Demystifying the "Results Agenda" and Linking "M" and "E":
What You Need to Know

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Objectives of this session

1. What is “Results-based management”?
2. Building a Results Chain
3. Linking M and E

Terminology

Def: re·sults [ri-zuhlts]

The output, outcome or impact (intended or unintended, positive and/or negative) of a policy or program intervention

Def: re·sults chain [ri-zuhlts cheyn]

a logical – and evidence-supported -- sequence through which a program or policy transforms a set of ***inputs*** through a set of specific ***activities*** into specific ***outputs*** that contribute to measurable changes in ***outcomes***

1. What is Results –Based Management?

- ***Managing for results***
  - *focusing on "results"*
  - *setting clear goals*
  - *having a clear results chain for desired outcomes*
  - *using monitoring data to improve implementation*
  - *using evaluation evidence to improve decision making*

Traditional Program Management

Focused mainly on inputs, activities and outputs

Results-Based Management

Focused on the outcomes obtained and not just inputs used or activities conducted.

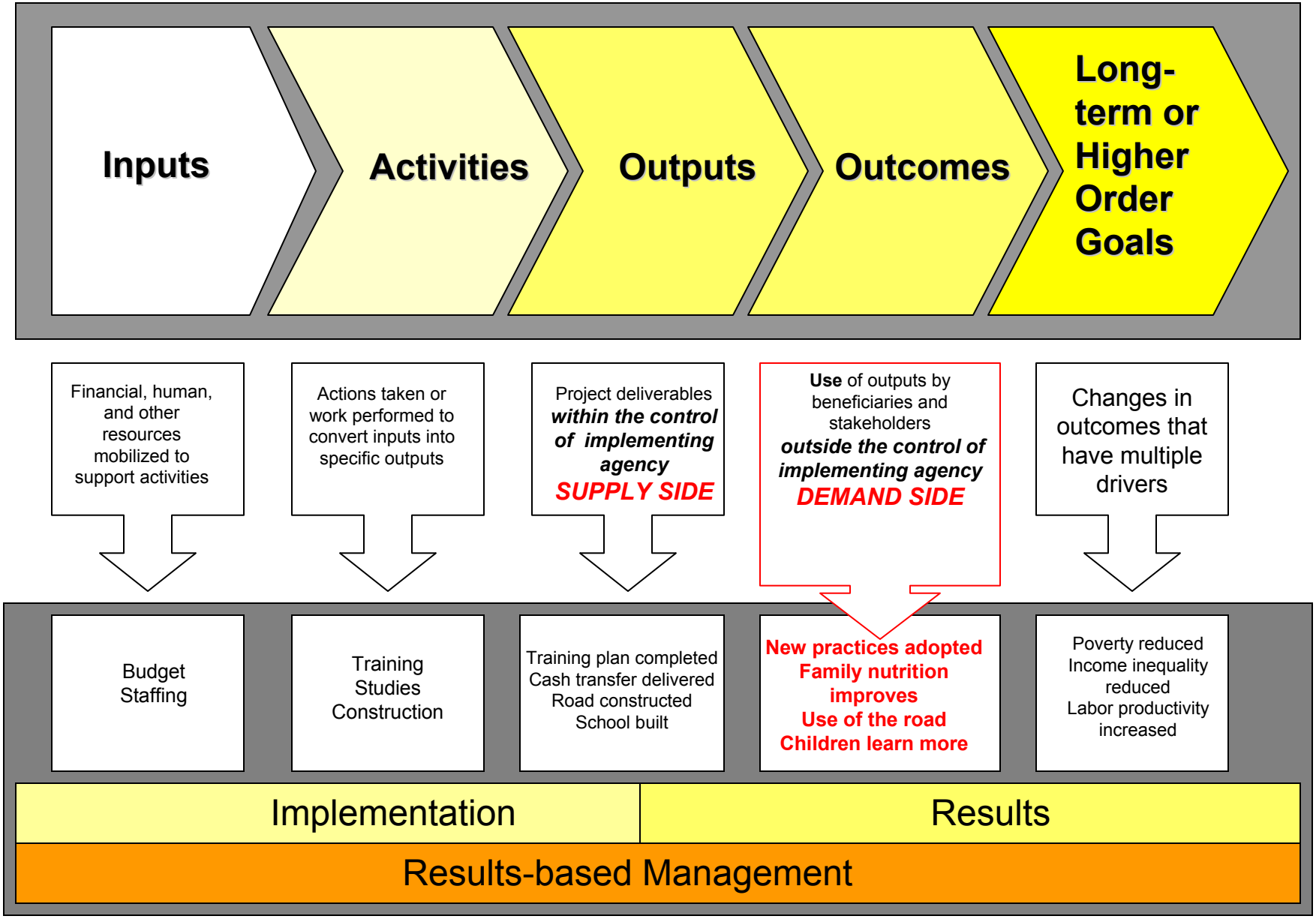
- ***Results agenda.*** *Focus on OUTCOMES to be achieved*

