Using Monitoring and Evaluation Methods and Tools for Effective Public Sector Management: Some International Experiences

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Monitoring and Evaluation as a Core Function of Public Sector Management

“No regime can effectively govern or manage its fiscal resources well if it does not invest in the evaluation of what government does ("its programs") and how it performs ("the effectiveness") of its programs. Neither ignorance of performance nor blind eye to performance is ever a recipe for good governance”

A document from the treasury Board of Canada
Recognizing Monitoring and Evaluation as a Core Function of Public sector Management

- Monitoring and evaluation is a core function because it attempts to ascertain and assess the effectiveness of government programs in achieving the expected results, outcomes and impacts.

- The Business of government is to anticipate the needs of the population by providing programs of various kinds to achieve the desired results.
Recognizing Monitoring and Evaluation as a Core Function of Public Sector Management, Cont’d

- Government should be responsive to the needs and priorities of its citizens

- But can government be responsive to the needs and priorities of its citizens if the programs it initiates for their benefit are not effective?
Recognizing Monitoring and Evaluation as a Core Function of Public Sector Management, Cont’d

- Government should be accountable and responsible in the spending of public monies or resources – Ministers and officials must exercise fiscal discipline

- If programs are not effective in achieving results, they may matter less – An ineffective program is a waste of public money
Recognizing Monitoring and Evaluation as a Core Function of Public Sector Management, Cont’d

• How do we know if government or development programs are being effective or are having the desired results?

• Application of time-tested monitoring and evaluation methods, tools and strategies is critical to assessing overall effectiveness and efficiency of programs
Recognizing Monitoring and Evaluation as a Core Function of Public Sector Management, Cont’d

• Monitoring and evaluation is not a fad. It is not an optional method or technique.

• It is a core function of governance and management.

• Good governance and management require ongoing monitoring and evaluation of policies and programs.
Embedding Program Evaluation in the Decision-Making Process

- Ideally, a critical test of decision-making is how real evidence is brought to bear on the decision-making.

- Embedding or integrating monitoring and evaluation in decision-making requires that there be a corporate policy or a whole government requirement that evaluation is conducted and that the findings/evidence from it is used in decision-making.
Some International Experiences

- Monitoring and evaluation as a core function of public sector management was introduced in some OECD countries such as Australia, Canada, Britain and USA over three decades ago.

- Recently, developing countries in Africa, Asia, Latin America and the Caribbean are integrating M&E into public sector management.
Some International Experiences, Cont’d

- We will focus on two examples, Canada and Trinidad and Tobago

Canada

- The monitoring and evaluation system in the Federal Government of Canada is anchored in a government-wide policy first introduced in 1982 and revised in April 2001
Some International Experiences, Cont’d

The Policy is based on three fundamental principles, namely:

• that achieving and accurately reporting on results is a primary responsibility of public service managers;

• that rigorous and objective evaluation is an important tool in helping managers to manage for results; and

• that departments with the support of the Treasury Board Secretariat, are responsible to ensure that the rigour and discipline of evaluation are sufficiently deployed within their jurisdiction.
Managing for Results

- The policy stipulates that managing for results is the prime responsibility of public service managers who must focus their attention towards results achievement.

- Managers are held accountable for their performance to higher management, to ministers, to Parliament and to Canadians.
Some International Experiences, Cont’d

Evaluation as a Management Tool

Monitoring and evaluation is seen as an important tool that can help managers to objectively evaluate program or policy results.

The Canadian M&E policy identifies two main purposes of evaluation:

• to help managers design or improve policies, programs and initiatives; and
Some International Experiences, Cont’d

• to provide, where appropriate, periodic assessments of policy or program effectiveness, of impacts both intended and unintended, and of alternative ways of achieving expected results

Application

• All Canadian Federal Departments and Agencies are required to set up M&E units
Some International Experiences, Cont’d

Role of the Treasury Board Secretariat

• It provides leadership, guidance and support to the practice of evaluation through the Centre of Evaluation Excellence

• It must use evaluation results where appropriate in decision-making at the centre;

• It sets standards- Annex B of the Policy contains key standards and guidance

• It monitors evaluation capacity in the government and where necessary improve upon it.
Some International Experiences, Cont’d

Trinidad and Tobago

A sector specific M&E system, focusing on the social sector

A monitoring and evaluation policy for the social sector was approved by Cabinet in June 2005
Some International Experiences, Cont’d

Purpose of the Policy

• It seeks to place the practice of monitoring and evaluation within the broader Government management accountability framework and to clarify the roles and responsibilities of the Ministry of Social Development and other social sector ministries and departments.

• The policy underpins an integrated monitoring and evaluation system for the social sector, which is decentralized in approach; with ministries and agencies undertaking most M&E functions for their respective interventions.
Some International Experiences, Cont’d

Classification of Social Interventions

Social interventions are classified by expenditure. For example, interventions incurring expenditure of $10,000,000 per year is subjected to a more stringent monitoring and evaluation than interventions costing $500,000.
Some International Experiences, Cont’d

Key Features of the Integrated M&E System:

- Evaluation Policy and Standards
- Tools series and Self Assessment Modules
- Program Management Information System
- Multi-Year Evaluation Plan
- Evaluation Review and Assessment
- Evaluation Information System (EVIS)
- Dissemination of Evaluation Findings/Information through website, Newsletters, Annual Review, etc.
Some International Experiences, Cont’d

Tools

- Guidelines for Assessing Proposals for New Projects
- Seven Steps to Planning and Conducting a Useful Evaluation
- Guidelines for Conducting an Evaluation Assessment
- Self Assessment Modules
Some International Experiences, Cont’d

Self Assessment Modules

A self-assessment module is a toolbox designed to provide program managers with a simple tool for assessing how well services are delivered and impacting on the lives of the beneficiaries.

- There are eight self-assessment modules:
Some International Experiences, Cont’d

- Project Completion Reports
- Social Sector Initiative Status Reports
- Physical Aspects of Service Delivery Points
- Client Reception
- Counseling
- Client Satisfaction Survey
- Assessment of Core Competencies of Service Providers
- A Tracer Study Instrument
Key Lessons

- Need for an M&E Policy either Government wide or sector specific to anchor the M&E Function
- Need for a center of excellence to provide leadership, guidance and support to the practice of evaluation
- Need for a tool kit and standards (e.g. self-assessment modules)
End of this Presentation

Thank you!