

Project Results, Lessons Learned, and Next Steps



Jana Kunicova
Task Team Leader
World Bank



Overview

- Project: Objectives and Phases
- Implementation (TA) Phase:
 - Steps
 - Country Status
 - Validation Process for Indicators
- Results and Impact:
 - Indicator Development
 - Peer Learning
 - Notable Practices
- Challenges
- Next Steps

Project Objective

Strengthen monitoring and evaluation capacity in the countries of the Western Balkans and Turkey by:

- (i) developing SMART sector-level indicators that could be used to monitor progress of sector reforms, and
- (ii) capitalizing on the shared experience in the countries through peer learning events and hands-on coaching.

Project activities: Overview

- INCEPTION PHASE: July 2012 -February 2013
 - raise beneficiary awareness of the project;
 - assess current institutional arrangements, capacity, existing results frameworks in selected sectors, as well possible implementation constraints,
 - review other relevant projects to avoid unnecessary duplication; and
 - prepare implementation arrangements in the countries.
- IMPLEMENTATION PHASE: April 2013 – June 2014
 - In-country consultations and indicator development
 - Technical assistance and coaching
 - Peer learning

Project Activities: Implementation Phase Steps



Sector M&E Design:

Review sector strategies, action plans, existing SIF, and other information on the indicators currently used.



In Country Consultation

Discuss potential indicators with country government counterparts



Indicator development


Based on in country consultation & international best practice, propose SMART indicators for country.

Input from country sector & World Bank experts



Indicator Validation

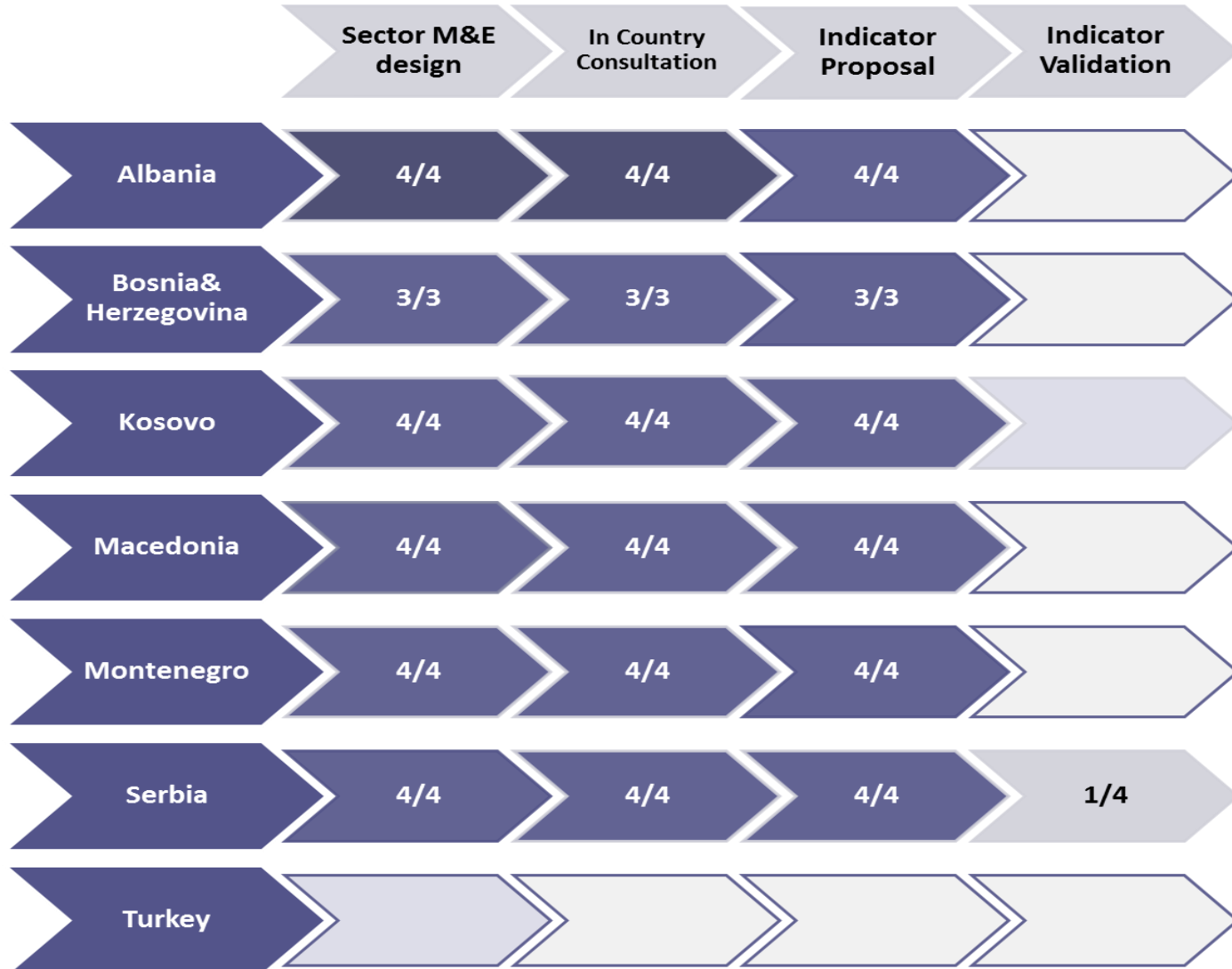
Consensus building on indicators & defining indicators, measurement, data, reporting and use of indicators and for ***adoption of indicators*** by relevant authorities.



