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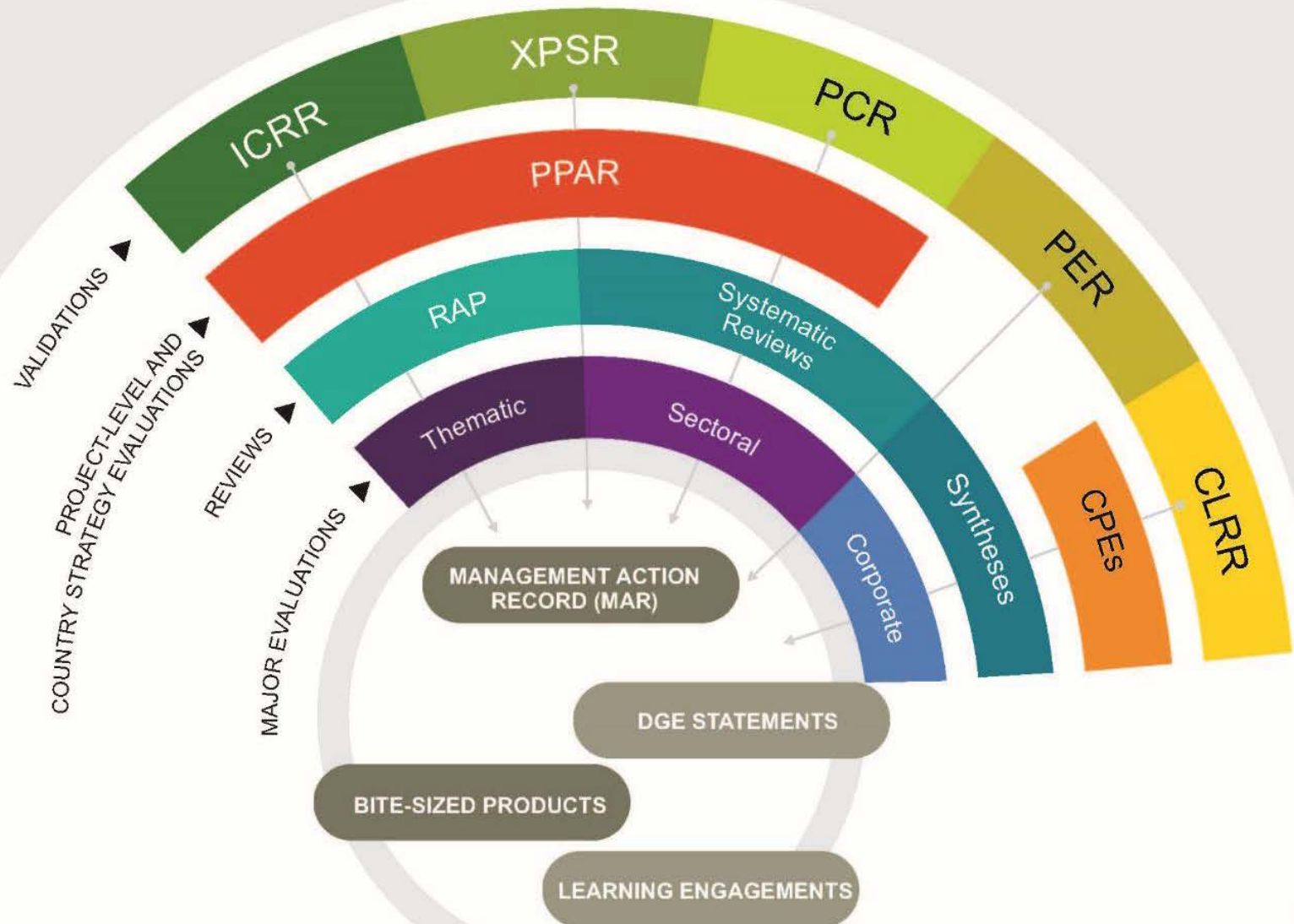
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CHST Results Frameworks, ToC and Impact Evaluation

All you need to know about IEG's insights on measuring Cultural Heritage Projects and improving quality

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IEG delivers its mandate through various products

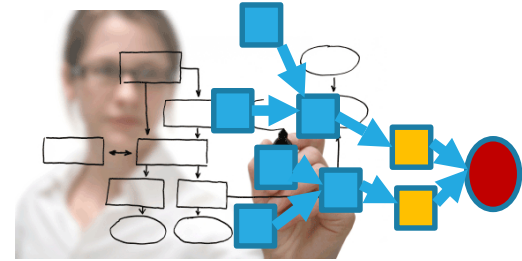




What is the Theory of Change (ToC) ?

