

PUNTLAND STATE GOVERNMENT

Ministry of Planning and International Cooperation
(MoPIC)



PUNTLAND MONITORING AND EVALUATION POLICY

2018

DAWLADDA PUNTLAND
EE SOOMAALIYA

XAFIISKA
MADAXWEYNAHA



PUNTLAND STATE OF SOMALIA
OFFICE OF THE PRESIDENT

ولاية بونت لاند
الصومالية

الرئاسة
مكتب الرئيس

Ref: MW/DPS/688/2017

Garowe جروي

December 14, 2017

Ku: Dhammaan Cidda ay khuseyso

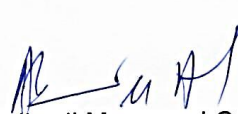
**Ujeedo: Ansixinta Siyaasada Kormeerka iyo Qiimaynta
Dawladda Puntland.**

Anigoo tixraacaya ansixintii golaha wasiiradda dawladda Puntland oo ku taariikhaysnayd 08/06/2017 ee siyaasadda Kormeerka iyo Qiimaynta dawladda Puntland, islamarkaana aan yaqiinsaday baahida loo qabo inla helo siyaasad kormeer iyo Qiimayn ee guud ahaan Puntland si loo hubiyo habsami u socodka mashaariicda laga fuliyo Puntland.

Waxaan farayaa dhammaan hay'adaha dawliga ah ee Puntland iyo kuwa aan dawliga ahayn ee ka howlgala Puntland in ay u hogaansamaan habraaca ku qoran siyaasadda Kormeerka iyo Qiimaynta dawladda Puntland.

Laga bilaabo maanta oo taariikhdu tahay 14/12/2017 waxaa dhaqan galay siyaasada Kormeerka iyo Qiimaynta dawladda Puntland.

Fulin Wacan


Cabdiweli Maxamed Cali Gaas
Madaxweynaha Dawladda Puntland



Tel: +252-090-7797712/090-7796067; **Office E-mail address:** OoP@plstate.so;
Website: www.plstate.so;

DAWLADA PUNTLAND
EE SOOMAALIYA



PUNTLAND STATE
OF SOMALIA

Ministry of Planning and International Cooperation
Wasaaradda Qorsheynta iyo Xiriirka Caalamiga ah
وزارة التخطيط والتعاون الدولي
Office of the Minister

Ref: MOPIC/121/2/18

Date: 11/02/2018

To: All Development & Humanitarian Partners Operating in Puntland
To: All Puntland Government Institutions
Cc: Office of the President

SUBJECT: PUNTLAND M&E POLICY IMPLEMENTATION

Dear All,

I am pleased to officially disseminate the Puntland M & E Policy that was officially endorsed by the cabinet after consultative discussions and validation by all concerned stakeholders. (Refer to the attached Presidential Decree).

Following the revision of the Puntland Development Plan, our State operationalized the Revised Three Year Puntland Development Plan 2017-2019 on which, our state's development agenda is guided. From that perspective it was only imperative that we formulate a State Monitoring and Evaluation Policy. An outcome-based public sector that contributes to sustainable development, economic growth and the wellbeing of Puntlanders in a well-organized and operational manner requires a well-defined framework that outlines clearly the guidelines for assessment of outputs, outcomes and impacts of Government programmes and project priorities in the six priority sectors of the PTYPDP 2017-2019 within stipulated timeframes.

The Puntland Monitoring and Evaluation Policy is designed to establish common structures and principles across the entire public sector for tracking progress in the implementation and evaluation of all Government policies, programmes and projects. The Policy provides a clear structure for the institutionalisation of monitoring and evaluation in the public sector (including donor based interventions serving Puntlanders) as well as guidelines for the co-ordination, administration and general management to those responsible for implementing.

I would like to thank all parties involved and request fullest implementation and adherence of the policy to achieve desired goals and impact.

Regards,

Hon. Shire Haji Farah
Minister of Planning and International Cooperation

Office of the Minister Email: shire.hfarah@gmail.com, Mobile: +252907795113



ACKNOWLEDGEMENTS

This Monitoring and Evaluation Policy is guided by the Sustainable Developmental Goals that are aligned with the current Puntland Development Plan (PDP 2017-2019). It is a Policy that is open to the demands of the urgent needs of Puntlanders in; Governance, Security, Justice, Social, Livelihood and Infrastructure areas.

The Puntland Monitoring and Evaluation Policy was developed to boost the implementation of PDP 2017-2019 by providing clear guidelines for the conduct of monitoring and evaluation of all Government programmes and donor supported projects. The Policy is a creation of a very hands-on and inclusive process encompassing participants with in-depth understanding in monitoring and evaluation of developmental programmes.

The Policy is a Rapid Result, which in principle is an accomplished project through timeous accomplishment of set indicators within a given time frame. For that reason, this Policy demonstrates that through collaboration and dedication, success can be achieved.

The Puntland Government is deeply appreciative to all the participants who made the exercise a success. These are all Puntland Government institutions and Development Partners who participated the consultation and validation workshops.

Mr. Hussein Abdi Jama

Director General

Ministry of Planning and International Cooperation (MoPIC)

TABLE OF CONTENTS

FOREWORD	i
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENTS	iv
LIST OF ACRONYMS	iv
LIST OF ILLUSTRATIONS	viii
LIST OF ANNEXES	viii
SECTION ONE: INTRODUCTION	1
1.0 INTRODUCTION	1
1.2 SITUATION ANALYSIS	2
SECTION TWO: MONITORING AND EVALUATION	4
2.0 INTRODUCTION	4
2.1 DEFINITIONS OF MONITORING AND EVALUATION	4
2.1.1 <i>Monitoring</i>	4
2.1.2 <i>Evaluation</i>	4
2.2 JUSTIFICATION FOR THE PUNTLAND MONITORING AND EVALUATION POLICY	4
2.3 OBJECTIVES	5
2.3.1 <i>Specific Objectives</i>	5
2.3.2 <i>Strategic Objectives</i>	6
2.4 PRINCIPLES	6
2.5 THE SCOPE OF THE POLICY	7
SECTION THREE: INSTITUTIONAL STRUCTURE, ROLES, AND RESPONSIBILITIES	8
3.0 INTRODUCTION	8
3.1 KEY INSTITUTIONS IN MONITORING AND EVALUATION OF PUBLIC SECTOR PROGRAMMES.....	8
3.1.1 <i>The Key Institutions</i>	8
3.1.2 <i>The Organogram</i>	9

3.2 ROLES AND RESPONSIBILITIES	10
3.2.1 <i>The State Actors</i>	10
3.2.1.1 <i>Cabinet</i>	10
3.2.1.2 <i>The Ministry of Planning and International Cooperation (M&E department)</i>	10
3.2.1.3 <i>Ministries Departments and Agencies (MDAs)</i>	11
3.2.1.4 <i>Inter-ministerial Planning Committee (IPC)</i>	12
3.2.1.5 <i>Core Technical Coordination Committee (CTCC)</i>	12
3.2.1.6 <i>Sector working Groups (SWGs)</i>	13
3.2.2 <i>Legislature</i>	14
3.2.3 <i>Judiciary</i>	14
3.2.4 <i>Non-State Actors</i>	14
 SECTION FOUR: COMMUNICATION STRUCTURE.....	15
4.0 INTRODUCTION	15
4.1 COMMUNICATION STRUCTURE	15
4.2 DISSEMINATION OF MONITORING AND EVALUATION REPORTS	16
4.3 RESPONSIBILITY FOR THE PRODUCTION AND DISSEMINATION OF M & E REPORTS	16
4.3.1 <i>Production of M & E Reports</i>	16
4.3.1.1 <i>Monthly Monitoring Report</i>	16
4.3.1.2 <i>Quarterly Performance Report</i>	17
4.3.1.3 <i>Project Monitoring Report</i>	17
4.3.1.4 <i>Quarterly Review Meetings</i>	17
4.3.1.5 <i>Annual Progress Report</i>	17
4.3.1.6 <i>Final Evaluation Report</i>	18
4.3.2 <i>M & E Reports Production Bodies</i>	18
4.3.2 <i>Dissemination of M & E Reports</i>	19
 SECTION FIVE: POLICY REQUIREMENTS	21
5.0 INTRODUCTION	21
5.1 MONITORING POLICY REQUIREMENTS	21
5.2 PERFORMANCE PROGRESS REVIEWS	22
5.3 EVALUATION OF POLICY REQUIREMENTS	22
5.3.1 <i>Planning, Programme and Project Evaluations</i>	22

