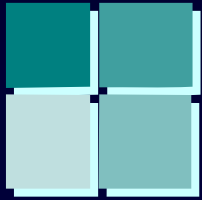


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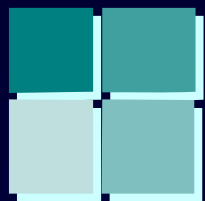
# Module 1: Introduction to Development Evaluation





# Introduction

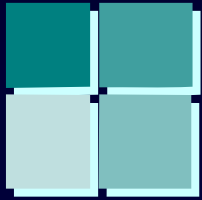
- Evaluation, What Is It?
- Origin and History
- Evaluation Development Context
- Built on OECD DAC Criteria
- Principles and Standards
- Growth of Professional Associations



# OECD Definition of Evaluation

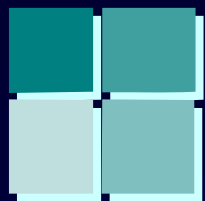
## Evaluation

- the process of determining the worth or significance of an activity, policy, or program
- an assessment, as systematic and objective as possible, of a planned, on-going, or completed intervention



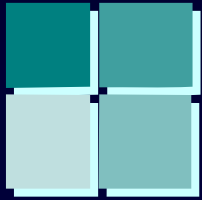
# Kinds of Evaluations

- Formative
  - focus on improved performance before and during implementation (project, program or policy)
- Summative
  - focus on outcomes (consequences)
- Prospective
  - answer questions
    - Is this program/project/policy worth evaluating?
    - Will the gains be worth the effort/resources expended?



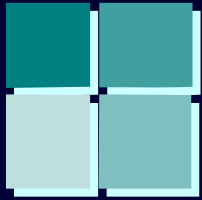
# Purpose of Evaluation

- Ethical
- Managerial
- Decisional
- Educative and Motivational



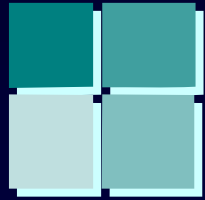
# What to Evaluate?

- Projects
- Programs
- Policies
- Organizations
- Sectors
- Thematic
- Country assistance



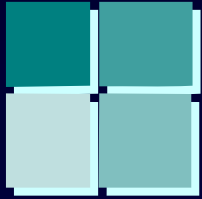
# Uses of Evaluations

- Give feedback on the performance of policies, programs, and projects
- Make policies, programs, and projects accountable for how they use public funds
- Help stakeholders learn more about about policies, programs, and projects
- Carried out around the needs of the primary intended user
- Clarify theory of change (logic model) for projects, programs, and policy



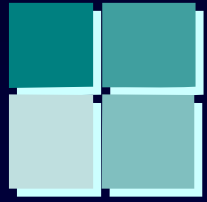
# Evaluation Provides Information on:

- Strategy -
  - Are the right things being done?
- Operations -
  - Are things being done right?
- Learning -
  - Are there better ways?



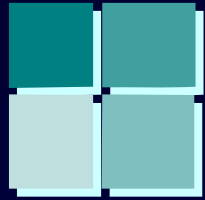
# Monitoring and Evaluation

- Monitoring
  - routine, ongoing, and internal activity of tracking key indicators
  - internal activity
  - used to collect information on a program's activities, outputs, and outcomes to measure performance of the program
- Evaluation
  - periodic and time bound
  - can be internal, external, or participatory
  - periodic feedback to key stakeholders



# Roles and Activities of Professional Evaluators

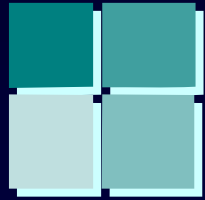
- Internal Evaluation
- External Evaluation
- Participatory Evaluation



# Internal, External, and Participatory Evaluators

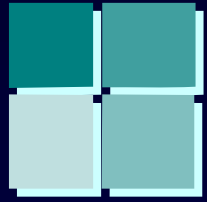
- Internal evaluators:
  - usually know more
    - history, organization, culture, problems, successes
  - may be too close
- External evaluators:
  - have more credibility and specialized skills
  - independent from administration and financial decisions

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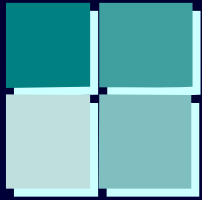
# Internal, External, and Participatory Evaluators (cont.)

