THE REPUBLIC OF UGANDA

# THE NATIONAL STATISTICAL SYSTEM (NSS) MONITORING AND EVALUATION FRAMEWORK

GOAL

PURPOSE

OBJECTIVES

ACTIVITIES

October 2010

THE REPUBLIC OF UGANDA

# THE NATIONAL STATISTICAL SYSTEM (NSS) MONITORING AND EVALUATION FRAMEWORK

**October, 2010**

Published 2010
Published by:
Uganda Bureau of Statistics

Address: Plot 9 Colville Street
P. O. Box 7186
Kampala

Tel: 256-414-706000
Fax: 256-414-237553
Email: ubos@ubos.org
Website: www.ubos.org

Copyright © 2010 Uganda Bureau of Statistics (UBOS)

The material in this document may be freely reproduced, provided due acknowledgement is made to the publisher and source.

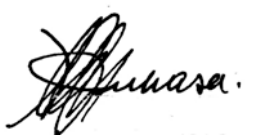
# FOREWORD

The Uganda Bureau of Statistics (UBOS) is mandated to ensure the production of quality and timely official statistics and constitutes a coordinating, monitoring and supervisory body for the National Statistical System (NSS). In order to develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives, the UBOS in collaboration with key Ministries, Departments and Agencies (MDAs) developed a 5-year (2007/8 – 2011/12) comprehensive Plan for National Statistical Development (PNSD). The PNSD provides a framework for strengthening statistics and capacity in order to achieve an integrated, efficient and reliable National Statistical System (NSS). The PNSD envisions the Uganda NSS to be *"A World Class National Statistical System*" with key partners playing leading roles in nurturing the system through innovative and responsive processes and practices in line with their sectoral mandates. The plan was launched in 2006 and implementation commenced in 2007 with nine (9) MDAs constituting the first Phase.

A Monitoring and Evaluation Framework has been developed to guide the assessment of the implementation, effective utilization of statistics/information and attainment of results. Overall, the objective of the NSS Monitoring and Evaluation Framework is to ensure efficient and effective statistical development processes through standardised guidelines and procedures for production and utilization of statistics. The framework will also provide for continuous learning and innovation. A consultative and participatory approach was used to design the framework so as to ensure ownership and effective implementation in measurement of progress, identification of challenges and sharing of experiences, lessons and best practices.

We are grateful to all those who have contributed to the design of this document.
I would like to thank the contact persons of the MDAs under the PNSD and UBOS staff that have participated in the development of this document. I encourage you to demonstrate the same responsibility and enthusiasm during the implementation and subsequent revision processes of the Framework.

The framework was developed after the commissioning of the PNSD implementation (October2006).



John B. Male -Mukasa

**Executive Director**
**Uganda Bureau of Statistics**

# TABLE OF CONTENTS


FOREWORD ……iii
TABLE OF CONTENTS....iv
LIST OF ACRONYMS....vi
EXECUTIVE SUMMARY ....viii

1 MONITORING THE NATIONAL STATISTICAL SYSTEM ....1
1.1 The Legal Framework and Mandate....1
1.2 The National Statistical System (NSS)....2
1.3 Development of Statistics in the NSS....2
1.4 The Results Framework ....2
1.5 Monitoring and Evaluation Framework for the NSS....2
1.6 Development of the NSS M&E Framework....3
1.7 Structure of the Framework....3

2 RESULTS FRAMEWORK ....4

3 MONITORING AND EVALUATION FRAMEWORK....8
3.1 The process of Developing the M&E Framework ....8
3.3 Monitoring and Evaluation Matrix ....9

4. MONITORING AND EVALUATION PROCESS....11
4.1 Overview ……11
4.2 Planning for Monitoring and Evaluation....11
4.3 Monitoring Processes ....11
4.4 Evaluation Processes....12
4.5 Developing a Monitoring and Evaluation Work plan and Budget....14
4.6 NSS Monitoring and Evaluation Calendar....15

5 DATA COLLECTION PROCESSES ....16
5.1 Monitoring and Evaluation Methods and Tools....16
5.2 Data Collection Process....17
5.3 Analysis and Interpretation of M&E Data/Information ....19

6 REPORTING ……20
6.1 Overview of Reporting and Monitoring and Evaluation Reports ....20
6.2 NSS Monitoring and Evaluation Reports....20
6.3 Dissemination of Monitoring and Evaluation Results....21
6.4 Utilization of Monitoring and Evaluation Results ....22

7 INSTITUTIONAL FRAMEWORK FOR MONITORING AND EVALUATION ..... 23
7.1 Overview of the Institutional Framework ..... 23
7.2 Data and Information Flow ..... 23
7.3 Monitoring and Evaluation Institutional Structure ..... 23
7.4 Roles and Responsibilities ..... 26
7.5 List of Ministries, Departments and Agencies ..... 28
7.6 Capacity Requirement for Monitoring and Evaluation ..... 29
7.7 Linkages of the NSS M&E Framework with Existing National & Sectoral M&E Frameworks/Systems ..... 30

8 CONCLUSION ..... 31

APPENDIX 1: LOGICAL FRAMEWORK MATRIX ..... 32
APPENDIX 2: MONITORING AND EVALUATION MATRIX ..... 40
APPENDIX 3: ACTIVITY LEVEL MONITORING MATRIX ..... 46
APPENDIX 4: QUARTERLY PROGRESS REPORT TEMPLATE ..... 59
APPENDIX 5: INSTITUTIONAL VISIT REPORT TEMPLATE ..... 66
APPENDIX 6: QUARTERLY MONITORING AND EVALUATION REPORTS TEMPLATE ..... 73
APPENDIX 7: ANNUAL MONITORING AND EVALUATION REPORT ..... 81
APPENDIX 8: FORMULATING TERMS OF REFERENCE FOR MID-TERM AND FINAL EVALUATION ..... 82
APPENDIX 9: OUTLINE OF EVALUATION REPORT - SAMPLE ..... 85
APPENDIX 10: MONITORING & EVALUATION WORK PLAN ..... 86
MONITORING AND EVALUATION GLOSSARY ..... 87
REFERENCES ..... 103
ACKNOWLEDGEMENT ..... 104

**LIST OF ACRONYMS**

| | |
|---|---|
| **BOD** | Board of Directors |
| **BOP** | Balance of Payments |
| **BOU** | Bank of Uganda |
| **DED/CS** | Deputy Executive Director, Corporate Services |
| **DENIVA** | Development Network of Indigenous Voluntary Associations |
| **DCS** | Directorate of Statistical Coordination Services |
| **DFID** | Department for International Development |
| **DIT** | Directorate of Information Technology |
| **DQAF** | Data Quality Assessment Framework |
| **EAC** | East African Community |
| **ED** | Executive Director |
| **EMIS** | Education Management Information Systems |
| **GIS** | Geo Information Systems |
| **IAC** | Inter Agency Committee |
| **ICT** | Information and Communication Technology |
| **IGP** | Inspector General of Police |
| **IMF** | International Monetary Fund |
| **ISAE** | Institute of Statistics and Applied Economics |
| **IT** | Information Technology |
| **MAAIF** | Ministry of Agriculture, Animal Industry and Fisheries |
| **MAPS** | Marrakech Action Plan for Statistics |
| **MDAs** | Ministries, Departments and Agencies |
| **MDGs** | Millennium Development Goal(s) |
| **MEMD** | Ministry of Energy and Mineral Development |
| **MGLSD** | Ministry of Gender Labour and Social Development |
| **M&E** | Monitoring and Evaluation |
| **MIS** | Management Information System |
| **MLHUD** | Ministry of Lands Housing and Urban Development |
| **MoES** | Ministry of Education and Sports |
| **MoFPED** | Ministry of Finance, Planning and Economic Development |
| **MoH** | Ministry of Health |
| **MoLG** | Ministry of Local Government |
| **MoU** | Memorandum of Understanding |
| **MTTI** | Ministry of Tourism, Trade and Industry |
| **MWE** | Ministry of Water and Environment |

| | |
|---|---|
| **NDP** | National Development Plan |
| **NIMES** | National Integrated Monitoring and Evaluation System |
| **NPA** | National Planning Authority |
| **NSDS** | National Strategy for the Development of Statistics |
| **NSO** | National Statistics Office |
| **NSS** | National Statistical System |
| **OPM** | Office of the Prime Minister |
| **PEAP** | Poverty Eradication Action Plan |
| **PMA** | Plan for Modernisation of Agriculture |
| **PNSD** | Plan for National Statistical Development |
| **PPC** | Producer-Producer Committee |
| **PS** | Permanent Secretary |
| **PUC** | Producer-User Committee |
| **SSC** | Sector Strategic Committee |
| **SSPS** | Sector Strategic Plan for Statistics |
| **SWOT** | Strengths, Weaknesses, Opportunities and Threats |
| **TA** | Technical Adviser |
| **TORs** | Terms of Reference |
| **TWG** | Technical Working Group |
| **UBOS** | Uganda Bureau of Statistics |
| **UMI** | Uganda Management Institute |
| **UNCST** | Uganda National Council for Science and Technology |
| **UNESCO** | United Nations Educational, Scientific and Cultural Organisation |
| **UPF** | Uganda Police Force |
| **URA** | Uganda Revenue Authority |
| **USE** | Universal Secondary Education |

# EXECUTIVE SUMMARY

The Uganda Bureau of Statistics (UBOS) is a semi-autonomous government agency created under the UBOS Act 1998. The agency is mandated to ensure the production of quality and timely official statistics and constitutes a coordinating, monitoring and supervisory body for the National Statistical System (NSS). UBOS exists to develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives.

UBOS in collaboration with key Ministries, Departments and Agencies (MDAs) developed a 5-year (2007/8 – 2011/12) comprehensive Plan for National Statistical Development (PNSD). The PNSD provides a framework for strengthening statistics and capacity in order to achieve an integrated, efficient and reliable NSS. The PNSD envisions the Uganda NSS to be *"A World Class National Statistical System*" with key partners playing leading roles in nurturing the system through innovative and responsive processes and practices in line with their sectoral mandates. The plan was launched in 2006 and implementation commenced in 2007 with nine (9) MDAs constituting the first Phase.

The PNSD is a comprehensive planning framework that requires an equally comprehensive Monitoring and Evaluation (M&E) Framework. The overall objective of the Framework is to guide the M&E processes of the NSS to ensure efficient and effective statistical development and the attainment of results. The framework is a step by step plan for monitoring and evaluating the PNSD and stipulates the activities that are to be conducted at every stage and their expected results.

Specifically, the Framework will ensure:

- Standardised statistical development processes
- Standardised statistics produced and utilized
- Efficient utilization of resources
- Continuous learning and innovation in statistical development

*Monitoring* will be done to systematically collect and analyse information on activities conducted while *Evaluation* will be conducted to compare actual outcomes and impacts against the agreed strategic outcomes at different stages of the implementation.

Furthermore, the Framework provides procedures and mechanisms for teams to be involved in monitoring and evaluating statistical development processes. The Framework was developed using a consultative and participatory approach. The development process started with the refinement of the Logical Frameworks of the Sector Strategic Plans for Statistics (SSPS), including that of UBOS. Based on the revised logical frameworks, a comprehensive M&E Matrix/Plan was developed. The Matrix provides the key steps to be taken to accomplish the M&E processes i.e.

the narrative summary, M&E questions, indicators to be measured, baseline information, data collection processes and how the information collected will be utilised.

The essential components of the Framework include:

- Selection of indicators for each activity level of the objectives;
- Collection of information on the selected indicators;
- Analysis of the information;
- Presentation and communication of the results;
- Utilization of the information.

Corresponding tools/templates on the above components are included in the Framework. In addition, a glossary of M&E concepts and definitions has been included.

Monitoring and Evaluation of the NSS will be undertaken at different levels. At the national level, the impact indicators that provide an overview of statistical production across the NSS will be measured. The outcome and output indicators will also be measured at the PNSD Secretariat/UBOS level while the output indicators will be monitored at the MDA level.

Five core structures will be used to monitor and evaluate the PNSD; the Sector Statistics Committee (SSC) comprising of representatives of statistics production departments at the MDA level; Monitoring and Evaluation Committee at the PNSD Secretariat level, comprising of area specific technical staff involved in statistical development in UBOS; Inter Agency Committee (IAC) with representation of the MDAs under the PNSD and, at the national level, the Technical Committee of the Board comprising of the Deputy Executive Director in charge of Statistical Production and Development (DED/SD) and selected members of the MDA*s.*

The NSS Monitoring and Evaluation framework will be integrated into the National Integrated Monitoring and Evaluation Strategy (NIMES[1]) to provide the necessary statistics to measure the indicators therein. In the short term, the M&E process will be limited to the MDAs under the PNSD. Eventually the system will be rolled out to provide information on statistical development across the NSS.

[1] NIMES is under the Office of the Prime Minister (OPM)

# 1 MONITORING THE NATIONAL STATISTICAL SYSTEM

## 1.1 The Legal Framework and Mandate

The Uganda Bureau of Statistics (UBOS) is a semi-autonomous body established by an Act of Parliament (1998) to promote the production of reliable official statistics and ensure the development and maintenance of the National Statistical System (NSS). The Bureau's mandate (Core business), is the Production, Coordination and Dissemination of official socio-economic statistics in order to;

- Inform the decision making processes,
- Support the national and local government planning processes,
- Feed into public policy analysis and debates, and
- Monitor the impact of Government initiatives, policies and programs.

The Bureau is the principal data collecting and disseminating agency in charge of coordinating, monitoring and supervising the NSS. It is therefore responsible for:

- Providing high quality central statistical information services on social, environmental and economic conditions in the country. This task is carried out in conjunction with other producers of statistics.
- Promoting standardization in the collection, analysis and publication of statistics. This ensures uniformity in quality, adequacy of coverage and reliability of statistical information.
- Providing guidance, training and other technical support as may be required to other producers, users and providers of data/statistics.
- Promoting cooperation, coordination and rationalization among users and providers of statistics at national and local level so as to avoid duplication of effort and ensure optimal utilization of scarce resources.
- Promoting cooperation with statistics producers, users and providers at national, regional and international levels.

Uganda's development agenda is anchored in the National Development Plan (NDP), sectoral strategies and international development frameworks such as the Millennium Development Goals (MDGs) that have created an unprecedented and increased demand for statistics. To meet the increasing demand requires clear, systematic measurement and reporting of the achievements in form of outputs, outcomes and impacts of the development interventions.

## 1.2 The National Statistical System (NSS)

The "National Statistical System" means;

a) The group of all key stakeholders involved in the production of official statistics, whether in their capacity as users or producers of statistics or statistical trainers and researchers or as bulk suppliers of data; and
b) The manner in which the stakeholders referred to in (a) relate to each other and the Bureau in the production of official statistics, and
c) The principles, procedures and practices that govern statistical production in all Ministries, Departments, and Agencies (MDAs), research and training institutions, and, organisations engaged in data production.

## 1.3 Development of Statistics in the NSS

The Uganda Bureau of Statistics (UBOS) made a strategic decision to develop a plan as the framework for strengthening statistical development and capacity in the NSS. A five year Plan for National Statistical Development (PNSD) (2007/8 – 2011/12) was developed in collaboration with Ministries, Departments and Agencies (MDAs). Each MDA is required to develop a Sector Strategic Plan for Statistics (SSPS) as one of the building blocks of the PNSD.

The Plan envisions the NSS to be "*A World Class National Statistical System*" with key partners playing leading roles in supporting and contributing to the system through innovative and responsive processes, procedures, and practices in accordance with sectoral mandates and competencies. The Plan is guided by three strategic objectives of;

1 Coordination and management.
2 Human Resource development and management.
3 Development and management of statistical programmes.

In order to ensure the efficiency and effectiveness of the Plan, a Monitoring and Evaluation (M&E) Framework has been developed to guide the assessment and management of the process.

## 1.4 The Results Framework

The results framework presents the goal, purpose and strategic objectives to be achieved including their causal relationships and underlying assumptions. The main goal of the PNSD is to "To be a World Class Statistical System" whereas the purpose is "To develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives".

## 1.5 Monitoring and Evaluation Framework for the NSS

The monitoring and evaluation framework is a guide to all the M&E processes in the NSS. The framework outlines the activities that are to be conducted at every stage during implementation

and the expected results; it underlines the steps for monitoring and provides information regarding the monitoring and evaluation activities, the indicators, M&E questions, baseline information, method and frequency of data collection, and utilization of the information.

The main objective of the M&E framework is to guide the monitoring and evaluation processes for efficient and effective statistical development and management of the NSS. Specifically, the M&E framework aims at ensuring:

- Standardised statistical development processes,
- Production and utilisation of standardised statistics,
- Efficient utilization of resources,
- Continuous learning and innovation in statistical development.

## 1.6 Development of the NSS M&E Framework

Development of the Framework was spearheaded by the Directorate of Statistical Coordination Services (DSCS) with support of a Technical Adviser (TA). A consultative and participatory approach was used with the involvement of the contact persons and representatives of various MDAs under the PNSD. The process started with a comprehensive review of the MDA and PNSD logical frameworks to ensure a common understanding of the expected results and the linkages between the Sector Strategic Plans for Statistics (SSPSs) and the PNSD. A M&E Matrix was thereafter developed with clear milestones on how to conduct the M&E processes. The Matrix was then used to discuss and design the various tools and instruments for data collection, reporting and evaluation.

## 1.7 Structure of the Framework

The framework is divided into eight sections; the first section gives the background information of the PNSD/NSS and the need for the framework, section two outlines the results framework, section three presents the M&E Framework, and its key components, while section four highlights the Monitoring and evaluation processes, section five discusses the M&E data collection processes, section six discusses the M&E reports, section seven presents the Institutional Framework for M&E and finally section eight gives the conclusion.

## 2 RESULTS FRAMEWORK

The results framework presents the goal, purpose and strategic objectives to be achieved including their causal relationships and underlying assumptions of the PNSD. A set of indicators have been developed to measure the level of achievement of the results. The results framework provides the basis for developing a monitoring and evaluation framework.

**Goal**

To be a World Class Statistical System.

**Purpose**

To develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives.

**Outputs**

To achieve the purpose, the following three interrelated outputs will have to be realized.

- Coherent, reliable, efficient, coordinated sectoral statistical systems are established and operational,
- Sectoral capacity for collection, analysis, dissemination and utilisation of statistics is strengthened,
- Demand-driven statistics are generated and disseminated.

**Activities**

The following set of activities will be undertaken to achieve the corresponding outputs.

