Using Monitoring and Evaluation to Manage Development Impact in Trinidad & Tobago

MINISTRY OF PLANNING AND DEVELOPMENT
I. Some facts about Trinidad and Tobago
II. Background to Building A Results Based Management System

III. Where are we now?

IV. Where do we go from here?
SOME FACTS ABOUT TRINIDAD AND TOBAGO
BUILDING A RBM SYSTEM IN T&T

• Over the last 10 years, Trinidad and Tobago has been working towards building a robust M&E System within the Public Service

• The purpose of this System is to ensure that Government interventions can be managed and assessed with a view to determining in particular what IMPACTS such interventions are having and why, as well as their contribution to stated national goals
BUILDING A RBM SYSTEM IN T&T

- Since 2005 with the then Government’s Vision 2020 Development Plan, it was understood that while strategy linked to necessary projects/programmes was critical to advancing T&T, a performance measurement system was equally important.

- The Vision 2020 Operational Plan 2007-2010, was the first Plan in T&T to introduce the fundamentals of a results based management system.
BUILDING A RBM SYSTEM IN T&T

• The Operational Plan (2007-2010) was developed in order to move from the strategic to the Operational/Action level.

• It represented the first attempt at linking Goals, Objectives, Strategies to Key programmes/projects and outcomes.
BUILDING A RBM SYSTEM IN T&T

15 years to 2020

First 4 years to 2010
Annual progress reports were developed to identify the progress made towards achievement of specific targets in the OP 2007-2010.

It represented an introduction to the concept of managing for results.

It sought to provide a preliminary assessment of where we were performing well and where we were not.
BUILDING A RBM SYSTEM IN T&T

Annual Progress Reports

2007 Progress Report

2008 Progress Report

2008 - 2009 Progress Report
Part II: WHERE ARE WE NOW?
LEARNING FROM PAST EXPERIENCE

• Since 2005, the Ministry of Planning and Development has made tremendous advances in capabilities and capacities to design and implement results-based management systems.

• Our current model is based on the fundamentals of using M&E to ‘Manage for Impact’
ADVANCING M&E IN T&T
ADVANCING M&E IN T&T

ALL POLICY AND MEASUREMENT DOCUMENTS ALSO LINKED TO THE MILLENIUM DEVELOPMENT GOALS REPORT
In 2015 the National M&E Policy was approved which identified the key elements of a robust RBM System as follows:

- Legislation
- National Policy
- Institutional framework
- Human Capacity
- Data Collection and Management System
- Measurement System
- Reporting System

One of the measurement systems which has been established is the subject of this presentation.
MEASURING PERFORMANCE

The National Performance Framework provides the ability for Government to measure, monitor, report and use results based performance information in a systematic fashion as a normal part of doing business.
MEASURING PERFORMANCE

The National Performance Framework also identifies:

- 8 Key Results Areas (KRAs)
- 23 National Outcomes
- 52 National Indicators
- The NPF also introduced the concept of the Cluster Approach

Consequently, KRAs, National Outcomes and National Indicators are used to monitor Government’s performance, the product of which is the ANNUAL REPORT ON PERFORMANCE.
### HOW IT WORKs?
**E.g. Priority – Crime and Law & Order**

#### KEY RESULT AREA

- **A Safe and Secure Society**

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<tr>
<th>OUTCOME</th>
<th>OUTPUTS</th>
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<tr>
<td>• More Effective Law Enforcement</td>
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<td>• Rehabilitation of Prisoners and Reintegration of ex-offenders into society</td>
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Measuring Outcomes

KRA

Outcomes

More Effective Law Enforcement
- Crime Solvency Rate
- Homicide Detection Rate

Reduction in Crime and Disorder
- Crime Rate
- Recidivism Rate

Efficient and Effective Judicial System
- Time taken for cases from start to determination
- No. of backlog cases
Standard Results Chain

