
Evaluation in US Foreign Assistance

**Monitoring and Evaluation Roles, Systems,
Priorities**

**DAC Evaluation Network November 19, 2008
Paris, France**

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Office of the Director of US Foreign Assistance (F)

**Monitoring and Evaluation for the US
Foreign Assistance Program**

**Meeting of the OECD/DAC Evaluation
Network**

November 19, 2008

Paris, France

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The Office of the Director of Foreign Assistance

- Established in 2006
- Responsible for coordinating USG Foreign Assistance (FA)
- Developed a standard programming structure to codify FA objectives
- Created a comprehensive database to track assistance across all programs, countries, and Bureaus
- Developed systems to improve performance and accountability

Policies and Initiatives

- Critical importance is given to monitoring and evaluation, performance management, and accountability.
- Interagency coordination
- Training
- Development of support tools
 - glossary, standards, guidelines, indicators
- Assistance with the development of evaluation policies for State and USAID

Country Assistance Strategy (CAS)

- A new initiative to assure that longer-term, whole of government strategic planning is carried out
- Will provide context for completing and reviewing 1 year Operational Plans
- A short document that states overall USG foreign assistance priorities, regardless of funding source
- Produced jointly by Field and Washington

New Standard Program Structure

- The SPS classifies what FA is doing. It breaks down programs into tiered categories:
 - Program Objective (5)
 - Program Area (25)
 - Program Element (115)
 - Program Sub Element (364)
- Standard indicators, linked to program elements, collect performance information consistently across all countries and programs

New Systems and Tools

- New Strategic Framework with 5 goals
- The Foreign Assistance Coordination and Tracking System (FACTS) collects and manages narrative, budget and performance information in a standard format and through a single point of entry
- Development of standard indicators complemented by custom indicators
- Operational Plans, Performance Reports
- Emphasis on training for evaluation

Priorities

- Monitoring and evaluation, performance management, transparency, and accountability
- Working as a learning organization
- Work with State, USAID, and other USG agencies to coordinate implementation of foreign assistance
- Work on cross cutting or cross agency issues
- Develop cross agency evaluations

Monitoring and Evaluation Policies and Practices at the Millennium Challenge Corp. (MCC)

Evaluation Network November 2008 Meeting

Informal Session with USAID and State Department “F”

November 19, 2008

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MCC's Three Perspectives on Results

Program results are assessed over three distinct time horizons:

Future results are assessed – ERR

- To make sure that the program is logically coherent and its components are necessary and sufficient to accelerate economic growth
- To calculate *ex-ante* the Economic Rate of Return (ERR) and poverty impact for program components

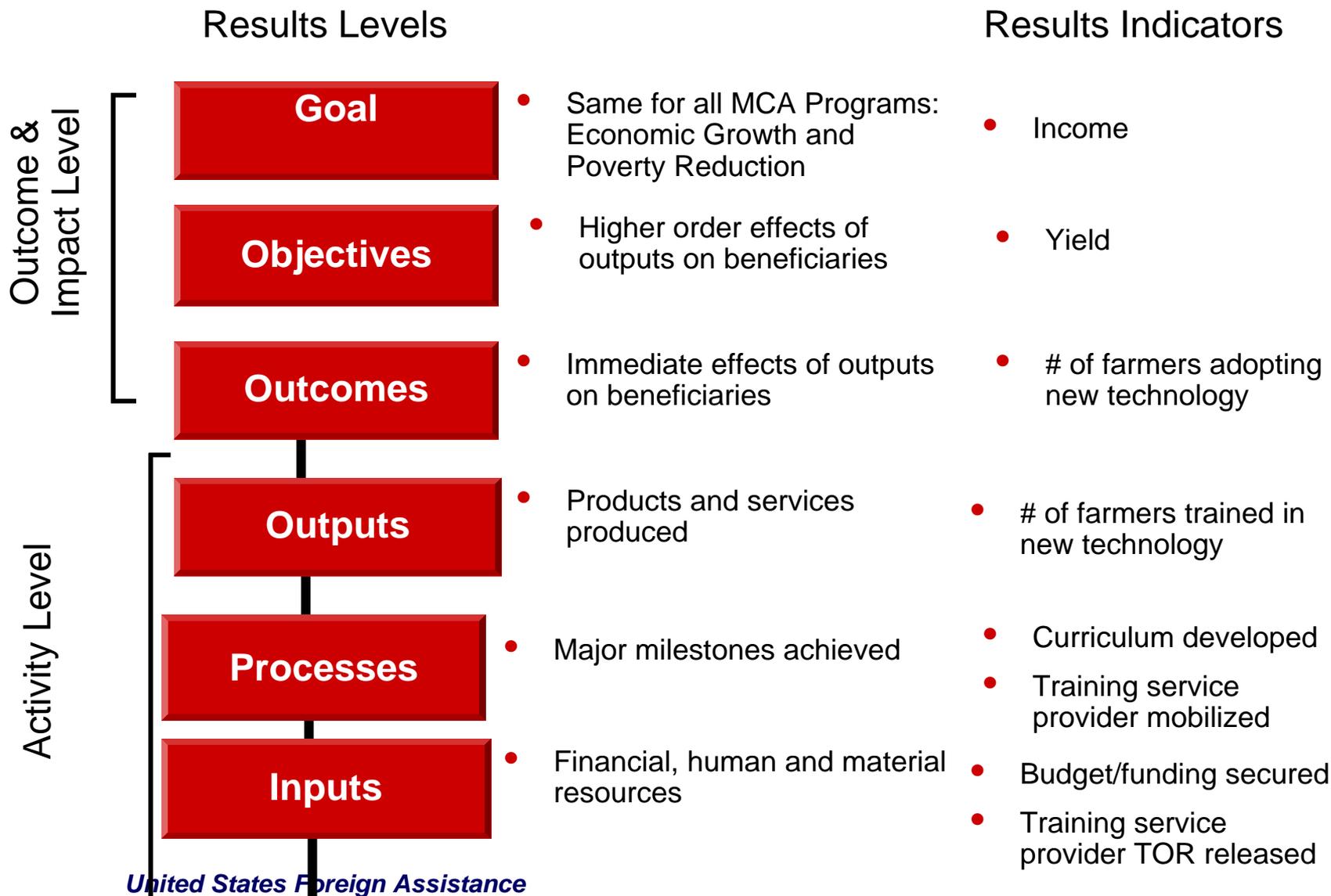
Current results are monitored – M&E Plan

