5 (d): Monitoring and Evaluation and Lessons Learning Plan

This Monitoring and Evaluation and Lessons Learning Plan describes the measurements, analysis, and reporting that would be used to assess the performance of the NGF during the period 2013 – 2015 and beyond and explains the tools that would be used to structure the Forum's M&E and learning processes.

Purpose and Scope of NGF's M&E System

The principals of the NGF have on several occasions expressed their fears that the forum and its secretariat will not be relevant in the eyes of the people unless both can demonstrate, in an evidenced based way, that the citizens of their respective states are being governed in an accountable and transparent way. This demand for accountability and transparency in governance was eloquently articulated by the Chairman of the Forum when he said:

> "....there is a limit to how much governors can preach to the people about what they have accomplished. Sooner or later they must start delivering tangible results otherwise the forum will become irrelevant. The forum must be able to show that it is contributing to good governance in the states and that it is assisting the governors to deliver the dividends of democracy to the people...".

This demand for good governance, accountability and transparency, greater development effectiveness, and the delivery of tangible results has created a demand for results-based monitoring and evaluation of the strategies, policies, and programmes of the forum. The purpose of is M&E and lessons learning plan is, therefore, to:

- Provide the basis for the NGF's Secretariat to measure and report on the results of its activities.
- Identify and measure an appropriate set of indicators in a common way to enable the Forum, the State Governments, and others to aggregate the impact of the Forum across its range of activities.
- Work towards a shared understanding of acceptable accuracy in the estimation of results so that the Forum's reported results can be seen to be both credible and reliable and to use these results for results-based management of the Forum, particularly to validate the assumptions on which the logic of its operations is based.

The proposed M&E system presents a common framework for monitoring and evaluating the results accruing from the programmes and projects initiated by the NGF during the period 2013 – 2015, focusing on three key levels of M&E: outputs, outcomes, and impact evaluation.

Presently, there is no M&E unit in the Secretariat and very little organized performance management and/or performance measurement of NGF activities[1] have been carried out since its inception.[2] But this does not mean that M&E activities of relevance to the Forum have not taken place. Some M&E does take place at different levels in the different states as well as at the federal government level even though, in most cases, they are very rudimentary.[3] As funding will continue to be a constraint, the Forum will only be able to afford a small but effective M&E outfit whose goal should be to ensure that M&E in the NGF receives the attention it deserves. Even though small, the unit should be able to provide adequate information for the management and assessment of NGF initiatives given the fact that some of the M&E information of interest to the forum could be obtained from existing State M&E systems. This will, however, will require better coordination and collaboration between the proposed NGF M&E Sub-Unit and State M&E systems.

The Programme Logic of the Forum

The Monitoring and Evaluation (M&E) and Lessons Learning Plan of the NGF's 2013-2015 Strategic Plan is based on the set of goal, strategic objectives, results, and targets presented earlier in this strategic plan. The NGF M&E Logic Model is graphically presented in Figure -- below. It shows the logic behind the NGF with respect to its goal, strategic objectives and expected results and outlines the sequence of outcomes and intended causality. As represented, the overall goal of the NGF is "to be a major player in nation building, enhancing economic transformation and poverty reduction at the sub-national level with its Secretariat serving as a functional administrative organ and policy hub." This is to be accomplished by: sustaining and improving the Forum's ability to play a significant and influential role in dispute resolution at all levels; strengthening the process of peer based learning and sharing of developmental experiences and increasing its potential to improve good governance and socioeconomic development at all levels; enhancing its visibility and its capabilities with its stakeholders; and strengthening its secretariat as an efficient and effective administrative organ that acts as a functional policy hub delivering context specific and relevant policy advice and providing all round capacity strengthening services to States.

---

[1] *Performance management* (management by results) uses performance information to manage organizational capacity and processes and helps attain agreed-upon performance goals, allocate and prioritize resources to meet those goals, and report on the success in meeting those goals. *Performance Measurement* comprises *Monitoring* which focuses on the collection of information about the performance of the NGF to show the extent of progress in the use of allocated funds and other inputs, and *Evaluation* which aims to determine the relevance and fulfilment of Forum's goal and objectives, project effectiveness, development efficiency, and its impact and sustainability.

[2] M&E is presently the remit of the Economic Adviser of the Secretariat. He has, however, not undertaken much M&E activities due to the absence of an M&E framework.

[3] Individual line Ministries in most States are carrying out some M&E activities of some on-going capital projects in the form of field visits and spot-checks on projects and focuses at the activity level but these are not usually linked to a broader results chain.

