

# Introduction, Update, Overview of Seminar Agenda

*Jim Tanburn, DCED Coordinator*  
*Global Seminar on Results Measurement*  
*Monday 24<sup>th</sup> March 2014*



The Donor Committee for Enterprise Development

# Presentation Outline

- Who is here?
- Background to the Standard
- Latest developments
- Elements in the Seminar agenda

# Who is here?

- Breakdown: About 120 people from 36 countries, representing 55 agencies. Mix of field and HQ, implementers and consultants etc.
- Mix of experience: Who is already experienced in Standard?
- Who was here last time (2012)?
- Secretariat

## Some history to the Standard ...

- 2007: Not as many results as we would like
- 2008: Series of Seminars particularly with field managers, to avoid usual HQ/field dynamic
- What did we learn?
  - Monitoring is distinct from Evaluation
  - Monitoring is really important in PSD
  - Well monitored programmes are more evaluable
  - The greatest hindrance is lack of clarity, logic

... that led us to *Monitoring as Management* ...

“A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and **achievement of objectives** and progress in the use of allocated funds.”

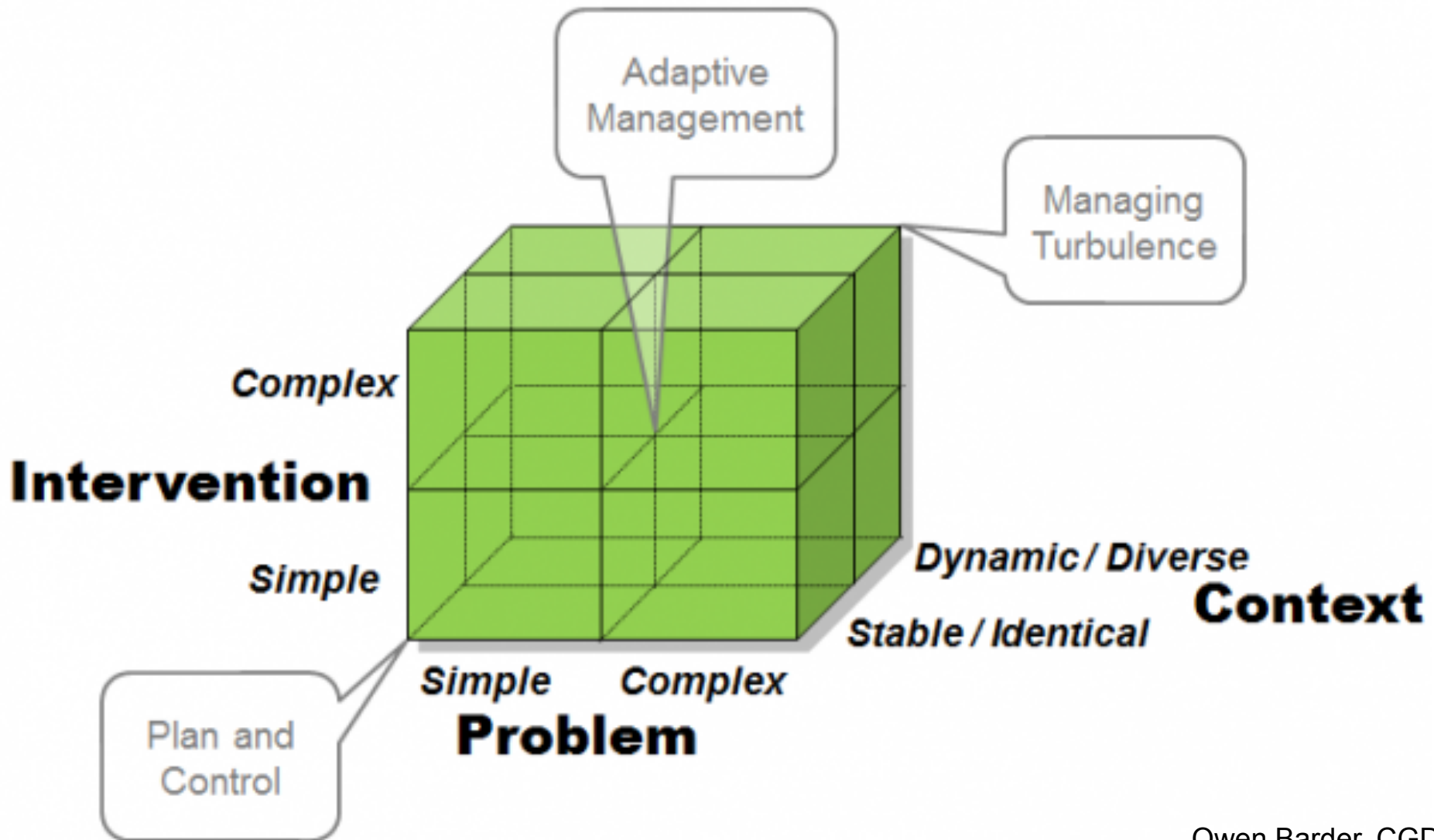
OECD DAC Working Party on Aid Evaluation  
(emphasis added)