5.3.2 Budgeting for Project Evaluation	22
5.3.3 Public Policy Evaluation	22
5.4 PUNTLAND PERFORMANCE MONITORING AND EVALUATION FUND	23
5.5 PROJECT MONITORING AND EVALUATION FUND	23
5.6 USE OF MONITORING AND EVALUATION RESULTS	23
 SECTION SIX: MONITORING AND EVALUATION POLICY IMPLEMENTATION PROCESS	24
6.0 INTRODUCTION	24
6.1 KEY ISSUES IN THE M&E POLICY IMPLEMENTATION PROCESS	24
6.1.1 Results Based Management (RBM)	24
6.1.2 Results Chain	25
6.1.3 Evidence Based Decision Making	25
6.1.4 Baseline Data	25
6.1.5 Performance Indicators	26
6.1.6 Milestones	26
6.3 TOOLS AND METHODOLOGIES FOR MONITORING AND EVALUATION.....	26
6.4 MONITORING AND EVALUATION POLICY STRATEGIES.....	26
 SECTION SEVEN: CAPACITY DEVELOPMENT IN MONITORING AND EVALUATION.....	28
7.0 INTRODUCTION	28
7.1 DEFINITION OF M&E CAPACITY DEVELOPMENT	28
7.2 KEY PLAYERS IN CAPACITY DEVELOPMENT.....	28
7.3 IMPLEMENTATION OF CAPACITY DEVELOPMENT	29
 SECTION EIGHT: COMPLIANCE WITH M & E POLICY AND STANDARDS	30
8.0 INTRODUCTION	30
8.1 COMPLIANCE REQUIREMENTS AND OBLIGATIONS SHALL INCLUDE;.....	30
8.2 NON-COMPLIANCE.....	30
8.3 REVIEW OF POLICY	30

LIST OF ACRONYMS

AfDB	African Development Bank
CBO	Community-Based Organization
CSOs	Civil Society Organizations
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MfDR	Management for Development Results
MoPIC	Ministry of Planning and International Cooperation
NDP	National Development Plan
NGOs	Non-Governmental Organizations
OOP	Office of the President
PDP	Revised Puntland Development Plan
PG	Puntland Government
PCSC	Puntland Civil Service Commission
ROM	Results-Orientated Management
RPDP	Revised Puntland Development Plan
RRI/RRA	Rapid Results Initiative/Rapid Results Approach
SMART	Specific, Measurable, Achievable, Result Oriented, Time Frame
SWG	Sector Working Groups
TORs	Terms of Reference
UNDP	United Nations Development Programme
VfM	Value for Money
WB	World Bank

LIST OF ILLUSTRATIONS

<i>Illustration 1: State Actors and Non-State Actors Linkages in Monitoring and Evaluation of Public Sector Programmes</i>	<i>9</i>
<i>Illustration 2: Communication Strategy Framework for the Monitoring and Evaluation Policy</i>	<i>9</i>
<i>Illustration 3: M & E Reports and corresponding Production Bodies.....</i>	<i>19</i>
<i>Illustration 4: Results Chain.....</i>	<i>25</i>

LIST OF ANNEXES

ANNEX ONE: GLOSSARY OF TERMS.....	31
-----------------------------------	----

SECTION ONE: INTRODUCTION

1.0 INTRODUCTION

In pursuit of a better and quality life for the people of Puntland, the Government of Puntland championed the Revised Puntland Development Plan (PDP). In order to however achieve the targeted sustainable development goals therein, setting up of strategic plans to overcome the barriers and challenges of development in Puntland was instrumental. It is from that background that a Monitoring and Evaluation Policy has been commissioned to ensure a strong culture of monitoring and evaluation of all policies, programmes and projects in Puntland. The M&E Policy will reinforce Government endeavours to manage Public resources professionally as well as guarantee accountability, transparency, and quality service delivery.

A concentrated monitoring and evaluation system is vital for successful putting into practice of Puntland development policies, programmes and projects and to ensure efficient and effective service delivery to Puntlanders. The development of a Puntland Monitoring and Evaluation Policy is therefore critical to provide the necessary framework to institutionalise Monitoring and Evaluation (M&E) in the Public Sector.

This Monitoring and Evaluation Policy is guided by the Sustainable Developmental Goals that are aligned with Puntland development goals. It is a Policy that is open to the demands of the urgent needs of Puntlanders in; Governance, Security, Justice, Social, Livelihood and Infrastructure areas. The Puntland Monitoring and Evaluation Policy was developed to boost the implementation of Puntland development goals by providing clear guidelines for the conduct of monitoring and evaluation of all Government programmes and donor supported projects. The Policy is a creation of a very hands-on and inclusive process encompassing participants with in-depth understanding in monitoring and evaluation of developmental programmes.

This Policy demonstrates that through collaboration and dedication, success can be achieved. The Puntland Monitoring and Evaluation Policy as a result aims at providing an organized, harmonized, basic, outcomes based, reliable and effective mechanism through a consultative process. The development of the Policy for Puntland, therefore involved wide-ranging

research and drawing lessons from experiences of other countries. It also involved stakeholder consultations led and coordinated by MoPIC. To this end, stakeholder consultative workshops were conducted in Garowe for key stakeholders to partake in the development of the policy. The workshops drew participants from all sector workgroups to get actively involved, participate and contribute informed ideas in perspective of their respective sectors and subsectors.

1.2 SITUATION ANALYSIS

Since its inception in 1998, the Government of Puntland with vibrant support from Donor Agencies and CSOs has developed and implemented a number of policies such as the First Puntland Five-Year Development Plan (2007-11), the Second Puntland Five-Year Development Plan (2014–2018) and other reforms and donor funded projects in all public sectors. These endeavours have brought socio-economic transformation and promoted economic growth and development in Puntland. However the implementation of these interventions has been obscured by inherent gaps including the lack of effective Monitoring and Evaluation (M&E) and the lack of supplementary costing and budget for the planned sector-level priorities a key component that has been aimed at fixing in the now the Revised Puntland Development Plan (2017-19).

Because the Revised Puntland Development Plan (2017-19) contains a very detailed and thorough Monitoring and Evaluation Framework as well as strategies for effectively implementing the Revised Puntland Development Plan, past accomplishments will be enriched in a more sustainable way as Government operations will be guided by a results based framework that links strategic planning and implementation to results (outputs, outcomes and impacts). The greatest challenge that confronts Government has been the lack of sustainable implementation of these policies. The weakest link in the implementation of policies, programmes and projects has been the absence of an Operationalized Puntland Monitoring and Evaluation Policy to give guidance and credibility to the achievements of results through correct finding.

Since the restructuring of the Ministry of Planning and International Cooperation in 2006 and mandated to plan and efficiently facilitate Puntland development for Puntlanders to achieve a well-managed and sustainable socio-economic development, the Public Sector performance

moderately improved in spite of a number of unsettling factors. The poor performance of the Public Sector was caused, among others, by a weak policy value chain that includes the absence of a Results Based Integrated Development Plan, non-implementation of the Results Based Budgeting and the absence of a Results Based Monitoring and Evaluation Policy.

The absence of a Puntland Monitoring and Evaluation Policy to guide the implementation of policies, programmes and projects had a strong bearing on the development of a robust and sustainable M&E system across the Public Sector, thereby affecting the achievement of tangible results (outputs, outcomes and impacts). A shortcoming MoPIC in conjunction with MDAs, Donor Agencies and INGOs is aiming at addressing by developing a State M&E policy to streamline the achievement of PDP goals in all sectors through effective monitoring and evaluation of government programs undertaken in all sectors by both MDAs and CSOs using this Policy as a guide.

