



International Best Practice in Program Monitoring

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Presented at

Workshop on Energy Efficiency Policies in the ASEAN Region

Sponsored by IPEEC/WEACT and MEMR

Jakarta, October 18-20 2011

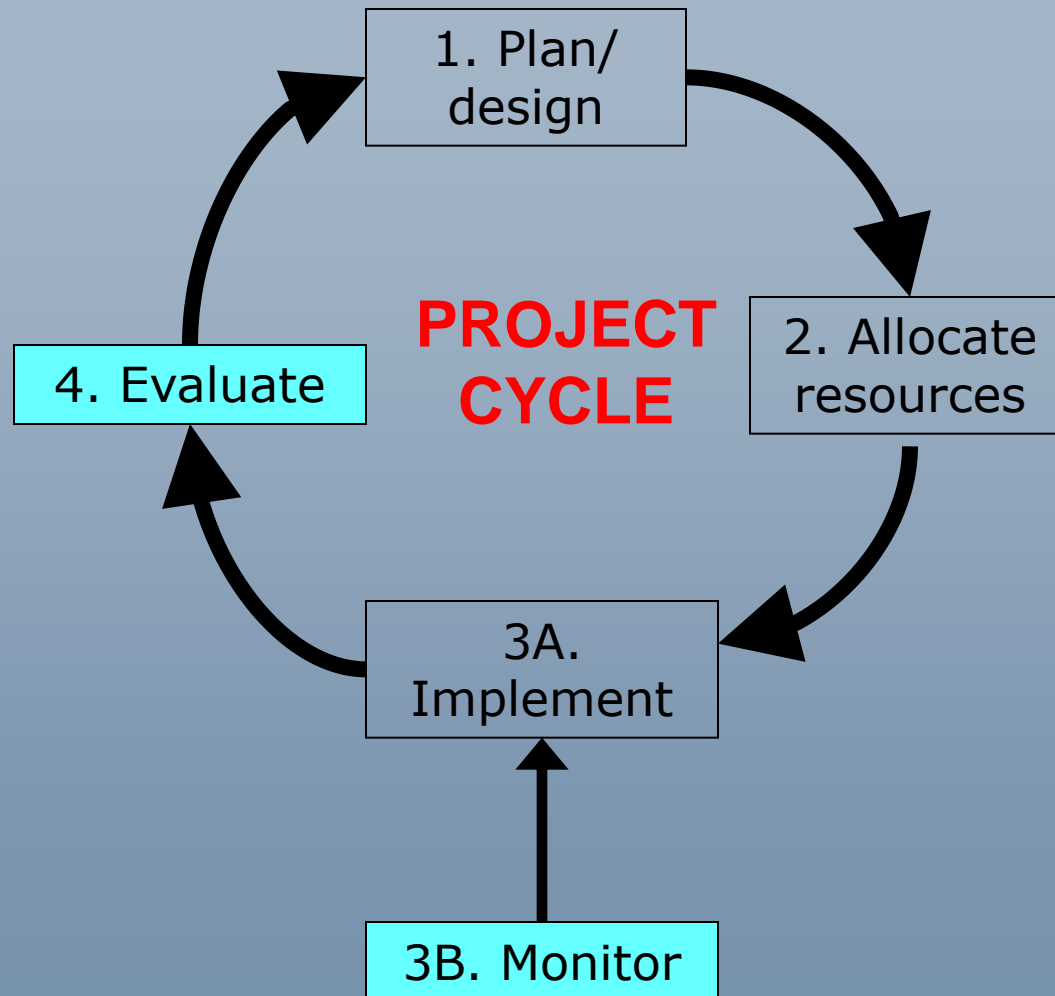


Purpose of Program and Project Monitoring

Results oriented information on projects and programmes are gathered, and their progress is reported in a user-friendly way and in time to the main stakeholders.



Monitoring & Evaluation in the Project Cycle





Project vs. National Level Monitoring

- **Project level monitoring assesses particular program, project, or initiative**
 - Progress to date
 - Relevance, sustainability
 - Barriers and how they can be overcome
- **National Level monitoring assesses overall progress for suite of programs**
 - Progress to date across sectors
 - Which programs working, which not?
 - Macro level as well as end-use level are important
 - Barriers and how they can be overcome?



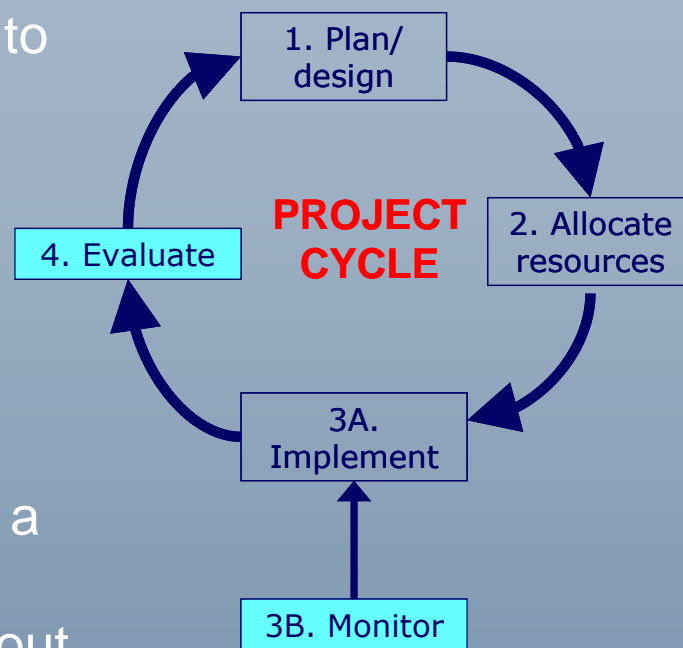
Monitoring vs. Evaluation

■ Monitoring

- Timely, speedy, and effective process to provide regular information on project progress
- Track key indicators
- Provides an “Early Warning System”