The M&E Plan Matrix

Table -- below presents the matrix for identifying the data that would be needed for the performance management of the activities of the NGF during the period 2013 -2015 and for their performance evaluation and impact assessment, the source of the data that would be used, how often the data will be collected, by whom it will be collected, what methods will be used in data collection, and in which reports and audiences the data will be presented.

The aim of the matrix is to identify the M&E roles and responsibilities of the NGF staff and other stakeholders. It builds upon the information already contained in the logical framework. It identifies the pertinent indicators that would be used to assess performance and develops the related assumptions and risks. Finally, it provides a basis for ensuring that the relevant data is collected, analysed and used.

Administration and Management of the M&E Activities

There will be need for an M&E Sub Unit specifically charged with the responsibility of administering and managing the M&E activities of the Forum. Given the present administrative set-up in the Secretariat of the Forum, the proposed M&E Sub-Unit could be located in either the Research and Publication Unit or in the Knowledge Management Unit.[4] Wherever its location, the M&E Sub-Unit would need to be manned by a competent M&E Coordinator[5] supported by consultants hired on demand and on a need basis.

There would be need to make available adequately skilled M&E personnel to man the proposed M&E Sub-Unit so as to ensure that all the tasks contained in the M&E Plan are successfully completed. In addition to the M&E Coordinator, the M&E Sub-Unit should also include one Technical Assistant and Research Assistants (Youth Coppers) who possess a range of relevant disciplinary backgrounds. These M&E personnel should be supported by a capacity development plan with clear activities including formal training, in-service training, mentorship, and coaching.

There should be an explicit budget for the M&E activities which should include clear entries for the staff of the proposed M&E Sub Unit and the cost for putting in place the necessary conditions for a successful results-based M&E system[6].

---

[4] The Secretariat presently operates under three major units: Federal Liaison Unit, Policy Analysis Unit and Research and Publication Unit.

[5] Assist in developing systematic and realistic monitoring and evaluation plans that capture quantitative and qualitative data to report on all indicators in the proposed in the M&E Plan; assist with the implementation of baseline surveys, monitoring and evaluation exercises for NGF programmes/projects and conduct impact assessments for all aspects of the NGF agenda during 2013-2015; assist with documentation and reporting of monitoring and evaluation results, lessons learned and best practices for dissemination throughout the different State Governments and to all NGF stakeholders.

[6] These will include costs for: data analyses and report writing; consultants/technical assistance time (Fees, travel expenses, etc.); facilitation of workshops; undertaking of training and capacity building programmes, materials and equipment; publication and documentation; and M&E events (costs for venue, travel and per-diems, materials, etc.)

