

# *Overview of Impact Evaluation*

Patricia Rogers

RMIT University/ BetterEvaluation



## For every \$1 spent on a child, the whole community benefits seven-fold.

UNICEF is the United Nations Children's Fund, the world's leading advocate for children. UNICEF is non-political and works in over 150 countries to make a lasting difference to children's lives by providing health, education and protection.

UNICEF relies on voluntary donations and by making a donation today, in any currency, you are playing an active role in changing children's lives.

[www.unicef.org.au](http://www.unicef.org.au)

[www.qantas.com](http://www.qantas.com)

ありがとうございます

Thank you

谢谢

**72¢** purifies 200 litres of water, making it safe to drink.

**\$3.60** buys a large woollen blanket to help keep a child warm.

**\$34.30** will immunise 200 children against measles.

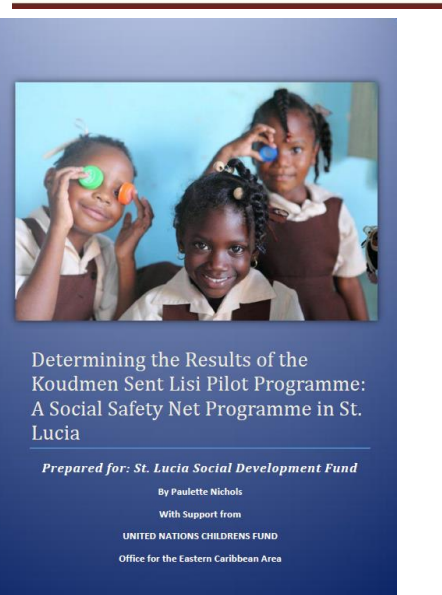
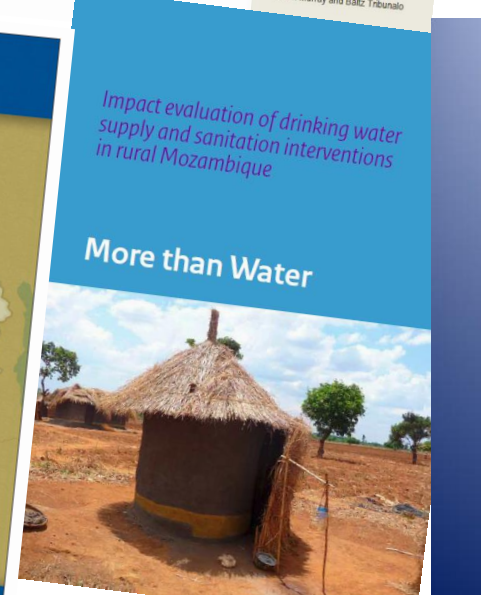
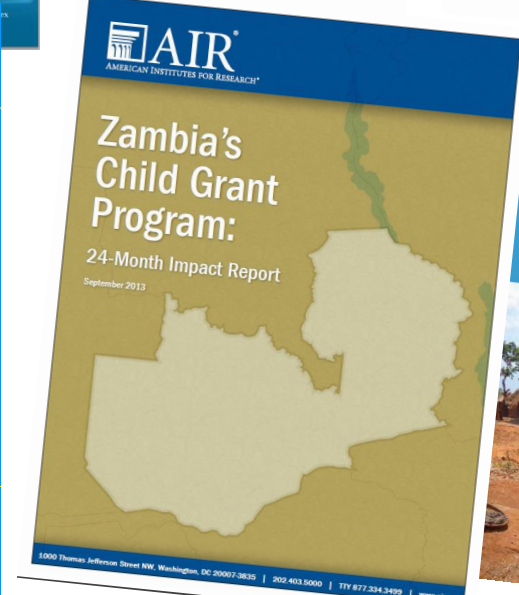
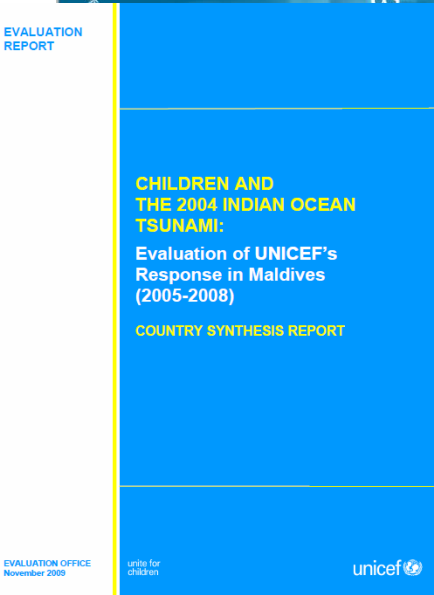
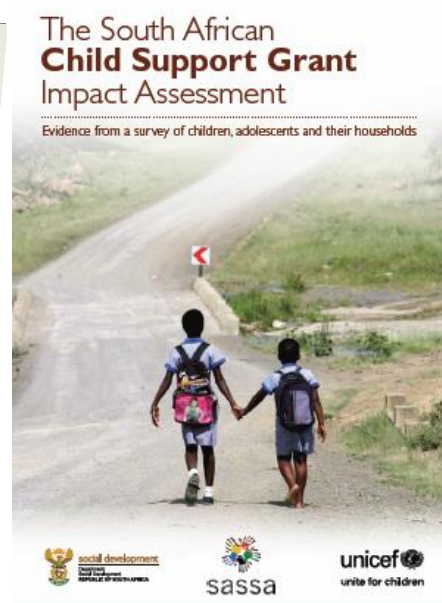
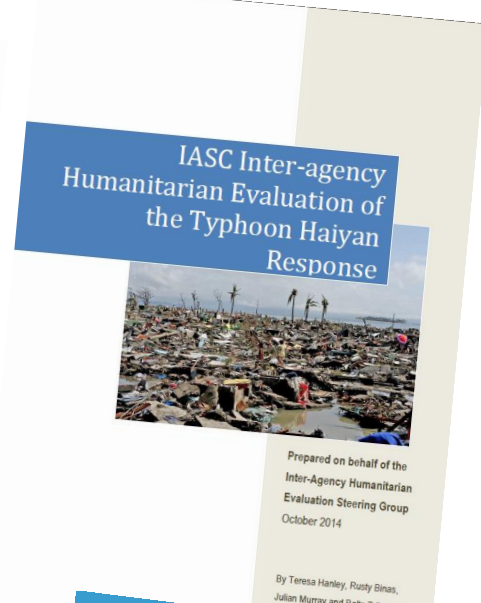
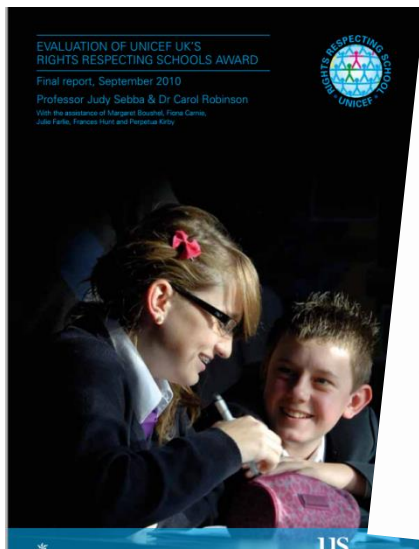
Values are in Australian dollars and are approximate.

