

## Evaluation Strategy for the PPAs and GPAF:

### Overview of PPA Performance Assessment

DFID's Programme Partnership Arrangements (PPAs) will provide £360 million of funding to 40 organisations from 2011-2014. Coffey International Development is the Independent Evaluation Manager for the PPAs. Part of Coffey's role will be to assess the performance of the organisations receiving funding. The assessment will be based on evidence from organisations' annual reports, independent progress reports and case studies. In addition to assessing grantee performance, the evaluation will assess the effectiveness of the PPA mechanism as a whole.

The evaluation will:

- Determine which PPA-funded organisations are performing well and are providing value for money;
- Determine to what extent funding is resulting in outcomes that would not have been reached without the funding (i.e. achieving *additionality*), and in which grantees this is greatest;
- Give an indication of the number of people reached through the PPA;
- Report on the sustainability of grantees' interventions;
- Report on whether grantees are generating, sharing and using learning, and to what extent DFID is using this learning to inform policy and programming;
- Advise DFID on the most effective funding mechanism to achieve desired results; and
- Test DFID's rationale for funding civil society overall and test the mechanisms used to provide funding.

The Evaluation Manager will make an assessment of the performance of the grantees, first after 18 months of funding and then after 36 months of funding. Outcomes of the evaluation will inform future decisions concerning PPA's allocation of funding to grantees.

A detailed Evaluation Strategy sets out the methodology for the evaluation and gives a comprehensive overview of the assessment process. The Evaluation Strategy was sent to grantees on 22 February 2012 and is available upon request.

### What is the Role of Grantees' in the Evaluation Process

Assessment of grantees will continue over three years. During this period, the Evaluation Manager and DFID will be working closely with grantees, recommending best practice approaches to monitoring and evaluation and providing feedback through the annual review process in order to flag issues of concern so that the organisations can take measures to improve their performance.

As part of the evaluation, grantees will be required to take a number of steps, at specific points in time, as outlined in the table below. More information on each step can be found in the Evaluation Strategy.

## Steps Required of Grantees

When	What Grantees Need to Do	What Happens Next
<p><b>End of April 2012, 2013, 2014</b></p>	<p><b>Provide an annual report</b> detailing progress towards stated targets and addressing the evaluation criteria.</p> <p>At the annual review stage, grantees will also submit case studies to supplement the evidence base and report on two specific areas:</p> <ul style="list-style-type: none"> <li>- how interventions have changed people's lives (<i>see Annex 9 Evaluation Strategy</i>);</li> <li>- the <i>additionality</i> of DFID funding – what grantees are doing that they could not have otherwise have done without the funding. (<i>see Annex 6 Evaluation Strategy</i>)</li> </ul>	<p>Annual reports will be assessed by DFID (with support from the Evaluation Manager) and feedback will be provided to grantees.</p>
<p><b>Mid October 2012</b></p>	<p><b>Submit a mid-term Independent Progress Report to DFID</b></p> <p>Grantees will commission an independent evaluation adviser to undertake an assessment of the grantee's progress and to verify the results relayed in the annual reporting process.</p> <p><i>See Annex 8 Evaluation Strategy</i></p>	<p>Drawing on evidence from the annual reports, independent progress reports and case studies, the Evaluation Manager will make an assessment of the performance of grantees after 18 months of funding.</p> <p>DFID may use this performance assessment as a basis for re-allocating funding so that highly performing grantees are recognised and rewarded.</p> <p>By early 2013 grantees will be informed of funding levels for 2014.</p>
<p><b>End of April 2014</b></p>	<p><b>Submit a final Independent Progress Report to DFID</b></p> <p>The grantee will have commissioned an independent evaluation adviser to undertake an assessment of the grantee's progress and to verify the results relayed in the annual reporting process.</p> <p><i>See Annex 8 Evaluation Strategy</i></p>	<p>Drawing on evidence from the annual reports, independent progress reports and case studies, the Evaluation Manager will make an assessment of the performance of the grantees.</p> <p>This will be the final evaluation.</p>

## Assessment Criteria

PPA grantees will be assessed based on reporting from the annual review process, the independent progress review, and case studies on changing lives and *additionality* (i.e. the effects and benefits that PPA funding has enabled grantees to deliver that they would not have delivered without the funding).<sup>1</sup> The overall performance assessment rating will classify grantees as high, medium and poorly performing.

Grantees will be assessed according to the following, weighed criteria:

- **Relevance – doing the right things:** do the grantees respond to the needs and priorities of their constituencies whilst striking a balance between achieving the greatest impact and reaching the poor and marginalised?

