

2022 MEL Conference and Expo Agenda

Using Learning for Improved Decision Making Now!

NEW EVALUATION APPROACHES

Panel Session

2:00 – 3:00 pm

Moderator	Panelist	Panelist	Panelist
Camille Gockowski	Ayoub Nmour	Dan Killian	Maram Kilani
USAID Monitoring, Evaluation, and Learning Activity	Integrated	Management Systems International (MSI)	Business Growth Activity (BGA)



USAID
FROM THE AMERICAN PEOPLE

Developmental Evaluation

Maram Kilani

USAID Business Growth Activity

May 23, 2022

What is Developmental Evaluation

- Relatively recent methodology designed specifically for conditions of complexity.
- Primary purpose – DE supports innovation development to guide adaptation to emergent and dynamic realities in complex environments.
- Complex environments for social interventions and innovations are those in which what to do to solve problems is uncertain and key stakeholders are not in agreement about how to proceed.



Formative evaluation

*Developmental Evaluation is not, however,
the same as evaluation of development.*



Summative evaluation



Developmental evaluation


Developmental Evaluation Defined

- “Evaluate processes, including asking evaluative questions and applying evaluation logic, to support program, product, staff and/or organizational development.
- “The evaluator is part of a team whose members collaborate to conceptualize, design and test new approaches in a long-term, on-going process of continuous improvement, adaptation and intentional change.
- “The evaluator's primary function in the team is to elucidate team discussions with evaluative questions, data and logic, and facilitate data-based decision-making in the developmental process.”

Characteristics of Developmental Evaluation

Developmental evaluation differs from traditional forms of evaluation in several key ways:

- The primary focus is on adaptive learning rather than accountability to an external authority.
- The purpose is to provide real-time feedback and generate learnings to inform development.
- The evaluator is embedded in the initiative as a member of the team.
- The DE role extends well beyond data collection and analysis; the evaluator actively intervenes to shape the course of development, helping to inform decision-making and facilitate learning
- The evaluation is designed to capture system dynamics and surface innovative strategies and ideas.
- The approach is flexible, with new measures and monitoring mechanisms evolving as an understanding of the situation deepens and the initiative's goals emerge.



Accountability is still a key part of developmental evaluation; however, accountability priorities shift from supporting oversight to supporting learning and impact.

Developmental Evaluation and Systems Thinking

Monitors and assesses:

- The changes in the **relationships** between the components of a system.
- The appropriateness of the **boundaries** we use for the components of the system.
- The different **perspectives** about what changes and how it changes through a development intervention.

When then is Developmental Evaluation useful?

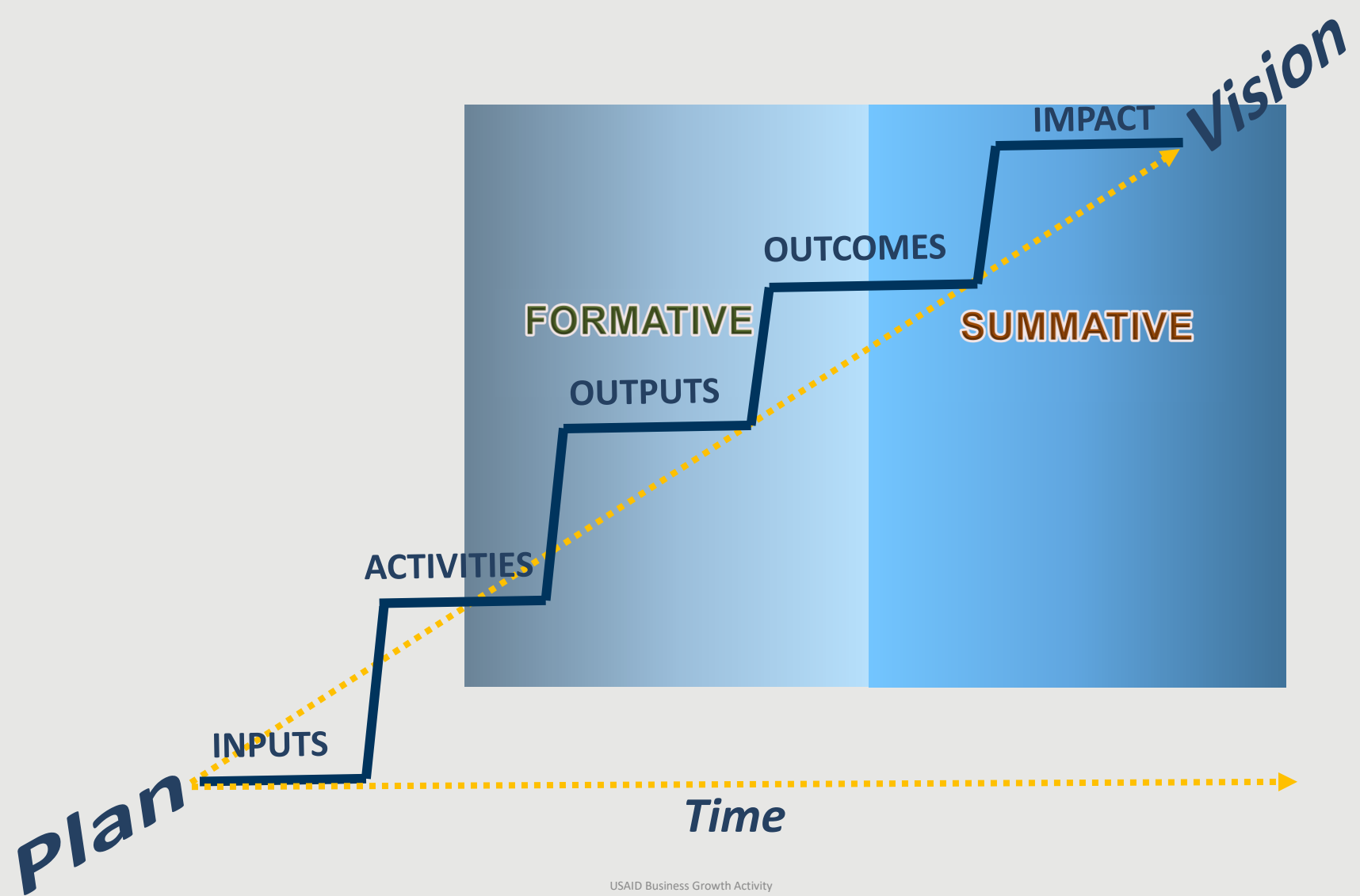
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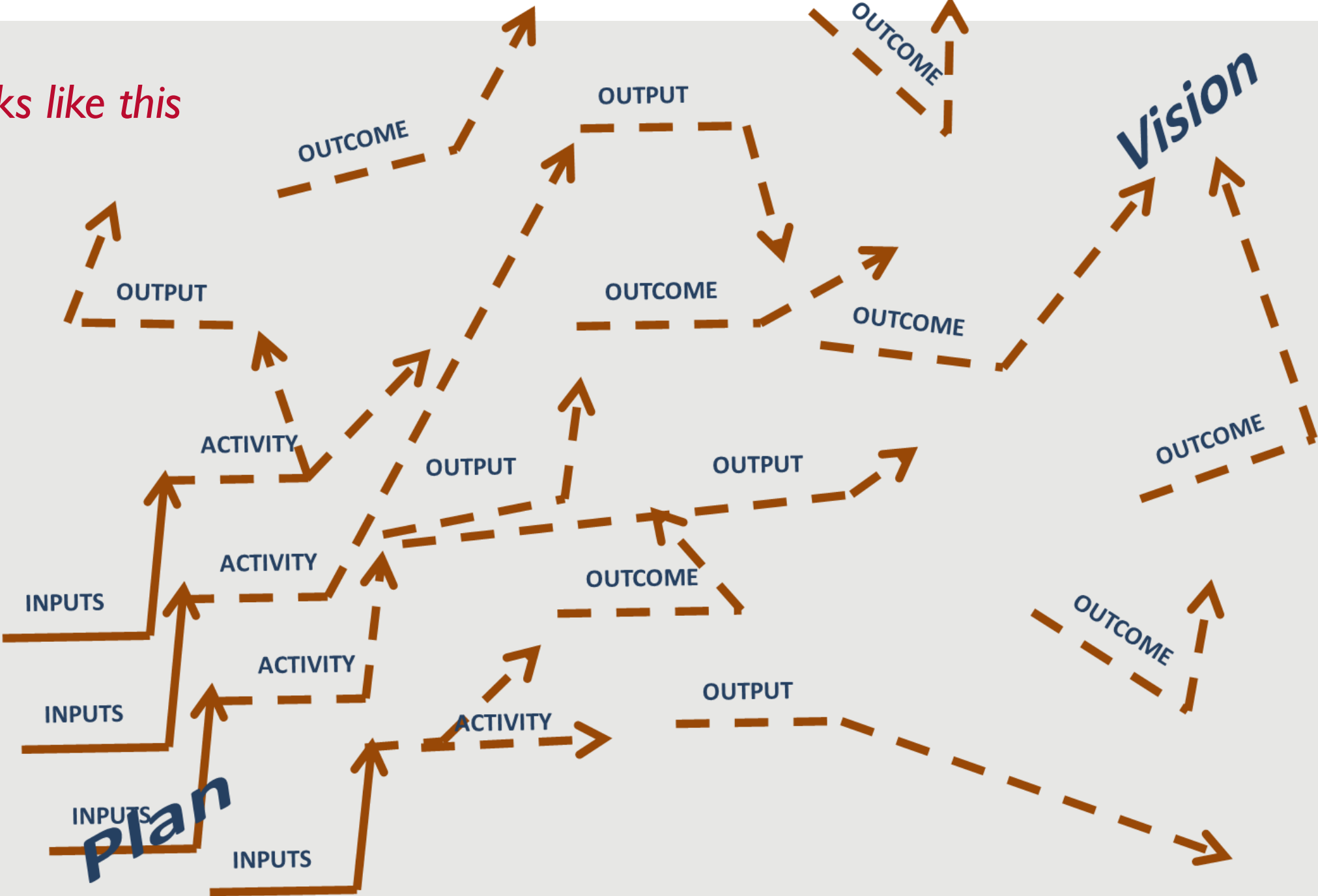
If, however, you cannot say with certainty what you will achieve, but are confident that by doing what feels right you will find the way forward to the change you want to see, your challenge is “complex”.

This situation is ripe for Developmental Evaluation.

Situations in which this...



Looks like this



In sum

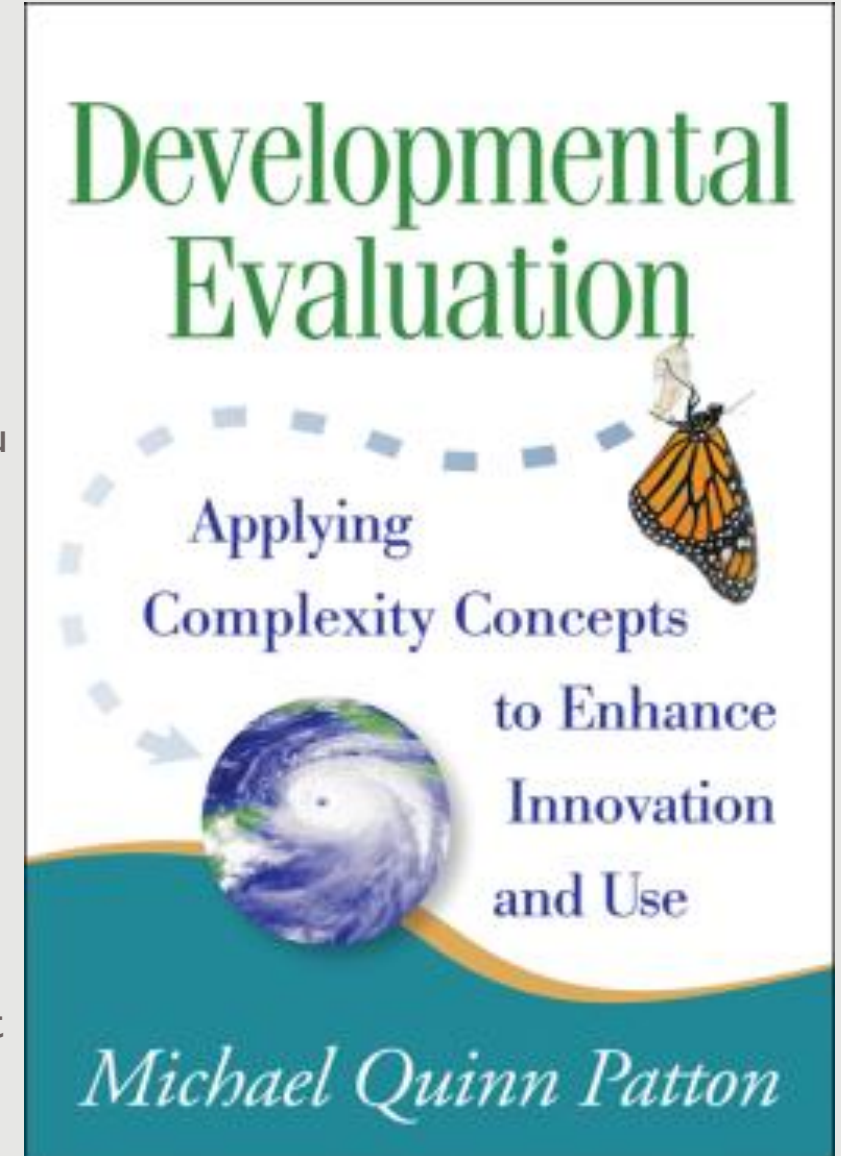
Right Conditions:

- Your intervention model does not yet exist; it is to be created.
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Five Types of Developmental Evaluation

These five types of Developmental Evaluation are adapted from Chapter 10 of Michael Quinn Patton's book:

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Case Study - Developmental Evaluation of Business with Impact (BEAM) Program

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Thank you!

Table 1. Summary of applied evaluation methods.

Evaluation Task	Data sources and collection	Analysis focus / methodology
State-of-the-art analysis 11/2015	International and domestic evaluation literature.	Literature review and international benchmarking.
Analysis of the Ramp-up phase 12/2015	BEAM programme documents. Interviews of programme management.	Operational / feasibility analysis of the programme plans.
Evaluability analysis 3/2016	BEAM programme documents. Interviews of programme management. Stakeholder workshop.	Analysis of the (feasibility of) monitoring and evaluation framework and practices of BEAM.
Meta-evaluation and analysis 6/2016	Evaluation reports of 12 MFA innovation programmes.	Assessment of the methods applied in evaluating innovation programmes. Summary of results of MFA supported innovation programmes to understand reasons for successes and failures.
Participant Survey 12/2016	Electronic survey to 566 participants of BEAM activation events in 2015–2016 (Response rate 17%).	Feedback collection and analysis of BEAM target groups, reasons for applying or not, as well as on the application process.
Portfolio Analysis 2/2017	All Tekes information on 111 BEAM applications and projects (August 2016). 60 MFA statements on BEAM applications. Interviews of Tekes and MFA staff.	Cross-analysis of applications, their assessments and statements, as well as the selected projects.
Field Mission to Southern Africa 6/2017	35 interviews of 9 BEAM projects in Finland, South Africa and Namibia + representatives of Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Validation workshop 5/2017	Approximately 25 BEAM stakeholders (MFA, MEE, Tekes, NGOs, etc).	Expert dialogue on the draft findings and conclusions of MTE.
Mid-term evaluation 8/2017	All above + analysis of BEAM Annual Report 2015–2016, Steering Group and Management Team memos.	Summative evaluation.
Field Mission to India 12/2017	30 interviews of 8 BEAM projects in India and in Finland + Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Impact Workshop 4/2018	BEAM Developing markets Steering Group, experts from BEAM, MFA, BF, Finnvera, MEAE	Expert dialogue on the key lessons and the guidelines for way forward.
Second Portfolio Analysis 12/2018	All BF information on 163 applications and 101 projects. 54 Development impact analysis -documents. 9 project interviews about expected impact.	Cross-analysis of applications, their assessments and statements, as well as the selected projects. Comparative analysis with earlier portfolio.
Validation workshop and updated Impact Framework 3/2019	10 BEAM stakeholders from BF and MFA. Ex ante evaluation of Development Impact -report commissioned by MFA.	Expert dialogue on the key lessons and design of impact framework.
Field Mission to Vietnam and review of Southern Africa projects 6/2019	37 interviews of 10 BEAM projects in Vietnam and 12 interviews of 9 BEAM projects in Southern Africa, and interviews in Finland + Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Collection of evaluation lessons and Final seminar 12/2019	All previous developmental evaluation reports, BEAM monitoring survey of 2019 carried out by BF, BEAM annual report 2019.	Summative evaluation.



