

*Results-Based M&E &
Risk Mitigation Strategies
in Implementation:
Nigeria Financial Sector*

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Critical Questions for Building Good Results-Based M&E Systems



1. What does success look like?

Formulate PDO & define outcomes

2. How will we know it when we see It?

Select SMART performance indicators

3. How close are we to getting there?

Gather baseline data & set specific targets

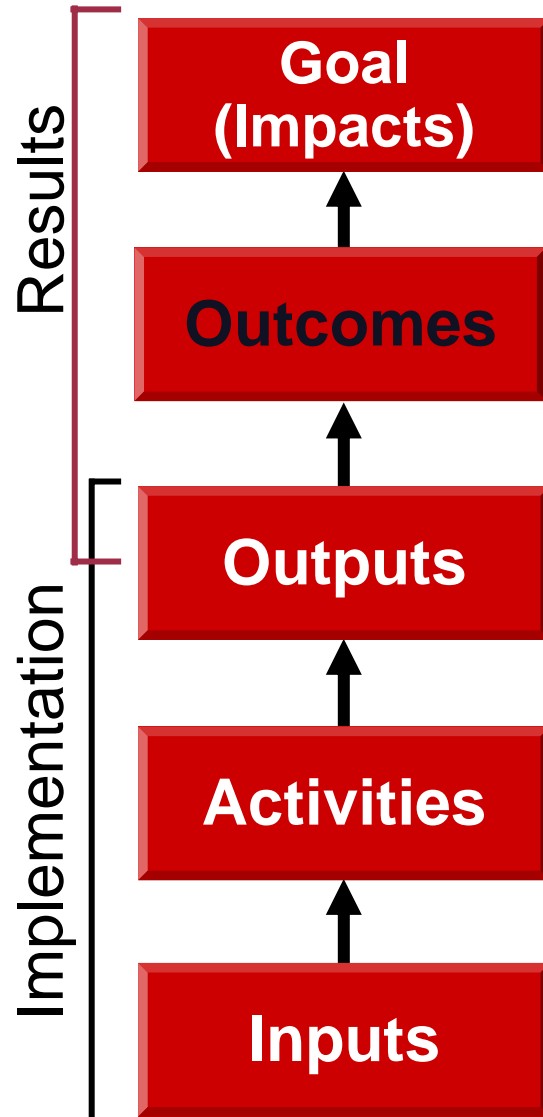
5. Will we be able to tell if we are on-course?

Build an effective M&E system to regularly collect data to assess & report on progress

6. What are we learning to support scale-up and result achievement?

Evaluation studies

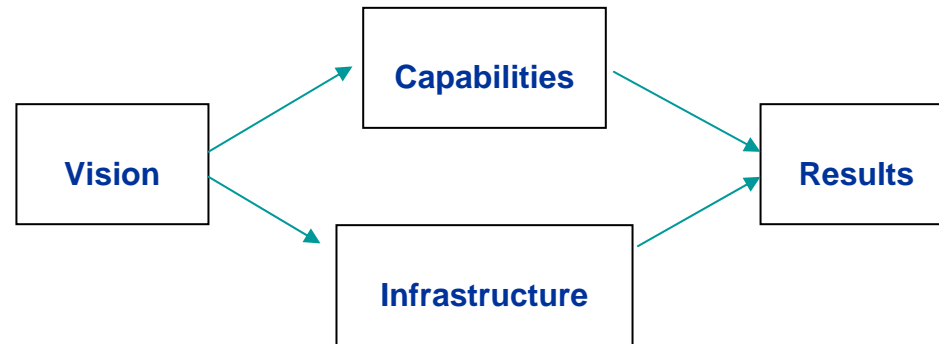
The Logical Framework



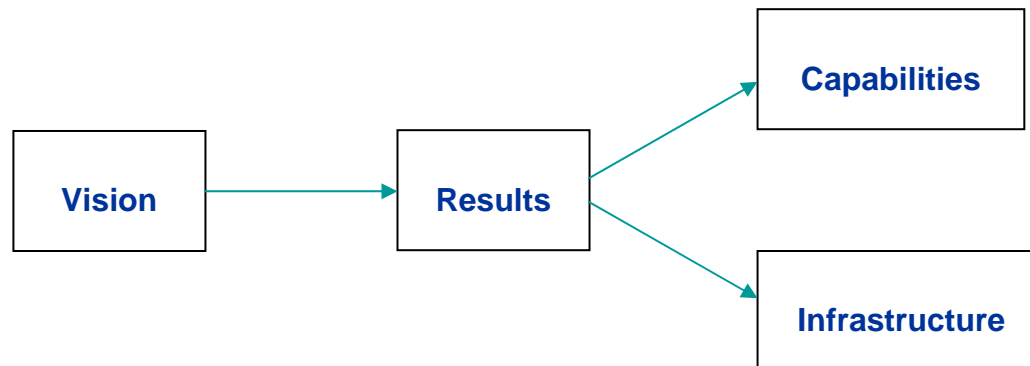
- Long-term, widespread improvement in society
- Intermediate effects of outputs on target groups
- Products and services produced
- Tasks personnel undertake to transform inputs to outputs
- Financial, human, and material resources

Approach: Key Shift

- Traditional approaches to change and improvement:



- The *Rapid-Results Approach*:



Agricultural Technology Project in Nicaragua

Program Activities

Strengthen key institutions in the Govt.

