Presentation
on
Results-Based Monitoring
and Evaluation

কমিটির গঠন ঃ

১)	সচিব, আইএমইডি	- আহবায়ক
২)	প্রধান, সিপিটিইউ	- সদস্য
৩)	প্রধান, শিক্ষা ও সামাজিক সেক্টর	- সদস্য
৪)	মহাপরিচালক, মূল্যায়ন সেক্টর	- সদস্য
৫)	যুগ্ম-প্রধান (এসইসি-একনেক অনুবিভাগ)	- সদস্য
৬)	প্রতিনিধি, অর্থ বিভাগ	- সদস্য
৭)	প্রতিনিধি, সাধারণ অর্থনীতি বিভাগ, পরিকল্পনা কমিশন	- সদস্য
৮)	প্রতিনিধি, কার্যক্রম বিভাগ, পরিকল্পনা কমিশন	- সদস্য
৯)	প্রতিনিধি, পরিসংখ্যান ও তথ্য ব্যবস্থাপনা বিভাগ	- সদস্য
১০)	পরিচালক, সমন্বয় ও এমআইএস	- সদস্য সচিব

কমিটির কার্যপরিধি ঃ

১) কমিটি এ যাবৎ Result Based Monitoring & Evaluation (RBME) সংক্রান্ত যেসকল কার্যক্রম গৃহীত হয়েছে তা পর্যালোচনা করবে;

২) কমিটি পাইলট ভিত্তিতে RBME এর বাস্তব প্রয়োগের লক্ষ্যে কয়েকটি মন্ত্রণালয়/বিভাগ ও প্রকল্প নির্বাচন করবে;

৩) কমিটি 'Strengthening Monitoring & Evaluation Capabilities of IMED (SMECI)' শীর্ষক প্রকল্পের সংস্থানের আলোকে পাইলট ভিত্তিতে কয়েকটি গুরুত্বপূর্ণ সেক্টরে RBME এর প্রয়োগের উপায় উদ্ভাবন করবে;

৪) কমিটি পরিকল্পনা কমিশন ও বিভিন্ন মন্ত্রণালয়/বিভাগে RBME সংক্রান্ত কার্যকমের সমন্বয় সাধন করবে এবং প্রয়োজনীয় পরামর্শ প্রদান করবে;

৫) কমিটি ষষ্ঠ পঞ্চবার্ষিক পরিকল্পনার আলোকে RBME সংক্রান্ত সকল কার্যক্রম পরিচালনা করবে এবং বিভিন্ন সেক্টর/প্রকল্পভিত্তিক নির্ণায়ক (Indicator) নির্ধারণের জন্য পন্থা উদ্ভাবন এবং এ সংক্রান্ত একটি নির্দেশিকা (Guideline) প্রণয়ন করবে;

৬) প্রয়োজনে কমিটিতে নতুন সদস্য কো-অপ্ট করা যাবে।

MONITORING

CAN BE DEFINED AS A PROCESS OF

MEASURING ---
RECORDING ---
COLLECTING ---
PROCESSING ---
COMMUNICATING ---

INFORMATION TO ASSIST MANAGEMENT IN
DECISION MAKING.

THE PURPOSE OF PROJECT MONITORING IS TO SEE:

1.A.   THE EXTENT TO WHICH A PROJECT'S INPUTS ARE BEING USED.

1.B.   WHETHER TASKS/ACTIVITIES ARE BEING CARRIED OUT

ACCORDING TO BUDGET AND SCHEDULE.

2.   WHETHER THE INTENDED OUTPUTS ARE BEING PRODUCED ON AND WITHIN THE TIME AND IN COST EFFECTIVE MANNER.

3.   WHETHER PROTECT BENEFITS ARE REACHING THE INTENDED POPULATION I.E. BENEFICIARIES.

RESULTS-BASED MONITORING

- Results-based monitoring (what we call "monitoring") is a <u>continuous process</u> of collecting and analyzing information to compare how well a project, program, or policy is being implemented against expected targets.

