

Use and Influence of Evaluation: UIE5

Up-sizing our incomes, prestige and impact:

How to add value to our reports

TIG Multi-Paper Evaluation 2017

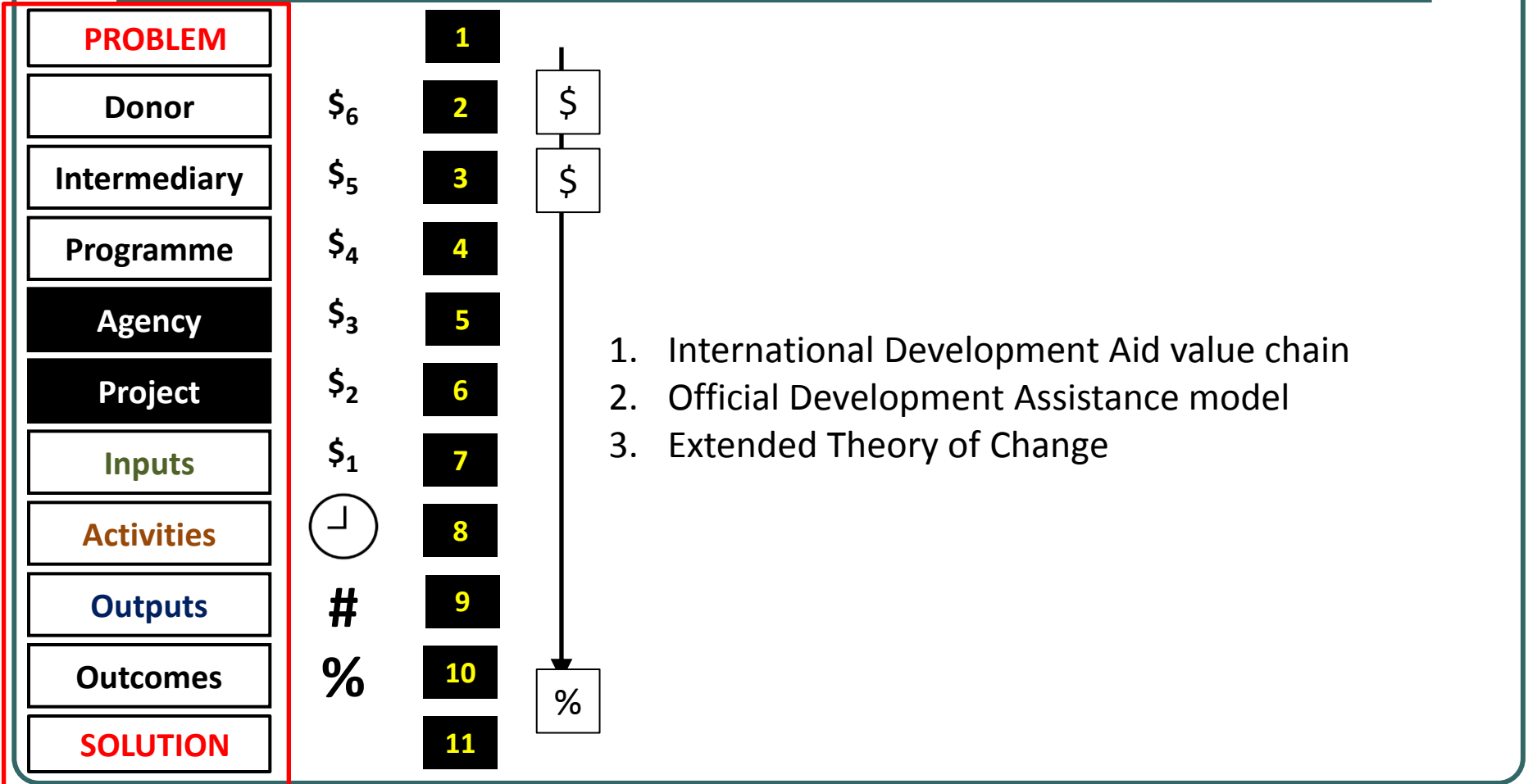
Washington Marriott Wardman Park
Washington, D.C.
November 6 – 11, 2017

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Situation: Where we are LOOKING ...

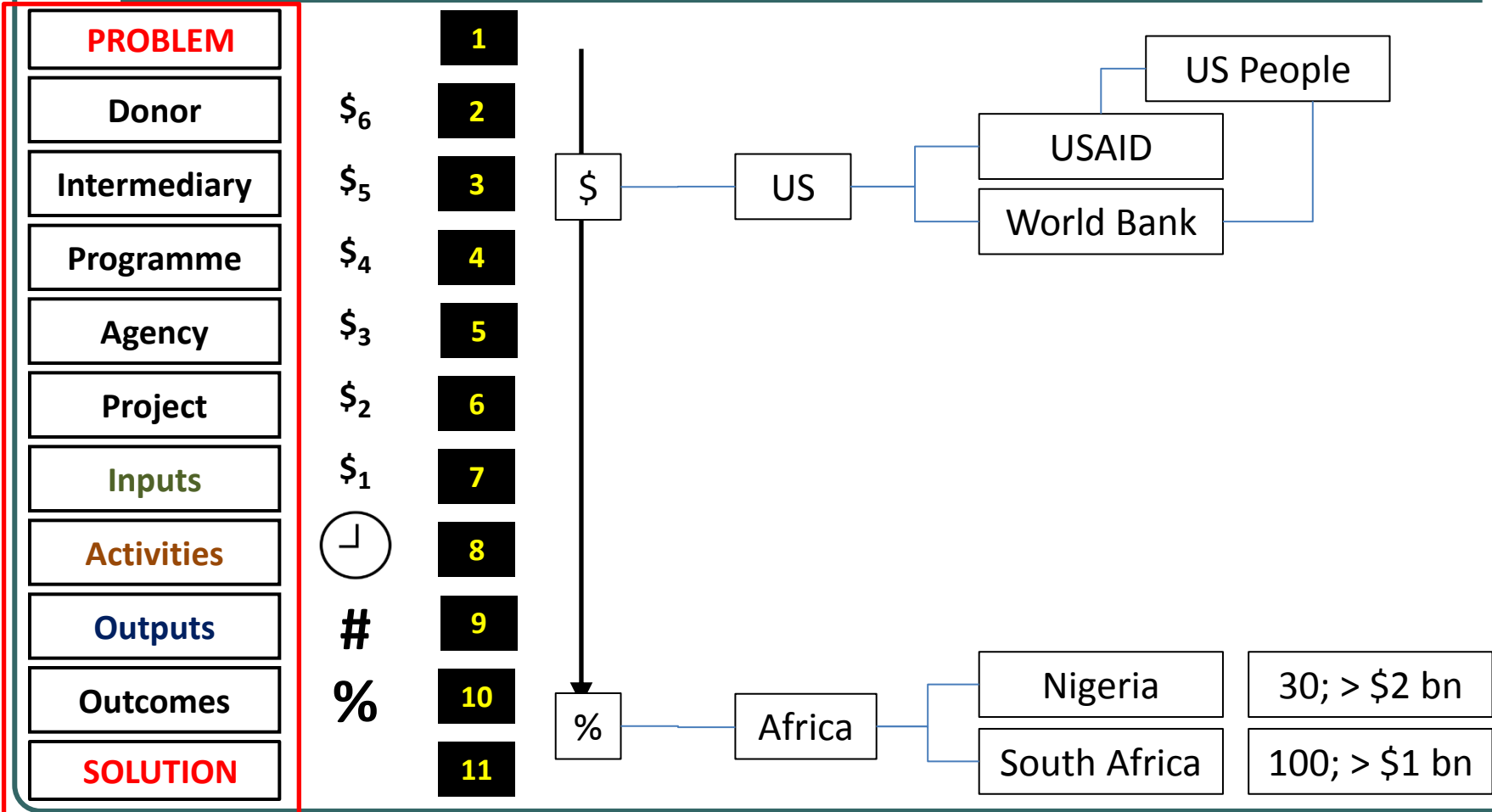
Projects in the international development aid industry ...



- 1. International Development Aid value chain
- 2. Official Development Assistance model
- 3. Extended Theory of Change

Situation: Where we are LOOKING ...

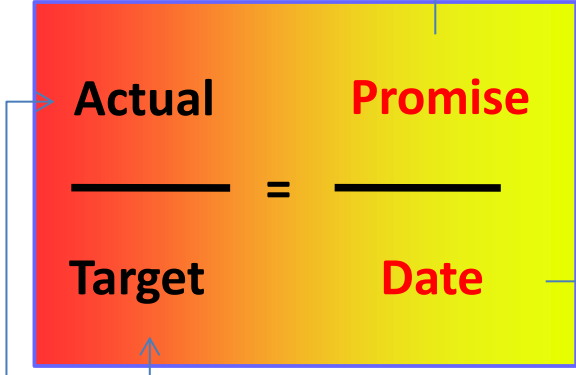
Projects in the international development aid industry ...



Situation: Where we are LOOKING ...

Projects in the international development aid industry ...

PROBLEM		1
Donor	\$ ₆	2
Intermediary	\$ ₅	3
Programme	\$ ₄	4
Agency	\$ ₃	5
Project	\$ ₂	6
Inputs	\$ ₁	7
Activities	⌋	8
Outputs	#	9
Outcomes	%	10
SOLUTION		11

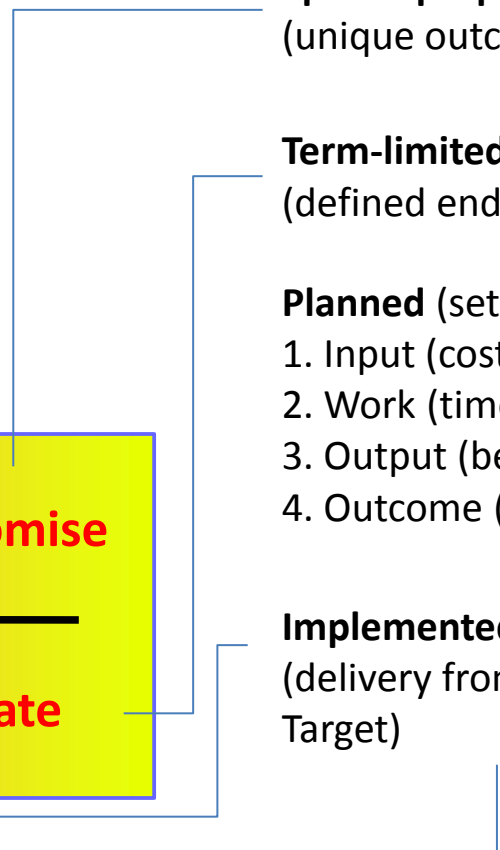


Special purpose vehicle
(unique outcome)

Term-limited
(defined end-date)

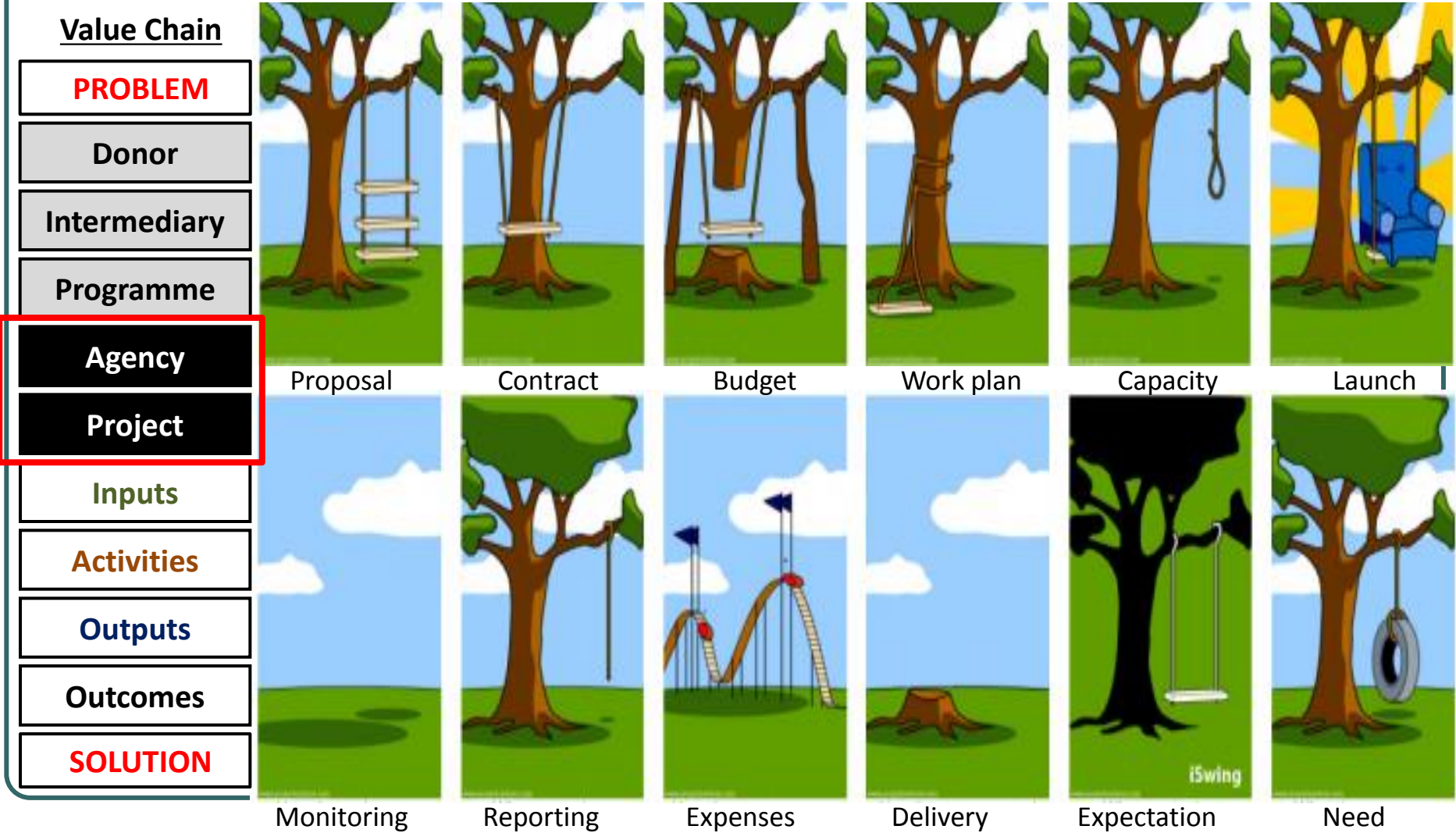
Planned (set Targets for:
1. Input (cost)
2. Work (time)
3. Output (benefits)
4. Outcome (impact)

Implemented
(delivery from start /
Target)



