



D.2. PROJECT MANAGEMENT GUIDELINES: THREE STEPS TOWARDS EVALUATING PPD

Setting up and conducting an evaluation framework for PPD can effectively follow a generic three-step approach.¹⁹

D.2.1. Step One: Design of the M&E project brief

A project brief for the M&E exercise consists of the following elements:

- (a) Background information about the PPD, and the context under which the M&E exercise takes place.
- (b) Defining the basic questions that need to be addressed by the M&E framework, the main indicators and how they can be verified;
- (c) A description of the approach, methods and tools for the M&E framework. The following methods and tools provide a generic menu:

Methods	Possible Tools
Desk-study	- Checklists
Interviews (with internal and external stakeholders)	- Open and closed questions techniques
Questionnaires (internal and external stakeholders)	- Most Significant Change Interview format
	- List of open and closed questions and control-questions (clusters and constructs)
	- (Self-) assessment questionnaires
	- Statistical software to process information
	- Written and digital channels to collect and process information from questionnaires
Observation (Site-visits and observing meetings)	- Models and formats to structure information
Focus group meetings (for analysis and/or validation and discussion of findings)	- Facilitation techniques
Debriefing and feedback	- Visual formats to organize and present data in focus group meetings
	- Facilitation techniques
	- Feedback and confronting techniques
Reporting	- Format for M&E reporting
	- Matrix to analyze information requirements of stakeholders in the M&E process

From the menu above, a minimal set of methods and corresponding tools needs to be selected to ensure that data can be collected and analyzed on input, output, outcomes and impact. In addition to this, some methods and tools are also needed to acquire data on the process.

The elements in bold in all cases need to be part of the M&E framework; the other elements can be selected depending on available budget.

- (d) A budget that balances the available resources for M&E and the needs of the M&E framework. The final two phases are iterative. If the methods and tools selected surpass the available budget, new and more restrictive choices have to be made on the methods and tools to be used.

¹⁹ The three-step approach in this section is presented generically. Most steps and instruments described in sections 1&2 can be applied both for monitoring and evaluation. However the focus in this chapter (particularly in the sections 3 to 6) is on evaluation. Remarks and suggestions with steps, approaches and frameworks with indicators and data-interpretation tools will mainly apply for their use for Evaluation purposes.

Once the right balance is found, the following elements can be added to the project brief:

1. A project management framework with a description of tasks and responsibilities for the internal stakeholders to conduct M&E on the PPD;
2. A description of competencies and tasks for an external consultant to co-conduct the M&E, and a description of the reporting format, deliverables, time-path and available resources for the M&E process in a ToR.

Sample ToR instructions are provided in Annex D1.



This matrix outlines the main competencies an external consultant should have, and the main tasks that are associated with each:

Behavioral competencies	Tasks related with competency
Communication skills Capable of bringing across information and ideas in understandable language, verbal and written.	Interviewing Facilitation of meetings Report writing
Analytical skills Able to analyze a complex problem, situation or process and understands its causes.	Conduct the M&E, using specific approaches, methods and tools
Cross-cultural awareness Capable of understanding and mediating different cultural values and practices - in the public, private and civil sectors - in multi-stakeholder settings.	Facilitation of multi-stakeholder processes with participants of different sectors. Feedback and discussion of results of M&E exercise, and jointly developing with stakeholders follow-up actions in such a way that all stakeholders feel ownership of the process.
Creativity and enterprise Can recognize possibilities, come up with solutions and invent new methods when necessary. Willing to take calculated risks.	Develop recommendations that are relevant and applicable in specific development contexts and acceptable for different stakeholders involved.
Knowledge and Experience related Competencies	Tasks related with competency
PSD experience	Analyze M&E data and interpret in light of broader knowledge and experience in private sector development.
Previous work in developing countries and emerging markets	Analyze M&E data and interpret in the light of knowledge of social economic development processes and pro-poor economic growth.
Knowledgeable about PPDs	Analyze M&E data and interpret them in the light of relevant public-private dialogue and partnerships processes. Development of recommendations through cross-fertilization of relevant PPD experiences.
Technical expertise on M&E approaches and frameworks	Collect data, using sound M&E approaches and instruments. Correctly analyze data and develop conclusions and recommendations, showing a clean chain of reasoning.

When the tasks for the consultant in the M&E process are clear and the desired competencies have been identified, the final element can be put in place:

3. Selection, recruitment and briefing of external consultants.

The following matrix is helpful for developing the contents of the project brief.

