



**EVALUATING AN ADAPTIVE  
MANAGEMENT PROGRAMME :  
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# INTRODUCTION

- ❖ What is an Adaptive Programme? What is PDIA?
- ❖ Something about the context – SSR in a FCAS - Afghanistan
- ❖ What is Evaluative Monitoring?
- ❖ Choosing Methods and blending
- ❖ Early Results and Lesson Learning

# CONTEXT — SHIFTING SANDS & INSURGENCY



# STRATEGIC SUPPORT TO MINISTRY OF INTERIOR

- 8 year DFID Funded Programme 2011-2019 – now in its 2nd Year of Phase 2
- Support to Reform and Change Management, Strategic Management, Oversight and Accountability, Gender, Public Engagement and Responsiveness

*Context of:*

- Militarised Ministry with some civilian posts
- History of division based on experience, ethnicity and status

# ADAPTIVE PROGRAMME MANAGEMENT

A structured, iterative process of robust decision making in the face of uncertainty.

Aims to increase certainty through system monitoring

Improve long term outcomes through better learning and best short term outcome based on current knowledge.

# EVALUATIVE MONITORING

- ❖ A rolling evaluation process which leads to changes to a programme in the course of its delivery.
- ❖ Requires a different approach to traditional evaluations which occur after a programme has finished and are more about impact.
- ❖ In transition we are more concerned with influencing change process and outcomes.
- ❖ Must be responsive, relatively quick and able to pick up early successes and barriers.

# WHAT DOES THIS MEAN FOR ....

- ❖ *Relevance*
- ❖ *Sustainability*
- ❖ *Effectiveness*
- ❖ *Efficiency*
- ❖ *Impact but*
- ❖ *Also coordination, coherence and coverage.*



*Policy evaluation will also include a focus on process or HOW strategies are implemented.*



# PLANNED INPUTS BUT RANDOM OUTCOMES



# A MIX OF METHODS

Keystone Node Approach

Evaluation Framework with 10 Questions

Key Informant Interviews (KIIs)

Theory of Change

Outcome Mapping

Surveys

Annual Reviews — Outputs/Strategic themes

- - Achievements against Logframe,
- - Use of PDIA (Problem Driven Iterative Adaptation)

# PDIA: PROBLEM DRIVEN ITERATIVE ADAPTATION

## Claims to:

Solve local performance problems

Create an authorizing environment

Encourage experimentation and positive deviance

Engage wide set of agents to ensure viability, legitimacy, relevance and bottom-up support

# AS APPLIED IN SSMI

- a. Relatively Purist
- b. Analysis across all 5 major functional areas
- c. Identifies problems in professional capability, organisational dysfunction & organisational culture

# STRENGTHS/DRAWBACKS

Implemented enthusiastically and to high standard

Valuable where need to plan against short time horizons and constantly iterate

Enhanced learning for team

Recognition that long term solutions need to be systemic but in short term requires capacity building

Focus on down side – problems v addressing wider set of COM – capability driven by opportunities & motivation.

But is:

Complex & Resource intensive

# OTHER APPROACHES

Pilot projects at MOIA

Other Methods:

- Behaviour Change Strategy
  - COM-B
  - Appreciative Inquiry
- Positive Deviance
- Logframe design and management
- Everyday Political Analysis



# A LIGHT & BLENDED PDIA

More focus on different learning styles – individuals within a system

Entry points that people care about

Doing less to lever more – monthly rather than weekly log

Go beyond capability to motivation

# HOW TO STAY AHEAD OF THE CURVE





# SOME EARLY RESULTS

- ✓ Progress in some strategic themes – e.g. Streamlined planning/reporting systems with President's Office; New pilot system for improved policy implementation; M&E Unit; Research and Accountability; and Anti-Corruption
- ✓ Understanding Capacity, Capability and Systemic Change
- ✓ Working with tight feedback loops in a short timeframe
- ✓ Modifying ToC to incorporate learning, update and modify assumptions

# EARLY LESSONS FOR EVALUATORS

- ❖ Establishing Trust: notion of Critical Friend
- ❖ Choosing the Right Activity: some trial and error in diagnosis e.g. outcome mapping
- ❖ Amplifying not Duplicating-use of interviews & surveys
- ❖ Triangulating and Building Evidence to increase learning: 76% of IP staff believed increased overall effectiveness (relevance, utility and applicability)
- ❖ Constantly checking, questioning, challenging and updating your own view and role