Australian Committee for UNICEF Limited  
ABN 35 060 581 437

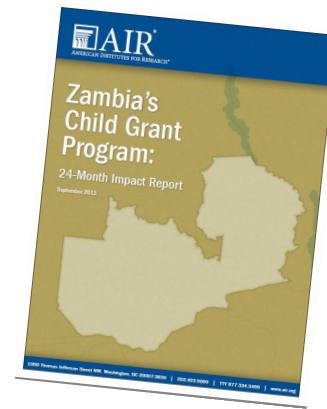
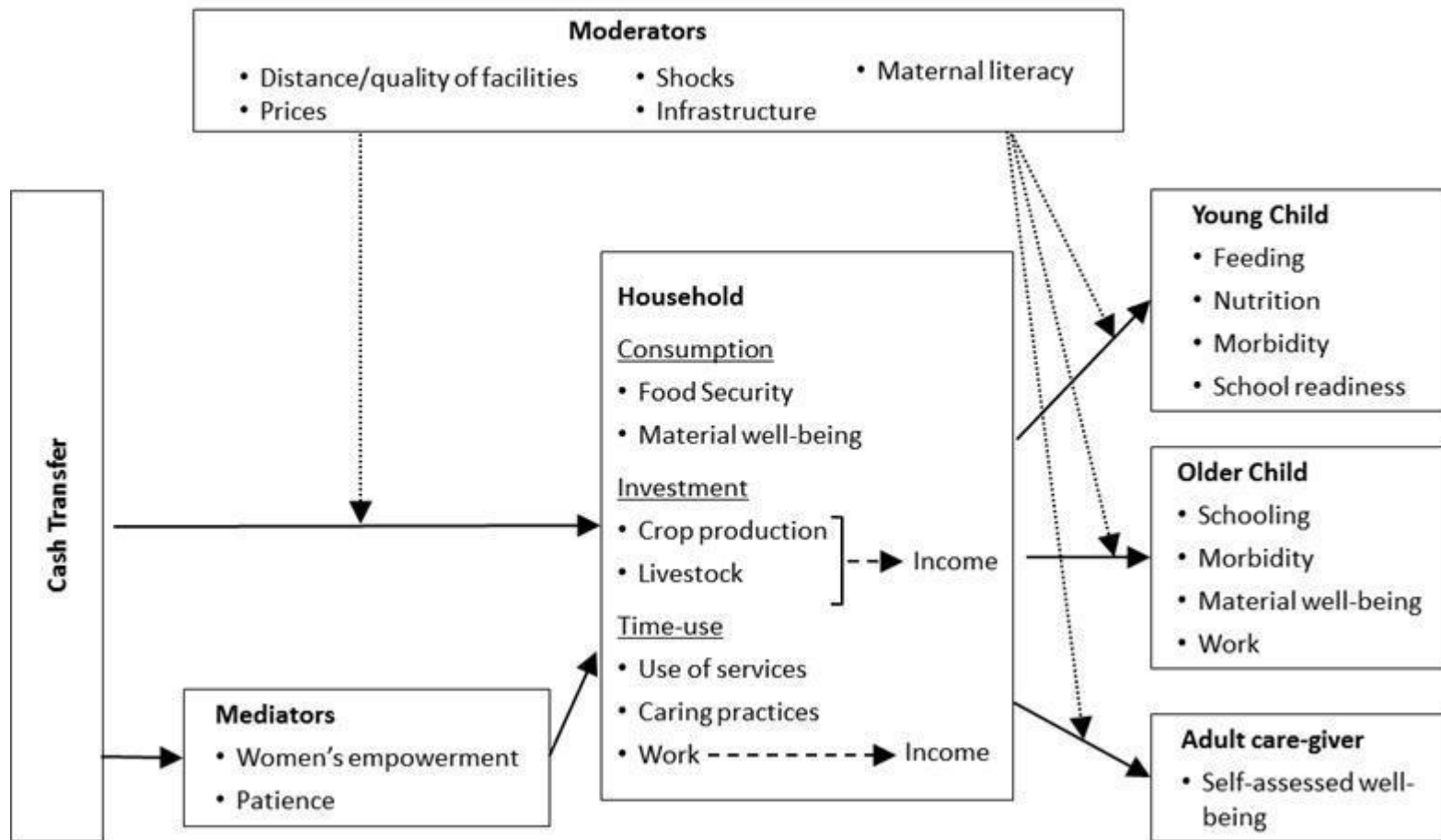
**unicef** 

UNICEF0028

# UNICEF Impact Evaluation Reports
















**Figure 1. Conceptual Framework for Impact Evaluation of Child Grant Program**



# What experience have you previously had with impact evaluation?

1. I've conducted an impact evaluation
2. I've managed an impact evaluation
3. Both – I've managed AND conducted an impact evaluation
4. Neither – I have not managed or conducted an impact evaluation

# UNICEF Impact Evaluation Briefs

<p>OVERVIEW: DATA COLLECTION AND ANALYSIS METHODS IN IMPACT EVALUATION</p> <p>10</p> 	<p>Developing and Selecting Measures of Child Well-Being</p> <p>11</p> 	<p>Interviewing</p> <p>12</p> 	<p>Modelling</p> <p>13</p> 	
<p>OVERVIEW: STRATEGIES FOR CAUSAL ATTRIBUTION</p> <p>6</p> 	<p>Randomized Controlled Trials (RCTs)</p> <p>7</p> 	<p>Quasi-Experimental Design and Methods</p> <p>8</p> 	<p>Comparative Case Studies</p> <p>9</p> 	
<p>OVERVIEW OF IMPACT EVALUATION</p> <p>1</p> 	<p>Theory of Change</p> <p>2</p> 	<p>Evaluative Criteria</p> <p>3</p> 	<p>Evaluative Reasoning</p> <p>4</p> 	<p>Participatory Approaches</p> <p>5</p> 

# IMPACTS

Not only:

- direct, intended impacts...



