The background image shows a modern, multi-story university building with a light-colored facade and large windows. Several palm trees are scattered around the building, and a group of people is walking on a paved path in the foreground. The scene is set outdoors on a clear day.

M&E Workshop Rabat 2016

**Evaluation questions and different types of
M&E instruments**

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- Be able to identify questions for evaluation
- Be able to recognize different types of evaluation questions and understand their significance for later evaluation activities
- Ability to choose among different M&E tools

Agenda

- Learning objectives and evaluation questions
- Types of evaluation

Defining the purpose of the evaluation

Descriptive Questions

What is going on in our project?

- Describe processes, conditions, stakeholder views, etc.
- Journalist questions: What, when, where, how much, etc.

How many participants benefited?

Normative Questions

Is the project performing as expected?

- Compare current situation with objectives and targets
- Is implementation and performance satisfactory?

Did we reach as many participants as planned?

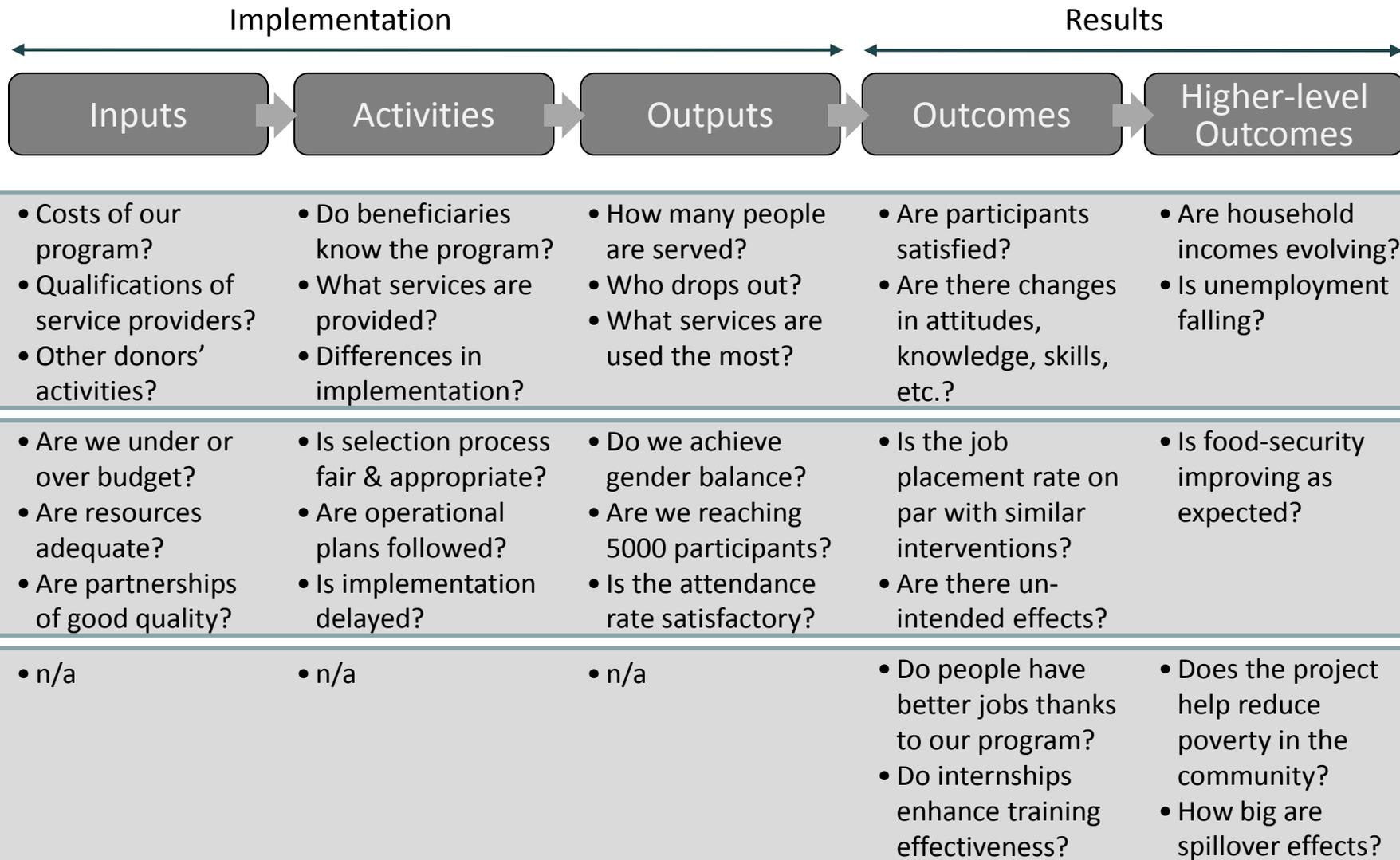
Cause and Effect Questions

What is the impact of the project on outcomes of interest?

