

Basics of M&E

PPD M&E Tools

With 5 interactive **exercises**

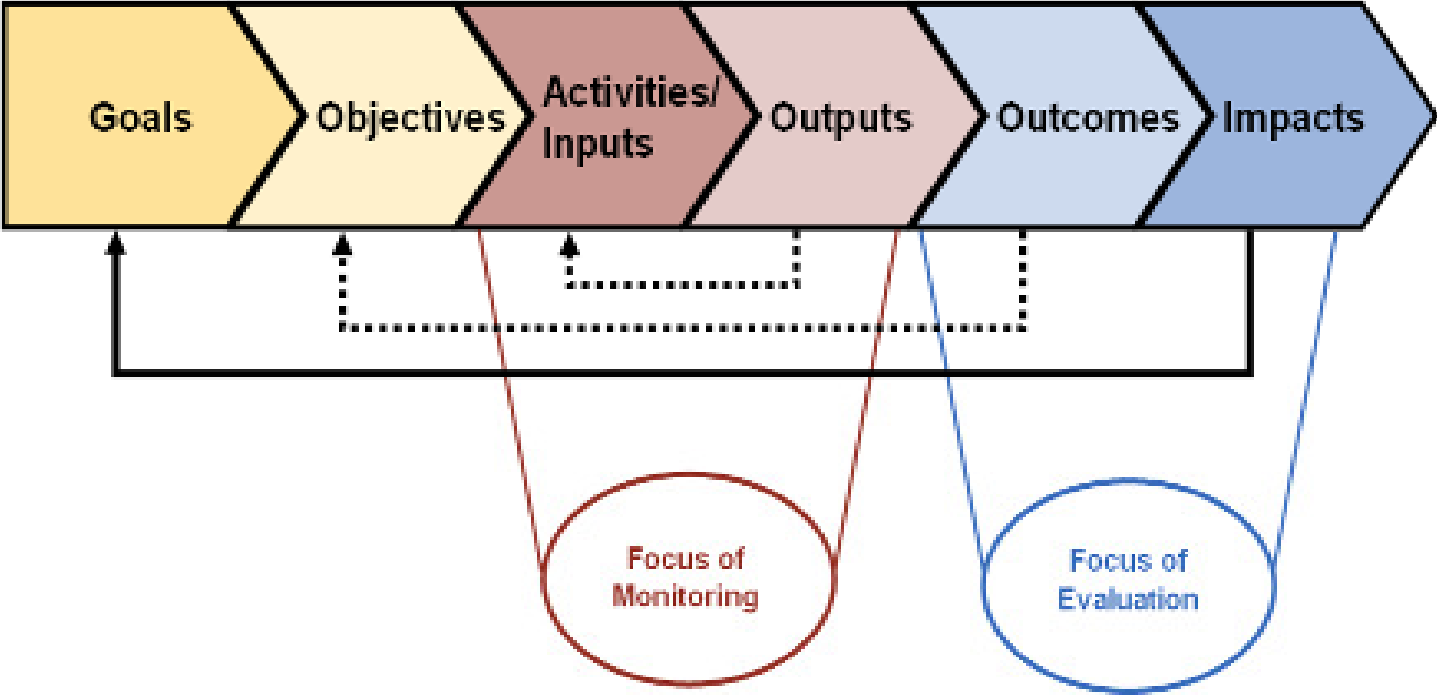
IRAQ PRIVATE SECTOR DEVELOPMENT CENTER
PSGG Workshop
January 2013

With some content from
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What do you do in your PPDs?

(brainstorming)

The Logical Framework



Level of indicators	Typical examples	Business Environment Examples
Inputs/ Activities	<ul style="list-style-type: none"> ▪ Human resources ▪ Financial resources ▪ Material resources ▪ Training 	<ul style="list-style-type: none"> ▪ Training for officers ▪ Awareness events for stakeholders ▪ Mapping exercises
Outputs	<ul style="list-style-type: none"> ▪ Products ▪ Recommendations/Plans ▪ Studies/Reports ▪ Legislations drafted 	<ul style="list-style-type: none"> ▪ Mapping reports ▪ Press releases ▪ Written inspection reports ▪ Awareness of various audiences ▪ Training for stakeholders ▪ Legislative drafting
Outcomes	<ul style="list-style-type: none"> ▪ Change in knowledge and/or behavior ▪ Improved practices ▪ Increased services ▪ legislation passed 	<ul style="list-style-type: none"> ▪ Positive client feedback ▪ Reduction in number of steps, time and cost in a process ▪ Increasing use of mediation center/one-stop shop
Impact	<ul style="list-style-type: none"> ▪ Increased sales ▪ Increased employment ▪ Increased profitability 	<ul style="list-style-type: none"> ▪ Increased formalization ▪ Increased exports/imports ▪ Sustainability of mediation center / one stop shop ▪ % increase in municipal revenue

