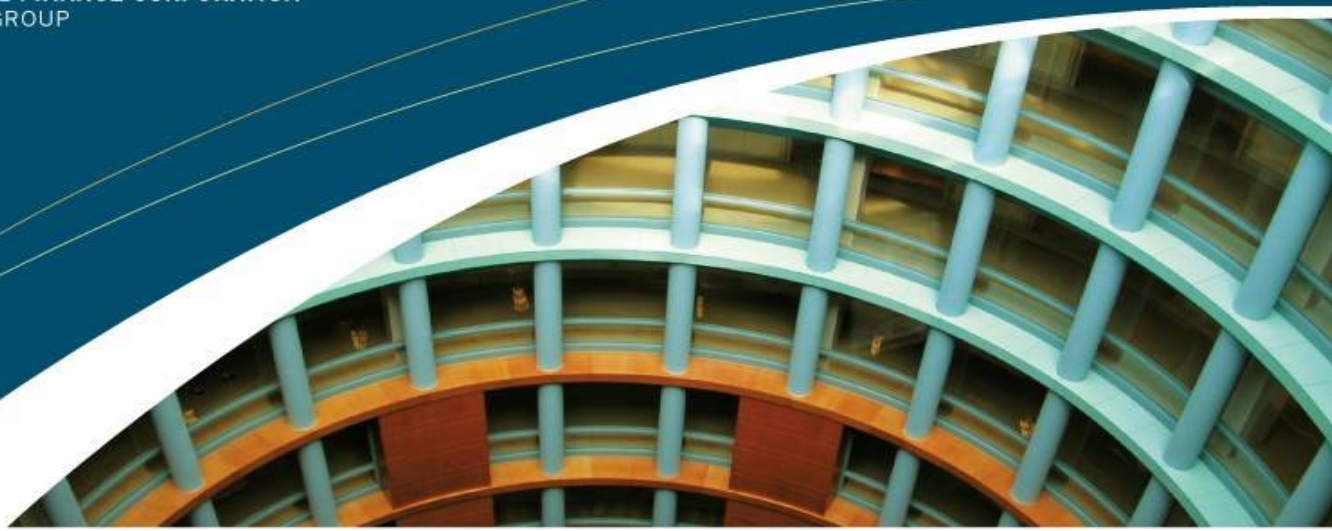




INTERNATIONAL FINANCE CORPORATION  
WORLD BANK GROUP



# M&E Training for Project Supervision

January 2007

M&E Unit

# OBJECTIVE

- To accurately and concisely present results of project's performance
- Areas of focus:
  - M&E logic model
  - Outputs/outcomes/impacts
  - Common mistakes

# TAAS Project Cycle and Management Tools



## Activities/Tools

- Concept (TAAS-PDS ER)
- Design (TAAS-PDS Approval)
- Funding
- Articulate outcome/impact goals
- Establish baseline

- Project implementation activities
- Monitor progress/results against M&E targets, financial plan and timeline (TAAS-PSR)
- Track progress against standard indicators

- Project Completion (TAAS PCR)
- Compare project outcomes/impacts to original goals

- Initiate impact assessment
- Post Project Completion for selected projects

**Performance Rating:** [Performance rating is reflective of quantitative and qualitative analysis provided in subsequent sections of this T.A.A.S Supervision]

| Performance Category                                       | Performance Rating<br>(i)                |                          |                                |                          |                                     |                          |
|--|--|--------------------------|--------------------------------|--------------------------|-------------------------------------|--------------------------|
|  | A  |                          | B                              |                          | C                                   |                          |
| Monitoring and Evaluation                                  | On or Above Current Targets              | <input type="checkbox"/> | Slightly Below Current Targets | <input type="checkbox"/> | Significantly Below Current Targets | <input type="checkbox"/> |
| Financial  | On or Under Budget                       | <input type="checkbox"/> | Up to 15% Above Budget         | <input type="checkbox"/> | More than 15% Above Budget          | <input type="checkbox"/> |
| Timeline   | On or Ahead of Plan                      | <input type="checkbox"/> | Slightly Delayed               | <input type="checkbox"/> | Significantly Delayed               | <input type="checkbox"/> |
| Overall  | On Track with all Performance Categories | <input type="checkbox"/> | Some Areas of Underperformance | <input type="checkbox"/> | Significant Underperformance        | <input type="checkbox"/> |
| Describe rationale for overall performance rating assigned |  |                          |                                |                          |                                     |                          |
| <input type="text"/>                                       |  |                          |                                |                          |                                     |                          |