... that is especially important in PSD ...

“For many interventions in complex adaptive systems, the most successful approaches will be based on measurement and data. We cannot predict in detail whether or how interventions will work, but we can (and should) measure effects of what we do, and we should adjust the interventions accordingly”

Owen Barder, CGD

# ... for adaptive management ...



Owen Barder, CGD

... but there is a problem for evaluation too ...



“The M4P evaluations reviewed here were generally weak”

Review of M4P Evaluation Methods and approaches,  
ITAD for DFID, 2013





## Loss of Evaluability

- Review of Dutch Private Sector Programs
  - 2/3 of executed 'evaluations' cannot be used
- Major reasons:
  - evaluation agency not fully independent
  - stated objectives too broad/vague
  - no clear indicators defined
  - data at too aggregate level
  - absence of baseline data
  - no representative sampling
  - too general intervention theory

Prof. dr. Ruerd Ruben  
Director Policy & Operations  
Evaluation Department (IOB)  
Netherlands MoFA 2012

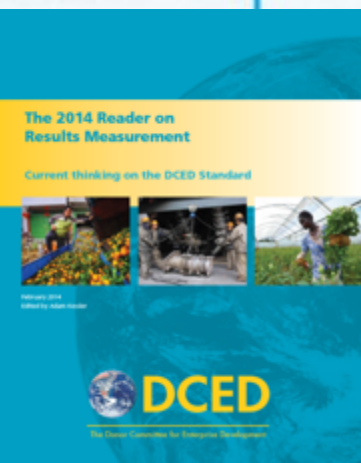
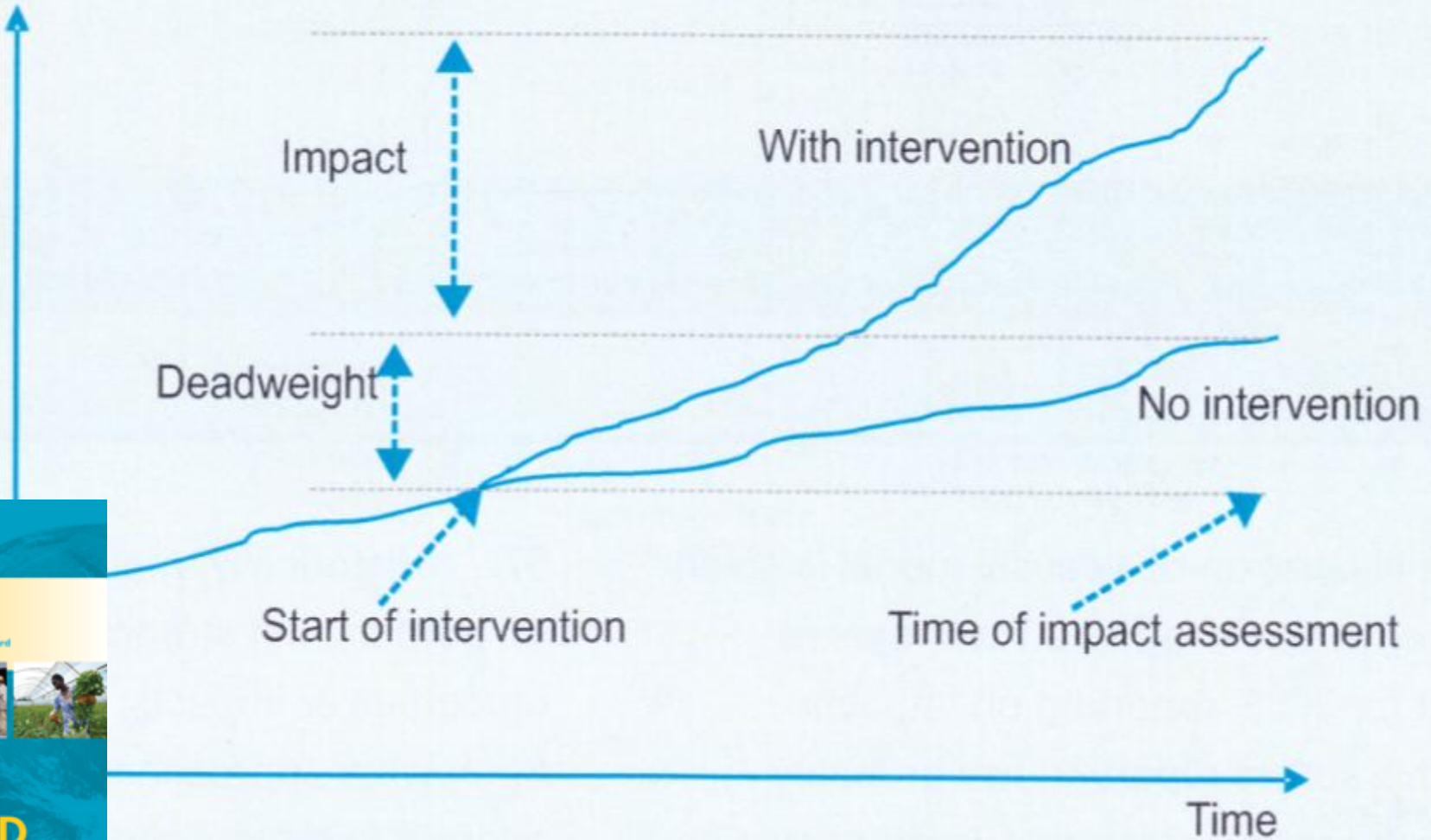
... and to be evaluable ...

