

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.




Welcome!





Module 3 –

The intervention evaluated

*Understanding intervention. Intervention logic.
Link between intervention and evaluation.
Logframe, Theory of Change.*




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Discussion



- What tools do you use to describe the intervention logic of you projects/programmes?
- Are you familiar with Logical Framework and/or Theory of Change?



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Discussion



- Why is good understanding of an intervention important for the evaluator?






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Input, output, outcome...?






Exercise 3-1 – Terms definition








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Terminology confusion...



	Ultimate Impact	End Outcomes	Intermediate Outcomes	Outputs	Interventions	
<i>Needs-based</i>	<i>Higher Consequence</i>	<i>Specific Problem</i>	<i>Cause</i>	<i>Solution</i>	<i>Process</i>	<i>Inputs</i>
CARE terminology ¹	Program Impact	Project Impact	Effects	Outputs	Activities	Inputs
CARE logframe	Program Goal	Project Final Goal	Intermediate Objectives	Outputs	Activities	Inputs
PC/LogFrame ²		Goal	Purpose	Outputs	Activities	Inputs
USAID Results Framework ³	Strategic Objective	Intermediate Results		Outputs	Activities	Inputs
USAID Logframe ⁴		Final Goal	Strategic Goal/ Objective	Intermediate results	Activities	202E
DANIDA + Dfid ⁵	Goal		Purpose	Outputs	Activities	Inputs
CIDA ⁶ + GTZ ⁷	Overall goal		Project purpose	Results/outputs	Activities	Inputs
European Union ⁸	Overall Objective	Project Purpose	Results	Activities		
FAO ⁹ + UNDP ¹⁰ + NORAD ¹¹	Development Objective		Immediate Objectives	Outputs	Activities	Inputs
UNHCR ¹²	Sector Objective	Goal	Project Objective	Outputs	Activities	Input/Resources
World Bank	Long-term Objectives		Short-term Objectives	Outputs	Activities	Inputs
AusAID ¹³	Scheme Goal		Major Development Objectives	Outputs	Activities	Inputs



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Project Cycle Management and Logical Framework Approach
















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Logical Framework Approach




Originally, the **Logical Framework Approach** was considered as a support to **participative and inclusive planning**. Stakeholders (both donor and beneficiary) should together with target groups:

- Assess the key problems and their causes that needs to be tackled (**problem analysis**)
- Identify actors with an interest in the area or with an influence over the project (**stakeholder analysis**)
- Agree the intervention objectives (**analysis of objectives**)
- And choose the best strategy for fulfilling the objectives (**strategy analysis**)