- Ask whether objectives have been achieved as a result of our project
- Can change be attributed to project?

Has participants' income increased as a result of the project?

Evaluation questions and learning objectives can be organized along the results chain



M&E must provide useful information for all stakeholders



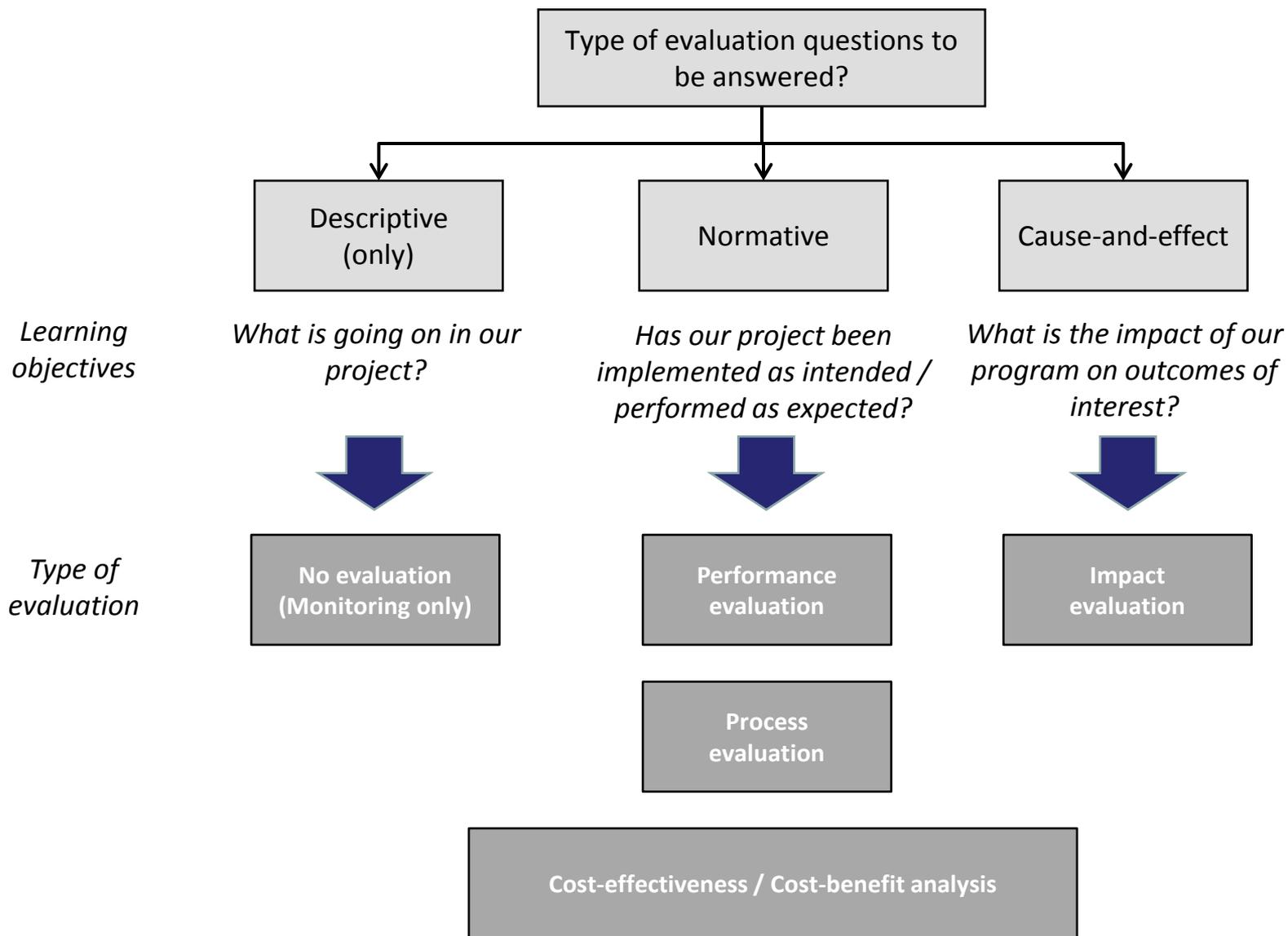
Considerations in defining evaluation questions / learning objectives

- **Consult relevant stakeholders.** Different people will be interested in different aspects of the program. E.g. donors, project management team, senior management, partners, etc.
- **Prioritize.** Which questions are the most important ones to be answered? Needs to be agreed upon. You cannot do it all...
- **How will results be used?** Understand what the evaluation is really for. Also, who may benefit/lose from the findings?
- **Questions will influence your data collection.** Different types of information have to be collected from different stakeholders (e.g. beneficiaries, project staff, experts, etc.)
- **Questions will influence the choice of the M&E tool.** Different types of M&E tools allow answering different kinds of questions.

