

Institutional Framework for Evaluation

Embedding a Culture of inquiry in CSOs



SDPI

Sustainable Development Policy Institute

Outline

- Impact evaluation in CSOs
- Quality of Evaluation
- Risks in Evaluation – Role of Judgement & Ethics

Impact evaluation in CSOs

- An encouraging learning curve
- Multiple frameworks in vogue
- Weak evaluation of organization systems
 - Role of consultants
 - Evaluation exercise not embedded over the long term

Quality of Evaluation

Which World Bank Reports Are Widely Read?

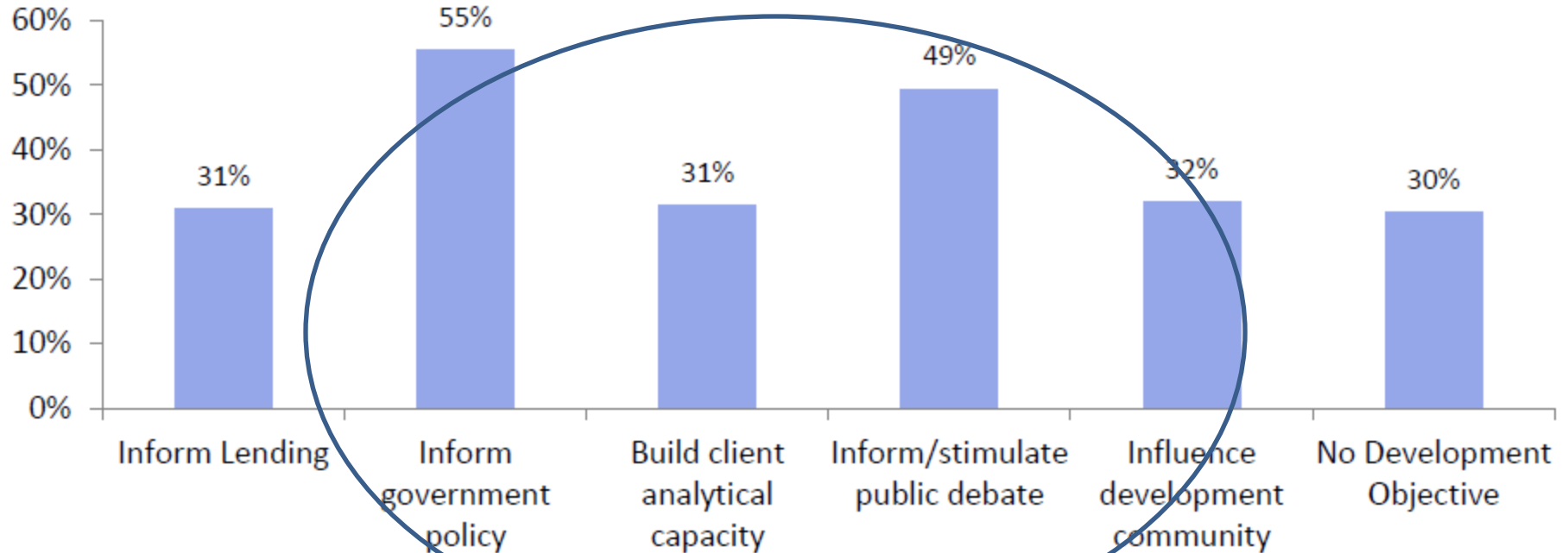
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The World Bank
Development Economics Vice Presidency
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May 2014



