

Benefit Monitoring and Evaluation (BME)

- Benefit: expected end result of any planned action.
- Monitoring: process of scanning the internal and external environment that affect the desired benefit in the long run.
- Evaluation: making of a judgment about the amount, number, or value of something.
- ADB says: BME is an instrument for assessing a project's socioeconomic impact on the target beneficiaries.
- The World Bank says: BME refers to a group of activities which seek to improve the beneficial impacts of loans as well as to incorporate lessons of experiences into future lending operations. BME increases effectiveness of development projects and gives lessons to future projects.

BME comprises three activities

1. Baseline: Preparation and analysis of benchmark information on persons and population groups benefiting from the project as well as the affected population prior to the project's commencement,

2. Monitoring: observe and check the progress or quality of project outputs and outcomes delivered to intended beneficiaries over the project period.

3. Evaluation: of project impact a few years (usually three to five years) after completion when all project facilities and services have been fully developed.

- BME produces managers and planners with information needed to enhance the efficiency and effectiveness of development investments.

Benefit Measurement Evaluation

Objectives

The objective of the [benefits](#) evaluation phase are to:

- evaluate the effectiveness of the [project](#) in realising the proposed benefits as outlined in the [business case](#)

- compare planned costs and benefits with actual costs and benefits to allow an assessment of the overall value for money of the project
- capture and document any [lessons learned](#) - identifying particular aspects of the project which have affected benefits either positively or negatively and making recommendations for future projects
- reveal opportunities for increasing the yield of benefits of the project, making recommendations on actions required for these to be achieved

The [Senior Responsible Owner](#) is responsible for ensuring that the project is independently assessed following the completion of the [benefits realisation plan](#). The specific group selected to conduct the assessment will vary depending on the project but could, for example, be completed by an internal auditing body.

Purpose of the evaluation

The overriding purpose of carrying out [post project reviews](#) (PPR) is to maximise the value of return on the investment made - both for programmes and projects under review and future ones. They are essentially learning opportunities and should be undertaken in a positive manner.

In essence the main focus of the PPR will be to:

- determine and confirm which planned benefits have been achieved
- identify which benefits have not been achieved and decide whether any follow-up action has to be taken in such cases
- identify any unexpected benefits that have been achieved and, indeed, any dis-benefits that have resulted
- understand and document why particular benefits were or were not achieved and provide lessons learned for future projects around this aspect of the benefits management process; this should increase future return on investment and is a commitment to co-operation, openness and [quality](#) rather than to apportioning blame
- demonstrate the value for money related to the investment, thereby informing future decisions regarding the priority sation of projects

Timing

PPRs should be undertaken at a time which best demonstrate the performance of the investment. The timing will depend on the kind of benefits expected to accrue and their sequencing. The actual date of the PPR should be established by the business case and confirmed by the [project board](#) on closure of the project. In some

cases, where benefits of a project will be realised over a long period, it may be appropriate to conduct several separate evaluations at key stages of the benefits realisation plan. Any decisions regarding additional unplanned evaluations post project should be made by the post project governance body.

Link to business case

The PPR relies heavily on the business case and its quality is, to a very large extent, dependent on the quality of the business case. In fact, the appraisal and evaluation of projects should be regarded as parts of the same process of safeguarding investment and therefore as complementary undertakings. The benefits expected from the project should be specified in the business case along with the appropriate measures, target dates and responsibility for achieving them.

Baseline comparisons

The input to, and structure of, the review also relies on the recording of relevant information in the pre-implementation and post-implementation situations. Unless this information is available, a review of project benefits cannot be expected to be reliable and useful. This approach requires that pre-implementation baselines and robust measurement processes have been established and maintained throughout the benefits management process.

Assessment of benefits actually achieved

An assessment should be made as to how far the benefits have actually been achieved since the implementation of the project. Documentation recording measurement of the benefits against the baseline benefits plan should be available. If this is not the case, or if targeted benefits were not sufficiently quantified or assigned specific measurements, or if analogous measurements of the original pre-implementation situation were not taken, the PPR cannot produce reliable results.