Department for International Development

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DFID Evaluation Annual Report 2013-14

Evaluation Department
February 2015

Cover photo: Local councillors sampling for a randomised controlled trial of sanitation programmes in Zimbabwe (Photo: Zvimbato Project)

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Preface

Evaluation is a potentially powerful tool for improving the effectiveness and impact of development interventions. The success of our evaluation function will be seen when the information and knowledge produced from evaluations is being used to its maximum effect for both learning and the ongoing improvement of policies and programmes. Evaluation can shine light on areas where more can be done to achieve development results and it can provide the evidence for when a decision needs to be made to curtail an activity. When evaluation findings are routinely used to strengthen policy and programme decision-making, ultimately it will lead to improved wellbeing for the people the Department for International Development's interventions aim to assist.

In tandem with the embedding of evaluation in programmes, work was stepped up to improve both the amount and the quality of evaluation activity in DFID for both accountability and learning purposes. Evaluation findings are expected to inform policy, programme design and implementation as well as contributing to knowledge about what works to the international development community as a global public good.

In recent years there has been a marked improvement in both the planning and quality of evaluation across the organisation. Over the next few years I expect the evaluation function to make an even more significant contribution to what we and our partners are learning as well as to ongoing improvements in the design and implementation of development interventions.

The Annual Evaluation Report provides a means to track our progress in continuing to develop a strong evaluation function that stands out as an example of how evaluation can be used to ensure development policy and programmes are as effective as possible in achieving impact and delivering good value for money on behalf of the taxpaying public.

Penny Hawkins
Head of Evaluation

EXECUTIVE SUMMARY

This Annual Evaluation Report provides an overview of evaluation in the Department for International Development (DFID) for the period 1 July 2013 – 30 June 2014. It summarises progress towards DFID's evaluation goal of contributing to poverty reduction through generating high quality evidence, which in turn informs decision making leading to increasingly effective policies and programmes. The report highlights initial progress against the new Evaluation Strategy (June 2014) which emphasises the need to maximise learning from completed evaluations as they emerge from across the organisation though the de-centralised evaluation model.

In February 2014, the Evaluation Department published a Rapid Review of Embedding Evaluation in DFID. This assessed progress made since 2011 and challenges encountered in fully integrating evaluation as an integral part of policy and programme cycles. Evaluation and evidence generation is now considered to be a crucial element of programme design and management, representing a significant achievement for DFID. The review identified several areas for improvement including the need for a more strategic approach to evaluation at an organisational level. In response, the Evaluation Department led the development of an Evaluation Strategy that sets the direction for evaluation in DFID over the next five years. This Evaluation Strategy was approved by the DFID Investment Committee in June 2014.

This report is structured around the four outcome domains in the Evaluation Strategy. It demonstrates some of the initial achievements in the early stages of strategy implementation and outlines how this work will be accelerated in the year ahead.

Communication and utilisation: Chapter 1 illustrates how evaluations have had a tangible impact and influence on programme delivery and how findings have been communicated in a timely and useful way, including examples from Zambia, Bangladesh, Rwanda, India, Ghana and Mozambique.

Focus: Chapter 2 sets out evaluation coverage by sector and region. It covers work being undertaken to ensure evaluations respond to high priority information needs and how evidence has been synthesised.

Partnerships: Chapter 3 describes developments in the past year in forging evaluation partnerships, particularly in the area of impact evaluation where notable achievements include expanding successful programmes, and closing unsuccessful programmes as a result of evaluation findings. These evaluation partnerships are also helping to strengthen evaluation capacity amongst DFID staff.

Quality: Chapter 4 illustrates the work undertaken to ensure that evaluations meet high quality standards. This includes improved use of external quality assurance resources; and new, more practical training. Relevant, timely and specific guidance has been produced, for example on the evaluation of economic empowerment of women and girls.

External relationships: Chapter 5 summarises domestic and international evaluation related connections and the role of DFID evaluations in relation to the Independent Commission on Aid Impact's (ICAI) reviews.

1 Communication and use: Learning from evaluations

Evaluations generate evidence to improve DFID policies and programmes and those of the wider development community as a public good. As the recently expanded pipeline of evaluations matures and more evaluations are completed, there is emerging evidence that an increasing number of evaluations are delivering value and making a difference. Evaluations have been instrumental in ensuring programme spend is more effectively reaching intended goals in the following ways:

- **Improved design** - changed design of future phases of programmes to make scale up more effective.

- **Adapting delivery** - improved ongoing programme implementation.

- **Informing policy** - policy direction based on analysis of long-term effects.

This chapter highlights examples from evaluations in Africa and Asia regions in various sectors. 27 evaluations were completed and published during the reporting period. The reasons why evaluations have varying levels of influence are discussed and how DFID is working to increase evaluation communication, uptake and learning.

1.1 Evaluations are adding value

Decision-making is a complex and dynamic process in which evaluation is only one factor. Some evaluations influence decisions on events in real time, while in other cases a combination of factors coming together at a later point in time leads to evaluation impact.

Improved design - influencing scale up

Early evaluations can show the specific effects of interventions and ensure that when governments extend or scale up projects or programmes, these have optimum impact on poverty reduction. Boxes 1 and 2 provide examples of where DFID evaluations have had a tangible impact on scaling up programmes.

Box 1: Influence of the Social Cash Transfer Evaluation, Zambia

DFID funded an impact evaluation to measure the impacts of its social cash transfer pilot in Zambia. The programme provides a monthly £7 cash transfer to extremely poor and vulnerable people. The evaluation demonstrated strong impacts on poverty, food security, material wellbeing of children, and crop and livestock production.

In 2013 **the Government of Zambia announced an 800% increase in its funding to its social cash transfers programme.** This will allow the programme to expand from 61,000 to 190,000 recipients, benefiting approximately 950,000 people.[1]

The 2013 budget speech described the increased allocation as a shift from "poorly-targeted subsidy programmes..." to "better designed social protection programmes …that have been successfully piloted".[2] The Zambia Vice President described the scale up of the cash transfer programme as an example of evidence-based policy making.

Figure 1: Evaluation of the Social Cash Transfer Programme – measurement of child growth rates, Kaputa, Zambia (Photo: American Institute for Research)

Box 2: Evaluation of the Odisha Girls' Incentive Programme, India

A district pilot was undertaken to test a comprehensive incentive system to improve secondary school enrolment, attendance and completion rates for Scheduled Tribe and Scheduled Caste girls in Rayagada. A quasi-experimental evaluation design was used.

The pilot programme was expanded to 30 districts by the Government of Odisha, based on evaluation findings which showed 40% reduction in dropout rates between primary and secondary school.

Drawing on the pilot evaluation learning, specific adjustments to the programme design were made, including the scholarship amount for the girls was increased and a financial literacy training component introduced. A full independent impact evaluation is now underway.

