Monitoring & Evaluation of e-Government Projects, Performance Metrics for CM
Measuring Performance to Drive Change

- Outputs Vs Outcomes
- Monitoring & Evaluation Framework
- Measuring Performance to drive Change
e-Governance – Common Queries

What did we achieve?

Did we improve service levels????

How did stakeholders benefit from project?

Did it improve the quality of services???

Did we meet our goals and objectives?
Common Responses....

• automated our business processes
• developed IT systems
• created State of the Art IT Infrastructure
• digitized 40 years of data
• trained employees in ICT
• Implemented best software system in the organization.
• Our services are available online........

These are outputs....
what are outcomes?????

What are outcomes?
How different are these from outputs??

These are outputs....
what are outcomes????

What are outcomes?
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What are outcomes?
How different are these from outputs??
Outputs Vs Outcomes…

Typical e-Governance programme

**OUTPUTS**

- ‘Vision and strategy’ developed for the department
- ‘IT System’ has been developed
- ‘IT Infrastructure’ created
- ‘Data’ Digitized
- People trained.....

Typical Programme management approaches focus on achieving these project outputs:
- ‘On time’
- ‘to cost’
- ‘to the specifications’

Programme management approaches adopted today are designed to ‘monitor’ the activities and outputs on ‘time’, ‘cost’ and ‘specifications’…and if targets are achieved, project is declared success…
Outputs Vs Outcomes...

What are OUTCOMES???

• An outcome is the **desired result** of an initiative undertaken to meet a need or solve a problem ..e.g..
  • To reduce the passport delivery time from 120 days to 3 days
  • To improve literacy rate from 45% to 60%
  • To minimise the leprosy rate from 15% to 5%
  • To improve citizen satisfaction level from 60% to 90%
• Outcomes are final results supported by intermediate outcomes
• Also referred to as benefits
• Outcomes relate to vision and objectives set out for the programme/project

Outputs are defined to measure programme performance and outcomes focus on business performance....
## Outputs Vs Outcomes…

<table>
<thead>
<tr>
<th>Goals</th>
<th>Examples of performance indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outputs</strong></td>
<td></td>
</tr>
<tr>
<td>• Reengineered processes</td>
<td>• Comparisons of old and new business processes</td>
</tr>
<tr>
<td>• New ICT systems</td>
<td>• Technical reviews of IT infrastructure, applications, and performance</td>
</tr>
<tr>
<td>• Increased service coverage</td>
<td>• Variety of available services</td>
</tr>
<tr>
<td></td>
<td>• IT support capacity</td>
</tr>
<tr>
<td></td>
<td>• Service training</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td></td>
</tr>
<tr>
<td>• Increased efficiency</td>
<td>• Financial and time savings in government activities</td>
</tr>
<tr>
<td>• Increased transparency and accountability</td>
<td>• Public perceptions, such as user satisfaction and score cards</td>
</tr>
<tr>
<td>• Higher-quality public services</td>
<td>• Financial and time savings for citizens</td>
</tr>
<tr>
<td>• Better access to services</td>
<td>• Increased public service timeliness and responsiveness</td>
</tr>
<tr>
<td></td>
<td>• Reduced errors</td>
</tr>
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<td></td>
<td>• Financial saving per transaction</td>
</tr>
</tbody>
</table>
Monitoring Vs Evaluation in terms of Outputs & Outcomes
What is Monitoring?

• Regular observation and recording of activities taking place in a project or program

• Process of routinely gathering information on all aspects of the project

• Involves giving feedback about the progress of the project to the sponsor, implementers and beneficiaries of the project

• Tracks inputs and **outputs** and compares them to plan

• Identifies and addresses problems

• Ensures effective use of resources

• Ensures quality and learning to improve activities and services

• Strengthens accountability
What is Evaluation?

• A selective exercise that attempts to systematically and objectively assess progress towards and the achievement of an outcome

• An assessment of a planned, ongoing, or completed programme to determine its relevance, efficiency, effectiveness, impact and sustainability

• The intent is to incorporate lessons learned into the decision-making process

• Determines program effectiveness

• Shows impact

• Strengthens financial responses and accountability

• Promotes a learning culture focused on service improvement

• Promotes replication of successful interventions

• To make resource decisions

• Decision-making on best alternatives

• Support of public sector reform / innovation
## Monitoring vs Evaluation

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous: day-to-day</td>
<td>Periodic: important milestones</td>
</tr>
<tr>
<td>Documents progress</td>
<td>In-depth analysis of achievements</td>
</tr>
<tr>
<td>Focuses on inputs and outputs</td>
<td>Focuses on outcomes and impacts</td>
</tr>
<tr>
<td>Alerts managers to problems</td>
<td>Provides managers with strategy and policy options</td>
</tr>
<tr>
<td>Self-assessment</td>
<td>External analysis</td>
</tr>
</tbody>
</table>
# M & E Framework

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs</strong></td>
<td>Resources that are put into the project. Lead to the achievement of the outputs</td>
<td>Continuous</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>Activities or services that the project is providing. Outputs lead to outcomes</td>
<td>Quarterly</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td>Changes in behaviors or skills as a result of the implemented project. Outcomes are anticipated to lead to impacts</td>
<td>short to medium term</td>
</tr>
<tr>
<td><strong>Impacts</strong></td>
<td>Measurable changes in project status, Impact results are effects of the intervention.</td>
<td>long term</td>
</tr>
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</table>
Putting M & E, Outputs, Outcomes and Impact into context..

