Measuring Results
The Relationship between Monitoring and Evaluation: RBME
Necessary first steps to RBME

1. The small unit (project, district, office) within the greater organizational context should be able to measure themselves at the level of input, activities and output and such measurement done more frequently than at the higher level.
   - makes them accountable for their own actions;
   - allows room for correction and adjustments to ensure expected results are achieved

2. Identification of stakeholders and their information requirements
Necessary first steps to RBME...2

3. Design of an information system that will provide for data collection, storage and sharing
   - may be centralized, but should allow for local or district offices to use the information for decision-making
   - supported by policies

It is considered good practice to develop an M&E Framework (the strategy for planning and organizing the vital M&E activities) during the design phase of projects or programmes.
Challenges to M&E systems

1. Underinvestment in M&E
2. Weak commitment to evidence-based policymaking
3. Lack of incentives to carry out evaluations
4. Relative shortage of professional expertise
5. Underutilization of M&E data
What is monitoring?

It is the ongoing, systematic collection of information to assess progress towards the achievement of objectives, outcomes and impacts.

- can signal potential weaknesses in programme design, allowing adjustments to be made
- vital for checking any changes (positive or negative) to the target group that may be resulting from programme activities
- usually an internal management activity conducted by the implementing agency.
What is evaluation?

“The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.” (OECD-DAC, 2002)

- tend to look at project impact and sustainability
- can be conducted internally, externally by independent consultants (particularly in the case of impact evaluations), or as a joint internal/external partnership.
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Types of evaluation:

1. Periodic/formative - conducted to review progress, predict a project’s likely impact and highlight any necessary adjustments in project design

2. Terminal/summative - carried out at the end of a project to assess project performance and overall impacts.
Where does M&E take place?

- Monitoring and Evaluation can take place at the project, programme, sector, or policy level.
- It can be undertaken by programme managers or external consultants and will usually involve local stakeholders.
Managing for Development Results (MfDR)

A Discussion of selected Development Agencies and their Approaches to Development

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What is MfDR?

Managing for Development Results (MfDR) is a management strategy that focuses on using information on results to improve decision-making.

MfDR involves using practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation.

Source: Sourcebook for MfDR
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The World Bank

Sources:
The Bank’s Project Cycle

1. Country Assistance Strategy
2. The Identification Phase
3. The Preparation Phase
4. The Appraisal Phase
5. The Negotiation and Approval Phase
6. The Implementation and Supervision Phase
7. The Implementation and Completion Phase
8. The Evaluation Phase

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**Principles of Managing for Development Results (MfDR)**

1. Focusing the dialogue on results at all phases of the development process
2. Aligning programming, M&E, with results
3. Keeping measurement and reporting simple and cost-effective
4. Managing for, not by, results
5. Using results information for learning and decision-making

*Source: Kusek and Khatouri, 6 November 2006*
Critical factors for defining results to be achieved

1. Socio-economic context: results statement should reflect local needs and priorities

2. Local capacity: existing skills, leadership, and management capacity will impact on what can be implemented to achieve expected results

3. Resources: level of resources will impact on what can be realistically achieved

4. Timetable: results framework must identify the results (changes) to be achieved in the life of the program

Source: Kusek and Khatouri, 6 November 2006
The Bank’s Global Strategy and Booster Program

- Is focused on impact in countries and has links to selected MDGs:
  - Reduction of all-cause child (five) mortality (MDG 4)
  - Improvement of maternal health (MDG 5)
  - Reduction of malaria-specific morbidity and mortality (MDG 6)
  - Reduction of illness and absenteeism in school-age children and mitigation of other impediments to learning caused by malaria (MDG 2)
Steps in building a viable M&E system for tracking the impact of the Bank’s Global Strategy and Booster Program

1. Review, clarification and confirmation of results chains – requires understanding and full engagement of all staff and managers involved in program implementation and of client countries and partners
2. Selection of key performance indicators to monitor outcomes
3. Establishment of baseline data on indicators, including the collection of data and documentation of sources
4. Quantification of targets

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Steps in building a viable M&E system...2

5. Definition of modes and frequency of data collection, analysis, and reporting for each input, output, and outcome indicator (monitoring), and the instruments for analysis and reporting

6. Definition of the types, timing, and levels of evaluations

7. Definition of how the findings will be disseminated and utilized in decision making and incorporated into improved performance

8. Definition of roles and responsibilities for carrying out the various tasks of the M&E plan and for its overall coordination.
Sources:

- Results-Based Management and Accountability Frameworks: New 2005 Guidance
Managing for Development Results

1. An integral element in all CIDA resource allocation and decision making;

2. Emphasizes the following:
   - the importance of setting realistic expectations for results;
   - engaging stakeholders in meaningful participation;
   - assessing risk;
   - monitoring progress;
   - ensuring transparency in performance reporting.
3 Management concepts

1. Resources – the human, organizational, intellectual and physical/material inputs that are directly or indirectly invested by an organization

2. Reach – refers to the breadth and depth of influence over which the organization wishes to spread its resources

3. Result – a describable or measurable change in state that is derived from a cause and effect relationship

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Programs and projects must be designed, planned and implemented using a participatory approach where all stakeholders are involved throughout the program/project lifecycle shown in the figure.
What do we mean by results-based management?

