

IPDET

Module 13: Complex Evaluations



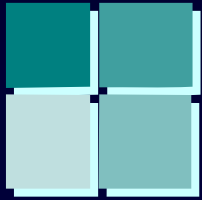
Big Picture Views

Country Assistance
Evaluations

Thematic Evaluations

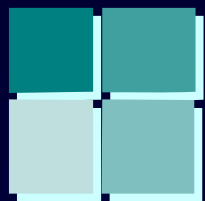
Sector Program Evaluations

Evaluation Capacity
Development



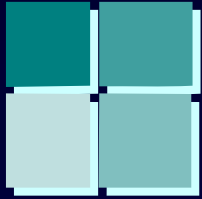
Introduction

- Big Picture Views
- Country Assistance Evaluation
- Thematic Evaluations
- Sector Program Evaluations
- Evaluation Capacity Development



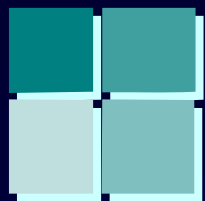
Viewing the Big Picture

- Reorientation of focus to overall experience and impact
- Looking beyond one intervention to the effects of all interventions on:
 - the entire country
 - one sector
 - one theme, such as gender



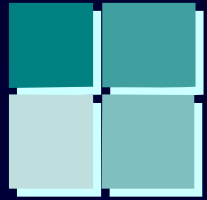
Move to a Higher Plane

- More comprehensive agenda
- Increasingly addressing:
 - country policy reforms
 - capacity building
 - global concerns
- Evaluation must expand to:
 - reorient the focus of evaluation from the project level to the country, thematic, or global levels
 - seek replicability at a higher level and applicability at the system level



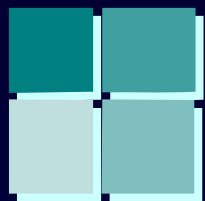
Some “Big Picture Views”

- Country Assistance
- Thematic Evaluations
- Sector Program Evaluations



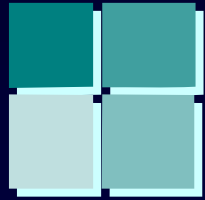
Country Assistance Evaluations

- Focuses on an organization's entire aid to one of the main partner countries
- Typically, a normative study that compares what is being done to what was planned



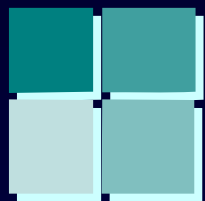
Other Uses for Country Assistance Evaluations

- Test the relevance of the country assistance program relative to the country's needs
- Test the implementation of agency-wide goals to determine whether it resulted in the intended outcomes
- Identify the success and failures in different sectors or approaches and identify the factors contributing to performance
- Demonstrate the effectiveness of the donor's aid to a given country, and use this to bolster the case for aid



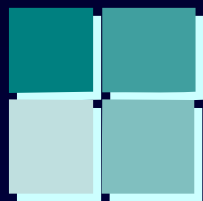
Focus of Country Assistance Evaluations

- Impact, relevance, or efficiency
 - impact evaluations can be resource intensive
 - relevance and efficiency can be less resource intensive (fewer issues)



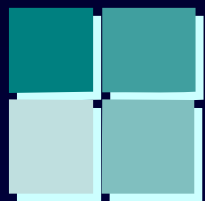
Challenges to Country Assistance Evaluations

- Lack of coherent goals in place
- If funded by several sources, there may be confusion, unnecessary duplication, and different information kept for each intervention
- Often a lack of donor coordination (sensitivity of issues)
- Program and/or government officials may be fearful of evaluation and thus not committed



Approaches

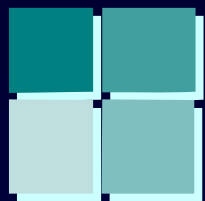
- Since they cut across all sectors and modes of cooperation, may be difficult to focus
- Two main approaches:
 - full approach:
 - looks at impact, examines a majority of intervention components - lengthy, resource-intensive reviews
 - light approach:
 - addresses performance data, such as relevance and efficiency, aims for indicative rather than conclusive findings - shorter, narrower range of issues



