



Department
for International
Development



Annual Evaluation Report

July 2013



As part of the DFID funded Vision 2020 Umurenge Programme (VUP), Rwanda's flagship Social Protection Programme, women and men in northern Rwanda work on a public works site, building terraces to prevent soil erosion. This programme protects the very poor, providing cash transfers and employment opportunities.

Photo credit: Sam Thompson, DFID Rwanda

Table of Contents

Preface	iii
Abbreviations	v
Overview	1
Summary of Progress, Challenges and Opportunities	1
Chapter 1: Evaluation in DFID	4
Evaluation Performance	4
Evaluation Coverage	4
Evaluation Transparency	9
Evaluation Quality	9
Human resources	11
Skills development	12
Financial resources	12
Chapter 2: DFID Evaluations – Initial Indications	13
Initial Indications	13
Gender in DFID Evaluations	18
Evaluation Approaches and Methods	19
Work to enhance learning from evaluations and ensure usefulness	20
Chapter 3: Building Capability	21
Evaluation Capacity Development	21
International Partnerships for Impact Evaluation	24
ANNEX 1 – Evaluations completed in 2012/13	26
ANNEX 2 – Evaluations expected to be completed in 2013/14	29
ANNEX 3 – Details of Evaluations completed in 2012/13	31
ANNEX 4 - DFID Evaluation Working Papers and Guidance	56

List of Figures

Figure 1.1:	Total Number of Live Projects being Evaluated by Division: 1 April 2012 – 31 March 2018 (435)	6
Figure 1.2:	Top 10 Bilateral Programmes – Total Number of Live Projects being: Evaluated: 1 April 2012 – 31 March 2018 (122)	7
Figure 1.3:	Total Number of Live Projects being Evaluated by Thematic Area: 1 April 2012 – 31 March 2018 (435)	8
Figure 2.1:	Overview of Evaluations Completed	13
Figure 2.2:	Tuungane – Democratic Republic of Congo	15
Figure 2.3:	Summary of Health Evaluations completed in 2012/13	17
Figure 2.4:	Implications of gender-related findings for policy makers	19
Figure 2.5:	DFID Evaluation Digest	20
Figure 3.1:	DFID's support for Evaluation Professional Associations and Networks in 2012/13	21
Figure 3.2:	CLEAR delivers across the globe	22
Figure 3.3:	DFID's country level support to evaluation capacity development	23
Figure 3.4:	DFID Contributions to International Partnerships for impact evaluation	24

Preface

1. This is the first DFID Annual Evaluation Report since the Department adopted its embedding evaluation agenda, which marked a major change in its approach to evaluation, and the establishment of the Independent Commission for Aid Impact (ICAI) in May 2011. DFID has made considerable progress over the past two years and this report shares the learning from some DFID evaluations, highlights key achievements, and outlines some of the challenges for the future.
2. As DFID shifts to become a 0.7% (ODA to GNI¹) organisation by the end of this year and increases its aid footprint, it is imperative that the Department makes the best investments with its resources. Robust evaluation, high quality evidence, value for money assessments and transparency of aid are critical to achieving this.
3. When done well, evaluation can serve a number of functions. Evaluation has a key role in generating evidence and learning about what is working in development and what is not; it can identify better ways of doing things; allow for course corrections of programmes to improve effectiveness; ensure that lessons are learned during the development process and resources shifted to where they are most effective; and improve the ability to respond to change.
4. Evaluation also provides evidence to the UK taxpayer, and to the citizens of the countries in which assistance is being delivered, of how their contribution to international development has been utilised. Done well and transparently, evaluation can help in promoting greater accountability.
5. In addition, evaluation contributes sound knowledge of which courses of action can make a difference to people's lives. It differs from other forms of inquiry by its steadfast attachment to understanding whether change has occurred as a consequence of a particular course of action, the nature and implications of the change and whether there have been any unintended effects.
6. DFID is establishing an evaluation function that looks ahead to the evaluation challenges for today and tomorrow; and is at the forefront of ensuring that UK ODA is spent with a strong focus on maximising impact and results. DFID's vision is to become world-class in using evidence to drive value for money and impact and to influence other partners to do the same.

¹ Official Development Assistance as a percentage of Gross National Income

7. In just two years, DFID has built up a strong pipeline of evaluations across all areas of its operations and policies. This progress has been driven by strong leadership from senior management and commitment from individual country offices and departments. DFID has established a new cadre of evaluation specialists working right across the organisation. There has been real enthusiasm by staff throughout DFID to commission more evaluation to better understand what works, to allow DFID to test, innovate and scale up; and to enable DFID to take measured risks using high quality evidence of impact on poverty.

Andrea Cook Elizabeth Robin

Joint Acting Heads of Evaluation Department

July 2013

Abbreviations

3ie	International Initiative for Impact Evaluation
ARIES	Activities Reporting and Information e-System
CDD/R	Community Driven Development or Reconstruction
CLEAR	Centres for Learning on Evaluation and Results
ICAI	Independent Commission for Aid Impact
DAC	Development Assistance Committee
DFID	Department for International Development
DRC	Democratic Republic of Congo
ECA	Economic Commission for Africa
ECD	Evaluation Capacity Development
EGAP	Experiments in Governance and Politics
ELDIS	A database and email service of information sources on international development
EvalNet	OECD DAC Network on Development Evaluation
EvD	Evaluation Department
EU	European Union
GEFA	Global Evaluation Framework Agreement
GNI	Gross National Income
HQ	Head Quarters
IE	Impact Evaluation
IPA	Innovations for Poverty Action
JFA	Joint Financing Arrangements
JPAL	Abdul Latif Jameel Poverty Action Lab
M4P	Making Markets Work for the Poor
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation

Abbreviations

ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PBB	Performance Based Budgeting
PFM	Public Financial Management
PPIMA	Public Policy Information, Monitoring and Advocacy
SEQAS	Specialist Evaluation and Quality Assurance Services
UKES	United Kingdom Evaluation Society

Overview

Summary of Progress, Challenges and Opportunities

DFID's embedding evaluation programme is designed to:

- Build a culture where DFID staff routinely use evidence and evaluations in designing new programmes and where robust evaluation is an accepted part of the policy and project cycle and fully owned at the operational level
- Put in place credible evaluation arrangements for our major and more innovative programmes, where the evidence base is particularly weak, backed up by strong evaluation skills in operational teams
- Expand and develop the range of quality evaluations commissioned each year, including greater use of rigorous impact evaluations where appropriate.

Embedding evaluation is being achieved through a systematic change process which has included providing new evaluation guidance, training, revision of DFID's Evaluation Policy² and the development of systems for quality assurance and procurement of external evaluators. The role and function of DFID's central Evaluation Department (EvD) changed to focus on acting as the policy lead on evaluation for DFID; setting standards and quality assurance of evaluations in programmes; supporting operational staff in commissioning evaluations and developing rigorous impact evaluations; providing professional leadership; disseminating and sharing lessons from evaluations; promoting use of evaluation findings; and building capacity and skills on evaluation, both within DFID and among partners.

The change programme also committed DFID to the establishment of a professional cadre of evaluation specialists with new dedicated advisory posts in operational divisions, and continued development of evaluation skills across DFID through evaluation accreditation and continuing professional development. Work is stepping up in support of evaluation capacity development with DFID partners at global, regional and national levels.

In June 2011, the Evaluation Department handed over the responsibility for commissioning external evaluations to ICAI and to DFID operational units (or their development partners) for commissioning and management of evaluations of DFID's programmes, policies and partnerships.

This 2013 Annual Evaluation Report for DFID is the first such report since DFID moved to the new system for evaluation in 2011. The report documents the progress made to date by DFID's country offices, programme and policy departments in headquarters and EvD in delivering "more and better" evaluations to meet transparency and accountability requirements, and to promote enhanced lesson learning and evidence generation about what works best to reduce poverty and improve the lives of poor people.

Our key achievements include:

- A successful change process to expand and develop the range of quality evaluations commissioned each year leading to 435 planned evaluations in the period 2012-2018

² International Development Evaluation Policy May 2013 <https://www.gov.uk/government/publications/dfid-evaluation-policy-2013>

- Completion, publication, and communication of evidence from 26 evaluations³ commissioned and managed by DFID country offices and HQ departments in FY 2012/13.

This has been achieved through:

- Restructuring of Evaluation Department to provide high quality support to operational staff in commissioning evaluations, including rigorous impact evaluations
- The establishment of a professional cadre with 131 accredited evaluation specialists and 42 evaluation advisory posts across DFID - 12 in Evaluation Department, 16 covering Africa (13 based in country offices), six covering Asia (five based in country), one covering Middle East and North Africa (from UK) and seven in UK departments
- Setting clear standards and putting in place quality assurance processes for all DFID funded evaluations
- Improved capacity and evaluation skills within DFID with 346 staff trained since 2011
- Setting clear standards for evaluation transparency and use to make sure that DFID's evaluations are published, accessible and used.

At the same time we have stepped up our working with a range of international partners to build evaluation capacity, particularly in impact evaluation.

Much of this experience is reflected in the recently published International Development Evaluation Policy which provides a framework for all DFID evaluation work and sets the standard for all evaluation of UK official development assistance.

In some cases these high standards are already being met; in other cases more work needs to be done. Considerable progress has been made so far, but much remains to be done. DFID is committed to improvement of the relevance, and usefulness, of DFID evaluations and to support those with whom it works to improve quality.

In the financial year 2013/14 DFID will focus on addressing the following issues:

1. The number of evaluations has been rapidly scaled up and findings are starting to come through. This expansion has been largely driven by country offices and policy divisions and this variation is reflected in evaluation activity across the organisation. While this increase in evaluation activity is welcome, it is now time to develop a strategic framework and work plan to guide choices for the types of evaluations that DFID needs to undertake. This will be informed by a strategic analysis of DFID's evaluation portfolio to examine in more detail what is being evaluated by thematic area, whether appropriate methods are being used and for what purpose these evaluations are being conducted.
2. Conducting high quality evaluations is challenging and time consuming. DFID will review how well DFID evaluations meet agreed quality standards. As a matter of principle, DFID should focus on evaluating the right things, using the most suitable methods and completing the evaluations to a high standard of quality. This may require difficult choices in terms of where evaluation inputs are most needed, including additional capacity within DFID.

³ 25 evaluations were completed and published – an additional 1 evaluation has been completed but not published. See Annex 1 for full listing.

3. Further enhancement to quality assurance processes.
4. Further work to improve transparency and accessibility of DFID evaluations, including increased use of management responses and work to improve access to primary evaluation data to facilitate re-analysis or new research.
5. Enhancing learning from DFID evaluations both in terms of ensuring that DFID evaluation reports and findings contribute to global lesson learning and ensuring that DFID captures and communicates learning on evaluation approaches and methods.
6. Review and refresh the evaluation technical competency framework, strengthen cadre management with an increased focus on continuous professional development, maintain momentum around embedding advisory posts and ensure these remain filled.
7. Development of a comprehensive strategy for DFID support to external evaluation capacity development.
8. Designing a mechanism to assess progress against the new 2013 International Development Evaluation Policy.

Chapter 1: Evaluation in DFID

- 1.1 In 2010 DFID's Management Board agreed that there would be a strong push in embedding evaluation within DFID to move to a culture where robust evaluation is a routine and accepted part of the policy and programme cycle.
- 1.2 Since January 2011 all new programmes must be considered for evaluation as part of the design process and the rationale for the decision to evaluate or not needs to be defensible to ICAI and other external stakeholders. This has led to a significant expansion in the number and range of evaluations. Evaluation arrangements are now in place for many of our major and most innovative programmes⁴.
- 1.3 Evaluations commissioned by DFID should both inform and complement the studies that ICAI commissions each year to develop a much fuller picture of the impact of DFID's work and to build the evidence of what works in areas where there are key evidence gaps or where evidence is contested. In particular, ICAI and the National Audit Office will be able to make more informed assessments of the impact of DFID's work by drawing directly on evidence from DFID evaluations.
- 1.4 This chapter provides an overview of all DFID evaluations (planned, on-going and completed). It also presents information on the human and financial resources that underpin this work.

Evaluation Performance

- 1.5 The Evaluation Department has oversight of DFID evaluation activity and is responsible for monitoring performance against a number of core indicators: coverage, transparency and quality.

Evaluation Coverage

Choosing what to evaluate

- 1.6 DFID's Evaluation Handbook provides guidance to staff to help them make informed decisions about which of their projects⁵ to evaluate and how to manage those evaluations well. Suggested criteria for evaluation include:
 - Financial value – all large value projects (above £5m) should be considered for evaluation
 - Projects where the evidence underpinning the theory of change for the intervention is weak, for example, where it is new or innovative
 - Projects which are contentious and where there are different views about the likely success of an intervention
 - Projects with particular strategic importance or identified as policy priorities for DFID or across HMG.

⁴Since January 2012, DFID's projects management database ARIES has captured information on evaluation planning, but there are challenges around data reliability. EvD has worked closely with operational departments to improve the quality of the data on the system and is now reasonably confident that evaluation data are correct for most divisions.

⁵ Projects here also include programme and policy work.

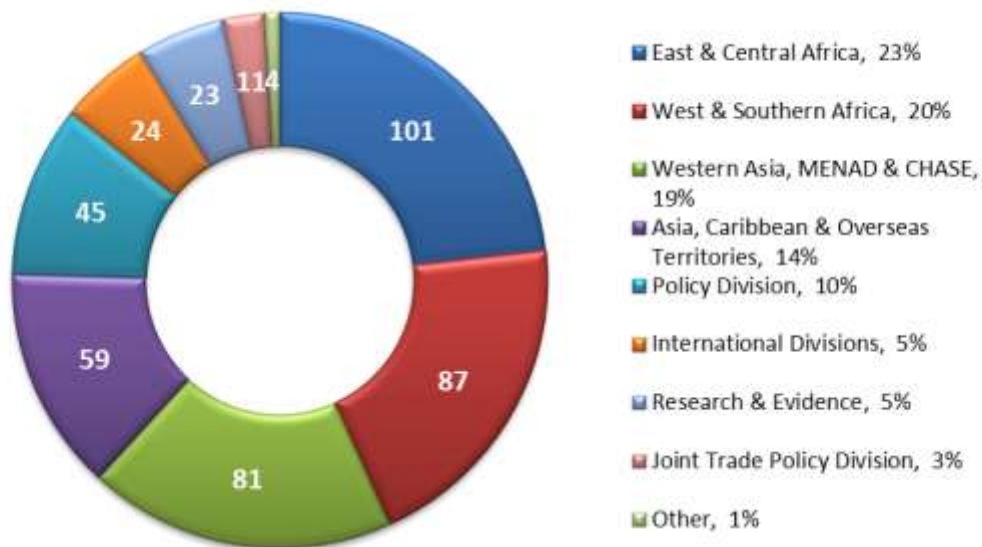
- 1.7 Most of DFID's country offices/regional departments are developing *evaluation strategies*, and so far 19 are complete. Evaluation strategies are useful for prioritising evaluation at the operational level, but they are less successful in guiding attention to under-evaluated areas where there may be significant evidence gaps.
- 1.8 *Thematic evaluation strategies* have been developed for key policy areas including governance and security, and private sector and growth, to help incentivise and shape the evaluation agenda. All DFID advisers are required to develop an awareness of evaluation competences and some DFID Heads of Profession have made this an early priority for their cadres. There are signs that these strategies and leadership are starting to make a difference, for example increases in planned evaluations in education and private sector development in the last 12 months.

Current evaluation plans

- 1.9 As at 31 March 2013, a total of 435 DFID projects have planned or on-going evaluations which will be completed in the period April 2012 to March 2018. An additional 22 projects have evaluations which will be completed after March 2018. This represents a significant increase in the amount of evaluation activity in DFID. 26 evaluations were completed in financial year 2012/13 and these are listed in Annex 1. 60 evaluations are expected to be completed and published in financial year 2013/14 (see Annex 2).
- 1.10 The following 3 charts show how this evaluation activity is split across DFID's divisions, its top 10 bilateral programmes and priority thematic areas.

1.11 Figure 1.1 shows that a quarter of DFID's current portfolio of live projects have made provision for evaluation over and above regular results monitoring. The data presented shows a reasonable spread of evaluation coverage across DFID divisions with the majority of evaluations planned in geographical divisions.

