Complex PSD Programme Evaluations

Accountability to Developmental Evaluation

Date: **16th March 2016**

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Presentation Outline

- Key influencing factors for evaluation design
- Reflection on 2 recent Itad evaluative work examples, and Real World Evaluation (RWE) Challenges
    - The Netherlands Ministry of Foreign Affairs: Dutch Good Growth Fund ('DGGF'): *End of Design Phase*
    - Rockefeller Foundation Digital Jobs Africa ('DJA'): *Ending Implementation phase*
- Overview of BEAM Guidance Materials: (1) Evaluation and (2) Monitoring: Overview and next steps

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What informs the Design Framework?

- The **design** of the programme itself
- The **purpose** of the evaluation:

1. Is the initiative delivering on outputs and outcomes as planned? (**efficiency and effectiveness**)
2. Are the (or were the) activities and their delivery methods been effective? Are there aspects that could have been done differently? (**process effectiveness**)
3. Is the wider project story being told? What range of outcomes (intended and unintended) has the project contributed to – taking account of each of social, economic, environmental and cultural considerations (**relevance and impact**)
4. How has the initiative influenced the appropriate stakeholder community, and what capacities has it built? (**relevance and impact**)
5. Has the initiative being delivered on budget? (**efficiency**)
6. Is the project impacting positively on key groups and issues that have been identified as important in project design – particularly gender, indigenous, youth and environment? (**relevance and impact**)
7. Is there evidence that the initiative is likely to grow – scaling up and out – beyond the project life? (**sustainability**)

- **Users/audiences:** Client/donor, Programme implementers, Wider programme stakeholders, Broader community

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Evaluation Purpose: Key Design Implications

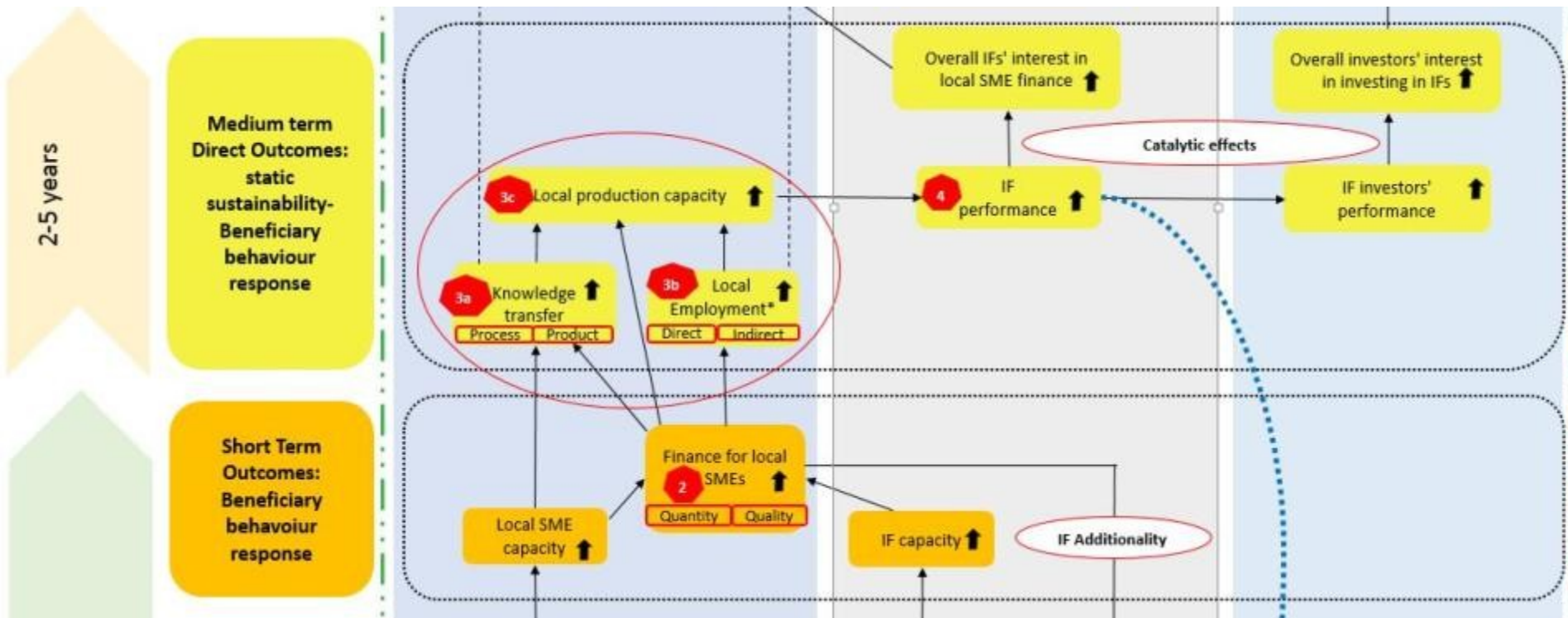| Primary Purpose	Timing	Roles/ responsibilities	Itad: Recent Examples
1. **Accountability, External Learning** **KEQs:** *Asked Ex-post:* Sustainability, Relevance and Impact, Efficiency and Effectiveness	**Discrete pre-defined timeline**: Baseline, Mid Line, and Endline, **and/or** Ex-Post	Evaluator independent, works closely with implementers/ MRM	Dutch Good Growth Fund
2. **Developmental and/or Formative** Internal Learning and Adaptive Programming (PDIA) **KEQs:** *Asked Ex-Ante or Ongoing:* Sustainability, Relevance and Impact	**Ex Ante, or at Scale Up Decision Phase(s)**	Evaluator external, but mixed, collaborative, variable, emergent roles	Digital Jobs Africa

