

**NATIONAL DEVELOPMENT
AGENCY**

**MONITORING AND EVALUATION
FRAMEWORK AND GUIDELINES**

January 2017

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GLOSSARY OR SELECTED TERMS

Activity	Actions taken or work performed through which inputs, such as NDAs, technical assistance, equipment and other resources are mobilised to produce specific outputs.
Beneficiaries	The individuals, groups or organisations whether targeted or not, that benefit directly or indirectly from the interventions
Best practice	A comprehensive, integrated and co-operative approach to the continuous improvements of all facets of organisational operations.
Data collection tools	Methodologies used to identify and collect information for analysis and reporting purposes.
Due diligence	A process of investigating third party entity's organizational governance, financial health and statutory requirements compliance to guide NDA decision.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design implementation and results. It can also be defines as: a careful and systematic retrospective assessment of design, implementation and results of development activities.
Effectiveness	An aggregated measure or judgment about the merit or worth of an activity, that is, the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable manner and with positive institutional development impact.
Efficiency	A measure of how economically resources/inputs (NDAs, expertise, time etc) are converted into positive results.

Goal	The higher order objective to which a development intervention is intended to contribute towards. Goals are achieved over the long term and through the combined efforts of multiple programs (e.g. reduction of youth unemployment rate)
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Indicators enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals and objectives.
Input	The financial, human and material resources used for implanting development interventions.
Intervention	A set of organized, planned and usually ongoing efforts to reach the program's objectives. An intervention is composed of several activities. The term "strategy" and "intervention" are sometimes used interchangeably.
Key performance indicators	Variables that allows the verification of changes in the development intervention or shows results relative to what was planned.
Measures	Are quantitative or qualitative values used to assess achievements against set targets, outputs and outcomes, including impact.
Mission	A statement that defines the purpose or broader goal for being in existence or in the business. It serves as an ongoing guide without time frame; it seeks to align the organisation or institution to prevailing culture of its stakeholders,

organization, market and political sphere.

Monitoring	A continuous process of systematic collection of data on specific indicators to provide management and stakeholders of an on-going intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources.
Objective	An objective is the specific, operationalised statement detailing the desired accomplishment of the program. They should be stated in terms of results to be achieved, not processes or activities to be performed.
Outcome	The likely or achieved short-term and medium-term effects of intervention's outputs.
Output	The products, goods and services which result from development intervention, may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Performance indicators	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.
Policy	A plan of action to guide decisions and actions to meet a set of programmes or projects activities for an organisation or institution. Policy process may include the identification of different alternatives, such as programs or spending priorities, and choosing among them on the basis of the impact they will have. Policies can also be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.
Procedure	A set of established principles and guidelines developed by an organization to perform specific organizational functions.

Process	The set of activities in which program resources (human and financial) are used to achieve the results expected from the program.
Programme	A broad framework of goals to be achieved, serving as a basis to define and plan specific projects.
Project	A set of coordinated and controlled activities with a start and finish date, undertaken to achieve an objectives(s) conforming to specific requirements including time, cost and resources.
Performance measures	Systems of assessing performance of development interventions against stated goals.
Qualitative indicator	A qualitative measure that reflects changes due to a programme or project intervention.
Qualitative methods	A semi-structured or open-ended method to produce in-depth, descriptive information.
Quantitative indicator	A numeric measure that reflect changes due to s programme or project intervention.
Quantitative methods	A structured or standardized approach to numerical data collection and analysis.
Relevance	The extent to which the objective of a development intervention is consistent with beneficiaries' requirements, needs, priorities and partners policies.
Standards	Set of principle measures used against performance of programme or projects activities, targets and outputs.

Strategy	A set of organized, planned and usually ongoing efforts to reach the program's objectives. The term "strategy" and "intervention" are often used interchangeably. An intervention is composed of several activities.
Sustainability	The continuation of benefits from development intervention after major development has been completed.
Target	The expected numeric result of an activity to be achieved within a specified period of time.
Target group	The specific individuals or organisations for who benefit from the intervention or programme
Vision	A statement that describes where the goal-setters of an organisation or institution want to see themselves in the future. It may describe how they see events unfolding in the long term if everything goes exactly as planned

1. INTRODUCTION

The Monitoring and Evaluation (M&E) Framework and guidelines is set to promote and support the growing M&E culture in the National Development Agency (NDA) through monitoring and evaluation of programme performance, business operation processes and implementation constraints to ensure that the efficiency, effectiveness, and impact of poverty alleviation programmes and projects is measured, as outlined in the new strategic plan of the Agency.

The M&E Framework and guidelines also assist to inform long term planning, budgeting, resource allocation and enhance transparency and accountability as well as to review programme performance and identify challenges in planning and implementation in NDA. The application of the standards and norms set in the framework will ensure compliance to NDA business operation processes, government frameworks, policies and legislations.

2. BACKGROUND

The mandate of the NDA M&E Framework is derived from the National Development Agency Act 108 of 1998. The National Development Agency (NDA) is a public entity listed under schedule 3A of the Public Finance Management Act (PFMA) and reports to the Parliament of the Republic of South Africa through the Minister of Social Development. The agency has recently reviewed its strategic and business operation to focus more on the development of the CSOs. The NDA is strategically positioned to contribute to the Government's priority of poverty eradication. The NDA 2012/2021 strategic plan document is informed by the Sustainable Development Goals, the five Government Priorities, the twelve Government Outcomes, Government-wide Programme of Action (PoA), Provincial Growth and Development Programmes and Local Economic Development plans. In addition, the Department of Social Development has identified a number of strategic themes which include social cohesion, community development, reducing poverty among the poor and vulnerable, help in creating decent jobs, and improving youth development.

Civil society has become a particularly important partner for NDA. Made up of women, youth, disabled people, less privileged communities and more, many of whom are often NDA beneficiaries, Civil Society Organisations bring together the voices of these groups, reach the most marginalised groups of society, and bring the positions and concerns of people to policy

dialogue, normative discussions and community interventions. These organizations can play a catalytic role in improving and furthering the work of NDA, and vice versa, especially in the area of poverty alleviation in poor communities.

CSOs have also increasingly shown their capacities and potential in program and project design, execution and implementation at local, provincial and national levels. In recent years these organizations have succeeded in implementing development programmes with governments and other actors at all levels, which are now either consolidated or institutionalized into governance fora, thus contributing their capacities and expertise to higher quality policy, normative discussions and interventions aimed at uplifting the standard of living with communities.

There are multiple types of organizations across different constituencies and a balanced representation of these organizations in policy dialogue, normative discussion and community based interventions is essential for the empowerment, ownership, success and sustainability of any decisions made or actions executed. While at the national level, CSOs dialogues and discussions on policy should also include CSOs operating at grassroots level to ensure that policy is informed by context and conditions at community level. It is therefore the role of the Monitoring Evaluation reporting and Learning.

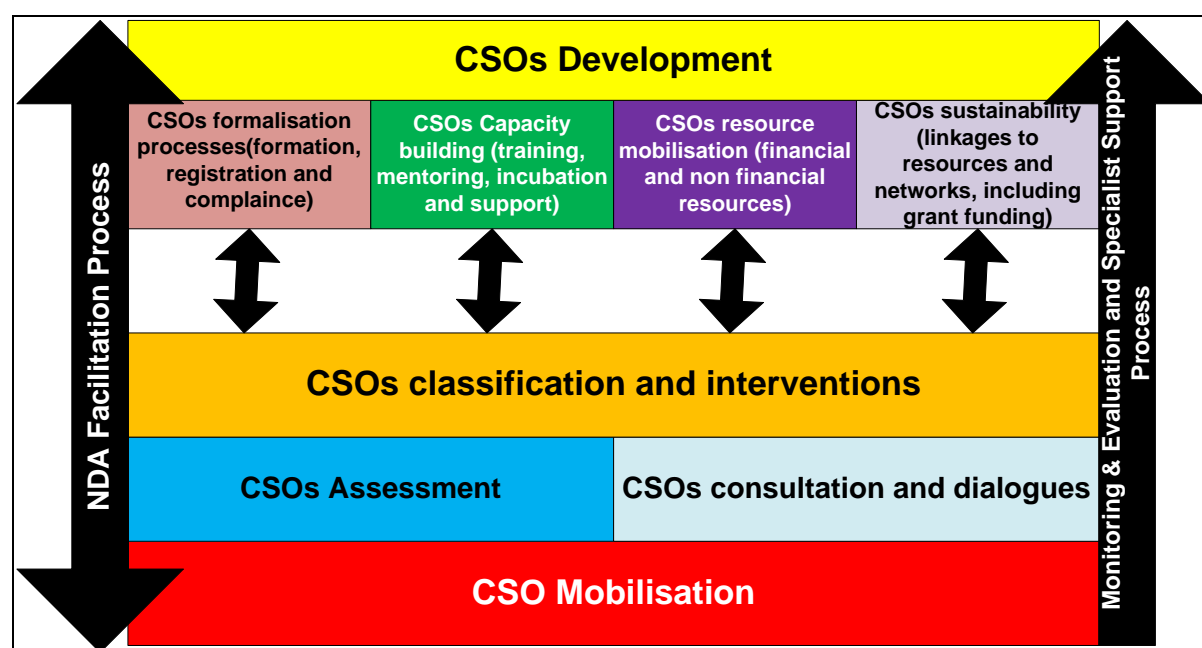
The NDA mandate contributes towards poverty eradication through focusing on the following key areas:

- Rural Development to achieve sustainable livelihoods;
- Granting funds and providing quality capacity building support to CSOs to enable them to effectively contribute to poverty eradication initiatives;
- Support organisations dealing with vulnerable groups and Early Childhood
- Development to foster social cohesion and create safe and prosperous communities; and
- Facilitate platforms for State, civil society and the private sector to debate and consult on development policy as it relates

The intention of this framework is to ensure that the CSOs development process is monitored and evaluated to ensure that the CSO development process. The framework will measure the performance of various interventions elements that need to be implemented to achieve sustainable development of CSOs. According to the CSOs development programme, those elements must inform each other at a certain point of implementation. In order to achieve the full benefit of CSOs development, at the entry level CSOs mobilisation processes must be

planned and implemented; this must be followed by assessments and dialogues or consultation processes; the next level is CSOs classification and defining appropriate interventions; then implementation of those identified appropriate interventions which then leads to a holistic and comprehensive development of the organisation. It is the role of the MERL to ensure that all the interventions are implemented according to their processes and plans. Those will be ensured that implementation is reported accordingly and the lessons are drawn and shared with the stakeholders.

Figure 1: Conceptual Model for CSOs Development



Each of the elements in the conceptual framework requires mapped up processes, guidelines, and operation procedures to ensure that integration is the key driver for sustainable development of CSOs. It also allows different interventions to be implemented as a continuum of service delivery. The advantage of this conceptual framework is that it bridges fragmentation and operation in silos at service delivery level, which is the district. It also defines the combination of skills sets that is required by staff to deliver a comprehensive CSOs development programme at district level.

In order for the Agency to properly plan, implement and measure the performance its performance against its mandate and its business operation processes, it imperative that a monitoring and evaluation framework with guidelines is developed and adhered to by all who are contributing the achievement of the NDA mandate and business. All performance operations of the NDA should be informed by the prescribed provisions of the framework and guidelines.

The framework provides monitoring and evaluation concepts, principles, guidelines and tools that should be used to monitor and evaluate implementation of NDA programmes and project both internally (head office and provincial offices) and externally (at project level).

3. SCOPE AND PURPOSE OF THE FRAMEWORK

The scope and purpose of the framework is to provide a simple approach on processes, procedures and methods of monitoring and evaluating as well as conducting evaluation and impact assessment of NDA programmes on organizational business operations, and lives of the beneficiaries and CSO communities in the projects.

The Monitoring and Evaluation of the NDA programmes is set at three levels:

- Internal business operation monitoring
- Programme performance monitoring
- NDA project level monitoring

The M&E Framework should assist in measuring programme performance, project implementation, and development of various indicators to measure efficiency, effectiveness, sustainability and impact of programmes and projects in priority (Mikondzo) Wards. The framework outlines key the principles, standards and a comprehensive framework for monitoring and evaluating CSO Development, and to demonstrate how M&E findings could be used to enhance evidence based decision making on CSO interventions. Establishment of the system will be drawn from all NDA planning, implementation, performance report as well as Monitoring, Evaluation Reporting and Learning.

4. M &E POLICIES AND LEGISLATIVE FRAMEWORKS

The principles for the NDA monitoring and evaluation framework and guidelines is based on a number of legislative and policy frameworks that govern business operations of the public sector. There are number of these frameworks that are relevant for the design and implementation of the NDA framework and guidelines.

National Development Act No.108, 1998

The Act states that the NDA through CEO, as an Accounting Officer of the Agency, should submit to the minister:

- A business plan for the NDA, containing measurable objectives and other information contemplated in Section 11(3)(b) and (c) such further information as the minister determines; and
- A statement of the NDA's estimated income and expenditure.

The Act further starts that: the Auditor General (AG) must audit the financial statements of the NDA...the NDA must table a report on the activities during a financial year in parliament within three months after the end of that financial year.

