

Monitoring and Evaluation: the Foundations for Results

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Objectives of this session

1. **Global Focus on Results**
2. Monitoring vs. Evaluation
3. Using a RESULTS Chain
4. Moving Forward
 - Selecting the right indicators
 - Collecting data
 - Using M&E For Better Decision Making

The Power of Measuring Results

- If you do not measure results, you can not tell success from failure
- If you can not see success, you can not reward it
- If you can not reward success, you are probably rewarding failure
- If you can not see success, you can not learn from it
- If you can not recognize failure, you can not correct it
- If you can demonstrate results, you can win public support

Results Based Management is a Global Trend

What is new about results?

- Managers are judged by their programs' performance, not their control of inputs
- This means a shift in focus from inputs to outcomes
- New thinking is necessary around the link between monitoring and evaluation, policy formulation, and budgets
- Results planning is critical to effective public sector management

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Definition

Results-Based Monitoring

(what we will call “monitoring”)

is a continuous process of collecting and analyzing information to compare how well a project, program or policy is performing against expected results

Major Activities Where Results Monitoring Is Needed

- Setting goals and objectives
- Managing projects, programs and policies
- Important to asking the right questions..such as
 - how fast is the program expanding
 - are activities being implemented as planned

Definition

Results-Based Evaluation

An assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The intent is to incorporate lessons learned into the decision-making process.

Evaluation Addresses

“Why” Questions

- What caused the changes we are monitoring

“How” Questions

- What was the sequence or processes that led to successful (or not) outcomes

“Compliance/ Accountability Questions”

- Did the promised activities actually take place and as they were planned?

Process/ Implementation Questions

Was the implementation process followed as anticipated, and with what consequences

Complementary Roles of Results-Based Monitoring and Evaluation

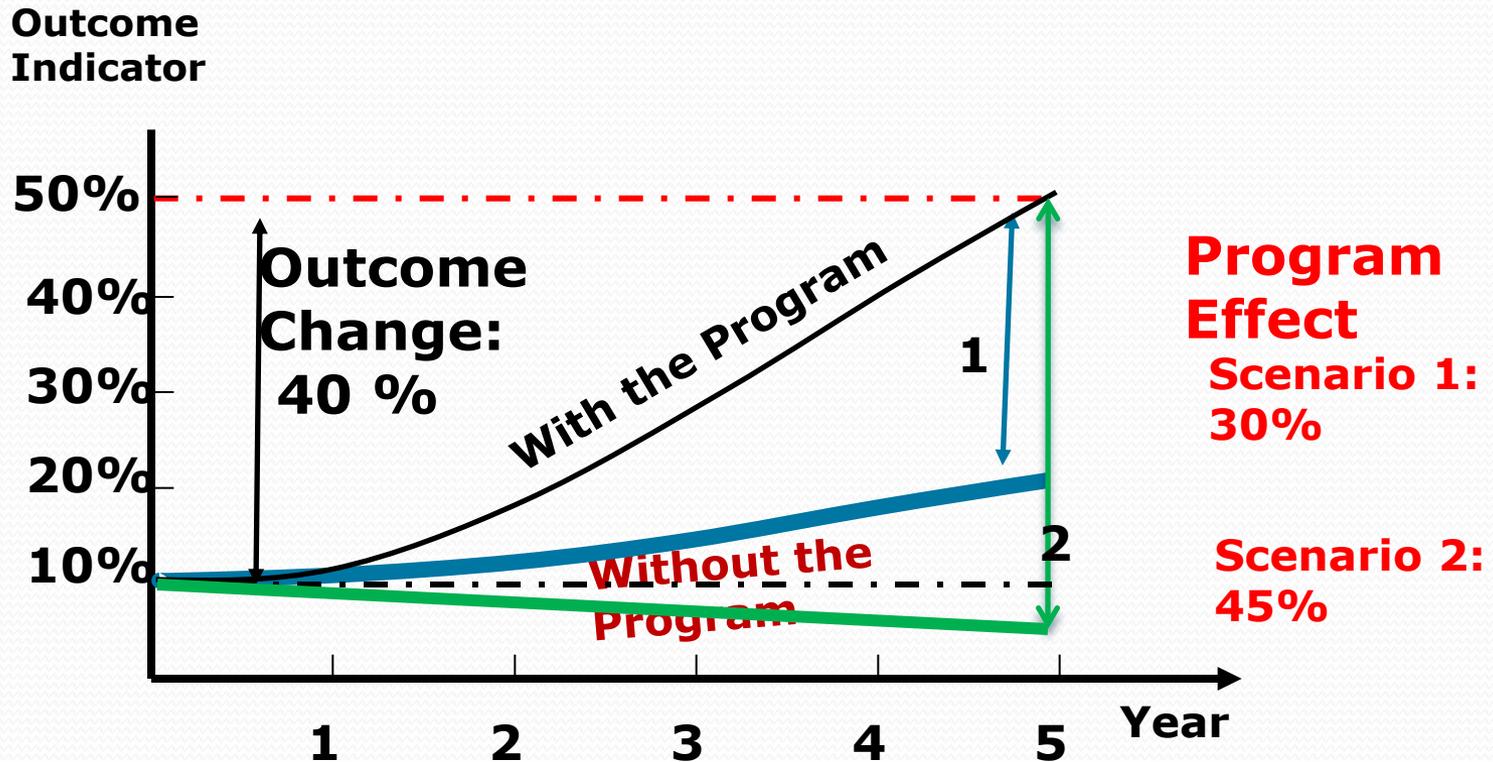
Monitoring		Evaluation	
✓	Clarifies program objectives	✓	Analyzes why intended results were or were not achieved
✓	Links activities and their resources to objectives	✓	Assesses specific causal contributions of activities to results
✓	Translates objectives into performance indicators and set targets	✓	Examines implementation process
✓	Routinely collects data on these indicators, compares actual results with targets	✓	Explores unintended results
✓	Reports progress to managers and alerts them to problems	✓	Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement

Designing Good Evaluations

- Getting the questions right is critical
- Answering the questions is critical
- Supporting public sector decision-making with credible and useful information is critical

Impact Evaluation

- Determine what effects program interventions have on their intended outcomes: A change that would not have occurred without the program



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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Using a Results Chain

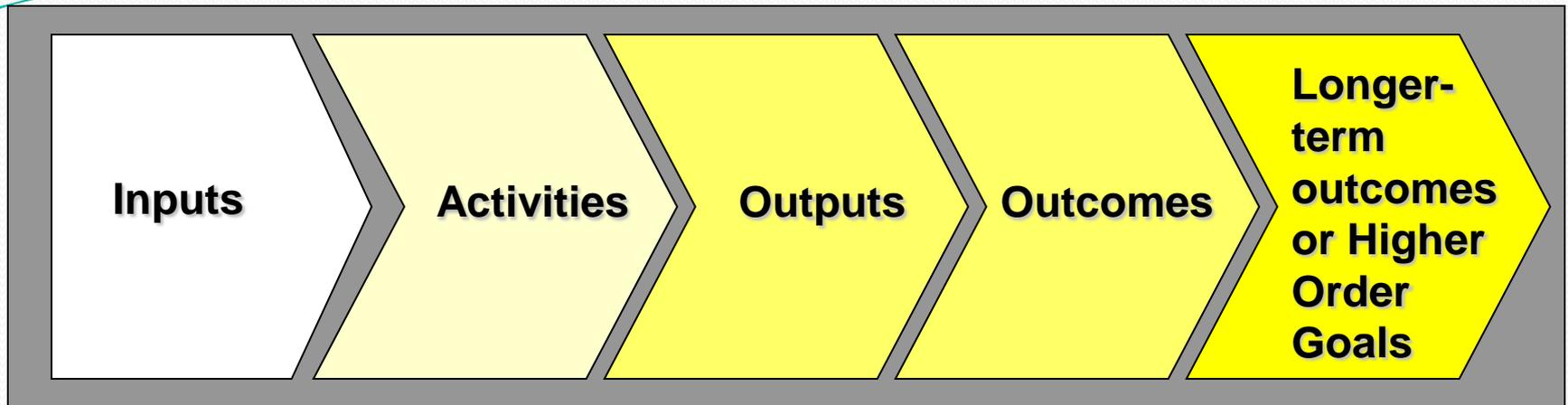
A results chain answers 3 questions

- **What** does success look like?
- **What** are the key assumptions that underlie achieving success?– If-then relations
- **How** are performance indicators used to test whether success is being achieved--- or not?

A Results Chain Helps Characterise A Theory of Chain or Logic Model

1. How does the program, policy or project theoretically work to achieve benefits for affected population?
2. How do each of the components of the program help to establish an If-Then relation