[1] Based on an average of five people per household in Zambia

[2] Source – Government of Zambia Budget 2014

Figure 2: Scholarship girls in their classroom, India (Photo: Odisha Girls Incentive Programme)

Figure 3: Scholarship girls withdrawing funds from their bank accounts

Improving programme implementation

An important function of many evaluations is to improve programme implementation in real time. This can be through use of findings from a baseline study to modify the programme; or using evaluation survey data to improve routine programme monitoring and management as demonstrated below.

Box 3: Impacts of the evaluation of Ghana Livelihoods Empowerment Against Poverty (LEAP) Evaluation

Following evaluation, the value of the cash transfer from the Government to extremely poor households was tripled to increase the impact on poverty reduction.

The baseline survey showed a strong association between household spending and human development indicators (schooling, healthcare etc.). As the value of the cash transfer payment in Ghana was low by international standards, given this strong association it was shown that tripling the value of the transfer would potentially lead to improvements in these human development indicators.

Modelling the data suggested that the payment needed to be tripled in value. These findings were successfully highlighted with the Government to ensure that the value of the cash transfer was increased during programme implementation.

Informing policy

Evaluations have an important role in guiding policy based on analyses of both short and long-term effects. The Clinton Health Access Initiative's (CHAI) pilot programme is pioneering a new approach to support health ministries' decision making in Zambia and Uganda, based on rigorous and demand-driven evidence. CHAI's programme Demand Driven Evaluations for Decisions (3DE) works closely with local ministry officials who have led the identification of relevant and useful evaluation questions which has greatly

increased the potential for evidence uptake. Current questions from policy makers have been answered through rapid and timely impact evaluations.

Box 4: Clinton Health Access Initiative (CHAI)

In Zambia, one of the five 3DE evaluations looked at whether low cost "Mama Kits" (small packages containing cloth, nappies and baby blankets) for expectant mothers increase the proportion of women in rural areas giving birth in healthcare facilities. This rigorous and rapid impact evaluation found that Mama Kits are a cost-effective intervention, with an average cost per death averted of $3,277.

The success of the programme lies in the actions that the ministries are taking as a result of evaluation findings, e.g. scale up, refine or discontinue. In response to the Mama Kit evaluation results, **the Zambian Ministry of Community Development, Mother and Child Health scaled up the use of Mama Kits.** In 2014 the Ministry drafted an operational plan and secured international funding for wider implementation of the programme.

Figure 4: Expectant mothers receiving "Mama Kits", Zambia (Photo: ID Insight)

Recent evaluations of DFID research programmes

DFID funded an **evaluation of the International Centre for Diarrhoeal Research, Bangladesh (icddr,b)** to assess the quality of the research and the institutional structures to see if suitable systems had been put in place following allegations of poor financial management. The evaluation found that the quality of the research is good, a number of **icddr,b** research groups are international leaders, some are producing research of a high international standard and others at national level.

The evaluation findings are being used by icddr,b to refresh its research strategy and identify areas to prioritise in the future. Institutional reforms recommended by the evaluation are progressing well and new staffing and

other initiatives are being developed to strengthen financial and human resource management. The evaluation has also opened a new dialogue within the core donor group.

An independent, external, final **evaluation of the Future Agricultures Consortium (FAC)** was undertaken. FAC is an Africa-based alliance of research organisations seeking to provide independent, timely and high-quality evidence to improve agricultural policy and practice in Africa. Research focuses on the political economy of agricultural policy processes in Africa. The consortium uses its findings to engage with policy makers, government ministries, the private sector, civil society and the wider academic community.

The recommendations from the evaluation, currently being finalised, will feed into the design of future agricultural policy research for DFID. The evaluation also helped FAC to test and refine its theory of change which will assist in measuring outcomes and impact more effectively in the future.

1.2 Learning by doing

As experience in running large-scale evaluations accumulates, we are learning more about the key factors and conditions that make evaluations successful.

Making effective use of evaluation can mean utilising findings directly to adapt and improve a programme, to influence broader thinking about an intervention, or for advocacy purposes. The reasons why evaluations are not always fully used include findings that are not sufficiently timely or relevant for policy change, not compelling or well communicated, poorly managed, and not supported by a well-developed evaluation culture in the organisation.[3]

Box 5 identifies ways in which DFID is seeking to ensure that **collective learning is applied consistently** with good practice examples. It reinforces evidence from the evaluation literature that the **timeliness of evaluations and evaluation planning** in relation to the programme or policy cycle is crucial for all types of evaluation use.[4]

[3] *Enhancing Evaluation Use – Insights from Internal Evaluation Units*. Edited by Loud and Mayne (2014) ch. 1 "Issues in enhancing evaluation use".

[4] Ibid. Ch. 7 Evaluation Use Within the European Commission (EC) de Laat and Williams.

Box 5: Improving evaluation practice

What's been done: Identifying evaluation questions

Identifying the right evaluation questions through facilitating strong engagement from implementing partners and other stakeholders, including those whose lives are likely to be affected by the programme. This has helped to ensure relevant, influential and useful evaluations. Also, assessments of data availability and any other limitations are undertaken to ensure answering the evaluation questions is feasible.

Good practice example

In planning the Evaluation of the Results-Based Financing for Low Carbon Energy Access programme, the programme team identified an initial set of evaluation questions. Through involving an evaluation specialist, important new questions on sustainability and unintended impacts were added. The evaluation questions were also modified following an assessment of data that it would be feasible to collect during the evaluation.

What's been done: Evaluation management

Evaluations have been managed tightly to ensure products meet quality standards and are delivered to time and budget, with a clear plan of action for where these fall short. Those signing off products need to understand how to apply DFID's quality standards. Thus, managing evaluations needs both project management and evaluation skills, to verify the feasibility and credibility of work.

Good practice example

DFID Uganda has identified "results and evaluation" leads from its three programme teams. These individuals have a supportive in-house training programme, and a plan for evaluation accreditation and the opportunity to join external training.

Good practice example

Internal Annual Reviews of large evaluations identified that evaluation outputs were at high risk, leading to special measures to get the evaluations back on track.

1.3 Evaluation planning and publication

In total, 31 evaluations managed or funded by DFID were completed during the period July 2013 – June 2014 of which 27 have been published on the Development Tracker (DFID's online project database) or on the UK government Publications website.

This total is similar to the previous reporting year, when 26 evaluations were published. Importantly, it is less than half of the 60 evaluations that were expected to be completed in 2013 -14.[5] The most common reasons for this reduction are slippage in timing (20 evaluations) followed by reclassification of evaluations as reviews (9 instances), the programme no longer being evaluated (6 instances), and pending publication (1 instance). The ambition

[5] 24 evaluations as listed in the 2012-13 Annual Evaluation Report. In addition, three further evaluations were completed and published which were not included in this list.

to produce a higher number of evaluations has therefore been adjusted after further consideration and revised planning.

