VISION 2020

INTRODUCING MONITORING & EVALUATION IN THE PUBLIC SERVICE

READINESS ASSESSMENT REPORT

May 2009

Executive Summary

As Trinidad and Tobago continues to move towards its long term vision of developed country status, it is imperative that emphasis must be placed on measurement in relation to achieving the goals set out in the Vision 2020 National Strategic Plan. It must be clearly understood that if all sectors of society are to be developed to be on par with other developed countries, we must be able to measure and track our performance. This will not only allow us to know where we are, but also, what is required in order to achieve our national goals.

This Readiness Assessment, seeks to determine the state of 'readiness' or preparedness of Government Ministries/Agencies in an effort to introduce a framework for Managing for Results. More specifically, it examines the requirements for introducing Monitoring and Evaluation (M&E) Units within Ministries/Agencies and Departments.

Objective of Readiness Assessment: This Assessment is intended to provide insight to and assist in the development of a Medium Term Action Plan (MTAP) for Strengthening Results based Management in the Public Sector which will in turn provide a structure by which Monitoring and Evaluation Units can be established within the public sector. In addition, the Assessment also facilitates the refining of Vision 2020 goals, objectives and targets as it relates to monitoring and reporting on progress of Vision 2020 deliverables.

Methodology: In order to obtain the necessary information on the present capacity of the public sector as it relates to M&E, a survey tools was developed for this purpose. Mr. Robert Lahey, of REL Solutions Incorporated, Ottawa, Canada, was contracted to prepare the Medium Term Action Plan (MTAP) for M&E. This first step in the preparation of the Plan was the development of the Survey Questionnaire. The Survey was adapted and modified at three (3) levels. The first for individual Ministries, the second for Central Ministries / Agencies and the third for the Office of the Prime Minister, the Ministry of Planning, Housing and the Environment, the Ministry of Public Administration and the Ministry of Finance.

Findings: The Assessment was generally well received and accepted by all participants drawn from the senior ranks of the public sector. It is anticipated that this Assessment will not only provide the necessary information for the establishment of M&E Units across the public sector, but will also be useful to Ministries/Agencies and Departments as a determination of their capacity to monitor, evaluate and report on projects.

The findings of the Assessment also indicated that there is generally an understanding of the importance of M&E as it relates to projects and programmes of the various Ministries. However, M&E capacity is generally low in terms of the number of persons trained. Further, few persons who have been trained in M&E actually operate in an M&E environment.

As we move towards achieving the Vision for Trinidad and Tobago, emphasis must be placed on our ability to monitor, evaluate and report on policy, projects and programmes. Without such a structure in place, there would be no way to determine successes from failures. Moreover, if failures are not recognised, it cannot be corrected and therefore persists.

1.0 Introduction

An effective and efficient public sector is critical to sustainable development, economic growth and the well-being of all citizens. Both developed and developing countries continue to struggle with the problem of devising and implementing strategies to improve the performance levels of their public sectors. As such, assessing government performance is crucial to an effective, efficient public sector.

It is in this context, that the Government of Trinidad and Tobago signed an agreement with the Inter-American Development Bank (IDB) in May 2007, to access grant funding for the introduction of a system of Managing for Results in the Public Service (the project is entitled PRODEV). The Project has three main components:

- Preparation of a Medium Term Action Plan for the Strengthening of Results Based Management in the Public Sector
- Building consensus about the challenges and benefits of Results-Based Management
- Institutional strengthening of the Ministry of Planning, Housing and the Environment

Significant progress on this project has been achieved with the completion of the Terms of Reference for the preparation of the Medium Term Action Plan. In addition, under the PRODEV facility, a workshop on the development of infrastructure indicators was held in order to identify progress within this sector. A Project Cycle Management training workshop was also successfully held in Tobago, where senior level public servants involved in project/programme management were trained in the fundamentals of project management. Additionally, a workshop was held on Monitoring and Evaluation for Development Intervention which was facilitated by international consultants. This training was designed to strengthen capacity as well as build consensus in the area of Monitoring and Evaluation. A key aspect of this training was the participation by staff of the Public Management Consultancy Division (PMCD), who is responsible for establishing Monitoring and Evaluation (M&E) Units across the public sector.