Figure ---: The NGF M&E Logic Model

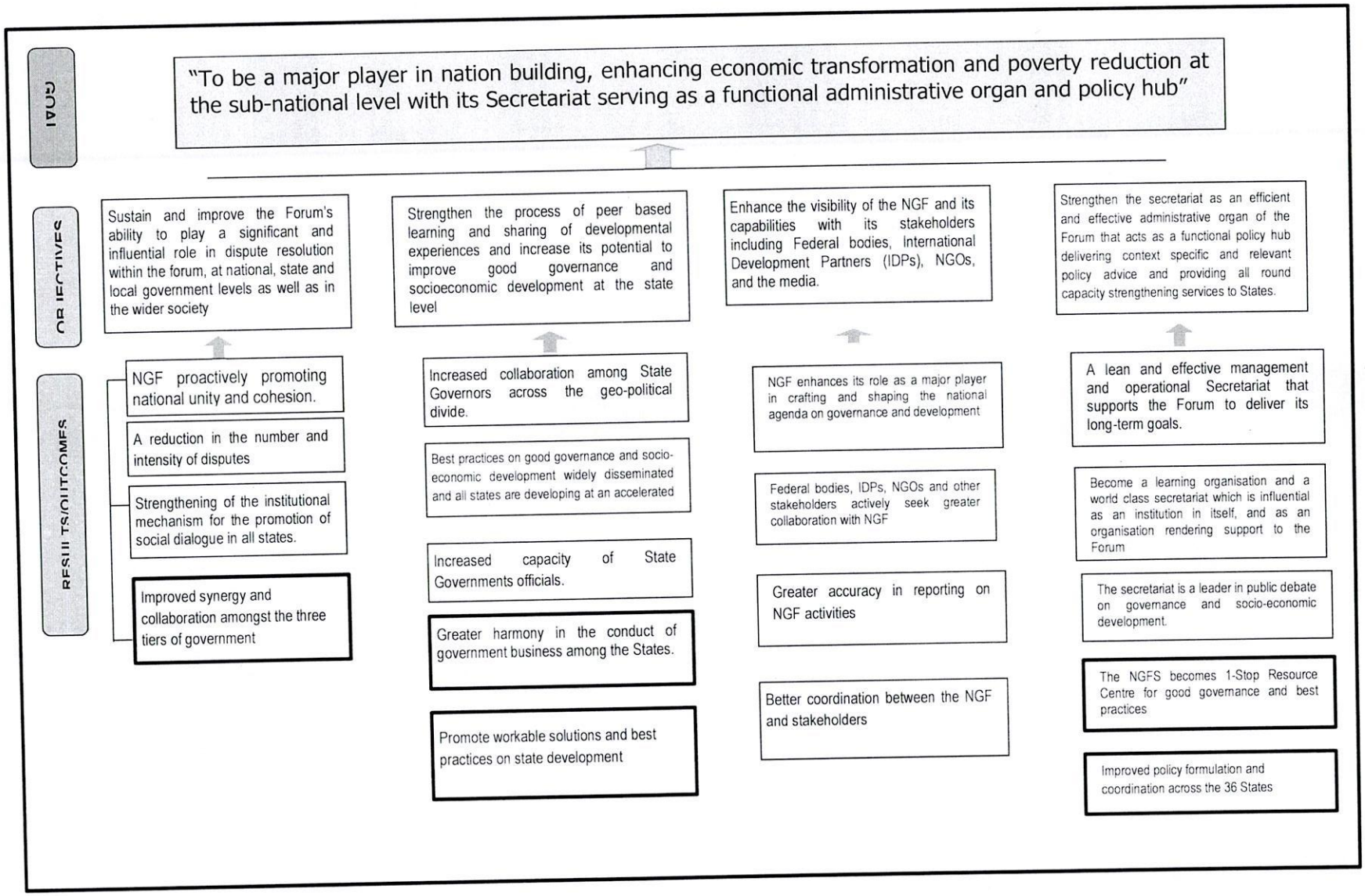

Table ----- The M&E Plan Matrix

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	**Indicators**	**Means of Verification**					**Indicative Targets/ Timeframe**	**Assumptions/ Risks**	**Use of M&E Information**	
		Data Source	***Data Collection Method***	***Frequency of Data Collection***	***Cost of Data Collection***	***Responsibility for Data Collection***			***Reporting***	***Presentation***
Goal: To be a major player in nation building, enhancing economic transformation and poverty reduction at the sub-national level with its Secretariat serving as a functional administrative organ and policy hub.	• Extent of achievement of MDGs in different states. • Number of people below the poverty line in different states • Level of Unemployment in the different States • The degree of Nation-building taking place • The level of functionality of the NGF Secretariat	• Baseline Reports • NBS poverty survey reports • Reports on State Peer Review Exercises • Bench-marking reports • Internationally sponsored human development reports • Statistics from the Central Bank of Nigeria	Institutional and routine data collection tools	Before, annually, and after strategic plan period		NGF M&E Co-ordinator State M&E Officers OSSAP-MDGs Officers State MDGs M&E Officers Statistics from the National Bureau of Statistics	The proportion of people living on less than N300 a day reduced by 20% between 2013 and 2014 Number of new jobs created in key sectors increased by 10% between 2013 and 2015 The capacity to continuously convey the vision and mission of NGF enhanced.	Reduced Financial support from Governors and development partners	M&E Reports NGF Annual Reports Peer review Mechanism Reports NGF Policy Briefs NGF News Letters	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At Peer Review Mechanism Workshops
ACHIEVEMENT OF PLAN OBJECTIVES AND OUTCOMES										
Objective 1 Sustain and improve the Forum's ability to play a significant and influential role in dispute resolution within the forum, at national, state and local government levels as well as in the wider society	•Number of deaths resulting from inter-state and intra-state conflicts. •Percent of population displaced in	• National Population Commission Reports • National Emergency Management Agency Reports • Reports of	Institutional and routine data collection tools	Quarterly and annually		NGF M&E Co-ordinator State M&E Officers OSSAP-MDGs Officers	At least 20 per cent annual reduction in deaths from inter- and/or intra-state conflicts At least 40 per cent annual reduction in the population displacements	Reduced Financial support from Governors and development partners Political development	NGF Annual Reports Peer review Mechanism Reports NGF Policy Briefs	At NGF Management Meetings At NGF Governors Meetings At NEMA workshops