**Figure 1.1: Total Live Projects being Evaluated by Division:
1 April 2012 - 31 March 2013 (435)**

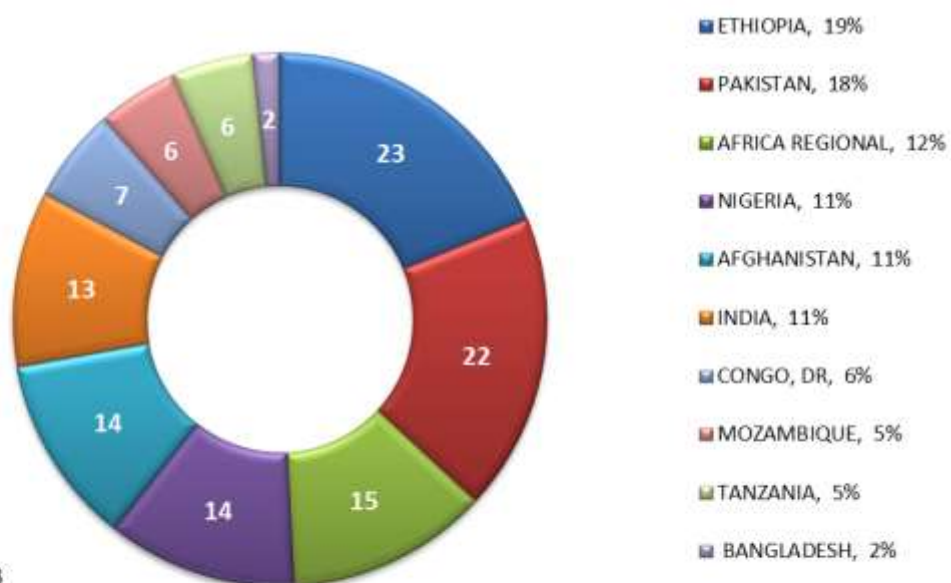


Source: ARIES, as at 31 March 2013

22 evaluations expected to be completed post 2018

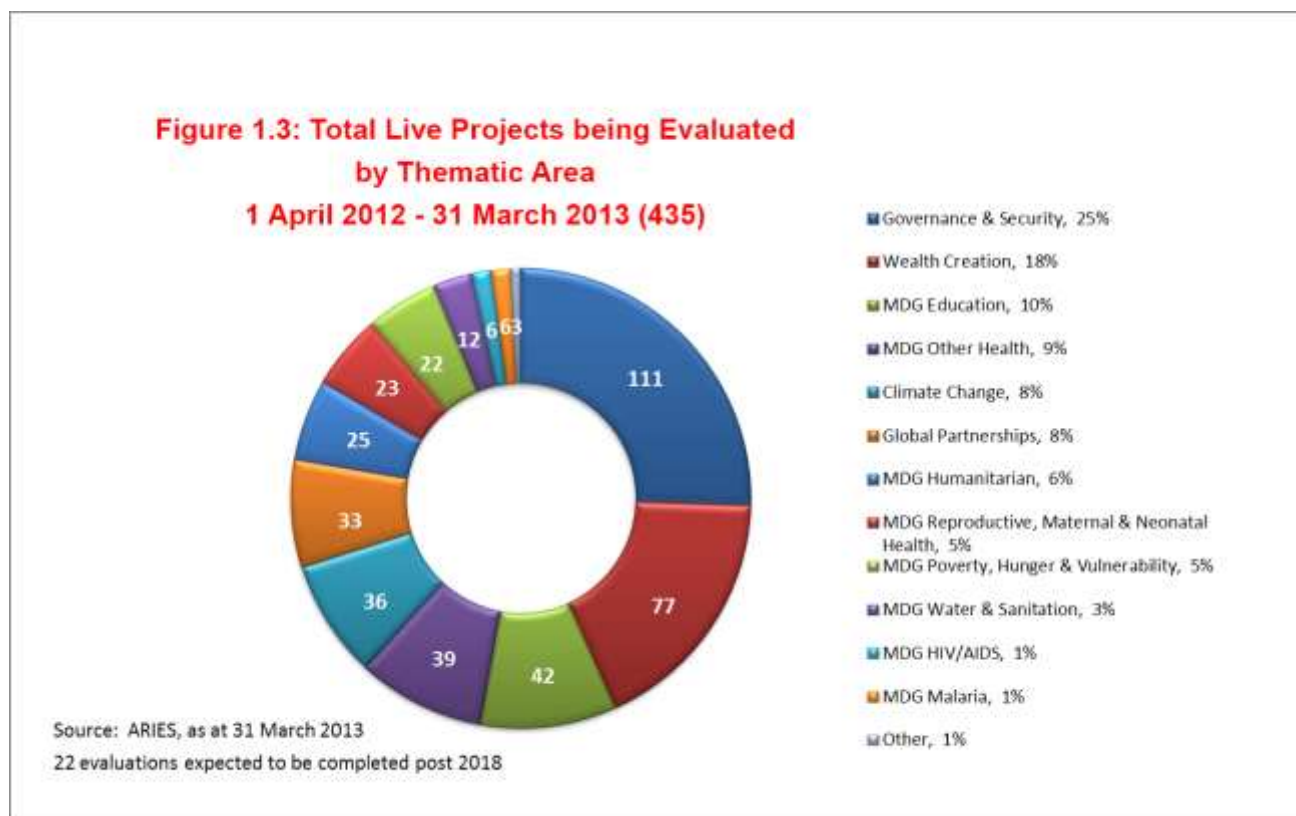
- 1.12 Evaluation activity is generally reflective of bilateral expenditure patterns: 122 evaluations are in the top ten bilateral programmes for DFID, including 22 evaluations in DFID Pakistan, where there is strong commitment to learning and evaluation (Figure 1.2).

Figure 1.2: Top 10 Bilateral Programmed - Total Live Projects Being Evaluated: 1 April 2013 - 31 March 2018 (122)
Ordered by number of evaluations planned, not by programme size



Source: ARIES, as at 31 March 2013

- 1.13 Evaluation activity is spread across all DFID's thematic areas, but not evenly. The bulk of evaluations are focused on just four themes - Governance and Security, Wealth Creation, MDG⁶ Education and MDG Other Health – which together account for 62% of planned activity (Figure 1.3).



Strategic overview of coverage

- 1.14 In June 2011, DFID's Investment Committee requested Evaluation Department to monitor emerging evaluation practice and provide regular reports on progress. In March 2013 the committee acknowledged the significant progress in evaluation activity that has been made across DFID, and noted concerns about the variation of evaluation coverage in terms of policy and expenditure priorities. A key challenge for DFID is how to ensure a strategic direction for evaluation across the portfolio in terms of geographical and thematic coverage, taking into account level of spend and strength of evidence, to meet both learning and accountability objectives.
- 1.15 To meet this challenge, in the coming year DFID will develop a strategic framework to guide choices for the types of evaluations that DFID needs to undertake. This framework will be informed by a strategic analysis of DFID's evaluation portfolio to examine in more detail what is being evaluated by thematic area, whether appropriate methodologies are being used, and for what purpose these evaluations are being conducted. Conducting high quality evaluations is resource and time intensive, and so DFID should focus on evaluating the right things, with the right methodologies, in the right way and at the right time.

⁶ Millennium Development Goal

Evaluation Transparency

- 1.16 Transparency, through the publication of evaluation products, is a core commitment of the new evaluation policy. Transparency of DFID's evaluations promotes greater visibility and understanding of DFID's work. It contributes to accountability and helps to make evaluation evidence and learning more accessible.
- 1.17 With effect from 1 May 2012, and in line with the UK government's transparency commitments, all DFID evaluation reports and related documents (such as management responses) are published on DFID's [Development Tracker](#) and the [Gov.UK](#) external website. All reports are also loaded onto the [DAC Evaluation Resource Centre \(DEReC\)](#) website to improve international access.
- 1.18 In 2012/13, DFID and/or partners completed 26 evaluations of which 25 were published. One evaluation has been completed but not published due to political sensitivities. Annex 1 provides a full listing of evaluations completed in 2012/13.
- 1.19 Annex 2 contains a list of the evaluations expected to be completed in 2013/14 and these will be covered in next year's annual evaluation report.

Management responses

- 1.20 It is mandatory for DFID evaluations to have a management response and these are published together with the final report. DFID is committed to ensuring that management responses are completed, published and followed up. Evaluation Department monitors the extent to which this is happening and figures are included in the reports to the Investment Committee.
- 1.21 In 2012/13, only 12 of the 26 evaluations published a management response. Evaluation Department will work closely with commissioning offices and departments in the coming year to improve performance in this area.

Evaluation Quality

- 1.22 Evaluation findings are more likely to be used if the evaluation is timely, relevant and credible. A key challenge for DFID is ensuring that all DFID commissioned evaluations meet these criteria.

Evaluation Advisers

- 1.23 DFID's evaluation advisers provide professional advice to evaluation and programme teams to support the preparation of business cases, evaluability assessments, design and implementation of impact and other evaluations, to help ensure that evaluation standards are met. The advisers provide as much assistance as possible in-house before seeking additional expert assistance from external sources and international partners. Evaluation specialists in operational departments also have a role in ensuring that evaluations are well designed and executed.

Formal Quality Assurance

- 1.24 To ensure evaluations produce credible evidence, DFID focuses on quality at all stages in the evaluation cycle. Quality assurance takes place at three key stages: business case design and appraisal; evaluation design and inception; and final evaluation reporting.

- 1.25 Since 2011 all business cases for projects over £40m which are reviewed by the Quality Assurance Unit are also assessed for the quality of their evaluation plans and theory of change at this design stage. The 2012 Quality Assurance Unit Annual Report⁷ reported that 80% of business cases required significant changes or revision to their evaluation element, leading to an overall assessment that evaluation was poorly covered. The 2013 Quality Assurance Unit Annual Report⁸ noted an improvement with 50% of business cases requiring significant changes. It is encouraging to note that evaluation is being better covered in business cases, but there is still room for improvement. The key areas where more needs to be done are:
- presenting sufficient level of detail, clearer plans and budgets
 - focusing on areas identified as having weak evidence
 - demonstrating better linkages between evaluation questions and assumptions within the theory of change.
- 1.26 Evaluation Department has established a process to improve the quality and credibility of DFID-funded evaluations through the use of independent, expert quality assurance at entry level (terms of reference/ evaluation inception reports) and exit level (draft final reports). Quality assurance is a formal review against a predetermined set of questions and is distinct from support or advice to those planning an evaluation. Initially, quality assurance at entry and exit was optional, but as a result of the drive to improve quality, this became mandatory in August 2012.
- 1.27 Evaluation Department received 42 requests for quality assurance in the period April 2011 to July 2012 (34 at entry level and 8 at exit level). From August 2012 to end March 2013 this increased to 76 (64 at entry level and 12 at exit level).
- 1.28 Quality scoring (RAG - red, amber or green - ratings) for entry and exit level was introduced in March 2013 and this will be reported on in the 2013/14 annual evaluation report. Evaluation reports which do not meet the required standard will not be published.
- 1.29 Conducting high quality evaluations is challenging and time consuming. As a matter of principle, DFID aims to focus on evaluating the right things, using the most suitable methods and completing the evaluations to a high standard. In addition to monitoring entry and exit level quality standards Evaluation Department will commission a review of completed DFID evaluations in 2013/14 to assess how well they meet agreed quality standards.

Specialist advice and Procurement

- 1.30 The Global Evaluation Framework Agreement (GEFA) was established in August 2012. The purpose of GEFA is to allow DFID staff ease of access to a panel of pre-qualified suppliers able to deliver quality evaluations which adhere to the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Quality Standards for Development Evaluation. The Framework is available for use with all DFID-funded programmes and also extends to programmes funded through the International Climate Fund (ICF), jointly managed by DFID, the Department for Energy and Climate Change (DECC) and the Department for Environment, Food and Rural Affairs (DEFRA). ICAI does not have access to the GEFA.
- 1.31 A framework contract has been awarded to 27 suppliers covering the detailed design and/or delivery of a variety of types of evaluations across a range of thematic and geographic areas. For evaluations above

⁷ Quality Assurance Unit Annual Report 2011/12 - Investment Committee March 2012

⁸ Quality Assurance Unit Annual Report 2012/13 - Investment Committee March 2013

the EU threshold, individual call-down contracts are won as a result of a competitive process under GEFA mini-competitions. Only suppliers who match the thematic sectors and evaluation type identified in the terms of reference are invited to tender. As at 1 July 2013, 11 contracts have been awarded through the GEFA at a total value of £8.2m. There are a further 16 live competitions underway with a total value of around £15.9m.

- 1.32 Supplier performance will be monitored by DFID's Procurement Group.
- 1.33 In December 2012 Evaluation Department established the external Specialist Evaluation and Quality Assurance Service (SEQAS) to provide a range of specialist technical advice as well as assisting with the formal quality assurance work.

Evaluation Department Support

- 1.34 A key resource within Evaluation Department is the team of thematic evaluation advisers that provide specialist advice and support in key sectors. To date, these advisers have provided support to around 200 evaluations across DFID. Support ranges from a quality assurance and challenge function, through to technical advice on commissioning and managing evaluations to improve usability and rigour. The team also plays a key role in identifying synergies between evaluations commissioned at country level, in terms of design and methods and in synthesising evaluation evidence and learning across contexts.

Human resources

- 1.35 Following the establishment of ICAI, Evaluation Department was restructured to reflect its new role in supporting DFID's enhanced focus on embedding evaluation across the organisation. As a result, the number of posts in the department was reduced from 26 to 15.3 in 2012. At the same time, new evaluation advisory posts were created across DFID in operational divisions. As at July 2013, there are 42 evaluation advisers working across DFID: 12 specialist posts in Evaluation Department and 30 embedded advisory posts in country, regional and policy departments.
- 1.36 A new cadre of evaluation specialists was created in 2010 and there are now 131 staff accredited. There are 4 levels of accreditation to cover both advisory and support roles, and all DFID staff are encouraged to apply. Gaining accreditation is one way of embedding evaluation and it can help staff do their job more effectively through:
- improving skills in using evaluations in the design and delivery of programmes
 - developing skills in designing evaluations or in leading and managing them
 - helping to build evaluation into project design from the outset
 - helping in the development of evaluation plans for business cases
 - helping in the development of office/departmental evaluation strategies
 - contributing to DFID's lesson learning and evidence base
 - being more confident in dealing with technical experts in evaluation, getting the best out of them, knowing what to look for
 - participating in learning events and keeping in touch with others in DFID who are interested in evaluation to help support each other in developing skills to improve how we do evaluation in DFID.

Skills development

- 1.37 Evaluation Department runs two in-house training courses – Principles of Evaluation and Development Evaluation in Practice - aimed at developing evaluation skills and knowledge among DFID staff and their development partners.
- 1.38 Principles of Evaluation – this is a 2 day course aimed at introducing staff to the concepts, principles and terminology used in evaluation, as well as providing a brief overview of evaluation theory, approaches and practices. The course is valuable for staff seeking accreditation at Levels I or II.
- 1.39 Since 2011 eight training events have been undertaken and attended by a total of 110 participants. In addition, EvD advisers delivered elements of this course in support of specific professional development events and country visits. A total of 214 participants attended these events across ten overseas locations.
- 1.40 Development Evaluation in Practice – this is a 4-5 day course aimed at evaluation managers and practitioners who are either formally accredited at Levels I/II or have equivalent knowledge/expertise and are looking to attain Level III skills. It aims to prepare participants for commissioning, conducting and using development evaluation. This course is run in collaboration with the UK Evaluation Society. Two events were held over the period of this report and a total of 22 DFID staff members participated.

Financial resources

- 1.41 Evaluation Department also monitors the financial cost of DFID funded evaluations. Costs are available for 20 out of the 26 evaluations completed in 2012/13. The costs ranged from £20,000 to £1.2 million with a median of £100,000. 13 of these evaluations were solely funded by DFID and their costs ranged from £20,000 to £269,000 with a median of £50,000. Many DFID programmes involve working with other donors, and these figures represent the total evaluation costs including contributions from DFID and other partners.
- 1.42 Looking forwards, during 2012/13 a total of eight contracts with a combined value of £8.1 million were awarded under the GEFA. The contract values ranged from £0.1 million to £3.7 million and the median was £575,000.
- 1.43 Taking forward DFID's "embedding evaluation" strategy requires some central funding. In 2012/13 core programme resources managed by Evaluation Department included £0.1 million on quality assurance services, £0.5 million on capacity building of development partners and £5.2 million in contributions to international partnerships⁹.

⁹ This comprises DFID contribution to International Initiative for Impact Evaluation (£2m), the World Bank Group's Strategic Impact Evaluation Fund (£1.9m), Clinton Health Access Initiative (£0.8m) and Global Partnerships Monitoring and Evaluation Development (£0.5m).

Chapter 2: DFID Evaluations – Initial Indications

- 2.1 26 evaluations were completed by DFID in 2012/13 and Figure 2.1 shows how these are broken down by region and sector, including three DFID-funded multi-country evaluation studies that were completed during this period. Summaries of all the evaluations are provided in Annex 3.

Figure 2.1 - Overview of Evaluations Completed

	Governance & Security	Health	Productive Sectors	Other	Total
Africa	7	2	1	3	13
Asia	0	1	2	0	3
Middle East	1	0	1	1	3
Other	2	1	1	3	7
Total	10	4	5	7	26

Initial Indications

- 2.2 This section looks at some of the learning emerging from this body of evaluations, with a review of completed evaluations in the three thematic areas where a number of evaluations have been published: governance and security, health and productive sectors. At this stage there is insufficient evidence in any one of these areas to attempt to synthesise learning. Instead the analysis aims to pull together emerging learning, and to provide some reflections on evaluation approaches and practice.
- 2.3 As more DFID evaluations are completed and published, so the body of evidence will grow and DFID will step up efforts to enhance learning from evaluations: both in terms of ensuring that DFID evaluation reports and findings contribute to global lesson knowledge on what works in development and ensuring that DFID captures and communicates good practice in evaluation.

Governance and Security

- 2.4 Ten evaluations within this sector were completed during 2012/13. Methodologically, they range from a synthesis study of public sector governance reforms which drew on material from five country case studies covering a wide range of subject matter, to a highly technical randomised controlled trial of a community driven reconstruction programme that uses innovative games to test behavioural changes. One evaluation, of Public Financial Management (PFM) reform in Rwanda, was commissioned directly by the Government of Rwanda, rather than by supporting donors, and it is encouraging to see a move towards greater ownership of the evaluation agenda by national partners.