Additionally, Cabinet agreed to the establishment of M&E Units in all Government Ministries and relevant departments in order to provide support for evidence based decision and policy making. These Units will be responsible for monitoring progress, outcomes and impacts of projects, programmes and policies. An overarching M&E Unit will also be established in the Ministry of Planning, Housing and the Environment, to oversee, coordinate and report on the activities of all other M&E Units. At present, the structure of the overarching Unit as well as a policy for M&E and the guidelines for reporting by Ministries are being developed.

It is therefore, with respect to the first component of the Project that this Assessment was undertaken. The Vision 2020 Programme Management Office assumed responsibility for conducting the Survey throughout the public sector and for the production this Assessment Report.

This Report also builds on a Vision 2020 National Readiness Assessment Study which was conducted in 2007. The 2007 Study examined broadly a number of areas including:

- Adequacy of the project management function in all Ministries
- Extent to which Government's policy and programme formulation are informed by research
- Philosophy and functioning of Government's approach to training
- Assessing M&E Capacity
- Perceptions of senior officers on Vision 2020

2.0 Methodology

2.1 Approach

In an attempt to obtain critical information on the current capacity of M&E within the Public Service, the Survey instrument developed by the consultant of REL Solution Inc. was used (see Appendix 1). The survey was developed to acquire data and information in a systematic manner on issues related to developing and implementing an M&E structure across the public sector.

The Assessment was also conducted at three (3) varying levels including, individual Ministries, Central Ministries/Agencies and the Office of the Prime Minister, The Ministry of Public Administration, the Ministry of Finance and the Ministry of Planning, Housing and the Environment. At the various levels, three broad areas were assessed:

1. Assessing the current capacity to carry out M&E against 'Good Practices'
2. Key Stakeholders with an interest in Monitoring and Evaluation
3. Challenges and Realities to consider in planning for 'Next Steps'

Additionally, the Assessment also obtained critical information related specifically to:

- Human resource capacity as it relates to M&E
- The extent to which evaluations are conducted
- Performance monitoring
- Data collection and development
- Analytical capacity within Ministries to use data
- Reporting of results of Ministries
- Commitment and Leadership

2.2 Selection Criteria and Process

The Assessment focussed on Individual Ministries, including Central Ministries, Government Agencies/Departments, two Special Purpose Companies and two donor Agencies that may be considered as key stakeholders in the M&E environment of Trinidad and Tobago. With respect to the selection process, a memorandum was sent to the respective officials communicating the rationale and objective of the study and requesting the nomination of technical officials, who may be knowledgeable about the use and function of M&E.

2.3 Demographic Profile

Face to face interviews were conducted with forty six (46) officials in over 25 Ministries/Agencies/Departments/Donor Agencies over the period April to May 2009. A list detailing persons interviewed is included at Appendix 2.

3.0 Importance of Measurement

The emphasis placed by many developed countries on Managing for Results emphasises the importance of measurement as it relates to policy, projects and programmes (see Figure....? below). If results are not measured, it would be impossible to determine if we are succeeding or failing. As a result, if projects or programmes are failing, it would be difficult to tell and near impossible to take corrective actions. The idea of introducing results based monitoring and evaluation is essentially to measure how well governments/organisations are performing. The emphasis is on assessing how stated outcomes are being achieved over time. It must be noted however, that results based monitoring and evaluation is only a management tool. Therefore, we must determine this tool would be used and what information would be generated out of the M&E system.
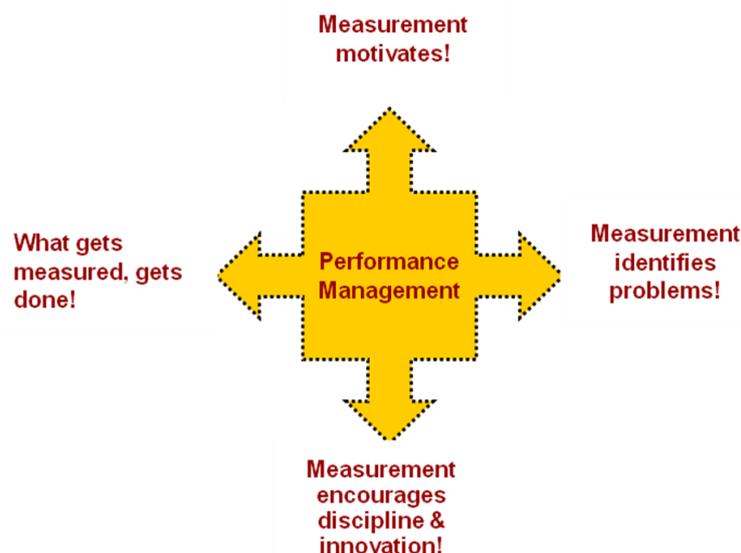

Figure 1.