Recommendations for Country Assistance Evaluations

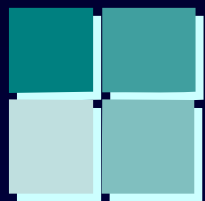
- A greater proportion of evaluations should be undertaken jointly, with full and active participation of the aid recipients and other partners
- Developing countries should show greater initiative in taking the lead in planning, coordinating, and scheduling evaluations
- Developing countries should be supported to build their institutional capacity for initiating and leading joint evaluations

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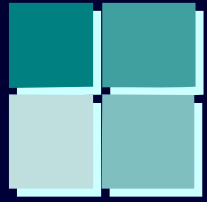
Recommendations for Country Assistance Evaluations (cont.)

- Better coordination and knowledge sharing is needed amongst the various partners within aid recipient countries. National M&E networks and professional associations need to be built and expanded
- When a large joint evaluation is undertaken with the participation of several developing countries, the developing countries should be facilitated to meet together to coordinate their views and inputs.



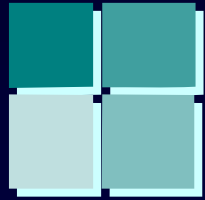
TOR for Country Assistance Evaluations

- Need clearly defined TOR
 - clearly stated purpose, evaluation criteria, and way in which the findings will be used
 - clearly specified goals of the country program
 - clearly specified reporting, dissemination, and follow-up procedures



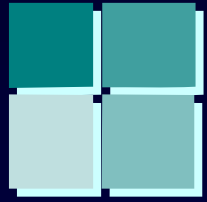
IEG Country Evaluation Methodology

- Evaluating in three dimensions
- Evaluating Assistance Program Outcomes
- Using a Rating Scale



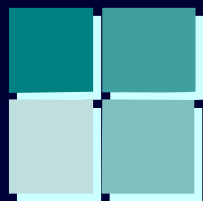
Evaluating in Three Dimensions

- Products and services - “bottom-up” analysis
- Development impact dimension - “top-down” analysis
- Attribution dimension - assign responsibility for outcomes



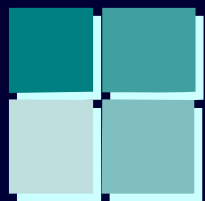
Evaluating Assistance Program Outcome

- Gauges the extent the major objectives were relevant and achieved
- Assesses the degree the clients demonstrate commitment to international development priorities



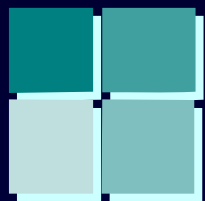
Examples of Areas for Rating Scale

- Soundness of economic management
- Structure of the public sector/civil service
- Institutional soundness of the financial sector
- Soundness of legal, regulatory, and judicial systems
- Effectiveness of aid coordination
- Degree of financial accountability
- Extent of building NGO capacity
- Level of social and environmental capital



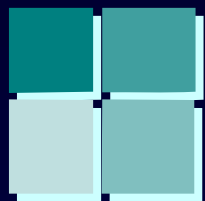
Thematic Evaluations

- Evaluate selected aspects or themes in a number of development activities
- Themes emerge from policy statements
- Look at different kinds of information and extract aggregate information from these sources



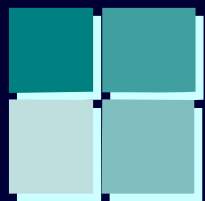
Two More Common Themes

- Gender in development
- Poverty reduction



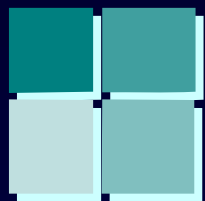
Gender in Development

- Recognizing the complexity of women's and men's social roles
- Involving them in the control of their day-to-day lives
- Policy-making, planning, and investments must become gender-sensitive



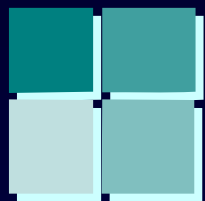
Gender in Development Evaluation

- Allows evaluators to look at many development activities and their effect on gender development
- Most evaluations do not systematically examine different impacts for men and women
- Evaluations addressing the theme of gender are a way to look at the role of gender in development



