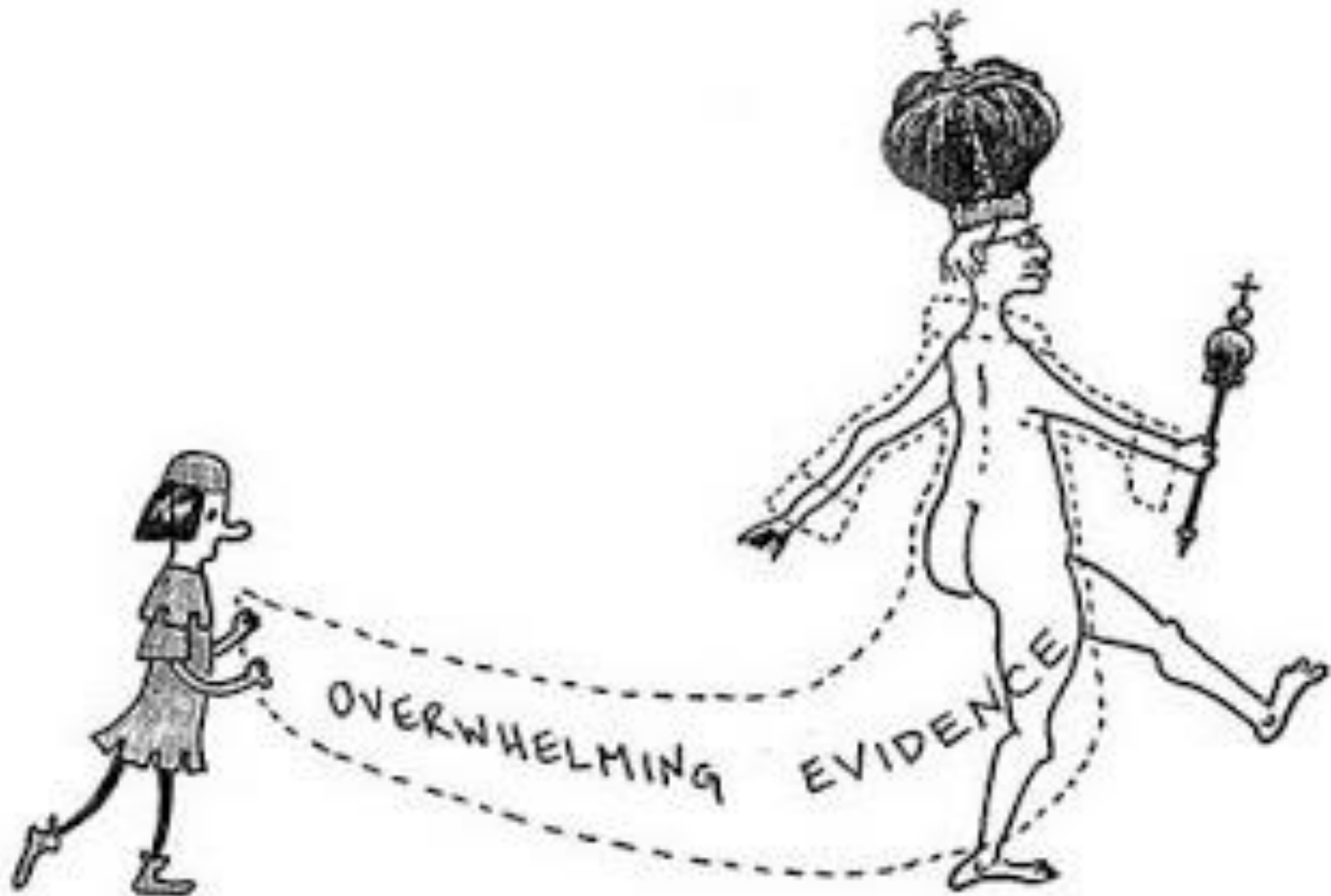
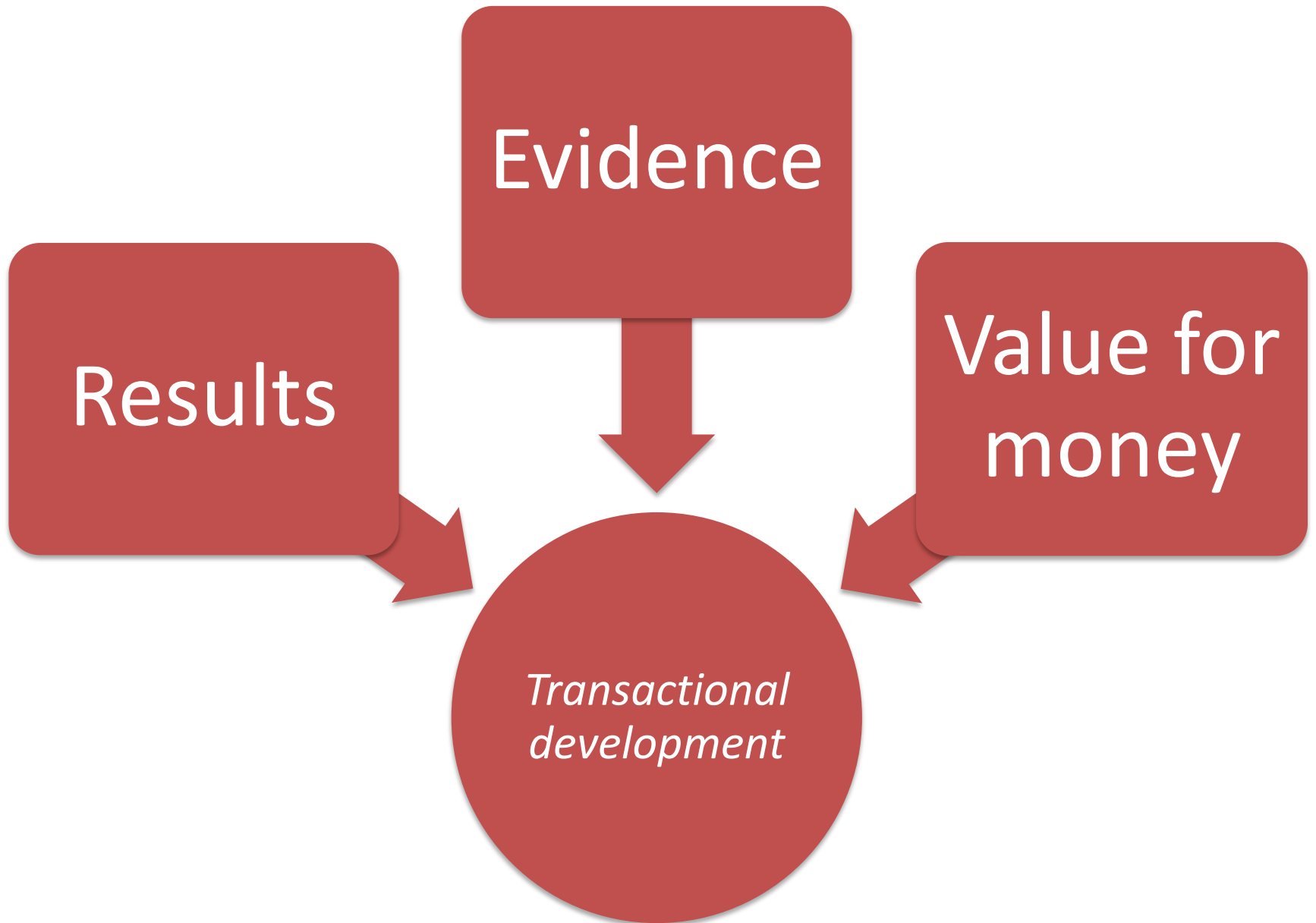


