Project Management - Monitoring & Evaluation in the Project Life Cycle of Justice Reform Projects

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Justice and Rule of Law
Project Management

Main project phases
• Design
• Agreement
• Implementation
• Mid-term review
• Restructuring
• Additional Financing
• Closing
• Completion reporting

Management Elements
• Data collection
• Consultations
• Budgeting
• Procurement and Accounting
• Project staff
• Coordination
• Technical assistance/Advice
• Capacity building
• Reviews and monitoring
• Reporting
Monitoring & Evaluation in the Project Life Cycle

• M&E – from design to implementation (adjustment) to close-out
• Integrated monitoring and evaluation instruments

• What?
  • Goals - Results, Impact
  • Objectives - Outcomes
  • Activities – Progress
  ➢ Bank specific: Cost Effectiveness (return for money), disbursement rate, client and Bank performance

• How?
  • Practical, linked, longitudinal, meaningful, goal oriented
Overall M&E Framework

2 fundamental questions:

• Does the implementation of the project *progress*?
• Does the project have an *impact*
  • Define measurable elements of aid effectiveness
  • Identify key context programming components that increase aid effectiveness

➢ Bank specific: Timely disbursement, value for money, commitment
M&E training at the Bank

• Results-Based Monitoring and Evaluation E-Learning Program
• Basic M&E Training – Face-to-Face
• Intermediate and advanced M&E – Face-to-Face

➤ Bank specific – training for Independent Completion Report
M&E Framework in practice

Project Design Document

• Goal(s)
• Objective(s)
• Tasks

Measures

• Success indicators
• Measures/data
• Milestones, Inputs and Outputs
Example World Bank Results Framework

<table>
<thead>
<tr>
<th>Project Development Objective</th>
<th>Outcome Indicators</th>
<th>Use of Outcome Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the performance of the Judiciary in areas that are critical for public accountability and user satisfaction, by increasing the Judiciary’s ability to manage and monitor its performance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intermediate Outcomes</th>
<th>Intermediate Outcomes Indicators for Each Component</th>
<th>Use of Results Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component: Court Administration and Case Management</td>
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</tbody>
</table>
What kind of data/measures?

- Agency data
- Surveys and observations
- Counterpart consultations
- Scorecards and Indices
- Milestone tracking
- Budget and expenditures
- Project reports
Who does the project and M&E design and when?
Who collects the data and when?

- Assessment and M&E expert with justice sector knowledge in development context
- PIU with consultants and agencies monitor and collect
- Focus on practical measures, consider cost, develop local and agency capacities
- Ideal is sustainable counterpart system
- Starting at project design, ongoing through implementation and completion
- Adjustments when design is adjusted
- Bi-annual review of progress and impact – public on our website
- Mid-term review and adjustments
- Independent Completion Review

➤ Bank specific: IEG assessment of ICR
Mongolia - Enhanced Justice Sector Services Project (English)

**Abstract** The Enhanced Justice Sector Services Project for Mongolia had an overall moderately satisfactory outcome with the performances of the Bank and the borrower being deemed to be moderately satisfactory as well. All but one of the project development objective indicators and all the intermediate outcome indicators were fully achieved, while one project development objective indicator was partially met.

Significant lessons learned during the implementation of the project are: 1) a holistic approach is difficult to implement but also more effective in creating sustainable change across the sector; 2) good and broad stakeholder involvement throughout implementation ensures not only that the design is a good fit but develops ownership and capacities beyond the targeted activities; 3) actual change in agency operations and justice outcomes are largely dependent on changes in institutional culture; 4) great care needs to be taken when crafting a results monitoring framework during appraisal; 5) legal covenants are no replacement for project-relevant preparedness; 6) infrastructure components not only require a lot of time for planning, architectural services, site reviews and procurement, they also require both specific expertise for preparation and implementation and a budget to provide this expertise; and 7) adequate staffing needs to be reflected in the design and capacity gaps need to be addressed early on.

<table>
<thead>
<tr>
<th></th>
<th>Indicator(s)</th>
<th>Measures</th>
<th>Milestones</th>
<th>Data Sources</th>
<th>Collection frequency &amp; needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
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<tr>
<td><strong>Objective</strong></td>
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<td><strong>Task(s)</strong></td>
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</table>
## Example Target Values & Data Collection Sheet

<table>
<thead>
<tr>
<th>Intermediate Outcome Indicators</th>
<th>Target Values: Access to justice</th>
<th>Data Collection and Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Baseline</td>
<td>YR1</td>
</tr>
<tr>
<td># of new/refurbished court buildings complying with design standards</td>
<td>No design standards reflect access issues</td>
<td></td>
</tr>
<tr>
<td># of people served by mobile courts</td>
<td>No mobile courts exist</td>
<td></td>
</tr>
</tbody>
</table>
Common problems

• Scarcity of reliable data
• Staff and system capacities
• Unclear and too broad/ambitious goals – unclear data requirements, time to achieve results
• Stakeholder buy-in
• Cost and effort
• Not a priority

➤ Bank specific: Disconnect between IEG standards and project realities