/activities
    - (ii) Set targets for project indicators and key management tasks
    - (iii) Determine project members, technical personnel and other stakeholders responsible for achieving them
    - (iv) Articulate the monitoring and evaluation schedules
    - (v) Allow for clear reporting of performance

List 6: Monitoring and reporting stage

- All projects/programmes are to be monitored against the activity and results targets
- All projects/programmes ought to use the NBD approved reporting formats for progress and financial reporting according to pre-set timelines.
- Performance reports ought to:
    - (i) Indicate the planned activities *vs.* achieved and explanation for any variance
    - (ii) Planned results targets and achieved and explanation for the variance where necessary
    - (iii) Assumption/risk monitoring
    - (iv) Success stories during the review period

(v) Challenges faced and lessons learned

- The field visits ought to be used as a mechanism to follow-up on the progress reports and to address concerns of NDF/LDF or implementing partners. The field visit reports ought to be submitted including progress, challenges and agreed improvement areas.
- Online discussions (as appropriate) ought to be conducted with NDFs every six months to look at progress of implementation and challenges faced.

List7: Evaluation and Learning stage

- Program Review (PR) will be conducted every year for NBD. The results and reports of the PR will inform the development of the Annual Operational Plans for the following year.
- Project evaluations will be conducted for all projects as per NBD evaluation guidelines and policy.
- Impact evaluations will use the 6 organizational indicators to document evidence of change and conducted at least two years after funding has cleared. The 6 indicators are:
  (i) **Relevance:** consonance of project strategy with overall development goals; examination of objectives in terms of specification and relevance.
  (ii) **Effectiveness:** the extent of project achievements as compared with specified objectives/targets.
  (iii) **Efficiency:** the relationship of project benefits to inputs and their cost and timeliness.
  (iv) **Sustainability:** specification of a results stream and its likely continuity and an analysis of potential risks.
  (v) **Institutional impact:** assessment of the contribution of the project to improving the ability to use human, natural, financial and organizational resources.
  (vi) **Gender**: are the needs of men and women, boy and girls, addressed? Do women have access to, control and use of resources?
- All evaluation reports will be sent first to the entity being evaluated, for feedback and input, before sharing to the wider stakeholders.

List8: Monitoring organizational standards

- All programme support units – HR, Finance, and Admin should develop service level agreements (SLAs) with key performance indicators and delivery lead times.
- These will be included in the overall programme M&E plan
- Progress reports should be prepared against these SLAs

7.2 Monitoring Vs Evaluation

Monitoring and evaluation are closely related activities that both involve collection and analysis of information. However, monitoring is an on-going activity that focuses mostly on whether the project is meeting and achieving its targets whereas evaluation answers the "WHY" and "HOW" questions

- Why are we getting these results?
- How did we achieve them?

Therefore, the impact evaluations ask the question *"So what".* For example, after giving out dairy cows to the poor families and that milk is available to them…………….*so what?*

There are complementarities between monitoring and evaluation as indicated in table7.

Table 7: Complementarities between monitoring and evaluation

Item	Monitoring	Evaluation
Frequency	Regular	Once or twice in the life of a project
Main action	Keeping track/oversight	Evaluative
Basic purpose	Improve efficiency, Adjust work plan	Improve effectiveness, impact, future programming, learning
Focus	Inputs, outputs, process outcomes, work plans	Effectiveness, relevance, impact, learning, cost-effectiveness/efficiency
Information sources	Field visits, direct observations, progress reports	Field visits, direct observations, project reports, surveys, studies
Undertaken by	NDFs (Program managers), Project Staff/M&E team, Project partners	Regional manager, NDFs/, Internal & External Evaluators, M&E team, Donors
Reporting to	Regional manager	Regional manager, Board, Donors, etc.

8.0 Conclusions

The M&E system proposed is a working document to support operations of M&E at all levels in the Nile Basin Discourse. It ought to be looked at as a living document which can be adjusted where needed as long as it delivers on programme quality and acountability.

The document suggests guidelines, procedures and tools to support M&E implementation within the network. The document also provides a plan for addressing the key challenges currently affecting the implementaion of M&E in NBD and NDFs. Considering that M&E implementaion requires adequate capacity, there is need for tailor-made trainings to the implementing units and partners.