Situation: What we are SEEING

Projects in the international development aid industry can look like this

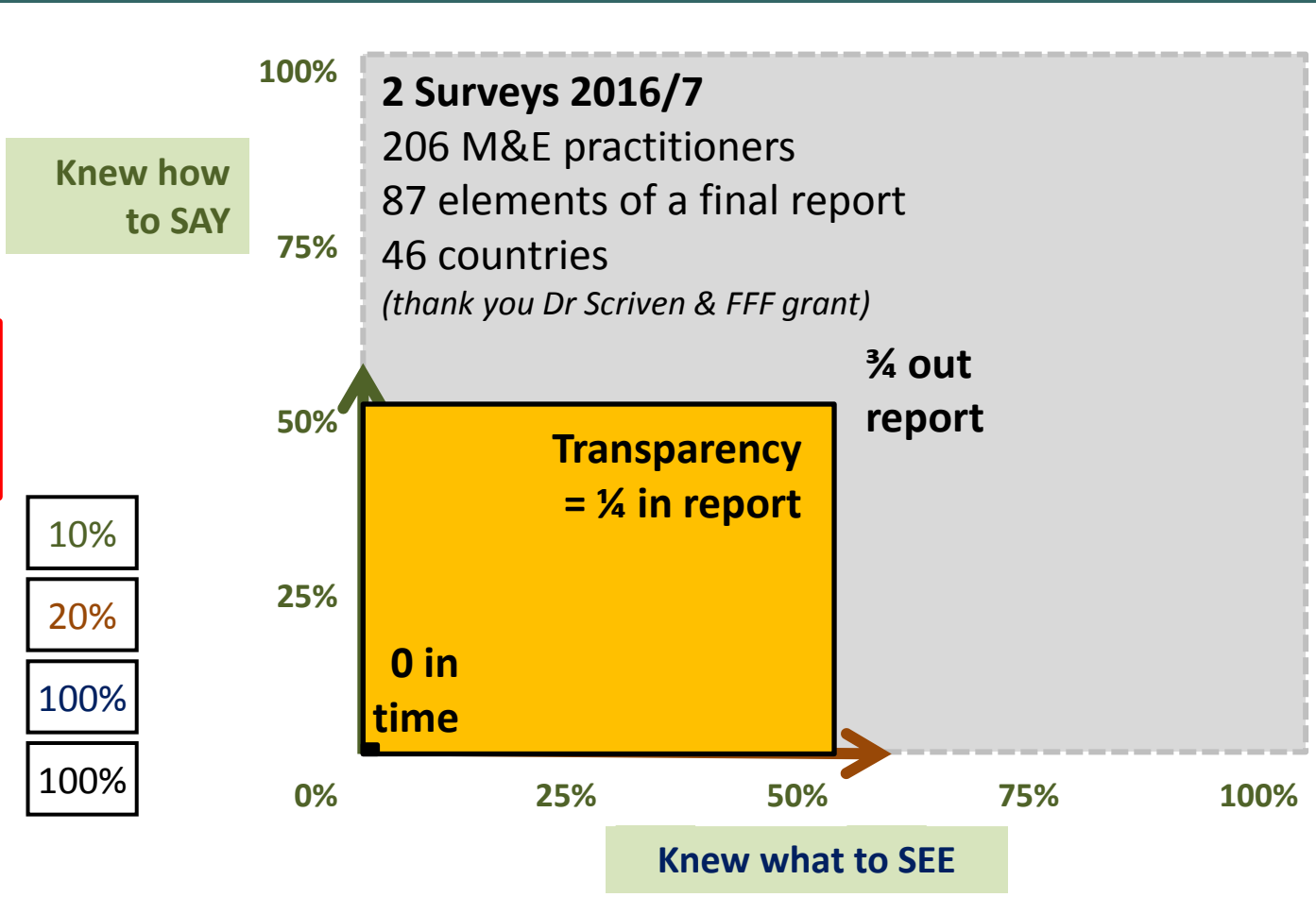


Problem: What we are not SAYING (SOON enough)

Survey results: ½ do not know what to see and ½ how to say = ¼ coverage

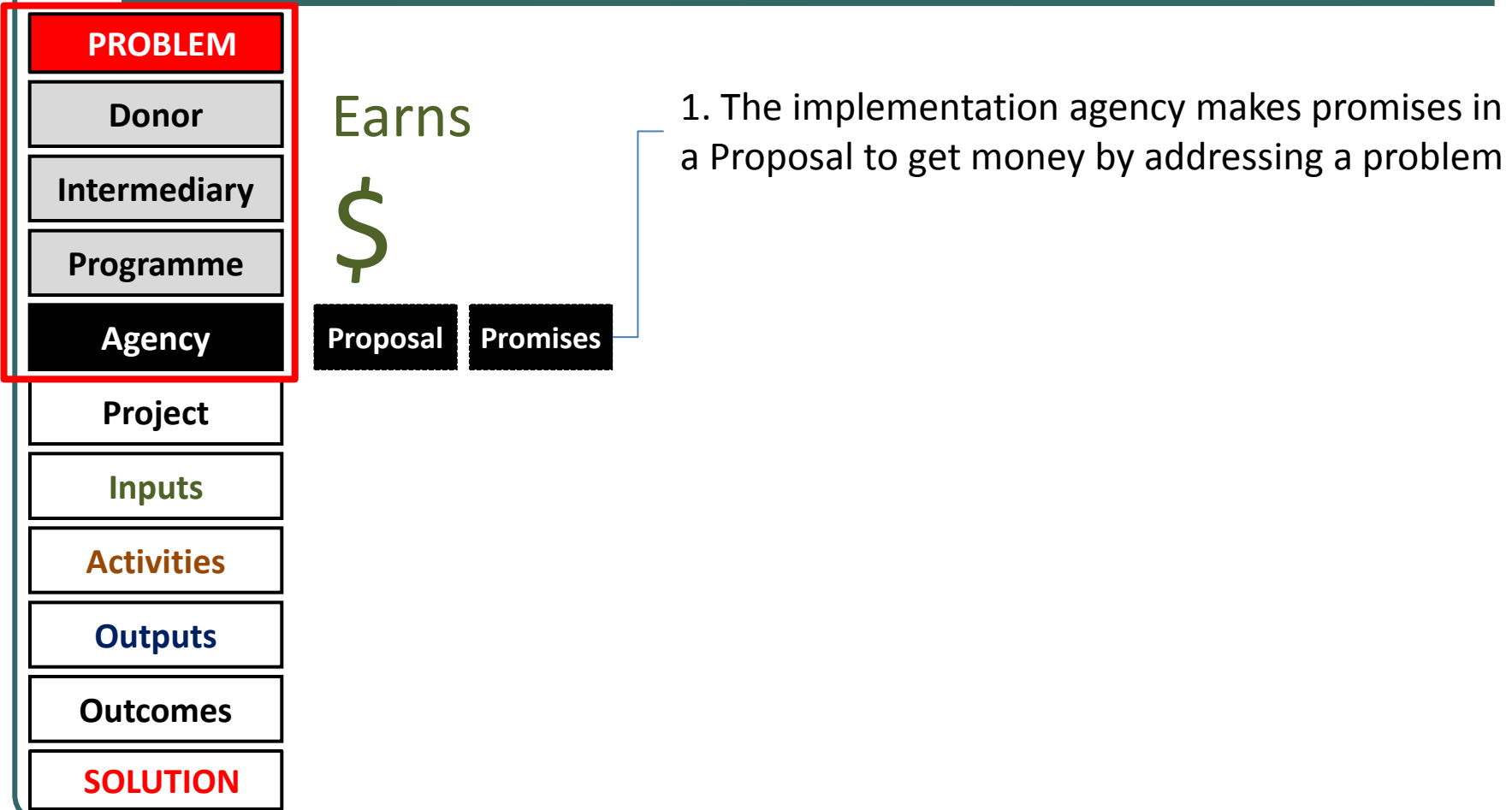
Value Chain

- PROBLEM
- Donor
- Intermediary
- Programme
- Agency**
- Project**
- Inputs
- Activities
- Outputs
- Outcomes
- SOLUTION



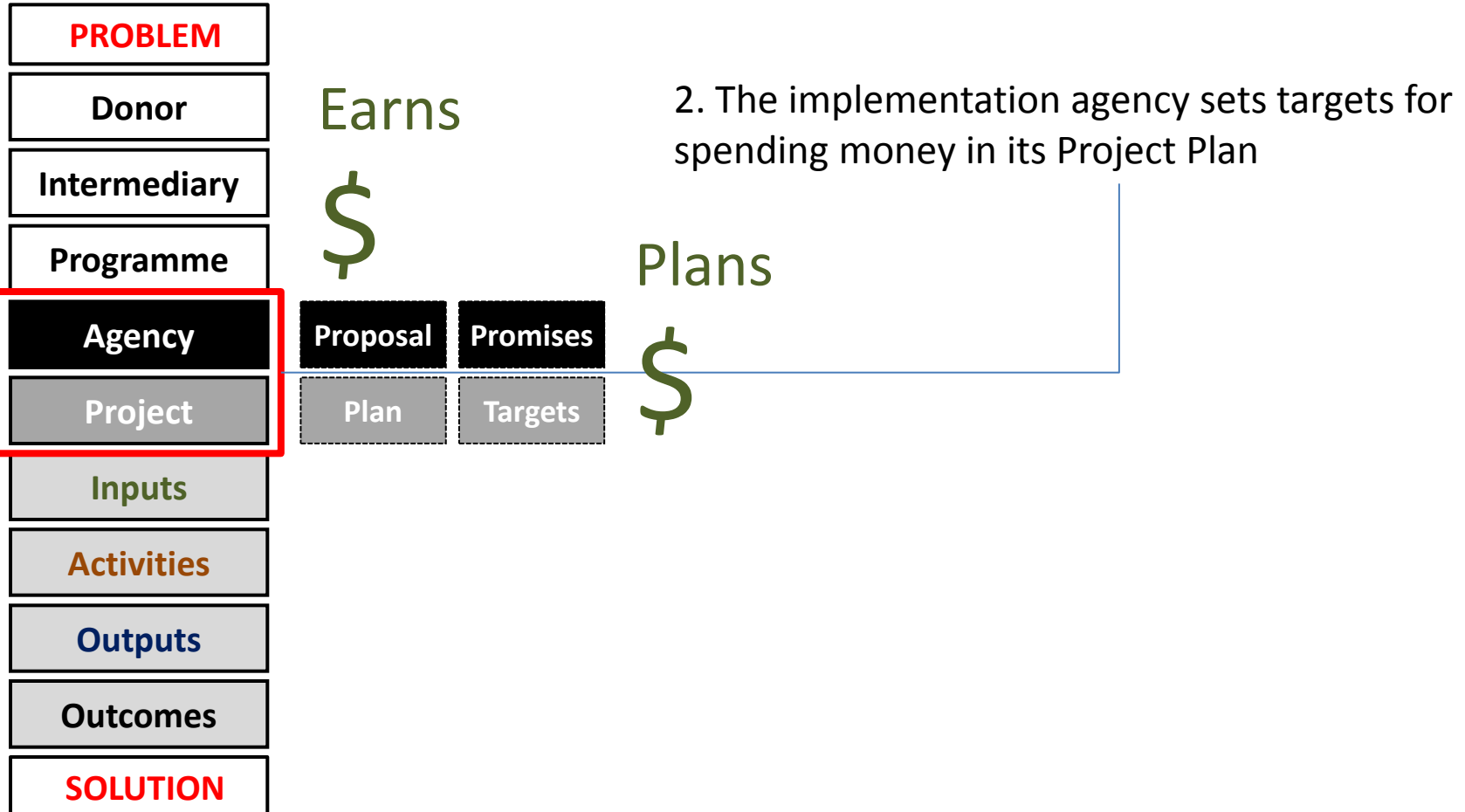
Solution 1: How to ↑ donor-value of M&E reports

1. Speak to what Donors value ... the promises that triggered the grant



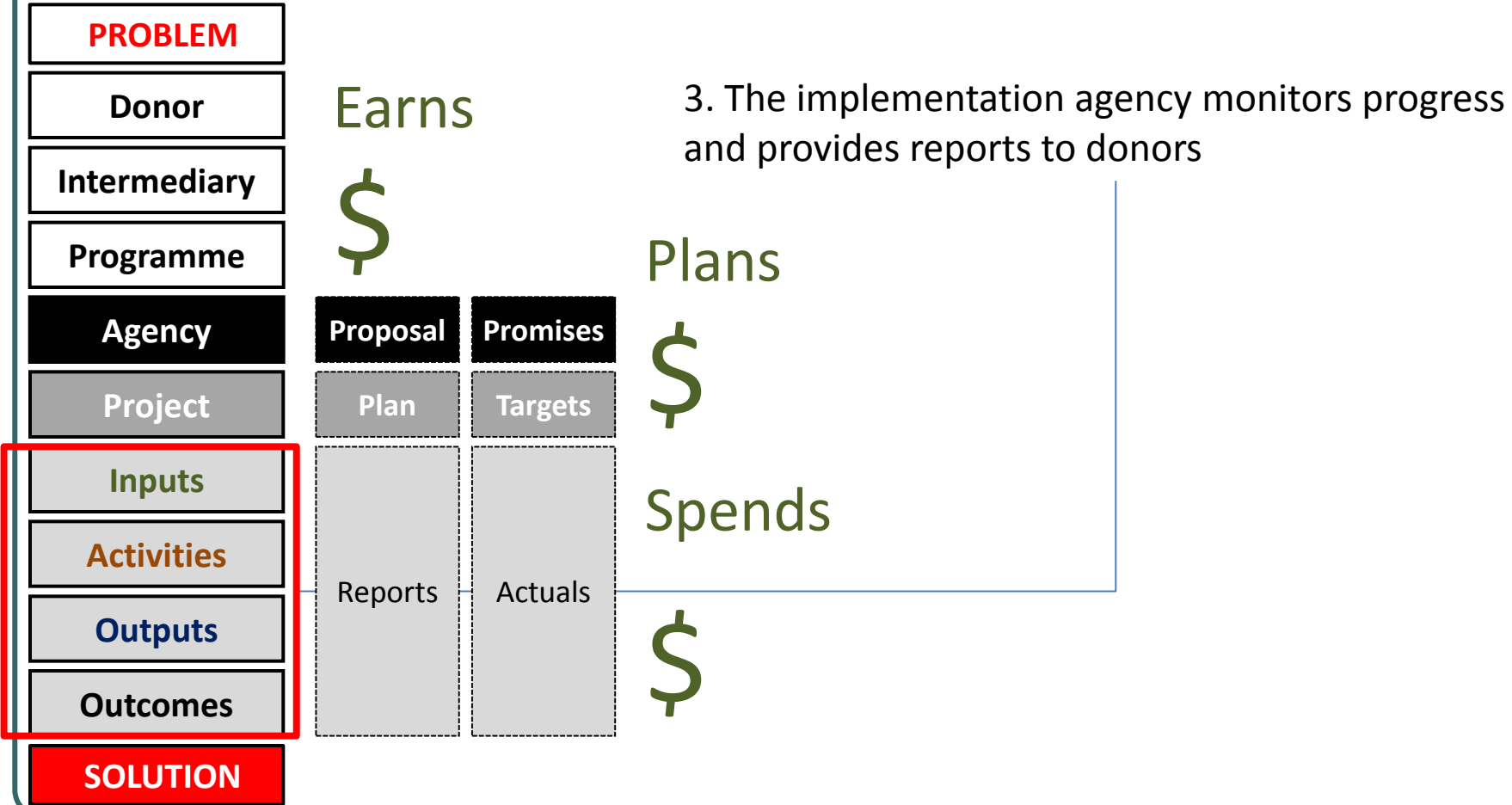
Solution 1: How to ↑ donor-value of M&E reports

