CENTRE FOR INFORMATION TECHNOLOGY AND DEVELOPMENT

(CITAD)

MONITORING AND EVALUATION POLICY

September 2021

INTRODUCTION

The Centre for Information Technology and Development (CITAD) is a non-Governmental Organization made up of a Governing Board and the Management team. The Governing Board is responsible for policy formulation and ratification of all programmes and strategies of the organization. The Management is responsible for the day-to-day running of the organization which involves dealing with matters concerning programmes, administration, finance and human resources. The Management team comprises the Executive Director, Treasurer, Programmes Coordinators, Programme officers, the Accountant and Human Resource Manager. The Manual is information material for stakeholders on matters concerning the organization.

CITAD's Vision, Mission, Values and Objectives

Vision: A knowledge-based democratic and self-reliant society

Mission: To empower citizens for a just and knowledge-based society that is anchored on sustainability and balanced development using ICTs, capacity development, advocacy research and partnership.

Core Values:
CITAD lives by the following values:
- Responsibility
- Responsiveness
- Reliability
- Integrity
- Accountability
- Transparency
- Cost Effectiveness and
- Excellence

Objectives:

The overall aim of CITAD is to provide guidelines informed by both research and practice on how ICTs could be properly deployed for development purposes. Consequently, its specific objectives are:

- Raise awareness about the use of ICTs in development Campaign for an appropriate national policy on ICTs.

- Conduct research on ICTs in development and propagate best practices in ICT applications in development.
- Use ICTs as tools for the promotion of democracy and good governance.
- Run community computer resource centres for people to have access to computing facilities
- Conduct advocacy on the need to integrate ICT skills in the country's education system.
- Monitor the application of ICTs in the society
- Provide training to disadvantaged groups such as women, children and other marginal groups on ICTs.

CITAD's thematic major focus is to promote the following:

- Digital Innovation and Creativity

- Governance and Human Rights

- Digital Inclusion and Access

- Education and ICTs

- Youth Empowerment and Entrepreneurship

- Research and Knowledge Sharing

CITAD does this through various programs and activities with a range of stakeholders spanning across the country. These are religious and community leaders, youth and women, churches, and church development organizations including, faith-based, community-based and non-governmental organizations.

Table of Contents

ACRONYMS

CITAD	Center for Information Technology and Development
M&E	Monitoring & Evaluation
CSOs	Civil Society Organization
CBOs	Community Based Organization
SOP	Standard Operating Procedure
PO	Member Organization
PM	Program Manager
IT	Information Technology
ICT	Information and Communication Technology
ED	Executive Director
SPO	Senior Programs Officer
GDPR	General Data Protection Regulation
DPIA	Data Protection Impact Assessment
M&E	Monitoring and Evaluation
O&E	Outcomes and Evaluation
QIS	Quality Improvement Surveillance
DQA	Data Quality Assurance
HO	Head Office
AO	Area Office
ToR	Terms of Reference
JOPIS	Job Opportunity Placement Service
NHS Foundation Trust	National Health Service Foundation Trust

Preamble

This document presents the Monitoring and Evaluation – (M&E) Policy of CITAD. It aims to increase the rigor and quality of CITAD's Monitoring and Evaluation unit and help CITAD to become a major NGO player in the national and international Development / development sphere. In particular, the policy aims to:

1). Ensure a commitment to high quality, transparent and accountable M&E practice within the organization; and

2). Ensure the protection of the dignity, rights, and safety of human Monitoring and data of participants.

The principles in this policy apply to M&E initiatives to be carried out by CITAD, including non-M&E individual employees of CITAD, conducting and managing data, and any external consultants that the organization may contract to undertake monitoring and evaluation activities.

3). The policy also contains a set of M&E standards to support the implementation of significant data collection initiatives, and guideline on how to make use of data collection tools and initiatives.

The strength of Strategic Information lies in ensuring that the quality of documented evidence of activities rendered accurately feeds into the quality of feedback to appropriate stakeholders, CITAD in turn can make policies and programmatic decisions that will further improve the positive / expected impact of a program. We work hard to ensure that our M&E activities are largely focused on building systems that make high-quality information available to a range of stakeholders: clients, caregivers, program managers, and policy makers at different levels in the course of intervention in any of our programs.

The Monitoring and Evaluation unit in CITAD is responsible for overall Strategic Information and is coordinated by the Monitoring & Evaluation Officer.

1.1 Introduction to Units:

1.1.1 The Monitoring and Evaluation Unit:

The monitoring and Evaluation unit will have the responsibility for leading and coordinating M&E activities. The M&E manager/officer would spearhead these tasks/activities, and in his/her absence, the M&E Assistant will assume responsibility of overseeing that the following are done appropriately:

   a. Implementation and designing of systems for collecting, collating, and analyzing information to measure project targets and link them to result and budget.
   b. Development and management of processes for reporting and using data across the various projects and amongst stakeholders including the beneficiary, policy group, and donors.
   c. Routine and periodic review of project performance through a weekly, monthly, quarterly, semi-annual or annual cycle for establishing best practices and documenting lessons learned.

d. Planning and implementation of capacity building strategies for all staff involving in managing data at all level of support including project staff, community-based organization staff, and relevant Government staff at Country, State and Local government level

1.1.2 Quality Improvement and Surveillance:

The QIS Unit subunit is a component of the **Outcomes and Evaluation** (O&E) unit that provides essential support to projects and program by ensuring that:

a. Project and study design implementation comply with protocols
b. All processes and systems for the collection of Monitoring and evaluation information are defined and actionable. They ensure the availability of accurate and consistent data for learning and Monitoring.
c. Collaborate with relevant agencies and stakeholders to track and forecast program-specific events in a systematic manner to enhance learning and improve systems.
d. Institute plans for dissemination and use of Monitoring and evaluation results for developing appropriate policies.

1.1.3 Information Communication Technology / Project Informatics:

The ICT subunit will Support and lead:

a. The development and management of multiple medium-sized database administration and operation functions, including the formulation and implementation of security and access measures/policy to safeguard access to CITAD databases and applications according to approved security policy and procedures.
b. Design, development, and deployment of contemporary tools and technology in all focus areas of CITAD Nigeria, including mobile apps to track field activities in program locations, electronic project record systems for our Project programs, and other technology-driven innovations that enhance access to, and availability of data across the board.
c. Production of data information products for the management of data across CITAD supported programs to ensure availability of and increased access to vital data to guide administration, program redirection when necessary, resource allocation, compliance to processes, cost management, Monitoring, and other purposes for dissemination to stakeholders.
d. Develop relevant guidelines for the formulation of strategies and governance related to databases and database management.
e. Manage the development of performance dashboards with appropriate charts for a wide range of partners and stakeholders.

