The
World Bank

Human Development
Network

Spanish Impact
Evaluation Fund

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Objectives of this session

1 Global Focus on Results

2 Monitoring vs. Evaluation

3 Using a Results Chain

4 Results in Projects

5 Moving Forward
- Selecting smart indicators.
- Collecting data.
- Making results useful.

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Results: Based Management is a global trend

What is new about results?

- Managers are judged by their programs' performance, not their control of inputs:
  A shift in focus from inputs to outcomes.

- Establishing links between monitoring and evaluation, policy formulation, and budgets

- Critical to effective public sector management

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Monitoring vs. Evaluation

	Monitoring	**Evaluation**
Frequency	Regular, Continuous	Periodic
Coverage	All programs	Selected program, aspects
Data	Universal	Sample based
Depth of Information	Tracks implementation, looks at WHAT	Tailored, often to performance and impact/ WHY
Cost	Cost spread out	Can be high
Utility	Continuous program improvement, management	Major program decisions

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Monitoring

"

A continuous process of collecting and analyzing information,

o **to compare** how well a project, program or policy is performing against expected results, and

o **to inform** implementation and program management.

Evaluation

"

A systematic, objective assessment of an on-going or completed project, program, or policy, its design, implementation and/or results,

- o to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability, and

- o to generate lessons learned to inform the decision making process,

- o tailored to key questions.

Impact Evaluation

"

An assessment of the causal effect of a project , program or policy on beneficiaries. *Uses a counterfactual...*

o to estimate what the state of the beneficiaries would have been in the absence of the program *(the control or comparison group),* compared to the observed state of beneficiaries *(the treatment group),* and

o to determine intermediate or final outcomes attributable to the intervention .

When to use Impact Evaluation?

- Evaluate impact when project is:
  - ○ Innovative
  - ○ Replicable/scalable
  - ○ Strategically relevant for reducing poverty
  - ○ Evaluation will fill knowledge gap
  - ○ Substantial policy impact

- Use evaluation within a program to test alternatives and improve programs

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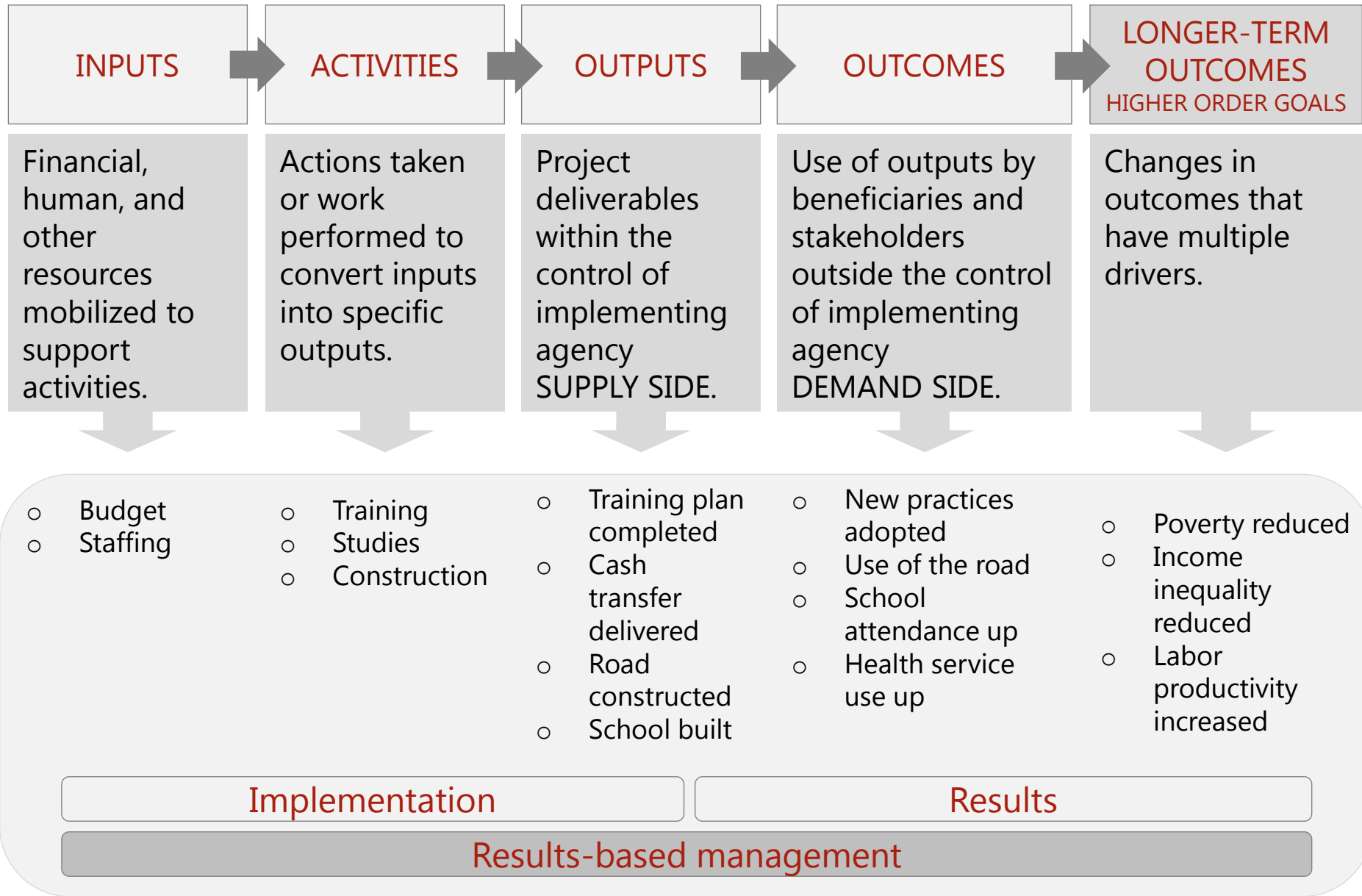
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Using a Results Chain

