



Ministry of Foreign Affairs

Policy & Operations Evaluation Department (IOB)

EVALUATION FOR ACCOUNTABILITY: Measuring Development Effectiveness of NGOs

Keynote Address ZEW/ICFO Conference

'Global Charity Trends: Challenges for National Monitoring Organizations'

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Policy & Operations Evaluation (1)

Mandate:

- Assessing policy effectiveness
- Promoting learning from experiences
- Improving evidence-based policy-making

→ Accountability to **P**arliament, **P**ublic and **P**artners
(autonomous programming & independent reporting)



Policy & Operations Evaluation (2)

Activities

- Impact studies on main development priorities
- Analysis of the coherence in foreign policy
- Thematic studies on key success factors

→ Creating Transparency & Trust



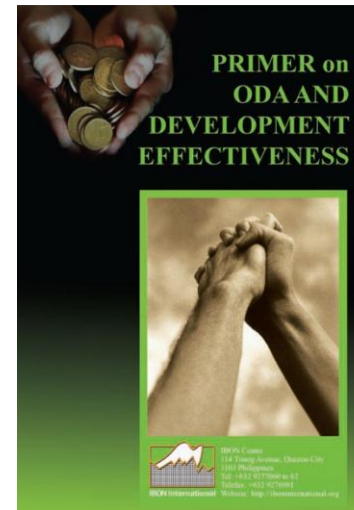
Key Messages

1. Development effectiveness shows ‘value for money’
2. Effectiveness measurement can enhance public trust
(necessary, but not sufficient condition)
3. Transparency starts with autonomy & objectivity
4. Evaluability is key responsibility of donors and recipients
5. No learning without insights in impact



Development Effectiveness

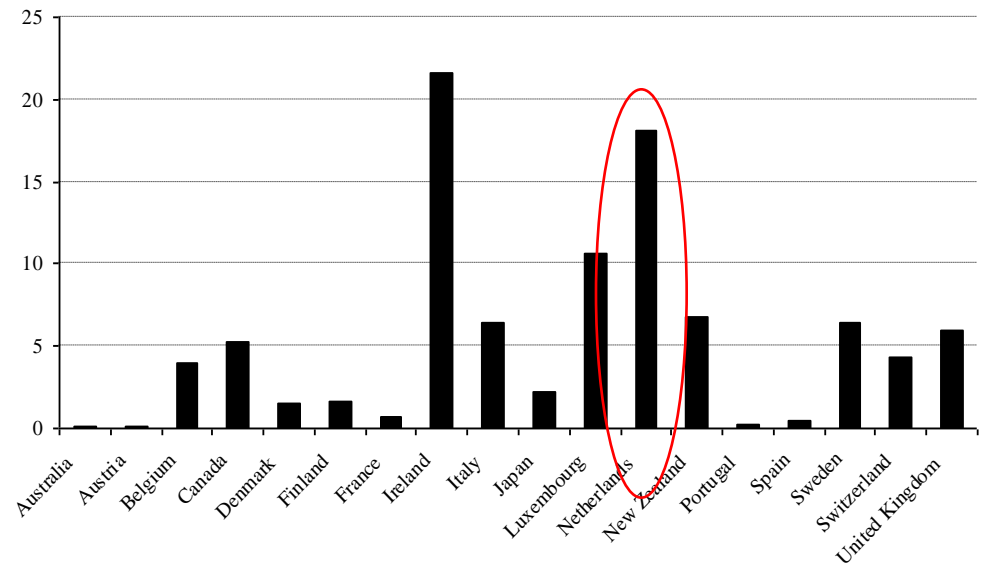
- Delivery of meaningful results
- Net impact over time
- Value for Money
- Attribution/Contribution
- Additionality





Evaluating Civil Society

Large share of Dutch aid:
5% → 20 % of ODA



Three components:

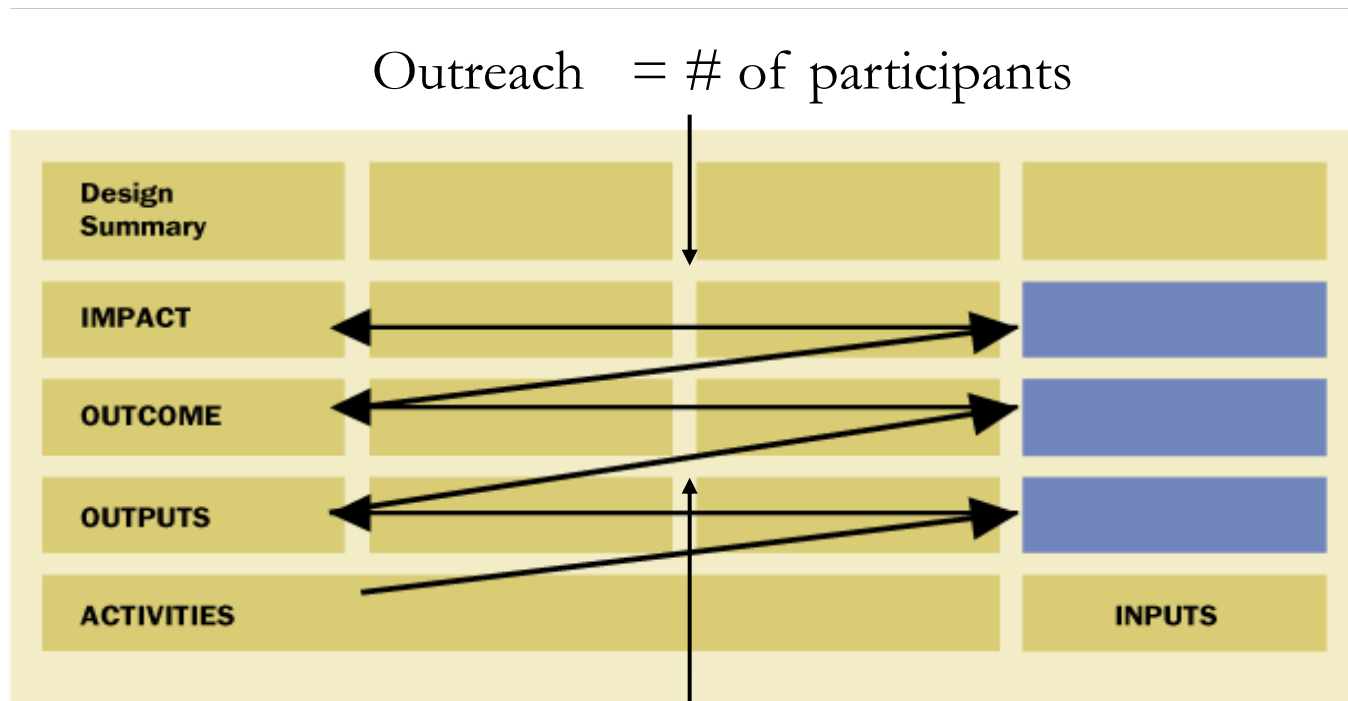
Direct Poverty Reduction (MDGs)

Capacity Development (5C)

Lobby & Advocacy



From Input to Impact



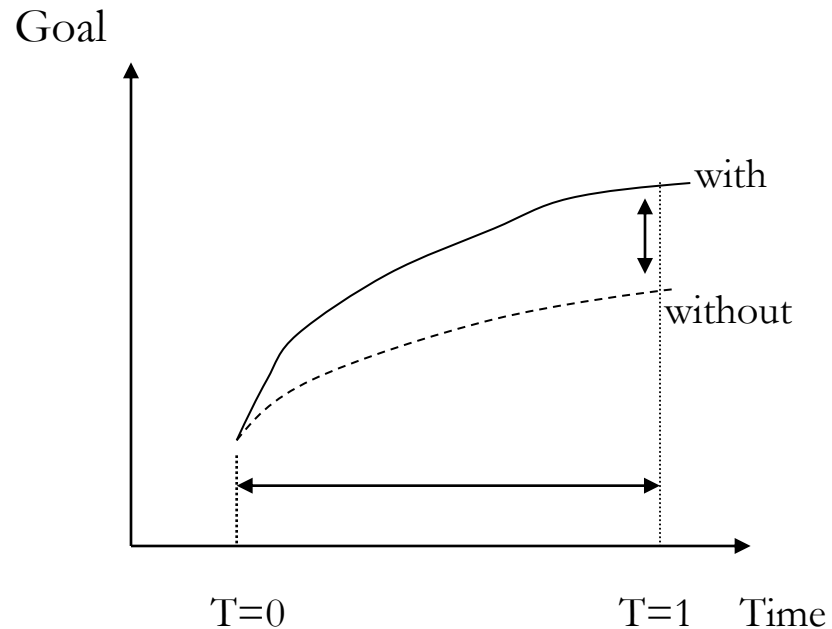
Throughput = activities within the system



Credible evidence

Impact measurement: comparing:

- before/after (*time*)
- with/without (*counterfactual*)



Everything else is additional

(e.g. story harvesting, outcome mapping, SROI, etc)

(See: NONIE Guidelines ; 3ie)



Evaluation Criteria

1. Effectiveness
2. Efficiency
3. Relevance
4. Coherence
5. Sustainability





Methods & Approaches

Document review

Policy reconstruction

Robust Impact studies

Experiments (Real-time evaluation)

Systematic Reviews (Campbell protocol)

Thematic studies (Key success factors)



Common Pitfalls

1. Strong selection bias
2. Spatial clustering: externalities & free riding
3. Absence of baselines data
4. Scarce controls
5. Long incidence chains
6. Limited additionality



Worrisome Evidence

‘NGO support is highly appreciated, but no evidence can be generated to demonstrate its impact’

‘Local capacities of NGO partners have grown substantially, but it remains unclear whether and how donor support has contributed to this’

‘Access to services and markets for the poor have improved, mainly due to better socio-economic performance of the country’



Reputation & Trust

Insight in development effectiveness is a necessary (but not sufficient) conditions for maintaining public support

Other factors:

- Empathy
- Communication media
- Closeness





Evaluation & Accountability

Guaranteeing Evaluability

- Intervention theory
- SMART indicators
- Random sampling
- Valid baselines
- Comparison/control groups





Organizing Evaluations

Independency

Quality control systems

Peer review

Horizontal control

Certification



Learning from Evaluations

Single, double & triple loop learning

Defining innovation spaces

Real-time experiments





Future Challenges

Organizing Independent NGO Evaluation Units

Upfront Focus on Evaluability

Training of local (Southern) partners

Web-based data systems (see: www.ngo-database.nl)

Openness on Failures & Successes

Comparing net performance



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Thanks for your Attention...