SECTION TWO: MONITORING AND EVALUATION

2.0 INTRODUCTION

Monitoring and evaluation takes place at two distinct but closely connected levels. Whereas monitoring focuses mainly on outputs that emerge from inputs through annual plans, evaluation focuses mainly on outcomes and impact. Monitoring is a routine function that requires assessments, aimed at providing stakeholders with early indications of progress in the achievement of results whereas evaluation is a selective exercise which assesses progress towards the achievement of outcomes and impact.

2.1 DEFINITIONS OF MONITORING AND EVALUATION

2.1.1 Monitoring

Refers to keeping track of how the project aligns itself to the established goals, with respect to quality, time, resources, costs, causes and consequences of deviation from policy, programme or project objectives. It is a process of collecting data for use in analysing progress of the projects.

2.1.2 Evaluation

Refers to a process of assessing the achievements of a policy, programme or project. It may also be a process of analysing the benefits or value of a policy, programme or project on the community or putting value on something.

2.2 JUSTIFICATION FOR THE PUNTLAND MONITORING AND EVALUATION POLICY

The justification of the policy is that, Monitoring and Evaluation;

- (i)** Clearly identifies problems and opportunities as well as programs and projects beneficiaries and other stakeholders.
- (ii)** Assists in tracking implementation and informing decision making.
- (iii)** Opens up channels of communication between the Government and its people consequently garnering support for policies, programmes and projects.

- (iv) Highlights issues of gender, youths and other marginalised groups during programme design and implementation.
- (v) Clarifies the roles and responsibilities of the various actors in the assessment of the impact of policies, programmes and projects and strengthens the coordination of institutions in the provision of quality service to clients.
- (vi) Promotes lifelong organisational learning for improved performance in subsequent developmental programmes and interventions
- (vii) Assists in improving the quality of planning and management of policies, programmes and projects undertaken by government MDAs and Donor funded Societies and groups
- (viii) Ensures equitable, effective and efficient resources allocation and utilisation in a transparent and accountable manner.
- (ix) Helps to focus Government and development partners' programmes and projects on not only improving quality of projects but quality of beneficiaries' lives.
- (x) Helps focus government and development partners' interventions on the attainment of State/Public objectives.

2.3 OBJECTIVES

2.3.1 Specific Objectives

The overall objective of the Monitoring and Evaluation (M&E) Policy is to support coordination of Puntland priority sectors, MDAs and other stakeholders in undertaking monitoring and evaluation of the programs undertaken on their watch. The specific objectives are to;

- (i) Provide continuous and systematic assessment of progress towards achievement of Puntland development goals and strategic objectives.
- (ii) Provide key stakeholders with relevant information and feedback for planning, management and evaluation of the programmes in the PDP.
- (iii) Provide a platform for identification of best practises and sharing of challenges for corrective action of PDP programmes.
- (iv) Strengthen M&E capacity for implementation and management of PDP programmes for efficient collection, analysis, and utilization of the information.
- (v) Provide timely and quality information to track the National Development Plan and SDG indicators.

- (vi) Measure effectiveness, efficiency, relevancy, sustainability of all interventions implemented by Government institutions, UN agencies or NGOs.

2.3.2 Strategic Objectives

In order to achieve the purpose of this Puntland Monitoring and Evaluation Policy, the following strategic objectives must be achieved;

- (i) Align sectoral and sub-sectoral plans to the Puntland development plans, programmes and projects for effective monitoring and evaluation;
- (ii) Establish a coordinated and sustainable Monitoring and Evaluation System throughout the Public Sector;
- (iii) Establish an enabled Monitoring and Evaluation System;
- (iv) Strengthen Monitoring and Evaluation capacity in the Public Sector to enable the tracking of implementation progress and take the necessary corrective measures;
- (v) Facilitate reviewing of existing policies, programmes and projects to enhance efficiency;
- (vi) Provide effective mechanisms for reporting progress towards the achievement of targeted results;
- (vii) Enhance transparency and accountability in conformity with the tenets of good governance;
- (viii) Empower the populace to demand quality service delivery;
- (ix) To foster exchange of ideas and policy design on Puntland development challenges/issues based on robust evidence;
- (x) To promote evidence-based decision making at all levels through monitoring and evaluation results; and
- (xi) To ensure both upstream and downstream uptake of analytical information for policy.

2.4 PRINCIPLES

In order to achieve the above objectives, the Government of Puntland is guided by the following M&E principles:

- Ethics and integrity

- Informed decision making
- Value for money
- Accountability and Transparency
- Managing for results
- Effectiveness and Credibility
- Gender equality and equity

2.5 THE SCOPE OF THE POLICY

This policy provides for the;

- (i)** Conduction of monitoring and evaluation in State programmes;
- (ii)** Roles and responsibilities of key actors in mainstreaming monitoring and evaluation of State programmes and projects;
- (iii)** Creation of supporting institutional structures for monitoring and evaluation systems;
- (iv)** Reporting framework (and frequency) in the implementation, monitoring and evaluation of publicly owned programmes and projects;
- (v)** Monitoring and evaluation capacity building for implementers and contributors to M&E activities;
- (vi)** Coordination arrangements between MDAs, Donor Agencies, Development partners to ensure improved lives for Puntlanders who are the key beneficiaries of development programmes;
- (vii)** Leadership commitment on the side of policy makers and decision makers;
- (viii)** Provision of adequate enabling resources (human capital – with essential monitoring and evaluation skills and capabilities; financial resources that would ensure successful completion of projects and programmes).

SECTION THREE: INSTITUTIONAL STRUCTURE, ROLES, AND RESPONSIBILITIES

3.0 INTRODUCTION

To achieve effective M&E in all government assisted development programmes in Puntland, there is need to establish a more effective and all – inclusive coordination structure, one that address current coordination challenges and constraints at state level and provide an opportunity for a robust engagement with municipal level, federal level, international and donor community forums. These processes include development priority setting, resource allocation, and development partner (donor) relationship management.

In each case, the SWG’s benefit from strategic guidance and technical support from two additional structures – the Ministerial Steering Committee (Policy) and the Technical Coordination Committee (Overall Coordination and Oversight). In addition, harmonizing the state, regional and district level development planning processes is of paramount importance, and as such, is incorporated into the institutional framework for implementation, monitoring and evaluation. The institutional roles and responsibilities highlight the networks, tasks and accountabilities of the various institutions and committees that are used to transmit M&E data / information under the Puntland Government Monitoring and Evaluation Policy.

