

Techniques and Tools in Results Based Monitoring and Evaluation Systems of Civil Engineering Projects, Programmes and Policies

Engr. Akwenuke O. Moses Fnse, Fnice, Ph.D

P.O.Box 2139 Warri

Submitted: 05-03-2021

Revised: 18-03-2021

Accepted: 20-03-2021

ABSTRACTS: There is vast array of national, multilateral and international forces initiatives, and stakeholders calling on governments to be more accountable and transparent to demonstrate results. If Nigeria in particular is to join the globalization caravan and reap the benefits, she will have to meet specific requirements, standards and goals. Result-based monitoring and evaluation systems can be a powerful public management tool in helping measure performance and performance in achieving desired goals. An approach to project, programmes and policy of government or organization management that will measure and achieve desired results need overwhelming acceptable technique that must consist of globally approved methodology and tools.

The monitoring and evaluation are critical component of result-based management. Result-based management supports better performance and greater accountability by the application of a clear logical framework to plan, manage and measure a project, programme or policy with complete focus on results desired to be achieved. Result-based management enables governments or organizations determine whether a difference has been made for the targeted people. This publication is about the techniques to be use in achieving the expected desired result-based management.

KEYWORDS: Stakeholders, powerful public management tool, desired goals, targeted people, good governance, accountability, transparency, delivering of tangible results, Participatory monitoring, sustainable development, negotiation.

I. INTRODUCTION

As governments need financial, human resources and accountability systems, governments also need good performance feedback systems. Government and organizations may have successfully completed a civil engineering activity or project, programme or policy as water supply infrastructures, or water resources policies, but

have they produced the actual, intended results? Have government and organizations truly delivered on promises made to their stakeholders? For instance, it is not enough to implement water provision and sanitation programmes and policies and then assume or conclude that successful implementation is equivalent to actual improvements in water supply, demand, conservation quantity, quality availability and security. Policy and decision-makers and water resources managers must also examine a management pattern/strategy that focuses on performance and achievement of outputs, outcomes and impacts. But we need appropriate techniques, methodology and tools to achieve the desired performances. The result-based management system allows the decision-makers assess whether and how goals are being achieved over time and its response to stakeholders' growing demands for results. It has been established that there has been a global overwhelming change in public sector management as a variety of internal and external forces have converged to make governments and organizations to be more accountable to their stakeholders. Governments are increasingly being called upon to demonstrate results. Stakeholders are no longer solely interested in organizational activities and outputs; they are now more than ever interested in actual "outcomes".

Techniques are fast changing toward new ideas and research. There has been an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches toward new results-based approaches.

Managing for result through the result-based management technique's systems is based on the traditional implementation approach of project/programme/policy monitoring and evaluation system, the participatory and evaluation system and the results-based monitoring and evaluation system.

Demand Of Pressure Groups, Donors, World Bodies On Governments And organizations

Obviously, an effective state is essential to achieving sustainable socio-economic civil engineering activities' management development. There are growing pressures on governments and organization around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivering of tangible results. Governments, the national and state assemblies (parliaments), citizens, the private sector, non-governmental organizations (NGOs), civil society, international organizations and donors are some of the stakeholders interested in better performance. So as demands for greater accountability and real results have increased, there emerges, the need for enhanced result-based management systems of policies, programmes and projects in all sectors including the civil engineering works sector.

Due to concerns and questions being raised by internal and external stakeholders, governments and organizations are struggling with ways of addressing and answering questions such as: How can we tell success from failure? How do we measure progress? How do we know if there are problems along the way and how can they be corrected at a given point in time? How do we know if we are on the right track? And the big one, have policies, programmes and projects led to the desired results and outcomes? Countries are now to become a part of international initiatives, organizations, and groups of common interest in order to reap the desired socio-economic, political and security benefits. Part of the bargain must eventually involve adhering to a set of specific requirements, conditions, and goals which include result-based management system tools such as monitoring and evaluation. If governments are going to become a part of the global community, they must open themselves up to increased scrutiny and be more transparent and accountable to their stakeholders, therefore, they must learn to manage for results.