The drive for Results-Based Management and Value for Money: is there space to raise some critical questions?

Rosalind Eyben
Flemish Evaluation Society,
24 November 2014





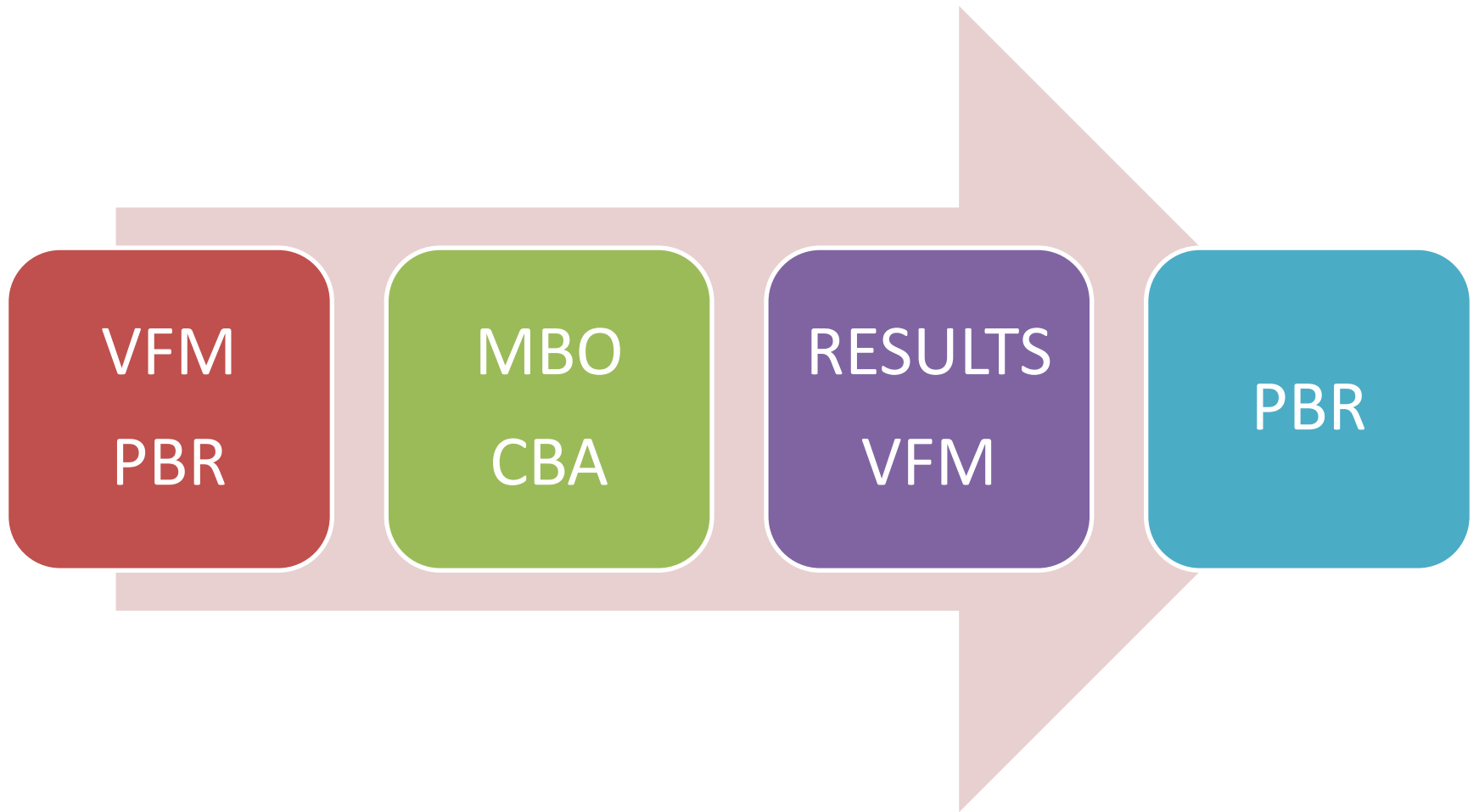
Outline

- ‘Results’, ‘evidence’ and ‘value for money’;
- These discourses in the development sector;
- Why so influential?
- The question of value: the heart of the debate.

'Results'

- Efficiency;
- Effectiveness;
- Pre-set objectives against which money is spent and success is measured;
- Key performance indicators;