Set up competitive fund to subsidize private services

Strengthen Nicaraguan Institute for Agricultural Technology

Pilot education/training for technical service providers

Establish information system to identify farmer needs

July 2000

Increase milk sales from 500 to 1500 gallons per day in 60 small & medium producers in Leon in 120 days

Improve productivity of 20,000 farmers by 30% in 4 years

Agriculture: examples of vertical results

Increase grade A milk production from 600 to 1600 gallons per day in 60 small and medium size producers in Leon, in 120 days

Ensure that by October 15, 2002, 80% of the enhanced seed is available in distribution warehouses, and coupons are in the hands of targeted beneficiaries

Increase pig weight in 30 farms by 30 % in 100 days, using enhanced corn seed plus increased chicken productivity by 20%

By Oct 30, incorporate Marango as an alternative for pig feeding in 15 farms in Pacific Area – and establish 5 purchase agreements for the pigs

Within 100 days, ensure 150 small and medium size producers in the El Sauce region have commitments to contract for technical services, with 5-15% co-financing

Activity vs. Results Oriented Goals

Introduce “parents awareness” program in Bogota schools, targeting absenteeism and after-school support.

VS

Reduce absenteeism in fifth and sixth grades in three public schools in low-income districts in Bogota by 30% in 90 days.

Activity vs. Results Oriented Goals

During month of June (three months away), achieve 100% “on-time” shipment performance without increasing inventory.

VS

Train hourly staff on quality improvement tools over next six months.

Activity vs. Results Oriented Goals

Develop new math curriculum and introduce in public schools in Ivory Coast next academic year.

VS

Increase passing rates on national math exams in 5 towns from 50% to 70% in next exam cycle (in 5 months).

Activity vs. Results Oriented Goals

Train all bank managers in on prudent fiscal management (quality, reengineering,...) within three months.

VS

Reduce by an average of 15% the operational costs of five major banks in six months.

Activity vs. Results Oriented Goals

Implement reorganization plan to reduce transaction costs related to processing a loan by April 2007.

VS

Reduce time to process a new mortgage loan from 6 weeks to 2 weeks by April 1, 2007.

Activity vs. Results Oriented Goals

Train all bank managers in major Mexican banks on prudent fiscal management (quality, reengineering,...) within three months.

VS

Reduce by an average of 15% operational costs of five major banks in Mexico City in six months.

