Making Contribution Analysis Work: The Benefits of Using Contribution Analysis in Public Sector Settings

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Information. Insight. Improvement.



Agenda

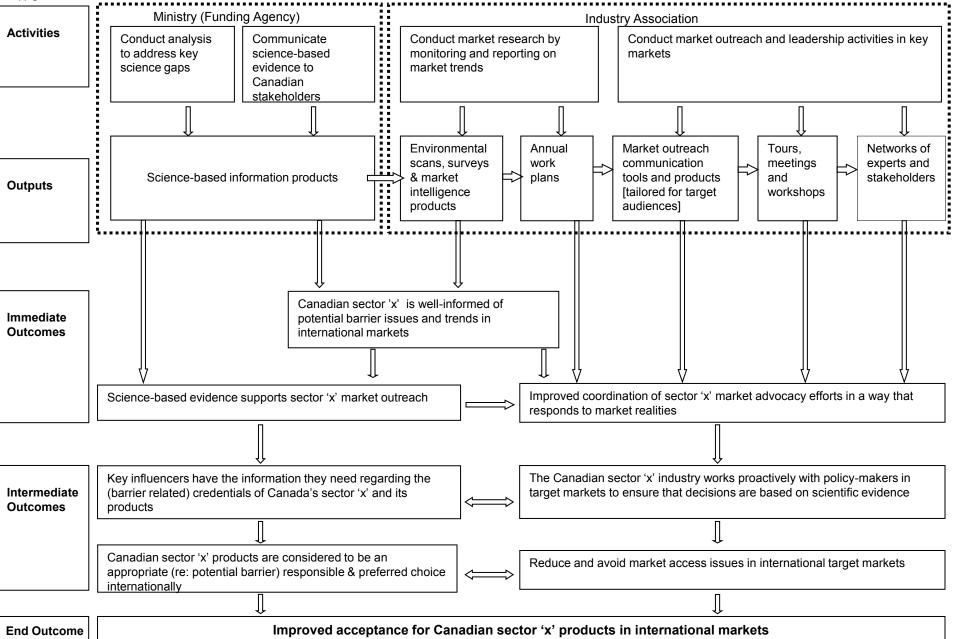
- Use in (conventional) evaluation
- Use in public management



Use in Evaluation

- Much discussed little used
- Challenges
 - 'Sloppy' results logic
 - Methods driven ideas of rigour
 - Fear of 'exposure'







Alternative Results Chain for Sector X Market Access / Development

2011	Results Chain	Assumptions / External Factors			
1. Government Department (fund	ing agency) determines need.	A. Appropriate information, understanding and analysis of problems convert into appropriate investment			
· · · · ·	ing agency) invests in program(s). ← rrangements and (critical mass of) co-delivery	B. Sufficient, appropriate and consistent funding and program assistance			
agents engage with Government		C. Agendas remain consistent with key co-deliverers			
Committees and contracted deliv		D. Support climate allows for clear governance			
	orojects are solicited (appropriately).	E. Economic, management and political circumstances allow for appropriate sector engagement			
7. Appropriately targeted and rea	rticipation / engagement in project selection.	F. Key sector proponents have the capacity and commitment to apply for targeted assistance			
market realities).8. Projects are conducted as anti	cipated (appropriately addressing needs).	G. Proponents have 'will' and ability to carry through on commitments			
Sector 'x' industry works with poli evidence in decisions	cy makers to encourage use of scientific	H. Target communities attracted to participate / engage in initiatives (for			
	market acceptance and access community) are y market development initiatives / projects.	the right reasons) I. Messages / information / supports are 'attractive' and compelling to			
abilities, commitments, aspiration scientific evidence in decisions, k and products.	show positive reactions, capacity (knowledge, s) - willingness and commitment to using ey influencers have info they need re: sector 'x'	participants			
barrier) responsible and preferred	↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓	J. Groups have broad economic, policy and management support and conditions			
products (empirically focussed, e Improved acceptance for Canadia	s and practices related to the use of sector 'x' xpanded and improved) - reduced access issues an sector 'x' products in international markets.				
	d and avoided in international target markets.	K. Canadian sector 'x' products would not be sold elsewhere			
Canadian products.		L. Canadian sector 'x' products cost of goods sold allow for a net profit			
13. Net benefit to Canadian sector	or x companies.	M. Net benefits to Canadian sector 'x' companies create net benefits for			
14. Net benefit to Canada and Ca		Canadian communities			



Evaluation Use: Conclusions

- Implementation and Change Theory discussion very useful
- 'Honed' evidence
- No 'surprises' when theories laid out early and often
- Can actually <u>increase</u> engagement of stakeholders



Use in Public Management

- Institutional arrangements not conducive to results focus
- Simple scorecards
 - Misleading
 - Dangerous



The Canadian Cancer Society

- Fund raises for own operations (Very low dependence on Government \$)
- Huge volunteer base (both core and occasional)
- Prevention, Advocacy, Information, Support Services
 + Research (funding large institute)
- Facing high complexity + diversity in terms of mandates, issues and challenges across Canada



Monitoring and Evaluation (M&E)

- Support to Carver Policy Governance
- Multiple Contexts (from policy/advocacy to direct service delivery)
- Board ends reporting (often a business culture) mixed with public health 'operational improvement' culture
- Strong evaluation tradition applied at the program level by outside academically based organization



A Basic Results Chain With Key Questions

		Program (Results) Chain of Events (Theory of Action)			5	Key Questions				
Indirect Influence		7. End results			7. What is our impact on 'ends'?		WHY?			
				 – 6. Practice and behavior change 		-∦ +	6. Do we influence [behavioural] change?			
Direct Influence		o			Knowledge, attitude, skill and / or irations changes	Ţ.	5. What do people learn? Do we address their needs?	WH.		
			4. Reactions			Ö	4. Are clients satisfied? How do people learn about us?		WHO?	
		- 3.	Engagement / involvement			***	3. Who do we reach? Who uses / participates?		HOW?	
Control	2	2. Acti	tivities and outputs			2. What do we offer? How do we deliver?				
	1. Inputs				}\$ €	1. How much does our program cost? (\$, HR etc)				

Source: Adapted for the Canadian Cancer Society by Steve Montague from Claude Bennett 1979. Taken from Michael Quinn Patton, <u>Utilization-Focused Evaluation</u>: The New Century Text, Thousand Oaks, California, 1997, p 235.



Elements That Encouraged / Advanced the Building of M&E Capacity

- Senior leadership
- 'Adaptable' view of evaluation
- Adoption of a common, structured approach + language – built into *all* key management functions
- Engagement of key leadership, staff and volunteers



Public Management: Conclusions

- Rist-Mayne Studies Are Not Enough challenges + recommendations make sense:
 - Facilitating evaluative activities
 - Facilitating evaluative learning
 - Creating evaluative information
- Progress was made when these principles were implemented
- Structured contribution analysis can provide:
 - Lense
 - Language