

MEASURING RESULTS in PSD / M4P

Determining the impact of interventions

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14th October 2009



The Donor Committee for Enterprise Development

There is an urgent need for action...

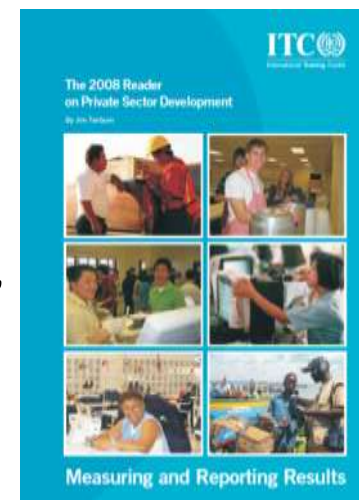
External pressures for information are growing:

- **Donors** are under pressure to report back to their parliaments (the ‘two minute conversation’), and to **add up** across programmes (preferably against the MDGs); this is particularly so for PSD
- **New stakeholders**, especially from the private sector, expect to be able to measure performance
- **Increased visibility** (books, media etc.)

But this is not being matched by an increase in credible information from the field

Two sets of conversations : “Our numbers are too good” vs. “It has not worked”!

www.mmw4p.org/dyn/bds/docs/detail/649/4



...for these reasons...

- **Programme managers** have not been centrally involved in the measurement process
- The **logframe format** has generally not focused the minds of all concerned on the logic of the interventions, and on the measurement of impacts, during implementation
- **Evaluating consultants** have often struggled to fully understand complex programmes and to obtain the data they need, during short visits
- Over-reliance on **conventional approaches to M&E** such as randomised control trials (RCTs)

...so we have a solution...

- Results measurement is a **process**, not an **event**
- **Involve programme managers** in the field – many are keen to get the credit for their achievements, but lack credible measures
- Identify all of the minimum ‘building blocks’, starting with the logic or **results chain**, to generate **approximate but credible numbers**
- Use **common indicators**, to enable member agencies to **add results** across programmes and countries
- **Audit the measurement process used** by the programme

...based on this process...

2008

- April: First Workshop with 7 programmes in 6 countries, to design the Standard
- June-October: Gap Analysis, implementation
- October: Mock Audits
- November: Second Workshop, to review experiences
- December: Steering Group, Annual Meeting

