Towards a log frame for the Intra-OIC Trade Executive Programme

Casablanca, 27 February, 2013
Outline

• Snapshot on result based monitoring and evaluation

• Developing a log frame for the Executive Programme of the Road-Map for Achieving Intra-OIC Trade Targets
Result based monitoring and evaluation
What is a Result?

“Results are changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes (intended or unintended, positive and/or negative) that can be set in motion by a development intervention – outputs, outcomes and impacts.”

UN agreed terminology
What are Results?*

* UN harmonized terminology (based on OECD/DAC Glossary)

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What are Results?
Institution are performing more effectively/efficiently, delivering services in a consistent and resilient manner. Better functioning systems, structures, mechanisms, processes etc. in one or more areas: institutional arrangements; leadership; knowledge management; and accountability. People and communities are using the services and changing their behavior or norms, etc. Improved Performance: Institution are performing more effectively/efficiently, (delivering services) in a consistent and resilient manner. Increased Capacity: Better functioning systems, structures, mechanisms, processes etc. in one or more areas: institutional arrangements; leadership; knowledge management; and accountability. Capacity Development Processes: Stakeholder engagement, capacity assessments, capacity development strategies and change processes, change management. Change in Lives: Healthy, educated, employed, empowered people.
Results-Based M&E

**Planning**

- **Inputs**
  - What we invest
  - What we do
- **Outputs**
  - What capacities we help develop
- **Results**
  - What results we help achieve
- **Outcomes**
  - What we will see in lives of people in long-term
- **Impacts**
  - We help achieve
  - What we will see in lives of people in long-term

**Input-output M&E**

**Implementation**

**Results-Based M&E**

NOT Attribution!
Indicators

• Indicators describe how the intended results will be measured - accountability
• Objectively verifiable, repeatable measures of a particular condition
• They ensure clarification of what is meant by the result .......the fine print!
• Must be accompanied by baselines and targets
What are good indicators?

SPECIFIC
• Is the indicator specific (i.e. quality, time, target groups, baseline)?

MEASURABLE
• Will the indicator show desirable change?
• Is it a reliable and clear measure of results?
• Is it too sensitive to changes in policies and programmes?
• Do stakeholders understand/agree on exactly what to measure?

ACHIEVABLE
• Are the result(s) realistic and based on risk assessment, and other factors?

RELEVANT
• Is it relevant to the intended result?
• Does it reflect expectations and success criteria?

TRACKABLE
• Are data actually available at reasonable cost and effort?
• Can proxy indicators be used?
• Are data sources known?
<table>
<thead>
<tr>
<th>Goal</th>
<th>Context Indicators</th>
<th>Baseline</th>
<th>Target (ten years out)</th>
<th>Source/Frequency</th>
<th>Assumptions/Risks/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDCs’ integration into the global trading system with a view to contributing to poverty reduction and sustainable development</td>
<td>G1. LDC Members of WTO who have completed the accession process.</td>
<td>31 December 2009. 32 Members and 12 in accession.</td>
<td></td>
<td>Annual update from WTO.</td>
<td>It is recognized that the EIF may contribute towards progress on the context indicators but that direct attribution at this level cannot be established. No LDC that is active in the EIF moves into conflict or suffers from a major disaster (environment, food shortage, etc). Capacity building at country level has included strategic planning assessment and implementation approaches for gender, poverty and the environment.</td>
</tr>
<tr>
<td></td>
<td>G5. Gini-coefficient.</td>
<td>31 December 2009 or latest (tracked for each country).</td>
<td></td>
<td>National statistics.</td>
<td></td>
</tr>
</tbody>
</table>

**Example: EIF log frame**
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Context Indicators</th>
<th>Baseline</th>
<th>Target (end of programme phase)</th>
<th>Source/Frequency</th>
<th>Assumptions/Risks/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2.</td>
<td>Non-oil goods trade diversification.</td>
<td>3-year average as at 31 December 2009.</td>
<td></td>
<td>Customs data (collected quarterly) – COMTRADE database. (Note: WTO has data on this in the AIT country fact sheets).</td>
<td>The meaning of the term non-traditional exports is context-sensitive.</td>
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</table>

**Example: EIF log frame**
<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Target (end of programme phase)</th>
<th>Source/Frequency</th>
<th>Assumptions/Risks/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient institutional and management capacity built in EIF Countries to formulate and implement trade-related strategies and implementation plans</td>
<td>O1.1. Tier 1 ‘Support to NIAs’ project completed or under implementation in EIF Countries.</td>
<td>December 2009. (pre-DTIS, DTIS, DTIS update, ‘Support to NIAs’ preparation, support to NIA approved.)</td>
<td>That all EIF Board-agreed EIF Countries have an approved Tier 1 ‘Support to NIAs’ project by 2013. All three-year EIF Board-approved Tier 1 ‘Support to NIAs’ projects extended to full five years.</td>
<td>ES documentation updated on an annual basis.</td>
<td>Need to differentiate those countries in different stages of the EIF process. First target excludes countries that suspend the EIF programme. Second target under condition that proposals for extension of the Tier 1 ‘Support to NIAs’ projects have been submitted for approval by the EIF Countries. Active = those with either pre-DTIS, DTIS or ‘Support to NIAs’ project activities. Sufficient funds in EIFTF to include all LDCs that wish to join the EIF for a five-year programme.</td>
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<td></td>
<td>O1.2. Number (and per cent) of active EIF Countries with complete, up-to-date (less than three years old) validated DTIS Action Matrices.</td>
<td>December 2009.</td>
<td>100 per cent of active EIF Countries post-DTIS validation phase.</td>
<td>DTIS and Action Matrices. FP/NIU reports.</td>
<td></td>
</tr>
</tbody>
</table>
Developing a log frame for the Executive Programme of the Road-Map for Achieving Intra-OIC Trade Targets
M&E is not free of charge. It requires an investment.
Where are we?

- Implementation of the programme is loosely coordinated among the eight implementation partners

- Each of the six result areas (trade financing, trade promotion, trade facilitation, development of strategic commodities, capacity building and trade negotiations) appears to be standing on its own
Results areas (6)

1. Trade Financing: ITFC and ICIEC;
2. Trade promotion: COMCEC, ICDT, ITFC and ICCIA;
3. Trade facilitation: COMCEC, OIC, ICDT, OISA, ITFC and ICCIA;
4. Development of Strategic Commodities: ITFC, ICDT and SESRIC;
5. Capacity Building: SESRIC, ITFC, ICCIA and ICDT;
6. Trade Negotiations: COMCEC and ICDT.
Where are we?, cont.

- ICDT has identified some indicators (ICDT Progress Report page 9), but in the absence of a consolidated programme, these remain broad.

- Indicators are not articulated along goals/impacts outcome/results and outputs.

- The M&E management framework is not clearly defined, including responsibilities.
Actions to develop a strong M&E

1. Develop a log frame with indicators based on the 6 identified results areas

2. Review log frames of the different projects (if any) and initiatives for consolidation and alignment

3. Assign responsibilities and resources in the collection and management of M&E information
The way forward

An evaluation without a log frame and sound governance arrangements is not a good idea. First develop a M&E framework!

A governance and coordination assessment might be required to take forward actions previously identified.