Designing and Implementing M&E Systems: Two African Experiences

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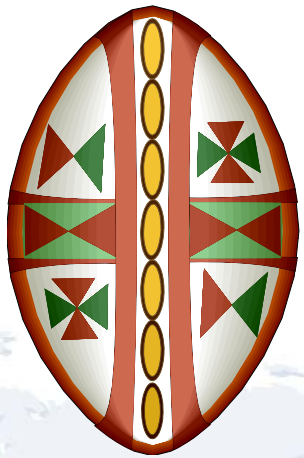
Overview

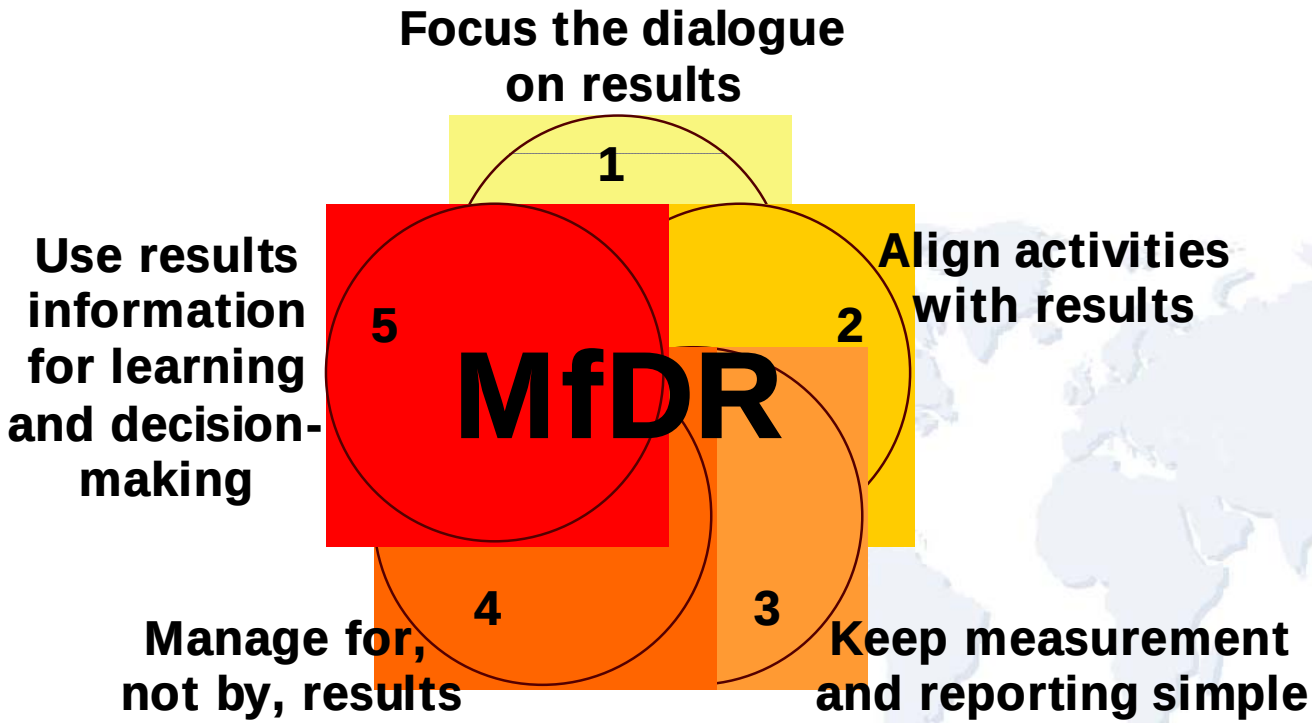
- Context
- Project design
- Diagnostic phase
- Performance measurement design
- Performance measurement implementation
- Open discussion

Context

- Africa
- Clients
  - A Regional initiative and an IFI
  - Complexity
  - Diversity
  - Urgency
- MfDR: Managing for Developmental Results
  - Rist & Kusek's Ten Steps to a Results-Based Monitoring and Evaluation System



