

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

Steve Montague, Partner

[steve.montague@pmn.net](mailto:steve.montague@pmn.net)

Performance Management Network Inc.

[www.pmn.net](http://www.pmn.net)

November 5, 2011

Information. *Insight*. Improvement.

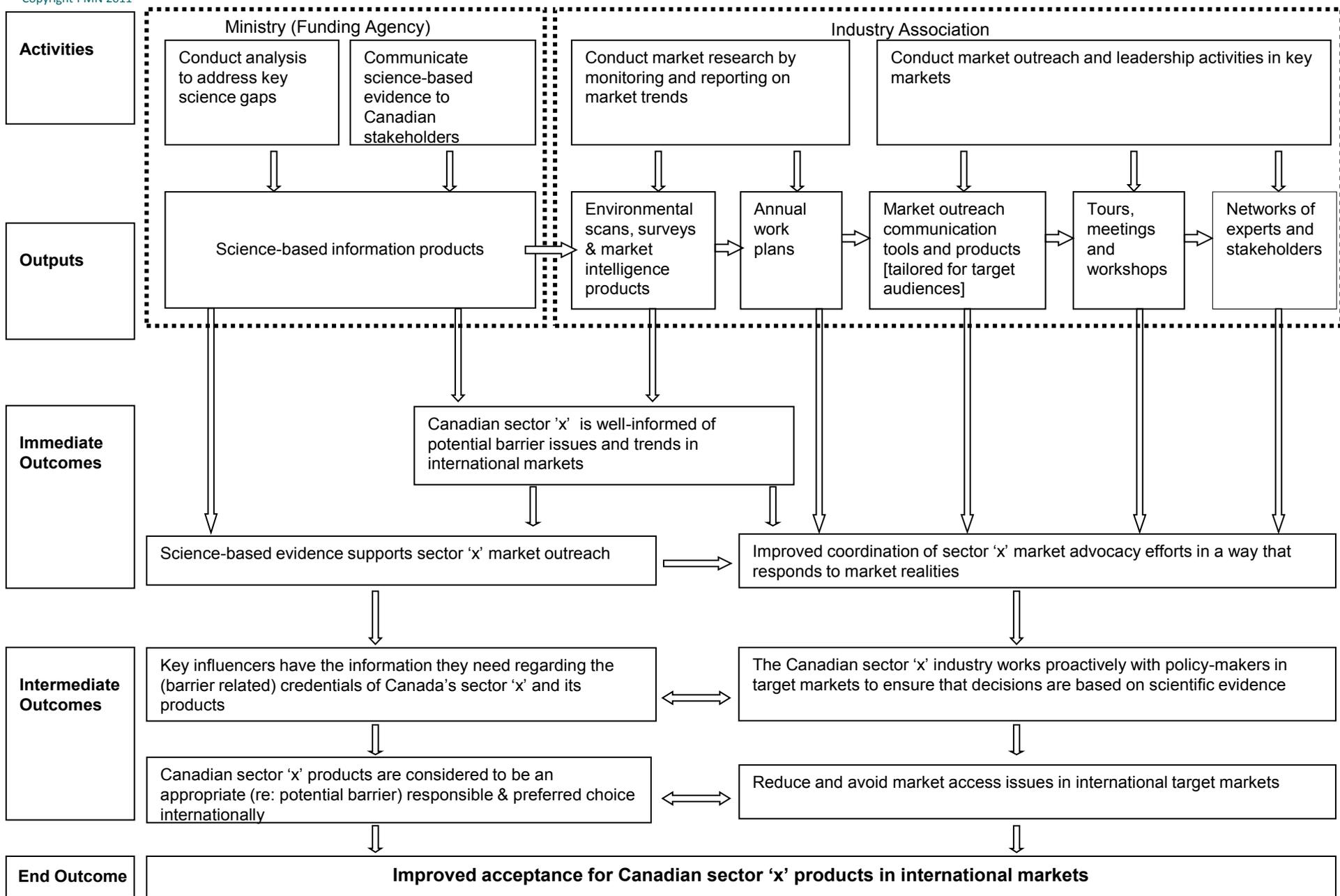
# Agenda

- 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’