- Participatory evaluators:
  - representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation
  - participatory methods may be used in internal and external evaluations



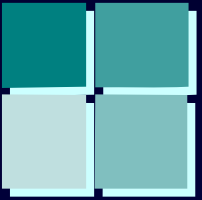
# Participatory Evaluation (vs. Internal or External)

- Distinction between experts and layperson, researcher and researched, is de-emphasized and redefined
- Evaluators act as facilitators and instructors
- Others make the assessment
- A more radical step away from the model of independent evaluation

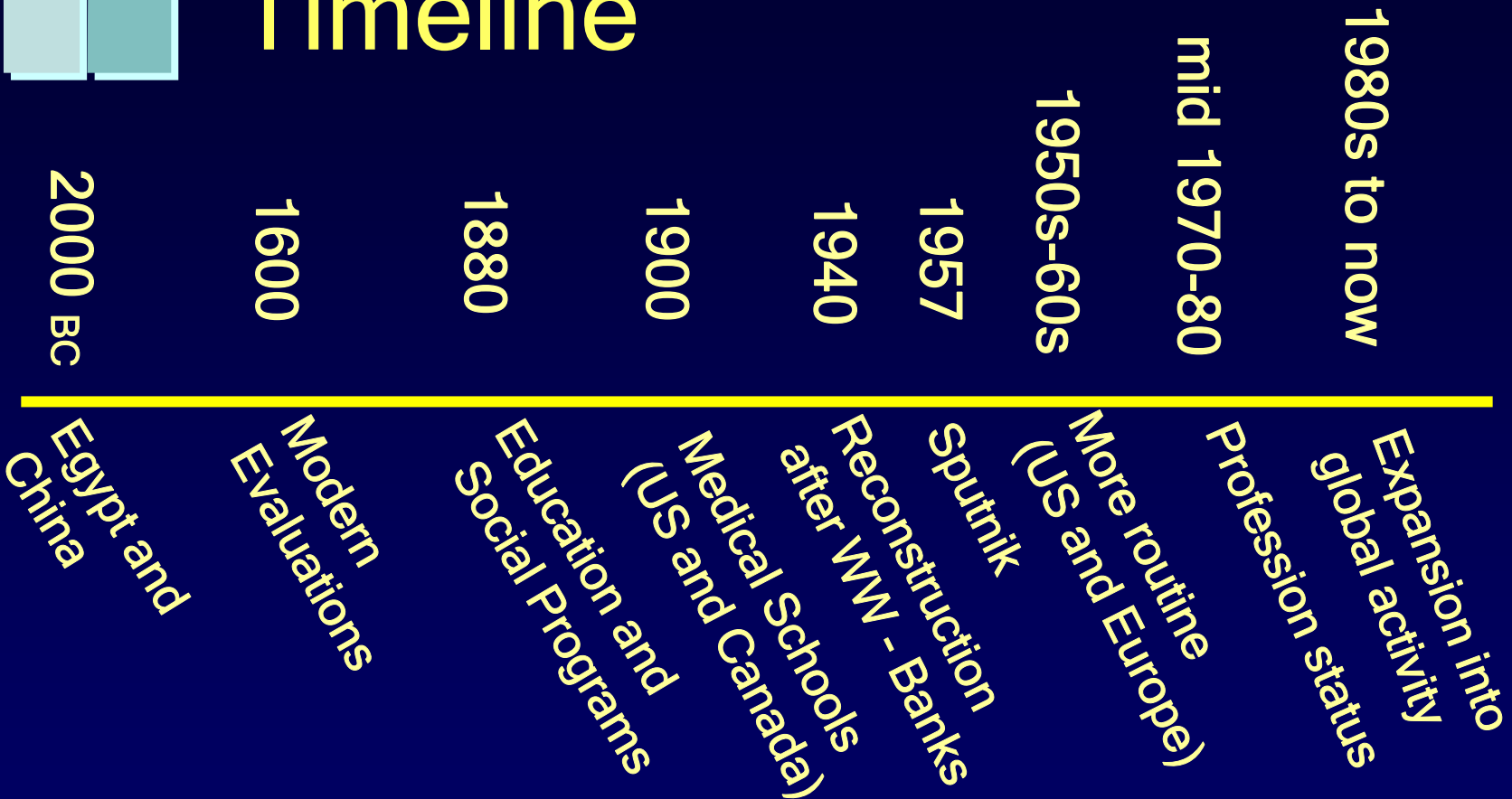


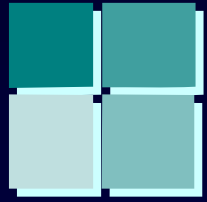
# Evaluator Activities

- Consult with all key stakeholders
- Review and/or develop theory of change
- Design the evaluation
- Manage evaluation budgets
- Perform or conduct the evaluation (or contract staff to perform the evaluation)
- Identify standards for effectiveness
- Collect, analyze, interpret, and report on data and findings