- To collect performance data for better management of the program and to trigger future disbursements
- To report to constituencies on progress achieved in reaching the program's goal

Final results are evaluated – experimental design

- To measure *ex-post*, in a statistically valid way, the program's impact on growth and poverty
- To provide evidence of program and activity effectiveness and
- To learn lessons for future programs and test assumptions

The Program Logic of Results

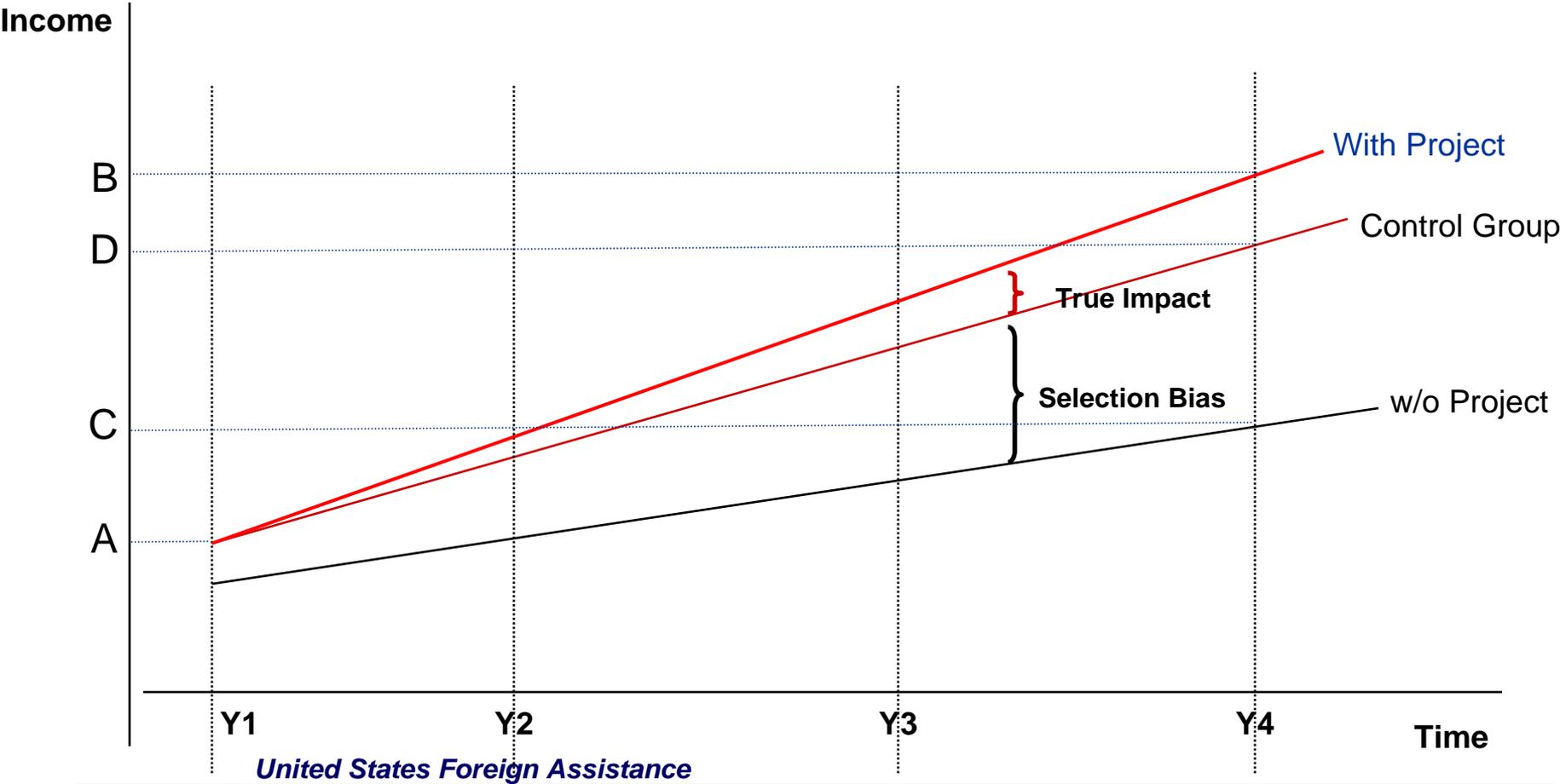


The Monitoring and Evaluation Plan

- 1. Summary of Program and Objectives**
- 2. Overview of the Program**
 - Economic Growth and Poverty Reduction Impact
 - Program Logical Framework
 - Beneficiaries
 - Assumptions and Risks
- 3. Monitoring Plan**
 - Indicators, Baselines, Targets
 - Data Collection Strategy
 - Data Quality Reviews
- 4. Evaluation Plan**
 - Purpose
 - Methodology
 - Timeline
- 5. Organization structure and staffing**

Impact Evaluation Reduces Selection Bias

Selection Bias: Participants are often different than Non-participants



MCC Impact Evaluation Methodologies

Basic Information		Design and Methodology		
Country	Compact Component	Evaluation Question	Methodology	Data Source's)
Georgia	ADA - Agribusiness Development Project	How does the provision of ADA grants to farmers and farm-related businesses impact household income, poverty levels, and job creation?	Randomization - farmer level	Department of Statistics Household Survey and privately contracted beneficiary survey. MCA Funded.
	S-J Road Rehabilitation	How does the road rehabilitation effect/cause economic development, new businesses, and economic and social integration in the region?	Propensity Score Match and GIS analysis	Infrastructure survey as well as previously created GIS data - MCC funded
	Regional Infrastructure Development Fund (RID)	How does the provision of infrastructure at the village/municipality level impact poverty rates in the community?	Double-difference	Infrastructure survey and possible health survey - MCA funded