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
	states as a results of conflicts • Percent of violent incidents following attempts at non-violent response by the NGF	Civil Society Organizations • Commissioned Reports					At least 50 per-cent reduction in conflicts between and among states	s leading to threats of increasing insecurity	NGF News Letters	and meetings
Expected Outcomes • NGF proactively promoting national unity and cohesion. • A reduction in the number and intensity of disputes between and among States. • Strengthening of the institutional mechanism for the promotion of social dialogue in all states. • Improved synergy and collaboration amongst the three tiers of government.	Grievances and other drivers of conflicts proactively identified in NGF analyses and successfully addressed	Commissioned studies Reports of Civil Society Organizations	Institutional and routine data collection tools	Quarterly, semi-annually and after plan period		NGF M&E Co-ordinator State M&E Officers Consultants	• Conflict and dispute resolution guides developed and approved by the Forum by December 2013 • NGF regularly invited to play a mediating role in emerging conflicts and disputes within NGF and in the wider society • Reduced litigation and increased mediation in disputes between Federal and State Governments by 2014 • Labour and other social disputes minimised and there is working	Reduced Financial support from Governors and development partners Political developments leading to threats of increasing insecurity Perception that the NGF Secretariat being used for a particular political or sectional interest	NGF Annual Reports Peer review Mechanism Reports NGF News Letters NGF Website	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At NGF Governors Meetings

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
							agenda of engagement between state governments with trade unions and CSOs			
Objective 2 Strengthen the process of peer based learning and sharing of developmental experiences and increase its potential to improve good governance and socioeconomic development at the state level	Increased intensity in the implementation of transparent, predictable, and credible state government policies	State Peer Review Mechanism Reports State MDGs Reports National MDGs Reports	Institutional and routine data collection tools Sector Ministries	Quarterly, semi-annually and after plan period		NGF M&E Co-ordinator State M&E Officers Consultants	The number of accountable, efficient, effective policies implemented increased significantly by 2014 Increase in the number of states with improved enabling environments and regulatory frameworks for economic activities	Reduced Financial support from Governors and development partners Reduced appreciation and awareness of the benefits of SPRMs Reduced political commitment to peer reviews	NGF Annual Reports Peer review Mechanism Reports NGF News Letters	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At NGF Governors Meetings
Expected Outcomes • Increased collaboration among State Governors across the geo-political divide. • Best practices on good governance	Level of cooperation and collaboration between and among States increased Increased	SPRM Reports Commissioned studies Reports of	Socio-economic Surveys Commissioned studies Reports of	Quarterly, semi-annually and after plan period		NGF M&E Co-ordinator State M&E Officers Consultants	• The number of states participating in knowledge fairs increase significantly by	Reduced Financial support from Governors and development partners	NGF Annual Reports Peer review Mechanism Reports NGF News	At NGF Secretariat Meetings At NGF workshops At NGF

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
and socio-economic development widely disseminated and all states are developing at an accelerated pace. • Increased capacity of State Governments officials. • Greater harmony in the conduct of government business among the States. • Promote workable solutions and best practices on state development	interest from States to go through the SPRM process Strengthened policies and improved delivery mechanisms in key political, economic, and social areas	Civil Society Organizations Commissioned studies	Civil Society Organizations				the end of 2014 • About 50% of States go through the SPRM process by 2013 • Remaining 50% go through the SPRM process by 2015 • State Government officials introduce and implement innovative development initiatives by 2014 • Increased sharing of information and coordination between states and within different arms of state administrations	Reduced appreciation and awareness of the benefits of SPRMs	Letters	Management Meetings At NGF Governors Meetings
Objective 3 Enhance the visibility of the NGF and its capabilities with its stakeholders including Federal bodies, International Development Partners (IDPs), NGOs, and the media.	Negative perception of the NGF by the public and key stakeholders reduced The public perception about the importance and relevance of the NGF and its secretariat enhanced	Knowledge Management Unit Reports M&E reports Commissioned Studies	Institutional and routine data collection tools Reports of Civil Society Organizations and Non-governmental Organizations	Quarterly, semi-annually and after plan period		Knowledge Management Adviser M&E Coordinator	• Increased generation, packaging, and dissemination of relevant information on the activities of the NGF • Mechanisms for strengthening public and media relations established • A popular web site for the NGF created	Reduced Financial support from Governors and development partners	NGF Annual Reports NGF Quarterly Reports Reports of commissioned studies Policy Reports	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At NGF Governors Meetings