3. Is there a theory behind the change expected or seen? In other words does the change follow the logic proposed?
4. Does this theory or logic hold during implementation?

The Results Chain in a Typical Program



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 (can be bought)*

Use of outputs by beneficiaries and stakeholders *outside the control of implementing agency*

Changes in outcomes that have multiple drivers

Budget
Staffing

Training
Studies
Construction

Training plan completed
Cash transfer delivered
Road constructed
School built

New practices adopted
Use of the health facilities-- behavior changes note

Poverty reduced
Income inequality reduced

Implementation

Results

Evidence Based Policy

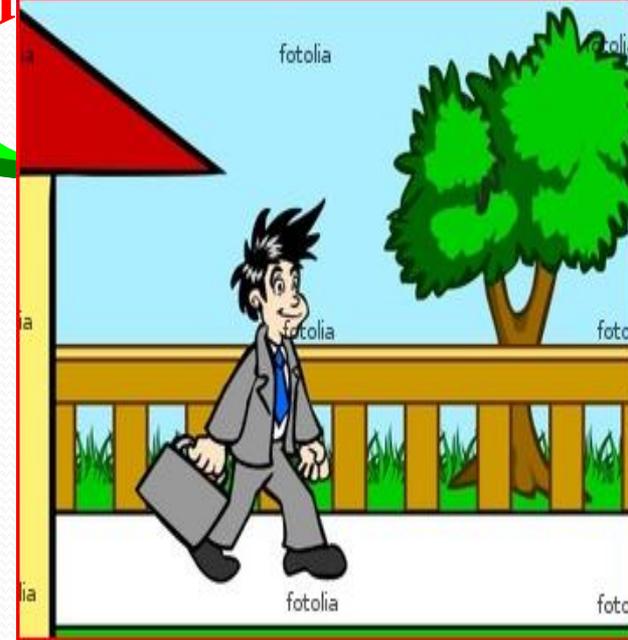
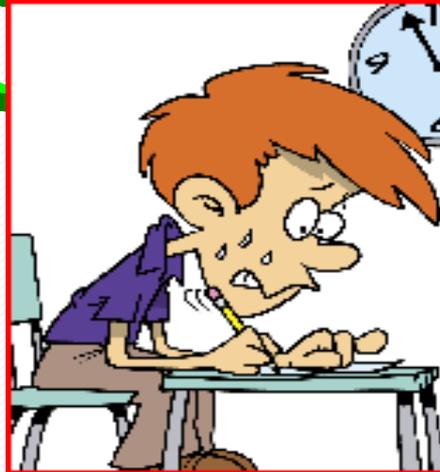
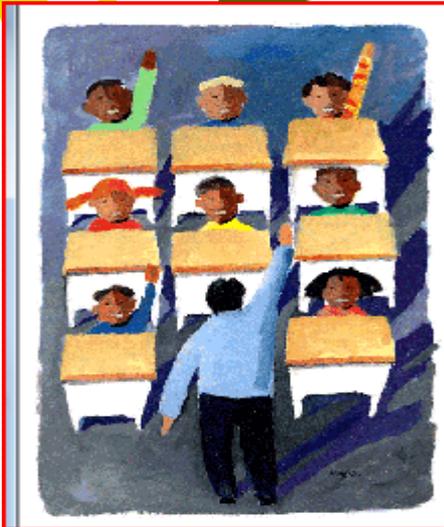


Education Example

Outputs

Outcome

Longer Term Outcome



What are the **goods and services** provided through the **intervention**?