Governance programmes

- 2.5 The range of issues examined within the governance studies makes it difficult to point to common findings. The level of methodological rigour within the range of evaluations was also variable, from independent programme reviews to large scale randomised control trials. However, a few key points are worth mentioning:
- The importance of not going to scale too early, and focusing support on a limited number of districts and sectors, was highlighted as producing more positive outcomes in the Rwanda Public Policy Information, Monitoring and Advocacy (PPIMA) evaluation

- The Public Sector Governance Reform (PSGR) evaluation highlights the importance of strong political economy analysis, reflected in clear theories of change, as essential to any public sector reform; also the value of working on both bottom up and top down change processes, and the need to recognise longer-term timeframes and to focus on changes that are sustainable
- The Joint Financing Arrangements II Support of Pooled Fund Partners to 2010-12 Economic Commission for Africa (ECA) Business Plan (JFA II) highlights the value of well researched knowledge and policy products for building capacity of regional economic communities and member states in specialised skills such as international trade negotiations, dispute settlement procedures, and international contractual arrangements; and the role of flagship reports in stimulating debate on policy options at the highest levels. This contrasts to some extent with the finding from the PPIMA evaluation that for more local level civil society actors, resources should be tailored to meet individual capacities and needs. The JFA II evaluation recommendation for more emphasis on engaging a range of citizen and state stakeholders to create collective learning and ownership of process-oriented knowledge products, may be relevant to the capacity building aspects of PPIMA and other programmes working at this level.
- The evaluation of Public Financial Management (PFM) reform in Rwanda highlights the value of capacity building more broadly, particularly in financial skills, as critical for achieving successful PFM reform. The evaluation also suggests that PFM reforms tend to be more effective when donors' efforts are directed under an overarching reform strategy owned by the Government; so opportunities to link PFM reform to other relevant reforms such as decentralisation and broader public sector reform should be sought. It also challenges the level of ambition with PFM programmes, pointing to the fact that achievement of poorly defined outputs does not equate to effective reform.

Post-Conflict programmes

- 2.6 All evaluations in post-conflict environments were in Africa.
- 2.7 The evaluation of Darfur Community Peace and Stability tested the contribution made by each of the outputs to the programme outcome of stabilising communities, restoring intra-community trust and confidence and promoting recovery. It is a theory-based evaluation in that it attempts to set out and consider assumptions within the programme's theory of change. By contrast, the Somalia Stability Programme evaluation was commissioned to assess the feasibility, design and delivery of approaches taken by three pilot projects by considering a number of process-related factors.
- 2.8 Both of these evaluations were undertaken on programmes that aim to promote stability through reducing localised conflict. In Darfur, the evaluation validates the programme's theory of change that effective mobilisation of youth is key to ensuring the sustainability of peace building activities and identifies evidence of increased community awareness of women's role in building peace. However, the findings of the Somalia evaluation indicate that resolving localised conflict may not produce the intended higher level impact of producing stability. It questions the proposition that "resolving local conflicts and joining areas where peace is established produces a network of stable areas" citing counter evidence from Afghanistan. Both evaluations considered the effectiveness of community-driven development efforts and both concluded that there is conflicting and insufficient evidence about the value of this approach. The absence of monitoring data was noted as a limitation to both evaluations with recommendations made to ensure that sound monitoring is part of any stability-related programme and integrated into it from the outset.
- 2.9 In both of these evaluations, a desk study was complemented with qualitative fieldwork (ranging from focus groups, stakeholder and beneficiary interviews in the case of Darfur, to semi-structured interviews of personnel in the case of Somalia). Whilst both evaluations were independently

undertaken, their methodologies were not clearly articulated and information on the evaluation framework and analysis of data was not included in the reports. The Darfur evaluation is an impact assessment, and as such, focused on contribution rather than attribution.

- 2.10 The third evaluation was that of the Tuungane community development programme (Figure 2.2). This stands out as an example of good practice, demonstrating that opportunities do exist to evaluate governance programmes in ways that combine quantitative and qualitative data within a robust analytical framework.

Figure 2.2: Tuungane – Democratic Republic of Congo

The Tuungane evaluation was a randomised controlled trial carried out by Columbia University. It used a highly innovative method to pick up on behavioural and attitudinal change that would not have been possible through traditional survey questions alone. The researchers developed an unconditional cash transfer scheme (RAPID) in which a randomly selected set of 560 villages in treatment and control areas (with populations between 200 and 2,000) were selected to receive block grants of \$1,000 which they could manage as they saw fit with minimal oversight and guidance. The villages in the treatment area were also subject to a model of community-driven reconstruction – the Tuungane effect. The researchers used this to test levels of participation and decision-making processes; accountability of local leaders; fund and information management at the local level; transparency; and about power and capture (who gets what). The design also enabled a small additional test of the effects of achieving gender parity on community level groups.

- 2.11 This impact evaluation was particularly important in its conclusion that, aside from the direct benefits of a well implemented investment, there is very little evidence of wider social, behavioural and economic impact of interventions; and no evidence of the effects of gender parity at community level. These null findings are broadly in line with results from other studies that have also failed to find evidence for the strong claims made on behalf of the community-driven development or reconstruction (CDD/R) model. However, there are various possible explanations for this including the timing of the evaluation for expected outcomes, the scale of intervention for achieving significant results, and programme design components that should be further tested, such as size of grants and administrative levels at which the programme operates. DFID has welcomed this extremely important evaluation, and plans to support further implementation of Tuungane II in order to enable testing across a longer timeframe; and to test variables in intervention. At the same time, DFID's Research and Evidence Division commissioned a high quality synthesis report of five impact evaluations of CDD/R programmes globally.¹⁰

Productive Sectors

- 2.12 Five evaluations of programmes in the productive sectors (referring to productivity of assets, land, markets, and skills development) have recently been completed by DFID: three of these programmes relate broadly to improving rural livelihoods, one to stimulating agricultural research and one to promoting business development and economic growth.
- 2.13 Despite the diversity of the programmes evaluated within this category, it is possible to pick out a few common points in the areas of policy, programme implementation and evaluation approach.
- 2.14 A common finding from these evaluations for policy-making is the increased effectiveness of interventions that combine practical support in the form of assets or cash with capacity development in

¹⁰ King, E. "A critical review of community-driven development programmes in conflict-affected contexts". International Rescue Committee (IRC), London, UK / Balsillie School of International Affairs, Waterloo, Ontario, Canada (2013) 55 pp. Download at: <http://r4d.dfid.gov.uk/Output/192869/Default.aspx>

the form of training, education or counselling. Linking grants with business counselling services in Palestine improved the effectiveness of financial support to entrepreneurs in the same way as providing agricultural training with assets such as livestock in Burma improved the effectiveness of post-cyclone relief.

- 2.15 Another finding for livelihoods policy-making relates to the effectiveness of different types of agricultural input and asset. The three evaluations in this area looked at programmes with similar objectives and some common interventions but which operated in different contexts. In Bangladesh, DFID provided a package of agricultural assets to poor and vulnerable households. The value of these assets appreciated over time and poultry enterprises were found to be particularly productive. In contrast, the evaluation of a livelihoods programme in Burma found that the provision of small livestock had mixed success. Reasons included systemic risks such as disease, procurement problems and the fact that small households lacked the means to maintain the livestock. Access to credit facilities was a success factor in both programmes. The importance of strong links to livestock extension and agricultural services was noted in all three rural livelihoods evaluations.
- 2.16 Experience across these productive sector programmes provides support for two key principles for improving the effectiveness of programme implementation:
- programme effectiveness is enhanced by aligning programmes with national government strategies and plans. In Burma, Uganda and Palestine alignment with the priorities of key government ministries was cited as key to the relevance and success of the programmes
 - effectiveness is enhanced by selecting implementing partners with strong local capacities and the ability to tailor programmes to the local environment.
- 2.17 This underlines the importance of context in the achievement of results and impact.

Health

- 2.18 Four DFID supported health evaluations were completed in 2012/13. Two of these were process evaluations (Three Diseases Fund in Burma and Support to health care workers' salaries in Sierra Leone), one was a significant mixed-methods multi-country synthesis evaluation (Community response to HIV/AIDS) and one was a quasi-experimental impact evaluation (Sierra Leone's Youth Reproductive Health Programme). Two of the evaluations also had an accompanying management response with explanations of how DFID plans to implement the recommendations.
- 2.19 The scope, ambition and quality of the evaluations varied. Also, ethics were considered in three of the evaluations but none of them set out their governance structures. Figure 2.3 gives further details.

Figure 2.3 – Summary of Health Evaluations completed in 2012/13			
Programme	Country	Methods / Approaches	Evaluation Purpose / Objectives
Three Diseases Fund	Burma	Interviews, field visits, desk review, workshops	Identify impact of the Three Diseases Fund, including on the operating context, and whether the Fund has delivered value for money.
Youth Reproductive Health Programme (2007-2012)	Sierra Leone	Quasi-Experimental	Identify impacts of the programme and assess how effectively and efficiently funds have been used.
DFID support to health care workers' salaries	Sierra Leone	Interviews, field visits	Mid-term evaluation to assess the extent to which DFID's theory of change and evidence base for the programme were robust; and the extent to which the programme has been owned by local decision makers.
Community Response to HIV/AIDS	Multiple	Synthesis of 15 evaluation studies in different country settings, using a variety of instruments and methods	How do the flow of funds and allocation of funding contribute to community responses? Do community responses result in better knowledge, behaviour, access and utilisation of services, and observable social transformation? Can these factors lead to lower HIV incidence and better health outcomes?

- 2.20 The findings from the evaluation of the Three Diseases Fund in Burma show that the Fund contributed to achieving between a third and two thirds of the national targets for the three diseases. While finding that the governance of the Fund was not “ideal”, the evaluation was clear that no single donor could have achieved the same results as the pooled fund had done. The challenging operating environment as well as the nature of the pooled fund presented a number of limitations for the evaluation and the findings can potentially inform efforts to engage in other difficult operating environments, as well as how to conduct evaluations in these settings.
- 2.21 The evaluation of DFID support to health care workers' salaries in Sierra Leone was unable to measure impact on health outcomes, but suggested that the programme contributed to increased access to health services. However, the data limitations were significant and no strong association or causal link could be robustly established.
- 2.22 The findings from the evaluation of the Youth Reproductive Health Programme in Sierra Leone demonstrated an impact as well as providing useful cross-cutting recommendations particularly for projects aiming to reduce incidence of HIV/AIDS among young people in local communities. The evaluation also included clear recommendations for the design of similar programmes.
- 2.23 By far the largest and most significant piece of work synthesised evidence from 15 studies (including 11 evaluations) looking at community response to HIV/AIDS. The report found that, depending on the country context and service delivery mechanism, community response can be effective at increasing knowledge of HIV, promoting social empowerment, increasing access to and use of HIV services, and even decreasing HIV incidence, all through the effective mobilisation of limited resources. It also noted that randomised control trials are not feasible for community response evaluations. It was a comprehensive and methodologically sound evaluation with significant cross-cutting findings for the HIV/AIDS sector.

Gender in DFID Evaluations

- 2.24 DFID has a firm commitment to putting women and girls at the front and centre of our efforts. Evaluation Department therefore conducted a light touch review of 22 completed evaluations to help understand how gender issues are reflected in DFID evaluation practice. The review looked at whether or not the programmes which had been evaluated had an explicit focus on gender and/or women as beneficiaries; whether and how gender was included in the terms of reference for the evaluations; and what findings and recommendations emerged in relation to gender. It draws out the implications of gender-related findings for policy makers and for improving the handling of gender in evaluations.
- 2.25 Of the 22 evaluations reviewed, 17 were of programmes that explicitly target women as beneficiaries. And of these 17, nine programmes seemed to go further and articulate objectives relating to women's empowerment. However, in some cases further investigation would be needed to assess if these were actually aimed at transformational change in relation to gendered roles, power relations and other norms, or were using empowerment more loosely to mean 'life will be better in some way'. Another of the 22 was a formative evaluation of gender in a country portfolio. The other four evaluations were of programmes which do not seem to address gender issues or disaggregate data in a way that allows any tracking of results for women.
- 2.26 16 evaluations had specific references to gender in their terms of reference (five had no reference to gender, and one had no terms of reference available).
- Many of the evaluation questions relating to gender are very open/unspecific (for example, 'what impacts were there on women?')
 - More specific questions address issues around: specific impacts (for example, violence), women's roles and gendered processes, women owned businesses and women in committees
 - Many questions focus on programme processes (for example, targeting, monitoring, capacity building).
- 2.27 19 evaluations had findings related to gender. Three had no findings related to gender. This means that some evaluations had findings related to gender even though they were not explicitly asked to look at the issue.
- 2.28 Positive findings include: reductions in violence and teenage pregnancy, more positive attitudes towards women, changes in household dynamics, increased school enrolment for girls, livelihood opportunities.
- 2.29 Negative findings include: programme not reaching women or girls, women's needs not assessed, implications of the programme for women not thought through, women's voices not heard, no positive attitude change, lack of gendered statistics to inform policy, limited engagement with women leaders. In several cases, the negative findings are linked to a lack of both gender analysis and a clear gender strategy (i.e. a 'cursory attention to gender').
- 2.30 Figure 2.4 highlights the key findings for policy makers and draws attention to the need for more gender analysis in programme design and for more attention to social norms around gender in both programme design and implementation.

Figure 2.4: Implications of gender-related findings for policy makers

More and better gender analysis is needed in programme design

- Attention to gender benefits women and girls and can also have positive impacts on others in communities. Evaluation findings clearly show how women and girls *can* benefit when they are engaged in programming and where there is attention to gender in programme design. For example, support to women's organisations in North Darfur resulted in high levels of female participation in peace-building and contributed to changing attitudes towards the role of women in this area.
- A third of these evaluations found a lack of attention to gender, from gender analysis in programme design and absence of gender strategies to lack of specific targeting of women and girls. This may point to missed opportunities to improve the lives of women and girls in DFID programming.
- Gender relations and norms have more of an impact on programming than is sometimes assumed: Evaluation terms of reference for strategic interventions which aim to result in systemic change, for example, public financial management or investment finance interventions, were less likely to address gender. However, these evaluation reports themselves did include gender-related findings, suggesting that gender issues are being overlooked.

More and better attention to social norms around gender is needed in programme design and implementation

- Some approaches to strengthening the position of women in particular contexts were not always found to be effective. For example, quotas for women in village committees were found to have no positive impact on attitudes towards the roles and responsibilities of women in DRC. This signals that we cannot expect inclusion of women and girls in programming alone to result in positive changes in social norms and that other interventions that address these norms, including by working with men and boys, may be needed to improve the position of women and girls.
- Some evaluations also reported disappointing levels of female participation in programming. Overcoming socio-cultural barriers to female participation is necessary in order to ensure women's and girls' voices are heard.

- 2.31 The review highlights a number of areas to improve handling of gender in evaluations. Evaluation designs need to ensure that women and girls participate in evaluations and that their voices are heard. More collection of sex-disaggregated data is needed in order for evaluators to be able to assess differential impacts on women, men, girls and boys. Evaluation questions around gender are often broad and unspecific; and focus on specific intended outcomes. This may have led to a lack of focus on investigating possible unintended consequences on women and girls. Evaluations of interventions which may have differential impacts on women, men, boys and girls should consider specific questions on examining unintended consequences relating to gender.

Evaluation Approaches and Methods

- 2.32 Most of the evaluations followed a multiple methods approach combining qualitative and quantitative data sources. There was a heavy reliance on self-reported qualitative data, triangulation of data between sources was weak and rigorous analytical frameworks were not always used to analyse the data in a systematic way. Only a small number of the evaluations provided sufficient systematic detail of the design and analytical framework, or of the methodologies used to collect data, to enable the reader to make a clear judgement about the internal validity of the evaluation.
- 2.33 In most cases, the evaluations were not specifically asked to measure impact and attribute it to the programme's activities, but they were still able to generate a wealth of information.

- 2.34 The few evaluations that did explicitly seek to measure impact using experimental or quasi-experimental approaches succeeded in generating robust data and analysis, although the complexity of these programmes led to differing interpretations of the findings.
- 2.35 Conducting high quality evaluations is challenging and time consuming. Many of these evaluations were commissioned before mandatory quality assurance was introduced and in the same period that DFID has been developing capacity to deliver evaluations that seek to more reliably measure impact. It is expected that evaluations completed in 2013/14 will reflect these improvements.

Work to enhance learning from evaluations and ensure usefulness

- 2.36 DFID is working to find ways to improve access to and uptake of evaluation findings, and in particular to help DFID staff and partners access evaluation learning and use it to inform the design and implementation of projects and policies. A variety of mechanisms has been adopted including thematic working papers, evaluation newsletters, lesson learning seminars and evaluation ‘cafes’. DFID is also trying to harness new technologies to make evaluation learning and evidence more easily available. Figure 2.5 provides information on the DFID Evaluation Digest.

Figure 2.5: DFID Evaluation Digest

The DFID Evaluation Digest was launched in January 2013 to collect and disseminate evidence, methods and lessons learnt from recent evaluations and research publications from across the development community. The idea is to promote awareness about evaluation findings and evidence as they emerge. The Evaluation Digest can be accessed both online¹¹ and through regular newsletters which highlight key items from the preceding weeks. The Digest trawls the internet for the latest evaluation and research products from sites such as the World Bank, 3ie, JPAL, OECD DAC EvalNet and ELDIS.

- 2.37 Three thematic working papers were produced in 2012/13 focused on evaluation of HIV, Payment by Results, and Market Development (details in Annex 4).

¹¹ DFID Evaluation Digest http://www.scoop.it/t/evaluation-digest/p/4006003722/joint-evaluation-of-budget-support-to-tanzania-itad?sc_source=http://epe-insight/Pages/EPEHome.aspx

Chapter 3: Building Capability

Evaluation Capacity Development

- 3.1 Building evaluation capacity is about fostering effective demand for the use of evidence within public policy/decision making, empowering citizens to be active participants in state building, stimulating the development of a vibrant community of evaluation providers and ensuring individuals are equipped with the requisite skills. DFID supports evaluation capacity development in the global south and specifically in its partner countries as a means of strengthening the evidence base upon which development choices are made, and to improve democratic and accountable systems and structures for their citizens.

