

Monitoring and Results Measurement in Design and Start Up

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- Typically...



MRM is isolated

- Better...



MRM is integrated

But how...



Design:

- Strategy
- Scope and activities



- Governance
- Management



- Outcomes & impacts
- Reporting



Resources:

- Human resources
- Budget



Tender assessment:

- Assessing proposals
- Tender meeting

Manage Flexibility

Include:

- Programme Theory of Change
- Draft or Illustrative Sector/Component Results Chains
- Expected high level outcomes and impacts
- Criteria for making decisions
- Process milestones and assessment
- A governance structure that supports flexibility



Leave out:

- Detailed lists of outputs and activities
- Detailed, quantitative milestones and targets
- Ex-ante approval of all activities

Expect learning and improvement

Include:

- Expectation and a process for using results information to manage the program
- Relatively flat management structure
- Requirement for analytical staff
- Reporting that highlights both results and learning



Leave out:

- Many layers of hierarchy
- Staff split in several different offices
- Staffing structure set in stone

Lay the foundation

Include:

Resources

- Time & responsibility of all staff
- In-house MRM team
- Dedicated budget for core system and special studies
- Possibility of MRM capacity building and/or backstopping

Expectations

- Draft timeline based on theory of change
- Timeline for reviews/revisions



Leave out:

- Overly specific resume requirements
- Short program life

MRM Section

Include:

- Components of MRM System
- Indicators: A few programme impact and intermediate indicators
- Measurement: Process, key cross-cutting issues
- Attribution: Commitment + Menu of methods
- Wider change: Commitment + examples of methods



Leave out:

- Long lists of indicators
- One large initial baseline
- Measurement methods set in stone
- Requirement to assess everything at the same time with the same rigor



Tender assessment

Include:

- MRM as key component
- Assessment of TL as driver of MRM
- Interview with MRM manager
- Assessment of plan for MRM system set-up and maintenance

Leave out:

- Penalizing for MRM as overhead
- Formulaic resume assessment
- Equal priority on all aspects of MRM

There are so many priorities at the start of the project....



“paper work is such a hassle”



“can’t believe this is taking so much time”



“why is it so difficult to hire skilled staff”



“the donor wants to see something on the ground”