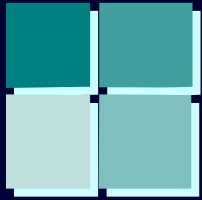
Importance of Gender in Development Evaluation

- Gender inequality reduces economic growth and limits access to public services
- Need understanding of gender differences to evaluate - that men and women:
 - experience poverty differently
 - have different priorities
 - face different constraints
 - effected differently by development programs



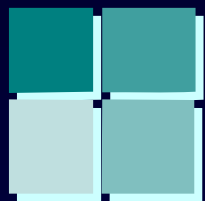
Gender Sensitivity and Tools

- Many tools used in evaluation are not gender sensitive
 - surveys collect information from the “household head” who is usually a man
 - when women interviewed, other family members may be present, women may not speak freely
 - women may only speak the local language
 - women may not attend community meetings, be allowed to speak, or may be expected to agree with male relatives
 - many studies may use male interviewers, who may not be able to speak to women



Elements of a Gender-Responsive Evaluation Approach

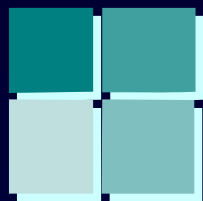
- Characteristics
 - recognizing the gendered nature of development and the contribution of gender equity to economic and social development
 - creation of a gender data base at the national, sector, or local level to synthesize gender-relevant data and identify key gender issues



Data and Gender

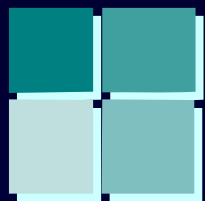
- Ensure data collection methods generate information on both women and men, and that key gender issues are used
- Ensure information is collected about, and from, different household members - not just the “household head”
- Use gender-inclusive methods to collect data
- Ensure research team includes a balance of men and women

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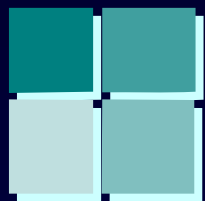
Data and Gender (cont.)

- Ensure stakeholders are consulted and they represent both men and women
- Ensure the use of “gender-neutral” approaches that respond to both male and female priorities
- Ignoring women’s needs and capacities will reduce efficiency and equity of policies and programs



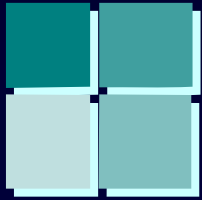
Poverty Reduction

- An example of a thematic evaluation
- In the past, mixed success
- Complexity of development and local capacity do not always align