Table 1: Breakdown of published evaluations by theme and region

Region	Governance	Health	Education	Social services/ infrastructure	Humanitarian	Other	**Total**
Africa	6	2	2	2		2	14
Asia		1		1	1	2	5
Middle East				1	2		3
Other	3		1			1	5
Total	**9**	**3**	**3**	**4**	**3**	**5**	**27**

Focus and coverage of published evaluations

A third of published evaluations focused on governance programmes, which is a traditionally under-evaluated area. In total, 12 of the 27 evaluations are recorded as impact evaluations – this is significant given that DFID only started commissioning rigorous impact evaluations in 2010. Box 6 below summarises key findings and use from two of these evaluations.

Promotion of evaluation findings and their use

All DFID-managed and funded evaluations include findings and recommendations. DFID requires all evaluations to be published with a management response to promote the integration of recommendations into the programming cycle and decision-making. The full list of published evaluations is in Annex 1. Evaluations are published on the UK government website and on the DFID online Development Tracker database.

The visibility of DFID's published evaluations was identified as a weakness in the Rapid Review of Embedding Evaluation in DFID and has therefore been identified as a priority for increased attention. The need for further work on evaluation communication has been addressed in the Evaluation Strategy and work is underway to develop a more systematic and creative approach to communication to ensure all evaluations findings get to the right people at the right time to promote optimal use and value for money.

Box 6: Findings from published evaluations

Africa Democracy Strengthening Programme Phase II

The evaluation had the joint objectives of learning and accountability and used theory-based and process methodologies. It found evidence of programme contribution to a range of positive outcomes, both at the continental level in terms of more effective election observation and at the national level through establishment of more consultative legislative processes in target countries.

This programme was designed to strengthen democratic governance and electoral processes in Africa through training and technical advice at the national and continental levels. **Evaluation findings have been used to support a programme extension at the continental level.** Wider evaluation recommendations are now being used to inform design of future DFID work on regional democratic governance.

Evaluation of the Mozambique Community Land Use Fund

This evaluation used the retrospective evaluation technique of Outcome Harvesting to assess the impact of donor funding. This was necessary in the absence of an evaluative baseline for the period of 2006-13. It verified the extent to which the project prepared communities and supported producer associations to gain legal access to land and attract investment. It also compared the relative performance of two projects addressing the same problem: a joint donor project that included DFID and five other donors and a parallel project funded by the US Millennium Challenge Account.

The evaluation demonstrated that while the project was excellent at preparing communities and empowering them, it was less good at organising producer organisations and encouraging investment. It also found relative strengths in the two project approaches, with the DFID supported project strong at building greater community ownerships, while the Millennium Challenge Account project was stronger at building local government capacity to ensure speedier processing of land rights. **The evaluation has provided a highly useful input into the design for the next phase of support to land tenure security in Mozambique.**

Figure 5: Women receiving their state-granted land rights from National Advisory Council members, Mozambique (Photo: Iniciativa para Terras Comuntarias iTC/Community Land Use Fund)

Collation of evaluation findings at organisational level

The Evaluation Department has developed a draft framework for working with evaluation findings which comprises three categories: project specific findings; thematic and sector specific findings; and cross-cutting findings relevant at the organisational level. Further analysis using this framework is still needed to refine the approach and ensure the findings are useful.

Under the decentralised model, it is primarily the responsibility of spending departments that commission evaluations to ensure there is an appropriate response to project-specific findings. The implementation of recommendations starts with the management response to the evaluation. To assess the changes stemming from use of evaluation further work is needed to follow up on actions taken.

Thematic and sector specific evaluation findings will be systematically collated and communicated to policy and research teams, as well as external partners working in relevant areas, as part of the Evaluation Department's above-mentioned work on evaluation communications.

Cross-cutting lessons, for example from evaluation findings on capacity development, programme management, or development effectiveness, have relevance to policy-related learning at the organisational level. This learning will be shared through the Annual Evaluation Report and other channels as the information becomes available.

2 Evaluation focus: Responding to high priority evidence needs

The embedding evaluation approach has contributed to a significant, but uneven, increase in the quantity of evaluations commissioned by DFID. These gaps are an almost inevitable result of a decentralised model that includes autonomy of decision making at programme level in the absence of strong coordination mechanisms.

This chapter summarises DFID's overall evaluation portfolio and discusses the more strategic approach to evaluation planning required, along with steps the Evaluation Department has undertaken to pilot an approach to evidence mapping and evaluation prioritisation as part of the Evaluation Strategy.

Summary

- In 2013-14 DFID published 27 evaluations at a total cost of £8.48m.[6] This represents an increase from around 12 per year prior to 2011.

- DFID's Evaluation Strategy sets out a process for strategic prioritisation of evaluations to ensure production of a balance of evidence across thematic areas aligned with DFID funding and policy priorities.

- Overall, the costs of DFID evaluations are in line with international practice and broadly consistent with other bi-lateral donors.

2.1 Evaluation costs

Tracking costs of the DFID evaluation portfolio

As part of maintaining an overview of the DFID evaluation portfolio, the Evaluation Department has started more closely monitoring evaluation costs. Table 2 shows the total costs to DFID of the 27 evaluations published in 2013-14. This does not include evaluation costs covered by other donors for joint evaluations. One of the challenges in tracking evaluation costs is that the evaluation budgets estimated during a planning process may differ from the actual contract costs for the evaluations once they are commissioned.

[6] This does not include the cost of DFID staff time spent working on evaluations

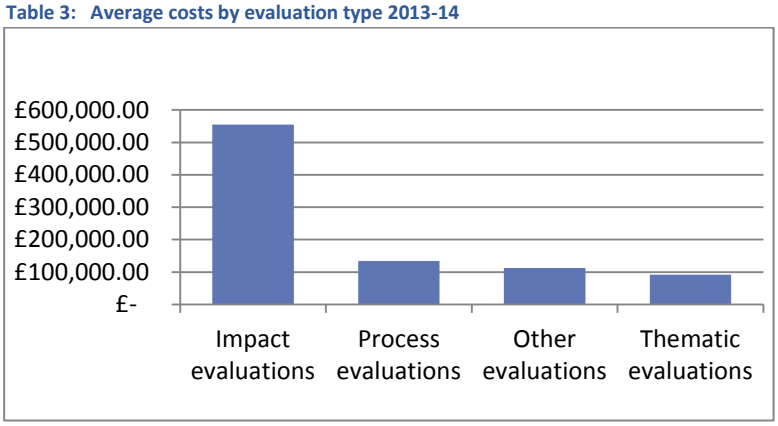
Table 2: Cost of all evaluations published in financial year 2013-14

Total costs (*to DFID*) of all evaluations completed and published in FY 2013-14	**£8,480,880** (£6,656,866 for impact evaluations)
Total number of evaluations - completed and published in 2013-14	**27** (includes 12 impact evaluations)

Comparison with similar organisations

Table 3 shows the average costs of DFID evaluations, based on those published in FY2013-14. These figures should be treated with caution due to problems with recording the type of evaluation which can differ from the evaluation methodologies deployed. In some cases costs of evaluations are recorded as £0 or a low figure because other donors or organisations funded part or all of the evaluation, which skews the average costs reported here.