**Table 1: Outputs and Activities**

| Outputs | Activities |
|---|---|
| Coherent, reliable, efficient, coordinated sectoral statistical systems established and operational | • Establish and/or strengthen and operationalise Statistical Units in all MDAs.<br>• Establish and operationalise the Board Committee on Technical Matters and all MDA Statistics Committees.<br>• Support the development of Sector Strategic Plans for Statistics.<br>• Develop and operationalise the NSS databank.<br>• Develop and operationalise the NSS website.<br>• Develop and maintain extranets for communication within the NSS.<br>• Amend the UBOS Act to provide for all sectors/key stakeholders in the NSS.<br>• Fully adopt the System of National Accounts, 1993 (SNA 93).<br>• Develop the NSS/PNSD basket fund mechanism.<br>• Integrate NSS plans and budgets into the National Medium Term Expenditure Framework (MTEF).<br>• Establish, manage and monitor the institutional structures, procedures and standards for national statistical development.<br>• Establish a long term census and survey programme. |

| | |
|---|---|
| | • Support the establishment of partnerships and collaborations among statistics users and producers.<br>• Advocate and create awareness for statistics at all levels.<br>• Promote the use of statistical information in sectoral development plans and budgeting processes.<br>• Conduct Statistics Audits in accordance with the NSS Calendar.<br>• Commission, conduct and disseminate findings of research studies.<br>• Conduct a gender audit of the NSS.<br>• Mainstream Gender in the NSS.<br>• Monitor and evaluate implementation of all SSPSs, and the PNSD. |
| Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened. | • Assess and strengthen all sectoral Statistical systems.<br>• Establish and strengthen sectoral databases.<br>• Develop an NSS Capacity Development Plan.<br>• Sensitise statistics producers and users on the statistical structure, system, data production and utilization.<br>• Train and equip UBOS and MDA staff in statistical development and management.<br>• Establish and implement a Human Resource Strategy for the NSS.<br>• Establish and operationalise a statistics training centre.<br>• Strengthen UBOS and MDA technical capacity to produce and disseminate statistics.<br>• Strengthen UBOS and MDA capacity to coordinate, manage, and monitor statistical development processes.<br>• Strengthen, maintain and update statistical infrastructure. |
| Demand-driven statistics generated and disseminated | • Release and disseminate all statistical products according to the NSS publication calendar and National Development Framework.<br>• Develop a national master sampling frame.<br>• Promote and enforce the use of GIS standards and common definitions used across the NSS.<br>• Ensure production and dissemination of statistics in the NSS is carried out according to national and international standards.<br>• Update the NSS Resource Centre.<br>• Create awareness on the information and services available in the NSS resource centre.<br>• Publish the NSS statistical abstract.<br>• Identify and bridge data gaps in the NSS.<br>• Strengthen Management Information Systems (MIS).<br>• Promote participatory approaches in data production within the NSS.<br>• Support the development of administrative data in the sectors.<br>• Design and undertake Surveys and censuses (e.g. Panel Surveys, Household surveys, National Housing and Population Census). |

**Table 2: Key Indicators for Monitoring and Evaluating the NSS**

| Results | Indicators |
|---|---|
| A World Class Statistical System developed | • World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012.<br>• All statistics produced according to internationally recognised standards and in compliance with General Data Dissemination System (GDDS) and Special Data Dissemination Standards (SDDS) by 2012. |
| A coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives developed | • % increase in Sectoral and national policies reviewed as a result of informed decisions aided by statistics by 2011.<br>• % increase in resource allocation to NSS/PNSD in MTEF by 2011/12.<br>• % increase in basket fund and other external resources released and allocated for national development as a result of evidence based planning by 2011/12.<br>• % reduction in delays in decision making, implementation and delivery of results by 2011/12.<br>• % increase in statistical utilization in monitoring and evaluation of the NDP and related sectoral strategies by 2011/12.<br>• 20% increase in user satisfaction in national statistics by 2011/12.<br>• Priority research agenda identified with policy makers by 2011/12.<br>• % increase in statistical utilisation by the public. |
| Coherent, reliable, efficient, coordinated sectoral statistical systems established and operational | • Statistical units established, and/or strengthened and operational in all MDA by 2006/7.<br>• Technical sub-committee of the Board and all MDA Statistics Committees established and functional by 2006/7.<br>• All Sector Strategic Plans for Statistics developed and operational by 2007.<br>• National databank for NSS in place and harmonised by 2010/11.<br>• NSS website developed and operating by 2007/8.<br>• Extranets in place for internal communication within the NSS by 2010/11.<br>• Statistics Act in place by 2012.<br>• SNA93 adopted by 2008/9.<br>• NSS/PNSD basket fund mechanism designed and in place by 2006/7.<br>• Plans and budgets for NSS feeding into MTEF in place by 2006/7.<br>• Institutional structures, procedures and standards for statistical development in place and functional in compliance with the existing legal framework and PNSD by 2012.<br>• Long term census and survey programme agreed and implemented by 2012.<br>• Statistics Audit conducted in accordance with the NSS Calendar.<br>• Research studies commissioned, conducted and findings disseminated annually.<br>• Gender mainstreamed in the NSS by 2011/12.<br>• M&E Framework for statistical development established and operational by 2009/10. |
| Sectoral capacity for collection, analysis, | • All Sectoral Statistical systems assessed and installed/strengthened by 2011. |

| | |
|---|---|
| dissemination and utilisation of statistics strengthened. | • All Sectoral databases established/strengthened and updated by 2010.<br>• Capacity development plan for the NSS developed by 2009/2010.<br>• Statistics producers and users sensitized on the statistical structure, statistical system, data production and utilization by 2009.<br>• Capacity of MDA staff to develop and manage data built by 2011/12.<br>• NSS Human Resource Strategy established and functional by 2012.<br>• The UBOS statistics training centre in place by 2012. |
| Demand-driven statistics generated and disseminated | • All statistical products released and disseminated according to the NSS publication calendar by 2011.<br>• National master sampling frame developed by 2011/12.<br>• GIS standards and common definitions used across the NSS by 2011/12.<br>• All data production and dissemination in the NSS carried out according to agreed national and international standards by 2011.<br>• Number of visitors to the NSS resource centre increased by 50% between 2006/7 and 2010/11.<br>• Quality statistical abstracts produced annually at national and sectoral levels (end of May).<br>• Major data production in the NSS based on the National Development Framework by 2012. |

# 3 MONITORING AND EVALUATION FRAMEWORK

The Monitoring and Evaluation Framework guides the assessment and implementation of the results of the PNSD. The framework outlines all the information required for M&E, that is, the indicators to measure, M&E questions, baseline information, method and frequency of data collection, and utilization. The overall goal of the M&E Framework is to **guide implementation** and **provide information** that will enable tracking of progress and support evidence based decision making in the implementation of statistical programmes in the NSS. Its specific objectives are:

- To provide continuous and systematic assessment of progress towards achievement of the PNSD/NSS goals and strategic objectives.
- To provide key stakeholders with relevant ***information*** and ***feedback*** for planning, management and evaluation of the statistical programmes in the NSS.
- To provide a platform for ***identification of best practises and sharing of challenges*** for corrective action.
- To ***strengthen M&E capacity*** for implementation and management of statistical programmes for efficient collection, analysis, and utilization of the information.
- To provide **timely** and **quality** ***information to track the National Development Plan*** indicators.

## 3.1 The process of Developing the M&E Framework

Development of the framework was spearheaded by the UBOS Directorate of Statistical Coordination Services. The participatory process involved consultations with the MDA contact persons and started with refinement of logical frameworks outlined in the PNSD and the Sector Statistics Strategic Plans for Statistics (SSPSs). Refining concentrated on the logical sequence of the procedures in the statistical development processes - taking into consideration the unique operations of the different MDAs. A monitoring and evaluation matrix/plan was subsequently developed, which forms the foundation of the processes outlined in the framework. Corresponding monitoring and evaluation tools were then designed and are reflected in the appendix. The essential stages applied in developing the monitoring and evaluation framework entailed:

- Selection of the indicators for each activity,
- Identification of the necessary information to measure the indicators,
- Establishment of the methods of data collection and analysis, communicating and utilization of the information.

## 3.3 Monitoring and Evaluation Matrix

The M&E Matrix (Appendix 2) provides the basis for planning M&E processes. The following components constitute the M&E Matrix.

### i. Narrative Summary

The narrative summary is the results column of the logical framework. It highlights the goal, purpose, outputs and activities that are to be monitored.

### ii. Monitoring and Evaluation Questions

The monitoring and evaluation questions are derived to determine the scope and level of the M&E processes. They are the basis for establishing the necessary information for measuring and drawing conclusions on the status of set targets.

#### a) Targeted Questions

These are broad questions that the monitoring or evaluation exercise is intended to answer. However, specific questions are developed to attain the necessary information to answer the targeted questions.

#### b) Follow - up Questions

Follow-up questions are a break down of the targeted questions. They outline the key issues or variables for which information must be collected. They are also used to review the objectively verifiable indicators outlined in the logical framework. The questions form the basis for establishing baseline information and requirements.

### iii. Objectively Verifiable Indicators

Objectively verifiable indicators are performance measures for establishing the *extent* to which the set targets/results are being met. Indicators are developed at the design stage of the logical framework and further refined when constructing the M&E Matrix. Emphasis was placed on ensuring that the indicators in the Matrix are time bound, and can measure the quantity and quality of key variables.

### iv. Baseline Information

The baseline information is the status of the indicators before the intervention/program is implemented. The information is determined by the M&E questions and forms the basis for determining the terms of reference for the baseline survey.

### v. Methods of Data Collection

Methods of data collection are determined at the start of the M&E process basing on the kind of information to be collected. Methods also vary with the objective levels in the results framework.

At the level of monitoring, qualitative methods are more commonly applied to assess the quality and quantity of outputs produced. Some of the qualitative methods include; observation, meetings and site visits. Quantitative methods are more commonly applied at the outcome and impact levels and may include surveys, and mini studies.

### vi. Utilization of Information

M&E processes generate invaluable information; therefore it is important to establish how the information collected will be utilized. The last column of the Matrix outlines how the information collected will be utilized and states the user department(s), unit(s) and team(s).

# 4. MONITORING AND EVALUATION PROCESS

## 4.1 Overview

Initial consultations with MDAs revealed lack of established M&E systems and capacity to produce quality results. Whereas monitoring is concerned with activity implementation and achievement of outputs; evaluation aims at establishing the achievement of outputs, outcomes, and impacts on the overall goal of the PNSD.

## 4.2 Planning for Monitoring and Evaluation

Monitoring statistical development activities across different agencies/MDAs requires comprehensive planning. Planning for M&E is preceded by the development of a Monitoring and Evaluation Matrix. The Matrix contains the key questions that form the basis for developing a check list against which activities and outputs are recorded (see table 5.3). Planning is comprehensive and done in advance using a calendar of M&E activities *(see* table 4.1). Since monitoring occurs throughout the life of the project, the personnel involved in such activities are oriented before conducting monitoring.

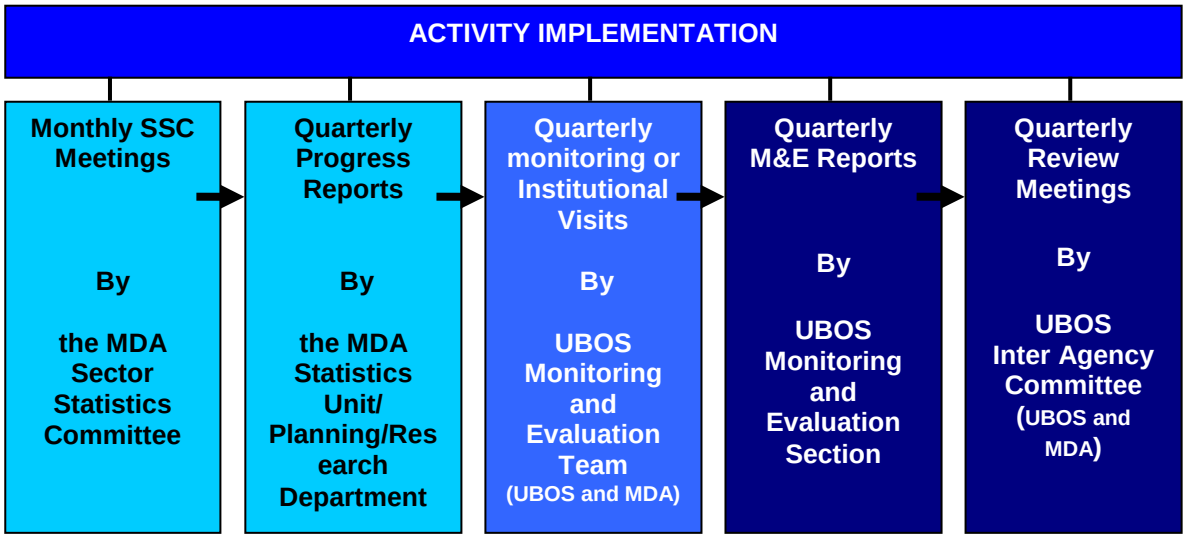
## 4.3 Monitoring Processes

Monitoring involves the following activities for MDAs under the PNSD.

i. Monthly monitoring meetings are conducted by the Sector Statistical Committee (SSC) at MDA level.
ii. Quarterly monitoring visits to MDAs by the M&E team which comprises of selected UBOS and MDA staff.
iii. Quarterly Inter Agency Committee (IAC) meetings.
iv. PNSD Annual Review meetings.

Figure 4.1 shows the chain of these activities and their linkages.

***Figure 4.1: Monitoring Chain of Activities***




### 4.3.1 Monthly Sector Statistics Committee Meetings

Monthly meetings are held at the end of every month to review progress. These meetings are preceded by SSC visits to all statistical production departments and units in the MDA to assess progress (using a monitoring checklist). Based on the monthly progress reports and monitoring activities by the SSC, a participatory review meeting is held to assess the progress or regression, identify gaps, challenges and discuss strategies for improvement.

### 4.3.2 Quarterly Monitoring Visits

Quarterly Institutional Visits are made to the MDAS by a M&E Team comprising of technical staff from the statistical production Departments at UBOS and MDAs. The purpose of the Institutional visits is to assess the overall performance against the achievement of outputs and consequent implications for the achievement of the purpose. The discussions focus on the emerging issues and analysis of pending activities, lessons learnt, challenges and strategies to overcome the identified gaps.

### 4.3.3 Quarterly Review Meetings

Quarterly review meetings are held by the Inter Agency Committee (IAC), spearheaded by UBOS (Secretariat). The meetings review and validate information presented in the quarterly M&E reports submitted by the Secretariat. The meetings focus on providing strategic direction based on the recommendations and lessons learnt.

## 4.4 Evaluation Processes

As mentioned in the previous section, evaluation takes place at the output, impact and outcome levels. Evaluation questions are also included in the M&E matrix and are used to derive the Terms of Reference (TORs) for the evaluation exercises. Evaluations are usually undertaken by

external experts. Therefore, the following issues should be considered during planning for evaluation:

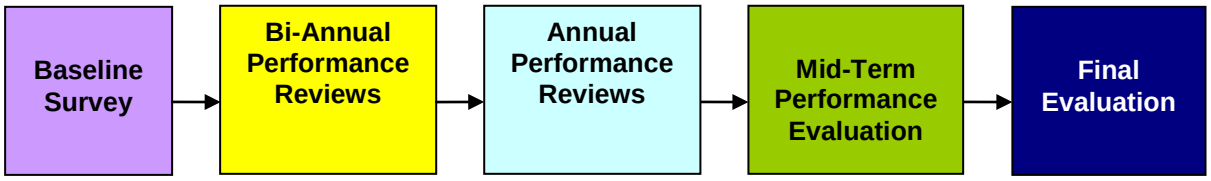
- Development of the terms of reference for evaluation,
- Identification of a team or consultant to conduct the evaluation,
- Development of the evaluation plan,
- Development of the data collection tools and instruments,
- Development of report formats.

The evaluation process comprises five key activities;

1. Baseline Survey,
2. Bi-Annual Performance Reviews,
3. Annual Performance Reviews,
4. Mid-Term Performance Evaluation,
5. Final Evaluation.

The processes are interlinked with information from each stage informing the subsequent and previous stage(s).

**Figure 4.2: Evaluation Processes**




### 4.4.1 Baseline Survey

A baseline is designed to establish the initial conditions against which the effects of a finished project or program can be compared. This is the starting point for monitoring and evaluation. The information and data collected at the start of implementation provides the benchmark against which progress can be measured.

### 4.4.2 Bi - Annual Performance Reviews

The Directorate of Statistical Coordination Services organises Bi-Annual Performance Review meetings every six months to assess progress made by UBOS in the implementation of the SSPS. The meetings discuss the achievements, challenges, lessons learnt, best practices and recommendations made by each Directorate or Division over the reference period.

### 4.4.3 Annual Performance Reviews

Annual Performance Reviews are organised at the end of every Financial Year. The meetings are attended by key implementers of the PNSD namely the MDA contact persons, some members of the Sector Statistics Committee, Heads of Planning/Research Departments, the

PNSD Secretariat and UBOS staff from statistics production Directorates/Divisions. The reviews provide an important mechanism for monitoring progress and adjusting programme activities and outputs.

Recommendations are made for future improvement of implementation with timelines and clear strategies based on the reviews.

#### 4.4.4 Mid – Term Performance Evaluation

A Mid-Term Performance Evaluation will be conducted during the third year of the PNSD i.e. 2010. The purpose of the evaluation is to assess the performance of the outputs and outcomes vis -a -vis the methods and mechanisms used since the inception of the PNSD. Both qualitative and quantitative approaches are used to obtain the required information to substantively analyse the underlying factors of the programme.

#### 4.4.5 Final Evaluation

A final evaluation will be conducted at the end of the implementation period of the Plan. In case of the PNSD, this will take place in 2012. During this exercise, the extent to which the outcomes and purpose have contributed towards attainment of the goal will be established and the results will provide the baseline information for future plans and strategic direction.

### 4.5 Developing a Monitoring and Evaluation Work plan and Budget

Development of an M&E work plan starts with the identification of M&E activities and their respective timelines in line with the duration of the project. For each activity, the responsible personnel, team, Unit or Directorate in the NSS institutional framework is identified in the M&E Work Plan (*Appendix 10).* Activities range from day - to - day monitoring to evaluation. The activities are drawn from the following broad M&E processes:

- Baseline Survey,
- Monthly Monitoring Meetings,
- Quarterly Institutional Visits,
- Quarterly Review Meetings,
- Bi-Annual Performance Review,
- Annual Performance Review,
- Mid-Term Performance Evaluation,
- Final Evaluation.

Accomplishment of the quarterly and annual activities indicates achievement of respective milestones in the work plan. The budget is developed based on the activities/tasks identified in the work plan *(See Appendix 10 ).*

## 4.6 NSS Monitoring and Evaluation Calendar

The NSS monitoring and evaluation calendar outlines the different milestones in the monitoring and evaluation processes for the entire period of the strategic plan and highlights their respective dates of accomplishment. The PNSD M&E Calendar is presented in Table 4.1.

### Table 4.1: Monitoring and Evaluation Calendar

| M&E PROCESS | DATES AND DEADLINES |
|---|---|
| Monthly Sector Statistics Committee Meetings | Monthly as planned by each MDA |
| Quarterly Progress Report by MDAs | 20th, March, June, September, December |
| Quarterly institutional monitoring visits | 1st - 15th April, July, October, January |
| Quarterly Monitoring and Evaluation Report (by UBOS) | 20th April, July, October, January |
| Quarterly Inter Agency Committee meetings | 25th April, July, October, January |
| Bi-Annual Performance Review | 6th January and 30th June |
| Annual Monitoring and Evaluation Report | 25th July |
| Annual Review Workshop | 25th August |

# 5 DATA COLLECTION PROCESSES

## 5.1 Monitoring and Evaluation Methods and Tools

Monitoring and evaluation methods and tools for data collection vary at different levels of the results matrix. At the higher level (evaluation) – goal and purpose, the monitoring and evaluation processes are comprehensive requiring both qualitative and quantitative methods. Surveys are mainly conducted using questionnaires while other qualitative methods include focus group discussions and observations.