MFA Dutch Good Growth Fund Design Features: (Very!) Complex

- **Why? <u>Key Intended Impacts/LT Outcomes:</u>** Poverty Reduction, Catalytic System Effects: Sustainable SME financing, Knowledge Transfer

- **For Whom? <u>Target Groups:</u>** SMEs, including female-owned, youth entrepreneurs, located in fragile state, and Dutch businesses (and subsidiaries). Multiple sectors- *Ag, Fin Serv*.

- **Where? <u>Geographical scope:</u>** Up to 68 countries

- **How? <u>Intervention Modalities:</u>** Fund-of-Funds and direct Impact Investing in SMEs, using range of financial instruments and also knowledge transfer **Operational Modalities:** Three different 'Track Managers'

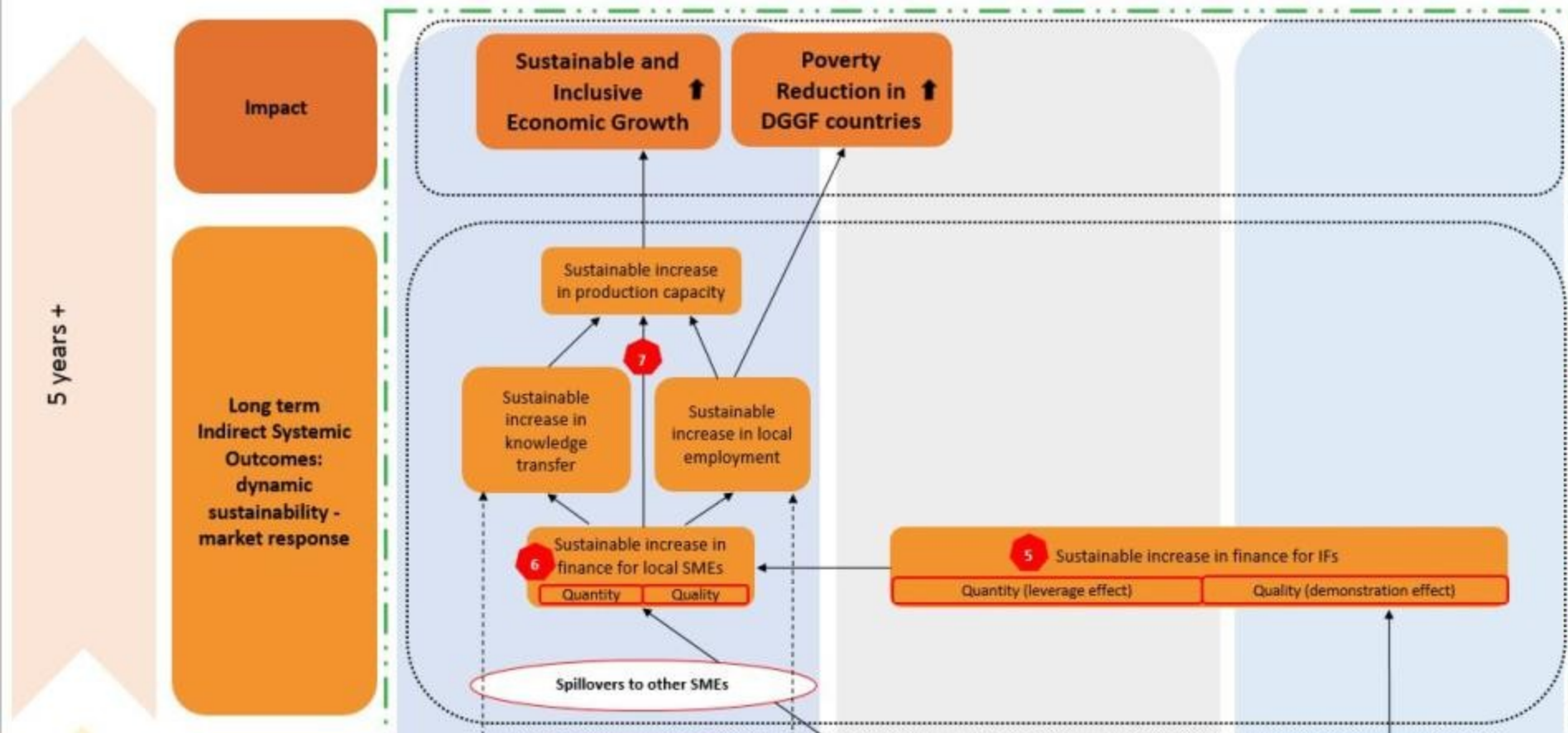- **With What? <u>Inputs:</u> Eur700m** with Eur70m TA Fund. Net Revolving to 0.

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MFA Dutch Good Growth Fund: ToC 1

Notes:
IF= Intermediary fund operating in DGGF countries
Local SME= SME operating in a DGGF country
* With separate reporting for female and youth employment.

