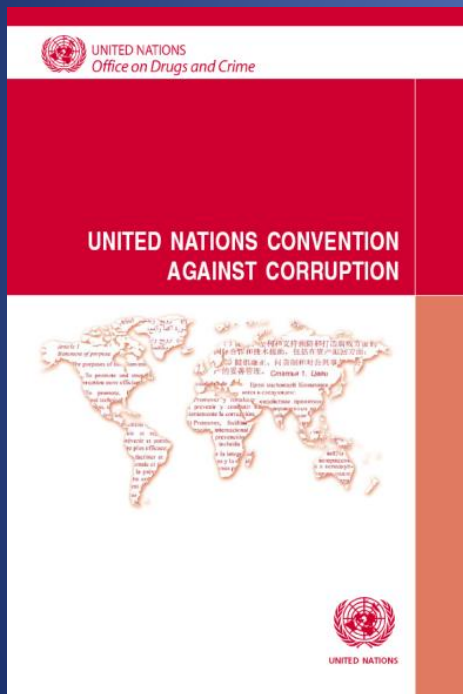


Monitoring and Evaluation: Benchmarks & Indicators



*Workshop on the Development of an Anti-Corruption Strategy,
Action Plan and Monitoring Mechanism*

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CORRUPTION
Your **NO** counts

What is Monitoring & Evaluation?

- Monitoring:

The routine assessment (daily, monthly, quarterly) of information or indicators of ongoing activities

- Evaluation:

The measurement of how much things have changed because of the activities implemented

Why do M&E?

- **Monitoring**
 - ✓ Tracks progress towards the set programme targets or performance standards
 - ✓ Identifies what is working and what requires correction so that timely improvements or changes can be made
- **Evaluation**
 - ✓ Helps to determine how much the specific interventions contributed to the change observed

Definition of M&E

- A management tool consisting of a systematic process for measuring performance and impact using indicators that help measure progress toward achieving targets or goals
- Monitoring systems comprise procedural arrangements for data collection, analysis and reporting
 - ✓ Monitoring
 - ✓ Evaluation
 - ✓ Reporting

Purpose of M&E

- To determine if programmes are being implemented as planned
- To determine how programme funds are being spent
- To determine the effects and impacts of the programmes on the identified anti-corruption goals
- To determine whether the programmes need to be changed to improve their effectiveness
- To provide reasons for success or failure
- To foster public and political support for change

Review of Outcomes

- **Outcomes are what you are seeking to achieve**
- **Examples might include:**
 - ✓ Judicial Code of Conduct adopted and implemented
 - ✓ Professional business standards and seal of approval programme developed and implemented for private sector
 - ✓ Anti-corruption curricula implemented at the primary, secondary and university levels
 - ✓ Whistleblower protection and reporting mechanisms implemented in all ministries

Identification of Indicators

- Indicators tell you what you are measuring to determine how well (or poorly) you are making progress
- An impact indicator is a value on a scale of measurement (a number, percentage, ratio or fraction) derived from a series of observed facts that reveal relative changes as a function of time
- In the anti-corruption strategy, there are two types of indicators:
 - ✓ Implementation / Benchmark Indicators
 - ✓ Outcome Indicators

Key Aspects of Indicators

- **Clearly defined and measurable**
- **Clearly identifies what is being measured**
- **Rationale is provided explaining the indicator, why it was chosen, and how it contributes to meaningful understanding**
- **Explanation of the strength and significance of the indicator**
- **Identification of the limitations of the indicator**

Some Principles of Data Collection

- **Make sure that those responsible for collecting information clearly understand what is being asked for**
- **Encourage those responsible for collecting information to record it every time and in the same way**
- **Ensure that all of the information requested is recorded**

Outcome Indicators

- **Focus on IMPACT:**
 - ✓ What are you trying to measure?
 - ✓ What data do you need?
 - ✓ In evaluating the data, what do you consider to be the successful achievement of the outcome?
- **NOT GOOD INDICATORS:**
 - ✓ Number of meetings/workshops held
 - ✓ Number of people trained
 - ✓ Number of laws adopted

Examples of Outcome Indicators

- Outcome: Comprehensive law on protection of whistleblowers and reporting persons adopted and implemented
- Possible Indicators:
 - ✓ Number of corruption complaints (weak)
 - ✓ Percentage of persons reporting corruption who report workplace retaliation
 - ✓ Percentage of citizens aware of corruption reporting mechanisms and protection measures
 - ✓ Percentage of public reporting high likelihood of negative consequences for reporting corruption

Examples of Outcome Indicators

- Outcome: Mandatory integrity training curricula developed and implemented at the Police Academy
- Possible Indicators:
 - ✓ Number of police personnel trained (weak)
 - ✓ Percentage of new police recruits trained who receive passing scores at first opportunity
 - ✓ Percentage of police who report, through a survey, of cases where training was applied within first year
 - ✓ Percentage of public reporting perception that police overall perform their duties with integrity and professionalism

How to Select Indicators

- **Identify what needs to be measured, the type of change you seek to achieve and where you expect to see the change**
- **Develop a list of possible indicators through brainstorming and research through a participatory approach**
- **Assess the list in terms of strength and potential costs of data collection, with a maximum of three per outcome**
- **Draft indicator protocols describing the rationale for the indicator and plans for data collection and analysis**
- **Collect baseline data to identify the starting point from which your indicators will be measured**

Evaluation

- **A systematic process of collecting and analyzing information to assess the effectiveness of the achievement of outcomes identified**
- **Seeks to understand why changes are occurring or not occurring, and helps to assess the relevance, effectiveness and sustainability of results**
- **After identification of the applicable Indicators, the monitoring body must determine what counts as “below expectations”, “meets expectations” and “exceeds expectations”**

Reporting

- Provide feedback that helps to inform various stakeholders as to
 - ✓ Progress
 - ✓ Challenges
 - ✓ Successes
 - ✓ Lessons Learned
- A communication tool to present M&E results as knowledge
- Know your audience – Ministers? Parliament/Assembly? General Public? International Community?

Elements of Good Reporting

- **Focus on results and achievements**
- **Assess performance based on established and public indicators**
- **Compare planned vs. actual events**
- **Specify challenges in implementation and the actions taken or planned to overcome them**
- **Identify next steps and future plans**

Instructions for Small Groups

- **Keep your same groups as before**
- **Focus on one or two outcomes ONLY**
- **Identify the benchmarks on the road to achieving the outcome**
- **Identify 1-3 outcome indicators to measure the impact that you are seeking to achieve → Include your rationale**
- **We can help to formulate an outcome indicator**