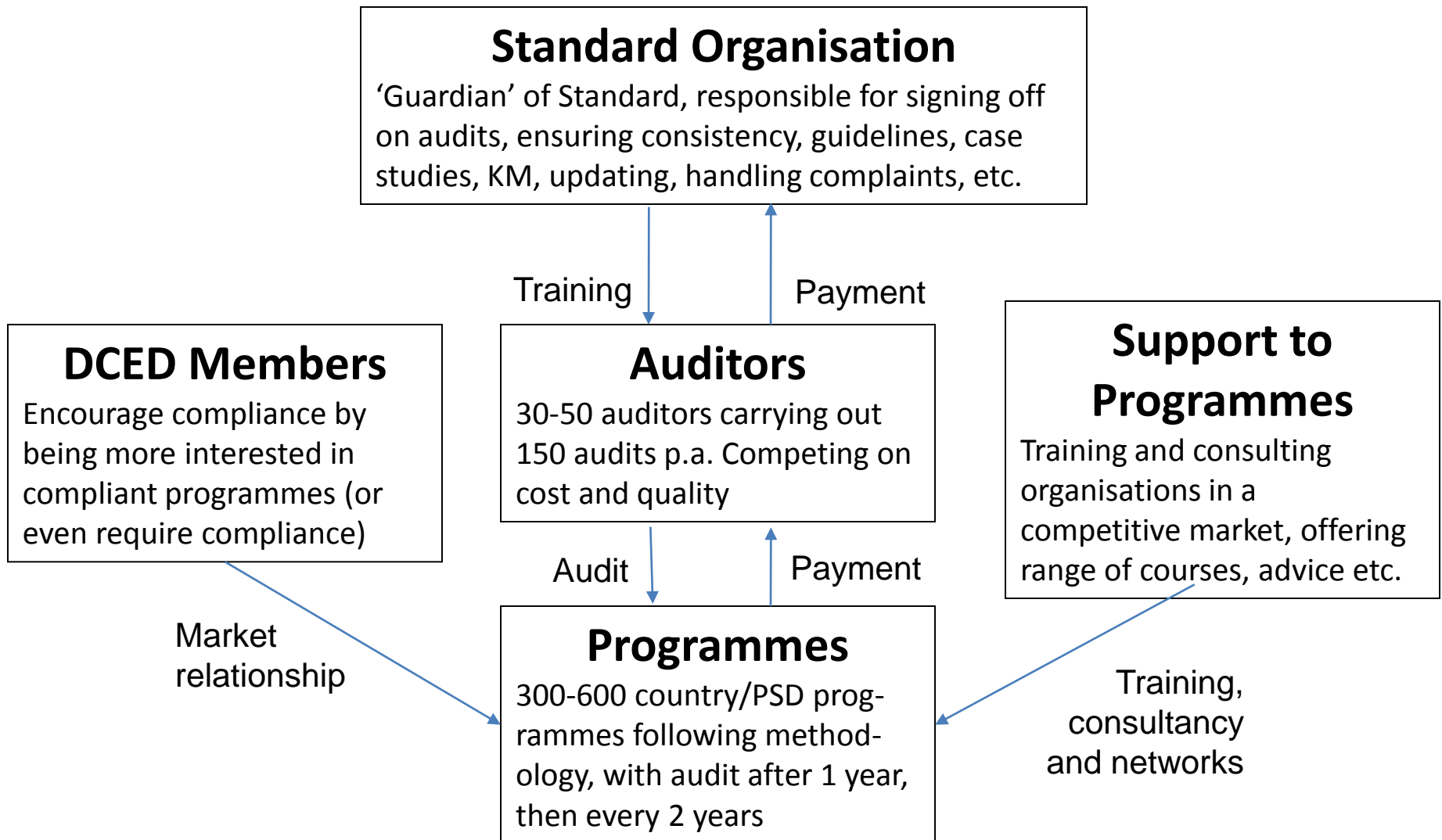
2009

- New programmes joining; workshops in Cambodia (March), Jakarta (May) and Abuja (June)
- Steering Group meeting, July
- Training course: Thailand, 7-11 September

... looking like this ...



...ultimately leading to this vision.

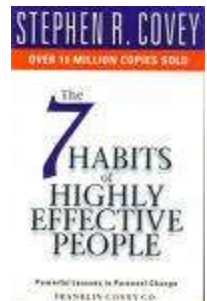


The Immediate Benefits for Programmes

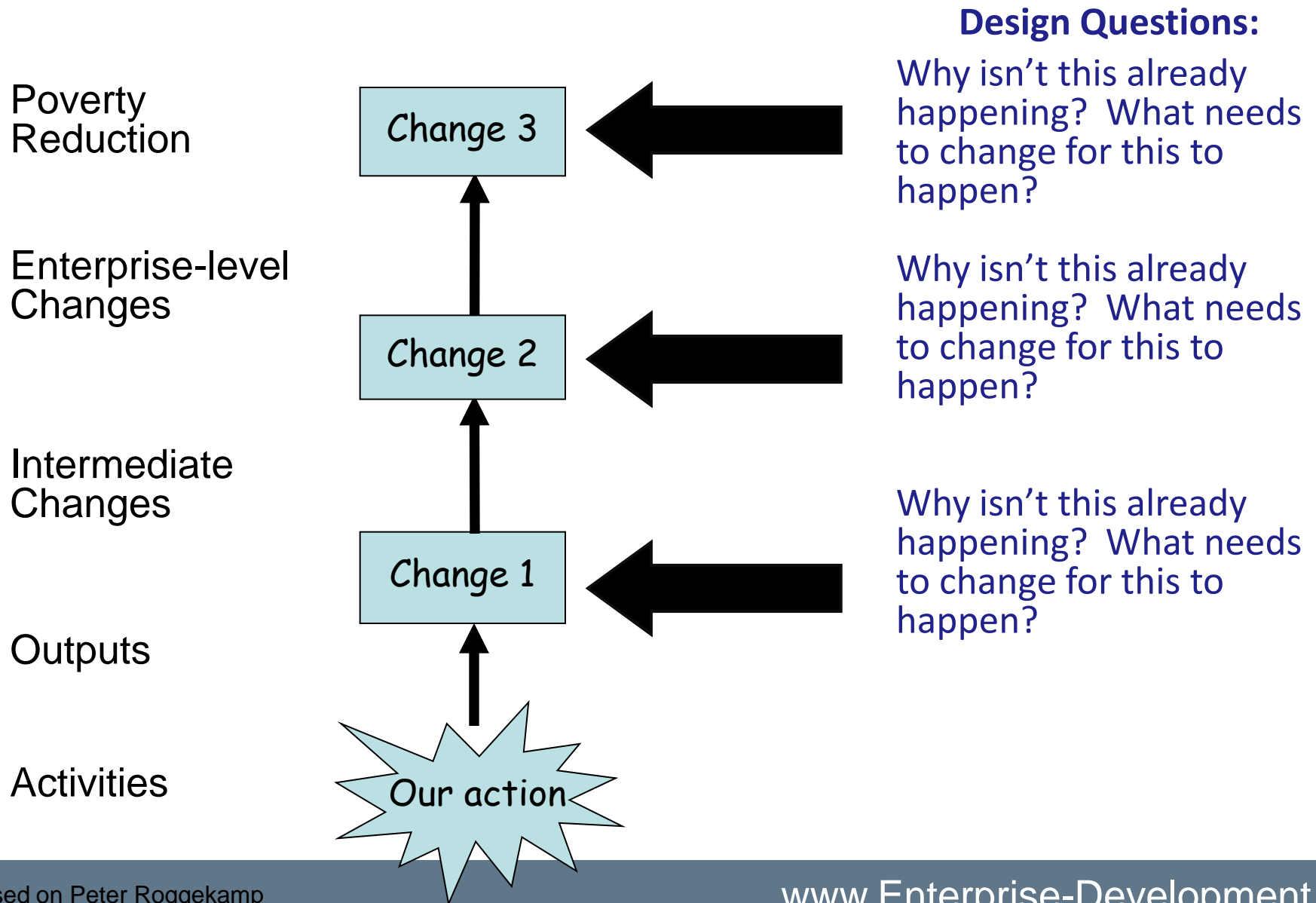
- Improved **effectiveness** through priority-setting, and through understanding by staff of those priorities
- **Time saved** by adopting a ready-made approach
- Approximate numbers for results, that are **credible** because the **measurement process** has been audited
- Interaction with other programmes, for **rapid learning and exchange** in the skills required for results measurement
- Participation signals intention to achieve and measure results – leading to greater credibility externally, and **better prospects for continued and additional funding**
- **Support** from the DCED Secretariat

So what does the Standard consist of?

