

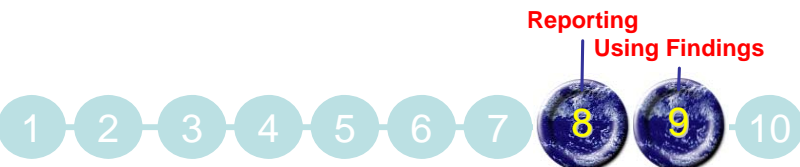
TA 4581: Developing a National Result-Based
M&E System For Key Projects
建设国家重大项目以结果为导向的
监测与评估系统

Reporting and Using Findings

March 2007
2007年3月

Reporting findings

- Uses of monitoring and evaluation findings
- Targeting appropriate information to those who need it
- Presenting performance data in clear and understandable forms
- What happens if performance news is bad



Uses of monitoring and evaluation findings

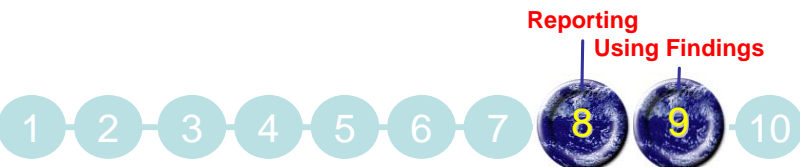
- Demonstrate accountability
- Convince & educate others
- Modify projects to improve performance
- Explore and investigate
- Document for the record
- Engage stakeholders
- Gain support
- Promote understanding

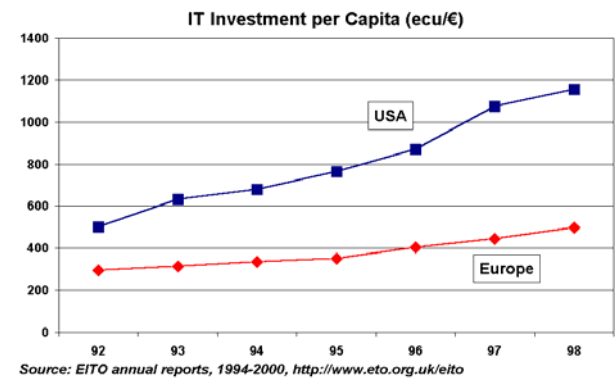
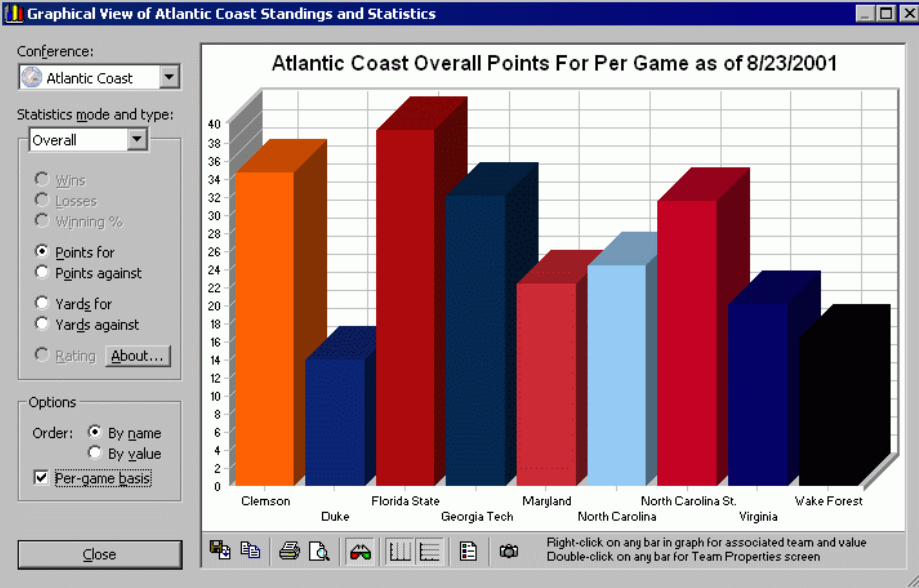
Reporting
Using Findings