It ought to be noted, however, that the value of M&E does not only come from conducting M&E activities or having such information available, but also from using the information to monitor, guide and control operations for enhanced performance and better results. Using M&E information is key to: an iterative management process, in which decisions are based on real-time monitoring information and lessons learned; demonstrating results as part of accountability to stakeholders; and ensuring cost-effective and efficient results. In this case, the ability and willingness of management and governance teams to foster its implementation and adequately use the accruing information is key to its institutionalization.

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Annexes

Annex 1: M&E Checklist

(i). Checklist during the pre-planning and planning stage

Situation definition conducted

- Needs assessment conducted to understand communities' needs.
- Assessment data not used in proposal is kept for future reference.

Results-oriented program/project planning

- Design starts with defining a goal based on impact rather than activities.
- Results logically and sufficiently contribute to the goal.
- Outputs represent "deliverables" or final products for which the team is responsible.
- Activities describe the key actions the team is to carry out to achieve the outputs.
- Proposal undergoes quality vetting – all thematic leads/line managers contribute to.

Identify Indicators

- Fewer, more direct indicators that measure performance against the objectives as well as outputs.
- Consider relevant standard indicators and consult appropriate sector specialists (gender, agro-ecology, water, policy, etc.) & other resources while formulating the indicators.

Approaches

- A high degree of participation of staff, representatives of the target group, partner organizations etc in the design of the strategy and in the implementation of the project.
- A focus on the highest level of impact or effects possible.
- All pieces of program design are logically and causally connected.
- An evidence-based approach that suggests the actions are to be successful.
- Alignment to programme logic model and the organization's objectives.

Final products from planning phase

- Clear problem analysis.
- Clear programme/project logic model.
- Programme / project log frame.
- Completed set of indicator plan for results.
- Completed project plan.
- Finished project proposal with budget.

(ii). Checklist during the implementation stage

Formulate work plan (annual, quarterly)

- Include monitoring as a key management activity and make resources available to carry it out, including roles and responsibilities, budgeting time for baselines, regular data collection, review and reporting
- Include key management and implementation tasks, persons responsible and clear targets for achieving them so that performance over time can be tracked

Conduct baseline data collection and analysis

- Identification of sample population for conducting surveys (using questionnaires), direct observations, focus group discussions, etc.
- Perform aggregation and desegregation of data for analysis and common findings
- Complete M&E plans with baseline data and clear targets

(iii). Checklist during the monitoring and reporting stage

- Reviewing regular progress reports with partners, comparing progress to what was planned.
- Making field visits to project sites.
- Monitoring inputs and budgets.
- Identifying additional training, technical assistance and other resources that may be needed.
- Obtaining agreement for making annual and mid-course corrections, if needed.
- Changing monitoring procedures, if necessary.

- Identifying additional studies and evaluations needed as the result of monitoring reviews.
- Providing feedback to concerned parties.

(iv). Checklist during the evaluation stage

- Scheduling evaluations as required under the project plan.
- Obtaining agreement on the Scope of work with support from M&E team.
- Agreeing on the composition of the evaluation team, or sourcing external consultants where necessary.
- Preparation of the evaluation report.
- Promoting the implementation of the recommendations and use of evaluation results in present and future projects and programs.

Annex 2: NBD performance measurement framework

Indicator	Performance Indicators	Data source / partner	Data collection frequency	Disaggregation	Baseline value (year)	Targets (year)	FY 2015 achievements	FY 2016 achievements	FY 2017 achievements
	Goal: A Nile Basin where resources are equitably and sustainably developed and managed benefiting all its inhabitants								
1	Level of socio-economic and environmental development of inhabitants within the Nile basin								
2	Level of regional cooperation on Nile basin management								
	Purpose: Nile cooperation and development processes and programmes aimed at reducing poverty in the region adopted								
2	Level of adoption of civil society positions by NBI and other bodies.								
3	Level of public participation in NBI policy planning and strategy developments and processes								
	Output 1: Increased awareness of stakeholders on the benefits of Nile cooperation.								