Qualitative approaches are commonly applied at the output and activity levels (monitoring) to establish the ***causes*** in variations. The methods used at these stages include; observation, meetings and reports compiled during activity monitoring, institutional visits and quarterly review meetings. To effectively collect the required information, checklists are used as showed in tables 5.1, 5.2 and 5.3.

### Table 5.1: Monitoring and Evaluation Methods and Tools

| Monitoring and Evaluation Process | Method of Data Collection | Tools for Data Collection |
|---|---|---|
| **Monthly Monitoring and Review Meetings** | • Observation<br>• Interviews<br>• Review of activity<br>• Review of monthly reports<br>• Meetings | Checklist |
| **Quarterly Progress Report** | • Review and analysis of Activity Reports<br>• Review and analysis of Monthly Reports<br>• Minutes of Sector Statistics Committee Meetings | Reporting Format |
| **Quarterly Institutional monitoring Visits** | • Observation<br>• Interviews<br>• Review of activity<br>• Review of quarterly progress report<br>• Meetings | Checklist |
| **Quarterly Review Meetings** | • Report of Institutional Visits<br>• Review and analysis of the Institutional Visit Reports | Checklist |
| **Quarterly Monitoring and Evaluation Report** | • Review and analysis of Quarterly Progress Reports<br>• Report of Institutional Visits/quarterly M&E Report | Reporting Format |
| **Bi-Annual Performance Review meeting** | • *Review and analysis of Quarterly Progress Reports*<br>• *Report of Institutional Visits/quarterly M&E Report* | Check list<br>Reporting format |
| **Annual Monitoring and Performance Evaluation** | • Review and Analysis of Quarterly Monitoring and Evaluation Reports | Reporting Format |

| Report | | |
|---|---|---|
| **Annual Performance Review Workshops** | • Review and Analysis of Quarterly Monitoring and Evaluation Reports<br>• Meetings (implementers and high level stakeholders) | Checklist |
| **Mid-Term Performance Evaluation** | • Survey<br>• Observation<br>• Interviews<br>• Review of activity<br>• Review of monthly reports<br>• Review of quarterly progress reports, Quarterly & Annual M&E Reports<br>• Focus Group discussions<br>• Meetings | Terms of Reference |
| **Final Performance Evaluation** | • Survey<br>• Observation<br>• Interviews<br>• Review of activity<br>• Review of monthly reports<br>• Review of quarterly progress reports, quarterly and annual M&E, and mid-term evaluation reports<br>• Focus Group discussions<br>• Meetings | Terms of Reference |

## 5.2 Data Collection Process

M&E data/information collection procedures are based on the monitoring and evaluation processes/activities. A checklist, reporting format or terms of reference has been designed for all the information requirements at all levels (see Table 5.3). To ensure that the required information is collected, the team collecting the data/information is oriented.

### 5.2.1 Preparing for Data Collection

Before data collection, the monitoring and evaluation team is oriented to conceptualize the information requirements, ensure effective representation and ownership of the process. Orientation also involves reviewing the sources and tools for data/information collection.

***Table 5.2: Sample Preparation Tool***

| Monitoring and Evaluation Checklist | Method of Data Collection | Source of Information | Responsible Person on the team |
|---|---|---|---|
| For example, Quality of Statistical Development | Interviews<br>Observation | • Statistics Standards Used<br>• Actual Statistics produced | Mr. A |

### 5.2.2 Data Collection

During data collection, the teams are encouraged to probe for information that is not documented. There are always underlying issues that may hinder achievement of targets, including; personal problems, poor communication, stress factors, capacity issues, and individual personalities. General issues for consideration during data collection are presented in the Table 5.3:

**Table 5.3: General Data Collection Checklist**

| Monitoring Component | General Issue for Consideration during Monitoring |
|---|---|
| **Time** | • What is the required timeframe for the delivery of the output?<br>• Are the inputs availed in time? What are the causes of delays in the input-supply chain<br>• What are the effects of the delays to the overall implementation?<br>• How much time is being used in the completion of each activity? (Short or long) why?<br>• Are there any visible trends in the utilization of time?<br>• What is the critical path to be taken?<br>• Are there any significant trends? |
| **Quality** | • What is the required quality of output?<br>• What is the quality of inputs used?<br>• What is the capacity of staff/implementers who deliver the required outputs?<br>• What is the quality of the delivery mechanisms (e.g. equipment, infrastructure, software etc?)<br>• Are there any significant trends |
| **Scope** | • What is the scope of the activity to be delivered?<br>• Scope versus time (can the activity be delivered within the specified period of time?)<br>• Scope versus quality (Will the scope of work compromise on the quality?)<br>• Scope versus cost (is the budget allocation adequate to deliver the required activity?)<br>• Are there any significant trends? |
| **Cost** | • What is the acceptable cost for implementing the activity?<br>• What is the variance? Why?<br>• Cost versus time (short duration may call for higher costs)<br>• Cost versus quality (cheap inputs may reflect on quality)<br>• Cost versus scope (exaggerated costing)<br>• Are there any significant trends? |

## 5.3 Analysis and Interpretation of M&E Data/Information

Analysis of M&E data/information does not have a standard approach. However, the level of accuracy, relevance and clarity of the information is extremely important. Emphasis should be placed on the interrelationships between time, quality, scope and cost as shown indicated in Table 5.3.

***Example of Analysis***

*For instance, low cost may mean low quality. If the costs are low and quality is high, what is the implication? If time is short, costs may go high. If this is not the case, it might mean the staff are very competent, over utilized in the assignment or currently utilized. If time is short and cost remains low, that might impact on quality. If the scope is big but the result is on time, what is the implication? What is the implication of cost on time and cost? etc.*

While the above example shows that questions of cost vis a vis time, scope and quality can guide the interpretation of statistics and information, analysis emphasises establishment of trends and linkages between the data/information and other variables. Once the data is collected and particular trends are observed, interpretation is done in a participatory manner through review and consultative meetings with the respective MDAs.

# 6 REPORTING

## 6.1 Overview of Reporting and Monitoring and Evaluation Reports

Reporting is an integral part of M&E. It involves systematic and timely provision of essential information at regular intervals. There are two types of reports; activity reports, and monitoring and evaluation reports. Activity reports describe the processes and procedures used to conduct the activity, the challenges encountered, resources used and the timeframe for the activity. On the other hand, monitoring and evaluation reports are more analytical because they highlight the variations and reasons for these variations in addition to providing recommendations to address the established gaps. M&E reports also discuss the trends, root causes of problems, challenges, and analysis of the strategies that should ensure achievement of outcomes.

## 6.2 NSS Monitoring and Evaluation Reports

For each of the M&E processes and activities discussed earlier, a report is produced, and these include;

- Quarterly progress reports,
- Quarterly Institutional monitoring visits reports,
- Bi-Annual Performance reports,
- Annual monitoring and evaluation reports,
- Mid-Term Performance Evaluation report,
- Final evaluation report.

**Table 6.1: Description of the Monitoring and Evaluation Reports**

| Type of Report | Description |
|---|---|
| Quarterly Progress Reports | Are prepared by the MDAs. These are comprehensive process reports - detailing progress of activities and analysis based on monthly activity reports and monitoring conducted by the Sector Statistics Committees.<br><br>The reports focus on activity implementation, progress made in the reporting period, challenges encountered and lessons learnt. |
| Quarterly Monitoring and Evaluation Reports | Are prepared by the Secretariat/UBOS. These are analytical reports which summarize progress of statistical development in all the MDAs (NSS). They provide the status of achievement of outputs.<br><br>The report includes findings from institutional visits, quarterly review and quarterly progress reports. |

| | |
|---|---|
| | These reports should provide insight on implementation strategies, assess whether there is progress towards achieving purpose and the challenges or obstacles that may hinder its achievement. |
| Bi-Annual Performance reports | Are prepared by the Directorate of Statistical Coordination Services, UBOS/Secretariat. These are analytical reports which summarize progress of respective Directorates and Divisions of UBOS. They provide the status of achievement of outputs over a six months period.<br><br>The report includes findings from monthly reports and quarterly progress reports by all Directorates and Divisions. |
| Annual Monitoring and Evaluation Reports | Are prepared by UBOS. They are comprehensive annual evaluation reports that detail the general performance over the year. They highlight the common issues occurring across all the MDAs by presenting the issues of sustainability of strategies and processes.<br><br>This report also provides recommendations for consideration for the subsequent year. Some of the recommendations may change the strategies as well as the budget. |
| Mid-Term Performance Evaluation Report | The Mid-Term Performance Evaluation report analyses and describes the achievements/outputs against the plans outlined in the logical framework. It discusses issues of design, initial lessons learnt (positive or negative) and needs for possible adjustments. |
| Final Evaluation Report | The report of the evaluation conducted at the end of the strategic plan focuses on the achievement of purpose and contribution towards the goal. It measures achievements against the benchmark (baseline survey), assesses whether particular outcomes have been achieved and the level of contribution towards the planned impact. Issues of effectiveness, impact and sustainability are highly considered. |

## 6.3 Dissemination of Monitoring and Evaluation Results

It is not sufficient to conduct monitoring and evaluation merely as an information-gathering activity. It is also important to disseminate and communicate the findings/results to key stakeholders - especially policy and decision makers. Some of the channels used to disseminate the M&E information include;

- Detailed written reports (monthly, quarterly, annual, etc),
- Executive summaries and summaries of key findings and conclusions,

- M&E brochures on the key lessons and recommendations,
- Newsletters and Bulletins,
- News releases and pull - outs,
- Press conference,
- Media appearance,
- Public meeting and debates,
- Professional seminars,
- Workshops and group discussions,
- Electronically (websites, e-mail, internet).

## 6.4 Utilization of Monitoring and Evaluation Results

M&E results are important because they enhance information and knowledge sharing, encourage development of ideas, provide an opportunity to reflect on performance and establish reasons for variations, lack of progress, promote accountability and informed decision making, emphasize problem areas and useful recommendations to address various issues.

The main users of the M&E reports include:

- MDA implementing partners,
- Producers of statistics,
- Statistics Unit staff,
- Committees (Inter Agency, and Sector Statistics Committees,…),
- UBOS/PNSD Secretariat,
- Development Partners,
- Ministry of Finance Planning and Economic Development,
- National Planning Authority (NDP),
- Office of the Prime Minister (NIMES).

# 7 INSTITUTIONAL FRAMEWORK FOR MONITORING AND EVALUATION

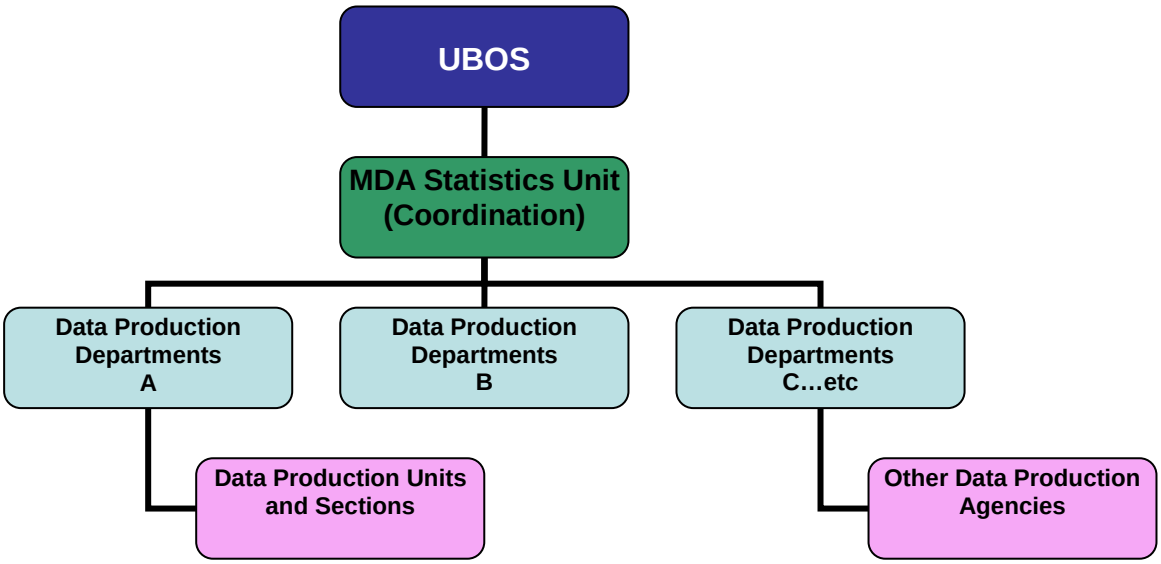
## 7.1 Overview of the Institutional Framework

The institutional framework highlights the channels, roles and responsibilities of the various institutions and committees that are used to transmit M&E data / information under the PNSD Framework.

## 7.2 Data and Information Flow

Data production is the central activity of monitoring and evaluation. Figure 7.1 shows the channels used to produce and transmit information across departments, data production units and institutions.

**Figure 7.1 Data and Information Flow**




The Statistics Unit at the MDA level is responsible for coordinating production, utilisation and management of MDA statistics. It also ensures transmission of data on a regular basis to UBOS.

## 7.3 Monitoring and Evaluation Institutional Structure

The five core structures used for monitoring and evaluation of the PNSD include; the Sector Statistics Committee (SSC) comprising of representatives from all data production Departments in the MDA; the M&E Team comprising of key UBOS and MDA technical staff; the Inter Agency Committee (IAC) comprising of MDA focal persons, the Technical Committee of the Board (*see Figure 7.2*).

**Figure7.2: Institutional Structure for Monitoring and Evaluation**

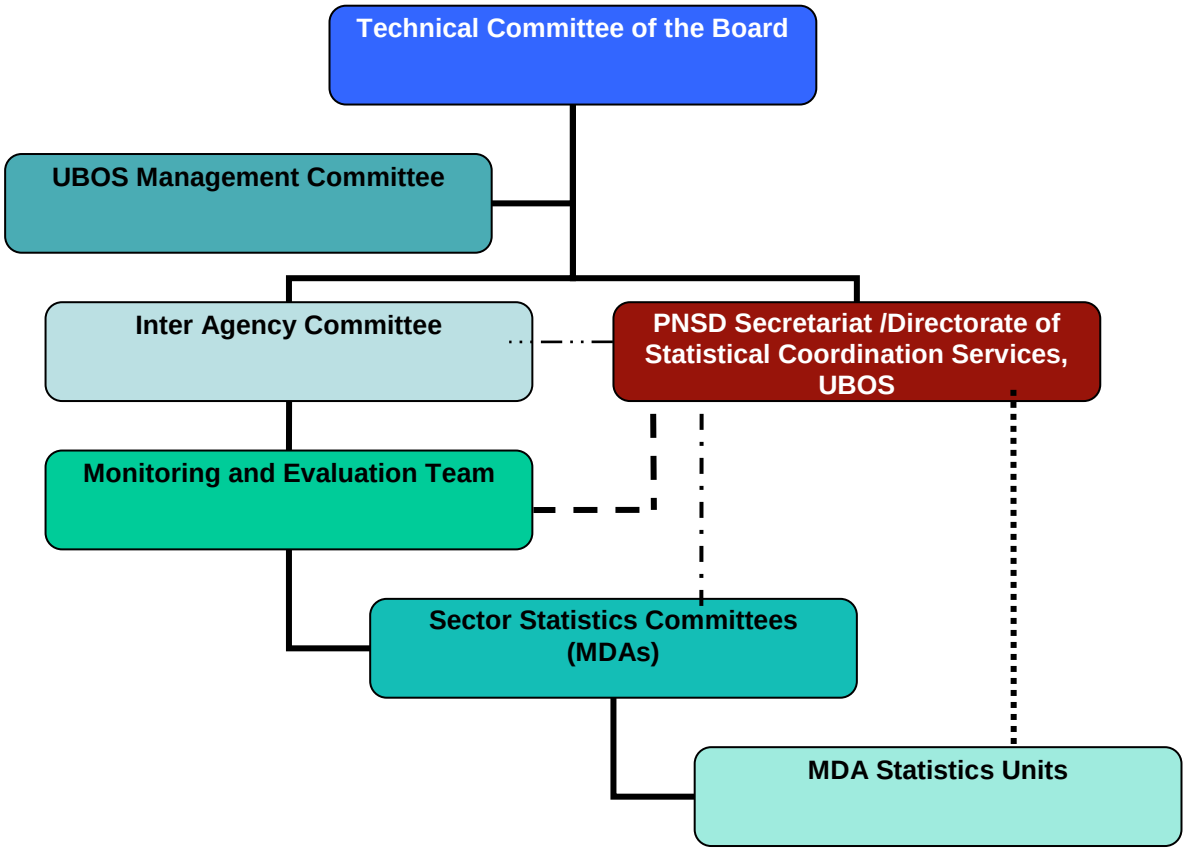
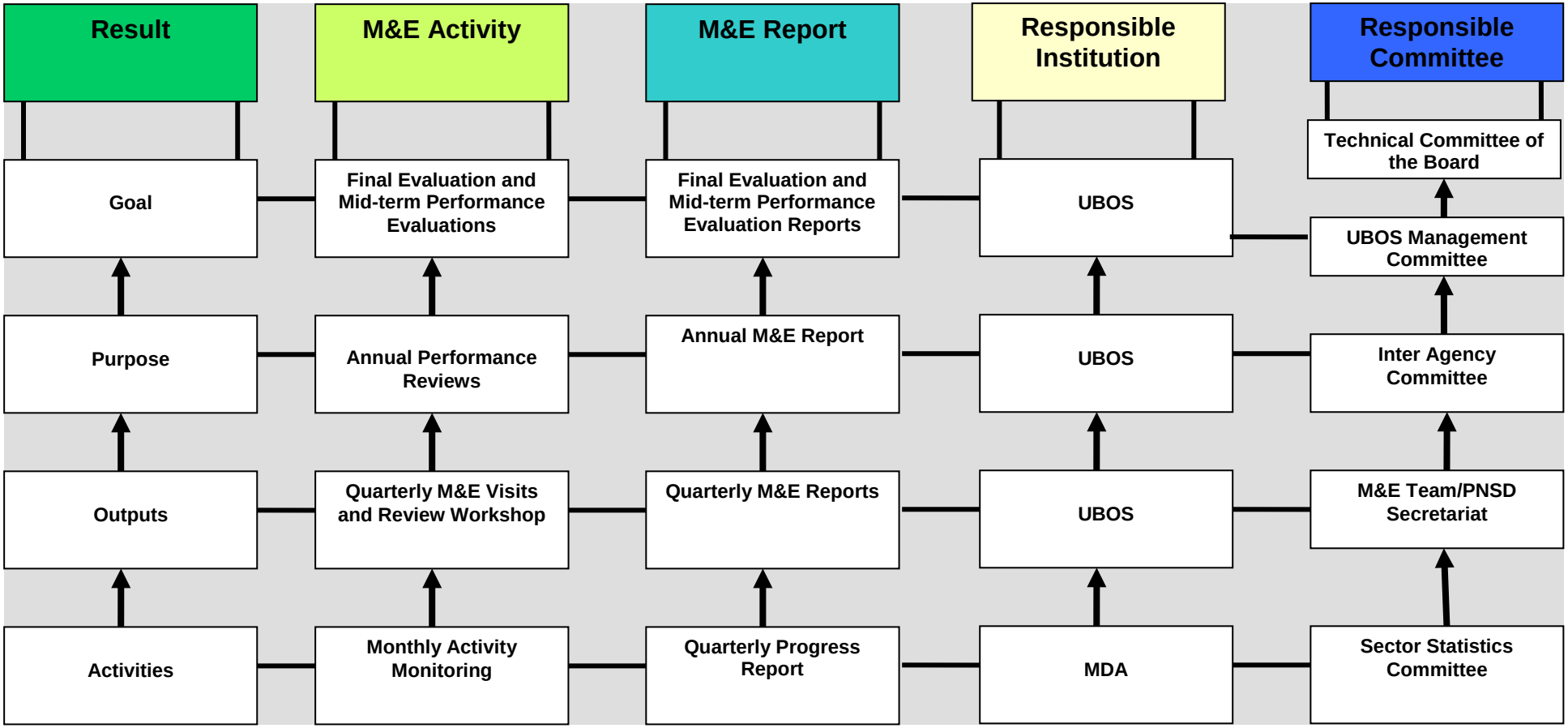



Figure 7.3 illustrates the linkages between the Results Framework, the Monitoring and Evaluation Activities, Reports, Institutional and Committee Responsibilities. The role of activity implementation and monitoring lies with the MDAs/SSC, while monitoring and reporting at the output level is the primary responsibility of the M&E Team led by the PNSD Secretariat. Outcome level monitoring is the responsibility of the IAC on an annual basis while monitoring of outcomes at the goal level will be done through the Mid-Term Performance and final evaluations organised by the Secretariat in collaboration with external evaluation consultants.