“Without being hard-hearted, we will also be hard-headed, and make sure our aid money is directed at those things which are **quantifiable** and measurable ... so we really know we are getting results... That **quantifiable, measurable** outcome shows people back in Britain the true value of our aid commitment..”

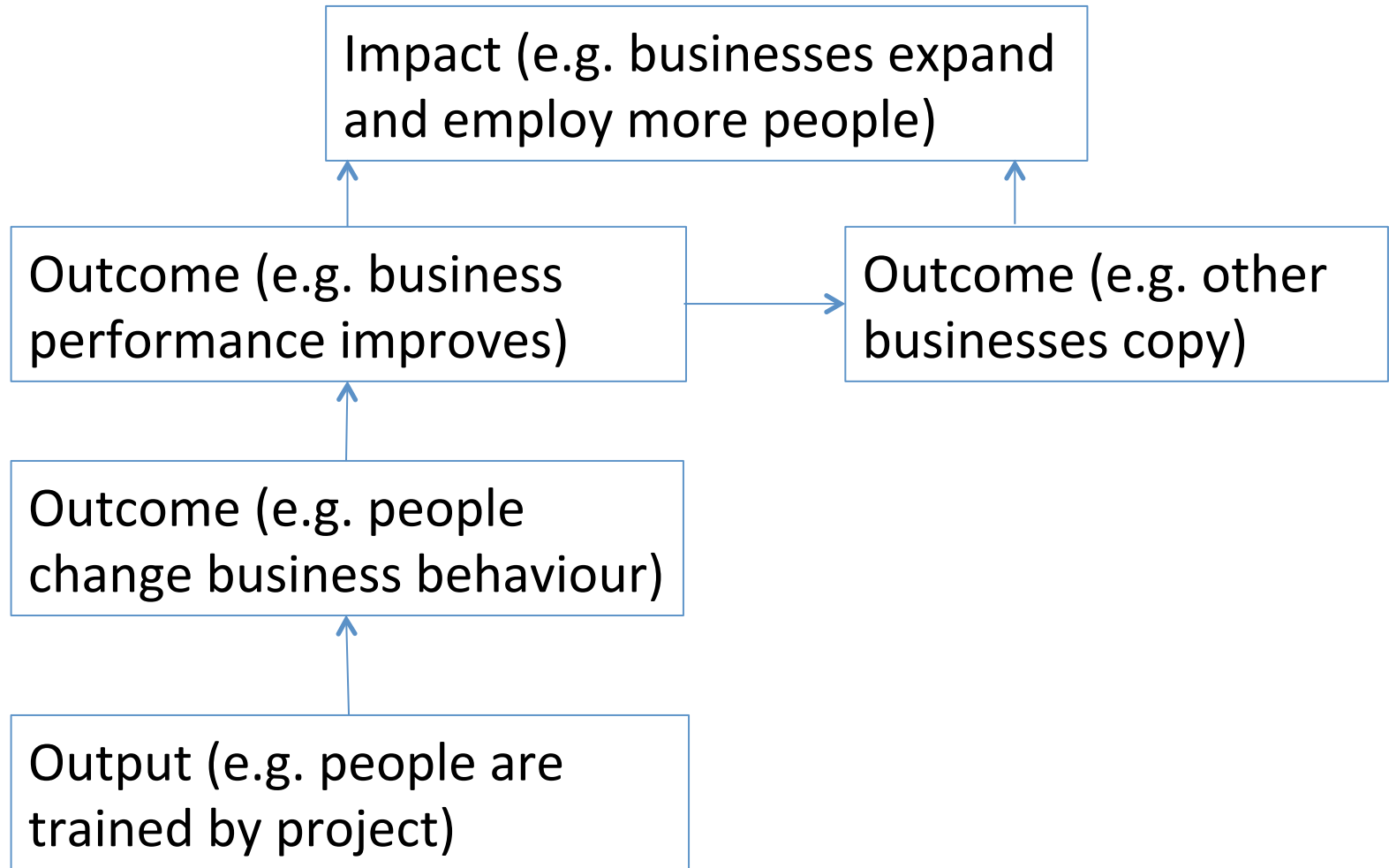
*David Cameron, UK PM, Lagos, Tuesday 19 July 2011 (emphasis in original)*