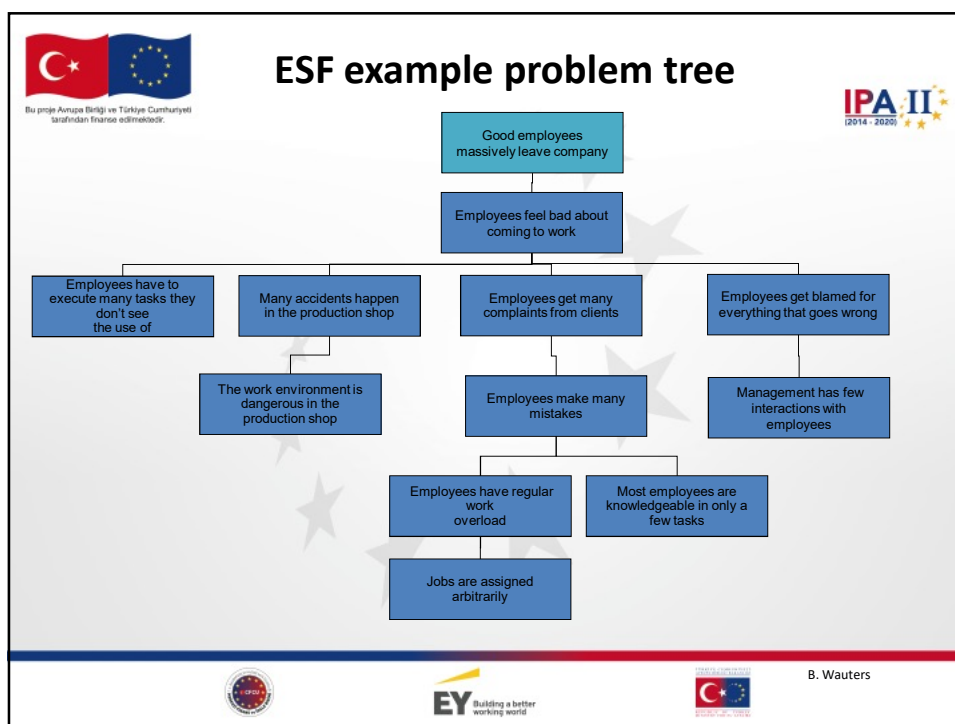


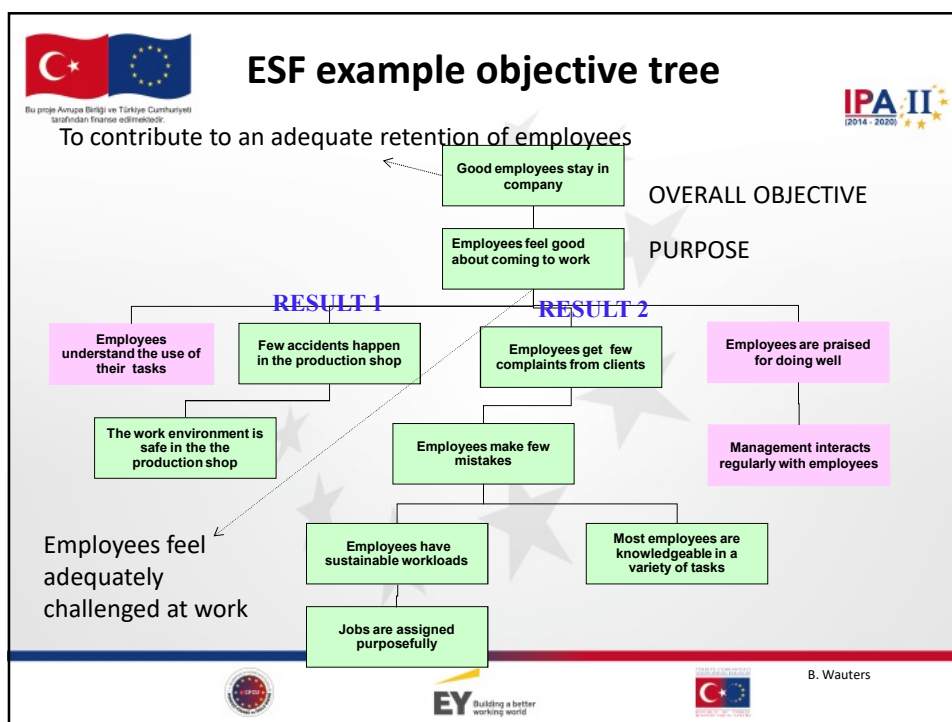




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Adapted from D. Svoboda





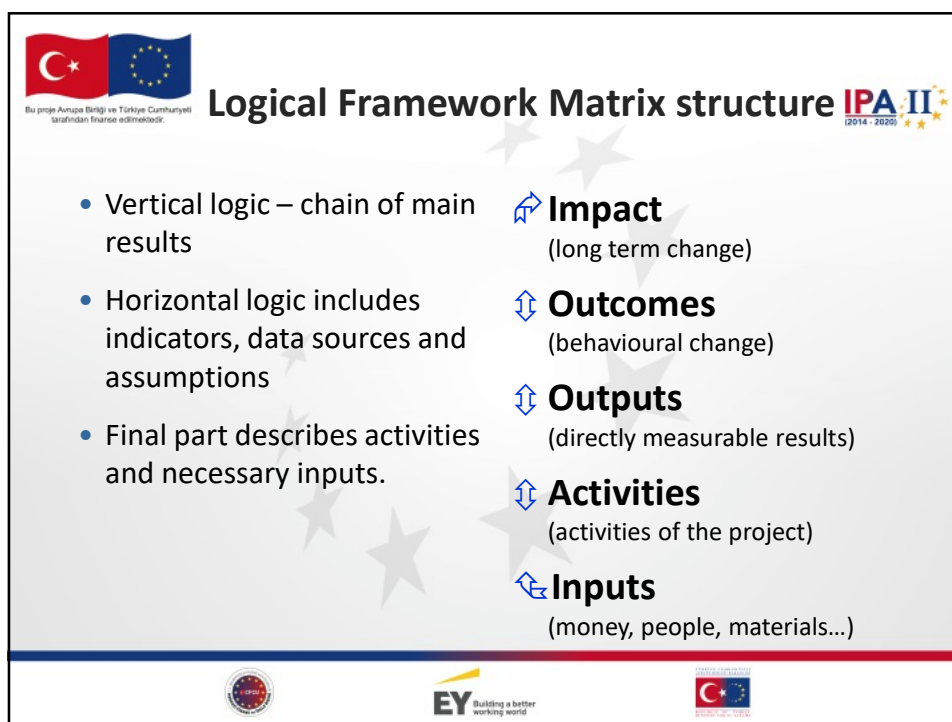




 **The Logframe matrix** 

	1. Project Description	2. Verifiable indicators	3. Sources of verification	4. Assumptions
Overall objective	To contribute to an adequate retention of employees	Annual % of leavers reduced to 3%	HR records	
Project purpose	Employees feel adequately challenged at work	Employee satisfaction score of 8,5	ES survey administered yearly by consultancy global satisfaction score**	Employees wages stay stable or increase
Results	1. Fewer accidents in the production shop 2. Employees get fewer complaints from clients	1. 80% less serious accidents* 1. 50% less complaints	1. Safety records 2. Customer service records	Employees are praised for doing well Employees understand the use of their tasks

*serious = resulting in more than 5 days off work
** instrument example attached


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 **Logical Framework Matrix** 

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	Intervention logic	Indicators	Baseline incl. reference year	Current value Reference date	Targets incl. reference year	Sources and means of verification	Assumptions
Overall objective: Impact	The broader, long-term change which will stem from the project and a number of interventions by other partners	Measure the long-term change to which the project contributes; to be presented disaggregated by sex	Ideally, to be drawn from the partner's strategy		Ideally, to be drawn from the partner's strategy	To be drawn from the partner's strategy	