1.1	% of key stakeholders demonstrating awareness and understanding of Nile cooperation issues.								
1.2	# of media informed and is reporting on national and regional dialogue on Nile issues								
	Output 2: Better informed NBI policy, planning, design and implementation of programmes								
2.1	# of policy briefs articulated and advocacy strategies implemented								
2.2	Perceptions of civil society on the quality of NBD representation on Nile issues increased.								
2.3	Gender perspectives on resource use implications identified and fed into advocacy messages, strategies and recommendations								
	Output 3: Fully informed and capacitated basin-wide civil society developed and plays a key role in influencing programs, and policies of the Nile Basin development processes.								
3.1.	# of trained people at national and regional levels.								

3.2	Level of understanding of NBD members on priority issues.								
	Output 4: NBD and member CSOs influenced Nile investment projects/programmes to be pro-poor and community-centred								
4.1	NBD's engagement in Nile investment projects increased								
4.2	# of Nile investment projects influenced by NBD								
	Activities								
1.1	National-level and Sub-regional multi-stakeholder forums designed and delivered								
	# of National-level and Sub-regional multi-stakeholder forums								
1.2	Awareness raising materials developed and disseminated								
	% of target stakeholders reached with the various awareness raising materials								
	% of stakeholders on the value of the awareness raising materials								
1.3	Media engaged in all NBD operating countries								

	# of new stories in the media about Nile cooperation issues								
1.4	Web-based information centre operational								
	# of web users								
1.5	Online dialogue among members launched and carried on								
	# of participants in online dialogue								
	% of increase in NBD membership								
2.1	Campaign issues chosen and policy briefs drafted								
2.2	Influencing strategies on key campaign issues developed & implemented								
	# of key decision makers reached with advocacy messages								
2.3	NBD Membership represented at NBI (TAC, Nil-COM) and donors' official meetings								
	# of meetings NBD participated								
3.1	Trainings organized and given to members and partners								

3.2	# of trainings organized; # of trainees attended								
4.1	NBD & its members organize platforms on Nile investment projects								
4.2	NBD issue position statements and/or policy briefs for decision-making on the Nile Investment projects								

Annex 3: Outline of a formal M&E plan

1. **Cover page**
2. **Introduction**

- Project/programme background: Summarize project background.
- Key results – outputs, outcomes: What are the key results anticipated from the project? List all anticipated outputs, outcomes, and any other results levels the project contributes to.
- Project's timeframe and budget: How long is the project (months)? How much is the budget (GBP)?

3. **Results framework**

- Insert approved log frame (or results framework)
- Provide a brief narrative of the development hypothesis: Mention the guiding hypothesis of the project, and its contribution to higher level NBD objectives as stated in the strategic plan.
- Mention specific causal linkages between lower and higher level results (linkage between outputs/results and NBD's strategic objectives), and linkage to other national, continental or global initiatives
- Include any critical assumptions that should hold for the development hypothesis to lead to achieving the relevant objective. These could be extracted from the logical framework to be attached.

4. **Performance measurement framework matrix**

Note any modifications in the log frame if any from the original project document (e.g. In this table, the objectives and indicators shown are modified from those in the NBD's prior project document. The numbering of the objectives, outputs and indicators corresponds to the numbering in the project document log frame. The reader/user of this matrix ought to note that the frequency of reporting might differ from the frequency of data collection). The table is a summary of all indicators per result, giving the baseline situation and life of project targets.

5. MEL task schedule

Provide a plan for undertaking M&E strategic management activities, who is to lea?, who is to participate? And when the activity is to take place? Key activities include (but not limited to)

- Baseline data collection
- Indicator data collection (primary & secondary)
- Performance reporting
- NBD forums
- Special studies and evaluations
- Data Quality Assessment (DQAs)
- Internal results reviews, etc

Annex 4: Planning and reporting templates

Annual Operating Plan (format)

Country:

Prepared by (name and title):

Date:

a. Summary of country strategy

- Indicate major focus areas for the country
- Main strategies to be employed to achieve the stated results
- Partnerships and strategic alliances for delivering the results
- Mention any changes from previous period or from the original project plan

b. Programme plans

Provide background on the key programme plans for the country - this may be the main 'pillars' of the country strategy, with a summary for each pillar. If the country is delivering on the NBD wide objectives, specify them in the plan. A summary of the programme goal ought to be included in the top area of the box with reference to the relevant project or country ID. The main outcomes expected ought to be included.

