

International Approaches to Monitoring and Evaluation

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Technical Workshop

M&E Framework for Russian Foreign Economic Activities

RANEPA, Moscow

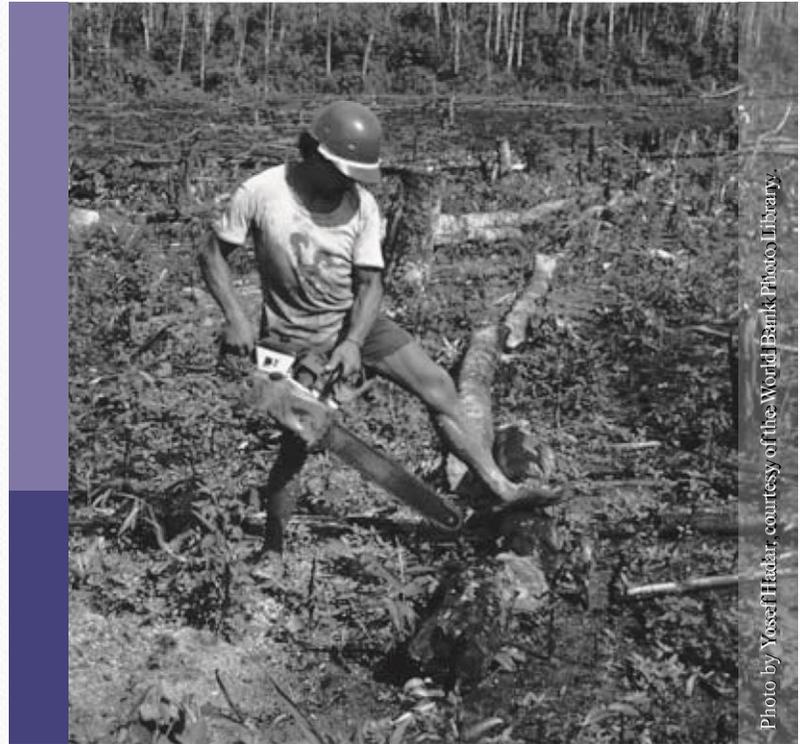
December 7, 2017

Observing, Monitoring, Evaluation

- **Observing:** Tracking an activity without clearly formulated structure
 - Typical when behavior is unknown and no application theory exists, e.g. tracking changes in wildlife / fisheries in response to changes in climate pattern
- **Monitoring:** Systematic Collection of Data on specified Indicators
 - Requires articulation of objectives, understanding of expected or desired behavior changes – on-going in nature
- **Evaluating:** Making a judgment of the value or worth of the subject of evaluation. Serves both learning and accountability
 - Internal for continuous improvement (e.g. service delivery and product quality);
 - External for credibility of independence, public accountability, minimizing biases

Monitoring and Theory of Change

- Monitoring What? – Let's work backwards
 - What is the goal of the project – typically in development a change in behavior, the **outcome**, associated with positive overall **impact**.
 - Example: reduced illegal logging (outcome), contributing to environmental sustainability and mitigating climate change (impact)



Monitoring and Theory of Change (2)

- Monitoring What? – Let's work backwards (2)
 - What is done through the project – typically in development something that can be achieved through deployment of resources, financial, or human, the **output**, associated with the desired **outcome**.
 - Example: increase and supervise protected areas (output) to reduced illegal logging (outcome)

Monitoring and Theory of Change (3)

