

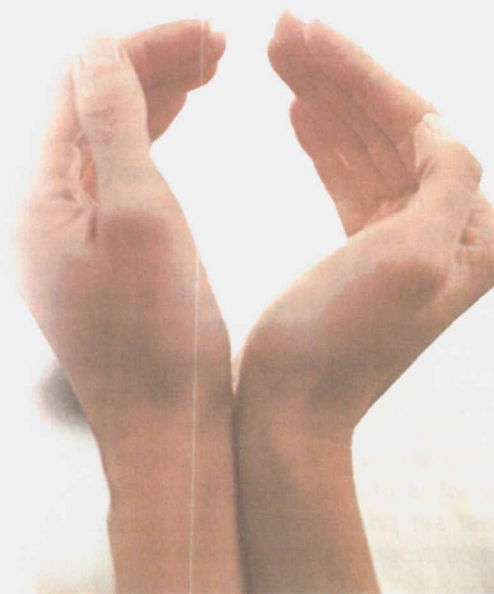


Program Effectiveness Framework

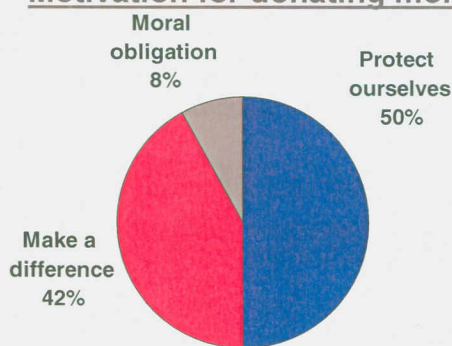
Program evaluation and monitoring from a stakeholder perspective

The Millennium Development Goals have opened up a two way street between donors and beneficiaries and has provided for a need to look at program effectiveness from a new perspective – the perspective of beneficiaries. Avian Influenza, Trafficking and Global Warming are not problems in some far away poor country; they are global problems. As a result of this, donors are becoming increasingly concerned about the performance of social development programs and there is increasing pressure to see clear evidence of sustainable behavioural change.

In Mid 2008, TNS carried out a short on-line survey with donors in Luxembourg and found strong evidence to suggest that donors are becoming more anxious. Less than 10 percent of donors see donations as a moral obligation in contrast to 50 percent who donate as a way to protect themselves from problems that potentially could affect them. A further 30 percent said that self protection is more relevant now compared to 10 years ago.



Motivation for donating money



Measuring program effectiveness and resulting behavioral change in a social context is a big challenge. With over two decades of experience in the area of stakeholder management, TNS has developed a model of thinking for evaluating social development programs and monitor behavioural change. The Program Effectiveness Framework has been used to evaluate the Tsunami relief effort in Aceh; to monitor behavioral change communication in Vietnam, Cambodia and Laos; and to evaluate behavioral change in relation to avian influenza prevention in Indonesia.

Are those views more or less relevant today compared to 10 years ago ?
(Nett result: Those saying 'More')

Problems do not affect us directly but we have a moral obligation to make a contribution	0%
There are so many problems in the world, if we all contribute we can make a difference	+18%
Problems are affecting us all and we need to solve the problem to protect ourselves	+30%

Having seen the results using the framework, a major aid organization had this to say: "Behavioral change is probably the single most difficult objective communicators are asked to undertake. How beneficiaries regard the campaign (program) and the issue as a whole and what they think is beneficial or even needed in the broader context of the services provided is often overlooked. So the question is, how can we use the beneficiary's perceptions of the effectiveness of a campaign (program) in order for it to be more effective? In other words start a dialogue – make the beneficiary an active participant in the process"

Program Effectiveness Framework



Quick overview

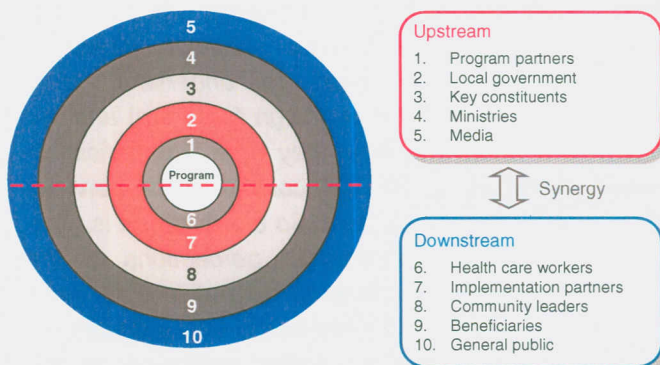
The Program Effectiveness Framework has several components that can work together or be used as tactical instruments for monitoring and evaluation purposes. Results can also be linked back to program outcomes or other indicators to serve as strategic input for future program development.

With the help of a Program Effectiveness Index (PEI), program performance can effectively be evaluated. The PEI is multi-dimensional indicator that can be used to quickly evaluate results across different countries, regions, stakeholder segments, and time. When applicable, it is also possible to conduct benchmarking of program performance. The PEI is supported by Driver Analysis to identify specific program activities that help to drive the program forward as well as pin pointing weaknesses that are in most need of improvement. This is possible by examining all activities in a relative context and working out how to best set priorities for better program focus. This also helps program management to:

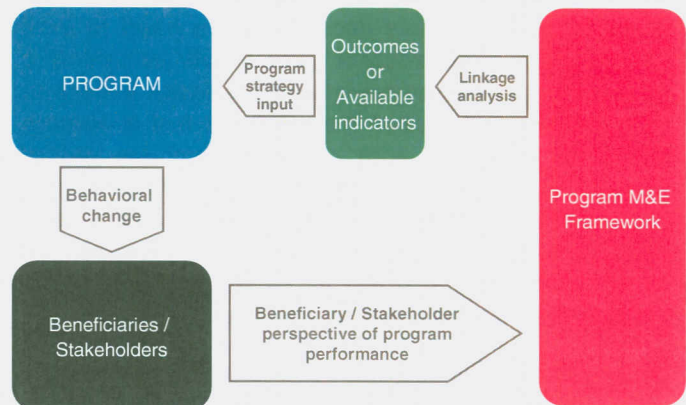
- Identify segments in urgent need of support
- Set performance standards
- Focus on stakeholders in a more relevant way
- Allocate resources more effectively

Measuring program performance from a stakeholder perspective means careful attention is needed to define who the key stakeholders are and how to best contact them. This will vary by program and organization but can be carried out in both an upstream and downstream context.

Example of Stakeholders



Program Effectiveness Framework



Behavioral change can also be assessed at the beginning and evaluated at the end of the program to determine if any significant shifts have occurred. Depending on the nature of the study this can be in a qualitative or quantitative format. The basic idea is to track beneficiaries through what we call the Behavioral Change Journey. The starting point of the journey is a state of being completely unaware of having adopted the behavior as a matter of routine. Along the way, triggers and barriers are identified to determine what program strategies are needed to move beneficiaries up the journey.

Behavioral Change Journey



About TNS

TNS is a leading global provider of market information. We collect, analyze and interpret information to help our client better understand the needs and wants of their stakeholders. For our global network, which spans 80 countries, we provide local expertise and knowledge, together with internationally consistent information and analysis. Further information on TNS can be found on www.tns-global.com.

For more information please contact Daniel Lindgren, Director Regional Accounts, TNS Thailand on:

Office: +66 226 777 55 ex.320

Mob: +66 860 110 220

daniel.lindgren@tns-global.com