

**NATIONAL INITIATIVE FOR CIVIC EDUCATION
(NICE)**

MONITORING AND EVALUATION STRATEGY.



Prepared by:

The Monitoring and Evaluation Unit,

NICE Secretariat,

Lilongwe.

Date prepared: May, 2013.

1.BACKGROUND

1.1.Introductory background

This paper describes the strategic framework for NICE monitoring and evaluation strategy to support the implementation of a 15 months programme estimates (PE1). It outlines strategic focus, approaches and proposed institutional arrangements for data collection, analysis, reporting, storage and usage at national, regional and district.

The Government of Malawi and the European Union signed a Financing Agreement for the Democratic Governance Programme (DGP) with financial contribution from the 10th European Development Fund (10th EDF). The **objective** of the programme is to contribute to the reduction of poverty through improved democratic governance, including access to quality justice, greater participation of all Malawians in democratic decision-making, and increased democratic accountability. In order to achieve this, the Financing Agreement for the programme includes provisions to support the activities of the **National Initiative for Civic Education (NICE)** in its main thematic areas of operations such as citizen participation, accountability and transparency, networking as well as voter education. The overall objective of the National Initiative for Civic Education (NICE) is to contribute towards the promotion of democracy and good governance in Malawi through civic and voter education. The purpose of the programme to which NICE contributes, is to enhance the ability of Malawian citizens to participate in public life including democratic decision-making processes, to empower them to exercise their democratic rights and responsibilities at the national, district and community levels. This is being implemented under Programme Estimate number 1 of the 10th European Development Fund (EDF).

The main activities to be implemented in this Programme Estimate No. 1 (PE1) is based on Activity 2.3 of the Financing Agreement of the Democratic Governance Programme of the 10th EDF and the new strategy adopted by NICE Trust.

The main activities will centre on NICE's role in the forthcoming tripartite elections while setting up interventions relating to the demand-side governance and voices of accountability. Additionally, the focus will be to enhance the capacity of the structure of the NICE Public Trust (Board, Secretariat, regional and district staff and the volunteer cadre) and cooperating partners to be better equipped for relevant, effective, efficient and sustainable planning and networking in the civic and voter education sphere.

2.0 MONITORING AND EVALUATION STRATEGIC FRAMEWORK AND FOCUS.

2.1 Strategic focus.

The proposed M&E framework derives from the aspirations in the implementation strategy for PE1 and NICE national strategy. It is result-based with proposed indicators at outcome and output levels with details provided in the Monitoring and Evaluation Plan. The strategy builds on the already existing monitoring and evaluation processes being used however, with the view of nesting two aspects which are new namely increased participation of various key players in monitoring and evaluation as well as reporting at results and not activities. The impacts which the programme will be attributed to will be evaluated using various outcome based assessments and survey. The participation framework will involve not only during the programme planning phase but also in data collection, monitoring and report writing with regional and district staff, volunteers and members of the district advisory forums as key staff.

2.2 Organisational focus

The monitoring and evaluation strategy aims at responding to information needs for monitoring programme performance and effectiveness by management, the Board of Trustees and the Donor (European Union). It will provide information on programme technical and financial performance through periodic but regular monitoring and evaluation reports. In events where action is needed, management will use the reports to undertake strategic programme reviews and realignment towards the effective achievements of programme goals and objectives.

2.3 Programmatic focus

The proposed monitoring and evaluation strategy will be **result-based** in which outcomes and output indicators will be the reference point of reporting. While reporting will focus on outcomes and outputs, the monitoring and evaluation will track activities and their outputs to provide evidence of higher level outputs and outcomes.

2.4. Programme Estimate 1 Results framework and outcome focus

The objectives of PE1 derives from the Malawi Growth Development Strategy, Financial agreement logframe, NICE strategic intents and aspirations and outlines the four result areas upon which the Democratic and enhanced citizen participation is founded. The result areas are as follows:

1. Result area 1: Capacity of Malawians and civil society organisations to effectively engage and participate in electoral processes enhanced.
2. Result area 2: Transparency and accountability of duty bearers and service providers in addressing local governance issues and deepening citizen voices improved.

3. Result area 3: Capacity of NICE in programme and organisational management for quality implementation enhanced.
4. Result area 4: Peaceful co-existence and social cohesion among Malawians promoted.

These result areas (outcomes) have been further subdivided into outputs and activities, the details of which are articulated in the table1 below .

Result area	Outcome indicators	Budgetary allocations
Result area 1	% of citizens reached with raised awareness from voter and civic education. % of eligible voters on the register %voter turn-out % of null and void votes	K690,621,264.57
Result area 2	Level of citizen voice on issues affecting the lives of communities % increase in duty bearers accountability and responsiveness	K43.724,100.00
Result area 3	% increase in capacity of NICE staff, volunteers and DAF members in	K256,944,480.00

	governance % increase in capacity for local CBOs and NGOs in governance	
Result area 4	% improvement in social co-existence of political parties.	K62,673,000.00
Programme activity total		K1,053,962,844.57

Table 1: Framework of outcome indicators for PE1.

