Evaluating Impact: From Promise to Evidence

Theory of Change
How to Get from Program to Impact

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Not only ask “did the program work?” but also ask “why did the program work?”
Results Chain

- Inputs
- Activities
- Outputs
- Outcomes
- Impact

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 Azania
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?
IMPACT

- Lower Diarrhea
- Lower Anemia
- 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

**IMPACT**
- 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, anemia, etc.?
Bottom Line

• Ask not only what, but why.

• And, measure it!
Other Examples
School Textbooks
PROGRAM? ➔ INTERMEDIATE OUTCOME ➔ IMPACT?
Which one of the following is an impact of the program?

A. Pupils are doing their homework.
B. Textbooks are being delivered to the school.
C. Pupils are performing better at school.
D. Children attend school more days per month.
Which one of the following is an intermediate outcomes of the program?

A. Textbooks are ordered at the publisher.
B. Textbooks are being delivered to the school.
C. Pupils are using the textbooks
D. Pupils are performing better at school.
PROGRAM
- Activities: Distribute Textbooks
- Output: Textbooks at school

INTERMEDIATE OUTCOME
- Teachers and pupils use textbooks

IMPACT
- Improved learning
Other Examples
Teacher Bonuses Based on Improvements in Class Test Scores
Which one of the following is an impact of the program?

A. Class test scores are measured
B. Pupil learning results change
C. Teachers teach more hours
D. Teachers perform more practise tests
Which one of the following is an intermediate outcomes of the program?

A. Teachers provide more tutoring to weak students
B. Teachers receive the average test score results of their students
C. Students math scores change
D. Low performing teachers complain
PROGRAM

- **Activities:** Teacher supervision of teachers, student performance based incentives
- **Output:** teachers are supervised, students are tested, teachers get bonus

INTERMEDIATE OUTCOME

- Reduction in teacher absenteeism
- Increment in teaching effort (time of task and support)

IMPACT

- Pupils go to school
- Improved learning