



MONITORING & 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 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



Monitoring



A continuous process of collecting and analyzing information,

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

- to **determine** the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability, and
 - to **generate** lessons learned to inform the decision making process,
 - tailored to key questions.
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Impact Evaluation



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

- 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
- 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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Using a Results Chain

A **Results** Chain answers 3 questions:

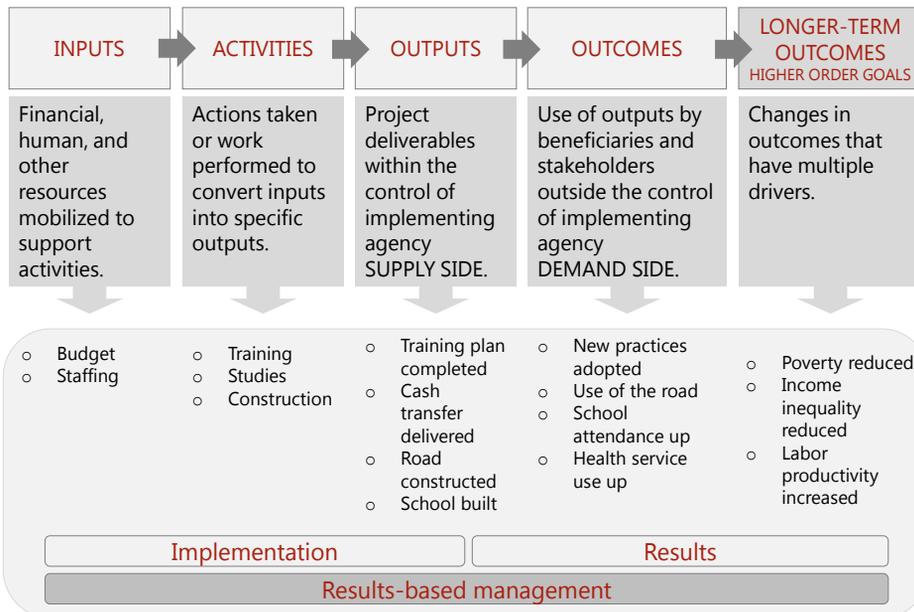
What are the intended results of the program?

How will we achieve the intended results?

How will we know we have achieved the intended results?



The Results Chain in a Typical Program



Example 1: Results Chain

	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 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 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



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 breast feeding 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



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 <i>(linked to periodic household survey)</i>
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	<ul style="list-style-type: none"> ○ Management Info Systems (MIS) 	<ul style="list-style-type: none"> ○ Beneficiaries ○ Compliance ○ Payments
Activities: Assessing program implementation	<ul style="list-style-type: none"> ○ Implementation evaluation 	<ul style="list-style-type: none"> ○ Beneficiary and stakeholders understanding of program requirements and satisfaction
	<ul style="list-style-type: none"> ○ Internal audits ○ Process evaluation ○ Spot checks 	<ul style="list-style-type: none"> ○ Adherence to regulations
Outputs: Assessing program effectiveness	<ul style="list-style-type: none"> ○ Special targeting assessment ○ Annual household survey 	<ul style="list-style-type: none"> ○ Coverage ○ Targeting ○ Adequacy of benefits
Outcomes: Evaluating Impact of program on outcomes	<ul style="list-style-type: none"> ○ Impact evaluation 	<ul style="list-style-type: none"> ○ School attendance ○ Use of preventive health services

Use of PATH M&E Results	
Instruments	Key Indicator
Activities: ○ Management Info System (MIS)	Results <ul style="list-style-type: none"> ○ Some lag in payments ○ Good compliance with conditions ○ Slower take up rate of program
	Use <ul style="list-style-type: none"> ○ Adjustments to payment system ○ Intensified outreach
Activities: ○ Implementation evaluations	Results <ul style="list-style-type: none"> ○ Application process seen as burdensome ○ Stakeholders not clear on program rules ○ Strong demand for jobs/ training
	Use <ul style="list-style-type: none"> ○ Social workers used as focal points to access a variety of social services ○ "Steps to Work", new program created with focus on employment, labor markets skills development
○ Internal audits ○ Process evaluation ○ Spot checks	Results <ul style="list-style-type: none"> ○ Problems with payment system ○ Weak system for verifying eligibility of new beneficiaries ○ Delays in appeals processing
	Use <ul style="list-style-type: none"> ○ Revamping of MIS ○ Revised operations manual ○ New check printing machine for timely payments ○ Intensified training of social workers

Use of PATH M&E Results	
Instruments	Key Indicator
Outputs: ○ Special targeting assessment ○ Annual household survey	Results <ul style="list-style-type: none"> ○ PATH better at reaching the poor than other Jamaican safety net programs ○ Not as good as other internationally
	Use <ul style="list-style-type: none"> ○ Improved the beneficiary identification system ○ Expanded training for social workers to help verify eligibility ○ More frequent recertification
Outcomes: ○ Impact evaluation	Results <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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

Measure as closely as possible what you want to know.

Outcome: Children treated for malaria

Indicators:

1. Increased utilization of clinics
2. Increased use of malaria drugs

Which indicator is more specific?

Measurable

Be clear about how it will be measured –specific.

Indicators:

1. % of health centers without stocks of drugs x, y & z for more than a week at a time
2. % of health centers with availability of drugs

Which indicator is more measurable?

Source: Kathouri and Kusek, 2006



Attributable

Logically and closely linked to a program's efforts.

Indicators:

1. Life expectancy
2. % of children fully immunized at 1 year

Which indicator is attributable?

Realistic

Data obtainable at reasonable cost, frequency and accuracy.

Indicators:

1. HIV prevalence among 15-24 year-old pregnant women
2. HIV prevalence among the total population

Which indicator is more realistic?

Source: Kathouri and Kusek, 2006



Targeted

Specific to the program's target group.

Indicators:

1. % increase in employment
2. % increase in employment of graduates of technical training center X, in the first year after completion of training

Which indicator is targeted?

Source: Kathouri and Kusek, 2006



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



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.



- 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.

Source: Harry Hatry, Urban Institute



Which Hospital Would You Choose?



MERCY HOSPITAL



APOLLO HOSPITAL



Which Hospital Would You Choose?



MERCY HOSPITAL



APOLLO HOSPITAL



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



Thank You



Q & A