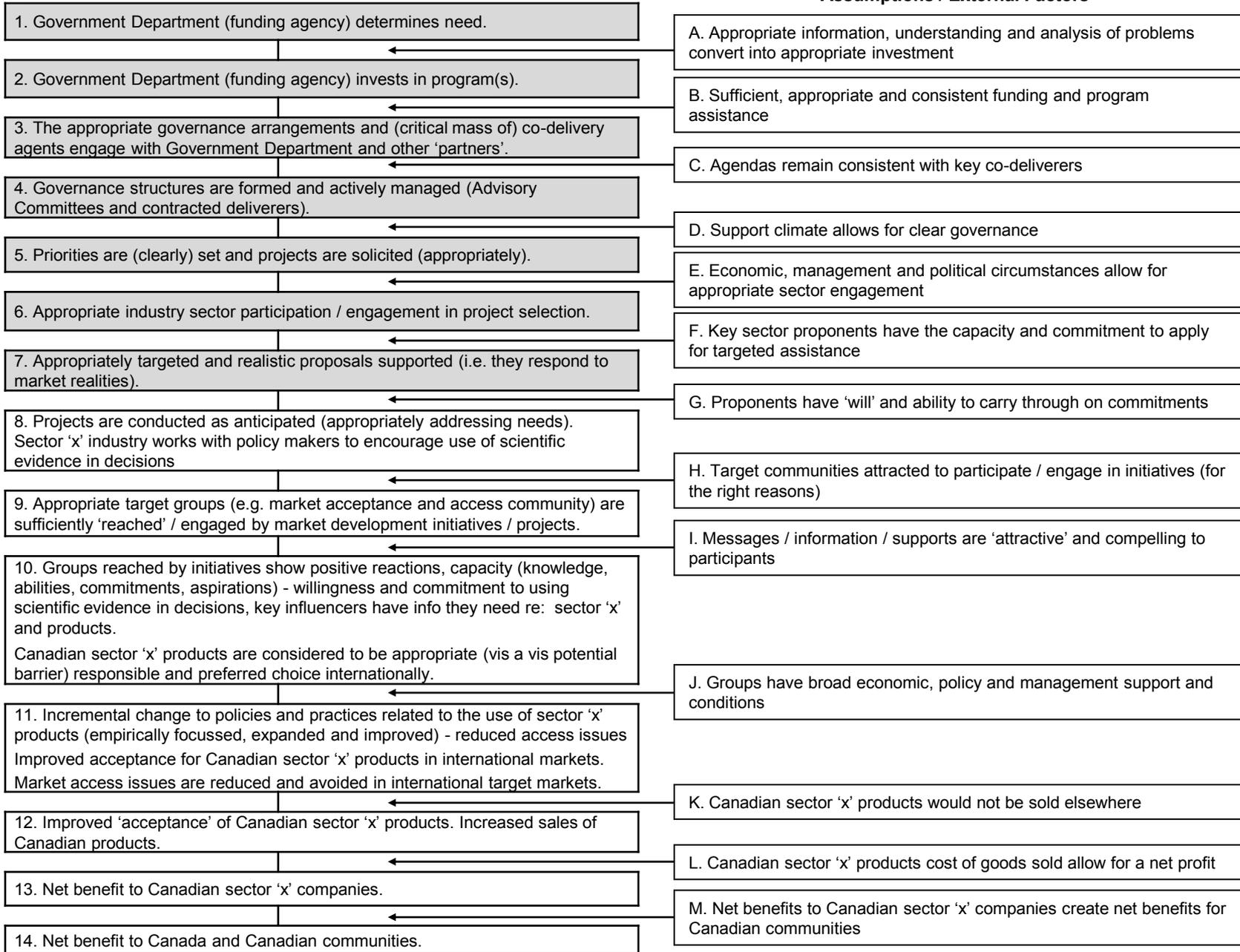
# Original Sector 'X' Market Access / Development Program