■ Evaluation

- Carried out at discrete point in time
- Usually at completion, and sometimes a Mid-Term review
- Takes longer than monitoring to carry out
- More in-depth – “digging in” to understand why and how





Monitoring *is* the following:

Monitoring



- A speedy and effective way of providing brief and informative reports
- An overview of project implementation at a given point in time, which is carried out against a set of objective criteria
- A transparent exercise where all parties are made aware of project progress and difficulties (if any)
- An information gathering exercise based on:
 - Knowledge of project documentation and current status;
 - Interviews with all project parties;
- The formation of a structured opinion on progress
- A facilitator for good project management
- A source of information for program analysis
- **An early warning system**



Monitoring is not:

Monitoring

- Project management;
- A substitute for weak project management;
- An evaluation;
- A mid-term review;
- A financial audit;
- An inspection with a check list in hand;
- A process without guidelines or clear parameters.



Monitoring is a Snapshot

Evaluation							
	<i>Design</i>	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	RISKS AND ASSUMPTIONS		
	OVERALL OBJECTIVES					<i>Sustainability</i>	
	PROJECT PURPOSE					<i>Impact</i>	
	RESULTS					<i>Effectiveness</i>	
	ACTIVITIES					<i>Efficiency</i>	

Monitoring

- Monitoring is done primarily against workplans
- Monitoring is a photograph of a project at a specific point in time
- Monitoring is a basic management tool



The 5 Key Criteria for Monitoring

Relevance?

Efficiency?

Effectiveness?

Impact?

Sustainability?

Focus on project design and activities

Present project design including any appropriateness in current

Current status of project activities (by contractor and project partner)

Focus on external results and impacts

Planned outputs/results to date

Ability to achieve objectives

Focus on long-term potential

Successful extension, expansion, replication, scale-up



What Should be Monitored?

(1 of 3)

Relevance?

Objective vs activities?

Activities vs allocated budget?

Report vs activities and timeliness?

Efficiency?

Effectiveness?

Results of the period's activities
vs the goal? Problems? Solutions?

Impact?

Impacts of activities and projects
vs the goal? Satisfaction?
Problems? Solutions?

Sustainability?

**Chances of the success
for metamorphoses,
extension, expansion,
replication?**



What Should be Monitored? (2 of 3)

Goal: to reduce energy consumption

Objective: to promote the use of EE appliances?

What to be monitored?

#EE appliances available?

#EE appliance quality?

#EE appliance affordable?

#EE appliance access to consumers?

**Relevant?
Efficient?**

Does this guarantee the
reduction of energy Consumption?



What Should be Monitored?

(3 of 3)

Consumers: Use #EE appliances? and
Discard non energy saving appliances?

effective

Consumers: monitor #EE appliances efficient?
Adopt practices, regular maintenance?

Impact?

Consumers: promote the use of #EE appliances?
Adopt energy saving practices?

Sustainable?



Quantitative vs. Qualitative Data

Number of buyers?
Male or female?
Education?
Media exposure?
Electricity consumption?

**Do these matter?
OR...?**

What makes them buy #EE appliances?
durability, colors, convenience,
Brand or #EE ? Why? And how?

What do they understand about
#EE and energy crisis?



Quantitative vs. Qualitative Data

How do we know we got the truth?

Interviews?

Questionnaires survey?

In-depth interview?

On-site?

Observe their action?

Community participation?



What Can be Monitored?

Knowledge and awareness

Interest?
Intention?
Commitment?

Knowledge?
Understanding?
Agreement?

Action?



Feedback from International Survey of Energy Experts

(Funded by Danida, 2005)



Lessons from International Survey

- **Lesson 1. Many conditions for successful monitoring process**
 - Must be political will and sufficient resources are allocated to the monitoring effort.
 - None of the respondents made a clear statement that monitoring system was working well in their country
 - Monitoring schemes will have to be adjusted along the way to make up for deficiencies that are discovered during implementation.
- **Lesson 2. Need Incentives or mandatory requirements for data submission**
 - These can significantly ease the task of data collection, verification and improve accuracy and quality as well as reduce costs for monitoring.
- **Lesson 3. Failure if inadequate resources**
 - Monitoring needs to be adequately funded and staffed by skilled personnel.



Lessons from International Survey

- **Lesson 4. Monitoring is more than just tracking numerical Indicators**
 - Need for regular evaluations to supplement indicator tracking data
 - Such evaluations provide more insight and qualitative information to explain WHY programs are working or are not working
- **Lesson 5. Feedback loop essential**
 - Information compiled through monitoring (and evaluation) need to be fed back into the policy formulation and implementation process.
- **Lesson 6. Independent monitoring**
 - Monitoring should be carried out by an independent body free from various vested interests.



Thank You

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