How do the **target groups /clients** **make use** of the goods and services provided?

What are the **benefits** for the target population (**beneficiaries**) and / or the country?

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2010



Results Chain

Agriculture Example

Longer Term Outcome

Outputs

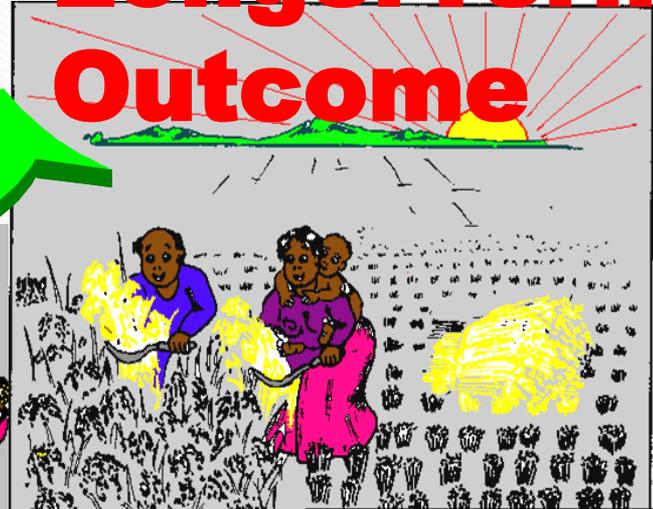
Outcome



Extension workers trained, Ag. inputs



Farmers using modern production practices



Increased crop yields

What are the **goods and services** provided through the **intervention**?

How do the **target groups /clients** **make use** of the goods and services provided?

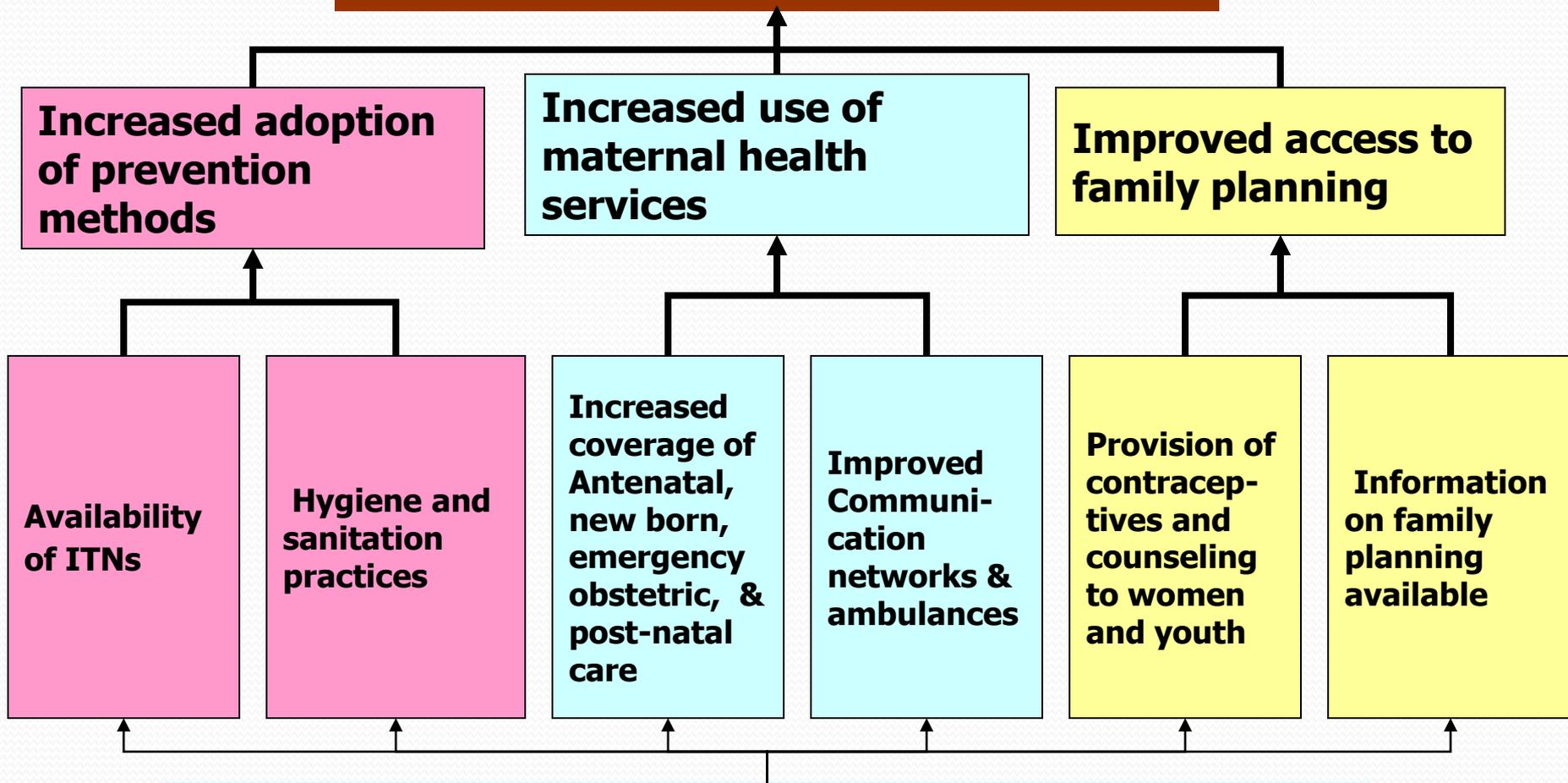
What are the **benefits** for the target population (**beneficiaries**) and / or the country?