**Figure 7.3: Linkages between Results Framework, M&E Activities, Reports, Institutional and Committee Responsibilities**



## 7.4 Roles and Responsibilities

### 7.4.1 Technical Committee of the Board

The Technical Committee of the Board will oversee implementation of the PNSD. The broad functions of the Technical Committee include:

i. To approve statistics policies developed by the Inter Agency Committee,

ii. To provide advice to the MDAs on matters relating to statistics in national development,

iii. To review progress of the implementation of the PNSD and address critical issues that could hinder the implementation of the PNSD,

iv. To approve work programmes, budgets and procurement plans for the PNSD.

### 7.4.2 UBOS Management Committee

The Management Committee includes Directors and Managers of all UBOS Directorates and Divisions. The Committee is supposed to report to the Board of Directors and Minister on the progress of the PNSD.

### 7.4.3 Inter Agency Committee

The Inter-Agency Committee (IAC) membership includes Contact Persons from each MDAs under the PNSD. The IAC provides a platform for regular stakeholder discussion, consultation and coordination of implementation.

**The two broad functions of the IAC under the Provisional Statistics Bill are;**

a) To examine the statistical programmes of the various MDAs on a quarterly basis in order.
b) To evolve a national statistical programme for approval by the Board.
c) To develop strategies which ensure uniform standards and methodologies amongst the various MDAs in the NSS.

### 7.4.4 Monitoring and Evaluation Team/PNSD Secretariat

The M&E team comprises of selected MDA and UBOS staff from the M&E Section and technical Directorates/Divisions. The following are the roles and responsibilities of the team;

i. To coordinate and supervise all statistical activities within the NSS.
ii. Develop M&E tools and guidelines to support monitoring and evaluation of the NSS.
iii. Provide technical backstopping to support statistical development in all MDAs.
iv. Monitor implementation of the PNSD on a quarterly basis.

v. Provide feedback during Directorate/Division meetings on emerging issues from the SSC meetings/MDAs.

### 7.4.5 Sector Statistics Committees

As part of the development and implementation of the PNSD, MDAs are required to form Sector Statistics Committees (SSCs) to internally coordinate the development, implementation and monitoring of SSPSs. The roles and responsibilities of the SSC include:

i. Support the design and implementation of the SSPS,
ii. Prepare departmental work plans as input to the sector statistics work plan,
iii. Monitor and review progress on the implementation of the SSPS and report to the PNSD Secretariat on a quarterly basis,
iv. Prioritise data production in line with the sectoral and national data needs,
v. Participate in the monthly SSPS meetings and report to Management,
vi. Align the SSPS work plan with the overall sector work plan and budget.

### 7.4.6 Uganda Bureau of Statistics (UBOS)

UBOS coordinates the NSS and will, therefore, play the following roles:

i. Provide the Secretariat to the Inter Agency Committee and the Technical Committee of the Board.

ii. Set standards and protocols for the generation, dissemination and use of official statistics, and ensure that they are observed within the NSS.

iii. Coordinate the generation, dissemination and use of official statistics within the NSS to enhance synergy, minimize duplication, and promote optimal use of resources.

iv. Ensure generation of gender responsive statistics.

v. Link the NSS to external statistical systems.

vi. Guide MDAs on capacity building and technical issues.

vii. Promote statistical research and set research agendas for the different components of the NSS.

viii. Liaise with the Office of the Prime Minister (OPM) and the National Planning Authority (NPA) to ensure that MDA statistical activities are integrated into the NIMES and NDP.

### 7.4.7 Ministries, Departments and Agencies (MDAs)

The MDAs will responsible for:

i. Setting up and ensuring effective operation of Sector Statistics Committees.

ii. Synchronizing their own statistical generation processes to ensure coherence in data generation within their own sectors.

iii. Generating statistics and disseminating them to relevant stakeholders and the general public.

iv. Collaborating with other sectors and stakeholders in the generation, dissemination and use of statistics.

v. Providing support to local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.

vi. Collaborating with UBOS in implementing the Plan for National Statistics Development (PNSD).

## 7.5 List of Ministries, Departments and Agencies

| No. | MDA | Physical Address/Telephone Contact/ Email/Website |
|---|---|---|
| | **PHASE I** | |
| 1 | Ministry of Gender, Labour and Social Development (MGLSD) | Simbamannyo House<br>P. O. Box 7136, Kampala-Uganda<br>Email: ps@mglsd.go.ug ; Website: http://www.mglsd.go.ug |
| 2 | Bank of Uganda (BOU) | Plot 37/43 Kampala Rd.<br>P. O. Box 7120 Kampala-Uganda ; Tel: 256-41-245881; Fax: 256-41-230878<br>Email: info@bou.or.ug ; Website: http://www.bou.or.ug |
| 3 | Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) | P .O. Box 102, Entebbe-Uganda<br>Tel: 256-41-320987/9,320004 ; Fax: 256-41-321047,321010<br>Email: psmaaif@infocom.co.ug ; Website: http://www.agriculture.go.ug |
| 4 | Ministry of Tourism, Trade and Industry (MTTI) | Farmer's House, Parliamentary Avenue<br>P. O. Box 7103 Kampala-Uganda<br>Email: ps@mtti.go.ug ; Website: http://www.mtti.go.ug |
| 5 | Uganda Police Force (UPF) | Uganda Police Headquarters, Parliamentary Avenue<br>P. O. Box 6329, Kampala-Uganda<br>Email: info@ugandapolice.go.ug ; Website: http://www.upf.go.ug |
| 6 | Ministry of Health (MOH) | Plot 6 Lourdel Rd, Wandegeya<br>P. O. Box 7272 Kampala-Uganda<br>Tel: 256-41-340884 ; Fax:256-41-340887<br>Email: info@health.go.ug ; Website: http://qqq.health.go.ug |
| 7 | Ministry of Education and Sports (MoES) | Parliamentary Avenue<br>P. O. Box 7063, Kampala-Uganda<br>Tel: 256-414-258629/234451-5 ; Fax: 256-414-232104/345945/233357<br>Email: epd@education.co.ug ; Statistics@education.go.ug;<br>Website: www.education.go.ug |
| 8 | Ministry of Local Government (MoLG) | Plot 1, Pilkington road, Workers' House 2nd Floor,<br>P. O. Box 7037<br>Kampala<br>UGANDA |

| | | |
|---|---|---|
| 9 | Uganda Bureau of Statistics (UBOS) | Plot 9 Colville Street<br>P. O. Box 7186 Kampala-Uganda<br>Tel: 256-414-706000 ; Fax: 256-414-237553<br>Email: ubos@ubos.org ; Website: www.ubos.org |
| | **PHASE II** | |
| 10 | Uganda Revenue Authority (URA) | P. O. Box 7279, Kampala-Uganda<br>Tel: 256-414-334400 ; Fax: 256-414-334418/9<br>Email: prte@ura.go.ug ; Website: www.ugrevenue.com |
| 11 | Development Network for Indigenous Voluntary Associations (DENIVA) | Plot 490, Makerere Rd.<br>Kagugube Zone, Block 9 (near LDC)<br>P. O. Box 11224 Kampala-Uganda<br>Tel: 256-414-530575 ; Fax: 256-414-531236<br>Email: info@deniva.or.ug ; Website: www.deniva.or.ug |
| 12 | Ministry of Water and Environment (MWE) | Portbell Road, Luzira<br>P. O. Box 20026, Kampala-Uganda<br>Tel: 256-41-505942 ; PS: 256-41-505945<br>Email: mwe@mwe.go.ug ; Website: http://www.dwd.co.ug |
| 13 | Ministry of Lands, Housing and Urban Development (MLHUD) | Parliamentary Avenue<br>P. O. Box 7096, Kampala<br>e-mail: mwle@mwle.go.ug<br>Website: http//www.mlhud.go.ug |
| 14 | Uganda National Council for Science and Technology (UNCS&T) | Nasser Rd<br>P. O. Box 6884, Kampala-Uganda<br>Email: uncst@starcom.co.ug ; Website: http://www.uncst.go.ug |
| 15 | Ministry of Energy and Mineral Development (MEMD) | Amber House,<br>P. O. Box 7270, Kampala-Uganda<br>Tel: 256-41-311111 ; Fax: 256-41-234732<br>Email: memd@energy.go.ug |
| 16 | Ministry of Finance, Planning and Economic Development (MFPED) | P. O. Box 7031, Kampala-Uganda<br>Tel: 256-41-341305/230487 ; Fax: 256-41-233524<br>Website: www.finance.go.ug |

## 7.6 Capacity Requirement for Monitoring and Evaluation

Monitoring and evaluation will function within each of the MDAs and UBOS, hence specific skills and knowledge should be enhanced and developed to support M&E. Members of the Committees, as well as UBOS staff, who are tasked with monitoring and evaluation of statistical development processes should be trained and or oriented in the following areas:

- Design and development of indicators,
- Assessment of progress against indicators,
- Monitoring and Evaluation perspectives during institutional visits,
- Interpretation and analysis of M&E information,
- Reporting M&E results,
- Development and management of a M&E system.

## 7.7 Linkages of the NSS M&E Framework with Existing National and Sectoral M&E Frameworks/Systems

The NSS M&E Framework will be linked to the NDP and NIMES M&E frameworks to avoid duplication of activities. This framework will provide the NDP and NIMES secretariats with monitoring and evaluation reports for statistical development processes. In the short term, the process will be limited to MDAs under the PNSD but will subsequently provide comprehensive information about statistical development across the NSS.

Representatives of the National Planning Authority (NPA)/NDP and NIMES will be invited to participate in the Annual Performance Reviews, Mid - Term Performance and Final Evaluations. The M&E reports produced by the M&E Committee shall be shared with the participating MDAs as feedback to complete the M&E activity cycle. Similarly the Annual M&E, Mid-Term Performance, and Final Evaluation reports will be shared with the NIMES and NDP Secretariats.

# 8 CONCLUSION

The M&E Framework provides the NSS with a systematic mechanism to ensure achievement of a ***World Class Statistical System***. It also provides systematic processes of collecting and analysing information on progress, assessment of achievements and impact within the NSS. It highlights the *results framework* and *M&E matrix* which clearly outline the required results, as well as the indicators and key steps to follow in measuring their performance. Corresponding tools and instruments for collection of data and information have also been presented to support the M&E function.

Due to the comprehensive and multi-sectoral nature of the PNSD/NSS, monitoring and evaluation of the NSS will be undertaken at different levels using various structures and committees as outlined in the institutional framework. The linkages and relationships between the committees must be supported to make them vibrant and powerful enough for effective collection of information and address of the emerging issues. This move therefore requires concerted efforts, strong collaborations and above all, a comprehensive capacity building system within the NSS. This will ensure establishment of an effective and efficient team that can drive the processes from their initial stages up to realization of the desired results as indicated in the results framework.

# APPENDICES

## APPENDIX 1: LOGICAL FRAMEWORK MATRIX

| Hierarchy of Objectives | Measurable Indicators (baselines to be established) | Means of Verification | Assumptions |
|---|---|---|---|
| **Goal** | | | |
| A World Class Statistical System developed. | • WB statistical capacity indicator score improved from 73% in 2006 to 85% by 2012.<br>• All statistics produced according to internationally recognised standards and in compliance with GDDS standards by 2012. | • World Bank Reports<br>• IMF , UN Reports | • Government of Uganda is committed to production and use of statistics. |
| **Purpose** | | | |

| Hierarchy of Objectives | Measurable Indicators (baselines to be established) | Means of Verification | Assumptions |
|---|---|---|---|
| A coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives developed | • % increase in Sectoral and national policies reviewed as a result of informed decisions aided by statistics by 2011.<br>• % increase in resource allocation to NSS/PNSD in MTEF by 2011/12.<br>• % increase in basket fund and other external resources released and allocated for national development as a result of evidence based planning by 2011/12.<br>• % reduction in delays in decision making, implementation and delivery of results by 2011/12.<br>• % increase in statistical utilization in monitoring and evaluation of the NDP and related sectoral strategies by 2011/12.<br>• 20% increase in user satisfaction in national statistics by 2011/12.<br>• Priority research agenda identified with policy makers by 2011/12.<br>• % increase in statistical utilisation by the public. | • Sector Review Reports<br>• Ministerial Policy Statements<br>• UBOS Annual Report<br>• Budget Framework Paper<br>• Estimates of revenue and expenditure.<br>• Budget Framework Paper<br>• Estimates of revenue and expenditure.<br>• Evaluation Reports for statistical development.<br>• Evaluation Reports for statistical development.<br>• User satisfaction survey reports.<br>• NIMES reports<br>• NDP Annual review reports.<br>• Research papers published<br>• User satisfaction survey reports. | • MDAs adhere to the agreed standards and guidelines for data production.<br>• Statistical development prioritised in the national planning and budgeting processes.<br>• Statistics produced are easily accessed and utilised.<br>• Political and economic stability.<br>• Statistics users appreciate the importance of statistics.<br>• Statistics used to inform the formulation and implementation of national policies.<br>• Confidence in statistics produced. |

| Hierarchy of Objectives | Objectively Verifiable Indicators | Means of Verification | Assumptions |
|---|---|---|---|
| **Results / Outputs** | | | |
| **O.P1:** Coherent, reliable, efficient coordinated NSS established and operational. | 1.1 Statistical units established, and/or strengthened and operational in all MDA by 2006/7. | • Statistics Units in place<br>• Progress reports<br>• M&E report | • Statistical policies, guidelines and standards adhered to.<br>• Management committed to the implementation of the PNSD.<br>• Adequate resources available for implementation of the PNSD.<br>• Technical capacity available.<br>• Internal and external cooperation in statistical development.<br>• Professional independence in statistical development.<br>• MDA responsiveness towards UBOS's supervisory and coordination roles. |
| | 1.2 The technical sub-committee and all MDA Statistics Committees established and functional by 2006/7. | • Minutes of the Sector Statistics Committee and the technical sub-committee.<br>• M&E reports | |
| | 1.3 All Sector Strategic Plans for Statistics developed and operational by 2007. | • SSPS<br>• M&E Reports | |
| | 1.4 National databank for NSS in place and harmonised by 2010/11. | • National databank | |
| | 1.5 NSS website developed and operating by 2007/8. | • NSS website<br>• Directorate of Information Techno logy reports | |
| | 1.6 Extranets in place for internal communication within the NSS by 2010/11. | • NSS extranet<br>• Directorate of Information Technology reports | |
| | 1.7 Statistics Act in place by 2012. | • Statistics Act<br>• PNSD status report<br>• M&E reports | |
| | 1.8 SNA93 adopted by 2008/9. | • Meta data<br>• Directorate of Macroeconomic Statistics reports | |
| | 1.9 NSS/PNSD basket fund mechanism designed and | • Minutes of the Planning Committee meetings<br>• Finance Division reports<br>• Minutes of Sector Statistics Committees<br>• Sectoral progress reports | |

| Hierarchy of Objectives | Objectively Verifiable Indicators | Means of Verification | Assumptions |
|---|---|---|---|
| | in place by 2006/7.<br><br>1.10 Plans and budgets for NSS feeding into MTEF in place by 2006/7.<br><br>1.11 Institutional structures, procedures and standards for statistical development in place and functional in compliance with the existing legal framework and PNSD by 2012.<br><br>1.12 Long term census and survey programme agreed and implemented by 2012.<br><br>1.13 Statistics Audit conducted in accordance with the NSS Calendar.<br><br>1.14 Research studies commissioned, conducted and findings disseminated annually.<br><br>1.15 Gender mainstreamed in the NSS by 2011/12.<br><br>1.16 M&E Framework for statistical development established and operational by 2009/10. | • Statistical policy guidelines<br>• MDA Meta Data<br>• Compendium of Statistical Concepts and Definitions<br><br>• NSS Statistics calendar<br>• Census and survey reports<br>• M&E Report<br>• PNSD status report<br><br>• Statistics Audit report<br>• Statistical Coordination Services Directorate reports<br><br>• Research Publications<br><br>• Statistical Coordination Services Directorate reports<br>• Gender Audit report<br>• Gender statistics status report<br><br>• M&E Framework | |

| Hierarchy of Objectives | Objectively Verifiable Indicators | Means of Verification | Assumptions |
|---|---|---|---|
| **O.P2:** Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened. | 2.1 All Sectoral Statistical systems assessed installed/strengthened by 2011. | • Assessment report<br>• Progress reports<br>• Assets Inventory<br>• Physical Infrastructure/assets register<br>• M&E reports | |
| | 2.2 All Sectoral databases established/strengthened and updated by 2010. | • Data base<br>• M&E report<br>• Meta Data Dictionary | |
| | 2.3 Capacity development plan for the NSS developed by 2009/2010. | • Capacity Development Plan<br>• District Statistics and Capacity Development Directorate reports | |
| | 2.4 Statistics producers and users sensitized on the statistical structure, statistical system, data production and utilization by 2009. | • PNSD status report<br>• Sensitization workshop report<br>• M&E/progress reports | |
| | 2.5 Capacity of MDA staff to develop and manage data built by 2011/12. | • Capacity building reports<br>• Capacity building plan for statistical development<br>• M&E reports | |
| | 2.6 NSS Human Resource Strategy established and functional by 2012. | • NSS Human Resource Strategy<br>• M&E report<br>• PNSD status report | |
| | 2.7 The UBOS statistics training centre in place by 2012. | • Statistics training centre<br>• M&E report<br>• PNSD status report | |
| **O.P3:** Demand-driven statistics generated and disseminated. | 3.1 All statistical products released and disseminated according to the NSS publication calendar by 2011. | • NSS Calendar<br>• M&E reports<br>• Dissemination reports | |

