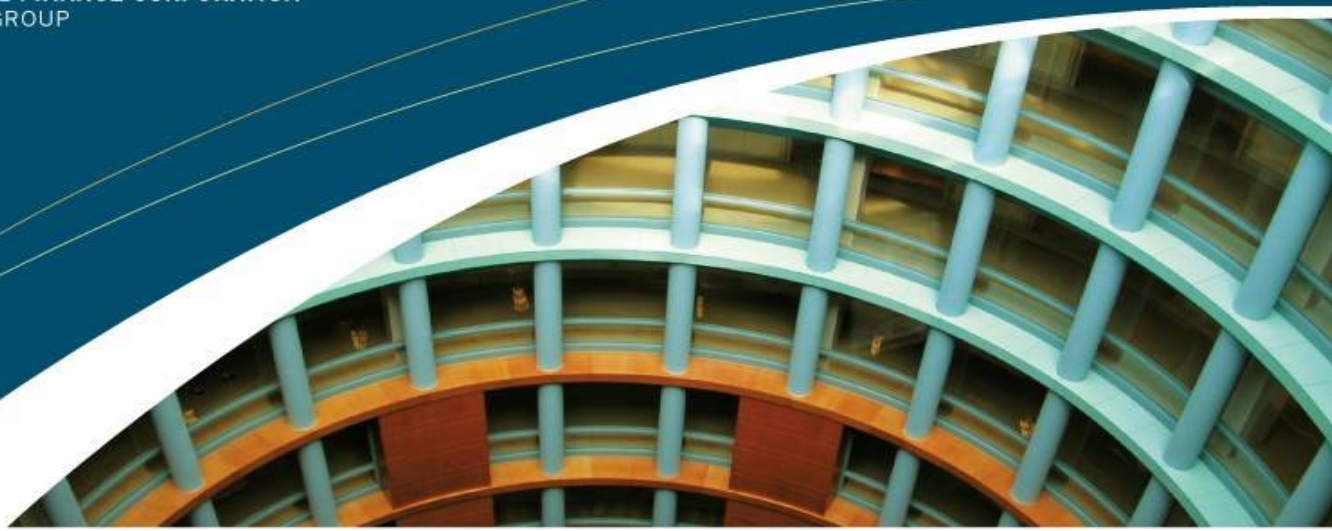




INTERNATIONAL FINANCE CORPORATION  
WORLD BANK GROUP



# 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 (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				

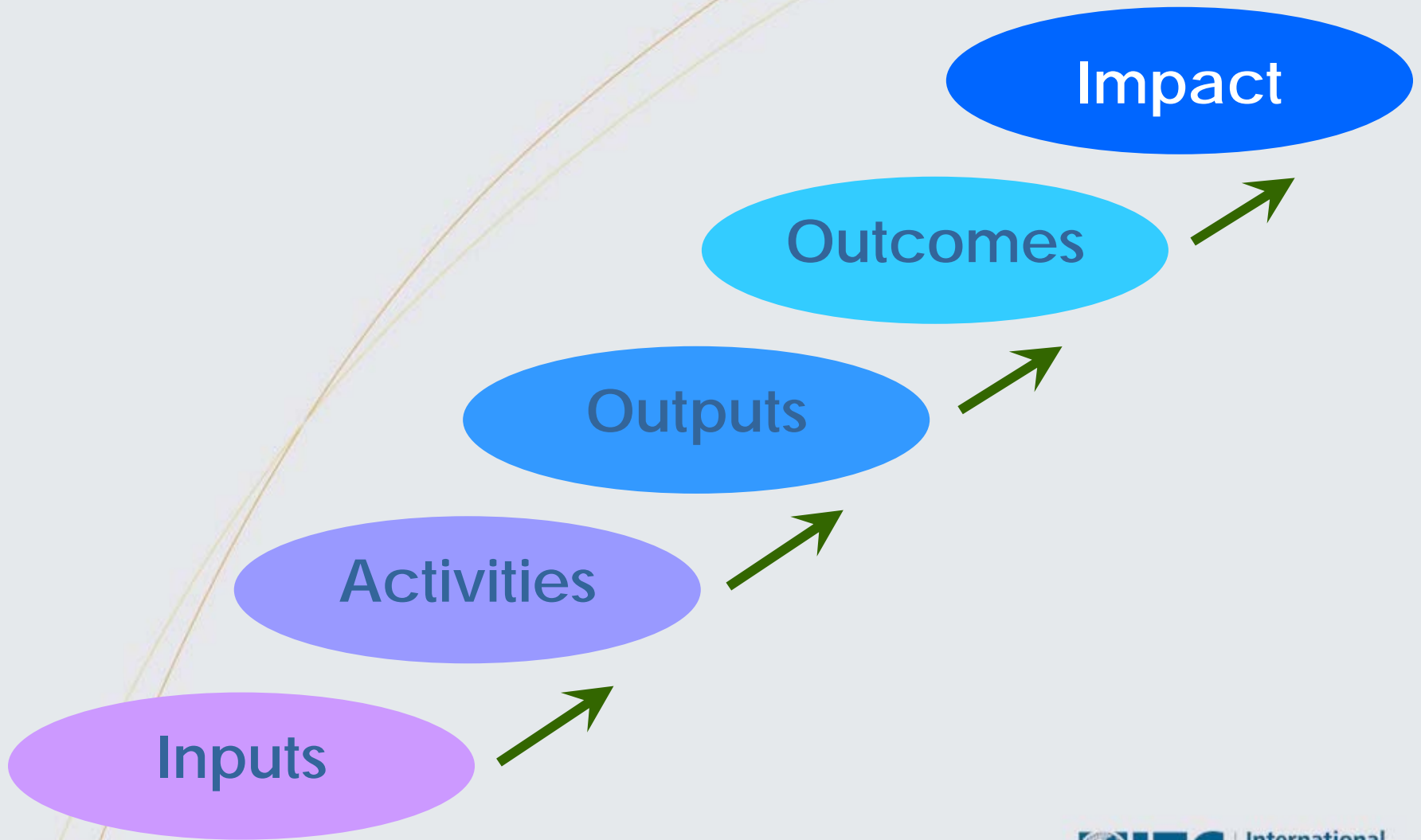
Impacts (i)							Add Impacts Row						
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)		Baseline (i)		Targets (i)				Results (i)		
							Cumulative		Periodic		Prior to Period	This Period	Cumulative
			Original	Revised	Original	Revised	Expect to achieve by	Period	Target				

