

MONITORING AND EVALUATION: *The interface*

Tim Ruffer

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At the beginning of every evaluation

I know our
project works



No,
you don't

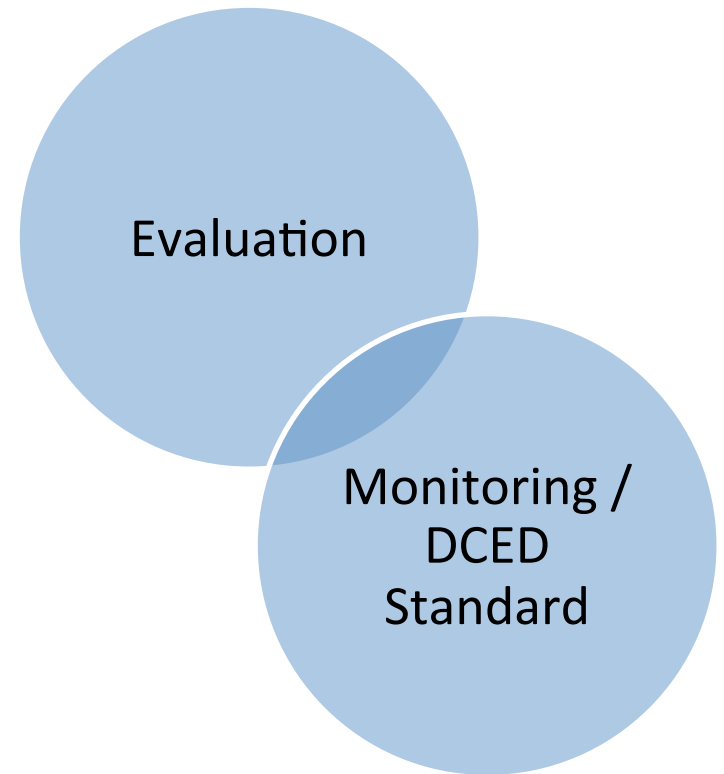


Context

- DFID and others increasingly commissioning external evaluations
- Growing emphasis on 'results'. But what does this mean?
 - Reporting on numerical targets - accountability
 - Observing wider changes in market systems
 - Learning and adapting




Presentation structure

- Links between evaluation and the DCED Standard
- What does evaluation need to do to add value to the Standard?
- Getting roles right from the start



Who: responsibilities for evaluation

- Internal results measurement (sometimes subject to external audit)
- One-off external evaluations / reviews
- Longitudinal impact evaluations

	Internal	External	
Data collection			
Data analysis			

Scope

Evaluation	DCED Standard
<ul style="list-style-type: none">• <i>Proving</i>: Assessment of performance for accountability	
<ul style="list-style-type: none">• <i>Improving</i>: generating evidence for learning purposes (INTERNAL AND EXTERNAL)	<ul style="list-style-type: none">• <i>Improving</i>: generating evidence for learning purposes (INTERNAL)
<ul style="list-style-type: none">• Potentially wide-ranging, but generally focused on answering specific 'evaluation questions'• Often relate to DAC evaluation criteria of relevance, efficiency, effectiveness, impact, sustainability• In some (but not all) cases, also includes a process of review of implementation strategy	<ul style="list-style-type: none">• Doesn't necessarily look at all DAC criteria (e.g. relevance)

Methods

Evaluation

DCED Standard

Not necessarily different. **But:**

- Tends to concentrate more resources on a smaller sample of interventions
- Or to measure aggregate / sector-wide effects
- Greater evidence on statistical significance and analytical rigour

Applied to all/most interventions individually

	Evaluation	DCED Standard
Use of Theory of Change	<ul style="list-style-type: none"> • Programme-wide • Used to determine EQs • Basis of theory-based evaluation 	<ul style="list-style-type: none"> • Intervention-specific
Timing	<ul style="list-style-type: none"> • Ongoing, but focus in baseline, midline, endline • Increasingly, post-endline 	<ul style="list-style-type: none"> • Ongoing • Stops when project stops
Independence	<ul style="list-style-type: none"> • External 	<ul style="list-style-type: none"> • Internal but subject to external audit

Review of M4P Evaluation Methods and Approaches

DFID Working Paper 41

Objective: review the methods used to evaluate M4P programmes and provide recommendations for good practice

Findings to address to improve the usefulness of evaluations:

- **Evaluators are too detached** to develop a detailed understanding of what is going on
- **Impact assessments often failed**
- **If evaluation is to add value** where the Standard is applied, then evaluators need to:
 - get better at adjusting methods to the context
 - answer new/different questions not addressed by monitoring
 - increase rigor of analysis

Problems with past evaluation impact assessments (1)

- Quasi-experimental approaches:

Project	Profit – Zambia - USAID	Katalyst – Bangladesh – DFID/SDC
Approach	<ul style="list-style-type: none">• Difference in difference (900 vs 620)• Treatment = those living in areas of intervention	<ul style="list-style-type: none">• Difference in difference (3200 vs 1600)• Treatment = those living in areas of intervention
Impact examples	<ul style="list-style-type: none">• Farmer production increased following enhanced network of agents selling agricultural inputs	<ul style="list-style-type: none">• No impact identified on farmers or changes in behaviour of intermediaries

Problems with past evaluation impact assessments (2)

Project	Profit – Zambia - USAID	Katalyst – Bangladesh – DFID/SDC
Common Challenges	<ul style="list-style-type: none"> • Treatment groups included non-treated individuals • Baselines in 2/3 sectors evaluated were lost due to project changes (Zambia only) • Timing – 2 years too soon to identify systemic change • Distance of the intended impact from the intervention makes attribution difficult 	
Implications	<ul style="list-style-type: none"> • Use for evaluating individual links in the theory of change (not whole programme) along with other evaluation methods • Early and close relationship between evaluators and implementers is needed to design and adapt evaluation to changing project approach • Allow sufficient time for impact to take effect 	

Advantages of the Standard for evaluators

- Application of Standard (and audits) offer comfort regarding quality of monitoring data used for evaluation
- Results chains make implementation theory clearer

Responsibilities for M&E

- Need to be clearly defined from the start:
 - Development / review of theory of change and strategy
 - Investment selection & review
 - Data collection
 - Data analysis
 - Reporting
 - Comms & learning