

Revisiting Fundamentals of Monitoring and Evaluation Principles in the New Normal: The CART Principles

Nassreena Sampaco- Baddiri
Country Director
Innovations for Poverty Action Philippines

ipa
INNOVATIONS FOR POVERTY ACTION

Overview

I. Introduction
II. CART principles
III. Building an M&E system

1 We generate knowledge.

2 We turn the knowledge into action.

About Innovations for Poverty Action

Three complementary streams of work

1. Evidence generation	2. Evidence to practice	3. Right-Fit Evidence
Working with NGOs, government, foundations on scientific impact evaluations, in partnership with academics	*Engaging practitioners and policy makers for actual use of the evidence*	*Supporting organizations with their broader M&E needs and learning strategies*

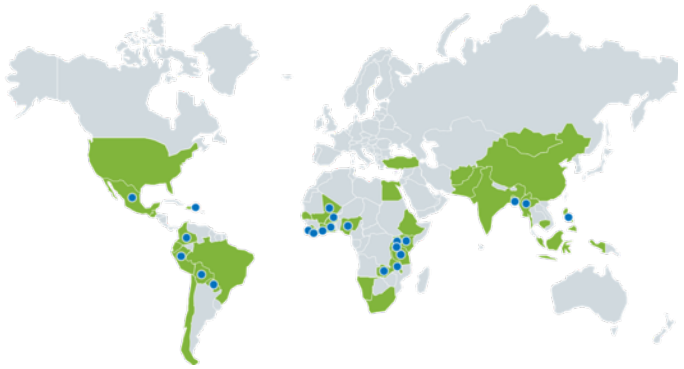
IPA at a Glance

22 Country Offices

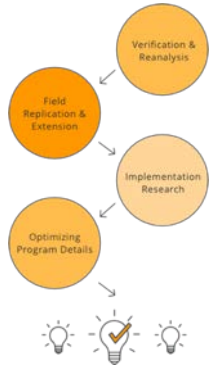
8 Program Areas

700+ Partners

600+ Researchers in our network



850+ Evaluations to date in 51 countries



17 Years of generating evidence and moving evidence to policy

Focusing on the Local

- 23 countries with a long-term presence
- Widely recognized as the experts in field-based randomized evaluations

About IPA Philippines

Partners

Department of Education

National Economic Development Authority

Supreme Court

Department of Agrarian Reform

Department of Labor and Employment

Department of Social Welfare and Development

Philippine National Police

Development Bank of the Philippines

Philippine Crop Insurance Corp.

Philippine Institute for Development Studies

Asian Development Bank

Alalay Sa Kaunlaran (ASKI), Inc.

Bank of the Philippine Islands

BANKO

First Macro Bank, First Isabella Cooperative Bank, and First Valley Bank, GM Bank

Negros Women for Tomorrow Foundation

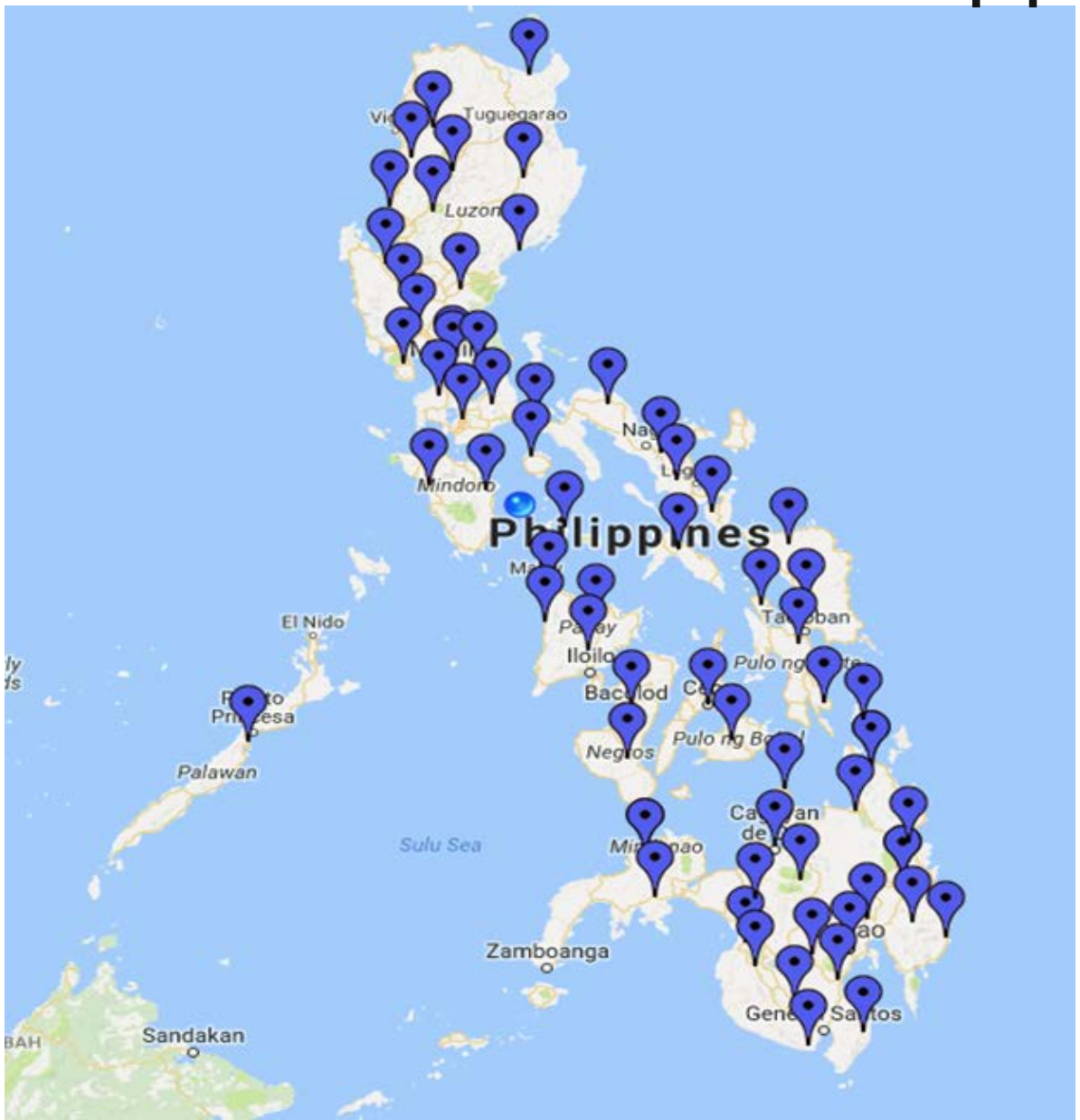
International Care Ministries

People's Alternative Livelihood Foundation of Sorsogon, Inc.

Millennium Challenge Corporation

University of the Philippines

Where we work in the Philippines



About IPA Philippines

Partners

Supreme Court

National Economic Development Authority

Philippine National Police

Department of Agrarian Reform

Department of Education

Department of Labor and Employment

Department of Social Welfare and Development

Development Bank of the Philippines

Philippine Crop Insurance Corp.

Philippine Institute for Development Studies

Asian Development Bank

Alalay Sa Kaunlaran (ASKI), Inc.