2. Donors receive the Proposal and fund a Project Plan ...



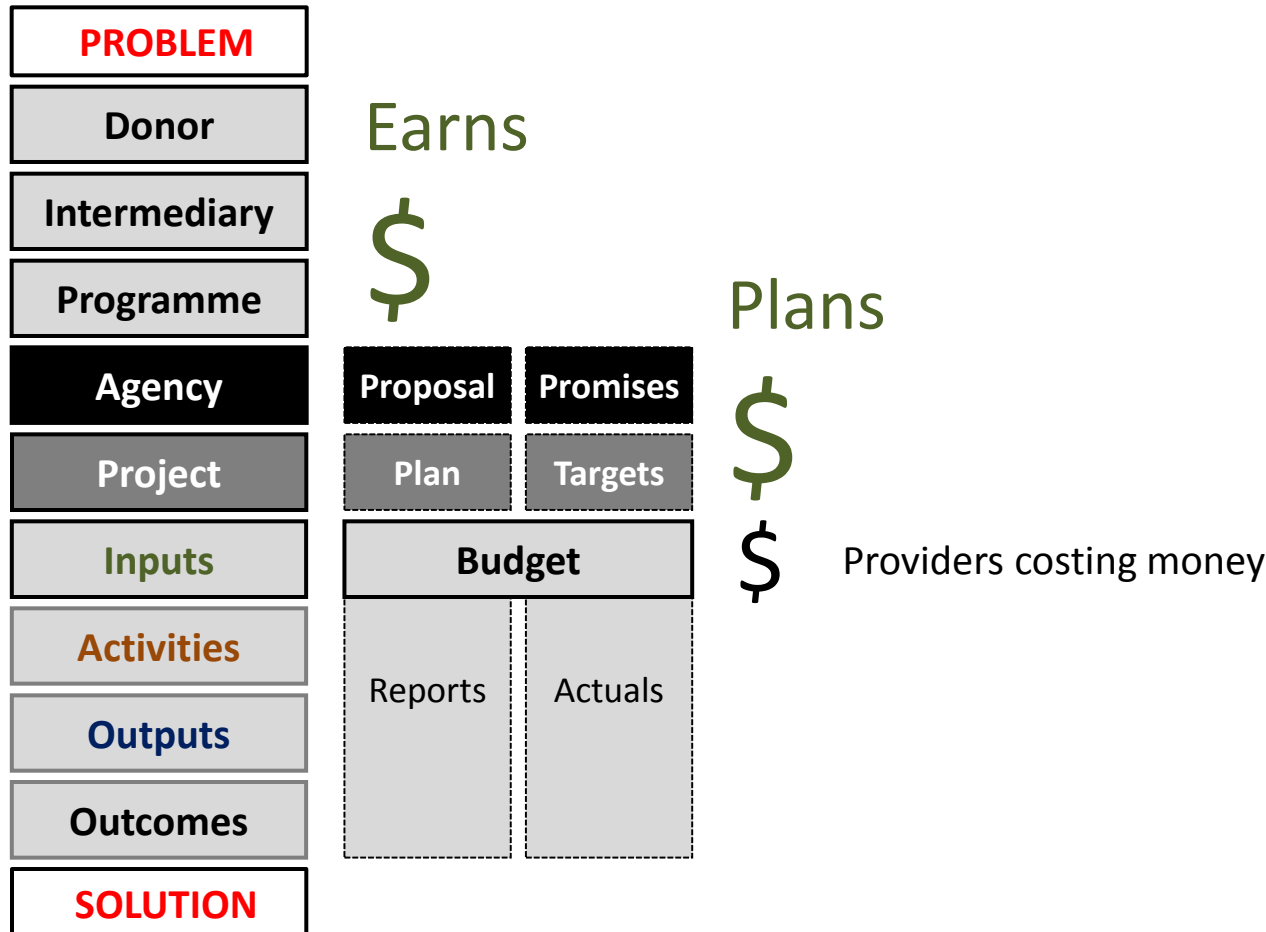
Solution 1: How to ↑ donor-value of M&E reports

3. Ultimately donors receive reports of the 4 elements of the project ...



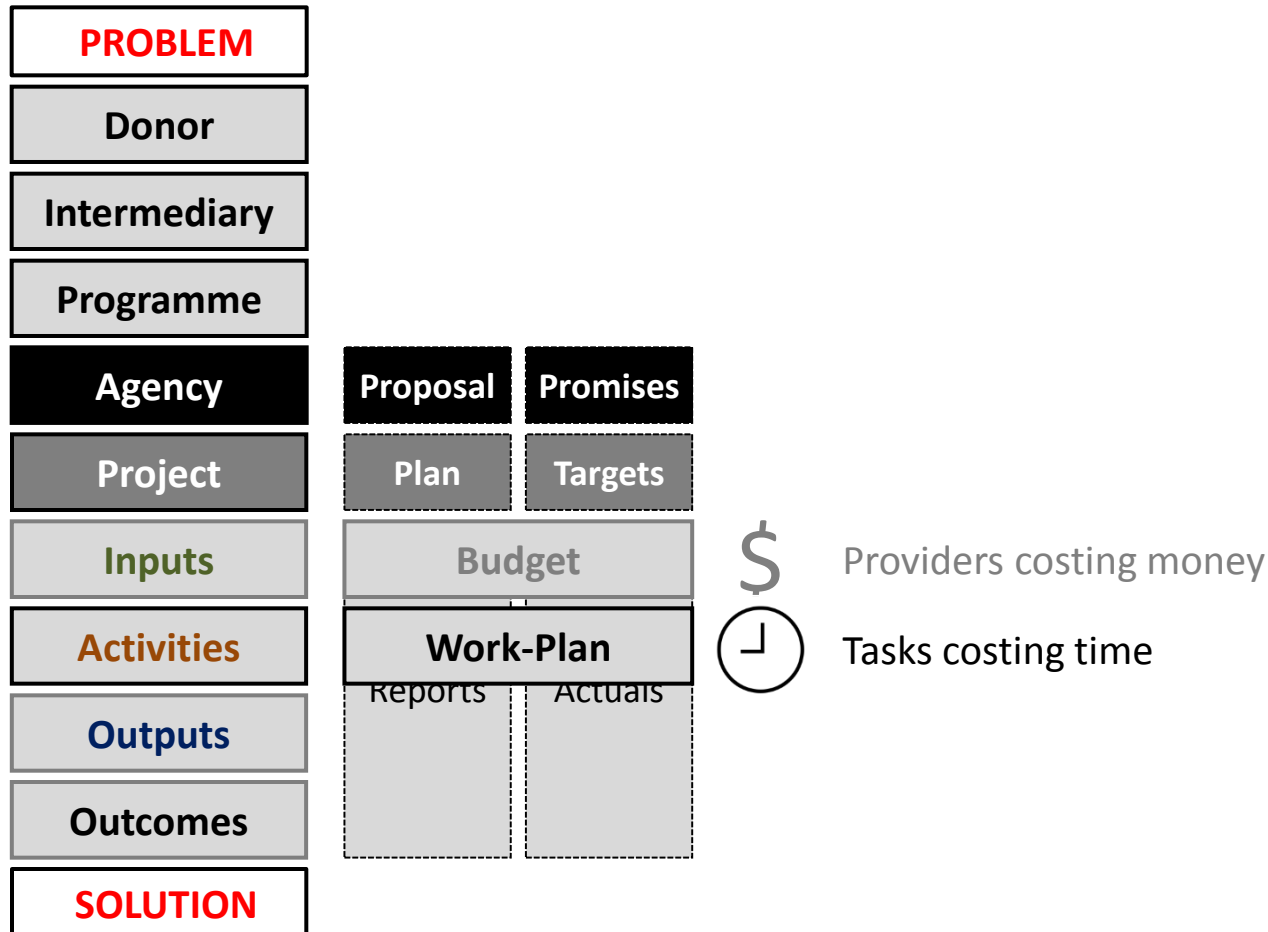
Solution 1: How to ↑ donor-value of M&E reports

3(1). e.g. the Budget, which deals with money spent ...



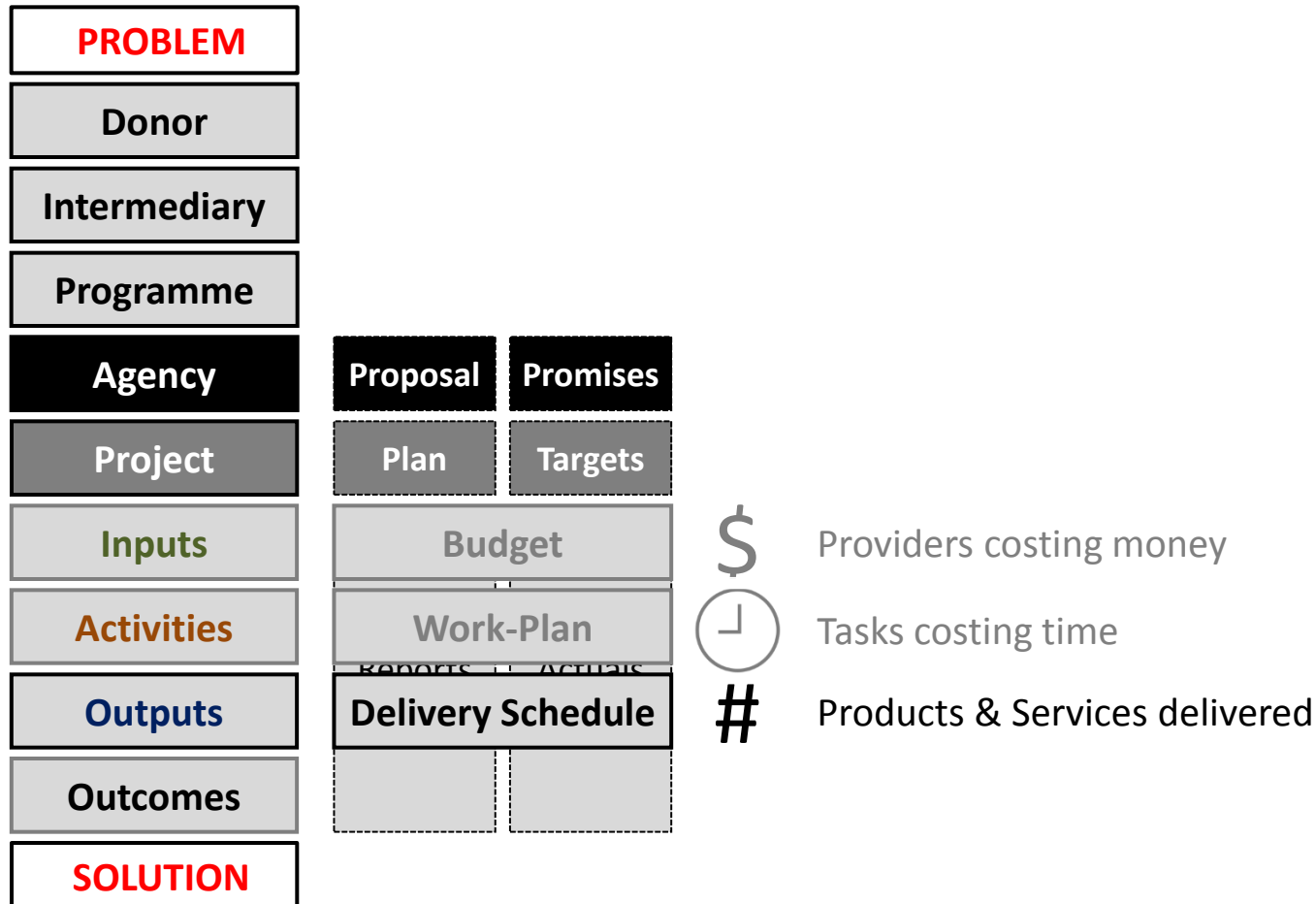
Solution 1: How to ↑ donor-value of M&E reports

3(2). e.g. the Work-Plan, which deals with time spent ...