Examples of Results Chains

	Activities	Outputs	Outcomes	Longer-term outcomes
Education	<ul style="list-style-type: none"> •Teacher training •Textbooks developed 	<ul style="list-style-type: none"> •Teachers trained in new methods • Textbooks delivered 	<ul style="list-style-type: none"> ◆New methods used ◆Increased completion rates 	<ul style="list-style-type: none"> ◆ Increased test scores ◆ Increased labor productivity
Health	<ul style="list-style-type: none"> •Doctors hired •Birth attendants trained 	<ul style="list-style-type: none"> • New doctors practicing •Attendants applying methods 	<ul style="list-style-type: none"> ◆Increased use of health clinics for deliveries 	<ul style="list-style-type: none"> ◆ Improved maternal mortality
Social Protection and labor	<ul style="list-style-type: none"> ◆ CCTs delivered ◆ Targeting system ◆ MIS 	<ul style="list-style-type: none"> ◆ CCTs delivered to target households in accordance with conditions 	<ul style="list-style-type: none"> ◆ Increased food consumption ◆ Increased child health visits 	<ul style="list-style-type: none"> ■ Decreased poverty ■ Lower child mortality

Example: Health Sector

Reduced Maternal Mortality



Health services provided (Heath workers trained, Health facilities built & rehabilitated, Pharmaceutical drugs purchased)

Identify the sequence of inputs, activities, outputs and outcomes

Example
of Results
Chain

- 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 breast feeding 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**

Identify the sequence of inputs, activities, outputs and outcomes

Example
of Results
Chain

- 5. New funds available to implement a safety net project to reduce child malnutrition rates -**
- 6. Design information campaigns on the importance of breast feeding –**
- 1. Information is available for parents about the importance of breast feeding –**
- 4. Mothers breastfeeding rather than using formula –**
- 3. Fewer children are having diarrheal diseases –**
- 2. Children in community healthier –**

A good Indicator is.....

CREAM(Y)...OR SMART ...