The following are example of the kind of result-based management tools set forth for joining international organizations and blocks and consequently for reaping the benefits of membership and inclusion, and together they have created a global force for public accountability and proven results:

– **Highly Indebted Poor Countries Initiative (HIPC):** This was created by the World Bank and the International Monetary Fund (IMF) in 1996. The objective is to reduce the external

debt of the world's poorest and most heavily-indebted countries. It is also aimed at supporting poverty reduction, encouraging and stimulating private sector-led growth and improvement in a country's social indicators. Recipient governments must be able to monitor, evaluate and report on reform efforts and progress towards poverty reduction.

– **International Development Association (IDA):** It is a donor contribution association which based their support for 79 of the world's poorest countries specifically on results. To track results towards goals, especially in water works, health, education and private sector development, IDA formulated explicit outcome indicators. The IDA performance Based Allocation System has helped to better target donor resources to countries with good governance that includes good policies, institutions and program/projects. A comprehensive system to measure, monitor, and manage for development results is put in place by IDA which ties and aligns with measurement systems established by IDA's borrowers under their National Poverty Reduction Strategy papers as well as their work toward achieving the MDGs.

– **World Trade Organization Membership:** The WTO was created in 1995 to replace the General agreement on Tariffs and Trade (GATT). It has about 149 members. Members must agree to comply with, and be monitored and evaluated against a specific set of rules regarding reciprocity and equal treatment, transparency in trade and legal regimes, reduction of trade barriers, adoption of intellectual property rights legislation and commitment to environmental protections (safe water and sanitation).

– **European Union Enlargement:** The criteria basically for countries aspiring to be members must meet three basic criteria for accession: stable democratic institutions and respect for human rights and minority protection, two, a functioning market economy capable of dealing with competitive pressures within the EU; and three, ability to meet membership obligations associated with the political, economic, and monetary union. Admitted member's progress is motivated by EU monitors with respect to adopting, implementing and applying EU legislation.

– **EU Structural Funds:** Beneficiary regions are required to establish a monetary and evaluation process. It is a fund by the EU to support and

assist the socio-economic development of the less developed regions of EU member states.

- **The National Poverty Reduction Strategy Approach:** The Multinational Development Banks (MDBs), established strategies and approaches for sustainable development and poverty reduction which also involves setting goals, choosing indicators, and monitoring and evaluating for progress against the goals.

Some of these initiatives of the National Poverty Reduction Strategy Approaches are:

- * **National Poverty Reduction Strategies:** The international development community agreed that National Poverty Reduction Strategies should be the basis for concessional lending and debt relief and the highly indebted poor countries initiative is tied to this, i.e., the National Poverty Reduction Strategies.

- * **Poverty Reduction Strategy Papers:** It describes a country's macro-economic, structural and social policies and programmes to promote growth and reduce poverty, as well as associated external financing needs and is prepared by government through participatory process involving civil society and development partners. A PRSP defines medium and long term goals for poverty reduction outcomes (monetary and non-monetary), established indicators of progress, and sets annual and mid-term targets. The PRSP must have an assessment of the country's M&E systems.

The National Poverty Reduction Strategies approach must in turn be linked to agreed-upon development goals of over a three-year period which must involve a policy matrix that must include attendant sets of measurable indicators, and a monitoring and evaluation system through which progress is measured. Hence countries trying to become part of HIPC must commit to a process that involves accountability and transparency through monitoring, evaluation, and achievement of measurable results even in the water development sector.

- * **Comprehensive Development Framework (CDF):** This consists of four basic principles: A long-term (usually 10 years), holistic development framework, two, results orientation, three, country ownership and four, country led partnership. Just as the National Poverty Reduction Strategies, it stresses accountability for result. It is an approach to development involving all stakeholders and results in pressures for the monitoring and

evaluation of stakeholder participation and economic development progress. The CDF includes in a country's national development strategy a clear delineation of medium and long-term poverty reduction goals and with indicators to measure progress hence ensuring that policies are well designed, effectively implemented and duly monitored. National Development plan is a major force for developing result-based monitoring and evaluation when desired by a country.