1. Articulate the results chain / impact model / logic
2. Define appropriate indicators for each major step in the results chain + 'universal indicators': scale, jobs, income
3. Measure changes in those indicators well
4. Attribute those changes to the programme (or to other factors)
5. Capture wider changes in the system or market
6. Relate those changes to the programme costs
7. Communicate the findings in appropriate ways
8. Manage the results measurement system



Results Chains



Results Chains

Monitoring Questions:

Poverty
Reduction

Change 3



To what extent did
change 3 take place? Will
it last?

Enterprise-level
Changes

Change 2



To what extent did
change 2 take place? Will
it last?

Intermediate
Changes

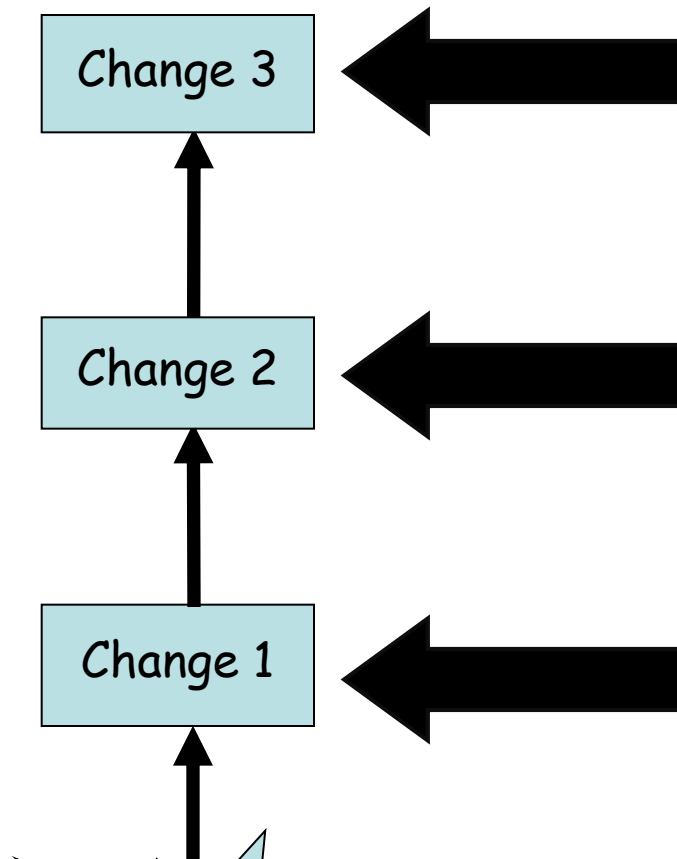
Change 1



To what extent did
change 1 take place? Will
it last?

Outputs

Activities



Results Chains

Added IA Questions:

Poverty
Reduction

Change 3

To what extent was
Change 3 due to
Change 2?

Enterprise-level
Changes

Change 2

To what extent was
Change 2 due to
Change 1?

Intermediate
Changes

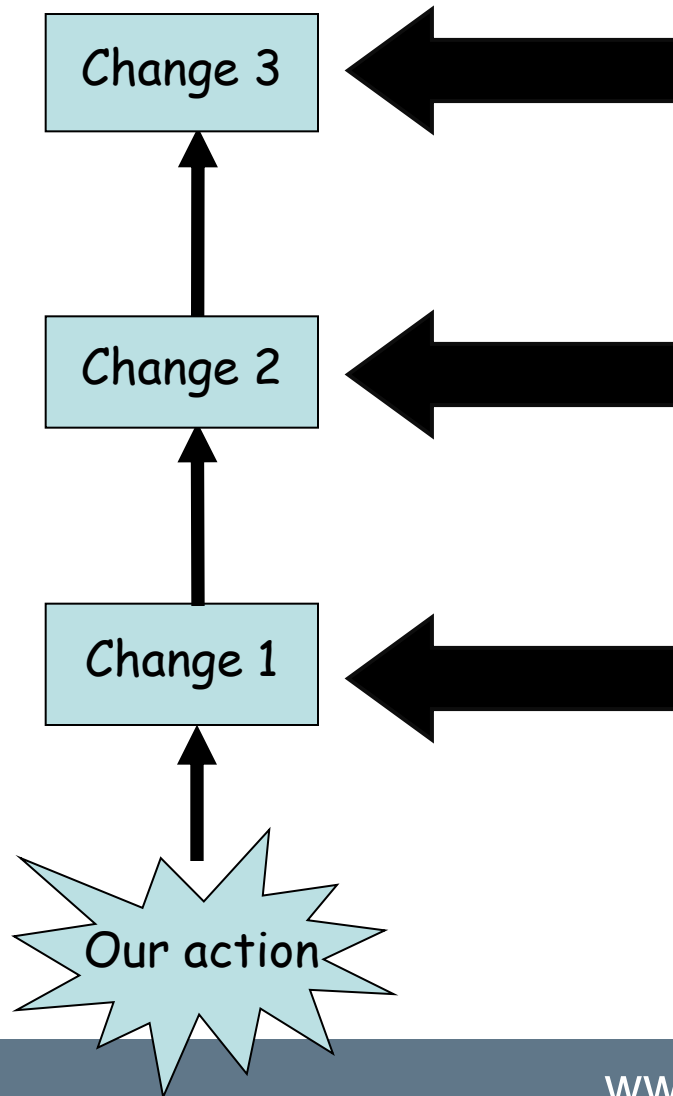
Change 1

To what extent was
Change 1 due to our
action?