... in the tricky task of measurement.

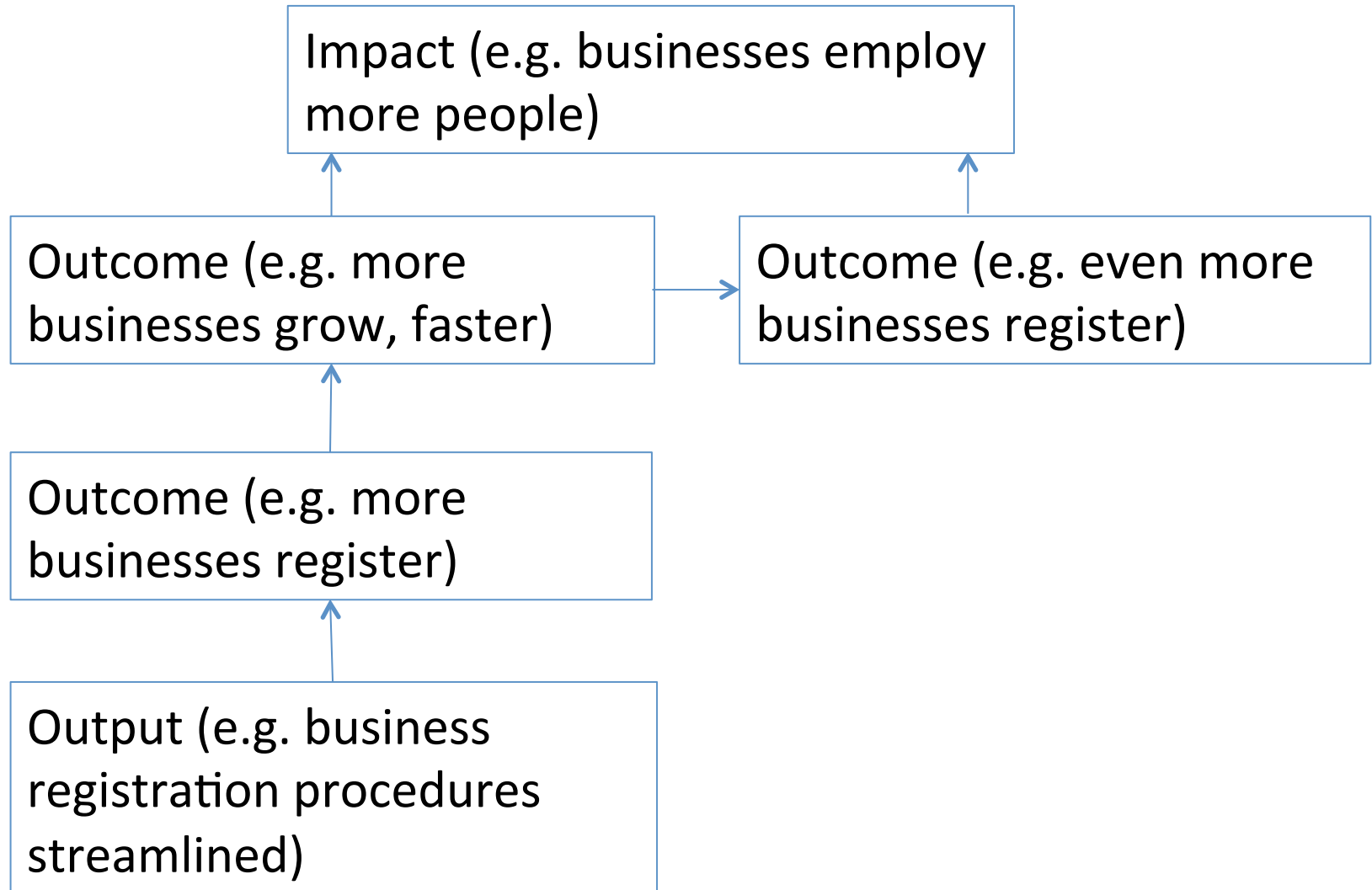
Indicator