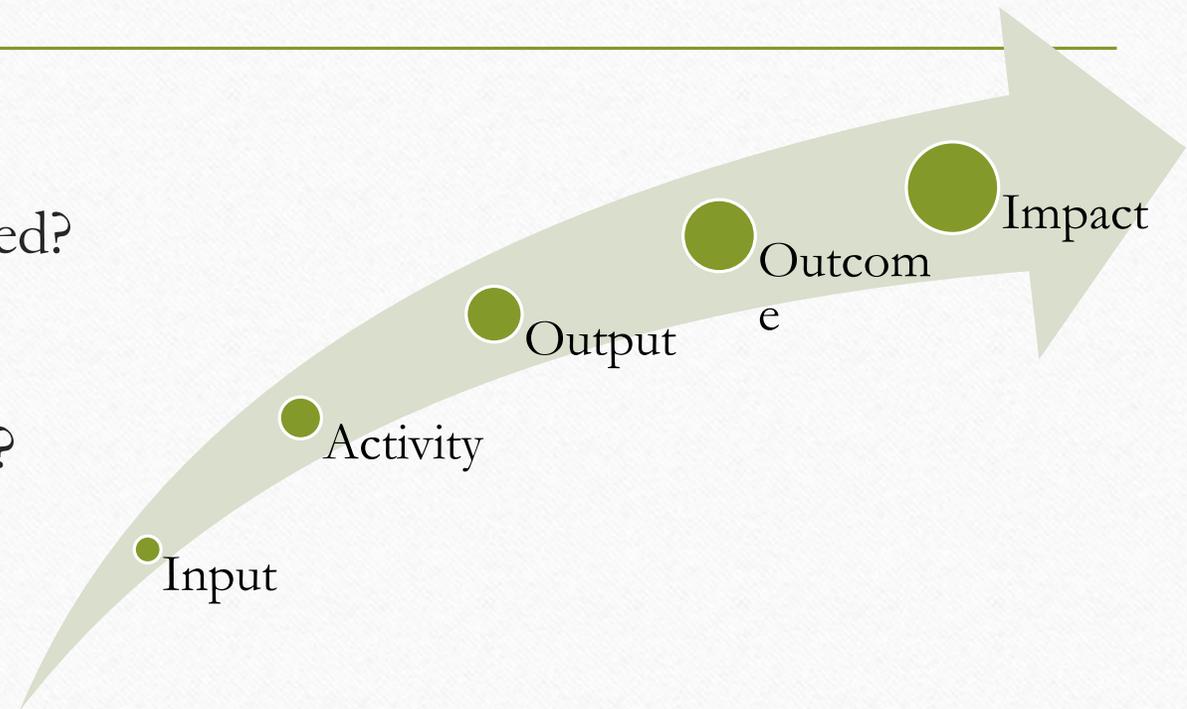
- Monitoring What? – Let's work backwards (3)
 - What are the actions planned to be undertaken in the project – typically articulated and costed at the design stage of the project (the **activities**), associated with the desired **outcome**.
 - Example: facilitate legislative dialogue to expand protected areas, or funding for hiring and training (activities) to expand and supervise protected areas (output)

Monitoring and Theory of Change (4)

- Monitoring What? – Let's work backwards (4)
 - What are the resources that go into the project – typically funding requirements, equipment, people, and often political commitment (**inputs**), that are preconditions for undertaking the planned actions (**activities**).
 - Example: Local community involvement; local, regional, national, or international funding; forestry and legal experts; equipment (inputs), to have the legitimacy and resources to carry out the planned legislative reform and hiring/training (activities).

Putting the Basics together

- What is the development goal?
- What behavior change is expected?
- What must be put in place?
- What must be done to get there?
- What is needed to get started?



Assumptions – Implicit or Explicit

Project Objectives:

- Demonstrate sustainable agribusiness practices by building clients' environmental management capacity using a “law abidance” strategy—that is, to bring the respective firms and their suppliers into compliance with Brazilian environmental, social, and land tenure legislation, thereby reducing deforestation in the Amazon.

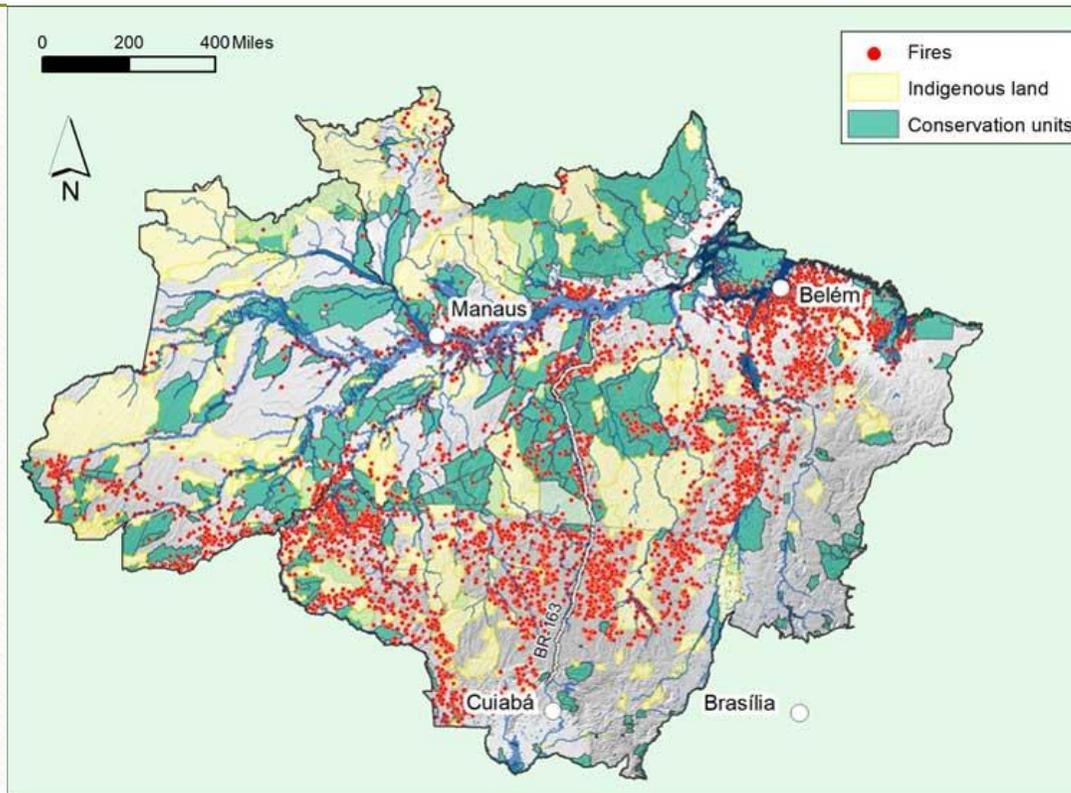
“Climate Change and the World Bank Group: The Challenge of Low-Carbon Development”, The World Bank (2010)