A Results Chain answers 3 questions:

What are the intended results of the program?

How will we achieve the intended results?

How will we know we have achieved the intended results?

The Results Chain in a Typical Program

INPUTS		ACTIVITIES		OUTPUTS		OUTCOMES		LONGER-TERM OUTCOMES HIGHER ORDER GOALS
Financial, human, and other resources mobilized to support activities.	→	Actions taken or work performed to convert inputs into specific outputs.	→	Project deliverables within the control of implementing agency SUPPLY SIDE.	→	Use of outputs by beneficiaries and stakeholders outside the control of implementing agency DEMAND SIDE.	→	Changes in outcomes that have multiple drivers.

o Budget o Staffing	o Training o Studies o Construction	o Training plan completed o Cash transfer delivered o Road constructed o School built	o New practices adopted o Use of the road o School attendance up o Health service use up	o Poverty reduced o Income inequality reduced o Labor productivity increased

Implementation	Results

Results-based management

Example 1: Results Chain

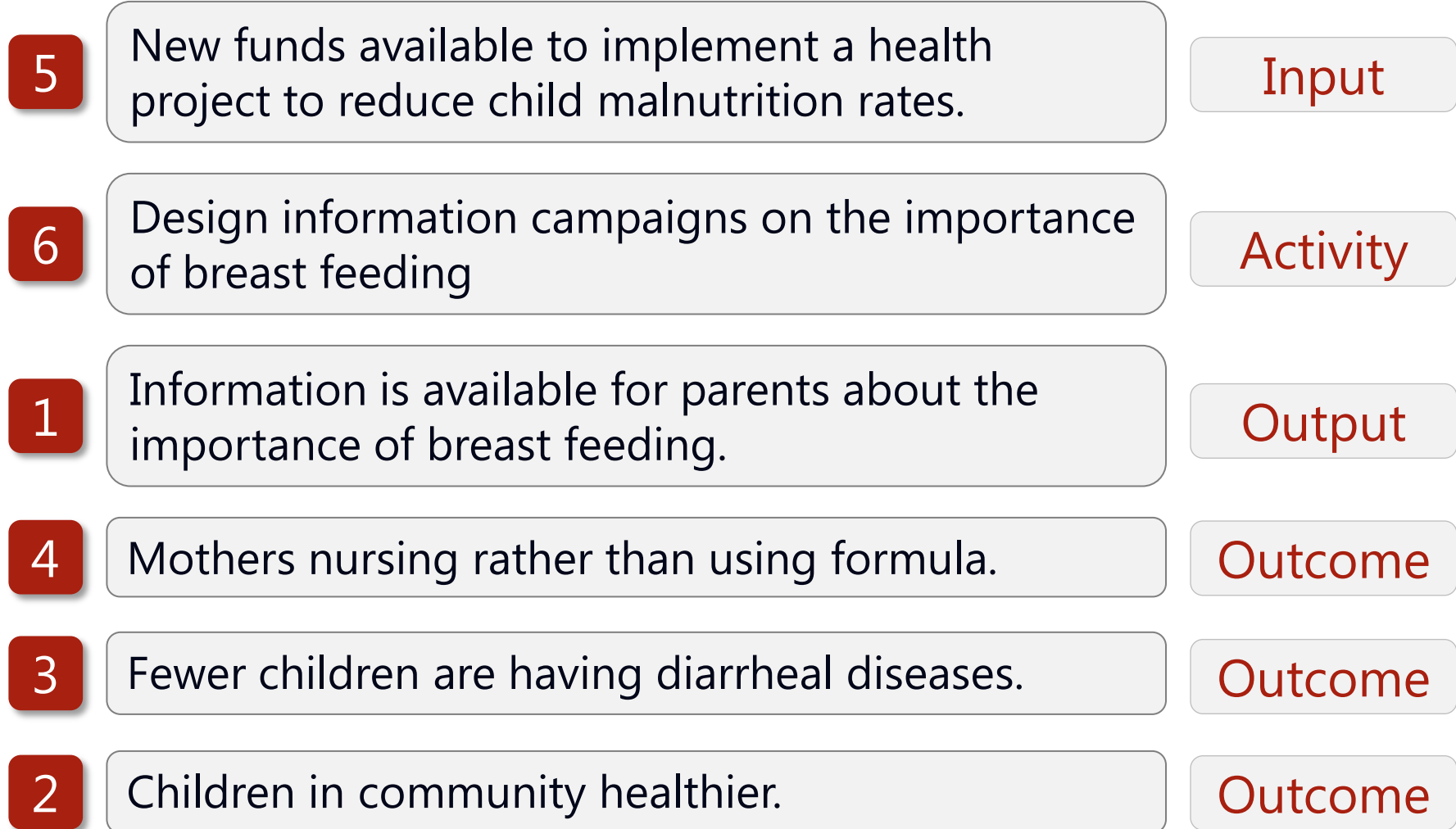|	**Activities**	**Outputs**	**Outcomes**	**Longer-term Outcomes**
Education	o Teacher training o Textbooks developed	o Teachers trained in new methods o Textbooks delivered	o New methods used o Increased completion rates	o Increased test scores o Increased labor productivity
Health	o Doctors hired o Birth attendants trained	o New doctors practicing o Attendants applying methods	o Increased use of health clinics for deliveries	o Improved maternal mortality
Social Protection and Labor	o CCTs delivered o Targeting system o MIS	o CCTs delivered to target households in accordance with conditions	o Increased food consumption o Increased child health visits	o Decreased poverty o Lower child mortality

