Key Elements, Emerging Trends and Promising Practices in Monitoring and Evaluation of Development Results

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Timeline

Early ’70s
Projects (Logframe; Cost-Benefit Analysis)

Mid ’80s
Sectoral Programs (Results Frameworks; Performance Monitoring Plans)

Mid ’90s
Country-Wide and Agency-Level RBM Systems (Medium-term Plans; Annual Reports)

Early ’00s
Multi-County Frameworks (Global Goals; Common Indicators; Development Effectiveness Reports)
Moving from Strategic Planning to RBM

1. Identifying clear and measurable objectives
2. Selecting indicators
3. Setting explicit targets
4. Developing performance monitoring systems
5. Reviewing, analyzing and reporting actual results vis-à-vis targets
6. Using evaluation findings to provide complementary information and explanation
7. Using performance information for accountability, learning, resource allocation decisions, and reporting to stakeholders and partners
2\textsuperscript{nd} Round Reporting Systems
Characterized by Reassessment of:

- Who needs the information and what is the question they are trying to answer?
- What evidence would they find persuasive?
- How accurate is accurate enough?
Key Performance Questions:

- **Alignment** – the relationship between allocation of funding and stated priorities
- **Compliance/Accountability** – the conformance of actual expenditure and results with ex ante commitments
- **Efficiency/Productivity** – the relationship between costs and outputs
- **Coverage/Targeting** – the extent to which designated countries and sub-populations have access to resources and services
- **Excellence** – the quality of outputs
- **Customer Satisfaction** – how well project outputs correspond to client preferences
- **Effectiveness** – the extent to which intended outcomes are achieved
- **Attribution** – the extent to which outcomes can be attributed to specific interventions or policies
- **Cost effectiveness** – the relationship between cost and outcomes, compared to other alternatives
- **Sustainability** – the capacity for results to extend beyond the investment phase
Shifting Relationship Between Monitoring and Evaluation

Traditional View:

- Monitoring is the periodic collection and reporting of information on expenditures, activities, processes and outputs
- Evaluation is a separate and distinct activity that takes place once or twice in a project or program’s life
- Monitoring and evaluation are “objective” third party exercises

Emerging View:

- Monitoring includes the collection of information on outcomes and impact
- “Evaluation” based on analysis of monitoring data supplemented by small studies, should be integrated with program management and done frequently
- Direct involvement of stakeholders in the monitoring and evaluation process can have many benefits
Growing recognition of need for investment in M&E capacity and data sets

- Many “hard to measure” areas such as capacity building
- Lack of established indicators and data sets in many areas
- Number of links (and length of lags) between interventions and outcomes, and weakness of many of the links
10 Current Trends and Promising Practices in Monitoring and Evaluation of Development Results

1) Monitoring tends to squeeze out evaluation, and accountability tends to squeeze out learning

2) Routine monitoring data is frequently underutilized

3) There is often more to learn from “outliers” than from averages

4) The timing and periodicity of information are critical to its usefulness

5) Increased use of 3rd party measures and “common indicators” is a mixed blessing

6) Targets are compelling to many stakeholders but used by relatively few governments

7) Comparisons are widely seen as more revealing than descriptions

8) Balanced scorecards and client surveys are receiving increased attention, use and support

9) Many governments and donors have invested heavily in IT platforms to support RBM and increased accountability, but have not yet seen the expected benefits

10) System integration and management use of performance information are relatively primitive; links to budgeting are increasingly evident; links to personnel performance are less so