MfDR Principles



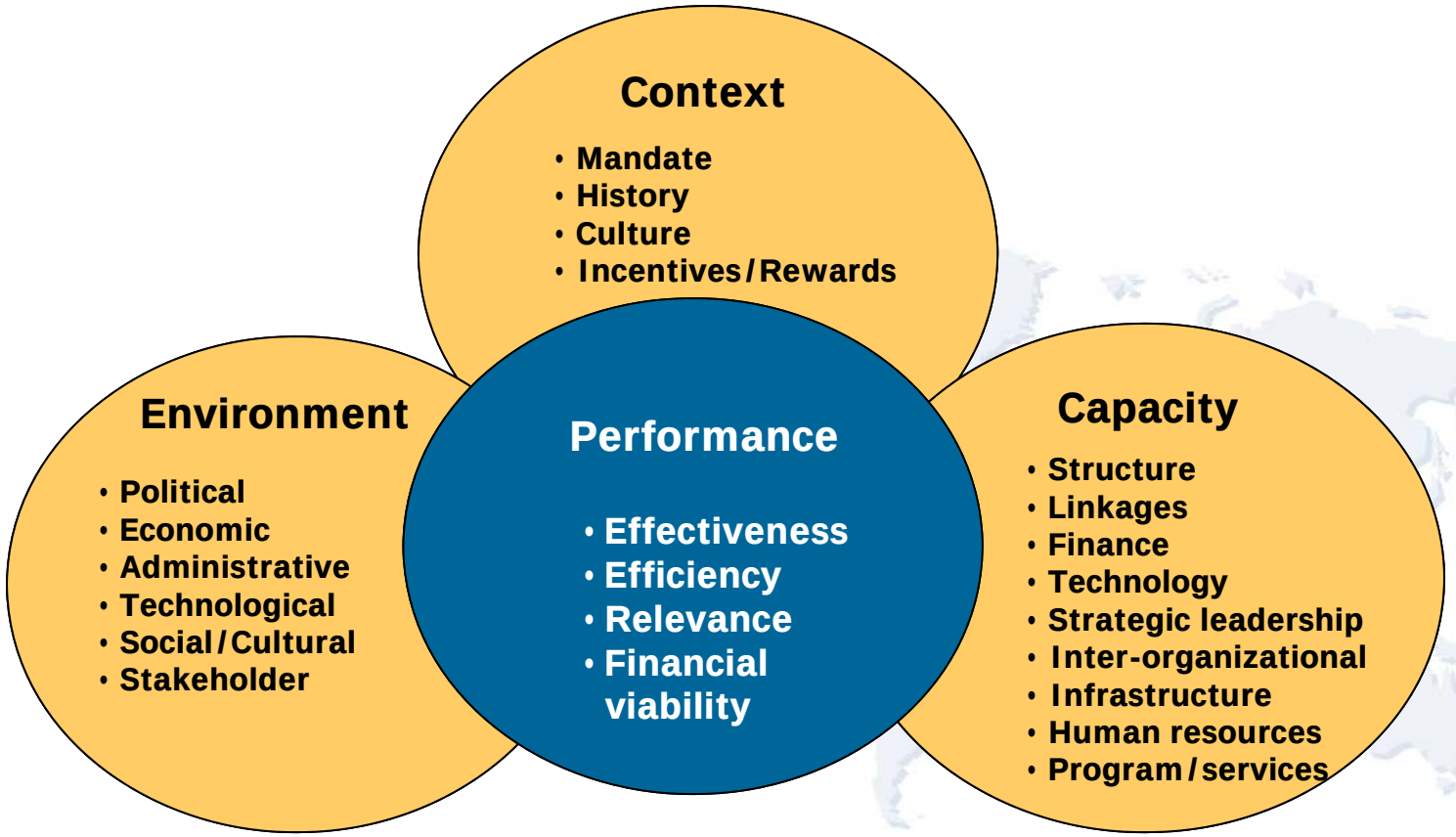
Project Design

- Managing expectations
- Scoping and contextualising the assignment
- Relationship building

Diagnostic Phase

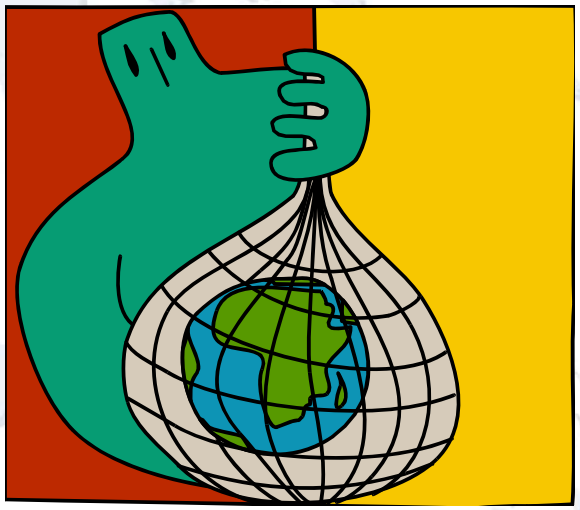
- **Readiness Assessment**
  - **External and internal contextual assessment**
  - **Capacity assessment**
- **Indicative action plan for the establishment of a results-based M&E system**

