



Department  
for International  
Development



# DFID EVALUATION STRATEGY 2014-2019

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## **1. Introduction**

An effective evaluation system in an organisation has several characteristics. It produces evaluations that are relevant and focussed on the information and evidence needs of policy makers and programme managers and it does this in a timely way to ensure evaluation findings feed into key decisions. The evaluation function is able to integrate and use information generated from research, monitoring and review activities to inform evaluations. The evaluation findings must also be synthesised into products looking across the entire evaluation portfolio to enhance cumulative learning. The evaluation function also has an outward facing role, working in collaboration with other organisations and partners to produce evaluations and share learning. Last but not least, it ensures that evaluations are publicly available in accessible formats using different communications media to reach a wide audience and build on global knowledge about development effectiveness.

In recent years DFID has re-designed and implemented a new approach for its evaluation system based on the decentralisation of evaluation to spending units. The overall evaluation approach is set out the DFID Evaluation Policy published in June 2013. To assess progress in implementing this approach, *A Review of Embedding Evaluation in DFID (2010-13)* was undertaken by the Evaluation Department and published in February 2014. The findings of this review pointed to a number of further steps that need to be taken to build on the achievements of the first few years of operation of the decentralised approach and continue to strengthen and improve the evaluation system and the quality of evaluations produced. The primary recommendation from the review is to develop a more strategic approach to evaluation, both corporately and within spending units. Actions identified to achieve this include:

- Development of an Evaluation Strategy to provide clearer direction for deciding on the focus and coverage of evaluations and increase coherence across the portfolio
- Greater attention on the resource and management requirements of impact evaluations to ensure consistently high quality products
- Steps to improve evaluation management and resourcing in line with the wider evidence agenda
- Ensuring better use of evaluations currently in the pipeline through alignment with decision points, stakeholder needs and better use of communications media
- Improvements in evaluation management response practice and follow up on subsequent actions.

This Evaluation Strategy responds to the main review findings and sets the direction for evaluation in DFID for the next five years. The key purpose is to strengthen the evaluation system and ensure its effectiveness as a means for producing high quality evidence for learning and improvement of development interventions and ultimately contributing to the elimination of extreme poverty. The challenges to achieving this are for the most part operational in nature. The strategy aims to address these challenges through setting a clear framework for evaluation strategic outcomes along with approaches to developing the evaluation system and balancing the overall evaluation portfolio while continuing to improve the quality, communication and use of evaluations in DFID.

The Evaluation Strategy is mainly focused on DFID's own evaluation activities and is designed to guide evaluation investments over a five year period from 2014 to 2019. It aims to ensure the relevance and impact of evaluations and their complementarity with other related evaluative activities such as research, monitoring and performance reviews. It provides overall strategic direction for evaluation with the details of the implementation processes

contained in a DFID Evaluation Plan that will be reported on and refreshed annually. The Annual Evaluation Plan summarises the evaluation portfolio and includes the priority thematic evaluations that will receive support from the Evaluation Department.