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?

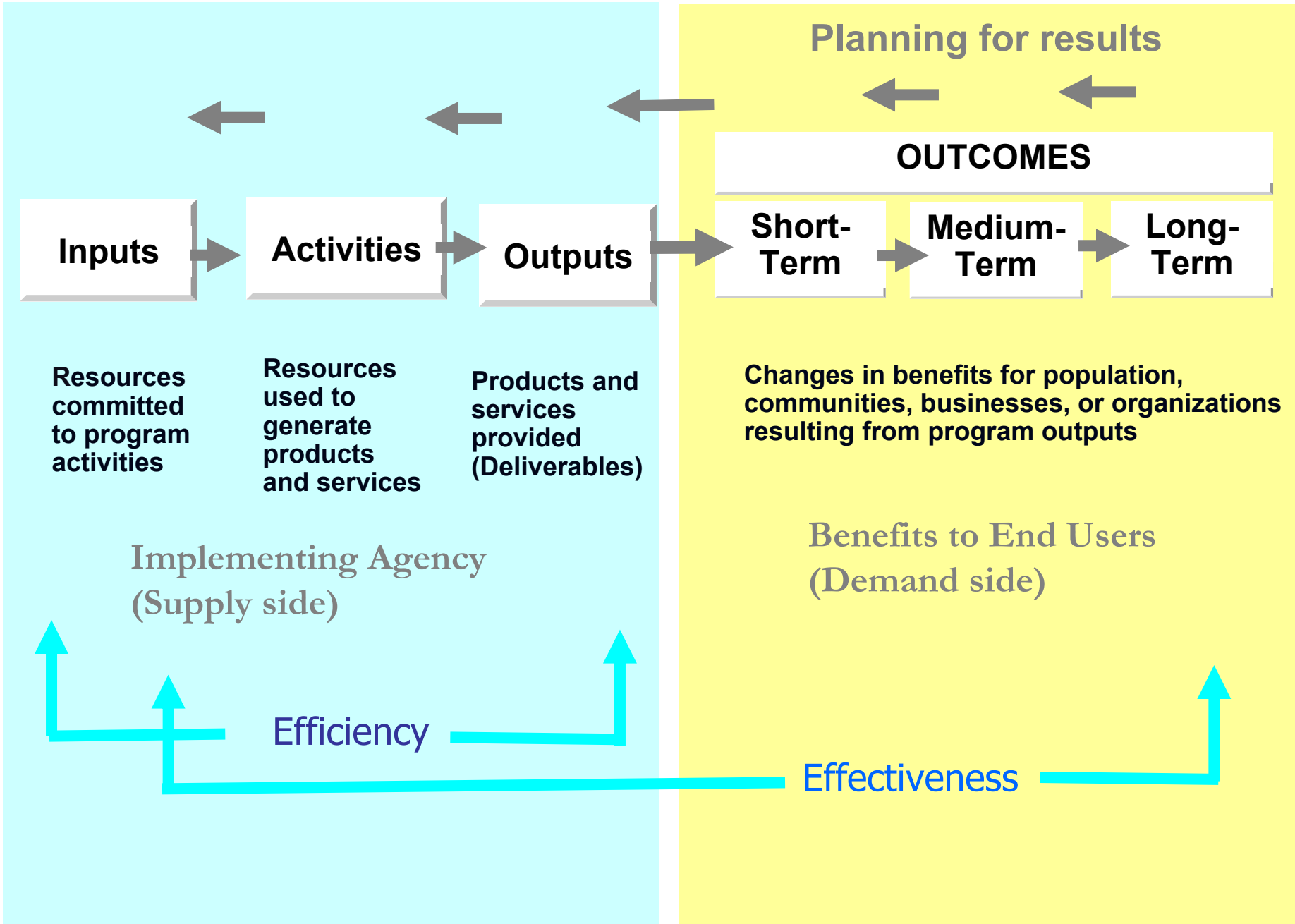
Building a Results Chain

The Results Chain in a Typical Program

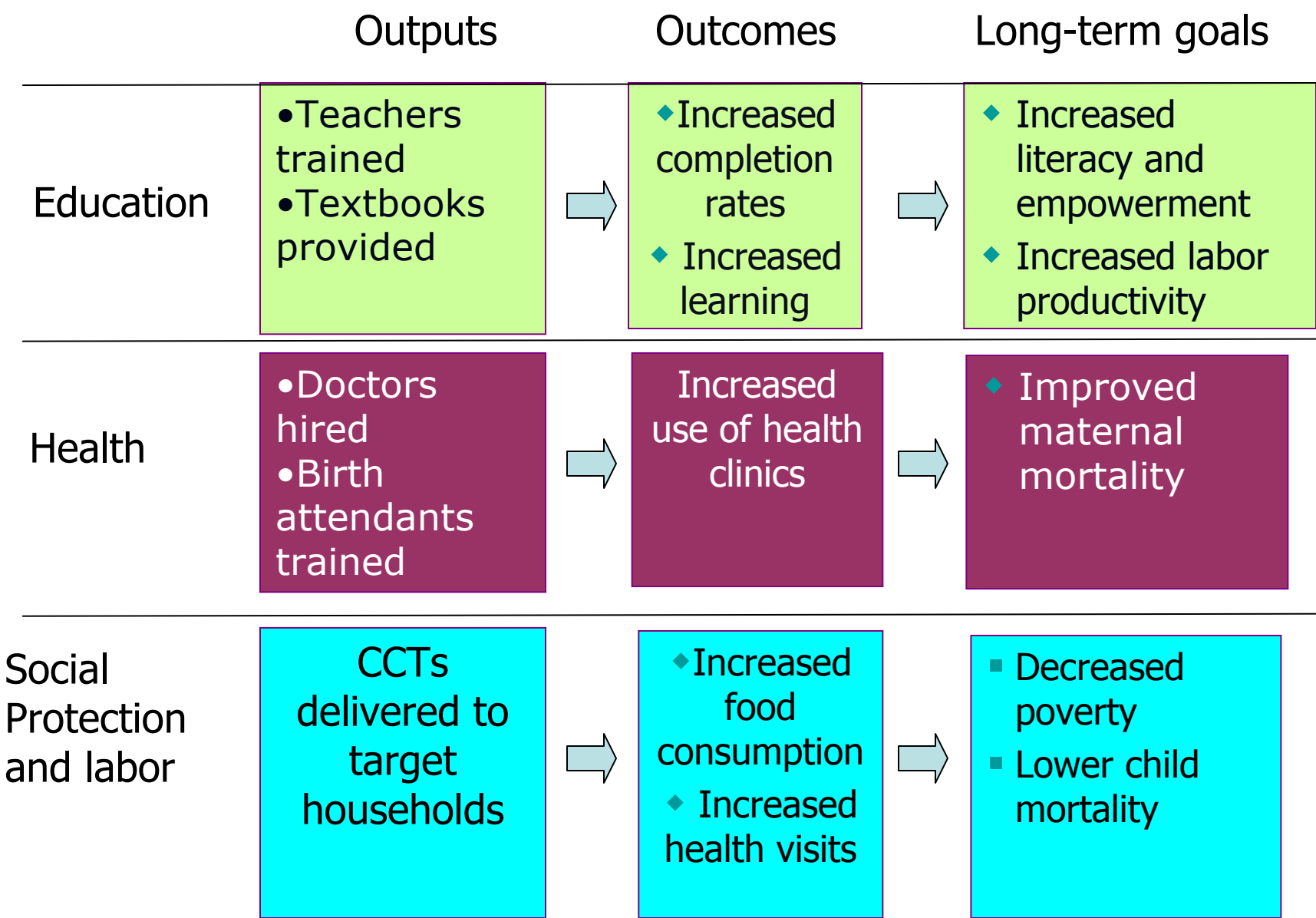


OPCS Operations Policy and Country Services

Building a Results Chain



Examples of Results Chains



Building a Results Chain

Identify the sequence of inputs, activities, outputs and outcomes

Example of Results Chain (Health Sector)

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 mortality rates**