Readiness Assessment



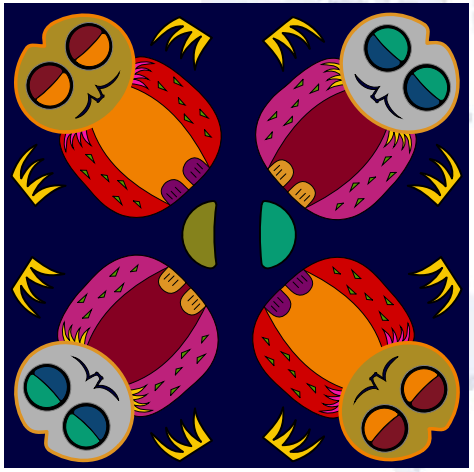
Diagnostic Phase

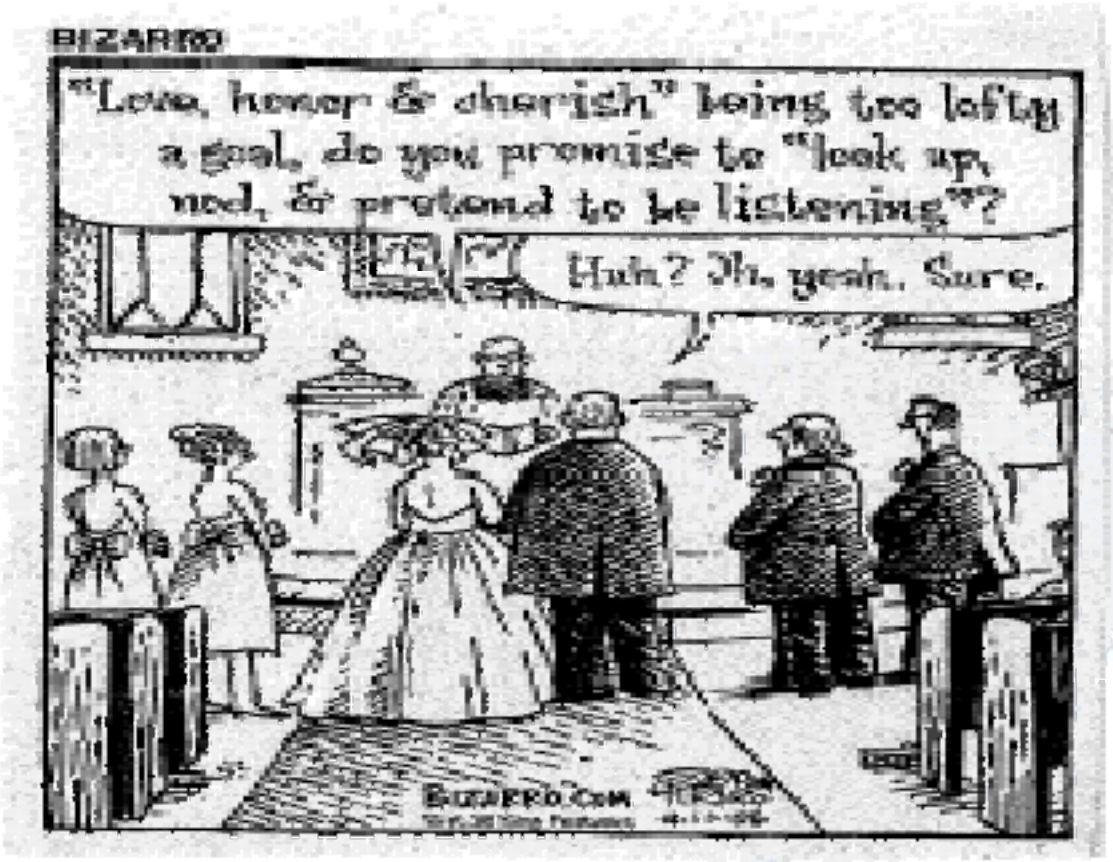
- **What worked well …**
  - **Language and concepts**
  - **Two-way learning**
  - **Stakeholder buy-in**
  - **Strong foundation**



Diagnostic Phase

- **Challenges**
  - **Reigning in expectations**
  - **Real vs. perceived capacities**



