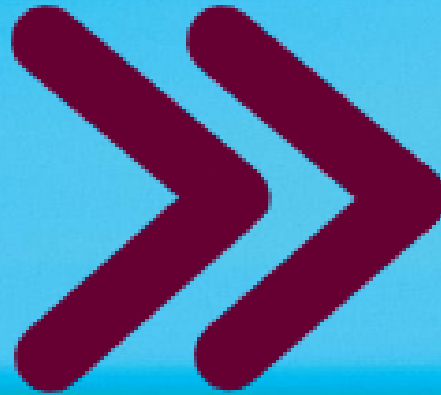


Moving forward



Evaluating Project Impact

Lessons from International Development

Robert Youker; Retired, World Bank, Washington D.C.

IPMA®
international
project
management
association

Project Ex-post Evaluation

- » Did the project meet its objectives?
- » Were they the right objectives?
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Evaluation Problem

- » The operation was successful.
But the patient died!
- » Is successful project implementation enough?

-Or-

- » Do we need to see if the product/program and policy was successful?
- » Snowmobile Case Study!
What was the objective?

What *is* the PM Promise?

» Are we in the implementation business?

- *Or* -

» Are we in the total development business?

Question asked by Bob Gillis, Director of IPMA

» World Bank Project Life Cycle:
Identification-Feasibility-Preparation-Design-
Financing-Approval-Procurement-Implementation-
Operations-Ex-post Evaluation

International Development

- » Why is evaluation of Results important to agencies like the World Bank and USAID/MCC?
- » They need to prove to their stakeholders that the money and time invested was worthwhile!
- » They need for the stakeholders in the country to feel the project was successful!
- » Why did International Agencies develop the Hierarchy of Objectives or Logical Framework (LogFrame) Tool?
- » Why is this tool important to Nations and Societies?

Why LogFrame was developed?

- » Washington DC consulting firms Fry Assoc. and **Practical Concepts** had a contract with USAID to evaluate whether some projects had met their objectives?
- » They studied the project documents but they could not find clear, measurable statements of the expected results of the projects.
- » They realized the objectives needed to be presented in a hierarchy which presented different levels of results.
- » The project objectives needed to be defined more clearly with measurable indicators.

Hierarchy of Objectives

Policy Objective

Increase Industrial Production

Strategic Objective

Produce 50 MW Power

Project Objective

New Power Plant

Input Objective

\$10 Million Contract, Land, Labor

Why-How Framework

▲ Why ▲ Ends ▲ Objectives Go Up ▲

▼ How ▼ Means ▼ Strategy Go Down ▼

You can start at any level and go up and down!

Logical Framework

Hierarchy of Objectives	Key performance Indicators	Means of Verification	Assumptions and Risks
Goal Reduction of violent incidents in district	Indicators for the project Goal	Data sources for Goal-level indicators	Longer-term assumptions and risks related to achieving the project Goal
Purpose Nonviolent processes used by parties to address sources of conflict	Indicators measuring outcomes at the end of the project	Data sources for Purpose-level indicators	Assumptions and risks related to project Purpose
Outputs Community leaders have strengthened knowledge and skills in mediation	Indicators measuring Outputs	Data sources for Outputs-level indicators	Assumptions and Risks related to project Outputs
Activities Mediation training provided to community leaders	A separate project implementation plan or Gantt chart is used to monitor activities	Planned versus actual progress on the implementation plan	Assumptions and Risks related to project activities



Logic of Logical Framework

» Vertical Logic

» Horizontal Logic

Level of Objectives

Means-Ends Chain

Policy Objectives	<i>Why</i>	<i>Objectives</i> Double farmer income to \$200
	<i>How</i>	<i>Strategy</i> Increase rice production 50%
Strategic Objectives	<i>Why</i>	<i>Objectives</i> Increase rice production 50%
	<i>How</i>	<i>Strategy</i> Use new seeds and fertilizer
Project Objectives (Operational)	<i>Why</i>	<i>Objectives</i> Use new seeds and fertilizer
	<i>How</i>	<i>Strategy</i> Loans and extension work with farmers
Input Objectives	<i>Why</i>	<i>Objectives</i> Loans and extension work with farmers
	<i>How</i>	<i>Strategy</i> Bank Loan of \$10 million

Horizontal Logic

Measurable Indicators of Results

Assumptions



How to measure



What outside influences
may affect the project
(if-then relationships)

Hierarchy of Project Objectives

(for definition and measurement/evaluation)