The central notion to developing and M&E system will be to provide critical information about public sector performance and that it will promote credibility as well as public confidence in the delivery of goods and services by the public sector. Perhaps most importantly, it supports the shift towards greater accountability and transparency by Government.

4.0 Findings

4.1 Assessing M&E. The 2007 National Readiness Assessment Study

The National Readiness Assessment Study of 2007 examined, *inter alia*, the capacity for M&E within the Public Sector. What was recognised in that Report, is that some degree of institutional mechanisms for M&E do exist and resided in several institutions throughout the public sector. However, the effectiveness of these mechanisms is questionable. Additionally, the Office of the Auditor General prepares annual reports detailing management weaknesses and/or financial discrepancies in Public Authorities. However, there is the absence of enforcement as the Auditor General can only make recommendations.

The Report also noted that both the Ministries of Finance and the then Ministry of Planning and Development monitor the performance of projects/programmes under the Public Sector Investment Programme or the development programme. However, the link between performance and budget, resource allocation procedures and performance-based information were not evident. Again, the focus is on efficient 'expenditure' rather than 'value for money' and impacts. Additionally, it was also unclear as to how performance information is fed back into the project cycle. The 2007 Report, also stated that M&E capacity building at that time was insufficient to create a 'culture of evaluation' and that a fragmented approach to M&E across the Public Sector led to duplication of effort and uncertainty across Ministries.

4.2 The Present Scenario (2009): Assessing the Current Capacity to carry out M&E against 'Good Practices'

The findings of the 2009 M&E Readiness Assessment generally indicated that there were very little, if at all any changes within the Public Sector from the Study done in 2007 (*The Vision 2020 National Readiness Assessment Study, 2007)*. The approach to M&E still continued to be fragmented with very minute reporting done on projects and programmes that Ministries/Agencies/Departments were pursuing.

In addition, the understanding of the role and function of M&E varied between and among ministries/departments. In very few cases there was any type of evaluation being done. Moreover, generally, there was no specific M&E training ongoing or planned. In most Ministries/Agencies, there are persons who understand M&E. However, the extent of their understanding was directly related to the training that they received and whether or not they were operating within an M&E environment. The Institute of Business, IPDET, PSA and CDB were identifies as some of the key partner that may assist in developing capacity.

One of the fundamental issues that were raised in the Assessment is the availability of timely, reliable and credible data, or lack thereof. Generally, it was found that data collection on project/programme performance was considerably weak. Moreover, data in most instances was collected insofar as it related to budget expenditure. The role of the Central Statistical Office (CSO) was also questioned by most participants, who indicated that the CSO must play a greater role in national data collection. However, it is anticipated that with the

restructuring of the CSO, there would be improvements to data collection processes and methodologies.

What then is required?

Within the current system, where 'results' information may be collected, it is in most instances used for *operational* purposes. That is, project/programme management. Based on the Assessment, there was no clear indication that such information was used for any *strategic* intent, to inform policy or reporting on performance. Moreover, in the present configuration, there is no system in place for reporting on results.

The question must therefore be asked, *does the capacity exist?* An important contribution of a readiness assessment is developing a profile capacity—identifying both strengths and areas needing support. The capacity as assessed from this exercise is quite thin. For example, from the assessment it is made clear the weakness of the Central Statistics Office—and the near absence of capacity in most ministries and departments.

4.3   Conclusion

As cited in this Assessment, a results-based M&E system must go well beyond managing data. It must also have sustained government leadership that cares about whether effective services are being delivered to citizens. Although it is important to have technically competent program managers overseeing government programs and projects, there must also be strong support at the highest levels of government. Without strong champions willing to assume ownership and agree to transparent, accessible performance information, a results-based M&E system is unlikely to be built and even if it is, it will not be used.

