

# Monitoring and Results Measurement in Design and Start Up

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DCED Seminar, Bangkok 2014

## ■ 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:

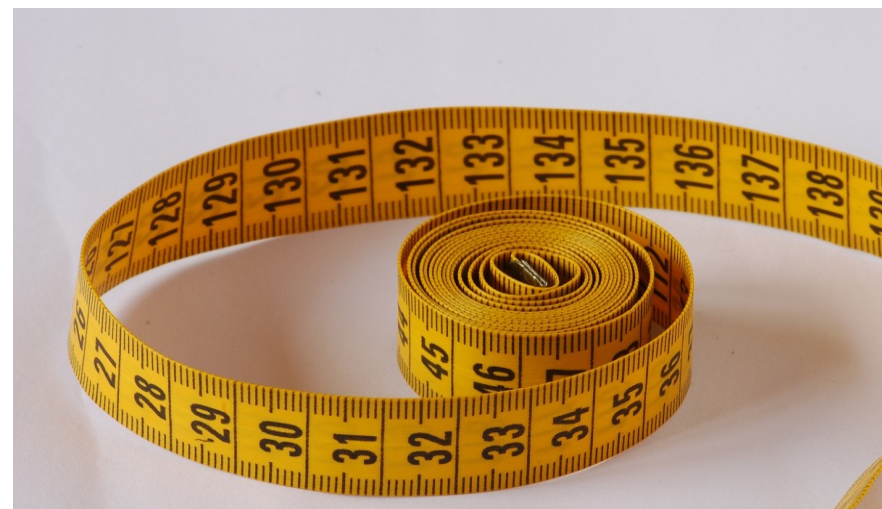
- Overly specific resume requirements
- Short program life