3.1 KEY INSTITUTIONS IN MONITORING AND EVALUATION OF PUBLIC SECTOR PROGRAMMES

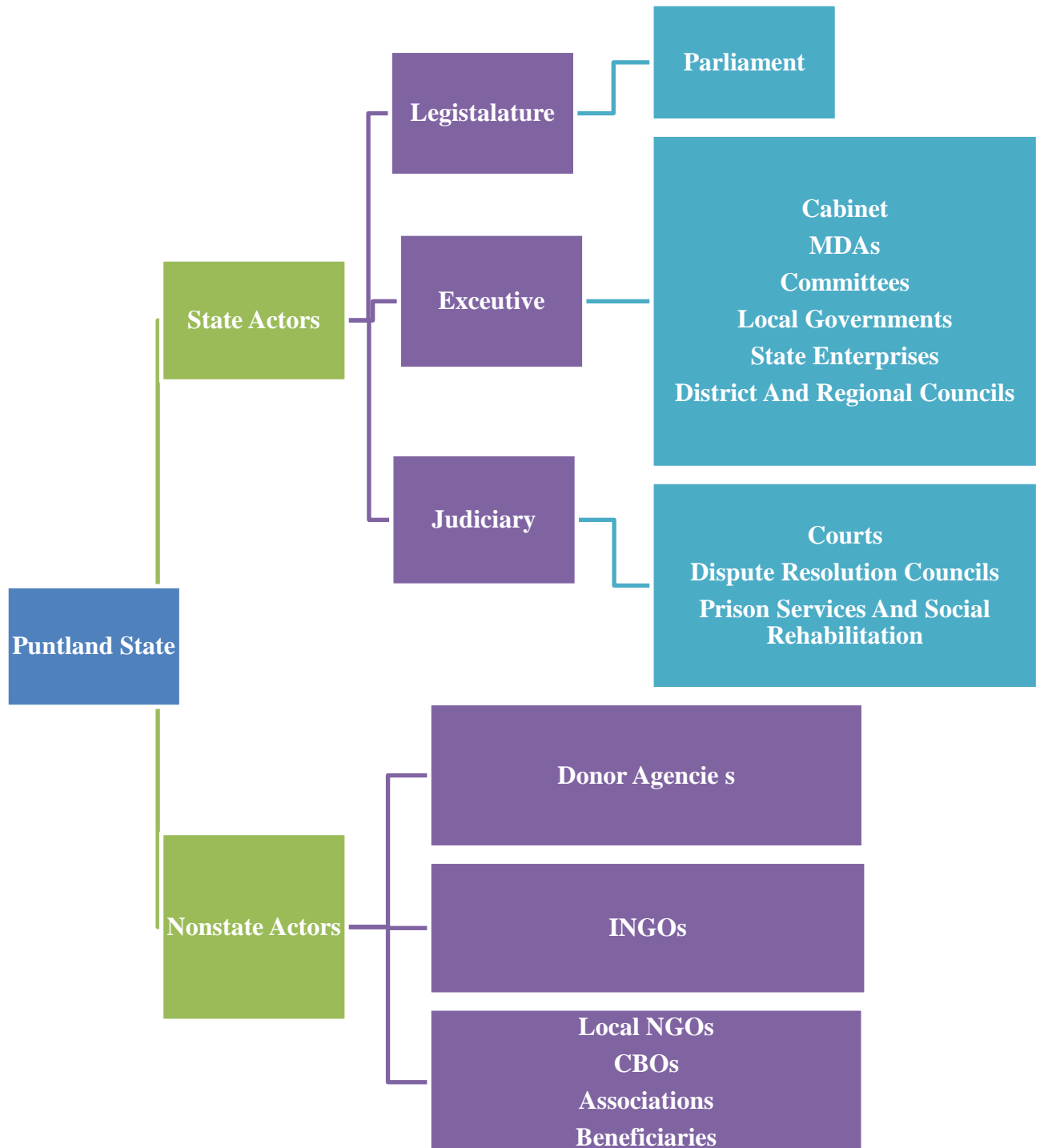
3.1.1 The Key Institutions

The key institutions in monitoring and evaluating of State-owned programmes include State and Non-State Actors. State Actors include the Legislature, the Judiciary and the Executive. Organisations such as the United Nations Agencies, International Non-Governmental Organisations, Local NGOs, CBOs, Community Associations, Religious Organisations, Development Partners, Diplomatic Community in Puntland, monitoring and evaluating consultants, the Private Sector, to mention but a few, would be covered under Non-State actors.

3.1.2 The Organogram

The subsequent illustration serves to illustrate the linkages amongst the State's various State Actors and Non-State Actors that are relevant in monitoring and evaluation of Public Sector programmes.

Illustration 1: State Actors and Non-State Actors Linkages in Monitoring and Evaluation of Public Sector Programmes



3.2 ROLES AND RESPONSIBILITIES

3.2.1 The State Actors

3.2.1.1 Cabinet

The cabinet has the following key roles;

- (i)** Review monitoring and evaluation related policies before being approved by the parliament
- (ii)** Provide inputs, comments and suggestion on Monitoring and Evaluation Policy
- (iii)** Measuring the deliverables and results of all programs implemented by Government institutions, UN agencies, and NGOs at sectoral level.
- (iv)** Check whether national Monitoring and Evaluation Framework is aligned with M&E Policy and Puntland development goals
- (v)** Take a stringent action from Government institutions, UN agencies and NGOs that failed either to implement the programs as intended or comply with M&E Policy

3.2.1.2 The Ministry of Planning and International Cooperation (M&E department)

MoPIC as the lead Agency for Monitoring and Evaluating Government overseen programs and projects shall;

- (i)** Undertake quarterly monitoring missions to collect and analyse information as the project progresses so as to improve the efficiency and effectiveness towards achieving program objectives and track changes in program or project performance over time.
- (ii)** Conduct evaluation on completed interventions implemented by humanitarian agencies registered in Puntland and Government institutions partnered with UN Agencies to evaluate the relevance, efficiency, effectiveness, impacts and sustainability of completed programs against the agreed strategic plans.
- (iii)** Provide the necessary leadership and guidance in the formulation, implementation, monitoring and evaluation of Public Sector policies, programmes and projects;
- (iv)** Ensure transparency and accountability for, and oversight of Government performance and results;

- (v) Develop, adopt, and implement a State M&E system for Public Sector programmes;
- (vi) Keep under review the operations of the Government with respect to its purposes, scope, and objectives to ensure that Government programmes are evaluated on a regular basis;
- (vii) Ensure the establishment of Monitoring and Evaluation Units in line Ministries; and
- (viii) Collaborate with Monitoring and Evaluation consultants from outside the State institutions when there is need.
- (ix) Capacitate the staff in the Monitoring and Evaluation Units to enable them to effectively monitor and evaluate projects and programmes.
- (x) Develop an adaptable M&E framework for all Public Sector entities.
- (xi) Use evidence based decision making in its activities.
- (xii) Develop a logical Monitoring and Evaluation framework (matrix) which is RBM compliant.
- (xiii) Determine a threshold for projects that require external evaluators to ensure independence.

3.2.1.3 Ministries Departments and Agencies (MDAs)

The MDAs entities will:

- (i) Appoint a ‘focal point’ to act as counterpart for M&E-related requirements including the implementation of the monitoring system
- (ii) The capacity (coaching and training) of the focal point will be built to enable him/her to collect, analyse data, and monitor and report on project progress.
- (iii) Establish and maintain respective Monitoring and Evaluation Units as guided by MoPIC;
- (iv) Develop, implement and review Monitoring and Evaluation Plans;
- (v) Ensure that there is budget allocation for Monitoring and Evaluation;
- (vi) Ensure that each project and programme has a Monitoring and Evaluation component that has a clear budget allocation;
- (vii) Educate all staff on the importance of Monitoring and Evaluation on projects and programmes;
- (viii) Generate and disseminate Monitoring and Evaluation reports to all levels; and
- (ix) Create effective linkages between the Ministerial Monitoring and Evaluation Units and those in respective Local Authorities, and Public entities.

3.2.1.4 Inter-ministerial Planning Committee (IPC)

Inter-ministerial Planning Committee is high-level decision makers that have been derived from Government ministries and Chairpersons of Government institutions chaired by ministry of Planning and International cooperation. The key tasks of this committee include;

- (i) Make sure that each government institution's annual plan is aligned with the Three-year Development Plan outputs and outcomes;
- (ii) Check, review and endorse project monitoring reports submitted by the Core technical coordination committee under the leadership of MoPIC.
- (iii) Assess whether monthly, quarterly and annually planning, monitoring and evaluation reports feed into Puntland 3 Year Development Plan or not. These reports are aimed to facilitate corrective actions at policy, management and implementation levels in order to positively influence programs.
- (iv) Inter-ministerial Planning Committee meets once a year to reflect what was achieved, limitations experienced, corrective measures undertaken and way forward;
- (v) Ensure that Monitoring and Evaluation budget is available and utilized as intended.
- (vi) MoPIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the Inter-Ministerial Planning Committee.