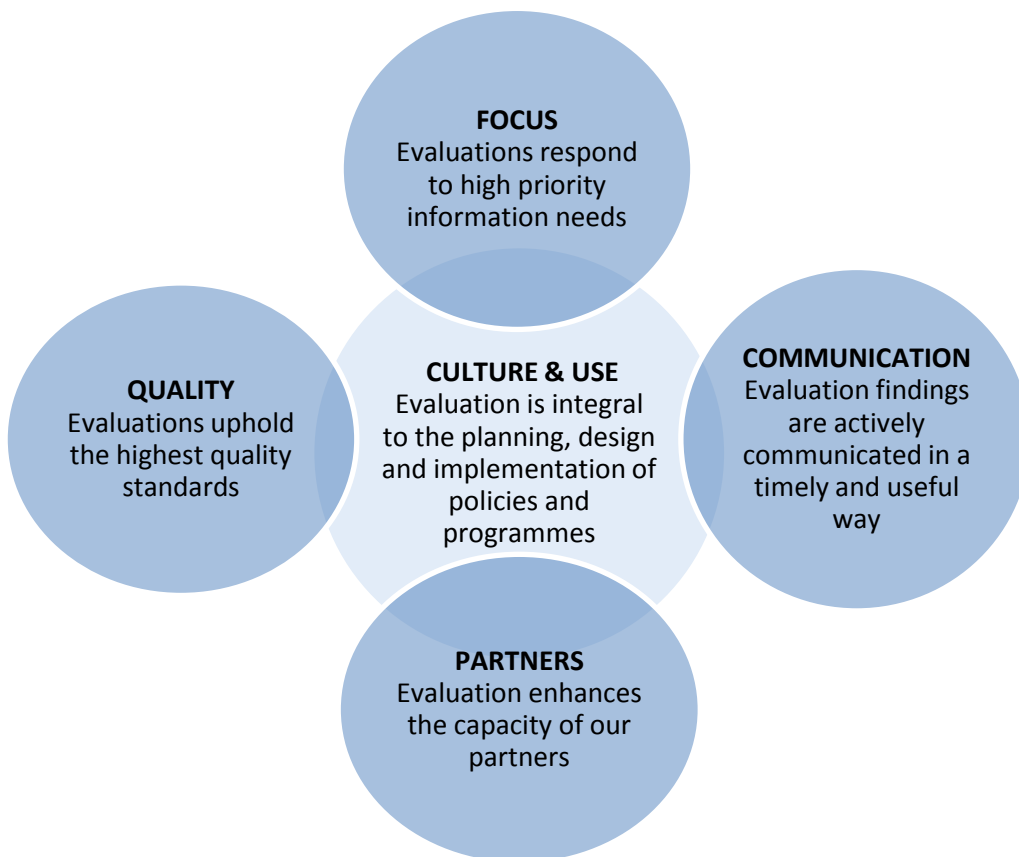
Programme monitoring and review activities can be used to inform evaluations. The complementarity of evaluation to these other evaluative activities lies in the potential for evaluation to provide a deeper and broader understanding of an intervention or look across a set of interventions to reach robust conclusions and form useful recommendations about what needs to change to reach development goals. In DFID, to make optimal use of evaluation as an embedded management tool, it needs to be aligned with results reporting and performance reviews. It also needs to complement the performance reviews undertaken by the Independent Commission on Aid Impact (ICAI). Ideally, and with effective forward planning, DFID's evaluations can be undertaken in a timely way and used to inform external ICAI reviews as well as informing internal decision-making.

In DFID, evaluation is a key part of the evidence agenda and is one of several related evaluative activities undertaken across the organisation. It is therefore important to place it within this organisational setting as well situating it within the global international development evaluation context. Evaluation complements other functions that aim to achieve the goal of strengthening the evidence underpinning DFID policies and programmes to ensure development results and impact along with ensuring value for money of DFID spend. Evaluation is aligned with and complementary to monitoring and performance review and is a close cousin of research. A key difference between evaluation and research relates to purpose. The main purpose of evaluation is to *improve* development interventions through assessing their merit and value in achieving development outcomes and impacts. The field of evaluation is further distinguished from research by its use of a very broad range of approaches drawn from multiple disciplines spanning arts and sciences. Over the past several decades evaluation has emerged as a new professional discipline and its use is continuing to grow internationally. As a leader in development evaluation, DFID has an important role in working with other development organisations and partners to support evaluation capacity development and professionalization of evaluation.

## 2. Evaluation Strategic Framework

This Evaluation Strategy defines five outcomes through which DFID seeks to fulfil its evaluation goal of reducing poverty by generating evidence and knowledge that informs effective decision making. The evaluation outcome framework is shown in the figure below:

**Figure 1: Strategic Evaluation Outcomes**



Four of the strategic outcomes (shown above in darker shading) relate to the way in which DFID defines, undertakes and communicates its evaluations and those of its partners. This strategy describes the specific actions that DFID takes to realise these outcomes relating to Focus, Quality, Communications and Partners. The fifth, central outcome relating to Culture and Use is realised through the successful achievement of the other four outcomes. It is only by ensuring that evaluations are relevant, of high quality and effectively communicated that DFID can create a culture in which there is high demand from senior management for evaluation and where it is integral to policy and programme design and implementation resulting in programmes that are continuously improved.