Selecting indicators

Indicators used for gathering performance information should be..... SMART

- | | |
|----------|--|
| S | Specific: Reflect what the project intends to change and are able to assess performance |
| M | Measurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Be comparable across projects allowing changes to be compared. |
| A | Attainable: Achievable by the project and sensitive to change. Feasible time and money to collect data using chosen indicators. Available at a reasonable cost |
| R | Relevant: Relevant to the project in question. |
| T | Time bound: Describes when a certain change is expected. |

Indicators used when collecting subjective information should be..... SPICED

- | | |
|-----------|---|
| S | Subjective: Contributors have a special position or experience that gives them unique insights which may yield a high return on the evaluator's time. What may be seen by others as 'anecdotal' becomes critical data because of the source's value. |
| P | Participatory: Indicators should be developed together with those best placed to assess them. This means involving the ultimate beneficiaries, but it can also mean involving local staff and other stakeholders. |
| •I | Interpretable: Locally defined indicators may be meaningless to other stakeholders, so they often need to be explained. |
| C | Cross-checked: The validity of assessment needs to be cross-checked, by comparing different indicators and progress, and by using different informants, methods, and researchers. |
| E | Empowering: The process of setting and assessing indicators should be empowering in itself and allow groups and individuals to reflect critically on their changing situation |
| D | Disaggregated: There should be a deliberate effort to seek out different indicators from a range of groups, especially men and women. This information needs to be recorded in such a way that these differences can be assessed over time. |

Example Output indicators

- Number of entities receiving advisory services
- Number of media appearances
- Number of new laws/regulations/amendments/codes drafted or contributed to the drafting
- Number of participants in workshops, training events, seminars, conferences
- Number of participants reporting satisfied or very satisfied with workshops, training, seminars, conferences, etc.
- Number of procedures/policies/practices proposed for improvement or elimination
- Number of reports (assessments, surveys, manuals) completed
- Number of women participants in workshops, training events, seminars, conferences, etc.

Example Outcome indicators:

- Average number of days to comply with business regulation
- Average official cost to comply with business regulation
- Number of businesses completing a new/reformed procedure in a given jurisdiction
- Number of entities that implemented recommended changes
- Number of recommended laws/regulations/amendments/codes enacted
- Number of recommended procedures/policies/practices that were improved/eliminated
- Number of cases successfully settled through ADR
- Number of days to settle a case through ADR
- Number of jurisdictions reporting at least one Doing Business reform
- Number of reforms resulting from advisory service as measured by Doing Business
- Number of investor inquiries in targeted sectors
- Number of investor inquiries in targeted sectors leading to an investment
- Score obtained by Investment Promotion Intermediary on IP performance review

Example Impact indicators:

- Number of formal jobs
- Value of aggregate private sector savings from recommended changes (US\$)
- Value of investment/financing facilitated by advisory services (US\$)
- Value of funds released through ADR (US\$)

Four tools

Scientific approach to measuring and evaluating PPDs

- 1. Organizational Effectiveness – “PPD Evaluation Wheel”**
- 2. Impact on Reform Process – “PPD Reform Process Table”**
- 3. Output Performance – “PPD Summary Scorecard”**
- 4. Improvement Over Time - “PPD LogFrame”**

1. PPD Evaluation Wheel

Organizational Effectiveness: Evaluation Wheel

Score measures how well the Secretariat is performing tasks along 12 key PPD processes:

1. Assessing the optimal **mandate and relationship with existing institutions**
2. Deciding who should participate and under what **structure**
3. Identifying the right **champions** and helping them to push for reform
4. Engaging the right **facilitator**
5. Choosing and reaching target **outputs**
6. Devising a **communication** and outreach strategy
7. Elaborating a **monitoring and evaluation** framework
8. Considering the potential for dialogue on a **sub-national** level
9. Making **sector-specific** dialogue work
10. Identifying PPD's relevance to **FDI**
11. Recognizing the specificities and potential of dialogue in **post-conflict** or crisis environments
12. Finding the best role for **development partners**

