



Reviewing evaluation use through a Value of Evaluation lens

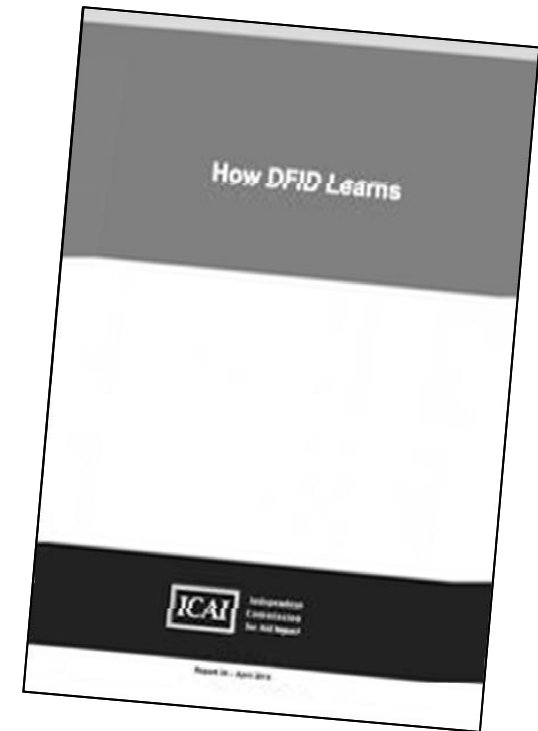
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Outline

- Background
- Evaluation Decision Framework
- Evaluations through a Value of Evaluation (VoE) lens
- Learning points

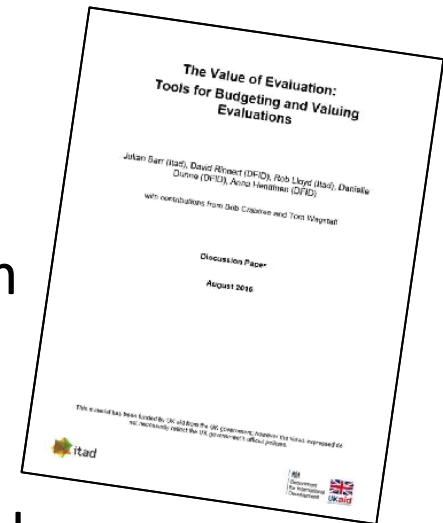
Background

- DFID policy commitment: *Evaluation is integral to the planning, design, and implementation of policies and programmes*
- Huge growth in DFID evaluation (~£250m budget)
- ICAI review: How DFID Learns (2014):
 - DFID ***“does not review the costs, benefits and impact of learning.”***
 - *DFID does not routinely assess the impact of learning on decision-making.”*
 - ***“We would have expected DFID also to report the impact that evaluations have on what it does and what it achieves.”***
 - ***DFID is not able to assess the value for money of its evaluation activities.***



Value of evaluation

- **What is VoE?**
 - VoE: the developmental benefits derived from using the knowledge & evidence generated from an evaluation
 - VOE lens: whether and how the knowledge generated from an evaluation will be used and by whom
- **Why is VoE important?**
 - Help decide what to evaluate & how much to spend
 - If we can't demonstrate/measure and increase the Value of evaluations, funding for evaluations will diminish
 - Need to be able to articulate VoE in an alternative fact / post-truth world



Different types of evaluation use



Accountability

Public Value – To provide assurance that public money is being well spent



Instrumental

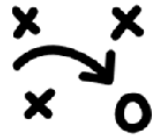
Internal - To improve the use of funds in a current programme



Conceptual

External - To determine if a policy or programme has worked

Evaluation decision framework



Strategic case for evaluating

- ① Strategic importance: spend and policy priority for spending unit of the commissioning organisation
- ② Uncertainty: evidence, risk and innovation



Evaluability

- ③ Evaluability and feasibility



Potential value: benefits and costs of evaluation

- ④ Accountability
- ⑤ Scale of benefit
- ⑥ Probability of use of evidence
- ⑦ Cost and proportionality



