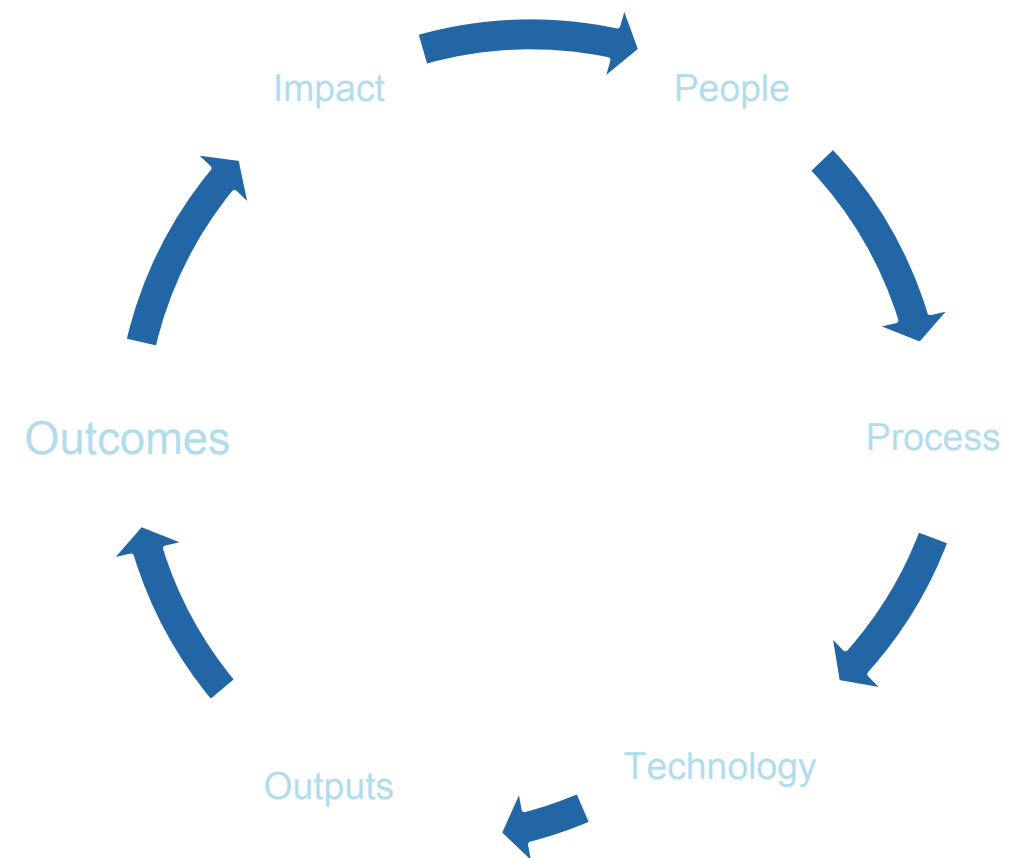
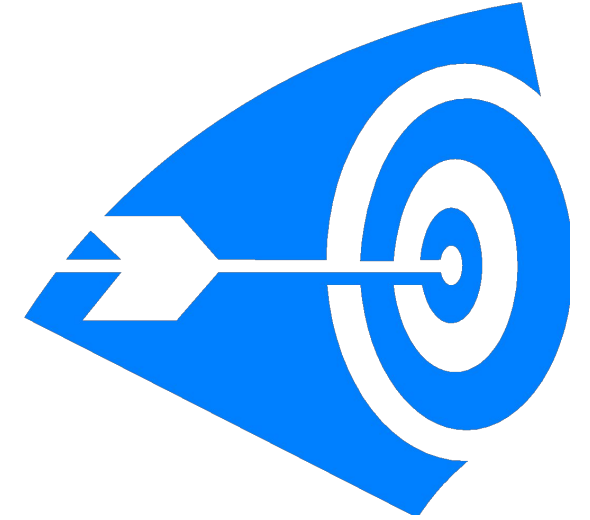


Monitoring & Evaluation of e-Government Projects, Performance Metrics for CM



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??

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...