Bank of the Philippine Islands

BANKO

First Macro Bank, First Isabella Cooperative Bank, and First Valley Bank, GM Bank

Negros Women for Tomorrow Foundation

International Care Ministries

People's Alternative Livelihood Foundation of Sorsogon, Inc.

Millennium Challenge Corporation

University of the Philippines

Why Gather Evidence?

“Evaluation”: Program design & planning

Does it work? Why?

“Monitoring”: Program management

Data needed for day to day implementation

Increasing focus on measuring impact

Stanford SOCIAL INNOVATION Review

Social Innovations

Creating High-Im Nonprofits

Conventional wisdom says that scaling s
strengthening internal management cap
impact nonprofits, however, shows that

GUIDESTAR

CAREER ADVICE | JOB SEARCH | CAREER PATHS | MANAGEMENT

MANAGEMENT STYLE

Measuring Good: 5 Ways t Your Business' Impact

SON

Focusing on Nonprofit Impact

Donors would support high-impact nonprofits if they could readily
effectiveness. That was what 4,500 out of 5,000 donors told Guide
our Money for Good II research. (See the infographic on the right

finding impact.

“Impact” is a popular word! But….

Bad impact measurement may be worse than none at all

1. Wastes money
2. Leads to bad decisions
3. Distracts from viable and helpful non-impact “evidence” gathering

Stanford SOCIAL INNOVATION Review

Informing and inspiring leaders of social change

SOCIAL ISSUES SECTORS SOLUTIONS | MAGAZINE MORE

Measurement & Evaluation

Ten Reasons Not to Measure Impact—and What to Do Instead

Impact evaluations are an important tool for learning about effective solutions to social problems, but they are a good investment only in the right circumstances. In the meantime, organizations must build an internal culture in which the right data are regularly collected, analyzed, and applied to manage implementation and improve programs.

SHARE COMMENT DOWNLOAD PRINT ORDER REPRINTS

By Mary Kay Gugerty & Dean Karlan | Summer 2018

Determining impact of a program

1. A few success stories
2. Comparing before and after
3. Comparing before and after of those who get a service, and compare to before and after for some who do not
4. Randomized evaluation: Randomly assign who (or which communities) gets a service and who does not

Why Gather Evidence?

“Evaluation”: Program design & planning

Does it work? Why?

“Monitoring”: Program management

Data needed for day to day implementation

Monitoring & Evaluation?

REQUIRE RELIABLE, ACCURATE, TIMELY DATA!

The collection, analysis and **use of data** around projects and programs for three basic purposes:

Focus for today

- **Operational management**: making better operational decisions (Is this activity on track?)
- **Learning**: improving future work from the experiences acquired (Did this policy or program make a difference? Why?)
- **Accountability function**: accounting internally and externally for the resources used and the results obtained

Program management/“monitoring” data

- Targeting: who should receive the program? who does?
- Feedback from constituents
  - Field agent quality
- Adoption of technologies
  - Eating nutritional supplements?
  - Agricultural take-up
  - Health product usage
- Cost

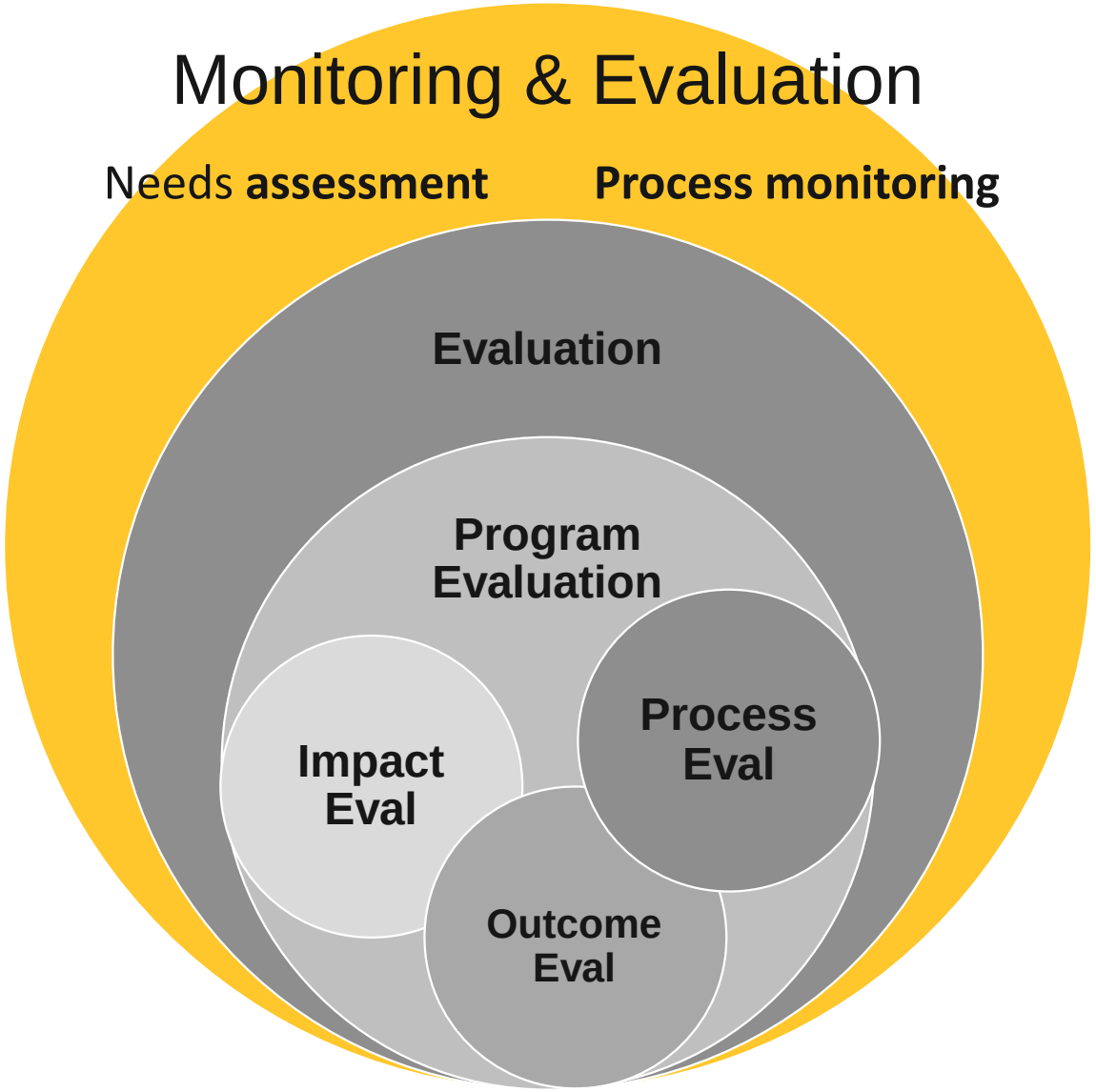
Starts with a Theory of Change

Why is Evaluation Important?