## **2.1 Outcome Focus: Evaluations respond to information and evidence needs**

Evaluations generate evidence and information to improve DFID policies and programmes and those of the wider development community. In order to ensure that evaluations generate the most appropriate evidence and information two actions are required: firstly, it is necessary to identify and prioritise DFID's evidence and information needs and to determine which of these needs should be addressed through evaluation and which should be addressed by other forms of research, evidence gathering and review. Secondly, it is necessary to apply a more consistent approach to the decision to evaluate programmes while recognising local stakeholder priorities.

## **2.2 Priority evidence and information needs**

Development organisations operate in challenging and complex environments. There is potentially a boundless need for evidence to support decision-making and therefore it is necessary to prioritise the evidence and information needs that can have the biggest impact on development outcomes. Once these needs have been determined it is possible to define and prioritise which of them will be addressed through evaluation.

In DFID the prioritisation of evaluation evidence and information needs takes place at both the spending unit level (e.g. country office or programme team) and at the corporate level.

At the spending unit level, evidence and information priorities are determined based on an analysis of their Operational Plans and captured in a local evaluation strategy and/or as part of a wider local evidence strategy.

At the corporate level, DFID determines its evaluation needs based on an analysis of the evidence gaps in key policy<sup>1</sup> areas and the extent to which these evidence gaps are being addressed.

The evaluation priorities, both programme specific and thematic, are described in the DFID Annual Evaluation Plan for all major policy and programme areas. The process for determining the evaluation priorities at the corporate level is as follows:

- Definition of sub-policy areas within each policy area by policy teams
- Prioritisation of sub-policy areas by policy teams based on the extent to which these are a HMG or ministerial priority and the current and future programme spend
- Estimation of the need for evidence to support interventions in the sub-policy area jointly by the relevant research and policy teams
- Review of the existing planned evaluation portfolio against the strategic policy areas with a high need for evidence.

The outputs of the prioritisation exercise are:

- Identification of evaluation priorities for the policy areas of strategic importance with a high need for evidence that are not currently being addressed by evaluation or other evidence gathering activities

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<sup>1</sup> Policy areas cover both thematic areas such as Human Development, Economic Development etc. and implementation policies such as Payment by Results, Budget Support etc.

- Identification of priority evidence gaps within each sub-policy area that can be addressed by evaluation in the event that an evaluable programme is identified.

The process for determining evaluation priorities and evidence gaps is coordinated by the Evaluation Department in collaboration with other DFID research and policy teams. Evaluation priorities are revised on an annual basis using consistent standards and definitions.

### 2.3 The Decision to Evaluate

Decisions to evaluate and the type of evaluative activity rest with the spending units in DFID's decentralised model, based on an informed decision guided by the Evaluation Strategy. DFID recognises that different questions and problems need different types of analytical or evaluative activities.

#### 2.3.1 Project and Programme Evaluations

The decision to evaluate a project or a programme is taken by the spending unit based primarily on an analysis of the information and evidence needs of a broad range of internal and external stakeholders. Internal stakeholders include the project team, spending unit (e.g. country office), policy teams, research teams and senior management. External stakeholders include all potential users of the evaluation including spending partners, the wider development community and academic community. A number of other practical criteria are also taken into consideration when deciding to evaluate a programme such as the *evaluability* of the project and the evaluation capacity of the project team or spending unit.

Use of an **Evaluation Decision Tool** based on criteria to support the evaluation decision making process. The table below includes these decision criteria and a set of related questions to guide thinking:

Criteria	Questions
1. Strategic importance to the spending unit	Does the programme make a significant contribution to the results set out in the spending unit's Operational Plan?
2. Strategic evaluation priority for DFID	Is the programme identified as an evaluation priority for DFID in the Annual Evaluation Plan?
3. Evidence base	Does the programme address an evidence gap as defined in the Annual Evaluation Plan? Would the evaluation contribute to knowledge and learning about development effectiveness also at the local level?
4. Scale up	Is the programme a pilot where the evaluation outcome will influence future funding or scale up?