Level of Objectives	Means-Ends Chain	Measureable Indicators of Results	Assumptions
Policy Objectives	<i>Objective (end-outputs)</i> <i>Why</i>		
	<i>Strategy (means-inputs)</i> <i>How</i>		
Strategic Objectives	<i>Objective</i>		
	<i>Strategy</i>		
Project and Operational Objectives	<i>Objective</i>		
	<i>Strategy</i>		
Input Objectives	<i>Objective</i>		
	<i>Strategy</i>	Level of effort/ expenditure	

Hierarchy of Project Objectives

Level of Objectives	Means-Ends Chain	Measurable Indicators of Results	Assumptions
Policy Objectives	<i>Objective (end-outputs)</i> Double farmer income to \$200	<ul style="list-style-type: none"> • per capita income 	Price of rice does not fall with increased production
	<i>Strategy (means-inputs)</i> Increase rice production 50%		
Strategic Objectives	<i>Objective</i> Increase rice production 50%	<ul style="list-style-type: none"> • total tons grown • tons/hectare 	Proper use of fertilizer will increase yields
	<i>Strategy</i> Use new seeds and fertilizer		
Project Objectives	<i>Objective</i> Use new seeds and fertilizer	<ul style="list-style-type: none"> • number of tons distributed 	Loans will lead to better practices
	<i>Strategy</i> Loans and extension work w/farmers		
Input Objectives	<i>Objective</i> Loans and extension work w/farmers	<ul style="list-style-type: none"> • number of loans • value of loans 	
	<i>Strategy</i> Bank loan of \$10 million		

Logic of Hierarchy or LogFrame?

Different Semantics

Policy Objectives	Goals	Impacts
Strategic Objectives	Purpose	Outcomes
Project Objectives	Outputs	Outputs
Activities	Activities	Activities
Inputs	Inputs	Inputs

World Bank System

» Logic Model

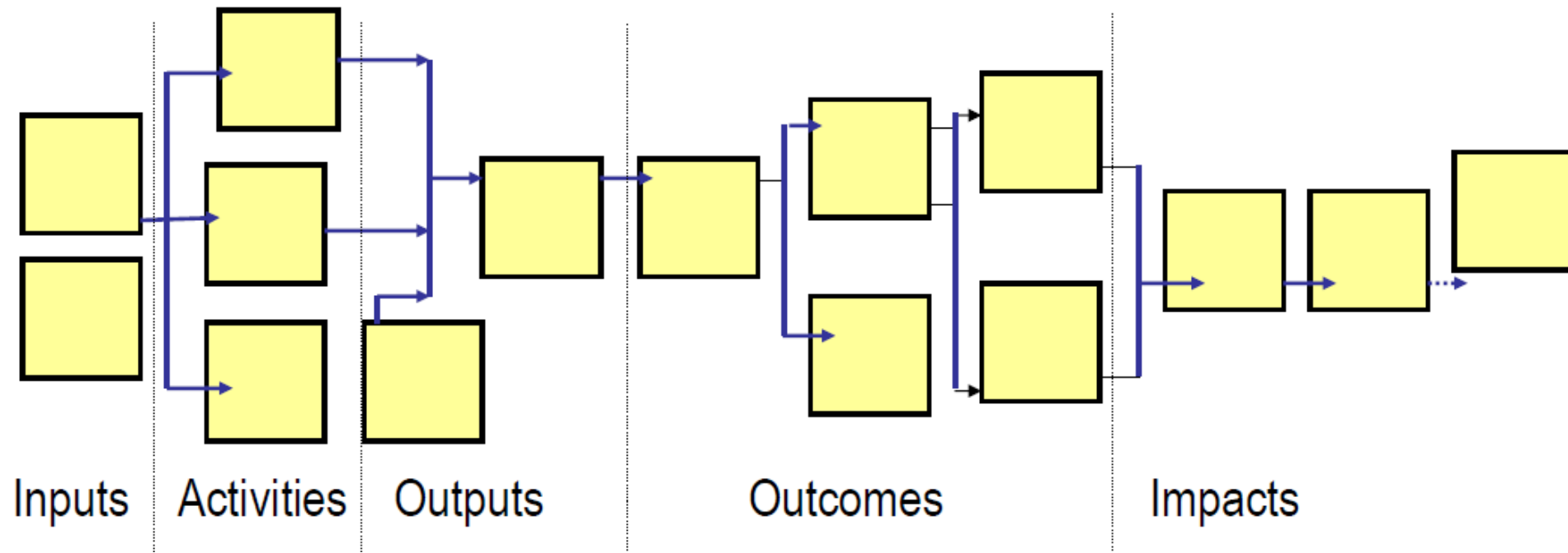
» Results Chain

Results Chain

>> What is it?