Organizational Effectiveness: Evaluation Wheel

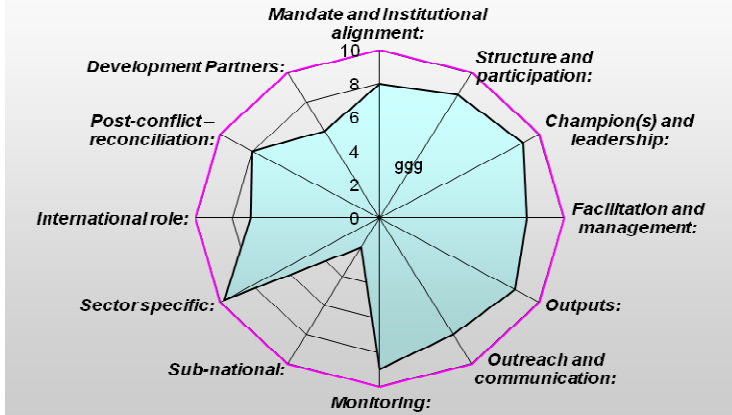
Score measures how well the Secretariat is performing tasks along 12 key PPD processes:

1. Assessing the optimal **mandate and relationship with existing institutions**

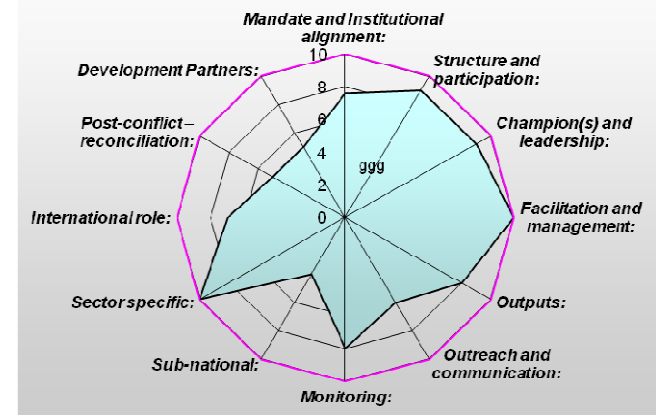
#	Operational Process Indicators	index Measurement	Technique to gather information
Mandate and institutional alignment : Average scoring on all indicators on a scale from 0 to 10			
1	Existence of mission statement and capacity of participants to explain this mission statement	<ul style="list-style-type: none"> ➤ Non-existence=0; existence (in coherent written document)=10 ➤ Percent of respondents who are able to recite the substance of the mission statement; none=0; all=10. 	Desk study Interviews (minimum of 5 interviews with stakeholders)
2	Degree of anchorage of the partnership into existing public institutions as per its mandate	<ul style="list-style-type: none"> ➤ Percent of participants with decision-making power in their home institutions (none=0 and all=10) ➤ Mandate formally accepted and signed by relevant public institutions (none=0; all=10) 	Desk study Interviews
3	Institutional readiness to implement PPD recommendations	<ul style="list-style-type: none"> ➤ Existence of a dedicated public institution in charge of following up on the implementation of the PPD's recommendations (none=0, yes=10) 	Desk study Interviews

