

# MONITORING & EVALUATION FOR CDD OPERATIONS: LESSONS LEARNED



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# *Overview*

- Monitoring and Evaluation: What is it?
- Common constraints
- What are we normally trying to measure in CDD programs?
- How to measure
- Good practices
- Lessons learned/Take-aways



# ***Monitoring & Evaluation***

## ***Monitoring:***

- Project managers learn what works, what doesn't, and why. Measures progress against workplans
- Provides feedback for real time decision-making



## ***Evaluation:***

- What impact are we having? Have we reached the project's stated goals over the long term?
- Assesses changes in the well-being of individuals, households, communities, etc. that can be attributed to a particular project/program.
- Tests innovative approaches to poverty reduction. Pioneer new approaches to decide if they should be expanded and pursued on a larger scale.



## *State of M&E in general...*

- Bank review found that only **5-10%** of Bank projects had sound evaluation plans, including defined impact indicators and comparison groups (Ezemenari et al, 2000)
- Moving forward, results have been mixed.....



## ***Some Common Constraints Faced***

- Difficulties in reporting and collecting *real-time, accurate* data especially in large, complex operations.
- Lack of in-country specialized skills and capacity esp. for impact evaluations
- Time to prepare baselines, evaluations, etc.
- Maintaining control/comparison groups over a long enough time to measure impacts.



## ***...In addition, what makes CDD impact evaluations especially difficult?***

- CDD is “an approach that gives control of decisions and resources to community groups”.  
*Therefore...*
- Participant communities may be unknown beforehand.
- Outputs are usually unknown beforehand.
- Measuring multiple results in CDD (multi-sectoral)
- Measuring social capital, empowerment can be tricky.




## ***What Do We Normally Monitor?***

Progress against workplan (inputs, outputs)

Examples:

- ❑ Are funds being used as planned?
- ❑ Are project interventions reaching the intended beneficiaries?
- ❑ Quality of inputs?
- ❑ Are poor, women, and vulnerable groups participating in the process?



# *What Do We Usually Measure in CDD for Impact?*

## *Poverty/ Welfare Dimensions*

- ❑ Has CDD been effective at reducing poverty? Does it reach the poor effectively? Livelihoods? Employment?

## *Infrastructure*

- ❑ Has CDD improved access to services, quality, utilization?
- ❑ Are CDD projects cost effective compared to other service delivery mechanisms?