>> How is it used?

Sample layout



This slide is based on Logical Framework use by the World Bank Institute

How to read a logic model

Inputs

Activities

Outputs

Outcomes

Impacts

Certain inputs (resources) are needed to operate your program

If you have access to them, then you can use inputs to accomplish your planned activities.

If you accomplish your planned activities, then you will hopefully deliver the amount of product and/or service that you intended.

If you accomplish your planned activities to the extent you intended, then your beneficiaries/ stakeholders will benefit in certain ways.

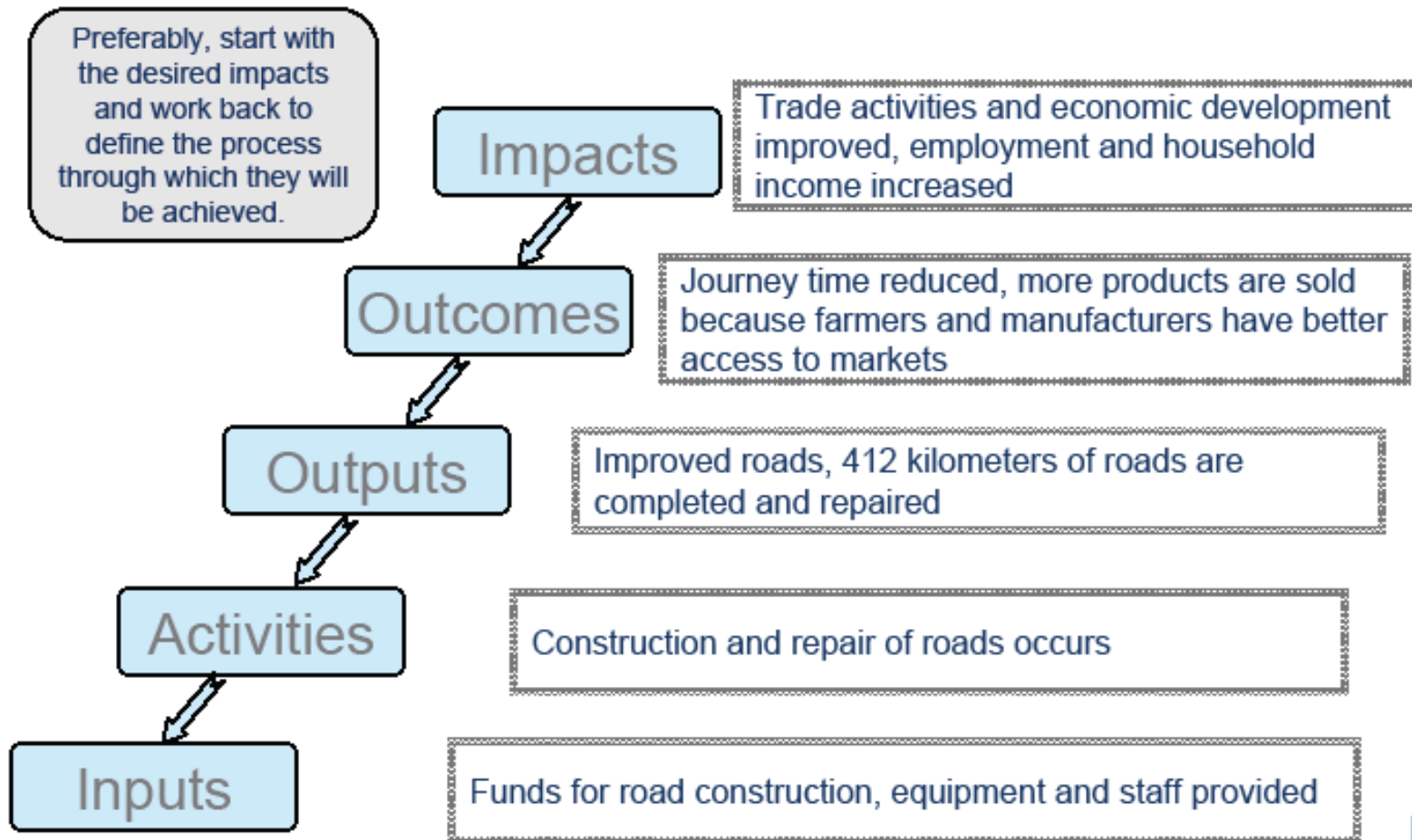
If these benefits to stakeholders are achieved, then certain changes in society, organizations, communities, or systems might be expected to occur.