Global / Regional Initiatives

- 3.2 To date, DFID's support for evaluation capacity development has focused on strengthening existing networks and programmes that bring evaluators together to improve the quality and practice of evaluation, and to ensure that high quality evaluations are produced, shared and used.
- 3.3 The support for networks has been through established evaluation associations, at international and regional levels. The financing has been modest but catalytic, contributing to the production and sharing of public goods on evaluation, convening conferences and facilitating the participation of evaluators from the global south (see Figure 3.1).

Figure 3.1 DFID's support for Evaluation Professional Associations and Networks in 2012/13

[International Development Evaluation Association](#) (IDEAS) DFID's contribution covered the bursaries of up to 8 developing country participants to attend the General Assembly (over 200 people attended in total).

[European Evaluation Society](#) (EES) DFID's contribution covered up to 8 developing country participants and a panellist from a CLEAR Centre to attend the biennial conference.

[Network of Networks on Impact Evaluation](#) (NONIE) held their annual conference in April 2012 jointly with the UN Evaluation Group. DFID was the largest financial supporter of the Conference, sponsoring 21 participants from the global south.

- 3.4 DFID also aims to build the supply of evaluators from partner countries through the internationally-recognised World Bank /Carleton University courses on evaluation under the International Programme for Development Evaluation Training (IPDET). DFID has sponsored participants from national systems in partner countries over the past decade, including seven during 2012/13. Over 3000 participants from more than 125 countries have completed one to four weeks of study from IPDET over the past decade and have returned to their countries to play important roles in their public administrations and civil society organizations.
- 3.5 DFID has also established a strong working relationship with the [United Kingdom Evaluation Society](#) (UKES) supporting its development, and co-developing a mid-level training course for DFID staff which is also open to external participants via UKES. Training is led by UKES professionals with support from DFID staff. Two courses were held in 2012/13.

- 3.6 The support to specific programmes is focused on the multi-donor financed [Centres for Learning on Evaluation and Results](#) (CLEAR) Initiative. These centres provide regional training, technical assistance and advisory services and are based in:
- South Africa (with partner centres in Ghana and Kenya) for [Anglophone African](#) countries
 - Senegal for [Francophone Africa](#)
 - India (with a partner centre in Pakistan) for [South Asia](#)
 - China for [East Asia](#)
 - Mexico for Spanish-speaking [Latin America and Caribbean](#)
 - and a new centre is planned for Brazil.
- 3.7 Support is also planned for the Pacific region. Progress made by CLEAR during 2012/13 is judged to be strong given the complexity and range of contexts within which CLEAR is operating, including diagnostic needs assessments, high quality training in impact evaluation and advisory work with Governments in each continent (Figure 3.2).

Figure 3.2 CLEAR delivers across the globe

Anglophone Africa Centre – analytical work carried out in six countries; with a further four initiated in 2013 (under a separate DFID grant). Several training events in impact evaluation (IE) and performance based budgeting (PBB), participants from over 20 countries.

South Asia Centre – Training in IE, managing data collection and analysis, PBB, customised M&E courses, 47% of clients in training from countries other than India (base country). 980 participants in workshops to date, from range of institutions (government, civil society, private sector); some advisory work in M&E design. Strong IE training through JPAL link, gradually moving into other areas.

Latin America Centre – seminars on M&E in public security, published book on how evaluation recommendations can be implemented, range of advisory work with governments in the region. Core partner and knowledge provider to regional M&E network.

East Asia Centre – work with Shanghai National Audit Office on M&E/results based management. Workshop on practical implementation of IE with 3ie. Close work with Ministry of Finance. Limited activities to date, but well positioned within China. Will not work beyond China, but training open to participants from across the region and beyond.

Francophone Africa Centre – launched assessment of demand for M&E in three countries in francophone West Africa. Initiated discussions with professional associations in four countries.

Developing a comprehensive Evaluation Capacity Development plan

- 3.8 During 2013/14 DFID will continue diagnostic work begun last year and develop a comprehensive strategy for its support to evaluation capacity development (ECD). Evidence of what works in ECD is thin, and thus diagnostic work is currently taking place in five countries in Sub-Saharan Africa to better understand the nature and scope of latent and effective demand for evidence from evaluation in public policy, and the supply opportunities and needs within the research environment and the private sector. This study, supported by other work under the auspices of the OECD DAC and in partnership with other actors will provide a more empirical base upon which to strengthen DFID's work in this area.

Country level Initiatives

3.9 A number of DFID country offices are supporting their partners through programmes or initiatives in evaluation capacity development. The experience from these initiatives is being shared to strengthen DFID and its partners' work in this area. Figure 3.3 provides details from five countries.

Figure 3.3 DFID's country level support to evaluation capacity development	
Ghana	<p>Support to the Savannah Accelerated Development Authority (SADA) to develop an M&E strategy for the agency. SADA is the government authority that coordinates existing and future projects in the northern regions of Ghana where poverty is significantly higher than the south of the country.</p> <p>DFID Ghana has also financed staff from the Ministry of Education to receive impact evaluation training run by JPAL /IPA, including working on the design of IE proposals within existing Government programmes.</p>
South Africa	<p>DFID Southern Africa is providing financial support to the Department of Performance, Monitoring and Evaluation which forms part of the Presidency. DFID funds supplement existing work in the areas of:</p> <ul style="list-style-type: none"> • Front Line Service Delivery monitoring and reporting systems (including service delivery site visits and citizen hot-lines) • Citizen Based Service Delivery Monitoring System • Outcomes evaluation system for government programmes • Strategic M&E support facility.
Uganda	<p>DFID Uganda has been supporting the strengthening of evidence-based decision making in the public sector through a programme of support to the Office of the Prime Minister, Ministry of Finance, Planning and Economic Development and the Uganda Bureau of Statistics since 2005. The support on evaluation has included financial and technical assistance to draft a national policy which was approved by Cabinet in May 2013, to establish a cross-government monitoring and Cabinet reporting system (Government Annual Performance Report) which is now globally recognised, and establishing a Government Evaluation Facility which has also been amongst the first of its kind in a partner country.</p>
India	<p>DFID India provides technical assistance for the National Council for Education Research and Training (NCERT) in the design and execution of evaluations/impact assessments of education quality initiatives with the aim of understanding what works to improve the quality of elementary education in India. This has included training and capacity building for NCERT, (and, through NCERT, 16 State Councils) in all aspects of evaluation of quality initiatives.</p>
Vietnam	<p>DFID Vietnam is supporting the Government of Vietnam's Governance and Poverty Analysis and Policy Advocacy Programme (GAPAP) to assist the Government to have better access to and use qualitative and quantitative research to deepen understanding of poverty, development analysis, evaluation of the government major programmes and policy advice for improved policy-making on poverty as well as governance issues.</p>

Major deliverables of 2012 include the Impact Evaluation study of the National Poverty Reduction Programme to inform poverty reduction policies and future designs of the poverty reduction programmes and ground-breaking work to undertake Corruption Diagnostics, which is led by Government and covers firms, citizens and public servants. This is a significant achievement to open up a sensitive area. The GAPAP also produced the Vietnam Development Report 'Modern Institutions' which has reframed the policy discussions in Vietnam on governance and been widely read, discussed and internalised.

International Partnerships for Impact Evaluation

- 3.10 Since the 2006 publication of the study *'When Will We Ever Learn? Improving Lives through Impact Evaluation'* by the Centre for Global Development (CGD), DFID has steadily increased the level of resources for impact evaluation through international partners and more recently through funding impact evaluation of some DFID programmes.
- 3.11 DFID works in partnership with the International Initiative for Impact Evaluation (3ie), the World Bank, Abdul Latif Jameel Poverty Action Lab (J-PAL), Experiments in Governance and Politics (EGAP), Clinton Health Access Initiative (CHAI) and the Gates Foundation to increase the use of impact evaluation in development to generate knowledge and provide evidence for designing more effective policies and programmes. DFID provides project funding to some partners (Figure 3.4). In most cases this supports impact evaluations of innovative programs, capacity building on impact evaluation methods, and knowledge sharing of results within specific communities of practice and more widely.

Figure 3.4 DFID Contributions to International Partnerships for impact evaluation

3ie (International Initiative for Impact Evaluation): Promoting the generation of new evidence from impact evaluations which is relevant to policy and programme design and implementation. DFID has shown significant support for 3ie since its start up in 2008. Since then DFID has provided substantial funding including contributions to the *Agricultural Innovation and Social Protection Windows*.

World Bank Gender Innovation Lab: provides specialist support for impact evaluation of interventions that increase agricultural productivity, markets for the poor, enterprise development, jobs, skills and training, property rights. Programmes may either (a) target women directly, or (b) be broader interventions (for example, M4P) that include economic empowerment of women as one of their outcomes.

World Bank Strategic Impact Evaluation Fund: supports impact evaluation in the areas of maternal and child health, under-nutrition, water and sanitation, and basic education.

World Bank Health Results Innovation Trust Fund: supports design, implementation, monitoring and evaluation of results based financing mechanisms in health.

Clinton Health Access Initiative: works with the Ministries of Health in Uganda and Zambia to increase demand for and capacity of health managers to solicit and use robust evidence to inform programmatic decision-making.

J-Pal Agriculture Technology Adoption Initiative: Increasing the production of high quality evidence of impact of agriculture programmes and what works in dissemination and adoption of agricultural technology.

JPAL Governance Initiative: Supports randomised control trials on anti-corruption and political participation.

EGAP (Experiments in Governance and Politics): Support to core work on quality standards, impact evaluation designs, peer review and communications.

3.12 Evaluation Department with other teams in Research and Evidence Division has led work over the past year to broaden the understanding of appropriate design and methods for impact evaluation, recognising that impact evaluation in international development is an emerging field with diverse views on what constitutes a rigorous approach. DFID engaged in international debate by commissioning an influential piece of work¹² which asked whether it was possible to broaden the range of designs and methods for undertaking evaluations which could determine impacts and in particular to establish causality through a recognised design and methodology, and to understand the role of contextual factors. Practical experience of different impact evaluation designs is limited (though growing) and over the next year, DFID aims to encourage innovation in field testing different approaches for causal inference in evaluation.

¹² Stern, E.; Stame, N.; Mayne, J.; Forss, K.; Davies, R.; Befani, B. (2012) [Broadening the range of designs and methods for impact evaluations](#) DFID Working Paper 38.

ANNEX 1 – Evaluations completed in 2012/13

<u>Country Office</u>	<u>Evaluation Title</u>	<u>Conducted By</u>	<u>Management Response</u>
Africa Regional Department	CARE Adaptation Learning Programme	Nottawasaga Institute	No
Africa Regional Department	EU Africa Infrastructure Fund	Ernst & Young	No
Africa Regional Department	Joint Financing Arrangement II (JFA II) Support of Pooled Fund Partners to the 2010 – 2012 ECA Business Plan	Teklehaimanot Haileselassie (Lead Consultant), Patrick Molutsi & Rudolf Fombad	No
Bangladesh	CHARS Livelihoods Programme Phase I	HTSPE Ltd in assoc. with Veralum Associates, Bangladesh Ltd.	Yes
Burma	Three Diseases Fund and Fund Board Management Response	Euro Health Group	Yes
Burma	Livelihoods & Food Security Trust Fund	Oxford Policy Management	No
Democratic Republic of Congo	Socio & Economic Impacts of Tuungane	Columbia University	No
Democratic Republic of Congo	Village Assaini Evaluation of the School Sanitation & Village Sanitation Programme Evaluation (French) Executive Summary the Village Assaini Evaluation of the School Sanitation & Village Sanitation Programme (English)	EA Africa	No
Occupied Palestinian Territories	Facility for New Market Development to Strengthen the Private Sector in the Occupied Palestinian Territories	Siegfried Jenders for Triple Line Consulting	Yes

ANNEX 1 – Evaluations completed in 2012/13

<u>Country Office</u>	<u>Evaluation Title</u>	<u>Conducted By</u>	<u>Management Response</u>
Rwanda	Implementation of the Public Finance Management Reform Strategy	ECORYS	Yes
Rwanda	Public Policy Information Monitoring & Advocacy	Indevelop AB in corporation with GRM	No
Sierra Leone	Sierra Leone's Youth Reproductive Health Programme 2007-2012	Gbogboto B Musa & Mwaluma Gegbe	Yes
Sierra Leone	DFID Support to Healthcare Workers Salaries in Sierra Leone	Human Resource Development Centre	Yes
Somalia	Somalia Stability Programme	Douglas Saltmarsh	Yes
Sudan	Darfur Community Peace and Stability Fund	Coffey International	No
Uganda	Formative Evaluation of the World Food Programme's Livelihoods Programme, Karamoja	IOD PARC	Yes
Yemen	Integrated Emergency Response Project II in Yemen 2011/12	Stage 1 – Sharon Beatty Stage 2 – Natalie Hicks	Yes
Yemen	Support to Interim Presidential Elections	Unpublished	No
Zambia	Cross Programme Gender Evaluation	IOD PARC	Yes

ANNEX 1 – Evaluations completed in 2012/13

<u>Department</u>	<u>Evaluation</u>	<u>Conducted by</u>	<u>Management Response</u>
Communications Division	International Citizens Service Pilot Programme	ITAD	No
Private Sector Department	Consultative Group to Assist the Poor Phase IV	Universalial & Ayani Inclusive Financial Sector Consultants	No
Research & Evidence Division	Sustainable Agriculture Research for International Development	Prof. Maggie Gill & Dr Laura Meagher	No
Research & Evidence Division	Enhanced Data Dissemination Initiative Project	IMF	Yes

DFID Financed Evaluations

<u>Department</u>	<u>Evaluation</u>	<u>Conducted by</u>	<u>Management Response</u>
Human Development Department	Community Responses to HIV and AIDS	World Bank	NA
Research & Evidence Division	Summary Report of Public Sector Governance Reform	Professor Mark Turner (based on the evaluation products produced by Oxford Policy Management Ltd)	Yes
United Nations & Commonwealth Department	Independent Evaluation of Delivering as One	United Nations	NA

ANNEX 2 – Evaluations expected to be completed in 2013/14

DFID Country Office	Evaluation
Afghanistan	Humanitarian Assistance – Mobile Cash Transfers in Northern Afghanistan
Africa Regional	EISA II Africa Democracy Strengthening Programme
Africa Regional	African Development Bank Technical Cooperation Agreement
Africa Regional	IMF Afritacs East Phase 3
Africa Regional	ODI Budget Effectiveness Programme
Asia Regional	South Asia Regional Food & Nutrition Security MDTF
Bangladesh	Public Service Capacity (MATT2)
Bangladesh	Shelter and Sanitation Recovery Programme
Caribbean	Citizen's Security and Justice Programme
Democratic Republic of Congo	Democracy and Accountability/Elections: Strengthening Democracy and Accountability in Democratic Republic of Congo
Democratic Republic of Congo	Humanitarian Responses in Democratic Republic of Congo
Democratic Republic of Congo	Media for Strengthening Democracy and Accountability in the Democratic Republic of Congo
Ethiopia	UN Joint Programme on Gender Equality
Ghana	Ghana Electoral Support
India	Impact Assessment Study for Mahila Sikshan Kendra
India	Low Fee Private Schools and Education (Gyan Shala Programme)
India	Different Delivery Mechanisms for Uptake of Double Fortified Salt (iodine and iron) Bihar with Jpal.
India	VFM Study for Health Sector
India	Impact Evaluation for the RMSA TC Fund
Kenya	Election Management and Security Programme
Kenya	Kenya Health Programme
Mozambique	Community Land Use Fund
Nepal	Mid and Far West Chronic Poverty Study
Nepal	Koshi Hills
Nigeria	YouWin
Occupied Palestinian Territories	Palestine Programme – Palestine Country Programme Evaluation
Pakistan	Citizen's Damage Compensation Programme II (CDCP)
Southern Africa	Nile Basin Initiative
Sudan	Governance Partnership Programme (SPII)
Sudan	Multi Donor Trust Funds National
Sudan	RedR: Improving the Effectiveness of Delivery of the Humanitarian Programme in Sudan
Sudan	Sudan Integrated Environment Programme (SIEP)
Tajikistan	Regional Migration Programme in Central Asia
Tanzania	Tanzania Poverty Reduction Budget Support (to 2011/12)
Uganda	DFID Uganda Country Programme Evaluation
Vietnam	HIV Aids Prevention
Vietnam	Rural Transport Three Project
Yemen	Chatham House Yemen Forum
Yemen	Support to the INGO Consortium in Yemen 2012–13
Yemen	Yemen Emergency Food Security Programme
Zambia	Maternal Mortality (EMONC)

ANNEX 2 – Evaluations expected to be completed in 2013/14

Zambia	Community Health Workers Pilot
Zambia	Cola Life and Harvest Life Nutrition Programmes
Zambia	Sanitation and Hygiene
Zambia	Zambia Social Protection Expansion Programme
Zimbabwe	Protracted Relief Programme
Department	Evaluation
CHASE - Conflict	Global Mine Action
COMMS – Education	Formative Evaluation of International Citizen’s Service 2012-2015
Global Development Partnerships	Global Knowledge on Climate Change Adaptation: Lessons from China
Policy - GOSAC	Westminster Foundation for Democracy
Policy - CED	Climate Investments Fund
Policy - CED	Mid-term Evaluation of the International Climate Fund (ICF)
Private Sector Department	RAGS Challenge Fund
Private Sector Department	Public Private Infrastructure Advisory Facility
RED - Agriculture	Future Agricultures Consortium
RED – Evidence into Action	Evaluation of R4D
RED – Evidence into Action	Southern African Regional Social and behaviour Change Communication Programmes
RED – Global Stats Partnerships	Statistics for Results Facility
RED – Global Stats Partnerships	Making Better Use of Survey Data
RED – Government, Conflict and Social Development	UN Research Institute for Social Development