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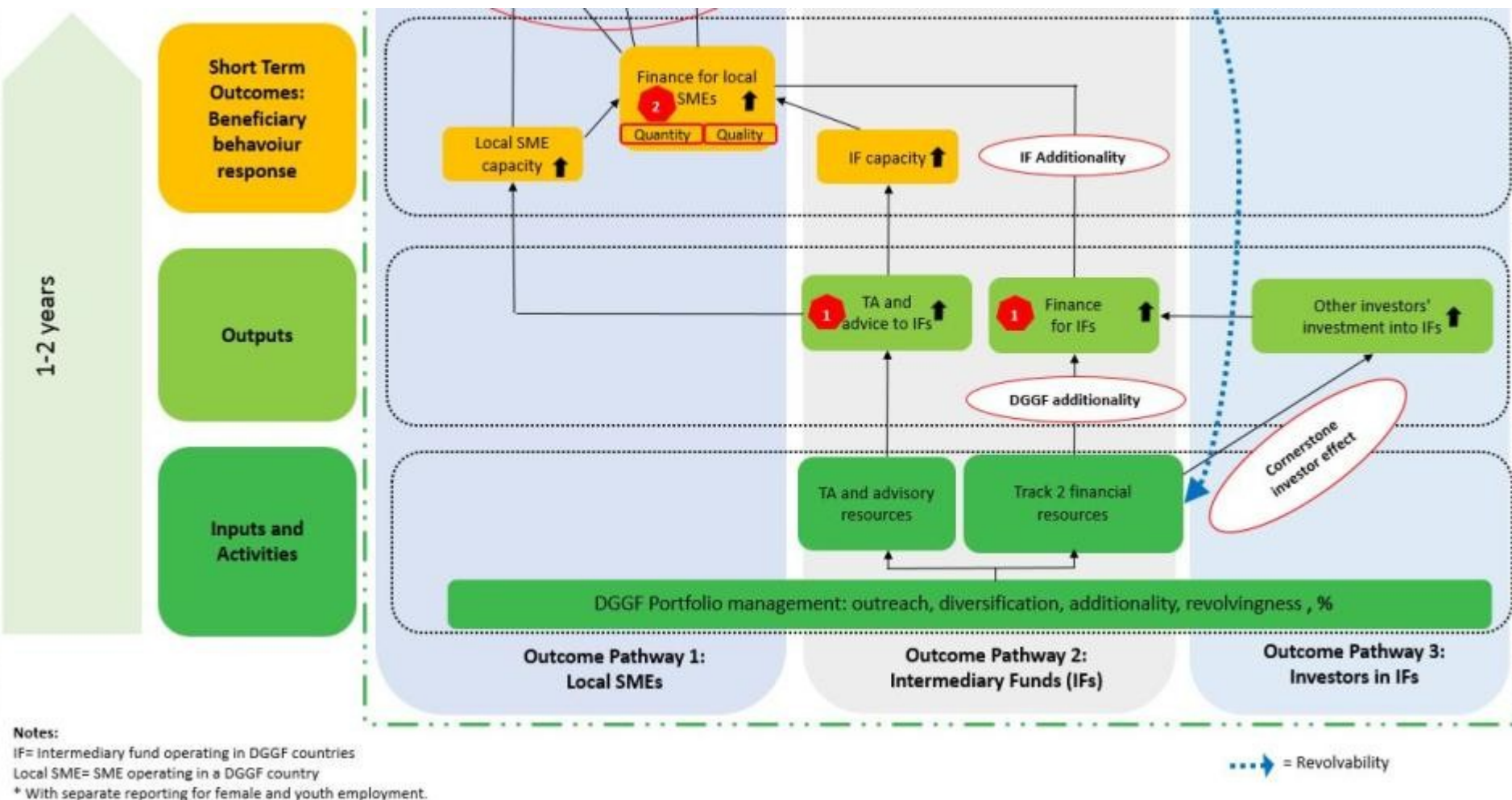
MFA Dutch Good Growth Fund: ToC 2

MFA Dutch Good Growth Fund: ToC 3

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Complex Evaluation Design: MFA DGGF