Design Matrix: Planning research and developing a project brief	
Background information	<ul style="list-style-type: none"> - Short history of the PPD process - Describe the context of the PPD - Describe the stakeholders in the PPD, including the specific stakes they have in the process - Relevant available lessons learned (from previous M&E data)
Basic questions	<ul style="list-style-type: none"> - Define the information requirements of stakeholders involved in the PPD - Define the information requirements of initiators of the M&E process (facilitators and/or donors) - What is the program doing? Define a small set of generic “W” questions: What? Who? Where? When? Why? How?
Indicators and sources of verification	<ul style="list-style-type: none"> - Presentation (first outline) of generic indicators (output, outcome and impact level) - Indication of main sources of verification (available and/or to be developed in the M&E exercise)
Basic approach	<ul style="list-style-type: none"> - Focus on monitoring, evaluation or both? - Focus on process, results or both? - Focus on outputs, outcomes, impact or all? - Focus on hard, soft data or both? - Define level of involvement of stakeholders in the M&E process
Specific methods and tools	<ul style="list-style-type: none"> - Select basic methods and tools: desk-study, surveys, interviews, focus-group meetings and/or others
Task-division in M&E process	<ul style="list-style-type: none"> - Describe responsibilities and tasks of relevant persons involved in the M&E exercise
Time-line	<ul style="list-style-type: none"> - Define the timeline for the M&E process - Describe the main steps of the M&E process and indicate deliverables at the end of each step
Requirements of consultants	<ul style="list-style-type: none"> - Set out behavioral competencies, knowledge and experience-based competencies, and other formal requirements
Budget	<ul style="list-style-type: none"> - Budget - Sources of funding

D.2.2. Step Two: Conduct the data-collection

Step Two usually will take the bulk of the time and resources in the M&E process – particularly when one wants to evaluate the process and impact of a PPD, not all information will be readily available.

Under step one, a first selection of basic approaches and tools was made. In this step, specific instruments will have to be selected to ensure the M&E framework is coherent and reliable; guaranteeing reliability of objective (hard) data and sufficiently cross-checked inter-subjective (soft) data.

The following is a list of possible data collection methods, with a brief indication of the strong and weaker points of each of those methods.

Data collection	Description	Suitable for evaluation	Advantages	Disadvantages
Sample survey	Collection of data using questionnaires with a fixed format. Subjects: households (social-economic survey); a sector (farm management survey); or an activity (enterprise survey).	- Assessment	- Detailed data - Statistical significance - Reliable	- Time consuming - Expensive - Information is static
Case studies	Collection of data through regular interviews (e.g. once every month or fortnight) for a longer period (often a year).	- Assessment - Description	- Detailed data - Dynamic information - Very reliable	- Very time consuming - Expensive - Data usually not statistically significant
Tracer studies	Determination of effects of intervention over a longer period	- Assessment - Description	- Detailed - Reliable - Can track relationships over time	- Expensive
Record keeping	Data collected and recorded by interviewee	- Assessment	- Data collection is cheap - Very detailed information	- A lot of data to process - Danger of bias of interviewee
Rapid appraisal	Combination of data collection and instant appraisal in the field	- Description - Judgment	- Quick results - Relatively cheap because of concentration on essentials	- Can only be applied by experienced experts - Reliability and validity of information cannot be guaranteed
Visual observation	Observation of activities/results/ issues	- Description - Judgment	- Cheap and quick - Observation is free of bias	- Interpretation is difficult; can be a tendency to over-interpret - Can only be applied by experienced experts
Individual interviews	Collection of data through interviews with informers, "open" interviews or "structured" interviews, with questionnaires as part of a sample survey	- Description - Judgment - Facilitation	- Provides opinion of individual interviewees	- Time consuming - Bias of interviewees sometimes difficult to assess
Group interviews	Group discussion with informants. The interviewer acts as discussion leader	- Description - Facilitation	- Provides a clear insight into differences of opinion and how these are considered - Discussion may lead to further analysis	- Neutral position of interviewer sometimes difficult to maintain

In section 3, some of these instruments – the ones which are particularly relevant for M&E of PPD processes – are described in more detail.

D.2.3. Step Three: Writing the process evaluation and impact assessment

The final step in the M&E process is to draw up the report on the PPD process. In general, an impact report should:

- have clear separation of findings, conclusions, and recommendations;
- deal with inputs, outputs, outcomes, and impacts;
- tackle questions of relevance, efficiency, effectiveness, and sustainability;
- address the process;
- identify lessons to be disseminated; and
- balance between judgment, for accountability purposes, and learning.

Process evaluation and impact assessment reports on a PPD ideally should also contain information on:

- the organizational effectiveness and process development of the PPD;
- economic impacts of the PPD; and
- reform process impacts.

In sections 4, 5, and 6, each of these aspects of PPDs will be dealt with in detail.

The final report should be written in two stages. First, a draft final report should enable stakeholders to provide final comments on the findings and analysis – but not the conclusions and recommendations, which are the sole responsibility of the evaluator. After this feedback, the final report can be written.

D.2.4. Dissemination

Evaluation reports can contain a wealth of information from which many other actors can learn, so it is worth considering whether and how to disseminate these findings more widely than with the direct stakeholders of the PPD.

For the purposes of wider dissemination, the report might need to be edited to avoid confidential information being disclosed to third parties, and to ensure the report is understandable for readers who do not know the context of the dialogue.



Websites on PPD to consider for dissemination

www.publicprivatedialogue.org
rru.worldbank.org/Themes/BusinessEnvironment/
www.unglobalcompact.org
www.businessenvironment.org
www.pppue.undp.org
www.weforum.org
www.oecd.org/daf/investment/development
topics.developmentgateway.org/businessenvironment
rru.worldbank.org/Themes/BusinessEnvironment/
www.ifpri.org/themes/ppp/ppp.asp
www.haiweb.org/02_focus_c.htm
www.thewaterpage.com/ppp_debate.htm
www.isted.com/publications/english/partnership_port.htm