ANNEX 3 – Details of Evaluations completed in 2012/13

CARE International Adaptation Learning Programme (ALP) Mid-term Review - 2012	
Evaluation Conducted by: Nottawasaga Institute	
Evaluation Purpose:	<p>The purpose of the evaluation as it appeared in the terms of reference was <i>‘to provide an external analysis of ALP strategies, achievements and relevance which can be used to inform planning and decision making for the future of ALP and beyond. In particular, the mid-term evaluation will analyze and make recommendations on the ways and degree to which ALP is achieving learning among its external stakeholders’</i></p> <p>The evaluation was formative in nature with a focus on the learning process, including the relevance and performance of implementation strategies, approaches and methods utilized. It also assessed early achievements and aimed to provide good practise models and lessons learned that will be used to guide future years of ALP and beyond in other programmes.</p>
Evaluation Findings:	<p>The Adaptation Learning Programme has made significant progress towards its milestone targets, and has created the foundation needed to move forward towards achieving its purpose, including:</p> <ul style="list-style-type: none"> • A series of marginalized communities engaged in new ways of planning that incorporate weather cognisant risk management and participatory decision-making; • Local government structures ready to work with civil society and community partners, and anxious to improve their own capacity for incorporating community based adaptation in planning processes; • A selection of tools that are effective for enabling the above; • A host of partners and platforms already built that can provide the basis for influencing government decision makers based on credible evidence of successful CBA experiences; • A demand from governments and policy makers for evidence that can convince them to increase support to adaptation initiatives, and a demand for decision-making tools for allocating resources to CBA efficiently and effectively.
Evaluation Recommendations:	<ol style="list-style-type: none"> 1. ALP must <i>focus on providing targeted evidence and models</i> that use climate information and assist local or district level government to develop climate-linked budgets and anticipate adaptation costs. 2. ALP must revise the terms of engagement with its partners to ensure these relationships strengthen ALP’s ability to achieve its purpose. 3. ALP must <i>develop strong advocacy strategies</i>, linking its national and local advocacy efforts; work more closely with partners and use its targeted evidence and its new models, while increasing the uptake of CBA. 4. ALP needs a <i>stronger framework, gender skills, planning, review and analysis tools, and resource persons</i> to strengthen its activities.
Main Points from Management Response	<p>Generally, CARE is in agreement with the recommendations made by the MTR. They will be reflected in ALP team plans for 2013 and 2014 plans in country and overall, taking into consideration that two years remain and teams are encouraged to build on existing momentum.</p> <p>The ALP logframe narrative remains in place, while indicators and the M&E system will be reviewed to ensure realisation of the outputs and purpose and will channel human and financial resources towards achievement of community-based adaptation (CBA) learning at all levels.</p> <p>The specific focus on main recommendations relating to learning, evidence and partnerships to arrive at achievement of ALP purpose will require some changes in ALP approach, structure and decision making responsibilities.</p>

Mid-Term Evaluation of the EU-Africa Infrastructure Trust Fund - 2012
Evaluation Conducted by: Ernst & Young - contracted by the EIB, the manager of the Fund.
<p>Evaluation Purpose: As stated in the Terms of Reference, the purpose of this mid-term evaluation (MTE) was to “<i>assess the performance of the EU-Africa Infrastructure Trust Fund (ITF) over the period 2007-10 against key OECD/DAC evaluation criteria to make recommendations for the future work of the ITF and allow for preparation of the final evaluation</i>”.</p> <p>ITF relevance, effectiveness, efficiency and expected impacts and sustainability (through the review of the monitoring system and the preparation for the final evaluation) have been assessed in this evaluation. The evaluation covers the period to the 5 July 2011.</p>
<p>Evaluation Findings: On the whole, the ITF fulfils its role and is delivering results. Key conclusions include:</p> <p><u>Relevance:</u> ITF’s focus on regional connectivity is relevant and important.</p> <p><u>Effectiveness and Efficiency:</u> ITF has leveraged €12 of non-ITF finance for every €1 of ITF grants (for projects at investment phase) for instance through interest rate subsidies to enable HIPC countries to access loans. ITF could broaden its range of instruments in order to leverage private funds. The management fee for the secretariat appears reasonable. The administrative burden on financiers is kept to a minimum.</p> <p><u>Impact and Sustainability:</u> Further work is required to agree common indicators to allow portfolio monitoring and prepare for the final evaluation.</p>
<p>Evaluation Recommendations:</p> <p><u>Relevance:</u> Develop a more detailed and clear intervention logic to reflect contextual changes since ITF establishment. Maintain regional connectivity objective. Investigate measures to encourage private sector participation.</p> <p><u>Effectiveness:</u> Amend leverage effect calculation to include private participation effect. Set a strategy on use of TA funds.</p> <p><u>Efficiency:</u> Improve the quality of grant request submissions. Improve consideration of risk management.</p> <p><u>Impact and Sustainability:</u> Improve monitoring, evaluation and the results framework. Reinforce monitoring at portfolio level, taking account of different sectors and project stages. Establish a minimum common set of indicators at project level that could be aggregated.</p> <p><u>Current and Future Challenges:</u> Expand the use of risk mitigation instruments. Obstacles to private sector participation could be overcome by risk mitigation and credit support instruments and use of TA for PPP units.</p>
<p>Main Points from Management Response: Following a number of issues around the quality of the MTE and after a very long consultation process between the external consultants and the MTE Reference Group, the review report was taken over by the latter. The Reference Group then worked with the ITF Executive Committee (DFID was represented on both these bodies) to produce a management response to the MTE recommendations. Through a rigorous and time consuming process, which DFID was again heavily involved in, recommendations were classified into: agreed; partially agreed; and not agreed. Against this background, the Executive Committee has produced an agreed “matrix” response with clear actions and an implementation timetable.</p> <p>DFID has been continually involved in this process and agree with the management response.</p>

Joint Financing Arrangement II (JFA II) Support of Pooled Fund Partners to the 2010 -2012 ECA Business Plan
Evaluation Conducted by: Teklehaimanot Haileselassie (Lead Consultant), Patrick Molutsi & Rudolf Fombad
<p>Evaluation Purpose:</p> <p>The two objectives of the external evaluation were: a) To assess the impacts of UN Economic Commission for Africa's work in strengthening capacities of Member States (MS), Regional Economic Communities and the African Union and its Commission and b) to assess the extent to which the successful results/impacts of UNECA's work can be attributed to the Joint Financing Arrangement mechanism to which the UK, Sweden, Denmark and Norway contribute.</p>
<p>Evaluation Findings:</p> <ul style="list-style-type: none"> • The interventions as a whole were contextually appropriate and strategically sound; • The process and outputs of the programme contributed highly to awareness and knowledge in areas such as social policy, economic policy management, regional integration, market analysis and modelling, trade policy, gender main-streaming, election process, democratic values and others; • The impact of the programme was widely reported by the key respondents in the field and the review of literature and various reports of meetings and workshops confirmed their value addition.
<p>Evaluation Recommendations:</p> <ul style="list-style-type: none"> • UNECA should maintain and continuously improve its knowledge products, notably those that engage a cross-section of citizen stakeholders, as well as flagship products that influence policy; • New strategies for outreach and dissemination of ECA's knowledge products and tools are needed. Stronger marketing through radio, television, print media and social media networks would go a long way in bringing ECA's work to the Continent's general population; • UNECA's Capacity Building Strategy should be intensified and broadened to deliberately include secondments, attachments, short-term training and institutional building within the operations of recipient partners; • Joint Financing Arrangement partners should consider holding more regular technical working group meetings to address and resolve financial and other procedural issues; • Partners should re-commit to support the Business Plan 2013-15.
Main Points from Management Response: No formal management response recorded.

Independent Impact Assessment of the Chars Livelihoods Programme Phase 1; 2011
Evaluation Conducted by: HTSPE Limited In association with Verulam Associates Bangladesh Ltd
<p>Evaluation Purpose:</p> <ul style="list-style-type: none"> • To identify and better understand the social and economic impacts of the Chars Livelihoods Programme Phase 1 (CLP-1) in order to assess the programme's achievement of its purpose; • To document operational lessons of CLP-1 in order to strengthen delivery of CLP-2; and; • To provide a foundation for a rigorous independent impact assessment of CLP-2.
<p>Evaluation Findings:</p> <ul style="list-style-type: none"> • Based on a number of assumptions, incomes of minimum of 24% to maximum 57% households have been raised, meaning at least 12,500 households (or 47,000 people) to 29,000 households (or 110,000 people), have been lifted above the extreme poverty threshold. • The value of productive assets appreciated significantly. • Plinths provide effective safeguards for social and economic assets and livelihoods, with only an estimated 6% of CLP-1 core and non-core beneficiary households adversely affected by the 2007

<p>floods.</p> <ul style="list-style-type: none"> • There were significant improvements in the amount of food available for participating households, the use of tubewells and latrines (particularly in accessibility for girls), and significant changes in attitudes towards family planning.
<p>Evaluation Recommendations:</p> <p><u>For Donors :</u></p> <ol style="list-style-type: none"> 1. Any future programme-level decisions should be made based on the evidence of independent reviews of the programme; 2. The use and definition of ‘graduation’ criteria in the context of a monitoring framework that feeds into the monitoring of DFID-B’s Operational Plan needs to be finalised and should be relevant across DFID-B’s extreme poverty portfolio. <p><u>For CLP</u></p> <ol style="list-style-type: none"> 3. To review the Logframe developed for CLP-2 through helping to ensure that it adequately defines the vertical logic or the basis for the programme’s theory of change; 4. Develop ways to help assess the economy and efficiency dimensions of Value for Money; 5. Enhance prospects for sustainability.
<p>Main Points from Management Response</p> <ul style="list-style-type: none"> • Overall, the impact assessment provided us with valuable insights on the impact of the programme. This also helped us to identify a number of methodological challenges, particularly related to measurement of poverty, which came out only during the assessment. We will use the learning to design any future evaluation of CLP-2. • DFID, AusAID and the CLP Management Agency agree with many of the key findings of the IIA. However, we still remain unconvinced by the IIA team’s baseline average income on which a number of their conclusions depend. The IIA team’s baseline is substantially higher than that found in previous income studies in the Chars , and calls into question whether landless, asset less (with assets of less than Taka 5000 – equivalent to under £50) and jobless people on the <i>Chars</i> are actually among the poorest in Bangladesh. • The conclusions drawn on high incidence (35%) of calf mortality were not in line with the CLP’s programme experiences and similar national studies, and would raise serious concerns if true. • The IIA team did not fully appreciate how participants in the CLP programme effectively used and transferred their assets, which, for the majority of people were their cattle. • We consider that the IIA could also have explained more clearly the additional benefits of the CLP to non-core households.

Final Evaluation of the Three Diseases Fund (3DF), Burma, 2012
Evaluation Conducted by: EURO Health Group
<p>Evaluation Purpose: The evaluation aimed to document lessons learnt to inform future health funding and the evaluation of the Three Millennium Development Goal (3MDG) Fund. The evaluation focused on: What has been the impact of the 3DF, including who has benefitted? What has been the (positive or negative) influence of the 3DF on the operating context? and, has the 3DF delivered value for money?</p>
<p>Evaluation Findings: The 3DF reflects an impressive donor response in both scale and timing considering the difficult local and international circumstances under which it was introduced and sustained.</p> <p>The 3DF has represented a large share of the national programmes in all three disease areas based on its funding contributions and its substantial service provision. Without the 3DF, the health needs of thousands of Myanmar people would have gone unmet. The 3DF was the single largest contributor to all three disease areas in Myanmar during the period 2007-2011(compared to other funding sources). Overall, the 3DF contributed between about one third to two thirds of total national targets for the three diseases. The Fund also raised national awareness of the needs of marginalised populations.</p> <p>The 3DF achieved its results with reasonable effectiveness. However, questions arose in relation to the Fund's effectiveness in actual reaching, and engaging, those <i>most</i> in need.</p>
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. Clear articulation of a Fund's strategy, definitions, and programmatic/M&E logic is essential to enable effective and relevant practice both by the Fund itself, and by IPs. 2. Use a funding model that enables the Fund to have a more proactive and consistent, positive influence on the operating environment (including the civil society environment) and on provision of effective services to those most in need. 3. Support the establishment of structures that proactively promote and support on-going learning, innovation and adaptation (rather than on mechanistic accountability). 4. Clearly define and support greater Fund Manager Office's involvement in operational decision-making and ensuring service quality and effectiveness. 5 The FB should take advantage of recent political developments in Myanmar and its unique position as a national trust fund to promote the operationalization of the NSP principles regarding access to services for marginalised populations such as injecting drug users (HIV), prison populations (HIV and TB), and migrant workers (malaria) and others.
<p>Main Points from Management Response: The 3DF Board strongly welcomes the evaluation recommendations. The donors to the 3DF propose to address these recommendations through the new 3MDG Fund. Importantly the framework for independent evaluation of the 3MDG Fund will be established at the outset to enable a more thorough assessment of the 3MDG Fund impact. We will share the findings of the evaluation more broadly to inform other efforts both within Myanmar and in other countries.</p> <p>The foundation and experiences of the 3DF has allowed us to work more actively to strengthen the Ministry of Health's stewardship of the sector and the essential role of public health services and systems, to work in partnership with a wide variety of development partners including the private sector and the communities.</p>

Livelihoods and food security Trust Fund – Delta 1 Evaluation, 2012
Evaluation Conducted by: Oxford Policy Management
<p>Evaluation Purpose: The overarching purpose of this evaluation is to learn from the experiences of implementing projects under the Delta-1 phase so that they can be used to inform future LIFT-funded programming. This formative evaluation focuses on <i>establishing which measures and procedures have worked particularly well and been most useful to help recipients increase their incomes and food availability</i>. Attention has also been paid to trying to assess what kind of changes would be required to improve their impact and <i>longer term sustainability</i>. In addition, questions around <i>targeting, social mobilisation, accountability and cost effectiveness</i> were addressed.</p>
<p>Evaluation Findings:</p> <p>Incomes, food security and levels of post-Nargis recovery: An overwhelming majority of respondents think that incomes had increased substantially after the Nargis collapse, but not enough to reach pre-Nargis levels.</p> <p>Targeting: The results are mixed and targeting of LIFT could have been more effective. The activity that most poor people benefitted (in absolute numbers) were cash for work. This is because they were carried out by entire villages, thereby including the poor. The activities with the highest proportion of poor people as beneficiaries were inputs for fisheries and livestock provision. Several activities were specifically set up to target the poorest and most vulnerable households, most often landless casual labourers. Successful activities were the revolving funds for cash and self-help groups, rice banks, and some of the vocational and extension trainings.</p>
<p>Evaluation Recommendations:</p> <p><u>Agricultural trainings</u>: findings showed that trainings should incorporate: (i); Knowledge of <i>village-level constraints</i> such as land distribution, soil conditions, labour supply and demand, and access to agricultural markets through a rapid assessment; (ii) Basic <i>exercises around the costs and benefits</i> (and therefore the <i>affordability</i>) of each technique in that specific village. And (iii) <i>linkage of agronomic and wider economic training</i>.</p> <p><u>Agricultural and non-agricultural inputs</u>: (i) Group ownership of large assets was successful so long as <i>groups were small and mostly homogenous, clear sharing arrangements were set out in advance (including on maintenance) and no practical constraints were encountered</i>.</p> <p><u>Revolving Funds</u>: Evidence from key informants stressed that smaller and more homogenous groups were more likely to be successful. Social homogeneity was especially guaranteed within Self Help Groups, with the counter-effect being a worse targeting towards the poorest households.</p> <p><u>Targeting households based on their abilities/capacity and needs</u> (or at least facilitating the process of gaining that capacity). Giving <i>more thought on how to avoid the exclusion of households with no local registration card</i>, including households who recently moved to the area and new households that split off from the family home.</p>
<p>Main Points from Management Response: No formal management response recorded.</p>

Socio & Economic Impacts of Tuungane 2012
Evaluation Conducted by: Columbia University
<p>Evaluation Purpose: To assess whether effects in terms of economic and social benefits can be attributed to Tuungane - is there a Tuungane effect?</p> <p>Tuungane is a £90 million DFID-funded community development programme implemented by IRC and CARE since 2007. Phase I ran from 2007-10 and supported 1.7m people in 1250 war-affected villages. The theory behind the <i>Tuungane</i> intervention is that training, coupled with exposure to and practice in accountable governance in the context of these projects, can produce learning-by-doing and bring about change in local accountability and social cohesion as well as improve the welfare of communities</p>
<p>Evaluation Findings:</p> <ol style="list-style-type: none"> 1. In terms of implementation, Tuungane was successful in implementing a large number of projects, projects were in line with people's preferences, and people reported very high levels of exposure to, and satisfaction with, the project. 2. However, there was very little evidence of any wider social and economic impact of the interventions; and there appears to be no evidence of a "Tuungane effect". The evaluation failed to find significant differences between Tuungane communities and other communities in terms of social or behavioural changes. It found little evidence of positive economic effects and some negative effects. The evaluators did not identify the reason why there is an absence of evidence of changes being achieved. 3. The evaluation also found that within the context of the programme, the gender parity requirement is not needed to ensure that there is <i>some</i> representation; but that it does serve to increase the numerical strength of women on committees. There is some evidence that the inclusion requirement results in fewer projects focused on water and sanitation (watsan) relative to education. Taken together this evidence does not suggest that the imposition of gender parity requirements is an effective way to strengthen the position of women in this context. <p><u>NOTE:</u> It is important to note that the evaluation took place after just three years of implementation. The absence of observed impact over a short timescale is consistent with previous research, such as Mansuri and Rao (2012) which suggests that the timescales for impact of participatory development interventions is difficult to predict, and tends to be over a much longer period. It is thus possible that expected outcomes may be achieved fully or in part in the longer term.</p>
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. These null findings are broadly in line with results from other studies that have also failed to find evidence for the strong claims made on behalf of the CDR model, suggesting the need for further research in this area, to understand the reasons for failure. 2. The economic outcomes may be due to the low per capita investments and the short timeline suggesting the need for variation in amounts and further research over longer timeframes. 3. The most simple explanation for the weak effects on governance outcomes is that existing structures are resilient and do not change in a fundamental way as a result of donor intervention. It is also possible that the scale of the project was too small to generate governance effects; or that the program is pitched at the wrong level to effect change in governance structures and social cohesion; <i>Tuungane</i> has focused on the most local levels which may not display the same problems of cohesion and weak governance that are so visible in Congo at the macro level.
<p>Main Points from Management Response: No formal management response recorded.</p>