Example 2: **Results Chain**

Identify the sequence of inputs, activities, outputs and outcomes:

1 Information is available for parents about the importance of breast feeding.

2 Children in community healthier.

3 Fewer children are having diarrheal diseases.

4 Mothers nursing rather than using formula.

5 New funds available to implement a health project to reduce child malnutrition rates.

6 Design information campaigns on the importance of breast feeding

Example 2: Results Chain

Identify the sequence of inputs, activities, outputs and outcomes:

5	New funds available to implement a health project to reduce child malnutrition rates.	Input
6	Design information campaigns on the importance of breast feeding	Activity
1	Information is available for parents about the importance of breast feeding.	Output
4	Mothers nursing rather than using formula.	Outcome
3	Fewer children are having diarrheal diseases.	Outcome
2	Children in community healthier.	Outcome

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Implementing the Results Chain

Jamaica PATH CCT Program

- Example of how a well-structured program level M&E helped shape program design and inform policy decisions

- Program of Advancement Through Health and Education (PATH)

- Conditional cash transfer (CCT) program aimed at linking social assistance with human capital accumulation

- Primarily child grants to poor children <19 conditional on school, health care usage

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Jamaica PATH CCT Program

Level	Time Frame
Activities: Monitoring program execution	On-going basis
Activities: Assessing program implementation	Regular basis
Outputs: Assessing program effectiveness	Annual *(linked to periodic household survey)*
Outcomes: Evaluating Impact of program on outcomes	Baseline and follow-up