1.2 Ethical principles for conducting M&E in development context

CITAD must adhere to specific ethical principles when conducting M&E with human subjects, namely, children, their families, and communities as well as civil society and state actors and marginalized groups. CITAD will also be guided by these ethical principles when implementing and complying with the Standards for M&E which supplement this Policy as well as CITAD's Child Protection Policy, Code of Conduct, and CITAD's Principles and Ethics of Children's Participation. CITAD will ensure that beneficiary participation in any project is dependent on their informed, un-coerced, documented CONSENT.

CITAD will consider the ethical acceptability and **CONSEQUENCES** of its M&E initiatives in the planning and implementation of its M&E. CITAD will protect the rights and interests of vulnerable participants, such as children. Where there is any risk of harm, participants should be given the option to opt-out of the M&E process if they so wish. This must be included in the informed consent procedure. CITAD must also provide ways of mitigating or removing the risk of harm.

CITAD will ensure that the **PARTICIPATION** in M&E activities is not achieved through the use of threats, force, or bribery. Likewise, CITAD respects the right of individuals to refuse to participate in any evaluation and to withdraw their participation at any stage of the process.

CITAD will ensure that **CONFIDENTIAL** data/information obtained through its M&E or in the conduct of its evaluation is adequately protected in order to ensure the integrity of the data and the privacy of participants (as individuals or where appropriate as groups or communities).

CITAD will protect the **ANONYMITY** of its M&E participants and will not disclose (in written, verbal, or other public media) any confidential or personally identifiable information (including images) about Monitoring participants without their informed consent. CITAD will provide appropriate **INTERVENTION** and **SUPPORT** to M&E participants where necessary. In this regard, CITAD acknowledges that its M&E officers and assistants (including those of external consultants) are permitted to perform only those tasks for which they are appropriately trained and prepared in relation to the project. If the project, psychological or legal issues or questions are raised by the M&E participant, CITAD must ensure the appropriate referrals are made.

CITAD will provide **FEEDBACK** on its Monitoring findings, through sharing and discussions, to M&E participants and other relevant stakeholders prior to publishing its results/reports. CITAD commits to take their feedback into account in the final publication of its results/reports.

1.3 Scope of the M&E Standards

These Standards apply to M&E meeting one or more of the criteria set out below. However, even where the Standards are not applicable to a particular piece of information, M&E Officers and assistants are encouraged to be guided by them in the conduct of the M&E and are required to act in good faith and do no harm.

The Standards apply in all monitoring and evaluation activities to be conducted by the organization:

- Monitoring and Evaluation involving primary data collection in one or more locations;
- Monitoring and Evaluation involving children ad or Persons with Disability as key informants/subjects;
- Monitoring and Evaluation using CITAD sponsorship data set where there is a partnership with external partners/consultants or organizations.

The reason for setting these criteria is that while all Monitoring should comply with international Monitoring standards, CITAD also acknowledges that certain Monitoring standards do not have the same scale of effort as others and there is no need to overload processes that do not require it. For example, intra-organizational stock-taking exercises for internal management purposes, those involving a quick investigation as a component to a larger project or program; stand-alone literature studies; or those studies that do not pose a high risk of harm to M&E participants.

From and after the effective date of this policy, this policy will govern the monitoring and evaluation of all compacts and threshold programs. Unless otherwise noted, all requirements apply to both compacts and threshold programs. Initial M&E Plans, and M&E Plan revisions, that were approved by CITAD prior to the effective date of this policy do not have to comply with this policy until their next revision.

1.4. Definitions

For the purpose of these M&E policy, the following definitions apply:

Commissioning office – This is the CITAD Headquarter office/sponsors that initiates and provides the funds for the project.

Implementing office – the CITAD office in which the implementation of the project occurs. The same office can play both roles of the commissioning office and the implementing office. Multi-state Monitoring studies may involve multiple implementing offices.

Monitoring and Evaluation misconduct - is defined as fabrication, falsification, or plagiarism in tracking, collecting, collating, and analyzing, data, or in reporting M&E results/reports:

> Fabrication is making up data or results and recording or reporting them.

> Falsification is manipulating data materials, equipment, or processes, or changing or omitting data or results such that the information is not accurately represented in the final record.

Plagiarism is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit. It will also involve intentional or negligent actions that have the effect of circumventing CITAD's Child Protection Policy.

Accountable Entity — The entity designated by the government of the country receiving assistance from CITAD to oversee and manage implementation of the Contract or Threshold Program on behalf of the government.

Activity — Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs. Typically, multiple Activities make up one Project and work together to meet the Project's Objective.

Actual — A data point that shows what has been completed, as opposed to a number that is a target or a prediction. Attribution — The ability to show that a change in a particular outcome was caused by an intervention or set of interventions.

Baseline — The situation prior to a development intervention, against which progress can be assessed or comparisons made.

Benchmark — Specific, pre-determined, targets or objectives that measure progress over the life of the program.

Beneficiary — An individual who experiences better standards of living as a result of the project, primarily through higher real incomes.

Beneficiary Analysis — An analysis used to estimate the impact of projects on the poor. It also has broader applicability for determining the impact on populations of particular interest, such as women, the aged, children, and regional or ethnic sub-populations.

Change in Cost — refers to: (i) any increase in the costs estimated for a particular Project or Activity, as set forth in the current detailed financial plan for the Contract Program or (ii) any Reallocation (as defined in CITAD's Policy on the Approval of Modifications to CITAD Contract Programs).

Change in Scope — refers to any change to the scope or substance of a Contract Program, including, without limitation, the modification or elimination of any Project, Activity, or sub-Activity, or the creation of a new Project, Activity, or sub-activity, in each case under a Contract Program.

Closeout — refers to anything deemed final as of the end of the Contract (i.e. the Closeout ITT refers to the final ITT that includes all data as of the Contract End Date).

Common Indicator — Indicators that CITAD uses to aggregate results across countries within certain sectors and report internally and externally to key stakeholders.

Contract — An agreement on the delivery of a project or set of projects entered between CITAD and Donor/Government either directly of acting through Grantee Corporation,in receiving assistance pursuant to which CITAD serves as implementing partners or supervisory assistance.

Contract Completion Report (CCR) — An assessment prepared by the Accountable Entity that describes the history and evolution of the Contract, results achieved and lessons learned.

Contract End Date (CED) — The last day of a Contract's term, which is project specific.

Closure Date — With respect to a Contract, the last day of the Contract's Closure Period, which is in the case of the organization is project specific based.