Evaluation Wheel Examples 2008

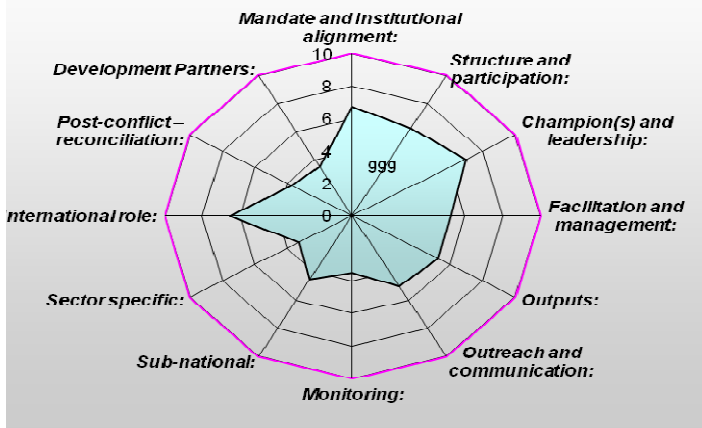
Vietnam



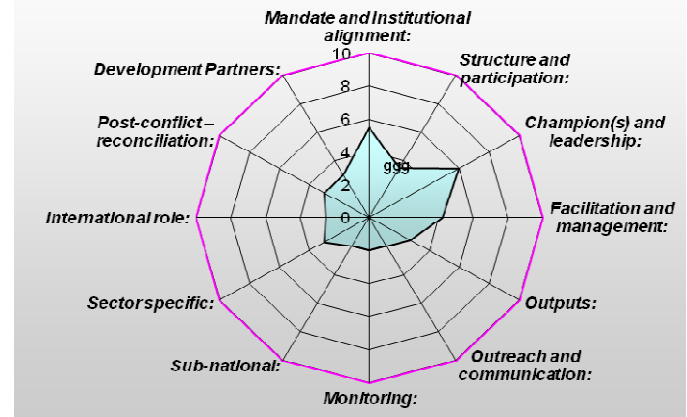
SPI Albania



Sierra Leone

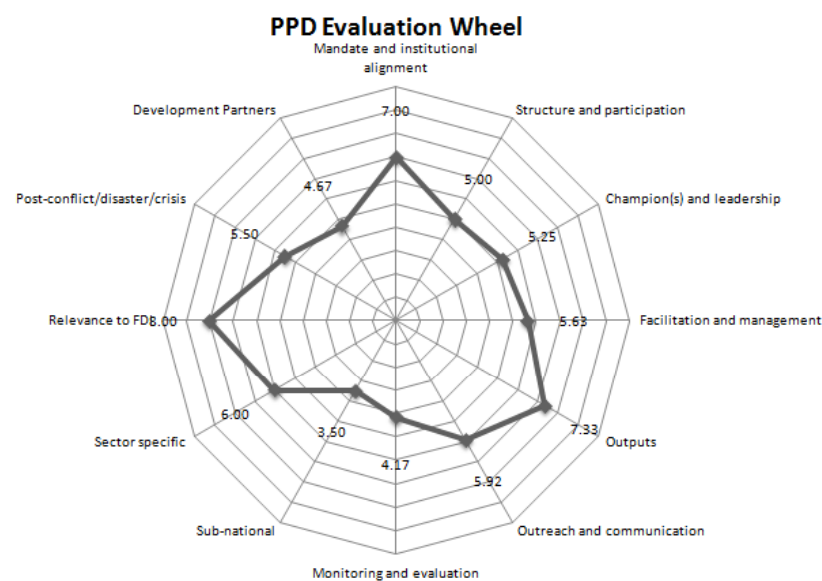


South Sudan



Tanzania Mining PPD

SUMMARY TABLE	SCORE	Weight
<i>Mandate and institutional alignment</i>	7.00	1
<i>Structure and participation</i>	5.00	1
<i>Champion(s) and leadership</i>	5.25	1
<i>Facilitation and management</i>	5.63	1
<i>Outputs</i>	7.33	1
<i>Outreach and communication</i>	5.92	1
<i>Monitoring and evaluation</i>	4.17	1
<i>Sub-national</i>	3.50	1
<i>Sector specific</i>	6.00	1
<i>Relevance to FDI</i>	8.00	1
<i>Post-conflict/disaster/crisis</i>	5.50	1
<i>Development Partners</i>	4.67	1
Average score:	5.66	



Benchmarking 2009

#	Country	Total Score	#	Country	Total Score
1	Cambodia	94.50	14	Chad	58.50
2	Vietnam	91.75	15	Tonga	58.25
3	SPI Romania	89.25	16	Vanuatu	57.75
4	Laos	88.75	17	Aceh	55.50
5	SPI Albania	88.63	18	Timor Leste	50.25
6	Uganda	81.25	19	South Sudan	39.50
7	Liberia	78.00	20	CAR	38.75
8	Bangladesh	75.00	21	North Sudan	37.75
9	Ghana	72.00	22	Nepal	37.25
10	Pakistan	65.50	23	Cameroun	34.75
11	Zambia	64.75	24	Ethiopia	31.25
12	Belarus	64.25			
13	Sierra Leone	60.50			

PPD Evaluation Wheel Over Time - Cambodia

Indicator	2006	2009	Change
Mandate + Institutional Alignment	8.0	8.5	0.5
Structure + Participation	6.1	8.0	1.9
Champions + Leadership	5.9	8.3	2.4
Facilitation + Management	8.3	8.5	0.2
Outputs	5.1	9.0	3.9
Outreach + Communication	4.3	7.0	2.7
Monitoring and Evaluation	1.8	8.8	7.0
Sub National	5.6	7.0	1.4
Sector Specific	7.2	9.0	1.8
International Role	7.4	8.0	0.6
Post Conflict – Reconciliation	5.9	7.5	1.6
Development Partners	5.5	5.0	-0.5