Outputs

Activities

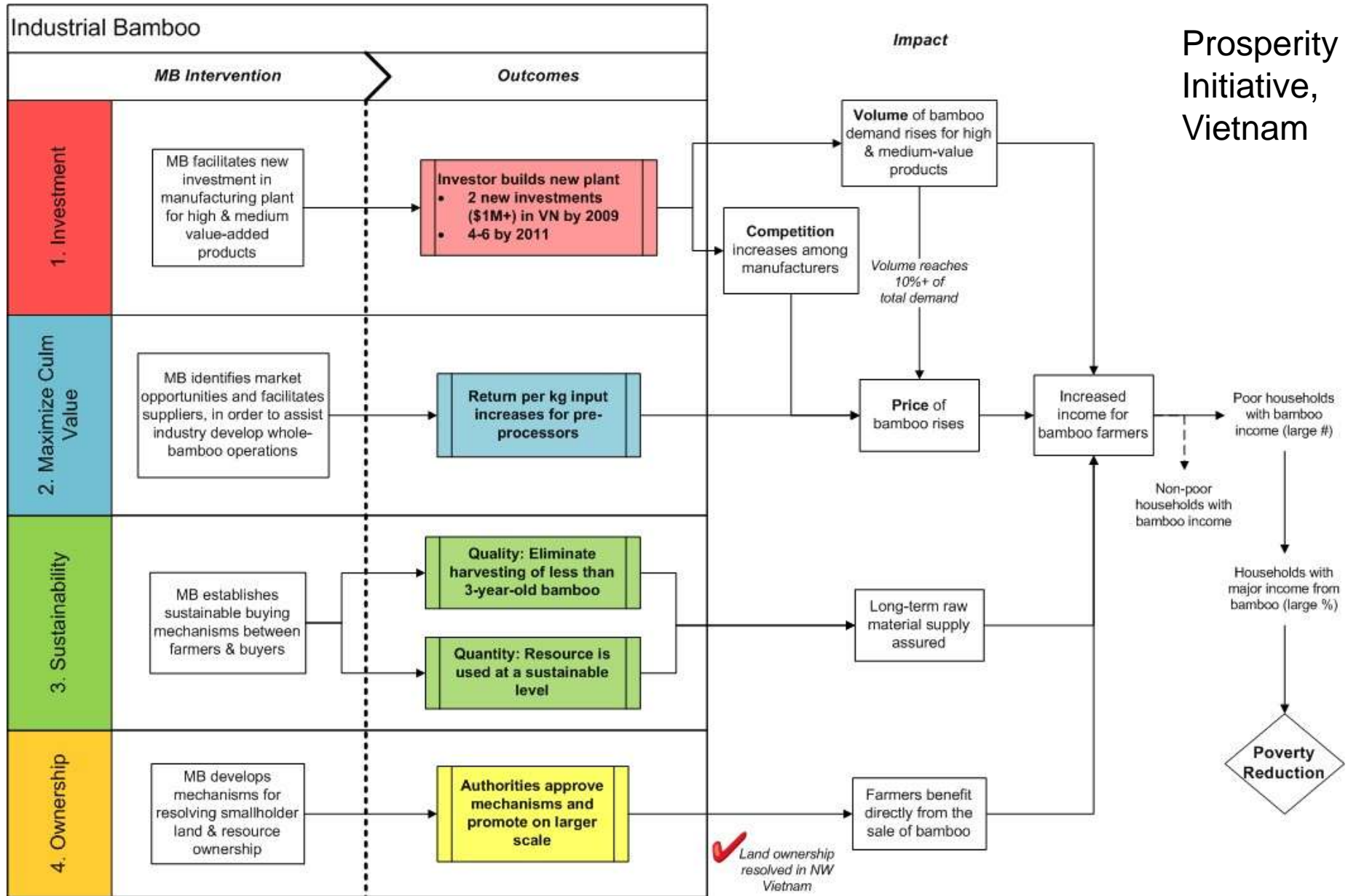
Our action



What should a results chain do?

- ✓ **Clearly outline chain of expected changes from program actions through various levels of change to goal level impacts**
- ✓ **Provide the basis for assessing if and to what extent changes are taking place.**
- ✓ **Provide the basis for assessing if new ways of working will last.**
- ✓ **Provide the basis for assessing to what extent changes are due to program activities**