| Hierarchy of Objectives | Objectively Verifiable Indicators | Means of Verification | Assumptions |
|---|---|---|---|
| | 3.2 National master sampling frame developed by 2007/8. | • National Master Sampling Frame<br>• Social Economic Survey Division reports | |
| | 3.3 GIS standards and common definitions used across the NSS by 2008/9. | • GIS standards and guidelines<br>• Activity reports<br>• Directorate of Population and Social Statistics reports<br>• M&E reports | |
| | 3.4 All data production and dissemination in the NSS carried out according to agreed national and international standards by 2011. | • Production and dissemination guidelines<br>• Statistical Audit report<br>• Certificates of official statistics<br>• Technical directorate reports<br>• Statistical Publications | |
| | 3.5 Number of visitors to the NSS resource centre increased by 50% between 2006/7 and 2010/11. | • Resource Centre register<br>• Division of Communication and Public Relations reports | |
| | 3.6 Quality statistical abstracts produced annually at national and sectoral levels (end of May). | • Statistical Abstracts<br>• M&E reports | |
| | 3.7 Major data production in the NSS based on the National Development Framework by 2012. | • NDP annual review reports<br>• NSS Calendar<br>• M&E report | |

| Activities | Inputs | Budget | Assumptions |
|---|---|---|---|
| **Coordination and Management**<br><br>1.1. Establish and/or strengthen and operationalise statistical units in all MDAs.<br>1.2. Establish and operationalise the technical sub-committee and all MDA Statistics Committees.<br>1.3. Support the development of all Sector Strategic Plans for Statistics.<br>1.4. Develop and harmonise the NSS databank.<br>1.5. Develop and operationalise the NSS website.<br>1.6. Develop and maintain extranets for communication within the NSS.<br>1.7. Amend the UBOS Act to provide for all sectors/key stakeholders in the NSS<br>1.8. Adopt the SNA93.<br>1.9. Develop the NSS/PNSD basket fund mechanism.<br>1.10. Integrate NSS plans and budgets into the MTEF.<br>1.11. Establish, manage and monitor the institutional structures, procedures and standards for national statistical development.<br>1.12. Establish a long term census and survey programme.<br>1.13. Support the establishment of partnerships and collaborations among statistics users and producers.<br>1.14. Advocate and create awareness for statistics at all levels.<br>1.15. Promote the use of statistical information in sectoral development plans and budgeting processes.<br>1.16. Conduct Statistics Audits in accordance with the NSS Calendar.<br>1.17. Commission, conduct and disseminate findings of research studies.<br>1.18. Conduct a gender audit of the NSS.<br>1.19. Mainstream Gender in the NSS.<br>1.20. Monitor and evaluate implementation of all SSPSs, and the PNSD. | • Equipment and consumables<br>• Technical expertise/consultancy services<br>• Office space<br>• Stationery<br>• Personnel<br>• M&E tools<br>• Furniture and fixtures<br>• Meeting and workshop venues<br>• Communication costs<br>• Travel costs<br>• Hospitality costs | | • Timely release of funds<br>• Competent personnel in place<br>• Available and reliable equipment<br>• Conducive working environment<br>• Minimal bureaucratic arrangements.<br>• Reduced corruption<br>• Reduced diversion of statistical development resources |
| **Human Resource Development and Management**<br><br>2.1 Assess and strengthen all sectoral Statistical systems.<br>2.2 Establish and strengthen sectoral databases.<br>2.3 Develop an NSS Capacity Development Plan.<br>2.4 Sensitise statistics producers and users on the statistical structure, system, data production and utilization. | • Training Manuals and materials<br>• Equipment and consumables<br>• Technical expertise<br>• Consultancy services<br>• Stationery | | |

| Activities | Inputs | Budget | Assumptions |
|---|---|---|---|
| 2.5 Train and equip UBOS and MDA staff in statistical development and management.<br>2.6 Establish and implement a Human Resource Strategy for the NSS.<br>2.7 Establish and operationalise a statistics training centre.<br>2.9 Strengthen UBOS and MDA technical capacity to produce and disseminate statistics.<br>2.10 Strengthen UBOS and MDA capacity to coordinate, manage, and monitor statistical development processes.<br>2.11 Strengthen, maintain and update statistical infrastructure. | • Personnel<br>• Meeting and workshop venues<br>• Communication costs<br>• Travel costs<br>• Hospitality costs<br>• Software | | |
| **Statistical Development Programmes**<br><br>3.1 Release and disseminate all statistical products according to the NSS publication calendar and National Development Framework.<br>3.2 Develop a national master sampling frame.<br>3.3 Promote and enforce the use of GIS standards and common definitions used across the NSS.<br>3.4 Ensure production and dissemination of statistics in the NSS is carried out according to national and international standards.<br>3.5 Update the NSS Resource Centre.<br>3.6 Create awareness on the information and services available in the NSS resource centre.<br>3.7 Publish the NSS statistical abstract.<br>3.8 Identify and bridge data gaps in the NSS.<br>3.9 Strengthen Management Information Systems (MIS).<br>3.10 Promote participatory approaches in data production within the NSS.<br>3.11 Support the development of administrative data in the sectors.<br>3.12 Design and undertake Surveys and censuses (e.g. Panel Surveys, Household surveys, National Housing and Population Census) | • Data collection tools<br>• Manuals and materials<br>• Equipment and consumables<br>• Technical expertise<br>• Consultancy services<br>• Stationery<br>• Personnel<br>• Meeting and workshop venues<br>• Communication costs<br>• Travel costs<br>• Hospitality costs<br>• software | | |

## APPENDIX 2: MONITORING AND EVALUATION MATRIX

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | ***Targeted Questions*** | ***Follow-up Questions*** | | | ***Frequency*** | ***Data Collection Methods*** | ***Responsible MDA or Directorate / Division*** | |
| ***Goal***<br><br>A World Class Statistical System developed | To what extent is the National Statistical System achieving world class standards? | Is the NSS producing statistics in accordance with the International concepts, definitions, classifications and Standards (GDDS, SDDS)?<br><br>Is the NSS in compliance with the UN fundamental principles?<br><br>Does the NSS produce statistics inline with International Development Frameworks (e.g. IMF and World Bank) requirements? | WB statistical capacity indicator score improved from 73% in 2006 to 85% by 2011.<br><br>All statistics produced according to internationally recognised standards and in compliance with GDDS standards by 2011 | What is the current rating of the NSS in relation to international concepts, definitions, classifications and standards?<br><br>What is the current compliance level of NSS to the UN fundamental principles?<br><br>What is the current compliance level of the NSS to the International Development Frameworks requirements (e.g. IMF, World Bank)? | Every 5 years | Survey | UBOS Survey Division | Improve performance of NSS in relation to international statistical systems<br><br>Improve the performance of MDAs in the statistical development processes<br><br>Identify performance gaps across data development centers |
| ***Purpose***<br><br>A coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives developed. | To what extent have the MDAs contributed to the development of a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives? | To what extent is the NSS coherent, reliable and efficient?<br><br>To what extent is the NSS data demand driven?<br><br>To what extent is the NSS data used to review policies at national and sectoral level?<br><br>To what extent are the statistics produced enhancing national planning and decision making processes for development?<br><br>Has the efficiency in the NSS | % increase in Sectoral and national policies reviewed as a result of informed decisions aided by statistics by 2011<br><br>% increase in resource allocation to NSS/PNSD in MTEF by 2011<br><br>% reduction in delays in decision making, implementation and delivery of results by 2011 | What is the current level of coherence, reliability and efficiency of the NSS?<br><br>What is the current level of demand of the NSS data?<br><br>What is the current utilization level of NSS data in policy revision at national and sectoral levels?<br><br>What is the current rate of utilization of statistics in planning and decision making? | Every 3 years? | Surveys,<br><br>Review exercises | Directorate of Statistical Coordination Services | Improve performance and efficiency in statistical development of the NSS<br><br>Expand statistical production<br><br>Improve the demand and utilization of statistics in management, decision making and development of initiatives |

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | *Targeted Questions* | *Follow-up Questions* | | | *Frequency* | *Data Collection Methods* | *Responsible MDA or Directorate / Division* | |
| | | resulted into increased basket funding and evidence based resource allocation?<br><br>What new research areas and studies have been identified / commissioned to address gaps identified in the NSS?<br><br>To what extent are the sectors and policy makers utilizing statistics for monitoring and evaluation of the NDP and Sectoral Plans?<br><br>How satisfactory is NSS data to the users?<br><br>To what extent is the NSS data effectively utilized?<br><br>To what extent has the NSS data resulted into new development initiatives? | % increase in statistical utilization in monitoring and evaluation of the PEAP/NDP and related sectoral plans from 2006/7.<br><br>20% increase in user satisfaction in national statistics from 2006/7 to 2010/11.<br><br>Priority research agenda identified with policy makers by 2006/7 and implemented from 2007/8.<br><br>% increase in statistical utilisation by the public.<br><br>% increase in basket fund and other external resources released and allocated to statistical development by 2011<br><br>New development initiatives identified and implemented by 2011 | What is the current level of basket funding?<br><br>What is the current level of utilization of data in resource allocation?<br><br>What is the current level of utilization of data in the identification of research areas and studies?<br><br>What is the current level of utilization of statistics in monitoring and evaluation of National and sectoral plans?<br><br>What is the current rate of user satisfaction with the NSS data?<br><br>What is the current rate of utilization of NSS data?<br><br>What current development initiatives are based on the NSS data? | | | | |

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | ***Targeted Questions*** | ***Follow-up Questions*** | | | ***Frequency*** | ***Data Collection Methods*** | ***Responsible MDA or Directorate / Division*** | |
| ***<u>Output 1</u>***<br><br>Coherent, reliable, efficient coordinated Sectoral statistical systems established and operational. | How accurate and consistent is the statistical system?<br><br>How systematic and comparable is the statistical system?<br><br>How timely and cost effective is the statistical system?<br><br>Has duplication been minimized due to the harmonized system? | How functional is the established/strengthened statistical unit?<br><br>How functional are the technical sub-committee, Inter Agency, and Sectoral Statistics Committees?<br><br>What is the level of awareness and utilisation of the SSPS?<br><br>To what extent is the National databank harmonized?<br><br>What is the level of awareness and utilisation of the developed NSS website?<br><br>What is the level of awareness and utilisation of the established extranets?<br><br>How effective is the Statistics Act?<br><br>To what extent has the SNA93 been adopted?<br><br>How functional is the basket | Statistical units established, and/or strengthened and operational in MDAs by 2006/7.<br><br>Technical sub-committee and Inter Agency Committees, and Sectoral Statistics Committees established and functional by 2006/7.<br><br>All Sector Strategic Plans for Statistics developed and operational by 2007.<br><br>National databank for NSS in place and harmonized by 2010/11.<br><br>NSS website developed and operating by 2007/8.<br><br>Extranets in place for internal communication within the NSS by 2010/11.<br><br>Statistics Act in place by 2012.<br><br>SNA93 adopted by 2008/9. | What is the current status of the statistics unit?<br><br>What are the existing mechanisms for statistical coordination?<br><br>What are the existing frameworks/parameters/plans for statistical development?<br><br>What is the current status of the national databank?<br><br>What is the current status of the NSS website?<br><br>What are the existing internal communication mechanisms in the NSS?<br><br>What are the existing legal frameworks governing statistics in the NSS?<br><br>What is the current level of adoption of the SNA93?<br><br>What is the current contribution of the basket | Quarterly, bi-annually and annually. | Institutional visits<br><br>Observation<br><br>Activity reports<br><br>interviews<br><br>Focus Group Discussions<br><br>Annual review workshops.<br><br>Inter Agency meetings<br><br>SSC meetings | technical sub-committee<br><br>M&E Committee<br><br>Directorate of Statistical Coordination Services, UBOS.<br><br>Inter Agency committee<br><br>SSC | Identify gaps in the implementation process.<br><br>Planning and decision making.<br><br>Resource allocation.<br><br>Critical path analysis.<br><br>Organizational learning. |

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | ***Targeted Questions*** | ***Follow-up Questions*** | | | ***Frequency*** | ***Data Collection Methods*** | ***Responsible MDA or Directorate / Division*** | |
| | | fund mechanism?<br><br>To what extent is statistics prioritised and budgeted for in the MTEF?<br><br>How functional and compliant are the institutional structures, procedures and standards for statistical development?<br><br>How timely and coordinated are the censuses and surveys? | NSS/PNSD basket fund mechanism designed and in place by 2006/7.<br><br>Plans and budgets for NSS feeding into MTEF in place by 2006/7.<br><br>Institutional structures, procedures and standards for statistical development in place and functional in compliance with the existing legal framework and PNSD by 2012.<br><br>Long term census and survey programme agreed and implemented by 2012. | fund to statistical development?<br><br>What is the current level of prioritization of statistics in the MTEF?<br><br>What is the current level of functionality and compliance of the institutional structures and standards for statistical development?<br><br>What is the current level of timeliness and coordination of the censuses and surveys? | | | |
| ***Output 2***<br><br>Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened. | To what extent have the MDAs strengthened their capacity in data collection?<br><br>To what extent have MDAs strengthened their statistical analytical capacity? | How functional are the sectoral statistical systems installed / strengthened?<br><br>How current and functional are the established/strengthened databases?<br><br>What is the level of improvement in statistical development? | All Sectoral Statistical systems assessed installed/strengthened by 2011.<br><br>All Sectoral databases established/strengthened and updated by 2010.<br><br>Capacity development plan for the NSS developed and implemented by 2009/2010. | What is the current level of operation of the sectoral statistical systems?<br><br>What is the current status of the existing MDA databases?<br><br>What is the current level of capacity for statistical development? | Quarterly. Bi-annual and annually | Institutional visits<br><br>Observation<br><br>Activity reports<br><br>interviews<br><br>Focus Group Discussions<br><br>Annual review workshops. | Directorate of Statistical Coordination Services, UBOS.<br><br>Directorate of Information Technology, UBOS.<br><br>Directorate of District Statistics and Capacity Development, UBOS. | Identify gaps in the implementation process.<br><br>Planning and decision making.<br><br>Resource allocation.<br><br>Critical path analysis.<br><br>Organizational |

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | ***Targeted Questions*** | ***Follow-up Questions*** | | | ***Frequency*** | ***Data Collection Methods*** | ***Responsible MDA or Directorate / Division*** | |
| | What is the increase in the scope of MDA statistical dissemination ?<br><br>What is the increase in the level of statistical utilisation? | What is the level of awareness of producers and users on the statistical structure, statistical system, data production and utilization?<br><br>What is the level of effectiveness of the MDA staff in data management?<br><br>How functional is the NSS Human Resource Strategy?<br><br>What is the level of improvement in skills and competencies for statistical development? | Statistics producers and users sensitized on the statistical structure, statistical system, data production and utilization by 2009.<br><br>Capacity of MDA staff to develop and manage data built by 2011/12.<br><br>NSS Human Resource Strategy established and functional by 2012.<br><br>The UBOS statistics training centre in place by 2012. | What is the current level of knowledge of producers and users on the statistical structure, statistical system, data production and utilisation?<br><br>What is the current level of MDA staff capacity to develop and manage data?<br><br>What are the existing Human Resource Strategies for the NSS?<br><br>What are the existing capacity building institutions for statistics in the NSS? | | Inter Agency meetings<br><br>SSC meetings | | learning. |
| ***Output 3***<br><br>Demand-driven statistics generated and disseminated. | What is the quality of statistics generated?<br><br>Do the statistics generated meet user requirements?<br><br>How effective and efficient is | What is the level of accuracy, completeness, relevance and consistency of the statistics produced?<br><br>What is the scope of distribution of the statistics produced?<br><br>How timely are the statistics produced in view of the statistics calendar? | All statistical products released and disseminated according to the NSS publication calendar by 2011.<br><br>National master sampling frame developed by 2007/8.<br><br>GIS standards and common definitions used | What is the current level of accuracy, relevance, completeness and consistency of the statistics produced?<br><br>What is the current scope of distribution of the statistics produced?<br><br>What is the current timeframe for statistical products? | Monthly,<br><br>Quarterly,<br><br>Bi-annual<br><br>and<br><br>Annual | Institutional visits<br><br>Observation<br><br>Activity reports<br><br>interviews<br><br>Focus Group Discussions<br><br>Annual review workshops | All Technical Directorates<br><br>MDAs<br><br>DCS | Identify gaps in the implementation process.<br><br>Planning and decision making.<br><br>Resource allocation.<br><br>Critical path analysis. |

| Narrative Summary | Monitoring and Evaluation Questions | | Indicators | Baseline Information / Data | Data Collection | | | How the Information will be used |
|---|---|---|---|---|---|---|---|---|
| | ***Targeted Questions*** | ***Follow-up Questions*** | | | ***Frequency*** | ***Data Collection Methods*** | ***Responsible MDA or Directorate / Division*** | |
| | the dissemination strategy?<br><br>How timely are statistics disseminated? | How comprehensive is the National Master Sampling frame?<br><br>What is the level of adoption and utilization of the Master Sampling Frame?<br><br>What is the level of adoption, compliance and utilization of the GIS standards and common definitions?<br><br>To what extent does the produced and disseminated statistics meet the national and international standards?<br><br>What is the level of utilization of the NSS resource centre?<br><br>How complete, accurate, relevant and consistent are the statistical abstracts produced and published?<br><br>What is the linkage between the NSS statistics and the National Development Framework? | across the NSS by 2008/9.<br><br>All data production and dissemination in the NSS carried out according to agreed national and international standards by 2011.<br><br>Number of visitors to the NSS resource centre increased by 50% between 2006/7 and 2010/11.<br><br>Quality statistical abstracts produced annually at national and sectoral levels (end of May).<br><br>Major data production in the NSS based on the National Development Framework by 2012. | What are the existing sampling frames guiding the production of national statistics?<br><br>What are the current visual display technologies for statistics?<br><br>What is the current standards guiding statistical production and dissemination in the NSS?<br><br>What is the current level of utilization of the NSS resource centre?<br><br>What is the current level of completeness, accuracy, relevance and consistency of the statistical abstracts produced?<br><br>What is the current linkage of the NSS statistics and National Development Framework? | | Inter Agency meetings<br><br>SSC meetings | | Organizational learning. |