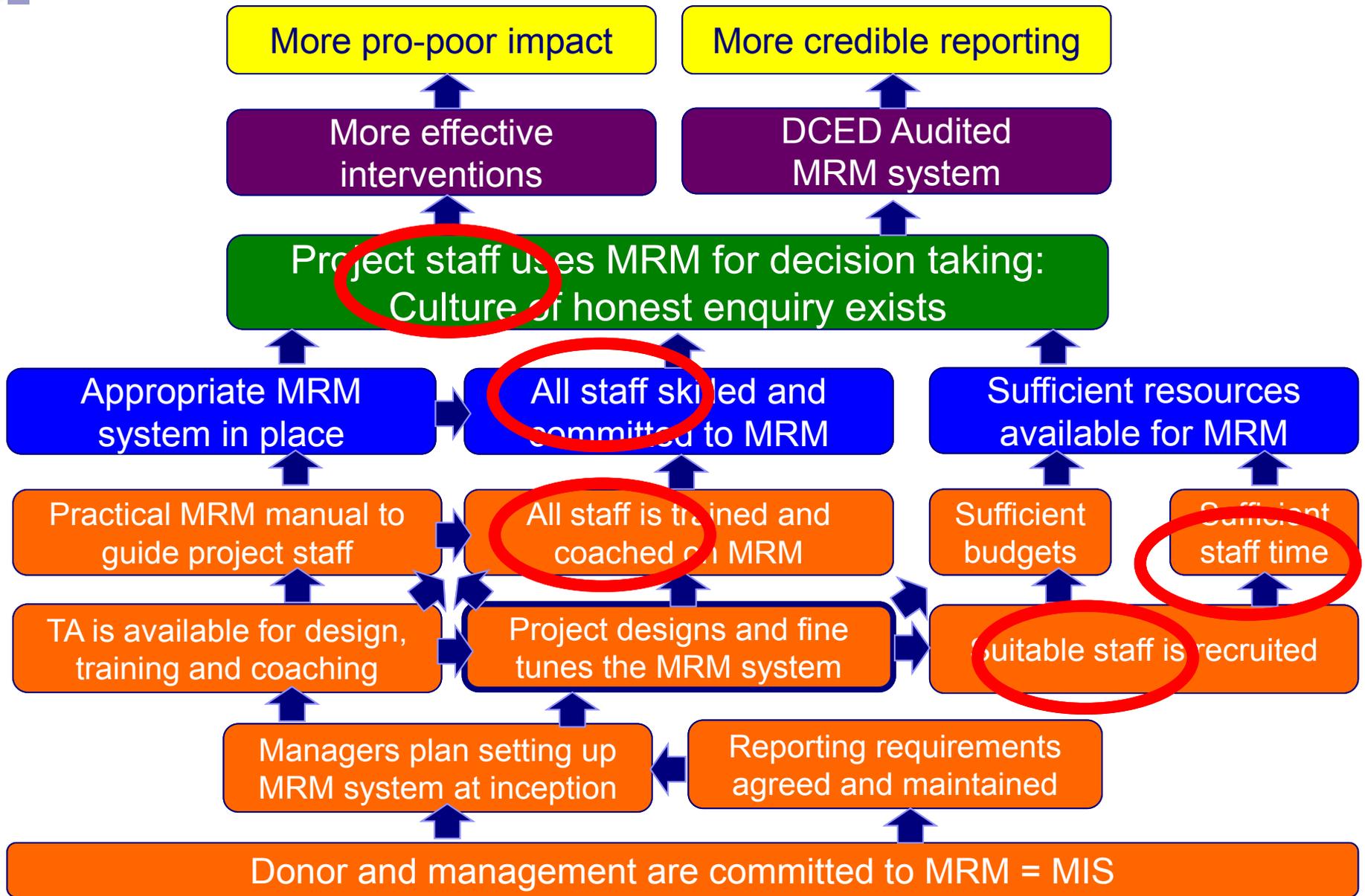


“those sector analyses aren’t the best, but find me some partners and interventions now”

“Also get me a baseline quickly”

“we need a monitoring system; hire somebody”