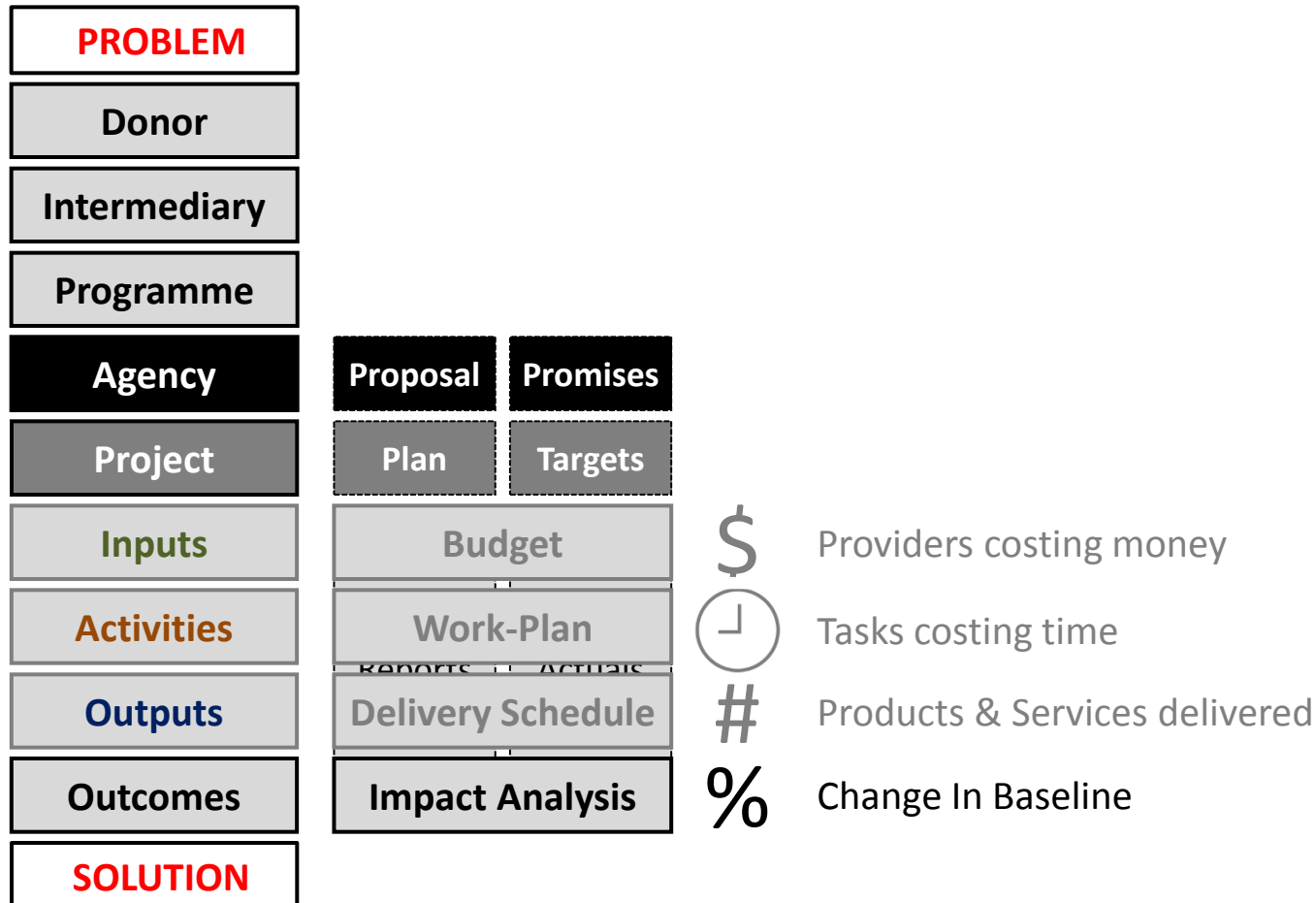
Solution 1: How to ↑ donor-value of M&E reports

3(3). e.g. the Delivery Schedule, which deals with goods and services delivered



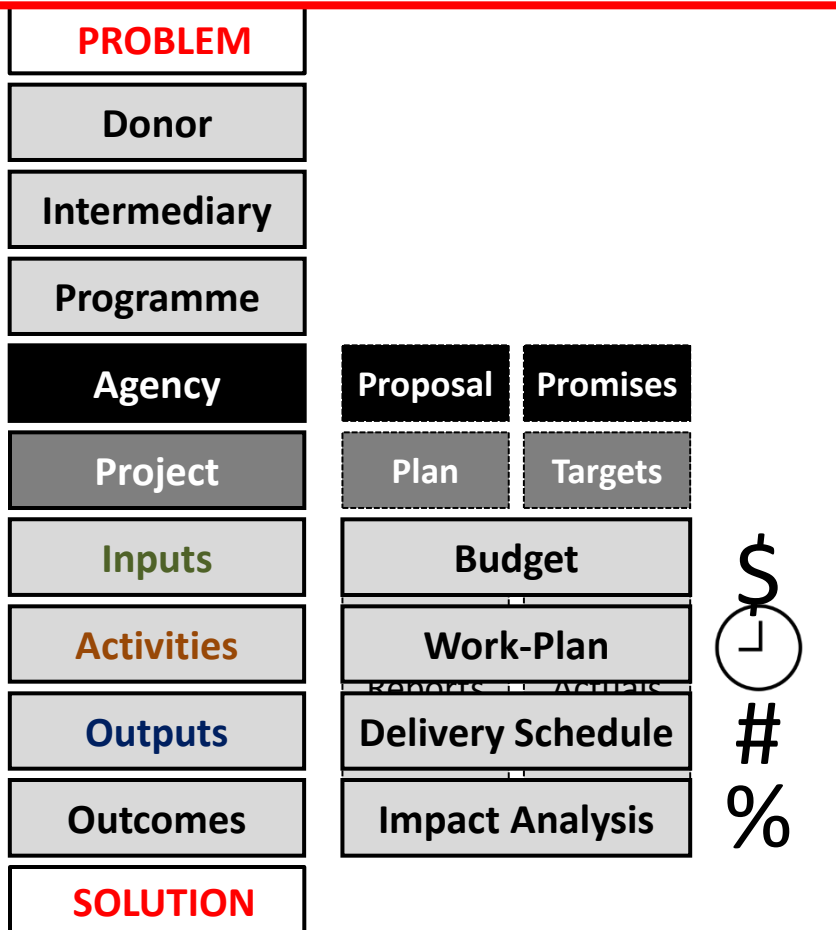
Solution 1: How to ↑ donor-value of M&E reports

3(4). e.g. the Impact Analysis, which deals with changes achieved ...



Solution 1: How to ↑ donor-value of M&E reports

4. Transparency = addressing all the elements of the proposal to donors



What to SEE and SAY

Your report has maximum donor-value when you

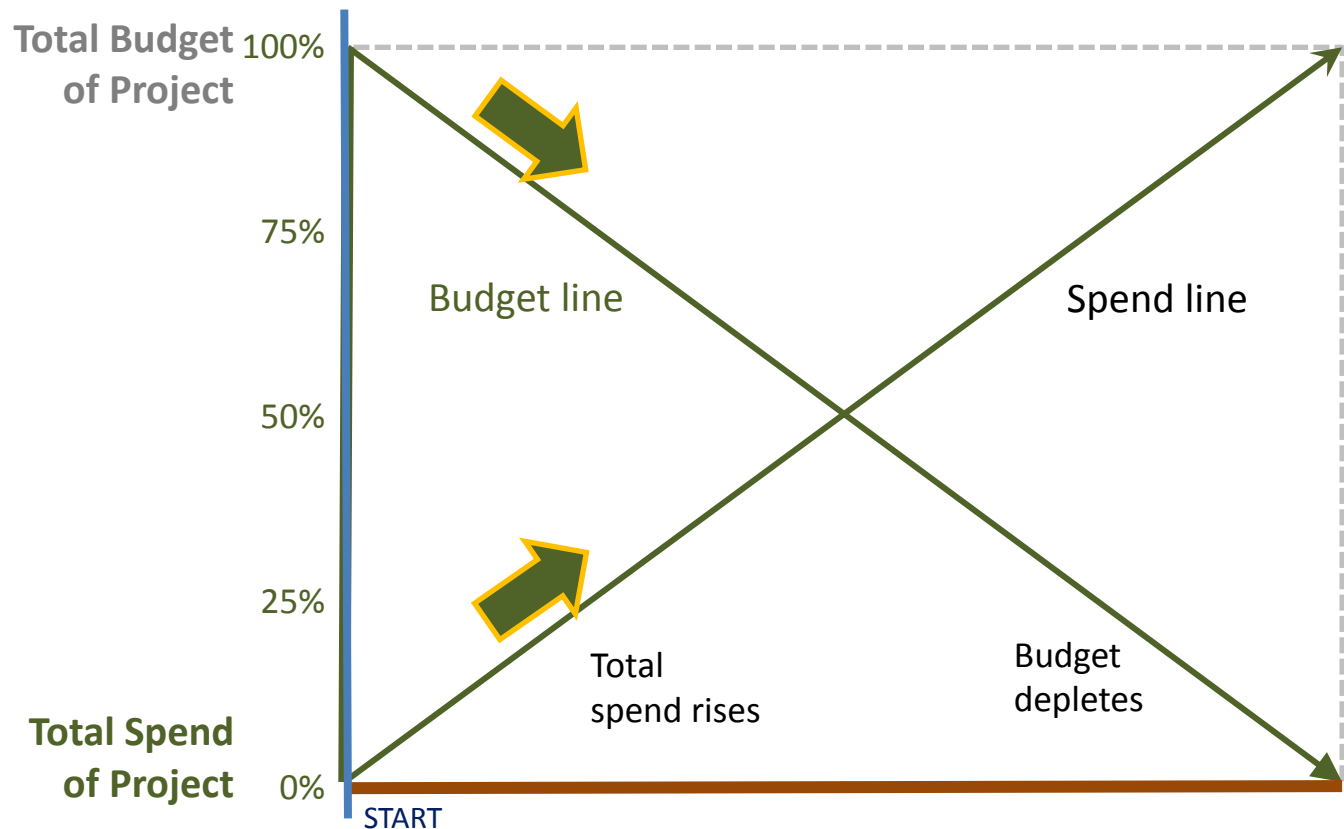
1. Compare Promises / Targets / Actuals
2. For all 4 areas and their documents

	Promise	Target	Actual	
	✓	✓	✓	
	✓	✓	✓	
	✓	✓	✓	
	✓	✓	✓	<u>12</u>
				12

Solution 2: How to ↑ Time-value of M&E reports

1. When the project starts, money is spent and budget and time is depleted...

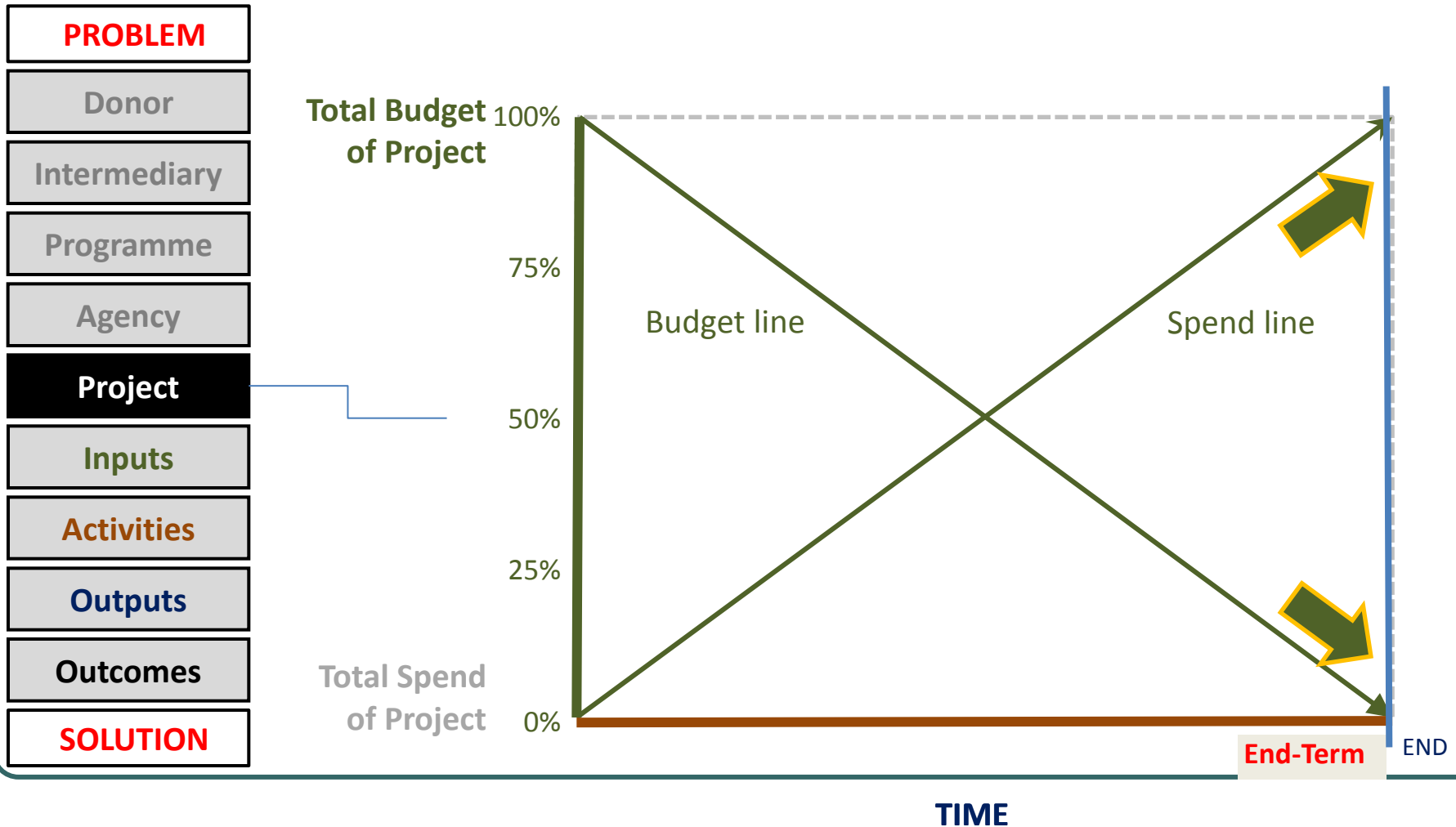
PROBLEM
Donor
Intermediary
Programme
Agency
Project
Inputs
Activities
Outputs
Outcomes
SOLUTION



TIME

Solution 2: How to ↑ Time-value of M&E reports

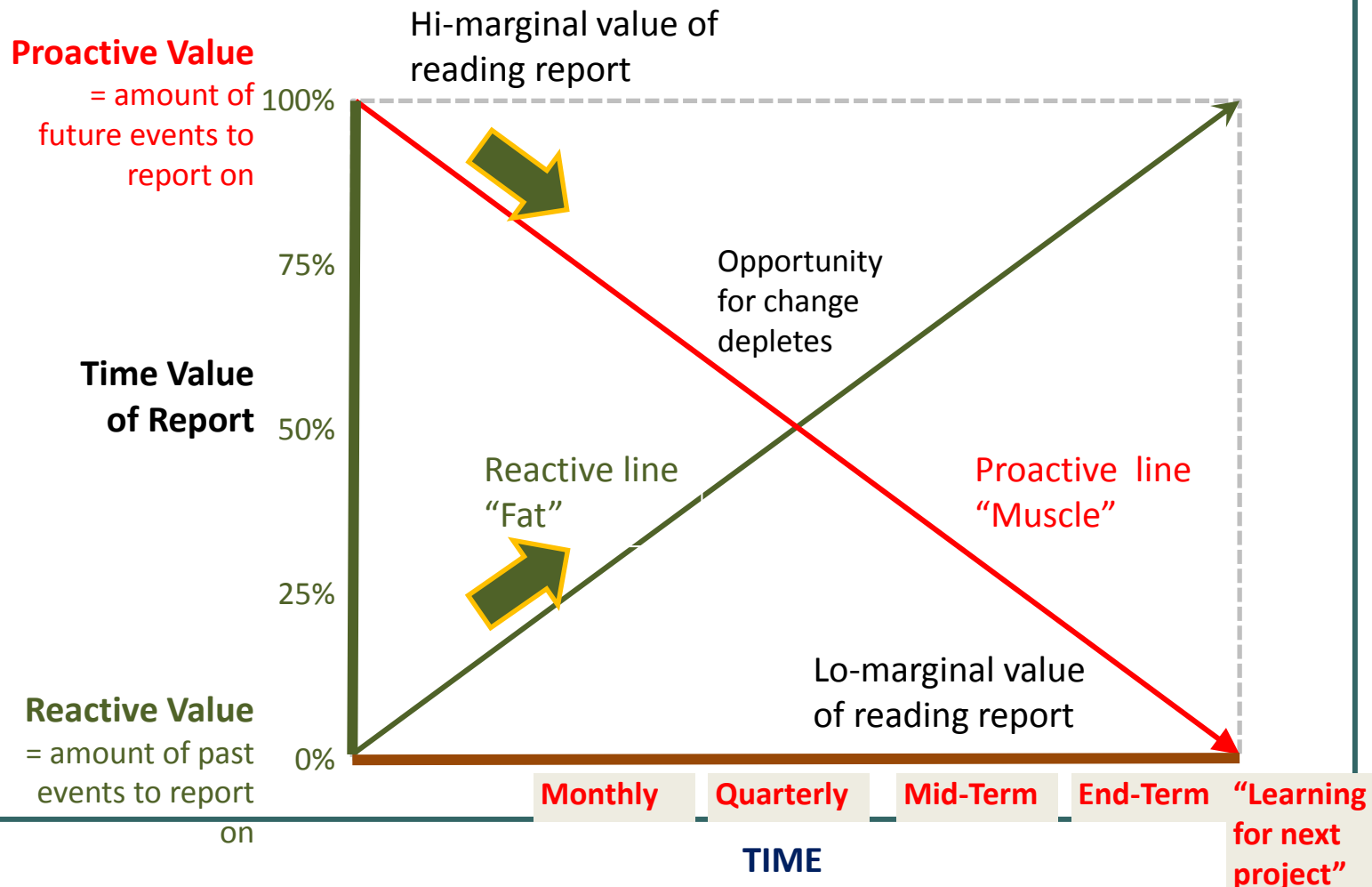
2. ... so by the time of the end-term report everything is over...