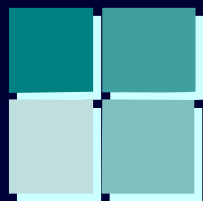
# Timeline





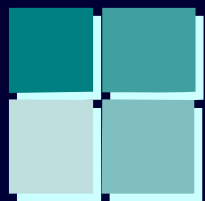
# Origins of Development Evaluation

- Audit tradition
- Social science tradition



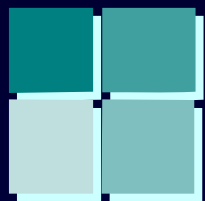
# Changing Development Concepts

Decade	Objectives	Approaches	Discipline
1950s	Reconstruction	Technical assistance	Engineering
1960s	Growth	Projects	Finance
1970s	Basic needs	Sector investment	Planning
1980s	Adjustment	Adjustment lending	Neoclassical economics
1990s	Capacity	Country assistance	Multi-disciplinary
2000s	Poverty reduction	Partnerships	Results-based management

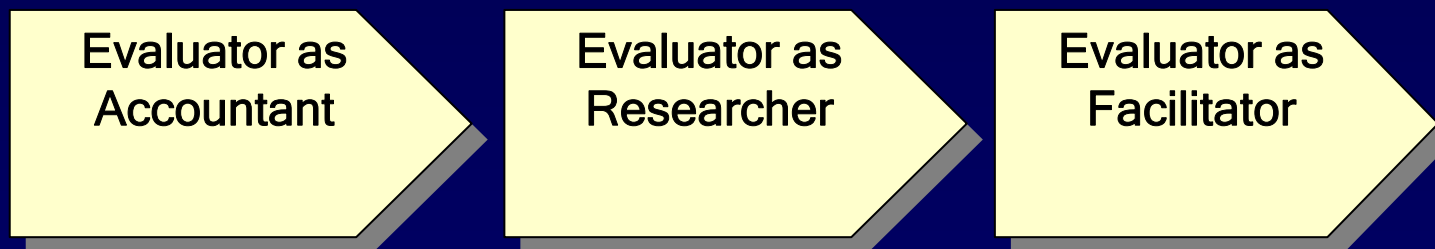
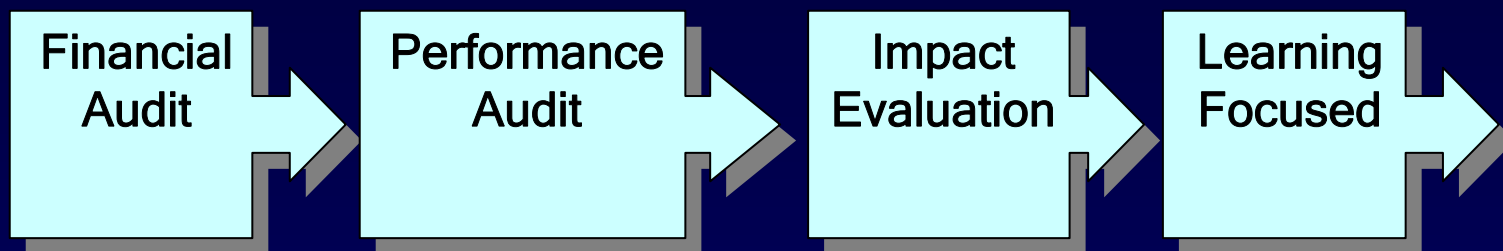


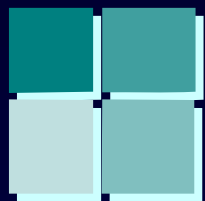
# Significant Changes

- From partial development to more comprehensive development
- Toward global approaches to development
- From individual efforts to coordinated, participatory development
- Toward using partnerships for large-scale development challenges