The answer depends on the type of evaluation

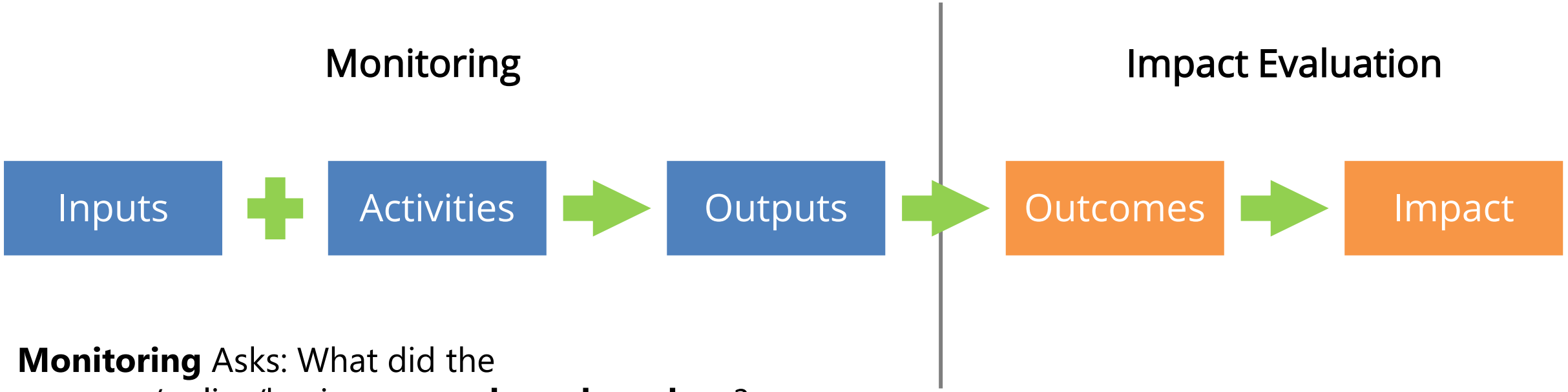
Needs Assessment	What is the problem?
Program Theory Assessment	How, in theory, does the activity fix the problem?
Process Evaluation	Does the activity occur as planned?
Impact Evaluation	Were its goals achieved? The magnitude?
Cost Effectiveness	Given magnitude and cost, how does it compare to alternatives?

M&E Approaches: Overview



M&E activity	Key questions
Process Evaluation/ Program Monitoring	Did/does the activity happen according to plans and objectives? -Reach -Quality of implementation -Targeting -Costs -etc.
Outcome Evaluation	What changes have occurred on outcomes?
Impact Evaluation	What changes have occurred as a result of the activity?

Monitoring vs. Impact Evaluation



Monitoring Asks: What did the program/policy/business **use, do and produce**?

Impact Evaluation Asks: How have **lives changed** compared to how they **would have changed** had the program/policy/business not happened?