## APPENDIX 3: ACTIVITY LEVEL MONITORING MATRIX

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 1.1. | Assess and strengthen all sectoral Statistical systems. | • Quality of existing systems<br>• Ability to support data input and output<br>• Skills & competences<br>• Efficiency of the equipment<br>• Complimentarily of software with other systems within the institution | Quarterly<br><br>Bi-annual | Institutional visits (Observation Interviews)<br><br>Activity Report | MDA Statistics Units | M&E Committee<br><br>SSC | Assess the level of functionality of the Units. Use this information to strengthen the Units. |
| 1.2. | Strengthen UBOS and MDA capacity to coordinate, manage, and monitor statistical development processes. | • Capacity to manage statistical development processes<br>• Knowledge, Skill & competences<br>• Staffing levels | Quarterly<br><br>Bi-annual | Activity Report<br><br>IAC meetings<br><br>Institutional visits | Reports<br><br>Sector Review Reports<br><br>Minutes of IAC Meetings | M&E Committee<br><br>SSC | Assess the level of competence of the staff engaged in statistical development activities. |
| 1.3. | Establish and/or strengthen and operationalise Statistical Units in MDAs. | • Human resource - Numbers, skill and competence of the staff involved in the statistic unit<br>• Equipment – (types, number, status, quality to deliver, life span)<br>• Software (capacity to handle data processes)<br>• Conducive work environment (space, furniture)<br>• Utilities – constant power supply, back-up systems in place<br>• Consumables – constant supply | Monthly<br><br>Quarterly | Institutional visits (Observation Interviews)<br><br>Activity Report | MDA Statistics Units | M&E Committee<br><br>SSC | Assess the level of functionality of the Units. Use this information to strengthen the units. |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| | | of stationery, cartridges etc<br>• Connectivity – intra and extranets – consistency and reliability in the connectivity<br>• Overall functionality of the unit | | | | | |
| 1.4. | Establish and operationalize the technical sub-committee, MDA Statistics Committees and M&E Committee. | • Membership and representation<br>• Members acceptance and appreciation of roles and responsibilities<br>• Number of meetings held<br>• Quality and content of the meetings held<br>• Participation of the members<br>• Decisions made and actions taken<br>• Policies reviewed, formulated and endorsed<br>• Overall functionality of the committees | Monthly<br><br>Quarterly<br><br>Bi-annual | Institutional visits (Observation Interviews)<br><br>Participation in the meetings | Minutes of meetings<br><br>Attendance lists | M&E Committee<br><br>SSC | Ensure effectiveness of the committees in executing their roles |
| 1.5. | Establish, manage and monitor the institutional structures, procedures and standards for national statistical development. | • Statistics Act/PNSD functionality<br>• Compliance<br>• Adoption<br>• Skills and competence of staff<br>• Assess existing statistical production systems | Quarterly | SSC meetings<br><br>technical sub-committee meetings<br><br>IAC meetings<br><br>Institutional visits (Observation Interviews) | Minutes<br><br>Activity reports | M&E Committee<br><br>SSC | To ensure an efficient and reliable statistical system. |
| 1.6. | Support the establishment of | • Number of users and producers<br>• Memoranda of Understanding (MoU) | Quarterly | IAC Meetings<br><br>Producer – | Minutes<br><br>MoU | M&E Committee | To ensure increased utilization and |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| | partnerships and collaborations among statistics users and producers. | • Level of demand for statistics | | Producer Meetings/forums<br><br>Producer – User Meetings/forums<br><br>EAC Data Base TWG Meetings | Reports | SSC | sharing of statistics |
| 1.7. | Sensitize statistics producers and users on the statistical structure, system, data production and utilization. | • Number of producers and users sensitized<br>• Number of MDAs compliant to the systems and structure in place | Quarterly | Institutional visits (Observation Interviews) | Activity reports | M&E Committee<br><br>SSC | Ensure increased compliance to statistical structures, systems and data production guidelines |
| 1.8. | Support the development and implementation of all Sector Strategic Plans for Statistics (SSPS). | • Ensure effective documentation and distribution of the SSPS<br>• Alignment of statistical activities with the SSPS<br>• Overall - operational SSPS<br>• Integration of the SSPS into the plans and budgets of the MDAs | Monthly<br><br>Quarterly | Institutional visits (Observation Interviews)<br><br>Participation in the meetings | Work plans<br><br>Reports<br><br>Sector Review Reports | M&E Committee<br><br>UBOS Planning Committee<br><br>SSC | Assess the level of utilization and integration of SSPS in the planning process |
| 1.9. | Promote the use of statistical information in sectoral development plans and budgeting processes | • Number of departments, units and sections utilizing statistics in the MDA planning and budgeting process | Bi - annual | Institutional visits (Observation Interviews)<br><br>Sector Reviews | Sector Review Reports<br><br>Progress Reports | M&E Committee<br><br>UBOS Planning Committee<br><br>SSC | Ensure increased utilization of statistics in planning and budgeting processes |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 1.10. | Conduct Statistics Audits in accordance with the NSS Calendar. | • Timeliness<br>• Compliance to standard guidelines and classifications<br>• Consistency<br>• Quality (accuracy, relevance, completeness etc) | Bi - Annual | Interviews<br><br>Review of statistics produced | MDA Statistics Unit<br><br>MDA data production centres | M&E Committee<br><br>Statistics Audit Team | Ensure compliance to standards and guidelines |
| 1.11. | Ensure production and dissemination of statistics in the NSS is carried out according to national and international standards, i.e. adopt standards and classifications for statistical production (e.g. SNA93, GDDS, SDDS, ISIC). | • Exposure and awareness on existence of the standards<br>• Accessibility (availability, ease of comprehension) of the standards and classifications<br>• Adoption<br>• Compliance | Quarterly | Meetings<br><br>Institutional visits (observation, interviews etc.) | Minutes of meetings<br><br>Activity reports | M&E Committee<br><br>SSC | Standardisation in statistical development.<br><br>Comparability and utilisation of statistics at both national and international levels. |
| 1.12. | Establish and strengthen sectoral databases. | • Consistency in the data produced<br>• Reliability (accurate, of standard and timely)<br>• Accessibility to the users (right packaging and format)<br>• Comparability/Inter-linkages(compliance to standards)<br>• Increase in the data sets requested and analysed<br>• Timeliness | Quarterly | Institutional visits (Observation Interviews) | Data Bank | DIT<br><br>M&E Committee | Ensure quality of statistics in the data bank. |
| 1.13. | Strengthen | • Utilisation of the system | Bi – Annual | Observation | MIS | DIT | Ensure an |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| | Management Information Systems (MIS). | • Integration with other or related systems<br>• Coherence (codes and standards) | | Analysis of the systems<br><br>Institutional visits (Observation Interviews) | | M&E Committee | integrated MIS |
| 1.14. | Develop and harmonise the NSS databank | • Consistency in the data produced<br>• Reliability (accurate, of standard and timely)<br>• Accessibility to the users (right packaging and format)<br>• Comparability/Inter-linkages(compliance to standards)<br>• Timeliness | Annual | Institutional visits (Observation Interviews) | Data Bank | DIT<br><br>M&E Committee | Ensure quality of statistics in the data bank. |
| 1.15. | Develop and operationalise the NSS website. | • Scope/coverage<br>• Design (quality, lay out) of the web site<br>• Content and quality of statistics on the website<br>• Number of MDAs contributing to the NSS website<br>• Number of visitors to the NSS website<br>• Linkage with other MDA web pages<br>• Number of MDAs accessing the NSS website<br>• Number of MDA web pages updated | Quarterly | Institutional visits (Observation Interviews)<br><br>Analysis of the website<br><br>Exploring and testing the website | NSS Website<br><br>Activity report | DIT<br><br>M&E Committee | Ensure the quality of statistics on the website.<br><br>Increase in use of statistics.<br><br>Ensure effective flow of information across the NSS. |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 1.16. | Strengthen, maintain and update statistical infrastructure. | • Status of equipment and software<br>• Capacity for utilization<br>• Inter-connectivity | Quarterly | Institutional visits (Observation Interviews) | Statistics Unit and Data Production Units | DIT<br><br>M&E Committee | Ensure up to date statistical infrastructure |
| 1.17. | Develop and maintain extranets for communication within the NSS. | • Connectivity (installation, maintenance, and power supply).<br>• Accessibility (reliability, band width)<br>• Statistics/coverage. | Quarterly | Institutional visits (Observation Interviews)<br><br>Analysis of the website<br><br>Exploring and testing of the extranets | Extranet<br><br>Activity report | DIT<br><br>M&E Committee | Increase in use of statistics.<br><br>Ensure effective flow of information across the NSS. |
| 1.18. | Amend the UBOS Act to provide for all sectors/key stakeholders in the NSS. | • Comprehensiveness of the content<br>• Completeness<br>• Loopholes of the Act<br>• Endorsement by Parliament<br>• Adoption by MDAs<br>• Compliance by the MDAs<br>• Enforcement (penalties) | Annually | IAC Meetings<br><br>Institutional visits (Observation Interviews) | The Statistics Act<br><br>Minutes of meetings<br><br>Activity reports | DA&HR<br><br>M&E Committee | Standardisation in statistical development.<br><br>Minimised duplication of efforts and resource wastage |
| 1.19. | Develop the NSS/PNSD basket fund mechanism. | • Establishment of the mechanism (comprehensiveness, participation, loopholes and roles and responsibilities)<br>• Functionality/planning (level of adoption, ownership)<br>• Resource mobilisation, allocation and distribution<br>• Enforcement and compliance | Bi-annual | Consultative meetings<br><br>The technical sub-committee meetings<br><br>Donor Committee meetings | Basket fund mechanism /document<br><br>Minutes<br><br>Activity reports | Planning Committee<br><br>DCS | Ensure sustainability in resource allocation/funding for statistical development. |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 1.20. | Integrate NSS plans and budgets into the MTEF. | • Statistical code in the budget framework<br>• Prioritisation/budgeting of statistics in the MTEF | Annually | Consultative meetings<br><br>The technical sub-committee meetings<br><br>Parliamentary Budget and Planning Committee meetings | Minutes<br><br>Budget Framework Papers | Planning Committee<br><br>DCS | Ensure sustainability in resource allocation/funding of statistical development. |
| 1.21. | Establish a long term census and survey programme. | • Program in place<br>• Level of coordination<br>• Timeliness of the programme | Annually | IAC Consultative meetings | Activity reports<br><br>Minutes | DSES<br><br>DCS | Effective planning and resource allocation. |
| 1.22. | Develop and implement the Communication and PR Strategy | • Communication and PR strategy in place<br>• Scope of the strategy<br>• Adoption and compliance to the strategy | Annually | IAC Consultative meetings | Minutes<br><br>Activity reports | C&PR Division<br><br>DCS | Functional communication and PR strategy |
| 1.23. | Advocate and create awareness for statistics at all levels. | • Number of users and producers<br>• Level of demand for statistics<br>• Increase in the data sets requested and analysed<br>• Resource centre utilisation<br>• Number of visitors to the NSS website | Bi - Annual | Institutional visits (Observation Interviews)<br><br>Producer – Producer forums<br><br>Producer – User forums | Minutes<br><br>Activity reports | M&E Committee<br><br>C&PR Division<br><br>SSC<br><br>The technical sub-committee | Increased demand and resource mobilisation and allocation for statistics |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| | | | | EAC TWG | | | |
| 1.24. | Develop statistics advocacy materials. | • Advocacy materials in place<br>• Quality (variety, quantity, scope, content etc) of the advocacy materials<br>• Level of distribution of the materials<br>• Adoption of the materials<br>• Level of awareness generated by the advocacy materials | Bi - Annual | Institutional visits (Observation Interviews)<br><br>IAC Meetings<br><br>SSC Meetings | Minutes<br><br>Activity reports | SSC<br><br>C&PR Division<br><br>M&E Committee | Effective communication materials for statistics |
| 1.25. | Develop and implement the dissemination Strategy. | • Dissemination strategy in place<br>• Scope and coverage of the strategy<br>• Adoption and compliance to the strategy | Quarterly and Annually | Institutional visits (Observation Interviews)<br><br>IAC Meetings | Activity Reports<br><br>Minutes | C&PR Division<br><br>DIT<br><br>M&E Committee | Functional Dissemination Strategy |
| 1.26. | Strengthen UBOS and MDA technical capacity to disseminate statistics. | • Dissemination capacity developed<br>• Level of dissemination of statistics | Bi- Annual | Institutional visits (Observation Interviews) | Activity Reports<br><br>Statistics Unit | M&E Committee | Effective dissemination of statistical products |
| 1.27. | Mobilize and sensitize communities on Surveys and Census programmes. | • Mobilization and sensitization meetings conducted<br>• Level of community participation in the meetings | Annually | Institutional visits (Observation Interviews)<br><br>Participation in the meetings | Activity Reports | C&PR Division<br><br>SES Division | Ensure increased community awareness on census and survey programs |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 1.28. | Develop and strengthen collaborative linkages with the media to increase statistical awareness and utilization. | • Collaborative linkages established with the media<br>• Scope of media involved<br>• Media reporting | Bi- Annual | Media Analysis<br><br>Media forum | Activity reports | C&PR Division | Effective utilization of media in the increase of statistical awareness and utilization |
| 1.29. | Strengthen and maintain the National Statistical Resource Centre | • Regular up date of the resource centre<br>• Conduciveness / suitable environment for users<br>• Accessibility of the materials<br>• Equipment<br>• Organisation<br>• Resource centre utilisation | Quarterly | Visits to the resource centre | Resource centre records | C&PR Division | Functional and efficient National Statistical Resource Centre |
| 1.30. | Create awareness on the information and services available in the NSS resource centre. | • Utilisation<br>• Conduciveness / suitable environment for users<br>• Support provided to users/customer care<br>• Evaluate (grade/rate) by users<br>• Accessibility of the materials<br>• Equipment<br>• organisation | Quarterly | Visits to the resource centre | Resource centre records | C&PR Division | Effective utilization of the resource centre |
| 1.31. | Mainstream Gender in the NSS | • Level of integration of gender dimensions in statistical production | Quarterly | Institutional visits (Observation Interviews) | Statistics Units and Data Production | DCS | Assess the level of integration of gender dimensions in |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| | | | | | Centres | | statistical development |
| 1.32. | Commission, conduct and disseminate findings of research studies. | • Thematic areas of the research studies compiled<br>• Scope and coverage of the research studies<br>• Quality of the Research Papers published and disseminated | Bi- Annual | Institutional visits (Observation Interviews)<br><br>Research Reviews<br><br>IAC Meetings | Statistics Units<br><br>Minutes<br><br>Activity Reports<br><br>Research Papers | DCS | Improve the research in statistical development |
| 1.33. | Monitor and evaluate implementation of all SSPSs, and the PNSD. | • Adherence to work plans and budgets<br>• Level of progress in implementation | Quarterly | Institutional visits (Observation Interviews)<br><br>IAC Meetings<br><br>SSC Meetings | Activity reports<br><br>Minutes | M&E Committee<br><br>SSC | Efficient and effective management of the SSPS and PNSD |
| 2.1 | Develop NSS Capacity development plan. | • NSS capacity development plan in place<br>• Scope and coverage of the plan<br>• Content | Annually | Review meeting | Minutes<br><br>Activity Report<br><br>NSS Capacity Development Plan | District Statistics and Capacity Development Directorate | Ensure a functional capacity development plan |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 2.2 | Train and equip UBOS and MDA staff in statistical development and management. | • Capacity of the staff involved in statistical development and management<br>• Quality of training conducted<br>• Training content<br>• Quality and quantity of equipment provided to the trained staff<br>• Utilization of the skills and knowledge acquired | Bi-Annual | Institutional visits (observations, interviews) | Activity reports<br><br>Training evaluation | District Statistics and Capacity Development Directorate<br><br>Administration and Human Resource Division | Ensure quality capacity building and utilization for statistical development |
| 2.3 | Establish and operationalise a Human Resource Strategy for the NSS. | • NSS Human Resource Strategy in place<br>• Scope and coverage of the strategy<br>• Adoption of the strategy | Annually | Review meeting | Activity report HR Strategy | Administration and Human Resource Division | Ensure quality and adequate human resource in the statistical development |
| 2.4 | Establish and operationalise a UBOS Statistics Training Centre. | • Training centre established<br>• Equipment and furnishings<br>• Staffing levels<br>• Utilisation of the training centre | Annually | Visits to the Centre | Activity Reports | District Statistics and Capacity Development Directorate | Assess the efficiency and effectiveness of the training centre |
| 3.1 | Release and disseminate all statistical products according to the NSS publication calendar and National Development Framework. | ▪ Nature of statistics released<br>▪ Frequency of dissemination | Quarterly | Institutional Visits (observation, review, interviews) | MDA Statistics Units | M&E Committee<br><br>SSC | Effective dissemination of statistical products and compliance to the NSS Calendar |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 3.2 | Develop a National Master Sampling Frame. | ▪ Timeframe (development)<br>▪ Comprehensiveness (scope/coverage)<br>▪ Utilisation<br>▪ adoption | Annually | Institutional Visits (observation, review, interviews) | UBOS - SES Division Reports<br><br>MDA Statistics Units | SES Division | Assess the level of compliance to the National Sampling Frame |
| 3.3 | Promote and enforce the use of GIS standards and common definitions used across the NSS. | ▪ Compliance<br>▪ Adoption<br>▪ Utilisation<br>▪ Skill/technological advancement | Quarterly | Institutional Visits (observation, review, interviews) | MDA Statistics Units | M&E Committee<br><br>DPSS | Ensure adoption of common definitions across the NSS |
| 3.3 | Develop and implement a Long term census and survey programme. | ▪ Level of coordination<br>▪ Timeliness | Annually | Review meetings | UBOS - SES Division Reports | SES Division | Ensure effective coordination and management of the long term census and survey programme |
| 3.4 | Publish quality NSS and sectoral statistical abstracts. | ▪ Completeness<br>▪ Accuracy<br>▪ Relevancy<br>▪ Consistency<br>▪ Utilisation<br>▪ Dissemination<br>▪ accessibility | Bi-Annually | Institutional Visits (observation, review, interviews) | MDA Statistics Units | M&E Committee<br><br>SSC<br><br>DMES | Ensure publication of quality statistical abstracts |
| 3.5 | Produce NSS data based on the National Development Framework. | ▪ Level of responsiveness of NSS to National Development Framework | Annually | Institutional Visits (observation, review, interviews) | MDA Statistics Units | M&E Committee<br><br>SSC | Assess the linkage between the NSS and National Development Framework |

| No | Activity | Issues for Monitoring | Frequency | Method of Data Collection | Source of Information | Responsible Directorate / Persons | How the Information will be used |
|---|---|---|---|---|---|---|---|
| 3.6 | Design and undertake Surveys and censuses (e.g. Panel Surveys, Household surveys, National Housing and Population Census) | ▪ Timeliness<br>▪ Completeness<br>▪ Accuracy<br>▪ Relevancy<br>▪ Consistency<br>▪ Utilisation<br>▪ Dissemination<br>▪ accessibility | Annually | Surveys and censuses | UBOS - SES Division Reports<br><br>Census and survey reports | UBOS - SES Division | Ensure regular and timely implementation of censuses and surveys |
| 3.7 | Promote participatory approaches in data production within the NSS. | ▪ Participatory approaches introduced<br>▪ Compliance<br>▪ Adoption<br>▪ Utilisation<br>▪ Skill/competence | Bi-Annually | Institutional Visits (observation, review, interviews)<br><br>IAC Meetings | MDA Statistics Units<br><br>Data production centres | M&E Committee<br><br>SSC | Ensure effective participation in the data production by stakeholders |
| 3.8 | Support the development of administrative data in the sectors. | ▪ Structure and guidance for production of administrative data<br>▪ Compliance<br>▪ Adoption<br>▪ Competence | Bi-Annually | Institutional Visits (observation, review, interviews)<br><br>SSC Meetings<br><br>IAC Meetings | Activity Reports<br><br>Minutes | M&E Committee<br><br>SSC | Ensure production of quality administrative data |

## APPENDIX 4: QUARTERLY PROGRESS REPORT TEMPLATE

| QUARTERLY PROGRESS REPORT FOR STATISTICAL DEVELOPMENT | |
|---|---|
| **Ministry/Department/ Agency** | |
| **Contact Person** | |
| **Quarter** | |
| **Reporting Period** | ***From:*** ***To:*** |
| **Total Budget** | |
| **Actual Utilization** | |
| **Introduction:** | |
| **Context of the Reporting Period:** | |