- * **Internal Initiative and Forces for Change:** Internal stakeholders are increasingly pressurizing the government to demonstrate accountability/transparency, devise fair and equitable public policies and deliver tangible goals and services in a timely and efficient manner. Government officials, parliament, opposition parties, programme managers and staff, citizens, private sectors, NGOs, civil society and the media are also pressure groups on government for results.

- * **Decentralization, Deregulation, Commercialization and Privatization:** The move towards reform, the move for various reforms such as stated above in many countries has really increased the need for monitoring and evaluation at regional and local levels of government. The need for monitoring also has increased as new non-governmental service providers (NGO, Private Sector and Civil Society Groups) have begun taking over some of the public sector functions instead of the government, though some government could be diminishing their roles in providing public goods and services, need to monitor and evaluate the impact of their policies and programmes regardless of who implements them is important.

- * **Changes in Government Size and Resources:** Internal pressures on governments to down size and reform themselves are overwhelming. Therefore, governments are experiencing budgetary constraints that force them to make difficult choices and tradeoffs in deciding on the best use of limited resources. The pressures to do more with less and still demonstrate results have increasingly grown amongst governments leading to the need why governments are increasingly recognizing the need to build and sustain results-based M&E systems to demonstrate performance.

Conventional Or The Traditional Implementation - Focused Monitoring And Evaluation Systems:

This results-based management system often involves collection of quantitative information which is frequently by outsiders (consultants, the organization or ministry officials and donor representatives) in order to measure the output, outcome and impact for the purposes of accountability.

Traditional implementation — focused M&E systems are designed to address compliance by giving answers to the compliance questions such as: "did they do it? Did they mobilize the needed inputs? Did they undertake and complete the agreed activities? Did they deliver the intended outputs and outcome? The implementation approach focuses on monitoring and assessing how well a project, programmes or policy is being executed and normally often links the implementation to a particular unit of responsibility, but this approach does not provide policy makers, managers and stakeholders with an understanding of the success or failure of the project, programme or policy.

The interest in participatory monitoring and evaluation systems from various limitations and constraints associated with conventional, expert-led M&E criticism of traditional methods of M&E have primarily been articulated by those working in the areas of participatory, sustainable development. The following are some of the criticisms of traditional expert-led monitoring and evaluation as compared to participatory monitoring and evaluation:

- Attention is not given to learning amongst stakeholders, rather emphasis is on controlling and managing of programmes, projects and policies.
- It encourages the use of outsiders for the implementation of projects, programmes and policies which suggests that insiders are not capable.
- Data generated by expert-led monitoring and evaluation are often of low validity and reliability due to the non-robust and distance maintained between researchers and programme stakeholders.
- The focus on quantitative data collection does not provide in-depth insights into programme outcomes processes and constraints.
- While focusing on the scientific objectivity of outside monitoring and evaluation specialist, conventional monitoring and evaluation often fails to capture the subjective or insiders'

impressions of local staff and community members and this can lead to a superficial understanding of the implementation process and outcomes.

- In the conventional monitoring and evaluation activities outside experts, judge the value of what has been accomplished rather than empowering community members, local staff and programme managers to make their own judgments.
- Conventional monitoring and evaluation methods are usually not sufficiently gender and poverty sensitive to ensure that the experiences and opinions of women and poorer households are systematically captured.
- Again, there are more resounding differences between traditional implementationbasedM&E systems and result-based M&E systems which include the following elements of implementation monitoring which are traditionally used for projects, programmes and policies.
 - * Description of the problem or situation before the intervention.
 - * Benchmarks for activities and immediate outputs.
 - * Data collection on inputs, activities and immediate outputs.
 - * Systematic reporting on provision of inputs.
 - * Systematic reporting on production of outputs.
 - * Directly linked to a discrete intervention (or series of intervention).
 - * Designed to provide information on administrative, implementation and management issues as opposed to broader development effectiveness issues.