Prioritizing what data to collect in the new normal

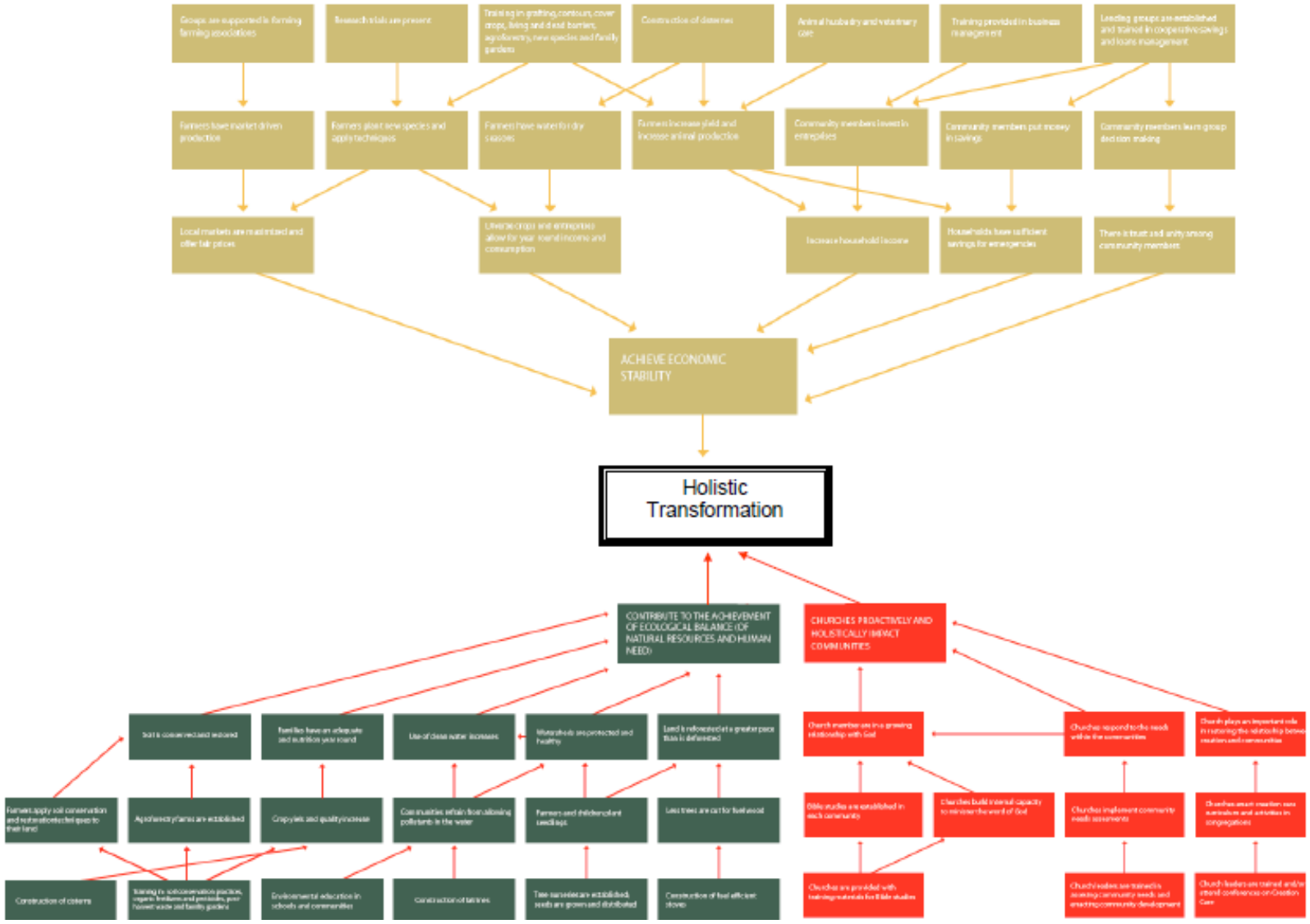
Collect usable data

Use data to make decisions

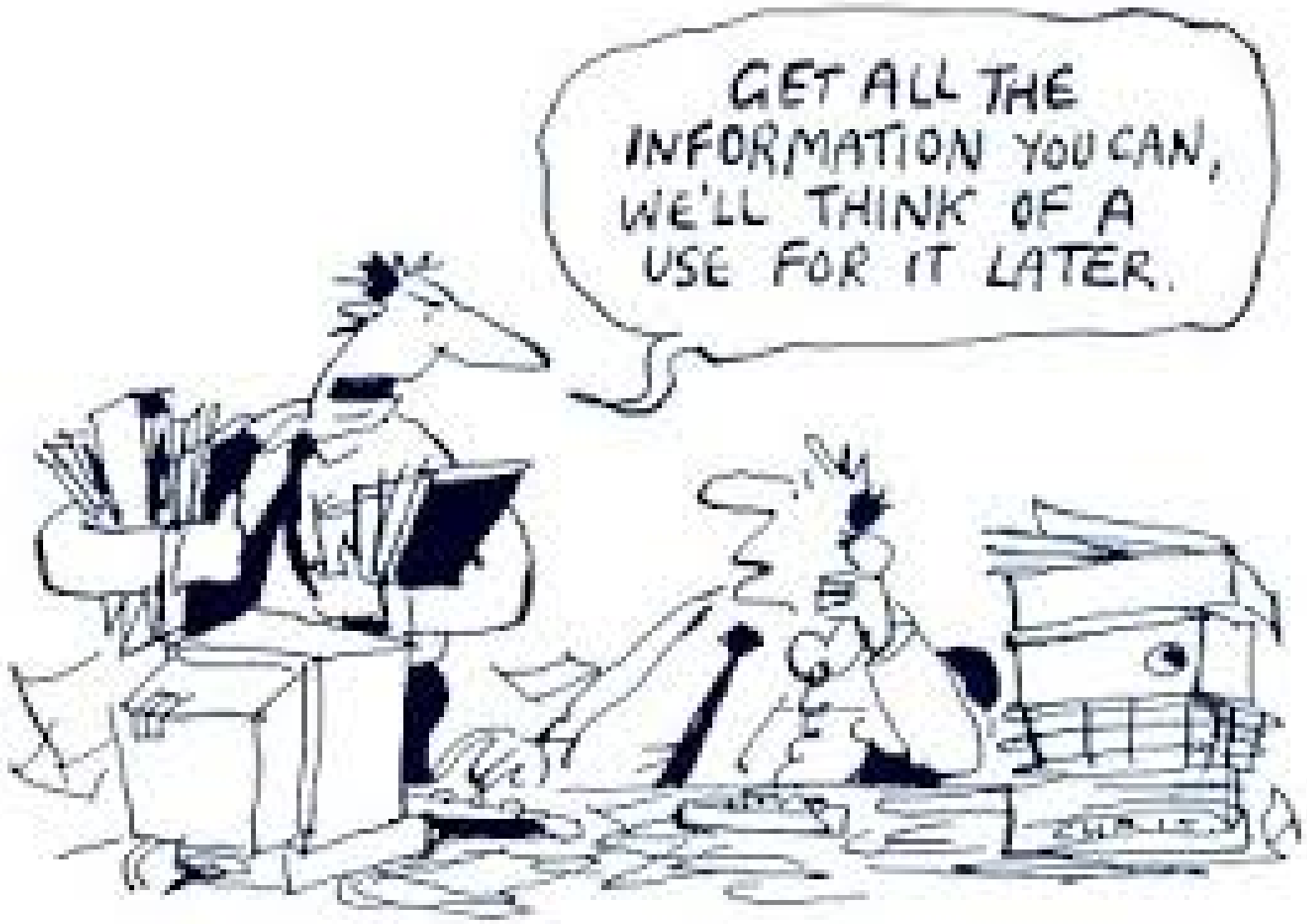
Make data useful for learning and improvement

The CART Principles for M&E

Can/should we really track all of this?

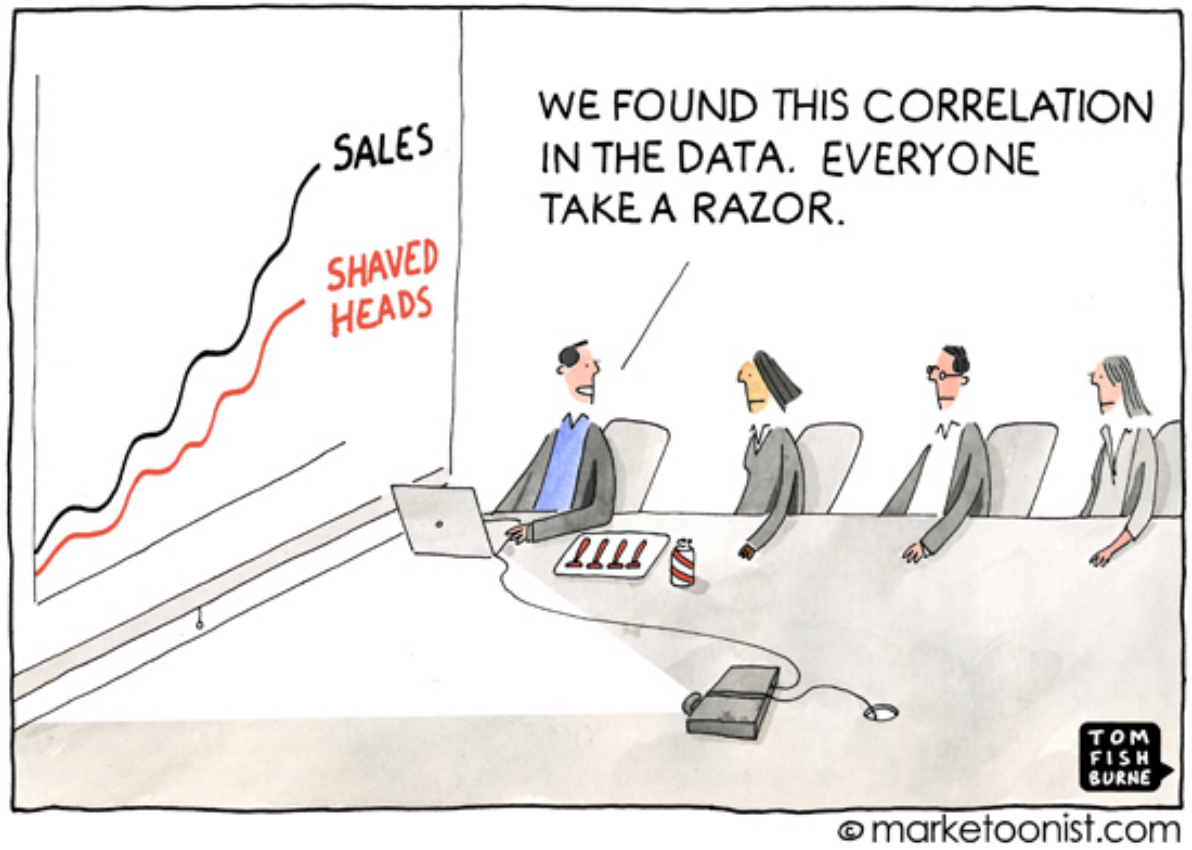


The core challenge



Credible

Bad data and data analyzed badly and can be worse than no data at all



Credible = credible data + credible analysis

Credible = credible data + credible analysis

Credible data

- Accuracy: is the question accurately capturing what you aim to measure?
- Reliability: can the data be trusted?
    - Representative sample?
    - Non-biased?
- Data quality protocols:
    - For surveys: training of surveyors, audits, data entry protocols, attrition and nonresponse, etc
    - For any source: representativeness, completeness, data quality checks, data cleaning