**1. Coordination and Management**

| **OUTPUT 1** | **Coherent, reliable, efficient coordinated NSS established and operational** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against Indicators*** |
| Statistical units established, and/or strengthened and operational in all MDA by 2006/7. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| The technical sub-committee and all MDA Statistics Committees established and functional by 2006/7 | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |

| |
|---|
| **Challenges:** |
| **Lessons Learnt:** |
| **Recommendations:** |

## 2. Human Resource Development and Management

| **OUTPUT 2** | **Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All Sectoral Statistical systems assessed installed/strengthened by 2011. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| All Sectoral databases established /strengthened and updated by 2010. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |

| |
|---|
| **Challenges:** |
| **Lessons Learnt:** |
| **Recommendations:** |

### 3. Statistical Development Programmes

| **OUTPUT 3** | **Demand-driven statistics generated and disseminated** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All statistical products released and disseminated according to the NSS publication calendar by 2011. | 1. | | | | |
| | 2. | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |
| | 3. | | | | |
| National master sampling frame developed by 2007/8. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |
| **Challenges:** | | | | | |
| **Lessons Learnt:** | | | | | |
| **Recommendations:** | | | | | |

**Action Plans**

| Issues Raised | Action Plan | Strategy | Responsible Person/s |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

## APPENDIX 5: INSTITUTIONAL VISIT REPORT TEMPLATE

| INSTITUTIONAL VISIT REPORT FOR STATISTICAL DEVELOPMENT | |
|---|---|
| **Institution (MDA) Visited:** | |
| **Monitoring and Evaluation Team:** | |
| **Quarter** | |
| **Reporting Period** | ***From:*** ***To:*** |
| **Total Budget** | |
| **Actual Utilization** | |
| **Key issues arising** | |

**1. Coordination and Management**

| **OUTPUT 1** | **Coherent, reliable, efficient coordinated NSS established and operational** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against Indicators*** |
| Statistical units established, and/or strengthened and operational in all MDA by 2006/7. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| The technical sub-committee meetings and all MDA Statistics Committees established and functional by 2006/7 | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |

| |
|---|
| **Challenges:** |
| **Lessons Learnt:** |
| **Recommendations:** |

**2. Human Resource Development and Management**

| **OUTPUT 2** | **Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All Sectoral Statistical systems assessed installed/strengthened by 2011. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| All Sectoral databases established /strengthened and updated by 2010. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |
| **Challenges:** | | | | | |

| |
|---|
| **Lessons Learnt:** |
| **Recommendations:** |

### 3. Statistical Development Programmes

| **OUTPUT 3** | **Demand-driven statistics generated and disseminated** | | | | |
|---|---|---|---|---|---|
| **Program Implementation Status** | | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Planned Activity*** | ***Implementation Status*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All statistical products released and disseminated according to the NSS publication calendar by 2011. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |

| | | | | | |
|---|---|---|---|---|---|
| National master sampling frame developed by 2007/8. | 1. | | | | |
| | 2. | | | | |
| | 3. | | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | | |
| **Challenges:** | | | | | |
| **Lessons Learnt:** | | | | | |
| **Recommendations:** | | | | | |

**Action Plans**

| **Issues Raised with MDA** | **Action Plan Discussed** | **Strategy** | **Responsible Person/s** |
|---|---|---|---|
| | | | |

| | | | |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

## APPENDIX 6: QUARTERLY MONITORING AND EVALUATION REPORTS TEMPLATE

| QUARTERLY MONITORING AND EVALUATION REPORT<br>*for*<br>STATISTICAL DEVELOPMENT | |
|---|---|
| **Prepared By:** | **UGANDA BUREAU OF STATISTICS – Directorate of Statistical Coordination** |
| **Monitoring and Evaluation Team:** | |
| **Quarter** | |
| **Reporting Period** | **From:** **To:** |
| **Total Budget** | |
| **Actual Utilization** | |
| **Introduction:** | |

| **Context of the Reporting Period:** |
|---|
| **Summary of Key Issues** |

**1. Coordination and Management**

| **OUTPUT 1** | **Coherent, reliable, efficient coordinated NSS established and operational** | | | |
|---|---|---|---|---|
| **Program Implementation Status** | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Overall Performance*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against Indicators*** |
| Statistical units established, and/or strengthened and operational in all MDA by 2006/7. | 1. | | | |
| | 2. | | | |
| | 3. | | | |
| The technical sub-committee meetings and all MDA | 1. | | | |

| | | | | |
|---|---|---|---|---|
| Statistics Committees established and functional by 2006/7 | 2. | | | |
| | 3. | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | |
| **Challenges:** | | | | |
| **Lessons Learnt:** | | | | |
| **Recommendations:** | | | | |

**Performance Assessment of Individual Ministries/Departments/Agencies on the achievement of Output 1**

| |
|---|
| |

**2. Human Resource Development and Management**

| **OUTPUT 2** | **Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened** | | | |
|---|---|---|---|---|
| **Program Implementation Status** | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Overall Performance*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All Sectoral Statistical systems assessed installed/strengthened by 2011. | 1. | | | |
| | 2. | | | |

| | | | | |
|---|---|---|---|---|
| | 3. | | | |
| All Sectoral databases established /strengthened and updated by 2010. | 1. | | | |
| | 2. | | | |
| | 3. | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | |
| **Challenges:** | | | | |
| **Lessons Learnt:** | | | | |
| **Recommendations:** | | | | |

**Performance Assessment of Individual Ministries/Departments/Agencies on the achievement of Output 2**

| |
|---|
| |

### 3. Statistical Development Programmes

| **OUTPUT 3** | **Demand-driven statistics generated and disseminated** | | | |
|---|---|---|---|---|
| **Program Implementation Status** | | **Financial Performance** | | **Monitoring and Evaluation Issues** |
| ***Indicator*** | ***Overall Performance*** | ***Budget*** | ***Actual*** | ***Analysis/Comments on Variances, Performance against indicators*** |
| All statistical products released and disseminated according to the NSS publication calendar by 2011. | 1. | | | |
| | 2. | | | |
| | 3. | | | |

| | | | | |
|---|---|---|---|---|
| | | | | |
| National master sampling frame developed by 2007/8. | 1. | | | |
| | 2. | | | |
| | 3. | | | |
| **Comments on Implementation Strategies/implication for achievement of outcome/other general comments:** | | | | |
| **Challenges:** | | | | |
| **Lessons Learnt:** | | | | |
| **Recommendations:** | | | | |

**Performance Assessment of Individual Ministries/Departments/Agencies on the achievement of Output 3**

| |
|---|
| |

**Action Plans**

| Issues Raised | Action Plan | Strategy | Responsible Person/s |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

## APPENDIX 7: ANNUAL MONITORING AND EVALUATION REPORT

**Executive Summary**

**Introduction**

**Context of the Reporting Period**

- *Policy context*
- *Changes in the national and international statistical utilization, policies, standards etc*
- *Analysis of assumptions and their effect on overall implementation in the reporting period*

**Key Achievements**

- *Focus at the output level*
- *Any clear noticeable change at the purpose level*

**Unexpected Results**

- *Any positive changes that may have taken place as a result of statistical development processes*
- *Any negative outcome of the statistical development processes*

**Contribution of Outputs to Purpose**

- *Outline of the outputs*
- *Achievements to date*
- *Implication or indication for achievement of purpose*

| **Outputs** | **Achievements to date** | **Implication/indication for achievement of Purpose** |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

**Analysis of Performance in the Reporting Period**

- *Performance of individual MDA and the implication for achievement of purpose and the goal ultimately*
- *Technical capacity in statistical development and contribution to purpose*

**Challenges**

**Lessons Learnt**

**Recommendations**

# APPENDIX 8: FORMULATING TERMS OF REFERENCE FOR MID-TERM AND FINAL EVALUATION

## 1. Introduction

The introduction should consist of a brief description of the PNSD/NSS and its objectives within the context of the National Development Plan and the priorities for statistics in the development process including stakeholders.

## 2. Objective of the Evaluation

In this section, answers to the following questions must be clearly stated:

- Who initiated the evaluation?
- Why is the evaluation being undertaken?
- What will the evaluation try to accomplish?
- Who are the main stakeholders of the evaluation?

## 3. Scope of the Evaluation

The evaluation scope should be described in terms of:

- The statistical development processes to be evaluated,
- Geographic coverage,
- Timeframe of the statistical process being evaluated.

## 4. Issues to be addressed by the Evaluation

Issues to be addressed by the evaluation are concerned with relevance, performance and success of the statistical development process. These are represented in core questions and follow-up questions:

- ***To what extent is the National Statistical System achieving world class standards?***
    - Is the NSS producing statistics in accordance with the International concepts, definitions, classifications and Standards
    - (GDDS, SDDS)?
    - Is the NSS in compliance with the UN fundamental principles?
    - Does the NSS produce statistics inline with International Development Frameworks (e.g. IMF and World Bank) requirements?
- ***To what extent have the MDAs contributed to the development of a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives?***
    - To what extent is the NSS coherent, reliable and efficient?
    - To what extent is the NSS data demand driven?
    - To what extent is the NSS data used to review policies at national and sectoral level?
    - To what extent are the statistics produced enhancing national planning and decision making processes for development?
    - Has the efficiency in the NSS resulted into increased basket funding and evidence based resource allocation?
    - What new research areas and studies have been identified / commissioned to address gaps identified in the NSS?
    - To what extent are the sectors and policy makers utilizing statistics for monitoring and evaluation of the NDP and Sectoral Plans?
    - How satisfactory is NSS data to the users?
    - To what extent is the NSS data effectively utilized?
    - To what extent has the NSS data resulted into new development initiatives?

## 5. Products Expected from the Evaluation

This section should contain a description of the products that is to be obtained from the evaluation.

## 6. Evaluation Approach (Methodology)

The methodology that is to be used by the evaluation team should be presented in detail. The process should include the following:

- Documentation review
- Interviews
- Field Visits
- Questionnaires
- Participatory techniques and other approaches for gathering and analysis of data

**7. Evaluation Team**

- Number of evaluators
- Areas of expertise for the evaluators
- Responsibilities

**8. Implementation Arrangements**

This area should consist of details about the following:

- Management arrangements, specifically the role of UBOS and that of MDAs.
- Realistic timeframe for the evaluation process;
    - Desk review,
    - Briefing of evaluators,
    - Visit to the field, interviews, questionnaires,
    - Debriefings,
    - Preparation of report.
- Resources required.
- Logistical support needed.

## APPENDIX 9: OUTLINE OF EVALUATION REPORT - SAMPLE

### Executive Summary

- Brief description of PNSD/NSS and the Statistical Development Process,
- Context and purpose of the evaluation,
- Main conclusions, recommendations and lessons learnt.

**Introduction**

- Purpose of the evaluation,
- Key issues addressed,
- Methodology of the evaluation,
- Structure of the evaluation report.

**Statistical Development Processes**

- Coordination and Management,
- Human Resource Development and Management,
- Statistical Development Programmes.

**Findings and Conclusions**

- Immediate results and implication for impact,
- Implementation strategies,
- Monitoring and evaluation mechanisms,
- Sustainability.

**Recommendations**

**Lessons Learnt**

Best and worst practices in addressing issues relating to relevance, performance and success.

**Annexes**

- TOR,
- Itinerary,
- List of persons interviewed,
- Summary of field visits,
- List of documents reviewed,
- Questionnaires used and summary of results,
- Other relevant materials.

## APPENDIX 10: MONITORING & EVALUATION WORK PLAN

| NO. | ACTIVITIES | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | DATES & DEADLINES | RESPONSIBLE PERSONS OR COMMITTEE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Monthly Activity Implementation | | | | | | | | | | | | | | Monthly as planned by each MDA | MDA – Focal Point |
| 2 | Monthly Activity Monitoring | | | | | | | | | | | | | | Monthly as planned by each MDA | Sector Statistics Committee |
| 3 | Monthly Statistics Committee Meetings | | | | | | | | | | | | | | Monthly as planned by each MDA | SSC |
| 4 | Quarterly Progress Report | | | | | | | | | | | | | | 20th, March, June, September, December | MDA – Focal Point |
| 5 | Institutional Monitoring Visits | | | | | | | | | | | | | | 1st - 15th April, July, October, January | Monitoring and Evaluation Committee |
| 6 | Quarterly Monitoring and Evaluation Report | | | | | | | | | | | | | | 20th April, July, October, January | UBOS - Directorate for Coordination Services |
| 7 | Quarterly Review Workshops | | | | | | | | | | | | | | 25th April, July, October, January | UBOS - Directorate for Coordination Services |
| 8 | Annual Monitoring and Evaluation Report | | | | | | | | | | | | | | 25th January | UBOS - Directorate for Coordination Services |
| 9 | Annual Review Workshop | | | | | | | | | | | | | | 30th January | UBOS - Directorate for Coordination Services |

## MONITORING AND EVALUATION GLOSSARY

**Accountability:** Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis a vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms.

*Note:* Accountability in development may refer to the obligations of partners to act according to clearly defined responsibilities, roles and performance expectations, often with respect to the prudent use of resources. For evaluators, it connotes the responsibility to provide accurate, fair and credible monitoring reports and performance assessments. For public sector managers and policy-makers, accountability is to taxpayers/citizens.

**Achievement:** A manifested performance determined by some type of assessment.

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

**Analysis:** The process of systematically applying statistical techniques and logic to interpret, compare, categorize, and summarize data collected in order to draw conclusions.

**Analytical tools:** Methods used to process and interpret information during an evaluation.

**Appraisal:** An overall assessment of the relevance, value, feasibility and potential sustainability of a development intervention prior to a decision of funding.

**Assumptions:** Hypotheses about conditions that are necessary to ensure that: (1) planned activities will produce expected results; (2) the cause effect relationship between the different levels of programme results will occur as expected. Achieving results depends on whether or not the assumptions made prove to be true. Incorrect assumptions at any stage of the results chain can become an obstacle to achieving the expected results.

Note: Assumptions can also be understood as hypothesized conditions that bear on the validity of the evaluation itself, e.g. about the characteristics of the population when designing a sampling procedure for a survey. Assumptions are made explicit in theory based evaluations where evaluation tracks systematically the anticipated results chain.

**Attribution:** Causal link of one event with another. The extent to which observed effects can be ascribed to a specific intervention. It represents the extent to which observed

development effects can be attributed to a specific intervention or to the performance of one or more partner taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks.

**Audit:** An independent, objective assurance activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to assess and improve the effectiveness of risk management, control and governance processes.

**Authority:** The power to decide, certify or approve.

**Baseline:** Facts about the condition or performance of subjects prior to treatment or intervention.

**Baseline Study:** An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

**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.

**Benchmarking** The process of systematically identifying and adapting other peoples' or organizations' successful ideas to improve ones' own performance." Setting a benchmark tells you how far away you are from a certain reference point. Similarly, organizations set benchmarks, or goals, and use those reference points to measure how close they are to achieving them. In addition to telling your organization where it stands with regard to its own goals or mission, benchmarking can also help you *set* those goals in the first place.

**Beneficiaries:** The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.
Related terms: reach, target group.

**Best Practices:** They are the successful innovations or techniques of other top-performing organizations that you wish to learn about through benchmarking.

**Bias:** Refers to statistical bias. Inaccurate representation that produces systematic error in a research finding. Bias may result in overestimating or underestimating certain characteristics of the population. It may result from incomplete information or invalid data collection methods and may be intentional or unintentional.

**Capacity:** The knowledge, organization and resources needed to perform a function.

**Capacity Development:** A process that encompasses the building of technical abilities, behaviours, relationships and values that enable individuals, groups, organizations and societies to enhance their performance and to achieve their development objectives over time. Capacity development is also referred to as capacity building or strengthening.

**Causality Analysis:** A type of analysis used in programme formulation to identify the root causes of development challenges. Development problems often derive from the same root causes (s). The analysis organizes the main data, trends and findings into relationships of cause and effect. It identifies root causes and their linkages as well as the differentiated impact of the selected development challenges.

**Chain of Results:** The causal sequence in the planning of a development intervention that stipulates the possible pathways for achieving desired results beginning with the activities through which inputs are mobilized to produce specific outputs, and culminating in outcomes, impacts and feedback. The chain of results articulates a particular programme theory.

**Common Interest Group** People who are linked through a mutual concern or commitment are considered to be members of a common interest group. Although this link is often informal, it is described by the participants´ willingness to declare their commitment and trade insights and experience.

**Conclusion:** A reasoned judgement based on a synthesis of empirical findings or factual statements corresponding to a specific circumstance. Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results.

**Cost-Benefit Analysis:** A type of analysis that compares the costs and benefits of programmes. Benefits are translated into monetary terms. In the case of an HIV infection averted, for instance, one would add up all the costs that could be avoided such as medical treatment costs, lost income, funeral costs, etc. The cost-benefit ratio of a programme is then calculated by dividing those total benefits (in monetary terms) by the total programme cost (in monetary terms). If the benefits as expressed in monetary terms are greater than the money spent on the programme, then the programme is considered to be of absolute benefit. Cost-benefit analysis can be used to compare interventions that have different outcomes (family planning and malaria control programmes, for example). Comparisons are also possible across sectors. It is, for instance, possible to compare the cost-benefit ratio of an HIV prevention programme with that of a programme investing in girls' education. However, the

valuation of health and social benefits in monetary terms can sometimes be problematic (assigning a value to human life, for example).

**Cost-Effectiveness Analysis:** A type of analysis that compares effectiveness of different interventions by comparing their costs and outcomes measured in physical units (for example, number of children immunized or the number of deaths averted) rather than in monetary units. Cost-effectiveness is calculated by dividing the total programme cost by the units of outcome achieved by the programme (number of deaths averted or number of HIV infections prevented) and is expressed as cost per death averted or per HIV infection prevented, for example. This type of analysis can only be used for programmes that have the same objectives or outcomes. One might compare, for instance, different strategies to reduce maternal mortality. The programme that costs less per unit of outcome is considered the more cost-effective. Unlike cost-benefit analysis, cost-effectiveness analysis does not measure absolute benefit of a programme. Implicitly, the assumption is that the outcome of an intervention is worth achieving and that the issue is to determine the most cost-effective way to achieve it.

**Coverage:** The extent to which a programme reaches its intended target population, institution or geographic area.

**Counterfactual:** The situation or condition which hypothetically may prevail for individuals, organizations, or groups where there are no development interventions.

**Country Program Evaluation/Country Assistance Evaluation:** Evaluation of one or more donor's or agency's portfolio of development interventions, and the assistance strategy behind them, in a partner country.

**Critical Success Factor** The "do or die" measurement of effectiveness, as applied to the process or service of a particular organization, is known as the "critical success factor." These are quantitative, empirical measurements of things that directly affect a customer´s satisfaction with your organization.

**Data:** Specific quantitative and qualitative information or facts.

**Database:** An accumulation of information that has been systematically organized for easy access and analysis. Databases are usually computerized.

**Data Collection Tools:** Methodologies used to identify information sources and collect information during an evaluation.

*Note:* Examples are informal and formal surveys, direct and participatory observation, community interviews, focus groups, expert opinion, case studies, literature search.

**Development Intervention:** An instrument for partner (donor and non-donor) support aimed to promote development.
*Note:* Examples are policy advice, projects, programs.

**Development Objective:** Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.

**Economical:** Absence of waste for a given output. Note: An activity is economical when the costs of the scarce resources used approximate the minimum needed to achieve planned objectives.

