

# 6 EGYPT: BUILDING AN INTEGRATED AND COMPREHENSIVE MONITORING AND EVALUATION SYSTEM



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## INTRODUCTION

This paper gives insights on four aspects: (1) the Egyptian monitoring and evaluation system as a tool for transparency and accountability, which is implemented by the Ministry of Planning and Economic Development through a logical framework and a participatory approach with several government entities in collaboration with the Information and Decision Support Centre of the Egyptian Cabinet; (2) the launching of the “Sharek” application as a tool for activating the concept of citizen monitoring; (3) highlighting the integration and linkage between the financial system and monitoring and evaluation system; and (4) demonstrating the future vision and next steps to be undertaken towards linking and integrating the financial system with the monitoring and evaluation system. The paper also sheds some light on the key messages to be considered for the next steps toward the Sustainable Development Goals (SDGs).

## 1. THE EGYPTIAN MONITORING AND EVALUATION SYSTEM

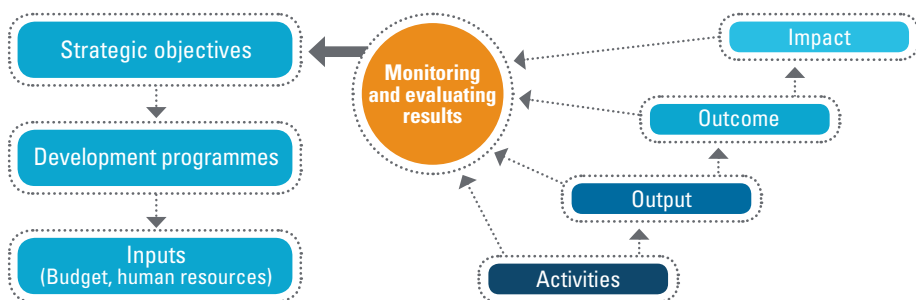
### VISION

Measuring the performance of government entities, according to the latest international standards, in order to achieve a strong government performance.

### MISSION

Providing an advanced and effective electronic tool, the first of its kind, that enables the Egyptian Government to observe, monitor and evaluate the performance of all country entities to address shortcomings by rapid intervention procedures, which are linked to the government budget of the State, ensuring the efficient allocation of resources; and that will act on a scientific basis to stimulate governmental and institutional excellence, and achieve the State’s objectives through linking growth in wages of public employees with productivity levels.

**Figure 1.** Planning and monitoring methodology



## METHODOLOGY

Based on the fact that what cannot be measured cannot be managed and in turn cannot be monitored, Egypt Vision 2030 assured the importance of reforming the planning and monitoring system through applying the methodology of programmes and performance-based budget plans. Implementation of the methodology has helped, starting from fiscal year 2017/2018, to make a structural transformation in the content of the plan, so that it is a comprehensive sustainable development plan financed from all items of the budget and not just an investment plan. The plan includes development performance indicators in addition to indicators that measure the accuracy of fiscal planning. The system includes templates, methodologies and tools that are standardized and binding for all public agencies.

## REQUIRED INFORMATION FOR BUILDING THE MONITORING AND EVALUATION SYSTEM

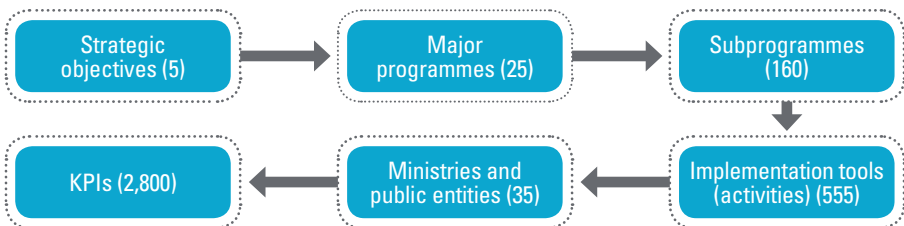
### *Planning phase: Identifying the expected outcomes*