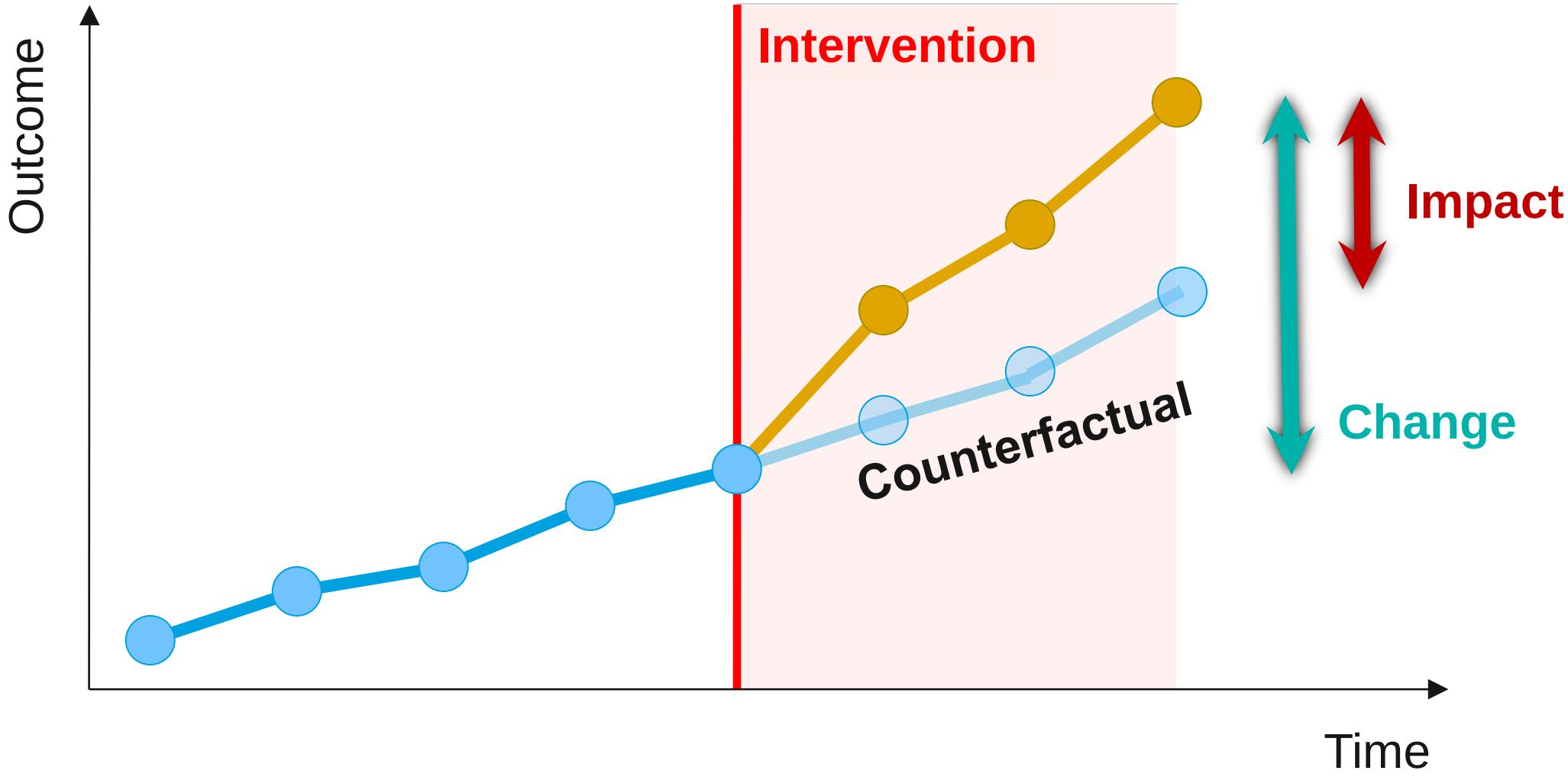
Credible analysis:

- Attribution bias?

Credible data

	Less Credible	More Credible
Accuracy	• Variation in interpretation	• Consistent interpretation
Reliability	• Not validated/checked • Missing responses • Missing data points • Unrepresentative of population	• Data quality validated/checked • High response rate • Complete datasets • Representative
Quality protocols	• Problematic incentives • Untrained creators and custodians • Not cleaned • Stored insecurely • Paper format	• Responses free of bias • Created by capable, trained staff • Cleaned expertly • Stored securely • Electronic format

Credible analysis of impact



Actionable

- If there is no plan for how to use the data, do not collect them

What makes data actionable?

Linked to decisions

- What decisions are made with these data?
- Do we have authority to make these decisions?

Timely

- Does the data get to decision-makers regularly enough to be useful?
- Does the data arrive at the time decisions are made?

User-friendly

- Is it in a format people can use? (hint – does anyone look at it?)

Accessible

- Can the data be accessed by people who need it? Is it devolved?

Actionable

In the new normal, it is even more important to collect data you can commit to use

- Define and narrow the set of data to collect
- Define action based on data
- Develop system that delivers high quality data in a timely fashion