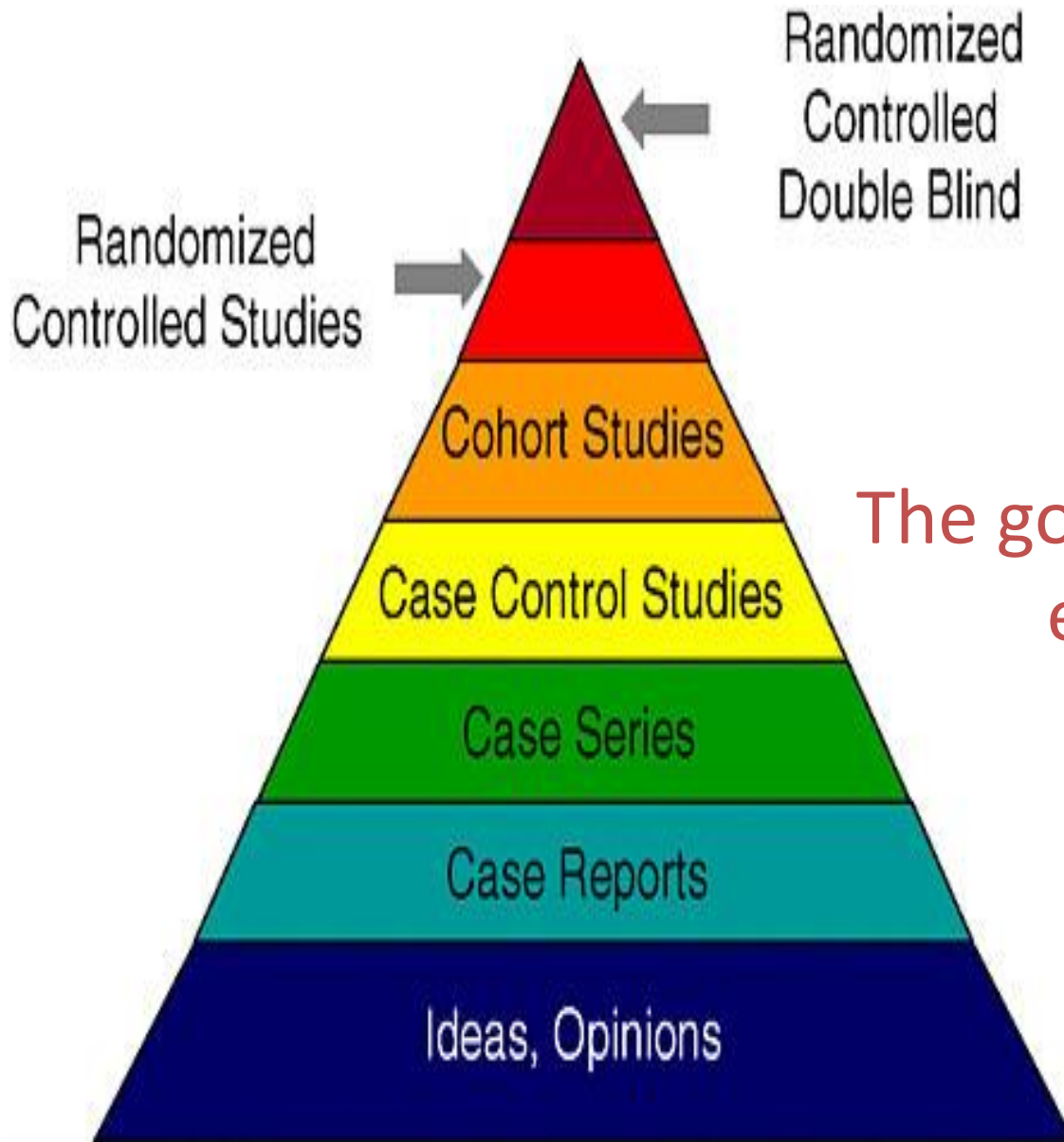
Back to the Future



'Evidence'.

- What works or doesn't work;
- Derived from medical research.
- Relatively recent discourse.





The gold standard of evidence

‘Value for Money’: a recent addition to the results & evidence family

An analysis of the relationships between the costs of inputs and values of outputs and outcomes to inform decisions to maximise impact.



These all share...

- A common understanding of causality and accountability;
- An assumption that evidence pertains only to measurable facts and that other kinds of knowledge have no value;
- A reductionism that categorises, counts and objectifies people as *individuals* requiring intervention and treatment;
- Claims to objectivity that hide the ideological underpinning that determines value.

How these discourses arrived in
the development sector.