Specific objective(s): Outcome(s)	The direct effects of the project which will be obtained at medium term and which tend to focus on the changes in behaviour resulting from project Outcome = Oc (Oc 1; Oc 2; etc.)	Measure the change in factors determining the outcome(s); to be presented disaggregated by sex	The starting point or current value of the indicators	The value of the indicator at the indicated date	The intended value of the indicators	Sources of information and methods used to collect and report (including who and when / how frequently)	Factors outside project management's control that may impact on the outcome-impact linkage
Outputs	The direct/tangible outputs (infrastructure, goods and services) delivered by the project Outcome = Oc Op 1.1 (related to Oc 1) Output = Op : 1) (...) : 2) (...) Op 2.1 (related to Oc 2) (...)	Measure the degree of delivery of the outputs; to be presented disaggregated by sex	Idem as above for the corresponding indicators		Idem as above for the corresponding indicators	Idem as above for the corresponding indicator	Factors outside project management's control that may impact on the output-outcome linkage









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Logical Framework Matrix




Activities	<p>What are the key activities to be carried out, to produce the outputs? Group the activities by result and number them as follows:</p> <p>A 1.1.1. – "Title of activity"</p> <p>A 1.1.2. – "Title of activity"</p> <p>A 1.2.1. – "Title of activity"</p> <p>(...)</p>	<p>Means: What are the means required to implement these activities, e.g. staff, equipment, training, studies, supplies, operational facilities, etc.</p> <p>Costs: What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</p>	<p>Factors outside project management's control that may impact on the activities-output linkage</p>
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Problems of logframe