Responsible

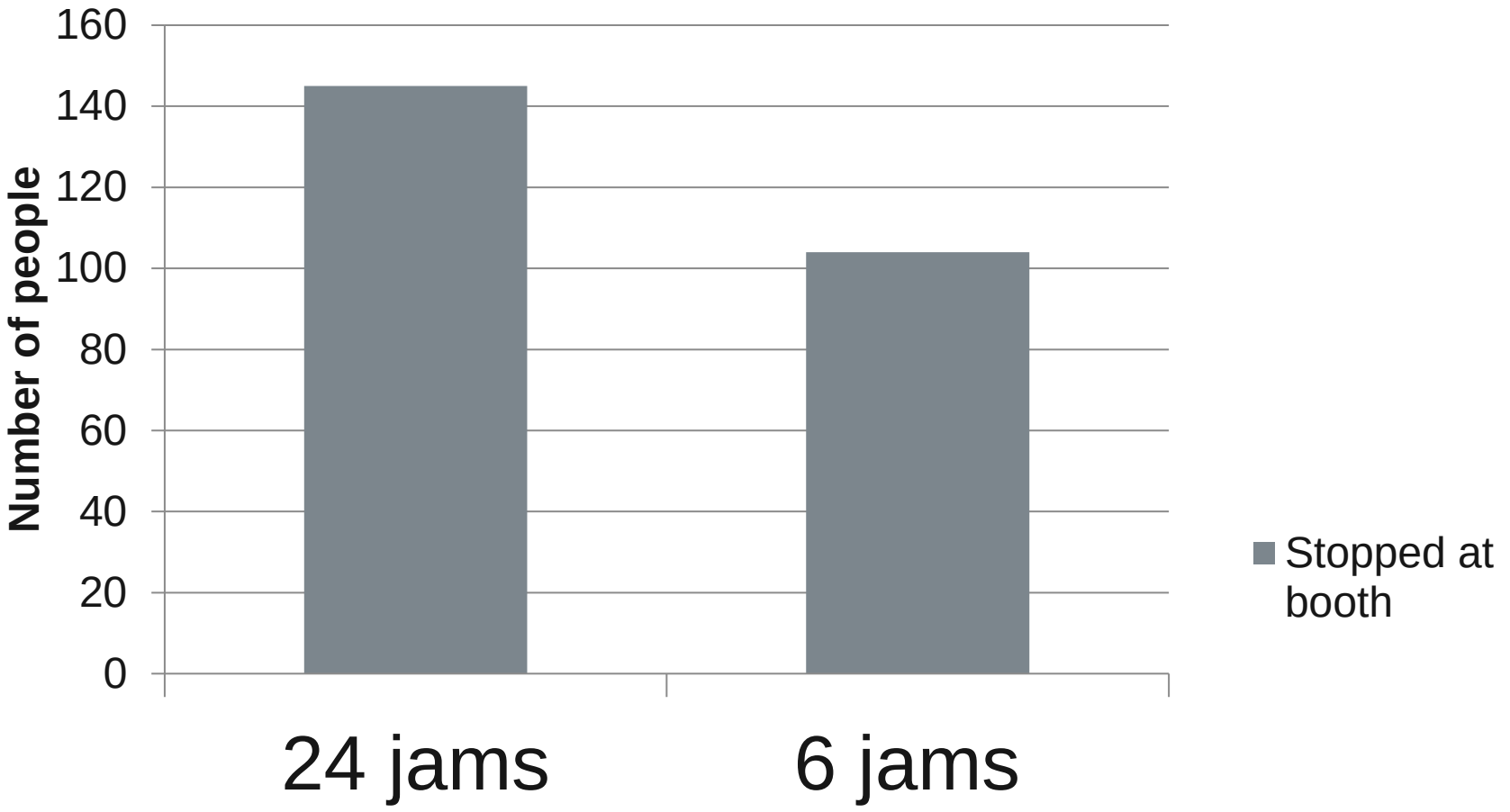
All data have costs

- Trade off using resources for data collection vs. other strategic investments
- Invest in impact evaluation when appropriate

From which set would you choose?

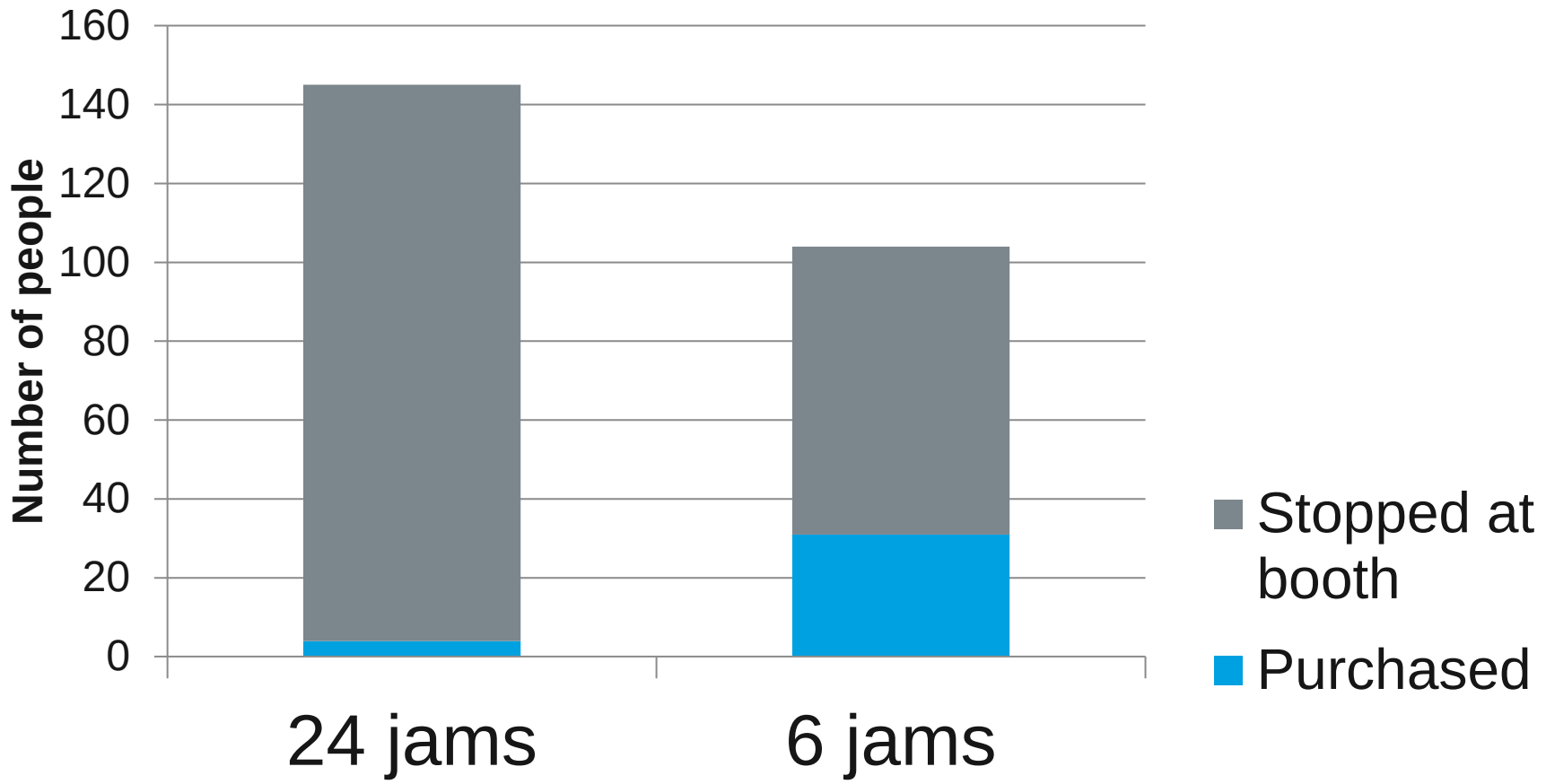
or

Jams: The results



Sheena Iyengar and Mark Lepper. “When Choice is Demotivating: Can One Desire Too Much of a Good Thing?” Journal of Personality and Social Psychology, 2000, Vol. 79, No. 6, 995-1006

Jams: The results



Sheena Iyengar and Mark Lepper. “When Choice is Demotivating: Can One Desire Too Much of a Good Thing?” Journal of Personality and Social Psychology, 2000, Vol. 79, No. 6, 995-1006