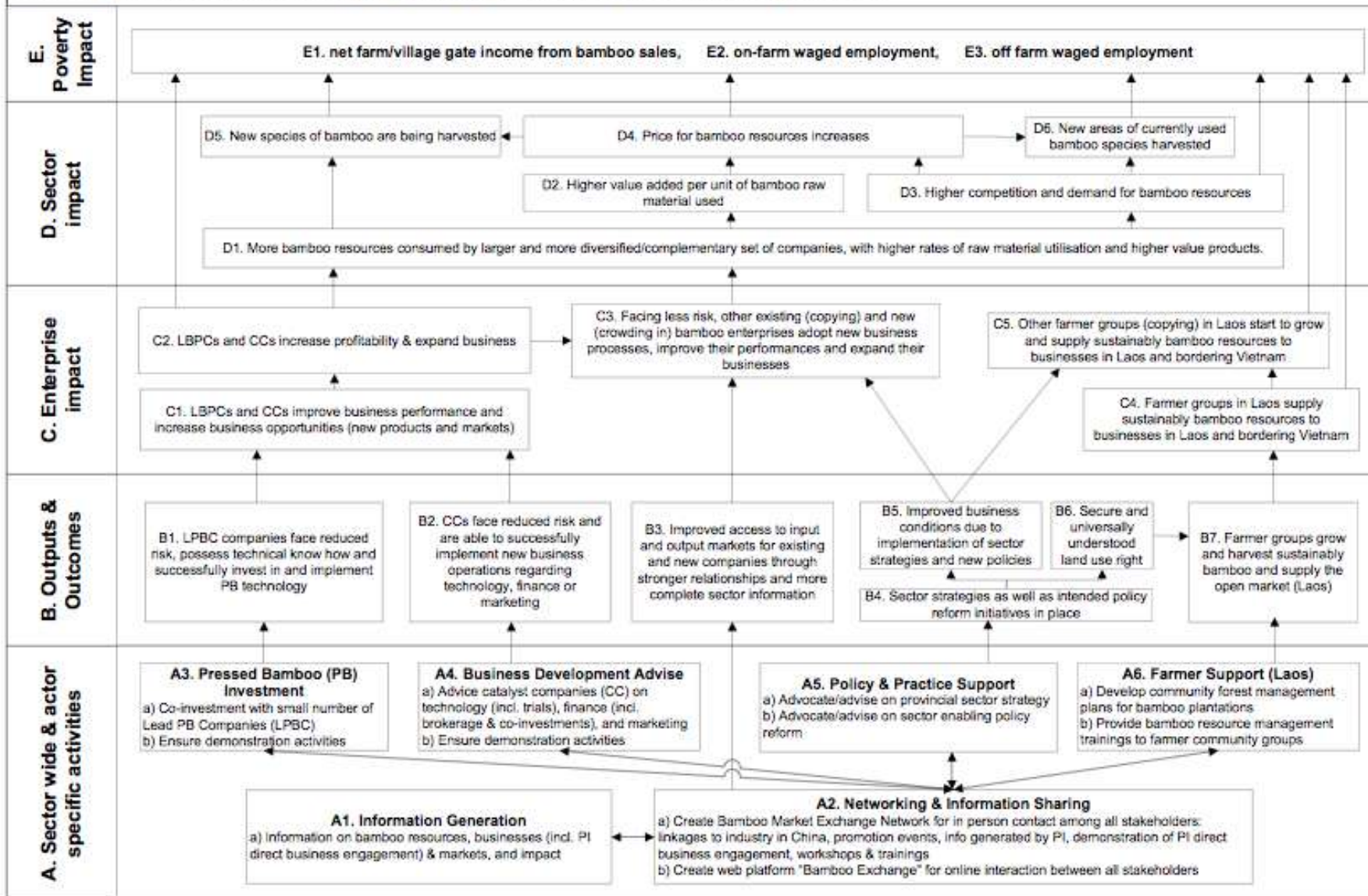
Prosperity Initiative – Industrial Bamboo Vietnam & Lao PDR