Goals	Examples of performance indicators
<p>Outputs</p> <ul style="list-style-type: none"> • Reengineered processes • New ICT systems • Increased service coverage 	<ul style="list-style-type: none"> • Comparisons of old and new business processes • Technical reviews of IT infrastructure, applications, and performance • Variety of available services • IT support capacity • Service training
<p>Outcomes</p> <ul style="list-style-type: none"> • Increased efficiency • Increased transparency and accountability • Higher-quality public services • Better access to services 	<ul style="list-style-type: none"> • Financial and time savings in government activities • Public perceptions, such as user satisfaction and score cards • Financial and time savings for citizens • Increased public service timeliness and responsiveness • Reduced errors • Financial saving per transaction

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

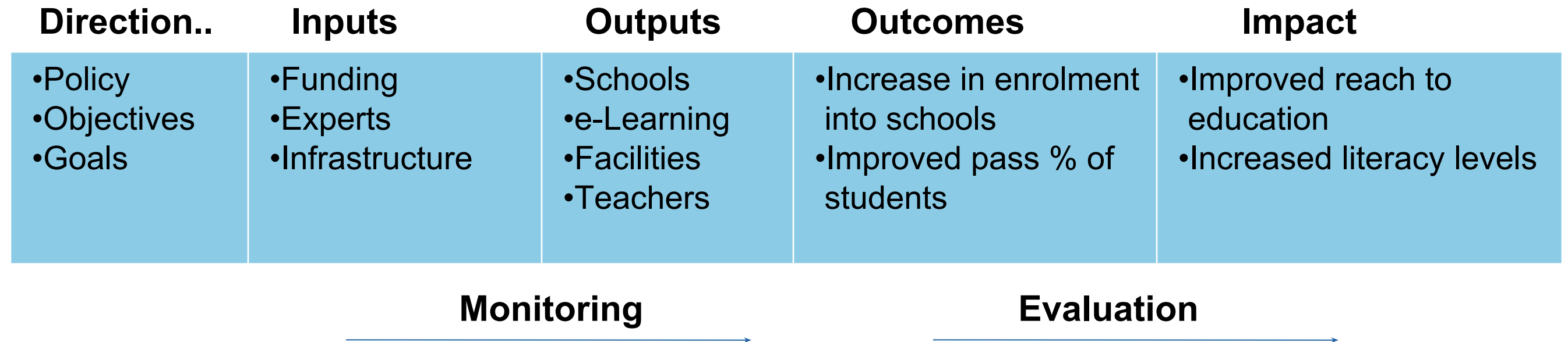
Monitoring	Evaluation
Continuous: day-to-day	Periodic: important milestones
Documents progress	In-depth analysis of achievements
Focuses on inputs and outputs	Focuses on outcomes and impacts
Alerts managers to problems	Provides managers with strategy and policy options
Self-assessment	External analysis

M & E Framework

Level	Description	Frequency
Inputs	Resources that are put into the project. Lead to the achievement of the outputs	Continuous
Outputs	Activities or services that the project is providing. Outputs lead to outcomes	Quarterly
Outcomes	Changes in behaviors or skills as a result of the implemented project. Outcomes are anticipated to lead to impacts	short to medium term
Impacts	Measurable changes in project status, Impact results are effects of the intervention.	long term

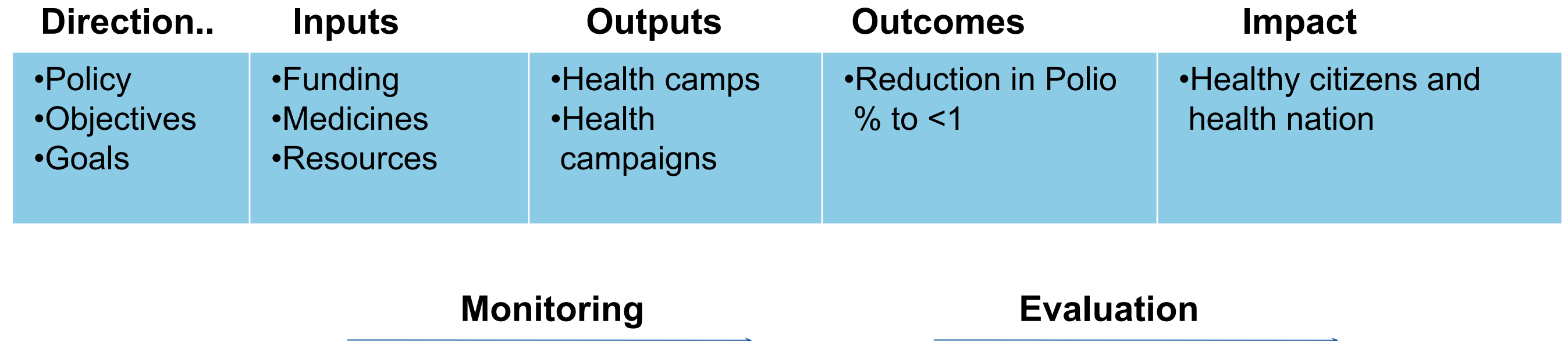
Putting M & E, Outputs, Outcomes and Impact into context..