Agenda

- Learning objectives and evaluation questions
- Types of evaluation

Your learning objectives will determine the appropriate evaluation tool



Monitoring

- **What does it seek to answer:**
 - Who benefits? What is the breakdown of beneficiaries?
 - What is the progress of implementation? (activities carried out, etc.)
 - Is the project on track of meeting its targets?
 - Are there any issues that affect implementation and outcomes? Any adjustments needed?
- **How is data collected:**
 - Project administrative documents (e.g. registration forms, attendance logs, etc.)
 - Selected quantitative and/or qualitative tools (e.g. follow-up survey, focus groups, etc.)
- **When:** Throughout project implementation

Performance Evaluation

- **What does it seek to answer:**
 - Relevance: Are objectives and project design appropriate?
 - Effectiveness: Have objectives been achieved?
 - Efficiency: Is the use of resources adequate?
 - Sustainability: Will the results endure?
 - Impact: Improvements for beneficiaries?
 - Quality of project design, implementation, and M&E
 - Lessons learned
- **How is data collected:**
 - Always: Desk research of project documents, stakeholder interviews
 - May include: Beneficiary surveys, various qualitative tools
- **When:** Usually at mid-term and end-of-project, sometimes several years after project ended (ex-post evaluation)



Does not provide certainty about whether changes observed occurred because of particular intervention

Process Evaluation

- **What does it seek to answer:**
 - Is project implemented as planned? Gaps between planned and realized activities?
 - What are reasons behind these gaps?
 - How can quality of services be improved?
- **How is data collected:**
 - Mix of quantitative and qualitative tools
 - E.g. stakeholder interviews, user satisfaction surveys, observation, etc.
- **When:** Specific milestones (as early warning system) or when problems are detected

Cost-effectiveness and cost-benefit analysis

- **What does it seek to answer:**
 - What are the monetary and non-monetary costs of the intervention?
 - How do costs compare to similar interventions?
 - How do costs compare to the benefits of the intervention?
- **How is data collected:**
 - Desk research (project documents, comparable programs, relevant studies)
 - Key stakeholder interviews
- **When:**
 - Before the project (ex-ante): Should the project be done? (based on estimates)
 - After the project (ex-post): Did the project provide value for money? (compared to what was expected)

Impact Evaluation

- **What does it seek to answer:**
 - Did changes occur because the program was implemented? (focus on causality and “attribution”)
 - What would have happened in the absence of the program?
 - Who benefits the most/least? (e.g. by age, gender, region)
 - Are some project design or implementation alternatives more effective than others?
- **How is data collected:**
 - Extensive surveys (participants and non-participants)
- **When:**
 - Before the project: Baseline
 - After the end of the intervention: Follow-up survey(s), several months to several years after participants benefited

Only type of evaluation that really provides estimate of impact!!

The choice of the evaluation also depends on the operational context

- Timing
 - When is demand for evaluation identified? (often late)
 - When is the information needed?
 - How long does the evaluation take?
- Skills available
- Costs

Type of Evaluation	Cost	Factors Influencing Cost
Performance Evaluation	\$10,000–\$30,000	Scope of the evaluation and salary of the evaluator
Process Evaluation	\$10,000–\$60,000	Same as performance evaluation, but often uses more data collection tools so evaluation can take longer
Impact Evaluation	\$15,000–\$1 million+	Cost varies widely depending on methodology used: the more data collected, the more expensive the evaluation becomes (see notes 6 and 7 for more details)
Cost-Effectiveness and Cost-Benefit Analyses	\$10,000–\$30,000	Depends on whether benefits have previously been measured and whether data are readily available

Conclusion

- The foundation for any evaluation is to define and prioritize the learning objectives
- No single type of evaluation is best. The best type of evaluation is the one that is best suited for the questions to be answered in the given context
- Performance evaluations are the most common type of evaluation
- Impact evaluations are the only type of evaluation that answer cause-and-effect questions (attribution)