5. Size/Risk/Innovation	Is the programme a significant investment of financial resources? Are there risks or other issues identified that require an in-depth and more comprehensive investigation? Is the intervention innovative and/or has not been tried previously and so there's a pressing need for evidence about its efficacy?
6. Demand and Utility	Do key partners want an evaluation? To what extent will the findings feed into policy making and programme improvement?
7. Feasibility	Is it feasible to conduct an evaluation? Is the intervention evaluable?
8. Timeliness	Will the evaluation be completed in time to use the findings to inform a key decision?

Under DFID's decentralised approach to evaluation, the ultimate decision to evaluate is taken by the head of the spending unit responsible for delivering the intervention. The Decision Tool provides guidance to spending teams by categorising interventions into three groups:

- (a) *must be evaluated*
- (b) *need to be considered for an evaluation*
- (c) *do not need a full evaluation*

The head of the spending unit should take into consideration the score determined by applying the tool.<sup>2</sup> If the evaluation decision is contrary to the rating derived from using the Decision Tool, this is noted and explained in the spending unit's evaluation strategy. The local evaluation can consider use of different types of evaluative activities to answer evaluation questions where the priority rating does not warrant a full evaluation. These other evaluative activities can include an independent review or strengthened performance monitoring.

Spending units are expected to use the Evaluation Decision Tool for developing their evaluation strategies and for evaluation decisions for all new programmes. For existing evaluations planned, the Tool can be applied to check these evaluations meet the criteria. Evaluation already commissioned and underway should be completed.

The Evaluation Department is responsible for monitoring and reporting on DFID's evaluation portfolio in relation to the evaluation priorities determined in the Annual Evaluation Plan. Reports are submitted annually to the Investment Committee.

### 2.3.2 Thematic Evaluations

Thematic evaluations are commissioned by policy, regional, country or corporate teams to address evaluation priorities and evidence gaps that can be most effectively addressed

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<sup>2</sup> The scoring system is included in the Decision Tool, to be finalised in June 2104.



across a number of projects or across a broad thematic area. Thematic evaluations are also included in the Annual Evaluation Plan.

### **3. Strategic Outcome Quality: Evaluations uphold the highest quality standards**

DFID is committed to ensuring high quality evaluation. Supporting quality in evaluation means investing in improvements to the process of commissioning and managing evaluations, strengthening staff capacity and capability to commission and manage evaluations, and promoting the uptake of evaluation throughout the organisation and beyond. The actions in this section are designed to support DFID's decentralised evaluation functions to produce high quality evaluation products, while also enabling the central Evaluation Department to play a greater role in providing direction, technical and commercial support, and enhanced communications on DFID evaluations.

#### **3.1 *Enhanced management and support for evaluations***

While DFID takes a decentralised approach to evaluation, it seeks to enhance the quality of all evaluations, particularly complex and strategically important evaluations through enhanced management and technical support from the centre.

##### **3.1.1 *Enhanced management***

###### ***Programme management standards***

All evaluations designed and commissioned by DFID will be subject to programme management standards and practices as outlined in the Smart Rules.

These include operating standards around value for money and the commercial case, managing risk and ensuring technical quality.

###### ***Priority evaluations***

Evaluations considered as important for the organisation are identified through the prioritisation process described earlier and those of the highest priority are given enhanced management support from specialist Evaluation Advisers. The Evaluation Department will provide central resources to support these high priority evaluations.

Commissioning teams retain responsibility for commissioning and managing high priority evaluations and convene an Evaluation Management Group to oversee and support these evaluations. An Evaluation Adviser from EvD is appointed to work jointly with commissioning teams as a member of the Evaluation Management Group on priority evaluations.