- Defining the mechanisms for implementing each programme: major projects such as the National Roads Project, activities such as training, institutional reform such as restructuring, legislative reform
- Defining quantitative performance indicators that clearly measure each of the mechanisms for implementing each programme
- Determining the cumulative status of each performance indicator, e.g., number of classes at the end of the year 2017/2018 or progress implemented in the past four years, e.g., amount of natural gas produced
- Determining the value of the indicator in the base year (implemented only in 2017/2018)

- Determining the annual objectives (key performance indicators (KPIs) for the government programmes for the four years (2018/2019 and 2021/2022
- Preparing a quarterly plan for the first year 2018/2019 and defining the target for each performance indicator quarterly
- Determining the overall performance index (at the level of impact), e.g., the growth rate of non-oil exports
- Determining the total cost/investment cost for each subprogramme
- Strategic objectives of the monitoring and evaluation system
- Enhancing the capabilities of employees in the State’s administrative agencies in the area of programme and performance plans
- Institutionalizing strategic planning and measuring performance within the State’s administrative agencies
- Finding urgent solutions to constraints and then evaluating performance to ensure implementation of targets
- Measuring the impact of development programmes implemented by the Government on achieving the SDGs
- Ensuring the efficiency and effectiveness of public spending
- Improving the quality of services provided to citizens
- Aligning government goals with the individual performances of government agencies and their employees
- Highlighting the extent of the country’s achievements
- Achieving the highest degree of coordination between the ministries and different organizations
- Ensuring the implementation of the development goals agreed upon by the Government



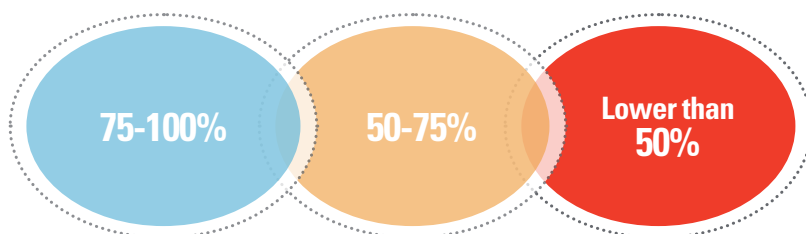
**Figure 2.** Logical framework for the monitoring and evaluation system



## DIFFERENT STAGES OF THE MONITORING AND EVALUATION SYSTEM

- **Phase 1. Planning phase:** A quarterly action plan for the year 2018/2019 has been prepared for all public entities
- **Phase 2. Monitoring phase:** Receiving the monitoring templates from all public entities on a quarterly basis and reviewing them before they are entered into the monitoring system
- **Phase 3. Evaluation phase:** The system automatically evaluates the performance by comparing the actual value in each performance indicator with the target value for the same period. Target values are presented in the graphic below:

### Levels of performance evaluation:



## THE PARTICIPATORY APPROACH IN PREPARING AND DEVELOPMENT OF THE GOVERNMENT MONITORING AND EVALUATION SYSTEM

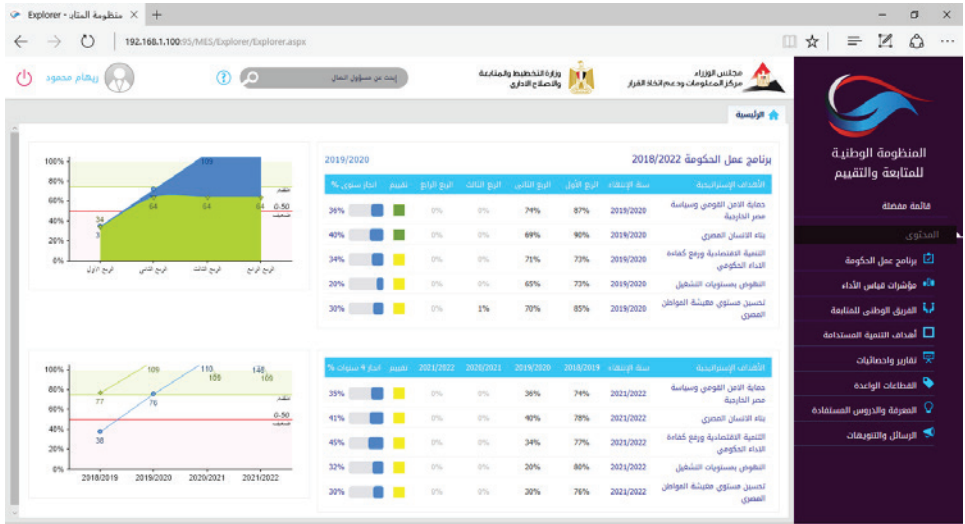
The performance system in its current version has been considered as the basic start towards building an integrated and comprehensive performance system that meets the requirements of all concerned parties in the monitoring process. Therefore, the Ministry of Planning and Economic Development was keen to organize intensive workshops to present and discuss the methodology of the performance system, taking into account the various requirements and recent developments in the field of monitoring and evaluation. Stakeholders included:

- The Egyptian Cabinet
- The Administrative Control Authority
- The Accountability State Authority
- Budget and Planning Committee of the Egyptian Parliament
- Institute of National Planning
- The Egyptian Association for Evaluation

- National Center for Performance Measurement of Saudi Arabia
- Microsoft Corporation
- Office of Presidency of the Council of Ministers, United Arab Emirates
- Technical partner: The Information and Decision Support Center of the Egyptian Cabinet is the strategic partner in the field of information technology and technological support.



### The main screen of the monitoring and evaluation system



### THE METHODOLOGY OF VERIFYING PERFORMANCE DATA

- Data are received from each ministry to be monitored.
- The monitoring team at the Ministry of Planning and Economic Development reviews the data and prepares a technical report that includes the most important observations to be reviewed.
- A workshop is organized to discuss all performance indicators with the monitoring team at the respective ministry.
- Details are requested for each indicator regarding the description of qualitative achievement and geographical distribution.

## OUTPUTS OF THE GOVERNMENT MONITORING AND EVALUATION SYSTEM

- A quarterly report that includes evaluation of the performance of each ministry, showing high-, medium- and low-performance indicators
- A periodic report on the obstacles facing the implementation of development goals
- A quarterly report entitled “Harvesting the construction phase in 90 days”, including a comprehensive documentation of all investment projects that are completed every quarter. It also includes data on the importance of each project, its total cost, geographical location, starting and ending date of implementation and photos for the project.

## METHODS FOR THE MONITORING AND EVALUATION SYSTEM

- **Financial performance (Input):** Measures indicators at the input level
- **Operational performance (Output):** Measures indicators at the output level
- **Strategic performance (Impact):** Measures indicators at the impact level and linked to the SDGs
- **Overall performance:** An evaluation of all performance indicators

## 2. THE SHAREK APPLICATION AS ONE OF THE TOOLS TO ACTIVATE THE CONCEPT OF CITIZEN MONITORING

The Ministry of Planning and Economic Development has launched a mobile application, “Sharek”, as a link with the citizenry to raise awareness of development programmes and projects and their performance indicators, and as an effective way to enable periodic follow-up in a way that enhances communication mechanisms and community participation.

The aims of Sharek are to:

- Achieve the greatest transparency in making information available for development programmes, performance indicators and strategic projects
- Periodically increase community awareness about the extent of the country’s achievements
- Give citizens the opportunity to participate in the follow-up and to propose priority initiatives and projects

### 3. INTEGRATION AND LINKAGE BETWEEN THE FINANCIAL SYSTEM AND THE MONITORING AND EVALUATION SYSTEM

Figure 3. Integration between the investment plan and the performance system

**Example: The National Roads Network programme**

Project name	Total cost (million EGP)	Starting date	Ending date	Output level performance indicators	Unit cost (million pounds)
(1).....	100	1/7/2018	30/6/2019	50km	→ 2/km
(2).....	200	1/7/2018	30/6/2019	100km	→ 2/km
(3).....	250	1/7/2018	30/6/2019	120km	→ 2/km