Solution 2: How to ↑ Time-value of M&E reports

3. At end, proactive value ("muscle") is 0% and reactive value ("fat") is 100%,

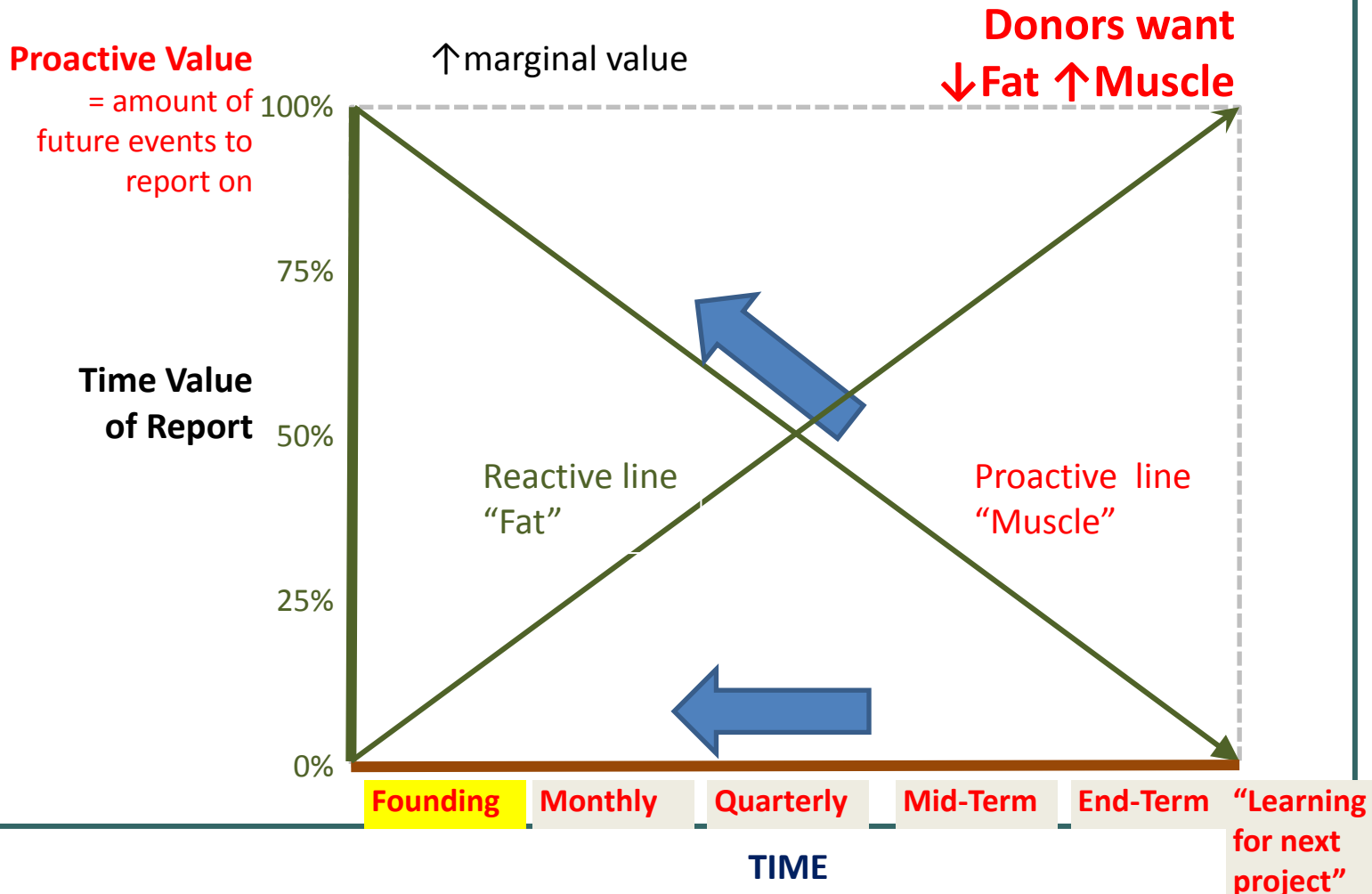
PROBLEM
Donor
Intermediary
Programme
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Activities
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SOLUTION



Solution 2: How to ↑ Time-value of M&E reports

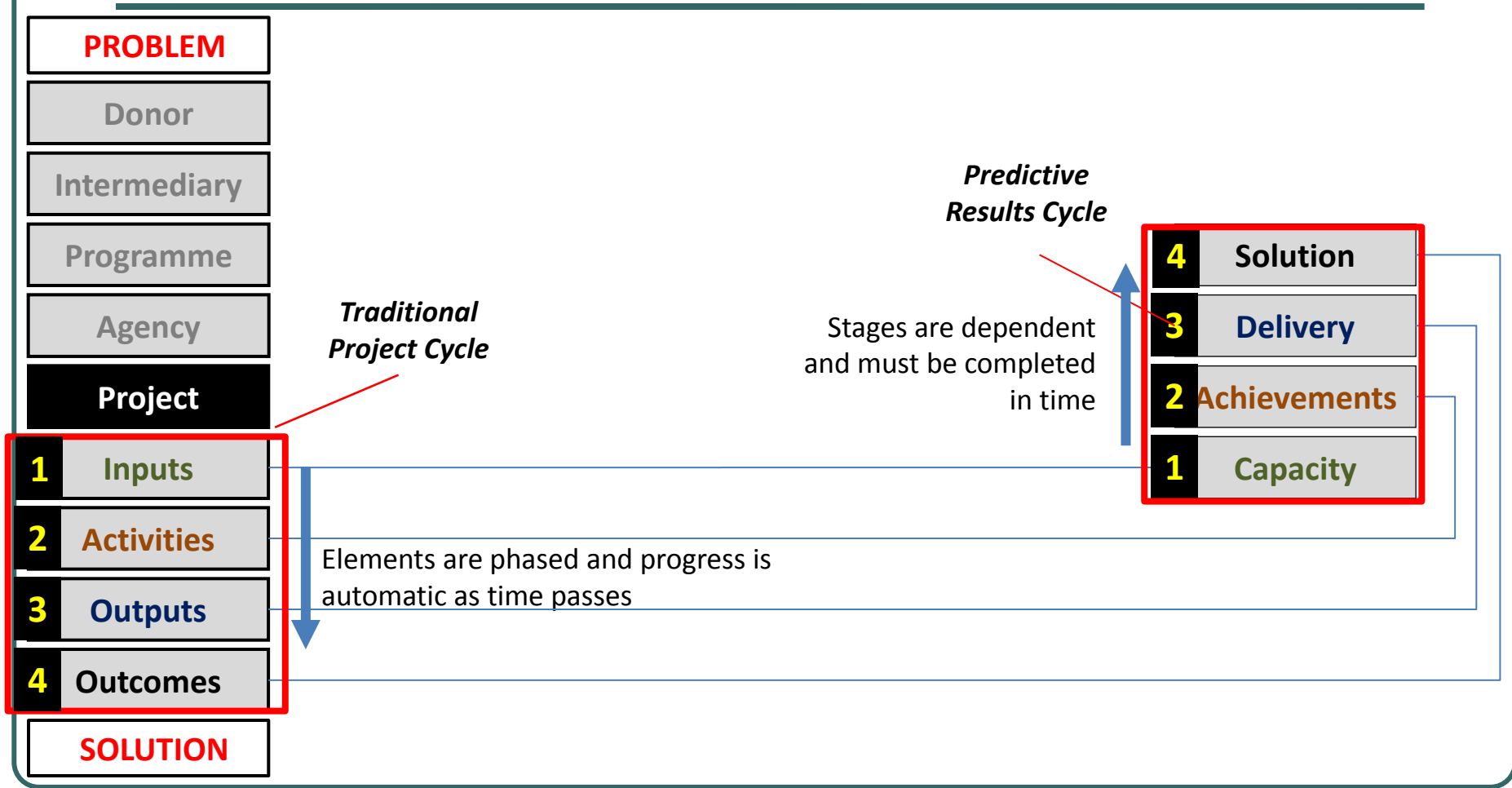
4. ... so to ↑ value reports, capture the proactive value

PROBLEM
Donor
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Inputs
Activities
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Outcomes
SOLUTION



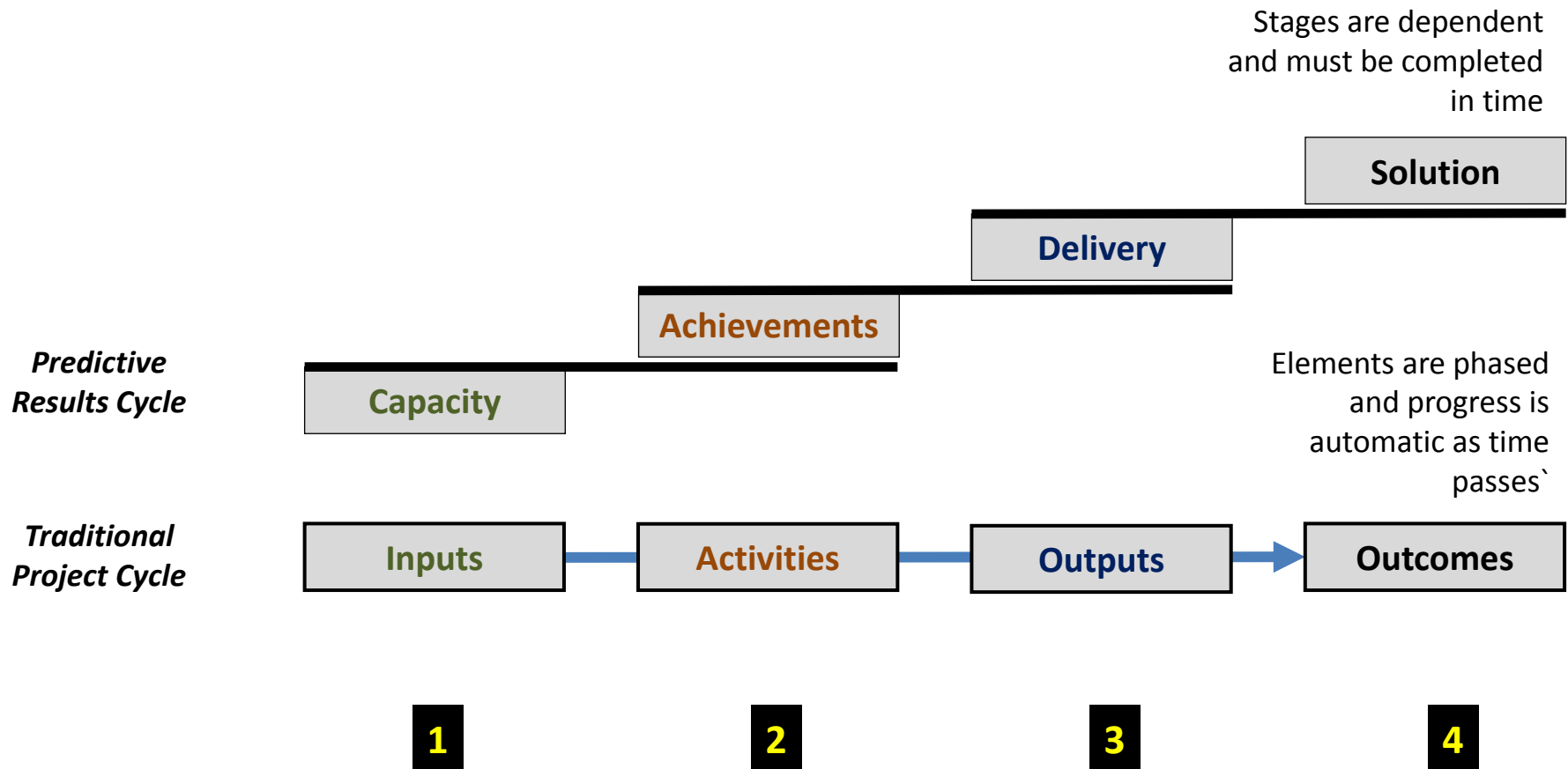
Solution 3: ↑ The prediction-value of M&E reports