But also:

- Unintended – positive and negative
- Direct and indirect – splash and ripple



# Steps in conducting an impact evaluation

1. Deciding to conduct an impact evaluation
2. Establishing governance and management arrangements
3. Preparing to conduct the evaluation
4. Developing a Terms of Reference
5. Engaging the evaluation team
6. Overseeing the evaluation
7. Following up the evaluation





# 1. Deciding to conduct an impact evaluation

**Is there clear intended use?**



# Are there adequate resources?



**Is the impact evaluation linked to national and UNICEF priorities?**

# 2. Establishing governance and management arrangements



EVALUATION MANAGEMENT TEAM



EVALUATION REFERENCE GROUP

SELECTS THE EVALUATION TEAM  
TECHNICAL GUIDANCE  
QUALITY ASSURANCE  
BUDGET & FIELD VISITS



TECHNICAL ADVICE  
CULTURAL ADVICE



EVALUATION TEAM



Participatory  
Approaches



# 3. Preparing to conduct the evaluation

- Review the theory of change

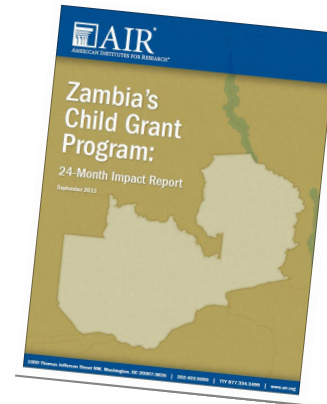
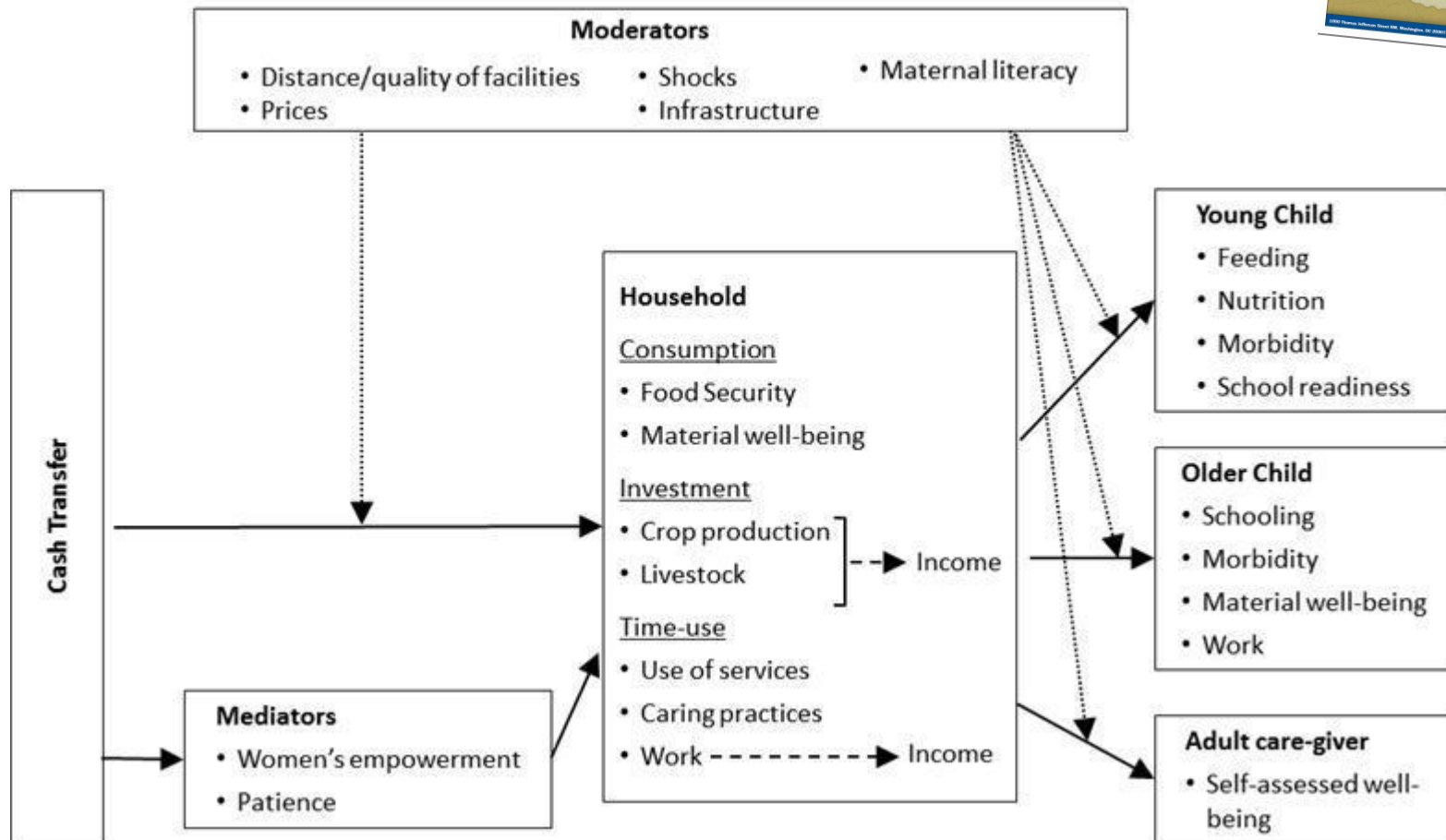
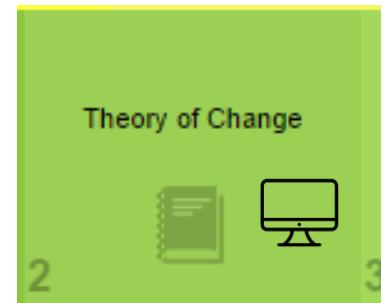