3.2.1.5 Core Technical Coordination Committee (CTCC)

Core Technical Coordination Committee includes key General Directors from all Government institutions chaired by MoPIC Director General. The Core Technical Coordination Committee (CTCC) main duties include;

- (i) Follow up individual institutional annual plans, progress reports and reviews and make sure that all stakeholders to play their respective roles when undertaking national monitoring and evaluation under the auspices of MoPIC.
- (ii) Consolidate, collate and produce State Annual Development Plans that show Programmes/Projects clustered into the six sectors of the Plan and their budgets.
- (iii) Compile and consolidate all the quarterly reports, covering the reform programmes of Puntland Government of Somalia
- (iv) Carry out quarterly performance monitoring combines budget execution monitoring alongside progress monitoring against planned outputs and activities

- (v) Core Technical Coordination Committee meets 2 times a year
- (vi) Review monitoring and evaluation reports submitted by sector working groups
- (vii) Decentralizing the national M&E system to regional and district levels
- (viii) MoPIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the Core Technical Coordination Committee.
- (ix) Prepare quarterly and annually reports on undertaken activities aligned with the Puntland 3 Year Development Plan

3.2.1.6 Sector working Groups (SWGs)

Sector working groups is Monitoring and Evaluation technical team. SWGs staff were drawn from institutional M&E Units nominated by Core Technical Coordination Committee with the consultation of Inter-Ministerial Planning Committee. The sector working groups is chaired by MoPIC M&E Director and its main duties include;

- (i) Collect annual plans, project proposals and implementation plans from Government institutions, UN agencies and non-governmental organizations (local and international)
- (ii) Facilitate all M&E technical and administrative support needed by Core Technical Coordination Committee
- (iii) Collate and maintain all projects/programs documents submitted by implementing institutions by putting in a data-base for preservation
- (iv) Improve coordination and communication with all M&E stakeholders
- (v) Undertake capacity building training for M&E Government staff on monitoring and evaluation basics and tools
- (vi) Facilitate and arrange quarterly and annually Core Technical Coordination Committee and Inter-Ministerial Planning Committee meetings
- (vii) Check and review M&E reports submitted by Regional Development Planning Committee
- (viii) Develop M&E tools and training materials with the consultations of all concerning parties for their inputs and comments
- (ix) MoPIC will nominate Secretariat comprising coordinator, administrator, advisors and secretary to technically facilitate all tasks required to be executed by the sector working groups

- (x) Close collaboration with project beneficiaries and implementers to make sure that all project stakeholders are full engaged in all project phases
- (xi) Meet 4 times a year
- (xii) Prepare monthly, quarterly, and annually monitoring and evaluation key activities reports

3.2.2 Legislature

The Legislature shall:

- (i) Create an enabling legislative environment for the effective implementation of Monitoring and Evaluation in Puntland;
- (ii) Monitor and evaluate Public Sector projects and programmes through the Parliamentary commissions; and
- (iii) Ensure that there is a separate Monitoring and Evaluation budget for programmes and projects.
- (iv) Read the M&E reports from all MDAs to evaluate whether programmes are running as they are supposed to

3.2.3 Judiciary

The role of the Judiciary will be as mandated by the Constitution however when projects under their umbrella are undertaken, they will be required to monitor and evaluate them accordingly and submit data to MoPIC for analysis and reporting. Some of the state or non-state programs could be under the following PDP indicators;

- (v) Reforming laws and applying policies
- (vi) Enhancing access to justice
- (vii) Professionalizing justice sector human resources
- (viii) Improving legal education in Puntland
- (ix) Improving human rights situation in Puntland
- (x) Enhancing prison services and social rehabilitation
- (xi) Increasing accessibility of justice institutions
- (xii) Advancing the promotion of women and child rights

3.2.4 Non-State Actors

Non-State Actors:

- (i) Provide an external perspective on Puntland Government performance and results.
- (ii) Provide feedback to domestic and international constituencies on Puntland Government performance and results.
- (iii) Need to bring into line their operations to Public Sector programmes and developments and observe Government mandate on reporting; and
- (iv) Are expected to support Government (materially, financially and in terms of human resources (skills transfer) to strengthen its performance in project/programme implementation and M&E activities;

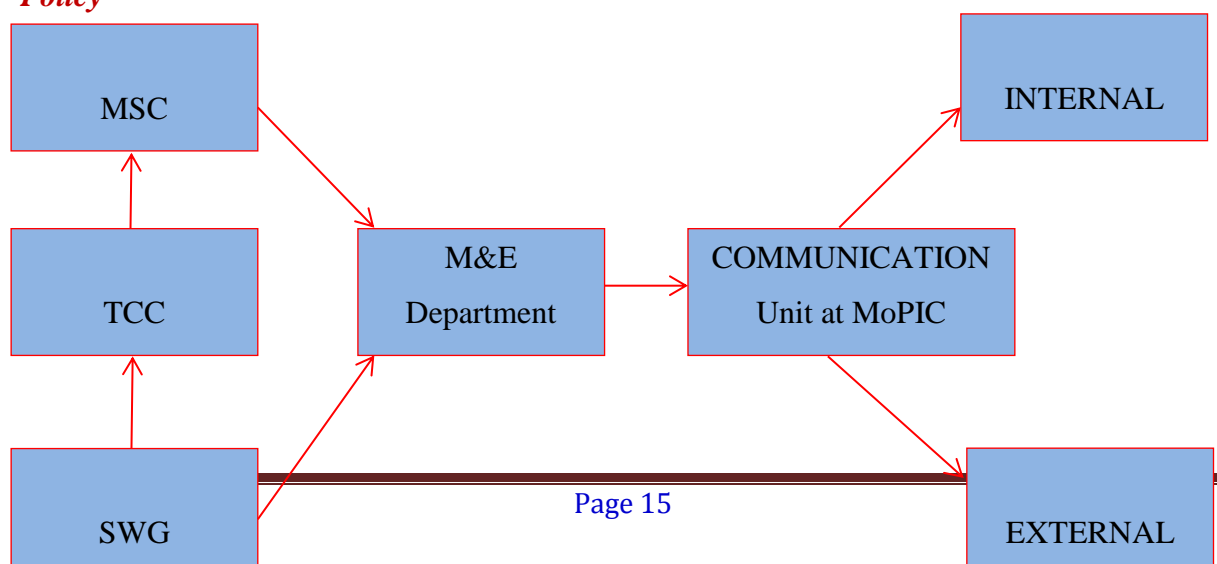
SECTION FOUR: COMMUNICATION STRUCTURE

4.0 INTRODUCTION

Communication is a fundamental part of any M&E Policy. It involves systematic and timely provision of essential information at regular intervals. M&E communications discuss the trends, root causes of problems, challenges, and analysis of the strategies that should guarantee achievement of outcomes. Since monitoring and evaluation is an information-gathering activity, it is correspondingly imperative to distribute and communicate the findings/results to key stakeholders - especially policy and decision makers.

4.1 COMMUNICATION STRUCTURE

Illustration 2: Communication Strategy Framework for the Monitoring and Evaluation Policy



4.2 DISSEMINATION OF MONITORING AND EVALUATION REPORTS

All MDAs, UN Agencies, INGOs and NGOs shall use various communication channels in order to ensure public access to data and reports. Quantitative and qualitative data will be made publicly accessible through various communication channels e.g. media, video conferencing, tele-conferencing, newsletters, booklets, bulletins, etc.

4.3 RESPONSIBILITY FOR THE PRODUCTION AND DISSEMINATION OF M & E REPORTS

4.3.1 Production of M & E Reports

Reporting is a vital fragment of an M&E Policy because it entails of a regular and well-timed provision of essential information at fixed intervals. Activity reports and monitoring and evaluation reports are the two types of reports that this Policy suggests. Whereas activity reports describe the processes and procedures used to conduct the activity, the challenges encountered, resources used and the timeframe for the activity, monitoring and evaluation reports are more analytical because they highlight the differences and explanations for these differences in addition to providing ratifications to address the established gaps. The structures which are outlined in this Policy shall produce the following reports;

4.3.1.1 Monthly Monitoring Report

- Each government Ministry, Department or Agency (MDAs) and shall provide a monthly report on key development programs carried by them or Non State Actors like UN Agencies, INGOs and NGOs based on the implementation plan agreed by the government MDAs.
- The monthly report will feed into the development of the quarterly report and ultimately lead to the development of the Annual Progress Report.
- The monthly performance reports will be a standard for the subsequent funding

4.3.1.2 Quarterly Performance Report

- The performance report will focus on key expenditures, actions, outputs, and progress, towards achieving planned outcomes.
- MoPIC will be compiling and consolidating all the quarterly reports, covering the development programmes being implemented by or on behalf of Puntland State.
- Quarterly performance monitoring combines budget execution monitoring alongside progress monitoring against planned outputs and activities
- The report is aimed at facilitating corrective actions at policy, management and implementation levels in order to positively influence programmes.