Literacy Improvement Programme



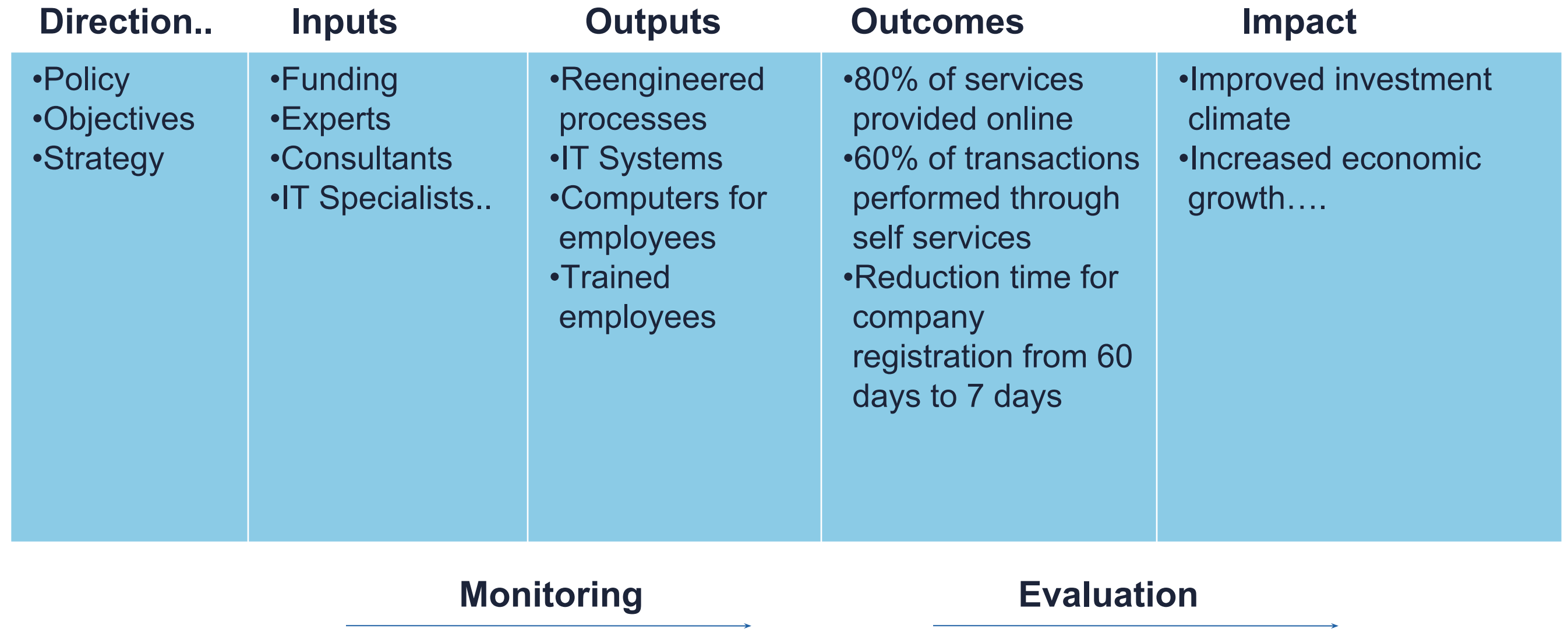
Putting M & E, Outputs, Outcomes and Impact into context..

Polio eradication programme



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

e-Governance Project in Business Registration



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

e-Governance Project in Municipal corporations

Direction..	Inputs	Outputs	Outcomes	Impact
<ul style="list-style-type: none">•Policy•Objectives•Strategy	<ul style="list-style-type: none">•Funding•Experts•Consultants•IT Specialists..	<ul style="list-style-type: none">•Reengineered processes•IT Systems•Computers for employees•Trained employees	<ul style="list-style-type: none">•Improved tax compliance monitoring•Increase in revenue by 30%•Increase in timely payment of tax by 15%	<ul style="list-style-type: none">•Better civic infrastructure and amenities•Improved civic conditions in the corporation...