Closure Period — The period after the CED, during which the project closes out all remaining contracts and transfers any remaining assets.

Cumulative — An indicator classification. These indicators report a running total, so that each reported actual includes the previously reported actual and adds any progress made since the last reporting period.

Data Quality Reviews — A mechanism to review and analyze the quality and utility of performance information. It covers a) quality of data, b) data collection instruments, c) survey sampling methodology, d) data collection procedures, e) data entry, storage and retrieval processes, f) data manipulation and analyses and g) data dissemination.

Date Indicator — An indicator that records the occurrence of a one-time event.

Evaluability — The ability of an intervention to demonstrate in measurable terms the results it intends to deliver.

Evaluability Assessment — An assessment conducted to determine the ability of an intervention to demonstrate in measurable terms the results it intends to deliver.

Evaluation — The systematic and objective assessment of the design, implementation, and results of an Activity, Project or Program.

Evaluation Catalog — an electronic catalog posted to CITAD's public website that contains metadata and Policy for Monitoring and Evaluation from its rigorous independent evaluations.

Evaluation Management Committee (EMC) — Committee established early in Contract development consisting of one Chair and four-six members for the purpose of making critical decisions on independent evaluations throughout the life of the Contract. The Committee members consist of the M&E Director, M&E Lead, sector lead(s) as appropriate, Economic Analysis Lead, and Evaluation/Technical Support as appropriate.

Evaluation Risk Assessment — Assesses the evaluation activity/deliverable under review, and the current risks and cost-benefit of proceeding with the evaluation. Final Evaluation — Evaluation conducted at the end of the period of implementation of the intervention or at a date sufficiently after the intervention to be able to measure results.

Goal — The ultimate purpose of a development intervention. For Contracts, the goal is always poverty reduction through economic growth.

Goal Indicator — Indicators that measure the economic growth and poverty reduction changes that occur during or after implementation of the Program.

Impact — The expected result of a Contract on beneficiaries. The impact for CITAD Contracts is poverty reduction through economic growth, measured in terms of increase in local incomes (often measured by household consumption and expenditures).

Impact Evaluation — A study that measures the changes in income and/or other aspects of well-being that are attributable to a defined intervention. Impact evaluations require a credible and rigorously defined counterfactual, which estimates what would have happened to the beneficiaries absent the project.

Indicator — Quantitative or qualitative variable that provides a simple and reliable means to measure achievement of a development intervention.

Indicator Analysis — Additional information on the policies and actions that may have affected a country's standing on the eligibility indicators used in the annual CITAD country selection process.

Indicator Inputs — An indicator classification. These indicators are the components of a composite indicator, such as a percentage or ratio. In most cases, they will be the numerator and denominator used to calculate the indicator.

Indicator Tracking Table (ITT) — A report that tracks progress on the indicators included in a country's M&E Plan. It is part of the Quarterly Disbursement Request and Reporting Package (QDRP).

Input — The financial, human, and material resources used for a development intervention.

Key Performance Indicator — An indicator selected from the M&E Plan that is reported quarterly in the Quarterly Results Report and publicly in the Table of Key Performance Indicators.

Level — An indicator classification. These indicators track trends over time, and may fluctuate up and down between quarters.

M&E Plan — Tool for outlining a organizations approach to monitoring, evaluating, and assessing progress towards Contract objectives.

Management Information System (MIS) — A system designed to collect, process, store, and disseminate data to assist in the management of programs.

Milestone — The expected result for a particular indicator to be met by a certain point in time.

Mid-Course Evaluation — A study performed during the period of implementation of the intervention.

Modification (of a Contract) — Refers to any Change in Cost or any Change in Scope.

Monitoring — A continuous function that uses the systematic collection of data on specified indicators to gauge progress toward final program objectives and achievement of intermediate results along the way.

Objective — The result that a Project intends to achieve.

Outcome — The likely or achieved intermediate effects of an intervention's outputs.

Outcome Indicator — An indicator that measure the intermediate effects of an Activity or set of Activities and are directly related to the Output Indicators.

Output — The direct result of a Project Activity. The goods or services produced by the implementation of an Activity.

Output Indicator — An indicator that directly measure Project Activities. They describe and quantify the goods and services produced directly by the implementation of an Activity.

Participant — An individual who takes part in an CITAD-funded Project.

Performance Evaluation — Performance evaluation is the process of evaluating how effectively employees are fulfilling their job responsibilities and contributing to the accomplishment of organizational goals.

Post Contract M&E Plan — Describes post-Contract monitoring and evaluation activities, identifies the Policy for Monitoring and Evaluation individuals and organizations that would undertake these activities, provides a budget framework for future monitoring and evaluation which draws upon both CITAD and country resources, and document the role the partner country will play in results dissemination.

Process Indicator — An indicator that measures progress toward the completion of a Project Activity, a step toward the achievement of Project Outputs and a way to ensure the work plan is proceeding on time.

Program — A group of Projects implemented together to achieve a goal.

Program Closure Plan — The plan developed by an Accountable Entity describing the closure strategy for each Project and Activity of a Contract, the winding-up or continuing of the Accountable Entity, financial plan for the closure period, post-Contract M&E plan, and other important aspects as appropriate in order to close-out the Contract.

Program Logic — An explanatory model that demonstrates how a Program's Activities lead to the expected outcomes, objectives, and goal of a Contract, presented graphically.

Project — A group of Activities implemented together to achieve an objective.

Qualitative methodology — The system of design, monitoring, and evaluation by which non-numeric data is scientifically collected and made generalizable. Qualitative methods typically include but are not limited tofocus groups, semi-structured interviews, participant observation, and other ethnographic forms.

Result — The output, outcome or impact of a development intervention.

Summary of Findings — A CITAD-authored document created with each independent evaluation report, which describes the context, program logic, monitoring results, evaluation results, and lessons learned from the evaluated project/activity/sub-activity.

Table of Key Performance Indicators — A public document that reports on a sub-set of the indicators reported on in the Indicator Tracking Table. The indicators are selected yearly by the country teams to best reflect the current state of the Contract.

Target — The expected result for a particular indicator to be met by the end of the Contract.

Threshold Program — A program authorized by Section 616 of the Millennium Challenge Act of 2003, as amended, pursuant to which CITAD provides assistance to a qualifying country for the purpose of assisting such country to become eligible for a Contract.

Threshold Program Agreement — The agreement signed by the threshold country and the United States that specifies the terms and conditions for the implementation of a threshold program.