The report must include a balance sheet and a statement of income and expenditure certified by the Auditor General... and state the extent to which the NDA has achieved or advanced its objects referred to in Section 3 and the measurable objectives as set out in its business plan during the financial year concerned; and contain relevant performance information regarding the economic, efficient and effective application of resources and specifically a comparison between planned and actual performance indicators as set out in that business plan¹. It is in the backdrop of these Act's provisions that the framework is developed to monitor and evaluate performance implementation of NDA programmes and projects.

The Constitution of Republic of South Africa

Although the NDA is not governed by the Public Service Act it should embrace the public sector values as stipulated in Section 195 (Chapter 10) of the Constitution of South Africa. Section 195 sets out the values and principles governing public administration, which should also be promoted by the NDA. These values and principles are:

- High standard of professional ethics.
- Efficient, economic and effective use of resources;
- Development-orientated public administration
- Provision of services in an impartial, fair and equitable way, without bias;
- Responding to people's needs and encouraging the public to participate in policy-making;
- Accountable public administration;
- Fostering transparency;
- Good human resource management and career-development practices;

¹Op-cit:pp:05-06

- Representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

The constitution further state that the above principles should apply to:

- Administration in every sphere of government
- Organ of state; and
- Public enterprises.

Public Management Act (PFMA) (No.1. of 1999 as amended)

The Public Management Act (PFMA) (No.1. of 1999) (as amended by Act No. 29 of 1999) is one of the most crucial pieces of legislation that provides a contextual framework for monitoring and evaluation. The Act promotes the objective of good financial management in order to maximize service delivery through the effective and efficient use of limited public resources.

The key objectives of the Act may be summarized as being to :

- Modernize the system of financial management in the public sector
- Enable public sector managers to manage, but at the same time be held more accountable
- Eliminate waste and corruption in the use of public assets of direct implication for monitoring and evaluation is the following pronouncement from Section 27 (4) of the PFMA:
- The accounting officer of an institution must establish procedures for quarterly to the executive authority to facilitate effective performance monitoring, evaluation and corrective action.

Promotion of Access to Information Act (2000)

This Act provides effect to the constitutional right to any information held by the state and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith. This Act therefore fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information. The National Development Agency is therefore required to conform to stipulations outlined in the Promotion of Access to information Act.

The Government-Wide Monitoring and Evaluation System Policy Framework

During 2004, the Governance and Administration Cluster was mandated, as a result of the emphasis placed on the importance of monitoring, evaluation and reporting in Government by the President in his State of the Nation Address, to design and implement a Government-Wide Monitoring, Evaluation and Reporting Framework.

The first step was to develop a Government-Wide Monitoring and Evaluation System (GWM&E System). The rationale for the GWM&E System was to provide decision-makers, in all Government agencies, departments and local governments with easy access to regular and reliable information that would contribute towards the management of their own processes by indicating which of their practices and strategies worked well and which needed to be changed or improved.

Each Department or public body will be required to provide information to the GWM&E System on:

- i. Achievement of targets in terms of performance indicators included in their strategic plans;
- ii. Progress made in relation to government's programme of Action; and
- iii. Impact studies for each programme undertaken at least every five years.

In addition, each Department or public body will need to determine procedures and processes, appropriate to its own operations, to fulfill this mandate.

The Presidency has provided guidelines to support "the improvement of the collection and the collation, analysis, dissemination and application of information on the progress and impact of programmes in order to ensure transparency and accountability and to promote service delivery improvement and compliance with statutory and other requirements, as well as a learning culture in the public sector". (Proposal and Implementation Plan for a Government-Wide Monitoring and Evaluation System, September 2005).

The public sector is required to provide the GWM&E System with accurate and reliable information on the performance of Government's programmes and the effectiveness and efficiency of service delivery in the sector. In order to adhere to this responsibility, processes and procedures are put into place to measure, monitor and evaluate performance and service delivery. The NDA should be redirecting its efforts to ensure the approach to Monitoring and Evaluation encompasses the tenets of the GWM&E System. The NDA should align the

developmental monitoring and evaluation processes to the National Department of Social Development and GWM&E Plan.

The Government National Evaluation Policy Framework 2011

The Government National Evaluation Policy Framework (NEPF) provides the basis for a minimum system of evaluation across government departments and public entities. Its main purpose is to improve the effectiveness and impact of public sector, by reflecting on what is working and what is not working and revising its programmes and policies accordingly. It seeks to ensure that evidence from evaluation is used in planning, budgeting and on-going project management. It provides a common language and minimum standards, and promotes the utilisation of evaluation findings to improve performance. It targets the public sector, evaluators outside the public sector, and training institutions who must ensure that people have the requisite skills and competences².

Framework for Managing Programme Performance Information

The accounting officer or head official of an institution must ensure there is adequate capacity to integrate and manage performance information with existing management systems. Each institution will need to decide on the appropriate positioning of the responsibility to manage performance information. Ideally this capacity should be aligned to the planning and financial management functions. This responsibility needs to focus on the overall design and management of indicators, data collection, collation and verification processes within the institution. Where such systems are lacking, it is necessary to support the relevant line manager to put them in place. It must be emphasised that line managers remain responsible for establishing and running performance information systems within their sections, and for using performance information to make decisions.

National Treasury Framework for Strategic Plans and Annual Performance Plans

The Framework for strategic plans and annual performance plans stresses the alignment of strategic and annual performance planning with emphasis on the outcomes oriented monitoring and evaluation approach. It also outlines key concepts that should guide institutions when developing strategic plans and annual performance plans. Standard guide for budgeting and reporting timelines are outlined in the framework to enable uniformity of planning and report in the public institutions. The document further indicates that that the

² National Evaluation Policy Framework(2011) Pg.2

treasury framework should be applicable to national provincial and public entities including constitutional institutions.

The framework concludes that responsible Departments are accountable for the outputs of the entities for which they are responsible. Responsible departments also need to monitor the implementation of their public entities' plans and budgets during the course of the financial year.³

Chapter 5 of the National Treasury regulations stipulates that the Accounting Officer of an institution must establish procedures for quarterly reporting to the executive authority, to facilitate effective performance monitoring, evaluation and corrective action. National Treasury further explains the importance of these impacts on how monitoring, evaluation and impact assessment could be undertaken within the National Development Agency.

5. MONITORING AND EVALUATION CONCEPTS

Monitoring and evaluation are intimately related. Both are necessary management tools to inform decision-making and demonstrate accountability, planning and informing implementation and proving impact, efficiency and effectiveness of interventions. The overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs of interventions.

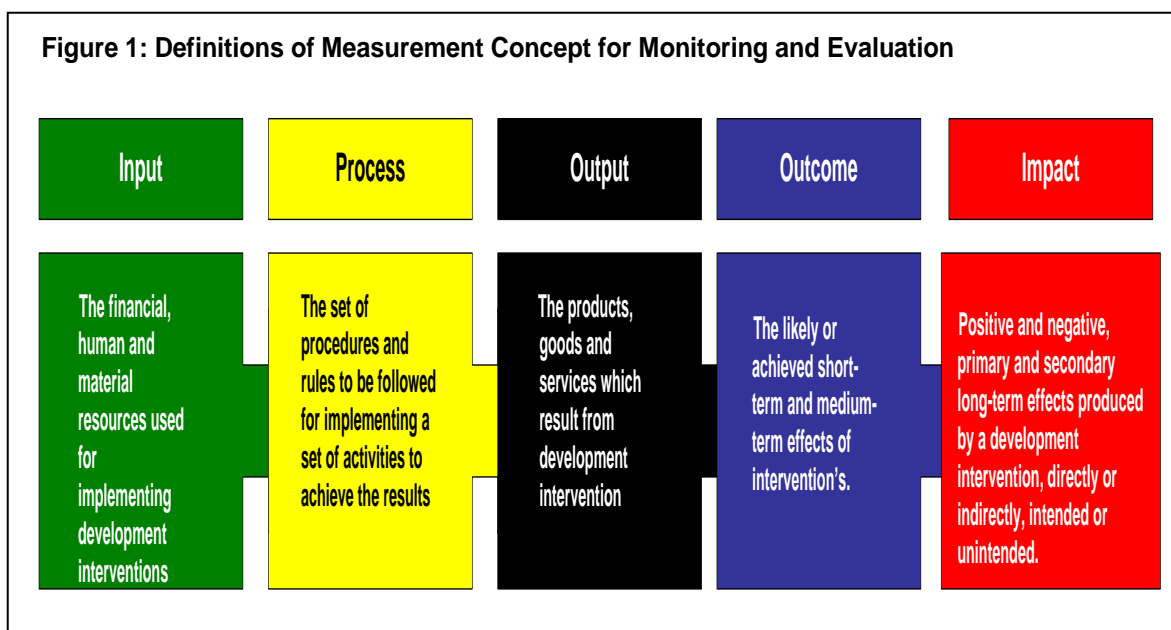
Monitoring is defined as a continuous process of systematic collection of data on specific indicators to provide management and stakeholders of an on-going intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources. Evaluation is defined as the systematic and objective assessment of an on-going or completed project, programme or policy, its design implementation and its results aiming at determining the relevance, fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

The main objectives of monitoring and evaluation are to:

- i) Enhance organisational and development learning
- ii) Ensure informed decision making
- iii) Support substantive accountability, reporting and NDA repositioning
- iv) Build NDA capacity in all areas of planning, management and service delivery and evaluating functions and business processes in general.

3 Framework for strategic plans and annual performance plans.(2010)pg. 19-20

- v) Provide information for Knowledge Management and setting of benchmarks for performance.



The approaches, techniques and tools used in monitoring and evaluation must be applied at all levels of the NDA business processes; these must address the following inter-related measures of input, process, output, outcome and impact.

Monitoring and evaluation framework uses the result chain which is a logical pathway from one level to the next. Various levels of M&E results chain with which results will be measured is illustrated hereunder:

Typically, *inputs* (e.g. money, equipment, resources) are needed to implement activities. Activities that are implemented, lead to activity *outputs* (e.g. persons trained, workshops conducted). In turn, a series of activity outputs, if implemented correctly, should lead to some results or *outcomes* (e.g. number of project/ communities benefiting from the grant). In the long-term, changes in outcomes should lead to *impact* being achieved (e.g. reduction in poverty levels).

NDA strategies, annual performance plans and operational plans for programmes and projects, which are regarded as planning tools, must clearly define measurement of inputs, processes, output, outcome and impact. The framework is therefore seeking to standardise the definition, use and application of these terminologies when applied in any business processes in the organisation.

The principles that will guide measurement of programmes and business efforts are towards answering the question of “How do you translate results that are so intangible as employee morale or service quality or corporate image into solid, robust measures?” The following steps have been adopted to guide the Agency to answer this question through its monitoring and evaluation efforts.

STEP 1: Begin with the end in mind.

Performance measures are objective comparisons that provide evidence of an important performance outcome. It is of the utmost importance to decide which outcomes are most worth tracking right now. As the first step in deciding how to measure an outcome, define what the outcome is, what the difference are you trying to create (and thus want to track using a measure). Focus on one outcome at a time.

STEP 2: Be sensory specific.

When you have the end in mind, you are ready to get a handle on what specifically about your outcome you will measure. This is where you take care, in your choice of words, to describe the outcome as concretely as possible. Use "sensory" language - the language that describes what you and others would see, hear, feel, do, taste or smell if your outcome was happening now. Avoid those inert words that we so often see in our goal and objective statements, such as: efficient, effective, reliable, sustainable and quality.

STEP 3: Check the bigger picture.

Check the bigger picture for what could happen if you measure your outcome. What level of control do you have over achieving it? What might the unintended consequences of measuring the outcome be (both the positive and the negative)? What behaviour would the measures drive? Which other areas of performance might be sabotaged or limited? This is your first chance to change your mind about what's most worth measuring.

STEP 4: What's the evidence?

Now, get ultra-specific and figure out what the potential measures are that could let you (and everyone else) know that the outcome is being achieved. For each of your

sensory rich statements from step 2, what could you count to tell you the extent to which it is occurring? Which of these potential measures would be the optimal balance between objectivity and feasibility?

STEP 5: Name the measure.

Naming your performance measures marks the point at which you know exactly what you will be measuring. Be succinct and informative and deliberate, as you need to be able to continually and easily identify each measure as it moves through the steps of being brought to life and being used in decision making.

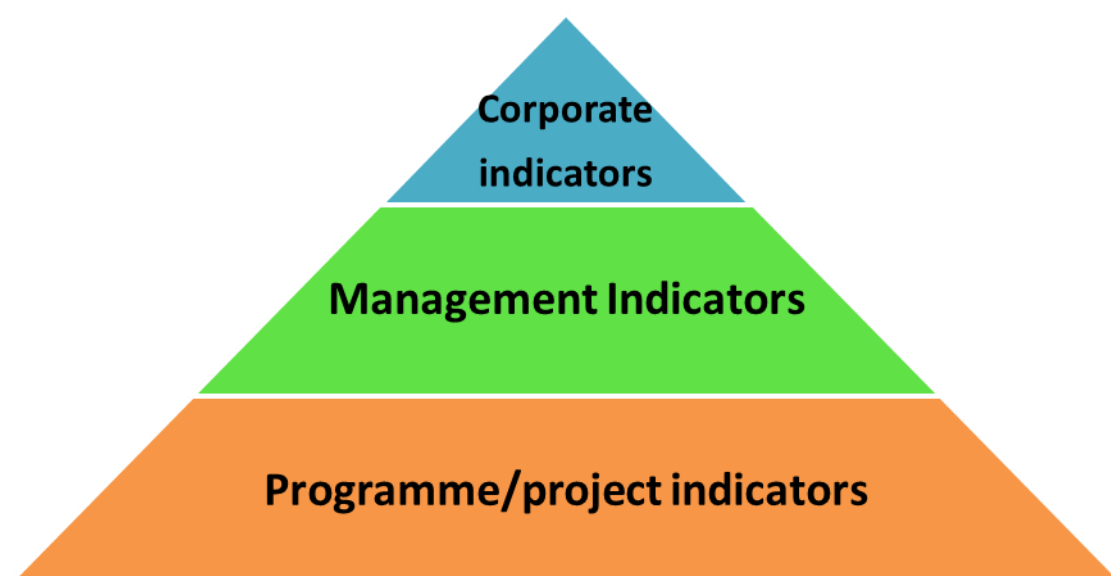
The approach adopted by the NDA M&E framework seeks to ensure that the organization adopt a culture of result-based approach to its business. Results-based management approach provides a coherent framework for strategic planning and management by improving learning and accountability. The broad management approach adopted by the framework is aiming at achieving important changes in the way NDA operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress towards achieving the results, integrating lessons learned into management decisions and reporting on performance.