1. The traditional Project-cycle must be transformed into a Results-Cycle



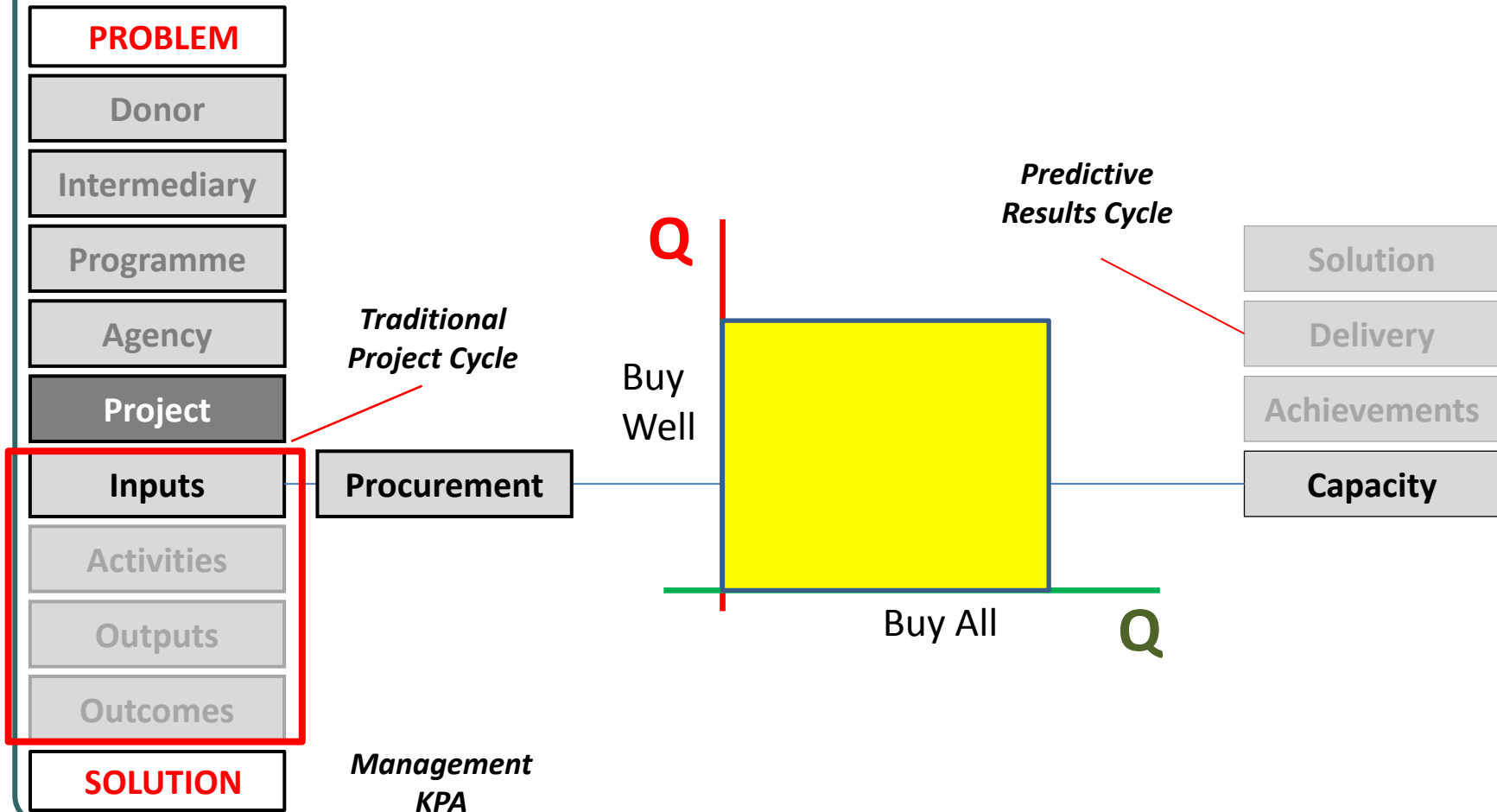
Solution 3: ↑ The prediction-value of M&E reports

1. The traditional Project-cycle must be transformed into a Results-Cycle



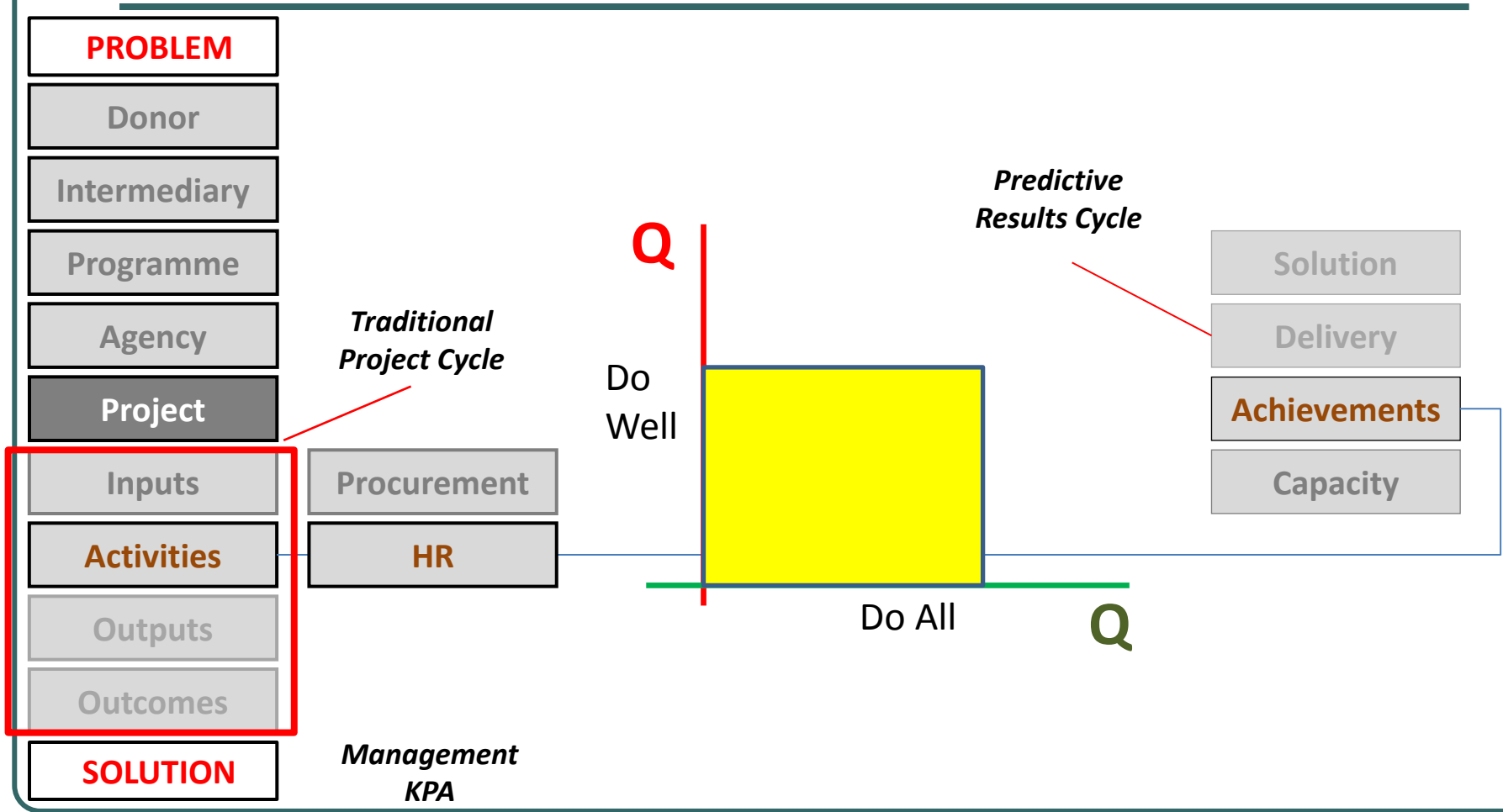
Solution 3: ↑The prediction-value of M&E reports

2. The Procurement function turns Inputs into Capacity (to achieve)



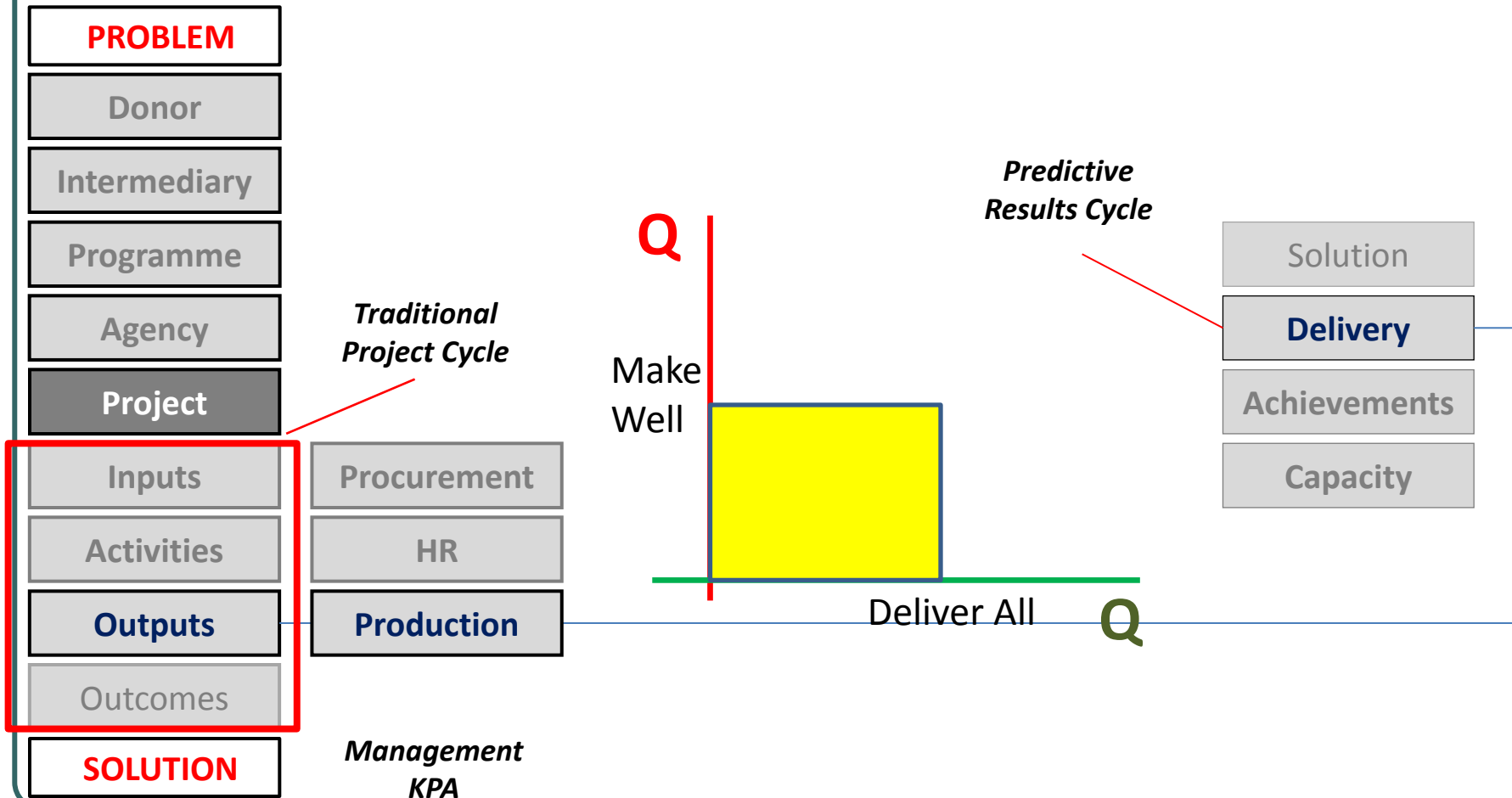
Solution 3: ↑The prediction-value of M&E reports

3. The HR function turns Activities into Achievements (of delivery)



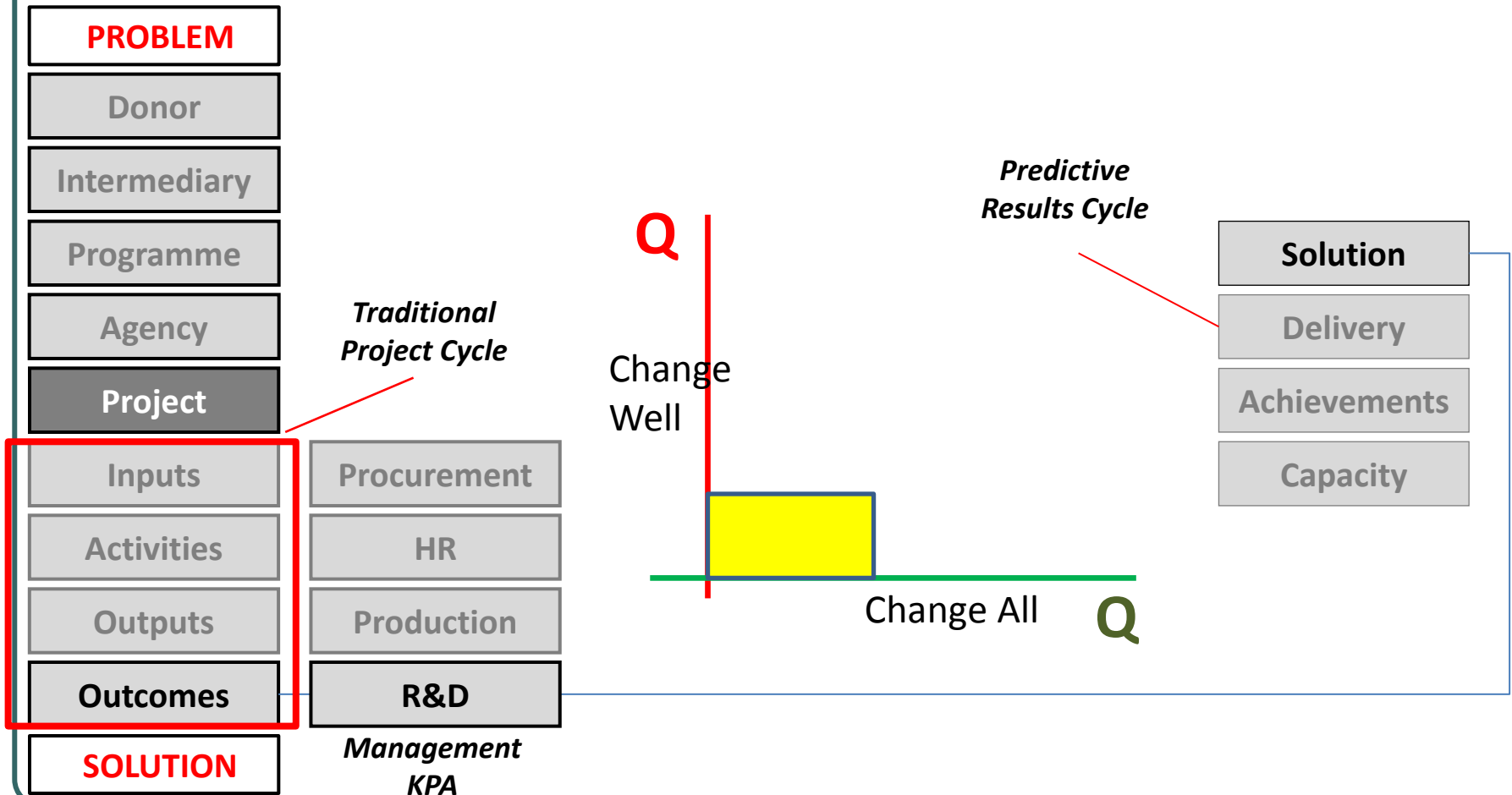
Solution 3: ↑The prediction-value of M&E reports