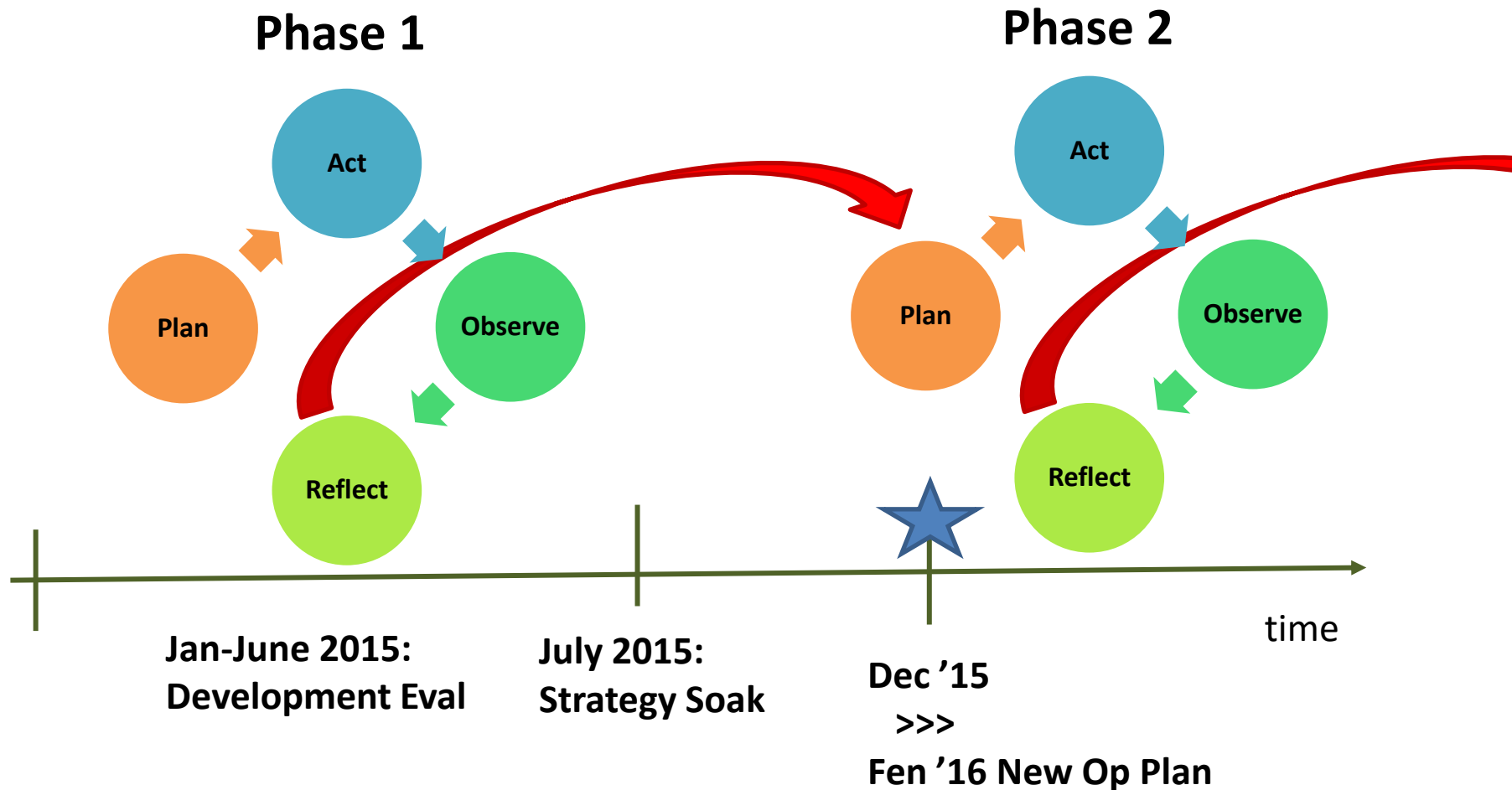| What is measured?	Evaluation Modules, and Timing	Data Collection / Analysis
Direct, Indirect, Induced Jobs **Demonstration Effect: IF and SME levels: 'ER'** **Catalytic Effect- IF and SME levels: 'AA'** **Cornerstone Effect: DGGF >IF Level : 'AA'** **Financial Additionality: DGGF>Fund and Fund>SME level**	**Evaluator: Baseline – Endline:** 4 MIXED METHOD, COUNTRY CASES: - QUANT impact assessment – exploring what and by how much (change in revenues, profits of SMEs)? - *QUAL– exploring why and how change happens and in what context* **T2 Manager: Baseline- Endline** MIXED Methods: – IF Evaluations Tracks 1 and 3 Manager: Baseline Endline QUAL-Thematic studies	**Data Collection** **Tracks** – monitoring data from Funds- Primary and Secondary Indicators, management data: DCED Standard **Evaluator** – qualitative data collection 4 country cases: Baseline: Survey DGGF SMEs, benchmark data; Endline: KIIs, Ints DGGF SMEs, Ints non-DGGF SMEs. **Evaluator: Analysis, Synthesis,** - QUANT: Statistical analysis: DiD (if large N, and possible) - QUAL: Contribution analysis, Synthesis (ALL MODULES)