Evaluations that have not been identified as high priority evaluations can still receive general evaluation support from the Evaluation Department. This support includes the provision of policy and guidance materials, training materials and access to quality assurance services. These evaluations can access tailored evaluation support in a number of ways including through local evaluation advisers, the wider evaluation cadre and an externally provided technical evaluation advice service. The technical evaluation advice service is commissioned

and monitored by the Evaluation Department and is funded by the users of the evaluation advice service.

### **3.1.2 Enhanced support**

The Evaluation Department manages two specialist evaluation support panels, coordinating and facilitating access by programme teams to support the management and quality of high priority evaluations:

- An **impact evaluation panel provides** dedicated support to decentralised evaluation managers and advisers during key stages of impact evaluations.
- A **programme/thematic evaluation panel** provides a similar function as the impact evaluation panel. The initial remit of the panel is to identify, develop and test a range of appropriate and feasible evaluation designs to improve programme and thematic evaluations.

These panels draw on a team of external specialists and others within DFID that have the requisite skills and available time, for example, through the 10% cadre allocation.

### **3.2 Expanded evaluation supply**

The market of international development evaluation suppliers is recognised to be thin in the UK and worldwide. DFID contributes to the development of this market, and seeks to procure evaluation services from a range of providers located both in the global North and South. To this end, the DFID Evaluation Capacity Development Strategy includes a specific focus on developing the skills and capabilities of evaluators in DFID partner countries and beyond.

The Evaluation Department engages with evaluation suppliers to strengthen their knowledge of DFID evaluation practice standards and expectations relating to the quality of evaluation products. To facilitate this, EvD is appointing a commercial lead providing on-call advice to country offices and other spending units and track progress and performance of evaluation suppliers.

### **3.3 Strengthened evaluation accreditation model**

DFID has a dynamic and growing evaluation cadre comprising evaluation specialists and generalists with some experience and training in evaluation. The delivery of DFID's Evaluation Strategy depends on having a strong cadre that meets the needs of the decentralised evaluation programme and includes staff who can provide leadership across all areas of the evaluation life cycle. The evaluation accreditation model and evaluation competencies are designed to ensure high professional standards are maintained, and to ensure staff skills are aligned with the requirements of this strategy to strengthen the quality of DFID evaluations.

The evaluation accreditation model recognises both generalists and evaluation specialists, recognising the different professional expertise and skills that are required in designing and managing evaluations and the training and continuous professional development needs that this entails. The evaluation accreditation model divides the evaluation cadre into two compatible streams to recognise staff in evaluation advisory roles, and those for whom evaluation is a component of their primarily non-evaluation role, with flexibility to allow staff to work towards taking an Evaluation Adviser position. The two streams in the evaluation cadre are:

- **Evaluation Advisors** - whether based in the Evaluation Department or embedded in policy or spending teams, are required to accredit when taking up an evaluation advisory post.
- **Evaluation Leads** - for non-evaluation specialist staff who manage and engage with evaluations as part of their core role and who have gained expertise in designing and managing evaluations through formal training and hands-on experience.

The new evaluation competencies reflect the different requirements and skills expected from Evaluation Advisors and Evaluation Managers. Each stream is supported through a tailored learning and development curriculum. Evaluation Leads who wish to develop skills and expertise to become Evaluation Advisors will be supported through specific learning and development opportunities.

Accreditation to the evaluation cadre remains a formal process. For Evaluation Advisors, accreditation is mandatory and requires staff to hold a relevant post or seek to move to a relevant post within 12 months. Evaluation Leads are required to accredit in a phased manner in order to acquire the necessary evaluation competencies to serve the function effectively. Staff members in both streams need to demonstrate continued professional development in evaluation on an annual basis. All spending units are encouraged and supported to ensure that they have a sufficient number of Evaluation Leads and specialist advisory positions to support their evaluation portfolio.

DFID's Evaluation Cadre is the key to maximising the impact of the decentralised embedded evaluation approach. The Evaluation Department works to strengthen the Evaluation Cadre and supports the sharing of good practice and lesson learning across DFID and more widely across HMG evaluation functions.

