



Using a logic model as the framework for an evaluation in Papua New Guinea

Kate Averill - Director, Evaluation Consult

William Sent - Papua New Guinea Department National Planning and Monitoring

Jennifer Rush - Coffey International Development

AES Conference 2009, Canberra, Australia

Presentation

- **Introduction**
- **Case Study – Evaluation of managing contractor support for a donor-funded program in Papua New Guinea**
 - **Background**
 - **Evaluation approach and methodology**
 - **Development of logic model**
 - **Merit criteria**
 - **Using a logic model/visual tool for feedback**
 - **Analysis and overall evaluation assessment**
- **Lessons learnt**
 - **PNG evaluator**
 - **International client**
 - **Independent evaluator**
- **Conclusion**

Acknowledgements

- Australia Papua New Guinea Incentive Fund staff
- Funded organisations
- AusAID staff in PNG
- Heather Nunns - New Zealand-based evaluation team member.

Introduction

- Logic models are a useful tool for evaluators and program staff
- Leonard and Bayley (2008) state that Managing for Development Results is now a firmly established part of the global development agenda
- Logframes were traditionally used as program monitoring frameworks - concentrate on the specific program only
- Promote the use of a wider “world-centric” logic model approach to identifying key program inputs and intended results
- Logic models for program design and evaluation in development aid do not appear to be systematically used in many donor-funded program evaluations, particularly in Papua New Guinea.

Case Study – Evaluation of managing contractor support for a donor-funded program in Papua New Guinea

Background:

- The Australia Papua New Guinea Incentive Fund (APNGIF) Program Stream Phases One and Two have managed a number of AusAID-funded projects over the past seven years.
- The APNGIF goal was “to support private and public sector organisations in Papua New Guinea (PNG) to participate in, and contribute to, national development in accord with the development policies of the PNG and Australian Governments.”
- The purpose of the APNGIF was “to provide an efficient and effective facility whereby private and public sector organisations in PNG can be directly supported in the implementation of viable development activities.”

Evaluation objectives

The evaluation had three key objectives:

1. To describe the support provided by the APNGIF.
2. To examine the contribution of the APNGIF support to funded organisations.
3. To document the lessons learnt and provide direction for future similar management facilities.

Evaluation focused on the support (including management support) the APNGIF has provided to funded organisations and key stakeholders, and the degree of satisfaction with this support.

Evaluation approach and methodology

Evaluation framework

- logic model for APNGIF support
- merit criteria was identified for key components of support.

Methodology - mixed-method evaluation

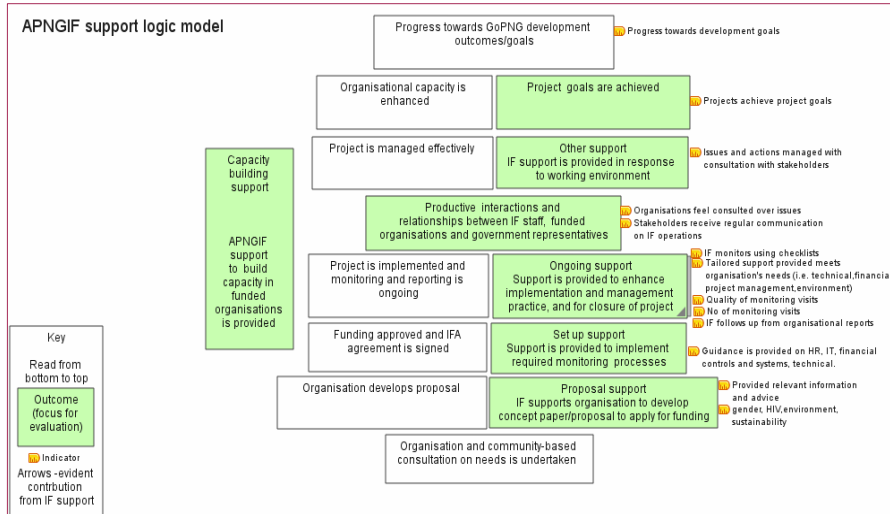
- document scan
- interviews with key informants & funded organisations (35 out of 39 programs) and Provincial Governments
- survey of key stakeholders
- data from workshops with funded organisations
- monitoring data from APNGIF
- iterative analysis.

Evaluative judgement

- components of support - effectiveness, efficiency
- included sustainability and assumptions

APNGIF support logic model

APNGIF support logic model



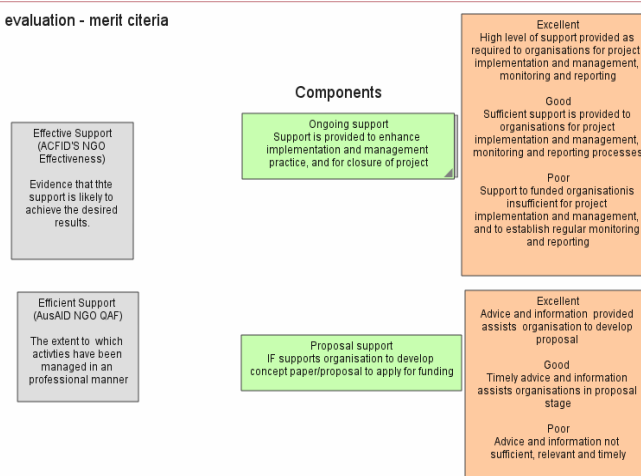
Merit criteria

A four-step process was used as the basis of identifying the merit criteria:

1. Identifying the *evaluation criteria* or *dimensions of merit*.
2. Identifying the *importance* of each of the dimensions or criteria of merit, i.e. deciding which aspects of performance are more important than others.
3. Setting *standards of performance* on each of the criteria or dimensions, i.e. defining what performance is 'excellent', 'good', or 'poor'.
4. Applying the standards to data to draw evaluative conclusions about a particular dimension.