Results-Based Evaluation

- Results-based evaluation is an assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact, and sustainability

Summary

1. Monitoring and evaluation are two separate, but interrelated strategies to collect data and report the findings on how well (or not) the public sector is performing

2. Each provides a different type of performance information

3. Both are needed to be able to better manage policy, program, and project implementation
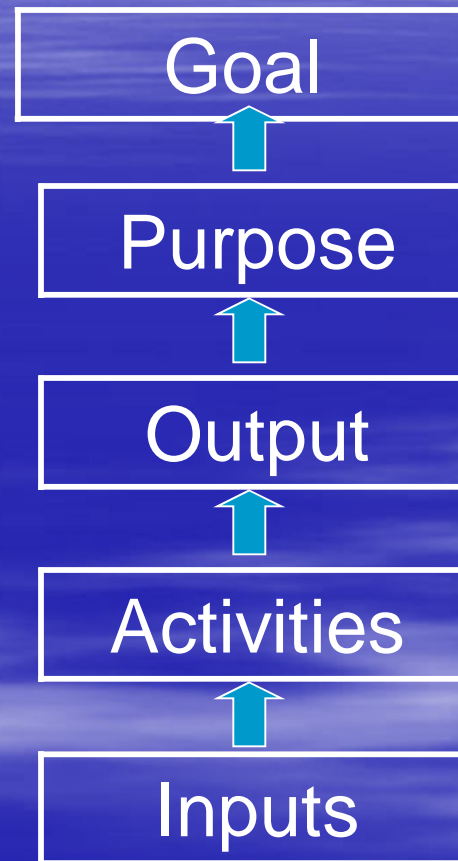
LOGICAL FRAMEWORK

NARATIVE SUMMARY(NA)	OBJECTIVELY VERIFIABLE INDICATORS(OVL)	MEANS OF VERIFICATION(MCV)	IMPORTANT ASSUMPTIONS (IAS)
GOAL			
PURPOSE			
OUTPUT			
INPUT ACTIVITIES			
RESOURCES			

HIERARCHY OF PROJECT OBJECTIVES AND THE CAUSAL LINKAGE

THEN Goal

GOAL
To Maintain Life

DEVELOPMENT PROGRAMME HYPOTHESIS

IF Purpose

THEN Purpose

PURPOSE
Thirst Satisfied

DEVELOPMENT PROGRAMME HYPOTHESIS

IF Outputs

THEN Outputs

OUTPUTS
A Sufficient Quantity of Water Drank

IMPLEMENTATION HYPOTHESIS

IF Activities

ACTIVITIES	INPUTS
	Drinking Water and Container

THE VERTICAL LOGIC OF PROJECT OBJECTIVES HIERARCHY

Goal

↑

Purpose

↑

Output

↑

Activities

↑

Inputs

What is an Objective ?

Objectives are the specific results we desire.
An objective expresses a proposed change
Which is:
- Measurable
- Observable

Objectives are derived from problem analysis and objective analysis

INPUT

- HUMAN
- MATERIALS
- FINANCIAL
- ETC

ACTIVITIES

- Substantive tasks carried out by project staff within the framework of a work program, budget, etc.

- Means of transforming inputs to outputs.

E.G:
1.1 Choose the sites
1.2   Organize village workers
1.3 Dig wells

2.1 Develop curriculum
2.2 Recruit health workers
2.3 Conduct training

OUTPUT

The specific contributions to the attainment of project purpose, resulting from management of project activities

E.G:

1.Clean water provided to 60% of villages in N.W. Region

2.Health workers trained

PURPOSE

- What we expect to achieve as a direct result of the project.
- This lies outside direct project management control
  E.G: Hygienic practices adopted by rural population

Goal

This is the national/sectoral aim and the ultimate objective for which the project is undertaken:

THE ULTIMATE IMPACT THE PROJECT AIMS TO ACHIEVE

E.G: Illnesses caused by drinking impure water eliminated

INDICATORS FOR MONITORING

- **OPERATION AND PERFORMANCE INDICATORS**

- **INDICATORS OF EXTERNAL CONDITIONS**

- **IMPACT INDICATORS**

OBJECTIVELY VERIFIABLE INDICATORS(OVI)