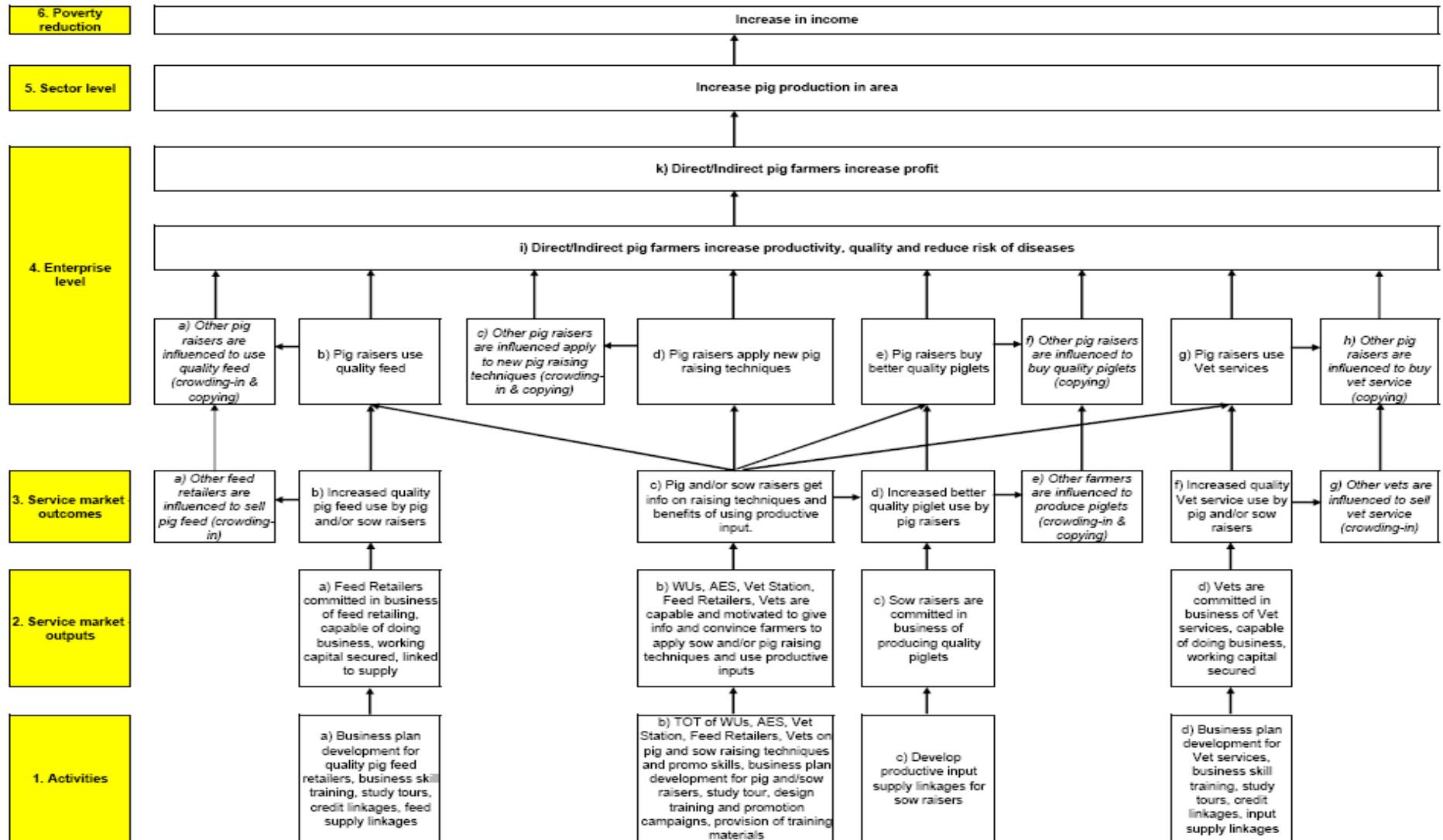
Prosperity Initiative – Later Version

Results chain:

Industrial Bamboo Sector Development in North West Vietnam and North East Laos



IDE Vietnam – Pig Raising



Time to prepare our own
results chain!



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Exercise – Building an Overall Results Chain

Your task:

- ✓ Read the notes on the case
- ✓ Look at your card and think about where it fits into the overall results chain
- ✓ With your colleagues, build a human results chain
- ✓ When the chain is finished, read your cards aloud in order of causal relationships

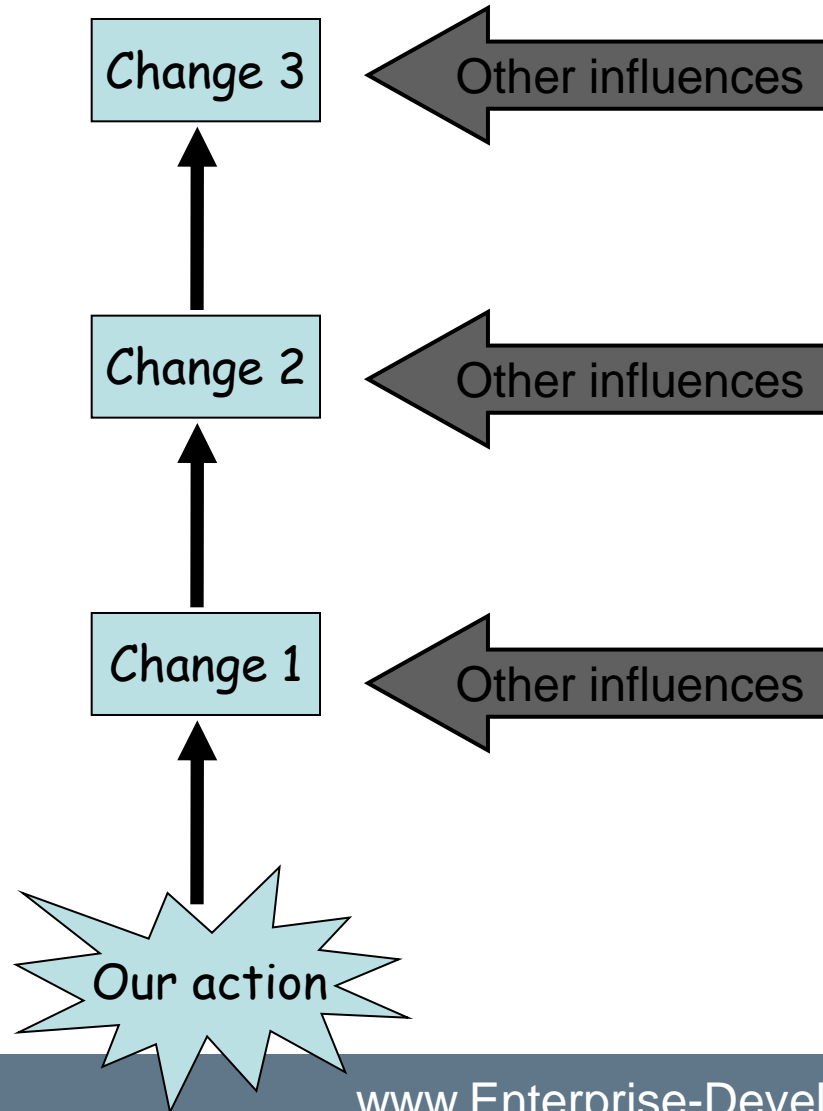
What to measure?

Questions:

To what extent did change 3 take place? Will it last?
To what extent was change 3 due to change 2?

To what extent did change 2 take place? Will it last?
To what extent was change 2 due to change 1?

To what extent did change 1 take place? Will it last?
To what extent was the change due to our action?