Programme summary: **Goal:** **Major programme focus (or theme):** **Project ID:** **Geographical coverage:**			
Expected Outcomes: *Insert outcomes from log frame*	**Activities to be undertaken**	**Timeline**	**Responsibility**
Outputs: 1st 6 months (specify month and year e.g. July-Dec 2016): Indicate expected results, including target and data disaggregation where necessary.			
Outputs: 2nd 6 months (indicate month and year e.g. Jan-June 2017):			

c. Commentary on resourcing

3.1 People

Comments on the critical people issues that will impact on delivery of the plan – this ought to cover the total resource plans.

d. Financial expenditure assumptions & comments

Comments on the key financial issues, resource allocation decisions, and significant financial risks need to be stated. Specific comments ought to be provided on the amount of funds anticipated to be used for the planning year. Detailed budgets may be required by NBD, this only captures lump sum budget allocations.

e. Risks and opportunities.

Comments on areas of risk and opportunities are made.

Annex 5: Semi-annual (quarterly) performance report format

Project title:

Project ID:

Period covered: (e.g. April-June 2016)

Name of persons submitting report:

Date of submission of Report:

a. Introduction

Provide a paragraph or two giving key project highlights, for the reporting period. Include any outcomes/impacts during the reporting period if any.

b. Planned *vs* achieved progress in the period

Semi annual targets / outputs (from AOP)	**Planned activities for the report period (from AOP)**	**Progress achieved this period** *(Report both activities accomplished and outputs achieved. Provide actual data disaggregated by gender)*	**What outcomes have we seen as a result?** *(note any outcomes achieved – relate to programme outcomes)*

c. Lessons learned

d. Challenges encountered and solutions identified

e. Conclusion

Attachments

Attach validation documents where applicable:

- Financial report (specific for partners),
- Training reports,
- Reports of other assessments conducted,

Annex 6: Data Quality Assessment (DQA) Protocol

1. Get Organized

Materials

- Protocol/DQA Form/ M&E plans

Assessor team criteria

- Understand NBD data quality standards
- Understand programme/indicator and the reality around it

Interviewee criteria

- Close to the particular phase of the data life cycle (birth, migration, job)
- Understand relevant content of the M&E plan

2. Set up the interview with the interviewee(s)

State purpose

- DQA is done as one of NBD data quality vetting processes to determine the extent to which indicator data can be trusted for decision making/reporting.
- Improve data quality to support decision making/reporting but not an evaluation of performance.

Interviewee requirement

- Provide accurate responses to the questions or identify (a) better informant(s) who can provide more accurate responses

Get organized

- Time
- Explain purpose to the team being interviewed and the process that will be undertaken.
- Record responses and fill out the Y/N checklist later
- Fill out the DQA assessment tool as accurately as possible
- List the name/title and rationale for selection of DQA Team and interviewee(s)

3. Explore Data Quality Standards

Validity

- Ask questions about the life cycle of the indicator data (birth, migration, job/presentation)
- Collect examples of materials (instruments, procedures, guidelines, protocols used)
- Ask questions in order to respond to the Y/N checklist; for example, “How are samples selected?” and “What was the response rate?”

Reliability

- Ask questions about repeated data collections and whether the materials in your hands apply to all. If not, collect additional instruments, procedures, guidelines, protocols.
- Ask questions in order to respond to the Y/N checklist on the DQA score sheet; for example, “Was this, the same instrument as was used for the baseline?” and “What was the sampling method for the first measurement?” “Do the other IPs use the same methodology?”

Timelines

- Ask questions about the decisions/reports the data support. Who makes those decisions?
- Ask about the frequency, currency, and date requirements of those decisions/reports
- Ask whether the data meet those requirements.
- Ask questions in order to respond to the Y/N checklist on the DQA score sheet; for example, “Does the time of year the data are collected give a normal reading (seasonal bias)?” and “How old are the data that are reported?”

Precision

- Ask whether the data influenced decisions of those cited as decision makers above and whether they considered the data to be of sufficient detail to present a fair picture of performance.
- Clarify whether the data collection method is a survey. If not, skip to *Integrity***.**
- If so, ask for the margin of error, trend line, and end data points of the margin of error.
- Review the data later to determine whether they are outside the margin of error.