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
						Knowledge Management Adviser M&E Coordinator	and effectively maintained • The identity of the NGF established, reinforced and popularized at all levels. • Ownership of the NGF and goodwill for the implementation of its activities and initiatives developed and sustained at all levels		NGF News Letters	At NGF Press Briefings
Expected Outcomes • NGF enhances its role as a major player in crafting and shaping the national agenda on governance and development • Federal bodies, IDPs, NGOs and other stakeholders actively seek greater collaboration with NGF • Greater accuracy in reporting on NGF activities • Better coordination between the NGF and stakeholders	Communication processes established at different levels for improved advocacy, awareness raising, sensitization, outreach and learning Increased collaboration and sharing of experiences between and among States and between States and key Stakeholders developed Harmonization of	Knowledge Management Unit Reports M&E reports Commissioned Studies	Institutional and routine data collection tools	Quarterly, semi-annually and after plan period			• Increase in the number of MoUs between NGF and IDPs by mid-2014 • Deepen the relationship between the NGF and NEC as well as between the NGF and National Assembly and the Judiciary. • Framework agreements for collaboration signed between the NGF and agencies such as the NPC, OSSAP-MDGs, CBN, Ministries of	Reduced Financial support from Governors and development partners	NGF Annual Reports NGF Quarterly Reports Reports of commissioned studies Policy Reports NGF News Letters	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At NGF Governors Meetings At NGF Press Briefings

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
	States communication policies leading to improved dialogue on issues relating to conflict management and resolution at all levels						Finance, Agriculture, Water Resources, Health + NPHCDA, Education + UBEC, BPP, FRC, NBS, CCB, NCC, DMO and Budget Office amongst others by early 2014			
Objective 4 Strengthen the secretariat as an efficient and effective administrative organ of the Forum that acts as a functional policy hub delivering context specific and relevant policy advice and providing all round capacity strengthening services to States	Increased levels of coordination, engagement and motivation of Governors and key State officials Coordinated execution of NGF policy and capacity-building initiatives at all levels	M&E Reports Commissioned Studies	Institutional and routine data collection tools	Monthly		M&E Coordinator Knowledge Management Adviser	• Coordination mechanisms in place by end of 2013 • At least two institutional capacity building programmes designed and implemented each year starting from 2013. • Demand-driven consultancy service in place by 2014	Reduced financial support from Governors and development partners	NGF Annual Reports NGF Quarterly Reports Reports of commissioned studies Policy Reports NGF News Letters	At NGF Secretariat Meetings At NGF workshops At NGF Management Meetings At NGF Governors Meetings
Expected Outcomes • A lean and effective management and operational Secretariat that supports the Forum to deliver its long-term goals. • Become a learning organisation and a	Creation of a recognized and respected advocacy platform for promoting poverty reduction and achievement of the MDGs	M&E Reports Commissioned Studies	Institutional and routine data collection tools	Quarterly		M&E Coordinator Knowledge Management Adviser M&E Coordinator	• HRM policies finalised and implementation started by December 2013 • Knowledge Management and Communication Strategy in operation by January 2013	Reduced financial support from Governors and development partners	NGF Annual Reports NGF Quarterly Reports Reports of commissione	At NGF Secretariat Meetings At NGF workshops At NGF Managemen

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*
world class secretariat which is influential as an institution in itself, and as an organisation rendering support to the Forum • The secretariat is a leader in public debate on governance and socio-economic development. • The NGFS becomes 1-Stop Resource Centre for good governance and best practices • Improved policy formulation and coordination across the 36 States	Forums for NGF policy dialogues Organized and serviced Development of harmonized and streamlined state policies in support of Common NGF national policy positions Establishment of an M&E Sub-Unit in the NGF Secretariat with competent staff and established procedures for critical M&E functions Establish an NGF databank to facilitate information management					Knowledge Management Adviser	• M&E system operationalized by July 2014 • Costed implementation plan for strengthening the capacity of State Administrations adopted by July 2013 • Full complement of policy advisors in place by the end of 2014		d studies Policy Reports NGF News Letters	t Meetings At NGF Governors Meetings

ACHIEVEMENT OF THE PLAN PERIOD GOAL, OBJECTIVES, AND OUTCOMES										
M&E Information Requirements	Indicators	Means of Verification					Indicative Targets/ Timeframe	Assumptions/ Risks	Use of M&E Information	
		Data Source	*Data Collection Method*	*Frequency of Data Collection*	*Cost of Data Collection*	*Responsibility for Data Collection*			*Reporting*	*Presentation*