- PERFORMANCE STANDARD AND EVIDENCE

- -QUANTITY   -HOW MUCH
- -QUALITY   -HOW WELL
- -TIME   -BY WHEN
- -LOCATION/AREA   -IN WHAT PLACE

- PROVIDE A BASIS FOR MONITORING AND EVALUATION

INDICATOR SHOULD BE

- MEASURABLE
- PLAUSIBLE
- TARGETED
- INDEPENDENT

Primary Education Sub-sector

Selected Output Indicators

1. Number of children with physical disabilities

2. Number of children per teacher

3. Number of classrooms constructed

4. Percentage of teachers with Certificate in Education

Outcomes Indicator

1. Gross intake rate
2. Net intake rate
3. Gross enrolment rate
4. Net enrolment rate
5. Repetition rate
6. Dropout rate
7. Years input per graduate
8. % of GS children having specified level of literacy and numeracy

Impact Indicator

- Years of schooling and income,
- Fertility, nutrition
- Maternal mortality/morbidity
- Child mortality

Non Formal Education Sub-sector

Selected Output Indicators

1. Number of learning centers

2. Number of qualified trainers

3. % of illiterate adults covered

4. % of non-enrolled/dropouts covered

Outcomes Indicator

1. % Adult Literacy (15 to 24)
2. % Adult Literacy (24 to 45)
3. No. of children (5-14yrs) in hazardous labour

ASSUMPTIONS are:1

- EXTERNAL FACTORS OR VARIABLES: WHICH MUST EXIST IF THE PROJECT IS TO SUCCEED BUT WHICH ARE NOT UNDER THE DIRECT CONTROL OF PTOJECT IMPLEMENTORS.

ASSUMPTIONS are:2

- VARIABLES

"IF –THEN RELATIONSHIP INVOLVING UNCERTAINTY"

E.G. IF ACTION 'A' IS DONE AND ASSUMING VARIABLE 'V' OCCURS, THEN A SPECIFIC RESULT 'R' WILL OCCUR.