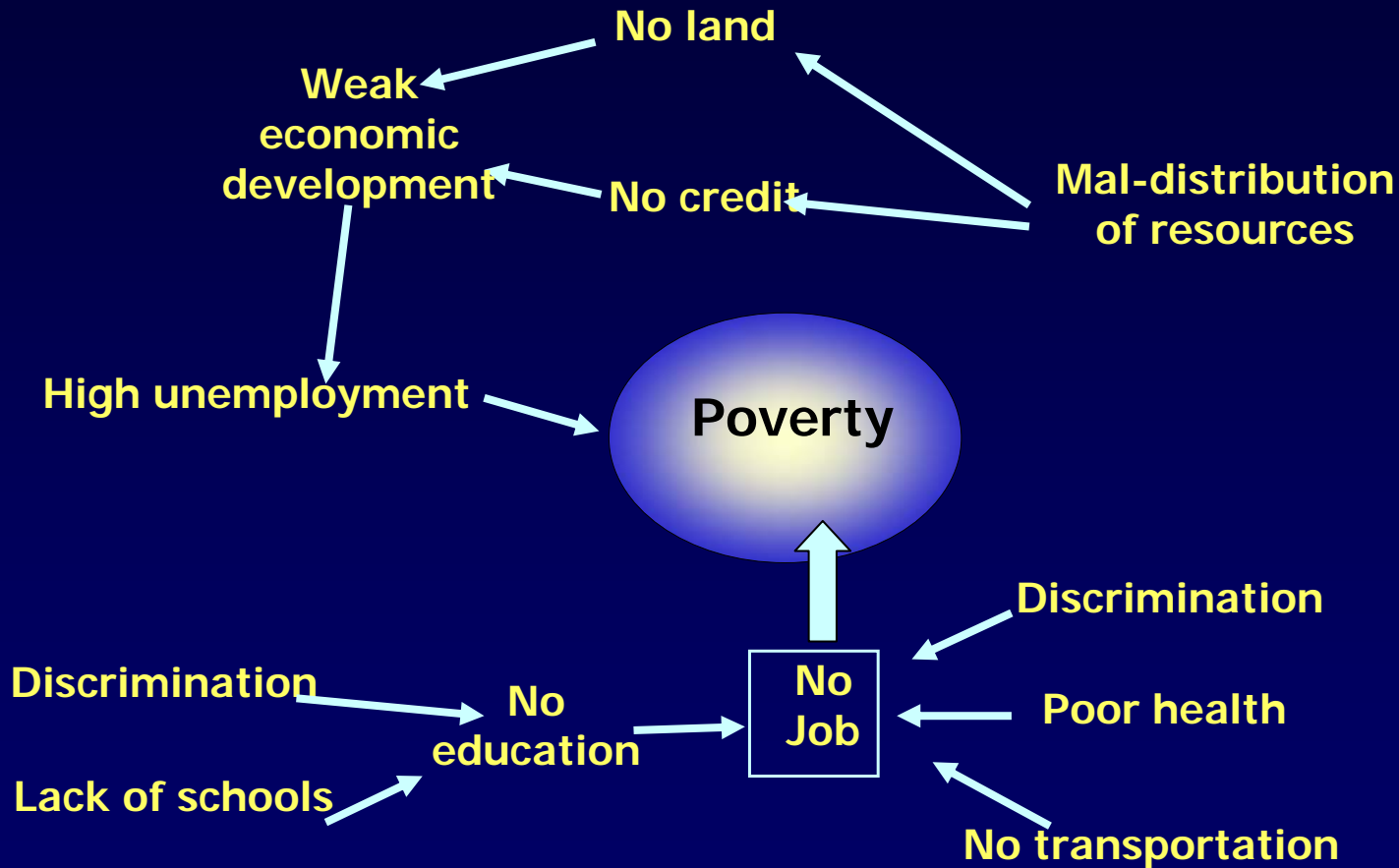


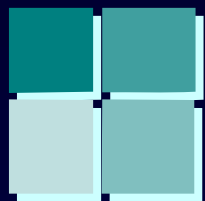
Comprehensive Development Framework (CDF)

- Response to poverty reduction
- Moves to a customized, situational approach, relying on partnership and collaboration
- Country, not just donor, must own the development activity
- Focus is now on the long-term
- More emphasis on learning
- Encourages use of pilot projects and combining top-down direction with bottom-up experimentation



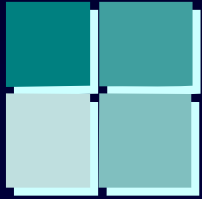
Causes of Poverty





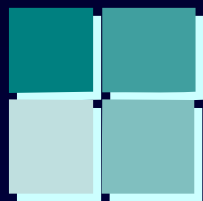
Poverty Reduction Strategies

- May help to work backwards from the desired outcome to the policy lever
- Work with stakeholders
 - develop a collaborative team
 - state clear roles and responsibilities
 - develop a work plan
 - engage in self-assessment at annual workshops



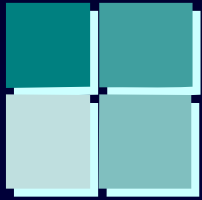
Other Strategies

- Build on existing processes
- Focus efforts on:
 - strengthening existing primary data producing systems
 - integrating responsible agencies into the PRSP process
 - establishing good relationships between the central units and these agencies



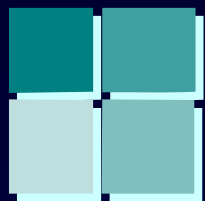
Poverty Reduction Strategies Paper (PRSP) Monitoring

- PRSP - a paper that “describes a country’s macroeconomic, structural, and social policies and programs to promote growth and reduce poverty, as well as associated external financing needs. PRSPs are prepared by governments through a participatory process involving civil society and development partners, including the World Bank and IMF.”