Your planned work

Your intended results

This slide is based on Logical Framework use by the World Bank Institute

Stages in Designing a Project



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World Bank Institute Evaluation Group

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Examples of Output, Outcome, Impact

Outputs	Outcomes	Impacts
<p>Health Project</p> <p>Provided preventive health services to underserved patients</p>	<p>Increased visits to regular health facilities by underserved patients</p> <p>Reduced emergency room visits by underserved patients</p>	<p>Reduced health costs for underserved patients</p>
<p>Road Project</p> <p>Completed repairs of main and secondary roads</p> <p>Improved road condition quality</p>	<p>Increased use of main and secondary roads, decreased journey time</p> <p>Increased access to markets and sale of products, short-term improvements in household welfare</p>	<p>Trade activities and economic development improved, increased employment, increased household income</p>
<p>Water Supply Project</p> <p>Rehabilitated water system to increase production of potable water</p>	<p>Increased availability and use of potable water by households</p> <p>Reduced consumption of unsafe water</p>	<p>Reduced water-related illnesses, healthier citizens, reduced health costs</p>

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World Bank Institute Evaluation Group

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Benefits to Business Organizations

Lessons & Tools from ID

- » Ties Projects to Strategy and Policy Objectives
- » Makes Higher Level Objectives Visible
- » Identifies Needed Additional Activities and Key Assumptions
- » Focuses on the Higher Level Purposes
- » Identifies Need for Systems to Monitor Outcomes and Impacts
- » Helps the Project Manager to Maintain Commitment to the Project.
- » Defines needed Resources
- » Is a Simple Communication Device for all
- » Useful for both Planning and Management

Measurement Difficulties

- » The higher up the hierarchy you go the more difficult it is to measure.
- » You need to pre-define performance indicators.
- » Your Impact evaluation system needs to be practical and effective and not too expensive.

Sample from Training

Four Levels of Evaluation

1. Were the participants happy? Questionnaire
2. Did they learn anything? Tests
3. Did they change behavior back on the job?
How see and measure? Interviews? (PAPA)
4. Did the organization have increased performance and profits (IMPACT) ?
If there was change can it be related to the training?

LogFrame Implementation Problems

- » Semantics Confusing (goals-purpose)
- » Used for Presentation not Planning (Form Fill)
- » What Process Leads to LogFrame (PMS)
- » Objectively Verifiable Indicators Difficult
- » Assumptions Ill-Defined (Risks)
- » Lack of Stakeholder Involvement
- » Hard to Integrate into Normal PM Tools
- » Takes a lot of Training and Follow-up
- » Changes in Project are Inevitable
- » It needs to be a way of Thinking and Planning not a form to Fill Out

LogFrame & Leadership

- » Leadership is defined as helping a group to agree on and commit to an objective.
- » Project Managers in a Matrix often have to Operate with Influence not Authority.
- » Leadership is Selling that Vision.
- » The LogFrame or Hierarchy of Objectives Spells out that Vision and Leads to Discussion and Commitment.
- » Those Higher Level Objectives Become Clear.

Impact Evaluation

- » What Effect did the Project Have Long Term?
- » Positive or Negative?
- » Did the Results of the Project Accomplish the Policy Objectives for the Project?
- » Difficult to Sort Out Causality
- » Research can be Expensive
- » You first of all have to have a Baseline!
- » Problem – Stimulus- Did Government spending result in more new jobs than if private business had spent the same money?

Business Mgt Antecedents

» Unknown to the government officials who promoted LogFrame, there were 3 prior business approaches:

1. March & Simon's *Means-Ends Chain* 1958
2. Professor Robert Anthony's *Planning and Control Systems*, Harvard Business School 1965
3. Charles Granger's *The Hierarchy of Objectives*, Harvard Business Review May-June 1964

Conclusions

- » The Logical Framework or Hierarchy of Objectives is a Useful Tool.
- » It Clearly Ties Project Objectives to Strategic Objectives and Policy Objectives.
- » In Reviewing Your Corporate and Project Planning Systems you should look at how it might fit and Provide a Benefit.
- » It is mostly a Planning Tool but it can help an Organization get into the Ex-Post Evaluation Business
- » Did the Project Meet its Objectives and were they the Right Objectives?

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- » “Defining the Hierarchy of Objectives”, Robert Youker, IPMA, Slovenia, 1998 and ASAPM 2001
- » “The Logical Framework Approach-Millennium”, Couillard, Garon, and Riznic, The Project Management Journal, PMI, December 2009.
- » “Monitoring & Evaluation for Results” World Bank Institute Evaluation Group 2007
- » “Strategic Project Management Made Simple”, Terry Schmidt, 2009 John Wiley