4.3.1.3 Project Monitoring Report

- Regular monitoring to verify the results that are given in the monthly, quarterly and annual reports to inform respective MDA's and Implementing Agencies (State & Non State)'s management of the required actions.

4.3.1.4 Quarterly Review Meetings

- Quarterly reviews are conducted through inter MDAs meetings spearheaded by MoPIC. The meetings review and validate information presented in the quarterly M&E reports shall be submitted by the concerned M&E data producers.
- The meetings shall focus on providing strategic direction based on the recommendations and lessons learnt.

4.3.1.5 Annual Progress Report

- It will present the results achieved in relation to commitments made during the implementation year period.
- It will also assess the progress against set targets on the identified key performance indicators (KPI) and programme outputs.
- All ministries and agencies implementing State and Non-State funded development programmes and projects will review their progress and report to the MoPIC, for compilation and the production of the Annual Progress Report.
- The annual report will be communicated to all stakeholders.

4.3.1.6 Final Evaluation Report

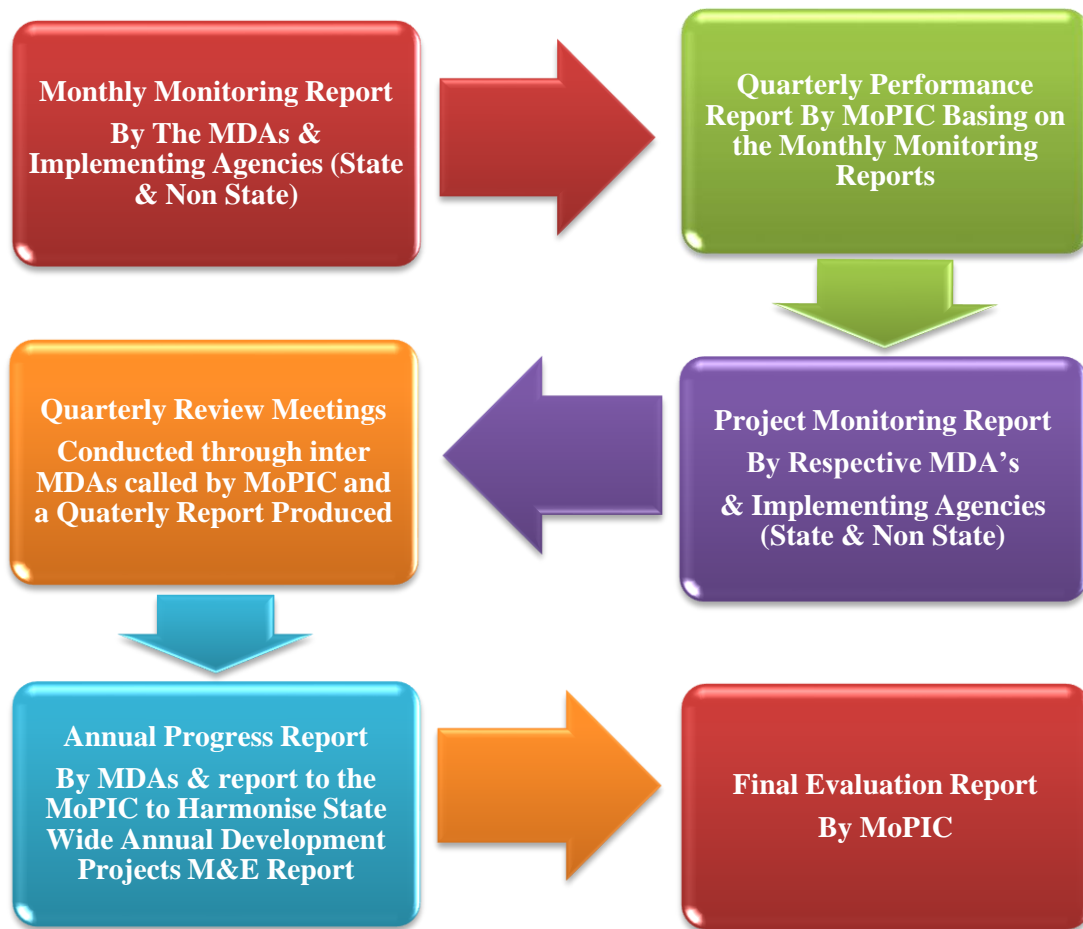
- The report of the evaluation conducted at the end of the state and non-state development programmes in Puntland shall focus on the achievement of purpose and contribution towards the intended goal.
- It shall measures achievements against the benchmark (baseline survey), assess whether particular outcomes have been achieved and the level of contribution towards the planned impact.
- Issues of effectiveness, impact and sustainability shall highly be considered.

4.3.2 M & E Reports Production Bodies

With special consideration, the above in M & E reports shall be produced by an assortment of project financiers, implementers and coordination stakeholders from all the way from the grassroots (project/program ground level) to the Monitoring & Evaluation Department of Puntland MoPIC.

Additionally, financiers shall also generate Monitoring and Evaluation Reports targeted at budgets and expenditures made. Implementing Agencies and Heads or Focal Persons of relevant communication structures must produce Monitoring and Evaluation reports monthly, quarterly or annually as guided by the Monitoring and Evaluation Reporting Template. Consultative processes must be adhered to in the production of Monitoring and Evaluation reports.

Illustration 3: M & E Reports and corresponding Production Bodies



4.3.2 Dissemination of M & E Reports

M & E reports shall include information packaged in both Somali and English as the national and official languages respectively. 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).

SECTION FIVE: POLICY REQUIREMENTS

5.0 INTRODUCTION

In the course of providing technical guidance and support to this policy's implementers, clear requirements are needed to guide the users in conducting their monitoring and evaluation activities.

5.1 MONITORING POLICY REQUIREMENTS

In order to effectively monitor performance and contribution to the current Puntland development strategic objectives, all sector working groups and M&E personnel will be required to institute and apply the following requirements;

- Create Results Based Plans and Budgets with clear results frameworks, defining inputs, outputs and expected outcomes as well as performance indicators that are SMART
- Make prior assessments of the achievability of projects, including cost-benefit analysis, where necessary
- Make regular reviews of Plans and Budgets to identify loopholes and device solutions to them

Create a performance monitoring system that will contain;

- (i) A Monitoring Strategy, based on a matrix of performance indicators;
- (ii) Staffing for monitoring, corresponding to the working groups requirements. All working groups are to establish a secretariat with a monitoring and evaluation function; and
- (iii) A sufficient budget for monitoring at Ministry and Local Authority and public entities.
- (iv) (e) The Ministry of Finance shall guarantee that adequate finances are budgeted for each Government funded institution to conduct monitoring and evaluation in line with the requirements stipulated in this Policy.

5.2 PERFORMANCE PROGRESS REVIEWS

All sector working groups, Ministries and Local Authorities shall conduct periodic reviews of physical and financial performance of government and donor supported development programmes in Puntland. This will be done to assess the progress of the programmes identify and curb any hindrances to development plans of Puntland.

5.3 EVALUATION OF POLICY REQUIREMENTS

Evaluation will be conducted to ensure learning from the carrying out of public policy interventions. Evaluation will be aimed at ironing out met challenges and devising applicable remedies for them so that future programmes can fair better.

5.3.1 Planning, Programme and Project Evaluations

All Sector working groups and MDAs shall prepare and implement an at least three-year continuing Evaluation Plans for policies, programmes and projects. The plans will include among others;

- (i) A description of the various categories of evaluations to be conducted (baseline, mid-term and final, impact evaluations);
- (ii) An outline of methodologies to be used;
- (iii) Roles and responsibilities;
- (iv) A dissemination and follow up strategy;
- (v) A work plan;
- (vi) A detailed budget;
- (vii) Terms of reference; and
- (viii) An implementation monitoring system.