Table 3: Average costs by evaluation type 2013-14



The cost of evaluations relative to other donors is difficult to assess due to lack of available data and different definitions of evaluation between donors. Approximate benchmarks are provided by the Danish (DANIDA) and Swedish (SIDA) official development assistance agencies. Further detail on these can be found in the Review of Embedding Evaluation in DFID (section 8.3). Costs of DFID evaluations are broadly in line with international expectations and consistent with other donors.

2.2 Summary of planned and ongoing evaluations

This section summarises the status of the DFID evaluation portfolio. 2013-14 was an important year with many evaluations moving into the commissioning and inception stages.

DFID currently has a total of 216 planned and ongoing evaluations[7]. This is less than the 435 evaluations reported in last year's annual report as, excluding evaluations already completed, this would be revised to a total of 378[8]. The lower estimated number of evaluations is due to some planned evaluations not being commissioned as teams realise that it may not be feasible, appropriate or timely to evaluate a programme as initially planned.

Linking the evaluation portfolio to evidence needs

The distribution of evaluations in DFID reflects autonomous decisions taken by spending units. To support thematic analyses of the DFID evaluation portfolio, the Evaluation Department produced **thematic briefs** that provide an overview of completed evaluations. These briefs focus primarily on evaluations funded and/or commissioned by DFID. They also reference some of the more significant evaluations undertaken by partner organisations. To date, evaluation briefs have been produced on the following topics:

- Security and justice
- Support to political processes
- Nutrition
- Social accountability and social empowerment
- Violence against women and girls
- Financial inclusion
- Climate change adaptation
- Low carbon development

The thematic briefs are primarily intended to provide ongoing information and connect staff working on evaluations across the organisation as well as to support policy and research staff with oversight of on-going evaluation work that will in time, contribute to a global evidence base. These briefs are not intended as robust evidence but form a starting point for the evaluation prioritisation exercise described in Section 2.3.

2.3 Evidence mapping and evaluation prioritisation

The Rapid Review of Embedding Evaluation in DFID highlighted that the embedded evaluation approach has resulted in greater coverage of some sector areas than others. This means that evaluations, although focused on programme

[7] This figure is based on the numbers of requests for quality assurance of evaluation products handled by DFID's Specialist Evaluation Quality Assurance Service (SEQAS).

[8] This is calculated by subtracting the 57 evaluations completed in the last two reporting years.

needs, are not necessarily linked to broader evidence needs or policy priorities. There is now an urgent need for prioritisation to ensure that evaluation resources are well-targeted and the evidence generated meets DFID's information needs especially in areas where the evidence base is thin.

As set out in the Evaluation Strategy (2014) the prioritisation of evidence needs to take place at both the spending unit level, for instance by country office or programme team, and at the corporate level. At the spending unit level, evidence and information priorities are normally captured in a local evaluation or evidence strategy. At the corporate level DFID will determine evidence needs based on an analysis of the existing evidence gaps in key policy areas.

Work in progress on evidence mapping

In 2014 the Evaluation Department initiated joint work with the Evidence into Action (EiA) team on testing an approach to evidence mapping. A clear process for mapping and assessing evidence, relevant to making choices about evaluation priorities, needs to be established before this can be rolled out across all thematic areas. The overall aim is to provide clearer direction for deciding on the focus and coverage of evaluations. This will increase coherence across the evaluation portfolio.

2.4 Thematic evaluations

In some thematic areas, work is already underway to build the evidence base as demonstrated through the examples below. Undertaking ongoing evaluation synthesis work supports learning and knowledge that can be applied throughout the lifetime of programmes, ensuring maximum return on investment for evaluation.

Box 7: Building the evidence base through macro-level evaluation

Evaluation of the International Climate Fund

There is very limited evidence about the delivery and outcomes of programmes that aim to support communities to adapt to climate change, mitigate climate change and support low carbon development. Given this uncertainty and current and future funding flows, evaluative evidence is urgently needed to inform the scale-up of climate investments.

The £3.87 billion International Climate Fund (ICF) is a large and highly diverse portfolio which provides a rich opportunity for generating evidence. The evaluation component of the ICF Monitoring, Evaluation and Learning programme of work is designed to structure evaluation activities around four overarching strategic questions:

- Who benefits from ICF programmes, and how are the benefits distributed amongst different groups?
- Which funding channels and partnerships are most effective in achieving objectives, in what contexts and why?
- How are ICF programmes using the knowledge they have generated to inform programme development?
- How have ICF interventions led to country-level transformational change that enables adaptive and low carbon development?

Macro-level evaluations will draw on the ICF programmes and on wider evidence such as evaluations commissioned by other agencies. Facilitating dissemination, learning and uptake of evaluation findings by the global climate change community is an integral component of the programme of evaluation work.

Gender, empowerment and accountability

DFID Policy Division has commissioned macro-level evaluations of two policy frameworks: empowerment and accountability, and the strategic vision for girls and women. This responds to the need for robust evidence on what works in different contexts to empower the poor, particularly girls and women, and to develop institutions that are accountable to them.

The macro-level evaluations will address key questions about what works, what does not, why, for whom and under what circumstances; and about how certain interventions lead to changes in the lives of the poor, including women and girls.

Filling key evidence gaps and adding to the global evidence base can be achieved by asking relevant questions that nobody else is asking or replicating studies in a different context. The Girls Education Challenge Fund (GEC) illustrates how a package of evaluations can produce a coherent body of evidence in a particular thematic area.

Box 8: The Evaluation of the Girls Education Challenge (GEC)

These evaluations are producing a wealth of information about girls' schooling in a rigorous way. In addition to the programme-wide evaluation, each of the 38 projects has its own monitoring and evaluation components, including an impact evaluation. This work is designed to both feed back into better management of the GEC itself as well as to provide other national education systems with reliable and unique data on learning outcomes. The benefits of these evaluations are realised through the following activities:

- A feedback loop into programme design allow for a focus on *learning*. Several projects were re-designed to have a more robust and realistic theory of change with data from baseline assessments.
- GEC collects an unprecedented amount of new information and data on girls' education. Over 90,000 girls were surveyed, including in Somalia and Afghanistan, from diverse settings such as refugee camps and marginalised groups such as pastoralists. This is being used to inform project design and will be shared with governments to improve education planning.

GEC evaluations are asking questions on gender issues in education, including which barriers to education are gendered, and which directly or indirectly impact enrolment, attendance and learning, or any combination of these outcomes. This has important programme design implications for DFID and partners working on girls' education.

Figure 6: Students in a numeracy class, Girls Education Challenge Fund Kenya (Photo: PwC)

3 Developing international development evaluation capacity through partnerships

The Evaluation Department has taken a progressive approach to developing DFID's evaluation partnerships, particularly in the drive to advance impact evaluation at the global level. The year 2013-14 was particularly fruitful in terms of fostering new and exciting partnerships focusing on innovation and improving evaluation practice globally.