# 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”*

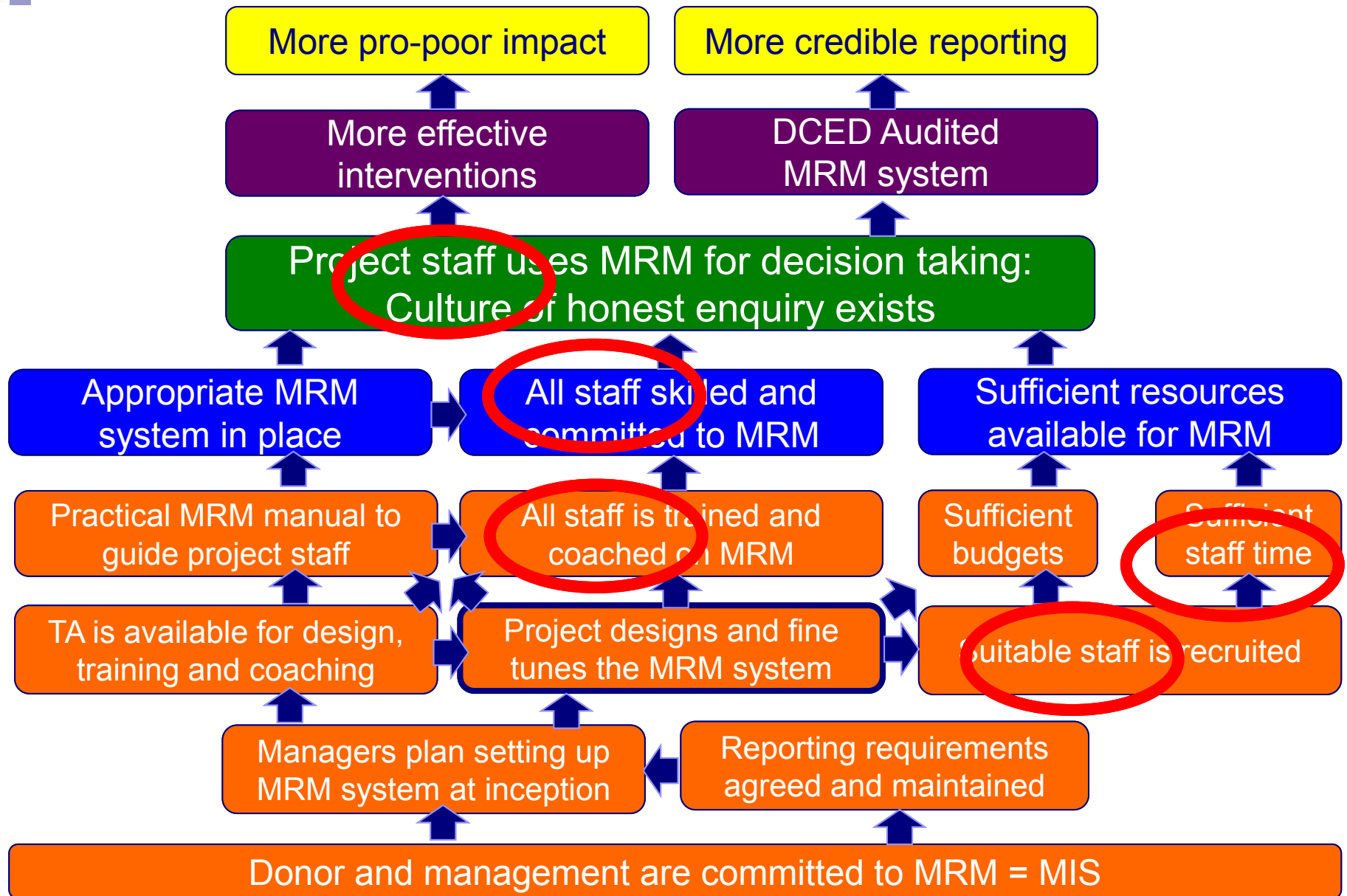


*“those sector analyses aren’t the best, but find me some partners and interventions now”*