*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

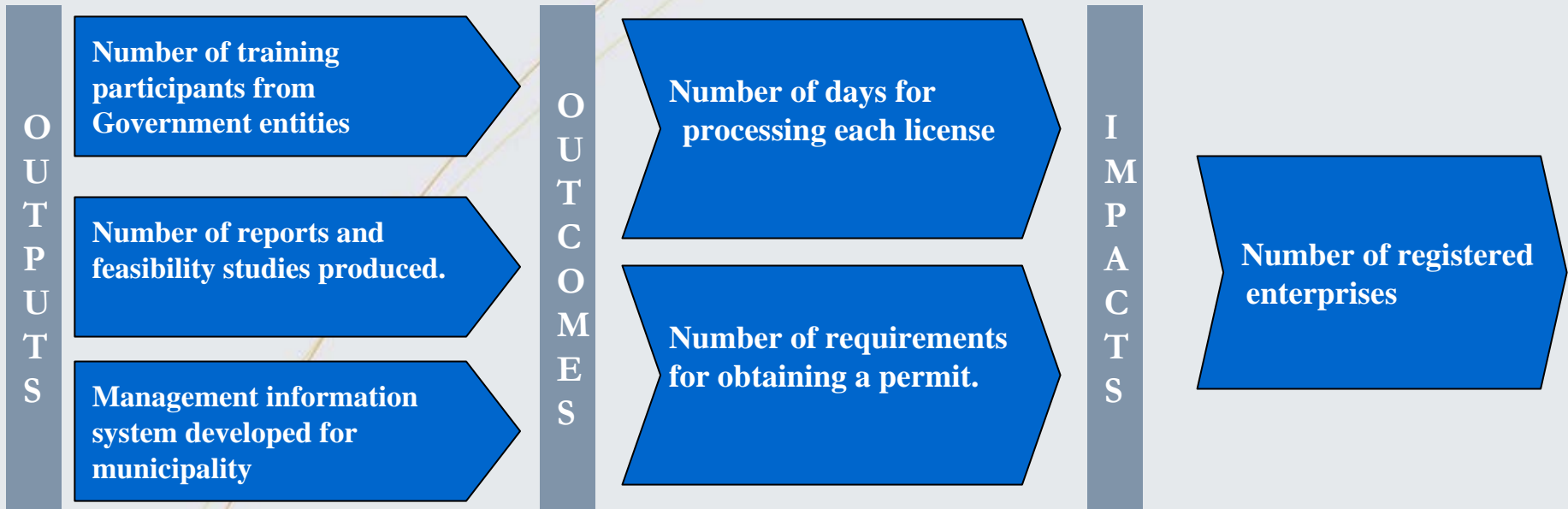
- Changes in skills, behavior and policy that flow from the outputs