Experiences suggest the need to pilot results-based M&E systems before applying them to the entire government. Pilots can also illuminate political and technical issues that should be addressed at an early stage, clarify supply and demand issues for M&E information, and suggest patterns of use of that information.

In summary, the challenge of designing and implementing a results-based M&E system should not be underestimated. Building such a system requires champions, dedication, and long-term commitment to reform. But this effort also should not be dismissed as overly complicated, demanding, or sophisticated to commence.

TEMPLATE 1

Interview Guide for Consultations with Officials about Vision 2020 M&E Framework

(Individual Ministry)

Background Information

Name of respondent:_____

Position:_____

Organization:_____

Years in current position: _____

Years in organization:_____

Date of Interview:_____

INTERVIEWER:_____

1. Need for and Use of Performance Information and M&E Systems

1.1 Are there any organizations or people that regularly ask for information on how well the programs or projects of your Ministry (or, the government in general) are performing? For example:

- President's Office or other government officials
- National Audit Office
- Donors or other international officials (e.g. World Bank or UNDP)
- Private sector/potential investors
- Media
- Civil society (Citizens, NGOs)
- Other_____

1.2 (i) Do any officials in your Ministry (either at the level of a program manager, senior public servant or the Minister) have requirements for reporting on how well the performance of programs of the Ministry are performing?

1.2 (ii) *If 'YES',* How often does this occur? Are there any performance reports that you can share?

1.3 *If not mentioned above,* Does the 'Performance Report' that each Ministry is required to prepare annually and send to the Cabinet contain information on 'results achieved' by the programs of your Ministry? Do you have a copy of the most recent report for your Ministry that you can share?

1.4 *If not mentioned above,* Does the 'Achievements Report' that each Ministry is required to prepare annually and send to the Ministry of Finance contain information on 'results achieved' by the programs of your Ministry? Do you have a copy of the most recent report for your Ministry that you can share?

1.5 Are there senior officials who would resist requests for collecting information and reporting on the performance of the programs of your Ministry?

If 'YES', Reasons for the resistance?

1.6(i) Are there any changes that are taking place (or planned) across government (for example, the Public Service Reform project) that you would expect to result in a strengthening by your Ministry in their ability to measure, monitor and report on the 'results' being achieved by their programs?

1.6 (ii) *If 'YES',* Please identify. How and when would you expect to see M&E capacity increased? For example, would you expect this to result in creation of a formal M&E unit within the Ministry?

1.7(i) Are there any other government Ministries that you would say represent a good model for using performance-based information to manage their programs and projects?

1.7(ii) *If 'YES',* Please identify and give a contact name.

1.8 Are there any (other) external pressures driving the need for a more systematic collection and assessment of government performance?

2. Roles and Responsibilities for Assessing Performance: Technical Considerations to Support Performance Measurement and M & E

2.1 Does your Ministry collect information on program performance to support budget expenditure decisions or to help you manage your individual programs?

2.2 Within your Ministry, do the following corporate service areas exist:

- Monitoring and Evaluation (M&E)_____
- Quality Assurance_____
- Internal Audit_____
- MIS Directorate_____
- Strategic Planning_____
- Policy/Research_____

2.2 (ii) *For those that currently exist,* what is the role of each?

2.3 What data systems do the planning units within your Ministry have available to use?

- Budget data
- Output data
- Outcome or impact data
- Performance audits
- Financial audits
- Project or program completion reports

Other_____

2.4 What is the nature of this data and the systems?

- Frequency of collection (Annually? Periodic? Other?)
- Perceived quality of the data (High, Medium, Low)
- Is analysis of the data carried out? *If so,* By whom?

- For how long have the systems been in place?

2.5 (i) Does your Ministry undertake or commission evaluations or formal reviews of the performance of projects, programs or policies of their Ministry? Sectoral studies? That is, probing analysis of how 'effective' certain components of the organization are and what results they are producing? Such as:

- Formal evaluation studies?
- Client satisfaction surveys?
- Performance audits?
- Other?_____

2.5 (ii) *If 'YES',* Can we get some examples of completed reports?

2.6 (i) Does the Central Statistics Office (CSO) in Trinidad and Tobago play any role in terms of assisting you in any information gathering that relates to the performance of programs of your Ministry?

2.6 (ii) *If 'YES',* Can you give us the contact name at CSO?