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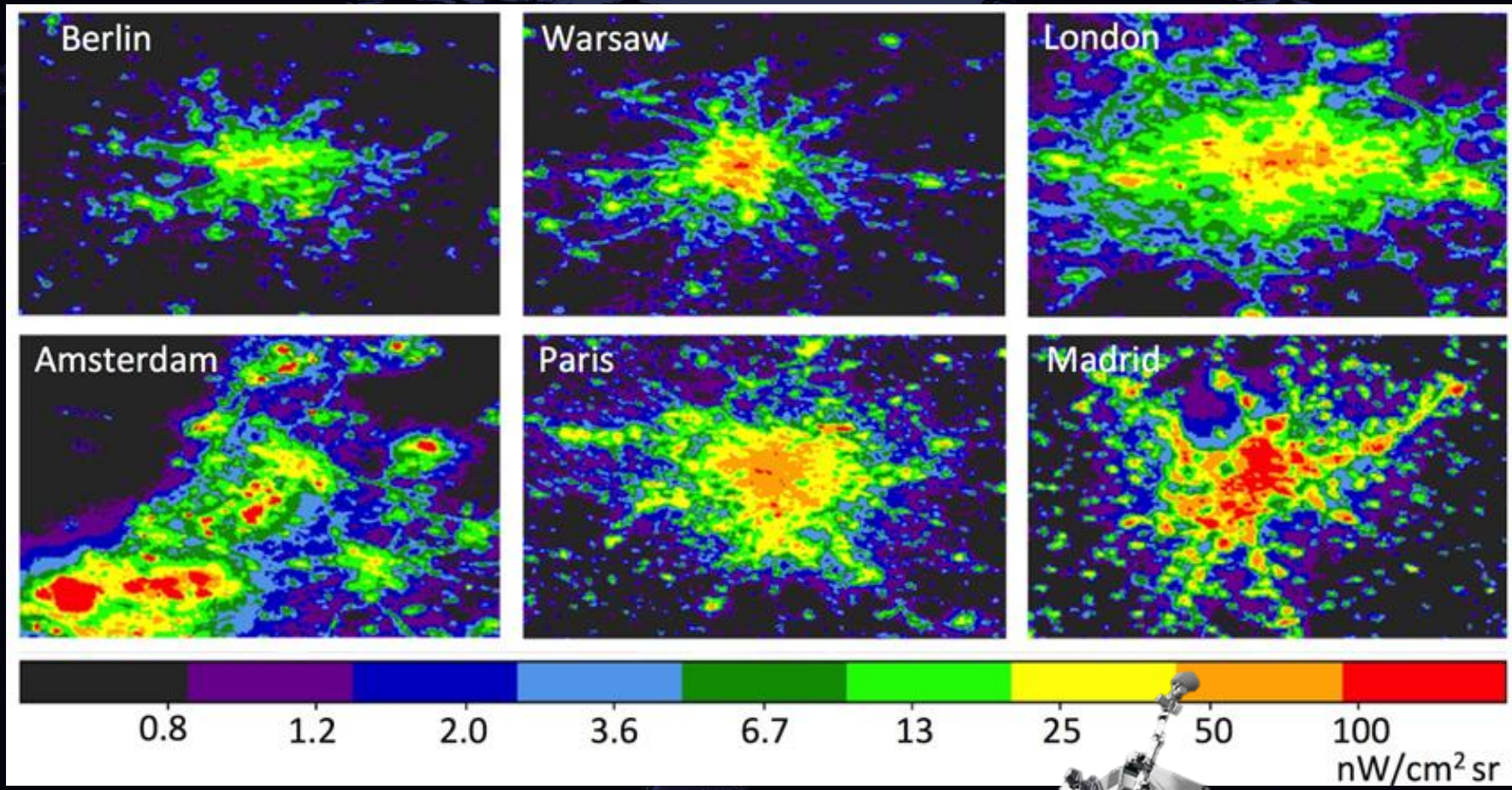


INNOVATION IN EVALUATION

Using Night Light Data to Measure Economic Growth

May 23, 2022

Dan Killian



Night Light Radiance

VIIRS is just one sensor suite that has untapped potential to detect, monitor, and measure a range of phenomenon

VIIRS Examples:

Lebanon

- Measure increased radiance as a surrogate for economic development

Global Fishing Activity

- Detection of nighttime fishing boat activities to identify illicit fishing

Global Fire

- Detection of fires

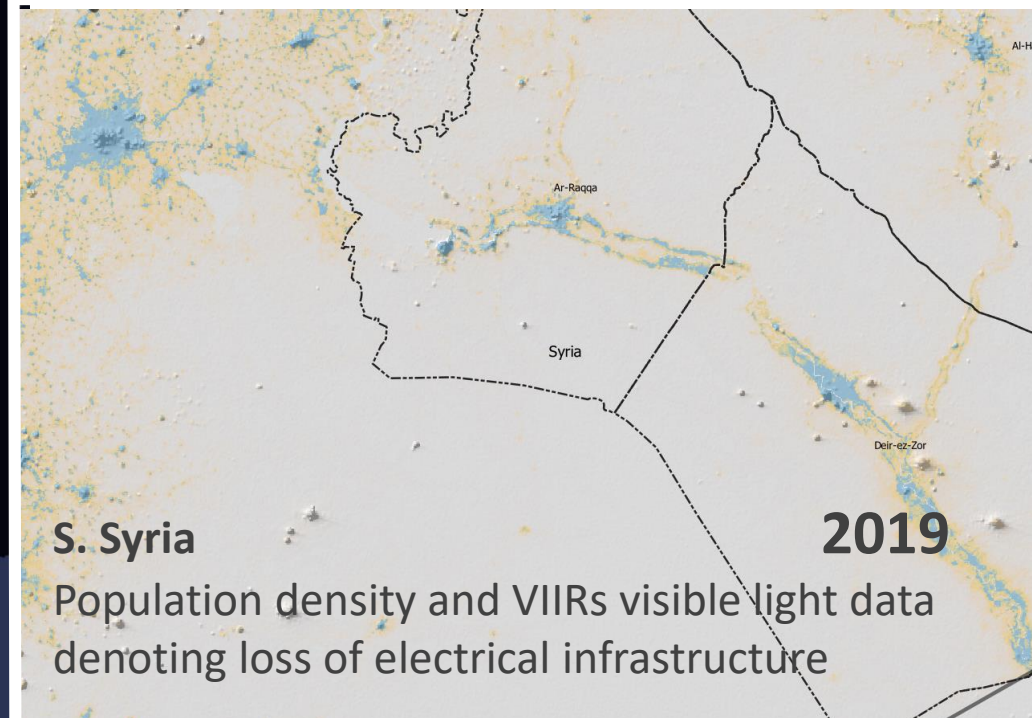
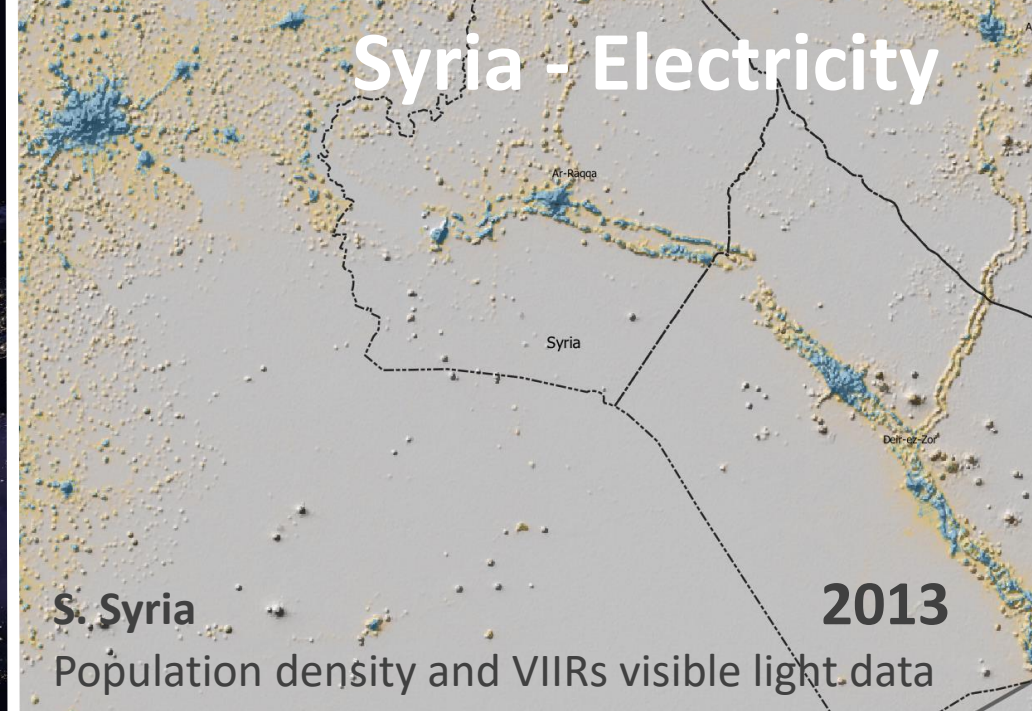
Syria

- Measure electrical infrastructure loss

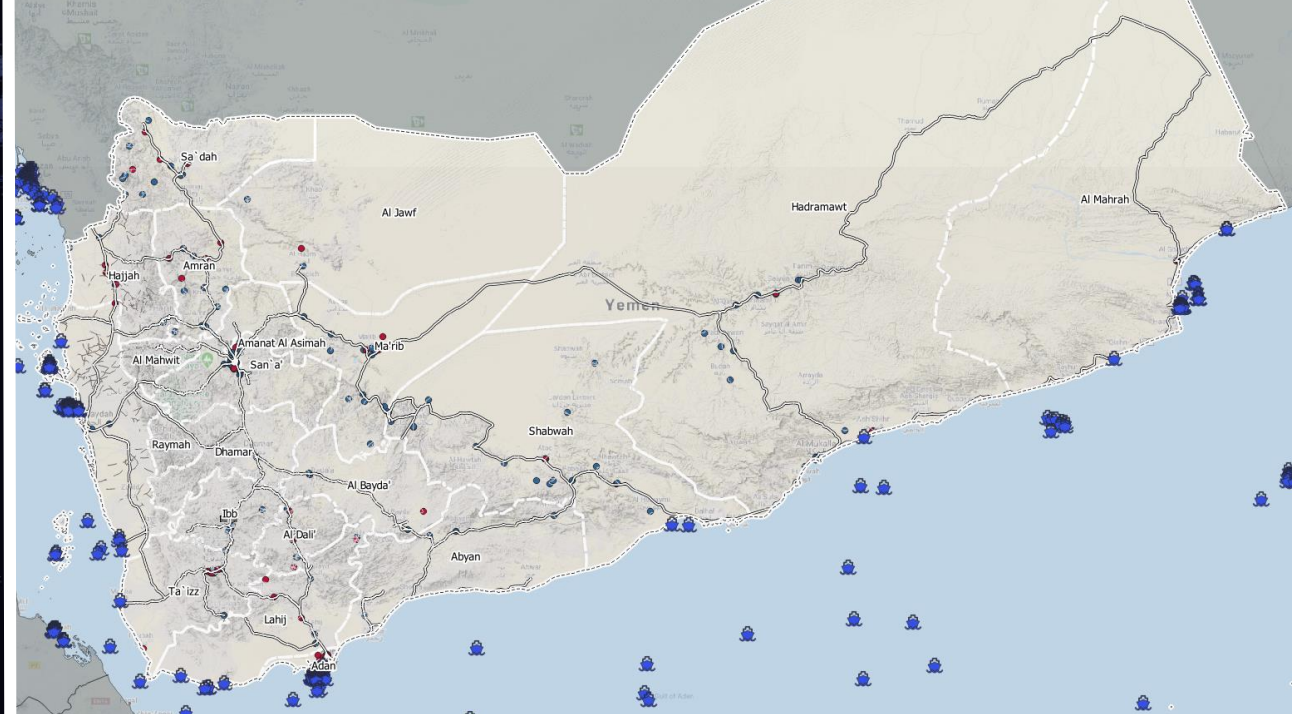
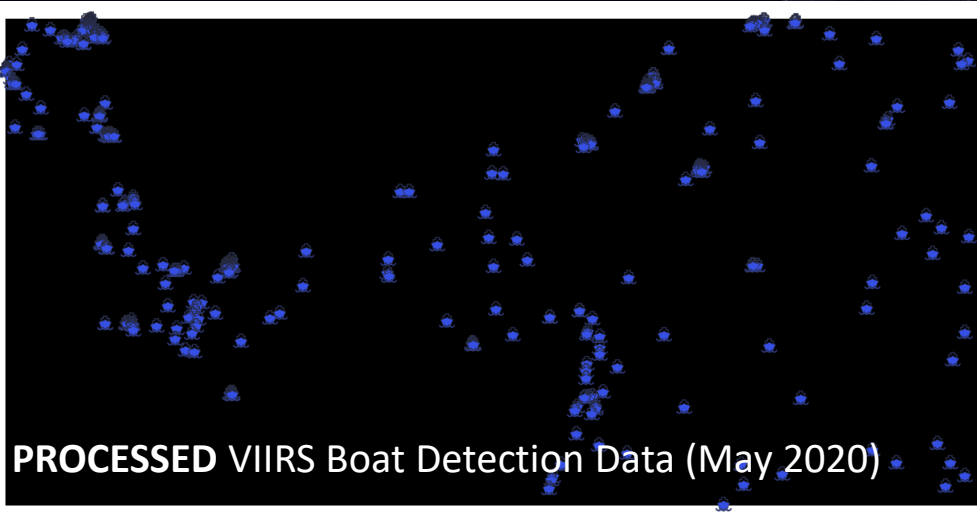
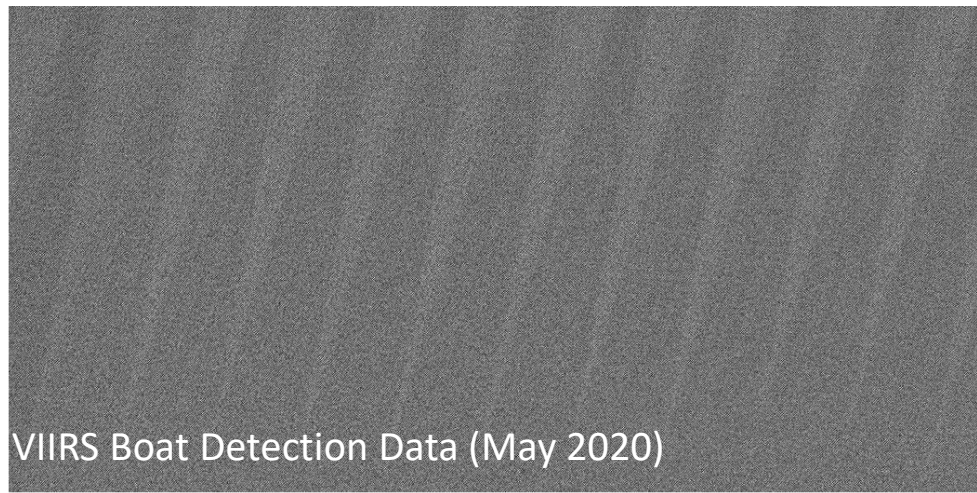
Yemen

- Monitor fishing as critical livelihoods activity

Syria - Electricity



Night Light Radiance – VIIRS Examples



Yemen – boat data





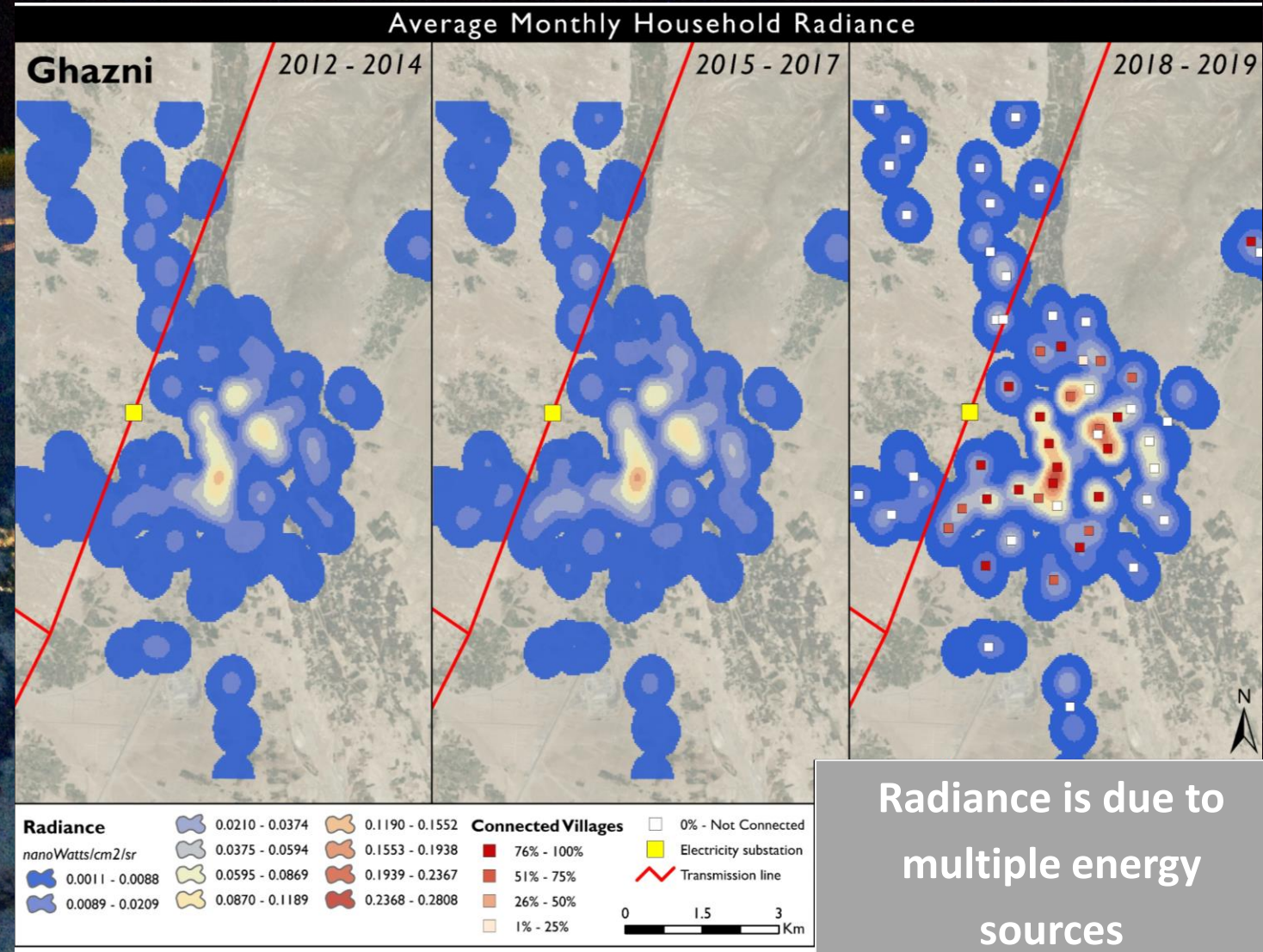
Field Data Challenges

- Increasing obstacles to field data collection
 - **Safety (COVID 19)**
 - **Fatigue**
 - **Time**
 - **Cost**
 - **Conflict/Natural Disasters**
- Demand for new data collection methods
 - **New Sensors**
 - **Big data**
 - **AI & Machine learning**