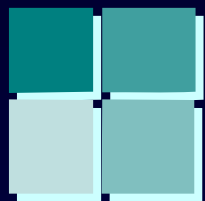
Monitoring Poverty

- Broad spectrum of activities with many people and sources
 - data/information producers
 - national statistical agency and other govt. and non-govt. data producers
 - analysts
 - various government agencies, universities, consulting firms, think tanks, donors
 - users
 - government decision-makers, parliamentarians, civil society groups, donor community, researchers



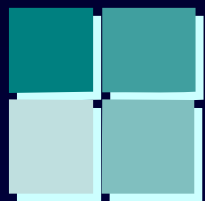
Sector Program Evaluations

- Evaluations that look at the development of institutions
- Focus more on questions of institutional performance, processes, changes, and interrelationships
- An evaluation of a variety of aid actions all of which are located in the same sector, either in one country or cross-country. A sector covers a specific area of activities such as health, industry, education, transport, or agriculture.



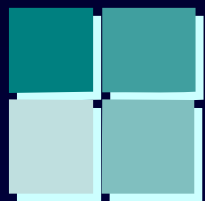
Challenges of Sector Program Evaluations

- Look at many projects with different objectives and different donors – therefore more complex
- Key issues:
 - donor's concern is to improve the delivery of the aid and accountability
 - partner institution's concern is with improving development in the sector
- Need to be coordinated as joint evaluations



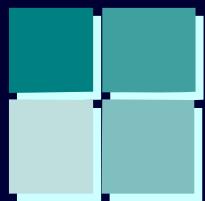
Evaluation Capacity Development

- Increasing:
 - demand for results
 - demand for monitoring
 - requirement to learn from experience
 - demand for evaluation capacity



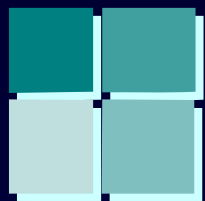
Importance of ECD:

- Useful for governments and development agencies that wish to develop a national or sector evaluation system
- An important aid to sound governance
- A means to achieve high performance



Effects of Evaluation Programs

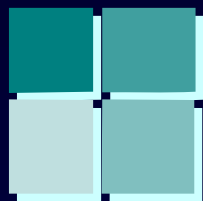
- Programs developed with concrete measures are:
 - more likely to stay focused
 - evaluations are more helpful since they provide more specific, relevant feedback
 - more likely to contribute to sound governance and high performance



Nine-Step Process to Develop Capacity

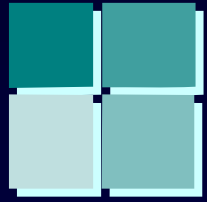
- 1 Identify key stakeholders for performance measurement, measuring for results and/or evaluation
- 2 Identify/diagnose problems in the public sector environment
- 3 Understand the factors that influence budget and management decisions at each ministry
- 4 Determine the existing need
- 5 Assess evaluation activities and capacities of central and line ministries and other organizations

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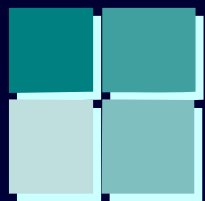
Nine-Step Process to Develop Capacity (cont.)

- 6 Consider the evaluation activities of multilateral and bilateral development assistance agencies in the country
- 7 Identify major public sector reforms that might support performance measurement
- 8 Map the options for developing evaluation capacity
- 9 Prepare a realistic evaluation capacity development action plan



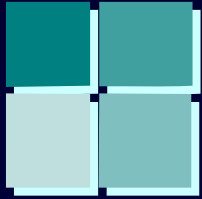
Evaluation Capacity Building (ECB)

- A system of guided processes and practices to establish and maintain capacity where quality program evaluation and its uses are ordinary and ongoing practices



Towards Evaluation Capacity Development

- Must look at long term, not short term
- Kusek and Rist's 3 questions:
 - How would you assess the skills of civil servants in the nation?
 - Any technical assistance, capacity building or M&E training underway?
 - Any institutions with capacity to assist and train in M&E?



Concluding Comments

- Development evaluators face a unique set of complex economic, political, and social factors as they strive to conduct high quality evaluations that meet the needs of diverse stakeholders
- These evaluations need to be well-designed and conducted in an ethical manner that is sensitive to local conditions , development issues (i.e., gender and poverty reduction)

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