Weight: 5%

- **Effectiveness – doing the right things, in the right way:** how effective are grantees in terms of: the value they add; their capacity to learn and use learning to improve programmes, their organisational effectiveness and benefit to the sector as a whole; their capacity to innovate and channel this into benefits for the sector; their partnership approach and their ability to assess and understand how their interventions change lives and reduce poverty?

Weight: 30%

- **Efficiency - doing the right things, in the right way, at the right cost:** to what extent are grantees able to provide evidence of their cost effectiveness and as such demonstrate an understanding of their costs, the factors that drive them, the linkages to their performance and an ability to achieve efficiency gains?

Weight: 15%

- **Results - doing the right thing, in the right way, at the right cost, to achieve results that would not otherwise have been achieved (i.e. **additionality**):** are grantees achieving what they set out to achieve (as described in the logframe) and is this changing lives and strengthening civil society?

Weight: 50%

Details of the assessment process are provided in annex 5 of the Evaluation Strategy.

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<sup>1</sup> In addition to this, the Evaluation Manager will be carrying out a number of country visits to conduct independent research and will carry out case studies of randomly selected grantees in order to verify grantees' reporting.<sup>1</sup>

## Who is Doing the Assessment and How?

The assessment process will be carried out by a core Evaluation Team of five evaluation specialists and other experts. Organisations will be assessed by evaluation specialists with expertise in the sector of work relevant to each grantee.

There will be an extensive moderation process to ensure that the scoring is consistent and fair. Civil society experts will review the individual criteria rating and overall performance rating for each grantee to ensure that it reflects the performance of the organisation. An expert panel made up of DFID and civil society experts will review the ratings across the whole portfolio, examining the trends and ensuring that the ratings are appropriate.

The performance assessment will be made available to grantees upon request, and will be summarised in the Evaluation findings.

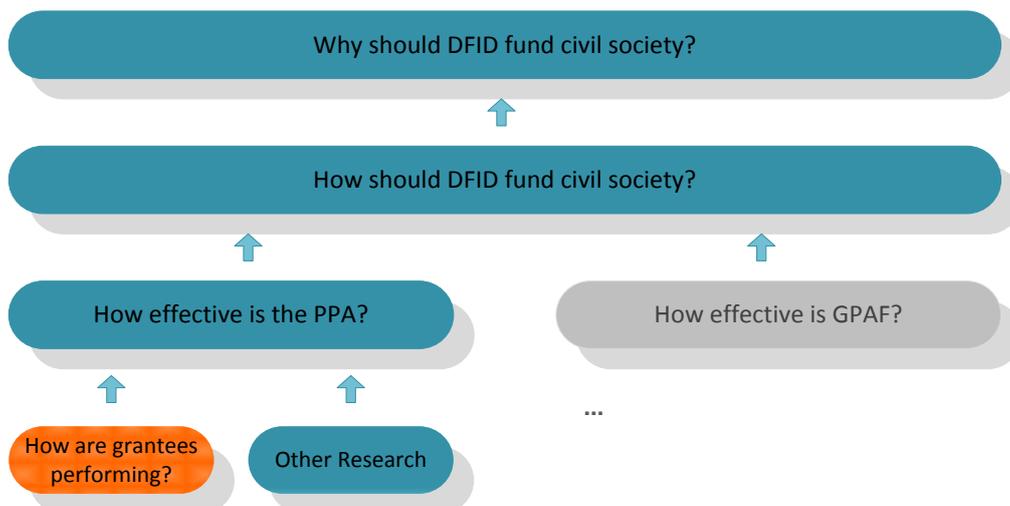
## Outcomes of the Evaluation

The mid-term evaluation will be based on the assessment criteria defined above and will inform DFID's funding allocation for the final year of the PPA. The funding allocation process will be determined by consideration of evidence of past performance of grantees, balanced with an assessment of the extent to which grantees are able to deliver DFID's current and future policy and programming priorities.

The final evaluation, undertaken after year 3 of PPA funding, will help shape DFID's strategy for funding civil society moving forward, including the future of DFID's strategic funding.

## Evaluation of the Overall Effectiveness of the PPA

In addition to assessing the performance of individual grantees, the evaluation will assess the effectiveness of the PPA in meeting its objectives.<sup>2</sup> Evaluation of the grantees, therefore, will inform the evaluation of the PPA. The evaluation of the PPA, and the simultaneous evaluation of the Global Poverty Impact Fund (GPAF) will inform DFID's rationale for funding civil society.



<sup>2</sup> The objectives of the PPA are made explicit in the Evaluation Strategy, and notably, DFID's theories of change for funding civil society (annexes 2 and 3)