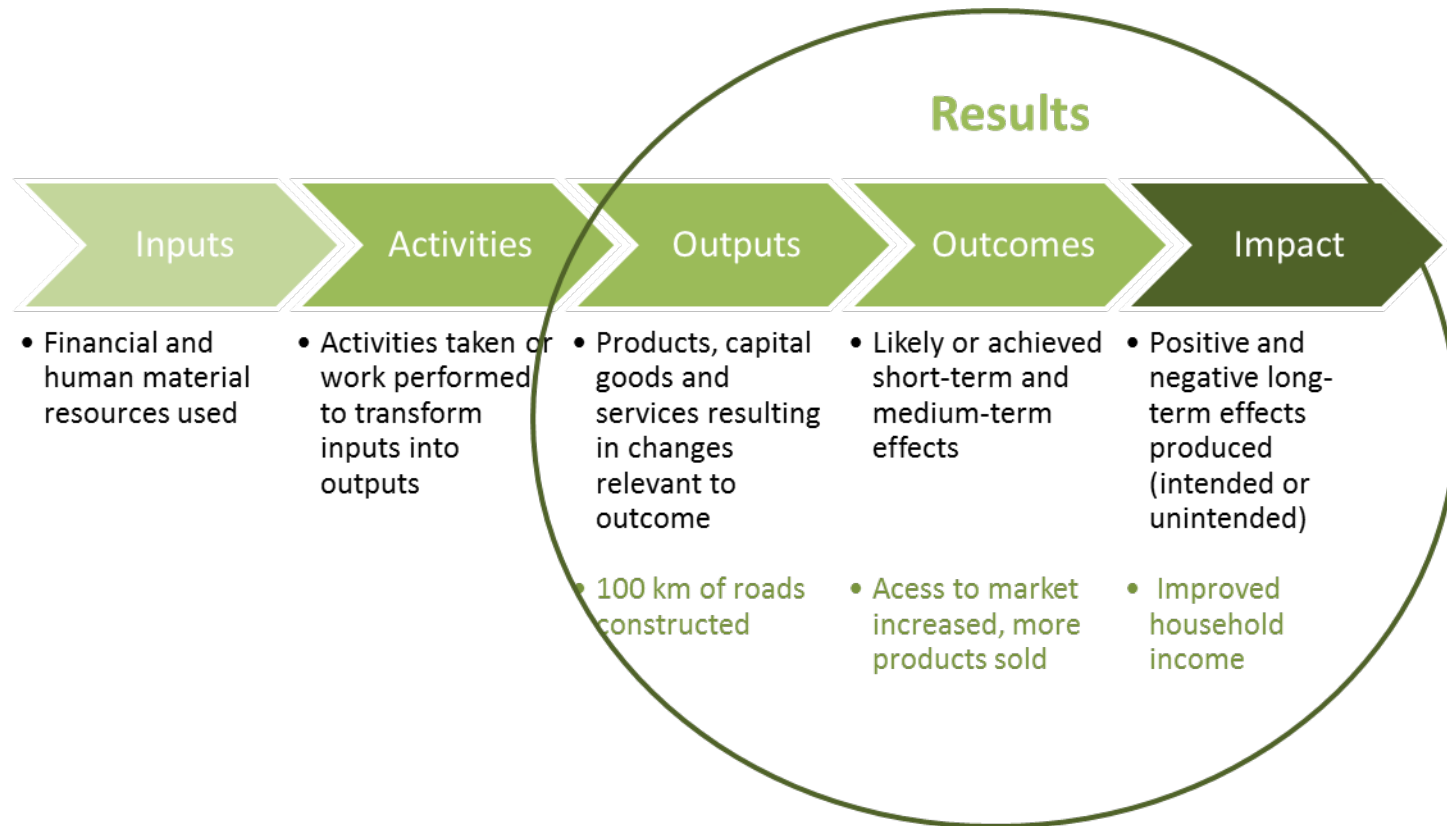


## RESULTS MEASUREMENT AND MANAGEMENT

EVERYTHING YOU EVER  
WANTED TO KNOW  
ABOUT RESULTS ...