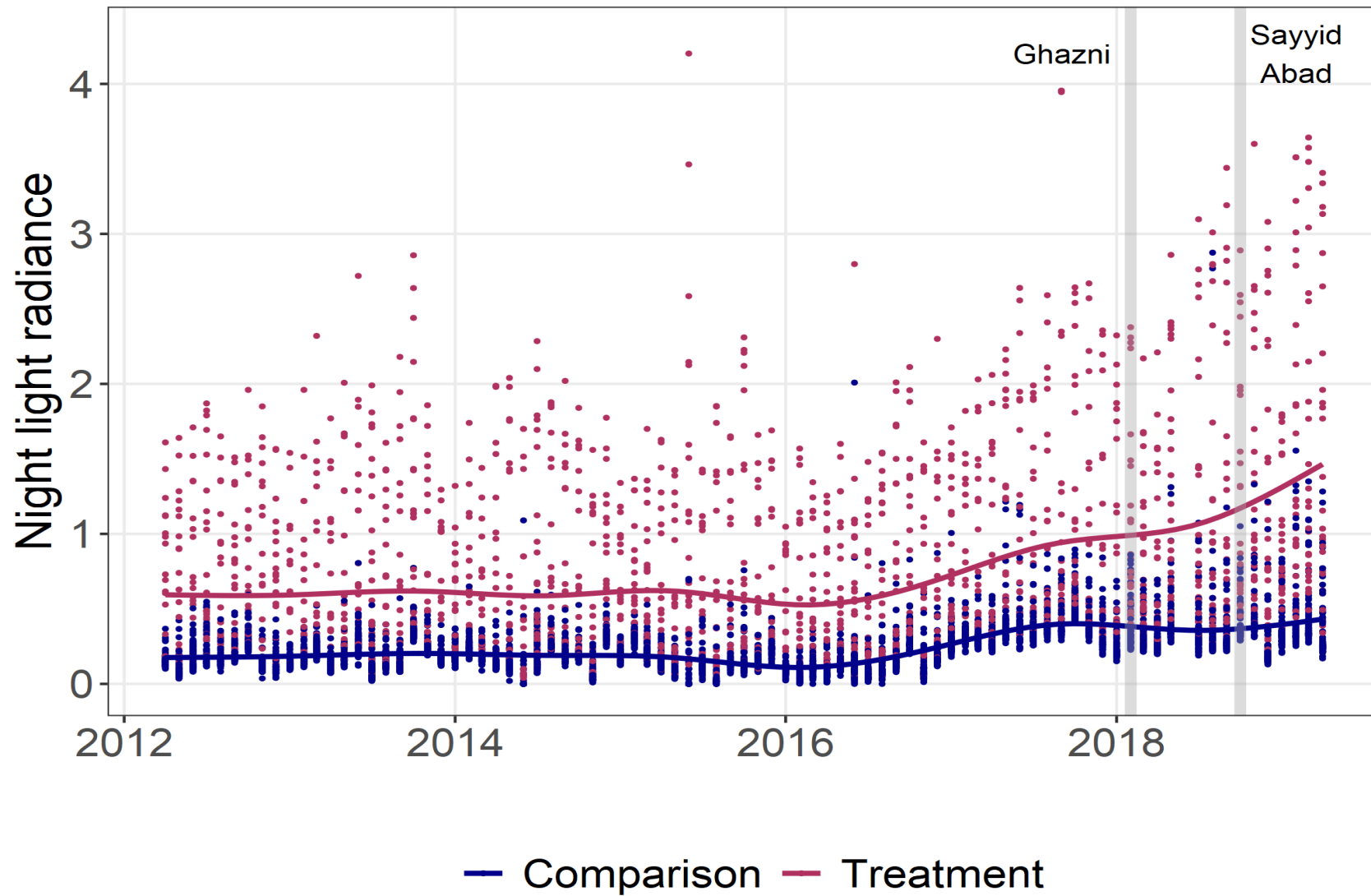


Night Light Data and Electrification: Evaluating IMPACT

- Access/connection to on-grid electricity is a primary cause of change in night light radiance.



Night light radiance, Jan 2012 - Apr 2019



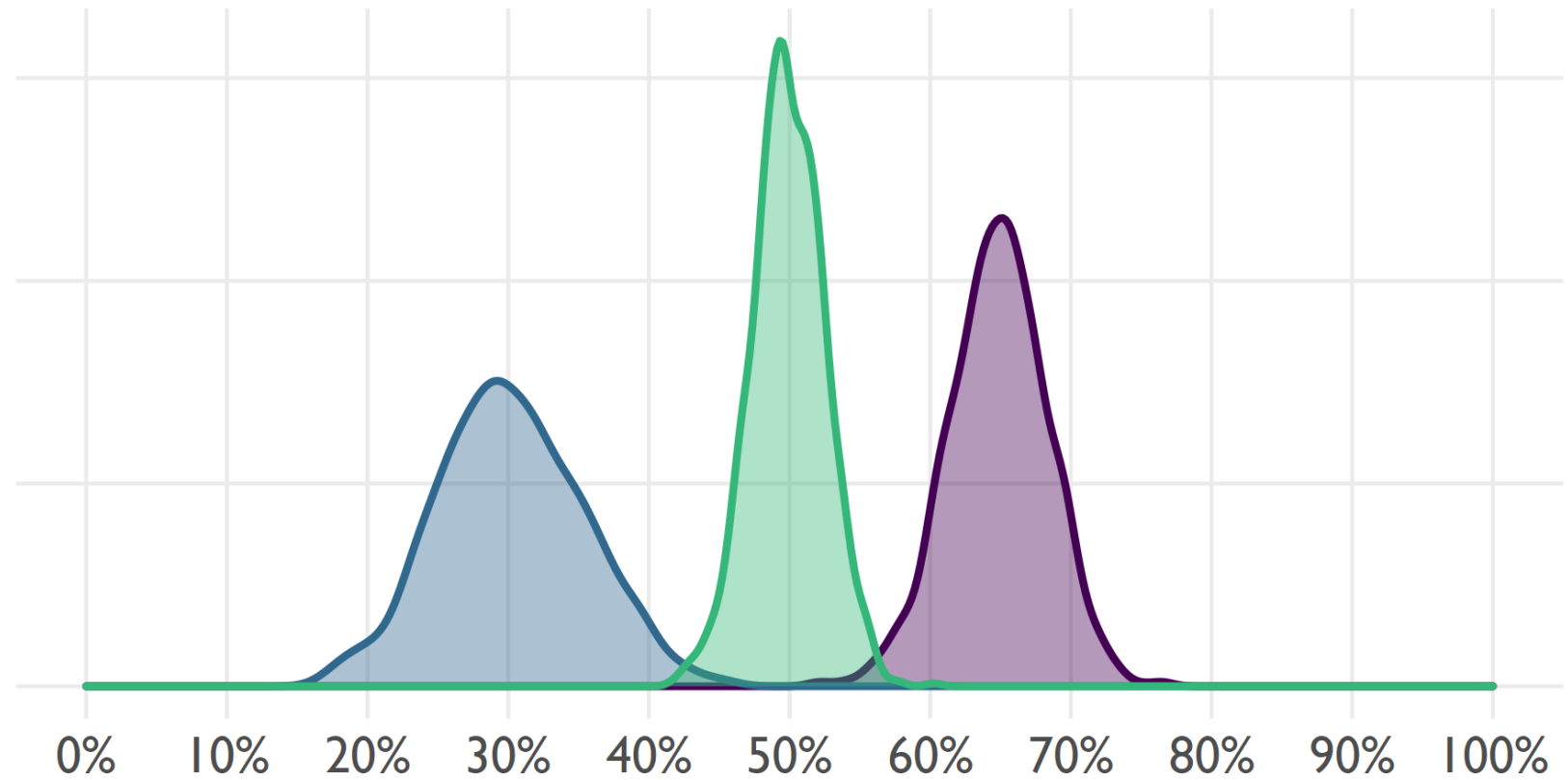
Treatment effect: 0.39
t-statistic: 6.3

Nightlight radiance and household assets



Introduction to Bayesian Thinking

Familiar with USAID
West Bank



USAID estimates

Background



Analysts will have background knowledge on their research topic

- Familiarity with literature / prior studies
- Previous work experience
- Other subject matter expertise

Background

A popular way of capturing this knowledge is through the Delphi method:

- Ask experts to estimate some outcome
- Show experts the average of the first round of estimates and invite them to revise
- Repeat until a general consensus is reached (low variation in estimate revisions)
- Take the mean of the revised estimates as 'expert knowledge'

Bayesian priors

More recently, there have been developments in incorporating expert opinion through Bayesian priors

These priors can be used to communicate expert opinion, but can also be entered directly into empirical analysis

Steps in creating a Bayesian prior

Pose a research question to a stakeholder

- What is the level of awareness of X in the population? In the beneficiary population?
- What proportion of the target beneficiary population have been exposed to X programmatic activity?

If the estimate is a percentage, estimate the mean and its margin of error (50% +/- 5%)

Request expert to explain reasoning behind estimate. 1-3 sentences of reflection should be enough.

Bayesian priors - applications

Three applications of Bayesian prior estimates

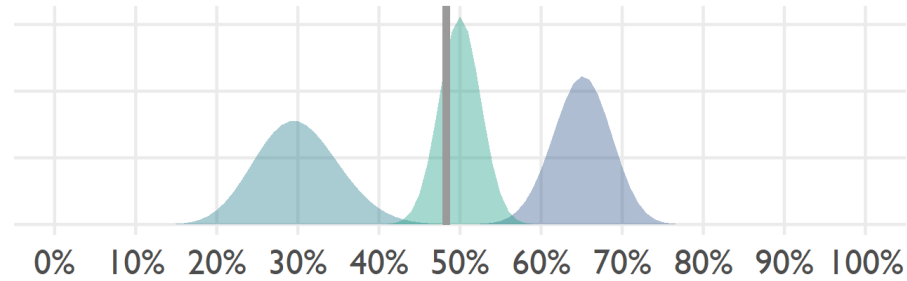
1. Elicitation of expert knowledge in quantitative and qualitative terms
2. Gamification / stakeholder engagement
3. Analysis