1.5. M&E and Learning

CITAD emphasizes the importance of learning through its commitment to independent evaluations. Evaluation of projects that are well designed and executed can systematically generate knowledge about the magnitude and determinants of project performance, permitting CITAD staff, host governments, and implementing partners to refine designs and introduce improvements into future efforts. Learning requires careful selection of:

(i)   evaluation questions regarding fundamental assumptions underlying project designs;
(ii)   methods of analysis that identify the internal and external validity of the findings; and
(iii)   mechanisms to share findings widely and to facilitate integration of the evaluation conclusions, lessons and recommendations into decision-making. In order to provide evidence to inform decision making, CITAD requires that every completed evaluation report

include a summary of findings. The summary of findings summarizes the key components of the program, the program logic and accompanying assumptions, monitoring indicators and results, and evaluation questions and findings, as well as key lessons learned by CITAD staff and implementing partners from program implementation and results. Each summary of findings is posted along with the final

1.6 M&E Planning and Terms of Reference (TOR)

1.a) A Terms of Reference (TOR) must be prepared for every project study before the project starts. The TOR must include, as a minimum: the objectives of the project, including key questions to be answered; the key stakeholders involved in the project, the intended users of the project report; an outline of the methodology for collecting data; outline methodology for discussing findings with stakeholders; an outline of the reports to be delivered; a timeline; an indicative budget; ethical and child protection statements; the selection criteria for consultants (where required) and the name of the lead person in CITAD.

1.b). The TOR must be submitted to and approved by the Management team at CITAD Headquarters before its finalization.

2. Implementation of Monitoring & Evaluation

The M&E Unit is in charge of reporting activities, conducting assessments and monitoring program activities.
Reporting of activities are done on a Quarterly basis at the headquarters office while data from the field are submitted on a monthly basis by zonal office staff and or volunteers depending on the project down to the field staff from program Managers of various project, to the M&E manager at the headquarters who collates and disseminate to different stakeholders at the Headquarters and beyond.

Various assessments are conducted like baseline survey before a project starts and post monitoring activities are done one month after an activity is done, while end line assessments are done at the end of a project cycle.
Those assessments and activities are conducted with the approval of the SPO (Senior Programs Officer) at the headquarters.
Evaluation are conducted based on the project implemented and the donor for Development activities the midterm evaluation is done at the mid of the project to ascertain the progress so far and an end line evaluation is done at the end of a project life.

Projects are also evaluated after some year after the project has ended by some donor and a consultant is hired. To hire an M&E Consultant, the following must be considered:

a. M&E consultants should be selected on the basis of how well they can fulfill the requirements of the TOR.

b. For M&E consultants, a legal contract must be established that sets out the conditions and deliverables for the assignment. This contract must also stipulate that if M&E with human subjects is involved, ethics approval is necessary and if not obtained can lead to the termination of the contract.

c. The legal contract must provide for ownership and use of intellectual property which includes but is not limited to research data and other findings including ideas, processes, as well as academic and other publications. Provision should also be made for compliance with any conditions relating to the intellectual property

requirements of donors where necessary. In addition, issues of shared ownership and/or authorship of M&E products must be addressed where necessary.

2.1 Subunits and Responsibilities

Responsibilities: This section describes the broader responsibilities of the different subunits/locations from which individual staff team roles and responsibilities can be derived.

Sub-Unit	Team responsibilities
Monitoring and Evaluation	- Guide the process of establishing monitoring and training on the data quality and utilization for the organization - Guide and foster improvement in the reporting process across all indicators, program areas, activities delivery points, and supported entities - Guide the establishment of processes for data releases by ensuring safety, security and confidentiality - Guide the process for building data management and analysis skills amongst **CITAD** staff including data entry, verification, reporting and use - Prepare technical reports and communications products to reflect performance results - Guide the establishment and deployment of best practices and use of data quality tools and techniques that will allow **CITAD** achieve global best reporting standards - Guide, implement and supervise the development of appropriate monitoring, tracking and reporting tools and systems for documenting project outputs - Guide the generation of quality evidence on project outcomes and promoting the use of data for decision-making - Guide the development and promote the use of standard indicators, tools and best M&E practices across the **CITAD** projects while coordinating the collection of information required for reporting and measuring progress - Guide, supervise and coordinate weekly, monthly quarterly, semi-annual, and annual data analysis and reporting for all the program/project indicators - Guide the analysis of program information, findings and provide/discuss feedback to relevant stakeholders - Guide and coordinate the engagement supported entities and state stakeholders to collect data against agreed indicators in line with funder and National project requirements.

Quality Improvement and Surveillance	• Guide the all aspects of data management associated with all **CITAD** Monitoring /monitoring and evaluations surveys.
	• Guide the conduct of all Data collations, evaluation and surveys as specified in this guideline.
	• Guide and coordinate field-based staff to implement system corrections and adjustments including solving operational issues and documenting actions taken as well as next steps.
	• Guide the development of study aids, tools, and checklists to facilitate the standardization and collection of complete and accurate data.
	• Guide and collaborate with relevant agencies and stakeholders to track and forecast program related events.
	• Guide the analysis and dissemination of Monitoring /monitoring and evaluation, and surveillance outcome and results to stakeholders.
Information and Communication/Tech Unit	• Guide the formulation of strategies and governance associated with databases and database management.
	• Guide the development and management of multiple medium-sized database administration and operation functions.
	• Guide the formulation and implementation of security and access measures/policy to safeguard access to **CITAD** databases and applications according to approved security policy and procedures.
	• Guide the design, development, deployment and implementation of **CITAD** database activities and management.
	• Guide the establishment of functional policies, standards, and procedures for program databases and applications including system SOPs and data standardization approaches to ensure consistent delivery and data integrity.
	• Guide and lead the reporting of electronic data to any funder / national platform provided as a data depository.
	• Guide the monitoring and analysis of information and database systems for enhancing/upgrading in line with emerging database technologies.
	• Guide the process of enhancing the utilization of the databases and their output for program implementation and decision making.
	• Maintain a log of database backup and filing systems in designated supported entities.
	• Review data being collected in order to locate and fix problems regarding data entry or integrity.

2.2 Training Plan

S/N	ACTIVITY	Timelines		
		Trainees	**Person responsible**	**Time frame**
1	Training on roles and responsibilities of volunteers, safeguarding and CITAD code of conduct.	Volunteers	M&E/HR Manager	At the beginning of the project.
2	Training on safeguarding, CITAD code of conduct, and data collection for Enumerators	Enumerators	M&E unit	At the beginning of project and a quarterly review will be done.
3	Training/Refreshers on report writing as well as all things M&E and transformation story for staff	Staff	M&E unit	At the beginning of the year and quarterly
4	Training/Refreshers on various aspect of M&E(data analysis, accountability, share learning etc) for M&E unit staff	M&E team	MEL Consultant	Bi - annually
5	Training/refreshers on Result-Based Management	M&E/Program Team	SPO/M&E Officer/MEL Consultant	Annually
5.	Training/Refreshers on Project Cycle Management	M&E/Program Team	SPO	Annually
6.				