## Monitoring and Evaluation Results

| Outputs (i)    |                           |                  |                |         |        |        | Add Output Row |  |          |  |                 |             |            |
|----------------|---------------------------|------------------|----------------|---------|--------|--------|----------------|--|----------|--|-----------------|-------------|------------|
| Delete Row (i) | Component /Activities (i) | Discontinued (i) | Indicators (i) |         |        |        | Targets (i)    |  |          |  | Results (i)     |             |            |
|                |                           |                  |                |         |        |        | Cumulative     |  | Periodic |  | Prior to Period | This Period | Cumulative |
|                |                           |                  | Original       | Revised | Period | Target |                |  |          |  |                 |             |            |
|                |                           |                  |                |         |        |        |                |  |          |  |                 |             |            |

| Outcomes (i)   |                           |                  |                |         |              |         | Add Outcomes Row     |        |          |  |                 |             |            |
|----------------|---------------------------|------------------|----------------|---------|--------------|---------|----------------------|--------|----------|--|-----------------|-------------|------------|
| Delete Row (i) | Component /Activities (i) | Discontinued (i) | Indicators (i) |         | Baseline (i) |         | Targets (i)          |        |          |  | Results (i)     |             |            |
|                |                           |                  |                |         |              |         | Cumulative           |        | Periodic |  | Prior to Period | This Period | Cumulative |
|                |                           |                  | Original       | Revised | Original     | Revised | Expect to achieve by | Period | Target   |  |                 |             |            |
|                |                           |                  |                |         |              |         |                      |        |          |  |                 |             |            |