5.3.2 Budgeting for Project Evaluation

Necessary budgets shall be formulated for all types of evaluation exercises.

5.3.3 Public Policy Evaluation

MoPIC Planning Department shall come up with at least a three-year rolling matrix of

policies, programmes and projects of State interest for evaluation updated annually.

5.4 Puntland Performance Monitoring and Evaluation Fund

Following the endorsement of this fund by the Puntland Cabinet, this fund is aimed at facilitating all M&E activities undertaken by MoPIC. The annual government budget allocates three per cent (1%) of the total expenditure on M&E activities carried out by government in the State.

5.5 Project Monitoring and Evaluation Fund

A Project Monitoring and Evaluation Fund is established and it is administered by the MoPIC. One per cent (1%) of every donor funded project is earmarked for the MoPIC M&E department budget to facilitate their activities of monitoring and evaluating projects undertaken by different development partners under their sectorial MDAs.

However, for some projects which already earmark an amount for facilitating M&E activities forehand in their budgets, MoPIC will administer those finances on behalf of Puntland Government through the M&E department.

5.5 USE OF MONITORING AND EVALUATION RESULTS

Puntland's Monitoring and Evaluation Policy requires that monitoring and evaluation results are usable to inform decision making to improve service delivery.

- (i) MoPIC shall see to the distribution of data generated from monitoring and evaluation to inform all stakeholders on the progress of implementation of policies, programmes and projects.
- (ii) All institutions shall be required to maintain a *Monitoring and Evaluation Recommendation Implementation Tracking Plan* which will keep track of review and evaluation recommendations and agreed upon follow-up actions, and statuses of the actions.

SECTION SIX: MONITORING AND EVALUATION POLICY IMPLEMENTATION PROCESS

6.0 INTRODUCTION

Monitoring and Evaluation of development activities across different MDAs and Public institutions requires comprehensive planning. Planning for M&E is led by the development of a Monitoring and Evaluation implementation strategy. The strategy will contain the key questions that form the foundation for developing a check list against which activities and outputs are documented and their success gauged. Because monitoring occurs throughout the life of the project and evaluation is done at the conclusion of the project, the M&E personnel involved in such activities are oriented about the policy implementation process before conducting any M&E activities.

6.1 KEY ISSUES IN THE M&E POLICY IMPLEMENTATION PROCESS

All Government procedures shall clearly elucidate and address key concepts in monitoring and evaluation that will provide the foundation upon which the actual monitoring and evaluation will be carried out.

6.1.1 Results Based Management (RBM)

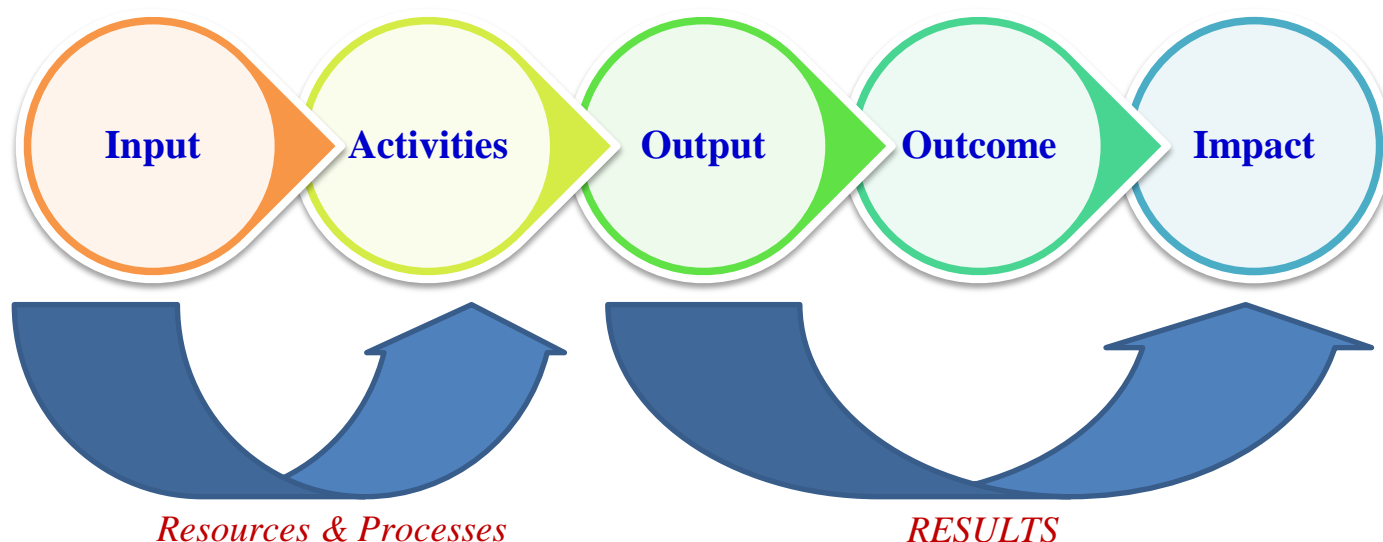
All public sector agencies or entities should embrace RBM with all its principal components as outlined;

- (i)** Integrated Strategic Planning;
- (ii)** Results Based Budgeting;
- (iii)** Monitoring and Evaluation;
- (iv)** Personnel Performance System;
- (v)** Management Information System; and
- (vi)** E-Government.

6.1.2 Results Chain

The results chain consists of the hierarchy of inputs, activities, outputs, outcomes and impacts as shown in the illustration below:

Illustration 4: Results Chain



The Results Chain provides a framework where Government strategies provide a road map for planners, implementers and decision makers, showing what needs to be achieved, how it should be done and resources required.

6.1.3 Evidence Based Decision Making

Evidence based decision making is a process for making decisions about a policy, programme and project that is created from the utilisation of the best available research evidence and informed by experiential learning evidence from the field and relevant background evidence. Accordingly, all Puntland development plans must clearly show evidence of all-encompassing inquiries informing the decision to be taken by impending parties.

6.1.4 Baseline Data

This is the principal information point of evaluation which clearly defines where execution of development projects begins, enhancement is measured or assessment is made. It is a measurement of the current conditions that a Government programme of action strives to address. It is necessary that plans use the current situation to inform the future.

6.1.5 Performance Indicators

Performance indicators can be quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help measure the performance of an organisation against the stated outcome. They show the specific direction which the plan intends to take and therefore keep implementers on track as they operationalize plans. It is vital that all evaluations provide clear indicators to inform any progress and impacts being realised.

6.1.6 Milestones

These are planned happenings that point toward the completion of major deliverables of projects. They are measurable and observable and serve as progress markers (flags). Plans should therefore include clear milestones to enable proper assessment of the progress of projects.

6.3 TOOLS AND METHODOLOGIES FOR MONITORING AND EVALUATION

MoPIC, in necessary consultation with stakeholders, should develop monitoring and evaluation tools and methodologies that will assist Sector working groups, MDAs to continuously self- assess their projects and programmes as well as carry out their own evaluations. These should include the following documents;

- (i)** Monitoring and Evaluation Framework for the Puntland Development Plan and Public Sector development programmes;
- (ii)** Training Manuals for monitoring and evaluation concepts, tools and implementation strategies; and
- (iii)** Monitoring and Evaluation Definitions Handbook.

6.4 MONITORING AND EVALUATION POLICY STRATEGIES

All Government plans should include an implementation matrix which provides a basis for monitoring and evaluation. Subsequently, the Sector working groups, MDAs are expected to implement the strategy mentioned above as well as continuously review it in line with the prevailing environment. In addition to implementation plans, reports shall be submitted periodically.

All Sector working groups, MDAs in consultation with relevant Service Commissions shall develop and submit to MoPIC a Monitoring and Evaluation strategy. The strategy shall include;

- (i) Structure of the Monitoring and Evaluation Unit clearly showing its visibility and authority within the Organisation;
- (ii) Comprehensive description of the plan to be followed in monitoring and evaluation spelling out inputs, activities, outputs, outcomes and impacts;
- (iii) Integration with existing Strategic Plans;
- (iv) Adaptation of the particular Organisation to the State Monitoring and Evaluation framework as is provided by MoPIC;
- (v) Capacity Building Plan for M&E; and
- (vi) Evidence of liaison with other critical stakeholders and incorporation of their input into the Organisational plans.