Implied Assumptions:

- Ability to trace the purchases to the point of origin.
- Ability to verify that the originating farms are in compliance with the law.
- Market conditions where buyers will pay a premium for sustainably produced goods.
- Ability to intensify production on farms and ranches that comply with the law.
- If any of these assumptions fails, new investments at the forest frontier could end up simply increasing pressure on the forest.

Update

A map of “heat points” monitored by satellite in the Amazon biome between 31 July 2016 and 1 August 2017.



Source: National Institute of Space Research, Brazil

Note: Heat points do not denote the size of a fire, but only its location.

Back to Monitoring – Indicators Basics

- Input indicators – help to assess **efficiency**
- Activity indicators – help to track **progress** against allocated inputs
- Output indicators – help to **account** for use of resources
 - Note: up to this point, in essence, we simply spent money with no knowledge of any accomplishments!
- Outcome indicators – help assess **performance**, or **efficacy**, of project
- Impact indicators – help determine development **effectiveness** of interventions

Establishing a Counterfactual

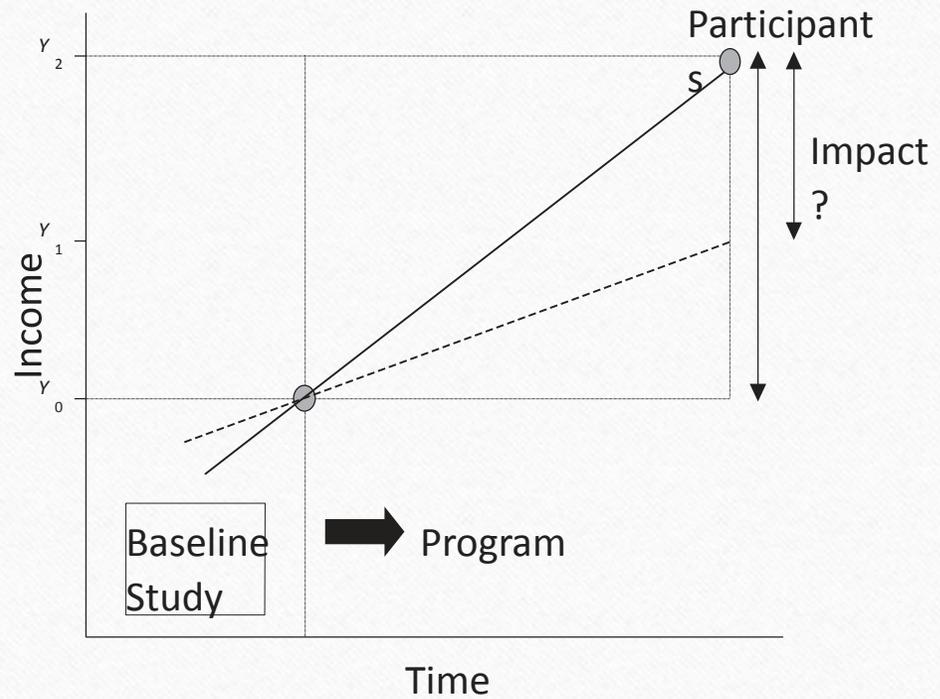
The question of Attribution

- Randomized Controlled Trials

Or,

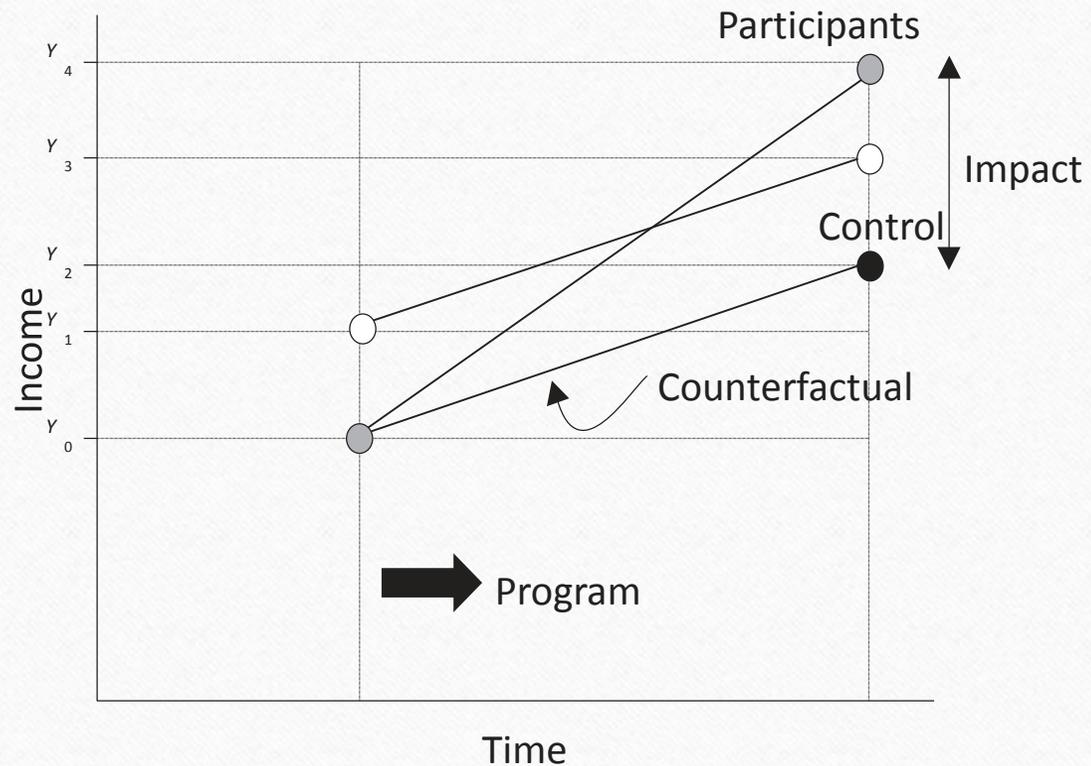
- Document the full results chain (Inputs, outputs, outcomes, impacts)
- Account for other determinants (Other donor support, weather, changes in national policies)
- Document trends before and after, in project and non-project areas

Before and After Comparison



With and Without Comparison