FINDINGS FROM A REVIEW ON  
MEASURING AND MANAGING RESULTS

# QUICK REMINDER ON RESULTS



# WHAT IS RESULTS MEASUREMENT AND MANAGEMENT?

**A management strategy focusing on performance and the achievement of outputs, outcomes and impact.**

**It is about being clear on:**

- what the institution wants to achieve,
- how performance will be measured,
- how results information will be used,
- how results and which results will be communicated to whom and for what purposes.



Julio Etchart / World Bank

# 3 STEPS TO MEASURE RESULTS



- ✓ **Design the system**
- ✓ **Select the indicators**
- ✓ **Collect and analyse data**

# MEASURING RESULTS – DESIGNING THE SYSTEM

**Measuring means first agreeing on what we want to measure and how we will measure**

- ✓ **Clarifying expectations with a results framework**
- ✓ **Tracking progress with monitoring**
- ✓ **Understanding progress – or lack off – through evaluation**

**Level 1: Progress on key development outcomes**

- MDGs

**Level 2: Results achieved by the organisation**

- Programme results

**Level 3: Operational effectiveness**

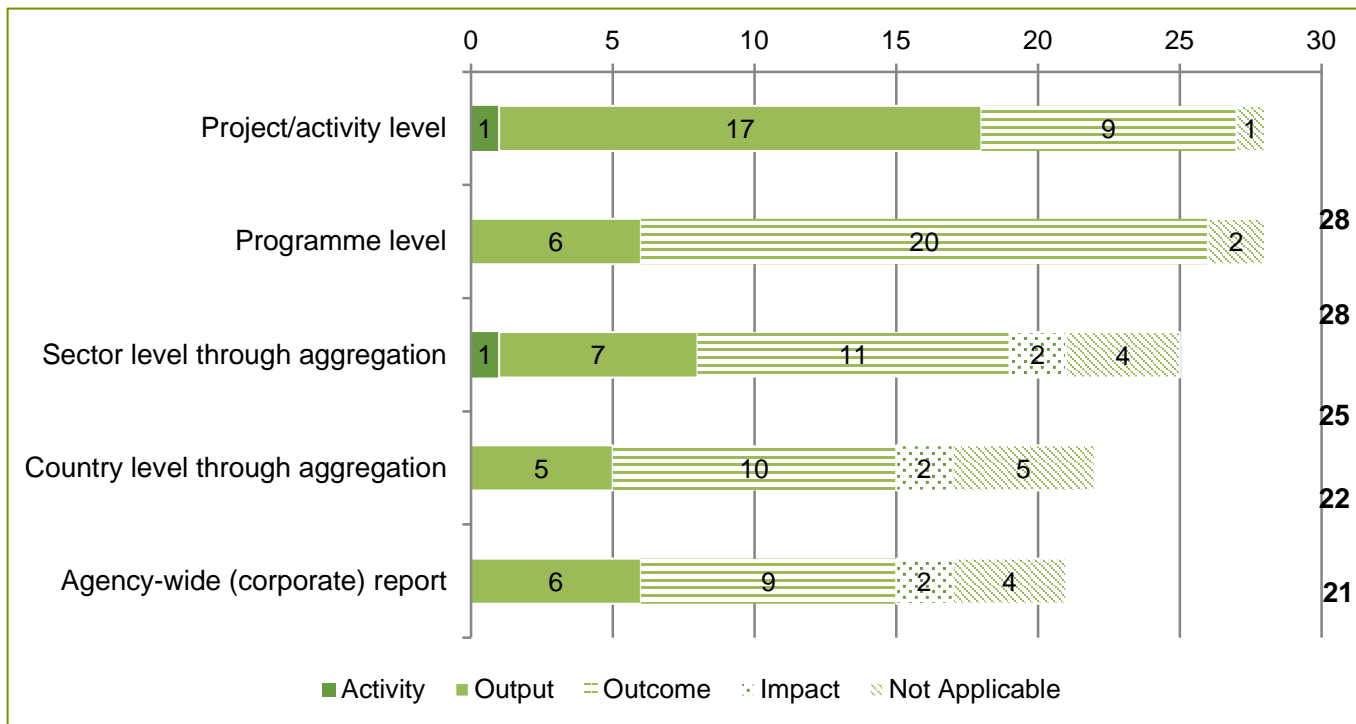
- Portfolio quality
- Pipeline delivery
- Monitoring and evaluation
- ...