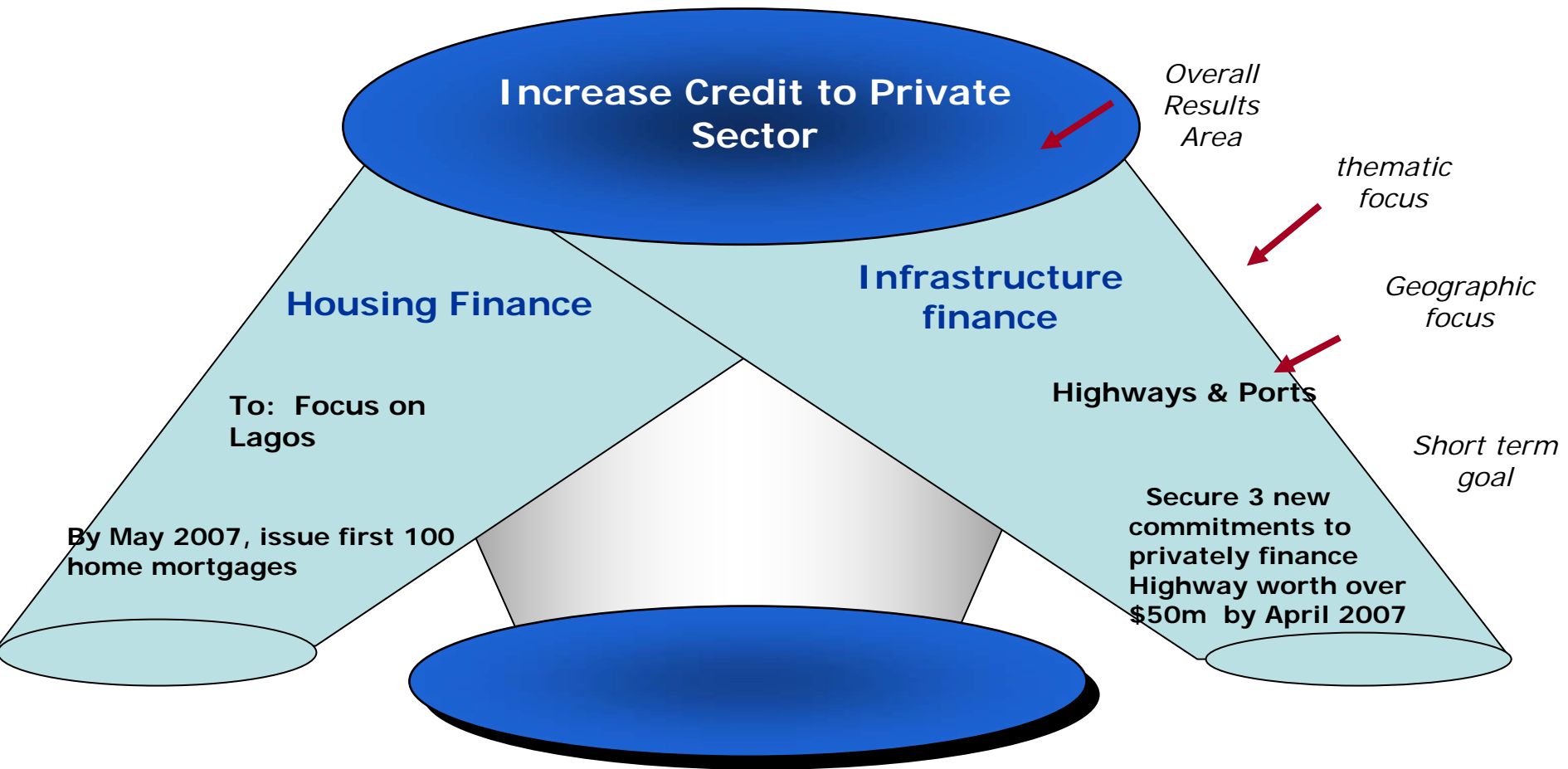
Activity vs. Results Oriented Goals

Reduce the time it takes to fix leaks from 1 week to one day in 4 months

VS

Install new tracking software on number of water leaks in Nairobi within four months.

From Aspiration to Results



Establishing new Housing Finance

Program Activities

Settle ownership rights/foreclosure

Resolve arbitration system

Supply of housing up for mortgages

Establish LT Financing Schemes/Secondary market

Develop new instruments at retail level

Jan 2007

Finance 100 new mortgages
in Lagos by June 1, 2007

Increase Housing
Finance to 1 billion
dollars

Possible intermediate outcomes

- ❑ Increase number of mortgages in x states, by \$10m in 3 months.
- ❑ Increase amount of mortgages financed from 60 to 70 or 80 % of value of property
- ❑ Reduce amount of time it takes to process a mortgages from 6 months to 1 in 4 months..
- ❑ Issue 300 new commercial mortgage loans in Lagos by July 2008 (4 months from date)
- ❑ Issue 500 new mortgages to less creditworthy borrowers/low income borrowers in next 90 days.

Jeha, the King, and the Donkey...

Learning Program Activities

Study braying patterns to detect nuances in pronunciation

Lead study tour to other districts

Design "bray-to-alphabet" mapping program

Implement daily training program on "b2a" conversion

Establish incentive system

Change environment of donkey: live with human family

Today

RRI?

Today + 10 years

King's Donkey able to communicate in Arabic, at first-grade level

Factors that impede implementation/change

- Convergence on goals and priorities
- Credibility and political capital
- Experience mobilizing people to undertake large-scale efforts
- Level of urgency to make change happen
- Motivation for change
- Ownership of the issues and solutions
- Technical abilities
- Incentives structure
- Results-orientation
- Culture of implementation: action-orientation

Integration Risks

- ❑ Even if all activities figured out in advance, and perfectly implemented, achieving the overall goals requires integration across organizational boundaries.
- ❑ The sooner you get hands dirty in integrating these activities, the higher the chances of success.
- ❑ Vertical results designed to give teams, early in the process, the experience of integrating all the activities required to achieve the overall goals of the strategic plan.

Figure-out-ability Risks

- ❑ Strategic plans are hypotheses; Developed by breaking down goals, into activities that logically should add-up to these goals.
- ❑ Reality, other factors and activities necessary. For complex goals, impossible to figure out in advance.
- ❑ The sooner factors identified, the higher the chances of success.
- ❑ Vertical results are designed to accelerate the learning cycles required to figure out all the activities needed to achieve the overall goals of the strategic plan.

Afrinia Case Study

1. Identify key outcome (s)
2. List some enabling inputs, activities, outputs, process, etc. (horizontals)
3. Identify 1-3 intermediate outcomes (results) that are:
 1. Results oriented (not activities)
 2. Would make a difference in the lives of your target group or improve performance of an entity
 3. Linked to overall outcome
 4. Integrates activities
 5. Sharply defined and measurable
 6. Are exciting! You'd want to be on the team tackling that problem.

Nigeria Financial Sector Strategy

Program Activities

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Jan 2007

Increase.....