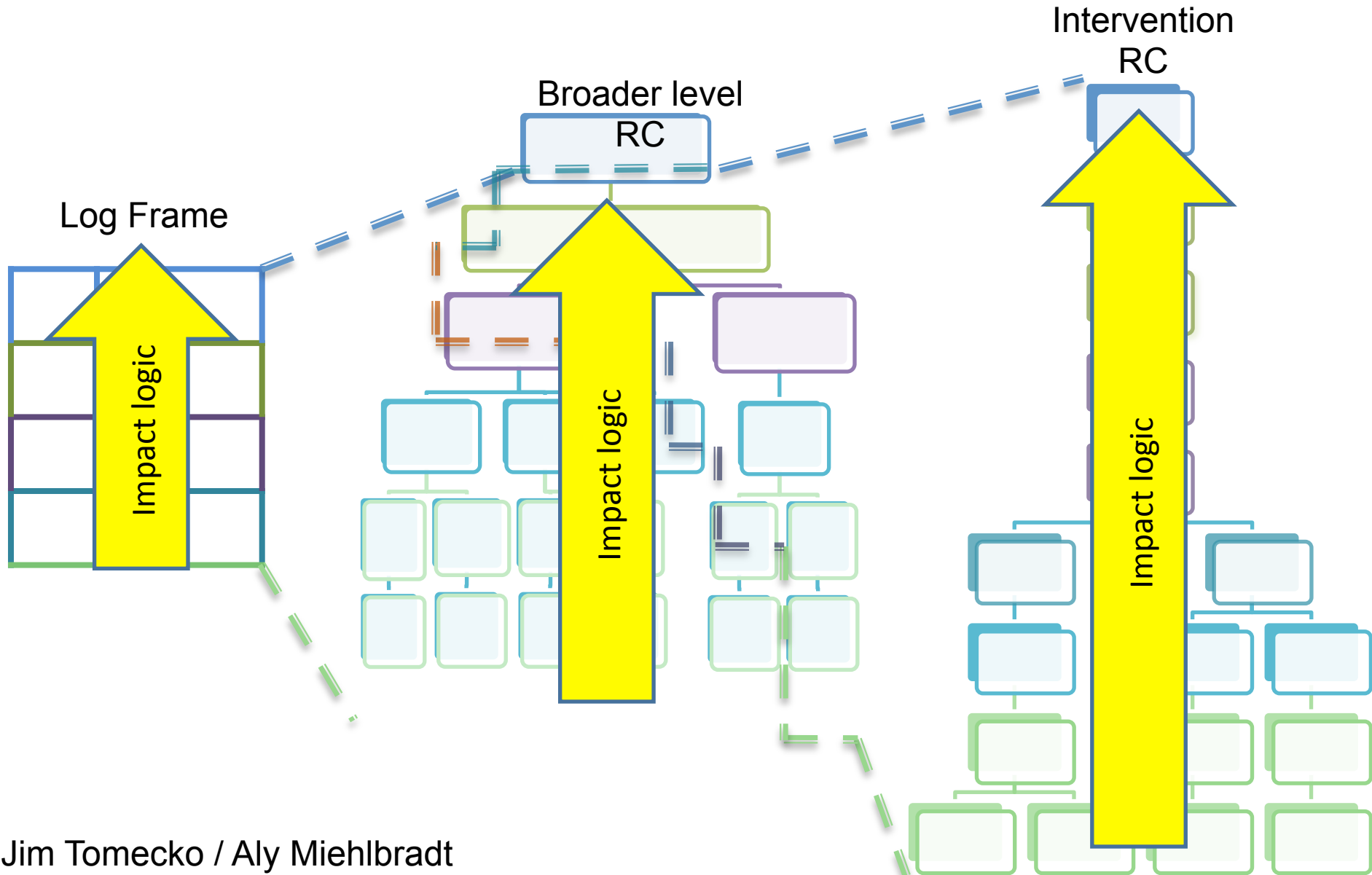
# The core thesis is to be more clear on the logic ...