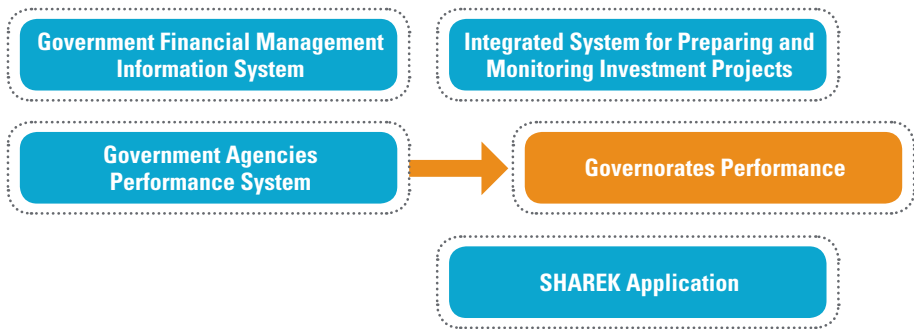


**Figure 4.** Integration of long-, medium- and short-term strategic goals

<b>1</b>	<b>Strategic Goal</b>	Improving the standard of living
<b>2</b>	<b>Major Programme</b>	Developing the public utilities
<b>3</b>	<b>Performance Index</b>	Percentage of sanitation coverage (%)
<b>4</b>	<b>Subprogramme</b>	Improving the level of sanitation services
<b>5</b>	<b>Performance Index</b>	The lengths of sanitations networks at the level of the Republic (m)
<b>6</b>	<b>The Major Project</b>	Sanitations coverage in Governorate (A)
<b>7</b>	<b>Performance Index</b>	The lengths of sanitations networks covered in Governorate (A)
<b>8</b>	<b>The Minor Project</b>	Sanitation coverage in city (A)
<b>9</b>	<b>Performance Index</b>	Percentage of sanitation coverage in city (A) (%)
<b>10</b>	<b>The Operation</b>	Sanitation coverage in village (A)
<b>11</b>	<b>Performance Index</b>	Sanitation length: 50 km
<b>12</b>	<b>Financial Index</b>	Initial total cost/actual total cost
<b>13</b>	<b>Performance Index</b>	Actual standard/unit cost (control of financial spending)
<b>14</b>	<b>Time Frame</b>	Start date/planned end date/actual end date
<b>15</b>	<b>Performance Index</b>	Completion rate compared to intended plan (%)



**Figure 5.** Future steps and vision on integration and linkage between the financial system and monitoring and evaluation system



Key messages for developing monitoring and evaluation system	
<b>From monitoring to evaluation</b>	The transformation of countries' monitoring process to the process of evaluating the feasibility of development programmes is a necessary step for implementation of the SDGs.
<b>Participatory approach</b>	All partners (governments, parliament, civil society organizations, private sector) should cooperate in the evaluation process to ensure its effectiveness.
<b>Evaluation before and after</b>	There must be mechanisms to measure the impact of development programmes, with the provision to conduct adequate studies on strategic and development projects before implementation, and to conduct continuous field visits after completion of implementation, to ensure the efficient provision of services to citizens.
<b>Capacity-building</b>	Governments need to continue programmes to develop the capacities of employees of government agencies and to expand partnerships with relevant agencies.
<b>Culture of evaluation</b>	A "culture of evaluation" must be disseminated in society, with the need to emphasize that evaluation is an important tool to address shortcomings, not a means of punishment.
<b>Leaving no one behind</b>	Evaluations should not overlook marginalized groups and should integrate them into society and the sustainable development process.
<b>The cost of access to data</b>	Modern technology should be adopted to collect data, and continuous work should be done to integrate citizens in the evaluation process through tools that are accessible to all, taking into consideration the cost of access to data.
<b>Institutional and legislative reforms</b>	The evaluation process should be institutionalized, with legislative amendments made, if required.
<b>Data accuracy</b>	It is not important to increase the number of KPIs for measurement of the SDGs. It is better to determine accurate KPIs that can be measured based on reliable methods.