This chapter identifies the key achievements in forging impact evaluation partnerships. It also highlights progress in global evaluation capacity development. The results of evaluation capacity development activities are strengthened in-country evaluation systems and practices to enable stakeholders to use evidence when making decisions leading to improved development results [9]. DFID's evaluation partnerships also have an important role in strengthening DFID's own evaluation capacity through the provision of training activities. In a few cases, high quality evaluations of DFID's programmes are being planned with technical support from impact evaluation partnerships.

3.1 DFID's evaluation partnerships

DFID's evaluation partnerships primarily focus on **impact evaluation**. Impact evaluation is increasingly being used globally by policymakers, development agencies, private sector companies, governments and other organisations wishing to gain a systematic and comprehensive understanding of the effects of their interventions. Impact evaluation partnerships support development partners' abilities to establish what actions or interventions are most effective in any given context, by identifying how interventions work to achieve impact.

In 2013-2014 DFID's existing partnerships with the International Initiative for Impact Evaluation (3IE), the Strategic Impact Evaluation Fund (SIEF) and the Clinton Health Access Initiative's Demand Driven Evaluations for Decisions (3DE) demonstrated excellent progress.

The Evaluation Department also launched a new Impact Evaluation Support Facility (i2i) and began supporting the Experiments in Governance and Politics (EGAP) group. Other evaluation partnerships, for example the Nutrition Embedding Evaluation Programme, are run by DFID's Research and Evidence

[9] Centre on Learning, Evaluation and Results: Theory of Change

thematic teams. Figure 7 summarises key achievements of the above-mentioned programmes.

Figure 7: Evaluation partnerships

Partnership	Key achievements 2013-14
The International Initiative for Impact Evaluation (3IE) has been at the forefront of the global movement in impact evaluation for development. DFID's partnership with 3ie helps to ensure that developing countries have access to impact evaluation support that meets their evidence needs.	Key achievements from 3IE include using evaluation findings to expand successful programmes and change policy, closing unsuccessful programmes, and informing programme design and policy change.
Development Impact Evaluation group (DIME) - Impact Evaluation Support Facility (i2i) was launched in March 2014 in partnership with the World Bank. It supports innovative impact evaluations of development programmes in under-evaluated priority areas including wealth creation, climate change, governance, gender and fragile states. A key focus is capacity building for project teams and developing country governments on methods and evidence-based decision making.	In 2013-14 two workshops on evaluation of agricultural innovations and conflict and security have contributed to developing the capacity of partners and DFID staff in impact evaluation. Impact evaluations are selected based on their potential to generate evidence that fills gaps and meet the needs of decision makers. Resulting data and evidence will be shared via knowledge platforms to ensure it becomes a public good. A small number of DFID programmes are also being considered for evaluation through DIME.
Strategic Impact Evaluation Fund (SIEF) promotes better programmes and policy, particularly in low-income countries, through the use of rigorous impact evaluation evidence. It also builds capacity in designing and implementing impact evaluations in partner countries and engaging policy makers on the findings.. SIEF is currently funding 51 impact evaluations in the following areas: • Health Systems and Service Delivery • Early Childhood Development and Nutrition • Water, Sanitation and Hygiene • Basic Education Service Delivery.	Two SIEF-funded impact evaluations are due to complete in late 2014, with the rest completing between 2015 and 2017. There are early indications that SIEF evaluations are already having positive effects. For example, **results of a SIEF evaluation of an NGO pilot early childhood education program in Mozambique led the government to create its own program in 600 communities.** A new SIEF evaluation of this scaled-up initiative will give Mozambique the information needed to further improve the program.

Partnership	Key achievements 2013-14
Experiments in Governance and Politics (EGAP) aims to raise research standards, foster knowledge accumulation, and promote the impact of research/evaluation. EGAP scholars and practitioners improve the quality of experimental evaluations in governance and politics by fostering peer engagement and creating space to share and adopt standards.	The exchange of ideas from EGAP has contributed to a better understanding of the potential of evaluation in the governance field, including work on voter choice and political engagement, taxation and public sector.
The Nutrition Embedding Evaluation Programme (NEEP) was launched in December 2013 to help build evidence of what works to improve nutrition outcomes. It provides full or partial funding for civil society organisations to undertake evaluations of innovative or under-evaluated interventions which address either the immediate and underlying causes of under-nutrition. NEEP puts particular emphasis on supporting civil society organisations from low-income countries to undertake rigorous evaluations of relevant nutrition interventions.	In 2014, NEEP allocated 20 grants for evaluations by CSOs in 16 different countries. These include **evaluations of homestead food gardening on nutrition outcomes, an urban workplace model to support mothers to breastfeed, and the cost-effectiveness of psychosocial interventions to aid recovery of children with severe acute under-nutrition.** Grant recipients included civil society organisations from India, Bangladesh, Cameroon and Zambia. NEEP is underpinned by a research uptake strategy to ensure evaluation findings are published and disseminated widely

Box 9: Examples of policy influence from 3IE studies

Expand successful programmes and change policy

Evaluation of a preschool programme in rural Mozambique showed increased enrolment and preparedness of children for primary schools. Drawing on the study findings, **the Government of Mozambique extended the community-based preschools to 600 communities.** Engagement drawing on the study findings contributed to the inclusion of early childhood development in the country's national education plan for the first time.

Close unsuccessful programmes

The study showed that providing improved cook stoves in Ghana did not result in expected reductions in wood fuel use and exposure to fumes. Eight months after project implementation, only half of the improved stoves showed evidence of recent use. Given the low take-up of cook stoves, **the implementing agency decided not to expand the programme** in its current form. It instead worked on changing the design resulted in a more appropriate stove.

Inform programme design

A recent study by the Centre of Evaluation for Global Action evaluated the impacts of the National Agriculture Input Voucher Scheme (NAIVS) on farm income and productivity relative to household food consumption and security, with a special focus on gender. Preliminary results from the study are being used to inform the next iteration of NAIVS. The team participated in the Public Expenditure Review of NAIVS. Using data from the baseline and follow-up survey, they **provided insights on targeting and the cost-effectiveness of the programme.**

3.2 DFID's Evaluation Capacity Development programme

Evaluation Capacity Development (ECD): Building the evidence base

In 2013-14 DFID became an internationally recognised leader in evaluation capacity development[10]. Strengthening evaluation capacity is vital to improve national systems and democratic practices in partner countries. It is also important in developing the capability of the supplier market of those organisations which evaluate DFID's programmes.

During 2013/14, DFID focused activities on three priorities in evaluation capacity development:

- To build the evidence base of 'what works' in strengthening evaluation capacity.
- To take a leadership role in working with other donors.
- To continue financing key investments centrally and through DFID country programmes.