- Matrix fit the needs of the donors, it is not easy to discuss it with target groups in participative way
- Intervention logic is rarely linear (contrary to what LFA expects)
- Why just three levels? (outputs – outcomes – impacts)
- Danger of legitimisation of **planned** and reduces flexibility and accountability for real results. It static, unable to cope with dynamics. („lock-frame“)
- Many logframes are just retro fitting box filling exercises where there is not necessarily a lot of logic behind („logicless frames“).







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Problems of logframe




- **Time dimension is missing**, no links between the elements
- Stress on **indicators** leads to focus and reporting of indicators and **not the real change**, as indicators and rarely good indicators of behavioural change
- Rarely fits on one page, which **prevents seeing the whole logic**.
- **Assumptions are undervaluated** and often just formally tackled






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General issues with PCM / LFA?



- If the funding organisation reduces the role of the Project Cycle Manager to an appraiser, with a “public tendering” mindset (hands-off, competitive approach), then the following dynamic results:
 - Poor quality proposals come in that get rejected outright
 - Too few proposals are funded which is a problem for spending levels
 - A double dynamic then starts
 - Pressure is exerted on the PCM and others involved in appraisal to be more lenient
 - Subsidy consultants learn how to play the game and submit “formally” good projects (frequently amounting to cut and paste of a successful project)
 - A whole lot of paperwork is generated that has very little added value but looks good when auditors come






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General issues with PCM / LFA?




- The idea of Project Cycle Management is to
 - get involved by using (pre-) feasibility studies (with contracted experts if needed) to improve project designs and to redress information asymmetries (the promoter knows more than the funder)...
 - so no potentially good project is rejected and no potentially bogus project is approved (PCM does not have a “competitive” aspect where proposals are compared and ranked as each proposal is unique)