4. The Production function turns Outputs into Delivery (of Solution)



Solution 3: ↑The prediction-value of M&E reports

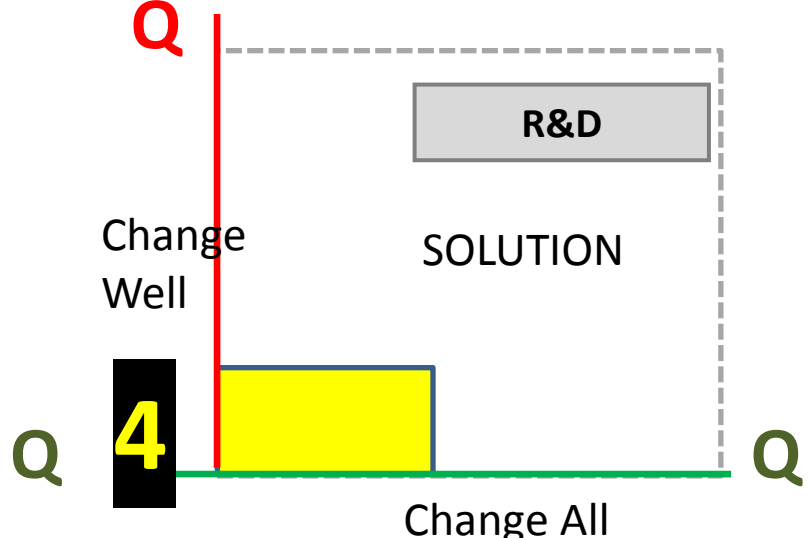
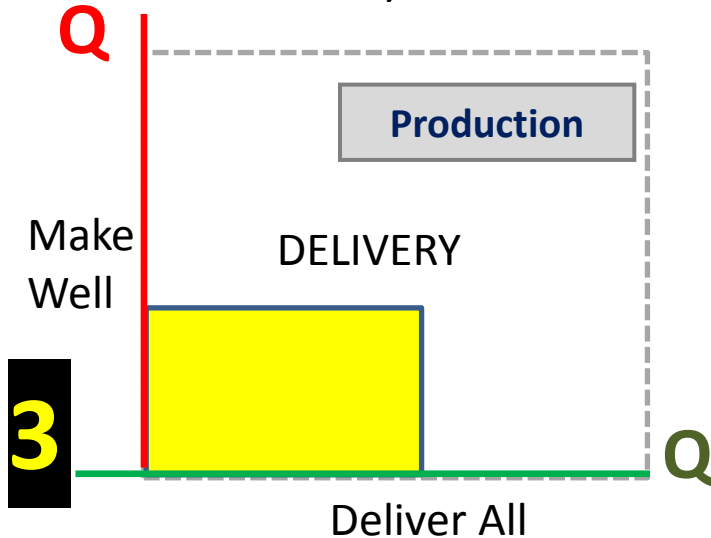
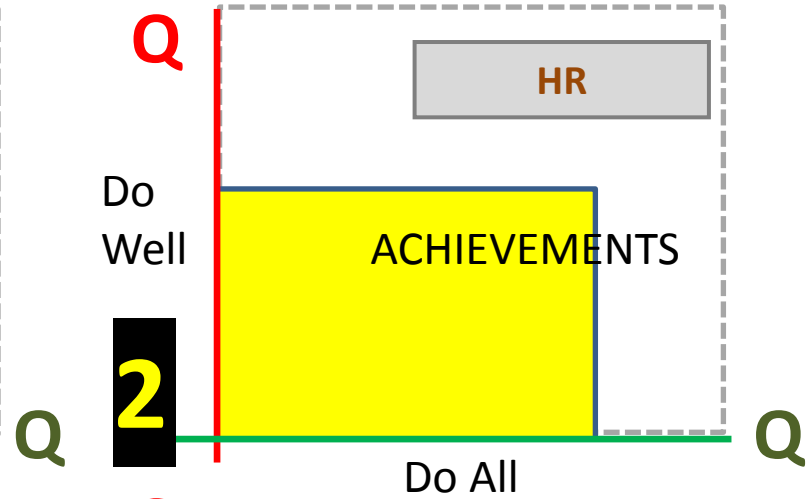
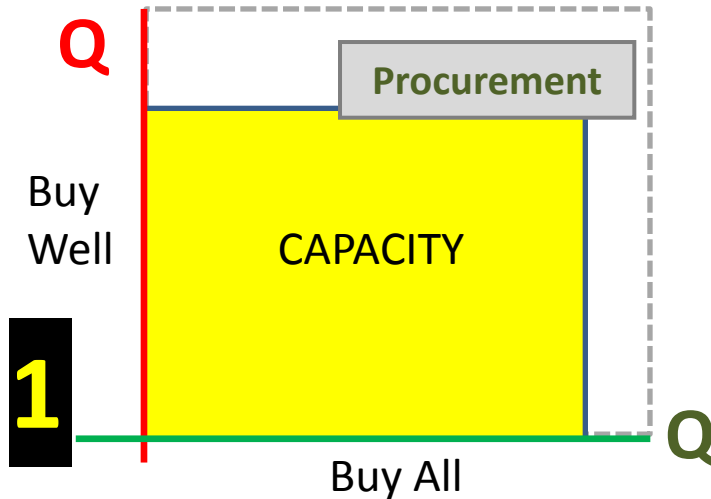
5. Research & Development turns Outcomes into Solutions (for community)



Solution 3: ↑ The prediction-value of M&E reports

6. Summary list of elements for monitoring

PROBLEM
Donor
Intermediary
Programme
Agency
Project
1 Inputs
2 Activities
3 Outputs
4 Outcomes
SOLUTION



Solution 3: ↑ The prediction-value of M&E reports

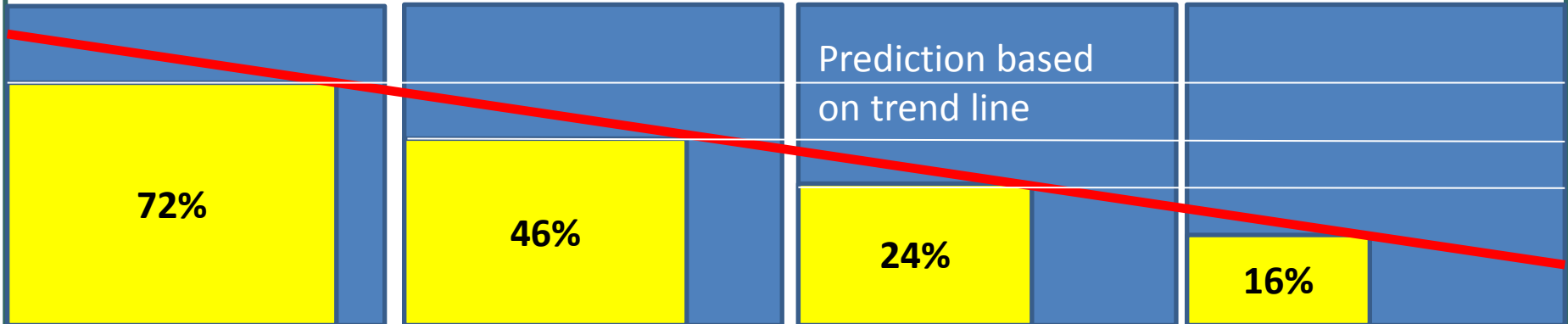
7. Summary list of elements for evaluating and predicting

1

2

3

4



Capacity

Procurement

Inputs

Achievements

HR

Activities

Delivery

Production

Outputs

Solution

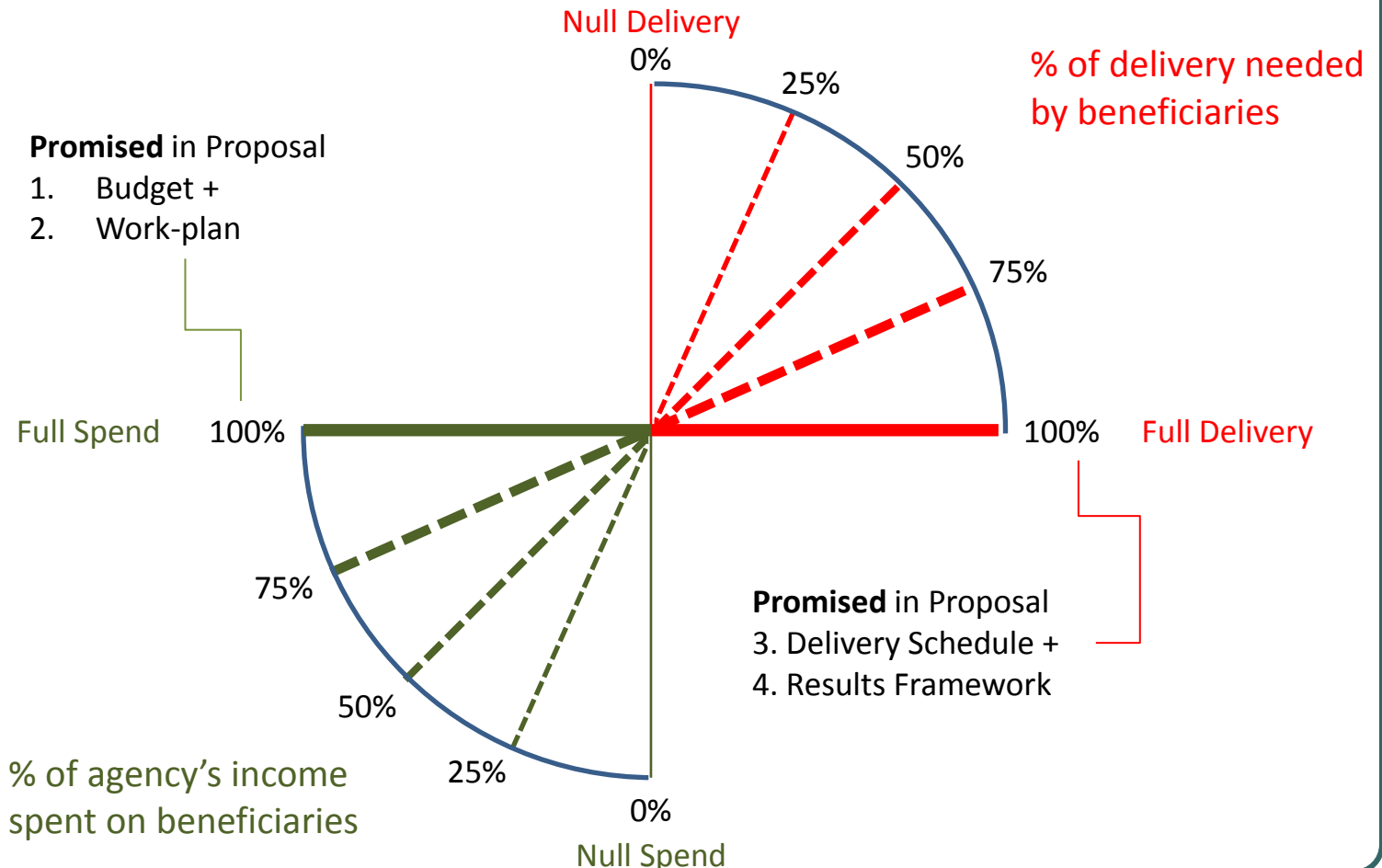
R&D

Outcomes

Solution 4: Payment=Delivery

1. A given % of spend gets a corresponding % of delivery...

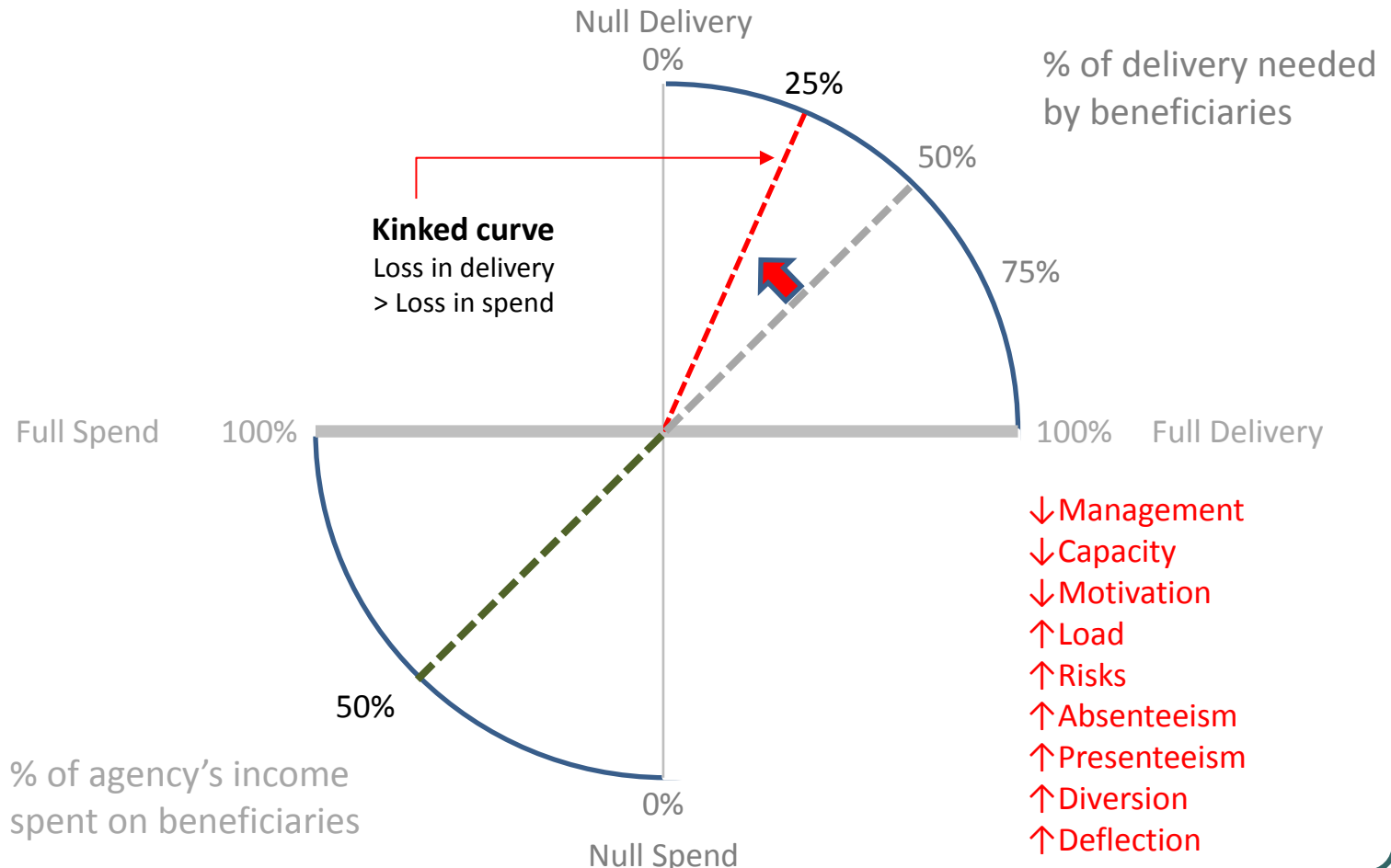
PROBLEM
Donor
Intermediary
Programme
Agency
Project
1 Inputs
Activities
3 Outputs
Outcomes
SOLUTION