A Safe and Secure Society

More Effective Law Enforcement
- Improved Organisational Systems, Structures and Processes
  - MNS, MPA, MLG, MOWI, MOF
- Improved Infrastructure
- Trained Professionals

Reduction in Crime and Disorder
- Social Programmes to Prevent Crime
  - MOJ, MNS, MLG, AG, MOE, MPSD, MLA, MFPLMA
- Public Education

Efficient and Effective Judicial System
- Reduction in Backlog of Cases
- Access to legal Counsel
  - MLG, MOJ, AG, MLA
- Rehabilitation of Prisoners and Reintegration of ex-offenders into society

KEY RESULT AREAS
- Improved Infrastructure
- Trained Professionals
- Social Programmes to Prevent Crime
- Public Education
- Access to legal Counsel
- Rehabilitation of Prisoners and Reintegration of ex-offenders into society

OUTCOMES
- Improved Organisational Systems, Structures and Processes
- Improved Infrastructure
- Trained Professionals
- Social Programmes to Prevent Crime
- Public Education
- Reduction in Backlog of Cases
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OUTPUTS
- MNS, MPA, MLG, MOWI, MOF
- MOJ, MNS, MLG, AG, MOE, MPSD, MLA, MFPLMA
- MLG, MOJ, AG, MLA

MINISTERIAL CLUSTERS
- MOJ
- MNS
- MLG
- AG
- MOE
- MPSD
- MLA
- MFPLMA
- MOWI
### A SNAPSHOT OF PRIORITIES, KRA’S & TARGETS

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<tr>
<th>PRIORITY</th>
<th>KRA</th>
<th>TARGETS</th>
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<tr>
<td>Crime and Law &amp; Order</td>
<td>A Safe and Secure Society</td>
<td>✓ 25% reduction in Crime rate by 2014&lt;br&gt;✓ 10% reduction in Recidivism Rate annually&lt;br&gt;✓ 25% increase in homicide detection rate by 2014</td>
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<td>Agriculture and Food Production</td>
<td>A Food Secure Nation</td>
<td>✓ Reduce Basic Food Import Bill to $3 billion by 2015&lt;br&gt;✓ Reduce Food Inflation Rate by 25% by 2015&lt;br&gt;✓ Increase Agriculture Sector Contribution to Non Energy GDP by 3% by 2015</td>
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<td>Health Care Services and Hospitals</td>
<td>A Fit and Healthy Nation</td>
<td>✓ Reduce the mortality rates from cancer per 100,000 persons by 20% by 2015&lt;br&gt;✓ Increase in the physician professionals to 18 doctors per 10,000 by 2015&lt;br&gt;✓ Reduce the mortality rates for non communicable diseases by 20% per 100,000 population by 2015</td>
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Challenges and Weaknesses

• Unavailability of current data at the national level (need to strengthen the capacity of the National Statistics Office)

• Lack of a robust data collecting strategy and system within Ministries

• Limited functioning of the clusters

• Inadequate trained M&E personnel in Ministries
CHALLENGES AND WEAKNESSES

• Insufficient evaluations of key projects/programmes to determine successes

• Untimely submission of Ministry’s Bi-Annual Reports
WAY FORWARD

Ministry of Finance will continue to monitor budget execution and multilateral agencies funded projects

Ministry of Planning and Development will:

• Review the NPF with a broad cross section of stakeholders including the private sector and academia with a view to strengthening it
• Develop a comprehensive communication plan for sharing the Framework and the reports emanating from it with citizens
• Improve performance of Ministries by establishing M&E Units where they do not exist and developing more robust implementation plans
• Continue to monitor Ministries’ Strategic Plans
WAY FORWARD

• Consult with Ministries, Departments and Agencies to strengthen consensus on KRAs, indicators and targets
• Enhancing data collection within Ministries/Agencies to ensure that national indicators can be populated in order to report on National Performance
• Use of Performance information contained in the Annual Report to inform and improve decision making at all levels of government
• Implementation of the National Monitoring and Evaluation Policy for Trinidad and Tobago