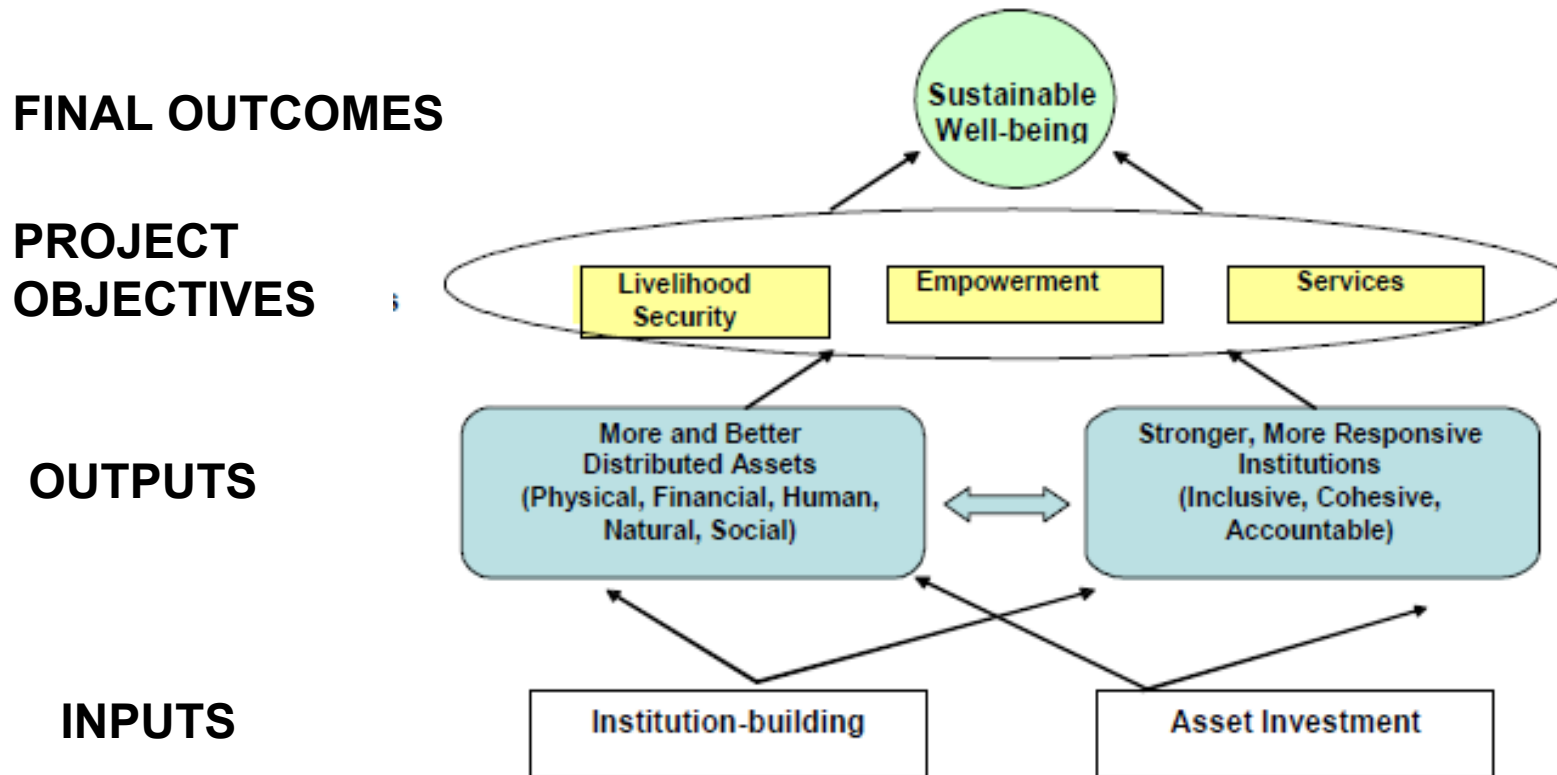
## ***Local Governance/ Empowerment***

- ❑ Do CDD projects promote changes in local governance? Stronger, more responsive institutions?
- transparency, participation, inclusion esp. of women and vulnerable groups, accountability, greater demand for improved service delivery, satisfaction w/ services

## ***Social Dynamics***

- ❑ Increases in social capital, conflict resolution

## Generic Results Template for CDD Approaches



*Source: Enabling East Asian Communities to Drive Local Development: East Asia Region CDD Flagship Report, December 2007*



# *How Are We Monitoring?*

Examples of monitoring mechanisms in some CDD projects:

- Internal project monitoring and reporting, information systems
- Independent monitoring by civil society groups, journalists, elected village committees
- Grievance & complaint resolution mechanisms
- Case studies
- Supervision



# *How Do We Evaluate?*

Key Guiding Principles in Impact Evaluation:

- The Counterfactual - Comparison/control groups
- Sample size large enough to generate statistically significant results
- Baseline data
- Quantitative & Qualitative methods ideal



# *Evaluation Tools*

Some tools for evaluating in CDD projects:

- Household surveys
- Cost effectiveness analyses
- External thematic evaluations  
(procurement, micro-finance, financial mgmt, gender, etc.)
- Audits



## ***Some Good Examples of Impact Evaluations:***

- **CDD:** Philippines KALAHI-CIDSS program, Indonesia National Program for Community Empowerment (PNPM-Rural, formerly KDP), Social Funds in Zambia, Armenia
- **Other development programs:** (Conditional Cash Transfers) : Mexico's *Oportunidades/Progres*a program, Brazil's *Bolsa Familia*, Columbia CCT; several education & health evals.



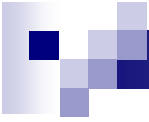
## *Example from Indonesia*

### ***PNPM/KDP***

- Spent <1% of the program budget for M&E.

System was set up along 3 pillars:

- Monitoring – field monitoring, community participatory monitoring, case studies, NGO/journalist independent monitoring, grievance/complaints, financial reviews, audits, supervisions
- Evaluation – impact evaluation, audits, special thematic studies (infra, loans, cost-effectiveness, corruption, communications)
- Studies – “shine a light on dark areas”, learn what works and what doesn’t.



***Members of Community Participatory Monitoring Group in Aceh discussing findings ▼***



***Impact Survey Enumerator Preparation***





## *Examples of how PNPM/KDP M&E findings were used*

- Evaluations and field reports found that program was popular in communities, delivered the goods, high rates of return → **Govt expanded program**
- 2002 external review of microcredit component found that it was not working well.  
→ **Mgmt decided to redesign component.**
- Supervision reports, qualitative case studies & impact evaluation found that marginalized groups' needs were not being met thru program.  
→ **Launched complementary programs to address these special needs.**



## *Lessons Learned / Take-Aways*

1. Incorporate M&E into design from the outset.
2. Be clear what questions need asking... and answering.
3. Impact evaluations generally require significant specialized expertise. Get it.
4. Use the M&E information for adaptive management & learning. For that to work, data gathering, MIS, evaluations need to be realistic and relevant.