1. Elicitation of expert knowledge

Prior estimates, respondents somewhat or very familiar with USAID

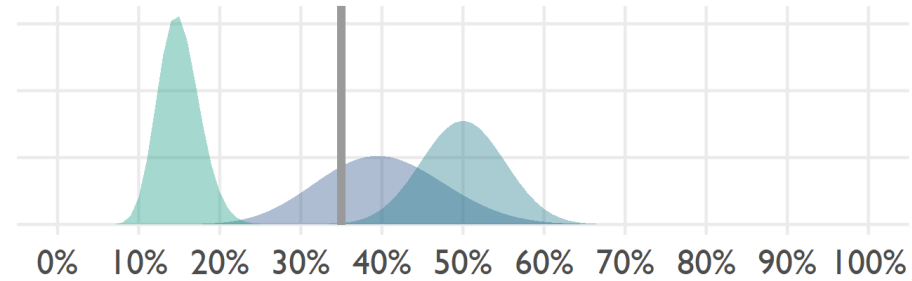
West Bank

USAID

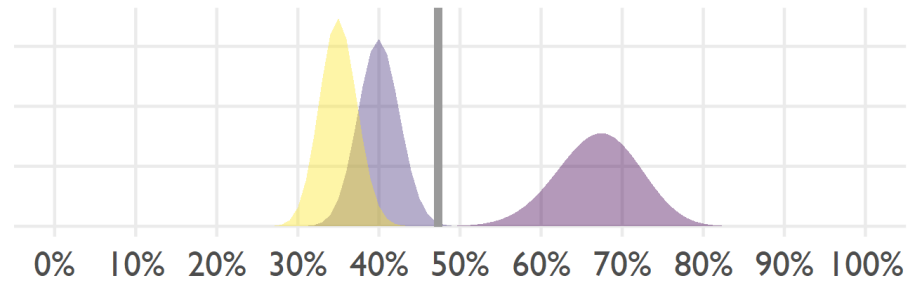


Gaza

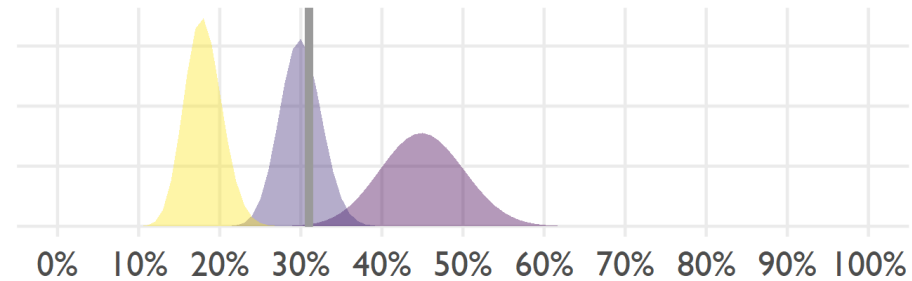
USAID



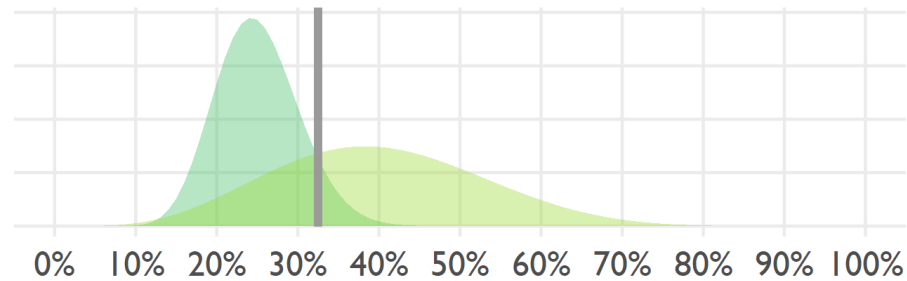
MSI



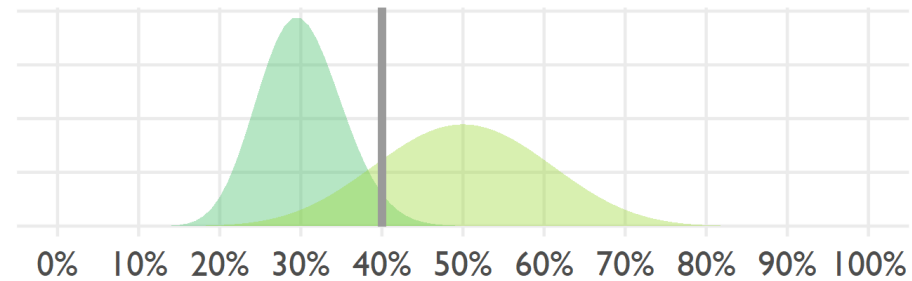
MSI



Mazars

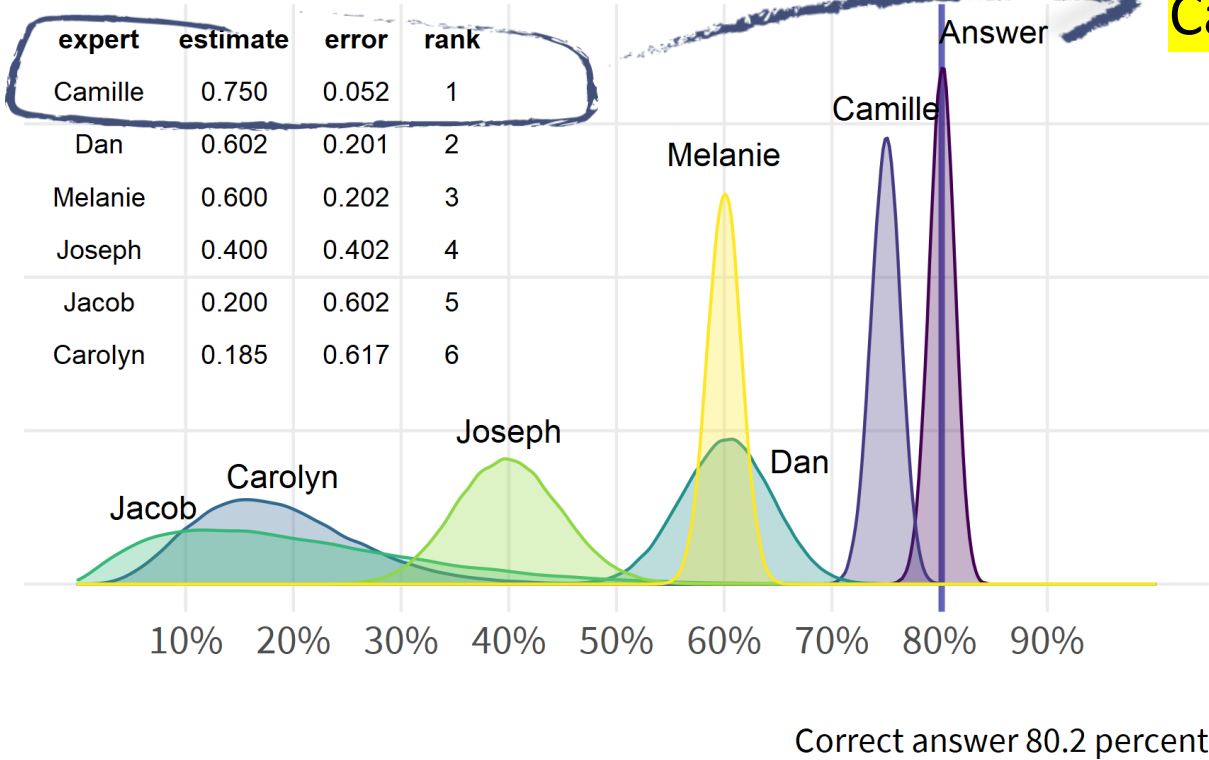


Mazars

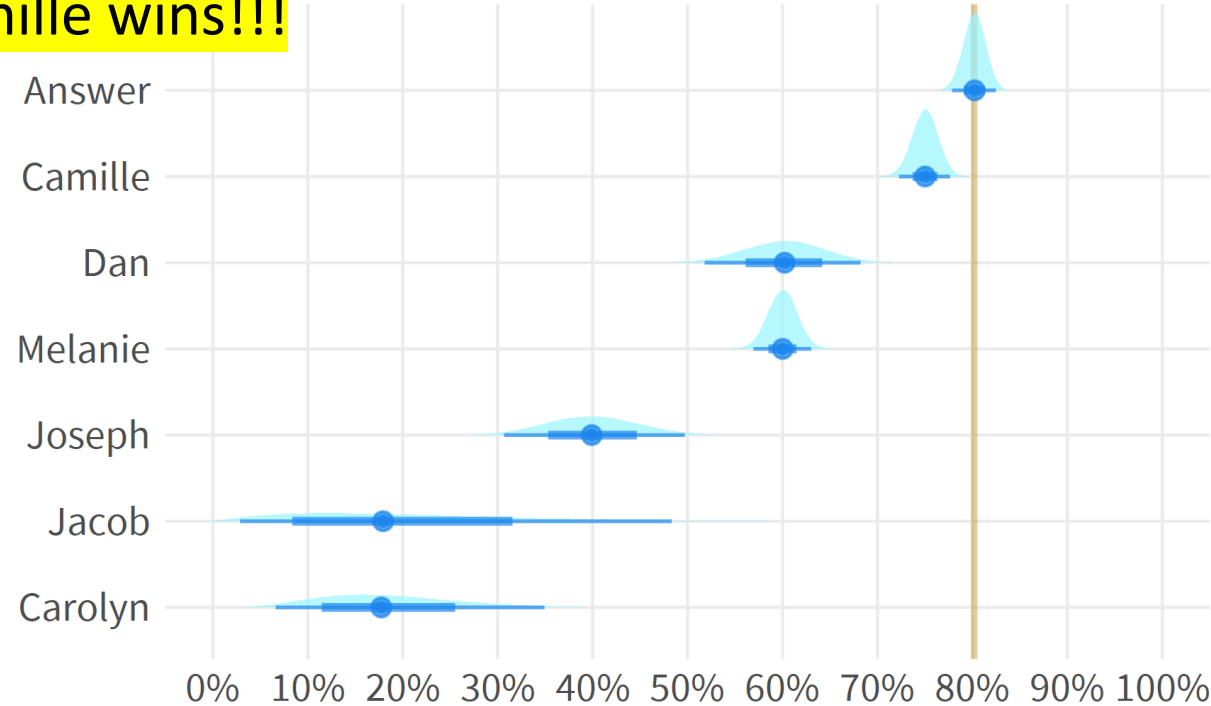


2. Gamification / Stakeholder engagement

B1. Aware of USAID



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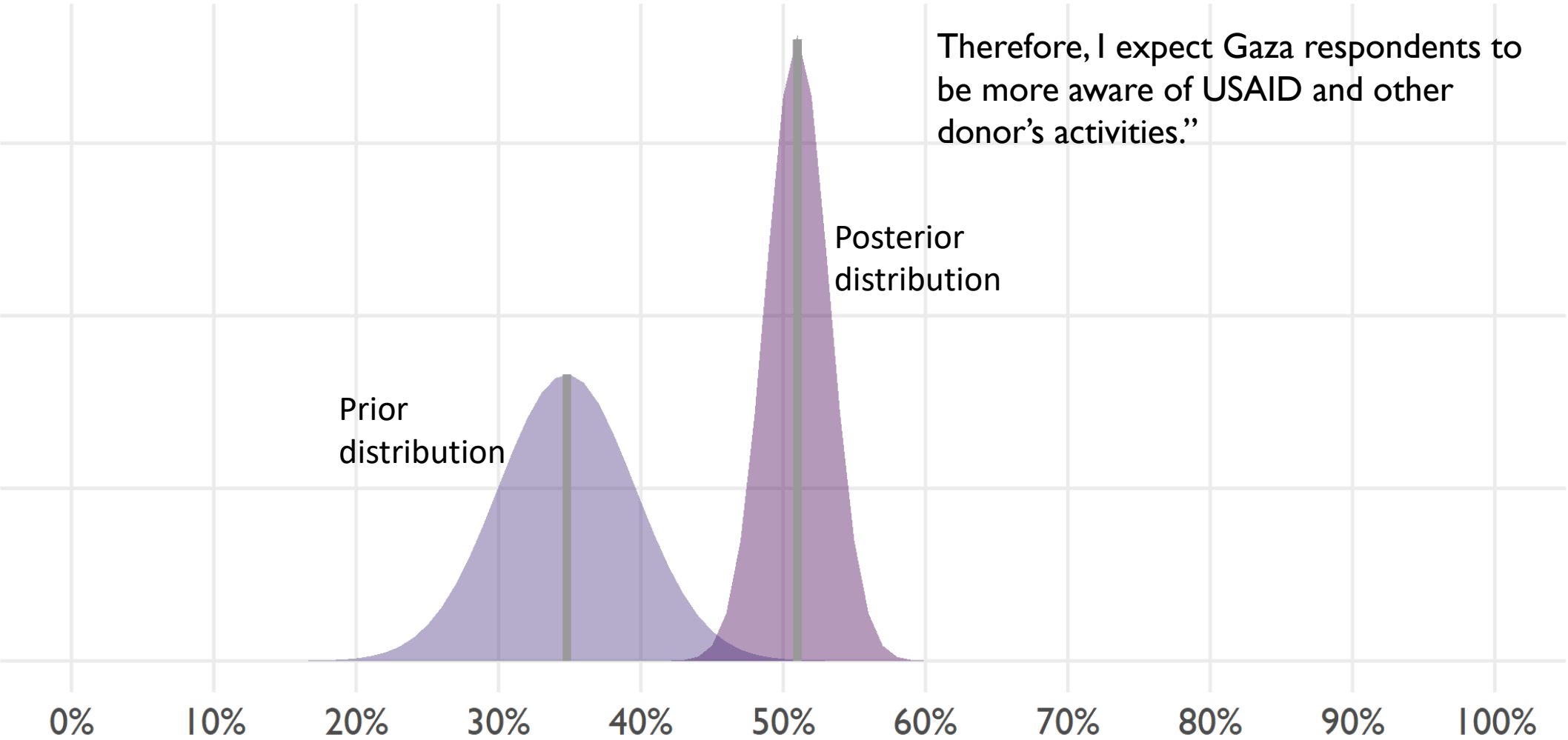


3. Using prior estimates in analysis

Prior and posterior distribution
Familiarity with USAID
Gaza

“USAID activities in the VBG had been suspended over the past four years. Gaza is exposed more to international assistance.

Therefore, I expect Gaza respondents to be more aware of USAID and other donor’s activities.”



Thoughts



So far, MSI has only piloted this exercise to determine proof of concept.

Could it be a worthwhile exercise internally? With other stakeholders?

Could it engender learning? Inform adaptive programming?

Thank you!

Hacking Survey Response & Completion Rates through

Gamification

Shaping the Future Of
Quantitative Data Collection

May 23, 2022
Ayoub Nmour

Outline

01

What?

Conceptual Framework

02

Why?

RCT Findings

03

When?

Application Scope

04

How?

Tools & Concepts

05

Insights



INTEGRATED
from insight to impact

Gamification

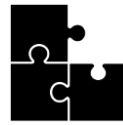
Applying gaming techniques to improve concepts, ideas, and practices that are not games, e.g., self-administered surveys. In MEL research, the goal of gamification is to make the survey more interactive, engaging, and enjoyable during participation.



The Pain of Conventional Online Surveys



**Poor Response
Rates**



**Low
Completion**



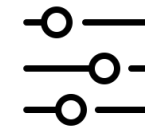
**Shallow
Answers**



**High
Attrition**

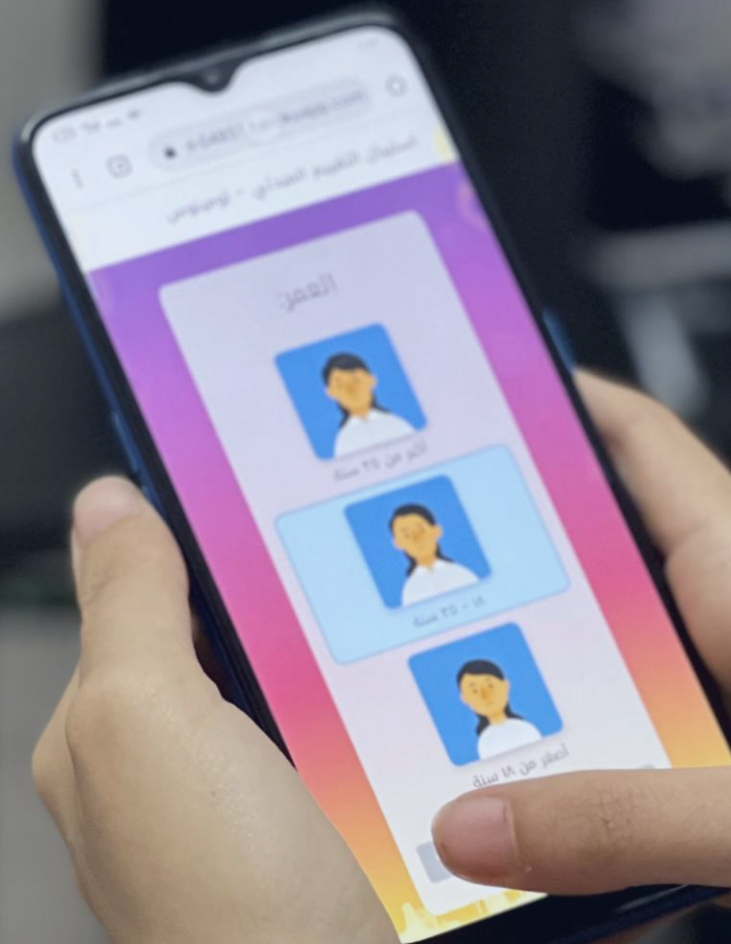


**Targeting
Bias**



**Question-Type
Limitations**





We Tried it !

- View Rates
- Response Rates
- Completion Rates
- Consent to Recontact

RCT Preliminary Findings



15. ما هو قطاعك الوظيفي الحالي؟

☒ الزراعة

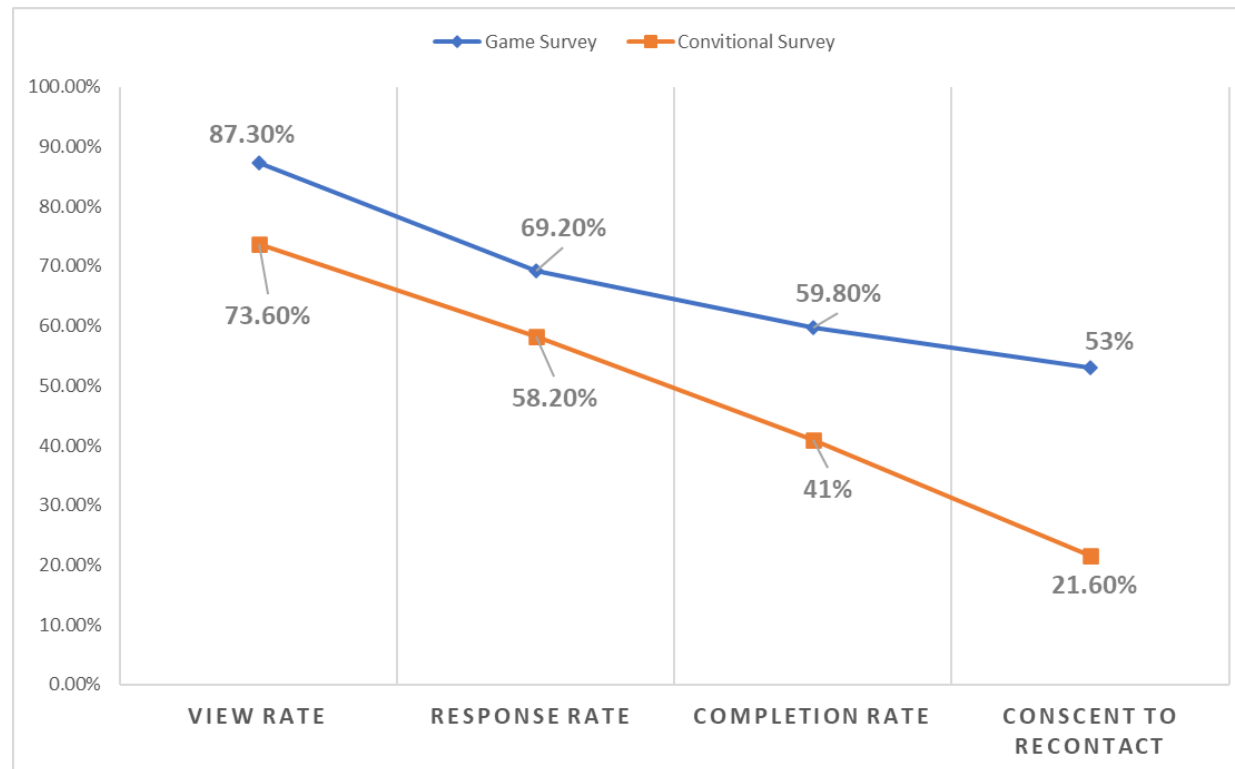
☐ الخدمات الالكترونية

☐ البناء

☐ أعمال الصيانة

☐ الصناعة

☐ التعليم





INTEGRATED
from insight to impact



When can we gamify?

Survey is Self-Administered



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from insight to impact



When can we gamify?

Appropriate to Study Population

How.....?