**Level 4: Organisational effectiveness**

- Human resources
- Finance
- Procurement
- ...

# MEASURING RESULTS – FOCUS OF TRACKING

In practice, DAC members and observers measure results at:



# MEASURING RESULTS – DESIGNING THE SYSTEM

## **Main difficulties with designing the results system:**

- identifying clear objectives – with targets - in changing and complex environment leading to stakeholders confusion and misunderstanding

## **Solutions implemented by donors:**

- Detailed and updated context and risk analysis
- Comprehensive approaches

# MEASURING RESULTS – SELECTING INDICATORS



**Choosing the right measure to feed the system is fundamental**

**But difficulties in selecting indicators that**

- Provide reliable and useful information
- Measure relevant results including long-term changes and not only the easy to measure
- In a manageable number

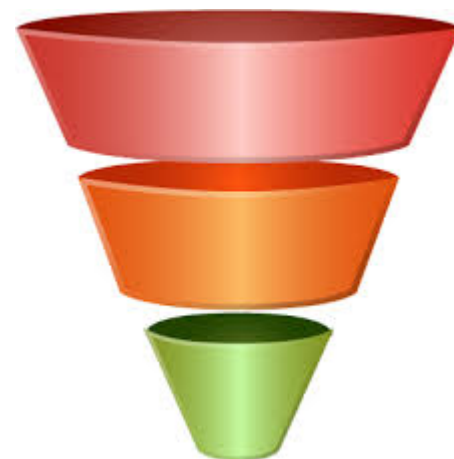
**Difficulties increase with the issue of aggregation →  
tendency to develop (too) long lists of standard indicators**



# MEASURING RESULTS – SELECTING INDICATORS

## **Solutions implemented by donors:**

- Capacity building and guidelines
- Selection based on technical expertise and working groups for ownership
- Align on strategy and budget allocation
- Start from the outcome and then go back to the output
- Use feed-back loops for qualitative data while keeping an eye on the context



# MEASURING RESULTS – COLLECTING AND ANALYSING DATA

**Reliable data necessary to inform baselines and indicators but**

**Difficult access to quality data – including for baselines  
→ providers develop parallel results systems**

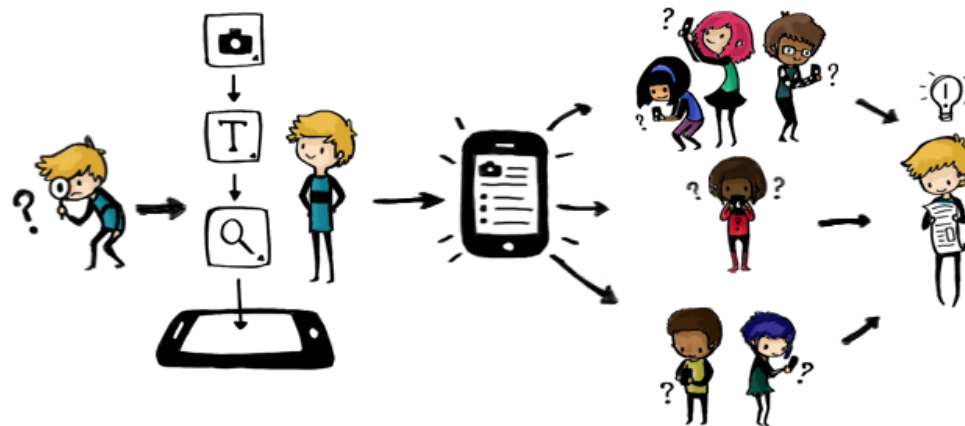
**Resources are not always sufficient, especially in fragile contexts**