Participatory Monitoring And Evaluation Methods

Participatory monitoring and evaluation methods focus on the collection of more qualitative information either by or with community representatives in order to understand strategy implementation, accomplishments and lesson learned. It also contributes to local learning for decision making.

At the global level, "participatory monitoring and evaluation is not just a matter of using participatory techniques within a conventional monitoring and evaluation setting, it is about radically rethinking who initiates and undertakes the process and who learns or benefits from the findings" (Estrella and Gaventa, 1998).

Effective use of participatory methods requires far reaching changes at the institutional,

professional and personal levels. Development professionals must radically modify their attitudes and approach. (The question "who changes?" calls us to attention. The point is not what to change as much as how we change ourselves. Participation has little meaning unless we, and particularly those of us in positions of power, allow others to 'take part' to set agendas, take decisions, manage and control resources (Blackburn and Holland, 1998).

Participation: Participation means opening up the design of the monitoring and evaluation system to include those most directly affected and agreeing to analyze data together.

Negotiation: Negotiation is a very important angle or dimension between a civil engineering activity result-based managers such as water scheme programme managers, implementers and community members to agree on what should and will be monitored or evaluated, how and when the data will be collected and analyzed, what the data actually means, how findings will be shared and what actions will be taken.

Learning: Everybody involved in participatory monitoring and evaluation needs to be open to the learning from the process and from the contributions of other stakeholders.

Flexibility: Flexibility is essential as the number, role and skills of stakeholders and other factors change overtime.

It is pertinent to state that there is a great deal of bad practice threatening the effectiveness of these four principles in terms of inappropriate attitudes and practices of development professionals, including top-down and disrespectful attitudes toward community members along with domineering and impatient behaviours.

Characteristics of Participatory, Monitoring and Evaluation

- * Involvement of local programme stakeholders is elicited, allowing reflection on their own experiences and to learn from them.
- * Allows program managers, field staff and community members to better understand the perspectives of programme stakeholders and the dynamics of community programs, which definitely can contribute to improved programme implementation.
- * Capacity and confidence of local programme staff and community members to analyze their own needs and programmes and to undertake action planning based on the conclusions of such analysis is tremendously increased.
- * Through involvement of community and programme stakeholders in monitoring and evaluation, community members can articulate

their priorities and criticisms of development programme strategies.

- * It can contribute to sustainability of programme strategies by increasing the sense of ownership on the part of local development staff and community members of the conclusion and recommendations for future action.

Tools for Participatory Monitoring and Evaluation

The purpose of these tools is to elicit group discussion, reflection, sharing and to stimulate groups of project or programme stakeholders to formulate conclusions and plans for action including using them for planning, documentation and reporting on programme or project activities.

The variety of tools and techniques include both conventional and participatory Rapid Appraisal tools.

Participatory Rapid Appraisal and Participatory Rapid Appraisal related tools includes: (a) visualized analysis; Venn diagram's, pie-diagrams, matrix scoring, transect walks, pocket voting, spider web, pile sorting, rating, scales, unserialized posters, community mapping, flow diagrams, seasonal calendars; (b) interviews; Focus group discussions, welfare classification/wealth ranking; (c) group and team dynamic methods; community meetings, group and transect walk, team review sessions and lesson learned exercise.

- **Audio-Visual Tools:** Videos, storytelling, popular theatre, songs and photo voice.
- **Quantitative Tools:** Community surveys, intercept interviews and structured observations.
- **Tools Derived from the Anthropological Tradition:** participant observation and oral testimonies.

Limitations Associated in Using Participatory Monitoring and Evaluation

Though the enthusiasm and many positive experiences in using the participatory tools is overwhelming, several constraints are associated with parameters related to both communities and development workers.

- **People's Time:** An already established major constraints to project or programme adoption of participatory monitoring and evaluation tools is the time required in and to use them. Participatory and monitoring interest of the time issue is women and members of poorer households, limited time to devote to such activities is a major impediment to the equitable involvement of community members and programme or project stakeholders. In a

large number of communities and even not too large communities, the time required using more participatory monitoring and evaluation method is often a constraint for development workers.