The ToC is an approach of reflection to illustrate **the causal pathways** of **what** an operation is trying to achieve and **how** to achieve it in a particular context.

PATHWAY TO CHANGE



The ToC helps teams:

- Develop a **common understanding** about the operation's design and **keep focus** on binding constraints to achieve expected outcomes
- Build **consensus** among teams and stakeholders (buy-in) and add **clarity** about what needs to happen to bring change
- Developing the ToC early in preparation enables teams to **design and implement results-focused operations**
 - Define **realistic PDO** and **measurable results**
 - Identify **relevant interventions** to achieve the expected results by **focusing on what really matters** and avoid doing things that are good to do but don't get the desired change



What is the Theory of Change (ToC) ?

- A clear TOC is also an important tool for:



Monitoring and Evaluation. Helps you articulate clearly the outcomes to be achieved and align the M&E framework the TOC tracking implementation and results



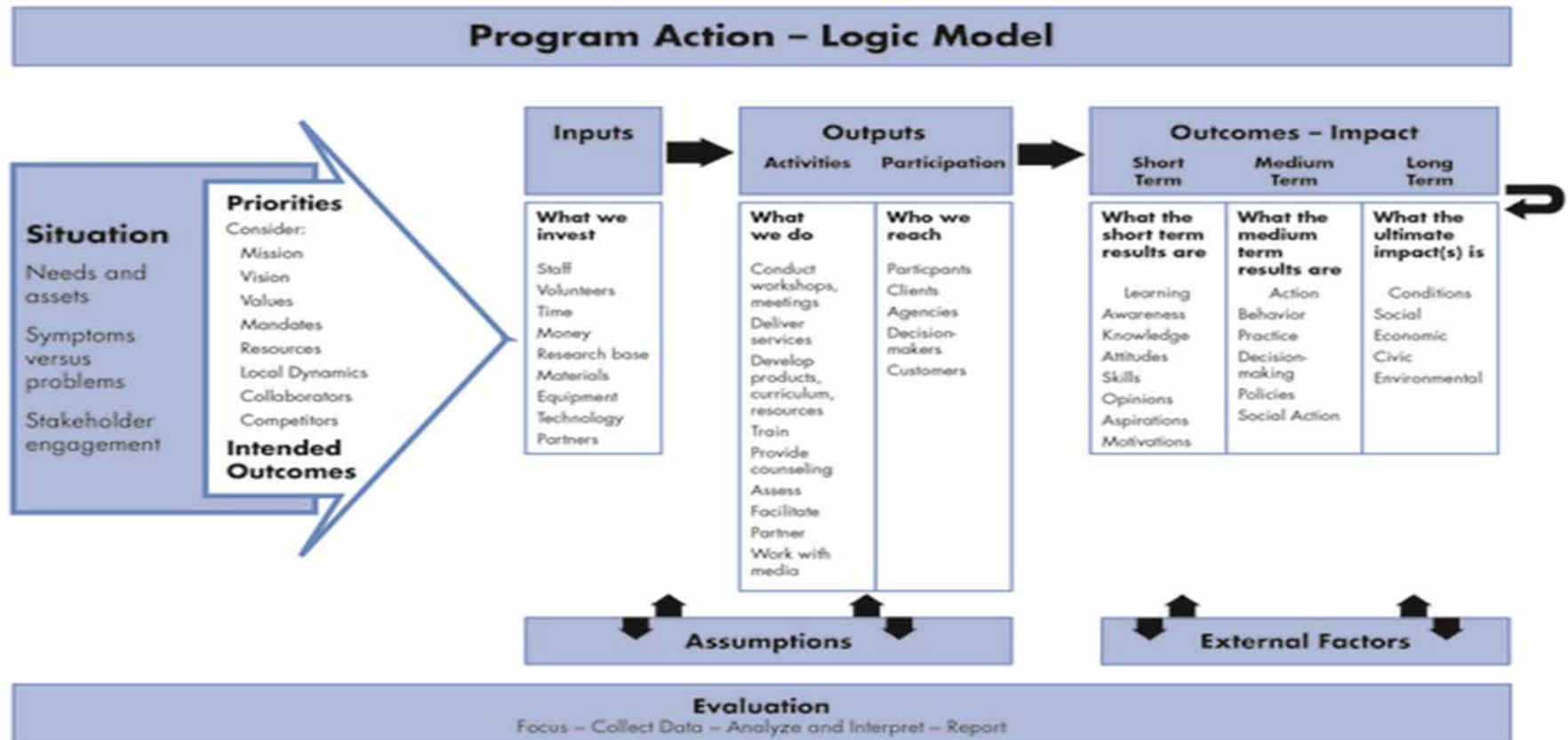
Communication. Helps you communicate the story of how the operation achieves change to funders, stakeholders, and community at large.