also Difference of Differences (with time-consistent heterogeneity)



OECD/DAC Criteria for Evaluating Development Assistance

- **Relevance:** The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.
- **Effectiveness:** A measure of the extent to which an aid activity attains its objectives.
- **Efficiency:** Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs.
- **Impact:** The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.
- **Sustainability:** Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

M&E Policies – South Africa

- M&E should
 - contribute to improved **governance**
 - be **rights-based**
 - be **development-oriented** – nationally, institutionally and locally
 - be undertaken **ethically** and with **integrity**
 - be **utilization** oriented
 - be **methodologically** sound
 - be **operationally** effective

USAID – Evaluation Practices

- **Integrated** into design of strategies, projects, and activities
- **Unbiased** in measurement and reporting
- **Relevant**
- Based on the best **methods**
- Oriented toward reinforcing local **ownership**
- **Transparent**

Evaluation Approaches

- **Objective-Based Evaluations:** Evaluation that measures the extent to which an intervention achieves clear and specific objectives.
- **Prospective Evaluations:** Evaluation of the likely outcomes of a proposed project, program, or policy.
- **Rapid Assessments:** Systematic, semi-structured (quantitative and qualitative) approach carried out in real time.
- **Formative Evaluations:** Evaluation carried out to give specific guidance on a future decisions.
- **Utilization-based Evaluations:** Evaluation judged by how useful it is and how it is actually used.