Benin Presidential Investment Council

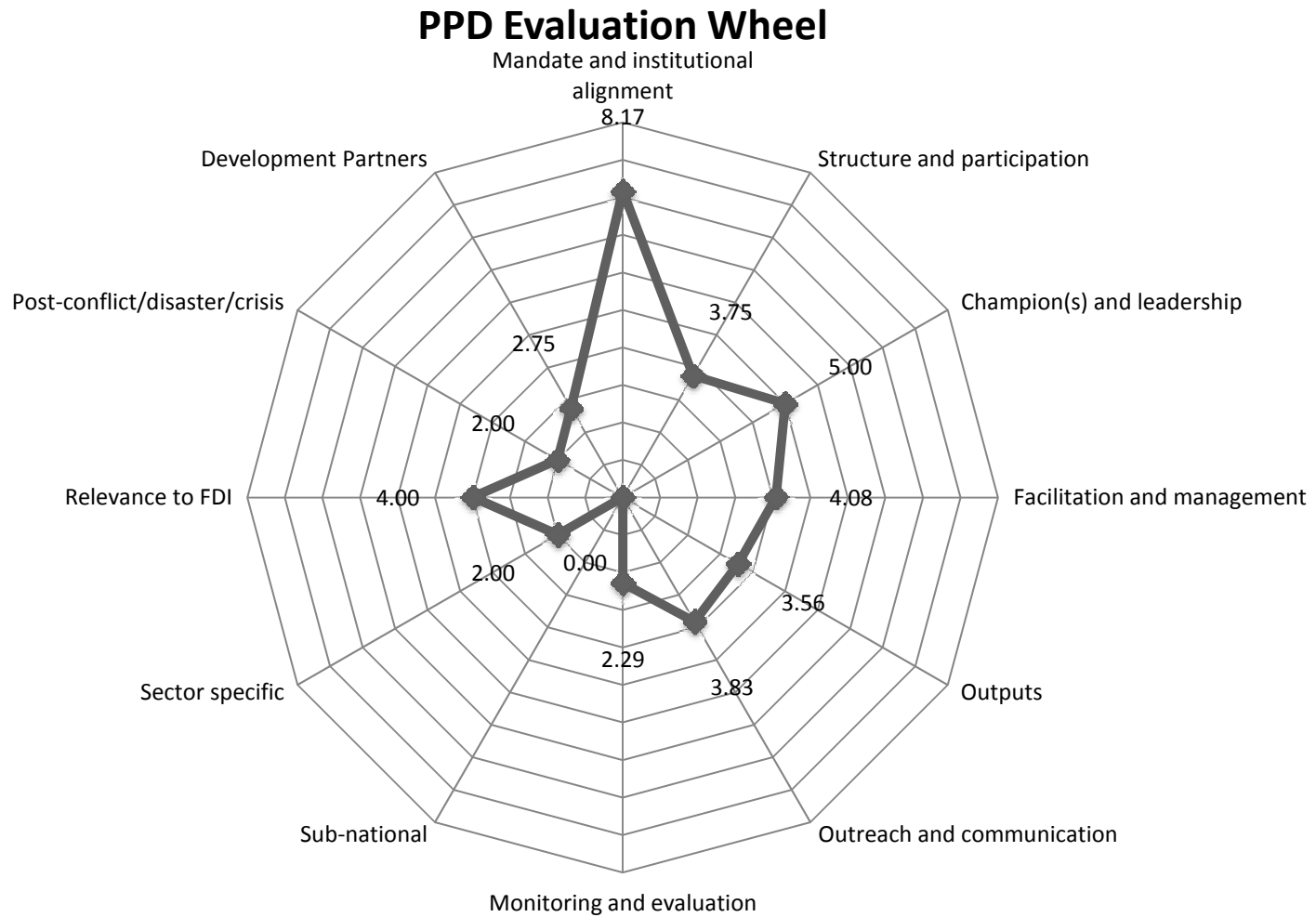
Wheel Score: 3.67

SUMMARY TABLE	Evaluation Wheel Score (over 10)	Weight
<i>Mandate and institutional alignment</i>	8.17	1.0
<i>Structure and participation</i>	3.75	1.5
<i>Champion(s) and leadership</i>	5.00	1.0
<i>Facilitation and management</i>	4.08	1.0
<i>Outputs</i>	3.56	1.5
<i>Outreach and communication</i>	3.83	1.0
<i>Monitoring and evaluation</i>	2.29	1.0
<i>Sub-national</i>	0.00	0.5
<i>Sector specific</i>	2.00	0.5
<i>Relevance to FDI</i>	4.00	1.0
<i>Post-conflict/disaster/crisis</i>	2.00	1.0
<i>Development Partners</i>	2.75	1.0

PPD SCORE

3.67

Benin CPI - Evaluation Wheel 2012



Exercise

Your PPD Evaluation Wheel

(Exercise on computer PPD Evaluation Tools_2010.xls file,
to be downloaded from www.publicprivatedialogue.org)