6. NDA MONITORING AND EVALUATION SCOPE

a. INDICATOR DEVELOPMENT

Indicators are quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development measure. Indicators enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals and objectives. There are two types of indicators, qualitative indicators which are qualitative measures that reflect changes due to a programme or project intervention; the other are quantitative indicators which are numeric measures or values that reflect changes due to programme or project intervention.

Figure 2: NDA Layers of Types of Indicators for Monitoring and Evaluation



NDA has developed a list of indicators across Business Operation Units to ensure that all activities conducted by NDA are monitored and evaluated against agreed upon indicators. The list of indicators outlined in this framework will provide guidance to corporate, management and operational reporting. It also provides a guide on the type of information that requires to be collected in order to report on the indicators. The indicators also provide a guide on the type of tools that are required at project level to collect the basic minimum information to be reported against in the M & E system.

At **organisational level**, indicators are developed to measure performance against organisational mandate. The set of indicators at this level are informed by a number of reporting requirements. This include corporate reporting to various government departments, reporting to stakeholders, statutory reporting requirements and reporting to the public on NDA activities. Corporate indicators will be informed by NDA 5 year Strategic Plan and Annual Performance Plan in line with Corporate Reporting Framework. The framework outlines external reports required to be compiled and submitted to a number of stakeholders outside NDA. Corporate indicators maybe fewer than any of the other two levels, by the nature of design, information collected at the two other levels must provide information on all corporate indicators.

At management level, indicators are developed in consultation and guidance of the M & E Unit with each Business Unit to measure performance of programmes against strategies developed to meet organisational mandate. The indicators developed must measure and track performance against objectives and measures defined by each programme. They must also measure business processes that are attributed to the programme. Some of the indicators can

be measured through the monitoring process, others can be measured through an evaluative process, especially outcome and impact indicators. Management indicators must be linked to operational indicators at project level, and also be able to provide information at corporate level, thus no additional information will be required to be collected at project level to feed into management indicators.

At operational level, indicators are developed by project managers as they develop their project plans or project concept documents. These indicators are key to measure performance at project level. The M & E Framework, require all programmes and projects to have clearly defined indicators that can be linked to objectives and strategies of NDA. Project Managers and Development Officers will be required to develop and refine project indicators with the full participation of the M & E Unit. This will ensure that projects are aligned to organisational indicators, in addition, that tools for monitoring are aligned to monitoring and reporting requirements.

b. MONITORING AND EVALUATION DESIGN

The NDA M&E design rest on business processes defined in NDA policies, strategies and procedures to ensure the effectiveness and efficiency in operation of the organisation. The M & E framework seek to align those business process to measures that can inform all levels of business on their performance on specific functions related to those processes. The layers that provide platform for business engagement to M & E include:

- I. **Planning** – design and development of strategies to guide the process of organisational planning; operational plans to guide the process of defining activities, measures and resources required to deliver a service or product . Programme and Project planning focuses on development and designing specific project related activities, time frames, outputs and outcomes and resources required to support the programme or project.
- II. **Measurements** – this require defining measurable indicators and linking them to strategies for organisational performance, operational plans for operational performance and programme or project performance. Accurately defined indicators are critical for planning, management, implementation and reporting.
- III. **Measurement variables** – the processes and tools for data collection and storage provide a system that will ensure that information collected can be validated and verifiable at any stage. The credibility of data is paramount for organisational reputation, growth and sustainability. All business processes at NDA will be required to

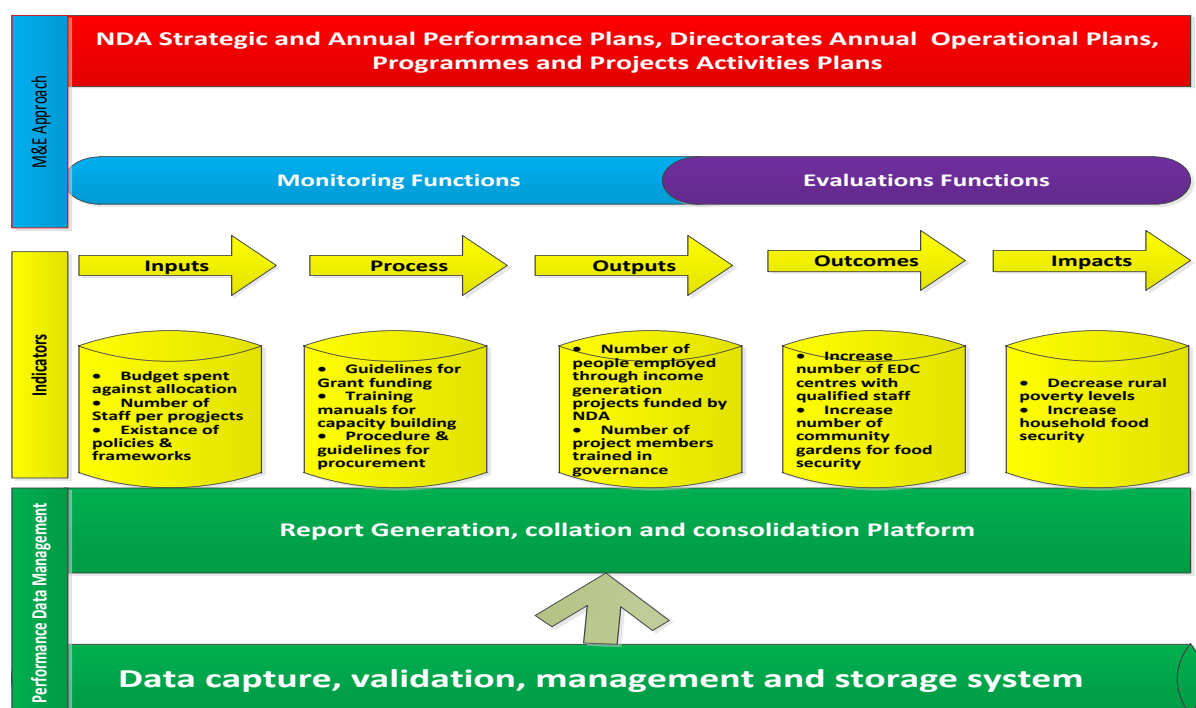
document and store information for reporting purposes. Data sources and storage are crucial in the NDA M & E design.

- IV. **Reports** – standard reports at all levels of reporting must be provided according to reporting schedules. The reporting schedules and report formats will be determined by each level of reporting. Processes and tools for compiling monitoring and reporting will be clearly defined in the monitoring guidelines. Processes and tools for evaluations reports are also clearly defined in the evaluation guidelines.

c. MONITORING, EVALUATION AND REPORTING APPROACH

The approach adopted by the NDA M & E framework seeks to ensure that the organisation adopt a culture of result-based approach to its business. Results-based management approach provides a coherent framework for strategic planning and management by improving learning and accountability. The broad management approach adopted by the framework is aiming at achieving important changes in the way NDA operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress towards achieving the results, integrating lessons learned into management decisions and reporting on performance.

Figure 3: NDA Monitoring and Evaluation Matrix



d. STRATEGIC AND ANNUAL PERFORMANCE PLANNING

NDA M & E functions will form part and integrated into organisational planning processes for its business programmes. NDA strategic and annual performance plans provide the overarching framework that provides strategic direction for organisational mission, vision and strategies. The strategies are supported by objectives, outputs or targets and resources, including budgets to provide a clear direction on how each strategy must be operated.

The strategic planning process will inform the structure of monitoring and evaluation at the organisational level. Strategic plan will provide information on measures and targets set by NDA against its key performance areas. It also set resources (financial and human) that will be required to implement each identified strategy.

Annual performance plans provides a year on year areas of strategic operations for the NDA. The annual performance plan requires well defined (SMART) objectives, key performance indicators (KPIs) and targets for the year. These strategic objectives must be in line with the 5 year strategic plan and its KPIs and targets must be linked to the outcomes of the strategic plan. The M&E framework provides guidance on defining both the objectives and key performance indicators to ensure that measurable and they fulfil the SMART criteria set in the Treasury framework for performance information reporting.

e. BUSINESS UNITS OPERATIONAL PLANNING

Business Units Operational plans are NDA management tools for performance information and monitoring of operations in the institution. These plans must be linked to the organisation annual performance plan and its indicators must relate to the key performance indicators of the annual performance as they provide a basis for reporting against the annual performance plan. Operational plans must have clearly defined activities that are linked to outputs and set targets for activities. These measures are required to measure performance against set organisational performance indicators and targets.

f. PROGRAMME OR PROJECT PLANNING

Monitoring and evaluation is in the centre of project planning, implementation and reporting. From Programme or project origination to implementation, each step requires indicators and information collection that will indicate progress made towards meeting outputs and outcome of the programme or project. All programmes and projects must have clearly defined indicators and targets that can be linked to operational plans activities, objectives and strategy of the product or service. These are minimum requirements for operationalising NDA M & E system; accurate reporting internal and external, measurement of management and

operational performance and ultimately measuring organisational performance against its set goals.

7. MONITORING AND EVALUATION PROCESSES

a. MONITORING

The purpose of monitoring is to ensure assessment of performance and progress of NDA interventions towards the attainment of goals. The scope of monitoring will be wider than just tracking what projects deliver. It recognizes that information gathered from monitoring provides the basis for making decisions and taking action. This lends monitoring as an important tool for decision making and learning resulting in it being an indispensable value driver in evaluations.

This M&E framework has to ensure that the monitoring function establishes a balance between all related processes, these includes:

Formulation of planning documents: all planning documents, strategies, operational plans, project plans must have measurable objectives (specific, measurable, attainable, realistic and timely - SMART), with clearly defined activities linked to quantifiable outcomes in both quantitative and qualitative terms.

Indicators for monitoring: these indicators must be formulated in accordance with the planning documents applicable for that process. Monitoring indicators must measure inputs, processes and outputs and must have a direct relationship to set targets for the project or function.

Information collection: all programmes and projects in the Agency must collect periodic data on all the processes required for monitoring. There is a minimum data set that needs to be collected at the following levels:

- i) **Beneficiaries** – information collected must include biographical data that can identify each beneficiary
- ii) **Project related data** – information collected must include the type of programme or project, the geographical area where it is implemented; the type of services provided to beneficiaries, the implementers of the programme or project, the duration and outcome(s)

related to the programme or project on beneficiaries. All data collected must be captured on approved data capture tools and templates]

- iii) **Data validation and verification** – validation and verification will be conducted on all collected data to ensure that the information is authentic and can be proven. The validation and verification process will require testing some of the collected information for its authenticity through various means which should be detailed in the monitoring guidelines section of this framework.

Reporting: reports must be generated according to NDA needs and requirements and at all levels. The different levels that require monitoring information for reporting both external and internal would use a standard, defined reporting template for those reporting requirements. Where information is sourced from different data sources, the process must be guided by the NDA Management Information Framework.

Table 2: NDA Reporting Timeframes

Project Reporting	Management Reporting	Reporting Structure
Monthly Reports	Monthly Performance Reports	Executive Management
Quarterly Performance Information reports	Quarterly Performance Reviews	EXCO, BOARD, Executive Authority
Annual Performance Information report	Annual Report	EXCO, BOARD, Executive Authority, Parliament

All monitoring reports generated from the tools and templates must be verified and certified by the Monitoring and Evaluation Unit. The two main principles will guide reporting in the Agency.

- I. **Data sources:** All data sources to be used for monitoring purposes must come from an official share point, NDA data management system; or business processes. Data from all official sources will be generated as reports from the Monitoring and Evaluation System. Official data sources will use standard approved templates for data collection, capture, verification and validation as defined above.

- II. **Feedback:** All project and programme staff must have access to generate reports on the M&E for purposes of providing feedback to project implementers and narrative report writing on the projects. Quarterly site visits by programme managers and officers will be used as platform to share and verify monitoring information with support organisations who are implementing projects. Systems and processes for customer or client feedback form critical part of the feedback to all the NDA's operations.

8. MONITORING GUIDELINES

The monitoring guidelines have been developed in line with the CSO development guidelines and principles to provide NDA Management and staff a tool that can be used to guide periodic monitoring, testing and recordkeeping requirements for its programmes and projects. Periodic monitoring is required to assure compliance with NDA strategic, annual performance and operational plans, measure performance against targets and learn from lessons that can be replicated or improve our business operations.