Objectives of World Bank Evaluation Reports

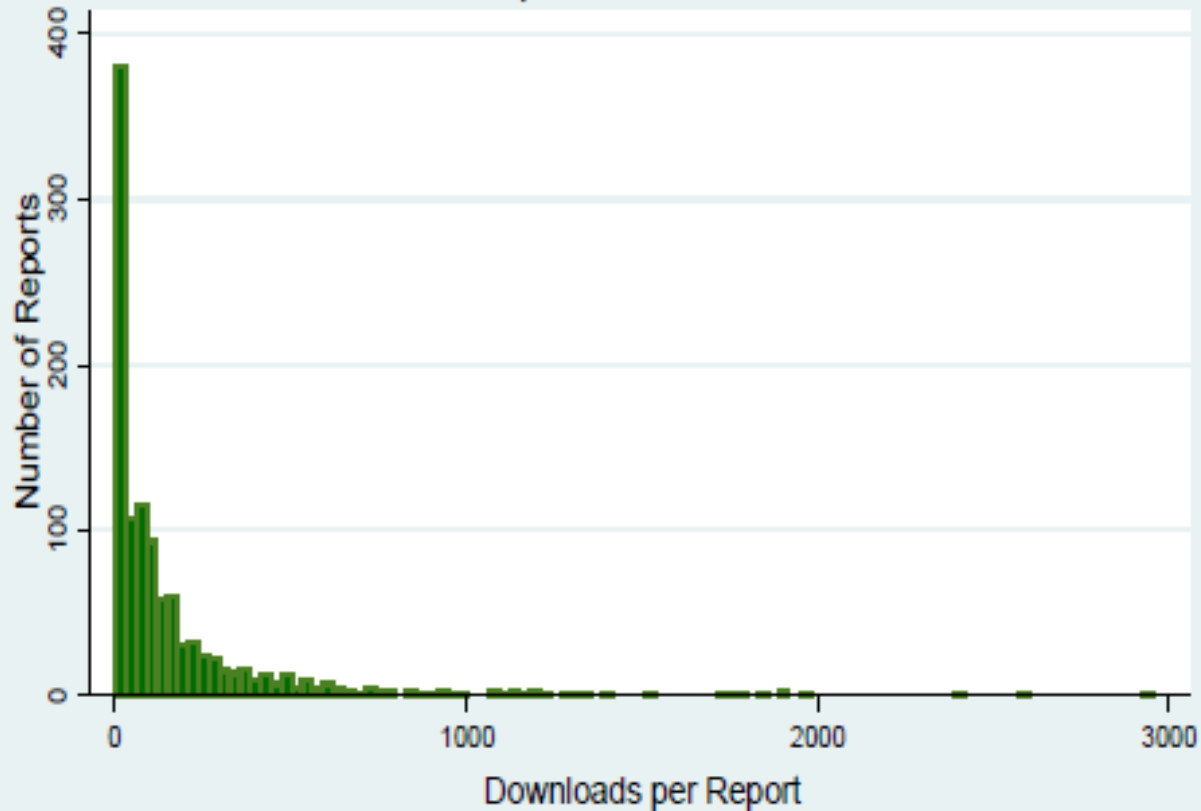


Source: Business Warehouse.

Note: Policy reports can have multiple objectives.

Downloads Distribution of Policy Reports: 2008 to 2012

All Reports with Downloads



Source: World Bank Documents & Reports and World Bank Omniture.

Total 1611 reports between 2008-2012

1054 reports were never cited

Quality of Evaluation

- Select determinants of quality
 - Time availability
 - Funding available
 - Spread of evaluation exercise
 - Design capability
 - Receptive behaviour of communities
- High quality is not a sufficient condition for 'uptake'

RESEARCH ARTICLE

Open Access

A systematic review of barriers to and facilitators of the use of evidence by policymakers

Kathryn Oliver^{1*}, Simon Innvar², Theo Lorenc³, Jenny Woodman⁴ and James Thomas⁵

- It is difficult to describe the role of evidence and other factors ‘**influencing policy**’
- However some factors have worked
 - **Timely access** to research evidence
 - **Collaborations** with policy makers (levels of collaboration)
 - **Skills building** with policy makers

Can impact diaries help us analyse our impact when working in complex environments?

08 Jul 2013

- Evaluations focusing on **'how' rather than 'what' and 'why'** are difficult
- Faster feedback: detecting **changes in real time**
- MEAL framework
 - Getting the basics right: systematic monitoring against programme indicators
 - Building organizational knowledge and accountability – finding talent
 - Feeding learning into decision-making

Attributing Success to Evaluation

- Evaluation of Workers Welfare Fund
 - Improve participatory accountability
- Evaluation of Stipend Programmes for Female Students in Khyber Pakhtunkhwa
 - Improve targeting mechanisms
- Evaluation of Expanded Programme for Immunization
 - Recruiting community volunteers

Risks in Evaluation – Role of Judgement & Ethics

- Typical evaluation exercise
 - Objective: Comparing outcomes that result from a programme with what would have been the case without that programme being carried out
 - Constraints
 - Baseline not available
 - No time to conduct a baseline at current stage of programme
 - You resort to a quasi-experimental design in which situation of households in non-implementation villages is assumed to provide a reasonable counterfactual of the situation of households in the implementation village

Risks in Evaluation – Role of Judgement & Ethics

- Risk 1 – Matching households in project villages with non-project villages. Matching on basis of hhs. size, ethnicity, education, occupation etc.
- Risk 2 – As no baseline available therefore recall data is requested from the respondents. Weak treatment of time lapse
- Risk 3 – Both matching methods rely on assumption that ‘observed’ characteristics capture all relevant differences
 - Propensity score
 - Multivariate regression

Risks in Evaluation – Role of Judgement & Ethics

- Risk 4- How to deal with ‘unobserved differences’ e.g. attitudes, motivation, differences in community leadership, differences in contextual conditions faced by the households?
 - Qualitative methods slowly winning respect
 - Choice of software for organizing qualitative data
 - Allowing quantitative & qualitative information to validate each other

Takeaways

1. Continuously try embedding evaluation capacity in CSOs
2. More research needed on how to attribute programme 'success' to 'evaluation' exercises
3. Recognize role of 'judgement' and 'ethical behaviour' in evaluation exercises
4. High quality evaluation is not a sufficient condition for 'uptake'

Thank You

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