2. PPD Reform Process Table

Reform Impact: PPD Reform Process Table

- ❑ We measure the impact on the reform process using a tool called the “**Reform Process Table**”, which divides the Reform Process into five areas:
 1. Issue Identification and Prioritization
 2. Solution Design
 3. Advocacy and Handover to Public Sector
 4. Legislative / Executive Process
 5. Implementation, M&E and Follow-up

- ❑ For each of these steps, the PPD’s impact on a given reform is scored as follows and summed up:

0	the PPD has no impact on this step
1	this step benefited from input from the PPD
2	the role of the PPD was crucial in the accelerating this step
3	the PPD was solely responsible for this step

	Issue Identification + Prioritization	Solution Design	Advocacy and Handover to Public Sector	Legislative / Executive Process	Implementation, M&E, Follow Up
Private Sector: Capacity	<ul style="list-style-type: none"> * PS is able to identify the issue and its root causes * PS is able to articulate issue and arouse interest 	<ul style="list-style-type: none"> * PS has capacity to research and analyze * PS is able to access necessary expertise 	<ul style="list-style-type: none"> * PS is capable of preparing, presenting and advocating to Public Sector 	<ul style="list-style-type: none"> * PS capacity to provide input to legislative/executive process 	<ul style="list-style-type: none"> * PS capacity to monitor, measure and analyze the reform
Private Sector: Confidence	<ul style="list-style-type: none"> * Confidence to share - trust in fellow PS 	<ul style="list-style-type: none"> * PS confident to present and support the issue * PS not feels threatened * Issue not too politically contentious 	<ul style="list-style-type: none"> * PS confident to engage in discussions with officials at ministerial and cabinet levels 	<ul style="list-style-type: none"> * PS is confident to engage in discussions with government officials at parliamentary level 	<ul style="list-style-type: none"> * PS can access the reform without prejudice
Private Sector: Access	<ul style="list-style-type: none"> * Channel exists to raise issue among PS * Mechanism exists for PS to achieve consensus 	<ul style="list-style-type: none"> * Access to concerted solution design with Government 	<ul style="list-style-type: none"> * PS has access to Government to comment, amend and initial draft laws 	<ul style="list-style-type: none"> * PS has opportunity and access to Government to modify draft laws 	<ul style="list-style-type: none"> * Government capacity and will to enforce the reform (e.g. no entrenched interests overturn)
Government: Capacity	<ul style="list-style-type: none"> * Gov has access to relevant data and knowledge * Resources are available 	<ul style="list-style-type: none"> * Gov has access to relevant expertise * Resources are available 	<ul style="list-style-type: none"> * Gov capacity to engage on substance with the PS on the issues they forward 	<ul style="list-style-type: none"> * Capacity and power to put the issue on the agenda and convince other agencies, parliament and political parties 	<ul style="list-style-type: none"> * Capacity to coordinate with other agencies * Budgets are made available
Government: Willingness	<ul style="list-style-type: none"> * Issue strongly affects the Government * PS lobbying has taken place 	<ul style="list-style-type: none"> * Necessary internal Gov conferral has taken place 	<ul style="list-style-type: none"> * Gov willingness to be accountable to PS on the issues they forward 	<ul style="list-style-type: none"> * Gov willing to risk political capital * Lack of internal vested interests * Alignment between ministries, parliament and parties 	<ul style="list-style-type: none"> * Relevant Ministry (staff) has incentives to implement
Government: Opportunity	<ul style="list-style-type: none"> * Inputs from the PS are available 	<ul style="list-style-type: none"> * Government has opportunity to mobilize the administration to address the technical side of issues forwarded 	<ul style="list-style-type: none"> * Gov has mobilized the appropriate institutional structure to respond to PS on the issues they forwarded 	<ul style="list-style-type: none"> * Sufficient coordination among Government entities * Proposal is consistent with legal constitutional demands 	<ul style="list-style-type: none"> * Government opportunity to disseminate new implementation procedures to PS * Government opportunity to monitor and evaluate the implementation

Exemple of the Mekong PPD evaluation: Reform process tables

Cambodia

Issue	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	Average
1.0	-	-	1.0	2.0	1.0	2.0	2.0	3.0	-	-	2.0	2.0	1.0	1.5
2.0	-	-	1.0	1.0	1.0	-	-	-	-	-	-	2.0	-	0.5
3.0	-	-	1.0	2.0	2.0	2.0	1.0	3.0	1.0	2.0	-	-	1.0	1.4
4.0	-	1.0	1.0	1.0	1.0	2.0	1.0	2.0	2.0	-	-	1.0	-	0.9
5.0	-	1.0	1.0	2.0	2.0	3.0	2.0	2.0	-	1.0	-	2.0	-	1.2
6.0	-	-	-	2.0	1.0	2.0	-	3.0	-	2.0	-	3.0	-	1.1
Average	-	0.3	0.8	1.7	1.3	2.2	1.5	2.6	0.6	1.0	0.4	2.0	0.3	1.1