Realising the benefits

- ⑧ Quality management processes

Evaluation decision framework

	#	Criteria	Questions
<i>Justification: Strategic case for evaluating</i>	1	Strategic importance: spend & policy priority for spending unit or the commissioning organisation	<ul style="list-style-type: none"> Does the programme make a significant contribution to the results set out in the spending unit's Operational Plan? Is this a strategic and/or high profile policy commitment which needs to be evaluated? Is there a significant investment of financial resources in this programme or policy? Has the intervention been identified as a priority for the commissioning organisation, other than for the reasons above?
	2	Uncertainty: Evidence, Risk and Innovation	<ul style="list-style-type: none"> Does the programme address an evidence gap related to an identified area of policy or programming? Are programme outcomes and impact uncertain due to the level of risk, requiring a more comprehensive investigation of results? Is the evaluand particularly innovative, so that there is a pressing need for evidence about its efficacy?
<i>Evaluability</i>	3	Evaluability & feasibility	<ul style="list-style-type: none"> Is the proposed evaluand evaluable⁷³ Is it feasible to conduct an evaluation? This mainly relates to likely access to data and information and to security issues.
<i>Potential Value: Benefits and costs of evaluation</i>	4	Accountability	<ul style="list-style-type: none"> Does this evaluation have an accountability purpose? Will it provide good evidence for VFM and the efficient and effective use of public funds? Will it support maintenance of public trust in the use of development funds?
	5	Learning & improvement: <ul style="list-style-type: none"> Scale of benefit 	<ul style="list-style-type: none"> How many people are likely to benefit from the decision the evaluation aims to benefit? What is the level of investment resources within the commissioning organisation that use of the evaluation evidence could affect? (refer to criteria #1 of the EDF) How relevant is the evaluation to the policies and practices of other external and government agencies?
	6	Learning & improvement: <ul style="list-style-type: none"> Probability of use of evidence 	<ul style="list-style-type: none"> Have the eventual users of the evaluation evidence been identified and when and how they will make use of the evidence? Is the evidence likely to be timely? To what extent is there an expressed demand for the evaluation findings from the eventual users? To what extent can sound evaluation uptake pathway be constructed: communications & influencing strategy, political economy analysis, range of evaluation products? How strong are the relationships between the evaluators, the evaluation commissioners and the eventual users
	7	Cost & Proportionality	<ul style="list-style-type: none"> What is your top-down estimate of the evaluation cost? Are the costs proportionate to the likely benefit?
<i>Realising the benefits</i>	8	Quality	<ul style="list-style-type: none"> To what extent are strong quality management processes in place: evaluation commissioner oversight, good evaluation governance structure, steering/advisory panel, QA system?

Case studies

- **Case 1. Beneficiary Feedback evaluation**
 - +ve: Strategic importance; Uncertainty; Scale of benefit
 - -ve: Cost and proportionality; Probability of use; Quality management processes
- **Case 2. Clinton Health Access Initiative**
 - +ve: Strategic Importance; Scale of benefit; Cost and Proportionate; Probability of use;
 - -ve: Probability of use
- **Case 3. DFID Country Programme Evaluations**
 - +ve: Strategic importance; Accountability; Scale of benefit; Quality management processes
 - -ve: Probability of use

Learning Points

1. Interesting Times

- Challenging environment for evaluation and evidence: speaking truth to power vs. alternative facts and fake news
- But:
 - increased demand for real-time evidence
 - Increased focus on learning and ‘what works’
- Evaluation is threatened – needs to make a better value case
 - Greater focus on user
 - Evolve capabilities

Learning Points

2. Value and commissioner behaviours

- Use and Value **reduced** by arms-length contracting and focus on delivery of the 'evaluation product'
- Use and Value **improved** by evaluator-commission collaboration → co-creation
- Use and Value **improved** where commissioners have a 'use culture' rather than transaction culture

Learning Points

3. Evaluators have to work harder at Value

- Better methods ≠ better use
- Better narratives = better use
- More focus on uptake pathways and users = better use & more value
- Shift from evaluation product to evidence process



Questions...

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