ASSUMPTIONS are:3

- USED TO LINK AN OBJECTIVE AT ONE LEVEL OF THE LOGFRAME TO AN OBJECTIVE AT THE NEXT HIGHER LEVEL.
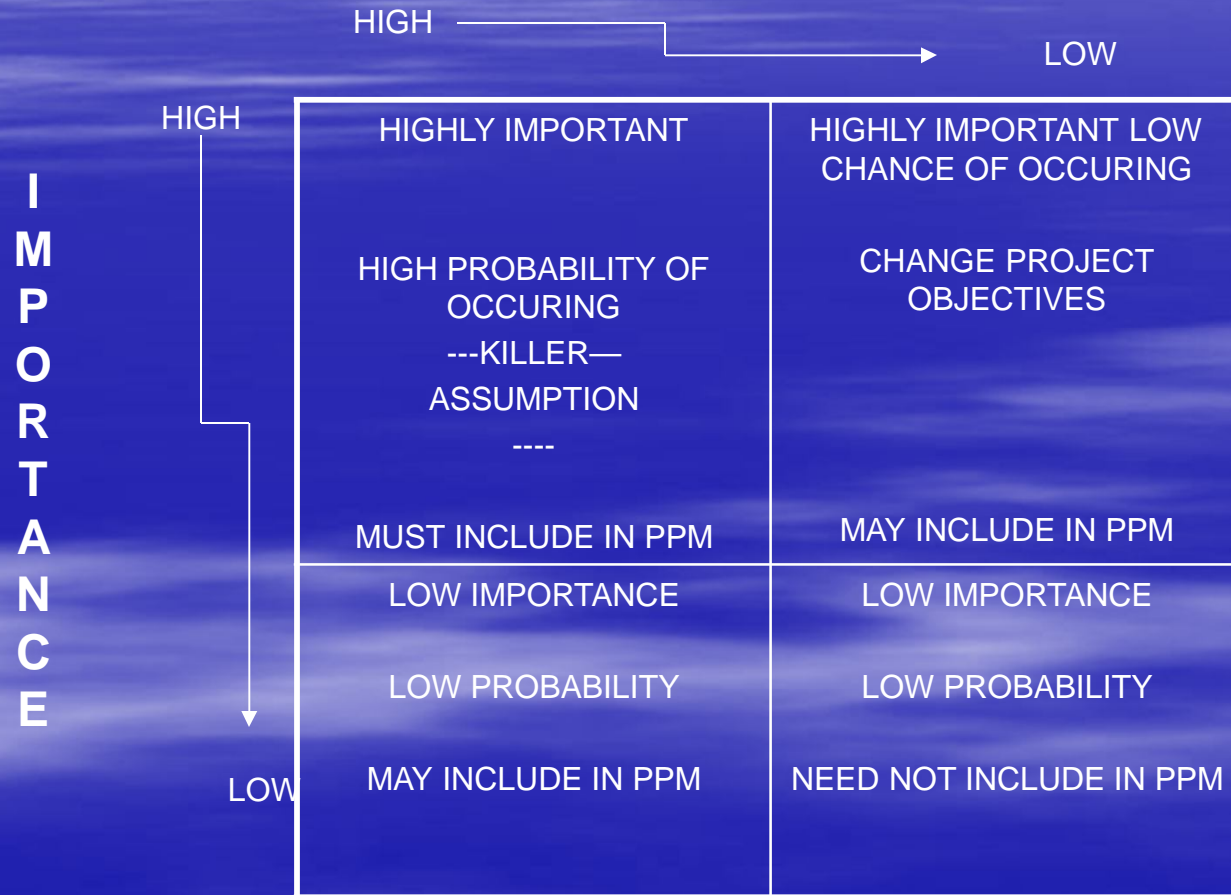
Risk Assessment Matrix

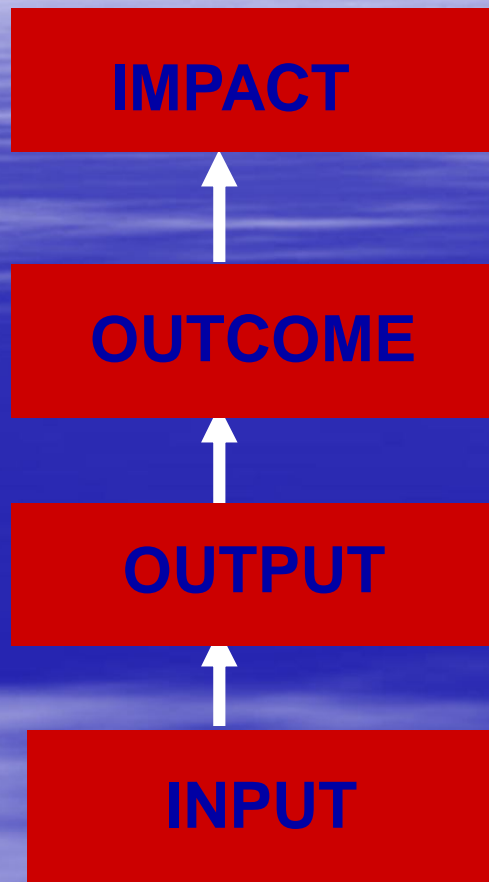| IMPACT	Likelihood				
	VL	L	M	H	VH
VH	Medium	High	High	Very High	Very High
H	Low	Medium	Medium	High	Very High
M	Low	Medium	Medium	Medium	High
L	Very Low	Low	Medium	Medium	High
VL	Very Low	Very Low	Low	Low	Medium