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Theory of Change



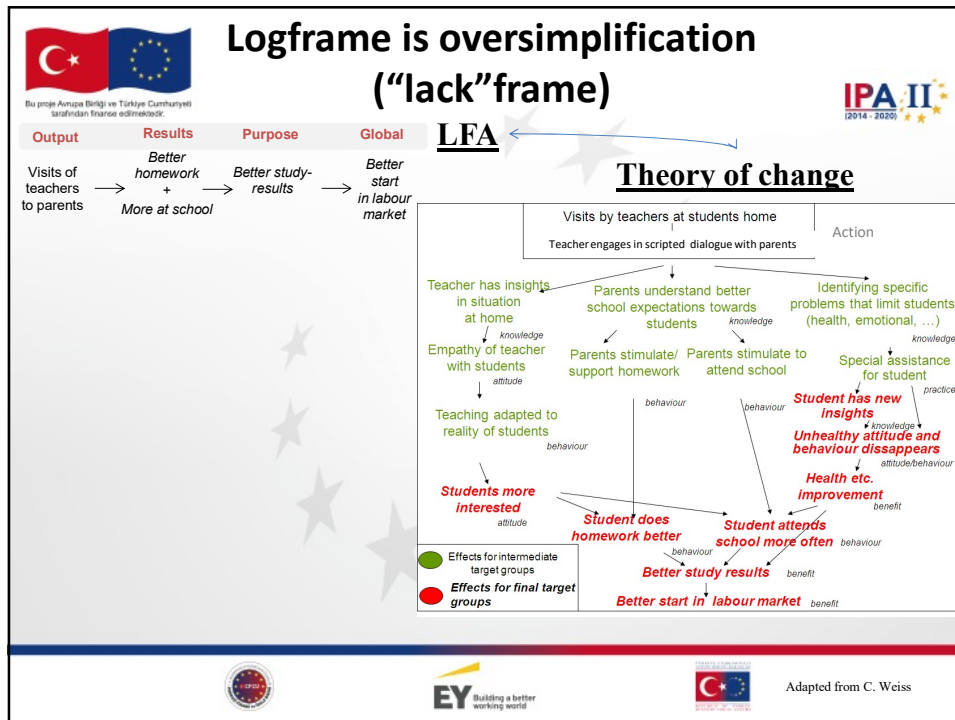






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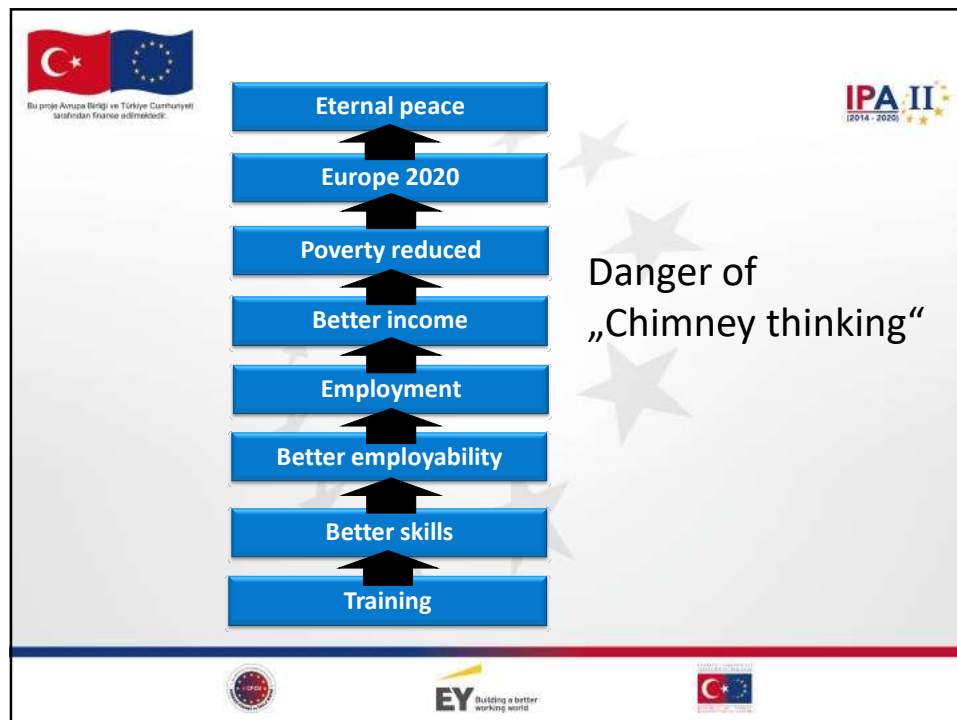
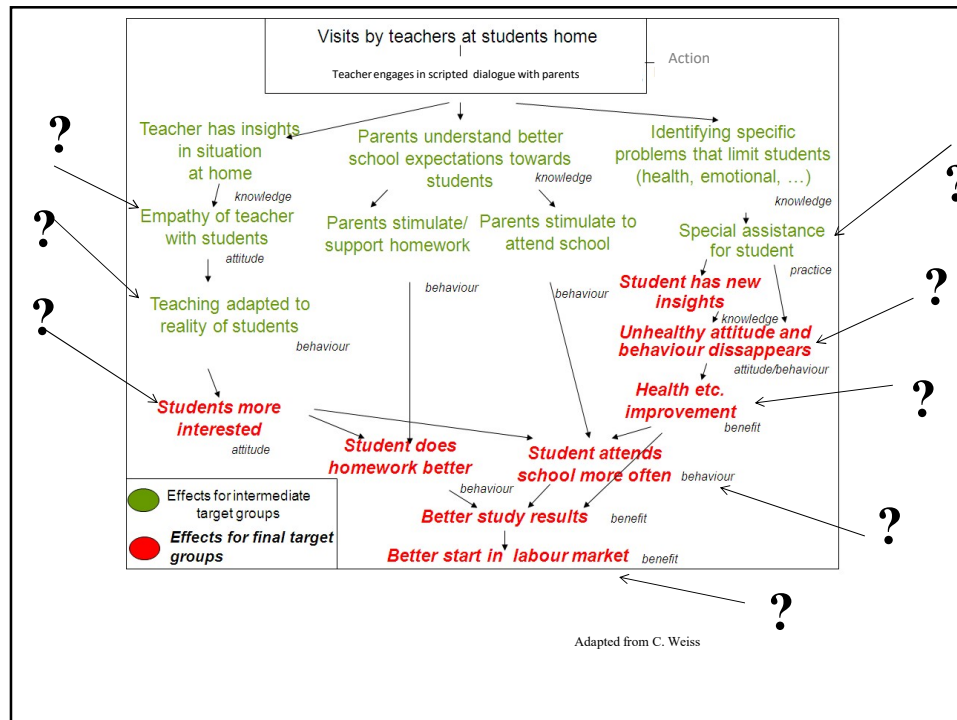





