

# Good-Practice Government Systems for Monitoring and Evaluation

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## *Main Uses of Monitoring and Evaluation (M&E) in Government*

1. Performance-based budgeting
2. Sector planning and policy development
3. Better management of programs, projects and activities
4. For accountability purposes

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## *Why Are More Developing Countries Building M&E Systems?*

- Demonstration effect of OECD countries
- Demonstration effect of leading developing countries
- Dissatisfaction that increases in government spending not matched by increases in services provided
- Accountability pressures
- Donor pressures – MDGs, PRSPs
- Examples of influential evaluations

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## *An Example of a Well-Performing National M&E System – Chile*

- system run by powerful ministry
- many performance indicators
- 12 rapid evaluations per annum
- 4 rigorous impact evaluations p.a.
- 1-2 comprehensive spending reviews p.a.
- very high utilization of this M&E information – Chile's system is highly cost-effective

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## Chile's Use of M&E Information

### Utilization of government evaluations -- 2000 to 2005

Minor adjustment of program, e.g. improved info system	Major change in management processes e.g. new targeting criteria, new management info system	Substantial redesign of program or of organizational structure	Institutional relocation of program	Program termination	TOTAL
24%	38%	24%	5%	9%	100%

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## Many Lessons from International Experience in Building Government M&E Systems

For example:

- value of conducting a diagnosis of M&E
- understand costs and benefits of work to strengthen an M&E system
- dangers of "technocratic" approach
- importance of demand
- avoid over-engineering the system
- many other lessons .....

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## *Some Commonly-Asked Questions*

- How can the demand for M&E information be increased?
- How can a system for M&E be introduced progressively, rather than all at once?
- How many performance indicators should my agency or government collect?

Many other questions: see book on *How to Build M&E Systems to Support Better Government*

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## *Data Collected But Not Used: Too Much Data, Too Little Information*



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## *Useful Resource Materials*

Keith Mackay, How to Build M&E Systems to Support Better Government, World Bank, 2007.

[http://www.worldbank.org/ieg/ecd/better\\_government.html](http://www.worldbank.org/ieg/ecd/better_government.html)

World Bank, Monitoring & Evaluation: Some Tools, Methods & Approaches, 2004.

[http://lnweb18.worldbank.org/oed/oeddoclib.nsf/24cc3bb1f94ae11c85256808006a0046/a5efbb5d776b67d285256b1e0079c9a3/\\$FILE/MandE\\_tools\\_methods\\_approaches.pdf](http://lnweb18.worldbank.org/oed/oeddoclib.nsf/24cc3bb1f94ae11c85256808006a0046/a5efbb5d776b67d285256b1e0079c9a3/$FILE/MandE_tools_methods_approaches.pdf)

World Bank, Influential Evaluations: Evaluations that Improved Performance and Impacts of Development Programs, 2004.

[http://lnweb18.worldbank.org/oed/oeddoclib.nsf/24cc3bb1f94ae11c85256808006a0046/67433ec6c181c22385256e7f0073ba1c/\\$FILE/influential\\_evaluations\\_ecd.pdf](http://lnweb18.worldbank.org/oed/oeddoclib.nsf/24cc3bb1f94ae11c85256808006a0046/67433ec6c181c22385256e7f0073ba1c/$FILE/influential_evaluations_ecd.pdf)

World Bank website on Building Government Systems for Monitoring and Evaluation: [www.worldbank.org/ieg/ecd/](http://www.worldbank.org/ieg/ecd/)

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