

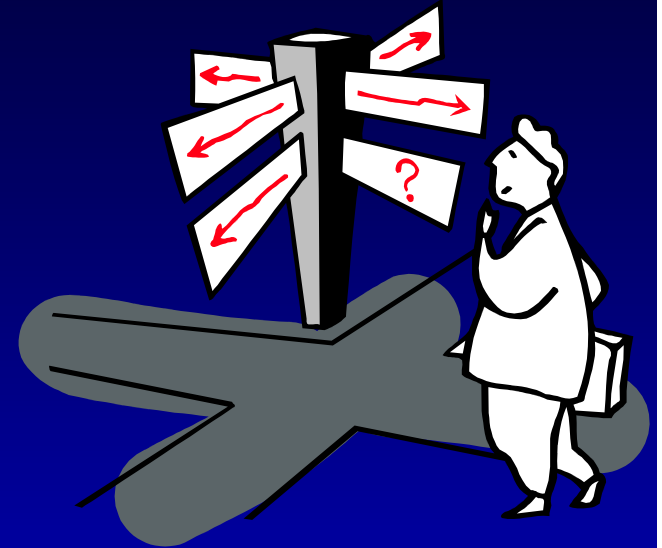
Building M&E Systems to Support Better Government

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Overview

1. What is good govt?
2. Why build M&E systems?
3. Managing for results
4. Characteristics of an effective M&E system
5. Principles for building M&E systems
6. Emerging lessons



What is good govt?

Functions of the State

- To ensure social order/harmony
- To encourage & protect citizenship i.e. the legal, democratic, and social rights of individuals and groups
- To carry out the wishes of the people, i.e. the pursuit of collective values as expressed through legislation, official Government policy, and budget allocations
- To protect natural resources and the environment
- To promote economic development.

Note: it is easy to imagine that these functions will often be in conflict.

good govt cont...

Role of Executive Government

- To carry out the functions of the state on behalf of parliament and the people
- To display responsible government i.e. good governance, sound stewardship

Why build M&E systems?

M&E is not an end in itself. Governments and organizations build monitoring and evaluation systems because they believe that such systems will help them to improve their governance/performance.

In particular ...

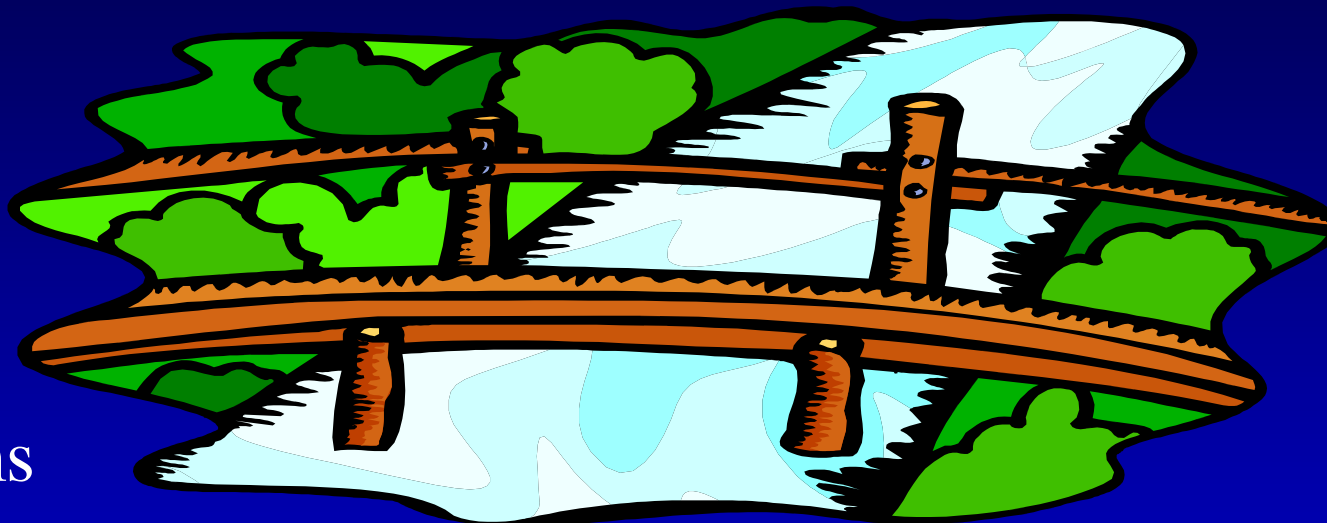
M&E systems ...