Lao PDR

Issue	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	Average
1.0	-	-	1.0	1.0	-	2.0	-	2.0	-	-	-	-	-	0.5
2.0	-	-	1.0	1.0	-	2.0	1.0	1.0	-	2.0	-	-	-	0.6
3.0	-	-	1.0	1.0	-	1.0	1.0	2.0	2.0	-	-	-	-	0.6
4.0	-	-	1.0	1.0	1.0	2.0	2.0	2.0	-	-	-	-	-	0.7
Average	-	-	1.0	1.0	0.3	1.8	1.0	1.8	0.5	0.5	-	-	-	0.6

Vietnam

Issue	1	2	3	4	5	6	7	8	9	10	11	12	13	Average
Circular 100	-	-	-	2	2	2	2	2	1	1	1	-	-	1.0
CIL	-	-	-	1	1	1	1	1	1	1	-	-	-	0.5
Dual	-	-	-	2	2	2	2	2	-	-	-	-	-	0.8
PIT	1	1	1	1.5	1.5	1.5	1.5	1.5	-	-	-	-	-	0.8
UEL	-	-	-	1.5	1.5	1.5	1.5	1.5	1	1	1	1	1	1.0
Average	0.2	0.2	0.2	1.6	1.6	1.6	1.6	1.6	0.6	0.6	0.5	0.3	0.2	0.8

- 0** The PPD had no impact on step
- 1** Step benefited from input from PPD
- 2** PPD was crucial in accelerating step
- 3** PPD was solely responsible for step

Cambodia

Scanning at Sihanoukville Port
 VAT Refund on Goods Destined for Export
 Garment Tax Holiday Extension
 Banking Sector Ratios and Licensing
 Siem Reap Ring-Road No. 6
 Accommodation Tax

Lao

Timber for wood-based manufacturing
 Tourist visas
 Tourist tax
 Speedboat controls in Luang Prabang.

Vietnam

Circular 100
 Common Investment Law
 Dual pricing
 Personal Income Tax
 Unified Enterprise Law

PPD Liberia: Reform Process Table

Name of Reform	Reform Process Step 1: Issue Identification + Prioritization					
	PS Capacity	PS Confidence	PS Access	Gov Capacity	Gov Willingness	Gov Opportunity
Administrative processes	1	2	1	1	1	1
Investment Law	1	2	1	2	2	1
Name of Reform	Reform Process Step 2: Solution Design					
	PS Capacity	PS Confidence	PS Access	Gov Capacity	Gov Willingness	Gov Opportunity
Administrative processes	1	2	2	0	0	1
Investment Law	1	2	1	0	1	1
Name of Reform	Reform Process Step 3: Advocacy + Handover to Public Sector					
	PS Capacity	PS Confidence	PS Access	Gov Capacity	Gov Willingness	Gov Opportunity
Administrative processes	2	2	2	2	2	1
Investment Law	1	1	3	1	1	1
Name of Reform	Reform Process Step 4: Legislative / Executive Process					
	PS Capacity	PS Confidence	PS Access	Gov Capacity	Gov Willingness	Gov Opportunity
Administrative processes	2	1	2	2	1	1
Investment Law	1	2	2	1	2	1
Name of Reform	Reform Process Step 5: Implementation, M&E, Follow Up					
	PS Capacity	PS Confidence	PS Access	Gov Capacity	Gov Willingness	Gov Opportunity
Administrative processes	1	2	1	0	1	2
Investment Law	0	2	0	0	0	2

PPD Liberia Reform Process Table

Name of Reform	Reform Process Step				
	Issue Identification + Prioritization	Solution Design	Advocacy + Handover to Public Sector	Legislative / Executive Process	Implementation, M&E + Follow Up
Administrative processes	1.16	1.00	1.83	1.50	1.17
Investment Law	1.50	1.00	1.33	1.50	0.67
AVERAGE	1.33	1.00	1.58	1.50	0.92

Exercise

Your PPD Reform process Table score
(Exercise on computer PPD Evaluation Tools_2010.xls file,
to be downloaded from www.publicprivatedialogue.org)

3. PPD Scorecard

Output Performance: PPD Performance Scorecard

- Tracks outputs for both a specific period of time (every 6 months) as well as since inception.