3. MONITORING OF PROGRAMME ACTIVITIES.

3.1. Levels of monitoring

Monitoring of programme activities will take place at three different levels, namely:

- (i) **Programme level monitoring:** This level of monitoring will assess the overall programme performance in relation to efficiency, effectiveness, relevance and sustainability of the interventions towards the achievement of overall programme goal.
- (ii) **Process level monitoring:** This type of monitoring will focus on tracking the timeliness and quality of the implementation process as well as identify bottlenecks with the view of addressing them during the implementation period.
- (iii) **Activity level monitoring.** This type of monitoring will track number of activities implemented against milestones and the resources budgeted for. Table 3 below provides the details.

Level of hierarchy	Monitoring methodology and tools	M&E frequency
Goal	Evaluation matrix, most significant change (MSC)	At the middle and end of programme life span.
Outcome	Most significant change method (MSC), rapid outcome assessment, client satisfaction tool	At the middle and end of programme
Output	Output rapid assessment forms, client satisfaction forms, structured questionnaires,	Quarterly
Activity	Activity completion sheets, implementation registers.	Monthly

Table 2: Monitoring methodology and tools.

3.2. Programme performance management system (PPMS)

Secretariat and the regions will support and monitor programme performance through monthly and quarterly review meetings. These will be undertaken towards the end of the month and will assess cost-effectiveness, level of achievements against targets; challenges and plans for the next month or quarter.

3.2.1 Results management

Both quantitative and qualitative achievements of the programme will be tracked, reported and reflected upon to effectively assess progress. The data storage framework will indicate what was planned against what has been achieved for each outcome and output indicators. An information system and database will be created to store indicators performance both qualitatively and quantitatively.

3.2.2 Activity management

The National Activity implementation matrix (NAIP) and the Monitoring and Evaluation plans will guide the implementation and monitoring of programme performance. Percentage achievement will be assessed and monitored in order to ensure that the implementation process is done timely.

3.2.3 Impact evaluation.

The impact of the programme will be assessed with reference to the baseline. The assessment of the change against the baseline reference point (which will mainly be qualitative), will provide evidence of the impact the programme has brought to the intended beneficiaries. These changes will include citizen voice; improved electoral participation; improved responsiveness by duty bearers; and improved co-existence among various political parties and supporters.

4.REPORTING

4.1. Types of reports and submission frequency

The responsibility of reporting progress will be vested in the National Programmes Manager with the support of the Regional Civic Education Officers. While the PE1

requires that reports be submitted Quarterly and biannually (refer to PE1 page 38), NICE management will expect reporting to be done as follows:

(i) **Monthly Reports.** These will report at activity level and will be generated from districts and submitted to the regions with a copy to the secretariat. The report will include the technical and financial part. The financial part will follow the requirements of the PRAG for PE1 and will present the sums paid and committed under the imprest account of the programme estimate(s) over the period of the report.

(ii) **Quarterly Progress Reports:** These will be result-based and will be generated by the regional offices and submitted to the Secretariat. The Secretariat will consolidate and submit to the Board, EU and National Authorising Office.

(iii) **Biannual Report:** This will be produced by the Regional Office and submitted to the Secretariat using a prescribed format.

(iv) **Final Report:** This will be produced by the Secretariat using the regional quarterly reports.

The submission of reports at various levels (national, regional, district) will be as shown in the table below.

REFERENCE	NATURE OF REPORT	GENERATOR	DEADLINE
M&E requirement	Monthly progress report	DCEOs and RCEOs.	10 th of each month.
FA requirement	Quarterly progress reports	RCEOs and NPM	Second week after expiry of the quarter
FA requirement	Biannual report	RCEOs and NPM	Second week after expiry of the biannual
FA requirement	Final implementation report	NPM	Four weeks after closure.

District Civic Education Officers and Regional Civic Education Officers will be equipped with skills to report on results focussing much on the change taking place as they implement activities. Emphasis will be placed on the fact that they should not report on what they have done (activities) but what change (skills acquired, behavioural change, active voice, and policy reviews by duty bearers) has taken place after implementation of activities in the communities.

4.2. Report generation institutional arrangements

Information programme performance will be **generated** by district staff (DCEOs and Volunteers) who will be frontline staff in programme implementation; **analysed and stored** by Regional Monitoring and Evaluation Officers (who will assure quality of the data). Then the summaries of the processed data will be submitted to Regional Civic Education Officers for report compilation. The regional civic education officers will submit the reports (monthly, quarterly and semi-annual) to the National Programmes Manager who will then consolidate the final report. The role of the Monitoring and Evaluation Manager will be to provide monitoring and evaluation technical support (strategy, tools, reporting timeliness, quality assurance and internal evaluations of programme performance). The Executive Director will be the overall overseer and advisor in ensuring that the monitoring and evaluation function remains relevant to the organisation performance and impact.

5. MONITORING PERFORMANCE OF THE STRATEGY

The national coordinating committee will be responsible for the review and assessment of the performance of the programming and M&E function. This committee is comprised of :

- The Executive Director
- The National Programmes Manager.
- The Monitoring and Evaluation Manager
- The Finance and Administration Manager

This committee shall have stipulated TORs and shall meet monthly and quarterly to review progress in the implementation of programmes and how monitoring and evaluation is contributing to programme implementation and effectiveness.

6. CONCLUSION

Implementation of PE1 calls for a strategic focus and planning to ensure effective delivery of programme results for NICE. Therefore the proposed monitoring and evaluation strategy will adequately support this commitment. However, to ensure that all the key players contributes effectively to monitoring and evaluation, capacity building will be a priority.