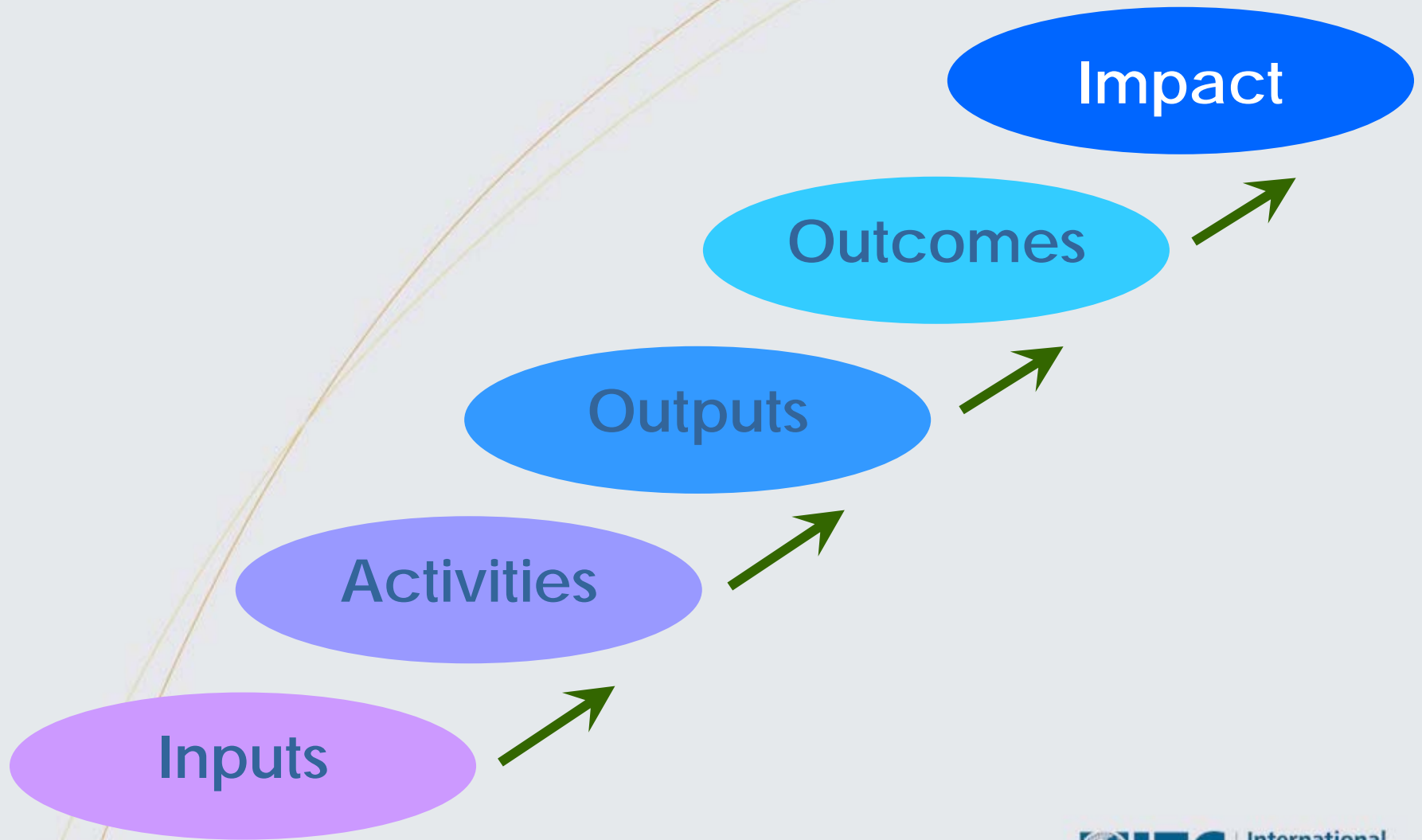
| Impacts (i)    |                           |                  |                |         |              |         | Add Impacts Row      |        |          |  |                 |             |            |
|----------------|---------------------------|------------------|----------------|---------|--------------|---------|----------------------|--------|----------|--|-----------------|-------------|------------|
| Delete Row (i) | Component /Activities (i) | Discontinued (i) | Indicators (i) |         | Baseline (i) |         | Targets (i)          |        |          |  | Results (i)     |             |            |
|                |                           |                  |                |         |              |         | Cumulative           |        | Periodic |  | Prior to Period | This Period | Cumulative |
|                |                           |                  | Original       | Revised | Original     | Revised | Expect to achieve by | Period | Target   |  |                 |             |            |
|                |                           |                  |                |         |              |         |                      |        |          |  |                 |             |            |

*Comment on monitoring and evaluation results achieved this reporting period.*

# Defining Baselines and Targets

- What is “baseline”?
  - Level of indicator at program start
    - For example, 10% of firms in Serbia are certified for export
- What is a “target”
  - This is what we hope to achieve
    - Eg., 50% of firms are certified in this period

# M&E Logic Model



# Definitions

## Outputs

- are the direct results of the project activities and should be evident during the project timeframe – 100% control