### **3.4 Targeted Guidance and Training**

Evaluation guidance is accessible to users, supporting them in their work to ensure evaluations are well designed, managed and used.

EvD maintains guidance material that is structured to support the evaluation accreditation model. Two types of guidance to respond to this need:

- 1) **Technical Guidance** on Evaluation in DFID is targeted at those providing technical support for the design, management and use of evaluation. It includes access to relevant international good practice notes and papers on evaluation approaches and methods, as well as DFID prepared or commissioned notes.

- 2) **Procedural Guidance** on Evaluation in DFID is targeted at those who are responsible and accountable for managing and delivering evaluations. The guidance provides step-by-step support on what to do when, why and how and clearly references sources of additional support.

Guidance is provided through online platforms, and supported by online tutoring. All DFID staff members responsible for commissioning and managing evaluations are required to complete a course on the procedural guidance, which are online and face-to-face.

The Evaluation Department is responsible for the design and roll-out of a structured set of training courses and materials, including the course for staff responsible for evaluation commissioning and management.

### **3.5 *Improved quality assurance, oversight and learning***

#### **Quality Assurance**

Independent quality assurance of evaluation at design, inception and draft final report stages is mandatory for all evaluations where DFID is the main funder. Independent quality assurance is essential to ensure evaluations meet quality standards throughout the evaluation life cycle from inception and design to final report and communication.

For high priority evaluations, EvD manages the quality assurance process throughout the evaluation life cycle.

For all other evaluations, quality assurance can be undertaken either through the EvD-managed service or through a locally hired independent technical reference group or panel, using the same checklist and scoring that is used centrally. The decentralised quality assurance processes will be periodically audited.

#### **Oversight**

The Evaluation Department is responsible for monitoring the overall quality of all evaluations through an established dashboard of quantitative and qualitative measures drawn from the elements outlined in this strategy. EvD reports annually through the evaluation governance structures (detailed later in this strategy document) on progress against these quality measures.

The Quality Review Board assesses the quality of evaluation products that do not meet independent quality review standards, or are subject to disputes and/or require further work. The Board also conducts an Annual Quality Review of all DFID evaluations and produces a report so that evaluation quality can be tracked over time.

#### **4. Strategic Outcome Communication: Evaluation findings are actively communicated in a timely and useful way**

This strategy aims to improve the communication, dissemination and use of evaluation within and outside DFID. The strategy identifies three levels of evaluation knowledge generation and communication:

- (1) **Individual evaluations:** the documentation, dissemination and knowledge communication for each completed evaluation
- (2) **Thematic or sectoral synthesis:** the production and dissemination of evaluation products that synthesise findings across a number of individual evaluations to build cumulative knowledge and enhance learning from evaluation
- (3) **Strategic communications:** the external communication of DFID's evaluation activities to stakeholders and the public.

##### **4.1 Individual Evaluations**

The most direct and immediate form of communication is the dissemination, documentation, and knowledge sharing that is carried out by individual evaluation teams and by the spending units commissioning evaluations.

Terms of reference for evaluations must include an outreach/dissemination plan and commissioning teams are responsible for ensuring the delivery of this plan. These individual evaluation communication plans are monitored as part of centrally managed quality assurance mechanisms to encourage use of DFID evaluations.

At the corporate level, the Evaluation Department together with other RED teams support the communication of individual evaluations to raise awareness of evaluation findings and promote use by relevant policy teams and internal stakeholders. Communication at this level includes:

- **Publications:** Publications on individual evaluations, aiming to communicate the findings to evaluation and international development communities. These may take a number of forms including evaluation case studies/news stories for internal and external publication, articles in peer-reviewed journals and use of electronic communications and social media.
- **Knowledge-sharing events:** Specific knowledge sharing events to communicate the findings of individual evaluations and discuss practice learning (e.g. conferences or stakeholder workshops).
- **Data documentation:** the documentation and sharing of evaluation data in a public access database.

#### **4.2 Thematic/Sectoral knowledge generation**

These communications are managed centrally, with evaluation syntheses and other evaluation products developed to contribute to a body of knowledge on specific themes or sectors.