Develop a global partnership for development



Eradicate extreme poverty and hunger



Achieve universal primary education




Ensure environmental sustainability

2015


MILLENNIUM DEVELOPMENT GOALS



Promote gender equality and empower women



Combat HIV/Aids, malaria and other diseases

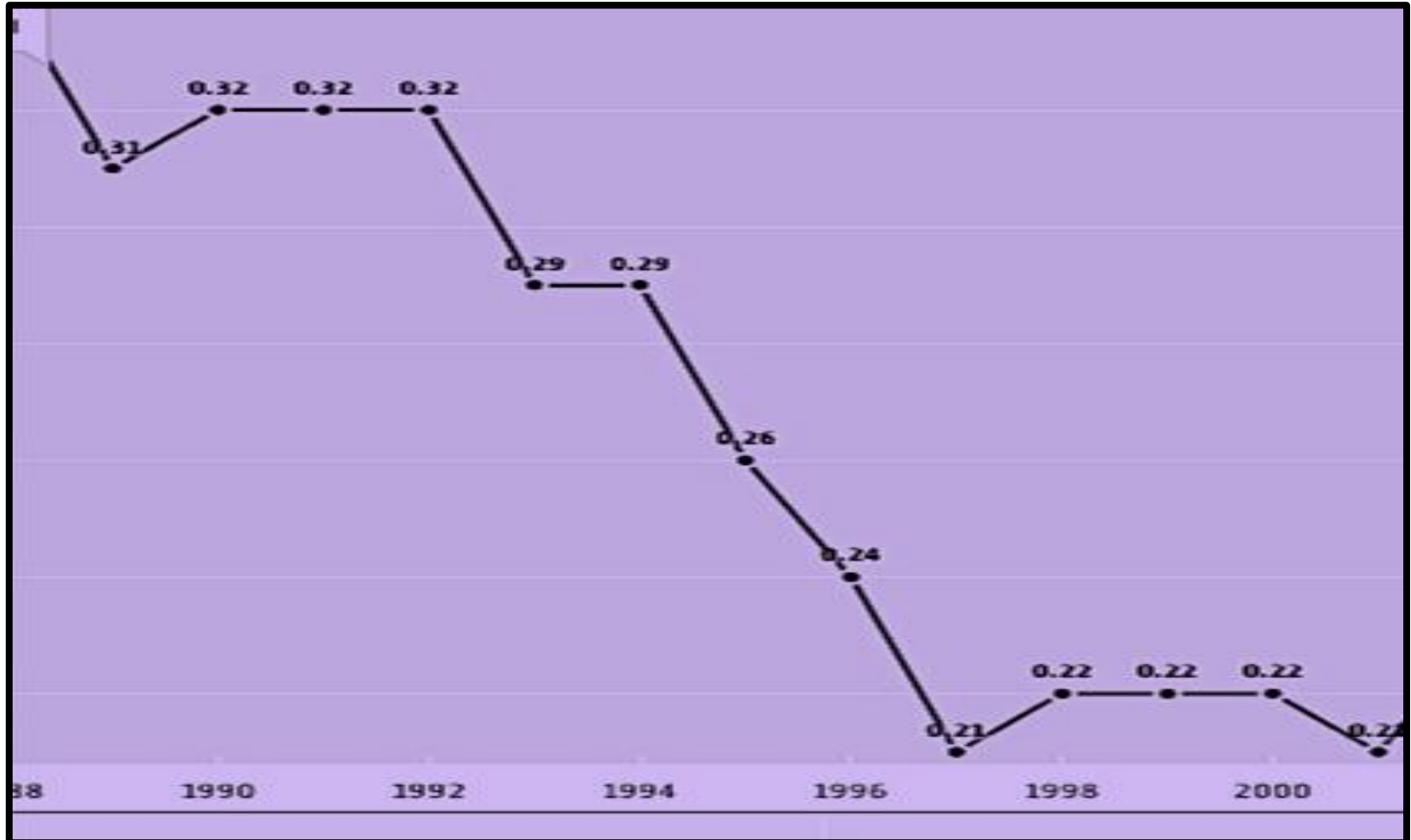


Improve maternal health



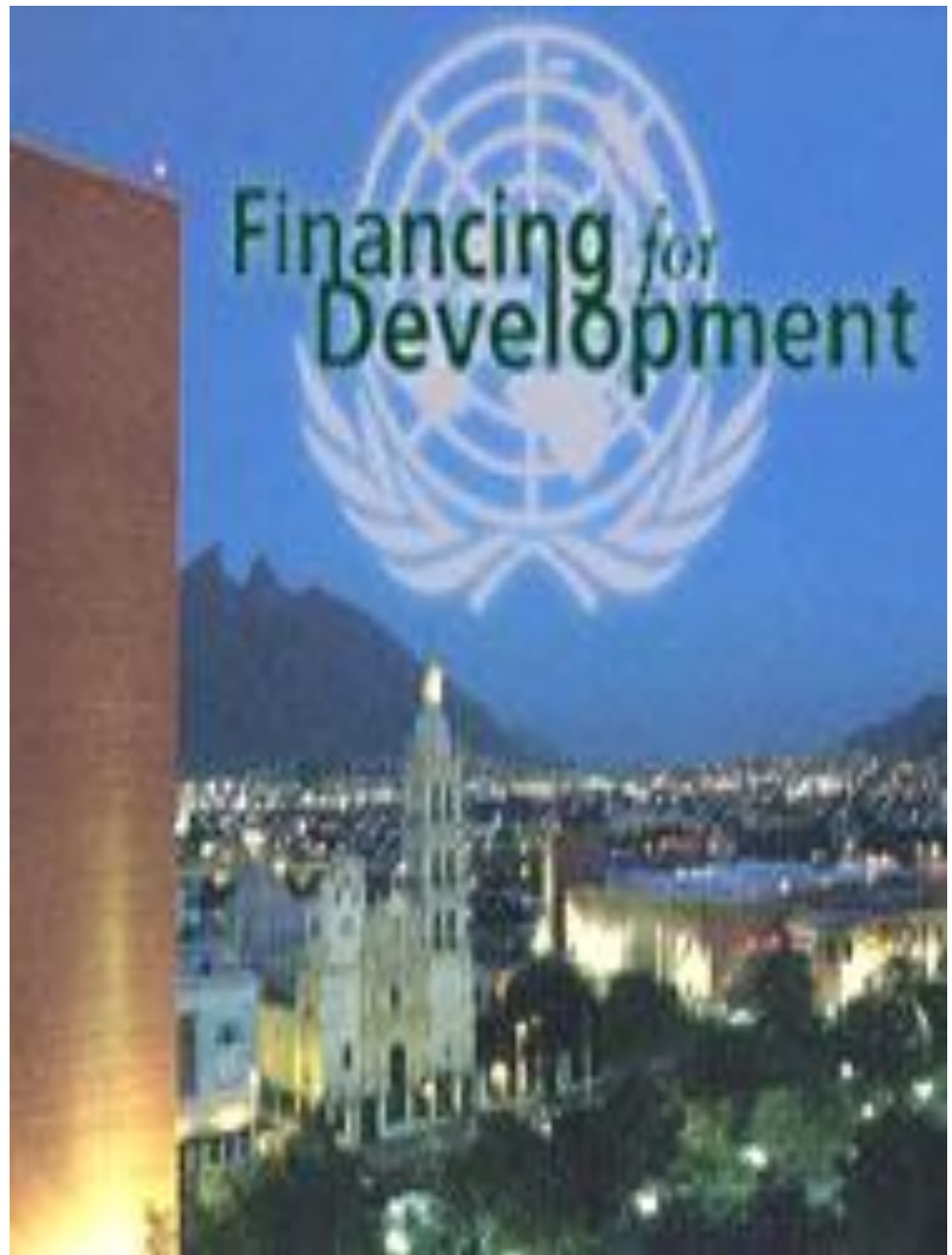
Reduce child mortality

Official aid 1989-2001 (percentage of gross national income)