Achievements of capacity development partnerships

DFID funds two partnerships that focus entirely or in-part on evaluation capacity development as set out in Figure 8 (below). The impact evaluation partnerships described in Figure 7 (above) also include some capacity development components.

Figure 8: DFID support for evaluation capacity development (ECD)

Partnerships	Partner capacity development elements
CLEAR (Centres for Learning on Evaluation and Results) works through six established research institutions in Africa, Asia and Latin America to provide high quality support (training, technical assistance, evaluations) primarily for governments.	Particular progress in 2013-14 in the Africa, South Asia and Latin American Centres. Work conducted in all centres includes diagnostic needs assessments, high quality training in impact evaluation and advisory work with governments in each continent.
The **Partner Capacity Development for Evaluation** focuses on the capabilities of partner countries to undertake effective evaluations through supporting evaluation conferences, training and the participation of southern evaluators.	Six Evaluation Conferences took place; plus two international evaluation training events. Up to 20 partner country evaluators were supported by DFID to attend professional events for learning, skills development and development of peer networks.

[10] 2014 DAC Peer Review of DFID

Building the evidence base in Evaluation Capacity Development

During 2013-14 DFID commissioned a 5-country study on the demand and supply of evaluation to identify the conditions under which support for capacity development has the greatest impact. This sought to build the evidence base of 'what works' in ECD and how best to finance investments in this area. It found that interaction between **the country-specific political economy and policy processes affect evaluation supply and demand.**

Findings also indicated the potential for accessing evaluation services through universities, think tanks and civil society organisations. These organisations are well informed about the local situation and better equipped to navigate the political context than foreign experts.

This study has been widely disseminated and well received in the target countries and beyond through OECD DAC, regional and national professional evaluation associations and academic networks. DFID is finalising a paper on evaluation capacity development to inform the development of future ECD activities.

Strengthening southern engagement in the supplier market

DFID's evaluation capacity development work has focused on **strengthening the demand and supply of evaluation in partner countries**. In parallel, the contracting of evaluations of DFID programmes has been undertaken primarily through the Global Evaluation Framework Agreement. This has resulted in northern firms dominating the market, at the same time supply is still relatively thin within this market.

Relying on northern firms remains a barrier to the development of southern evaluation capacity. As DFID has increased the focus on commissioning rigorous impact evaluations, there has been a perverse effect of making it more difficult for local evaluators to be involved, given the specialist skills and experience required. National evaluators struggle to gain the experience required to apply the skills developed through programmes such as CLEAR and SIEF.

Direct evaluation capacity development efforts through 3ie, the Abdul Latif Jameel Poverty Action Lab (J-PAL), CLEAR and others are gradually increasing the stock of suitably qualified national consultants in impact evaluation techniques. There are now indications that **the evaluation supplier market is starting to move south**, with research institutions and consultancies opening up in DFID partner countries. However, DFID has still to fully utilise the capacity within this market to meet requirements for robust evaluations. The Evaluation Capacity

Development strategy currently under development will aim to address these issues.

DFID's Leadership role in Evaluation Capacity Development

In March 2014 DFID took the lead amongst the international donors in evaluation capacity development. DFID has **established a network of key academic, partner country government, foundation and multilateral agency contacts,** resulting in the publication in 2014 of an initial newsletter on global evaluation capacity development activities[11].

The key priority for 2014-15 will be **strengthening the evidence base in Evaluation Capacity Development.** For this, a series of high profile online events is planned. These will present evidence from longitudinal capacity development research studies,[12] and from practitioners to guide potential investors in this area.

[11] http://www.oecd.org/dac/evaluation/ecdnewsletter.htm

[12] http://ecdpm.org/publications/capacity-change-performance-study-report/

4 Raising evaluation quality standards

DFID is committed to ensuring good quality evaluation. This chapter sets out work undertaken in 2013-14 to raise quality standards, resulting in stronger evaluations. Evaluation quality has been promoted through identifying and sharing best practice both within DFID and with the wider development evaluation community. Specifically, the Evaluation Department has:

- Set up strong quality assurance processes for decentralised evaluations, with independent external review of DFID's key evaluation products.
- Piloted new approaches to training jointly with other UK Government Departments to equip the evaluation cadre with the skills needed to commission and manage complex evaluations.
- Revised DFID's evaluation competencies and organised learning events in DFID and outside to ensure staff have the right skills and knowledge to take up posts.
- Published new guidance on conducting evaluability assessments and evaluation of gender interventions. These have been well received in DFID and by external evaluation audiences.

4.1 Thought leadership and identifying best practices

The purpose of the Strategic Evaluation Fund (SEF) is to strengthen evaluation approaches, support learning from evaluation and improve the use of evaluation studies. In the reporting period 2013-14, five SEF products were published as shown in Figure 9.

Figure 9: Strategic Evaluation Fund products 2013-14

Publication	Focus	Use
Rapid Review of Embedding Evaluation in DFID (February 2014)	Assessed progress made and challenges and opportunities encountered in embedding evaluation in DFID.	DFID invited to present the findings to donor groups (DAC and NORDIC+).
Synthesis of literature on evaluability assessments (October 2013)	Summarises the literature on evaluability assessments; highlights main issues for consideration in undertaking an evaluability assessment.	Presented at UK Evaluation Society where generated a lot of interest. Evaluation Journal article in 2014. Widely used by advisers within DFID and externally (e.g. referenced on UEA run course on impact evaluations).
Review of evaluation approaches and methods used by interventions on women and girls' economic empowerment (March 2014)	Broadens the range of methods used in evaluating these interventions.	Overseas Development Institute (authors) streamed live event. Internal launch event with civil society partners.
Study on demand and supply for evaluations in sub-Saharan African Countries (January 2014)	5–country study on the demand and supply of evaluation to identify conditions where evaluation capacity development has greatest impact.	Widely disseminated in the target countries and beyond through OECD DAC, the European Evaluation Society, the various regional and national associations and academic networks.
Review of evaluation approaches and methods for interventions relating to violence against women and girls (June 2014)	Review of the strengths and weaknesses on the approaches and methods used for evaluating interventions on violence against women and girls.	Awarded "Best poster" at European Evaluation Society for innovative communication in presenting the review's findings. Articles submitted to the journals "Evaluation" and "Development in Practice".

In 2014 the Evaluation Department commissioned new work under the Strategic Evaluation Fund on approaches to evaluating Development Impact Bonds. Meanwhile, publications from the previous reporting year have continued to reap benefits. The Review of M4P Evaluation and Methods Approaches (April 2013) was presented at an OECD Development Assistance Committee private sector event and has been referred to in blogosphere discussions. It has also informed the approaches for the Ghana Market Development and the Zambia Muskia evaluations. The review was praised by evaluation consultants for helping to inform the direction of travel in a new technical area.