6. **Design information campaigns on the importance of breast feeding**

Building a Results Chain

Identify the sequence of inputs, activities, outputs and outcomes

Example of Results Chain (Health Sector)

5. **New funds available to implement a health project to reduce child mortality 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 breastfeeding rather than using formula – OUTCOME**

3. **Fewer children are having diarrheal diseases – OUTCOME**

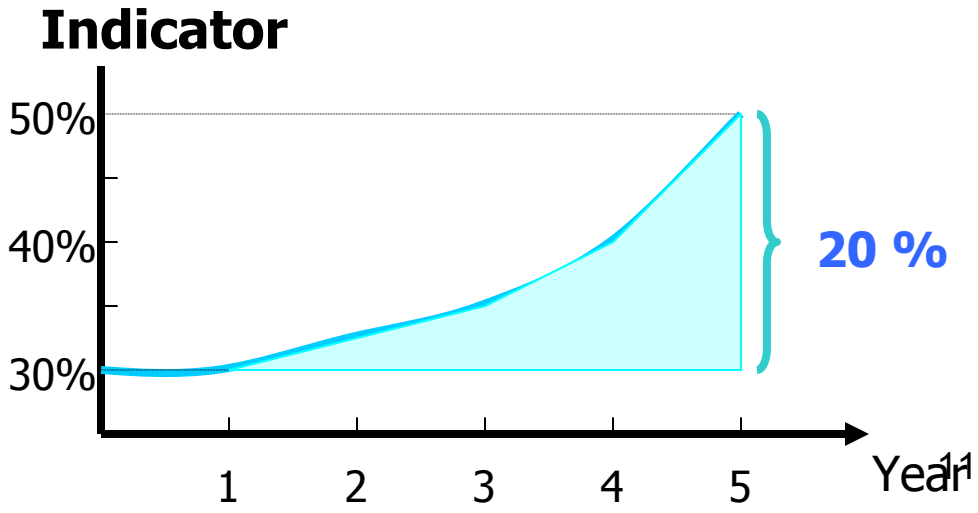
2. **Children in community healthier – (higher level) OUTCOME**

Linking "M" and "E"

Monitoring

Ongoing, real time data collection on outputs and outcomes to track implementation

- Translates outputs and outcomes to be achieved into performance indicators (targets)
- Tracks actuals compared to targets
- Establishes whether target beneficiaries are being reached
- Identifies implementation bottlenecks and problems for management attention