These guidelines present a minimum list of data elements necessary for programmes monitoring. The guidelines also present recommended programme monitoring data that can be aggregated from individual records from each encounter with clients. The data elements must be collected on individual record tool during an encounter and are captured on approved data capture tools for monitoring and evaluations purposes as outlined in this framework.

Monitoring provides feedback that enable managers to take corrective action when faced with changing operational and contextual conditions. Effective monitoring is an essential element of management, because it provides a reliable feedback on the effects of interventions. Monitoring involves the repeated measurement of variables over time to determine if actions have caused changes or trends-either expected or unexpected. As opposed to casual observation, monitoring is designed to help us identify what changes are occurring in the system and whether or not these changes are due to our actions.

The guidelines have identified the indicators to be monitored to measure achievements on targets set by programmes. An indicator is a unit of information measured over time that documents changes in a specific condition. A good indicator is measurable, precise, consistent, and sensitive to changing conditions.

These indicators were selected with the assumption that:

- I. They are relevant for the defined strategies and targets in the strategic and annual performance plans
- II. They are sensitive to change so that they can detect change within the monitoring timeframe.
- III. They are measurable using the methods used to generate accurate, standardised data.
- IV. They are defensible and not subject to individual or organisational bias.
- V. They are able to be measured by methods that are professionally accepted and understood.
- VI. They are integrated so that the whole suite of indicators provides a reasonable picture of change to our interventions.

It can be difficult to make claims beyond the very concrete accomplishments of an intervention. Yet, to justify the intervention – and to receive public and private support – monitoring reports need to show some degree of causality – which the intervention caused the changes they are measuring. There are three rules for “proving” causality. However, we can note that, it is difficult to prove direct causal agents, but through monitoring it is possible to identify whether specific activities appeared to make a difference on the indicator we are measuring.

Time order: document baseline conditions

The first rule is to show that changes occurred at the same time as the intervention was being implemented. It is therefore important to document the condition of the factors you are trying to improve before beginning the intervention, in order to have some basis for comparison later. Documenting baseline conditions means gathering data about those things the monitoring team is concerned about right away, before the starting the intervention. This is often called baseline data.

Co-variation

The second rule is to show that changes in measures are actually associated with the intervention activities. To do this, record the intervention activities and perform repeat measurements to assess how activities are affecting the conditions being monitored. Thus, one subtracts initial (baseline) values from final (post) values to determine change during the intervention.

Elimination of other possible causes of the outcome

There are many factors other than intervention activities that could influence the outcome, these are known as cofounders. For example, a law or regulation could change; new

markets could develop for a given product; or similar projects being implemented by other agencies to the same population. It is always possible that observed changes have little to do with the project and a lot to do with outside forces. It is impossible to control all external influences in a field intervention, but it is helpful to think about these external influences and their possible relationship to intervention results. Most interventions can only claim a small portion of the credit (or blame) for positive or negative change. Unless the monitoring system has good baseline data, clear information on what the intervention did, and measure the same thing the same way during and after the intervention, the team can neither defend themselves nor show reasons why efforts should be expanded.

a. Overview of The Guideline

The Monitoring guideline is based on the premise that NDA strategies, programmes and projects have well defined indicators that will be used in determining the data content to be gathered for reporting purpose. To achieve this enormous task, the guideline set-up a framework that tries to stipulate facts that need to be put in consideration while identifying indicators, thus aligning them to stated objectives for each strategy, program or project at their initial stage. The Monitoring Guideline will focus on processes and procedures involved in data collection, collation, data validating, storage, report generation at different reporting levels. The infrastructure and processes to support monitoring must be simple, cost-effective, affordable and practical. The infrastructure and processes must be able to:

- i. Avoid duplication of efforts and maximize the benefits of earlier investment in data collection, by building on existing systems.
- ii. Use data for multiple purposes where-ever possible. In particular, data is collected for monitoring purposes and assessing program, project and strategy outcomes. This requires that data should be collected to permit its use for a range of scales and levels i.e. strategic level down to project level.
- iii. Easily accessible information; users should have access to the information as and when it's needed.
- iv. The need to recognize that the NDA's interventions encompasses a range of time-scales
- v. Proper documentation of the NDA's activities stretching from the organisational level down to the project level.
- vi. Collection of valid and authenticated data of the NDA's activities.
- vii. Accurate identification and documentation of indicators i.e. Key Performance Indicators throughout the NDA.
- viii. Appropriate, accurate and speedy reporting.

b. Purpose and Objectives of the Guidelines

This guideline is designed to outline processes and procedures required in maintaining an effective monitoring system for the NDA programmes. Effective monitoring is an essential element of NDA management because it provides a reliable feedback on the effects of programme actions. The main aim of the monitoring guidelines is to ensure that all NDA business processes are monitored and reported against using reliable tools and systems. The objectives of these guidelines are:

- i. To provide and facilitate consensus at NDA on minimum standard data sets elements essential for programme monitoring tools.
- ii. To establish a functional business process system for monitoring NDA interventions and business support functions in the delivery of services and products
- iii. To provide minimum requirements for development of information systems for NDA programmes
- iv. To map standardised minimum set of data elements to core NDA programmes indicators and other external agreed upon indicators to be reported against
- v. To contribute to successful organisational monitoring, planning and reporting through measurement of indicators at all levels of the organisation structures.

c. NDA Business Processes

The monitoring processes have been aligned to overall NDA business management model that link NDA planning which include strategies, operational and project planning; setting of measures for performance; information collection and management; reporting on information and providing feedback to staff and stakeholders. The monitoring frame work will address all these levels and provide standard guide and tools to implement a functional monitoring system for the organisation.

d. Implementation

Implementation can be defined as a process for application or execution of a plan. This process consists of making rules that will guide the plan, administration of those rules and creating systems for adherence to the rules. The monitoring framework requires tools and processes to collect minimum set of data for every transaction made in its business plans. It requires a central database to store information collected and that all business units must report on its transactions at all levels where information is required for either planning or reporting purposes.

There are four categories of information that need to be collected for all NDA activities, and these categories form structure of the minimum data set for reporting and planning. These categories are:

- i. **Demographic information** – basic identifying data for individuals, programmes, projects or services providers
- ii. **Project information** – descriptive of a project, programme or processes used that provides information on the product or service
- iii. **Service information** – descriptive of how, when, what service offered to individuals or institutions. It also provides descriptive of outputs and outcomes of the service. It may also provide information on inputs used to provide the service.

These categories provide a standard structure for all data collected from all NDA programmes and projects. Different programmes and projects may have different data sets and fields that require collection because of the nature or differences in the business processes used in the delivery of the particular service. This means data collection tools would be standardised in terms of categories of data, but projects or service specific in the descriptive fields of data attributes to be collected.

Table 2: organisation of programme/project data for monitoring and reporting

Type of data sets	Description of individual data variables	Description of project/programme data variables	Type of tools	Frequency
Demographic data	Set of descriptors for the individual receiving a service or product - name, ID, gender, age, address, contact information, etc	Set of descriptors for the project/programme, - project number, project name, location, geographical location (address), contact information	Standard data capture tools for demographic profile across projects and programmes	Once at first contact or start of the project/programme
Project/programme data	Name of the project/programme, geographical location,	Name of the service/product, sector, duration of the project/programme, Directorate responsible for project/programme, project/programme manager responsible, targets, budget, performance against targets	Standard data capture tools for demographic profile across projects and programmes	Once at first contact or start of the project/programme
Service data	Type of service/product, number of beneficiaries of service/product, opportunities accessed, duration of the service/product, benefit of service/product, impact of service/product	Type of service/product, sector, coverage, outputs & outcomes of the project/programme	Specific data capture tools designed for the project/programme	Multiple times - at all visits or contacts with beneficiaries and project implementers or service providers

e. MONITORING FUNCTIONS

Monitoring functions are linked to all NDA processes and structures. There are specific monitoring functions that are required to be carried out from design, planning and implementation of a programme or project. These monitoring functions that are required to be performed at all levels of business operation. These functions vary from data collection, data capture, collation, verification and reporting and involved different people at different levels and required coordination and integration of monitoring processes.

i) **Design phase** -Baseline information must be established at this phase. At NDA a number of processes are used to establish baseline data. These include Due Diligence assessments and baseline assessments, these processes must provide information on demographic data for projects and beneficiaries; establish need and type of interventions required to address the need and identify information required to monitor performance of project or programme against need.

ii) **Planning phase** - , operational and project plans must have measurable objectives. Each objective must have a list of feasible activities and outputs. The outputs must be linked to targets which can be measured using NDA monitoring processes and systems. Indicators for monitoring processes and project must also be linked to outputs and targets to ensure that systems used to measure programmes and projects are valid and appropriate.

iv) **Implementation phase** - All programmes and projects are required to collect minimum information relating to performance, outputs and targets which can be used to measure achievements of an intervention or processes used in performing a function. During implementation information is used to inform implementers about progress towards meeting targets, outcomes and management of the project or programme. Managers use the information for review and steering programme or project towards its intended outcomes and making decision about the future of the project or programme. Information collected is also used for internal and external reporting on the project or programme.

f. Management Of data

All data collected for NDA programmes and business processes will follow the defined NDA data management and access policy and all other data collection procedures contained in this guidelines. All programmes will be required to collect basic minimum data at different stages. For example, all grant projects, at the start, will be required to provide a minimum data set

about the project which the data will be captured on a System or tools to establish the baseline on the project. A standard data capture template will be provided for this purpose. The data captured at this stage must include, project tracking number, location of the project, type of the project, description of the project, benefiting organisation or service provider who will implement the project, duration of the project, budget of the project, targets set for the project. Business processes that are required to implement a business process would be defined as a set of minimum data required to be collected and captured will be provided a system where data can be captured in relevant systems.

Table 3: NDA monitoring data management and reporting

Monitoring Process	Tools/Systems	Responsibilities	Frequency
Data collection	Data capture templates (electronic or Paper)	<ul style="list-style-type: none"> • NDA programme/project staff; • Project/programme staff; • Service providers 	Daily or anytime a transaction is made for a beneficiary, project, programme
Data capture	Data entry fields created on data capture tools (demographic, project/programme and service data)	<ul style="list-style-type: none"> • NDA programme/project staff; • Project/programme staff; • service providers 	Daily or anytime a transaction is made for a beneficiary, project, programme
Data verification	Electronic data capture tools (sensitive fields and compulsory fields); sampling and testing data by M&E Unit	M&E Unit staff	Monthly basis to ensure the quality of data stored
Data collation/analysis	Data cleaning (duplicates, incomplete records, double counting etc), linking data records to KPIs for reporting, linking related data variables for reporting etc	M&E Unit staff	Anytime reports are requested or required
Reporting	Generating reports for specific reporting needs and requirements for stakeholders and management	<ul style="list-style-type: none"> • NDA programme/project staff; • Project/programme staff; • service providers; • M&E Unit staff 	Anytime reports are requested or required

g. Development and Design of Data Collection Templates

Data capture templates for all NDA services and products will be standardised to cover the following areas crucial for monitoring and reporting on NDA interventions and processes. These areas are described in Table 1. above.

- I. **Demographic data:** The templates must collect a minimum set of data on demographics of beneficiaries and project being implemented. This information is important in monitoring our interventions against different targets set by the organisation, including age, rural areas, disability, gender, etc.

- II. **Project data:** A minimum data set will be required to be collected on the project itself. For monitoring purposes, the organisation must have basic information about those implementing NDA interventions, whether internal or external for accountability. The information must include, who is implementing the project, where is the project being implemented, who are the targets of this project, how many beneficiaries will benefit from the project, what skills would be used or required to implement the project, what would be duration of the project, what are the expected outputs, outcomes and impact of the project.
- III. **Service provided data:** At all levels of contact, interface or transaction between a project process and beneficiaries, a set of data must be collected about that contact, interface or transaction. This data seek to know what was done, by whom and for what reason. This is also the level where information can be collected on satisfaction levels of beneficiaries about NDA interventions, products and services.

h. Data Collection

Data collection will be conducted by all staff, internal or external, involved in executing a business processes that require collecting of information. Data can be collected directly into an electronic system designed and enabled to have templates that allow collection of the data. Data can also be collected into an approved paper base template where information cannot be collected directly into the electronic system. Templates for data collection, whether electronic or paper, will have standard fields that require completion.

For programmes or projects implemented by a third party, benefiting organisations or Service provider organisation, their staff will be responsible for collecting all the data required for monitoring and reporting by NDA. Their responsibility is to make sure that required data is collected and all data fields requiring information pertaining to the programme or project is complete. If the data is collected on a paper base or electronic data collection tool, they must make sure that data is transferred to centres or points where the data is captured in the electronic system design to capture the data.

The frequency of data collection is dependant of the processes being implemented in a programme, project or service. There are processes that will require instant collection of data direct to data capture screens, such as registration of customers. However, each business unit will define its business processes thus informing how its data is being collected at service delivery point. At each level of service delivery, the business unit must take into consideration the following when mapping data collection processes:

- i. The time it takes to collect the data and capture in a live screen.
- ii. The nature of the service being delivered to the beneficiary.