4.2 Strengthening internal capability to manage evaluations

The Rapid Review of Embedding Evaluation in DFID noted that while the scale up of evaluation capacity has been rapid, greater depth of technical capacity was required. In response, in 2013-14 the Evaluation Department offered new types of training, prepared a new competency framework and took action to strengthen quality assurance of evaluation products.

Internal training courses

The **Principles of Evaluation** training courses have attracted a mixture of international and locally employed DFID staff working in both programme management and advisory roles. Participants in the most recent course run in Rwanda found this practical approach using their own case studies helpful. Eight courses were run in 2013-14 reaching 145 participants – three in Africa, three in Asia and two in the UK.

Figure 10: Principles of Evaluation Training Course, DFID Rwanda, December 2013 (Photo: DFID)

Development Evaluation in Practice is a higher level course for evaluation managers and practitioners. It was developed with the UK Evaluation Society to support the embedding evaluation agenda in DFID while also being open to development partners. Feedback from participants highlighted many strengths and also suggested the need for more emphasis on practice than theory, resulting in new training activities.

Development of new training activities

In line with the DFID Evaluation Strategy, training activities now combine formal training and other forms of learning, for example online training, on the job learning and tailored workshops. These include new types of training designed to equip DFID staff with skills in emerging areas such as evaluation of complexity. This supplements the ongoing basic and intermediate level evaluation courses. Activities piloted in 2013-14 include:

- Dr. Patricia Rogers (Professor of Public Sector Evaluation, Royal Melbourne Institute of Technology) delivered a 2-day workshop. **Addressing Complexity in Evaluation** explored practical strategies for evaluation, including developmental evaluation, use of non-linear methods, realist evaluation and emergent evaluation design.

- A new training arrangement was agreed with Oxfam that offers opportunities for DFID Evaluation Advisers to gain field work experience and appreciation of another organisation's approach by joining an Oxfam aid effectiveness review.

- DFID staff also benefit from the training opportunities arising from partnerships with external organisations including the International Initiative for Impact Evaluation (3IE) and the Impact Evaluation Support Facility (i2i). More information on these partnerships can be found in section 3.1 of this report.

Accreditation and the Evaluation Cadre

The ongoing development and strengthening of evaluation in DFID depends on a strong cadre of staff with professional evaluation competencies. The Rapid Review of Embedding Evaluation in DFID highlighted the benefits of encouraging a broad skills base through a large, inclusive cadre. However, it also questioned how the burst of energy around accreditation was being sustained, and whether the approach was leading to better evaluation capability in DFID.

In response, the Evaluation Department revised DFID's evaluation accreditation model in 2014, to create an evaluation cadre with two streams that will recognise staff in specialist evaluation roles and those in other roles. Each stream will be supported through tailored learning and a professional development curriculum.

- **Evaluation Advisors** will be required to accredit when taking an evaluation advisory post.

- **Evaluation Managers** who manage evaluations as part of their core role will be aiming for level 3 accreditation through formal training and hands on experience. Level 1 and 2 will be aimed at those who support the evaluation commissioning process.

The revised competency framework was launched at the Evaluation and Statistics professional development conference in November 2014.

4.3 Improving evaluation quality

DFID uses the OECD-DAC Quality Standards for Development Evaluation (2010). In 2013-14 significant progress was made in making available the technical support to ensure evaluation quality. DFID's Specialist Evaluation and Quality Assurance Service (SEQAS) provides an evaluation quality assurance function for key evaluation products.

In 2014-15 there was an **increase in the proportion of evaluation Terms of Reference (ToR) being rated amber compared with red between the first and the second half of the reporting year.** This indicated an improvement in the ability of DFID teams to prepare evaluation ToR to a good quality standard.

To date, an insufficient number of inception and baseline reports have been reviewed to make a judgement on the change in quality over time, although it is encouraging to see some inception reports which were rated green in the latter half of the year.

An internal review found that SEQAS continues to be a **valued, cost effective and an essential source of evaluation support** to programme teams. This is based on direct feedback collected from each assignment as well as the ongoing monitoring of the service through quarterly reports. SEQAS support can significantly improve the quality of products, as demonstrated through the examples in Box 10. In other instances SEQAS reviews have resulted in evaluation plans being significantly revised and/or faulty evaluations discontinued.

Box 10: Feedback on the Specialist Quality Assurance Service

- **Pakistan Health and Nutrition Programme Evaluability Assessment** - "Contractor worked closely with the DFID team to ensure their needs were met, they were kept updated on progress and had plenty of opportunities to feed in to the report."
- **Mahatma Ghandhi National Rural Employment Guarantee Scheme terms of reference** – "The fact that the second review enabled us to go from red to green is an indication of how the review helped as well as significant interest we have received from others since finalising the TOR."
- **Zambia Report Water and Sanitation Baseline Report** - "The quality assurance process has resulted in a much higher quality evaluation baseline report."
- **Making All Voices Count Inception Report**: - "very comprehensive, well organised and quite clearly written."
- **Responsible and Accountable Garment Sector Bangladesh Evaluation Report –** this was updated from RED to GREEN and highly commended by the reviewer.

For SEQAS to have an even greater effect in contributing to good practice and improving evaluation quality, strengthening systems and processes to foster learning begun in 2014 though instigating the following changes:

- Facilitating more consultation meetings in clarifying requests.
- Creation of formal feedback systems for demonstrating what action has been taken following red and amber rated reports.
- Introducing quality assurance for baseline and inception reports.

The Evaluation Strategy further strengthens quality assurance through the addition of an annual quality review, and the creation of impact evaluation and performance evaluation support functions. These provide evaluation design support to DFID staff and independent expert review.

5 External relationships and engagement

5.1 External relationships in evaluation

DFID is an active member of the OECD DAC Network on Development Evaluation. In June 2014 the DFID Head of Evaluation was elected as the new Chair of this international evaluation donor group.

DFID works together with the ICAI delegate to represent the UK at DAC EVALNET meetings. This aims to ensure a balance in coverage across DFID evaluations and ICAI performance reviews.

DFID is also a member of the NORDIC+ evaluation group that in addition to the UK comprises the Heads of Evaluation of Sweden, Norway, Denmark, The Netherlands, Finland, Iceland, and Canada. This group meets twice a year to discuss issues of mutual interest in evaluation and share information and experience. The UK is invariably asked to deliver a presentation on its evaluation work at these meetings. In 2014 the DFID Head of Evaluation presented on the Review of Embedding Evaluation in DFID and on issues in de-centralisation of evaluation functions.

5.2 The Independent Commission on Aid Impact

The Independent Commission on AID Impact (ICAI) is responsible for the external scrutiny of UK Official Development Assistance. It undertakes independent performance reviews of aid programmes and reports directly to Parliament through the International Development Committee.

DFID's internal evaluation function and ICAI reviews are complementary. DFID evaluations have contributed to ICAI reviews. In 2014 there was agreement between DFID's Head of Evaluation and ICAI Commissioners and Secretariat on the need to improve coordination between the two streams of evaluative information and thereby enhance complementarity to create greater value.

