# 'Learning expedition' with 15 projects: 'right-sizing' monitoring & results measurement (MRM) systems

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2 REASONS WHY

(1) Limited or no adequate & strong evidence on the effectiveness & efficiency of MRM system

(2) Difficulties of balancing benefits & costs for small-scale/medium-sized projects in designing & implementing MRM system
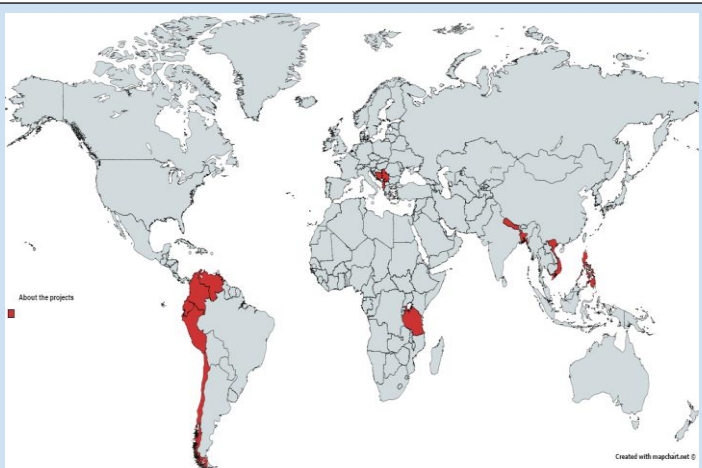
15 PROJECTS

- Projects from Asia, Africa, Latin America & Eastern Europe
- Mostly funded by the Swiss Agency for Development & Cooperation (SDC)
- Average of 1M CHF per year
- Impossible to compare % of budget used for MRM!
- Most applying systemic approach; using the Donor Committee for Enterprise Development (DCED) standard

SURVEY RESULTS

Relevance
- The standard highly relevant
- Compliance orientation vs. performance orientation?
- 'Flexibility': how to make an MRM system fit for purpose?

Decision making
- Mixed experiences: usage to decide & steer; to 'prove' & report
- Capturing more informal yet crucial information?
- Other decision-making systems: risks & advantages?

Capacity
- Insufficient staff capacity = poor design, implementation & use of MRM system
- Making MRM the job of all?
- Best ways to build capacities? (mixed experiences)
- 'Wrongly-sized' MRM system = mismatch between objective & inputs required?

Value for money
- For whom?
- For what?
- MRM not a 'stand-alone system': actual costs?
- Against what 'reference point'?

THE 'HOW' QUESTION: the 4 'izes'

Prioritize
- *Actionable* – i.e. to know what works and what doesn't and why?
- *Most relevant & feasible* elements of the standard?

Contextualize
- System *reflects* objective?
- *Internal & external contexts* (e.g. resources; sectors etc.)

Right-sizing MRM systems

Systematize
- *Integral part* of project design & implementation?
- Used as *reminder*: projects' 'entry is their exit'

Capitalize
- Providing an *account of results/impacts:* – i.e. telling a good story?
- Stimulate *innovation & learning* through evidence?

FROM HERE TO WHERE

Relevant & feasible indicators & measurement methods

Clear logical model

ADAPTIVE

ALIGNED WITH SYSTEMIC APPROACH

Responsive communication