

Chapter 28: Monitoring and Evaluation

Following acceptance of the Concept Paper, MCC's Monitoring and Evaluation Division will begin due diligence on the proposed investments. Below are examples of questions which are pursued during the due diligence phase. The list of specific questions may be edited if appropriate:

Monitoring

Goals and Objectives

- Are the goals and objectives measurable and clearly articulated?
- Are beneficiaries quantified and demographic characteristics described?
- Is Program design logically related to the Goals?

Indicators to measure progress towards Program Goals (poverty reduction measure)

- Are the indicators consistent with economic analysis?
- Are the indicators credibly linked to Goals and Objectives?
- Are the indicators easy to understand?
- Are the indicators consistent with those used by other actors involved (if relevant)?

Indicators to measure progress towards intermediate objectives and outputs identified

- Do the intermediate indicators track progress at compact objective and individual activity levels?
- Can the intermediate indicators be reliably measured and can data be cost-effectively collected (relative to information value)?
- Are the intermediate indicators limited in number so as to include only the most crucial indicators?
- Are the intermediate indicators consistent with economic analysis?
- Are the intermediate indicators credibly linked to poverty reduction indicators described above?
- Are there some indicators can be used to condition disbursements?
- Are the intermediate indicators consistent with those used by other actors involved?

Data Source

- Does the M&E plan use existing data sources?
- If new data collection is required, is there a broader use beyond MCA program monitoring?
- Is baseline data available? If not is there an agreement on the plan to collect baseline?
- Which data collection agency will be responsible for tracking each indicator? What is the measurement unit, method, and frequency of data collection?
- Can data be disaggregated by gender, income, and age?

Targets for all indicators or plan to establish targets

- Are targets consistent with the economic growth analysis (as applicable)?
- Are there annual and final targets?
- Do targets take into consideration natural rate of growth (as applicable)?

Reporting Schedule

- Is the reporting schedule consistent with planned disbursements?
- Is there a plan for public dissemination of program performance?

Evaluation

Methodology for impact evaluation(s) covering all possible projects

What was the most rigorous evaluation standard that will be feasible (include justification of the methodology chosen)?

Potential ratings to be applied is assessing level of rigor:

- ★ Treatment and control groups, random assignment to treatment group

- ★ Treatment and control groups, assignment by observed variable to treatment group
- ★ Treatment and control groups. Does not deal with selection bias but plausible reason selection bias does not affect the results
- ★ Treatment and control groups, no dealing with selection bias
- ★ Treatment group, post-project identification of control group (plus data collection)
- ★ Treatment group, but only post project measurement of results (no baseline data).

Plan for implementing impact evaluation

Will the independent evaluator be contracted by country or directly by MCC?

Is there a timeline for evaluation planning, including when final evaluation should be conducted?

Is there a local capacity building component and research areas (where relevant)?

Data Requirements

What data will be used for evaluation (include source, frequency of collection, and party responsible for managing the evaluation)?

Other Components

Data Quality Reviews

Are there procedures for assuring data quality?

Are data quality reviews timed to address capacity issues early in compact term with regular reviews throughout compact term?

Have the terms of reference been completed?

Assumptions and Risks

Do assumptions include factors that influence the projected benefits of the program, but are not directly addressed by the program?

Are assumptions and risks consistent with economic growth analysis?

Is there a plan to mitigate risks where feasible?

Multi-year M&E budget

Does the M&E costs estimate include funding in compact and any direct MCC M&E funding to be used?

Do line items take into account all costs?

Staffing Plan

Are there descriptions of the roles and responsibilities of the M&E director and other staff?

Is there a staffing plan that describes the role of in-house staff, outside consultants, independent evaluators?

Quarterly/Annual report format

Are M&E reports integrated into a larger Program review process?

Plans for making M&E reports and evaluations publicly available

What are the plans for making M&E reports available on the country website?

Is there a need for other methods of dissemination?

How will civil society, advisory groups, and/or beneficiary groups be involved?

M&E Due Diligence

Country capacity to implement the M&E Plan

Is there capacity in country to implement M&E Plan?

Has this been confirmed by other donors or qualified entity?

Are there plans and budget for providing technical assistance to address current or future weaknesses in implementing the M&E Plan (as needed)?

Country counterpart responsible for development of the M&E Plan

Is there a country counterpart for economic analysis and M&E?

Does the counterpart have a strong Economics/Statistics background?

Discussion of MCC impact evaluation policy

Was impact evaluation discussed early in the due diligence process to ease the incorporation of evaluation design in implementation plans?

Working Sessions

Do Country team and MCC team agree on the economic and program logic (links between the program components and poverty reduction objectives)?

Was there broad participation in the economic analysis and the M&E Plan (especially by potential implementers and technical specialists)?

Is there a plan for stakeholders or beneficiaries consultation?

Other donors involved in statistical capacity building and data collection

Where relevant, is performance measurement coordinated and/or consistent with that of other actors?

Are MCC funded activities are consistent with national plan for statistics?

Are capacity-building efforts are coordinated or consistent with other actors?