*“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



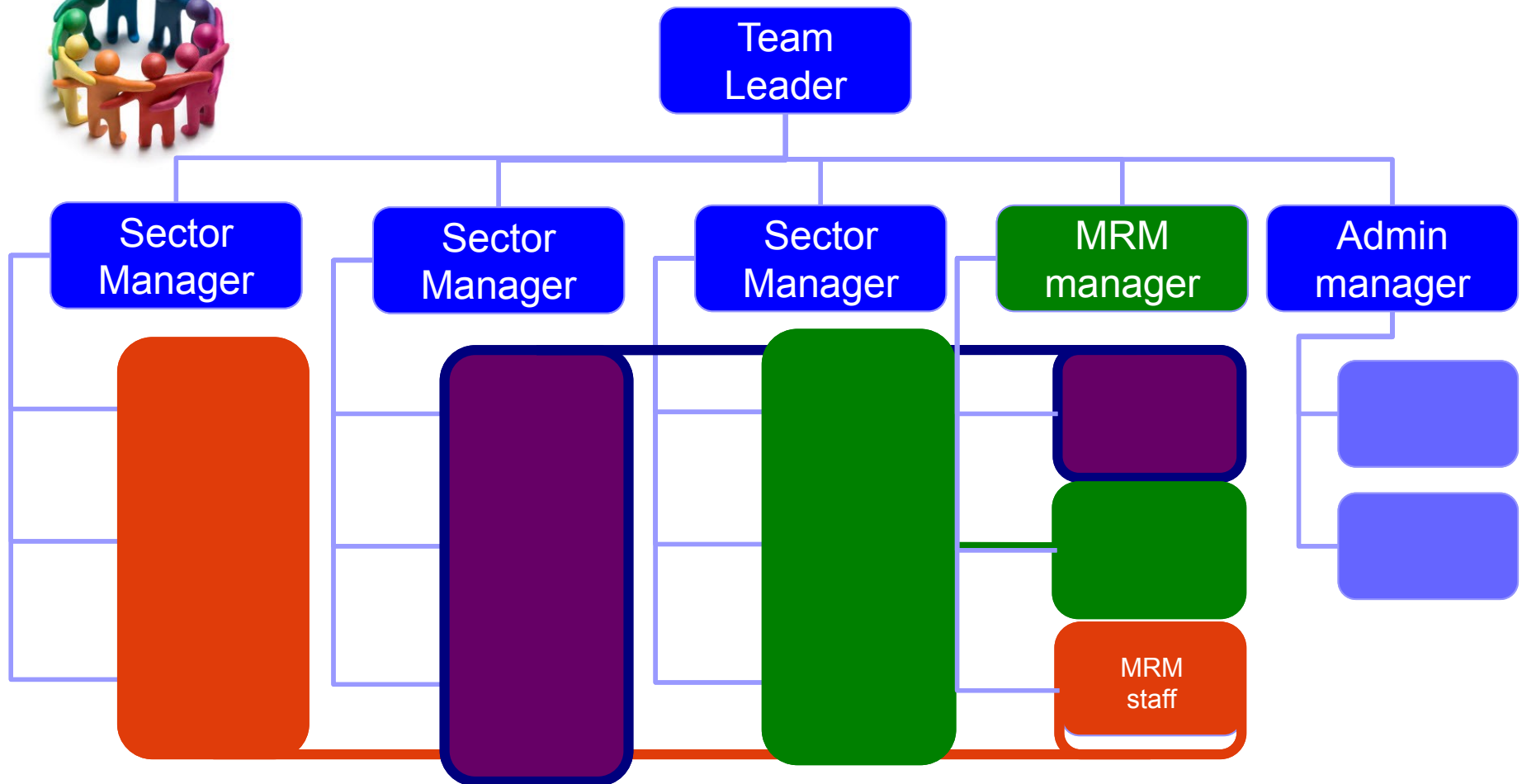
*profile*



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

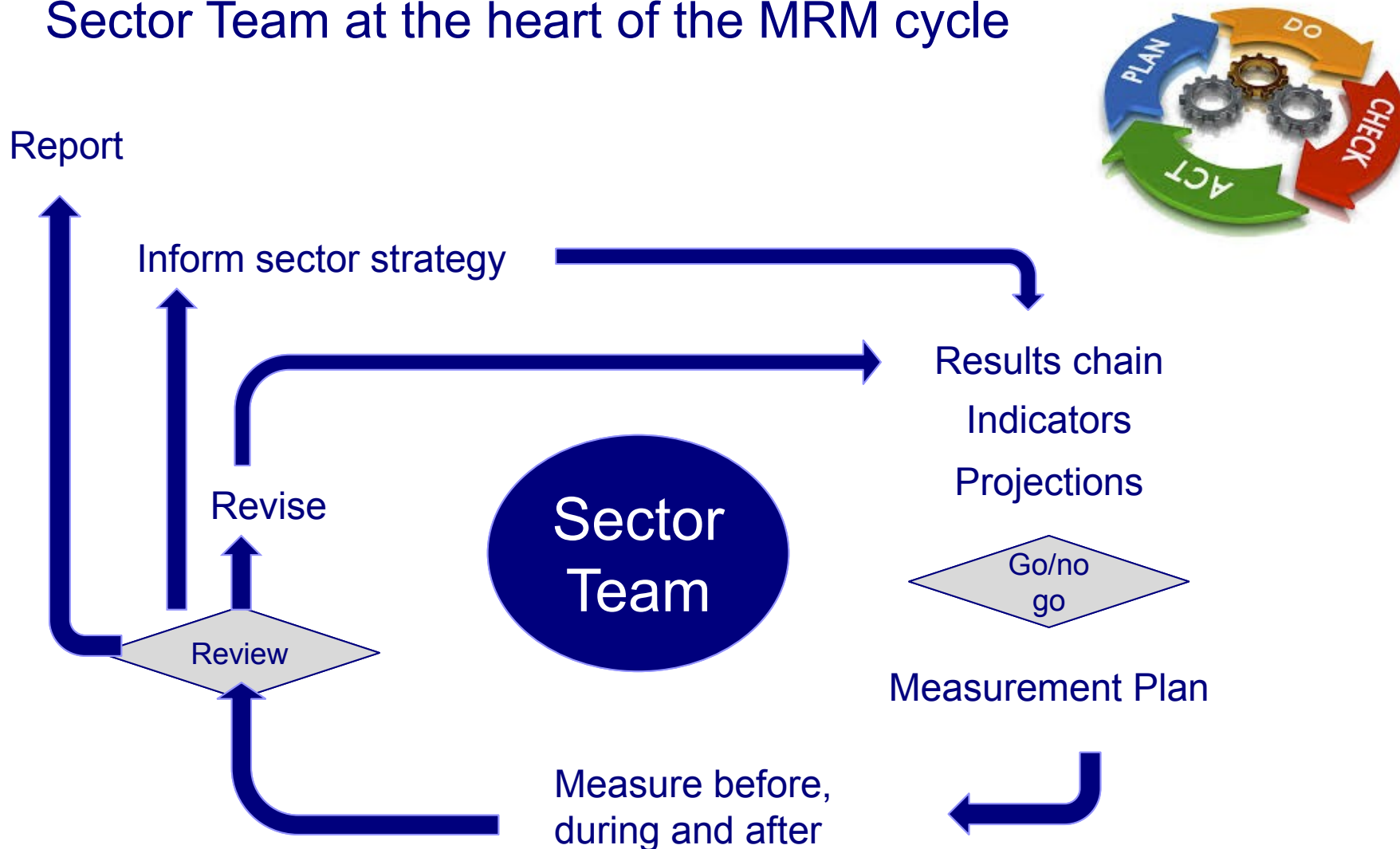


# MRM supports, assures quality, aggregates