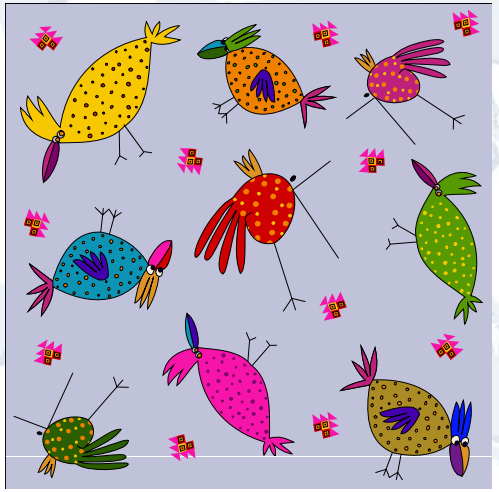

BIZARRO
"Love, honor & cherish" being too lofty a goal, do you promise to "look up, nod, & pretend to be listening"?
Huh? Oh, yeah. Sure.
BIZARRO.COM

Performance Measurement Design

- M&E conceptual framework
  - Agreement on outcomes
  - Selection of key indicators and targets
  - Collection of baseline data
- Roles and process definition
- Tools, guides, templates
- Training design

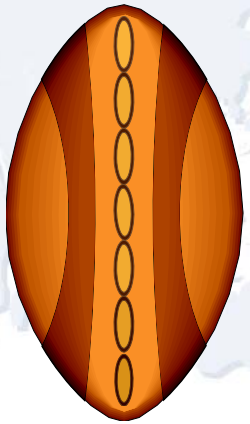
Performance Measurement Design

- **What worked well …**
  - **Iterative processes**
  - **Highly participatory**
  - **Senior management support**
  - **Building horizontal and vertical linkages**



Performance Measurement Design

- **Challenges**
  - **Conceptual framework revisions**
  - **Quantitative / qualitative tensions**
  - **Developing common language and understanding of M&E**



Performance Measurement Implementation

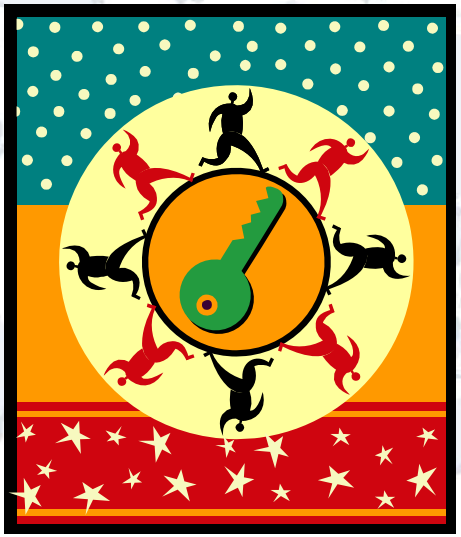
- **Implementation Strategy**
  - **Change management**
  - **Develop internal capacities**
  - **Systems development**
  - **Fine tuning**

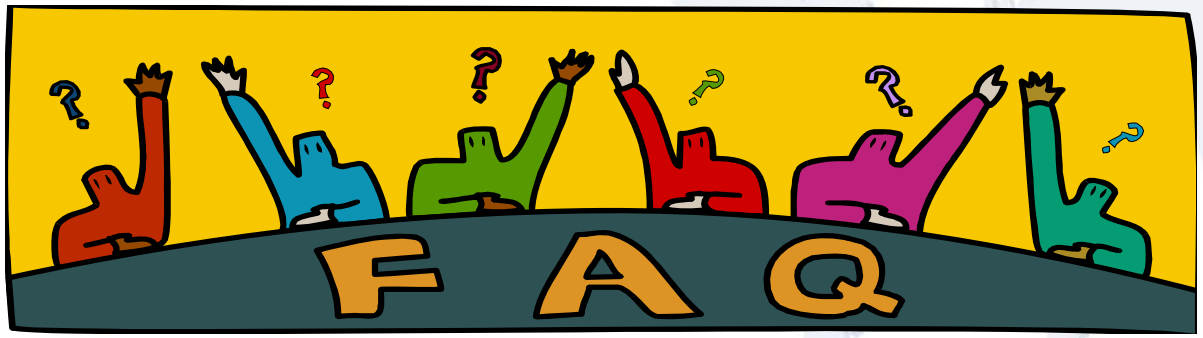
Performance Measurement Implementation

- **What worked well …**
  - **Indications of ownership & leadership**
  - **Executive support and champions**
  - **Building local capacities**
  - **Managing for results**

Performance Measurement Implementation

- **Challenges**
  - **Managing cost-effectiveness**
  - **Engaging everyone**
  - **Time and effort**
  - **Cultural differences**



What Next?

- **Questions? Comments? Suggestions?**
  - **How do our experiences compare to yours?**
- **Thank you!**