Merit criteria example

APNGIF support evaluation - merit criteria



Using a logic model as a visual tool for feedback

Approach:

- At start of the field work in each location, APNGIF support logic model was discussed with stakeholders
- Key support components were highlighted
- Structure of the interviews and survey were explained
- At the completion of fieldwork in each location, feedback was provided to the funded organisations and other stakeholders during a workshop session, using the logic model as the framework.

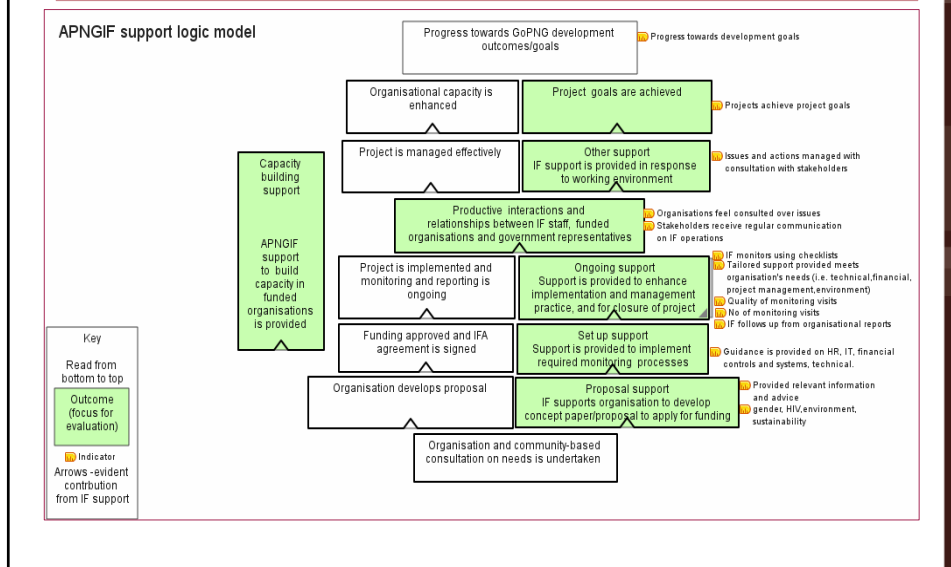
Feedback:

- Stakeholders said they liked the logic model as it “tied the program together,” and they could see it in “its entirety” and where they fitted in.
- The value of the approach was demonstrated where one funded organisation representative, after the evaluation feedback, indicated to APNGIF staff and the evaluators that sustainability was one area that this model had not included as a focus area.

Analysis and evaluation assessment

- **Iterative analysis**
 - digitally recorded interviews
 - transcribed and coded in NZ
 - matrices of findings from earlier locations were sent to evaluators in PNG during the fieldwork
 - evaluators could explore emerging themes i.e. community consultation, capacity-building
- **Evaluation assessment**
 - Assessed each component using merit criteria
 - Made overall assessment on effectiveness, efficiency and sustainability of APNGIF support, and tested assumptions.

Contribution analysis



Lessons learnt - PNG evaluator

- Government of Papua New Guinea was interested in the approach of using a logic model as the evaluation framework. It is looking for models to measure effectiveness, relevance and efficiency in addressing developmental policies and programs
- This evaluation demonstrated a systematic way to assess effectiveness by breaking the program into components and using merit criteria
- This approach also assisted with understanding - what has happened and why it occurred
- Logic models can be used to link the development and planning of programs and evaluation.

Lessons learnt - international client

- **Effectiveness of the approach**

- This evaluation approach quickly gained the support and agreement of APNGIF key stakeholders for the design and content of the evaluation, as well as the interest of the funded organisations in taking part.

- **Relevance**

- This approach is extremely relevant for APNGIF in the development aid context. The range of players is diverse and each 'category' of stakeholder has a different perspective.

It is always good to explore new approaches, especially one which is flexible – the PNG environment demands flexibility of approach within a parameter which has form and discipline.

Lessons learnt - independent evaluator

- The logic model provided a useful “working” framework for the evaluation.
- The visual model was well received by stakeholders in PNG. Personnel from funded organisations referred to logic model in their discussions, and it provided a coherent structure for the evaluation fieldwork and reporting.
- One key learning was the use of only three rating levels for the merit criteria meant there were big gaps between the ratings
 - recommend using a rating scale with five levels for the evaluation assessment.
- This evaluation demonstrated how a logic model can assist with program design.

Conclusion

- Advocate the use of a “world-centric” program logic model by program managers and evaluators
- This approach works well in PNG
- The visual nature and demonstrated links of the program components in a logic model provided a useful framework for stakeholders, development practitioners and evaluators.
- Important to identify and test assumptions
- Logic model - useful tool for program design, and ongoing M&E and reporting.



Contact

Kate Averill – Director, Evaluation Consult

kate@evaluationconsult.com

www.evaluationconsult.com

William Sent - Assistant Secretary, Project Audit & Evaluation Division,
Department of National Planning and Monitoring.

William_sent@planning.gov.pg

williamsnt62@gmail.com

Jennifer Rush – Development Specialist, Coffey International Development.

jrushessents@optusnet.com.au

Jennifer_Rush@coffey.com