Evaluation and responses to ICAI reviews

The ICAI review of "How DFID Learns" focused on DFID's learning from programmes including **to what extent learning is taking place through evaluation** and **how recommendations have been acted** on or incorporated

into new programme designs. The report references an evaluation[13] to show that programmes need to adjust the programme according to context.

In response to the review's recommendations:

- The Evaluation Department piloted an approach to impact evaluation where partner governments are involved in evaluation design and implementation to test if this approach will lead to greater learning, impact and adoption of findings (Clinton Health Access Initiative – see Box 4, Section 1.1).

- The Evaluation Department produced Thematic Briefs which synthesise learning from DFID evaluations within discrete policy teams. It is also supporting policy teams in conducting thematic evaluations synthesising learning across a number of programmes (see Section 2.2). Across the board, communications are being built into evaluation terms of reference and selection criteria for assessing bids.

- The Evaluation Department has re-designed the competencies required for DFID staff working on evaluations to include field work opportunities with DFID as well as our partner programmes. A model of providing opportunities for DFID staff to undertake field work assignments with our partners is being piloted (see section 4.2).

  In 2014 DFID's Africa Directorate Evaluation Advisors conducted an analysis of recent ICAI themes to support learning across country offices and work towards strategic oversight and reflection on ICAI recommendations. This has led to regular discussions to ensure staff reflect and learn from common findings across ICAI reviews.

[13] footnote 1414. The first recommendation of an evaluation recently undertaken for DFID and other donors notes: 'Political economy analysis should be undertaken for any Public Sector Governance Reform programme (PSGR). Its purpose should be to contextualise the proposed PSGR, identify the risks and assess the chances of success. Summary Report of the Public Sector Governance Reform Evaluation, SIDA, Irish Aid and DFID, 2013, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/199777/Public-sector-gov-reform-eval-summary.pdf.

5.3 Development Assistance Committee (DAC) 2014 Peer Review

The 2014 DAC Peer Review had evaluation as one of its areas of focus. The report highlighted a number of recent achievements in evaluation, including:

- The major changes that have taken place have resulted in evaluation "becoming part of DFID's DNA."
- Changes in the evaluation set up emphasise ownership and integration.
- A major scale-up and dedicated resources but lack of strategic planning.
- DFID is a "global leader in evaluation partnerships and support to external capacity development."
- All evaluation reports are published which supports credibility.

The report also provided some useful pointers to where improvements are needed:

- Better overall coherence and efficiency of knowledge, evaluation and research systems is needed.
- A system to ensure better follow up of management responses is needed to ensure actions are taken and higher level use of findings.
- More could be done to share knowledge across UK government departments.

THE NEXT YEAR

The next period will see continued strengthening of the DFID evaluation system including the following key activities:

1. Ongoing implementation on the 2014 Evaluation Strategy and development of a DFID-wide Evaluation Plan.

2. Implementation of a new business model for the Evaluation Department.

3. Enhanced evaluation planning and identification of evaluation priorities.

4. Roll out of the refreshed evaluation competencies and accreditation system.

5. Development of improved communication on evaluation.

6. Better oversight and reporting of DFID overall evaluation spend.

ANNEXES

Annex 1 – List of published evaluations

Evaluation Title	Sector	Commissioned by	Date Published	Management Response
South Asia Food & Nutrition Security	Social Services & Infrastructure	DFID	October 2013	Complete
Mobile Cash Transfers in Northern Afghanistan	Humanitarian	DFID	May 2014	Complete
ODI Budget Effectiveness Programme (Africa Regional)	Government & State Building	Partner	July 2013	Complete
EISA Africa Democracy Strengthening Programme II (Africa Regional)	Government & State Building	DFID	Dec 2013	Complete
Shelter, Sanitation, Recovery & Resilience Project - aka FRESH (Bangladesh)	Water & Sanitation Supply	Partner	March 2013	NA
Global Mine Action – Main Report (Conflict, Humanitarian & Security) Global Mine Action – Annexes	Government & State Building	DFID	March 2014	TBC
International Citizen's Service (Communications)	Education	DFID	Dec 2013	Complete
UN Joint Programme on Gender Equality & Women's Empowerment in Ethiopia	Government & State Building	Partner	May 2013	NA
Ghana Electoral Support	Government & State Building	DFID	Sep 2013	Complete
Hunger Safety Net Programme 2009-2012 (Kenya)	Social Services & Infrastructure	DFID	February 2014	Complete
Community Land Use Fund (Mozambique)	Government & State Building	DFID	June 2014	Complete
Koshi Hills (Nepal)	Development Planning	DFID	July 2013	NA
Palestine Country Programme Evaluation	Social Services & Infrastructure	DFID	June 2014	Complete

Evaluation Title	Sector	Commissioned by	Date Published	Management Response
Responsible & Accountable Garment Sector - RAGS (Private Sector)	Economic Infrastructure	Partner	April 2014	Complete
Statistics for Results Facility Catalytic Fund – incl. Management Response (Research)	Government & State Building	Partner	February 2014	Complete – incorporated within report
Accelerated Data Programme	Government & State Building	Partner	August 2013	Complete
Results Based Aid in Rwandan Education	Education	DFID	March 2014	Complete
Trademark South Africa	Economic Infrastructure	DFID	December 2013	Complete
Southern Africa Regional Social & Behaviour Change Communications Programme	Health	Partner	April 2014	Complete
Multi Donor Trust Funds National (Sudan)	Government & State Building	Partner	December 2012	NA
Tanzania Poverty Reduction Budget Support Volume I; Tanzania Poverty Reduction Budget Support Volume II	Education	Partner	April 2014	NA
HIV/Aids Prevention – incl. Management Response (Vietnam)	Health	DFID	April 2014	Complete – within report
Support to the INGO Consortium in Yemen 2012-13	Humanitarian	Partner	May 2013	Complete
Evaluation of the Integrated; Emergency response Project II for Yemen 2011/12	Humanitarian	Partner	March 2014 July 2013	Complete
Zambia Social Protection Expansion Programme	Social Services & Infrastructure	Partner	September 2013	NA
Protracted Relief (Zimbabwe)	Social Services & Infrastructure	DFID	February 2014	Complete
ColaLife Operational Trial Zambia	Health	DFID	January 2014	TBC

The Department for International Development:
leading the UK government's fight against world poverty.

Department for International Development
22 Whitehall
London
SW1A 2EG
UK

and at:

Abercrombie House
Eaglesham Road East
Kilbride
Glasgow
G75 8EA
UK

Tel: +44 (0)20 7023 0000

Fax: +44 (0)20 7023 0016

Website: www.dfid.gov.uk

Facebook: www.facebook.com/ukdfid

Twitter: @DFID_UK

Email: enquiry@dfid.gov.uk

Public enquiry point: 0845 3004100 or +44 1355 84 3132 (if you are calling from abroad)

Published by the Department for International Development, February 2015