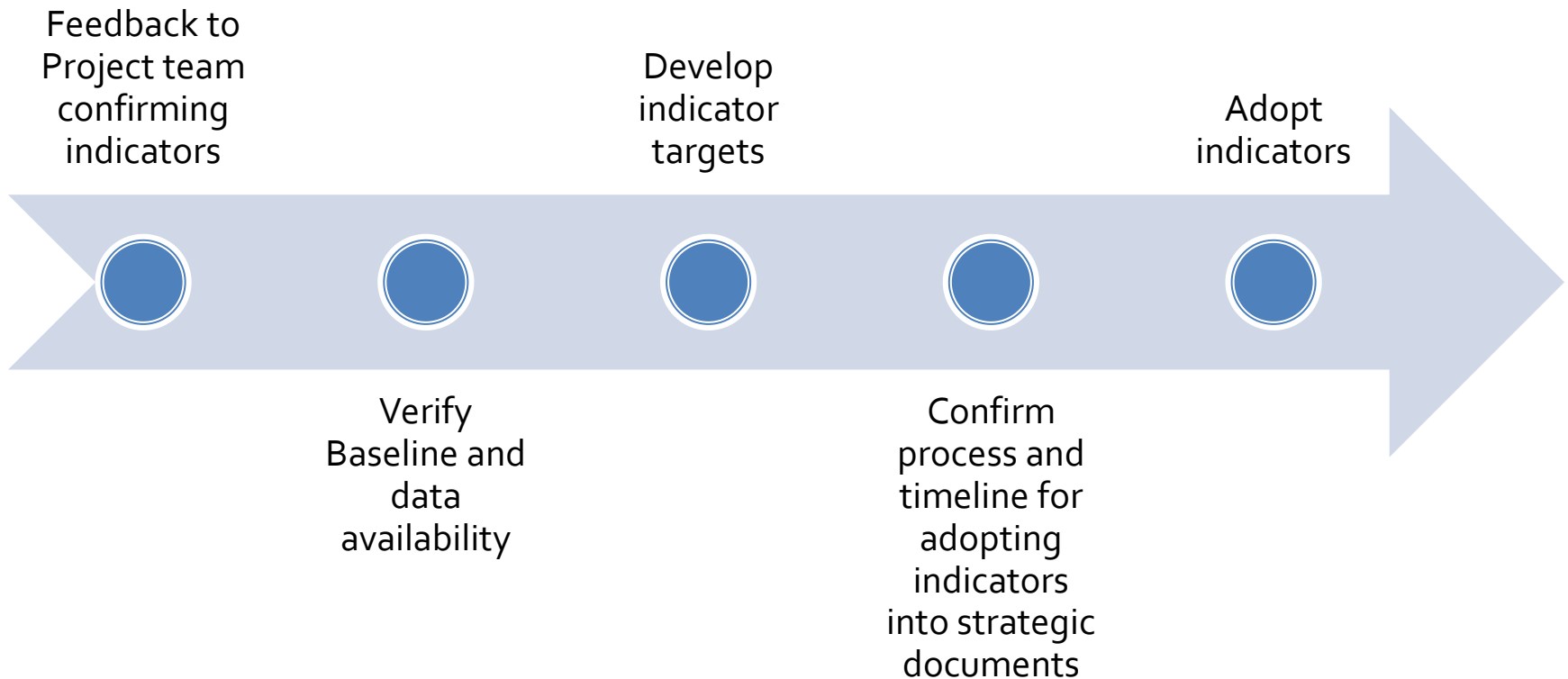
Technical Assistance & Peer learning:

Opportunity to exchange knowledge between government counterparts in countries engaged

Country Status



Validation Process



Country Status: Indicator Validation

- **Albania: *Change in government & revisiting strategies***: Targets developed for CSR indicators; in process for employment and justice (draft strategies);
- **Kosovo: *Young institutions building M&E from scratch***: Indicators in process for CSR and employment; justice and agri getting started
- **Macedonia: *Sector-specific progress***: Indicators in process for 3 draft strategies (PSD, justice, employment); CSR pending.
- **Montenegro: *Building up M&E to catch up with advances in accession***: Indicators in process for 1 draft strategy & 2 action plans
- **Serbia: *High level of ownership and good progress in adopting indicators***: Indicators included for 2 draft strategies (agri and PAR) & 1 action plan (employment)
- **BiH: *Technical drive for indicators despite political and institutional hurdles***: Practicing tracking CSR indicators; HJPC plan – work on targets in process; employment indicators for IPA2 sector programming;

Results and Impact (1): Indicator Development

- Indicators developed, shortlisted, and selected by all countries in all relevant sectors;
- Beyond 3-5 indicators: Indicator shortlists served as a base for developing comprehensive results frameworks (e.g., PAR: BiH, Kosovo, Serbia);
- Shortlists of indicators provided to EC as a resource for the IPA2 sector programming;
- Catalyzed working groups for developing sector level M&E (e.g., Serbia).

Results and Impact (2): Peer Learning

- Four sector workshops (employment, justice, agriculture, and CSR) and one peer exchange (PSD) delivered, resulting in direct contacts and follow ups among peers;
- One country's experience could serve as a potential solution to another's M&E challenge (employment: MK-ALB; justice: BiH-SRB);
- No need to reinvent the wheel (e.g., justice – court user satisfaction surveys: learning from experiences/challenges in neighboring countries).

Notable Practices

Serbia NAD:

- Pragmatism: Better to have a good indicator you can report on than the perfect indicator without data;
- Driving seat: Take a comprehensive, sector wide approach to monitoring and ensure strong country ownership.

Macedonia Employment Evaluations:

- Eyes on the prize: Plan in advance how the results of evaluations will be used, and which policies are to be influenced by them.

BiH Justice:

- Sharing information can improve performance: Performance management system at HJPC started from a simple goal: reducing pending cases. Information shared by HJPC with individual courts to benchmark their performance on pending cases, catalyzing reduction in backlog. Later, other efficiency metrics added and a more sophisticated system built.

Challenges

- Countries interested in indicators even when the required data not readily available
- Coordination of all relevant stakeholders
- Indicator validation delayed due to election cycles
- Limited experience with formal monitoring and evaluation within governments
- Methodological challenges make monitoring outcomes difficult
- Target setting: governments must lead the process

Next Steps

- Outstanding target development
 - Good progress: Macedonia PSD, Kosovo, BiH, Serbia Civil Service Reform, Montenegro & Serbia ARD, Montenegro & Macedonia Justice
 - Outstanding: Justice, Employment , Montenegro & Macedonia Civil Service
- Acquiring experience using indicators
 - Gain experience using indicators that are feasible, build to more sophisticated M&E
- Documenting & disseminating best practices
 - Montenegro MIDAS, BiH Justice, Serbia NAD, Turkey KOSGEB, Macedonia ALMP evaluations
- Final report
 - Comments by May 10, disseminate by June 30

Thank You!

Contact information: Jana Kunicova (jkunicova@worldbank.org).