Clear (Precise and unambiguous)

Relevant (Appropriate to subject at hand)

Economic (Available at reasonable cost)

Adequate (Must provide a sufficient basis to assess performance)

Monitorable (Must be amenable to independent validation)

Specific (Precise and unambiguous)

Measurable (Must be measured)

Achievable (With targets that can be achieved)

Realistic (Linked to result)

Timebound (Baselines and targets over time)

A new set of global standards for indicators, based on 5 dimensions....

- The indicator is **needed and useful**
- The indicator **has technical merit**
- The indicator **is fully-defined**
- It is **feasible to measure** the indicator
- The indicator has been **field-tested or used operationally**
- Indicator set is **coherent and balanced**

Every Indicator Needs A Data Collection and Reporting Plan

<i>Indicator</i>	<i>Data Source</i>	<i>Data Collection Method</i>	<i>Who will collect data</i>	<i>Frequency of Collection</i>	<i>Cost of collection</i>	<i>Difficulty to collect</i>	<i>Who will analyze & report data</i>
1							
2							
3							

Data Sources

May Be Primary or Secondary

- **PRIMARY** data are collected directly by your organization, for example, through surveys, direct observation, and interviews.
- **SECONDARY** data have been collected by someone else, initially for a purpose *other* than yours. Examples include survey data collected by another agency, a Demographic Health Survey, or data from a financial market.
 - Secondary data often can save you money in acquiring data you need, but be careful!

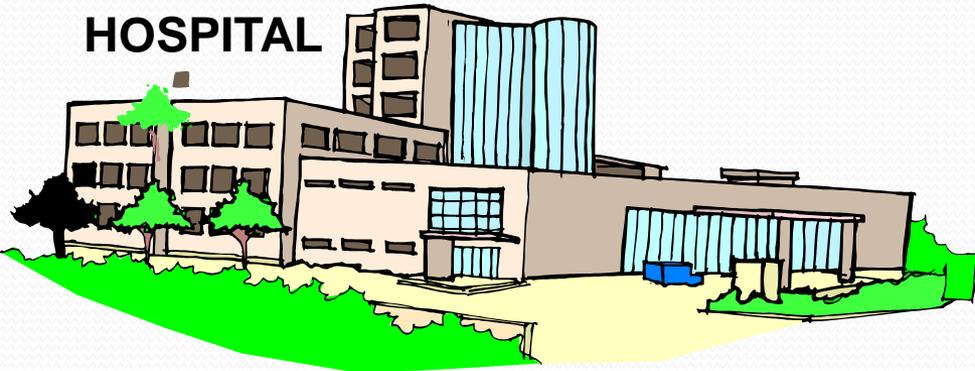
An Example

How does BOTH the use of monitoring and evaluation help decision makers make better decisions

Which Hospital Would You Choose?



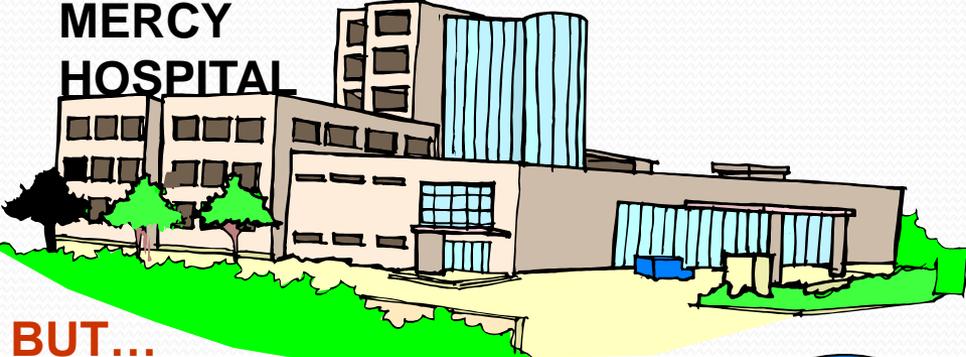
**MERCY
HOSPITAL**



**APOLLO
HOSPITAL**



Which Hospital Would You Choose?



BUT...



BUT...



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