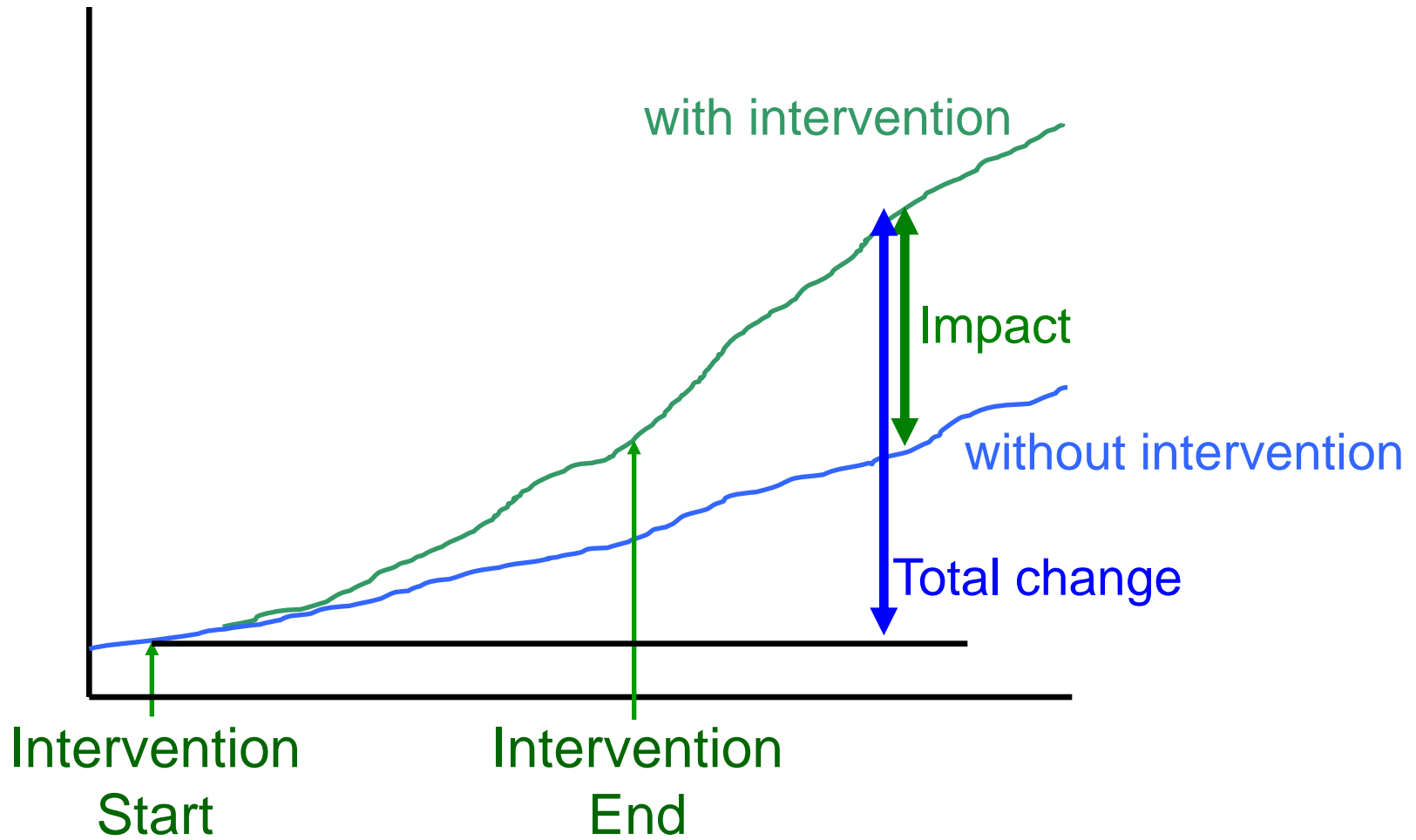




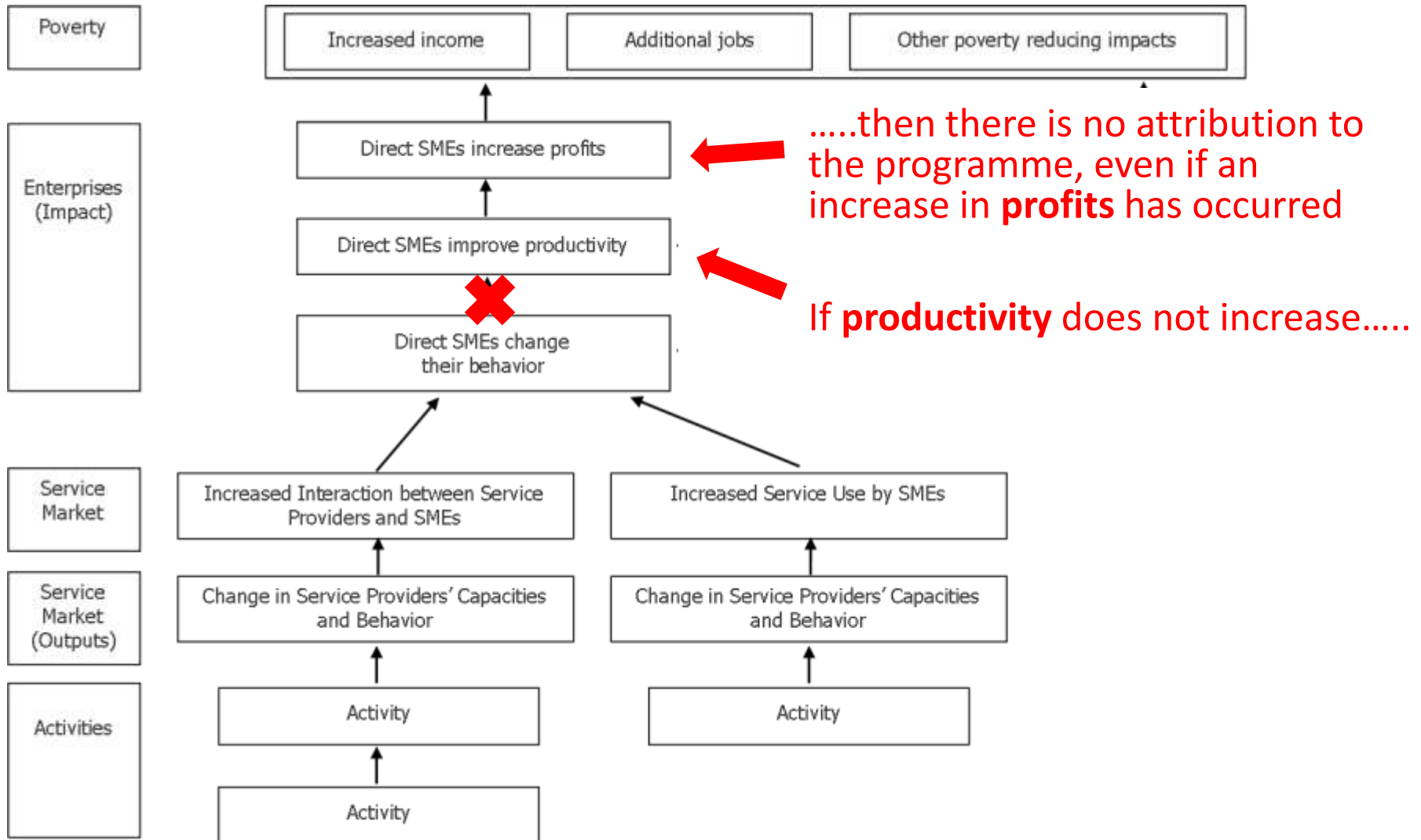
Estimating a
project's
contribution
to change

Attribution

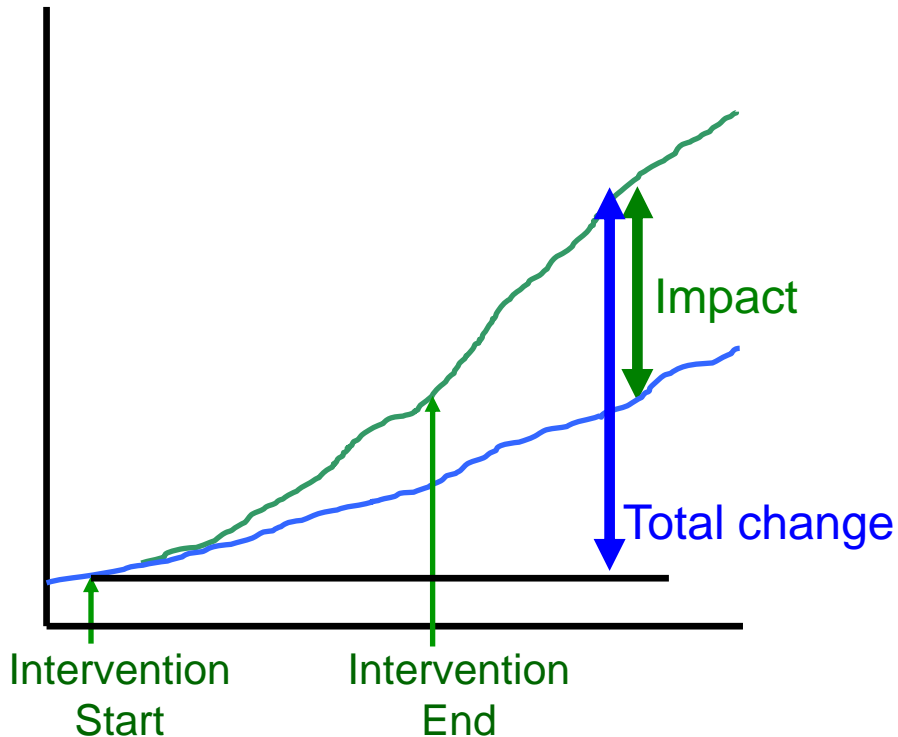
What does it mean?



Attributing Change



Assessing your contribution to change



Projections are change due to your project

1. Measure the baseline
2. Choose methods for estimating counterfactual
3. Plan info gathering
4. Gather info on current status
5. Calculate total change from baseline
6. Estimate change due to your project (impact)

GTZ Palestine SEC

- SME first stop shop – business problem diagnosis and referral to BDS providers
- Treatment group – SMEs that contact the SEC and get services
- Control group – SMEs that contact the SEC but stop there – do not get services
- Results:
 - Treatment group employment up by 19%
 - Control group employment down by 27%
- Conclusion: “SEC services contributed to an increase in 46% in employment”

Some methods for getting at attribution

- Opinions of key informants and expert interviews
- Comparison of treatment and control group (randomised)
- Quasi-experimental design
- Participatory approaches (focus groups etc.)
- Observation
- Regression analysis
- Extrapolation of attribution proven in pilot or case study
- Trend analysis
- Case studies analysing in more detail

Time has not allowed for...

- Illustrating the ways that indicators of change, and projections, can and should 'fall out' of the results chain
- Discussion of good measurement practices
- Discussion of capturing wider change in the system
- Relating impacts to costs
- Reporting results
- Measurement systems

Thank you for your attention!