<p>Evaluation of the School Sanitation and Village Sanitation Programme (Eau et Assainissement pour L'Afrique) 2012</p>
<p>Evaluation Conducted by WSA</p>
<p>Evaluation Purpose: To formulate recommendations for the next phase of the programme through assessing:</p> <ul style="list-style-type: none"> (i) Monitoring and evaluation systems (ii) Management structure of the programme (iii) Programmatic and technical tools in view of equity, sustainability and complementarity. <p>The Government of the Democratic Republic of Congo (DRC) initiated the School Sanitation and Village Sanitation Programme in 11 provinces in 2006. The overall objective of the programme is to ensure the survival and development of children by increasing access to clean water, improving sanitation and hygiene education. Activities include hygiene awareness campaigns and maintenance of facilities; building the capacity of government stakeholders working in education, health and water ministries; and improving policy and governance in these sectors at national and local levels.</p>
<p>Evaluation Findings:</p> <p>The programme monitoring and evaluation system is operational, functional and suitable. Strengths identified include the presence of focal points, effectiveness of consultation meetings, clear roles of each partner and the database management system. Weaknesses include absence of a monitoring and evaluation manual and low involvement of beneficiaries in programme monitoring.</p> <p>Satisfactory programme governance which balances maintaining the pace of programme implementation with operationalising internal audit mechanisms. In some areas further efforts are required to strengthen risk management. A major weakness is post-programme sustainability due to weak engagement of community beneficiaries in the programme, especially women.</p> <p>Appropriate programme design due to stakeholder consultation and collaboration. Achievements include improved access to quality water through construction of standpipes and boreholes. Weak points included lack of trained technicians and community control over service and maintenance of household latrines; limited observance of hygiene practices and inadequate school soap supplies.</p>
<p>Evaluation Recommendations:</p> <p>Improve programme monitoring: Produce a monitoring and evaluation manual and chart of indicators; strengthen capacity of community based organisations representing beneficiaries and partner NGOs responsible for monitoring; involve school inspectors and principals more closely in monitoring school sanitation.</p> <p>Improve programme governance: Put programme beneficiaries at the heart of behaviour change interventions to improve sustainability; encourage NGOs and other partners to participate actively in government Water And Sanitation Clusters to facilitate exchanges on technical services; strengthen the support of government for the programme.</p> <p>Enhance programme design and operations (1): Harmonise approaches used by the community and school sanitation programmes respectively; include participatory approaches in training design; group together neighbouring committees for training sessions and encourage leadership of women and children (in and out of school) in the programme.</p> <p>Enhance programme design and operations (2): Ensure the availability of a trained technician in each locality to extend support services facilities such as latrines, washstands and water points; organise refresher training for technicians for the on construction and maintenance of facilities; extend the geographical reach of the programme to the Health Zone.</p>
<p>Main Points from Management Response: No formal management response recorded.</p>

Facility for New Market Development (FNMD) to Strengthen the Private Sector in the Occupied Palestinian Territories, Final Evaluation 2012
Evaluation Conducted by Siegfried Jenders for Triple Line Consulting
<p>Evaluation Purpose: An independent final evaluation of the Palestinian Facility for New Market Development (FNMD): a matching grant scheme supporting SMEs, jointly financed by DFID and the World Bank and implemented between 2008 and 2012. The main purpose was to assess the project's effectiveness, its impact on grantee firms and its value for money, also looking at cross cutting issues. Also, to provide helpful recommendations that will feed into the design of any future private sector development programme.</p>
<p>Evaluation Findings:</p> <ul style="list-style-type: none"> – The project's relevance “appears outstanding in view of the specific situation and opportunities of the Palestinian private sector”. – FNMD met its targets and exceeded its outcome indicators. – The evaluation confirms that the project has “created jobs, and improved entrepreneurial decision makings, which led to investments for greater competitiveness”. – Soft benefits gained by the firms such as stronger entrepreneurial acumen and greater preparedness to take risks “are sustainable and will continue”. – The project represents value for money. The average percentage of the project budget spent on administration is acceptable (30.1% and 27.2% in the first and second phases respectively), falling within the range of 27-33% for other ongoing DFID funded challenge funds. – FNMD took care to “achieve adequate gender balance”, and to ensure that supported firms “do not negatively impact the environment”.
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. To implement another matching grant scheme of a size similar to that of FNMD with focus on market expansion and innovation. 2. Higher than 50% grant shares (say, 70%) could be extended for proposals with a clear “pioneer” character, including cases where international consultants need to be involved when expertise is not available locally. 3. A broader range of sub-sectors developing among SMEs in smaller economies should be periodically scanned globally against their suitability for Palestine. 4. Collaboration between universities and the private sector should be strengthened. 5. Monitoring and Evaluation systems should be economical and less taxing to the project implementer and clients.
<p>Main Points from Management Response: Our responses to the above recommendation in order are:</p> <ol style="list-style-type: none"> 1. Our new market development programme will include a matching grant component to improve firms' innovation and competitiveness. 2. We accept the argument of the evaluation of increasing grant shares above 50%, but not specifically for cases where international consultants need to be involved. The criteria will depend on the level of risk the business is taking. 3. We acknowledge the need to always look to introduce new sub-sectors in private sector; however we disagree with the analysis of the evaluation that this is principally the role of the donors. In our future programme we will enable businesses to look for new suitable sub-sectors through matching grants and will facilitate the acquisition of the necessary knowledge. 4. The World Bank currently has a programme to address collaboration between universities and the private sector. We will consider any gaps that future DFID programme can fill. 5. We accept the analysis of the evaluation that M&E systems should be economical and less taxing to the project implementer and clients. We will consider the evaluation's suggestions to enhance M&E systems during the design of the future programme.

Rwanda: Independent Evaluation of the Implementation of the PFM Reform Strategy 2008-2012 - 2012
Evaluation Conducted by: ECORYS
<p>Evaluation Purpose: The evaluation was commissioned by the Government of Rwanda (GoR) and jointly funded by DFID. Its purpose was to assess the performance of the Government of Rwanda's PFM reform strategy 2008-12.</p> <p>Specifically, the objectives of the evaluation were to:</p> <ol style="list-style-type: none"> 1. Make a detailed assessment of the performance of the PFM Reform programme against its design, scope, strategic objectives and key strategies; 2. Assess the performance of the programme during the 2011/12 fiscal year focusing on efficiency and effectiveness; 3. Identify key lessons and propose practical recommendations and priorities pertinent for the design of the next PFM reform strategy in line with GoR's medium term and long term ambitions as outlined in the EDPRS, 7 Year Government Program and Vision 2020.
<p>Evaluation Findings: Achievements in terms of economic management have been steady but far from spectacular. External finance continues to play a significant role in Rwanda's development, as evidenced by the FY 2010/11 where the portion of ODA included in the national budget was 41.5%. Difficulties still exist, however, in obtaining all the necessary ODA data to include in macroeconomic forecasting model and the MTEF module.</p> <ol style="list-style-type: none"> 1. Progress was achieved in enhancing the budget preparation process particularly by aligning budget calendar and practices to EAC practices, and the integration of the MTEF process into the budget cycle despite delays in developing the training materials and conducting the training. Significant progress was also achieved in respect to enhancing the budget transparency and comprehensiveness. Unfortunately, despite the integration of the MTEF into the budget cycle, the effectiveness of the MTEF process is weakened by the lack of delineation between a baseline providing the costs of existing levels of service delivery and on-going projects, and additional ceilings for new project initiatives to support implementation of the EDPRS objectives. 2. Domestic Revenue Generation has improved significantly both during and before the PFMR Strategy period thanks to funding from DPs prior to the PFMR. Many achievements have been realised. These include a Reform and Modernisation Unit which has assumed responsibility for RRAs modernisation programme. Computerisation of core business functions and establishing of good IT infrastructure has led to improvements in service delivery and enhanced revenue collection. However, some challenges remain including for example: scope to improve the collections at local government level and security and reliability of IT systems needs to be improved.
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. Effective Medium/Long Term Budgeting: This area represents an on-going major weakness for the government. There must be a credible budget process that incorporates a disciplined approach to medium/long term budgeting, which is supported by an effective MTEF. 2. Integrated Payroll and Personnel System implementation: As a matter of urgency GoR should commission an independent review of the of the IPPS payroll systems to clarify both the validity of the criticisms made in the Red Centre report dated 11 December 2011 and the validity of the response of the IPPS Implementation Team dated 11 January 2012 – amongst others. 3. Internal Audit: The problems faced by Internal Audit cannot be addressed unless there is a clinical review of the Organisational Structure. Such a review must consider how the IA service can develop to a point where: Qualified Accountants and Accounting Technicians can be attracted to the service; career prospects and professional development can be offered to IA staff; and a pool of expertise in specialist audit, such as IT, PFM, Risk Management, Systems, Procurement, Payroll, etc. can be developed and retained. 4. Human Resource Capacity: Capacity difficulties in PFM feature in the majority of the Components. It is the issue that perhaps threatens the ongoing sustainability of the PFM Reform Strategy more than any other. The next PFM reform strategy should also aim at moving away from considering capacity building merely as transfer of skills and equipment towards a more holistic perspective.

5. Qualified Finance Staff: The Reform Strategy Stage I process did not succeed in increasing the number of qualified finance staff within the PFM public sector. New initiatives are required.
<p>Main points from Management Response: An extract of the GoR and the PFM donors response to the evaluation findings and recommendations are below:</p> <ol style="list-style-type: none"> 1. The new PFM Sector Strategic Plan will be more holistic and prioritise sequenced events in accordance to a realistic time-frame. 2. The Single Programme Implementation Unit (SPIU) will coordinate all PFM reforms – not just those funded under the join donor PFM basket. 3. All positions on the SPIU have been filled and will be further strengthened to better enable them to fulfil their mandate. 4. Donors will work closely with MINECOFIN in order to ensure the strategic position of the Steering Committee is reinvigorated.

Evaluation of the Sida and DFID funded Public Policy Information, Monitoring and Advocacy (PPIMA) project in Rwanda - 2012
Evaluation Conducted by: Indevlop AB in corporation with GRM
<p>Evaluation Purpose:</p> <p>The Public Policy Information, Monitoring and Advocacy (PPIMA) project is a civil society support project aimed at strengthening the interest among Rwandan civil society organizations (CSOs) and citizens in public policy affairs. It is coordinated by Norwegian Peoples Aid (NPA), implemented by 14 Rwandan CSOs and is funded by Sida and DFID. The evaluation assessed the relevance, effectiveness, impact and sustainability of the programme up until May/June 2012. The evaluation is to serve as an important input to the DFID's and Sida's assessment of a possible second phase of support to PPIMA.</p>
<p>Evaluation Findings:</p> <ol style="list-style-type: none"> 1. The project is highly relevant to national priorities associated with decentralisation, improving service delivery, transparency and accountability. The key national strategies and policies lay stress on targeting these issues. However, capacities of communities to articulate their concerns were poor and mechanisms to transmit their demands to different levels of government were lacking. 2. The Community Score Card is proving to be successful in terms of community empowerment and engagement with local authorities. It is a very thorough process, which takes several months to complete, communities plan their priorities for their development needs, engage with service providers and monitor improvement in service delivery. 3. The Anti-Corruption and Justice Information Centres (AJICs) are too immature for a full assessment, however, they serve a need and their coordinators are being mentored and the youth clubs are showing signs of being able to play a positive role.
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. In terms of strategy development and planning for the second phase the development of the logical framework matrix needs to be ready at the inception phase. During this process the risk analysis and mitigation strategy needs to be elaborated. 2. In terms of the NPA's coordination role PPIMA needs to exploit the presence of the 14 different skill sets under its programme more actively than is currently occurring. Strategy development and work planning prior to the next phase needs to ensure that both PPIMA and its partners are able to reinforce each other's efforts to achieve the partners' own goals and the goals of PPIMA. 3. In terms of monitoring and evaluation a mechanism needs to be developed to better assess the effectiveness of the training undertaken alongside a strategy for improved regular monitoring of the community score card put in place. 4. In terms of the anti-corruption and information to justice centres the model needs to be reassessed and necessary amendments to it made before funding the centres in a follow-on phase. This may require the reduced emphasis on efforts to promote internet-type cafes and more focus on enabling the youth clubs to be able to sensitise the local population regarding their rights, corruption and other grievances and to support this in a larger geo-graphical area.
Main Points from Management Response: No formal management response recorded.

<p>External Evaluation Report of Sierra Leone's Youth Reproductive Health Programme (2007 – 2012)</p>
<p>Evaluation Conducted by: Gbogboto B. Musa (Lead Consultant) and Mwaluma Andrew B. Gegbe (Consultant)</p>
<p>Evaluation Purpose: To evaluate the impact and lessons learned from DFID's Youth Reproductive Health Project (2007-2012) implemented by Restless Development which provided sexual and reproductive health and life skills education to in-school and out-of-school youth. The project also sought to build the leadership capacity of urban-based alumni, supporting their transition to employment and increasing their engagement in local and national decision-making.</p>
<p>Evaluation Findings:</p> <ul style="list-style-type: none"> • <u>Positive behaviour change was recorded in all three parameters of sexual behaviour</u> (abstinence, being faithful and condom use). Condom use at last sex was 86.9% among young people at end-line, a 64.9% increase when compared with baseline results (22%) and 23% increase when compared with control group results (63.9%); • <u>Increase in young people in treatment communities accessing health services, particularly STI treatment/advice</u>. In this regard, significant gains were demonstrated when compared with baseline and control group results (baseline 35%, control groups 14.3% and treatment groups 91%). This is an important marker as the reduction of STIs in a community is considered to be the first step in reducing HIV incidence; • <u>Increase in young people in treatment groups identifying one form of modern contraception</u> (66%) than those in control groups (48.5%).
<p>Evaluation Recommendations:</p> <ul style="list-style-type: none"> • For projects aiming at reducing HIV incidence among young people in communities, focusing on all components of awareness-raising including abstinence, reducing sexual partners, consistent condom use and knowing one's HIV status is mandatory; • The ability of a project to continue operations at the end of the implementation period depends on the foundation created to ensure sustainability. Restless Development's sustainability approach for this project seems to be working at the moment but the sustainability strategy needs to be revised to ensure it is effectively delivered and guarantees continuity long after Restless Development has exited the communities; • Advocacy for the inclusion of Sexual Reproductive Health in to the school curriculum should continue; • Involving stakeholders such as the Ministries, Departments and Agencies (MDAs) at the design stage of such projects increases the likelihood of sustainability.
<p>Main Points from Management Response:</p> <ul style="list-style-type: none"> • The Community based peer to peer volunteer strategy is innovative in Sierra Leone and successful in empowering youths for greater civil engagement and safer safe practices. • Many of the recommendations are being addressed through the 2012-2016 DFID funded 'Improving reproductive, maternal and newborn health' programme, which focuses on improving access to health services for youths. • Although specific value for money indicators were not incorporated in the project design, the programme represented value for money with regards efficiency and effectiveness. Programme efficiency was achieved with 72% of project expenditures directly related to activities.