Jamaica's PATH M&E System

Level	Instruments	Key Indicators
Activities: Monitoring program execution	o Management Info Systems (MIS)	o Beneficiaries o Compliance o Payments
Activities: Assessing program implementation	o Implementation evaluation	o Beneficiary and stakeholders understanding of program requirements and satisfaction
	o Internal audits o Process evaluation o Spot checks	o Adherence to regulations
Outputs: Assessing program effectiveness	o Special targeting assessment o Annual household survey	o Coverage o Targeting o Adequacy of benefits
Outcomes: Evaluating Impact of program on outcomes	o Impact evaluation	o School attendance o Use of preventive health services

Use of PATH M&E Results

Instruments	Key Indicator	
Activities: o Management Info System (MIS)	**Results**	o Some lag in payments o Good compliance with conditions o Slower take up rate of program
	Use	o Adjustments to payment system o Intensified outreach
Activities: o Implementation evaluations	**Results**	o Application process seen as burdensome o Stakeholders not clear on program rules o Strong demand for jobs/ training
	Use	o Social workers used as focal points to access a variety of social services o "Steps to Work", new program created with focus on employment, labor markets skills development
o Internal audits o Process evaluation o Spot checks	**Results**	o Problems with payment system o Weak system for verifying eligibility of new beneficiaries o Delays in appeals processing
	Use	o Revamping of MIS o Revised operations manual o New check printing machine for timely payments o Intensified training of social workers

Use of PATH M&E Results

Instruments	Key Indicator	
Outputs: ○ Special targeting assessment ○ Annual household survey	Results	○ PATH better at reaching the poor than other Jamaican safety net programs ○ Not as good as other internationally
	Use	○ Improved the beneficiary identification system ○ Expanded training for social workers to help verify eligibility ○ More frequent recertification
Outcomes: ○ Impact evaluation	Results	○ Education: School attendance improved slightly (by about half a day in a 20 day period). No impact on enrollment ○ Health: 30% increase in use of preventive health services
	Use	○ Focused main education objective on school completion ○ Introduced differentiated benefit levels to provide incentives for completion (gender, age) ○ Introduced a bonus for completing high school

Lessons Learned

- A well articulated approach to M&E is critical to good program management and to informing policy

- Impact evaluations are powerful for informing key program and policy decisions

- Good monitoring systems
  - Allow for results-based planning and management
  - Facilitate project preparation, supervision and reform

Lessons Learned

What does it take to get there?

- Clients willing to learn, take risks, experiment, and collaborate ("from threats to tools")

- Strong support of M&E by senior government champions and demand for transparency by civil society

- Donor and government desire to focus on M&E processes and goals

- Cross-sectoral collaboration in the government (especially Ministry of Finance) & donors

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SMART: Identifying good indicators

Specific

Measurable

Attributable

Realistic

Targeted

Specific

Measure as closely as possible what you want to know.

Measurable

Be clear about how it will be measured –specific.

Source: Kathouri and Kusek, 2006

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Attributable

Logically and closely linked to a program's efforts.

Realistic

Data obtainable at reasonable cost, frequency and accuracy.

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Targeted

Specific to the program's target group.

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Develop a Data Collection Plan

- Identify what specific data are needed

- Identify how the data will be collected

- Identify who will be responsible for collecting and reporting the data

- Identify when the data will be collected and reported, including how frequently

- Identify costs and sources of financing

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Quick Tips

on Making performance monitoring
really useful...

1) Provide frequent, timely information to program staff.

2) Set targets for each performance indicator.

3) Provide sub-group data. Disaggregate data by customer and service characteristics.

4) Do regular, basic, analysis of the data, especially comparisons.

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5) Require explanations for unexpected findings.

6) Report findings in a user-friendly way.

7) Hold "How Are We Doing?" sessions after each performance report.

8) Use "Red-Yellow-Green Lights" to identify programs/projects needing attention.

9) Link outcome information to program costs.

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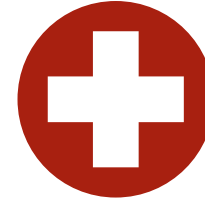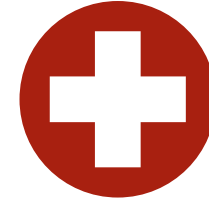# Conclusions

- Monitoring and evaluation are separate, complementary functions, but both are key to results-based management

- Good M&E is crucial not only to effective project management but can be a driver for reform

- Have a good M&E plan before you roll out your project and use it to inform the journey!

- Design the timing and content of M&E results to further evidence-based dialogue

- Good monitoring is essential to good impact evaluation

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Thank You