Period	Outputs					
	# of WG meetings held	# of plenary meetings held	# of reforms proposed in all WGs	# of reforms recommended for enactment by Government	# of reforms enacted	# of reforms implemented
Current 6 months	10	2	20	12	7	5
Current 6 months				60%	58%	71%
Previous 6 months	8	2	16	12	9	5
Previous 6 months				75%	75%	55%

PPD Vietnam Performance scorecard

Development Results Summary*

Component	Indicator	Inception till Previous Period [FY2012Q2]		Current Period [FY2012Q4]		Cumulative	
		Target	Result	Target	Result	Target	Result
Whole Project	Number of participants in workshops, training events, seminars, conferences, etc.	10000	11364			10000	11364
	Number of procedures/policies/practices/standards proposed for improvement or elimination	610	693			610	693
	Number of women participants in workshops, training events, seminars, conferences, etc.	3500	3918			3500	3918
	Number of workshops, training events, seminars, conferences, etc.	160	194			160	194
Whole Project	Number of entities that implemented recommended changes	2	2			2	2
	Number of recommended laws/regulations/amendments/codes enacted	72	73			72	73
	Number of recommended procedures/policies/practices/standards that were improved/eliminated	225	227			225	227
	Value of aggregate private sector savings from recommended changes (US\$)	200000000	237000000			200000000	237000000

*includes IDG indicators

4. PPD Logical Framework

Tracking Improvement Over Time – PPD Logical Framework

- The PPD Logical Framework incorporates all of the above contents of the chapter into a single set of indicators to monitor the performance (and improvement) of the PPD over time.
- It assesses two factors: (1) how well the PPD is working; and (2) what the PPD is doing or delivering.

Expected Project Components / Activities	Performance Indicators			
	Activities	Expected Output	Expected Outcome	Expected Impact
1. Creation / setup / reengineering / improvement of a PPD process	# of new laws/regulations/amendments drafted or contributed to the drafting # of procedures, policies, practices recommended for improvement or elimination # of workshops, training events, seminars, conferences # of participants in workshops, training events, seminars, conferences # of women participants in workshops, training events, seminars, conferences	Creation or renewed mandate of a PPD institutional mechanism # of recommended procedures/policies/practices that were improved or eliminated # of recommended laws/regulations/amendments/codes enacted New or improved PPD institutional mechanism becomes operational	Improvement in the application of the PPD Charter of Good Practice by PPD institutional mechanism Change in the score obtained in the PPD Evaluation Wheel Improved enactment rate of reforms proposed by PPD Number of reforms put forward for enactment by PPD Number of reforms put forward for enactment by PPD that were enacted Improved impact of PPD on the reform process Change in the Reform Process Table Score	Value of aggregated private sector savings from recommended changes (US\$)
	# of reports (assessments, surveys, manuals) completed	Number of PPD-sponsored reforms or initiatives proposed for enactment by the PPD	Number of PPD-sponsored reforms or initiatives enacted which were directly supported by the PPD	

Exercise

Open Word, create a table, and design your own logical framework

Evaluating impact

Different types of evaluations

1. Non-experimental

Post-program judgment/expert opinion. (PPJ) Here the program participants are consulted after the intervention and asked to estimate the extent to which performance was enhanced as a direct result of the program

Before & After assessment (BAA). As the name suggests, this is a way to measure change by consulting with the program participants and measuring program indicators before (baseline data/information) and after receiving the intervention.

2. Quasi-experimental

These approaches compare intervention participants and some form of non-intervention control or comparator group both before and after the intervention. Different rationales are used to assign control groups but this is undertaken in a non-randomised way.

3. Experimental

This approach looks at two groups before and after the intervention. There should be random assignment of the population into the project or treatment group who receive the intervention services and a control group, who do not.

Exemple of the Mekong PPD evaluation: Putting numbers on results, and trying to compare costs to benefits

Time for Export and Import in Cambodia or Employing Workers in Vietnam

→ **Sub-indicators positively influenced**

Annual private sector's pro bono input = \$950,000; IFC/donors input = US\$345,000

→ **private sector values the PPDs at levels exceeding the donor funding**

Private sector savings (past 5 years, sample of 15 reforms): US\$237.9M in Vietnam; US\$69.2M in Cambodia; US\$2.7M in Laos

→ **US\$309.8M**

Based on the direct impact evaluated, Return on Investment or the private sector gains for each dollar invested in the partnerships by the IFC/donors across the three countries is at least US\$291.

→ **US\$1 ROI = US\$291**

Getting Baseline Data

(**exercise**, participants go online)

Cost Benefit Analysis

The “back of the envelope” technique

(**Exercise** on computer with Back Of The Envelope BOTE.xls file)