Evaluation of DFID Support to Healthcare Workers Salaries in Sierra Leone
Evaluated by: HDRC - Debra Stevenson, Charles Kinyeki, Mark Wheeler
<p>Evaluation Purpose: To evaluate DFID Support to Healthcare Workers Salaries programme in Sierra Leone between 2010 and 2012. The evaluation seeks to determine whether DFID's support to health workers salaries has contributed to reducing maternal and child mortality through increasing uptake of healthcare by the most vulnerable. This is to be achieved through increasing availability of frontline health workers to deliver services by: a) increasing salaries to the regional average and b) discouraging the application of user fees for services to the Free Healthcare Initiative (FHCI) target groups.</p>
<p>Evaluation Findings:</p> <p>A steep increase in use of maternal and child health services was observed following the launch of the FHCI and despite a significant reduction recorded in 2011 thought to be related to disruptions in drug supply, healthcare utilization rates remained significantly above the pre 2010 levels.</p> <ul style="list-style-type: none"> • Staff unauthorized absenteeism was recorded as consistently less than 10%. • A majority of the target groups now benefit from the FHCI, however some improper charging of entitled patients continues, an exit survey suggesting as many as 20%. While healthcare workers can legitimately charge non-target groups for cost-recovery drugs, limited regulation on fee charging across the sector acts as an enabler for the improper charging of FHCI target groups. The difficulties in ensuring adequate drug supplies at facility level - of free FHCI <u>and</u> cost-recovery drugs – is used to justify improper charging.
<p>Evaluation Recommendations:</p> <ul style="list-style-type: none"> • The Ministry of Health to address the issue of user fees for non-target group patients, establishing the arrangements for setting, implementing and monitoring fees. • A mechanism for investigating allegations of improper charging should be introduced to strengthen the implementation of this specific component of the Conduct and Sanctions Framework. • The payroll system to be modified to produce consolidated data on staff numbers by job title and grade at facility, district and central levels, important for effective HRH management and workforce planning. • The project steering committee should monitor service utilisation rates more closely as better interrogation of this data will enable more robust conclusions to be drawn as to whether or not there is any correlation between attendance rates and service utilisation. • The new Ministry ICT department should be co-opted to steering committee meetings to provide technical input for IT support for the payroll and attendance monitoring systems, thus strengthening coordination of the system re-development and address infrastructure issues including training of support personnel.
<p>Main Points from Management Response:</p> <ul style="list-style-type: none"> • The increased confidence in the accuracy of the payroll has provided a solid basis for improved human resource management and workforce planning. By the end of 2012, 3,474 additional health workers had been recruited, a substantial addition to mitigate the acute shortage of health workers in Sierra Leone. • Service utilization rates are indicators for the DFID funded Free healthcare Initiative (FHCI) Impact Evaluation project and linkages between the programmes will be strengthened. • A review of the current mechanisms for investigating improper charging for FHCI target groups and cost recovery drugs policy for non FHCI populations is proposed with a view to strengthening enforcement.

Somalia Stability Programme – Pilot Evaluation 2012
Evaluation Conducted by: Douglas Saltmarshe
<p>Evaluation Purpose: To inform the design and programming decisions of DFID's Somalia Stabilisation Programme (SSP) and the multi-donor Somalia Stability Fund (SSF) by:</p> <ol style="list-style-type: none"> i) assessing the feasibility and delivery of the approaches taken by SSF pilot projects and a range of other stabilisation activities being undertaken in Somalia against the following factors: <ol style="list-style-type: none"> a) Delivery of results b) Barriers and enablers of implementation c) Project and implementing partner resilience d) Existence of a credible theory of change and evidence for it e) Adherence to 'Do No Harm' principles ii) making recommendations on how DFID SSP and SSF policies and procedures can be adapted to increase the feasibility and delivery of the projects they support.
<p>Evaluation Findings:</p> <p><u>Stability Programme Pilots</u></p> <ul style="list-style-type: none"> • Results frameworks were acceptable. More attention needed to demonstrate achievement against higher level objectives and in use of log frames. DFID's scrutiny procedures were exemplary. • Partner ToCs require intervention logics that demonstrably lead to improved stability and governance. • Good conflict analyses, risk assessments and mitigation plans in place. However need to ensure there is consistency of approach. • Most had both positive and negative aspects often operating simultaneously. The clan was preeminent as both as an enabler and a barrier. • Somali NGOs are for the most part an extension of the clan. Thus care needs to be taken when choosing partners. All too often, doing no harm involves respecting clan sensibilities at the cost of diminishing divisions in Somali society. <p><u>SSP Policies and Procedures</u></p> <p>Community Driven Development: Used by all three pilot organisations. Despite shortcomings, until other forms of intervention become possible, it is important to obtain the maximum benefit from the CDD approach.</p> <p>Peace Building: The correlation between delivery-orientated peace building and increased stability needs to be proven by independent evaluation. Process-orientated peace building initiatives show indications of producing sustainable gains.</p> <p>Theory of Change and Results Framework: There are shortcomings in the SSP ToC that need to be remedied and reflected in the log frame. Robust M&E in place. Need means to measure outcomes and impact to produce real time information. Randomised control trials being established to test CDD.</p>
<p>Evaluation Recommendations:</p> <p>To fund an independent evaluation of delivery-orientated peace programming to cover issues of sustainability and enforcement of agreements, perverse incentives, impact on traditional judicial and governance structures and to identify unintended consequences (§ 33).</p> <ul style="list-style-type: none"> • The SSP ToC and log frame be redrawn. The ToC needs to be re-examined and configured to more clearly elucidate the theoretical basis for the SSP, outlining how the approach it defines will contribute to social, economic and political stability with particular emphasis on sustainability issues and the establishment of linkages with other functions, programmes and organisations. The log frame needs to be aligned in the light of a redrawn ToC (§ 36 – 43). • There be greater integration of the various elements of BOFS stabilisation capacity so as to better capitalise on the work being undertaken by the Stabilisation Team in respect of theorisation, strategy, partner/project identification, piloting and intelligence (§ 46 -48). • The SSP be re-branded to be more in tune with Somali sensibilities. The name for a suitable brand should be achieved through discussion with Somali actors (§ 51). • To consider giving the SSF greater geographic focus by confining its activities to SC for reasons of its political significance, to increase impact in the most unstable region of Somalia and improve the ability

to monitor and measure programme impact (§ 52 – 57).
<p>Main Points from Management Response</p> <p>All the recommendations were either accepted or partially accepted. Implementation of the recommendations is underway.</p>

Darfur Community Peace and Stability Fund Impact Assessment 2012
Evaluation Conducted by: Coffey International
<p>Evaluation Purpose:</p> <p>The evaluation of the Darfur Community Peace and Security Fund (DCPSF) was tasked with reviewing to what extent DFID's £6.2 million investment had contributed to the stated objective of "more Darfur communities stabilised, with trust and confidence between communities restored, paving the way towards early recovery."</p>
<p>Evaluation Findings:</p> <p>Despite the lack of collated DCPSF data for programme performance against the logframe, the evidence collected from the impact assessment suggests that some DCPSF activities are indeed successful in contributing towards the overall desired outcome.</p>
<p>Evaluation Recommendations:</p> <p>The evaluation was able to generate the following recommendations designed to ensure that future interventions are even more efficient in realizing goals similar to that of the DCPSF. Specifically the evaluation found that:</p> <ul style="list-style-type: none"> • Complementing and enhancing the <i>judiyya</i> councils with youth committees is an effective approach to improving community level dispute and reconciliation mechanisms; • Capacity building projects that target youth seems to be showing evidence of success, especially when combined with issues that are of broad concern to communities like education and health; • Implementing partners that partner with local community groups is a consistent theme amongst the relatively more successful projects; • Effective mobilisation of youth is a key to ensuring the sustainability of peace building activities as the youth are willing to spearhead the peace building process even when the older community is more hesitant to engage; • Evidence suggests that there is an increased awareness and acknowledgement of communities of the role of women in building peace and engaging in recovery; • Training of local communities to manage, repair and maintain facilities is essential for sustainability; and • The extent to which activities rely on local communities, resources and community based organisations; correlates with their relative success.
<p>Main Points from Management Response: No formal management response recorded.</p>

Formative Evaluation of World Food Programme's Livelihoods Programme, Karamoja, Uganda 2012
Evaluation Conducted by: IOD PARC
<p>Evaluation Purpose: The purpose of this formative evaluation was to provide an independent assessment on the merit and worth of the World Food Programme (WFP) strategy on livelihood recovery in Karamoja. The evaluation process and product was designed to be a tool for improvement, 15 months into the three-year DFID funding commitment.</p>
<p>Evaluation Findings:</p> <p><u>Merit and Worth</u></p> <p>Based on the findings of the evaluation and the context of Karamoja that there is merit in the broad approach being taken. Important aspects of the programme are working. It has reached a large target group of the moderately food insecure in a relatively efficient way and the food and inputs distribution through PWP and HISP is an essential element of a recovery effort, in what remains a very fragile environment. However given the current operating capacity, positioning and trajectory of the programme the worth that will be realised in respect to the development objectives is questionable and the programme should be re-set (sharper focus, greater analytical and technical capacity and attention to quality) if the potential value of the three year investment as part of the wider GoU led strategy on Karamoja is to be realised.</p> <p><u>Livelihoods or Social Protection?</u></p> <p>Whilst the programme is termed a livelihood intervention, it has elements that attempt to provide a productive safety net, strengthen livelihoods, and enhance social protection. The majority of public works efforts are roads and dams, which have provided valued employment but reflect a series of disconnected projects rather than being part of a local-level livelihoods strategy. Household Income Support appears to have effectively sensitised people to new agricultural options – particularly vegetables – but the processes observed have limitations in terms of facilitating knowledge transfer, significant levels of production, or post harvest processing. Furthermore, there is no evidence of the early adoption of soil and water conservation measures, and little analysis of the impact of opening land for community gardens on diversion from livestock grazing or the risk of land degradation.</p> <p><u>Target Beneficiaries</u></p> <p>The programme is innovative in that: it is primarily a government-designed programme being implemented by WFP, it is primarily a food-based development programme being funded by DFID, and it is primarily a group-based programme operating in a fragile context. This innovation and speed has not come without a price. In terms of both the menu of activities and the implementation on the ground, there is little evidence that WFP provides any meaningful support to the currently dominant primary livelihood in Karamoja i.e. pastoralism.</p>
<p>Evaluation Recommendations:</p> <p>Both the performance and value of the programme are compromised by continuing to serve two distinct needs, both insufficiently. Clarifying the strategic objective of the programme – as either the recovery of livelihoods or a part of a social protection system – will create the basis for common methodologies, key indicators, and operational alignment to be developed. The recommendations are to narrow the programme to what WFP and the Implementing Partners currently do best: providing an employment safety-net. This could focus on delivering community assets that are designed to complement the livelihoods programme, agro-pastoral field schools, and integrated watershed planning currently being promised by the EU funded Karamoja Livelihood Improvement Programme (KALIP). It could also focus on delivering a system that could be integrated into national institutions. The major downside of this approach is that KALIP does not have the same reach as WFP's interventions: and as such some areas would be left without livelihood support.</p>

Evaluation of Integrated Emergency Response Project II in Yemen, 2012
Evaluation Conducted in two stages by independent consultants. Stage 1 written by Sharon Beatty, Stage 2 by Natalie Hicks
<p>Evaluation Purpose: The project delivered humanitarian assistance through a consortium of non-governmental organisations (Adventist Development and Relief Agency Yemen, Islamic Relief Yemen, CARE International in Yemen, Oxfam Great Britain and Save the Children Fund) with CARE International UK acting as the lead agency. The consortium model was established in 2010, and had been operational for two one-year phases; a third phase was in design. An external evaluation was conducted in two stages. The first evaluation was completed whilst outputs were still being delivered and whilst the project proposal for the third phase of the project was under preparation. It centred on the effectiveness and appropriateness of the Consortium model. The second evaluation, <u>which was not received until the third phase had already begun</u>, considered the impact and sustainability of the project against its overall objectives. The two stage process was designed to ensure that evaluation findings related to management structure and systems – considered a priority for DFID - could be addressed in the design of the third phase of the project, which was approved in July 2012.</p>
<p>Evaluation Findings:</p> <p>The evaluations concluded that the Consortium had “shown a strong performance in difficult circumstances” and that the project contributed “quite effectively to the Yemen Humanitarian Response Plans (UN humanitarian appeals) by providing life-saving, time-critical and early recovery assistance to communities affected by the complex humanitarian crisis”.</p> <p>The evaluations concluded that management and coordination in the second phase of the project had improved considerably over the first phase, in terms of joint planning and decision making and sharing information and expertise. However a number of areas for improvement were identified and main recommendations concerned the management and structure of the Consortium, with a view to improving decision making processes, including the flexibility and timeliness of response, and the harmonization and integration of activities. Of particular note, the evaluations queried whether integration was a realistic goal or whether good coordination on “clearly identifiable management and operational indicators” was more appropriate.</p> <p>A management model based on consensus was held to be ineffective in ensuring effective decision making and further limited the authority of the Consortium Manager, who has overall responsibility for the project.</p>
<p>Evaluation Recommendations:</p> <ol style="list-style-type: none"> 1. Programme management structure and processes within the Consortium need to be strengthened and monitoring and evaluation (M&E) systems improved (with detailed recommendations given). 2. The integration of Consortium partner activities needs to be improved (with detailed recommendations given). 3. It is recommended that there is greater community involvement in identifying the needs and assistance that is required. 4. A better balance needs to be achieved between reaching targets and a clear focus on delivering quality services. 5. The Consortium should develop a longer term strategy, beyond the one year funding cycle supported by DFID. 6. Consortium partners should look at ways of increasing the number of local NGO implementing partners and developing a longer term funding strategy.
<p>Main Points from Management Response: DFID and the Consortium partners accepted almost all of the recommendations and were able to build them into Phase III of the Consortium operation, which is currently (June 2013) under evaluation. Following Phase III it was decided that the IERP Consortium model would cease to operate. This evaluation, alongside other reviews, gave evidence that while the interventions being delivered by Consortium Partners made a critical contribution towards the humanitarian response in Yemen, the consortium model itself had been overstretched and did not add enough value to warrant continuation.</p>

DFID has taken on board recommendations regarding longer term planning and is currently undertaking a call for proposals to identify humanitarian interventions to support in 2013-2015, several of the consortium partners have applied and the lessons from this and the subsequent evaluation (still ongoing) have fed into their planning and ours.

Gender Formative Cross Programme Evaluation 2012

Evaluation Conducted by: IOD PARC

Evaluation Purpose: The focus of this formative evaluation, for improvement and accountability purposes, is to review DFID-Zambia's current portfolio and examine the breadth and depth of efforts to address the specific needs of women and girls. It provides an early read into the coverage, effectiveness and likelihood of the current programme portfolio achieving DFID-Zambia's Gender Vision (Strategy), as well as the extent to which this will lead to the empowerment of women and girls.

Evaluation Findings: Key messages emerging from the analysis of the portfolio

1. The vast majority of programmes address women's concerns in some way, this may be as beneficiaries (e.g. of maternal and child health, sexual and reproductive health, malaria protection interventions, finance, as farmers, social protection), as mothers/carers, as adolescents).
2. Sex disaggregated data is not available in all projects (e.g. Zambia Climate Resilience Programme or in either of the human resources programmes in the Health Sector - Strengthening HR for Health Programme and Strengthening Training and Education of Health Workers).
3. Robust gender analysis does not always inform programme design.
4. There is not always follow through on investments already made for women e.g. Public Service Management made a significant investment in a gender strategy in the 2005-07 project and while it is mentioned in the subsequent documentation, it appears that the momentum has been lost.

Evaluation Recommendations:

- Refine the portfolio behind **DFID Zambia's gender strategy**: a. Ensure the IDEA and CSEP programmes are designed to effectively increase women's representation; b. Ensure the AGEF programme addresses social and cultural norms, head on; c. Ensure that gender sensitive budgeting at the national level is included in the PFM programme. d. Reshape the wealth creation portfolio to more explicitly support women's economic empowerment; e. Institute a standard review to identify opportunities to engage with traditional and religious leaders including engaging the three church mother bodies;
- Build stronger ownership of the evaluation strategy - a. Consolidate the strategy into one short statement; b. Teams to reflect and agree which programmes are critical for achieving the strategy; c. Increase the visibility of the strategy; d. refine the strategies results framework to ensure it captures all dimensions;
- **Position the strategy within the dynamic on gender equality and women's empowerment (GEWE)**: a. Host a discussion with MoGCD and CPs on the theory of change for GEWE; b. Teams to advocate for more gender sensitive and sex disaggregated data in their areas. c. Explore new and innovative ways to engage GRZ to and build wider GRZ support for increased women's voice and for increased accountability for taking forward the GEWE agenda.

Main Points from Management Response:

The evaluation report highlighted a number of very relevant findings and provided a number of useful recommendations which can be actively taken forward. The majority of recommendations were accepted by the office, while some were partially accepted. However in parts, the report tended to be very general and sometimes abstract, and did not always provide a clear path for addressing particular findings. This was disappointing since we had asked for very specific, prioritised and concrete recommendations.