- **Attitudes and skills of PM&E Facilities:** A bad practice in the use of participatory tools both in assessments and evaluations is another major constraints and concern to participatory development practitioners. This concern basically has to do with the inappropriate attitudes and inadequate skills of majority of those who facilitate the use of participatory tools and exercises. The attitudes, skills and ethical principles required for truly participatory development and their observations regarding the inadequacies in the approach often adopted by development workers interacting with communities should be best practiced by "the best way to participate, as individuals is to be humble, and listen, respond to and respect the knowledge, perceptions and feelings of the others rather than to lecture and impose (knowing that) it is easier to advise others to change their behaviours than to do so ourselves (Blackburn and Holland, 1998). Participation is about how people interact but not dominating behaviour that inhibits participation.

II. RESULT-BASED MONITORING AND EVALUATION SYSTEM

Result-based monitoring and evaluation system is about measuring performance. It is a powerful public management tool. The history of result-based monitoring and evaluation can be traced to the Egyptian's example of more than 5,000 years ago when the ancient Egyptians regularly monitored their country's outputs in grain and livestock production. It cannot be said therefore, that monitoring and evaluation is a new phenomenon. Even modern governments have engaged in many forms of traditional monitoring and evaluation over the years by using the three legged stool of good human resources systems, financial systems and accountability systems to track their expenditures, revenues, staffing levels, resources, programs, project activities, goods services produced etc, definitely too, they need a good feedback systems, the result-based monitoring and evaluation system which is a special public management tool governments can use to measure and evaluate outcome statement and then feedback the information result into the ongoing processes of governing and decision making. The result-based monitoring and

evaluation system which is a special public management tool government can use to measure and evaluate outcome statement and then feedback the information result into the ongoing processes of governing and decision making.

Defining Monitoring and Evaluation

Monitoring is defined by the Organization of European Co-operation and Development (OECD) as a continuous function that uses the systematic collection of data on specific indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the allocated funds.

The OECD also defines Evaluation as the systematic and objective assessment of an ongoing or completed project, program or policy including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lesson learned into the decision making process of both recipients and donors.

The monitoring and evaluation concept is saying that it is not enough that output are on ground, it went further to ask the question that "so what" that outputs are on ground? It addresses the accountability concerns of stakeholders, gives public sector managers information on progress toward achieving stated targets and goals and provides enough evidence as the basis for likely mid-course corrections in policies, programs or projects and this is why the building of an M&E system will definitely give decision makers an additional public sector management tool.

If these two definitions are juxtaposed, it becomes obvious that they are distinct though complementary. Monitoring is descriptive in intent, giving information on WHERE a policy, project or programme is at any given time and overtime and relative to respective targets and outcomes.

On the other hand, evaluation is a compliment to monitoring in that when a monitoring system sends signals that the efforts are going off track (for instance, that the target community is not making use of the water scheme, or that pricing costs are not honoured and unacceptably accelerating, that there is real resistance to adopting a new concept on PCM/PM&E innovation regarding the water scheme), the good evaluative information can help clarify the realities and trends noted with the

monitoring system. Evaluation gives evidence of WHY targets and outcomes are or are not being achieved with respect to WHERE the project is, that whether at a planned phase, milestone or completed fully.

Monitoring can be done at the project, program or policy levels, for instance, in considering provision of water scheme for a community, we could monitor the project level by monitoring the awareness of solar powered water scheme infrastructure in eight target communities at the programme level, we could monitor to ensure that information on participatory community monitoring (PCM) is being targeted on the need for sustainability of the solar powered water scheme infrastructure in the whole region. At the policy level monitoring, the concern could be to monitor the overall impact and sustainability of provision of safe water for the whole region.

Evaluation can also be carried out at the project, programme or policy level looking at an example of privatizing water systems, a project evaluation might involve the assessment of the improvement in water fee collection rate in two communities, at the programme level, financial management systems of government could be considered assessed while at the policy level, different model approaches to privatizing public water supplies might be evaluated.