Monitoring

Evaluation

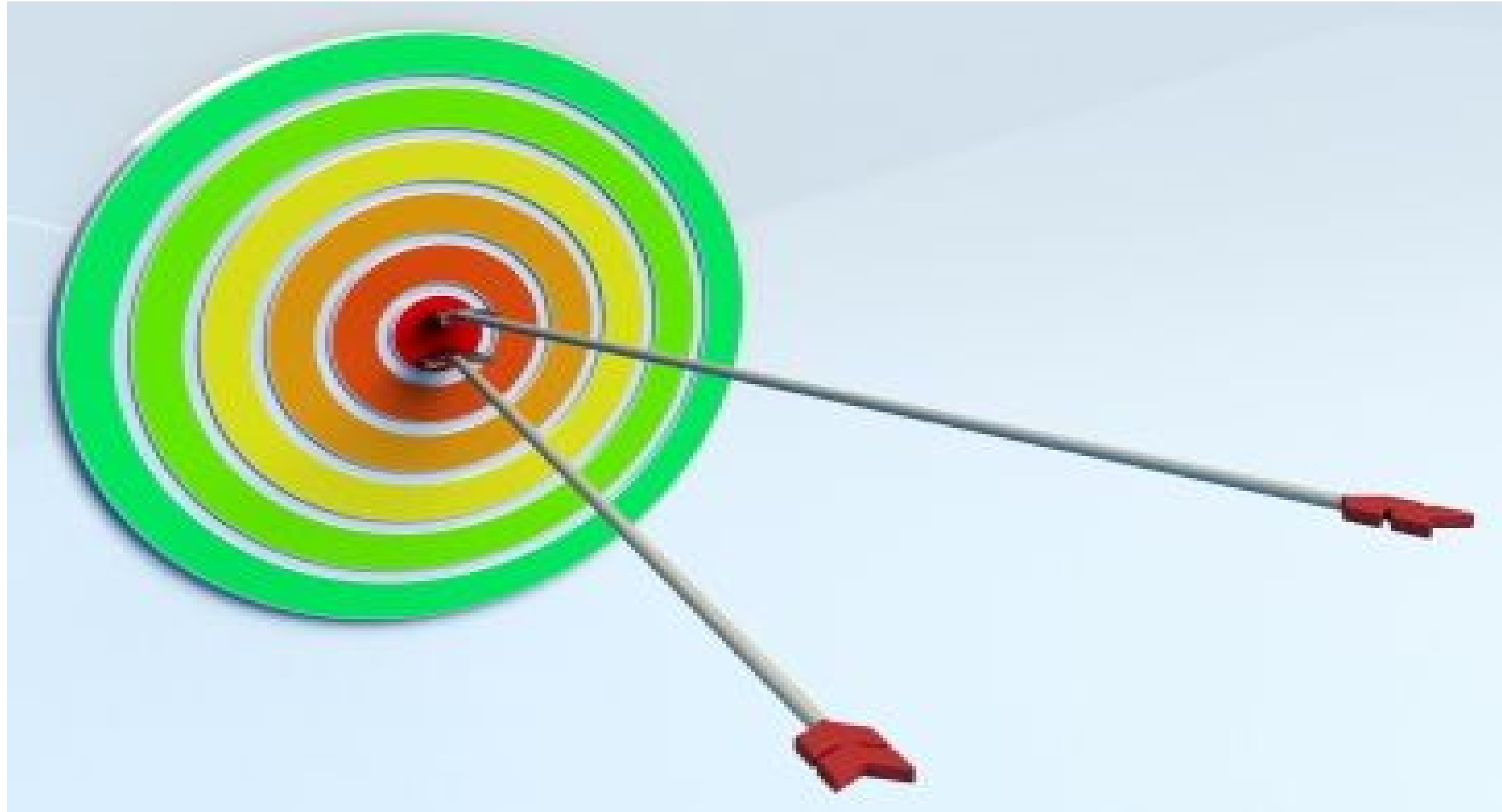
M & E Framework

- 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

Type	Purpose
Outcome	<ol style="list-style-type: none">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	<ol style="list-style-type: none">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