The Actors in M&E

Contractors:

Evaluation;
Surveys;
Training;
etc.

MCC

M&E Specialists
Economist
Sector Specialists

MCA

M&E Director
Project Directors

Implementing Entities:

National Statistics Agency;
Municipal Infrastructure Fund;
Ministry of Agriculture
etc.

Interagency Agreements:

Engineering;
Watershed Mgt.;
Survey Statistics

Contractors:

Evaluation;
Surveys

Grantees:

Municipal Water Authorities
Farm Service Centers;
etc.

LESSONS LEARNED

- ***ACTIVITY LEVEL PROCESS INDICATORS MUST BE GATHERED EARLY***
 - **Key Process Milestones**
- ***NEED GREATER STANDARDIZATION:***
 - **Compact Program Logic**
 - **Indicator selection criteria**
 - **Standard performance monitoring reports**
- ***NEED CROSS-COUNTRY MCC PERFORMANCE MEASURES***
 - **Develop Core Indicators**
- ***LOCAL CAPACITY IS WEAK***
 - **Procedures guidelines and instruments**
 - **Training and technical assistance**

Strengthening Evaluation at USAID

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USAID's Evaluation Highlights

- Project Evaluations (50s)
- Logical Framework (late 60's)
- Central Evaluation Office (early 70s)
- Impact Evaluations (late 70s)
- DAC Evaluation Group (early 80s)
- CDIE for KM (early 80s)
- RBM Pioneer (early 90s)

USAID'S EVALUATION DECLINE

- Performance Monitoring Grows (90s)
- Evaluations Drop (450 to 150 by 01)
- “Knowledge workers” Replace “evaluators” (02 Review)
- Funding & Staff decline (03-05)
- “Evaluation Initiative” Short-Lived (05)
- CDIE abolished (06)

REVITALIZING EVALUATION

- Mission Directors' Conference (07)
- Updating Evaluation Policy (07-08)
- New central evaluation unit (08)
- Strengthening technical support
- Expanding evaluation training
- Improving evaluation coordination
- Re-engaging evaluation community

USAID's Evaluation Priorities

- Strengthen Our Evaluation Capacity
- Implement a New Program of More Rigorous Impact Evaluations
- Work with Development Partners on Collaborative Evaluations
- Participate in Evaluation Organizations and Forums
- Provide Intellectual Leadership