Responsible

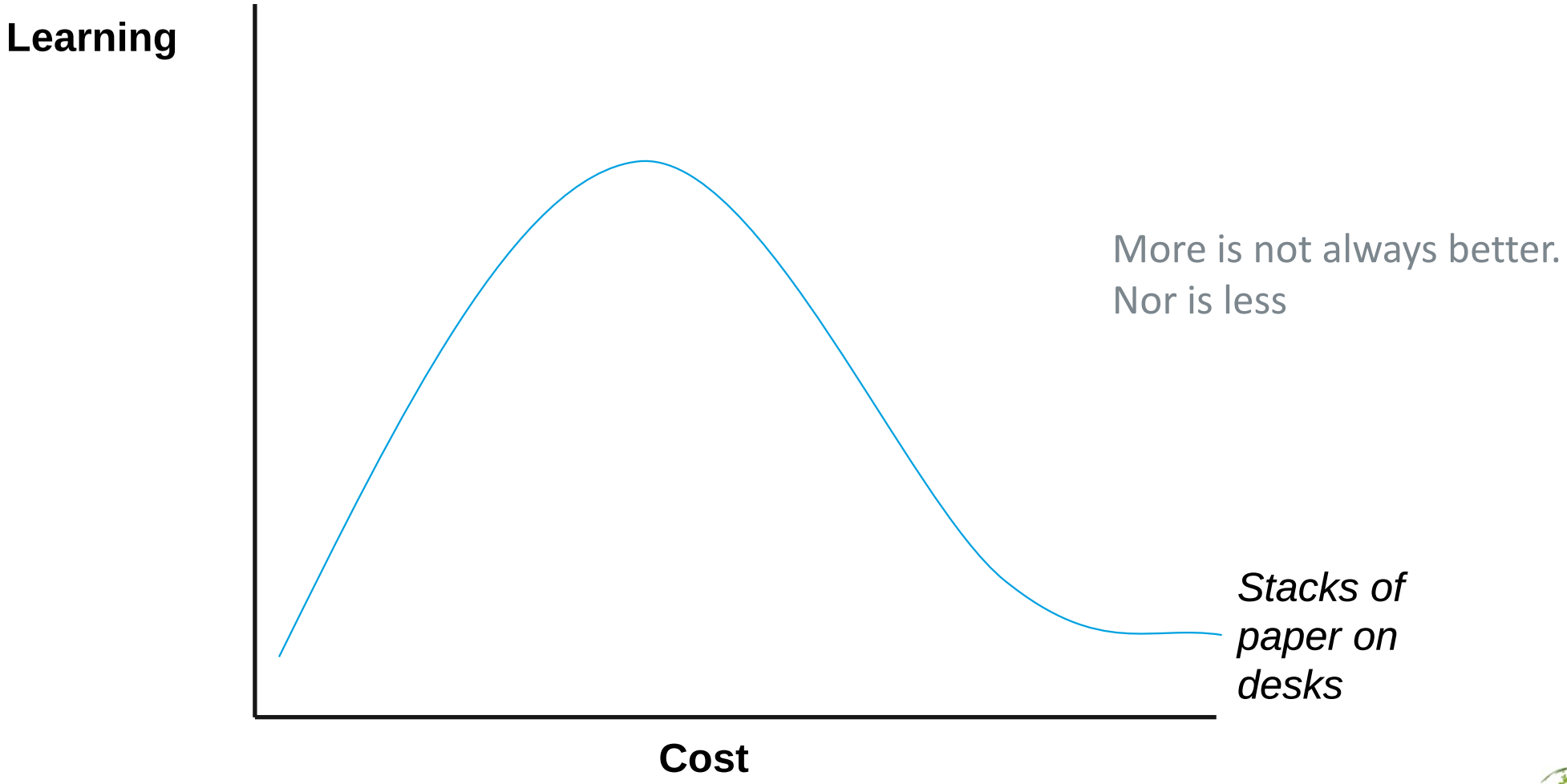
Real costs need to be assessed against the value of information the data will provide.

Direct Costs: Data collection can be expensive, designing forms and collecting data can take time. Analyzing data can also take time. Can technology help?

Opportunity Costs: time spent on collecting data can be used in implementing the program or analyzing data.

Grounding the design of the program in sound theory of change.

Responsible



Transportable

Data is useful for others (within or without your organization)

If it's a **program –** are the results based on theory, and published?

If it's **performance/service delivery data –** is it useful to others, and accessible online?

Transportable

In the new normal, it is important to collect data that generate knowledge for other programs.

Communicate lessons from M&E in order to help other design more effective programs.

One clear example in the time of the pandemic: vaccine distribution!

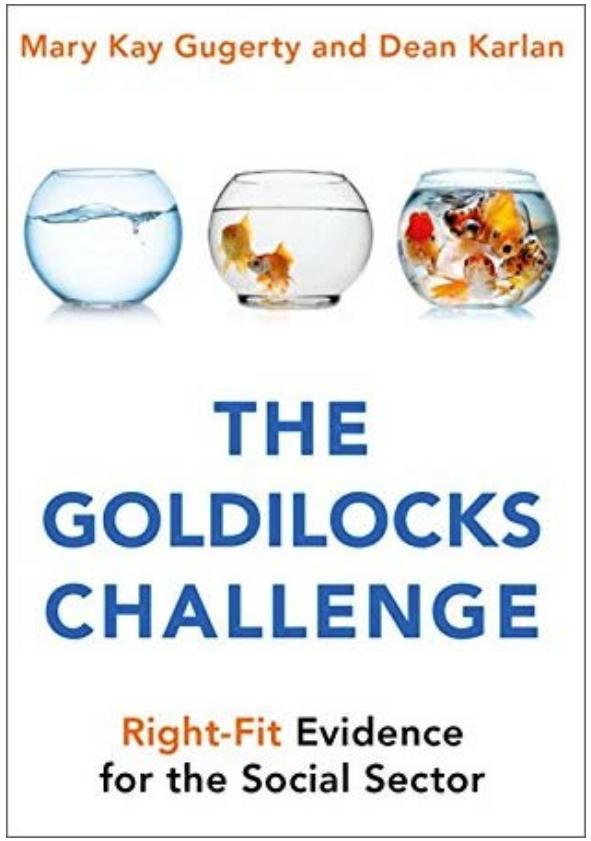
Assessing the CART-ness of your data

For each data source, ask "how **CART** is it"?

Both + (what's good) and – (what could be improved)

	Credible?	Actionable?	Responsible?	Transportable?
Things to consider for each data source:	• Consistent? • Validation/checks? • Response rate? • Completeness? • Representative? • Response bias? • Training of staff? • Cleaning? • Security? • Electronic/paper?	• Linked to decisions? • Timely? • User-friendly? • Accessible?	• Cost of collection? • Cost of cleaning, collection, storage? • Cost to beneficiaries or front-line staff (money or time)?	• Program data – is the theory clear, and is it published? • Service data – is it useful to others? If so, is it accessible online?

Where to go from here: building an M&E System

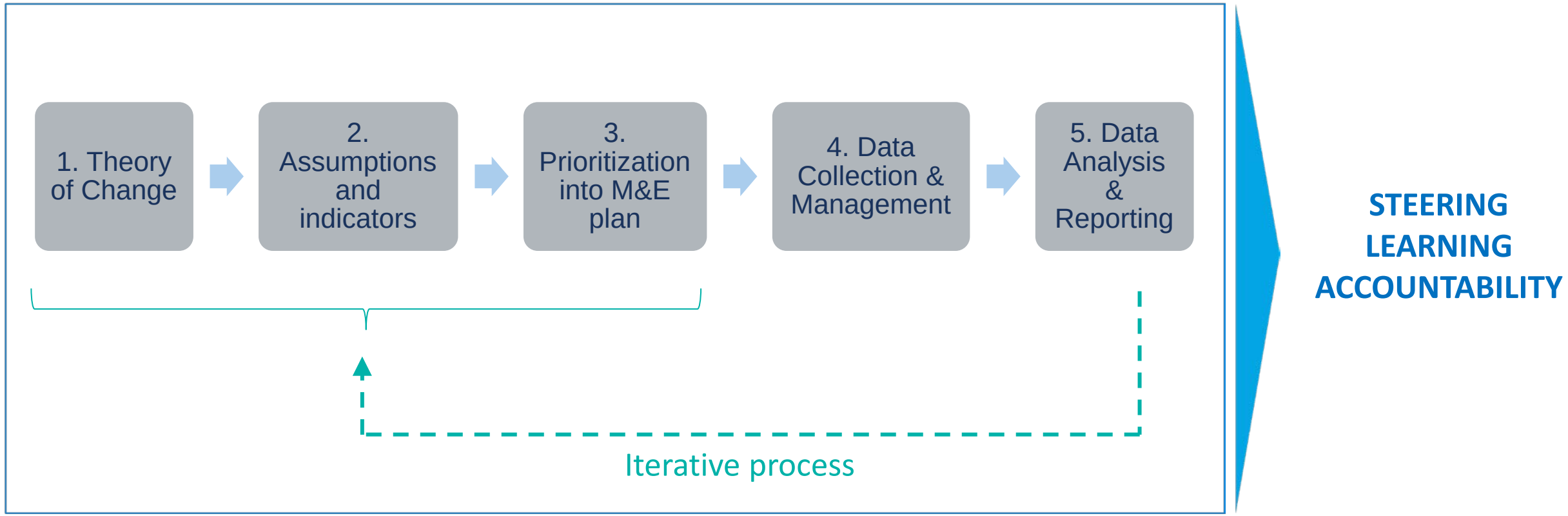


ipa
INNOVATIONS FOR POVERTY ACTION

IPA's Right-Fit Evidence Unit

Helping organizations make learning-oriented M&E a reality

Building an M&E System



Concrete steps to build an M&E plan

1. Create a Theory of Change for priority interventions
2. Think of the list of possible indicators
    a. Indicators along the steps of the Theory of Change
    b. Indicators and/or punctual studies to verify assumptions
3. Prioritize based on CART principles
4. Create a matrix of how the data will be collected and analyzed
5. Implement the M&E plan and refine as you go