## Outcomes

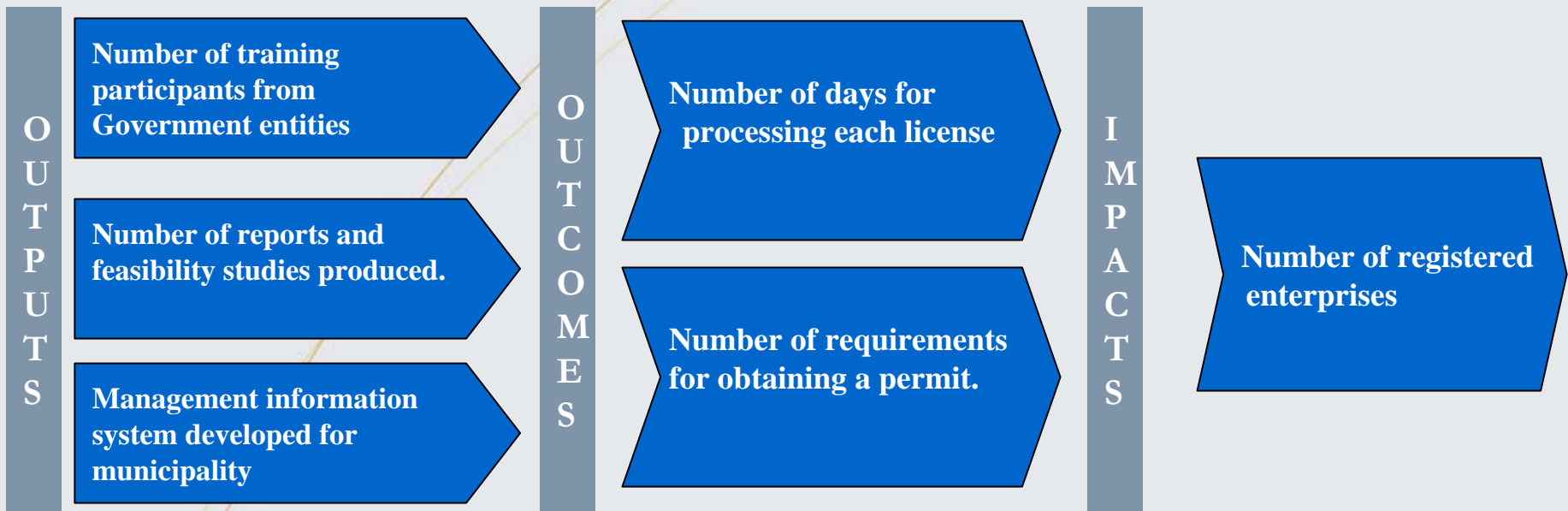
- Changes in skills, behavior and policy that flow from the outputs

## Impacts

- Final achievement of project *goals*

# Business Enabling Environment: Example Indicators

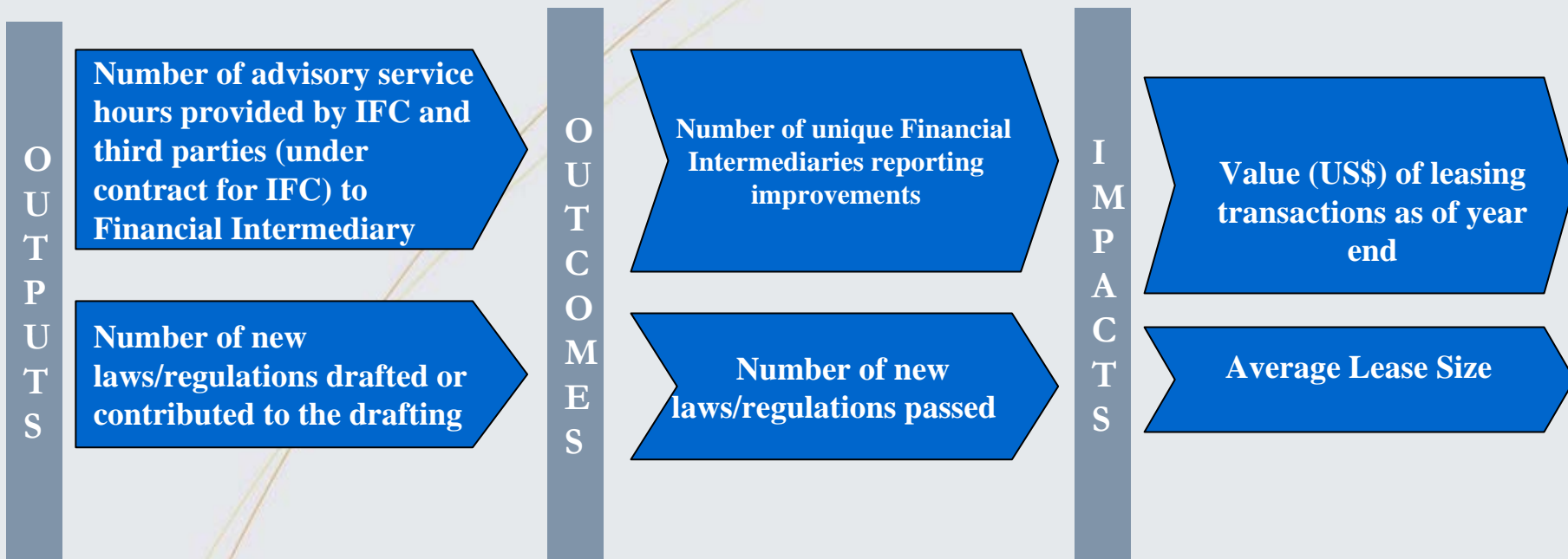
**Activity:** Training, advice, awareness, and drafting of laws