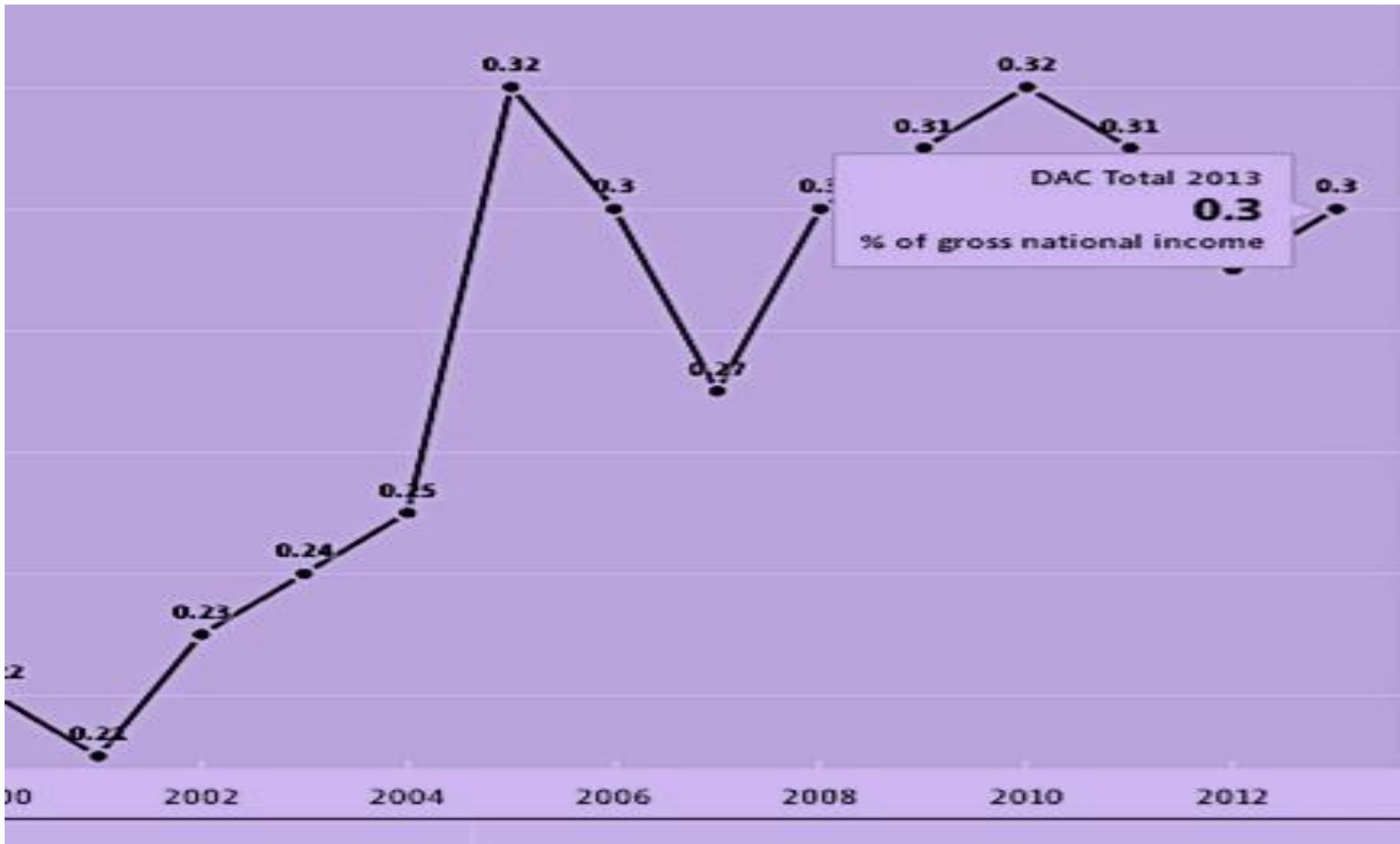




Monterrey Conference 2002



Aid that is 'simpler and smarter'



The rise of 'evidence' in the international development sector

ABDUL LATIF JAMEEL
Poverty Action Lab



International Initiative
for Impact Evaluation



Center for International Development
at Harvard University
EMPOWERMENT LAB

Systematic reviews [of RCTs] help answer the question of 'what works' in international development policy and practice, a question 'ever more important against a backdrop of accountability and austerity'. ODI 2012



ONE
BUDGET ITEM
WE NEED
TO INCREASE
...

...
THE
POLICE!

CUTS

Austerity

Enough!

- *“Our bargain with taxpayers is this. In return for contributing your money to help the world’s poorest people, it is our duty to spend every penny of aid effectively. My top priority will be to secure maximum value for money in aid through greater transparency, rigorous independent evaluation and an unremitting focus on results.”*

*UK Minister for International
Development, 2010*

Specific
Measurable
Achievable
Realistic
Time-bound



Critique of the 'evidence' discourse

- The 'how' of context and process is ignored;
- Assumes a linear cause-effect relationship;
- Risks researching and evaluating social-transformation as if testing efficacy of a pill;
- Deflects attention from the ideologies and values that shape policy and programming.