- iii. The availability and reliability of the live application to those responsible for data collection.
- iv. The capacity (human resources) available to conduct data collection using the selected data collection method.

i. Data Capture

Data capture is the process of entering data into the common tool or database for NDA programmes and services for purposes of generating reports from the NDA monitoring and evaluation process. All data capturing will be conducted in a data capture tools or platform approved by the NDA for data capture. The tools or platform for data capture will be made available or accessible to all staff at NDA and all approved service providers for the organisation. In the data capture platform, those responsible to capture data, will be able to enter information in all data fields relevant to their project or business process related to a programme, project or service.

Data capture will happen at all levels of NDA operations. The responsibility for data capture will be informed by where data capture will be taking place for programmes or business processes. If data capture is expected to take place outside NDA structures, the third party or service provider staff implementing the project will be responsible for data capture. The NDA staff will ensure that this responsibility form part of the Service Level Agreement (SLA) signed between NDA and the third party. The third party must provide the NDA staff with a name of a person that will be given the responsibility for monitoring and data management purposes. The third party members of staff which are responsible for data capture would be trained by NDA Monitoring and Evaluation Unit on requirements of NDA data capture tools or platform. If data capture will be conducted at NDA service delivery structures, including the head office, the programme must identify the people who will be responsible for data capture, set up schedule for data capture and supervise the data entry process for the project. The M & E Unit staff will provide training to all staff responsible for data capture at NDA and support the data capture process for all NDA projects and business processes.

The frequency for data capture will be informed by the sources of data for the project or business process, however, Programme Managers and the M & E Unit staff will agree on when data should be captured for projects.

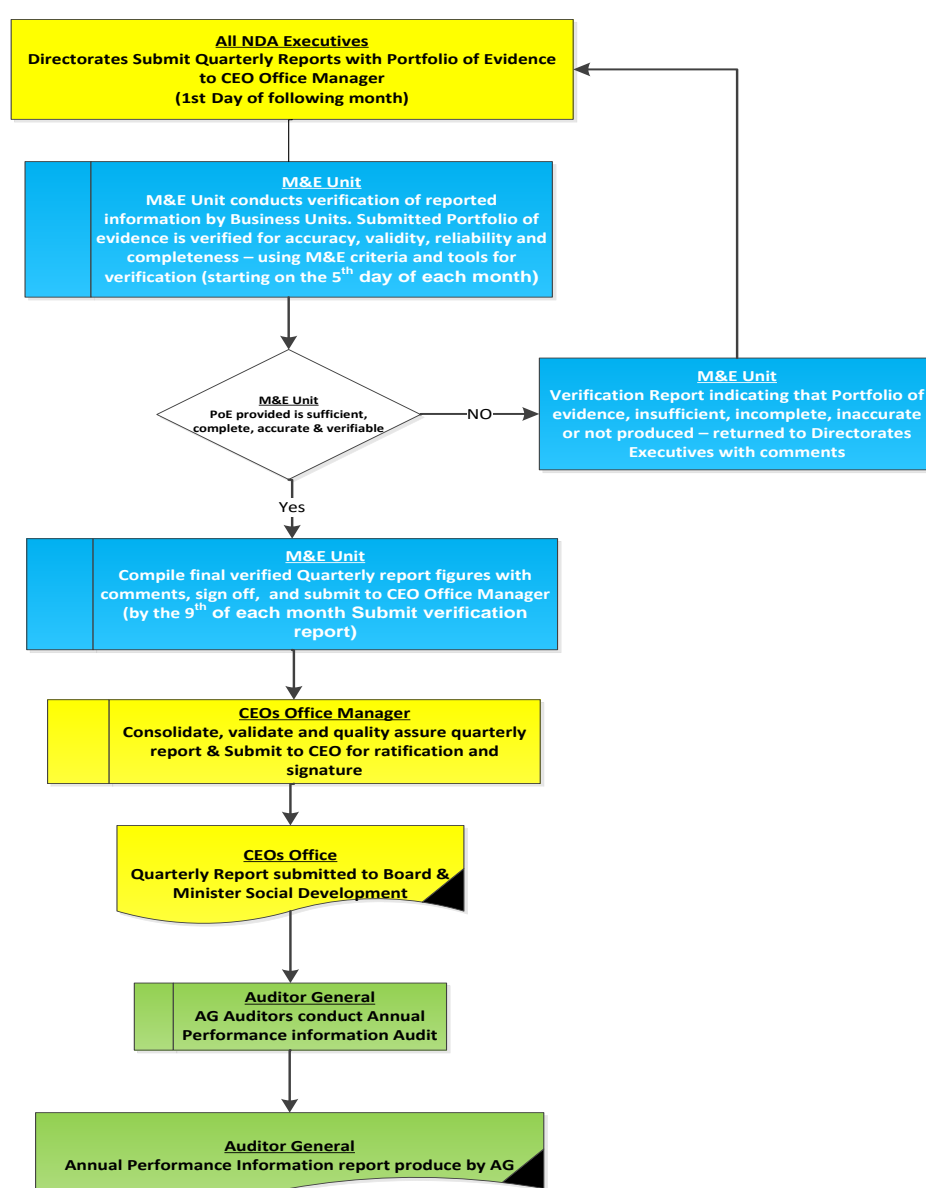
j. Data Verification

Data verification would be conducted to ensure that the data being completed is authentic and represent accurate information on the reported targets by all business units of the NDA. It will

also verify if records that are captured in the system are complete and have the minimum data required for a good record submitted for storage in the NDA.

On monthly or quarterly basis, depending on the periods reporting is required, the Monitoring and Evaluation Unit will verify new data reported by business units and verify if the information collected is accurate in the record. The process will include, checking the data captured with people responsible for collecting and capturing data; checking entered data with beneficiaries; and reviewing paper base records collected by NDA business units' staff.

Figure 4: NDA Reporting and Verification Process



The M&E Unit will use verification tools that will be adapted to reporting requirements for each business unit. The tools will require the reporting business units to provide information on the portfolio of evidence submitted against each KPIs and targets. Submitted document information will be assessed to verify the following:

- i. **Completeness** – are all documents required to report against the indicator submitted and contain information linked to the indicator; this will include beneficiary information as described above.
- ii. **Valid** – is the information submitted valid, has it been signed by all relevant individuals who have to sign the documents and information contained, for example, where signature of beneficiaries is required. Where the reported activities conducted in the reporting period and there are no duplicates or double reporting.
- iii. **Reliability** – can the information been checked from the source. This will require in some cases to check if the beneficiaries listed are existing and they have received the service reported.
- iv. **Accuracy** – are the reported numbers add up from the lists submitted to the ones reported.

The M&E Unit once it has completed the verification will have to adjust the reported information to the verified data. The responsible business units have to provide additional evidence for verification to have the business unit information adjusted back to their original reporting.

k. Data Collation And Analysis

A tool for collation and analysing data from different NDA business units will be used. The Monitoring and Evaluation Unit staff will ensure that all data captured in all NDA information is updated and collated on regular basis. The data is complete, verifiable and is appropriate for reporting and use by all levels of NDA structures requiring information from the system.

l. Report Generation

Reports can be generated as tables or graphs depending on the user's needs. Reporting templates for different purposes will be built in the reporting M & E tool. These templates would provide information related to corporate reporting needs, management needs and project needs as outlined in the NDA Monitoring and Evaluation Framework. All NDA staff would have access to generate their reports according to their needs at any time for any period they would want to generate a report.

9. ROLES AND RESPONSIBILITIES FOR MONITORING

Monitoring and evaluation of NDA is primarily the responsibility of all staff of the NDA. Where NDA delivers its services and products through third parties, a participatory approach will be adopted and promoted by involving them in the implementation of such monitoring processes and functions.

The overall coordination of NDA monitoring is the responsibility of the Monitoring and Evaluation Unit located in the Research and Development Directorate. Planning and implementation of monitoring functions form part of the of all business units. NDA has to ensure that monitoring is implemented in a supportive environment to staff and partners that deliver services on behalf of the organisation. The monitoring and evaluation framework must be made available to all staff and third parties supporting interventions implemented by NDA.

The role of the monitoring and evaluation (M & E) unit is to:

- i. Develop monitoring and evaluation framework and guidelines for NDA programmes in line with NDA policies and business processes.
- ii. Design and develop processes for implementing monitoring functions at NDA
- iii. Design and define monitoring indicators for products and services relevant to reporting at all levels of NDA.
- iv. Develop tools and instruments for monitoring indicators, targets and business processes for the NDA programmes
- v. Support, supervise and ensure that data collection, capture, verification, analysis and reporting are adhered to by all required to report on any NDA business processes
- vi. Train NDA and third parties staff on monitoring functions, including data collection, data capture and reporting generation and how to use the information for planning and reporting purposes.
- vii. Identify new or additional requirements for effective monitoring of NDA services and products
- viii. Conduct period data verification and validation of data collected for reporting purposes, including reviewing quality of data in the system.
- ix. Liaise with all business units and third parties on verifying quality of reports generated from all monitoring processes of NDA.
- x. Manage and coordinate the NDA monitoring and evaluation processes, including its functionalities.

The role of all business units staff (HODs, Provincial Managers, District Managers Development Officers and Administrators) is to:

- i. Identify and define targets and indicators for products and services related to their key deliverables in their strategic, operational and project plans.
- ii. Collect and capture relevant data required for monitoring and reporting on their key deliverables.
- iii. Conduct monitoring visits to project and compile monitoring reports on project.
- iv. Ensure that third parties are collecting and capturing data as per service level agreements
- v. Inform the M & E Unit on CSO development needs on monitoring for business units and third parties staff.
- vi. Generate relevant reports for reporting against their operational and projects plans
- vii. Conduct period data verification and validation of data collected for reporting purposes, including reviewing quality of data in the system.
- viii.

The role of the third parties (Service Providers and Beneficiary Organisations) is to:

- i. Participate in the training on NDA monitoring processes and system to ensure compliance to data collection and capture.
- ii. Collect all required information by NDA for monitoring and evaluation purposes and ensure its accuracy and validity.
- iii. Capture data using NDA data collection and capture systems to ensure that information is complete and reliable.
- iv. Provide feedback on the NDA data collection, data capture and report generation from NDA monitoring systems and processes.
- v. Ensures that information collected for NDA related activities is kept confidential and can only be released to NDA for monitoring and evaluation and reporting purposes.

10. EVALUATION GUIDELINES

Evaluations are conducted for purposes of learning and providing feedback on the results or outcomes of actions in relation to prior objectives, plans, expectations or standards of performance of a project, programme or organisation. Evaluation addresses questions related to: What have we achieved, what processes were used to achieve what we have achieved,

what challenges have we faced and how we have addressed those challenges, what lessons have we learned and what impact have we had?

NDA has experienced a number of challenges in conducting evaluations. Some of the most prominent challenges have been the following:

- i. Unclear and undocumented process of conducting programme and project evaluations;
- ii. Lack of consistency in conducting programme and project evaluations;
- iii. Poor quality evaluation reports/findings and
- iv. Limited utilisation or application of evaluation findings.

It should also be noted that there is a clear cause and effect relationship between the above stated challenges. For example, an unclear and undocumented evaluation process may result in poor quality evaluation reports. Similarly, poor quality evaluation reports will definitely impact on the level of their usage.

a. SCOPE OF EVALUATION GUIDELINES

An evaluation can be defined as: “The systematic and objective assessment of an on-going or completed project, programme or policy, its design implementation and results. It can also be defined as a careful and systematic retrospective assessment of design, implementation and results of development activities”.

The foundation of evaluation rests on the availability of good baseline information. This baseline information must be identified and documented before implementation and evaluation. Any effectiveness and impact to be measured have to be based on the baseline data collected at the onset of the intervention using sound methods and tools. Good and effective evaluations are based on a clear, logical and sequential pathway of results, in which results at one level are expected to flow towards results at the next level, leading to the achievement of the overall goal. If there are gaps in the logic, the pathway will not flow towards the required results.

This guideline covers the machinery of evaluations and it also addresses the steps of implementation which inform and affect the content and results of the evaluation.

b. PURPOSE OF THE EVALUATION GUIDELINES

This guideline is designed to help the organisation plan and execute evaluations. It lays out the standards for evaluations undertaken by or on behalf of NDA. The main aim of this

evaluation guideline is to standardise processes for conducting evaluation for all programmes and projects of NDA. The guideline seeks to:

- i. Clarify, document and standardise approaches towards conducting the evaluations within the NDA;
- ii. Ensure consistency in the conducting NDA evaluations across the NDA divisions and projects; including other planning processes (e.g. budgeting for programme and project evaluations);
- iii. Ensure high-quality reports and findings of evaluations, and
- iv. Facilitate utilisation of evaluation findings (evaluating the quality of the evaluation reports, check-backs in concept documents).

These standards are contained within the following parameters:

- i) Why does NDA conduct evaluations;
- ii) Which kinds of evaluations should NDA conduct;
- iii) What approaches are most appropriate for conducting evaluations;
- iv) What kinds of key questions and scope the evaluation must cover ;
- v) When to conduct evaluations of NDA activities;
- vi) How and who should conduct the evaluation.

c. FOCUS OF GUIDELINES

The guidelines are to ensure that NDA programmes and project are periodically evaluated to assess their outcomes and impact, extract best practice from implementation and to inform planning using lessons learned. NDA evaluations must include one or more of the following criteria to ensure that the outcome of the evaluation is in line with standards of effectiveness and practice:

- i. **Relevance** – the extent to which project or programme interventions conforms to the needs and priorities of target groups and policies of the NDA and other national imperatives relevant to NDA mission and vision.
- ii. **Effectiveness** – the extent to which the project or programme intervention has achieved its objective, taking relative importance into account.
- iii. **Efficiency** – the extent to which resources invested in the intervention can be justified by its results, taking alternatives into account.
- iv. **Impact** – the totality of effects of project or programme intervention (positive and negative, intended and unintended) achieved during and after the implementation of the project or programme.