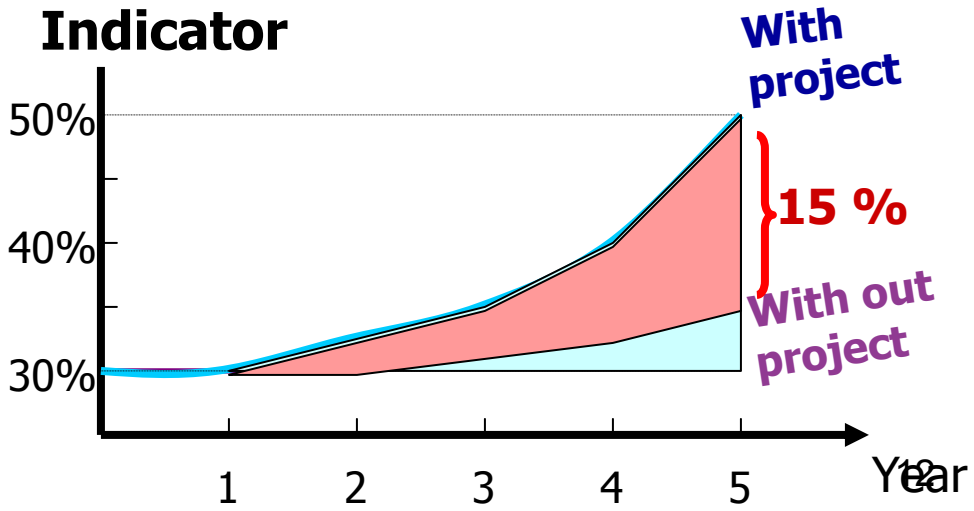


Linking "M" and "E"

Evaluation

Ex post analysis to explain how outcomes were or were not achieved

- Establishes causality
- Validates hypotheses
- Explores unintended outcomes
- Provides accurate measure of program outcomes
- Provides evidence base for better policy



How do we turn this teacher…

…into this teacher?

…….or this teacher?

Which are answered by “M” and which by IE?

- What share of teachers are absent? ➢M
- Is the primary completion rate improving? ➢M
- Does hiring contract teachers increase student learning? ➢IE
- Are stipends reaching low-income girls? ➢M
- Does de-worming increase school attendance? ➢IE
- Does decentralized school management increase student learning? ➢IE
- Are test scores improving? ➢M

How good monitoring supports good impact evaluation

Monitoring

Ongoing, real-time data collection

- Improves internal management
- Helps explain path to outcomes
- Measures *efficiency* (cost/output)

"Is the program doing things right?"

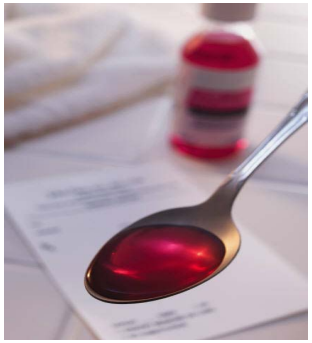
Impact Evaluation

Ex-post assessment of outcomes

- Confirms (or not) results chain hypotheses
- Establishes what ***caused*** the outcomes
- Measures *cost-effectiveness* (costs/outcome)

"Is the program doing the right things?"

Linking "M" and "E"



A good indicator should be **SMART**:

Specific; Measurable; Attributable; Realistic; Targeted

✓**Specific**: measure as closely as possible what is intended to measure

Outcome	Indicator
Parents insure that children treated for malaria	1. Increased utilization of clinics 2. Increased use of malaria drugs

Which indicator is more specific ?

✓**Measurable**: clear and unambiguous about what is measured

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 measurable ?

Source: Khatouri and Kusek, 2006

A good indicator should be **SMART**...

✓**Attributable**: attributable to the project's or program's efforts

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

Which indicator is attributable ?

✓**Realistic**: data obtained at reasonable cost with enough frequency

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

Which indicator is more realistic?

✓**Targeted**: it should be specific about the targeted population/area

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

Which indicator is targeted ?

Qualitative evaluation also complements IE

- Examples of qualitative evaluation (no counterfactual required):
  - Focus group (structured interviews)
  - Case studies
  - Process observation/analysis (videotaping teachers)

…can help explain the "pathways" to outcomes (ie, why some parents didn't participate in school councils, why bednets were not used by children)

Linking M and E

1. **FOCUS ON RESULTS**

- Clear objectives: what is the problem? What is the goal?
- Clear idea of how you will achieve the desired results: **Results Chain**
- Focus on outcomes (move beyond outputs)
  - What visible changes in behavior can be expected among beneficiaries as an outcome of the program?

2. **THINK THROUGH "M" and "E" NEEDS AND EXPLOIT COMPLEMENTARITIES**

- Monitoring – a must for key indicators
- Process evaluation – to understand processes, analyze correlations
- Impact Evaluation - to "prove" causality, build evidence that policy or program has "worked", estimate true size of causal effect