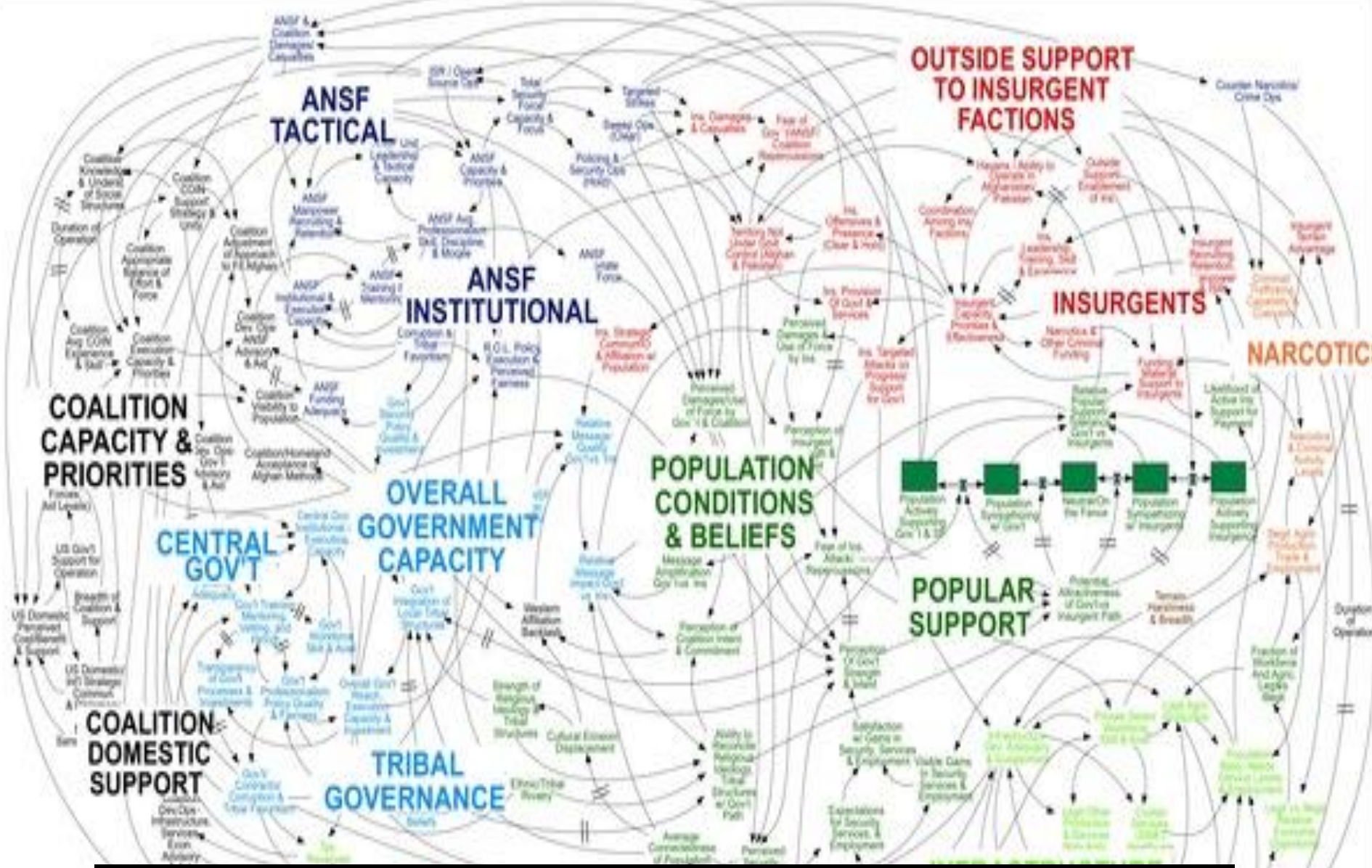
Critique of the 'results' discourse



- 'Sausage numbers';
- Cynical compliance accompanied by secret resistance;
- Perverse effects;
- Crowding out of less measurable activities;
- Limits understanding of process and the importance of quality relationships.

Why are these
discourses
so influential





The *urge for control* as a pathological reaction to the complexity of a dynamic and uncertain world;

‘We fight poverty at its roots... with simple, smart solutions’ **Oxfam 2012**



'Smart' solutions work for simple issues

- Broad agreement on the nature of the issue,
- Mutual understanding of what a solution would look like
- Bounded in terms of the time and resources required for its solution.
- Controllable



The *sector's* internal dynamics: competing for resources



Ability to show results helps secure public support for aid ?

Daily Mail

As Cameron attacks 'Bongo Bongo' MEP...

£1BILLION OF YOUR CASH TO HELP NIGERIA JOIN SPACE RACE

NIGERIA is spending millions to put a man into space - as Britain hands it more than £1 billion in foreign aid.

The oil-rich country, which has accepted £300million this year alone, has set in train ambitious plans to launch its own rockets. And the first Nigerian astronaut

By **Jack Doyle**
Home Affairs Correspondent

should be ready to join Russian, Chinese or American missions within the next two years.

Last night critics asked why Britain was, in effect, subsidising a space programme for a nation where 70 per cent of people live below the poverty line. This latest controversy came just two days after UKIP MEP Godfrey

Bloom ignited a fierce debate by saying it was folly to give billions in aid to 'Bongo Bongo land'.

Yesterday David Cameron said the remarks were offensive and accused Mr Bloom of being guilty of a 'stop the world I want to get off' approach to foreign aid.