M&E can be used to support:

- 1.** Planning & policy making
- 2.** Program improvement / management
- 3.** Resource allocations, budgeting
- 4.** Government control, coordination
- 5.** Accountability, transparency
- 6.** Participation by civil society.

M&E systems ...

M&E
systems



better
govt

via managing for results

- evidence based policy making
- evidence based management
- evidence based accountability

Managing for Results

Managing for results in the public sector involves 5 steps:

1. developing a consensus among relevant stakeholders about what needs to be accomplished;
2. design and implement programs that have the potential to achieve the intended outcomes;
3. evaluate the implementation and performance of these programs from a variety of value perspectives;

results ...

4. use the information obtained from these evaluations to stimulate higher performance; and
5. communicate the value of programs to policy makers, to those who influence resource allocation and to others who have a stake in the effectiveness of public sector programs.

Characteristics of an effective M&E system

- The production of (suitable) quality performance information in a cost-effective manner
- A high level of utilization
- Linking M&E into planning, budgeting, policy making, & reporting processes ⇒ institutionalization ⇒ sustainability over time as governments & officials change.

Principles for Building M&E Systems

1. Building blocks

- Political will for change; driving forces, supporters and opponents, winners and losers; building M&E capacity is primarily a political (not technical) task
- Enabling environment; culture, incentives, (demand is the key)
- Vision & purpose; many options exist