3. Technical Considerations: Capacity Building

3.1 How would you assess the current capacity in your Ministry in each of the following areas:

Area within your Ministry (Any capacity?)	Non-existent	Weak	Moderate but uneven/not enough	Strong
Project and program management				
Data analysis				
Research & Policy analysis				
Setting project and program goals				
Budget management				
Performance monitoring				
Program evaluation				

3.2 (i) Does your Ministry have a dedicated Monitoring and Evaluation (M&E) unit?

3.2 (ii) *If 'YES', clarify size and role*:

(1) How many staff?

(2) How long in existence?

(3) Does the M&E unit carry out evaluations of Ministry programs? Projects? Other?

(4) Are evaluations carried out by the M&E staff? Outside consultants? Both?

(5) Any examples of reports to share?

3.3 Is there a specific individual in your Ministry that I should speak with to gain better insight into the technical capability of the Ministry to carry out M&E studies?

3.4 (i) Is any formal M&E training ever given to staff in your Ministry?

3.4 (ii) *If 'YES',* How frequently? How many people trained in your Ministry? Nature of the training given? Trained by whom?

3.5 Would your Ministry (if it was needed) be willing to finance M&E training for staff and data development as a key part of the capacity building to support an effective M&E system?

3.6 Are you aware of any institutes, research centres, private organizations or universities in the country that could potentially assist in providing technical assistance and training for government staff in performance-based management?

Interview Guide for Consultations with Officials about Vision 2020 M&E Framework

(Central Agency)

Background Information

Name of respondent:_____

Position:_____

Organization:_____

Years in current position: _____

Years in organization:_____

Date of Interview:_____

INTERVIEWER:_____

1. Need for and Use of Performance Information and M&E Systems

1.1 Are there any organizations or people that regularly ask for information on how well the programs or projects of various government Ministries (or, the government in general) are performing? For example:

- President's Office or other government officials
- National Audit Office
- Donors or other international officials (e.g. World Bank or UNDP)
- Private sector/potential investors
- Media
- Civil society (Citizens, NGOs)
- Other_____

1.2 (i) Do any officials across government (i.e. public servants within individual Ministries at the level of a program manager or senior public servant or the Minister) have requirements for reporting on how well the performance of programs of the Ministry are performing?

1.2 (ii) *If 'YES',* Can you identify the specifics? How often does this occur? Are there any performance reports that you can share?

1.3 *If not mentioned above,* Is the 'Performance Report' that each Ministry is required to prepare annually and send to the Cabinet expected to contain information on 'results achieved' by the programs of the individual Ministry? Does that happen? (Usually/Sometimes/Never/Don't know)

1.4 *If not mentioned above,* Is the 'Achievements Report' that each Ministry is required to prepare annually and send to the Ministry of Finance expected to contain information on 'results achieved' by the programs of your Ministry? Does that happen? (Usually/Sometimes/Never/Don't know)

1.5 Are there senior officials who would resist requests for collecting information and reporting on the performance of the programs of specific Ministries of government?

If 'YES', Reasons for the resistance?

1.6(i) Are there any changes that are taking place (or planned) across government (for example, the Public Service Reform project) that you would expect to result in a strengthening by Ministries in their ability to measure, monitor and report on the 'results' being achieved by their programs?

1.6 (ii) *If 'YES',* Please identify. How and when would you expect to see M&E capacity increased?

1.7(i) Are there any government Ministries that you would say represent a good model for using performance-based information to manage their activities and programs?

1.7(ii) *If 'YES',* Please identify_____

1.8 Are there any (other) external pressures driving the need for a more systematic collection and assessment of government performance?

1.9 Do any of the central areas within the government have need for information on the global performance of the country/the economy and its individual Ministries in meeting their objectives? What is the nature of this information? Is such information readily available (timely; comprehensive; good quality)? OR, is there a need to develop/improve data and reporting systems?

2. Roles and Responsibilities for Assessing Performance: Technical Considerations to Support Performance Measurement and M & E

2.1 Do specific Ministries collect information on program performance to support budget expenditure decisions or to help them mange their individual programs?