2.3 Purpose of the Monitoring & Evaluation Plan

This monitoring and evaluation plan is a comprehensive document that provides the Policy for periodic implementation and performance assessment across different projects. This plan guides the functions of Outcomes and Evaluation (O&E) units to ensure that program activities are better designed and planned in order to produce the desired results and outcomes based on the overall goals and objectives. It outlines the systematic procedures, processes, systems, stakeholders, roles, and responsibilities necessary for establishing the efficiency and effectiveness of projects/programs.

The Monitoring and Evaluation (M&E) plan will serve as a guide for:

- Establishing data needs across different projects including designing appropriate data collection tools, defining variables, data elements, and indicators, and linking these to the programmatic goals
- Standardizing the systematic processes for data collection, collation, transmission, analysis, use, reporting and feedback
- Determining capacity needs for strategic information activities across different projects as well as resource allocation for monitoring and evaluation
- Describing the modalities for ascertaining the quality of data reported as well as those needed for improvements in data quality.
- Establishing and setting project targets and Policy across different projects.
- Measuring performance and demonstrating progress towards achievement of project goals, objectives, and strategies.
- Determining appropriate stakeholder's platforms to enhance utilization and sharing of program and project information for use in effective planning and decision making as well as in establishing appropriate measures of project success and learning.
- Outlining timelines for organizing strategic information activities across different projects

2.4 Assumptions

CITAD utilizes a team-wide approach in proposal writing to funding opportunities. This ensures that there are adequate inputs from various units in the course of the planning and design of program Goals, Strategic Objectives, Outputs, and Activities.

This M&E policy document, therefore, assumes that for each project applied for and implemented by **CITAD** the basic Goal, Strategic Objectives, Outputs, and activities have been jointly discussed and established from the onset. Therefore, the M&E plan guides how evidence of work done will be collected, verified, analyzed, disseminated, and used by stakeholders. It is part of a larger document per project that ensures that we are in line with our Goals, SOs, Outputs, and activities as already defined by the **CITAD** Proposal response team (as well as implementation team)

2.5 Implementing the Monitoring & Evaluation Policy

This section provides clear descriptions of the different activities needed for monitoring and evaluation throughout the project's life-cycle.

3. Monitoring and Evaluation Standards

In order to avoid confusion and duplication of process, these Standards incorporate some of the procedures contained in the CITAD Evaluation Standards. Stipulated standard regarding budget allocation for M&E ranges

from **5-10%** of the project's total budget (M&E Sphere Standards). The exact allocated budget for CITAD's M&E unit is subject to donor/funder specifications or demands.

3.1 Data Collection Process

Instructional guide would be developed for the completion of data collection tools and the collection of required data, based on specific project and donor requirements.

The process of data collection in all locations and delivery points involves the use of approved paper-based and electronic data collection tools (KOBO) and since the availability of such tools can be put forth as a rate-limiting step, in guaranteeing an effective M&E process, it becomes vital that the process of supply-demand is properly managed. Data collection can only occur when the field staff has taken steps to ensure that all information concerning activities and activities received by clients/beneficiaries have been properly captured on relevant documentation tools. It is important also at this point to ensure the highest level of standard is documentation by:

- Examining all relevant fields in the paper-based forms/registers are properly filled
- Ensure client/beneficiaries identifiers are matched in instances of updates made to documentation tools that track the continuum of care (longitudinal activities). This applies to both paper-based and electronic systems of documentation.
- Prescribed patterns for completing documentation tools are adhered to.
- Cross checking the different activities tools for consistency.

3.2   Data Protection

The General Data Protection Regulation (GDPR), enforced in 2016, is a regulation in EU law on data protection and privacy in the European Union (EU) and the European Economic Area (EEA). It also addresses the transfer of personal data outside the area. The GDPR aims primarily to give control to citizens over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. CITAD's M&E policy will ensure data protection is thoroughly adhered to in line with the GDPR.

Data Collection and Storage:

- Copies of paper-based data containing personal information will be collated or aggregated on summary forms that do not contain individual identifiers. These forms will be stored securely in fire-proof cabinets with access restricted to authorized personnel.
- Electronic forms containing personal data must be stored on designated, password-protected laptops with strong encryption applied. Backups will be maintained on a separate, secure server and an external hard drive stored off-site. CITAD will provide a secure web-based data repository for additional data backup and disaster recovery purposes.

Data Processing and Access:
- All processing of personal data will be done in accordance with a lawful basis, such as explicit consent from the beneficiary for specific purposes, or a legitimate interest of the organization justified in a Data Protection Impact Assessment (DPIA).
- Prior to releasing any data containing personal information, due authorization must be obtained. This will involve:

- o **Stakeholder Analysis:** An appropriate stakeholder analysis will be conducted to ensure data is shared only with those who have a legitimate need for it, aligned with the stakeholder matrix for data needs.
- o **Compliance Checks:** Verification will be done to ensure the request complies with donor reporting requirements and the specific data needs of the stakeholder.
- o **Data Integrity:** Data integrity tests will be conducted by reviewing for consistency and accuracy before sharing.
- o **Data Minimization:** In the case of beneficiary/client level data, it will be de-identified (removing direct identifiers) prior to sharing or transmission whenever possible.

Data Subject Rights:
- Beneficiaries have the right to access, rectify, erase, and restrict the processing of their personal data under the GDPR. CITAD will provide clear information on how individuals can exercise these rights, including contact details for a Data Protection Officer (DPO) who will handle such requests.

Data Breach Notification:
- We have implemented security measures to prevent data breaches. However, in the event of a personal data breach, we will notify the relevant Data Protection Authority (DPA) and affected individuals within the timeframe stipulated by the GDPR.

Data Retention:
- Personal data will be retained only for as long as necessary for the specific purpose it was collected for, taking into account legal, regulatory, and donor requirements. We will have a clear data retention schedule outlining when and how personal data will be securely erased.

Additional Considerations:
- This policy applies to all personal data collected and processed by our organization.
- We will regularly review and update this policy to ensure compliance with the latest data protection regulations.
- For any questions regarding this policy or your data privacy rights, please contact the M&E Manager who will shoulder the role of Data Protection Officer (DPO), pending appointment of one.

3.3 Data Review

The process of ensuring data quality involves three major actions involving data review, validation and feedback. It entails the examination of all attributes of data quality at all levels of data collection, transmission and reporting.