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

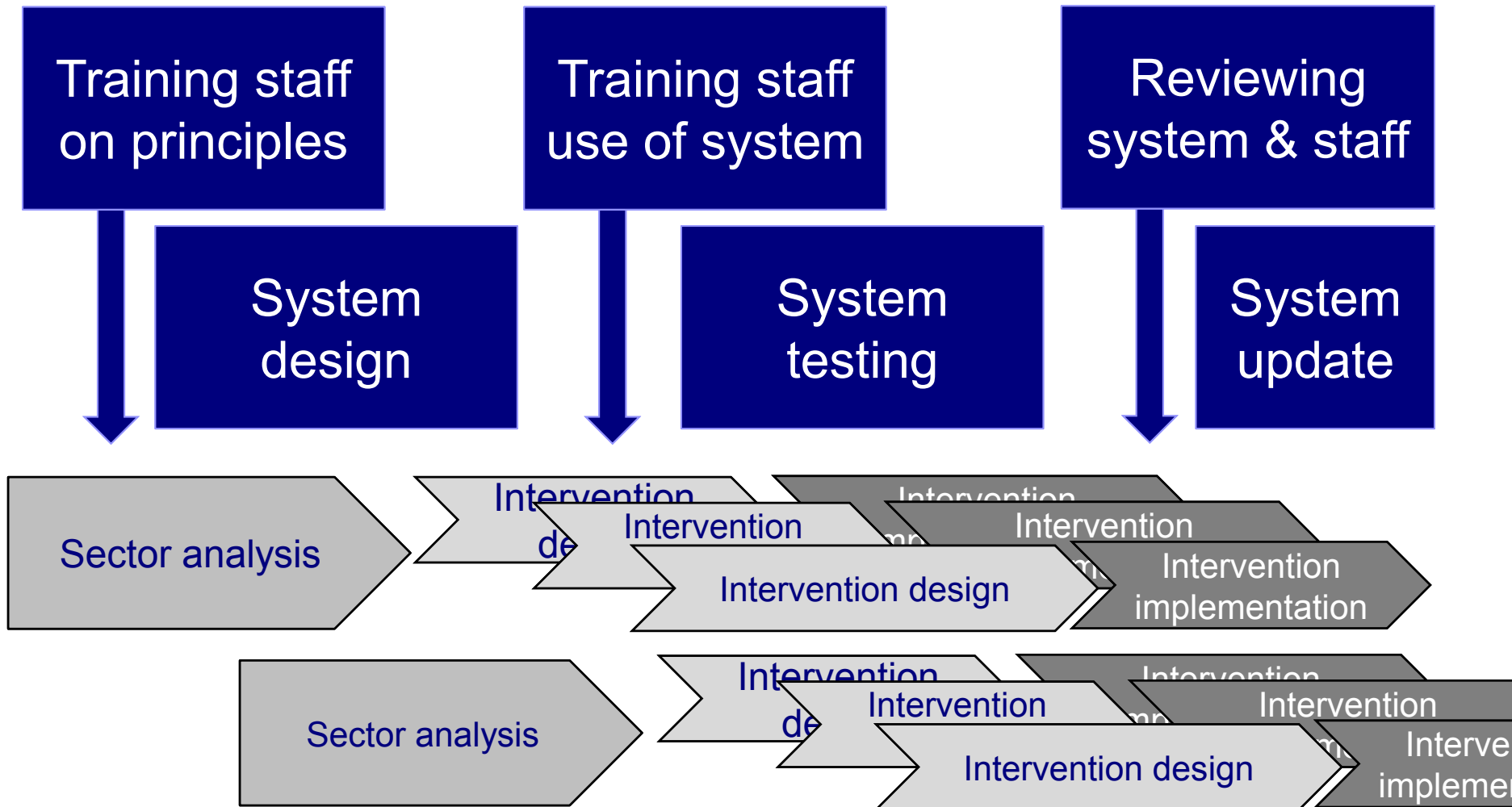
- *You can't hire them on the market*
- *You don't get a team without nurturing*

*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



Sync your MRM with your implementation