2.2 (i) Across government, do the following corporate service areas typically exist:

<div align="center">(Not at all/Rare/Often/All Ministries):</div>

- Monitoring and Evaluation (M&E)_____
- Quality Assurance_____
- Internal Audit_____
- MIS Directorate_____
- Strategic Planning_____
- Policy/Research_____

2.2 (ii) *For those that currently exist,* what is the role of each?

2.3 What data systems do the planning units within Ministries generally have available to use?

- Budget data
- Output data
- Outcome or impact data
- Performance audits
- Financial audits
- Project or program completion reports

Other_____

2.4 What is the nature of this data and the systems?

- Frequency of collection (Annually? Periodic? Other?
- Perceived quality of the data (High, Medium, Low)
- Analysis carried out? *If so,* By whom?
- For how long have the systems been in place?

2.5 (i) Do you know of any Ministry that regularly undertakes or commissions evaluations or formal reviews of the performance of projects, programs or policies of their Ministry? Sectoral studies? That is, probing analysis of how 'effective' certain components of the organization are and what results they are producing? Such as:

- Formal evaluation studies?
- Client satisfaction surveys?
- Performance audits?
- Other?_____

2.5 (ii) *If 'YES',* Can we get some examples of completed reports?

3. Data and Data Development

3.1 What role does the Central Statistics Office (CSO) in Trinidad and Tobago play in terms of information gathering that relates to the performance of government programs? (For example, does CSO serve as the focal point to ensure data quality and integrity in the collection, storage and interpretation of all major data collection exercises?)

3.2 Does CSO have any plans to gather data/information that could be used to monitor and report on the progress being made with the Vision 2020 pillars?

3.3 Who within CSO would be a good contact to discuss data availability as it relates to monitoring the Vision 2020 pillars and goals?

3.4 Is the availability and quality of data at the sub-national level (that is, 'local' level) adequate for formal reporting on performance and progress being made against the Vision 2020 pillars?

:**3.5** How frequently does CSO monitor and report on progress against the Millennium Development Goals (MDGs)? Can we obtain the most recent report?

3.6 Does the National Audit Office have any oversight over the quality of the information produced and reported on by government?

4. Technical Considerations: Capacity Building

4.1 How would you assess the current capacity across government Ministries in each of the following areas: (Non-existent/Weak / /Moderate but Uneven/Strong)

- project management and monitoring
- data analysis
- policy analysis
- setting project and program goals
- budget management

- performance monitoring
- program evaluation

4.2 Are you aware of any institutes, research centres, private organizations or universities in the country that could potentially assist in providing technical assistance and training for government staff in performance-based management?

4.3 Can you identify specific individuals who would be useful contacts to gain better insight into the technical capability of the government to measure and report on its performance?

4.4 Is there a logical location in government to situate a 'policy centre' for leading the introduction of Evaluation across government Ministries? Say, in Ministry of Finance or Planning?

4.5 Is any formal M&E training ever given to staff in Ministries? If so, which Ministries? How frequently? How many people trained? Nature of the training given?

4.6 Is the government willing to input new money to finance the training and data development likely needed as a key part of the capacity building to support an effective M&E system?

TEMPLATE 3

Interview Guide Used in Exploratory Discussions with Ministry of Planning Staff re Developing and Implementing an M&E Framework for Trinidad and Tobago

1. Need for and expected use of an M&E system

1.1 What is driving the need for an M&E system? Will its role be strategic? Or, operational?

1.2 What are the key questions that performance information would be expected to answer? (In effect, what kind of information is needed? And, how will the information be used?)

1.3 Who will be benefiting from/using this information?

1.4 How often will the information be needed; i.e. How frequently to gather and report?

2. Commitment from the political level and public & private sector organizations to measure, monitor & report on performance

2.1 Is the leadership at the political level fully supportive?

2.2 Are there people within government and/or the private sector who could serve as 'champions' of performance measurement and M&E development?

2.3 Would there likely be anyone within the senior ranks (Political level? Public sector? Private sector?) who would 'resist' ? What would be their concern or the basis of their resistance?

2.4 Are there any 'incentives' within government or private sector for managers to 'use' performance information?

2.5 Do staff and managers within government ministries know of these efforts aimed at helping institute better performance measurement and M&E systems?

2.6 How would you assess the willingness of public sector organizations (now and in the future) to 'use' performance information:

    (i)   for reporting publicly against their objectives/commitments (i.e. a very public 'progress report' that may inform or raise awareness of the accomplishments of the government or as a high-level accountability report to the nation)?