Integrity

- Ask what procedures are in place to prevent manipulation for political/personal/ professional interests. Get a copy of those procedures.
- If issues arise, make sure you have documentation sufficient to fulfil the burden of proof, while protecting confidentiality.
- Review the Y/N questions on to make sure you have enough information to respond to them later.

4. Produce a DQA Report

- Review all your information/materials and complete the Y/N questions on the DQA score sheet. Use "n/a" for "not applicable" Identify any issues and make recommendations in the appropriate sections.
- Considering all the information gathered, rate the *Indicator Quality* standards at the top of DQA score sheet. Use "+" for OK and "-" for "has issues."
- Rate the *Data Quality*. Use "+" for OK and "-" for "has issues." If any *Indicator Quality* standards are rated "-" then *Validity* is also rated "-" Any issues identified should be substantiated in the appropriate *Notes* sections.
- As a team, discuss and agree on ratings, issues, and recommendations. Produce a common official version.
- Write up a detailed summary of the data life cycle included as additional page(s) of the Report.

DQA Score Sheet

Result: ____

Indicator: ____

IP and DATA: ____

Indicator Quality	Direct	Objective	Useful	Practical	Attribute	Timely	Adequate

Data	Valid	Reliable	Timely	Precise	Integrity

Quality					

Indicator Quality

Criteria	Y	N	Issues and Recommendations
Direct: Does it closely measure the result it is intended to measure? Does it represent an acceptable measure to both proponents and critics? If it is a proxy, is it directly related to the relevant result?			
Objective: Is it uni-dimensional? Is it unambiguous about what is being measured? Do you agree with the interpretation of the results? Is it clear exactly what kind of data is collected?			
Useful: Is it useful for management at some level (IP, Programme, Oxfam country office)? Is it clear what that use is?			
Practical: Are the data it produces timely (current and available on a regular basis)? Is the timing good (available when needed.)? Are the costs reasonable?			
Attributable: Are the IP activities and their outputs clearly linked to causing the data to move in the desired direction? Is there a high probability that without IP involvement the results would have been less?			
Timely Are the data it produces timely (current and available on a regular basis)? Is the timing good (available when needed.)?			
Adequate: Taken as a group for the result, are the indicators the minimum necessary to demonstrate the truth about results achievement?			

Data Quality

Criteria	Y	N	Issues and Recommendations
Validity: Are the Indicator quality standards met? If the data collection method is a survey, are the samples representatives? Is the response rate sufficient? Are the instruments/ instructions/questions clear? Were any definitions used clear? Was the data collection protocol clear? Were			

the data collectors trained? Did selection criteria/quality control limit possible interviewer bias? For any method, were steps taken to limit transcription errors? If raw data are subject to computation/compilation, are the formulas written down and consistently applied?			
Reliability: Are the same data collection methods, procedures, sampling method and instruments used from year to year, location to location, and among contributing IPs? Are there internal data quality control procedures written down and followed? Are data collection, computation, analysis and reporting procedures written down and followed?			
Timeliness: Are the data timely (current and available on a regular basis)? Is the timing good (available when needed.) for the decisions and/ or reports they support?			
Precision: Are the data of sufficient detail that they influence decisions? Was a **s**urvey used? If so, was the margin of error calculated? Is the margin of error acceptable to decision makers? Are the data outside the margin of error?			
Integrity: Are mechanisms in place to prevent corruption of the data for personal, political, or professional interests? Has an independent DQA been done? Do the data pass the “burden of proof” test? (They pass unless manipulation can be proven.)			