Field level: At this level, data review for all attributes of data quality is carried out by volunteers/hygiene promoters, field officers. The field office is chaired by the Field Focal person and Program Manager. The findings of such reviews are documented and can be referenced in all level meetings to reveal lessons learned and can provide justification for increased mentoring or monitoring visits.

Data review at field level will be carried out a few days after the weekly, monthly, or quarterly reports have been collected. This review will be carried out between the 3rd and 6th of the preceding month for the previous month's report. For other projects, defined timelines for report collation should determine the number of days allowed for reviews.

A comprehensive review involves:

- Checking to ensure that all activities provided are documented into forms and registers and are reported

- Summary data is the same with the planned indicators
- Summaries of reports across paper and electronic based platforms are accurate and the same
- Cross- validation of data with other units reporting similar indicators for consistency occurs.

Data captured using Electronic Devices are to be compared with similar data captured using paper-based source documents to ensure consistency. These are to be properly stored / uploaded into appropriate electronic platforms.

Summary forms of final validated data including the Monthly Reporting Forms (MRF) and Monthly Summary Forms are stored in the office of the M&E leads in fire-proof shelves.

Zonal Office level: CITAD Zonal M&E Program officers on different projects and CITAD M&E Officer have the responsibilities for reviewing and ensuring data meet standards for use and reporting:

Review at the Zonal offices begins as soon as data submission commences, but typically between 8th and 10th of every new month for the previous month's reports. Other programs may have other timelines defined for Zonal office level reviews and it involves:

- Checking to ensure that all indicators per supported entities across all LGA have been reported
- Checking for concurrence across all indicators especially linked data
- Checking for monthly cumulative increment, variance and trends including ranking by indicator and locations
- Check for completeness, accuracy and consistency
- This is carried out by:
  - Merging reports having similar attributes
  - Conducting a gap analysis for inconsistency and incomplete data
  - Send flags of inconsistencies and errors to field staff for corrections
  - Consolidation and collation of the final reviewed data for final submission
- Similarly, for Electronically captured program data, electronic data repositories should be consistently reviewed by skilled ICT/HI staff within approved timelines. Some programs require local government counterparts to participate in report reviews because the outcome may have implications for budgeting at all levels. **CITAD** expects Zonal office staff reviewing the report to achieve this by:
  - Triangulating the records in activities registers with Electronic records
  - Reviewing the Electronic records for completeness
  - Check the electronic entries for errors
  - Backup cleaned databases and store appropriately
- This is carried out by:
  - Cross checking for concurrence by matching beneficiaries on all source documents vs electronic records' system. Ensure unique IDs of beneficiaries' matches.
  - All abnormal date range are examined and corrected
  - Check records on primary electronic record's database against other electronic platforms serving the project.
  - Review for consistency in entries across variables

At the end of the process of review, validation and feedback final data sets MUST BE backed up and stored in the C-drive of the computer system, external hard drive and **CITAD** website in the case of aggregate data.

Electronic records must be encrypted, backed up and stored on the network server, external hard drive stored off site and then a clean copy is transmitted back to the facility for updating.

Headquarters Level: Data review is carried out between 15th and 20th of a preceding month for the previous month's report by a number of stakeholders depending on the project and the type of data. Data review at HO is carried out using excel based validation templates, and other review templates SPSS software and it involves:

- Checking to ensure that all indicators per supported entities across all LGA have been reported
- Checking for concurrence across all indicators especially linked data
- Checking for monthly cumulative increment, variance and trends including ranking by facilities, indicator and domain
- Check for completeness, accuracy and consistency
- Conduct gap analysis and logic checks
- Checking to ensure that transmission format comply with national and donor guidelines

The approach for data review and quality requires using the **CITAD** monthly validation template, validation guide, and activities data outputs to check for activity gaps, validate entries and check for logic consistency across different program indicators. The tool auto-generates flags for data error, completion rate, activities coverage using different coloration and brief narratives. The outcome of the displayed queries is shared for appropriate response, revisions and or update.

Review and validation of electronic project records at HO: There are 2 levels of review that occur comprising first level by Zonal Program officer prior to submission and a final Level Review by the M&E Lead. Review of electronics records can occur weekly based on the specific project's expected reporting frequency

At the end of the review process, validated reports are stored in hard copy and electronically in provided storage devices and the **CITAD** server / data repository.

4. Data flow

Data flow describes the sequence of related phases in M&E from when data is documented to when it is eventually used for decision making and loop as feedback to improve processes. The logic of data flow across all **CITAD** projects is from the lowest level of activities provision otherwise known as the source data entry point through to the highest level of reporting. This is in line with the Nigerian National data flow path and global best practices. However, slight variation may occur across projects in response to donor needs.

M&E DATA FLOW MAP

4.1 Community Activities

This point is the lowest level of activities provision from where the clients or beneficiaries are offered and receive interventions. At this level, **CITAD** supported entities including community-based organizations (CBOs), field teams or groups (as appropriate) may have multiple community activities delivery points that must be equipped to support proper documentation with the required number of designated human resources that are trained to efficiently document activities delivery efforts. All data capture tools having the required contents as regards minimum data fields for the program including computers and computer accessories (as applicable), and storage facilities for safeguarding paper-based documentation tools and electronic back-ups must be available for use.

4.2 Paper-based documentation tools

This includes Questionnaires, charts, forms, and beneficiaries' registers with standardized sets of data elements/variables required for documenting proper delivery of care and activities to the clients/beneficiaries. While Questionnaires, charts, and forms and beneficiaries' registers contain information on activities/activities for a single client/beneficiary, registers are an organized compilation supporting the collection, storage, retrieval, and analysis of similar information on multiple individuals.

4.3 Electronic documentation tools

This categorizes tools ranging from the KOBO Collect basic to Google/e-forms and e-registers to advanced beneficiary-level database systems. Its major advantage over paper-based systems include:

- Reduction of redundancies allowing for easy retrieval of beneficiary / client information
- Allows for faster exchange of beneficiary/client information across various platforms for various stakeholders
- Allows for better management of beneficiary/clients' status as regards activities provided and outcomes.
- In-built reporting functionality to transmit reports to donors, national actors/headquarters, and other stakeholders.

5. DATA QUALITY

Data Quality: CITAD data quality initiatives can be categorized into two namely external and internal. While the external Data Quality Assurance (DQA) is led by its funder or their representative, internal DQA is led by **CITAD** staff at Country and State offices.