**Literacy Improvement Programme**

<table>
<thead>
<tr>
<th>Direction..</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policy</td>
<td>• Funding</td>
<td>• Schools</td>
<td>• Increase in enrolment into schools</td>
<td>• Improved reach to education</td>
</tr>
<tr>
<td>• Objectives• Experts</td>
<td>• e-Learning</td>
<td>• e-Learning</td>
<td>• Improved pass % of students</td>
<td>• Increased literacy levels</td>
</tr>
<tr>
<td>• Goals</td>
<td>• Infrastructure</td>
<td>• Facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Teachers</td>
<td></td>
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</tbody>
</table>

**Monitoring** → **Evaluation**
Putting M & E, Outputs, Outcomes and Impact into context..

**Polio eradication programme**

<table>
<thead>
<tr>
<th>Direction..</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>•Policy</td>
<td>•Funding</td>
<td>•Health camps</td>
<td>•Reduction in Polio % to &lt;1</td>
<td>•Healthy citizens and health nation</td>
</tr>
<tr>
<td>•Objectives</td>
<td>•Medicines</td>
<td>•Health campaigns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Goals</td>
<td>•Resources</td>
<td></td>
<td></td>
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</tbody>
</table>

**Monitoring**  
**Evaluation**
Putting M & E, Outputs, Outcomes and Impact into context..

**e-Governance Project in Business Registration**

<table>
<thead>
<tr>
<th>Direction..</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
</table>
|  • Policy  
  • Objectives  
  • Strategy |  • Funding  
  • Experts  
  • Consultants  
  • IT Specialists.. |  • Reengineered processes  
  • IT Systems  
  • Computers for employees  
  • Trained employees |  • 80% of services provided online  
  • 60% of transactions performed through self services  
  • Reduction time for company registration from 60 days to 7 days |  • Improved investment climate  
  • Increased economic growth.... |

Monitoring  

Evaluation
Putting M & E, Outputs, Outcomes and Impact into context..``

**e-Governance Project in Municipal corporations**

<table>
<thead>
<tr>
<th>Direction..</th>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policy</td>
<td>• Funding</td>
<td>• Reengineered</td>
<td>• Improved tax compliance monitoring</td>
<td>• Better civic infrastructure and amenities</td>
</tr>
<tr>
<td>• Objectives</td>
<td>• Experts</td>
<td>processes</td>
<td>• Increase in revenue by 30%</td>
<td>• Improved civic conditions in the corporation…</td>
</tr>
<tr>
<td>• Strategy</td>
<td>• Consultants</td>
<td>• IT Systems</td>
<td>• Increase in timely payment of tax by 15%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• IT Specialists..</td>
<td>• Computers for employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Trained employees</td>
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**Monitoring**  

**Evaluation**
M & E Framework

• Should be part of the e-Governance programme design/strategy
• Ensures systematic reporting outcomes/results
• Communicates results and accountability
• Measures efficiency and effectiveness of the programme
• Provides information for improved decision making
• Ensures effective allocation of resources
• Promotes continuous learning and improvement
# Evaluation Types

<table>
<thead>
<tr>
<th>Type</th>
<th>Purpose</th>
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</table>
| Outcome | 1. Examines specific program outcomes and accomplishments.  
2. What changes were observed, what does it mean, and if changes are a result of the interventions? |
| Impact   | 1. Gauges the program’s overall impact and effectiveness.  
2. Aims to strengthen design and replication of effective programs and strategies |
Measuring Performance to drive change
Identifying performance metrics for success of change project

Key Questions to be addressed in this phase would be:

• How to **measure the impact** of change initiatives **track the ongoing change** intervention not only during the course of change program but also **post implementation**?

• Is the change program effective to **enhance the capabilities and skills** of people?

  • How are **people responding** to a new system?

• What are the **corrective action steps** taken to move organization successfully to the envisaged stage?
Key principles for designing Performance metrics

• Establish programme outcomes

• Align individual and team outcome to that of the overall programme

  • Involve stakeholders to agree on the outcomes

• Review progress against objectives periodically and adjust where necessary

• Feedback on performance should take place periodically to embed continuous improvement

• Consequences of both under and over performance should be defined and Managed

• Active management of the performance of their team should be a core objective for every manager with direct reports
Key factors to be considered while deciding the performance metrics:

• **What does the change programme intend to achieve?**
  – In the context of e-Governance projects ICT is introduced primarily to improve efficiency, effectiveness, and transparency of Governments.

• **Where have we started?**
  – e.g. What was the organizational resistance to change when the change programme was initiated?

• **Who will decide what needs to be measured?**
  – Steering committee, Project sponsor, Project Team, External Consultant etc.

• **What are we measuring?**
  – Softer aspects viz. changes in attitude towards technology usage, hard business outcomes, customer satisfaction etc.
Key factors to be considered while deciding the performance metrics:

• When will be the frequency of review meetings?
  – Define the review period, daily, weekly, quarterly

• How will target performance be recognized and rewarded?
  – In the context of e-Governance projects rewarding performances even during the course of design and implementation can be motivator
The measurement framework needs to look at the four parameters…

1. Behaviors which can be observed
2. Feedback which can be heard
3. Experiences which can be felt
4. Numbers which can be counted

…Resulting from the change process.
Thank You