Learning. Helps you learn which activities and assumptions are critical for change to happen and adapt as new evidence emerges.



Project's Theory of Change



Source: www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html



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➤ What Makes a Good Quality ToC ?

Main Characteristics :



Openness. Is the TOC developed using an open process about change and how it happens (Thinking outside of project box) ?



Participatory. Is the TOC developed using a participatory process, involving task teams, beneficiaries, and other stakeholders ?



Clarity. Is the ToC valid but simple, recognizing that you cannot capture everything ? Can stakeholders understand the logic of the project as depicted?



Plausibility. Are the outcomes realistic and in the right level given the planned activities? Do we have evidence that key assumptions likely to materialize?



Practicality. Does the client have the capacity, resources, and commitment to implement the planned activities?

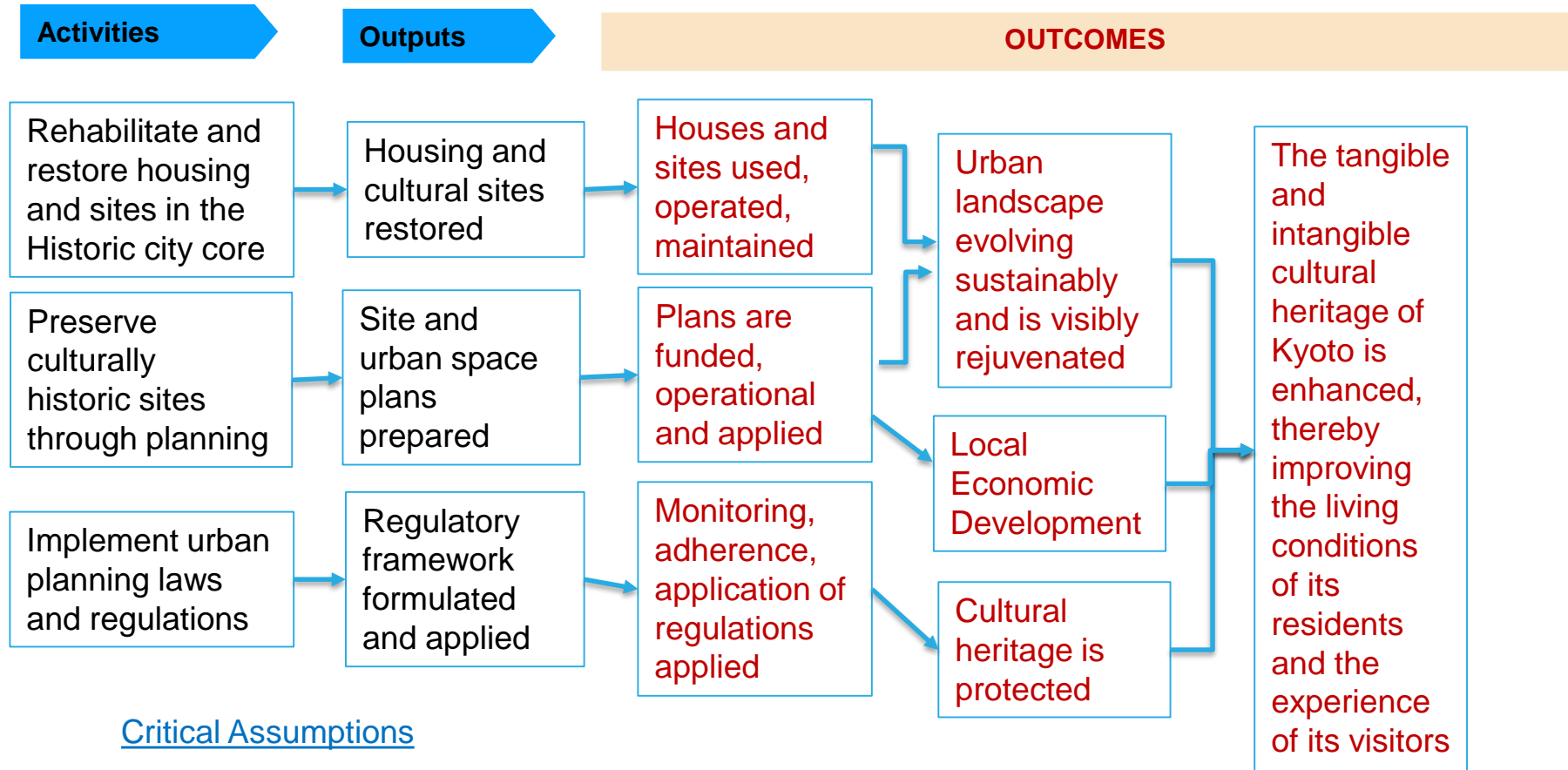


Example of potential Kyoto Theory of Change



Problem Statement:

Regenerate, preserve and create a cultural heritage and urban planning model to ensure a sustainable future for Kyoto City.



Critical Assumptions

A1. Funding is available for rehabilitation

A2. Tourism applies to each of these levels as a means to the 'goal' but not a goal in itself

Key Features of CHST Results Frameworks:

Thinking about the Kyoto Case Study

- Restoration – what looks different?
- Management and Organizational Approach – what structural components have been implemented? How are they working?
- Intangible Cultural Heritage that connects Kyoto – Are these just an idea or has preservation been illustrated? Workshops and training is not enough!
- Nurturing Civic Pride and Appreciation – how is this illustrated?

Possible Indicators of Achievement

- Influencing National Policy – townscape control policies introduced elsewhere
- Building Regulations – mechanisms for control and enhancement applied