1. clearly identifying program beneficiaries and designing programs to meet their needs;
2. defining realistic expected results, based on appropriate analyses;
3. identifying and managing risks, while bearing in mind expected results and the necessary resources;
4. monitoring progress towards results and resources consumed, with the use of appropriate indicators;
5. increasing knowledge by learning lessons and integrating them into decisions; and
6. reporting on results achieved and the resources involved.
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The Internal Logic of the Developmental Results Chain

- **Inputs**: The human, organizational, and physical resources contributed directly or indirectly by stakeholders of a project.

- **Activities**: The coordination, technical assistance and training tasks organized and executed by project personnel.

- **Outputs**: A short-term developmental result that is the logical consequence of project activities.

- **Outcomes**: A medium-term developmental result that is the logical consequence of achieving a combination of outputs.

- **Impact**: A long-term developmental result that is the logical consequence of achieving a combination of outputs and outcomes.
Building a performance framework—questions to ask

1. Why are we doing this program/project?
2. What results do we expect to achieve for the resources being invested?
3. Who will the program/project reach out to in terms of beneficiaries?
4. How would the program/project best be implemented?
The Performance Framework

Goal: The strategic objective to which this program/project is intended to make a contribution.

Purpose: The objective which addresses the priority needs of the intended beneficiaries.

Resources:
- Activity Set #1
- Activity Set #1
- Activity Set #1
- Activity Set #1

Reach:
- Region
- Sectors
- Target Groups
- Men
- Women
- Children

Outputs

Outcomes

Impact
# The Performance Measurement Framework

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Asking some fundamental questions

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Performance Measurement and Evaluation

1. Focus on the achievement of development outcomes
2. Done as a continuous process of performance self-assessment
3. Customized to respond to the performance information needs of all stakeholders
4. Information generated enhances learning and improves management decision-making
Assessing and monitoring risk

1. Risk analysis is done during program/project design.
2. Management strategies to address, reduce or manage high, medium and low-impact risks should be identified, and resources allocated.
3. Assumptions on which project decisions are based should be carefully monitored during project implementation. Changes in necessary conditions would have to cause adjustments in the project.
Challenges to CIDA in the implementation of MfDR approaches:

1. Reconciling its accountability to demonstrate the results from expenditure of public funds to Canada’s Parliament and taxpayers
   - Linking expected results with resource allocations

2. Fulfill its commitment to OECD DAC Principles of Donor Harmonization, which support partner countries in taking ownership of their own development processes.
Results achieved from the implementation of Results-Based Management

1. Staff is more involved in the process, and is “buying-in” to the development of new performance tools.
2. The corporate approach to results by country (through bilateral, multilateral, and Canadian partnership channels) has improved.
3. Linkage is stronger between the investment level, the program level, and corporate reporting.
4. In areas such as donor harmonization, ability has improved to manage according to aid effectiveness and to capture results.
5. The training and coaching of CIDA staff has improved.
6. Results, resources, and risk management are all more closely linked.
Lessons learned and factors for success

1. A strong commitment must be made by the government.
2. The agency must be committed from top to bottom.
3. Donors must strike the balance between accountability to their governments and accountability to their partners.
4. The old mindset of bilateral control lives on; but it needs to be replaced—in practice as well as theory—with principles of partnership, accountability, and trust.
5. There is more to funding than merely achieving targets.
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Sources:
2. 3_SM_ME_for_BEE_%20Philippines{1}.pdf, SmartLessons, May 2007
Structural arrangements at the program level

**Project experience:** Small and Medium Enterprise Development for Sustainable Employment Program (SMEDSEP)

1. Program management structure
   - Steering Committee
   - Program Management Unit

Functions:
- Strategic and operational planning
- Monitoring
- Proper flow of information and communication among partners
2. Advisory structure – a program advisory team that consists of international and national GTZ experts

Provides the following advisory services:

- Policy advice
- Content-related advisory services
- Capacity development
Lessons learned in building and using monitoring systems

1. The monitoring system should be developed from the very beginning with partners and possibly other donors, so that they agree on some key result chains and respective indicators. Decisions as to who measures which outputs and how should be done.

2. Results chains, milestones, and operational plans should be developed in a participatory way so there is ownership.
3. It is useful to involve partners in quarterly day-long monitoring meetings even though this can be resource-intensive.

4. Different organizations mean different monitoring requirements.

5. Good facilitation is needed during the discussions.

6. Documentation of monitoring meetings is very important.