Risk Response

❑ Modify Objectives

❑ Use Alternative Technology/Method

❑ Change Management Method

❑ Strengthen Management

❑ Reduce Interdependence

❑ Increase Resources

❑ Avoid Problem by Working Round It

TESTING ASSUMPTIONS

PROBABILITY

HIGH ─────────────────────────────▶ LOW

IMPORTANCE

HIGH

	HIGH	LOW
HIGH	HIGHLY IMPORTANT HIGH PROBABILITY OF OCCURING ---KILLER— ASSUMPTION ---- MUST INCLUDE IN PPM	HIGHLY IMPORTANT LOW CHANCE OF OCCURING CHANGE PROJECT OBJECTIVES MAY INCLUDE IN PPM
LOW	LOW IMPORTANCE LOW PROBABILITY MAY INCLUDE IN PPM	LOW IMPORTANCE LOW PROBABILITY NEED NOT INCLUDE IN PPM

RBME FOR HEALTH SECTOR

IMPACT

OUTCOME

OUTPUT

INPUT

- Increased Public Standard of Health, Increased productivity, Increased Life expectancy.

- Improved health facilities, Reduction in mortality rate.

- Hospital

- Budget, Human Resources, consultancy, Infrastructure.

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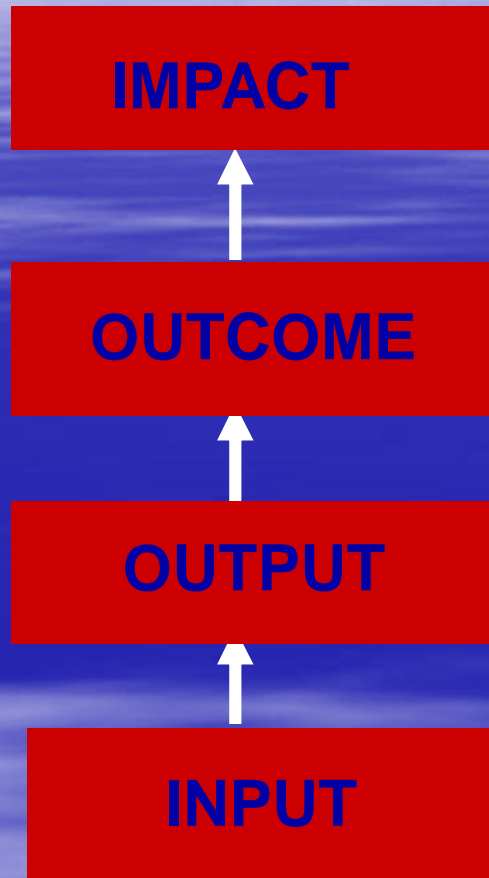
IMPACT	→	• Employment ,Trade, Migration
↑		
OUTCOME	→	• Tonnes of Cargo Loaded/ Unloaded
↑		
OUTPUT	→	• Kls of Road
↑		
INPUT	→	• Budget, Human Resources consultancy Infrastructure.

Designing Good Evaluations

"Better to have an approximate answer to the right question, than an exact answer to the wrong question."

Paraphrased from statistician
John W. Tukey

"Better to be approximately correct than precisely wrong."

Paraphrased from
Bertrand Russell

SITUATION ANALYSIS

- In Bangladesh, IMED is the Central M&E Institution. Here practiced monitoring system seems to be focused on tracking money spent against project's events.

- M&E rarely includes ultimate results and socio-economic impacts on beneficiaries.

- RBME requires that projects results be defined monitored and evaluated. Contribution of each project be assessed to attain progress of sectoral targets of the 6th FY Plan and goals of MDGs by the year 2015.

Vision
(What do IMED aspire to be?)

❑ In 2015 IMED excels in the practice and management of monitoring and evaluation with core organizational competences in programme monitoring and evaluation, mass communications and project information systems it advises other government organizations on programme design and measurement.

Mission (Why is IMED?)

❑ The IMED monitors and evaluates the performance of revenue and development investment by collecting and analyzing information on project and programme results orginating from implementing organizations.

❑ Analysis of the performance of ministries and sectors against agreed targets is provided to Executive Committee of the National Economic Council, line ministries and other concerned parties whenever necessary.

❑ Wherever possible IMED seeks to explain why sector or ministry performance targets have not been met by careful analysis of programme outcomes. IMED provides this analysis to the relevant bodies so that they can improve their performance if necessary.