DQA Team:	**Name**	**Title**	**Rationale**	**Date/Time**

Interviewees	**Name**	**Title**	**Rationale**	**Date/Time**

Annex 7: Performance indicator quality assessment

Indicator: ____

Relevant Result: ____

CRITERIA	COMMENTS
Is the indicator DIRECT? ▪ Does it closely measure the result it is intended to measure? ▪ Is it grounded in theory and practice? ▪ Does it represent an acceptable measure to the proponents and sceptics? ▪ If it is a proxy, is it as directly related to the relevant result as possible?	
Is the indicator OBJECTIVE? ▪ Is it unambiguous about what is being measured? ▪ Is there general agreement over the interpretation of the results? ▪ Is it uni-dimensional (i.e., does it measure only one phenomenon at a time)? ▪ Is it operationally precise (i.e., is there no ambiguity over what kind of data should be collected)?	
Is the indicator PRACTICAL? ▪ Are timely data available (i.e., is data current and available on regular basis)? ▪ Can the data be collected frequently enough to inform management decisions? ▪ Are data valid and reliable? ▪ Are the costs of data collection reasonable?	
Is the indicator ADEQUATE? ▪ Does it merely indicate progress rather than attempt to fully describe everything an activity accomplishes? ▪ Taken as a group, are the indicator and its companion indicators the minimum necessary to ensure that progress toward the given result is sufficiently captured?	
Is the indicator DISAGGREGATED, if appropriate?	
Is the indicator a RESULTS measure? ▪ Does it reflect an outcome of the program, not completion of an activity or process? Outcomes can include: - Impact of services - Quality of services	

- Customer satisfaction - Timeliness - Costs/Efficiency	
Is the indicator USEFUL for management?	
Is the indicator EASY to understand, communicate, and use?	
Is the indicator CREDIBLE?	

OTHER COMMENTS:

RECOMMENDATION:

Annex 8: Common M&E Definitions of Terms

Activity: Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.

Baseline: Information or data gathered at the beginning of a project or programme from which variations found in the project or programme are measured.

Benchmark: Reference point or standard against which progress or achievements can be assessed. A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in similar circumstances.

Development intervention: An instrument for partner (donor and non-donor) support aimed to promote development. A development intervention usually refers to a country programme (CP), programme/thematic component within a CP or a project.

Evaluation: The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

Ex-ante evaluation: An evaluation that is performed before implementation of a development intervention.

Ex-post evaluation: Evaluation of a development intervention after it has been completed. Note: It may be undertaken directly after or long after completion. The intention is to identify the factors of success or failure, to assess the sustainability of results and impacts and to draw conclusions that may inform other interventions.

Goal: The higher-order national objective to which a development intervention is intended to contribute.

Impact: Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

Inputs: The financial, human, material, technological and information resources used for development interventions.

Performance Measurement Indicators: specific measurement tools for indicating how well teams are achieving specific goals

Outputs: The products and services that result from the completion of activities within a development intervention within the control of the organization.

Outcome: The intended or achieved short-term and medium-term effects of an intervention's outputs, responding to national priorities and local needs outcomes. Outcomes represent changes in development conditions that occur between the completion of outputs and the achievement of impact.

Outcome evaluation: Outcome evaluations investigate whether a programme or project caused demonstrable effects on specifically defined target outcomes.

Performance: The degree to which a development intervention or a development partner operates according to specific criteria/standard/guidelines or achieves results in accordance with stated plans.

Performance indicator: A performance indicator is a unit of measurement that specifies what is to be measured along a scale or dimension but does not indicate the direction or change. Performance indicators are a qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of a programme or investment.

Performance monitoring: A continuous process of collecting and analyzing data for performance indicators, to compare how well a development intervention, partnership or policy reform is being implemented against expected results (achievement of outputs and progress towards outcomes).

Results: Results are changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes (intended or unintended, positive and/or negative) that can be set in motion by a development intervention – outputs, outcomes and impacts.

Results based management (RBM): A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, and reporting on performance.

Results chain: The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, reach is part of the results chain. It is based on a theory of change, including underlying assumptions.

Results framework or matrix: The results matrix explains how results are to be achieved, including causal relationships and underlying assumptions and risks. The results framework reflects a more strategic level across an entire organization for a country programme, a programme component within a country programme, or even a project.

Target: Specifies a particular value for an indicator to be accomplished by a specific date in the future.

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Egypt NDF	Cairo, Egypt
Eritrea NDF	Asmara, Eritrea
Ethiopia NDF	Addis Ababa, Ethiopia
Kenya NDF	Kisumu, Kenya
Rwanda NDF	Kigali, Rwanda
South Sudan NDF	Juba, South Sudan
Sudan NDF	Khartoum, Sudan
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