Theory of Change


<https://www.youtube.com/watch?v=BJDN0cpxlv4>









Advantages of ToC relative to Logframe




- Logic is more clear:
 - Different strands of cause-effect linked to various actions
 - Assumptions (also about other stakeholders) on equal footing to actionable outcomes
- Not necessarily based on “problems”
- Less issues with terminology as relies on visuals rather than categories
- Draws more heavily on research based theories (if deductive approach is used)
- If alternative theories allowed, then greater likelihood of learning and improving
- However, even harder to do than Logframe?



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Issues with both LFA and ToC




- the logic is linear:
 - if we do A, B will happen, and then C, and so on = mechanistic, engineering idea of cause and effect as if we can turn the key in the engine of development and the wheels start turning
 - it assumes project actions set into motion a chain of events more or less automatically without feed-back loops or delaying effects
- although the logic of how the intervention should be much more elaborate, backwards re-engineering, in someone's office, AFTER a project has been designed is unavoidable as ToC/LFA establish a parallel process to what is already going on (strategic planning processes, informal decision-making processes within existing power structures)


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Issues with both LFA and ToC




- “assumptions, risks, etc.” very difficult to identify
 - in LFA the assumptions column usually is a formality (fill the box)
 - limited by the imagination and experience
 - perception that too detailed a risk analysis might be seen negatively by funders as it builds up a risky picture
 - in ToC non-intervention pre-conditions have a bigger chance of being identified due to seeing more of what happens in the outcome chain and by drawing on multiple, science based theories, but still there are many “chimney” ToC
 - in any case so many factors (systemic view) involved which lie beyond the scope of the planned initiative that will change the way things actually turn out, that it is unlikely you can identify them all








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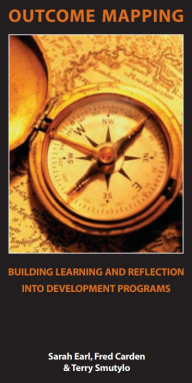



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Tool for dynamic world





- Both ToC and LFA are static approaches. If properly done, can work fine in stable, known, simple and clear conditions.
- However more and more often we operate in Volatile, Uncertain, Complex and Ambiguous environment (the V.U.C.A. world), where we have to learn by doing and rapidly change our approach.
- EU funds management is not fitted these conditions.
- Consider Outcome mapping (beyond the scope of this training) for tackling dynamic projects.
- https://www.outcomemapping.ca/download/OM_English_final.pdf















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Group work!






Task 3-A – Draw the Theory of Change








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Module 3 – Take aways 1/2




- To be able to evaluate, you have to understand how the intervention is supposed to work.
- Do not just accept the theory of the policy-maker, make your own.






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Module 3 – Take aways 2/2



- Both Logframe and Theory of Change assume known and stable situation. Use other tools for dynamic and innovative interventions.
- Don't waste time in definition wars on what is output or outcome. Just see the relations.



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Exercise for reflection





Exercise 3-2 – Reflection of Module 3