Figure 1. Conceptual Framework for Impact Evaluation of Child Grant Program



# 3. Preparing to conduct the evaluation

- Use the theory of change to inform the impact evaluation
  - identify **relevant variables** that should be included in data collection
  - identify **intermediate outcomes**
  - identify **aspects of implementation** that should be examined to see if the failure to achieve intended impacts is due to a failure to implement the intervention successfully
  - identify potentially **relevant contextual factors** that should be included in data collection
  - guide data analysis
  - provide a **framework for reporting findings.**



# 3. Preparing to conduct the evaluation

- **Identify and mobilize resources**
  - **Funding for an external evaluation team**
  - **Time of key contributors, including governance group, review bodies, key informant, site visit facilitators**
  - **Access to data systems**



# 3. Preparing to conduct the evaluation

- Decide the process for developing the evaluation methodology

Methodology by commissioning agency, up front

- Set out in ToR

Initial methodology by commissioning agency, then revised

- Initial methodology revised in inception report

Initial methodology by evaluators, then revised

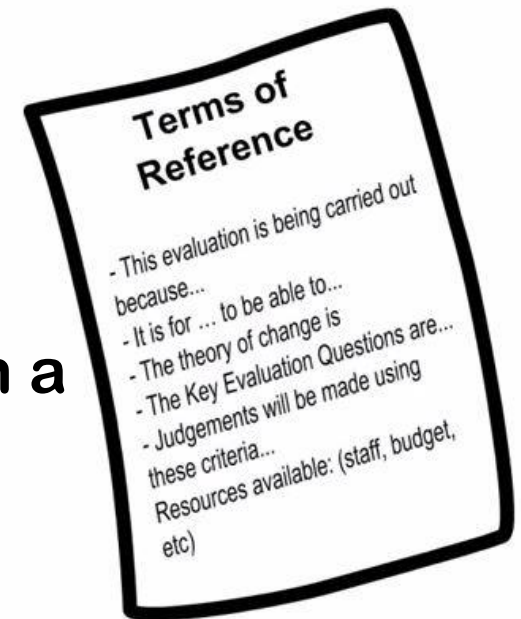
- Initial methodology revised in inception report