External DQA led by Donor or donor representative-The core responsibilities of the external assessor are to:

· Coordinate the planning and conduct of the external DQA exercise

· Lead the conduct DQA exercise in selected entities

· Support site improvement and monitoring of improvement plan DQI

Proposed dates, guidelines, DQA tools, team composition and selected sites are communicated to implementing partners. Actual assessment using DQA protocol that measures different attributes including completeness, accuracy and consistency is carried in collaboration with facility staff partners' and officials using a participatory approach. The outcome of DQA based on the scores are reviewed and recommendation are shared with facility management and program staff for appropriate intervention or remediation

Internal DQA led by Headquarters Office-The core responsibilities of the HO led assessment are to:

- Support implementation of external and internal DQA activities across supported CSOs, CBOs and other agencies
- Provide technical assistance to state offices while conducting the DQA activity
- Assist CSOs and CBOs in developing data quality improvement Policy
- Monitor data quality improvement in line with agreed DQI project

Three cycles of internal DQA are carried out annually - one cycle is led by the HO and two cycles by the zonal office though with support from the HO. HO implements DQA in line with the annual work plan using the **CITAD** standard DQA protocol to assess all dimensions of data quality and systems. Through an interactive dashboard on the DQA tool, performance is analyzed and shared with all stakeholders including program and activities delivery staff. Site improvement plans in form of Data Quality Improvement (DQI) projects are thereafter instituted and monitored over time with facility staff taking the lead to ensure ownership and sustainability.

Internal DQA led by Zonal Office- The core responsibilities of the Zone led assessment are to:

- Ensure tools are administered at the CITAD area offices after data collection and validation
- Support external DQA team by ensuring that the reported data are validated with source documents
- Support internal and external DQA

State DQA involves validation of reported data against source documents at selected sites to reconcile discrepancies reported. This tool shows reported data with what was validated, also shows the level of completeness, and accuracy. Correction is transmitted using the Change Management Procedure template to HO and reason for request for approval to reflect the change.

Internal DQA led by CSOs, Donors/Grantors - Core responsibilities are to:

- Ensure all the tools for DQA are available
- Ensure all tools are updated before DQA exercise
- Coordinate other member of the team in the facility for this process
- Preparation of facility for DQA implementation

6. DATA USE AND FEEDBACK

Since the use of data to inform programs is critical, it is important to improve data management systems from being just able to capture and archive data, to ensure that decision-makers have and use the data. Just as the processes for data collection and collation requires the efforts of many individuals within and across different levels in the organizations, the subsequent information should also be made widely available and in a timely manner so that a 'culture of information use' is entrenched. Some approaches to improve data use involve identifying data needs based on program direction, building capacity to monitor, analyze, and communicate results, and improving data quality to foster confidence in decisions.

In this same regard, a feedback mechanism should ensure that those **CITAD** collected the data benefit from the collection as much as those requesting the data. The sharing – or feedback – of information needs to be done from 'top to bottom' and the other way round; can also operate horizontally among stakeholders. **CITAD** encourages information to move up from facility/field levels up to LGA, State, funder to National levels. Sharing among the other providers and management and between facilities, local government, and States is equally important. Finally, it needs to be shared down the information hierarchy – from the Headquarters to the Zonal offices – to the deep field offices - to the staff and volunteer

Data use and feedback is therefore the responsibility of everyone member of staff and management of supported entities.

Data use at all levels should involve the use of program/project bulletin or PowerPoint presentations with graphs, charts, tables prepared and presented at different stakeholders' meetings including donor forum, management meetings, program review meeting, facility review meetings etc. The use of data should guide:

- Program and performance monitoring
- Expenditure analysis, budgeting and resource allocation
- Planning, proposing new strategies and decision making
- Program coordination and process improvement

Data feedback should be participatory and involve all stakeholders. Feedback must be shared using a standard template that tracks responses for the different queries, gaps or inconsistencies. Resolved queries, gaps and inconsistencies are then feedback into the database. All queries must be clearly dated and archived for reference. Data feedback is essential for:

- Improving quality and reporting
- Reprogramming
- Reviewing work/activity plan and strategies
- Identifying activities gaps
- Reviewing guidelines and improving processes

6.1 Table: Showing activity timelines for routine program data *Differs from one project to another based on requirements

S/N	ACTIVITY	Timelines		
		ZONE BASED	AREA OFFICE	
1 .	Data collection and collation	Weekly	20TH -24TH	
2	Data/Report Submission	Weekly	25th	
2.	Data Review	19th - 20th	20TH -24TH	
3.	Data consolidation	19th	23rd -25TH	
4.	Data validation	20th	24th	
4.	Data transmission	5TH	5TH -10TH	
5.	Data Dissemination		25TH (basically at month end)	

6.	Data review meetings	5TH -8TH	5TH -10TH	
7.	M&E monthly validation meeting		Monthly	N/A
8.	Data feedback	1ST -10TH	6TH -20TH	

7. DATA SAFETY AND CONFIDENTIALITY

Every **CITAD** staff and everyone working for or on behalf of **CITAD** is required as a matter of organizational / professional ethics to keep information about beneficiaries/ clients confidential, and to protect the privacy of information about such individuals. To achieve this, it becomes mandatory for everyone to sign an annual confidentiality agreement. The intention is to protect the safety of project recipients and clients and ensure the integrity of the data. Data protection for all **CITAD** project shall be guided by a number of principles adapted from NHS Foundation Trust including that:

1.   Personal data shall be processed fairly and lawfully

2.   Personal data shall be obtained only for one or more specified and lawful purposes and shall not be further processed in a manner incompatible with that purpose

3. Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they were processed

4.   Personal data shall be accurate and where necessary, kept up to date

5.   Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or purposes

6. Personal Data shall be processed in accordance with the rights of the data subjects

CITAD holds data confidentiality as a vital aspect of trust building between the beneficiaries/clients and **CITAD** such that they are confident of their anonymity unless with their consent, as regards display of personal data that can identify them in the course of project information dissemination.

7.1 Data Governance/Management

This implies the exercise of authority, control and shared decision-making (planning, monitoring and enforcement) over the management of data assets. Data Governance is high-level planning and control over data management (DAMA). *Data Management Association.*

Effective data governance serves an important function within the organization, setting the parameters for data management and usage, creating processes for resolving data issues and enabling users to make decisions based on high-quality data and well-managed information assets.

Data stakeholders would officially have access to data for reference and other official purposes. These includes IT officer and M&E manager.

CITAD data management seeks to enable better decision-making, reduce operational friction, protect the needs of data stakeholders, train management and staff to aSPOt common approaches to data issues, building quality standard, repeatable processes, reduce costs and increase effectiveness through coordination of efforts and ensuring transparency of processes as well as a single version of the truth for the organization.

