GUIDELINES FOR MONITORING & EVALUATION TOOL

Institutional and Organisational Strengthening of WASCO Saint Lucia and Regional Water Utilities

Saint Lucia

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Version 1
This excel based Monitoring and Evaluation tool consists of different key indicators for each WASCO department.

Main objective is to support taking on management level and to highlight critical developments (e.g. increase of leaks per network or customer complaints in certain months) as soon and as transparent as possible. The analysis is focusing on:

i. Presentation of monthly indicators in relation to preceding month

ii. Presentation of accumulated / average results per annual quarter

iii. Special consideration of NRW related indicators as well as SOP related indicators

iv. Tracking of target values and NRW Reduction Programme Progress
The following steps are considered as preconditions in order to start a M&E cycle and make use of the tool:

- Decision on implementation of M&E tool
- Adjustment and decision on procedure incl. responsibilities for data collection and data analysis (compare suggested procedure on slide 4)
- Review of selected indicators by departments (Management Team) and by General Manager
- Integration of potential changes or new indicators into tool – taking into account as well the link to key SOPs, Strategic activities as part of the NRWRP and the NURC:

Please note that this section needs to be further populated and maintained by WASCO
SUGGESTED PROCEDURE

End month x

Mid month x+1

End month x+1

Collection of data for M&E indicators by departments

Submission of data to M&E assigned staff – (consideration of different ‘closures’ of accounts)

Transfer of submitted data into M&E Excel and initial analysis of results

Integration into management report incl. potentially necessary clarifications for key indicators

Presentation & Discussion in Management Meeting

Support for decision making & intervention planning

Collection of data for intra-departmental M&E – basis for daily operational decisions with high level of technical detail
1. General notes – cell types and functions

2. Edit RESULTS – Departments sheet

3. Insert data in INPUT PI sheet

4. Get results in RESULTS – Departments sheet and RESULTS_Graphs sheet
### General notes – cell types and functions

<table>
<thead>
<tr>
<th>CELL TYPE</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; Cells that need to be filled</td>
</tr>
</tbody>
</table>

- in sheet 'RESULTS - Departments'
  - - -

- in sheet 'INPUT PI'
  - 0

> Cells containing formular - Do not change

> Cells containing formular - Do not change
Edit RESULTS – Departments sheet

1. Select the year and set the respective month (use dropdown function) you want to monitor in the sheet 'RESULTS - Departments’

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>for the Year</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>for the Month</td>
<td>May</td>
</tr>
</tbody>
</table>

2. Check if all key indicators have target values in column H. If not, add respectively – after consultation with departments managers.

<table>
<thead>
<tr>
<th>unit</th>
<th>April</th>
<th>May</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>272</td>
<td>270</td>
</tr>
<tr>
<td>No.</td>
<td>14.45</td>
<td>15.00</td>
</tr>
<tr>
<td>%</td>
<td>35.29411765</td>
<td>31.25</td>
</tr>
</tbody>
</table>
3. In case you want to analyse a different indicator or want to change the indicators currently selected in the sheet 'RESULTS - Departments', please follow these steps:

a. Choose an empty cell within the respective departmental group

<table>
<thead>
<tr>
<th>CS_Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Number of utility employees</td>
</tr>
<tr>
<td>1.3 Number of employees per 1,000 (active) customers</td>
</tr>
<tr>
<td>1.4 Staff costs as % of operating costs</td>
</tr>
</tbody>
</table>

**NOTE:** If you want to change the wording of the indicators, please only do so in INPUT PI as both sheets are linked. Any change in INPUT PI will affect RESULTS – Departments.

b. Insert a link (=...) to the selected cell to the sheet 'INPUT PI'. The number, the unit as well as the monthly & quarterly data are transferred / calculated automatically.

```
= 'INPUT PI'!C7
```
The data submitted by the departments need to be transferred by the assigned M&E Officer into the main Excel table. It is not advised to circulate this main table to the departments, as this increases the risk of data loss and as well as the (unintended) manipulation of formulas.

For a more convenient data transfer, the respective departments can be hidden or unhidden:
While transferring the data, it is advised to insert each date individually and **not by copy-paste** as this might change the format and thus the calculations / formulas.

Furthermore it is advised to familiarise yourself with the formulas and to check whether the sum / average values are properly calculated or if there are any irregularities (please check again slide 6 and the different cell types).

Check for inconsistencies or missing data – if there is data missing, get back to responsible M&E staff inside the respective departments.
After the data is inserted and completed in INPUT, you’ll get the results for the key indicators in the RESULTS – Departments sheet.

Monthly data taken from INPUT and compared to preceding month. Target values as inserted as one of the initial steps. This allows you to derive whether the performance is moving toward the target. If not, a further analysis of the detailed monthly development can be done in INPUT.

The quarterly results are calculated automatically.
Get results in **RESULTS – Departments** sheet and **RESULTS_Graphs** sheet

4

In case you want to print the **RESULTS – Departments** sheet and want to hide certain rows (=indicators or blank cells containing no indicators), please do so by following these steps:

1. **Unprotect Sheet** (a)
2. **Unprotect Sheet** (b)
3. **Just click OK** (c)
4. **Hide cells** (right click) (d)

**NOTE:** Do not forget to activate the protection after printing and hiding of rows.
Get results in **RESULTS – Departments** sheet and **RESULTS_Graphs** sheet

4 After the data is inserted and completed in *INPUT*, you’ll get the results for selected key indicators shown in graphs in **RESULTS_Graphs** sheet. In order to highlight interrelations between indicators – such as customer complaints and incidents happened – most graphs present more than one indicator.