# Alternative Results Chain for Sector X Market Access / Development

## Results Chain

## Assumptions / External Factors



# Evaluation Use: Conclusions

- Implementation and Change Theory discussion very useful
- ‘Honed’ evidence
- No ‘surprises’ when theories laid out early and often
- Can actually increase engagement of stakeholders

# Use in Public Management

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

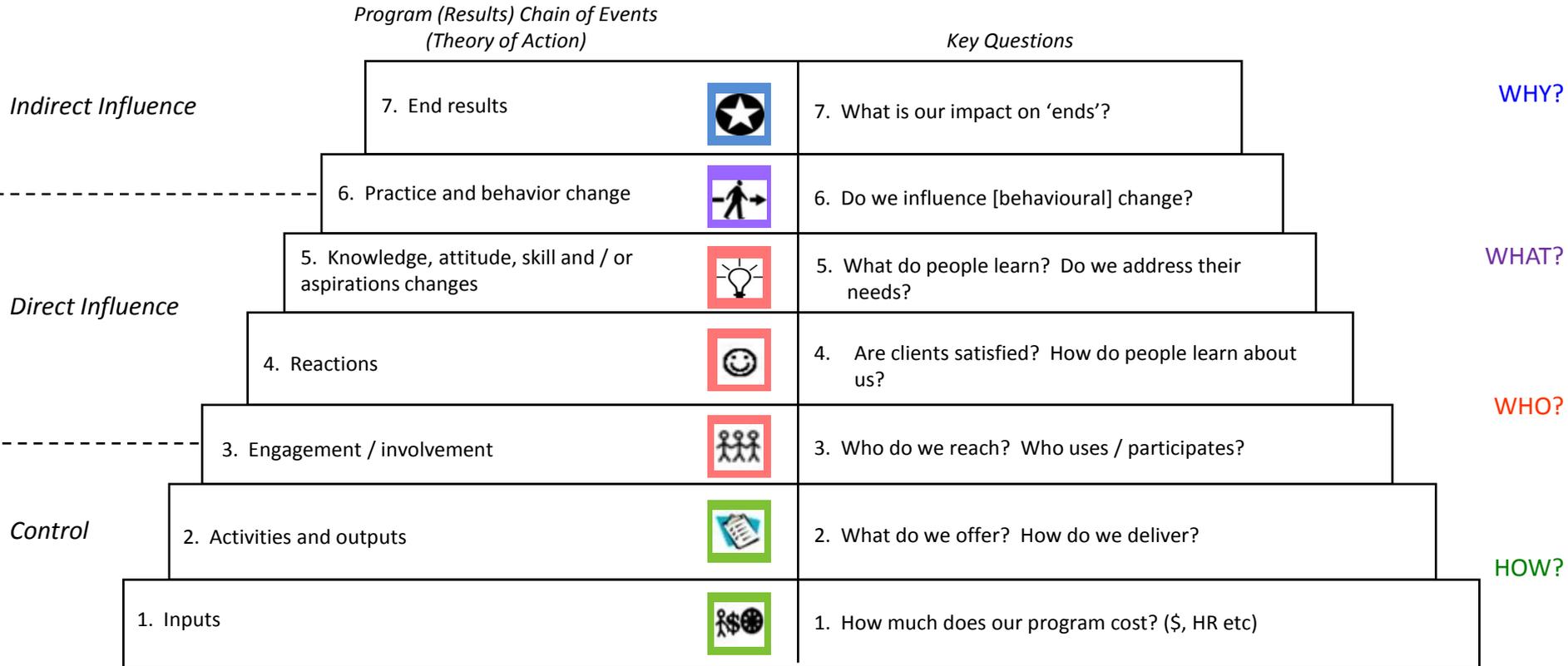
# The Canadian Cancer Society

- 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



Source: Adapted for the Canadian Cancer Society by Steve Montague from Claude Bennett 1979. Taken from Michael Quinn Patton, Utilization-Focused Evaluation: 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