

## **Towards an understanding of how result measurements and management hinder or support aid delivery**

Conveners:

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During the past decades there has been a strong quest in international development to manage by "results". Development agencies and organisations have subsequently devoted a great deal of energy and resources into creating results based management and performance information systems aimed to serve the demand for results information.

However, a recurring theme in studies of results management is that efforts put on results measurement not always fulfill their intended purposes of improved management and decision-making aimed at maximizing the benefits of international development interventions. For example, it has been argued that despite vast collections of results information, this data is not always used by organizations or policy-makers. In addition, it has been claimed that too much focus on results measurements as such can drift attention away from underlying effects and erode development policy implementation. However, in some organisations and settings, it seems as results are more used than in others. Results measurement may thus also contribute positively towards improved monitoring, evaluation and learning and be supportive to effective aid.

This panel will explore the organizational conditions and impact of measurement systems in order to discuss how come result measurement on some occasions hinder and on other occasions support aid initiatives. When and why is results information perceived as a support to decision-making, planning and learning? When and why does results measurement hinder development policy implementation? And, what may prevent negative consequences of results measurement and bring about constructive learning and better underlying results? We welcome experiences and papers on the topic from researchers, evaluators, NGOs, other implementing organisations and commissioners working with both external and internal evaluations and results measurement and management systems.