SECTION SEVEN: CAPACITY DEVELOPMENT IN MONITORING AND EVALUATION

7.0 INTRODUCTION

Because monitoring and evaluation will take place within each of the MDAs, specific skills and knowledge in M&E exercises should be improved and developed to support all involved staffs. All involved parties across all public institutions should be trained and or oriented in monitoring and evaluation of development projects undertaken under their umbrella institutions.

7.1 DEFINITION OF M&E CAPACITY DEVELOPMENT

Capacity development in Monitoring and Evaluation is a participatory needs-based development of knowledge, skills and abilities of individuals. Institutions also require capacity development in Monitoring and Evaluation to meet specified objectives.

7.2 KEY PLAYERS IN CAPACITY DEVELOPMENT

All key players shall be capacitated in order to expand their appreciation of M & E in the implementation of Government programmes and projects. The key players in M & E include the following:

- (i)** Ministers and Members of Parliament;
- (ii)** Director Generals;
- (iii)** M&E Sector Working Groups
- (iv)** Government planners and implementers;
- (v)** State Enterprises and Institutions;
- (vi)** Local Government structures;
- (vii)** Private Sector;
- (viii)** Institutions of Higher Learning;
- (ix)** Civil Society; and
- (x)** Development Partners.

7.3 IMPLEMENTATION OF CAPACITY DEVELOPMENT

In its leadership role, MoPIC shall ensure that Ministries and Commissions place emphasis on training of staff in Monitoring and Evaluation.

The key capacity building areas are;

- (i)** Results-based monitoring
- (ii)** Evaluation and reporting system
- (iii)** Construct indicators
- (iv)** Collecting, analysing and reporting on the performance data in relation to the indicators and their baselines

SECTION EIGHT: COMPLIANCE WITH M & E POLICY AND STANDARDS

8.0 INTRODUCTION

All stakeholders shall observe the Puntland Monitoring and Evaluation Policy to ensure effective implementation of Government Policies, programmes and projects. Compliance in this Policy is sticking to guidelines, standards, operating procedures and regulations. All Public Sector Institutions, Civil Society and Private Organisations and Development Partners that are registered with Government and handle public funds will be required to comply with the provisions of this Puntland Monitoring and Evaluation Policy. Standards set out in this Policy document that guide the monitoring and evaluation processes shall be applicable across the Government structures.

8.1 COMPLIANCE REQUIREMENTS AND OBLIGATIONS SHALL INCLUDE;

- (i)** Reporting obligations according to agreed formats;
- (ii)** Abiding by the principles of the Puntland Monitoring and Evaluation Policy;
- (iii)** Abiding by the Monitoring and Evaluation criteria; and
- (iv)** Abiding by the agreed quality, quantity, time and cost standards. (These shall be defined and agreed with stakeholders)

8.2 NON-COMPLIANCE

Non-compliance to this Policy shall be managed in accordance with the relevant legal and regulatory provisions.

8.3 REVIEW OF POLICY

Following its validation by Puntland frontrunners, a process evaluation shall be carried within the first twelve months and thereafter every three years. There shall however be a continuous review process of the Policy to align it with Puntland development priorities.

ANNEX ONE: GLOSSARY OF TERMS

- a) **Accountability:** A relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed upon expectations
- b) **Aims:** Refer to the overall thrust and focus of policies, programmes and projects.
- c) **Baseline Information:** Refers to information gathered at the start of a process so as to assess the results and consequences of an activity.
- d) **Benchmark:** Refers to the study of other successful activities in similar conditions with similar goals in order to generate new ideas on how something can be done and on whether increased levels of achievement can be made.
- e) **Effectiveness:** The extent to which a program is achieving expected outcomes
- f) **Efficiency:** The extent to which resources are used such that a greater level of output is produced with the same level of input or, a lower level of input is used to produce the same level of output in quantity and/or quality.
- g) **Evaluation:** Refers to a process of assessing the achievements of a policy, programme or project. It may also be a process of analysing the benefits or value of a policy, programme or project on the community or putting value on something.
- h) **Formative Evaluation:** Stresses continuous improvement and treats the evaluation as a basis for on-going learning and development.
- i) **Goals:** Are general statements that describe the desired outcome or purpose of any activity.
- j) **GoP:** Government of Puntland a federal state in the federal government of Somalia incorporated in 1998
- k) **Impact: Fundamental** intended or unintended changes in the conditions of the target group, population, system or organization
- l) **Impact Assessment:** Refers to the systematic analysis of significant changes—positive or negative, intended or not – in people’s lives brought about by a given action or series of actions. It can also refer to a process of identifying both expected and unexpected change caused by the implementation of a policy, programme or project.
- m) **Indicators:** Refer to agreed signs of effective evaluation that can clarify intentions and help in assessment of achievements. An indicator is a marker or pointer.
- n) **Inputs:** Are the resources provided for an activity to take place, with the expectations of producing an output or a product.
- o) **Monitoring:** Refers to keeping track of how the project aligns itself to the established

goals, with respect to quality, time, resources, costs, causes and consequences of deviation from policy, programme or project objectives. It is a process of collecting data for use in analysing progress of the projects.

- p) *Monitoring System:*** is the set of planning, information gathering and synthesis, analysis and reporting processes, along with the necessary supporting conditions and capacities required for the M&E outputs to make a valuable contribution to decision-making and learning
- q) *Objectives:*** Are the intended effects which a policy, programme or project has to achieve. These can either be short, medium or long term depending on the duration of the policy, programme or project.
- r) *Outcome:*** Actual or intended changes in use, satisfaction levels or behaviour that a planned intervention seeks to support
- s) *Output:*** Is a concrete result or achievement that contributes to the achievement of a longer-term outcome or goal.
- t) *Outcomes:*** Are specific products or services, which an activity is expected to produce from its inputs in order to achieve objectives.
- u) *Performance:*** The extent to which relevance, effectiveness, efficiency, economy, sustainability and impact (expected and unexpected) are achieved by an initiative, program or policy.
- v) *Policy:*** Refers to a guiding statement that will provide direction and thrust on what should be done to either solve a problem or to accelerate certain developments in a given sector.
- w) *Project:*** Is a planned undertaking which is a set of inter-related and co-ordinated activities designed to achieve certain specific objectives within a given budget and time frame.
- x) *Programme:*** Refers to a major activity encompassing many small activities or schemes undertaken in order to achieve the major activity. For example, the Water and Sanitation Programme is a major activity with other smaller and numerous activities like borehole drilling, sinking deep wells, piped water, toilet construction and teaching of hygienic practices.
- y) *Quantitative Measures:*** Tell you how much or how many.
- z) *Qualitative Measures:*** Tell you how well.
- aa) *Rapid Results Approach/Initiative:*** A structured process that uses short-term (100-Day) initiatives to help build leadership and programme management skills as well as

accelerate the pace at which results are achieved. RRA combines best practices from the disciplines of organisational psychology, change management and capacity building. It creates focused arenas for “learning-by-doing” in which participants have continuous opportunities for growth through self-reflection and experience sharing within and across teams.

bb) Result: The outcome or impact of a public policy or intervention, whether intended or unintended, positive or negative

cc) Results-orientated management: Results-Orientated Management (ROM) of public programs is a management approach oriented towards: (i) the achievement of development targets; (ii) making public servants responsible; (iii) transparency and accountability in public affairs and budgets; and (iv) the use of available data to improve decision-making.

dd) Sector working groups: Grouped together based on similarities in operations and functions where both vertical and horizontal linkages/synergies are fully exploited.

ee) Standards: Are mutually agreed criteria to describe how well work must be done.

ff) Targets: Are agreed quantitative or qualitative standards to aim at.

gg) Undertaking: A general term for any programme, project, activity, policy, strategy, etc. which may be subject to evaluation.