- v. **Sustainability** – the continuation and longevity of benefits from the programme or project after the cessation of NDA support to the project.

In assessing the above, NDA will adopt a holistic approach towards assessing whether it is achieving its mandate. Evaluations will be conducted at three levels, namely;

i. **Organisational**

These evaluations focus on performance of NDA in meeting its mandate on quality, effectiveness, efficiency and coverage as part of the organisation's vision and mission. The evaluation must be inline and informed by the overall key performance areas, organisation strategic plan, vision and mission.

ii. **Divisional**

The performance of divisions in meeting their obligations and objectives stated in their strategic and operational plans. This will assess how the divisions support the design and implementation of products and services.

iii. **Programme and project**

The performance of programmes delivered to intended beneficiaries and in meeting targets outlined in operational plans and concept documents. The quality of services that are offered and lessons that can be learned from the programmes and projects.

There are different types of evaluations in the NDA programme implementation:

- **Baseline evaluations**- this evaluates the need of a project in the community. It seeks to answer whether the unmet needs of a particular target population in respect to the type of programme is being considered. This type emphasizes the importance of assessing need as a precondition to effective programme planning and also programmes evaluation. This evaluation could be conducted during the planning of the programme e.g. Pre-implementation assessment.
- **Process evaluations**-The evaluations are conducted to assess the level of project implementation According to Rossi and Freeman (1982) it is stated that once the design and development of a programme has been completed, it is implemented within a certain context or setting⁴⁵.

Various kinds of questions are subsequently raised such as

- whether the programme is being implemented as designed
- whether the programme serve the target population

⁴ NDA Polity and Standard Operating Procedures on Grant making: 2007Pg. 05

⁵ Rossi and Freeman (1982)

- whether the services are delivered as originally intended

The mid-term evaluations are mostly conducted to identify project design problems, and are essentially an internal activity undertaken for project management. They are conducted or reviewed by an independent evaluator not associated with the implementation of the project.

- **Summative Evaluation-** this category of evaluation is sometimes classified as an evaluation of the outcome. The evaluation of the outcome seeks to assess if the intentions of the programme has been achieved. The evaluator must assess what the particular outcomes of the programme are and come up with reliable and valid measures of such outcomes. This evaluation is divided into the following:
 - **Impact evaluations** - will be carried out, when appropriate, typically 2-5 years following project / programme completion. These impact evaluations will normally be done for a cluster of similar projects or for projects in the same focal area, on a provincial or national level. Evaluation findings are reported to the Executive and NDA Board, and also reflected in the Annual Project/ project performance reports.

All evaluations, irrespective of the level of evaluation to be conducted, are to be managed by the Monitoring and Evaluation Unit. The Evaluation Guidelines details process that will be followed in conducting NDA evaluations. Divisions and Project Managers are responsible for identifying and submitting all projects that require evaluations using the Evaluation Management System.

Evaluations can be conducted internally by the Monitoring and Evaluation Unit as part of its project or they can be commissioned to external evaluators but managed by the Monitoring and Evaluation Unit. The Monitoring and Evaluation Unit will work as a team with programme/ project Managers in planning and executing the evaluations, to ensure a participatory approach in the evaluation.

d. EVALUATION PROCESS AND ENGAGING EVALUATORS

The M&E Unit will develop tools that will identify all projects that will require evaluation in the financial year and include those projects at part of the M&E Unit deliverables for the financial year. They will identify all strategic programmes areas that will require evaluation in during the course of the financial and include them in their operational plans. This allows enough time for

preparation and procurement of evaluators in cases where external evaluators would be required to conduct the evaluation.

The M & E Unit draft terms of reference (TOR) for all evaluations and engage the Development Managers on the content, time frame and feedback on the evaluation. The M & E Unit will then request for proposal (RFP), through the Procurement Unit, to evaluators respond to the RFP. If the evaluation is to be conducted by external evaluators, a call for request for proposal will follow the NDA procurement policy process for procurement and appointment of service providers.

The M & E Unit takes responsibility of managing the evaluators during the evaluation process. This will include, ensuring that evaluators follows the protocol agreed upon to conduct the evaluation, evaluators are sticking to time frames, provide feedback on the status of the evaluation to Development Managers and any other technical issues related to the evaluation. The Development Managers takes responsibility of providing logistical support and links the evaluators to the project implementers, including introducing the evaluators to the project, providing documentation about the project and setting up appointments with NDA to be interviewed by evaluators.

Evaluation reports drafts are managed by the M & E Unit, the Unit ensures that all relevant people make comments to the draft and that the evaluators receive feedback from all those who make comments. The Unit quality assures the evaluation report and approves the final draft which is then submitted to the Development Managers for final approval. The M&E Unit will package the final report and make available to all NDA staff. The M & E Unit also must develop a short abstract on the evaluation, using the template outline in the frame for posting in the NDA website.

e. ROLES AND RESPONSIBILITIES FOR EVALUATIONS

The monitoring and evaluation (M & E) unit

- i. The M & E unit will ensure that NDA evaluations are standardised and are of acceptable quality standards through:
- ii. Developing terms of reference for all evaluations in consultation with Development Managers.
- iii. Conducting assessments of quality of proposals and recommend preferred evaluators to the Procurement Unit

- iv. Commissioning evaluations to external evaluators, including managing the implementation of evaluations, monitoring quality of evaluation products and supporting the evaluation team where needed.
- v. Develop the scope of work and deliverables for contracting evaluators in line with the terms of reference.
- vi. Developing tools and processes for conducting evaluations, including reviewing of data collection tools for the evaluation.
- vii. Budget for organisational evaluations and providing budgeting guidelines for evaluations to business units.
- viii. Quality assuring all evaluations conducted on behalf of NDA programmes and projects, including providing written feedback on draft evaluation report and approving final report submitted to NDA.
- ix. Assisting the business units in mainstreaming or integrating findings of evaluations in the planning and management of their programmes and projects.

Programme manager

Programme Managers are active participants in planning and conducting evaluations. They provide guidance in developing key questions that needs to be asked during an evaluation. They have a better understanding of processes used in the planning, implementations and monitoring of a programme or project process. Their active participation during evaluations increases their understanding of the evaluation outcome thus increasing the chances for evaluation results and lessons to be utilised in the future. Development/Programme Managers responsibilities will include:

- i) Identify activities, programmes and projects that require evaluation and submit a list of those projects to the M&E Unit.
- ii) Budget for project evaluations especially during the planning and design of the project.
- iii) Provide input in the development of terms of reference (TORs) for evaluations.
- iv) Participate in the assessment, selection, contracting and managing of external evaluators.
- v) Provide required information to evaluators in respect of progress and processes in the implementation of the programme or project.
- vi) Provide written feedback on data collection tools and draft reports submitted by evaluators
- vii) Implement the findings of the evaluations.
- viii) Ensure that recommended corrective measures are implemented

- ix) Ensure that recommendations and findings are implemented.

CSOs Project Staff

As part of adopting the participatory approach in conducting evaluation, CSO project staff will form part of the evaluation process for all NDA programmes and projects. This approach seeks to promote greater use and acceptance of evaluation findings and recommendations. Their role will include:

- i) Informing or contributing towards the development of the terms of reference.
- ii) Providing logistical assistance to evaluators when conducting evaluation of projects they are implementing.
- iii) Participate in the evaluation as informant/respondent as well as quality assuring the evaluation.
- iv) Providing information required by evaluators to ensure that evaluations are of acceptable quality and standards.
- v) Providing written comments and feedback on draft evaluation reports to evaluators
- vi) Taking corrective measures or implement the findings of the evaluation.

f. EVALUATION REPORTS

Evaluation reports compiled for NDA projects and programmes must follow a standard report format to ensure that information from evaluation reports is more accessible to different staff in the organisation. A consistent format for evaluation reports will facilitate reading and understanding of the reports thus increasing the likelihood that results will be used.

When evaluations are commissioned to outside evaluators the format of the report must form part of the agreement with the evaluators. All evaluations conducted must have an abstract of about 150 to 250 words. The abstract is an additional requirement and cannot be replaced by an executive summary as both serves different purposes for NDA. The abstract provide the most concise summary statement of the report and will be used in published abstracts of all NDA evaluation reports. The evaluation report outline, which includes, executive summary is outlined in the NDA Evaluation Guidelines on standard headings that a NDA evaluation must address.

The quality and content of evaluation reports will be managed by the Monitoring and Evaluation Unit, to ensure that evaluation reports are of high quality and are presented in a user-friendly formats and language. All evaluation reports must be approved by the M & E Unit

before they can be shared with the all staff in the organisation. The M & E Unit staff will comment on all draft reports submitted to the organisation, they will provide input to the evaluation team to ensure the report meets NDA standards as outlined in the Evaluation Guidelines.

All evaluation conducted on behalf of NDA, once approved for sharing with staff, must be made available to all staff in the organisation to have access to it. Listing of evaluation in the NDA Portal will follow requirements outlined in the evaluation guidelines. All listed evaluations in the NDA portal must be accompanied by the abstract for that evaluation and indicate which programme the evaluation belong to.

11. BIBLIOGRAPHY

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12. ANNEXURE A: MONITORING TOOLS

ME002

DIRECTORATE PERFORMANCE INFORMATION VERIFICATION CHECKLIST



Name of the Directorate/Provincial verified: -

Name of M&E Staff Conducting Verification: -

Signature of M&E Staff: -

Period of reporting: -

PERFORMANCE INDICATOR	QUARTERLY TARGET	QUARTERLY TARGET ACHIEVED & REPORTED	TARGET VERIFIED	EVIDENCE VERIFIED	EVIDENCE ADEQUATE		M&E UNIT COMMENTS ON VERIFIED INFORMATION		
					YES	NO	VERIFICATION COMMENTS	FOLLOW UP CORRECTION MEASURES	FOLLOW UP DATE
				•			•	•	
				•			•	•	
				•			•	•	

NAME AND SIGNATURE OF EXECUTIVE MANAGER RESPONSIBLE: - DATE: -

NAME AND SIGNATURE OF SENIOR MANAGER CEO'S OFFICE: - DATE: -

NAME AND SIGNATURE OF EXECUTIVE MANAGER (MERL): - DATE: -

NOTE:

The information in this form is the verified and final version of the reported performance against the listed KPIs and targets for the Division. The information is accurate, valid and verifiable for purposes of external reporting.

* The NDAME002 form once signed by all parties must be scanned and a copy filed by the M&E Unit and other copy emailed to the Responsible Executive of the programme whose information has been verified.

INSTITUTIONAL CAPACITY BUILDING PARTICIPANTS ATTENDANCE REGISTER

CB PACITY BUILDING PARTICIPANTS INFORMATION SHEET AND ATTENDANCE REGISTER



PROVINCE: - REGION / DISTRICT: -

VENUE: -

NAME OF FACILITATOR: -

CO-FACILITATOR(S):

COURSE TITLE: -

FUNDING ORGANISATION: -

TRAINING STARTING DATE: - TRAINING END DATE: - Group No:.....

