Results and Indicators
Learning Objectives

At the end of the session you will be able to:

- Understand the role of results in EuropeAid
- Articulate a results chain
- Develop indicators to monitor progress
- Understand how to compile a logframe
- Know how to use a logframe
Results: the context

- "Increasing the Impact of EU Development Policy: an Agenda for Change" (2011): The EU and its Member States committed to promote common results-based approaches and strengthen M&E for development results
- Busan High Level Forum specifically called for the promotion of results and mutual accountability agreements
- Forthcoming end of MDGs and set up of new SDGs will imply a substantial change of long term goals for the development community
The EU Development and Cooperation Results Framework 2014-2020

- Development Progress (Level 1)
- Outputs and Outcomes supported (Level 2)
- Organisational Effectiveness (Level 3)
- Organisational Efficiency (Level 4)
The EU Development and Cooperation Results Framework

- **Level one** looks at high level global development progress, i.e. long term development outcomes/impact (scene setting)
- **Level two** focuses on development outputs and intermediate outcomes which can be more directly linked to EuropeAid's interventions
- **Level three** captures operational effectiveness, i.e. monitors whether EuropeAid is managing its operations effectively in order to achieve results
- **Level four** covers organisational efficiency, i.e. monitors whether the organisation is managing its resources, skills and processes efficiently
Why do we need results frameworks?

Accountability

Assessment

Decision making
How do we build Results Frameworks?

Logframes are the essential source for all results reporting.
Benefits of a good logframe

**Design** stronger interventions – use it to appraise options

*It is a useful* monitoring *tool – to manage delivery*

**Communication & accountability tool** – to demonstrate what the project is achieving and to agree with partners

**Evaluation & Reviews** – need to show whether our projects/programmes achieved what was expected
The logic of logical frameworks

Where are you going?

How will you get there?

What will tell you that you’ve arrived?

A logic model is your project/ programme ROAD MAP
Simple Logic Model:

This **graphic representation** shows logical relationships between:

- The resources that go into a program.
- The activities the program undertakes.
- The changes or benefits that result.

Describes the **sequence of events** to bring about benefits or change over time. It portrays the chain of reasoning, that links investments to results.

A logic model is a **systems model** showing the connection of interdependent parts that together make up the whole.
What is a Results Chain?

The linear representation of the theory of change. A simple diagram to show how a project will trigger different levels of change from activities to impact.

- **Inputs**
  - Financial and Physical Resources committed to programme activities

- **Activities**
  - Utilisation of resources to generate products and services

- **Outputs**
  - Products and services delivered

- **Outcomes**
  - Who will benefit/use services
  - Behaviour change

- **Impact**
  - Long-term, widespread change

Results!
Examples

Inputs
- Financial input
- Financial input
- Financial input

Activities
- Procurement of text books
- Training organised
- Contracting
- Identifying sites
- Procurement & distribution of condoms
- Marketing

Outputs
- Text books provided
- Teachers trained
- Water points constructed
- Sanitation facilities improved
- Improved access to condoms
- Promoting the use of condom

Outcomes
- Increased school completion
- Increased use of improved water & sanitation
- Increased use of condoms

Impact
- Increased literacy
- Improved health and well being
- Reduced number of new HIV infections and unwanted pregnancies
## Defining clear outcomes

### SMART objectives

*Specific, Measurable, Attainable, Realistic, Timed*

<table>
<thead>
<tr>
<th>Who/what</th>
<th>Change/desired effect</th>
<th>In what</th>
<th>By when</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 school boards</td>
<td>adopt</td>
<td>policies to improve student nutrition and physical activity</td>
<td>by Dec 2015</td>
</tr>
</tbody>
</table>
Examples of good & not so good results statements - Outcomes

**Not so good 😞**

*National HIV/AIDS response is more cost-effective and more efficient*

*An intermediate outcome – not the most important*

**Good 😊**

*Adoption of safer sexual and primary prevention practices*

*The main strategic objective*

*Clear about behavioural change*
Good & not so good results statements - Outputs

Not so good 😞

More men use condoms when having sex which is high risk to themselves or their partner

Too long & not clear
Wrong level – use of condoms is an outcome

Good 😊

Increasing availability, access to and promotion of condoms

Succinct and clear
Right level – availability of condoms is an output
The Results Chain: Top Tips

**Output**
- In control of the project
- Attributable to the project
- What the project will do
- What we deliver

**Outcome**
- What we want to change
- Who will benefit
- Within client control
- Contribution
- Why we deliver

**Impact**
- Long term goal
- Contribute to wider benefit
- No control
- No attribution
In a logframe every result needs

<table>
<thead>
<tr>
<th>Indicators</th>
<th>• What is to be measured (and not what is to be achieved; that’s the job of targets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>• The desired value or direction for progress</td>
</tr>
<tr>
<td>Milestones</td>
<td>• The path towards your target</td>
</tr>
<tr>
<td>Baselines</td>
<td>• The starting point</td>
</tr>
<tr>
<td></td>
<td>• Crucial for target setting</td>
</tr>
<tr>
<td>Sources</td>
<td>• Where will the information/data come from</td>
</tr>
<tr>
<td>Assumptions</td>
<td>• External influences on the intervention</td>
</tr>
</tbody>
</table>
Defining indicators—Focus on what will be measured not by how much

**Impact**
- Long term goal to which the project contributes
- e.g. MDG indicators, poverty reduction, economic development

**Outcome**
- Who are the beneficiaries
- What will change – behaviours/ perceptions/ systems
- e.g. # of people using improved water sources

**Output**
- The services or facilities delivered to the target groups
- e.g. # of water points constructed
Are these indicators outputs, outcomes or impacts?