Evaluation is viewed in a much broader context as a continuous available mode of analysis that helps programmes or project managers gain a better understanding of all aspects of their work, from planning, design through implementation to completion and subsequent consequences. It addresses the "why" questions of what caused the changes being monitored, the "how" questions of what was the sequence or process that led to the successful or unsuccessful outcomes and the "compliance and accountability" questions of did the promised activities actually take place and is it as planned?

Below Highlights the Complementary Roles of Results-Based Monitoring and Evaluation

Monitoring	Evaluation
* Where are we now	* Why are we here now?
* Classification of programmes, projects, and Policy objective	* Analysis of why intended results were or were not achieved.
* Links activities and their resources to Objectives.	* Assesses specific causal contributions of activities to result.

* Translates objectives to performance Indicators and set targets.	* Examines implementation process
* Routinely collects data on these indicators	* Explores unintended results.
* Compares actual results with targets.	* Provides lessons, highlights significant accomplishment or programme potential, and offers recommendations for improvement.
* Reports programmes progress to managers And alerts them to problems	

Source: Kusek and Rist, 2004

The Result-based M&E System as Compared to the Traditional Implementation Focused System

The traditional implementation — focused monitoring and evaluation systems approach does not provide policy makers, managers, and stakeholders with an understanding of the success or failure of the project, programme or policy, it is all about the "did they do it, did they mobilized the needed input, did they undertake and complete the agreed activities, did they deliver the intended outputs"? questions.

Result-based monitoring and evaluation systems are designed to address the: "so what about the fact that outputs have been generated, so what about the fact that activities have taken place, so what about the fact that the outputs from these activities have been counted, it is all about the 'so what' question". A result-based monitoring and evaluation system provides feedback on the actual outcomes and goals of government actions. A result-based M&E system provide answers to: What are the goals of the organization? Are they being achieved? How can achievement be proven?

Result-based M&E system is different from the traditional implementation-based M&E system in the following ways and normally used for a range of interventions and strategies:

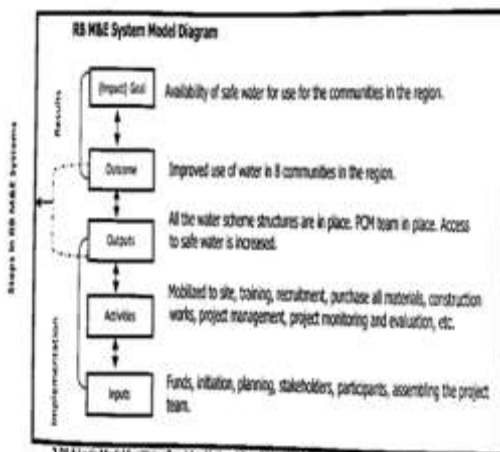
- Baseline data to describe the problem or situation before the intervention.
- Indicators for outcomes
- Data collection on outputs and how and whether they contribute toward achievement of outputs.
- More focus on perceptions of change among stakeholders.

- More focus on system reporting with more qualitative and quantitative information on the progress toward outcomes.
- Done in conjunction with strategic partners.
- Captures information on success or failure of partnership strategy in achieving desired outcome.

Monitoring and evaluation of national development goals will have to include not only the traditional implementation focus, but also a result focus which should also show how result-based systems build upon and add to traditional implementation-focused systems works.

In answering the 'so what' question, the generation of outputs is presented as an implementation effort rather than as a result which is at variance from some school of thought concerning definition of results in monitoring and evaluation systems. The completion of a water scheme's infrastructure does not ideally answer the question 'so what'. It is an output but what is its result when completed? Is it providing the desired outcome statement or impact on the supposed end users? As can be seen in fig. 2.04.

Monitoring progressing towards national goals required that information should be derived in the logic model from all result levels, at different time frames, and for different stakeholders' needs. Without measured results, there is no way to document whether the effort is actually achieving the expected outcomes, the availability of water, and ultimately, the associated national goals of making safe water available for all.