The £1.1 billion Nigeria will receive over the five years of the Coalition is double the £500million set aside to prop up struggling accident and

Turn to Page 4

30p GET YOUR DAILY EXPRESS FOR JUST 30p
SAVE £1.20 A WEEK ON THE DAILY & SUNDAY EXPRESS

DAILY EXPRESS

Body shapers that give you a fabulous figure effortlessly



Rooney: Why I am leaving Man United

If Britain is so broke... FOREIGN AID BILL MUST BE CUT TOO

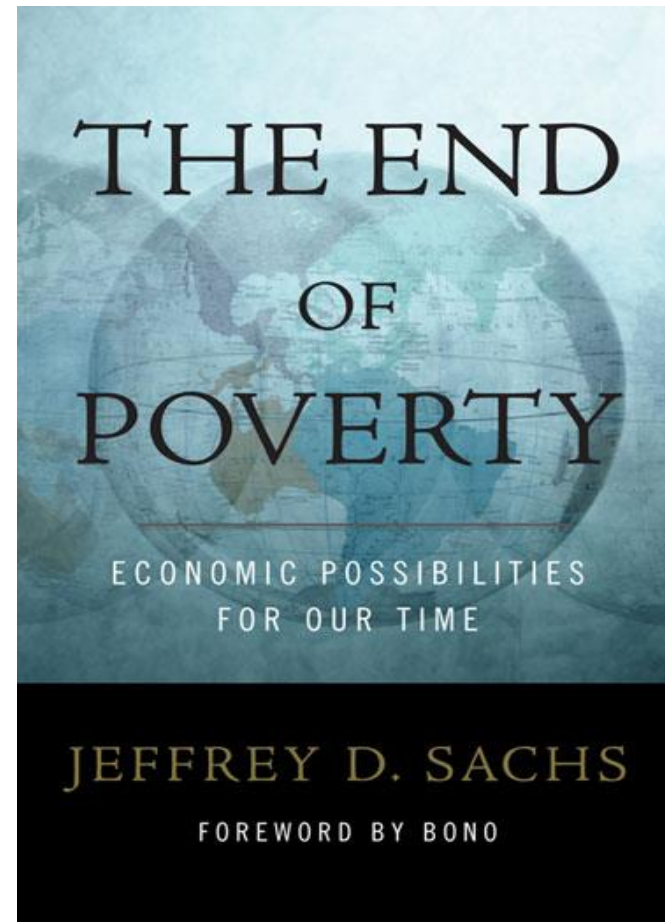


£100m heiress wins pre-nup court battle

The prevailing ideology of the market

28.400	▲	0.100	0.35%	513.000	1500	39.00
19.5125	▲	0.1425	0.74%	28.380	17600	28.40
54.4828	▼	0.6472	1.17%	19.510	13000	19.50
28.400	▲	0.100	0.35%	54.470	1100	54.40
16.770	▲	0.060	0.36%	28.390	17600	28.40
58.880	▲	0.050	0.08%	16.750	400	16.70
27.440	▲	0.200	0.73%	58.870	100	58.80
7.710	▼	0.040	0.52%	27.430	7200	27.40
43.630	▲	0.460	1.07%	7.700	39300	7.70
1.0522	▼	0.0026	0.25%	43.630	1900	43.60
27.440	▲	0.200	0.73%	1.052	0	1.050
7.710	▼	0.040	0.52%	27.430	7200	27.40
				7.700	39300	7.70
				43.630	1900	43.60

Medicine and Economics have long dominated the sector



Some international development actors promoting 'results', 'evidence' and VfM.

- Anglophone development agencies;
- Accountancy companies - e.g. KPMG, PWC – contracted to run large development programmes;
- Philanthro-capitalist foundations e.g. Gates;
- [Some] monitoring and Evaluation specialists in aid agencies;
- [Some] academic researchers.



VALUE

GLOBAL PARTNERSHIP FOR EDUCATION

RESULTS

68% OF GIRLS IN GPE COUNTRIES
NOW FINISH PRIMARY SCHOOL,
COMPARED TO 56% IN 2002



Power and Value

- Who controls the definition of a result or of impact and which kind is acceptable to whom?
- A struggle over value: what kind of education should children have?
 - Performance against measurable outcomes ***or***
 - A process that transforms their understanding of the world and empowers them to change it?

Approaches to development aid

Transactional

- *Aid* tries to achieve short term results;
- *Results* decided by and for donors;
- *Accountability* priority to donor country taxpayers;
- Everything is knowable and can be calculated
- Value is objective and measurable.

Transformational

- Changes in power relations in support of social justice;
- Decided by recipient governments/citizens.
- Priority to recipient governments/citizens;
- Some things are emergent - cannot be known in advance;
- Value is ideological and political.

From a transformational perspective, do results/evidence/ VFM

- Exacerbate tendency to see people as subjects requiring treatment rather than as citizens with political voice?
- Foreclose analysis and debate about the structural causes and consequences of inequality and how these should be tackled?
- Produce quick, easily-measurable results in place of long-term support to locally-generated complex processes of social transformation?