- Hierarchy of cultural needs – site or urban needs understood and applied
- Tourist numbers – but think about composition and spend (how many engage with cultural activity; what is their expenditure (on what?); length of stay etc.)
- Role of tourism authority – protecting, managing and promoting
- Quantity vs Quality (tourist composition and maintaining standards)
- Community benefits (do we know what they are?)



Start Point: Aspects of Difference – what was the intended transformative effect?

Observations aligned to Kyoto:

- Indicators – tourist protocols – what are they, how have they been recorded, are we able to track the adherence to the protocols? How did people behave at the temple?
- Grievance mechanism – what kind of monitoring protocols are included in the plans? How are these being recorded? How are they reconciled? Sometimes a measure of success!
- Proxy Indicators – how can they be used? Sampling? Building your performance story!
- Who likes surveys? Limiting your expectations. Other data.



How does CHST work with Impact Evaluation?

- *Descriptive*. The evaluation seeks to determine what is taking place and describes processes, conditions, organizational relationships, and stakeholder views.
- *Normative*. The evaluation compares what is taking place to what should be taking place; it assesses whether or not targets are accomplished.
- *Cause-and-effect*. The evaluation examines outcomes and tries to assess what difference the intervention makes in outcomes.

Impact evaluations are a particular type of evaluation that seeks to answer cause-and-effect questions. Unlike general evaluations, which can answer many types of questions, impact evaluations are structured around one particular type of question: *What is the impact (or causal effect) of a program on an outcome of interest?*

Impact Evaluation – two aspects of impact evaluation

1. RCTs and Quasi Experimental Design
2. Rigorous qualitative assessment of program outcomes
3. Socio-cultural impact assessments