2.04 A Logic Model for Water Provision National Development Goal
Source: The researchers improved and modified version of Kasak and Hitz 2004's result-based monitoring levels adopted from Ekeneski, 2008.

Applications for Result-based M&E Systems

No doubt, the needs for accountability and demonstrable results have grown, so have the uses and applications for result-based monitoring and evaluation systems. There are many and growing applications for result-based monitoring and evaluation:

Project, Programme and Policy Application:

Information and data can be collected and analyzed at any level and all levels to provide feedback at many points in times which is and can be used to better inform key decision makers, the general public and all stakeholders. Result-based monitoring and evaluation systems have been successfully designed and used to monitor and evaluate projects, programmes and policies at all levels. With its continuing streams of data and feedback, monitoring and evaluation add value at every stage of a project from design through implementation and impact but the specific information will be different at each level, the complexity of collecting data will be different, the political sensitivity on collecting the data could change and the uses of the information may as well change from one level to another. Monitoring and evaluation can and should be evident throughout the life cycle of a project, program and or policy, as well as after completion - operation and maintenance.

Internal and External Applications:

A functioning monitoring and evaluation system provides a continuous flow of information that is useful both internally and externally. The information from the monitoring and evaluation system is used as a crucial management tool for the public sector manager in achieving result and meeting specific targets internally. The information on progress, problems and performance are all key to public managers striving to achieve results. Again, their information from monitoring and evaluation system is very important to those outside the public sector who are expecting results and wanting to see demonstrable impacts from government actions on tax monies, and helping to build trust in a government that is striving to better the life of its citizens.

Knowledge Capital: Good monitoring and evaluation system is a source of knowledge capital which enable organizations and governments to develop a knowledge base of the types of projects, programme and policies that are useful, successful and what works, what does not work and why? Monitoring and evaluation system promotes

learning by organizations when continuous feedback in the management process of monitoring and evaluating progress toward a given goal.

Access to result-based monitoring and evaluation system information by the public is important as it aids economic development both within and between countries.

Transparency and Accountability: Within governments and organizations, monitoring and evaluation systems promotes greater transparency and accountability.

The following are also some of the techniques and tools that are available for use in result-based monitoring and evaluations systems.

- a) Evaluation and Tracking Plan (ETP)
 - It provides stakeholders whether decision makers, policy-makers, management or target audience with tool for conducting evaluations
 - It records and analyze lessons learnt and findings from evaluations.
 - It helps monitor the progress of evaluation recommendations.
- b) Evaluation Terms of Reference (TOR)
 - It reports and describes how the need for the evaluation was identified.
 - It reports the main stakeholders of the evaluation.
 - It describes why the evaluation is being undertaken and why it is being undertaken.
- c) Annual Project Report (APR)
 - It covers essential elements on results towards outputs, outcome and input.
 - It reports relevant efforts on partnership and soft assistance.
- d) Field Visit Report (FVR)
 - It contains analysis of the progress toward results.
 - It contains production of outputs and partnership.
 - It contains key challenges and proposed actions.

III. CONCLUSION

Evidently therefore, there exist a vast array of national, multilateral, and international forces, initiatives, and stakeholders calling on governments to be more accountable and transparent, and to demonstrate results. Therefore, countries joining the globalization caravan and reap the benefits must meet specific requirements, standards and goals.

Principles of participatory monitoring and evaluation can be the radical change required in the power dynamics between programme staff and community members, implying that governance

and RBM in civil engineering projects, programmes and policies and development workers must share power with communities if participatory monitoring and evaluation is to be effective. Power held on programme sharing has far reaching implications starting with the need for development professionals and or workers to have strong commitment to eliciting or bridging out and respecting the opinions and insights of local people.

The monitoring and evaluation system aids in thinking about (and clarification) of goals and objectives. Governments and stakeholders can use monitoring and evaluation systems for formulating and justifying budgetary request. The monitoring and evaluation system can help identify potentially promising programmes or practices. In application of M&E systems, it identifies unintended but perhaps useful project, programme, and policy results program, project or policy that are weak are identified and corrections are accordingly made hence an atmosphere of learning from mistakes, making room for improvements and creation of knowledge is generated via the use of monitoring and evaluation systems.