***“what do you mean with we can’t measure impact?
“That system is too complicated”***



Staff is your asset, not an overhead cost



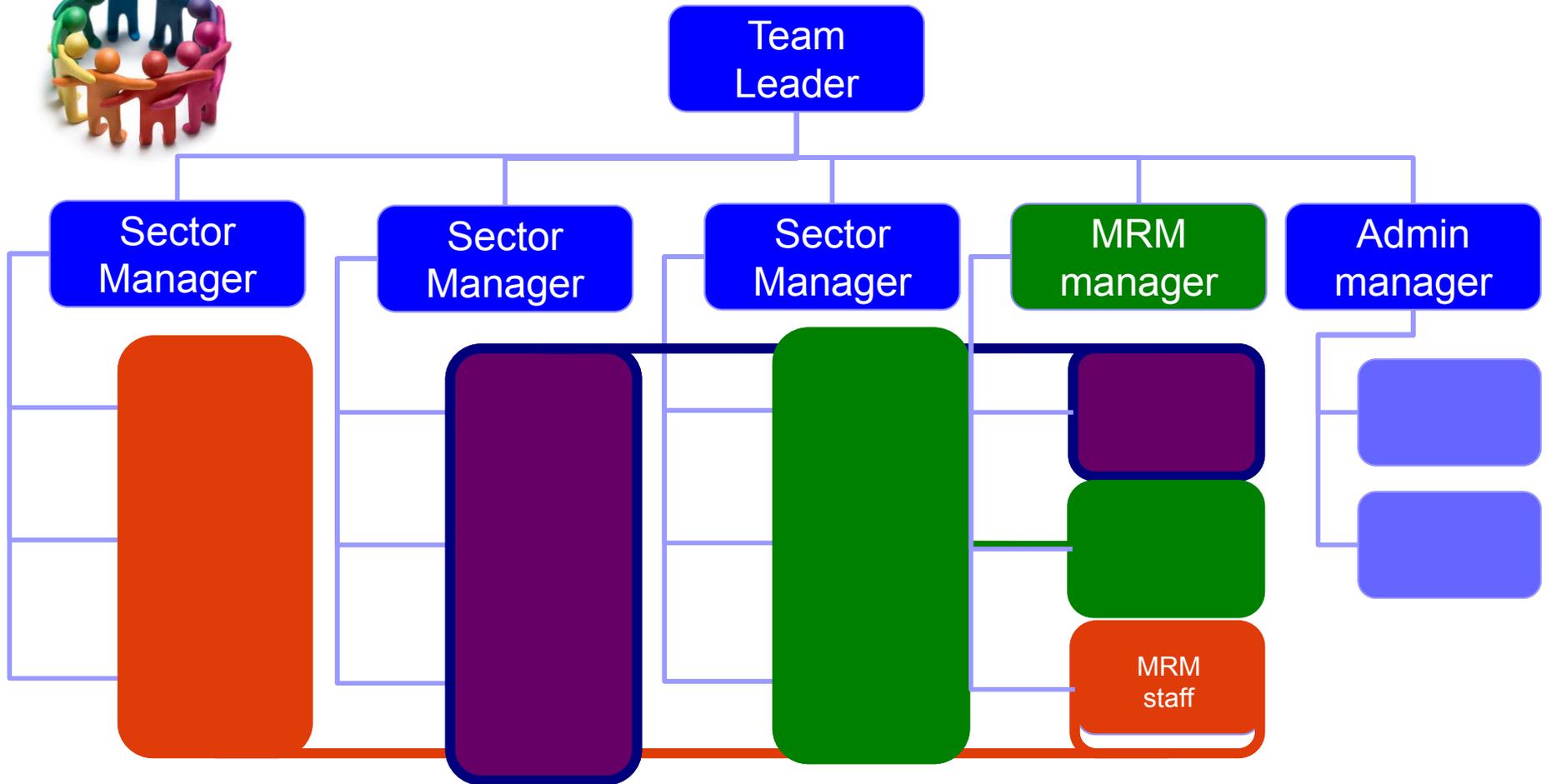
profile



- **Sector Teams of Intervention Managers and MRMs**
 - Flat & Flexible, one team per market
 - Rainmaking, managing & measuring
 - Complementary skills and tasks
 - Allocate responsibilities