All relevant legal and ethical requirements for the collection, use, and storage of data, especially personal data and sensitive personal data must be complied with in order to ensure the safety of informants/subjects and the privacy of data. If external consultants are contracted to carry out the research, the issue of data collection and storage, transfer, and disposal must be specified in the contract with the consultants.

Unless otherwise indicated, M&E products and data, research transcripts, videos, and other related electronic data should be stored by the commissioning office (CITAD HO) for a two-year period after completion of the project study. Hard copies of data capture sheets, questionnaires, informed consent forms, transcripts, and analysis must be transferred to and kept by the commissioning office for a period of five years. After the expiration of the required time period, the commissioning office must ensure that the destruction of data is done in accordance with relevant legal and ethical requirements adhering to the need for confidentiality and security of data.

If an allegation of research misconduct is suspected or alleged, the lead person at CITAD must refer the allegation to the management at CITAD Headquarters. This team will then take steps to make a finding. A finding of research misconduct requires that there be a significant departure from the accepted practices of the relevant research community; the misconduct be committed deliberately or negligently, and the allegation be proven by a balance of probabilities.

For internal storage purposes, no interview schedules, interview notes, audio or video recordings of data collected may be stored on personal phones or PCs unless access to the areas where the information is stored is restricted to the researchers only.

7.2   Beneficiary Confidentiality SOP

Protecting individuals' Personal Data is an integral part of protecting their life, integrity and dignity. This is why Personal Data protection is of fundamental importance in this policy document. It is necessary to be sensitive to the confidentiality needs of all Beneficiaries

The following practice are to ensure confidentiality of beneficiaries/clients/volunteers/partners;
1. Staff are to maintain a high sense of responsibility and ensure that they do not violate the trust of beneficiaries/clients/volunteers/partners outside the facility walls when they meet outside or meet with persons that know the clients.

2. The beneficiary's information is manned by the M&E/IT personnel and can only be assessed through an approval Process.
3. All beneficiaries' information deployed for any activities must be kept confidential by all staff.

8. Data Storage and Back-Up

Data storage and backup must occur at all levels and in collaboration with the Technical Department, and this must be carried out with clear schedules and designated persons using loss-proof devices and appropriate monitoring systems.

8.1 Head Office Data Storage and Back-Up

Here, several types of data are stored including electronic extracts, aggregate data and Monitoring data. Data can be retrieved for storage using external hard drives, through email exchange, as excel sheets or directly on databases hosted on **CITAD** server. Beneficiaries level data is to be encrypted and backed-up using external hard disk or CD ROM at facility before off-site transmission. In addition, all data must be backed-up in the **CITAD** data repository server. Prior to backing up and storage data must be reviewed and verified to ensure that it meets data quality standards and comply with relevant policies, privacy guidelines and best practices. Appropriate feedback must be provided in cases of quality issues prior to final back-up and storage.

8.2 CITAD STATE OFFICE BACKUP AND STORAGE SCHEDULE

State Office: At **CITAD** zonal offices, prior to backing up and storing data, it must be reviewed for completeness and consistency. Both aggregate and patient level data are backed-up and stored at State Offices on C-drive, external hard drive, CD-ROM and on the **CITAD** central server. Backup and storage are done both on and off-site within specific schedules and guidelines. External hard drive and CD-ROM of back up data from supported entities are stored in the fire and water proof cabinet.

S/N	Type of Data	Where	CITAD	When	MOV
1	Beneficiary /Volunteer/Clients' Registration details	Program Database, Hard Drive, CD-ROM	ICT TEAM and M&E Officers	Baseline	Backup storage

	Monthly Program Reports	Hard Drive, Central Data Repository	ICT TEAM and Program officers	Monthly every Friday	Soft and hard copies
	Donor Reporting Platforms	Specified donor reporting platform	ICT TEAM M&E TEAM	Frequency as specified by Donor	
2	Aggregate Data	Aggregate Database, CD ROM and Hard Drive	ICT and M&E Technical Officers	Weekly, Monthly and Quarterly	Entry Log with date based on access

At CITAD MOs and supported entities like Donor Agencies/Grantors, and Government parastatal, paper-based tools including registers and forms are stored in waterproof and fireproof cabinets. Client level data are backed-up and stored at Google-drive, external hard drive, CD-ROM and on the CITAD website. Back-up and storage are done both on and off-site within specific schedules and guidelines. External hard drive and CD-ROM of back up data from supported entities are stored in the fire and water proof cabinet.

Other levels of supported entities: Backup and storage schedule:

S/N	Type of Data	Where	CITAD	When	MOV
1	Beneficiaries / Clients' Registration	Program Database, Hard Drive, CD-ROM, CITAD Central Data Repository	Electronic data entry volunteers, Database ICT/HI Associate	Baseline	Backup and storage Log

2	Aggregate Data	CITAD Central Data Repository	M&E Associate, Database Associate	Weekly and Monthly	Entry Log
3	Paper based data	Program filing cabinet	Data entry, Program Associate, Database Associate	Daily, Weekly	Entry log

9. Data Retention

Data retention, or *records retention*, is the practice of keeping records for set periods of time to comply with project needs, organisation guidelines, and regulations.

At CITAD, electronic data are retained in hard drives and CD ROM, after every project end the data is archived by the **IT Officer**, while hard copies of data from the area offices are sent to the head office at the end of each project. This is sent by the M&E Assistant to the M&E Officer who retains and archives them for future referencing and decision making.

Annex: Definition of Key Indicators (CITAD Strategic Plan)

1	Performance Indicator
Name of Indicator:	
DESCRIPTION	

Precise Definition(s):

Data Source/Reporting Tool:

2   Performance Indicator
Name of Indicator:
DESCRIPTION
Precise Definition(s):
Data Source/Reporting Tool:

3   Performance Indicator
Name of Indicator: **WASH**

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Precise Definition(s):

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Data Source/Reporting Tool:

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4   Performance Indicator

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Name of Indicator:

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DESCRIPTION

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Precise Definition(s):

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Data Source/Reporting Tool:

5	Performance Indicator

Name of Indicator:

DESCRIPTION

Precise Definition(s):

Data Source/Reporting Tool:

6	Performance Indicator

Name of Indicator:	
DESCRIPTION **Number of ………**	
Precise Definition(s):	
Data Source:	

7   Performance Indicator

Name of Indicator:	
DESCRIPTION **Number of**	
Precise Definition(s):	
Data Source:	

8   Performance Indicator

Name of Indicator:	
DESCRIPTION **Number of ………..**	

Precise Definition(s):

Data Source: