

# ***National Monitoring & Evaluation Report***

## **Guidelines for Completion of 2011 Mid-Year Scorecard Form for Ministries, Departments, and Agencies (MDAs)**



**National Planning Commission**  
*The Presidency*

## Background

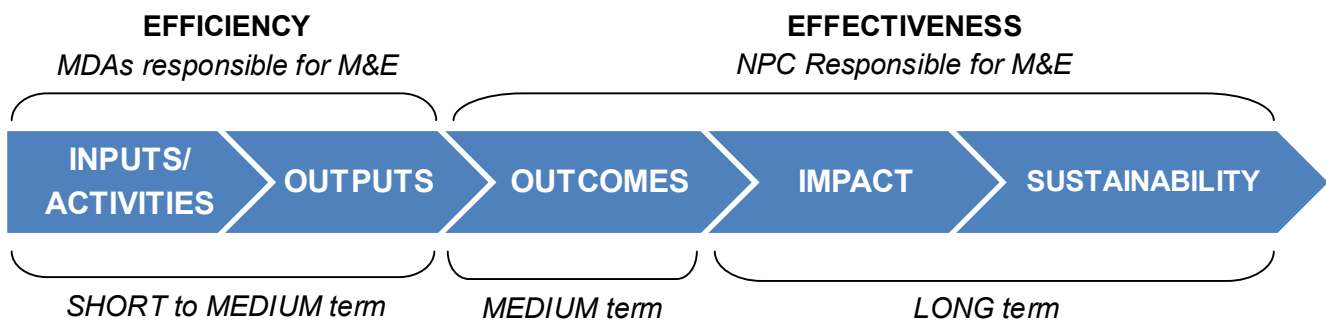
The 2011 Half-Year MDA Scorecard has been developed by the National Planning Commission as a data collection and analysis tool for Monitoring and Evaluation (M&E), in order to track the performance and contributions of sectors and Federal/State MDAs towards achieving the Nigerian Vision 20:2020. It is intended to define a consistent format that can be applied to all MDAs, to capture the Key Performance Indicators (KPIs) for Outcomes and Outputs in their strategic sector, and thereby ascertain their progress against annual targets. The information collected will support the performance-based approach to the budgeting process, as well as evidence-based planning and policy-making in other areas.

The following Guidelines outline key M&E concepts employed in the Scorecards, followed by simple step-by-step instructions for MDAs to use in completing the form.

## The “Results Chain”

To ensure adherence to international best practices with respect to monitoring and evaluation, the MDA Scorecard makes use of the “results chain” concept. The results chain articulates how the various aspects of a process should feed into one another, eventually producing the desired result in an efficient and effective manner. Definitions of the terms used can be found in the Glossary section.

**FIGURE 1:** The Results Chain, reflecting roles and responsibilities and MDAs and NPC, and the time-frame for different aspects of the Chain.



**INPUTS** refer to the human, financial, technical, and material resources used to complete the Activities required by the project/program.

**ACTIVITIES** are the actions, operations and methodologies employed by the project/program to produce its targeted Output.

**OUTPUTS** are concerned with the quantity and quality of the goods and services produced by the project/program/policy, with the intention of effecting a desired change (Outcome).

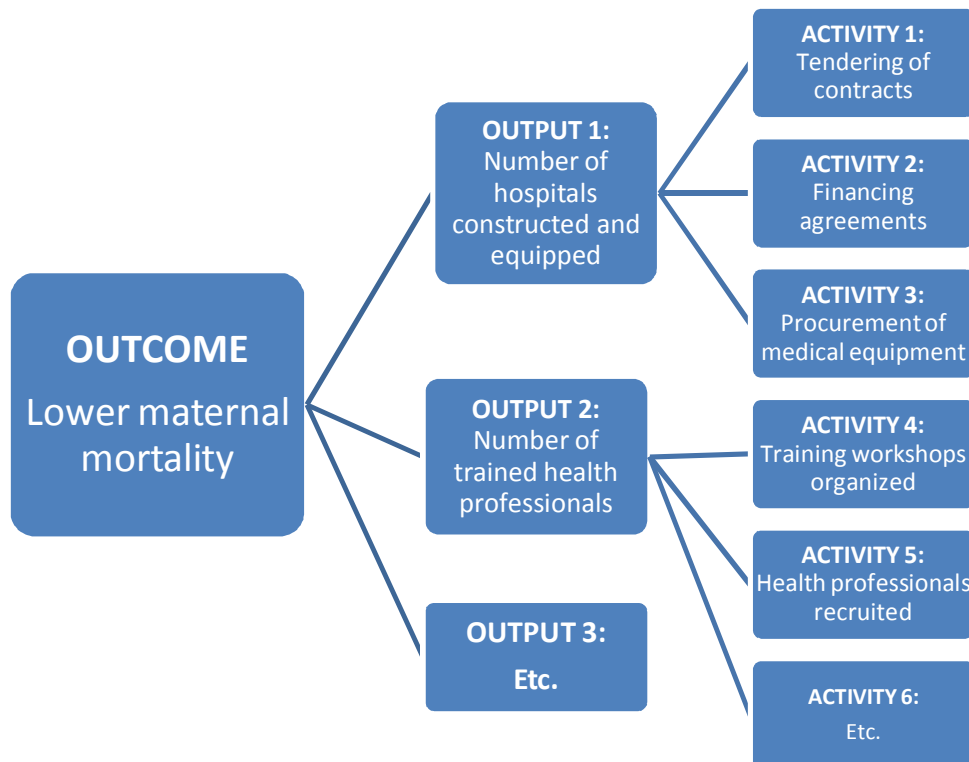
**OUTCOMES** are concerned with expected economic, socio-cultural, institutional, technological or environmental effects for the target community or institutions that are produced by the project/program/policy, with the intention of contributing to a higher strategic goal (Impact).

**IMPACT** is concerned with the long term economic, socio-cultural, institutional, technological or environmental effects of the Inputs, Activities, Outputs, and Outcomes on a given community or institutions, whether planned or unplanned.

**SUSTAINABILITY** is concerned with whether the Impact can be maintained, replicated, and institutionalized following the completion of the project/program.

A crucial aspect of the results chain is that many activities by many different stakeholders can be required to produce a single output. In turn, it is the case that many outputs from many stakeholders may feed into a single outcome, etc.

**FIGURE 2:** An example part of the results chain for a single outcome from the health sector, illustrating that multiple outputs and activities can feed into one outcome.



## **Developing Key Performance Indicators (KPIs)**

The Key Performance Indicators (KPIs) list - to be distributed by NPC - provides a set of suggested KPIs for M&E purposes, covering each of the Federal Ministries, and is the natural starting point for MDAs wishing to understand what kinds of data are expected in MDA Scorecard submissions. However, the KPIs list is intended to provide guidance and **should not be treated as exhaustive or infallible.**

In order to promote adherence to international best practice in the collection and analysis of data, it is advised that all KPIs should adhere to the **S.M.A.R.T.** criteria:

- **Specific** ó Indicator must be clear and unambiguous
- **Measurable** ó Indicator must establish clear criteria for measuring progress
- **Attainable** ó Indicator must be linked to a set and achievable objective
- **Relevant** ó Indicator must relate to the strategy, mandate, or responsibilities of organization being monitored
- **Time bound** ó Indicator must specify a timeframe for achieving results

It is also vital that the **Units of measurement** for KPIs should be defined and clearly stated. Examples of indicators, with their respect units of measurement written in parentheses, include:

- Engineers with increased skill capacities (number)
- Legal officers (number, per 100,000 population)
- Life expectancy (years)
- Power generation (megawatts)
- Land area under environmental protection (km<sup>2</sup>)
- Change in exports (%)
- Citizenø satisfaction with government (% of surveyed)
- Access to improved sanitation (% of target populations)
- Children per classroom (ratio)
- Yield, corn production (\$ per km<sup>2</sup>)
- Air freight tonnage (tons)

When naming KPIs that are measured in percentage (%) terms, please ensure that it is clear what the percentage refers to. Be clear whether the KPI is a % of population, % growth, % of completion, etc. as applicable to the KPI in question. Also note that "ø% increase" is different from "ø%". *50% phone ownership* signifies that half the population owns a telephone. *50% increase in phone ownership* signifies that the number of people who own telephones *has increased* by half. (For example: in 2009, there were 10 people owning phones while by 2010, 15 people owned phones, since  $10 \times 1.5 = 15$ )

For further guidance on the development of KPIs please contact the M&E Department Liaison Officer and Sector Lead assigned to your ministry, or the NPC M&E Department.

## **STEP-BY-STEP GUIDELINES to the MDA SCORECARD**

### **Section A: Signatures**

This section is to be signed by Honorable Minister and Secretary, or equivalent ranking officials, upon completion of following Sections. Signatures are requested for the purpose of officially validating the submissions made.

### **Section B: MDA Information**

This section includes the basic details of the MDA and Contact Officer. MDA information is requested for purposes of general information and to facilitate follow-up activities.

### **Section C: Outcome KPIs**

This section includes the **Outcome KPIs**, which measure the progress towards the **national development objectives** in the different strategic sectors. Outcome KPIs are requested for the purpose of determining whether MDA policies, programs and projects contribute effectively to the desired national development objectives, in line with the National Vision 20:2020 strategic development plan.

- GOOD Outcome KPIs**
- õ% change in production of XYZö,
  - õ% change in employment in XYZ sectorö,
  - õAverage cost of XYZö
  - õ% of population with access to XYZö
  - õ% change in persons using service XYZö

- BAD Outcome KPIs**
- õNumber of official vehicles purchasedö,
  - õNumber of staff quarters renovatedö,
  - õRenovation of Ministry headquartersö,
  - õNumber of trainings heldö,
  - õNumber of contracts tenderedö,
  - õReports writtenö,
  - õStreamlining of relevant policyö,
  - õAmendment of enabling lawö,
  - õEstablishing a comprehensive system for XYZö

### How to Complete Outcome KPIs Table

EXAMPLE		Section C: <b>OUTCOMES</b>						EXAMPLE	
Key Performance Indicators (KPIs)									
<i>Please read the notes below before completing!</i>									
Name of Outcome KPI		2010 Baseline		June 2011 Report		Planned Targets			
		Actual Data (2010)	Source of Data	Actual Data (June 2011)	Source of Data	2011	2012	2013	2020
<b>Outcome 1</b>	Access to affordable housing (% of low income population) <b>EXAMPLE ONLY</b>	30%	UNDP (2009)	33%	FMLHUD	35	38	40	65

### Section D: *Output KPIs*

This section includes the **Output KPIs**, which measure the quality and quantity of goods and services produced by government policies, programs, and projects. Output KPIs are requested for the purpose of determining whether MDA policies, programs and projects are aligned with, and contributing effectively, towards the achievement of the **national development Outcomes** (see above).

For each Outcome there should be one or a number of outputs that will lead to the required change. When developing the budget, the planned activities (leading to outputs) must have formed the basis of the annual budget lines.

Each Output page is related to one outcome from section C. MDAs should analyse carefully whether the sum of the outputs they have planned for will lead to the outcome. If the MDA recognizes that they or another organization needs to add different outputs than budgeted for in the 2011 budget to achieve the Outcome, then this can be reflected in the Challenges or Planned Initiatives for the coming year.

**Example: How to Complete Output KPI Table**

EXAMPLE		Section D: <b>OUTPUTS</b>						EXAMPLE		
Key Performance Indicators (KPIs)										
<i>Please read the notes below before completing!</i>										
Name of Output KPI		2010 Baseline (Actual)	2011 Target	Achievement as at June 2011	Budget Planned (Nqn)	Amount of Budget Released (Nqn) as at June 2011	Planned Output Targets			
							2012	2013	2020	
Outputs relevant to Outcome 1	(a)	Affordable housing units built (number)	50,000	65,000	30,000	N1305m	N500m	70,000	80,000	200,000
	(b)	Preferential Housing loans disbursed (number)	40,000	90,000	23,000	N200m	N70m	300,000	600,000	1,000,000
	(c)									

**Section E: EVALUATION (Performance Analysis)**

**ACHIEVEMENTS:** It is possible that major policies, programs and projects of the MDA in the reporting period may not have been captured in the Output KPIs or Outcome KPIs. This is an opportunity to identify Policies, Bills, regulations, research, contributions to inter-ministerial collaborations, donor-assisted efforts etc.

**CHALLENGES:** Constraints and issues that are limiting or counteracting progress towards the strategic outcomes in the reporting period, in the context of social, cultural, technical, economic, financial, institutional, environmental issues, may be highlighted here.

**PLANNED INITIATIVES:** Key policies, programs, projects planned for the coming year, which should be based on the achievements and challenges faced in the reporting period, or as part of a longer-term plan.

**RISK FACTORS:** Based on local and global developments/trends, what are the possible scenarios that could develop next year to adversely affect Policies, Programs and Projects planned for the coming year?



## **GLOSSARY OF M&E TERMS**

**Key Performance Indicators (KPIs)** are measurements used to reflect progress towards establish targets and objectives in numerical terms.

**Monitoring** is the continuous tracking and timely collection of data to determine whether projects, programs and policies are being implemented effectively and efficiently.

**Evaluation** is the periodic process of determining the Sustainability, Impact, Outcomes, and Outputs to assess and document the effectiveness and efficiency of programs, projects, and policies. Key evaluation questions include:

Are we doing the right things? Are we doing things right? Are there better ways of doing things?

**Efficiency** is the use of resources so as to maximize the production of goods and services

**Effectiveness** is the degree to which objectives of a program, project, or policy are achieved and the extent to which the target problems are solved.

**Stakeholders** are people, groups, organizations, or systems with an interest in a project, program, or policy.

**Inputs** refer to the human, financial, technical, and material resources used to complete the Activities required by the project/program.

**Activities** are the actions, operations and methodologies employed by the project/program to produce its targeted Output.

**Outputs** are concerned with the quantity and quality of the goods and services produced by the project/program/policy, with the intention of effecting a desired change (Outcome).

**Outcomes** are concerned with expected economic, socio-cultural, institutional, technological or environmental effects for the target community or institutions that are produced by the project/program/policy, with the intention of contributing to a higher strategic goal (Impact).

**Impact** is concerned with the long term economic, socio-cultural, institutional, technological or environmental effects of the Inputs, Activities, Outputs, and Outcomes on a given community or institutions, whether planned or unplanned.

**Sustainability** is concerned with whether the Impact can be maintained, replicated, and institutionalized following the completion of the project/program.

**Baseline** is the standard by which things are measured or compared, a basis for comparison, a reference point against which resultant outcomes can be evaluated.

**Data** are the raw facts or figures which are processed to get the information needed.



## **SUBMITTING SCORECARDS**

- 1) Scorecards should conform with the standard M&E templates (note: all necessary formats will be provided by NPC )
- 2) Scorecards should be submitted on or before the stipulated deadline
- 3) Scorecards should be assented by the Honorable Minister, Permanent Secretary or equivalent ranking official of each MDA. The name, signature and designation of the authorizing officer should be written clearly.
- 4) Scorecards should reflect the date of submission
- 5) Scorecards should be submitted in both soft-copy (email attachments) and signed hard-copy
- 6) Scorecards should be as clear and concise as possible
- 7) Parastatals and agencies are advised to *seek the advice of their supervising ministries* before collecting information and making submissions.

Email soft copies to: [npc.monitoring@gmail.com](mailto:npc.monitoring@gmail.com)

Deliver hard copies to: **Office of the Director**  
Monitoring and Evaluation Department  
National Planning Commission  
Plot 421 Constitution Ave, CBD, Abuja

### **For Questions, Comments and Enquiries:**

This **Scorecard Form** should be completed with the guidance of the **NPC M&E Guidelines**, which provides more detailed instructions for completion and other information.

Email: [npc.monitoring@gmail.com](mailto:npc.monitoring@gmail.com)

Website: [www.npc.gov.ng](http://www.npc.gov.ng)