Objective-Based Evaluation

- Public sector projects are typically evaluated against their stated objectives
- Final project evaluation is ex-post, after the project has closed, and draws on continuous the self-evaluation.
- Independent evaluation and self-evaluation of public sector projects use the same criteria.

Evaluation Criteria - World Bank

1. OUTCOME

- The rating of Outcome should encompass the extent to which the operation's institutional objectives were achieved, or are expected to be achieved, *efficiently*.
- Shortcomings in *relevance* may have to do with the extent to which an operation's objectives, design, or implementation are inconsistent with the country's current development priorities

2. RISK TO DEVELOPMENT OUTCOME

- the *likelihood* that some changes may occur that are detrimental to the ultimate achievement of the operation's development outcome; and
- the *impact* on the operation's development outcomes of some or all of these changes materializing.

Evaluation Criteria - World Bank

3. BANK PERFORMANCE

- Ensuring Quality at Entry
- Quality of Supervision

4. BORROWER PERFORMANCE

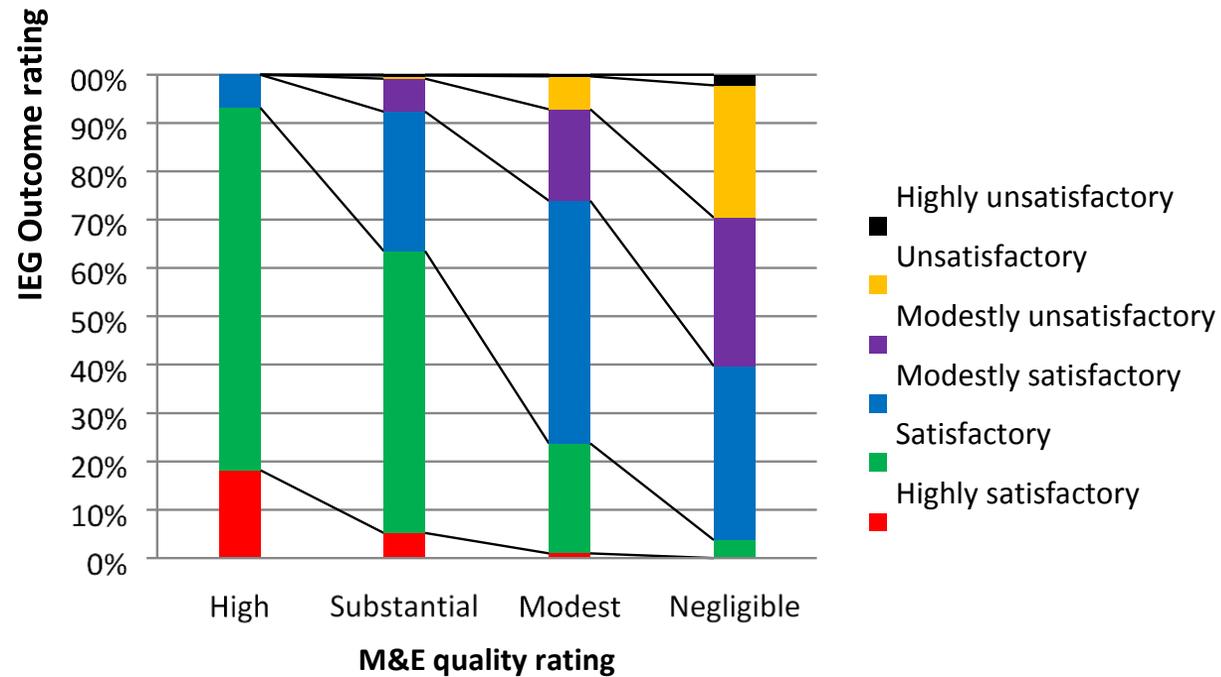
- Government Performance
- Implementing Agency or Agencies' Performance

Evaluation Criteria – World Bank

- Monitoring and Evaluation Quality (Only done by Evaluation Group)
 - M&E Design – the extent to which the project was designed to collect appropriate (input, output, outcome, and impact) data given project objectives and available data
 - M&E Implementation – the extent to which appropriate data were collected using appropriate methods to ensure data quality
 - M&E Utilization – the extent to which data were used to inform decision-making and resource allocation
- Quality of Implementation Completion Report

Association between M&E Quality and Outcome Rating

(World Bank, Independent Evaluation Group)



Thank You!
