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

Resources:
- Human resources
- Budget

Outcomes & impacts
- Reporting

Tender assessment:
- Assessing proposals
- Tender meeting

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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”
More pro-poor impact

- More effective interventions

More credible reporting

- DCED Audited MRM system

Project staff uses MRM for decision taking:
- Culture of honest enquiry exists

Appropriate MRM system in place

- Practical MRM manual to guide project staff
- TA is available for design, training and coaching

All staff skilled and committed to MRM

- All staff is trained and coached on MRM

Sufficient resources available for MRM

- Sufficient budgets
- Sufficient staff time

Donor and management are committed to MRM = MIS

- Managers plan setting up MRM system at inception
- Reporting requirements agreed and maintained
- Suitable staff is recruited

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Staff is your asset, not an overhead cost

- 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

Inform sector strategy

Revise

Review

Measure before, during and after

Results chain
Indicators
Projections

Go/no go

Measurement Plan

Report
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

1. Familiarising staff
2. Developing system
3. Writing draft manual
4. Training staff
5. Training co-facilitators
6. Testing system
7. Reviewing system
8. Coaching staff
9. Preview audit
10. Fine-tuning system
11. DCED audit
12. Sector analysis
13. Interventions
14. Sector analysis
15. etc etc

Specify realistically the time needed for each step and task

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