% of births attended by skilled health professionals
Number of CSOs trained
% growth rate in agricultural output
% of homes sprayed with insecticide
Score against Worldwide Governance Indicator on voice and accountability
Number of additional women using family planning
% of the population vulnerable to food insecurity
Number of active tax payers
% of the population below the national poverty line
What makes a good indicator

- **Specific** – what will be measured? And how?
- **Measurable** - data can be collected
- **Relevant** - to the results chain
- **Useful** – for management decision making
- Does not include any element of the target
- Can be **disaggregated** if relevant
- Good mix of **qualitative** and **quantitative**
- **Already defined** e.g. MDGs or other internationally agreed indicators
# Quantitative & Qualitative Indicators

## Quantitative
- Objective facts that can be easily counted
- Numerical
- Measures the scale of an intervention – numbers or % of beneficiaries reached
- e.g. % of population who voted in the national election
- e.g. # of people with access to justice services
- Number of people trained

## Qualitative
- Subjective
- Can be numerical
- Measures quality, opinions, perceptions, systems development, influencing
- e.g. stages in the passage of a Bill through parliament
- e.g. level of satisfaction with justice services
- Status of implementation of new learning & development strategy or action plan
Indicator examples

**Not to good**

*Increased primary enrolment*

*Court systems providing effective access to citizens*

*Strengthened capacity of parliament*

**Better**

*Net primary enrolment rate per annum*

*Percentage of citizens who say that they have access to court systems to resolve disputes*

*Number of parliamentary inquiries conducted*

*Public perception of parliamentary effectiveness*
Indicator top tips

• The selection of each indicator should be based on the availability of data and the relevance to the result

• Don’t pick too many indicators for each result – choose the most important or strategic ones

• Choose & develop indicators with partners – agree data collection responsibilities

• Be clear whether they are annual, cumulative etc
How to measure change

Step 1 – Set the Baseline

-A baseline is a measure of the situation before the project starts (could be zero if a new project)
-It is used to measure change and monitor progress
-All indicators must have a baseline before (or should say when it will become available)
-Use existing data where possible, but check reliability
-If you need to collect your own data; collect baseline data early i.e. as soon as beneficiaries have been identified
How to measure results

Step 2 – Set targets

-A target is the desired end point for each indicator. It is often the last year of the project
-Must be included where baseline data is available
-REALISTIC given resources and capacity
-Achievable within the time period available
-Disaggregated where relevant eg by sex/ geography/ income
What makes a good target

Specific
Measurable
Achievable
Relevant
Time bound
How to measure change

Step 3 – set milestones

-Milestones are the desired *trajectory* from baseline to target
-Must be *REALISTIC* given resources and capacity
-At the output level should be annual milestones; at the outcome level data may not be available annually
-Will help you *track progress and make change* to under-performing areas
Data Sources

- List the specific data sources (do not just list the organisation and give the specific data collection, eg survey or report)
- Frequency should be clear and consistent with milestones and targets
- Provide disaggregated data as required
- Data collection and reporting responsibilities are clearly specified
What makes a good data source

**Existing** – eg DHS, MIS

**Relevant** – meets our needs

**Valid** – accurate methods used

**Reliable** – stable & consistent data collection methods used over time

**Available** – agree responsibility for data collection, eg implementers/ partners

**Timely** – periodicity consistent with milestones and targets
Using logframes

Monitoring
Coordinating with partners
Annual progress reviews
Project completion reviews
Mid-term evaluations
Ex-post evaluations
Logframes and the project cycle

- Logframes identify what has been achieved.
- Context Analysis: First step in defining a Theory of Change/Results Chain
- Evaluation
- Design: ToC thinking drives project options. Logframe drafted. Baseline collected.
- Annual Review
- Implementation: Logframe finalised before approval. Data collected annually.

Project cycle management
Monitoring Plan

A monitoring strategy should be developed. It could include:

- How indicators are defined and calculated
- What data will be collected, when, how and who is responsible
- What tool will be used for data collection
- How data quality will be assessed and assured
- What activities need to be completed, when, how and by who: develop tracking tool for activities
- Process for using monitoring information to adjust project/programme for areas that are underperforming
Key steps in compiling a logframe

1. Establish theory of change
   - Establish Results Chain
   - Starting from outputs

2. Set indicators
   - Relevant to results chain
   - Must be measurable and specific

3. Define expected change
   - Define baselines then, targets then milestones
   - Establish sources & agree data collection with partners

4. Complete logframe
   - Complete all other info e.g. inputs, impact weights, notes
   - QA with your local logframe champion!!