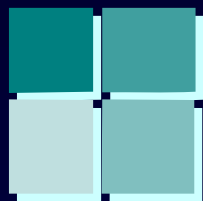
# Evolution and Expanding Roles





# Development Evaluation:

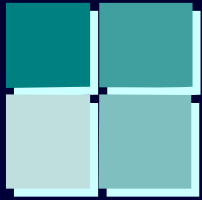
- A sub-discipline of classical evaluation
- Uses a variety of methodologies and practices
- Mixed methodologies work best



# Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance

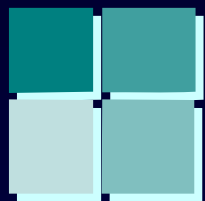
- **Relevance**
  - The extent to which the aid activity is suited to the priorities and policies of the target group, recipient, and donor
- **Effectiveness**
  - A measure of the extent to which an aid activity attains its objectives
- **Efficiency**
  - Measures the outputs - qualitative and quantitative
  - in relation to the inputs.

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## DAC Criteria for Evaluating Development Assistance (cont.)

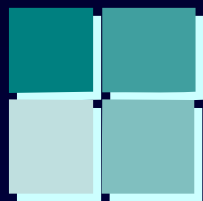
- **Impact**
  - positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended
- **Sustainability**
  - measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn



# DAC Specific Principles for the Evaluation of Development Assistance

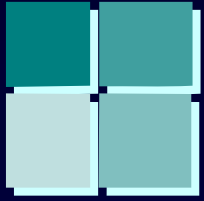
- Purpose
- Impartiality and independence
- Credibility
- Usefulness
- Participation of donors and recipients
- Donor cooperation

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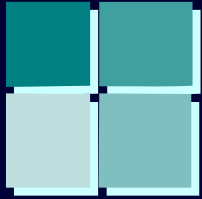
## DAC Specific Principles for the Evaluation of Development Assistance (cont.)

- Evaluation programming
- Design and implementation of evaluations
- Reporting, dissemination, and feedback
- Application of these principles



# Why Standards?

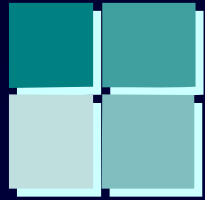
- Promote accountability
- Facilitate comparability
- Enhance reliability and quality of services provided



# Evaluation Standards

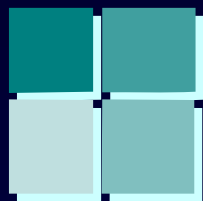
- DAC Evaluation Quality Standards (for test phase application)
  - <http://www.oecd.org/dataoecd/30/62/36596604.pdf>
- Program Evaluation Standards
  - [www.eval.org/EvaluationDocuments/progeval.html](http://www.eval.org/EvaluationDocuments/progeval.html)
- United Nations Norms for Evaluation in the UN System
  - [www.uneval.org/docs/ACFFC9F.pdf](http://www.uneval.org/docs/ACFFC9F.pdf)

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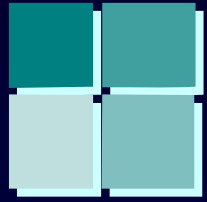
# Evaluation Standards (cont.)

- Standards for Evaluation in the UN System
  - [www.uneval.org/docs/ACFFCA1/pdf](http://www.uneval.org/docs/ACFFCA1/pdf)
- American Evaluation Association (AEA) Guiding Principles
  - [www.eval.org/Publications/GuidingPrinciples.asp](http://www.eval.org/Publications/GuidingPrinciples.asp)



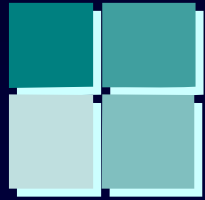
# Evaluation and Independence

- Independent evaluation (OECD glossary):
  - an evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the evaluation
  - the credibility of an evaluation depends in part on how independently it has been carried out



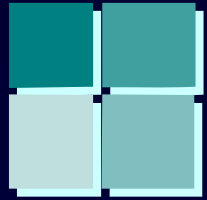
# Criteria of Evaluation Independence

- Organizational independence
- Behavioral independence
- Avoidance of conflicts of interest
- Protection from external influence



# Growth of Professional Evaluation Associations

- Increasing numbers of associations around the world, especially in the last few years
- Demonstrate more value is being given to development evaluation as a profession
- Organizations create a support system and allow for professionalism



# International Organizations

- International Organisation for Cooperation in Evaluation (IOCE)
- International Development Evaluation Association (IDEAS)

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