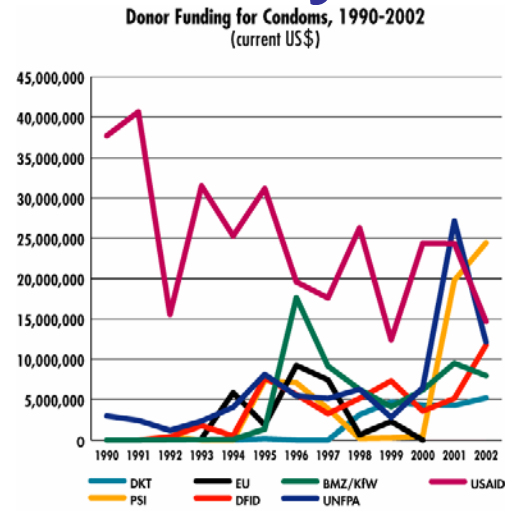
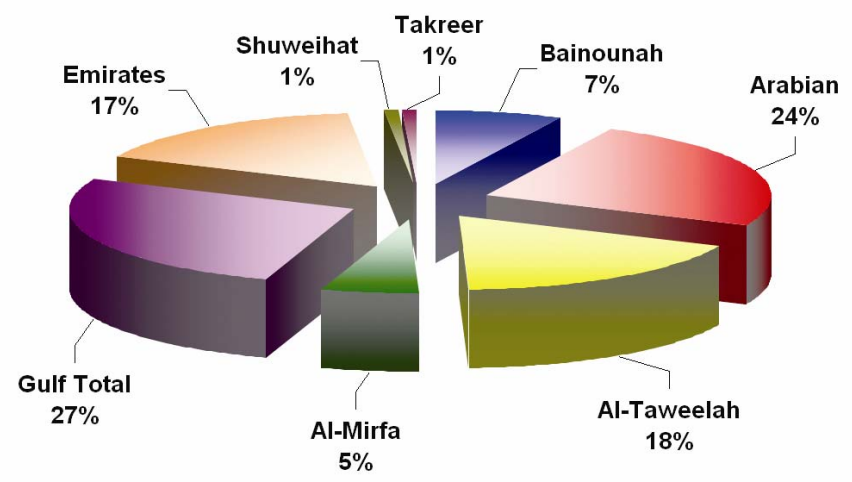
Targeting the information audience

- Who will use the information?
- How?
- What format would be most effective?
- Who will prepare it?
- Who will deliver it?
- What forums will be available to discuss and expand on the issues?





Presenting data clearly



Reporting Using Findings

Evaluation reports – recommended contents

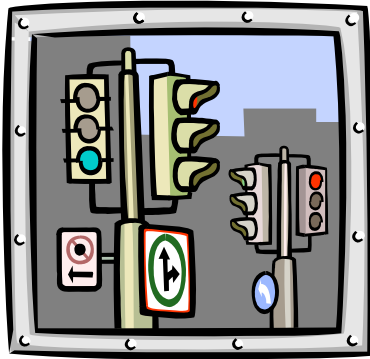
CONTENTS

Page

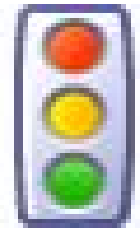
BASIC DATA	
EXECUTIVE SUMMARY	(2 pages)
MAP(S)	
I. INTRODUCTION	(half page)
A. Evaluation Purpose and Process	
B. Expected Results	
II. DESIGN AND IMPLEMENTATION	(2 to 3 pages)
A. Formulation	
B. Rationale	
C. Cost, Financing, and Executing Arrangements	
D. Procurement, Construction, and Scheduling	
E. Design Changes	
F. Outputs	
G. Consultants	
H. Loan Covenants	
I. Policy Framework	
III. PERFORMANCE ASSESSMENT	(7 to 9 pages)
A. Overall Assessment	
B. Relevance	
C. Effectiveness	
D. Efficiency	
E. Sustainability	
IV. OTHER ASSESSMENTS	(2 to 3 pages)
A. Impact	
B. Asian Development Bank Performance	
C. Borrower Performance	
D. Technical Assistance	
V. ISSUES, LESSONS, AND FOLLOW-UP ACTIONS	(1 to 2 pages)
A. Issues	
B. Lessons	
C. Follow-Up Actions	
APPENDIXES	
1. Summary Design and Monitoring Framework	
2. Appraisal and Actual Project Costs	
3. Summary of Physical Accomplishments	
4. Follow-Up Actions (included if a large number of recommendations were made)	
5. Financial and Economic Reestimation	
6. Rating Matrix for Core Evaluation Criteria	

Reporting
Using Findings





“Traffic light” system:




















1. Leaders want to see only the amount of information necessary for them to be able to judge whether a project is going well or not, and whether they need to take action.
2. When the project appears to be in difficulty, leaders need to be able to expand the information quickly to focus on what is going wrong and what needs to be done.

Reporting
Using Findings

Reporting 报告

“Traffic light” Project monitoring

CIB Project name	Project location	2 months ago	1 month ago	Current month	Current Issues to discuss and resolve
1. ABC Power station	Chengdu				OK
2. XYZ Road	Yunnan				Project 30 weeks behind due to shortage of raw materials
3. Olympic stadium	Nanning				Steel fabrication cost/price is well above standard prices
4. ABC Water project	Fujian				Project 2 weeks behind due to contractor dispute
5. XYZ Irrigation project	Shandong				Project 14 weeks behind due to implementation of new computer tolling system
6. QWE Electricity generator	Henan				OK

Make decisions quickly, concentrate on problem projects.

Reporting
Using Findings



What about bad news?

- Managers need to know the bad news as well as the good, otherwise how will they know when it is time to take action?
- “Don’t shoot the messenger.”



End