<p align="center">Evaluation of DFID’s International Citizens’ Service (ICS) Pilot Programme 2012</p>
<p align="center">Evaluation Conducted by: ITAD</p>
<p>Evaluation Purpose: ICS is an innovative and ambitious programme that seeks to achieve poverty reduction outcomes overseas whilst developing the skills and competencies of young volunteers, inspiring and supporting them to become active citizens. The evaluation sought to (i) assess the extent to which the identified outputs and purpose of the International Citizen Service programme pilot were achieved (effectiveness and impacts); (ii) generate knowledge to further inform the scale up of ICS, including identifying best practice in the design and implementation of international youth volunteering schemes; and (iii) analyse the value for money (VFM) of each stage of the ICS volunteer journey.</p>
<p>Evaluation Findings: The headline findings were:</p> <ol style="list-style-type: none"> 1) The delivery of this programme has been successful. Targets have been met and the ICS pilot has made progress towards its overall purpose of generating knowledge about youth volunteering and demonstrating the contribution that young British volunteers from a variety of backgrounds can make to poverty reduction. 2) Three key areas of impact were anticipated to result from the pilot. Of the three, personal development of volunteers has been the most visible, immediate and easy to assess. Increased skills, knowledge and confidence of ICS volunteers feed directly into the second and third areas of impact: development outcomes (through placements) and local/ international development (through longer-term active citizenship). 3) The analysis of VFM found that in terms of effectiveness the pilot provided VFM. There remain issues to address with respect to some aspects of the volunteer journey and there is also still substantial variance in terms of efficiencies between the delivery agencies that made up the consortium.
<p>Evaluation Recommendations: Key recommendations included:</p> <ol style="list-style-type: none"> 1) The consortium should clarify the Team Leader role and communicate this across the stakeholder groups. Team Leaders should be recognised as leaders within pre-departure generic training and, where appropriate offered: <ol style="list-style-type: none"> a. Substantial role-specific training (pre-departure and in-country); b. Discrete support to TLs through UK and in-country agencies. 2) The Hub should incorporate key elements of placement planning within ICS guidelines/ standards: <i>including the following:</i> <ol style="list-style-type: none"> a. identification of the wider programme within which placements are working; b. agreement on overarching objectives between the agency and host organisation; c. agreement on specific placement activities volunteers, agency and host organisation (guided by the distinctive contribution of ICS IVs and NVs); d. include formalised placement plans to cover an agreed number of volunteer cohorts; e. detail volunteer involvement across cohorts in setting baselines f. specification of systems for monitoring, review and hand-over to the incoming volunteers. 3) Agencies and in-country partners should strengthen placement planning across an agreed number of cohorts and include longer term volunteer placements e.g. six-month TLs; 4) Agencies should seek host homes wherever possible and appropriate (security and additional support needs have to be prioritised). Living standards (including accommodation and allowance) should be comfortable but basic 5) The consortium should develop/ identify volunteer pathway(s) for RVs so that volunteers are clear about what they can expect from and offer to ICS as returned volunteers
<p>Main Points from Management Response: No formal management response recorded.</p>

Consultative Group for Assisting the Poor (CGAP) Phase IV Mid-Term Evaluation 2012
Evaluation Conducted by: Universalia and Ayani Inclusive Financial Sector Consultants
<p>Evaluation Purpose:</p> <ul style="list-style-type: none"> To evaluate CGAP's performance to date under the current phase (FY2009 – FY2013) in relation to its strategy and priority objectives. To identify areas for improvement for the remainder of the current phase and beyond based on CGAP's comparative advantage in a rapidly evolving financial inclusion landscape. The Consultative Group to Assist the Poor (CGAP) is an independent policy and research centre dedicated to advancing financial access for the world's poor.
<p>Evaluation Findings:</p> <p>CGAP is a highly relevant organization that has established a valuable and recognized brand in the field of financial inclusion, as widely acknowledged by a range of stakeholders. In the period of this evaluation, the CGAP team has effectively managed and evolved the brand in a rapidly-changing environment. Innovation and building credibility have been key brand drivers that have helped management position the organization effectively in a period of significant change.</p> <p>CGAP stakeholders indicate that it is very effective in creating and sharing knowledge to advance access to financial services for the poor. CGAP's ongoing challenges relate to clarifying its position and focus in the evolving context of financial inclusion and communicating its added value.</p> <p>Unlike other GRPPs, CGAP pays considerable attention to the sustainability of its contributions over time.</p>
<p>Evaluation Recommendations:</p> <p>Recommendation 1: For the remaining period of Phase IV, CGAP should continue to implement Phase IV as designed.</p> <p>Recommendation 2: In the changing global environment and expanding context of financial inclusion, CGAP should continue to position itself effectively, focusing on a global learning agenda, and communicate its added value to all stakeholders.</p> <p>Recommendation 3: CGAP should continue to foster collaboration and partnerships to enrich, leverage and complement its roles in financial inclusion.</p> <p>Recommendation 4: CGAP should develop a strategic performance measurement system that will allow it to measure and report to its stakeholders on its contributions/results at all levels – from projects to programs to its overall objective – both periodically and over time.</p> <p>Recommendation 5: CGAP should continue to complement the strategic knowledge and insights offered by its current members with the knowledge and insights of other key players in the financial inclusion arena.</p>
<p>Main Points from Management Response: No formal management response recorded.</p>

Evaluation of the Sustainable Agriculture Research for International Development (SARID) programme 2012
Evaluation Conducted by: Professor Maggie Gill ¹ & Dr Laura Meagher ²
<p>1 Aberdeen Centre for Environmental Sustainability, University of Aberdeen Email: m.gill@abdn.ac.uk</p> <p>2 Technology Development Group Email: Laura.meagher@btinternet.com</p>
<p>Evaluation Purpose: DFID and BBSRC commissioned an ex post qualitative evaluation primarily to learn lessons in relation to the commissioning and implementation processes. The evaluation considered multiple dimensions including quality of the science, value for money, effectiveness, relevance and the potential for impact of scientific research funded under SARID.</p>
<p>Evaluation Findings:</p> <p>SARID was a successful programme. It produced high quality science; there was more movement towards developmental impact in some projects than expected; and participants themselves, both scientists and</p>

<p>stakeholders, viewed it as successful and well-run. It provided a unique opportunity to link fundamental research through to its application in developing countries, enabling scientists who had understanding of the mechanisms underlying specified processes (such as the interactions between pests and plants) to transfer that knowledge.</p> <p>Review of the evidence suggests that this success resulted partly from the fact that SARID built on the results of previous funding initiatives such as DFID's Renewable Natural Resources Research Strategy and BBSRC's funding of Crop Science projects, both in terms of scientific outputs and the trust formed through previous partnerships.</p> <p>SARID has helped to develop the capacity of young UK researchers to conduct research in the challenging conditions of developing countries and has provided opportunities for some developing country scientists to be trained in the most advanced technologies.</p>
<p>Evaluation Recommendations:</p> <p>The 2-stage project selection process worked well, but could be improved through:</p> <ul style="list-style-type: none"> • guidance on the likely relationship between choice of country, crop and partners and the likelihood of impact on the poor • appropriate induction for developing country scientists who sit on panels on how UK Research Council's select projects. <p>For project implementation consider:</p> <ul style="list-style-type: none"> • mechanisms for mentoring or 'inducting' those new to working in developing countries, to help them anticipate and resolve practical challenges • increasing applicants' awareness of the context in which their research will be applied, not least with respect to issues of gender • guidelines on incorporating capacity-building in with other activities from the start. <p>Strategically, funders should:</p> <ul style="list-style-type: none"> • note that, frequently, laboratory research was bearing fruit as grants ended; consider a means to extend grants to 5+ years, based on scientific quality and developmental relevance; and help to reach out to alternative funders of product development • consider the potential advantages and disadvantages of private sector involvement. <p>For partnerships, consider:</p> <ul style="list-style-type: none"> • enacting mechanisms to help next-generation researchers to network and, perhaps, pilot new collaborations • gathering all PIs and Co-Is early and mid-programme, to share plans, practical insights and reflections. <p>Reporting:</p> <ul style="list-style-type: none"> • continue the annual reporting process – a reasonable mix of DFID and BBSRC practice; capture details of capacity-building activities • keep to a minimum changes to report formats during programmes.
<p>Main Points from Management Response: No formal management response recorded.</p>

Enhanced Data Dissemination Initiative (EDDI) Mid-term Evaluation – October 2012
Evaluation Conducted by: IMF and DFID
<p>Evaluation Purpose: The Enhanced Data Dissemination Initiative (EDDI) is a five-year project (April 2010 to March 2015) implemented by the International Monetary Fund (IMF) to improve macroeconomic statistics in 25 African countries. This evaluation was an appropriate time for all stakeholders of the project to take stock of what has been accomplished in the first half of the project, what has gone well, what aspects have been disappointing, and what might be adjusted or changed to make the remainder of the project more effective in achieving its objectives.</p>
<p>Evaluation Findings:</p> <p>The positive results of the mid-term evaluation of EDDI and feedback from major stakeholders were consistent with the performance of EDDI with respect to annual project milestones. The significant number of concrete impacts and results already achieved and noted by many countries testifies to the project's value to the recipient countries. Although no major adjustments or changes need to be made, a number of expressed concerns will be followed up and adjustments will continue to be made as needed in specific cases. Both the IMF and DFID project managers will continue to push to maintain the positive momentum created in the first half of the project.</p>
<p>Evaluation Recommendations:</p> <ul style="list-style-type: none"> • More frequent missions and more lengthy missions to countries especially in need; • More workshops or training courses to increase capacity to absorb technical assistance; • Extend EDDI's technical assistance and training beyond the main government agencies to include data reporting institutions; • Sensitize high-level management of the main statistical agencies (statistical offices, central banks, and finance ministries) of the importance of continued funding for implementation of the project. This can be done by IMF African Department missions to countries, high-level meetings in Washington at the annual and spring meetings, and communications by senior IMF Statistics Department staff as needed with particular countries; and • More IMF experts will meet with DFID country advisors while on missions, and with other donors that are known to be engaged in work closely related to EDDI. DFID advisors will where possible assist in organizing meeting with significant other donors/stakeholders.
<p>Main Points from Management Response:</p> <p>Recommendations made by the stakeholders, and that can be accommodated by the project budget, will be followed up in the second half of the project. These are captured in the management response. Progress against all recommendations will be recorded in the 6-monthly reports produced by the IMF in May and November.</p>

Evaluation of Community Responses to HIV and AIDS
Evaluation Conducted by: World Bank (Rosalia Rodriguez-Garcia, Rene Bonnel, David Wilson, and N'Della N'Jie)
<p>Evaluation Purpose: The purpose of the evaluation was to (a) report HIV and AIDS results achieved at the community level, (b) identify areas where investments can achieve greater results, and (c) discuss critical policy and programmatic issues.</p> <p>The evaluation was designed to address one shortcoming of some earlier evaluations that focused on narrow evaluations of broad programs or projects and did not go far enough in explaining what benefits accrued to communities and households by the combination of activities at the community level. This evaluation aims to fill this void by providing robust data on outcomes and impacts and examining possible explanatory factors that may affect the results. The evaluation examined the following key questions:</p> <ol style="list-style-type: none"> 1. How do the flow of funds to communities and the allocation of funding by CBOs contribute to community responses and to the national response to HIV and AIDS?

2. Do community responses result in improved knowledge and behaviour?
3. Do community responses result in increased access to and utilization of services?

The evaluation exercise comprised a total of 17 studies, which included country-specific evaluations in Burkina Faso, India, Kenya, Lesotho, Nigeria, Senegal, South Africa, and Zimbabwe. These countries were selected for their diversity of epidemic status (generalized versus concentrated), HIV prevalence, and geographic location.

Evaluation Findings: The evaluation found evidence (varying from causal to associative to suggestive) that, depending on the country context and service delivery mechanisms, the response of communities can achieve the following:

Help Mobilize Substantial Local Resources: Volunteers are a crucial resource for CBOs. Unpaid volunteers alone add an estimated 56 percent, on average, to CBO budgets in Kenya, Nigeria, and Zimbabwe.

Improve Knowledge and Behavior: A key characteristic of successful knowledge-building programs is the intensity of community mobilization. Participation in community groups and frequent discussion of HIV and AIDS-related issues are two important characteristics of effective community activities. However, the protective effects of group membership are not automatically guaranteed. The groups need to be purposeful.

Increase Use of Services: across the full range of prevention, treatment, care and support.

Evaluation Recommendations: Program designers need to be savvy about what CBOs and other community actors such as caregivers can realistically achieve. Local response stakeholders can play a critical role by helping communities understand their epidemics and identify priorities for their catchment areas. A community response cannot become a substitute for a national response. However, communities can help deliver specific results as part of evidence-informed national implementation plans. There needs to be a shift from support of “doing a bit of everything with good intentions” to support for “doing what can be done best with quality.”

In a context where the epidemic is generalized and reaches high HIV prevalence rates within the general population, a broad portfolio of community-based activities may be needed to assist in producing the broad social and cultural changes that are required.

In contexts where the epidemic combines characteristics of concentrated and generalized epidemics, community groups and CBOs might have comparative advantages and be able to deliver valuable services. Such services could be focused on (a) specific activities that can complement the national response (e.g., advocacy combined with referrals to services); (b) filling in the gaps in local responses (e.g., in underserved areas); or (c) offering innovative approaches (e.g., use of mobile telephones for peer support).

In concentrated epidemics, population groups at higher risk of infection, such as FSW and MSM, can be empowered and mobilized to change behaviour - a process that has the potential of reducing infections. Policymakers may wish to consider well-focused approaches to support specific, desired outcomes such as those resulting in the removal of access obstacles to prevention and health services by affected population groups.

DFID Management response: N/A

<p>Summary Report of the Public Sector Governance Reform Evaluation April 2013 Evaluation Conducted by: Oxford Policy Management Ltd.</p> <p>The evaluation summary report was written by Professor Mark Turner (an independent consultant) based on OPM's work, the comments of the Management Group and Professor Turner's personal reflections on the material.</p>
<p>Evaluation Purpose: The evaluation was commissioned to help developing countries and development assistance organisations learn lessons on the best way to undertake public sector governance reforms, and how best to do it. The evidence was drawn from country case studies in Bosnia-Herzegovina, Cambodia, Indonesia, Mozambique and Uganda, a comprehensive literature review, and the analysis of international statistics and governance indicators.</p>
<p>Evaluation Findings: Specific policy lessons include:</p> <ul style="list-style-type: none"> • First, public sector governance reform is complex and takes a long time. Reform has to be designed to be sustainable over the long-term if it is to be effective. • Second, effective reforms depend on a thorough understanding of the political environment. Politics affects the implementation of reform. • Third, any single reform effort is likely to rely on the success of others: the public sector is large, and public sector bodies are complex. More than one dimension of a civil service system needs to change for reform to take hold. • Fourth, monitoring and evaluation has not been sufficient, and has focussed too narrowly on outputs, rather than on higher-level change. • Fifth, not enough attention has been given to the how central government agencies should be involved when power has been decentralised to sub-national level. • Sixth, reform programmes need to be more closely focussed on improvements in service delivery. • Lastly, developing good partnerships between donors, and between donors and partner government is important. It is challenging for public sector reform programmes, because of the slow pace of change.
<p>Evaluation Recommendations: DFID has recently invested new resources to improve its approach to PSGR and is already addressing a number of the recommendations contained in this multi-donor evaluation. Together with a portfolio review of DFID's Public Sector programmes, and emerging evaluation work by other donors in this domain, the evaluation will provide the basis for new policy guidance. The evaluation synthesis report makes 10 recommendations and the top 5 are;</p> <ul style="list-style-type: none"> • Political Economy Analysis should be undertaken for any public sector reform. • Theories of change should be developed for public sector governance reforms. • Working both 'bottom-up' and 'top-down' is desirable for public sector governance reform. • Long-term time-frames should be adopted in designing, implementing and evaluating public sector reforms. • Public sector reform should be concerned with changes that are sustainable.
<p>Main Points from Management Response:</p> <ul style="list-style-type: none"> • DFID welcomes the evaluation's lessons and recommendations, as well as the scrutiny that this brings to the work of donors. • DFID has recently invested new resources to improve its approach to public sector reform. • The recommendations contained in this multi-donor evaluation, the majority of which are already being addressed by DFID, together with a portfolio review of DFID's public sector programmes will assist the team taking this work forward to develop new policy guidance on public sector reform.

ANNEX 3 – Details of Evaluations completed in 2012/13

Independent Evaluation of Delivering as One
Evaluation Conducted by: United Nations
<p>Evaluation Purpose: The ultimate purpose of the independent evaluation was to inform the quadrennial comprehensive policy review (QCPR) on operational activities for development in late 2012, as well as other intergovernmental processes concerning system-wide coherence. The overall objective of the evaluation was to assess the contribution and value added of “Delivering as one” and to draw lessons learned that are significant for the United Nations system. It aimed for a synthetic evaluation of the lessons learned from the pilot experiences, and not a comparative assessment of performance across countries.</p>
<p>Evaluation Findings: The relevance of DAO in terms of whether countries have been able to ensure that their own needs and priorities are driving programming in a coherent manner was assessed as being strong. The effectiveness judged in terms of the contribution made to the delivery of better support to countries and development processes and results was found to be moderate. Efficiency interpreted as reduced transaction costs was found to be weak. Sustainability judged in terms of the probability of its continuing over time and the likelihood of long-term benefits was judged to be moderate. Although conditions were good in pilots and some other countries many other countries had not signed up or remained opposed and some donors were withdrawing funding.</p>
<p>Evaluation Recommendations: The evaluation contains a large number of specific recommendations (12) and lessons learned (20). These need to be seen in the context that DAO was basically a real-world testing ground for an ambitious agenda for a more coherent and effective United Nations system at the country level. It embodied the principles of which were announced in the 2005 World Summit Outcome. Its efforts at reform were mostly positively assessed. However the evaluation concluded that bolder measures may be required to put the United Nations on a more comprehensive track of reform, including:</p> <ul style="list-style-type: none"> • rationalization of the number of United Nations entities; • reform of mandates, governance structures and funding modalities; and • a new definition of the range of development expertise expected from the United Nations system.
DFID Management response: N/A

ANNEX 4 - DFID Evaluation Working Papers and Guidance

Name of paper	Author	Link
<u>Policy</u>		
2013 International Development Evaluation Policy	DFID	DFID 2013 International Development Evaluation Policy
<u>Working Papers</u>		
Broadening the Range of Designs and Methods for Impact Evaluations (WP38)	Stern, E.; Stame, N.; Mayne, J.; Forss, K.; Davies, R.; Befani, B.	Broadening Methods - Working Paper 38 - April 2012
Review of the Use of Theory of Change in International Development	Isabel Vogel	Review of the Use of Theory of Change in International Development
Evaluation of Payment by Results (PBR): Current approaches, Future Needs (Working Paper 39)	Burt Perrin	Evaluation of Payment by Results
HIV/AIDS Evaluation Synthesis, Preventing HIV – Lessons from Evaluations	Roger Drew, Andrea Cook, Christine Kolbe, Anna Henttinen	OECD/DAC Evaluation Insights
<u>Evaluation Guidance</u>		
Evaluation Social Transfer Programmes Guidance Note	Evaluation Department/Growth and Resilience Department	Internal Document
Evaluating Influence HTN	Evaluation Department	Internal Document
Governance and Security Evaluation Strategy	Evaluation Department	Internal Document
Private Sector and Growth Evaluation Strategy	Evaluation Department	Internal Document

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