IMED implemented the ADB assisted project, 'Strengthening Result Based Monitoring & Evaluation (RBME) Project (2007-2009)
Some of the Outputs of the Project were:

❑ Strategic Plan (2008-2013) shifting from progress monitoring to RBME.

❑ MIS Expansion Plan and establish linkages with other stake holders

❑ Capacity Building and Training Plan for IMED

❑ Capacity Building and Training Plan for FAPAD

❑ Subsequent support to IMED for Implementation these plans.

Projects Implemented for Readiness Situation

- SPPP - Financed by ADB from 1999-2006
- RBME - Financed by ADB from 2007-2009
- PPRP - Financed by IDA from 2002-2006
- PPRP II - Financed by IDA from 2007-2016
- SICT - Financed by GOB from
- ASICT - Financed by UNDP from
- Integration of Population & Gender into National & Sectoral Planning (UNFPA)

RBME at Project Level (Pilot Basis)

- Baseline and Benchmark
- Introduce Rewards and Sanctions Based on
  - Financial Progress
  - Physical Progress
  - Audit Objections
  - IMED Observations
  - Monitoring Reports
  - Project Delay/Cost Over-run
- Reward and Sanctions may be
  - **Non-monetary (Appreciation or Depp. Letter)**
  - **Monetary (Promotion or Higher Scale)**
  - **Foreign Tour, Etc.**

Steps to be taken

❑ Ensure proper Design and Monitoring Frameworks (Logical Frameworks) are included in all Development Project Proformas (DPPs)

- Order issued to all executing agencies instructing that all DPPs must include Design and Monitoring Frameworks with indicators to the standards specified in the guidelines from December 2008.

- Evaluation Wing in conjunction with each relevant sector has begun to review all new Design and Monitoring Framework indicators and give written feedback from January 2009.

❑ Outline monitoring framework and evaluation framework for projects and programmes.

- Effective delineation of roles and responsibilities between executing agencies, line ministries, IMED, Planning Commission, Finance Division and Development Partners in the process of project and programme monitoring and evaluation (recognising that monitoring and evaluation are distinct processes) proposed by September 2008.

Steps to be taken

❑ Collect data on project inputs, outputs, outcomes and impacts according to Design and Monitoring Frameworks

- IMED PMIS restructured to include quantitative and qualitative fields on project results (outcome and impact) as defined in Design and Monitoring Framework by June 2009.

❑ Verify project information supplied by executing agencies.

❑ Produce analytical reports (ie reports explaining progress or lack of progress) to NEC, ECNEC (special meetings dedicated to monitoring and evaluation issues) and ministries.

Steps to be taken

❑ Participate in the formulation and review of Medium-Term Budget Framework (MTBF) targets, ADP sector plan indicators, NSAPR monitoring indicators (Ensure that all are consistent)

- Report to Minister for Finance and Planning on consolidated national public performance (results based) management system prepare by June 2010.

❑ Prepare and implement evaluations strategy for programmes and sectors/ministries

❑ Provide public sector investment performance reports

Communicating Results to the Public

❑ Policy on public performance (results based) management implemented by June 2013.

❑ Formulation of communications strategy on public sector results (to media, public, development partners.

Procedural Steps towards a Results-based M&E System

- Readiness assessment :
  - ❑Institutional Capacity
  - ❑Political will
  - ❑Commitment
  - ❑Leadership
  - ❑Champion
  - ❑Deployment of resources

Procedural Steps towards a Results-based M&E System

- Agreeing on outcomes to monitor:
- Selecting key indicators to monitor success:
- Baseline data on indicators:
- Monitoring for results:
- Emphasizing the role of evaluation:
- Reporting the findings:
- Using the findings:
- Sustaining the M&E system within the organization:

Thank You

Local Government Engineering Division

Outcomes

- Constructions: Kms of rural roads constructed**6**

- Maintenance: Percentage of the network in good condition (IRI<4)

- Number of river jetties and pontoons constructed

- Number of markets constructed