Hacking Demographics

15. ما هو قطاعك الوظيفي الحالي؟

الزراعة	<input checked="" type="radio"/>
الخدمات الالكترونية	<input type="radio"/>
البناء	<input type="radio"/>
أعمال الصيانة	<input type="radio"/>
الصناعة	<input type="radio"/>
التعليم	<input type="radio"/>

Conventional Survey



Gamified

Hacking Location

7. مكان الإقامة (المحافظة)

<input type="radio"/>	أريد
<input checked="" type="radio"/>	المفرق
<input type="radio"/>	جرش
<input type="radio"/>	عجلون
<input type="radio"/>	عمان
<input type="radio"/>	البلقاء
<input type="radio"/>	الزرقاء

Conventional Survey



Gamified

Hacking Likert Scale

23. يرجى تقييم درجة قوتك في الجوانب التالية من السلوك المهني قبل التدريب وبعده ، على مقياس من 1-5 (1 = ضعيف جدًا ، 5 = قوي جدًا)

التأمل الذاتي: القدرة على التفكير النقدي لتحسين الأداء من خلال التعلم الذاتي

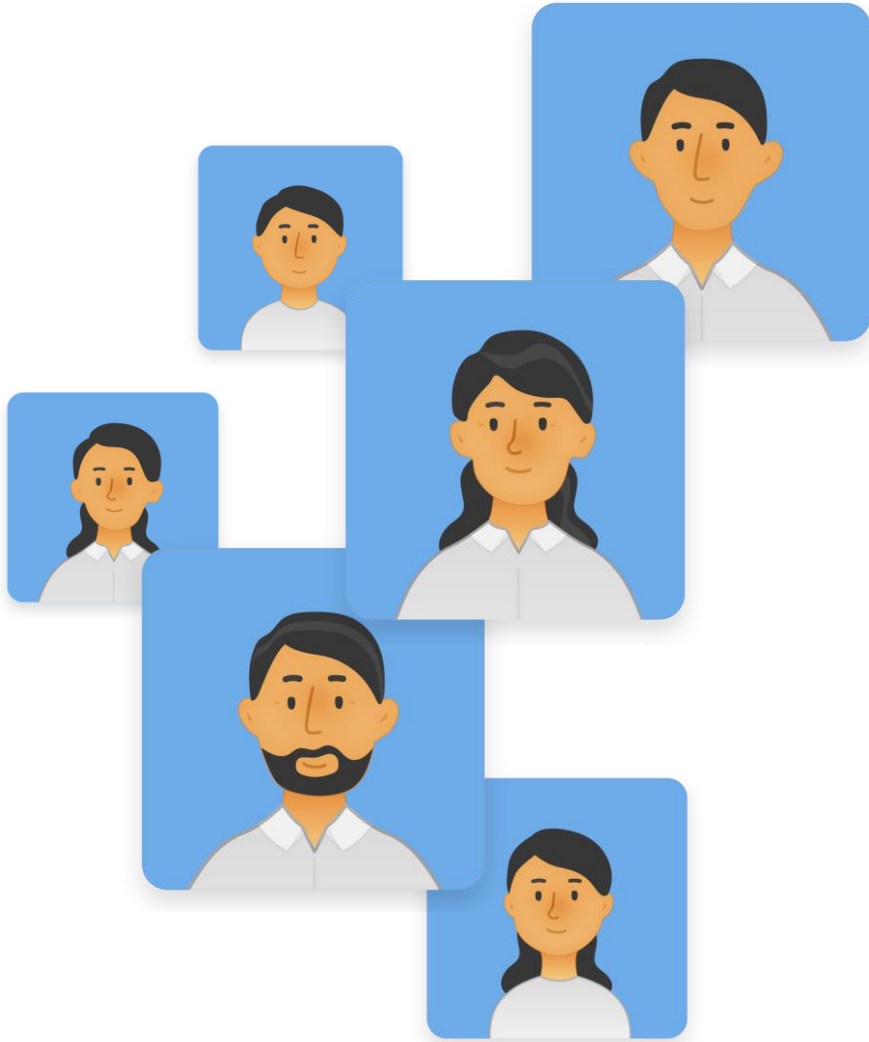
قبل التدريب

<input type="radio"/>	1
<input type="radio"/>	2
<input type="radio"/>	3
<input type="radio"/>	4
<input type="radio"/>	5

Conventional Survey



Gamified



Beat The Old Way



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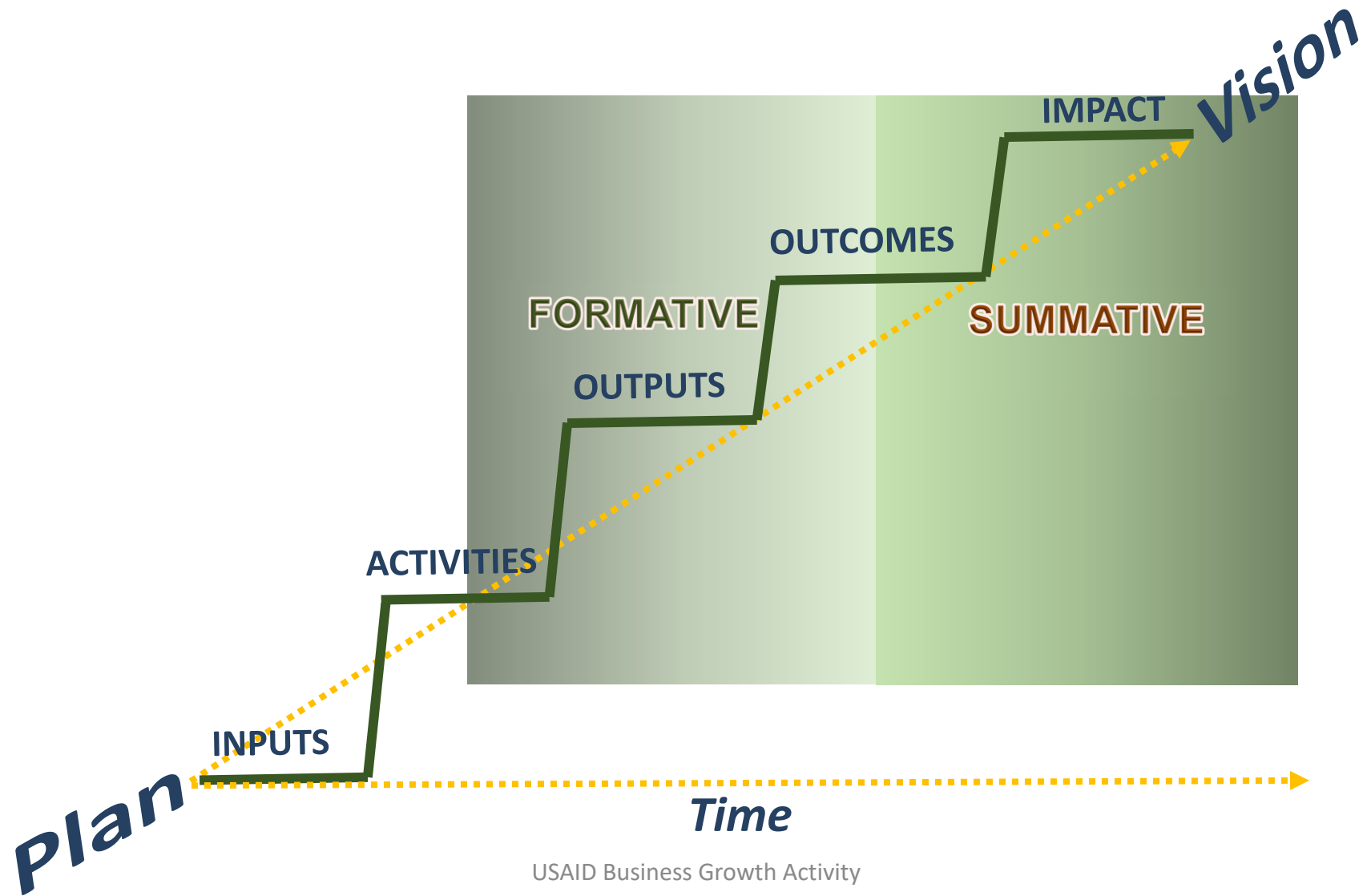
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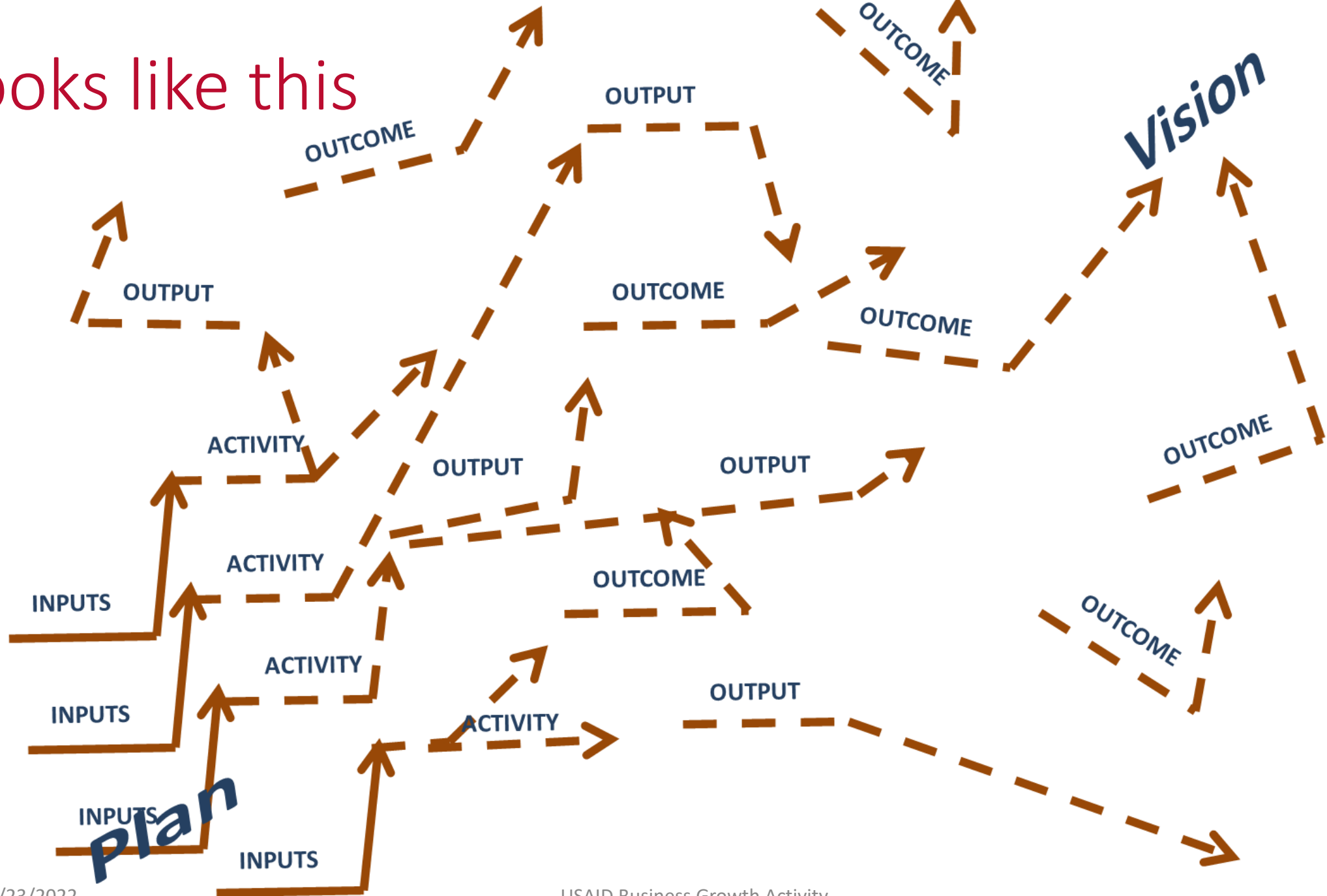
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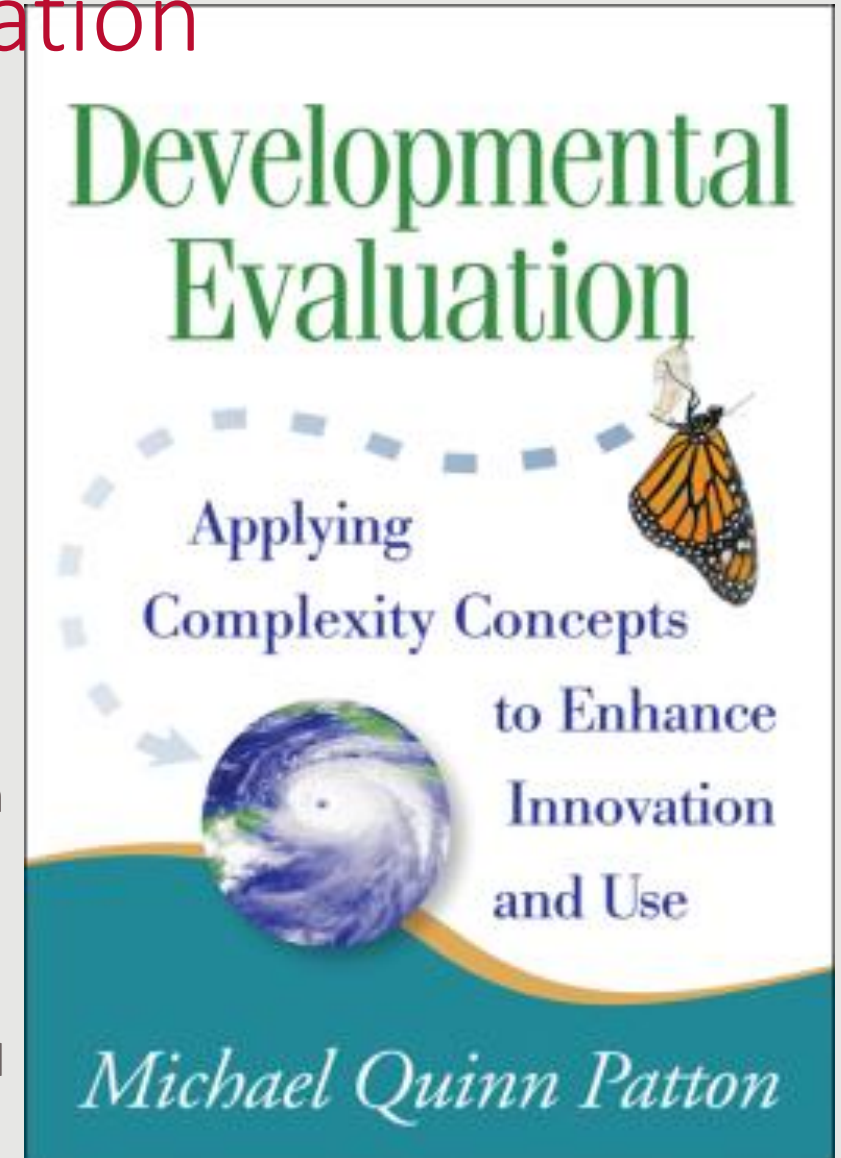
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Thank you!

Table 1. Summary of applied evaluation methods.

Evaluation Task	Data sources and collection	Analysis focus / methodology
State-of-the-art analysis 11/2015	International and domestic evaluation literature.	Literature review and international benchmarking.
Analysis of the Ramp-up phase 12/2015	BEAM programme documents. Interviews of programme management.	Operational / feasibility analysis of the programme plans.
Evaluability analysis 3/2016	BEAM programme documents. Interviews of programme management. Stakeholder workshop.	Analysis of the (feasibility of) monitoring and evaluation framework and practices of BEAM.
Meta-evaluation and analysis 6/2016	Evaluation reports of 12 MFA innovation programmes.	Assessment of the methods applied in evaluating innovation programmes. Summary of results of MFA supported innovation programmes to understand reasons for successes and failures.
Participant Survey 12/2016	Electronic survey to 566 participants of BEAM activation events in 2015–2016 (Response rate 17%).	Feedback collection and analysis of BEAM target groups, reasons for applying or not, as well as on the application process.
Portfolio Analysis 2/2017	All Tekes information on 111 BEAM applications and projects (August 2016). 60 MFA statements on BEAM applications. Interviews of Tekes and MFA staff.	Cross-analysis of applications, their assessments and statements, as well as the selected projects.
Field Mission to Southern Africa 6/2017	35 interviews of 9 BEAM projects in Finland, South Africa and Namibia + representatives of Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Validation workshop 5/2017	Approximately 25 BEAM stakeholders (MFA, MEE, Tekes, NGOs, etc).	Expert dialogue on the draft findings and conclusions of MTE.
Mid-term evaluation 8/2017	All above + analysis of BEAM Annual Report 2015–2016, Steering Group and Management Team memos.	Summative evaluation.
Field Mission to India 12/2017	30 interviews of 8 BEAM projects in India and in Finland + Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Impact Workshop 4/2018	BEAM Developing markets Steering Group, experts from BEAM, MFA, BF, Finnvera, MEAE	Expert dialogue on the key lessons and the guidelines for way forward.
Second Portfolio Analysis 12/2018	All BF information on 163 applications and 101 projects. 54 Development impact analysis -documents. 9 project interviews about expected impact.	Cross-analysis of applications, their assessments and statements, as well as the selected projects. Comparative analysis with earlier portfolio.
Validation workshop and updated Impact Framework 3/2019	10 BEAM stakeholders from BF and MFA. Ex ante evaluation of Development Impact -report commissioned by MFA.	Expert dialogue on the key lessons and design of impact framework.
Field Mission to Vietnam and review of Southern Africa projects 6/2019	37 interviews of 10 BEAM projects in Vietnam and 12 interviews of 9 BEAM projects in Southern Africa, and interviews in Finland + Embassies and other stakeholders. Related project reports, applications and assessment forms.	Analysis of a) BEAM projects and their progress and b) BEAM services and processes for the projects.
Collection of evaluation lessons and Final seminar 12/2019	All previous developmental evaluation reports, BEAM monitoring survey of 2019 carried out by BF, BEAM annual report 2019.	Summative evaluation.



