Results Framework:
How to Go from Program to Impact
Anthony Mveyange | World Bank/EASST Fellow

2016 Impact evaluation workshop & EAST AFRICA Evidence Summit
Not only ask “did the program work?” but also ask “why did the program work?”
Why should we care about “the why”?

• Help us **improve the project** if it didn’t work, or decide **how to scale up** the project if it did work.

• Suppose we have a program that issue Customary Certificate of Right of Occupancy (CCRO) to households and that has shown to improve gender balance and women empowerment. A natural question is why?
  
  – Is it because CCRO improves intra-household bargaining and allocation of land right? or
  
  – Is it because CCRO has enhanced made women more aware of their land rights over land?
  
  – Is to because CCRO offer tenure security that has acted as safe-guard?
What should we do then?

• Break down all the steps leading from the implementation of the program to the final results it hopes to achieve.
• List down all the assumptions we need to make for the program to reach its objectives.
• Find precise ways to measure the results of the program and also the intermediate steps.
• Do all these before the evaluation starts.
This lecture...

• Discuss one of the ways to gather our thoughts in answering the why.
• The “results chain” method which constitute:
  – **Program itself** (resources required, activities of the program)
  – Tangible outputs of the program. (Issuing the CCRO),
  – How people are **affected** by the program (e.g. women become more aware and perceive more security)
  – The final **impact** that the program (e.g. women demand equal share of land rights because they now have CCRO).
Results Chain

- Inputs
- Activities
- Outputs
- Intermediate Outcomes
- Outcomes

Implementation (SUPPLY SIDE)  Results (DEMAND + SUPPLY)
Simplified Results Chain

Theory of Change
Theory of Change

Ask the right questions

- What is the program?
- What impact does this program hope to achieve?
- How does it expect to achieve this impact?
Sanitation Program in “Hapa Kazi Tu” country
Hypothetical facts to work with...

• Child mortality rate is very high.
• Most of the deaths come from diarrhea, which is easily preventable.
• The risk of diarrhea can be reduced by 48% if people simply wash their hands.
• Citizens don’t have clean water to wash their hands → taps, hand-washing facilities are needed.
• The government want to evaluate the program first, before they decide to scale it up.
Providing Clean Water
Question 1: what is the program?
PROGRAM

INPUTS
People, money, supplies

ACTIVITIES
Construct facilities

OUTPUTS
Hand-washing facilities
Question 2: what impact does this program hope to achieve?
OUTCOMES

LOWER DIARRHEA INCIDENCE

LOWER INFANT MORTALITY

IMPROVE CHILD DEVELOPMENT
Question 3: how does this program expect to achieve this impact?
INTERMEDIATE OUTCOMES

People use and benefit from program

WASH HANDS → LESS GERMS ON HANDS
Full Results Chain

PROGRAM
• Inputs: people, money supplies
• Activities: Construction
• Output: Handwashing facilities

INTERM. OUTCOME
• People wash hands
• Less germs on hands

OUTCOME
• Lower diarrhea and anemia
• Lower infant mortality
• Improved child development
If we only measured infant mortality and there was no change, what does this tell us?
Program not implemented properly?
People didn’t use it properly?
Or, did not reduce diarrhea etc.?
Bottom Line

• Ask not only what, but why.

• And, measure it!
Other Example 1
Home Visits Parenting Early Stimulation Program

Let’s say that the program consist of home visits by community health workers who provide parents with information and techniques to promote greater stimulation of young children in the home environment.
Which one of the following is an intermediate outcomes of the program?

A. Community health workers visit homes
B. Parents have better knowledge on early stimulation techniques
C. Parents do more interactive play with their children
D. Children have higher scores on cognitive assessments
Other Example 2
Creating community preschools

Let’s say that the program consist of the creation of community preschools whereby the government provides the building and the materials, and the community is expected to provide a parent volunteer teacher.
Which one of the following is an output of the program?

A. Community preschools are built  
B. Community teachers are provided  
C. Parents send their children to preschool  
D. Children’s learning improves
The end of this lecture...more to come!

AHSANTENI SANA KWA USIKIVU NA USHIRIKI WENU MAHIRI !!!