Solution 4: Payment=Delivery

2. ... except that the delivery line is kinked upwards relative to the spend line

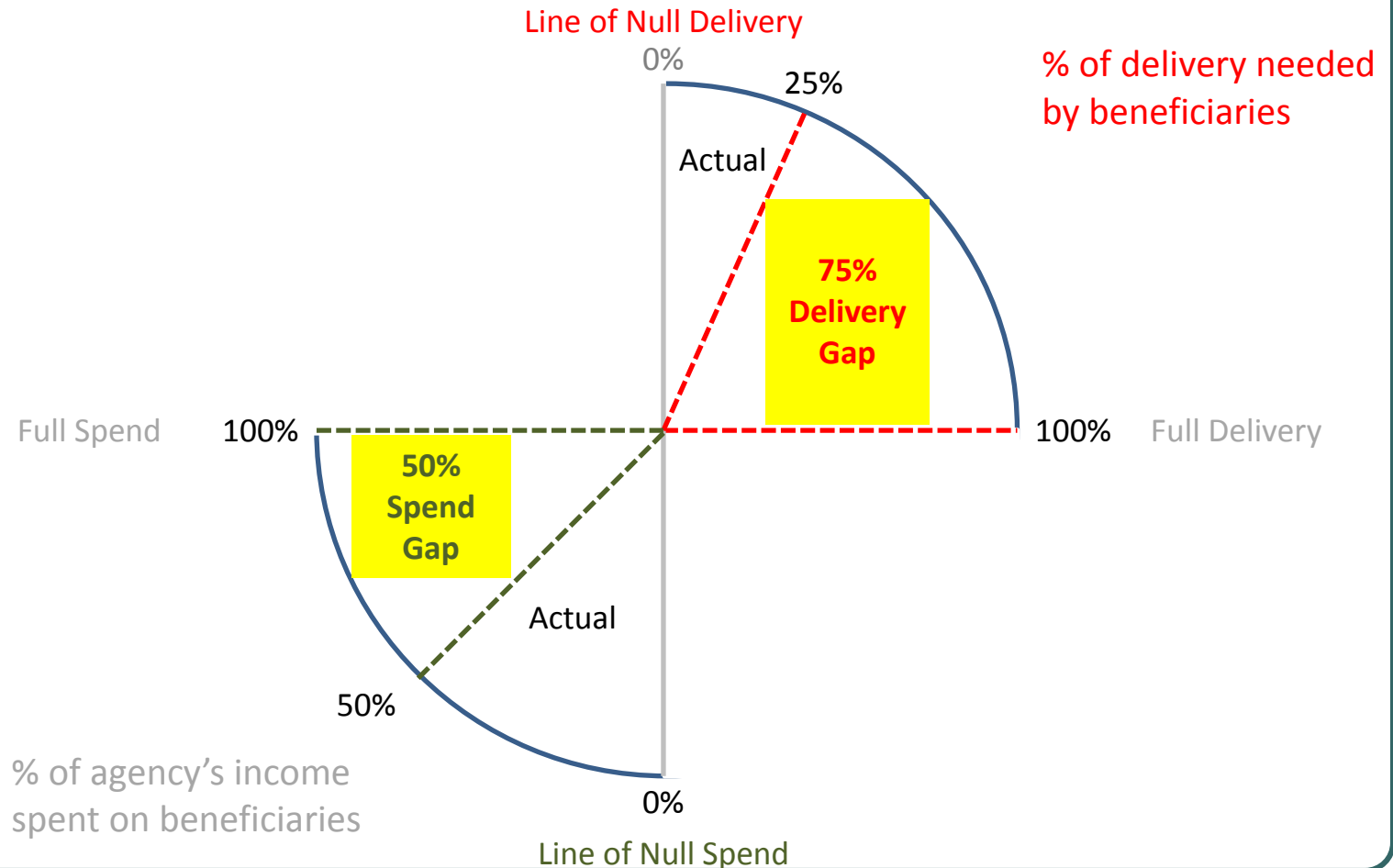
PROBLEM
Donor
Intermediary
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Agency
Project
1 Inputs
Activities
3 Outputs
Outcomes
SOLUTION



Solution 4: Payment=Delivery

3. ... so you can predict a delivery gap larger than the spend gap

PROBLEM
Donor
Intermediary
Programme
Agency
Project
1 Inputs
Activities
3 Outputs
Outcomes
SOLUTION



Solution 5: Risk vs Capacity

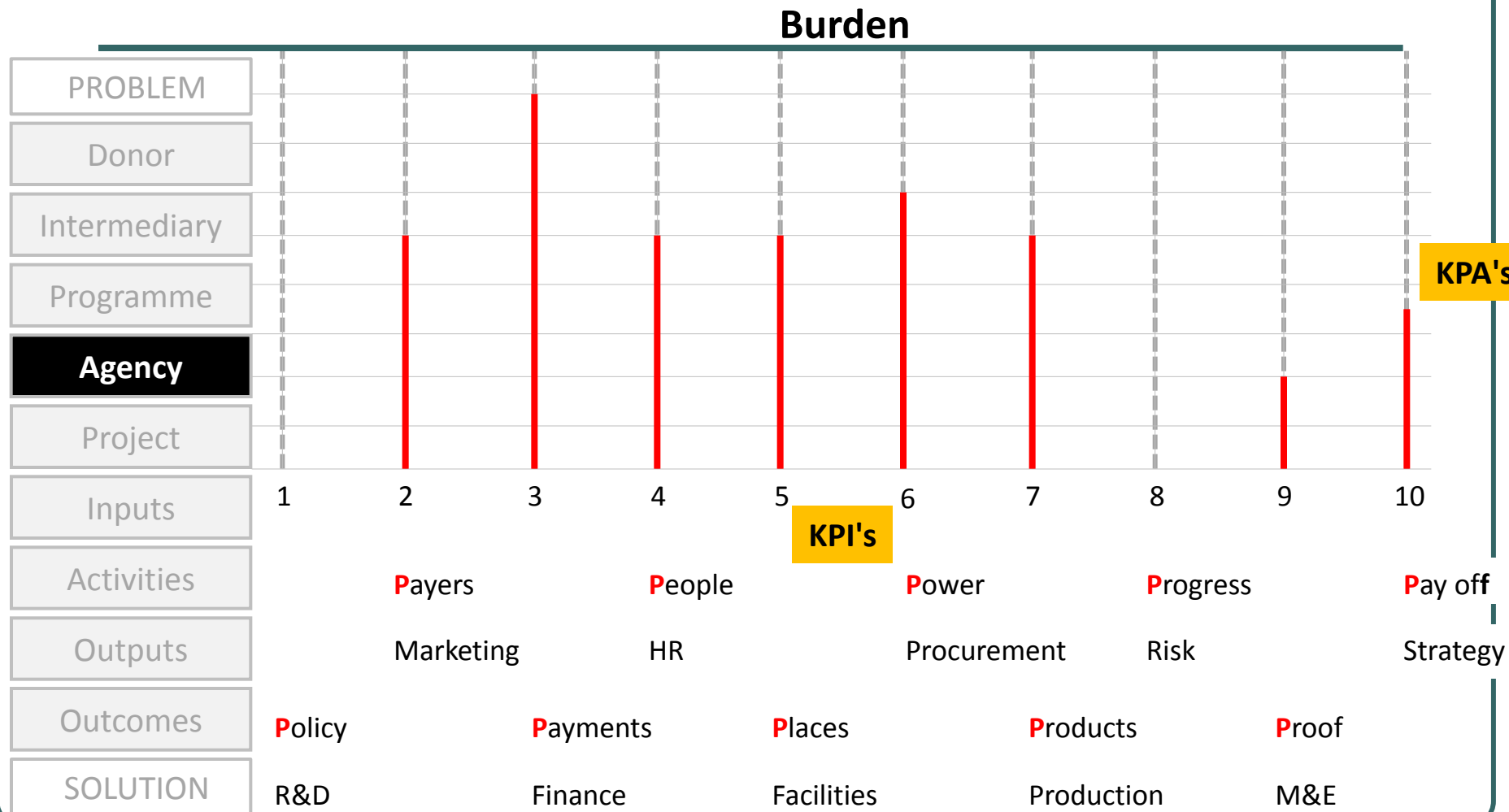
A device that scores the agency's level of organisation

PROBLEM	Key Performance Area	K P Indicator	Job Description / 10
Donor	Research & Development	Policy	0
Intermediary	Finance	Payments	5
Programme	Human Resources	Performers	9
Agency	Facilities	Places	6
Project	Marketing & Sales	Payers	6
Inputs	Procurement	Power	7
Activities	Production	Products	6
Outputs	Risk & Quality	Progress	0
Outcomes	Information	Proof	2
SOLUTION	Strategy	Payoffs	3.5



Solution 5: Risk vs Capacity

A device that scores the agency's level of organisation

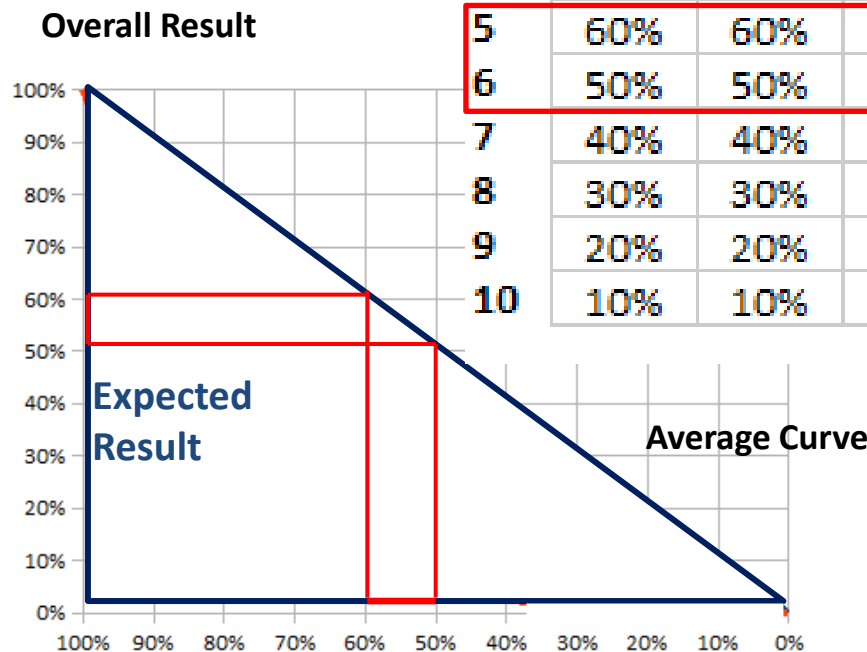


Expected Result 1: Agencies will read and react

Change: Agencies believing / claiming results are close enough to promises

PROBLEM
Donor
Intermediary
Programme
Agency
Project
1 Inputs
2 Activities
3 Outputs
4 Outcomes
SOLUTION

	\$	Days	#	%	Average
1	100%	100%	100%	100%	100%
2	90%	90%	90%	90%	90%
3	80%	80%	80%	80%	80%
4	70%	70%	70%	70%	70%
5	60%	60%	60%	60%	60%
6	50%	50%	50%	50%	50%
7	40%	40%	40%	40%	40%
8	30%	30%	30%	30%	30%
9	20%	20%	20%	20%	20%
10	10%	10%	10%	10%	10%



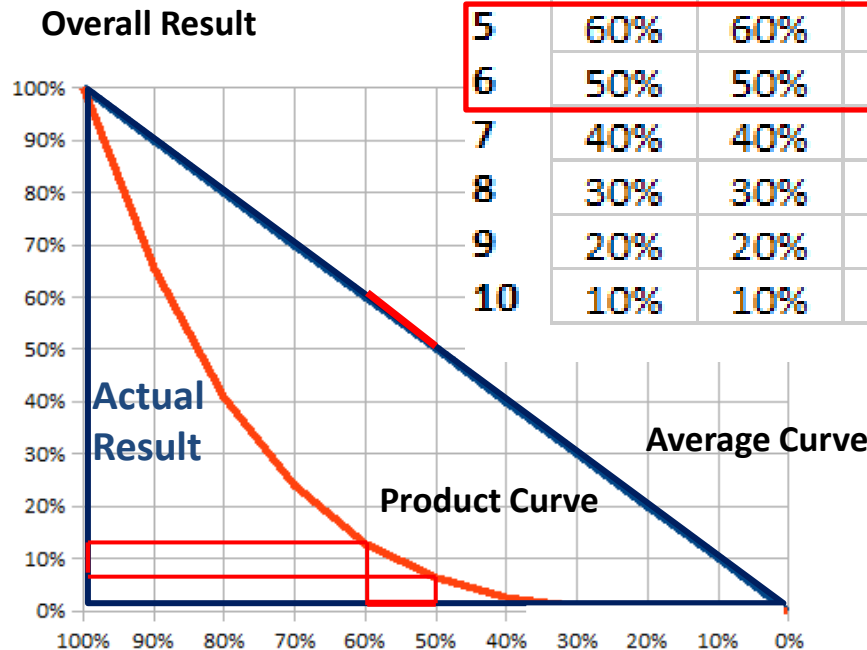
Individual Scores

Expected Result 2: Donors will read and react

Change: Donors trusting Agency reports and not demanding proof of solution

PROBLEM
Donor
Intermediary
Programme
Agency
Project
1 Inputs
2 Activities
3 Outputs
4 Outcomes
SOLUTION

	\$	Days	#	%	Average	X Score
1	100%	100%	100%	100%	100%	100.00%
2	90%	90%	90%	90%	90%	65.61%
3	80%	80%	80%	80%	80%	40.96%
4	70%	70%	70%	70%	70%	24.01%
5	60%	60%	60%	60%	60%	12.96%
6	50%	50%	50%	50%	50%	6.25%
7	40%	40%	40%	40%	40%	2.56%
8	30%	30%	30%	30%	30%	0.81%
9	20%	20%	20%	20%	20%	0.16%
10	10%	10%	10%	10%	10%	0.01%



Social Impact Measurement: 1548

Doubling your report's value:

How to predict outcomes before the project starts and ends

**A skill-building workshop for
Evaluation 2017**

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RESULT
M&E REPORTS ARE
READ MORE AND
SOONER AND THE
INFO IS ACTED ON