USAID
FROM THE AMERICAN PEOPLE

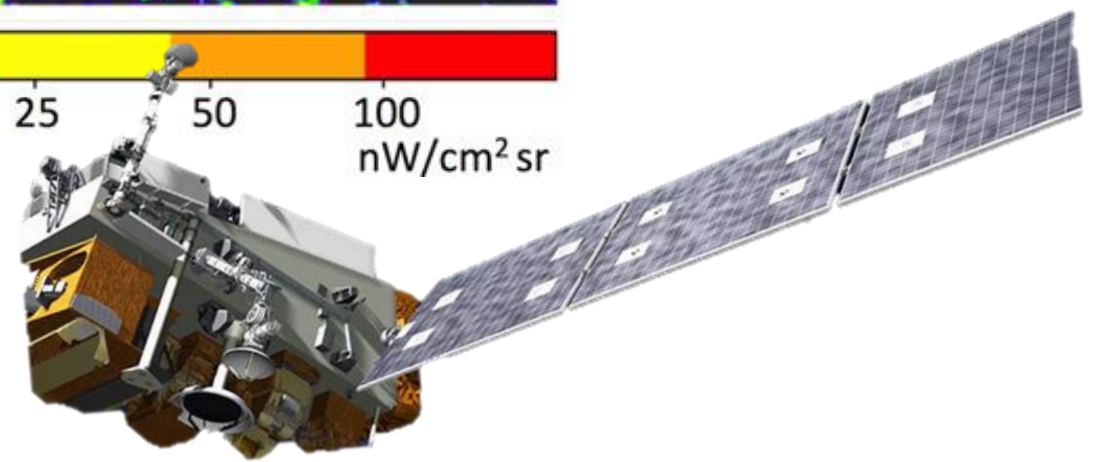
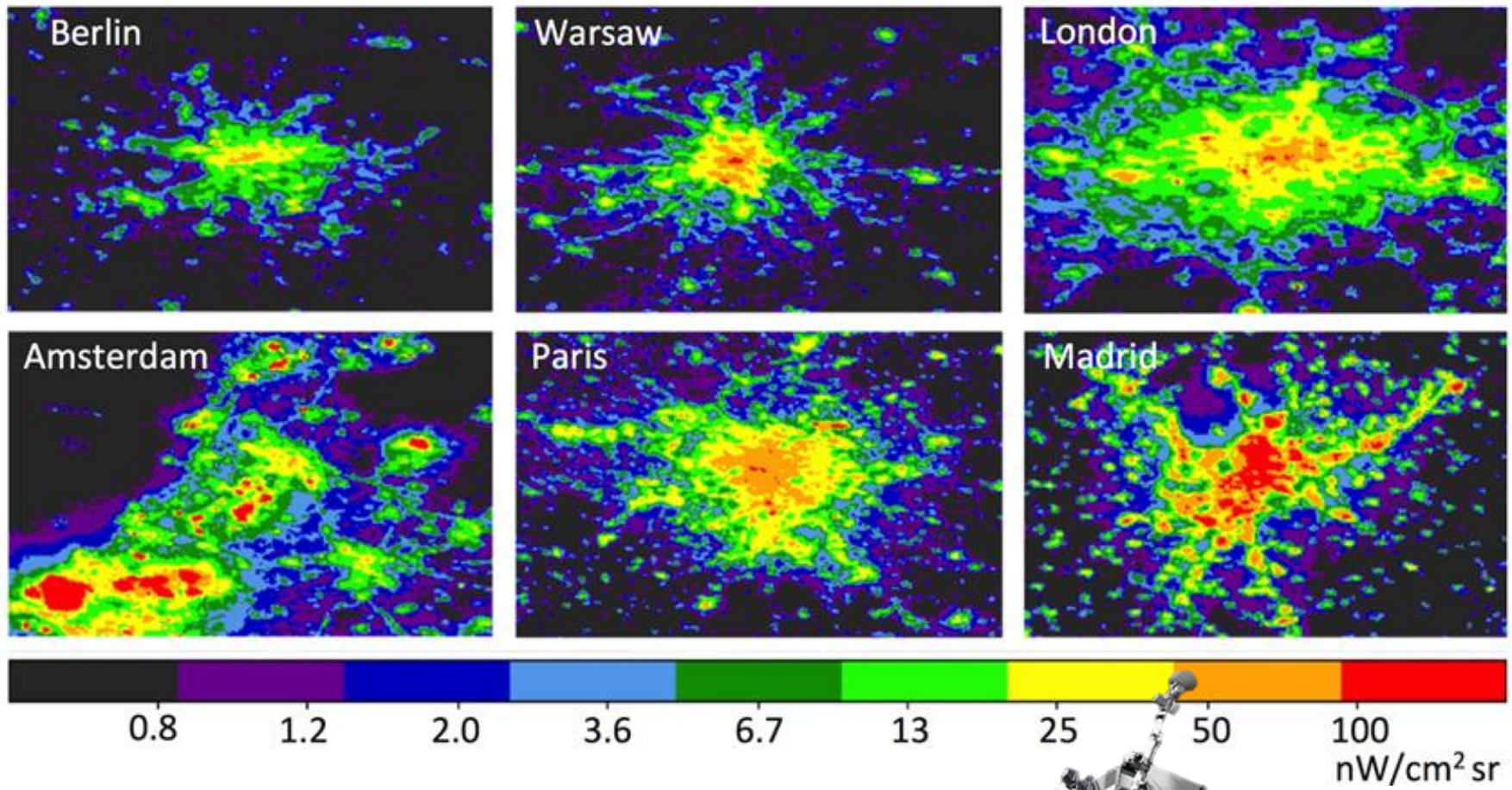


INNOVATION IN EVALUATION

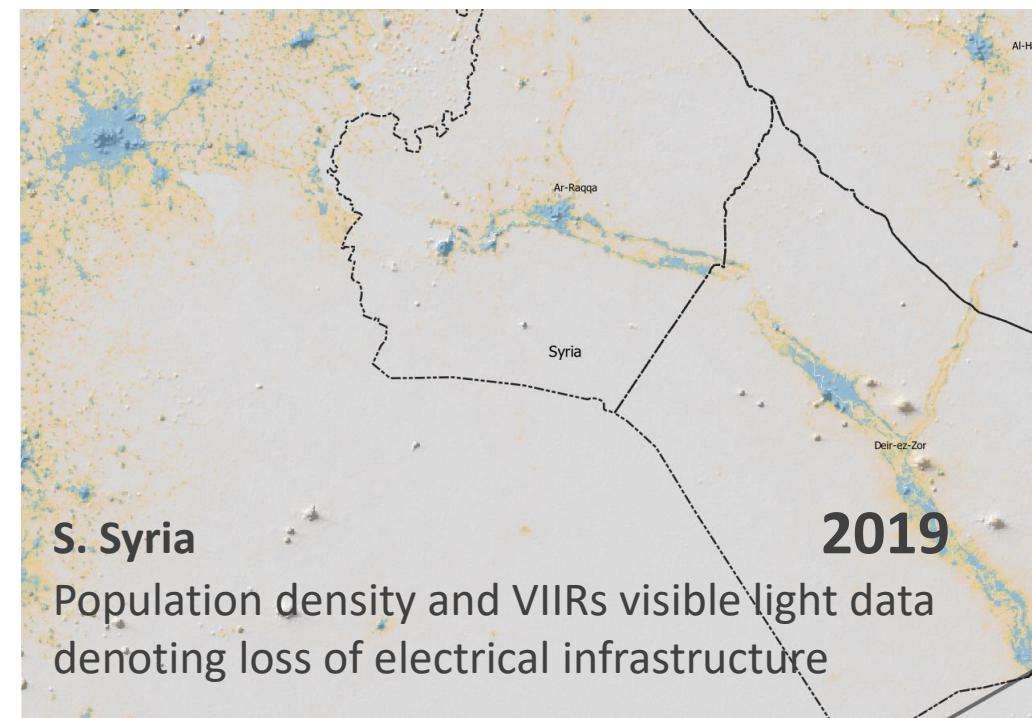
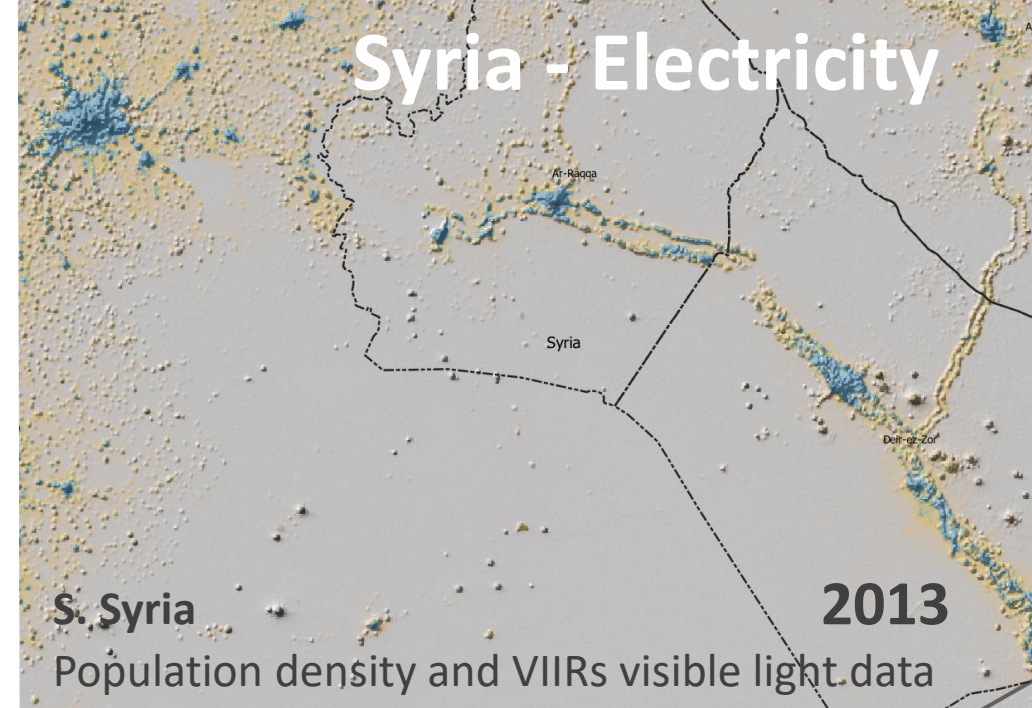
Using Night Light Data to Measure Economic Growth

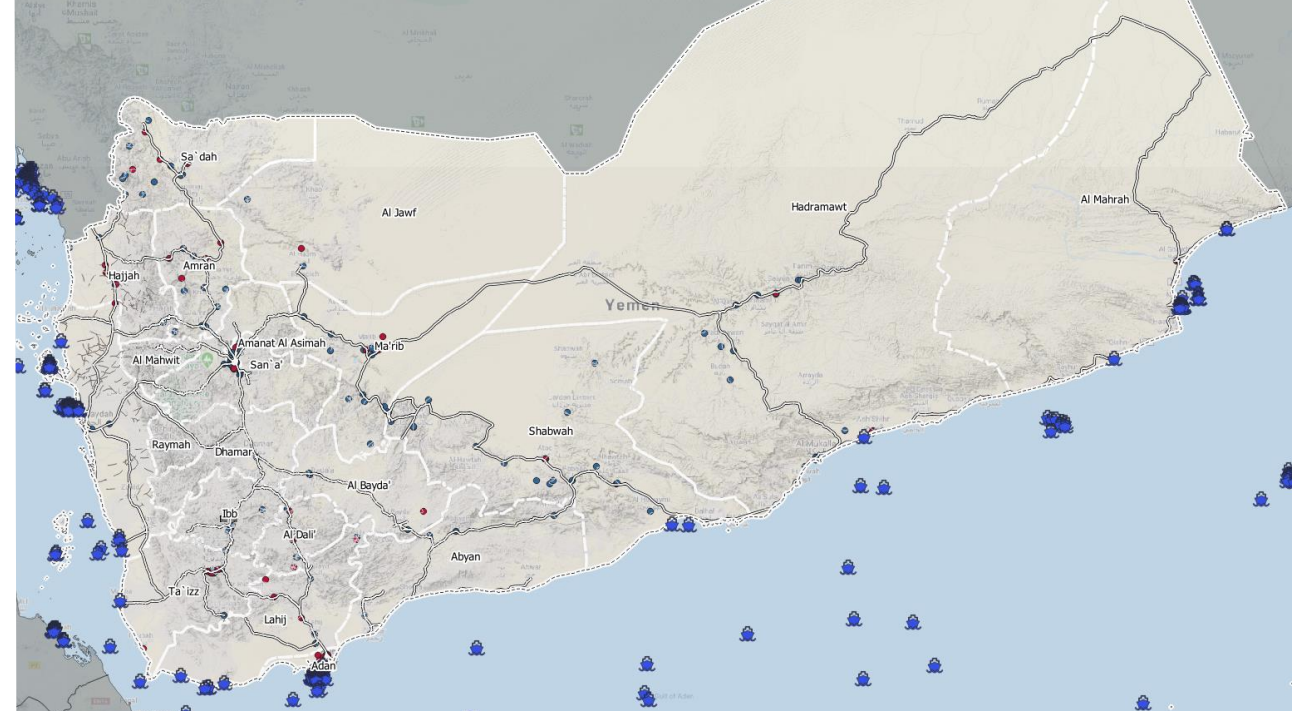
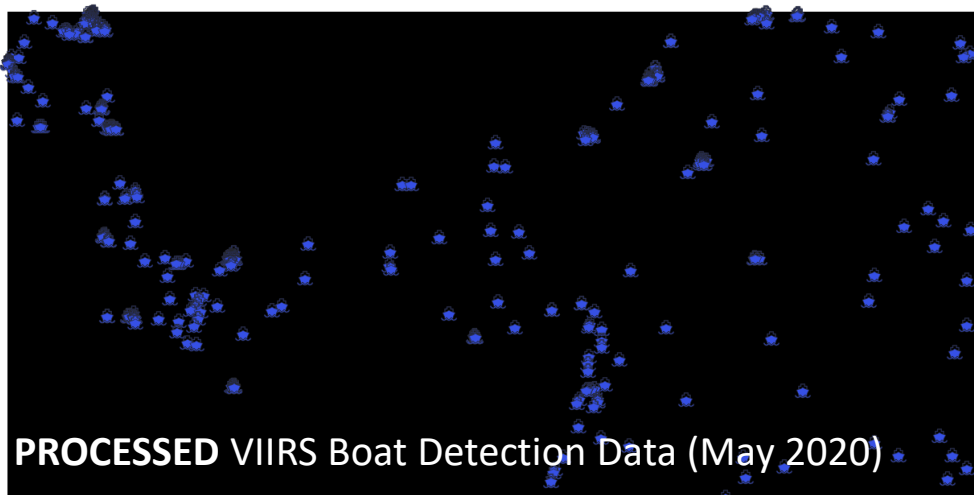
May 23, 2022