Strategic outputs at this level include:

- **Synthesis publications:** Synthesis papers, thematic analyses or other publications to generate broader findings from a related group of evaluations. Evaluation findings are also built into other research syntheses such as Evidence Briefs and Systematic Reviews.
- **Synthesis seminars:** Specific internal and external events aiming to share the knowledge generated within communities of practice, and to disseminate findings among interested parties.
- **Support to communities of practice:** Activities aimed at strengthening policy-oriented communities of practice, especially by bringing evidence into policy dialogue.

The Annual Evaluation Plan sets out the expected synthesis products and dissemination events for each year.

#### **4.3 DFID's Strategic evaluation communications**

Communications at this level include dissemination and knowledge-sharing activities focusing on the DFID evaluation programme as a whole. These activities are managed and implemented directly by the centre and aim to share knowledge broadly about evaluation approaches and findings and build a knowledge base for development effectiveness. In doing this, DFID demonstrates its accountability for evaluation expenditure and contributes to improving development effectiveness through evaluation.

Strategic outputs at this level include:

- **Evaluation summary notes** - user-friendly online access and social media distribution of DFID evaluation products.
- **Evaluation knowledge-sharing events** to communicate DFID's evaluation findings and evaluation practices.
- **Annual Evaluation Report** and other formal reporting documents.

An Evaluation Communications Plan, developed annually, sets out the communications products, the communication channels and the target audiences. Key communication deliverables are included in the Annual Evaluation Plan and monitored by the Investment Committee.

## **5. Strategic Outcome: Evaluation enhances the capacity of development partners**

DFID plays an active leadership role in stimulating the demand for and use of evidence by our partner Government's, think tanks, NGOs, CSOs and multilateral agencies. This includes reinforcing the capacity to commission, design and disseminate evaluations. DFID also works to strengthen the supply of high quality evidence by the international development evaluation community, including academia and consultancies that operate in the field.

Enhancing the capacity of evaluation among our partners is achieved through:

- Investing in programmes to enhance our partners' evaluation capacity, particularly at a partner government and multilateral level. The strategic framework for these programmes is defined in DFID's Evaluation Capacity Development Strategy and is based on an analysis of what works in capacity development and a review of the existing programme portfolio (including related research capacity building programmes).
- Ensuring that UK taxpayers' money spent by DFID through multilateral agencies that establish or maintain effective systems of monitoring and evaluation that in turn produce high quality evidence which is used to influence programmatic and policy practices. Multilateral organisations that DFID finances should also seek to support the evaluation capacities of their partners.
- Championing the central role that evaluation capacity development plays in DFID's development programmes to strengthen the enabling environment for evidence-based policy. This supports partner agencies, Government, Non-Government and private actors to maintain or build strong evaluation systems, and enhances supplier capabilities to respond to the demand.
- Supporting capacity strengthening in impact evaluation among partners, in particular through vehicles such as SIEF, I2I, 3IE.
- Maintaining a leadership role in evaluation capacity development amongst development partners through international fora such as the OECD DAC Evaluation Network, through strong support for professional evaluations associations and networks, and in supporting south-south partnerships.

## **6. Monitoring and Reporting on the Strategy**

This Evaluation Strategy is reviewed on an annual basis by the Investment Committee. The Evaluation Department submits an Annual Evaluation Report to the Investment Committee summarising progress made in achieving the evaluation strategic outcomes and making recommendations for changes where necessary. Changes to the Evaluation Strategy are approved by the Investment Committee.

The DFID Annual Evaluation Plan is approved by the Investment Committee and defines the evaluation priorities and activities that will be undertaken under each strategic outcome described in this Strategy. The Evaluation Department prepares the Annual Evaluation Plan for approval by the Investment Committee and monitors progress against the Plan. It provides annual reports to the Investment Committee on:

- Forecast evaluation coverage by number and project value against the priority thematic areas
- Analysis of evaluations published and follow up on these evaluations
- Status of priority evaluations included in the Evaluation Plan
- List and status of thematic evaluations commissioned jointly by policy teams and the Evaluation Department

## **7. Roles and responsibilities for implementation of the Evaluation Strategy**

The Evaluation Department has a lead role in implementing the Strategy acknowledging that it requires a DFID-wide approach, in line with the embedded nature of evaluation in the organisation. The Investment Committee provides oversight of its implementation through the Annual Evaluation Plan.