**Objective:** Reduction in transaction costs for the firms by diminishing time and requirements for operations licenses by 2007

# Access to Finance: Example Logic Model

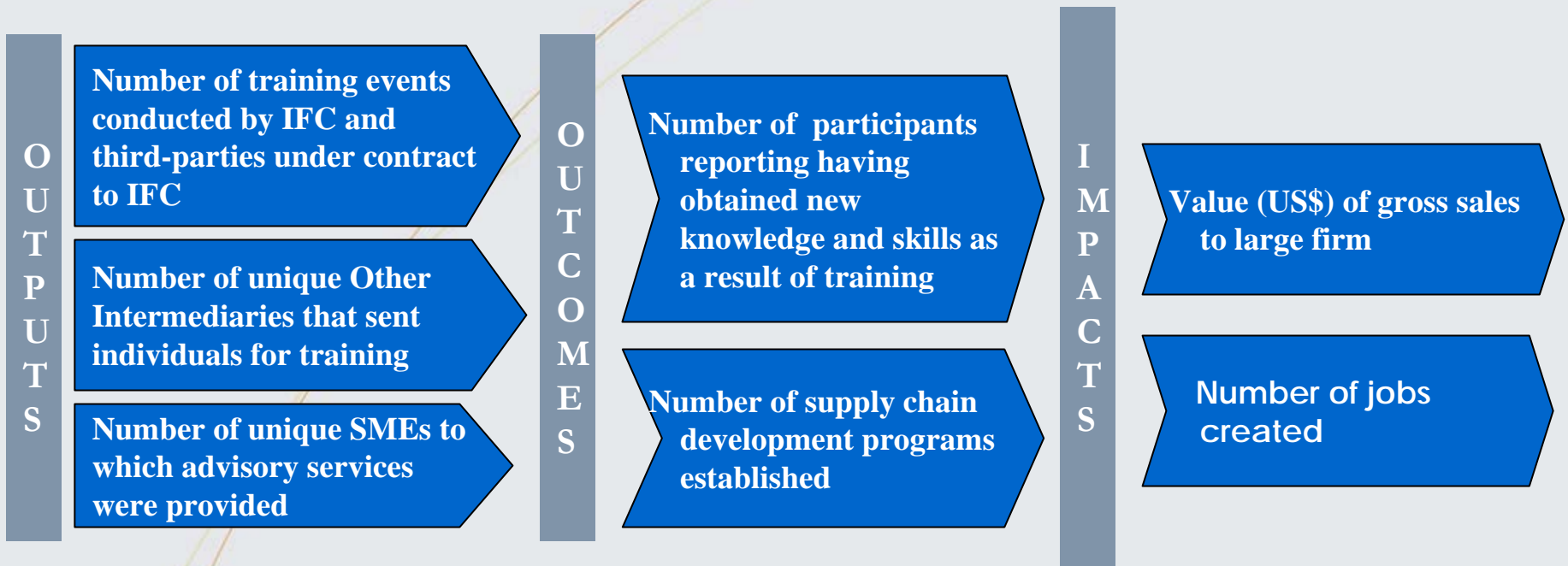
**Activity: Training, advice, awareness, and drafting of laws**



**Objective: Support the development of a sustainable leasing industry**

# Linkages: Example Logic Model

**Activity: Training, advice, and financing**



**Objective: Support the development of SMEs in a supply chain**

# Common Mistakes

- **Outputs, outcomes and impacts are not properly specified**
- **Insufficient representation of project components**
- **Indicators provided do not fully reflect the goals/objectives specified in the initial documents**
- **Misspecification baseline and targets**