


IPDET


Module 1: Introducing Development Evaluation



Introduction

- Evaluation, What Is It?
- The Origin and History of the Evaluation Discipline
- The Development Evaluation Context
- Principles and Standards for Development Evaluation

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How Do You Define Evaluation?

OECD definition of 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


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Kinds of Evaluations

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


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Purpose of Evaluation

- Ethical
- Managerial
- Decisional
- Educative and Motivational


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Uses of Evaluations

- Help make resource allocation decisions
- Help rethink the causes of a problem
- Identify emerging problems
- Support decision making on competing or best alternatives
- Support public sector reform and innovation
- Build consensus on the causes of a problem and how to respond


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What to Evaluate?

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


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Evaluation Provides Information on:

- Strategy -
 - Are the right things being done?
- Operations -
 - Are things being done right?
- Learning -
 - What are we learning?
 - Are there better ways?


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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


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Who Conducts the Evaluation

- Internal evaluators
- External evaluators
- Participatory evaluators
- Each has advantages and disadvantages


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Evaluator Activities

- Consult with main client and all key stakeholders
- Reconstruct or construct 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


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Progression of Evaluation

2000 BC	1600	1880	1900	1940	1957	1950s-60s	mid 1970-80	1980s to now
Egypt and China	Modern Evaluations	Education and Social Programs	Medical Schools (US and Canada)	Reconstruction after WW - Banks	Sputnik	More routine (US and Europe)	Profession status	Expansion into global activity


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Development Evaluation:

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


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Origins of Development Evaluation

- Audit tradition
- Social science tradition


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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


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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


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Growth of Professional Evaluation Associations

- As of 2009, 35 associations
- Organizations create a support system and allow for professionalism
- International Development Evaluation Association (IDEAS)

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Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

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Why Principles and Standards?

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

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DAC Principles for the Evaluation of Development Assistance

- Purpose
- Impartiality and independence
- Credibility
- Usefulness
- Participation of donors and recipients
- Donor cooperation
- Evaluation programming
- Design and implementation of evaluations
- Reporting, dissemination, and feedback
- Application of these principles

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DAC Evaluation Quality Standards (test phase)

- Rationale, purpose, and objectives
- Evaluation scope
- Context
- Evaluation methodology
- Information sources
- Independence
- Evaluation ethics
- Quality assurance
- Relevance of the evaluation results
- Completeness
- <http://www.oecd.org/dataoecd/30/62/36596604.pdf>

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Other Evaluation Standards

- American Evaluation Association:
 - Standards
<http://www.eval.org/EvaluationDocuments/progeval.html>
 - AEA Guiding Principles
<http://www.eval.org/Publications/GuidingPrinciples.asp>
- African Evaluation Association:
 - African Evaluation Guidelines
<http://www.geocities.com/afreval/documents/aeg.htm>
- Australasian Evaluation Society
 - Guidelines for the Ethical Conduct of Evaluation
www.aes.asn.au/about/Documents%20-%20ongoing/guidelines_for_the_ethical_conduct_of_evaluations.pdf

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Evaluation Standards (cont.)

- Norms for Evaluation in the UN System
 - http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21
- Standards for Evaluation in the UN System
 - http://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/about_iom/eva_techref/UNEG_Standards_for_Evaluation.pdf

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Evaluation Standards (cont.)

- IEG/DAC Sourcebook for Evaluating Global and Regional Partnership Programs (GRPPs): Indicative Principles and Standards

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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

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Criteria of Evaluation Independence

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

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A Final Note....

"Evaluation of the past is the first step towards vision for the future."

-- Chris Widener, motivational speaker and author



Questions?

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