The internal stakeholders for the Evaluation Strategy are:

**Departmental Board:** receives the DFID Annual Evaluation Report.

**Executive Management Committee:** endorses the DFID Evaluation Policy and Strategy.

**Investment Committee:** approves the Evaluation Strategy and the Annual Evaluation Plan defining the operational and resource plans to implement the Strategy.

**Evaluation Department:** leads and facilitates the implementation of the Evaluation Strategy through:

- Coordinating the process for determining evaluation priorities within each thematic policy area jointly with the relevant policy and RED teams
- Supporting Regional and Corporate Divisions and Spending Units in applying the criteria for determining evaluation priorities
- Proposing the initial shortlist of high priority evaluations that will receive enhanced central support and providing co-management of the approved high priority evaluations
- Supporting policy teams in identifying and co-managing thematic evaluations
- Supporting quality improvement processes
- Designing and implementing an evaluation communications plan
- Producing and Annual Evaluation Report
- Monitoring the implementation of the Evaluation Plan and reporting annually to the Investment Committee.

**Country Offices and other Spending units:** commission and manage programme and project evaluations. In order to implement the strategy, the unit head and staff:

- Apply the revised criteria to determine evaluation priorities and develop their proposed programme of evaluations
- Produce annual evaluation plans in line with the DFID Evaluation Strategy and overall evaluation plan, ensuring the quality of evaluations through appropriate resourcing and quality control, publish final reports, prepare management responses and plan follow-up actions



- Report on the follow-up actions responding to evaluation findings and recommendations as part of their annual Director's statement of assurance.

To achieve this, unit heads may appoint and manage locally appointed Evaluation Advisers and commission technical evaluation support.

**Regional and Corporate Cabinets** ensure that the departments and country offices within their divisions apply the revised criteria for selecting priority evaluations and undertake the necessary quality assurance procedures.

Regional and Corporate Directors meet annually with the Head of Evaluation to discuss evaluation priorities, and completed evaluations, use and impact of evaluations.

Heads of Office and other Spending Units report on evaluation in the annual Directors statement of assurance.

Regional and Corporate Cabinet Advisers hold quarterly meetings with EvD Advisers to discuss and plan for commissioning and management of the priority evaluations in the Annual Evaluation Plan.

**Policy teams** work with RED research and evaluation teams to determine the evaluation priorities within their thematic areas of focus and,

- Identify proposals for thematic level evaluations
- Hold annual meetings between the Head of the Policy team and the Head of Evaluation to discuss evaluation priorities, monitor evaluation use and impact
- Hold quarterly meetings between policy leads and EvD Advisers to agree support for priority evaluations.

**Multilateral Departments** work to ensure that funds spent through multilateral organisations meet comparable standards for evaluation quality as those within DFID through:

- Maintaining awareness of the quality of evaluation functions in the multilaterals
- Driving improvements in evaluation quality and use through the Multilateral Aid Review process
- Actively engaging with Boards and other Governance fora on evaluation issues
- Championing the use of evaluation evidence produced by multilaterals within DFID and helping country and policy teams to engage with multilaterals on evaluation
- Discussing priorities for evaluation of their own activities to support continuous improvement in their multilateral engagement practices.

**RED Research Teams** work together with the Evaluation Department and relevant policy teams to determine the evaluation priorities. Where appropriate, advisers from the research teams will also form part of the evaluation panels providing specialist input into impact or programme evaluations pertaining to their area of expertise.

**RED Evidence into Action Team** works with the Evaluation Department and relevant policy teams to determine the evaluation priorities and supporting the communication of significant evaluation findings as well as synthesising evaluation findings into broader evidence briefs and systematic reviews.