External and internal stakeholders will normally have a clearer sense of the status of projects, programmes and policies when beneficial spillover effects occur from shining a light on results from a result-based monitoring and evaluation system's activities. Greater political and popular support can be garnered by the government and organizations with the display of the ability to demonstrate positive results of programmes or projects and policies.

IV. RECOMMENDATIONS

1. To be able to join international organizations such as Highly Indebted Poor Countries (HIPC), International Development Association (IDA), World Trade Organization (WTO), European Union Enlargement (EUE), EU Structural Funds (EUSF) etc. and to reap the benefits of membership, governments and organizations must have proof of public accountability and proven results by being able to monitor, evaluate and report on reform efforts and progress.
2. Governments and Organizations should be able to demonstrate evidence of National Poverty Reduction Strategy approach such as National Poverty Reduction Strategies (NPRS), Poverty Reduction Strategy Papers (PRSP), Comprehensive Development Framework (CDF), Internal Initiative and Forces for Change (IIFC), Decentralization, Deregulation,

- Commercialization and Privatization (DDCP), Changes in Governance Size and Resources (CGSR) for sustainable development, settling goals, choosing indicators and monitoring & evaluating for progress against goals.
3. Monitoring and evaluation of development goals will have to include not only the traditional implementation focus, but also a result focus which should also show how result-based systems build upon and add to traditional implementation focused systems works.
 4. Open up the design and implementation of the monitoring and evaluation techniques and tools to all stakeholders' participation especially those most directly affected.
 5. The purpose, aim and objective of any adopted technique on tool should be geared towards eliciting policy-making, decision-making, group discussion, reflection, sharing, stimulating groups of projects or programmes stakeholders to formulate conclusions and plans for action including using them for planning, documentation and reporting on programme or project activities.
- International Food Policy Research Institute (IFPRI).
- [8]. O'Brien (2001) "Project Design, Monitoring and Evaluation".
 - [9]. AIC Limited, in Association with Scott Wilson Kirk Patrick & Partners Engineering Consultants (1999). A Brief on ADB — Assisted Delta State Water Supply Project Warri/Effurun Water Scheme".
 - [10]. Terrebonne, R. P. (2005) "Residential Water Demand Management Programme-Water Policy Working Paper No. 2005 — 002".
 - [11]. Barthelomey, O., Moss S. , Downing T. and Rouchier J. (2000) "Policy Modeling, The Business School, Manchester Metropolitan University".
 - [12]. Ahmed, I. (2008) "The Role of the EFCC in stemming Procurement/contract Frauds & Other Corrupt Practices".

REFERENCES

- [1]. United Nations Development Programme (UNDP) with International Fund for Agricultural Development (IFAD), 2006, "The challenges of Water Governance".
- [2]. Fisher A. and Forest J. (2002) "An Operations research Handbook".
- [3]. Kusek, J. Z. and Rist R. C. (2004), "Ten Steps to a Result-Based Monitoring and Evaluation Systems".
- [4]. United Nations Development programme — The International Network for Capacity Building in Integrated Water Resources Management, (Training Manual 2008), "Conflict Resolution and Negotiation Skills for Integrated Water Resources Management".
- [5]. Barton, T. (1997), "Guidelines to Monitoring and Evaluation, How are we Doing?"
- [6]. Aubeil, J. (2004), Strategic Report 9 "Participatory Monitoring and Evaluation for Hygiene Improvement".
- [7]. Discussion Paper 01028 (2010) "Opportunities and Challenges of Community-Based Rural Drinking Water Supplies: An Analysis of Water and Sanitation Committees in Ghana,



**International Journal of Advances in
Engineering and Management**

ISSN: 2395-5252



IJAEM

Volume: 03

Issue: 03

DOI: 10.35629/5252

www.ijaem.net

Email id: ijaem.paper@gmail.com