Dan Killian



Syria - Electricity



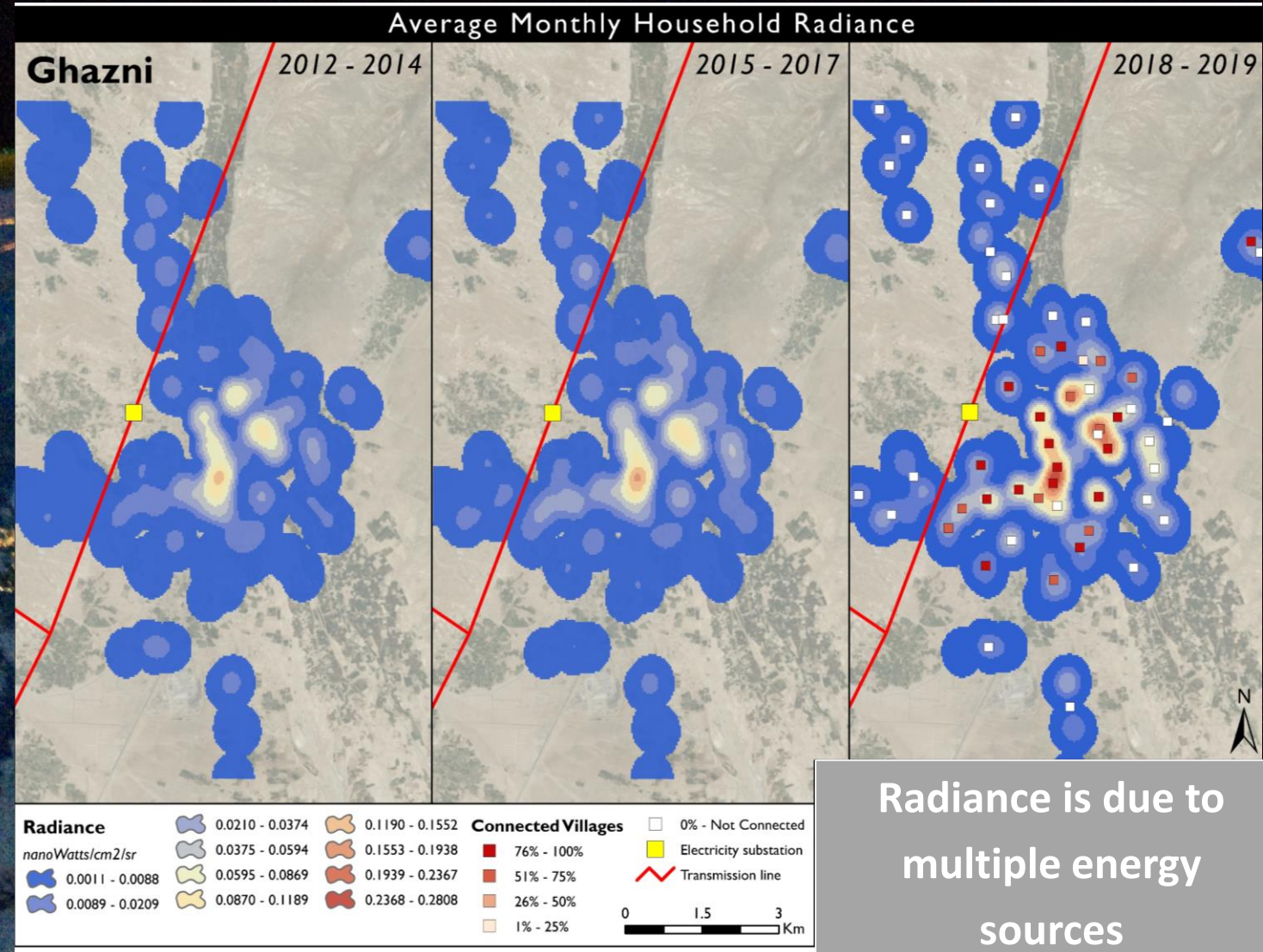


Field Data Challenges

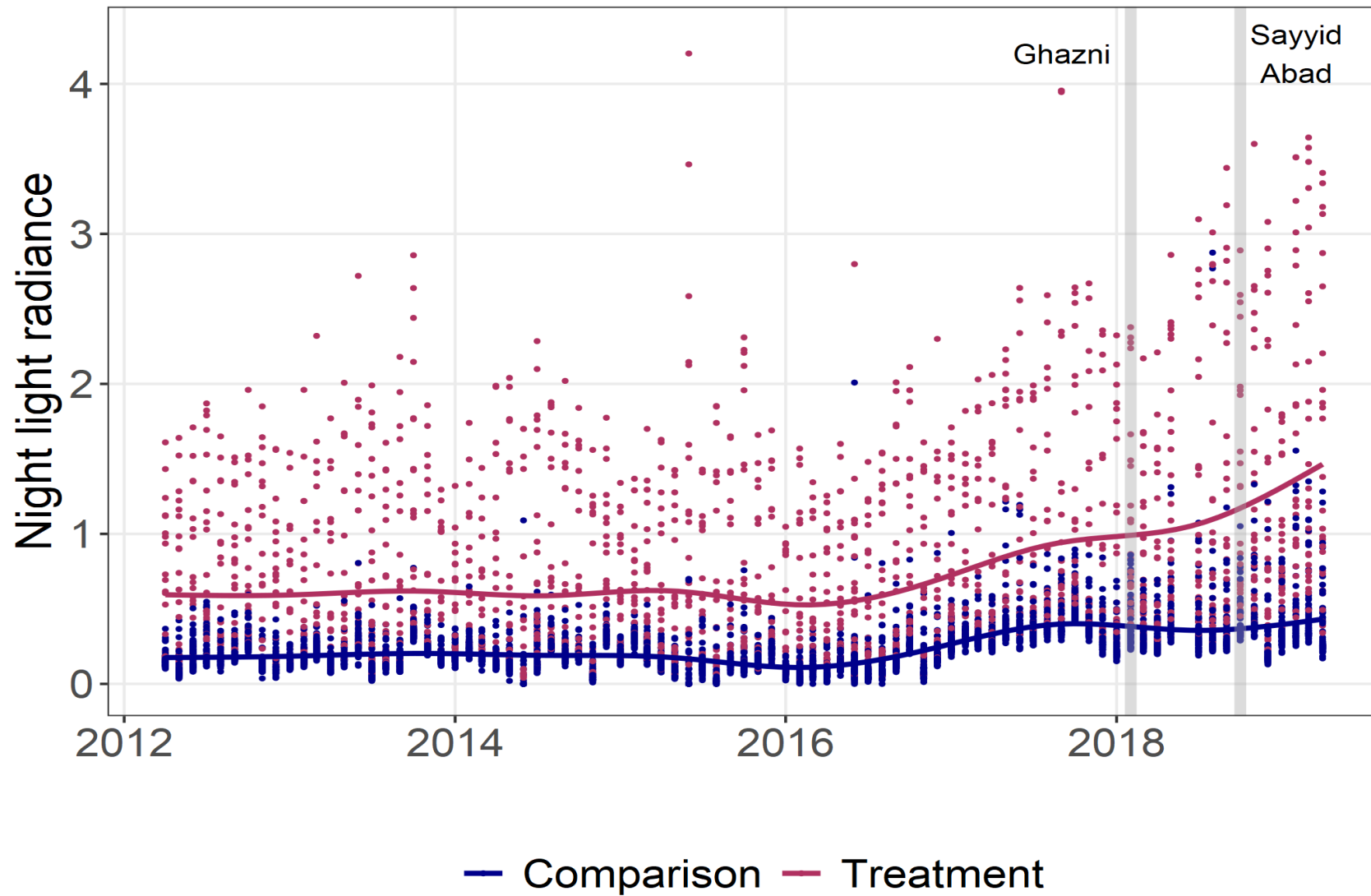


Night Light Data and Electrification: Evaluating IMPACT

- Access/connection to on-grid electricity is a primary cause of change in night light radiance.



Night light radiance, Jan 2012 - Apr 2019



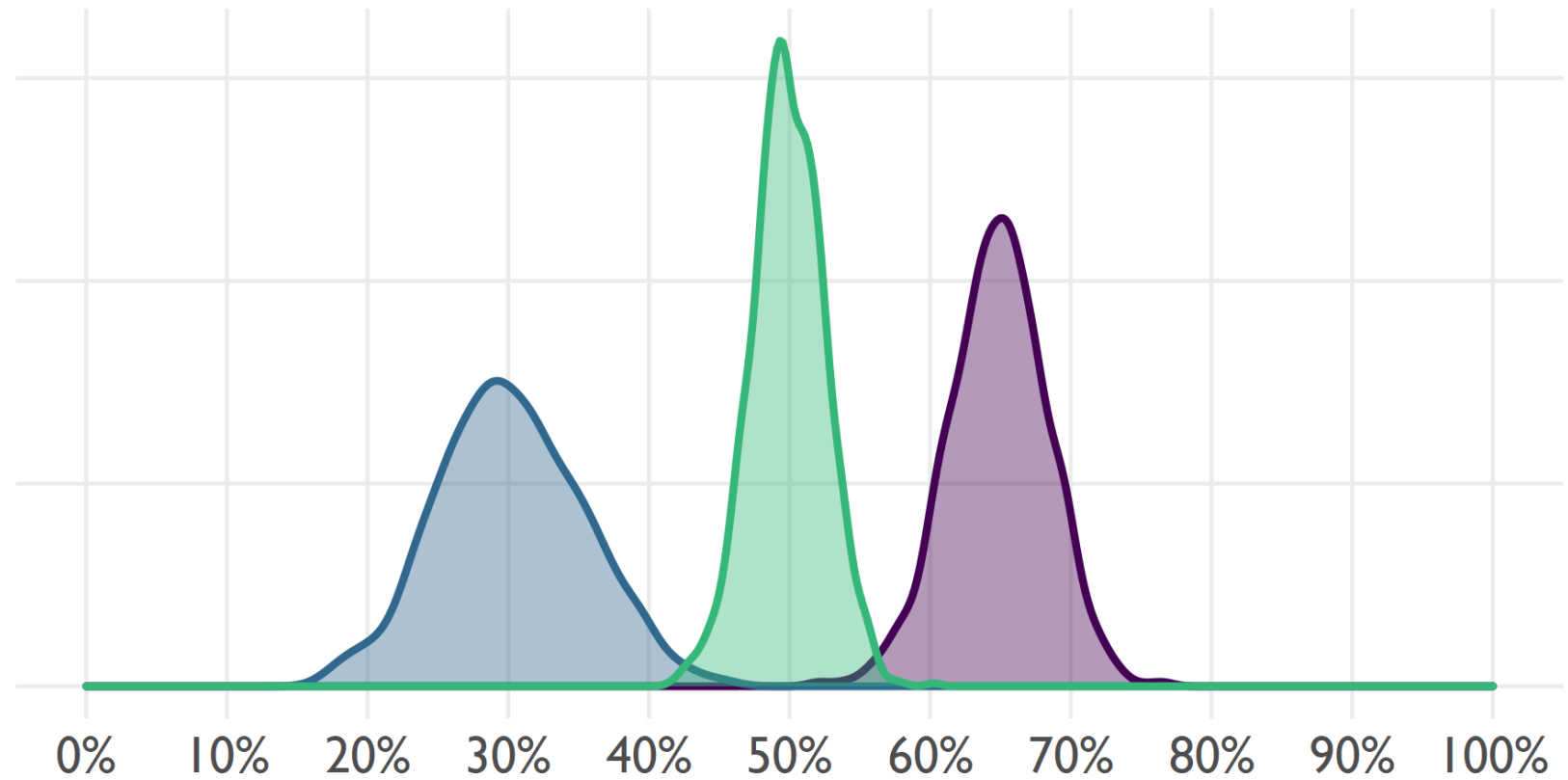
Treatment effect: 0.39
t-statistic: 6.3

Nightlight radiance and household assets



Introduction to Bayesian Thinking

Familiar with USAID
West Bank



USAID estimates

Background



Analysts will have background knowledge on their research topic

- Familiarity with literature / prior studies
- Previous work experience
- Other subject matter expertise

Background

A popular way of capturing this knowledge is through the Delphi method:

- Ask experts to estimate some outcome
- Show experts the average of the first round of estimates and invite them to revise
- Repeat until a general consensus is reached (low variation in estimate revisions)
- Take the mean of the revised estimates as 'expert knowledge'

Bayesian priors

More recently, there have been developments in incorporating expert opinion through Bayesian priors

These priors can be used to communicate expert opinion, but can also be entered directly into empirical analysis

Steps in creating a Bayesian prior

Pose a research question to a stakeholder

- What is the level of awareness of X in the population? In the beneficiary population?
- What proportion of the target beneficiary population have been exposed to X programmatic activity?

If the estimate is a percentage, estimate the mean and its margin of error (50% +/- 5%)

Request expert to explain reasoning behind estimate. 1-3 sentences of reflection should be enough.

Bayesian priors - applications

Three applications of Bayesian prior estimates

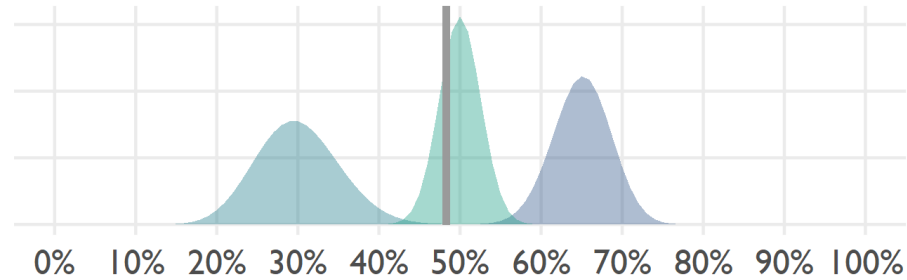
1. Elicitation of expert knowledge in quantitative and qualitative terms
2. Gamification / stakeholder engagement
3. Analysis