## ... or another example ...



... in more detail than the logframe.



# Elements in the DCED Standard

1. Articulating the results chain
2. Defining the indicators of change
3. Good measurement practices
4. Handling attribution
5. Wider change in the system or market
6. Relating to programme costs
7. Reporting results (internal/external)
8. Managing the system



# But is this not what we always did?

*The Standard provides a framework based on accepted good practice, with some distinctive features:*

- The framework gives structure and incentives
- Participating programmes need to keep a paper trail of key decisions, monitoring etc.
- Explicit reminder to look for market-wide effects
- Projections favour systemic interventions
- Audit process can give further recognition



# Putting the Standard on various spectra ...

## The Standard builds on industry consensus

Complex / credible	<->	Practical / simple
Flexible	<->	Prescriptive
Specific (e.g. to M4P)	<->	Broader application
Indicators follow	<->	Start with indicators
Good management	<->	Expensive
Attribution	<->	Contribution

... but there are multiple communities!

- Implementers of programmes on the ground
- Supervisors of programmes
- Evaluators
- 'Beneficiaries' / partners / recipients
- Academics, researchers (e.g. multi-country studies to find multipliers, correlations)
- Tax-payers in donor countries

# The shape of the Seminar – Monday 24<sup>th</sup>

## 13:30 Session 3 Monitoring from the start:

- Experiences to date, Aly Miehlbradt and Hans Posthumus
- Experiences of CAVAC Cambodia, Pieter Ypma and Ravy Ty

## 15:30 Session 4 Tackling complexity:

- Samarth-NMDP Nepal, Matt Ripley

Using monitoring for management:

- M4C Bangladesh, with Fouzia Nasreen

# The shape of the Seminar – Tuesday 25<sup>th</sup>

## 08:30 Session 1

Adopting the Standard during implementation

- RLDP Tanzania, Athumani Zuberi
- Samriddhi Bangladesh, Hd. Humayun Kabir

## 10:30 Session 2

- Measuring women's economic empowerment with MC Georgia, Medea Ioseliani
- Measuring across three countries in MDF, Harald Bekkers

# The shape of the Seminar – Tuesday 25<sup>th</sup>

## 13:30 Session 3

- Seed mini-packs with Katalyst Bangladesh, Shovan Chakraborty
- Announcing the participant market place:  
Participants outline their work

## 15:30 Session 4

- Participant Market-Place (BP2 and Saithip, 3<sup>rd</sup> floor)

## Seminar Reception, 9<sup>th</sup> floor

# The shape of the Seminar – Wednesday 26<sup>th</sup>

## 08:30 Session 1 Using monitoring for management

- BE reform in ENABLE, Gareth Davies
- Kenya Markets Trust, Wanjiku Kimamo

## 10:30 Session 2 Monitoring and evaluation

- Experiences in audit, Phitcha Wanitphon
- The interface, Tim Ruffer

# The shape of the Seminar – Wednesday 26<sup>th</sup>

## 13:30 Session 3 Looking ahead

- Perspectives of DCED and other agencies
- RM in Challenge Funds, Adam Kessler and Amanda Jupp

## 15:30 Session 4

- Use of the PPI Index, Chris Lomboy
- Summing up

We hope you enjoy the Seminar!



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