## Impacts

- Final achievement of project *goals*

# Business Enabling Environment: Example Indicators

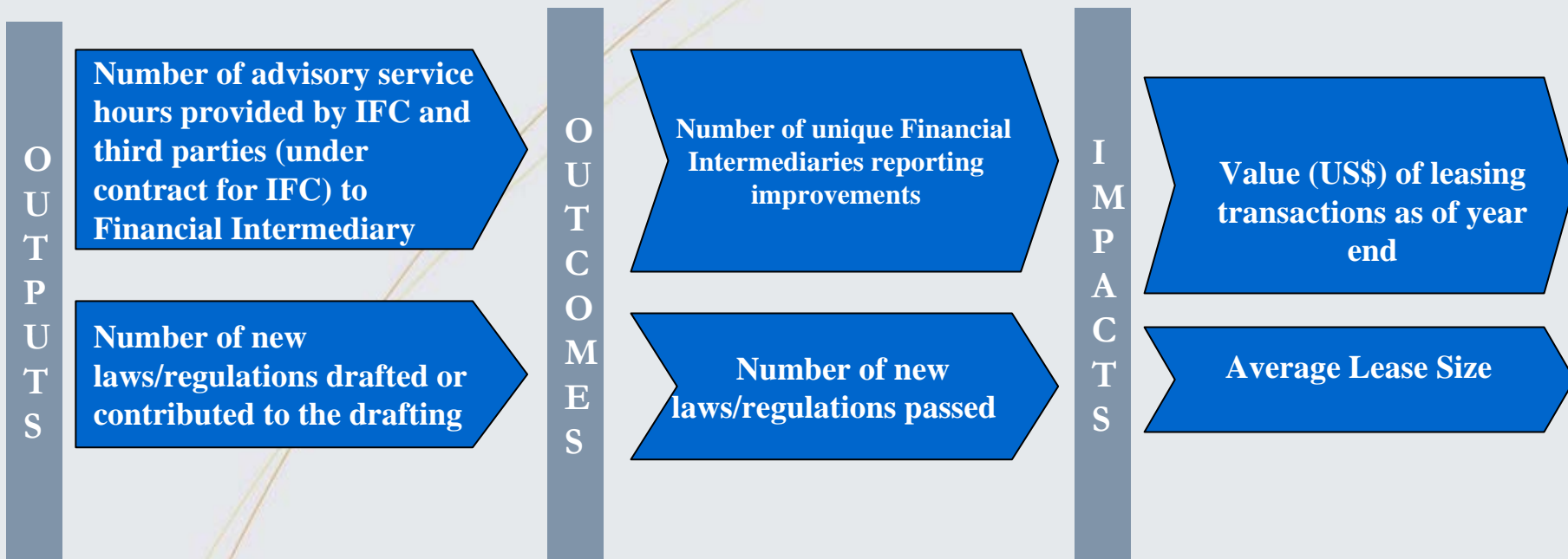
**Activity: Training, advice, awareness, and drafting of laws**



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

# Access to Finance: Example Logic Model

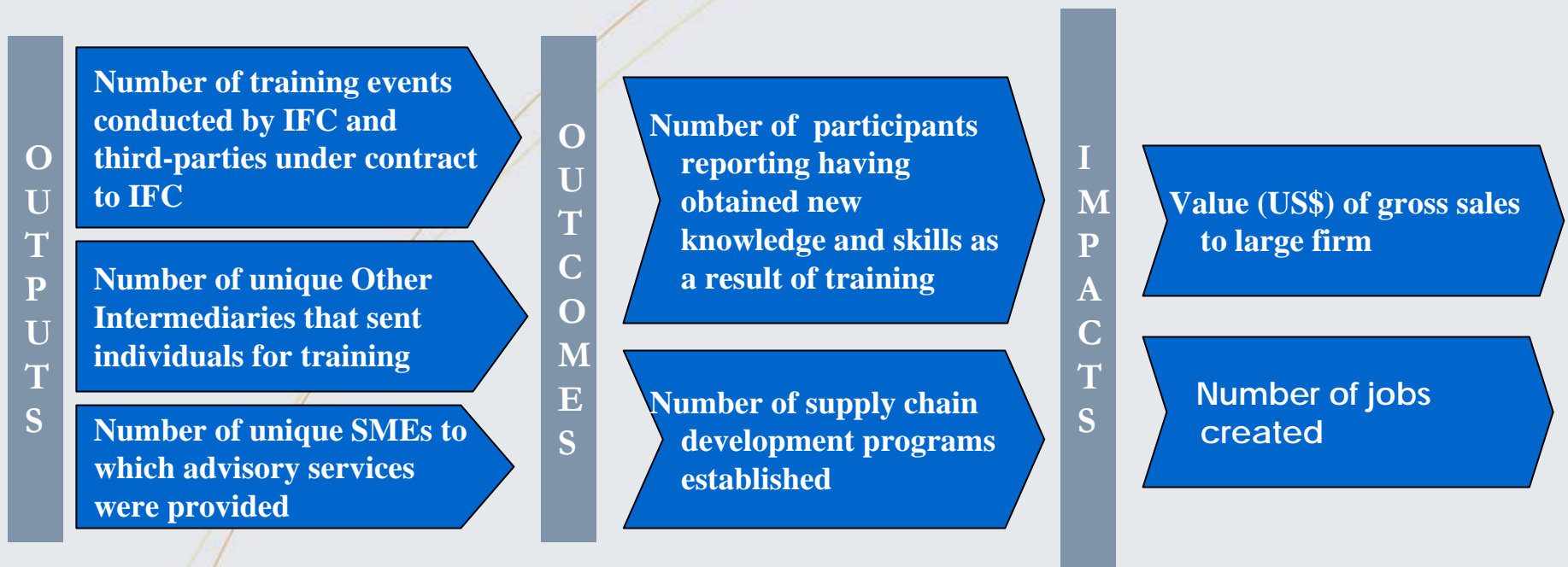
**Activity: Training, advice, awareness, and drafting of laws**



**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**