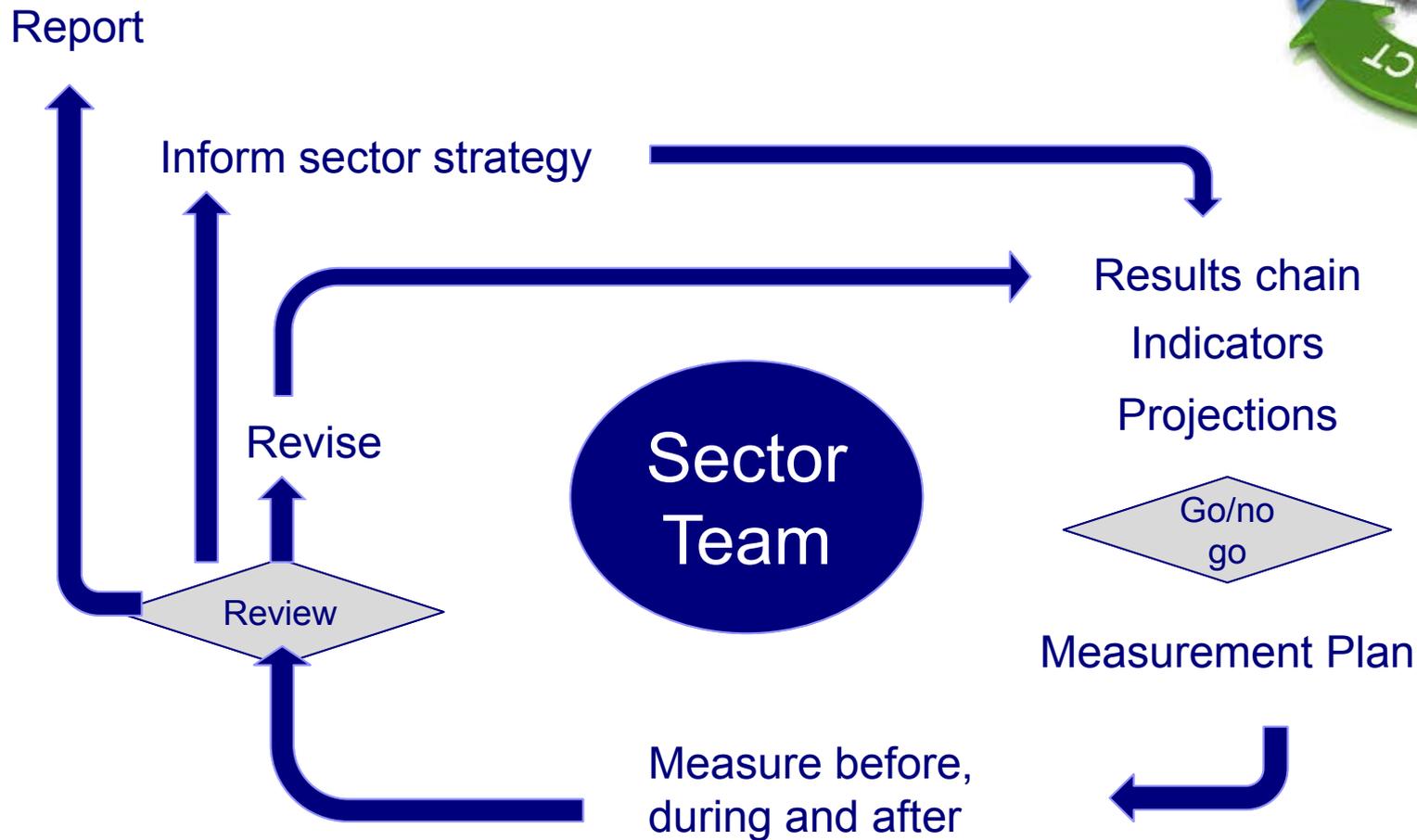


MRM supports, assures quality, aggregates



Sector teams manage and measure interventions

Sector Team at the heart of the MRM cycle



Staff is your asset, not an overhead cost



- Analytical capacity
- A culture of honest enquiry
- In house research capacity

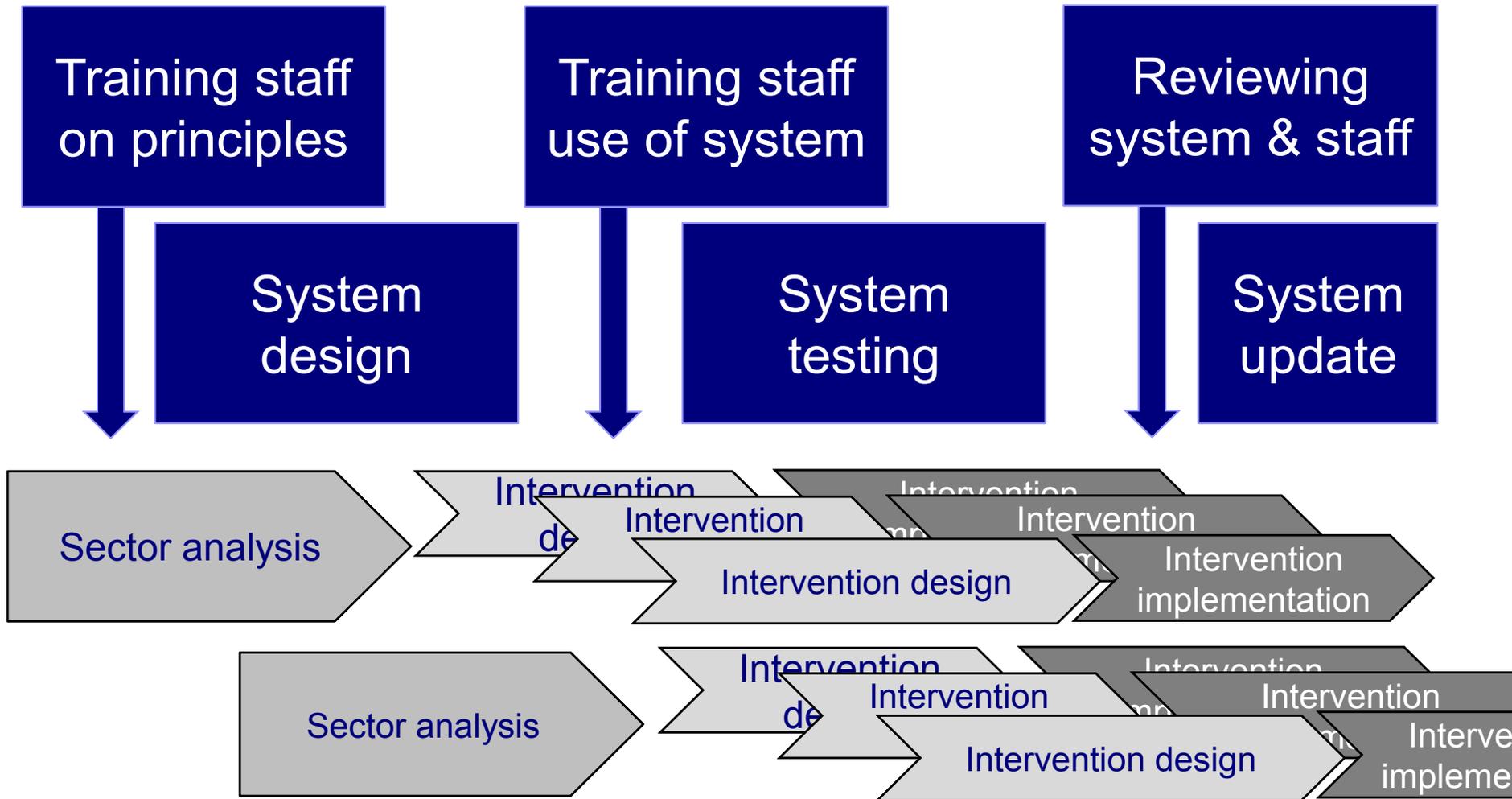
- *You can't hire them on the market*
- *You don't get a team without nurturing*

It is not hard to learn more.

What is hard is to unlearn when you discover yourself wrong.

Martin H. Fischer

It implies more than a one-time event



Unpack the MRM development process



familiarising staff
 developing system
 writing draft manual
 training staff
 training co-facilitators
 testing system
 reviewing system
 coaching staff
 preview audit
 fine-tuning system
 DCED audit

Specify realistically the time needed for each step and task



Sync your MRM with your implementation