**And the link with evaluation is usually missing**

# MEASURING RESULTS – COLLECTING AND ANALYSING DATA

## Some practical solutions

- Standard indicators shared among donors
- Inform frameworks steps by steps
- Pool funding
- Partnership with third parties, including local organisations
- Active use of the new information technology



# USING RESULTS INFORMATION

**Two objectives – accountability and better management – with a tendency to conflict**

- Accountability: stronger focus on short-term effects that can be attributed for communication
- Management: stronger focus on long-term and understanding the results chain for decision-making

**Different implications in terms of measurement: aggregation >< specificity**

# USING RESULTS INFORMATION – CORPORATE LEVEL

## Main uses

- Accountability to parliaments
- External communication
- Not towards intended beneficiaries



## Different reporting tools

- Corporate results frameworks, standard indicators and qualitative information
- Transparency at project level
- When less pressure for accountability: contribution to partner country results

# USING RESULTS AT CORPORATE LEVEL - WEAKNESSES

**Needs for aggregation and attribution lead to focusing on outputs**

**Little analysis of performance despite an appetite from the public for understanding complexity**

# USING RESULTS INFORMATION – STRATEGIC MANAGEMENT

**Lack of institutional demand for decision making and learning**

**Efforts made to build a results culture**

- Incentives
- Training at headquarter and country levels
- Efforts to create an enabling environment
- High-level management responses and champions

# USING RESULTS INFORMATION – BUDGETING

**Still slow progress in terms of linking budget with results information:**



- Risk of perverse incentives
- Difficulties to associate resources to outcomes
- Addressing the risk level

**When decision is made, it is on a case by case basis**



# USING RESULTS INFORMATION – INTERVENTION LEVEL

## Main uses:

- Tracking progress
- Decision making
- Not learning

## Similar difficulties as for strategic management:

- Lack of mature results culture
- Complex results frameworks
- Weaknesses in data collection
- Lack of feedback loops



**Results frameworks still seen as an additional requirement, not an instrument for learning**

# SUPPORTING PARTNER COUNTRIES

**International commitment: partner countries develop their results frameworks and donors use them.**

**In practice, donors support countries to develop their frameworks**

- Capacity building on M&E
- Involvement of partners in the planning and assessments of results



# SUPPORTING PARTNER COUNTRIES

**International monitoring exercises cannot conclude if they actually use them**

**And we observe a multiplication of results frameworks**

**Arguments raised by donors**

- Difficulties to align to unclear priorities
- Results frameworks of poor quality when they exist
- Lack of data

# KEY DIMENSIONS TO IMPROVE RESULTS MEASUREMENT AND MANAGEMENT

- ✓ **Clear purpose of the results system**
- ✓ **Mature results culture:**
  - Strong leadership
  - Enabling environment to learn from positive and negative results
  - Hold managers and staff accountable while empowering them to make corrective adjustments
  - Appropriate incentives

# KEY DIMENSIONS TO IMPROVE RESULTS MEASUREMENT AND MANAGEMENT

- ✓ **Buy-in from donor agencies and partner organisations**
- ✓ **Clear results set at country and intervention level**
- ✓ **Balance between short-term and long-term**
- ✓ **Manageable framework aligned to priorities**
- ✓ **Strengthened data availability and reliability**
- ✓ **Strong links with the evaluation function**

# WHAT'S NEXT?



## **Create guidance on measuring and managing for results to:**

- Strengthen the application of good practices in results-based measurement and management.
- Strengthen the coherence between development agencies and partner countries results systems.