		Race Key: A=African, C=Coloured, I= Indian/Asian; W=White/Caucasian											Tick (v) on the relevant days attended							
	SURNAME	OTHER NAMES	GENDER	RACE	AGE	ID NO.	CONTACT NUMBER	DISABILITY (Y/N)	NPO/CSO NAME	MUNICIPALITY	WARD No.	SIGNATURE	M	T	W	T	F	S	S	
1																				
2																				
3																				

	SURNAME	OTHER NAMES	GENDER	RACE	AGE	ID NO.	CONTACT NUMBER	DISABILITY (Y/N)	NPO/CSO NAME	MUNICIPALITY	WARD No.	SIGNATURE	M	T	W	T	F	S	S
4																			
5																			
6																			
7																			
8																			
n th																			

NAME OF COMPILER/TRAINING FACILITATOR:-

SIGNATURE: -

DATE: -

NAME OF CAPACITY BUILDING SPECIALIST:-

SIGNATURE: -

DATE: -

NOTE:	* The Facilitator and Specialist must sign this form after reviewing and validating information in it. Maintain a copy of the report at the district and provincial offices as portfolio of evidence (PoE). A copy must be submitted to the Head Office with the quarterly report on the date agreed upon for reports submission.
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13. ANNEXURE B: EVALUATION TOOLS

A. Tool for technical assessment of evaluation proposals

Name		Division		Position	
Name of project					
Name of Consultants					
		Date			
	Item	Description			Score 1-10
1	Introduction and background including literature review	Understanding of context and issues in the area of the evaluation and reference to other studies/evaluations locally and international			
2	Aim, purpose and objectives of the evaluation	Are these inline with the ones provided in the terms of reference, if different is the justification to change them convincing			
3	Interpretation of the scope of work required for the evaluation	How well has been the scope of work articulated in the proposal, both clarity and technical understanding of what is wanted			
4	Method or approach to be used in the evaluation	How well technical sound is the proposed methodology or approach to the evaluation			
5	Key questions to be asked and tools to be used in the evaluation	Are key questions included in the proposal and they relevant to the evaluation Have they proposed type of tools to be used in collecting data, both primary and secondary data.			
6	Data collection and analysis methods to be used, including primary data and secondary sources to be used	Is data collection method(s) acceptable, sound and can produce data to answer the key questions Is the proposed analysis method(s) suitable for the kind of information to be collected			
7	Ethics, report writing and limitations articulation	Have they indicated how they will ensure ethical considerations, what kind of report do they envisage from the evaluation, what are limitations of the evaluation or methodology			

		they have proposed, how much of these limitations will influence the outcomes of plausibility for the evaluation	
8	Time frames	Are the proposed time frames inline with the project/programme expectation of the final product of the evaluation	
	Total	80	

b. TERMS OF REFERENCE FOR EVALUATIONS

1. Background

[Provide detailed back ground of the project, where the project is being implemented, target population, what were the expected outcomes of the project and what processes were used in the implementation of the project]

2. Purpose and objectives of the evaluation

[Why do you want the evaluation to be conducted; list the objectives of the evaluation]

3. Approach to the evaluation

[what methods should be used when conducting the evaluation; what measures must be used during the evaluation, for example, USEP measures as framework for the evaluation]

4. Scope of the evaluation

[What should the evaluation cover in regard to the implementation of the project these may include issues relating to inputs, processes, outcomes, impacts and recommendations]

5. Proposal content

[What should be contained in the proposal, for example, a technical proposal – to assess their technical capabilities to conduct the evaluation (method, data collection, analysis, report writing); Organisation profile – experience of the organisation in conducting evaluation and the capacity in the organisation to conduct the evaluation; Workplan – activities they are proposing and time frames; Budget – breakdown of cost]

6. Deliverables

[Define expected deliverables from the evaluation such as formats of copies of reports, data, and any other deliverables deemed useful from the evaluation]

7. Submission

[Indicate who the proposal should be submitted to; provide contact details of the person(s). Provide a closing date and time for submission]

8. Communications

[Provide a contact person(s) for queries about the TOR; include contact details of the person(s)]

9. Timing

[Provide period or duration of the evaluation, when you want the evaluation to start and end]

10. General information

[provide information on NDA rights and obligations, NDA procurement criteria and any other general information you may wish to inform bidders on]

c. *TEMPLATE FOR EVALUATION ABSTRACT*

1. Topic of the valuation: [as presented in the evaluation report]

2. Background:

[Brief summary of background information about the project being evaluated, including literature review on the topic – not more than 2 paragraphs]

3. Objectives

[Summary of aim and objectives of the evaluations]

4. Method/approach:

[Brief summary of methods or approaches used for conducting the evaluation – about 1 paragraph]

5. Key findings:

[Brief summary of findings on key issues in the report – can be presented in bullet form]

6. Key discussion points:

[Brief summary of key discussion points relating to findings]

7. Key lessons:

[Brief summary of key lessons from evaluation]

8. Conclusion/recommendations:

[Brief summary on conclusion and recommendations]

13.4 OUTLINE FOR NDA EVALUATION REPORTS

NDA conducts numerous evaluations for its programmes every year. These reports are written in many different styles, which decrease their use by management and program staff. Standardising the report format is intended to make the evaluation information more accessible and user friendly to management and program staff, including service providers who implement our programmes. A consistent format for organising the information is expected to facilitate reading and understanding of reports on diverse projects and components of the programmes, thus increasing the likelihood that results will be used.

It is understood that not all evaluation reports can be forced into the same format (for example, qualitative evaluation designs might require a different report format for effective presentation of the results). In such cases, modified or alternative formats should be discussed with the external evaluators and the NDA Monitoring and Evaluation Unit.

1. Title Page or Cover Page

Title of the evaluation conducted

Submitted by – Name of organisation conducting the evaluation

Date which final report submitted

2. Executive Summary (maximum 3 pages)

The executive summary should briefly cover every main sections of the report. The major points to be emphasized in the executive summary are:

- Objective(s) of the evaluation
- Major evaluation questions
- Major results or findings
- Major recommendations to the program
- Major conclusions and implications

3. Table of Contents

4. List of Tables (if applicable)

5. List of Figures (if applicable)

6. Background (program being evaluated)

Should include explicit and tacit program objectives, context in which program operates and program history.

7. Evaluation Aim and objectives

Evaluation goals state the purposes of the evaluation (e.g., assessing implementation or impact, making recommendations for program improvement or continuation, etc.). Evaluation questions should flow from the program objectives.

8. Evaluation Methodology

This section should cover issues relating to the evaluation design, including data collection tools and procedures (including validity and reliability of instruments used) Planned and actual activities

9. Results

Should flow from evaluation questions, with strengths, challenges (weaknesses, problems, etc.). This section must also cover the following results areas:

- Description of participants
- Type of responses and findings from participants and documents reviewed
- Comparison of findings or results to planned outcomes and outputs
- How were processes implemented against planned processes
- Description of achievements against evaluation questions
- Description of inputs used in the project or programme

10. Discussion and conclusions

This should discuss your findings and your interpretation of them. Always interpret your results in terms of the stated goals. This section should cover the interpretation of all the results from the above section. The results should always be related back to the purpose of the evaluation, something that does not always happen. Do not forget the unexpected results as they can often be the most interesting. The discussion should cover:

- Alternative explanations to the results from the data
- Generalisability of the results or findings
- Strengths and weaknesses of the intervention

- Parts of the program better received by certain groups
- Results related to certain attitudes or characteristics
- Any unexpected results and their implications

The conclusion part of the section should cover the following points:

- Major conclusions of the evaluation
- Validity and reliability of the conclusions
- Benefits were associated with the programme
- Unexpected benefits from the programme

11. Lesson learned and recommendations

Should include a discussion of the implications of the findings for decisions about program improvement, continuation etc. This section must also include examples of good or bad practice for learning. The section must cover:

- Recommendations regarding the programme as a whole
- Predictions about the future of the programme
- Recommendation for future evaluations

12. References

Must use Harvard style of referencing. List references in alphabetical order of first author. Example:

Abraham, J. & Subrahmanian, C. (1998) Barriers towards the implementation/utilization of HIV counselling services. Paper presented at XII International Conference on AIDS, Geneva, Switzerland.

13. Appendices

Evaluation tools, including survey instruments, additional tables and graphs and other information deemed useful to be included in the report.

14. ANNEXURE C: NDA CORE INDICATORS DICTIONARY

PROGRAM 1: GOVERNANCE AND ADMINISTRATION

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate
Indicator title: 1.1	% compliance to legislative /regulatory requirements including the PFMA, SCMA and Treasury Regulations and NDA policy
Short definition	All business units in NDA are expected to strive towards adherence to all relevant provisions of legislative or regulatory requirement within the PFMA, SCMA, National Treasury Regulations and NDA policies that inform the daily operations and functioning of NDA.
Purpose/importance	Aims to measure operational compliance with legal prescripts, regulations as well as internal policies with the aim of elimination audit findings which could result into a qualified audit opinion.
Source/collection of data	All business units (Compliance implementation Plan)
Method of calculation	<ul style="list-style-type: none"> • Denominator (List all relevant measurable legal provisions to be complied with) • Numerator (List of all legal provisions that have been complied with) $\left(\frac{\text{Numerator}}{\text{Denominator}} \right) \times 100\% = X\%$
Data limitation	Moving Denominator if new regulations are introduced mid stream
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	All business units to comply with all relevant legal provisions in order to eliminate audit findings
Indicator responsibility	CEO – legal
Portfolio of evidence	Compliance status report (Include a set of all relevant legislative/regulatory requirements and policies i.e. Compliance Plan)

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate
Indicator title: 1.2	% implementation of marketing and communication plan aimed at improving NDA brand awareness.
Short definition	This involves the process of monitoring the implementation of the marketing and communication strategy through an approved implementation plan
Purpose/Importance	Aims at measuring the levels at which the strategy milestones have been implemented in order to popularize the NDA programs, service delivery model and NDA as a government agency in general population within the communities.
Source/Collection of data	Status report in line with the Implementation plan
Method of calculation	<ul style="list-style-type: none"> • Denominator (List of Key milestones in the marketing and communication strategy) • Numerator (Status on implementation of the Key milestones) $\left(\frac{\text{Numerator}}{\text{Denominator}} \right) \times 100\% = X\%$
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To determine the brand awareness of NDA, its programs and service within the CSO community
Indicator responsibility	Marketing and Communication
Portfolio of evidence	Status Report (on implementation of marketing and communication activities)

Performance Indicator Reference Sheet	
Name of Strategic Objective:	To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate
Indicator title: 1.3	% completion of a functional integrated information system per year
Short definition	NDA to develop a functional and integrated information system that meets the ICT organizational business needs.
Purpose/Importance	The performance measure is aimed at ascertaining that the NDA has developed a functional and integrated information system that meets the organizational business needs within a 3 year period as encapsulated in the approved ICT strategy and plan.
Source/Collection of data	NDA ICT strategy and plan
Method of calculation	Simple count
Data limitation	Identification of system specifications, sourcing and development
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Establishing an organizational integrated information system
Indicator responsibility	Executive Corporate Services - ICT
Portfolio of evidence	Approved and signed-off Status Report

Performance Indicator Reference Sheet	
Name of Strategic Objective	To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate
Indicator title: 1.4	% implementation of the rollout plan for establishing decentralised program delivery centres at districts
Short definition	It is the percentage implementation of district offices rollout plan that establishes operation requirements, deployment of staff and provision of NDA services within communities in the period under review.
Purpose/Importance	Aims at ensuring access by expanding NDA programs and services in rural communities
Source/Collection of data	Status report of the rollout plan
Method of calculation	<ul style="list-style-type: none"> • Denominator (List of Key milestones in the rollout plan) • Numerator (Implementation status on of the Key milestones of rollout plan) $\left(\frac{\text{Numerator}}{\text{Denominator}} \right) \times 100\% = X\%$
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Establish decentralized programs deliver centers
Indicator responsibility	COO
Portfolio of evidence	Status report (including Rollout plan)

Performance Indicator Reference Sheet	
Name of Strategic Objective	To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate
Indicator title: 1.5	% of targets achieved in the APP
Short definition	The KPI measure the NDA overall performance through the APP approved targets
Purpose/Importance	To measure the overall NDA performance against plans
Source/Collection of data	Quarterly Reports
Method of calculation	<ul style="list-style-type: none"> • Denominator (Number of APP KPI targets) • Numerator (Implementation status (i.e. KPI targets achieved at 80%) of the APP KPI targets) $\left(\frac{\text{Numerator}}{\text{Denominator}} \right) \times 100\% = X\%$
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Achieve at least 80% results of the APP targets
Indicator responsibility	COO
Portfolio of evidence	Dashboard indicating performance results

PROGRAM 2: CIVIL SOCIETY ORGANISATIONS DEVELOPMENT

SUB PROGRAM 2.1. CSO MOBILISATION AND FORMALISATION

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.1.1	Number of CSOs participated in CSOs mobilisation engagements and consultation processes per year
Short definition	These are CSOs that participated in meetings, dialogues and information sharing sessions with the key aim of identifying their institutional developmental needs with the aim of determining appropriate interventions of support to be provided by or through the NDA.
Purpose/Importance	Aims at determining appropriate capacity development support requirements for CSOs as well as develop schedule of plans to be used for supporting CSOs based on identified needs
Source/Collection of data	CSO mobilization assessment forms
Method of calculation	System based analysis
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	Yes
Desired performance	Coordinate and facilitate social engagement with CSOs in order to identify CSO support needs at district level
Indicator responsibility	Provincial Manager
Portfolio of evidence	CSOs needs assessment tool

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.1.2	Number of CSOs assisted to formalise their structures per year
Short definition	These are CSO that have been provided with some form of assistance by NDA in order to evolve into structured organisational setups which could elect to be formally registered as community organisations.
Purpose/Importance	The performance measure ensures that the most deprived wards have CSOs with appropriate legal registration credentials hence are able to manage and implement development programs and interventions for the community.
Source/Collection of data	Provincial quarterly performance reports
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have informal community groupings organized into formal CSO that could acquire legal registered status from authorized registration authorities.
Indicator responsibility	Provincial Manager
Portfolio of evidence	Status report on the organisations that have been assisted (appended an organisation's profile, contact persons and attendance registers for the meetings held).