Methodology by evaluators, up front as separate project

- Set out in ToR
- The actual evaluation is commissioned as a separate project

# 4. Developing a Terms of Reference

- Clarify **purpose and objectives**
- Specify **Key Evaluation Questions**
- Set out a **design** or some guidance on a design
- Specify **evaluation team** profile



# 4. Developing a Terms of Reference

- Key Evaluation Questions linked to OECD-DAC evaluation criteria
- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability



Evaluative Criteria



# 4. Developing a Terms of Reference

Impact evaluations need to:

- **Identify changes** – for individuals, households families, communities, organisations
- Understand **what has caused these**
- And evaluate whether these are **positive or negative** – taking into account equity issues. (not enough to just look at the average effect)



# 4. Developing a Terms of Reference

**Different types of questions lead to different design options**

# Options for answering descriptive questions

- Collecting data from individuals or groups
- Observation
- Physical measurement
- Existing documents and data

OVERVIEW: DATA  
COLLECTION AND  
ANALYSIS METHODS IN  
IMPACT EVALUATION

10



Developing and Selecting  
Measures of Child  
Well-Being

11



Interviewing

12



Modelling

13



# Options for answering causal questions

ATTRIBUTION

INTERVENTION → EFFECT

CONTRIBUTION

INTERVENTION  
OTHER CAUSE  
OTHER CAUSE → EFFECT

EXPERIMENTAL

QUASI-EXPERIMENTAL

NON-EXPERIMENTAL

OVERVIEW:  
STRATEGIES FOR  
CAUSAL ATTRIBUTION

Randomized Controlled  
Trials (RCTs)

Quasi-Experimental  
Design and Methods

Comparative Case Studies

6



7






8



9



# Options for answering evaluative questions

	INTENDED IMPACTS	NEGATIVE IMPACTS
OPTION 1		
OPTION 2		

WHICH IS THE BETTER OPTION?





# 5. Engaging the evaluation team

Good practices in recruiting and selecting a team:



Knowledge of:

local  
culture

local  
language

data  
collection  
experience

evaluation  
expertise

project  
management

Participatory  
Approaches



# 6. Overseeing the evaluation

Evaluation work plan

Reporting findings

Management response



EVALUATION MANAGEMENT TEAM

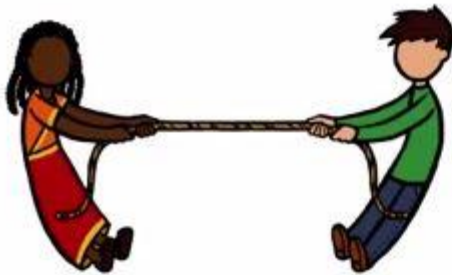


EVALUATION TEAM

# 6. Overseeing the evaluation

## HOW TO MANAGE QUALITY?

BE AWARE OF TRADE-OFFS



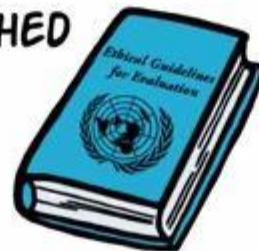
ENGAGE WITH  
STAKEHOLDERS



REVIEW EVALUATION DESIGN  
AND DRAFT REPORTS



FOLLOWING ESTABLISHED  
ETHICAL STANDARDS



Address:

- Respect for dignity and diversity
- Rights
- Confidentiality
- Avoidance of harm

# 7. Following up the evaluation

- **Disseminating findings**
- **Tracking follow-up**
- **Documenting lessons learned about evaluation**

# UNICEF impact evaluation briefs and animated videos

10 OVERVIEW: DATA COLLECTION AND ANALYSIS METHODS IN IMPACT EVALUATION  	11 Developing and Selecting Measures of Child Well-Being 	12 Interviewing 	13 Modelling 	
6 OVERVIEW: STRATEGIES FOR CAUSAL ATTRIBUTION  	7 Randomized Controlled Trials (RCTs)  	8 Quasi-Experimental Design and Methods 	9 Comparative Case Studies 	
1 OVERVIEW OF IMPACT EVALUATION  	2 Theory of Change 	3 Evaluative Criteria 	4 Evaluative Reasoning 	5 Participatory Approaches 

Available at [www.UNICEF-IRC.org](http://www.UNICEF-IRC.org)