**Effect:** Intended or unintended change due directly or indirectly to an intervention.
Related terms: results, outcome.

**Effectiveness:** A measure of the extent to which a programme achieves its planned results (outputs, outcomes and goals).

**Effective Practices:** Practices that have proven successful in particular circumstances. Knowledge about effective practices is used to demonstrate what works and what does not and to accumulate and apply knowledge about how and why they work in different situations and contexts.

**Efficiency:** A measure of how economically or optimally inputs (financial, human, technical and material resources) are used to produce outputs.

**External Evaluation:** The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.

**Evaluability:** Extent to which an activity or a program can be evaluated in a reliable and credible fashion.

*Note*: Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.

**Evaluation:** A time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success, or the lack thereof, of ongoing and completed programmes. Evaluation is undertaken selectively to answer specific questions to guide

decision-makers and/or programme managers, and to provide information on whether underlying theories and assumptions used in programme development were valid, what worked and what did not work and why. Evaluation commonly aims to determine the relevance, validity of design, efficiency, effectiveness, impact and sustainability of a programme.

**Evaluative Activities:** Activities such as situational analysis, baseline surveys, applied research and diagnostic studies. Evaluative activities are quite distinct from evaluation; nevertheless, the findings of such activities can be used to improve, modify or adapt programme design and implementation.

**Evaluation Standards:** A set of criteria against which the completeness and quality of evaluation work can be assessed. The standards measure the utility, feasibility, propriety and accuracy of the evaluation. Evaluation standards must be established in consultation with stakeholders prior to the evaluation.

**Execution:** The management of a specific programme which includes accountability for the effective use of resources.

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

**Ex-post Evaluation:** A type of summative evaluation of an intervention usually conducted after it has been completed. Its purpose is to understand the factors of success or failure, to assess the outcome, impact and sustainability of results, and to draw conclusions that may inform similar interventions in the future.

**External Evaluation:** An evaluation conducted by individuals or entities free of control by those responsible for the design and implementation of the development intervention to be evaluated (synonym: independent evaluation).

**Feasibility:** The coherence and quality of a programme strategy that makes successful implementation likely.

**Feedback:** The transmission of findings of monitoring and evaluation activities organized and presented in an appropriate form for dissemination to users in order to improve programme management, decision-making and organizational learning. Feedback is generated through monitoring, evaluation and evaluative activities and may include dissemination of findings, conclusions, recommendations and lessons learned from experience.

**Finding:** A factual statement on a programme based on empirical evidence gathered through monitoring and evaluation activities.

**Focus Group:** A group of usually 7-10 people selected to engage in discussions designed for the purpose of sharing insights and observations, obtaining perceptions or opinions, suggesting ideas, or recommending actions on a topic of concern. A focus group discussion is a method of collecting data for monitoring and evaluation purposes.

**Formative Evaluation:** A type of process evaluation undertaken during programme implementation to furnish information that will guide programme improvement. A formative evaluation focuses on collecting data on programme operations so that needed changes or modifications can be made to the programme in its early stages. Formative evaluations are used to provide feedback to programme managers and other personnel about the programme that are working and those that need to be changed.

**Goal:** The higher order objective to which a development intervention is intended to contribute. A goal must be measurable, so that it is easily recognized as achieved, and it must be linked to a time frame.

**Impact:** Positive and negative, primary and secondary 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.

**Impact Evaluation:** A type of outcome evaluation that focuses on the broad, longer-term impact or results of a programme. For example, an impact evaluation could show that a decrease in a community's overall maternal mortality rate was the direct result of a programme designed to improve referral services and provide high quality pre- and post-natal care and deliveries assisted by skilled health care professionals.

**Implementation:** The specific steps taken when attempting to reach a specific goal.

**Independent Evaluation:** An evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention.
*Note:* The credibility of an evaluation depends in part on how independently it has been carried out. Independence implies freedom from political influence and organizational pressure.

**Indicator:** A quantitative or qualitative measure of programme performance that is used to demonstrate change and which details the extent to which programme results are being or have been achieved. In order for indicators to be useful for monitoring and evaluating programme results, it is important to identify indicators that are direct, objective, practical and adequate and to regularly update them.

**Inputs:** The financial, human, material, technological and information resource provided by stakeholders (i.e. donors, programme implementers and beneficiaries) that are used to implement a development intervention.

**Inspection:** A special, on-the-spot investigation of an activity that seeks to resolve particular problems.

**Internal Evaluation:** Evaluation of a development intervention conducted by a unit and /or individual/s reporting to the donor, partner, or implementing organization for the intervention: Related term: self-evaluation.

**Joint Evaluation:** An evaluation to which different donor agencies and/or partners participate.
*Note:* There are various degrees of "jointness" depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. Joint evaluations can help overcome attribution problems in assessing the effectiveness of programs and strategies, the complementarity of efforts supported by different partners, the quality of aid coordination, etc.

**Lessons Learned:** Learning from experience that is applicable to a generic situation rather than to a specific circumstance. The identification of lessons learned relies on three key factors: i) the accumulation of past experiences and insights; ii) good data collection instruments; and iii) a context analysis. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

**Logical Framework Approach:** A specific strategic planning methodology that is used to prepare a programme or development intervention. The methodology entails a participatory process that involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure of the intervention. It offers a structured logical approach to setting priorities and building consensus around intended results and activities of a programme together with stakeholders. It can provide the basis for monitoring progress achieved and evaluating

programme results. The matrix should be revisited and refined regularly as new information becomes available. Related term: Results Based Management.

**Management Information System:** A system, usually consisting of people, procedures, processes and a data bank (often computerized) that routinely gathers quantitative and qualitative information on pre-determined indicators to measure programme progress and impact. It also informs decision-making for effective programme implementation.

**Means of Verification (MOVs):** The specific sources from which the status of each of the results indicators in the Results and Resources Framework can be ascertained.

**Meta-evaluation:** A type of evaluation that aggregates findings from a series of evaluations. Also an evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators.

**Methodology:** A description of how something will be done. A set of analytical methods, procedures and techniques used to collect and analyse information appropriate for evaluation of the particular programme, component or activity.

**Mid-Term Performance Evaluation:** Evaluation performed towards the middle of the period of implementation of the intervention: Related term: formative evaluation.

**Milestone** A milestone is a significant point of achievement or development, which describes progress toward a goal.

**Monitoring:** A continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. Monitoring tracks the actual performance against what was planned or expected according to pre-determined standards. It generally involves collecting and analysing data on programme processes and results and recommending corrective measures.

**Multi-Year Planning, Management and Funding Framework (MYFF):** A four-year framework that is composed of three interlinking components: (1) a results framework, which identifies the major results that UNFPA aims to achieve, its key programme strategies, and the indicators that will be used to measure progress; (2) an integrated resources framework that indicates the level of resources required to achieve the stated results; and (3) a managing for results component that defines the priorities for improving the Fund's organizational effectiveness.

**Objective:** A generic term usually used to express an outcome or goal representing the desired result that a programme seeks to achieve.

**Objectively Verifiable Indicator (OVI)** (in Results and Resources Framework): See **Indicator**.

**Operations Research:** The application of disciplined investigation to problem-solving. Operations research analyses a problem, identifies and then tests solutions.

**Outcome:** The intended or achieved short and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact: Related terms: result, outputs, impacts, effect.

**Outcome Evaluation:** An in-depth examination of a related set of programmes, components and strategies intended to achieve a specific outcome. An outcome evaluation gauges the extent of success in achieving the outcome; assesses the underlying reasons for achievement or non achievement; validates the contributions of a specific organization to the outcome; and identifies key lessons learned and recommendations to improve performance.

**Outputs:** The products and services which result from the completion of activities within a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

**Participatory Approach:** A broad term for the involvement of primary and other stakeholders in an undertaking (e.g. programme planning, design, implementation, monitoring and evaluation).

**Partners:** The individuals and/or organizations that collaborate to achieve mutually agreed Objectives

**Process Evaluation:** An evaluation of the internal dynamics of implementing organizations, their policy instruments, their service delivery mechanisms, their management practices, and the linkages among these.

**Program Evaluation:** Evaluation of a set of interventions, marshaled to attain specific global, regional, country, or sector development objectives.
*Note:* a development program is a time bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.
Related term: Country program/strategy evaluation.

**Project Evaluation:** Evaluation of an individual development intervention designed to achieve specific objectives within specified resources.

**Project or Program Objective:** The intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute.

**Purpose:** The publicly stated objectives of the development program or project.

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

**Performance Measurement:** A system for assessing the performance of development interventions, partnerships or policy reforms relative to what was planned in terms of the achievement of outputs and outcomes. Performance measurement relies upon the collection, analysis, interpretation and reporting of data for performance indicators: Related terms: performance monitoring, indicator.

**Performance Indicator:** A quantitative or qualitative variable that allows the verification of changes produced by a development intervention relative to what was planned: Related terms: performance monitoring, performance measurement.

**Performance Monitoring:** A continuous process of collecting and analysing data for performance indicators, to compare how well development interventions, partnerships or policy reforms are being implemented against expected results.

**Process** A process is a series of related activities and conversations which is designed to gather input, and convert it into a desired result. By definition, a process has several key characteristics: it has specific standards which determine if it is done correctly, and which let it be repeated by others; it consumes resources such as time, money or energy; and it responds to quality control mechanisms that can help the process be done more efficiently.

**Process Evaluation:** A type of evaluation that examines the extent to which a programme is operating as intended by assessing ongoing programme operations. A process evaluation helps programme managers identify what changes are needed in design, strategies and operations to improve performance.

**Programme:** A time-bound intervention similar to a project but which cuts across sectors, themes or geographic areas, uses a multi-disciplinary approach, involves multiple institutions, and may be supported by several different funding sources.

**Programme Approach:** A process which allows governments, donors and other stakeholders to articulate priorities for development assistance through a coherent framework within which components are interlinked and aimed towards achieving the same goals. It permits all donors, under government leadership, to effectively contribute to the realization of national development objectives.

**Programme Theory:** An approach for planning and evaluating development interventions. It entails systematic and cumulative study of the links between activities, outputs, outcomes, impact and contexts of interventions. It specifies upfront how activities will lead to outputs, outcomes and longer-term impact and identifies the contextual conditions that may affect the achievement of results.

**Project:** A time-bound intervention that consists of a set of planned, interrelated activities aimed at achieving defined programme outputs.

**Proxy Measure or Indicator:** A variable used to stand in for one that is difficult to measure directly.

**Qualitative Evaluation:** A type of evaluation that is primarily descriptive and interpretative, and may or may not lend itself to quantification.

**Quantitative Evaluation:** A type of evaluation involving the use of numerical measurement and data analysis based on statistical methods.

**Quality Assurance:** Quality assurance encompasses any activity that is concerned with assessing and improving the merit or the worth of a development intervention or its compliance with given standards.

*Note:* examples of quality assurance activities include appraisal, RBM, reviews during implementation, evaluations, etc. Quality assurance may also refer to the assessment of the quality of a portfolio and its development effectiveness.

**Reach:** The coverage (e.g., the range or number of individuals, groups, institutions, geographic areas; etc.) that will be affected by a programme.

**Recommendation:** Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.

**Relevance:** The degree to which the outputs, outcomes or goals of a programme remain valid and pertinent as originally planned or as subsequently modified owing to changing circumstances within the immediate context and external environment of that programme.
*Note:* Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

**Reliability:** Consistency and dependability of data collected through repeated use of a scientific instrument or data collection procedure under the same conditions. Absolute reliability of evaluation data is hard to obtain. However, checklists and training of evaluators can improve both data reliability and validity.

**Research:** The general field of disciplined investigation.

**Result:** The output, outcome or impact (intended or unintended, positive and /or negative) derived from a cause and effect relationship set in motion by a development intervention.

**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.

**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 & impacts). RBM rests on stakeholder participation and on clearly defined accountability for results. It also requires monitoring of progress towards results and reporting on performance/feedback which is carefully reviewed and used to further improve the design or implementation of the programme.

**Results Framework:** The logic that explains how results are to be achieved, including causal relationships and underlying assumptions. The results framework is the application of the logical framework approach at a strategic level, across an entire organization, for a country programme, a programme component within a country programme, or even a project: Related terms: results chain, logical framework.

**Risks:** Factors that may adversely affect delivery of inputs, completion of activities and achievement of results. Many risk factors are outside the control of the parties responsible for managing and implementing a programme.

**Risk Analysis:** An analysis or assessment of factors that affect or are likely to affect the achievement of results. Risk analysis provides information that can be used to mitigate the impact of identified risks. A detailed examination of the potential unwanted and negative consequences to human life, health, property, or the environment posed by development interventions; a systematic process to provide information regarding such undesirable consequences; the process of quantification of the probabilities and expected impacts for identified risks. Some external factors may be beyond the control of programme managers and implementers, but other factors can be addressed with some slight adjustments in the programme strategy. It is recommended that stakeholders take part in the risk analysis as they offer different perspectives and may have pertinent and useful information about the programme context to mitigate the risks.

**Review:** An assessment of the performance of an intervention, periodically or on an ad hoc basis.
*Note:* Frequently "evaluation" is used for a more comprehensive and/or more in depth assessment than "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms.

**Sector Program Evaluation:** Evaluation of a cluster of development interventions in a sector within one country or across countries, all of which contribute to the achievement of a specific development goal.
*Note:* a sector includes development activities commonly grouped together for the purpose of public action such as health, education, agriculture, transport etc.

**Self-evaluation:** An evaluation by those who are entrusted with the design and delivery of a development intervention.

**Stakeholders:** People, groups or entities that have a role and interest in the aims and implementation of a programme. They include the community whose situation the programme seeks to change; field staff who implement activities; and programme managers who oversee implementation; donors and other decision-makers who influence or decide the course of action related to the programme; and supporters, critics and other persons who influence the programme environment (see target group and beneficiaries).

**Strategies:** The blueprint for accomplishing a particular goal, complete with action steps and a timeline. Approaches and modalities to deploy human, material and financial resources and implement activities to achieve results.

**Strategic Intent** A statement of "strategic intent" is used to describe the unique ambitions of a particular organization undergoing a benchmarking effort. This statement can provide a useful sense of purpose for staff and benchmarking team members, as well as provide a guide when allocating resources or setting goals.

**Success:** A favourable programme result that is assessed in terms of effectiveness, impact, sustainability and contribution to capacity development.

**Summative Evaluation:** A study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. Summative evaluation is intended to provide information about the worth of the program.

**Survey:** Systematic collection of information from a defined population, usually by means of interviews or questionnaires administered to a sample of units in the population (e.g. person, youth, adults etc.). *Baseline surveys* are carried out at the beginning of the programme to describe the situation prior to a development intervention in order to assess progress; *Mid line surveys* are conducted at the mid point of the cycle to provide management and decision makers with the information necessary to assess and, if necessary, adjust, implementation, procedures, strategies and institutional arrangements, for the attainment of results. In addition, the results of midline surveys can also be used to inform and guide the formulation of a new country programme. *End line surveys* are conducted towards the end of the cycle to provide decision makers and planners with information with which to review the achievements of the programme and generate lessons to guide the formulation and/or implementation of a new programme/ projects.

**Sustainability:** Durability of programme results after the termination of the technical cooperation channelled through the programme. Static sustainability – the continuous flow of the same benefits, set in motion by the completed programme, to the same target groups; dynamic sustainability – the use or adaptation of programme results to a different context or changing environment by the original target groups and/or other groups.

**Target Group:** The main stakeholders of a programme that are expected to gain from the results of that programme. Sectors of the population that a programme aims to reach in order to address their needs.

**Terms of Reference:** Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements. Two other expressions sometimes used with the same meaning are “scope of work” and “evaluation mandate”.

**Time-Series Analysis:** Quasi-experimental designs that rely on relatively long series of repeated measurements of the outcome/output variable taken before, during and after intervention in order to reach conclusions about the effect of the intervention.

**Thematic Evaluation:** Evaluation of selected aspects or cross-cutting issues in different types of interventions.

**Transparency:** Carefully describing and sharing information, rationale, assumptions, and procedures as the basis for value judgments and decisions.

**Triangulation:** The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment.
*Note:* by combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies.

**Utility:** The value of something to someone or to an institution. The extent to which evaluations are guided by the information needs of their users.

**Validity:** The extent to which methodologies and instruments measure what they are supposed to measure. A data collection method is reliable and valid to the extent that it produces the same results repeatedly. Valid evaluations are ones that take into account all relevant factors, given the whole context of the evaluation, and weigh them appropriately in the process of formulating conclusions and recommendations.

**Vision** The stated dream of what an organization wants to be, where it wants to go, or what it wants to stand for. For a vision statement to be meaningful, it must be achievable and measurable.

**Work Plans:** Quarterly, annual, or multiyear schedules of expected outputs, tasks, timeframes and responsibilities.

**World Class** To be world class is to exhibit leadership in a particular process across the board – regardless of industry, function or geographical location.

# REFERENCES


UNFPA "**Programme Manager's Planning Monitoring and Evaluation Toolkit**", March, 2004

OECD/DAC. **"Glossary of Key Terms in Evaluation and Results Based Management"**, The DAC Working Party on Aid Evaluation, 2002. Available online at http://www.oecd.org

Scriven, Michael. **"Evaluation Thesaurus – Fourth Edition"**, Sage Publications, 1991.

The United Nations Development Group (UNDG). **"Results Based Management Terminology"**, June 2003. Available online at http://www.undg.org

The World Bank. **"Measuring Efficiency and Equity Terms"**. Available online at http://www.worldbank.org

OCDE "Glossary of Key Terms In Evaluation and Results Based Management", OCDE 2002.

Government of Uganda "**Plan for National Statistical Development, (2006/7 – 2010/11)**" October 2006.

Uganda Aids Commission "T**he National Monitoring and Evaluation Framework for HIV/AIDS in Uganda**" July, 2004.
UBOS "**UBOS Sector Strategic Plan for Statistics, 2007/8 – 2011/12",** October, 2008.

UBOS "**PNSD Annual Review Report, 2008**" 2009.

UBOS "**PNSD Quarterly M&E Reports, 2008 and 2009**".

UBOS "**PNSD Inter Agency Committee Report, 23rd February, 2010**".

## ACKNOWLEDGEMENT

This framework is an outcome of sustained and focused work to enhance monitoring and evaluation of the National Statistical System (NSS). The development of the framework was funded by the Government of Uganda. It was developed under the able leadership of the Director of Statistical Coordination (DSCS), Ben Paul Mungyereza. The Principal Officer, Statistical Coordination and Coordinator of the Plan for National Statistical Development (PNSD), Norah Madaya who was very instrumental in providing the technical guidance. The staff of the M&E Section i.e. the Senior Officer, Gender, Research, Monitoring and Evaluation, Grace Bulenzi Gulere and the Officer, Research, Monitoring and Evaluation, Jane Rose Lutaya are acknowledged for content development and integration of the input of the current government Ministries, Departments and Agencies (MDAs) under the PNSD. Special tribute goes to the contact persons of the MDAs under the PNSD for the significant contribution made in the development of the NSS M&E Framework. The role of the Technical Advisor, Evelyn Ogwal in the design and development of the Framework cannot be overemphasised and is greatly acknowledged. The external Editor, Dr. Clensio Tizikara is appreciated for reviewing the document.