DGGF: Some RWE Challenges

Some RWE Challenges	RWE Mitigation / Management
• **Insufficient timeframes** to adequately measure any LT market level changes or Impact.	• Use intermediate indicators of systemic change and extrapolate?
• **Limited budget:** Generalisability is limited if evaluating across whole PF	• Findings will make this clear. Sampling of IF evals and country cases critical
• **Governance/Political:** Evaluator commissioned a year after start	• Rapidly agreeing Evaluative and other work responsibilities PMU, Client. Adjust design framework around work already commenced.
• **Data:** Challenges working with **Investment funds: limited MRM data - #SME clients, # employees**	• Adjust methods! • Importance of QA of all evaluative work

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RF Digital Jobs Africa Design: Complex

- **Why? For Whom? Key Intended Impacts/LT Outcomes:** Social and Economic Wellbeing for High Potential Disadvantaged Youth (DY), their families and communities through linking with Digital Jobs

- **How?**
  - **3 Strategies:** Online work, BPO, Demand Driven Training:
  - **Intervention Modalities: Market System Approach:** Supply and Demand side, global and country levels: Influencing buyers/employers to 'Impact Sourcing', grants to Training providers, grants to online work awareness raising (total grantees ~20)

- **With What? USD70m, RF facilitation and convening**

- **How Many? By When?** 1m total lives impacted, 200,000 DY in digital jobs by 2019

- **Where? Geographical scope:** 6 countries in Africa

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DJA Learning cycles – Facilitated by Developmental Evaluation

Phase 1

Phase 2

Act

Plan

Observe

Reflect

Act

Plan

Observe

Reflect

**Jan-June 2015:
Development Eval**

**July 2015:
Strategy Soak**

**Dec '15
>>>
Fen '16 New Op Plan**

time

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DJA Developmental, Formative Evaluation

What is measured?	Evaluation Modules, and Timing	Data Collection and Analysis (Who)
QUANT: • #Induced and Indirect Jobs • #DY placed in Digital Jobs • #DY trained • #Corporate Partners • #Y reached by Online Work Awareness campaign **QUAL** • DY wellbeing • Systemic Change (Demonstration Effect and Facilitation): 'ER'	**M&L Partner: Quarterly, for Mid-Term, Developmental Evaluation** - QUANT /QUAL Grantee data verification - QUAL: grantee and stakeholder interviews against M&L questions - QUAL: secondary data and research synthesis - QUAL 'representative' DY case studies – exploring experiences of DY and wellbeing **M&L Partner, emergent: Q3 2015** -QUAL 'emerging' DDT-Employer case studies: Learning from success	**Grantees/RF** – MRM data from grantees **M&L Partner**– 26 QUAL DY case studies in two countries **M&L Partner: Analysis, Synthesis** - QUAL: synthesis against M&L questions - Contribution analysis at grantee level

DJA: Some RWE Challenges

Some RWE Challenges	Mitigation/ Management
• **Insufficient timeframes** in many cases to measure any early stage system change.	• Additional Deep Dive case studies added in Q3.
• **Data/Evidence:** What constitutes 'good enough' evidence to flex a programme? Tension between strong evidence and timely evidence	• Highlight preliminary indicators of systemic change
• **Political: Assessing contribution** of Foundation's investment in grantees compared with others, and therefore #jobs per RF investment	• Clear methodology, balanced and impartial viewpoint
• **Data collection:** Drop out rate and lack of availability: youth and employers	• Over-sample, back up interview plans

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BEAM Exchange M&E Guidance Materials

- BEAM Exchange Evaluation Guidance: https://beamexchange.org/guidance/evaluation-guidance/

- BEAM Exchange Monitoring Guidance: https://beamexchange.org/guidance/monitoring-overview/

Please comment and contribute to version 2!

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Summary

- PSD Evaluation Design informed by Programme Design, MRM system, Purpose of evaluation, and Audiences.
- Itad recent examples illustrate:
  - the complexity of many PSD programmes:
    - global or regional, with MSA expectations
    - Complex modalities and ToC
  - Evolving role of evaluative work in conjunction with MRM: who does, when, and how?
  - Key RWE challenges with PSD evaluations, and management/mitigation
- And a call to action: please review the BEAM Guidance!

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Thank you for listening

Any Questions?