Prioritize based on CART principles

Credible

Collect high quality data and analyze the data accurately

Actionable

Commit to act on the data you collect

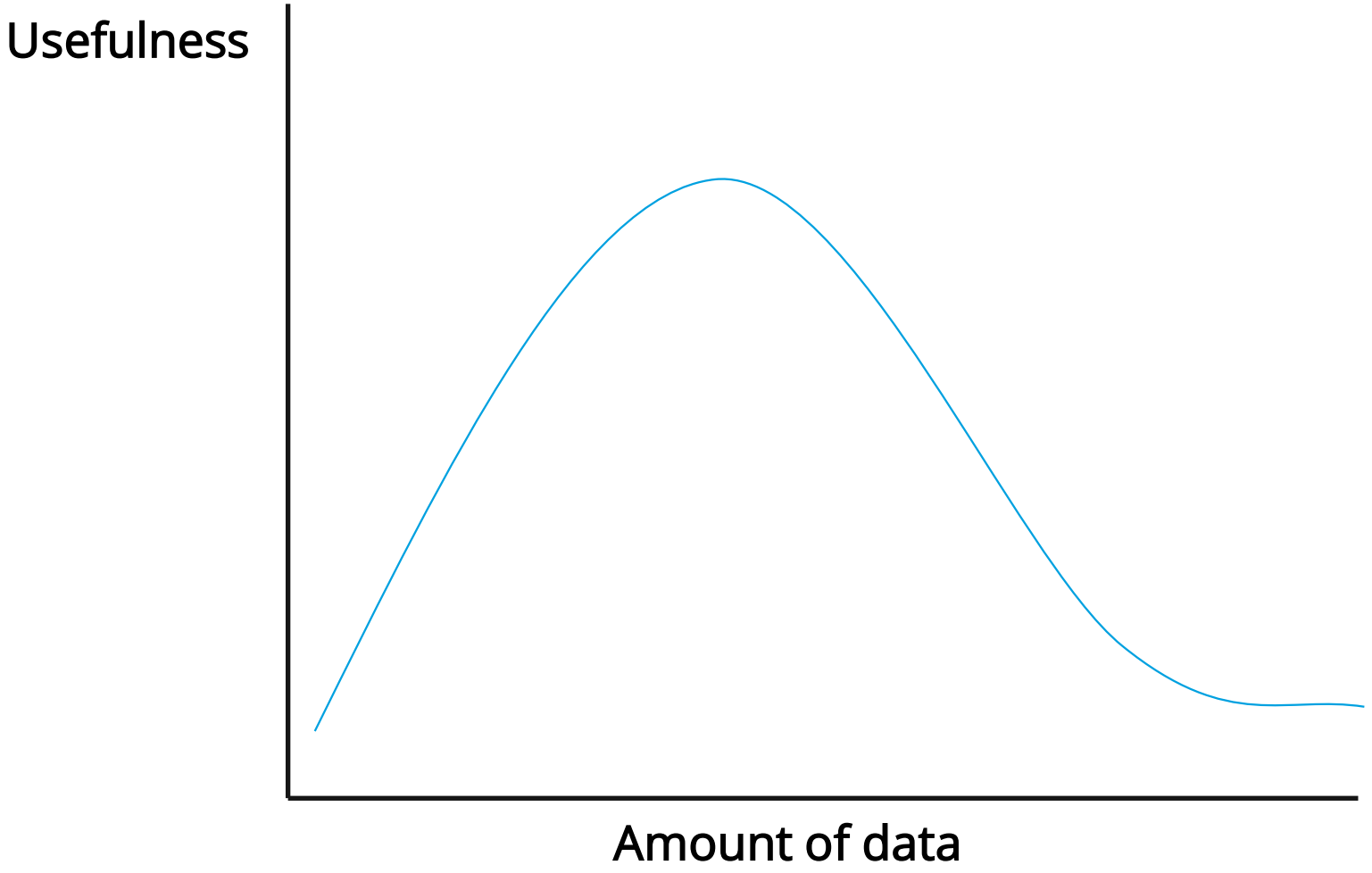
Responsible

Ensure the benefits of data collection outweigh the costs

Transportable

Collect data that generate knowledge for other programs

Finding the ‘right-fit’



Create the M&E Plan (list of M&E activities)

Data source (Form, Survey, Study etc.)	**Indicators to be gathered** (from logframe)	**Method of data collection**	**Sample**	**Timing and/or frequency**	**Responsibilities**	**Report going to / to be used by**
Training session attendance sheets	-Number of trainings held -Total number of beneficiaries trained	Paper forms	All trainings	Following every training session (compilation monthly by M&E assoc.)	-Design: local partner director -Filled by: trainers -Entry and analysis: M&E associate	-local partner director -Global monitoring sheet
End of Training feedback questionnaire	-Retention rate on content of the training	Interactive Voice Recording (IVR)	50 farmers every month who attended training in previous month	Monthly during training period	-Design: local partner director -Delivery: M&E associate -Analysis: M&E associate	-local partner director -Global monitoring sheet
Yearly practice survey	-% farmers employing at least 2 of the sustainable farming practices techniques covered	In-person electronic survey (smartphones with ODK)	25 communities (random)	Yearly ~1 month after harvest	-Design: Programs team of PWP US/local partner director -Delivery: survey team managed by M&E associate -Analysis: M&E associate	-local partner director -Programs & technical teams of PWP US
Yearly farmer organization qual survey	-Whether inputs can be found in close market town	Focus group discussion	All farmer organizations in partner communities	Yearly ~1 month after harvest	-Design: Programs team of PWP US/local partner director -Delivery: survey team managed by M&E associate -Analysis: M&E associate	-local partner director -Programs & technical teams of PWP US
Impact Evaluation	-Average amount of relevant crop harvested per acre	In-person electronic survey (smartphones with ODK)	See details on IE design docs	Every 3 years	-Design: Programs team of PWP US/local partner director -Delivery: survey team managed by M&E associate -Analysis: M&E associate	-local partner director -Programs & technical teams of PWP US -Donors

Implement the M&E plan

Actually allocate the needed resources for this (or reprioritize indicators otherwise)

Have someone in charge, but build shared ownership

Commit to use the data, and have reports do the same!

Refine as you go

Maraming Salamat po!

Comments/questions?

nbaddiri@poverty-action.org

www.poverty-action.org