Monitoring and Evaluation: Benchmarks & Indicators

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

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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