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.1.3	Number of CSOs assessed to identify institutional needs and determine appropriate CSOs development support to be provided per year
Short definition	These are CSOs that have undergone through assessment carried out by the NDA with the aim of identifying institutional capacity developmental needs in order to determine the most appropriate support intervention to be provided to the assessed CSO.
Purpose/Importance	The performance measure aims at ascertains the institutional capacity developmental and support needs that requires development.
Source/Collection of data	CSO mobilization assessment forms
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To assess and determine institutional capacity development needs of CSOs
Indicator responsibility	Provincial Offices
Portfolio of evidence	CSOs mobilisation needs assessment tool for all the CSOs development Programs

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.1.4	Number of CSOs assisted to register with appropriate registration authority per year
Short definition	The number of unregistered CSOs from provided with facilitation support by the NDA in order to submit their registration application documents to relevant authority as prescribed by various legal registration requirements.
Purpose/Importance	The KPI aims to measure the number of unregistered CSOs assisted by the NDA to formally register with an appropriate CSO registration authority in order to formalise their legal status and carry out community development work in the country.
Source/Collection of data	Registration certificate, constitution
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All unregistered CSOs are registered
Indicator responsibility	Provincial Manager
Portfolio of evidence	Signed case management registers

Performance Indicator Reference Sheet	
Name of Strategic Objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.1.5	Number of CSOs referred to other agencies for technical and/or financial support per year
Short definition	These are CSOs that have been assessed to determine their institutional development needed and end up being referred to other agencies for such (i.e. technical and/or financial) support.
Purpose/Importance	The KPI measures the volume of CSOs upon assessment ends up being referred to other institutions for additional support.
Source/Collection of data	Referral records and assessment reports
Method of calculation	Simple count
Data limitation	Accuracy and verifiable information in the assessment and referrals reports
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All CSOs requiring institution capacity development support that is not offered by NDA are referred to relevant institutions after assessment for such support.
Indicator responsibility	Provincial Manager
Portfolio of evidence	Signed CSOs referral tool

SUB PROGRAM 2.2.: - CSO'S INSTITUTIONAL CAPACITY BUILDING

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.2.1	Number of CSOs assessed to determine institutional capacity with the aim of providing appropriate capacity building support per year
Short definition	The number of CSOs assessed by the NDA to identify institutional capacity needs in order to determine the most appropriate capacity building support to be provide with the aim of developing their institutional capacity
Purpose/Importance	The performance measure aims at ascertaining individual organization capacity needs in order to determine the most appropriate capacity development support to be provided
Source/Collection of data	CSO Capacity building assessment forms
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have as many CSOs assessed to determine their capacity development needs
Indicator responsibility	Provincial Offices
Portfolio of evidence	CSOs Capacity building needs assessment tool

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.2.2	Number of CSOs trained and/or mentored to comply with registration legislations per year
Short definition	These are CSOs that have received training and/or mentoring support towards complying with the registration legal requirements (i.e. NPOs Act (1997) that ensures they remain compliant and retain or acquire registration status on the NPO registration database of the Department of Social Development or other authority's databases.
Purpose/Importance	The performance measure provides information on the number of NPOs that have been trained and/or supported through mentoring on compliance with the NPO Act.
Source/Collection of data	Signed attendance register
Method of calculation	Simple count
Data limitation	Dependant on the accuracy of the register & mentoring visits forms
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All CSOs once registered, comply with all registration requirements to remain classified as compliant by the NPO Directorate of the Department of Social Development
Indicator responsibility	Provincial offices
Portfolio of evidence	Capacity building statistical performance reporting system; Signed attendance register for institutional capacity building interventions

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.2.3	Number of civil society organisations capacitated in civil society organisational management per year
Short definition	These are CSOs that received training and/or mentored through NDA institutional strengthening programs in management or technical skills (i.e. governance, financial management, conflict management, project management, resource mobilisation, human resource management, communications) in order to improve management effectiveness of their organisations and the Programs they are implementing
Purpose/Importance	The performance measures the NDA contribution in skills development of CSOs in areas of institutional management and technical support.
Source/Collection of data	Training attendance registers and mentoring visits forms, with the name of the NPO and the delegates' details and signatures.
Method of calculation	Simple count
Data limitation	Dependent on the accuracy of the register and mentoring visits forms
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	CSOs acquire necessary skills that lead to effective management of community organizations and implementation of community programs
Indicator responsibility	Provincial Office
Portfolio of evidence	Capacity building statistical performance reporting system; Signed attendance register for institutional capacity building interventions

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.2.4	Number of NPOs trained in community development practice per year
Short definition	There are NPOs whose program staff have been provided with training in community development practice in order for those skills to be applied in communities through Active Citizenry, Social Cohesion and Self Reliance towards people-centered development
Purpose/Importance	The performance measure focuses on NPOs supported through training to acquire community development practice skills to be used in community development activities focusing on people-centered development
Source/collection of data	Training attendance registers
Method of calculation	Simple count
Data limitation	Dependent on the accuracy of the register
Type of Indicator:	Output
Calculation type	Cumulative
Reporting cycle:	Quarterly
New Indicator	No
Desired performance	NPOs acquire necessary skills in community development practice.
Indicator responsibility	Provincial
Portfolio of evidence	Capacity building statistical performance reporting system; Signed attendance register for institutional capacity building interventions

SUB-PROGRAM 2.3.: - CSO RESOURCE MOBILISATION

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.3.1	Number of CSOs needs assessment conducted for resource mobilisation per year
Short definition	The number of CSOs assessed by the NDA to identify financial needs and determine the most appropriate funding model to be used in addressing the funding gap
Purpose/Importance	The performance measure aims at ascertains the number of CSO that suffer from financial constraints, hence develop funding models that addresses the funding needs.
Source/Collection of data	CSO mobilization assessment forms
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have CSOs assessed to determine funding gap
Indicator responsibility	Resource Mobilization Unit
Portfolio of evidence	CSOs mobilisation needs assessment tool

Performance Indicator Reference Sheet	
Name of strategic objective	To Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.3.2	Rand Value of resources (financial and non financial) raised to fund CSOs per year
Short definition	The value of both financial and non-financial resources committed by third parties to be availed for community development work through NDA initiatives.
Purpose/Importance	The KPI aims at assisting the planning process by establishing a baseline on projected financial commitments from third parties towards community development initiatives
Source/Collection of data	Contractual commitments
Method of calculation	Aggregation
Data limitation	Failure to quantify value of funding linked to non-financial resources
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To secure financial and cash equivalent commitment from third parties for community program funding
Indicator responsibility	Resource Mobilization Unit
Portfolio of evidence	Funding agreements, funding letters, pledges of support or services provided to CSOs

Performance Indicator Reference Sheet	
Name of strategic objective	To Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.3.3	Number of civil society organisations grant funded for capacity building per year
Short definition	The number of CSOs receiving capacity building support funded by third parties through resource mobilization program
Purpose/Importance	The KPI aims at ascertaining the number of CSO receiving capacity building support funded by third parties through resource mobilization program
Source/Collection of data	Contractual commitments
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To secure financial and cash equivalent commitment from third parties
Indicator responsibility	Resource Mobilization Unit
Portfolio of evidence	Capacity building statistical performance reporting system

Performance Indicator Reference Sheet	
Name of strategic objective	To Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.3.4	Number of individual directly benefiting from programs that have received grants from third parties through NDA per year
Short definition	The number of individuals receiving socio-economic support provided by CSOs that access grants from third parties through NDA resource mobilization program.
Purpose/Importance	The KPI aims at ascertaining the number of people directly benefiting from community programs being implemented by the CSOs that received grants through the NDA resource mobilization program
Source/Collection of data	Beneficiary Registers
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To secure financial and cash equivalent commitment from third parties i.e. funds
Indicator responsibility	Resource Mobilization Unit
Portfolio of evidence	Signed beneficiaries registers and Resource mobilisation statistical performance reporting system

Performance Indicator Reference Sheet	
Name of strategic objective	To Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.3.5	Number of partnership agreements concluded and signed in the year
Short definition	It is the number of partnership agreements concluded and signed by duly authorized persons from the NDA and third parties within a given period
Purpose/Importance	To measure the extent within which the NDA is collaborating with other institutions with the aim of securing resources needed for developing community initiatives as well as have a common platform on which debates on development policy can be undertaken.
Source/Collection of data	Partnership agreements register
Method of calculation	Number (Simple count)
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The aim is to ensure that the NDA develops strategic partnerships with social partners
Indicator responsibility	Stakeholder and Partnership Manager
Portfolio of evidence	Copies of dated and signed contracts

SUB-PROGRAM 2.4.: - CSO SUSTAINABILITY

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.4.1	Number of CSOs sustainability needs assessed per year
Short definition	The number of CSOs assessed by the NDA to identify sustainability needs hence determine the most appropriate support intervention to be provide in order to address the sustainability gap
Purpose/Importance	The performance measure aims at ascertains the number of CSO that suffer from sustainability constraints, hence develop an approach support program to address the need.
Source/Collection of data	CSO mobilization assessment forms
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have CSOs assessed to determine sustainability gap
Indicator responsibility	
Portfolio of evidence	CSOs mobilisation needs assessment tool

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.4.2	Number of CSOs assisted to join CSOs networks per year
Short definition	They are CSO that have been assisted by NDA through consultative engagements processes to join CSOs networks within their community.
Purpose/Importance	The performance measure aims at ascertaining the number of CSOs that have joined CSO networks.
Source/Collection of data	Provincial quarterly performance reports
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have CSO join CSO networks
Indicator responsibility	Provincial Office
Portfolio of evidence	Membership Certificate/Confirmation note

Performance Indicator Reference Sheet	
Name of Strategic Objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.4.3	Number of CSOs linked to sustainable resources
Short definition	It's the count of CSOs assessment and linked to third parties for sustainable financial support.
Purpose/Importance	The KPI measures the number of CSOs upon assessment ends up being linked to other institutions that offer sustainable financial support.
Source/Collection of data	Referral records and assessment reports
Method of calculation	Simple count
Data limitation	Accuracy and verifiable information in the assessment and referrals register
Type of indicator	Output
Calculation type	Non- Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	CSOs requiring sustainable financial support are linked to relevant institutions upon assessment.
Indicator responsibility	
Portfolio of evidence	Signed CSOs referral tool

Performance Indicator Reference Sheet	
Name of strategic objective	To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.
Indicator title: 2.4.4	Number of CSOs that received funding through sustainability interventions per year
Short definition	The number of CSOs accessing grants aimed at addressing the financial need in having sustainable programs
Purpose/Importance	The KPI aims at assessing the number of CSO receiving grants to support community initiatives through NDA
Source/Collection of data	Contractual commitments
Method of calculation	Simple count
Data limitation	No specific limitation identified
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To secure financial and cash equivalent commitment from third parties for needy CSOs
Indicator responsibility	
Portfolio of evidence	Signed funding acknowledgement note

PROGRAM 3: DEVELOPMENT MANAGEMENT AND RESEARCH

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy
Indicator title: 3.1	Number of research and policy briefs produced per year
Short definition	There are the number of research or policy briefs produced by the NDA for purposes of informing national policy development processes, development program planning and implementation.
Purpose/Importance	The KPI measures the NDA contribution in producing knowledge and information on development programs, especially those implemented by the civil society sector.
Source/Collection of data	Final and approved reports
Method of calculation	Simple count
Data limitation	Quality of the reports to influence development policy
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	Production of new and relevant information that can influence development policy at a national level
Indicator responsibility	Development Management and Research Executive
Portfolio of evidence	Copies of research, evaluation reports and policy briefs

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy
Indicator title: 3.2	Number of best practice publications produced per year
Short definition	The number of best-practice publications produced in order to analyse and document implementation of NDA programs and processes for purposes of sharing lessons learned with internal staff and CSO sector.
Purpose/Importance	Compile and disseminate informative publications by synthesizing messages to address the needs of varied stakeholders
Source/Collection of data	Copies of final best practice reports
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To produce lessons and best-practice examples on how development programs effectively implemented.
Indicator responsibility	Development Management and Research Executive
Portfolio of evidence	Copy of final best-practice publications

Performance Indicator Reference Sheet	
Name of strategic objective	Facilitate debates and engagements between the CSO sector and the State on the national development agenda
Indicator title: 3.3	Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted in the year.
Short definition	The number of sessions organised by the NDA for purposes of sharing information from research, evaluation policy briefs and best-practice products with stakeholders, including NDA staff.
Purpose/Importance	The performance measures the extent to which research, evaluation, policy briefs and best-practice products by the NDA are disseminated to stakeholders through workshops and discussion forums.
Source/collection of data	Dissemination sessions reports
Method of calculation	Simple count
Data limitation	None
Type of Indicator:	Output
Calculation type	Non-cumulative
Reporting cycle:	Quarterly
New Indicator	No
Desired performance	To share Program information with the stakeholders
Indicator responsibility	Research unit
Portfolio of evidence	Dissemination sessions reports, with the title of the session, date and copies of presentations made.

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy
Indicator title: 3.4	Number of people who attended research reports, evaluation reports, policy briefs and best practice dissemination sessions in the year
Short definition	The number of people who attended sessions organised by the NDA for purposes of sharing information from research, evaluation policy briefs and best-practice products with stakeholders, including NDA staff.
Purpose/Importance	The performance measures the extent to which research, evaluation, policy briefs and best-practice products by the NDA are disseminated to stakeholders through workshops and discussion forums.
Source/Collection of data	Attendance register with list of delegates and signed
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New Indicator	No
Desired performance	To share Program information with the stakeholders
Indicator responsibility	Research Unit
Portfolio of evidence	Signed attendance register, with a title of the session, venue and date of the session

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on the national development policy
Indicator title: 3.5	Number of evaluation studies on NDA program concluded and results shared out with various stakeholders per year
Short definition	The KPI measures the number of evaluation reports and disseminated to various stakeholders by the NDA for purposes of informing development planning, program reengineering and implementation.
Purpose/Importance	The KPI measures the NDA contribution in producing knowledge and information on development programs, especially those implemented by the civil society sector.
Source/Collection of data	Program information and concept documents
Method of calculation	Simple count
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To share Program information with the stakeholders
Indicator responsibility	M&E units
Portfolio of evidence	Evaluation reports



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