    (ii)   as an input to help decision-making in managing individual programs?

    (iii)   as an input to higher-level policy deliberations or more strategic-level discussions about public policy?

    (iv)   to help the government make macro-level budgetary decisions?

3. Vision 2020 Development Priorities and Expectations re Key Results

3.1 Is there a broad consensus and understanding of the national goals of Vision 2020? Are these cast in terms of goals for each of the five development priorities?

3.2 Is there any ambiguity around the interpretation of the Vision 2020 objectives?

3.3 Is it well understood how the Vision 2020 goals/objectives link with the objectives, programs and activities of individual government ministries? Broad sectors? Is this documented anywhere?

3.4 Has there been an identification of say 2-4 goals (Key Result Areas) for each the five development priorities of Vision 2020 that could then serve for purposes of monitoring?

3.5 If so, has there been some discussion/determination of what a realistic target might be for each goal?

3.6 Has there been any research conducted to serve as the basis for establishing what might be considered realistic 'targets'?

4. Technical Considerations to Support M&E Framework development & implementation

4.1 Is there any performance measurement/monitoring currently ongoing:

- at the national level?
- within specific government Ministries?
- across specific sectors?
- By the central statistics office?

4.2 If so, what is the nature of the information being collected? Who is collecting it? Is it being reported anywhere? How is it being used?

4.3 Is there any data/information that is being collected on an <u>ongoing and systematic</u> basis across government? If so, by whom?

4.4 What do we know about this data/information?

- Ongoing collection within which Ministries?
- How frequently?
- What is the perceived quality of the data (reliability, timeliness, etc.)?
- Any analysis done on this data? If so, by whom?
- Nature of the data: quantitative or qualitative?
- For how long has this data collection been carried out?
- Where is the data stored?

4.5 What is the quantity and quality of program information (activities, outputs, outcomes) being collected at a <u>sub-national level</u>? Is any analysis of 'local-level' performance carried out? Reported?

4.6 Is there any capacity for carrying out systematic analysis of data (both qualitative and quantitative) that could be used to support the M&E system? If so, where located?

4.7 Is there any consideration of 'evaluation' to support M&E? Who would lead/conduct this?

4.8 Is there a 'national data strategy' or 'data development plan' in Trinidad and Tobago? Is the government willing to invest in data development for an M&E system?

4.9 Have there been any previous attempts to put in place an M&E Framework or monitoring system?

4.10 If so, what are the major 'lessons learned' in terms of going forward with another attempt at developing & implementing an M&E Framework for Vision 2020?

What should be done differently this time to increase the chances of success?

5. Organization and Governance of Vision 2020 and People to Consult

5.1 For each of the 5 Vision 2020 development priorities, who takes the lead in working to build needed data/information systems to support monitoring of progress on each of these priority areas?

5.2 Is the central statistics office a part of this? What role do they play?

5.3 Has any body been designated to coordinate the input of data by all stakeholders? Are they adequately resourced?

5.4 Who are the key people to consult with in the senior ranks? Has there been any previous discussion with them about the development of an M&E Framework?

5.5 Can you identify specific individuals below the Director level who would be useful contacts to gain better insight into the technical capabilities of various parts of the system? For example, people who might have been associated with any form of data gathering; analysis; related work?

MINISTRIES/DEPARTMENTS/AGENCIES	NO. OF PERSONS
Central Statistical Office	1
Community Improvement Services Ltd (CISL)	1
Eric Williams Medical Services Complex (EWMSC)	2
European Union	1
Ministry of Agriculture	1
Ministry of Education	1
Ministry of Energy	2
Ministry of Finance	4
Ministry of Foreign Affairs	1
Ministry of Health	1
Ministry of Legal Affairs	3
Ministry of Local Government	2
Ministry of National Security	1
Ministry of Public Administration	3
Ministry of Public Utilities	2
Ministry of Science,Technology & Tertiary Education	6
Ministry of Social Development	2
Ministry of Sports	3
Ministry of Tourism	1
Ministry of Works	1
National Infrastructure Dev. Co. Ltd (NEDCO)	1
Office of the Attorney General	2
Office of the Auditor General	1
Office of the Prime Minister	3
Total	**46**