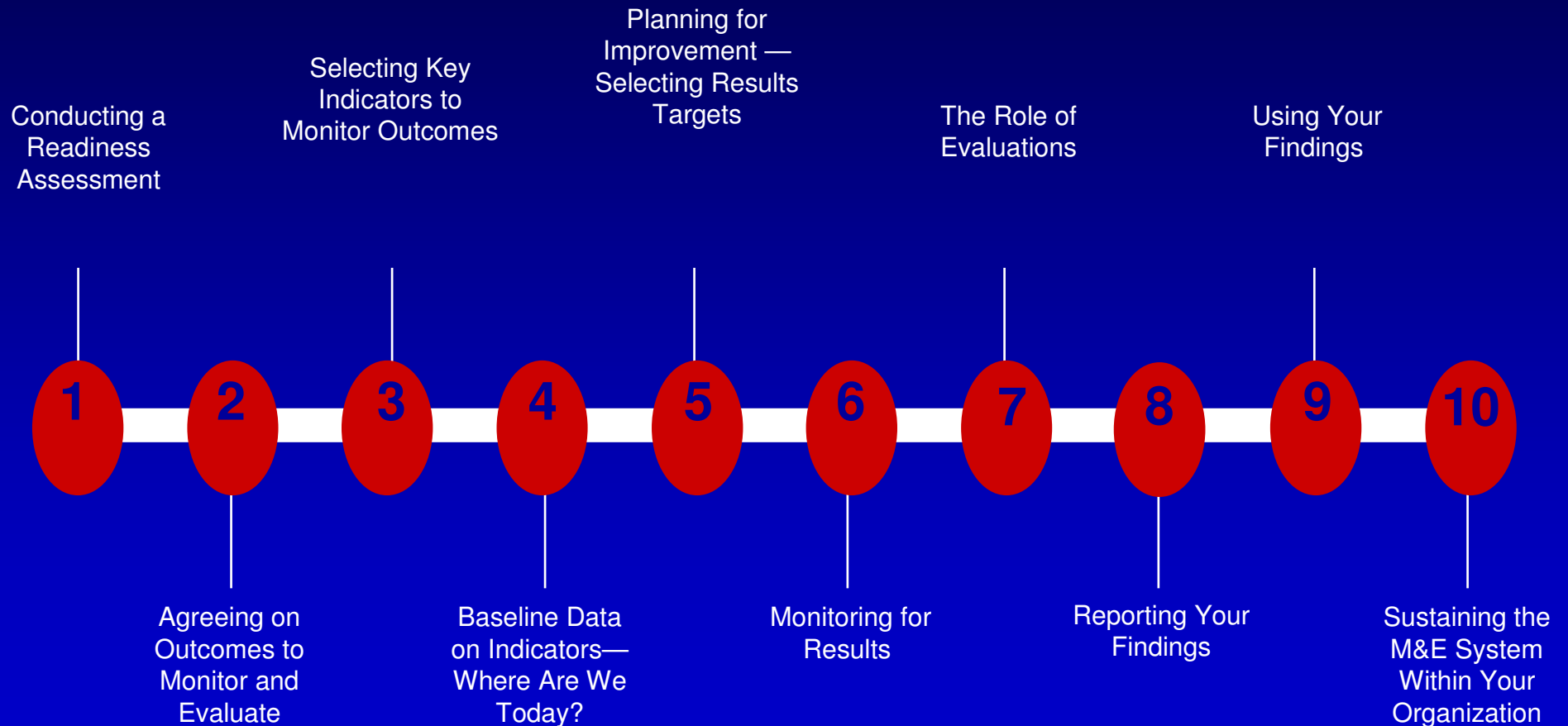


building systems ...

- Capacity to use M&E information; awareness, skills, resources
- Capacity to supply M&E information (this is the usual focus of capacity building efforts and is counter productive)
- Development of M&E infrastructure; mandate, policies, staff, offices, equipment, process linkages

building systems ...

2. The process



Kusek & Rist, 2004, Ten Steps to a Results-Based M&E System

Emerging Lessons

1. Building M&E capacity is a political activity with technical implications.
 - and not vice versa! e.g. its not like developing an e-procurement system
 - it is about organizational change
 - M&E creates winners and losers
 - which means supporters and opponents for M&E capacity building.

lessons ...



2. Building and capitalizing on demand is the key to success.

- substantive govt demand is a prerequisite for successful institutionalization
- seek to match the supply of performance information to current demand, then further build demand over time
- attempting to force the creation of an M&E culture through legislation or a supply side push simply doesn't work

lessons ...

3. Incentives are central

- ❖ the example set by leaders and champions, rewards, education and information, practical support, links to budgeting, central commands, penalties
- ✓ Incentives to increase demand and intended use. Simply having perf info available does not guarantee that it will be used
- ✓ Incentives to reduce perceived costs and increase benefits within agencies (e.g. guarantee of no job losses or budget cuts)

lessons ...

4. Start with good diagnostics.
 - local context and history matter!
 - aim to build upon local strengths and target functional needs/goals rather than 'correcting' deficiencies.



lessons ...

5. Institutionalize M&E in a way that aligns supply to demand.
 - the M&E function needs to be located (or anchored) where the demand and intended users are
 - we have a matrix arrangement to support accountability in government. M&E would benefit from a similar approach (not a one system to fulfill many different purposes model)

lessons ...

6. Learn from others but avoid best practice models.
 - there is no one best model for what a govt or sector M&E system should look like
 - different countries/agencies have different characteristics; starting points, aspirations, strengths & constraints
 - Some countries stress M others E, some focus on policy, others planning, budgeting or accountability
 - search for adaptable ideas, not blueprints for reform
 - cautious evolving experimentation is the way to go, capitalize on windows of opportunity

lessons ...

7. Reliable data systems can support M&E capacity building
 - But be careful not to over engineer things, e.g. Mexico's 1500 national PIs

lessons ...

8. M&E capacity building is a long term process
 - political and organizational interest in evaluation is cyclical, champions come and go, windows of opportunity open and close
 - 5 to 10 years for agencies in more developed countries
 - 10 to 20 years in developing countries
 - Need to regularly M&E our M&E systems, the goal is improved govt performance.

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Questions & Discussion



For further information:

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