1. Elicitation of expert knowledge

Prior estimates, respondents somewhat or very familiar with USAID

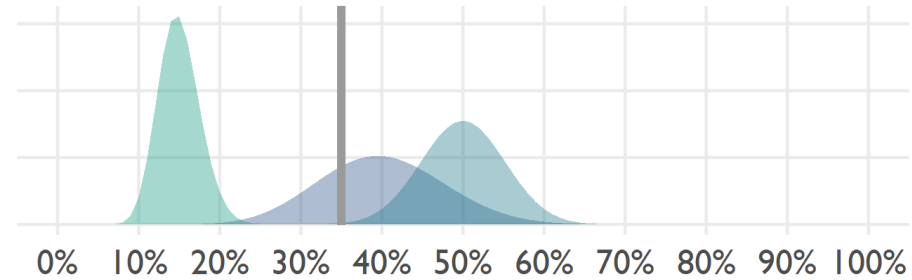
West Bank

USAID

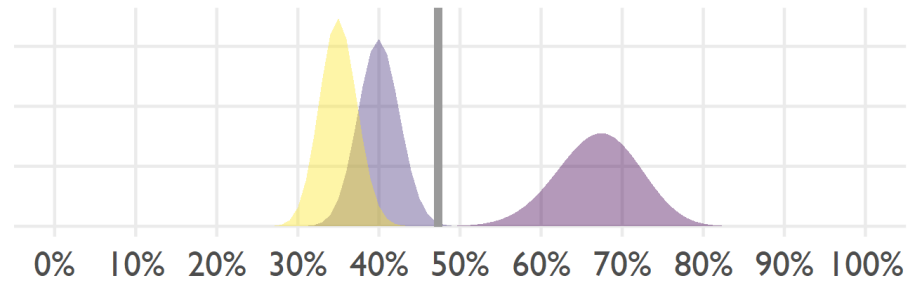


Gaza

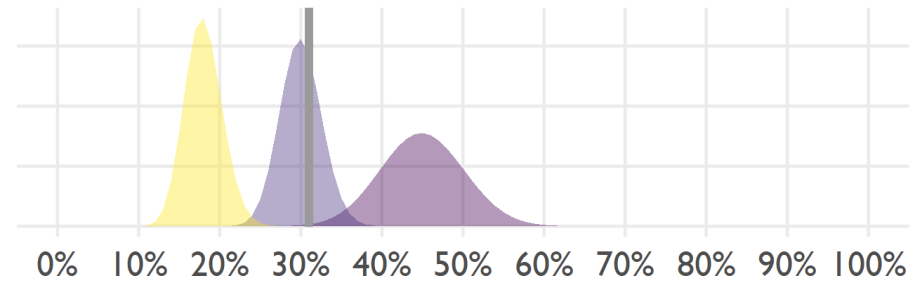
USAID



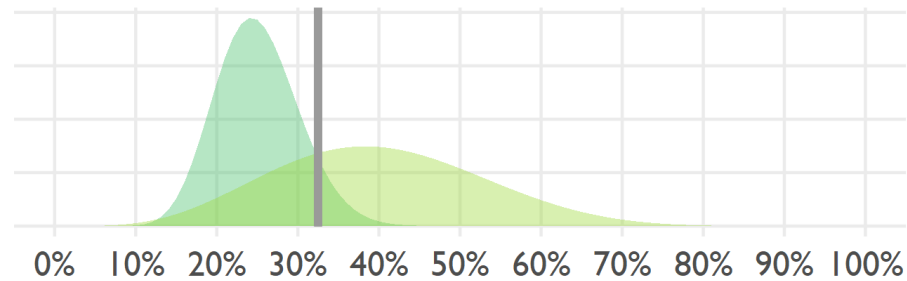
MSI



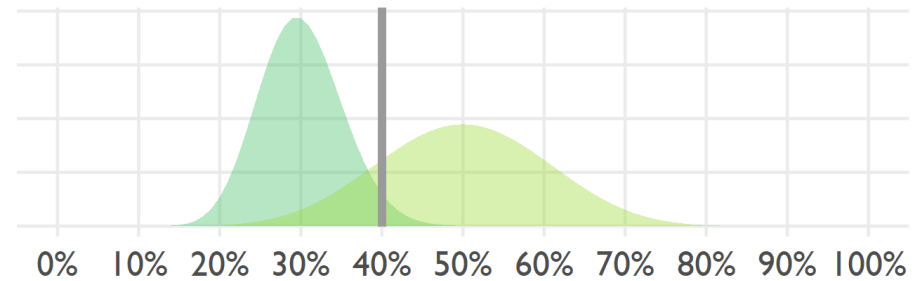
MSI



Mazars

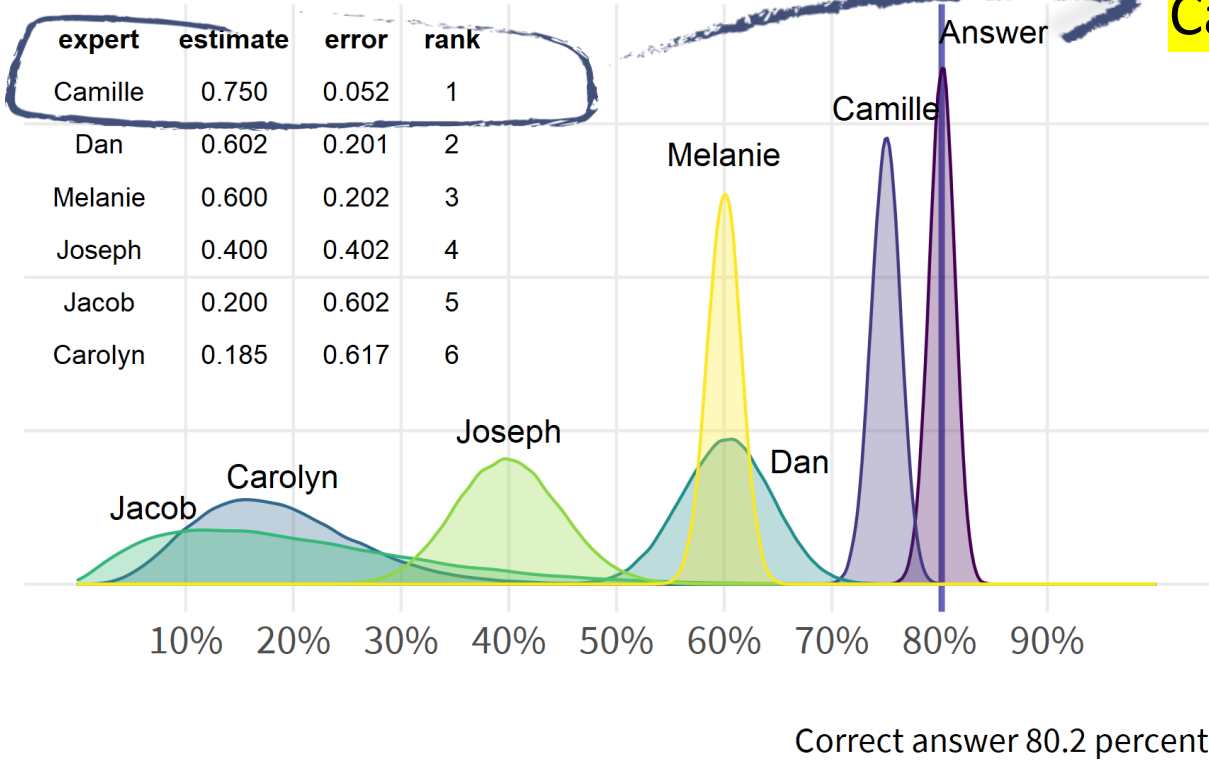


Mazars



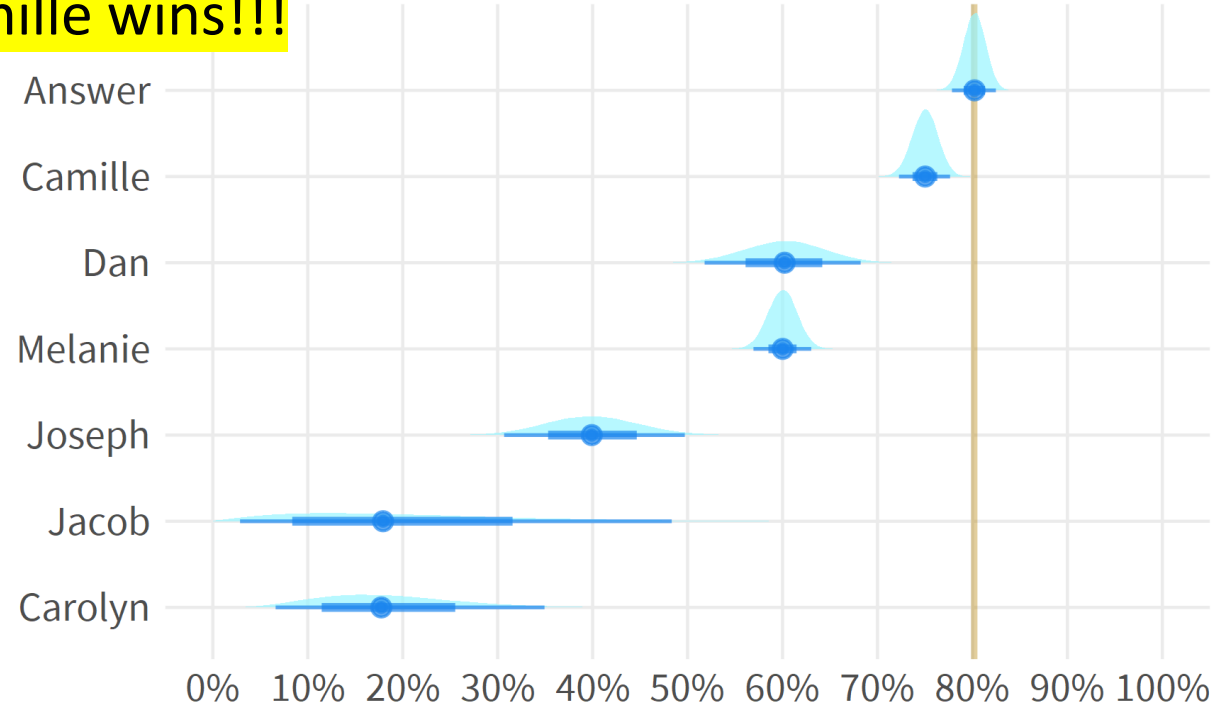
2. Gamification / Stakeholder engagement

B1. Aware of USAID



Camille wins!!!

B1. Aware of USAID

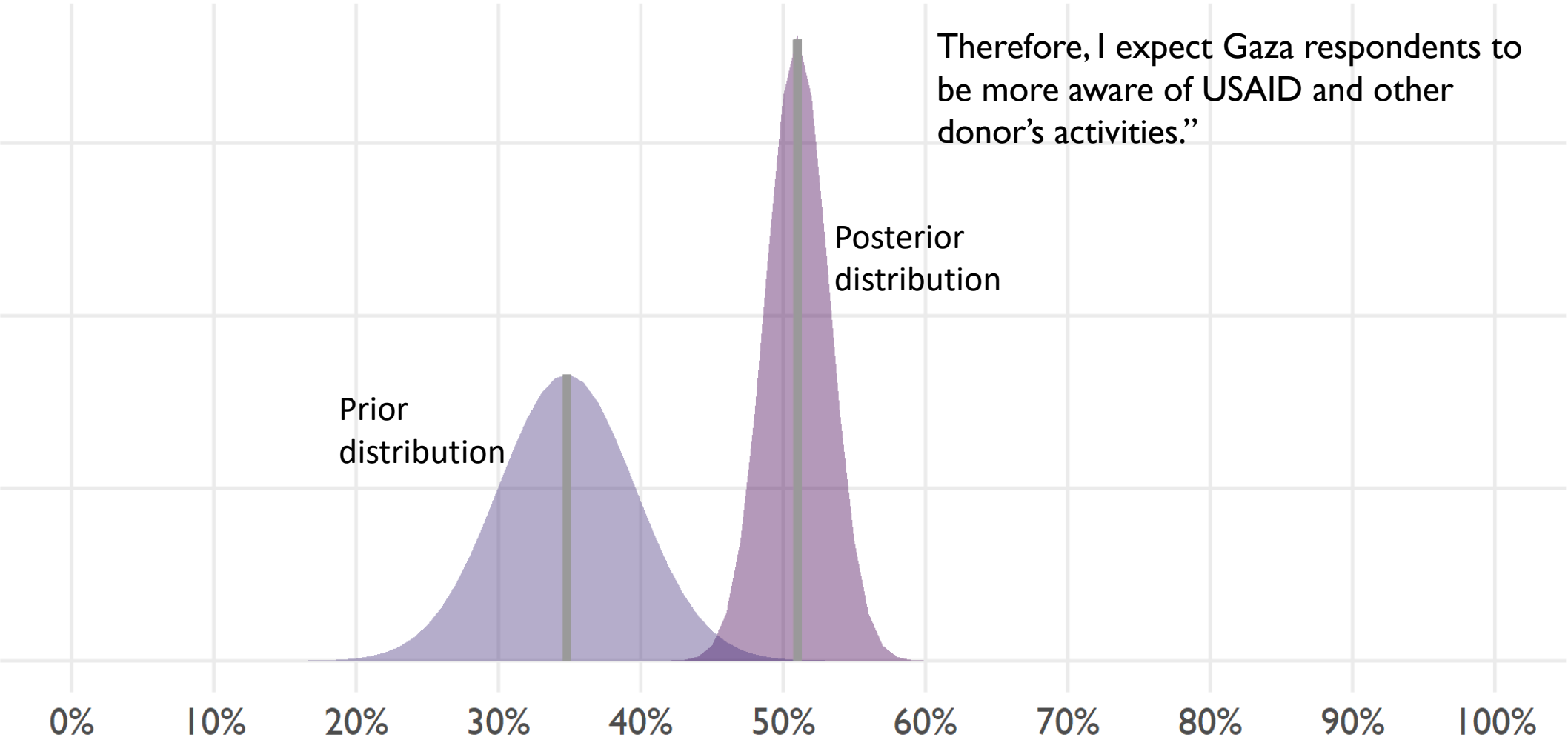


3. Using prior estimates in analysis

Prior and posterior distribution
Familiarity with USAID
Gaza

“USAID activities in the VBG had been suspended over the past four years. Gaza is exposed more to international assistance.

Therefore, I expect Gaza respondents to be more aware of USAID and other donor’s activities.”



Thoughts

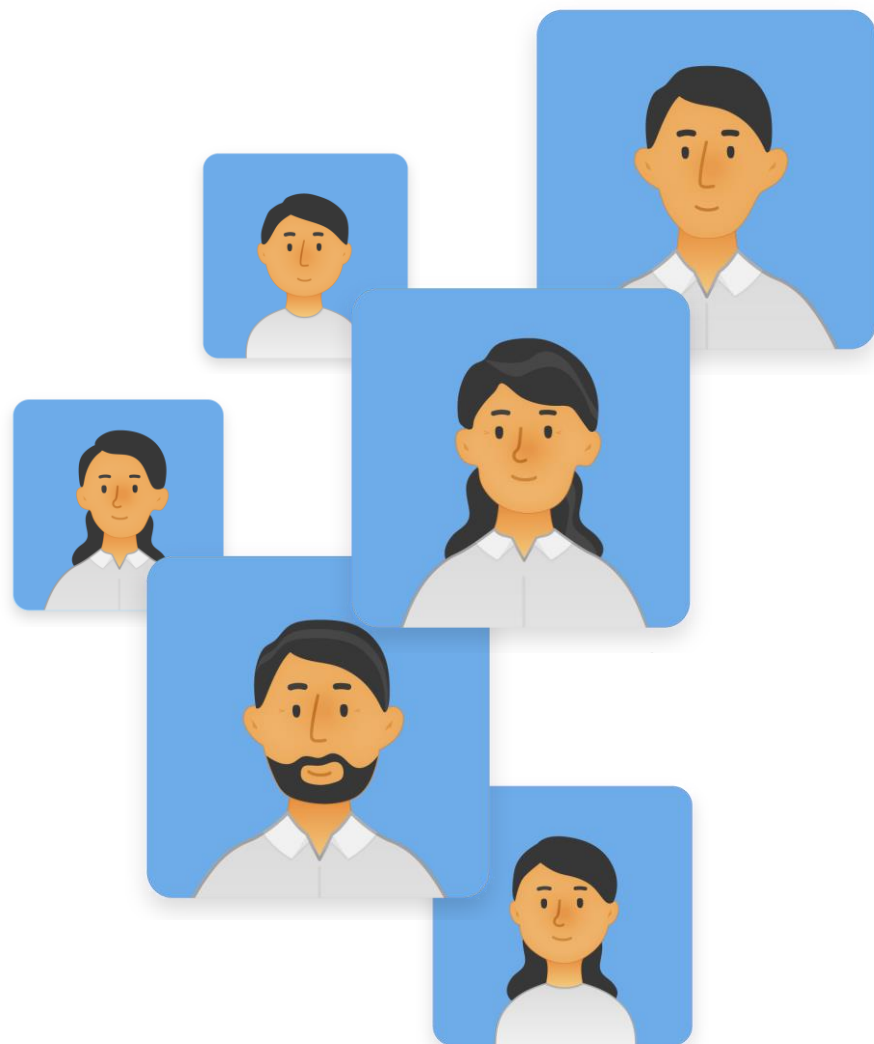


So far, MSI has only piloted this exercise to determine proof of concept.

Could it be a worthwhile exercise internally? With other stakeholders?

Could it engender learning? Inform adaptive programming?

Thank you!



Hacking Survey Response & Completion Rates through

Gamification

Shaping the Future Of
Quantitative Data Collection

May 23, 2022
Ayoub Nmour

Outline

01

What?

Conceptual Framework

02

Why?

RCT Findings

03

When?

Application Scope

04

How?

Tools & Concepts

05

Insights



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Gamification

Applying gaming techniques to improve concepts, ideas, and practices that are not games, e.g., self-administered surveys. In MEL research, the goal of gamification is to make the survey more interactive, engaging, and enjoyable during participation.

The Pain of Conventional Online Surveys



**Poor Response
Rates**



**Low
Completion**



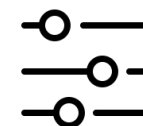
**Shallow
Answers**



**High
Attrition**



**Targeting
Bias**



**Question-Type
Limitations**

We Tried it !

- View Rates
- Response Rates
- Completion Rates
- Consent to Recontact

RCT Preliminary Findings



15. ما هو قطاعك الوظيفي الحالي؟

☒ الزراعة

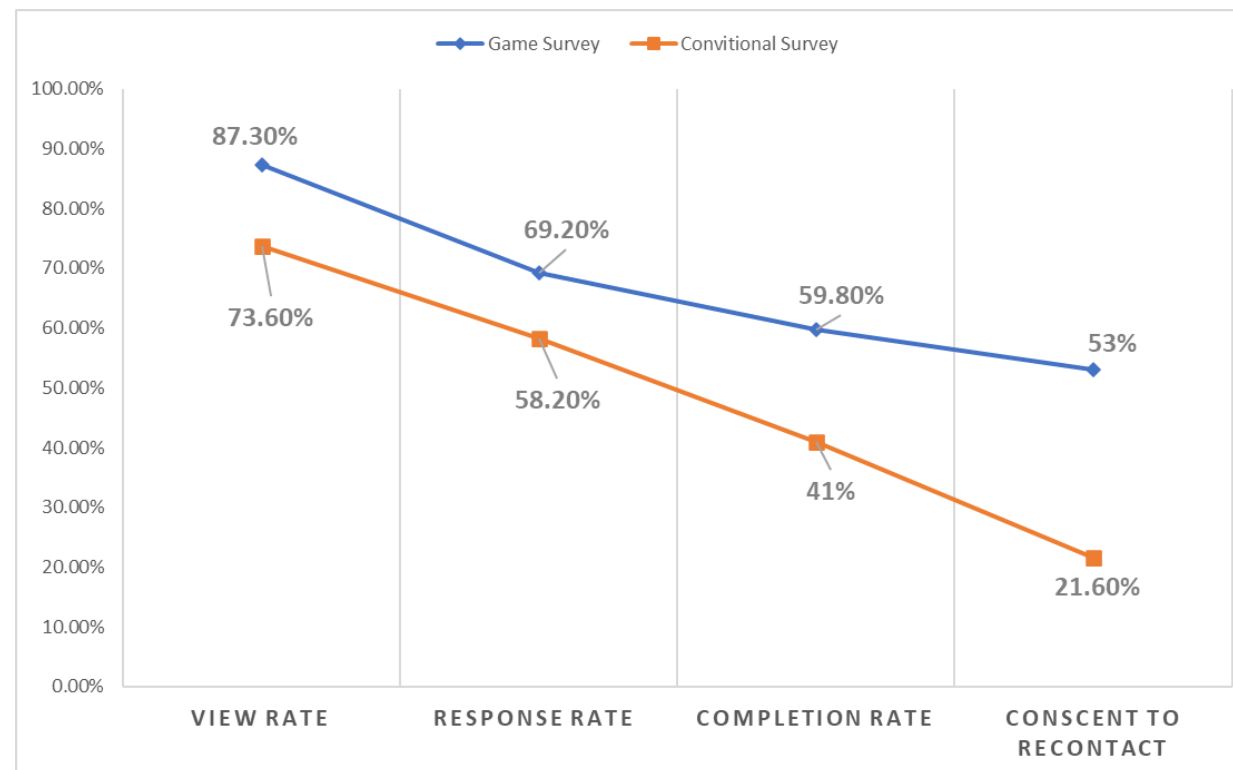
☐ الخدمات الالكترونية

☐ البناء

☐ أعمال الصيانة

☐ الصناعة

☐ التعليم





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When can we gamify?

Survey is Self-Administered



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from insight to impact



When can we gamify?

Appropriate to Study Population

How.....?

Hacking Demographics

15. ما هو قطاعك الوظيفي الحالي؟

<input checked="" type="radio"/> الزراعة
<input type="radio"/> الخدمات الالكترونية
<input type="radio"/> البناء
<input type="radio"/> أعمال الصيانة
<input type="radio"/> الصناعة
<input type="radio"/> التعليم

Conventional Survey



Gamified

Hacking Location

7. مكان الإقامة (المحافظة)

<input type="radio"/>	أريد
<input checked="" type="radio"/>	المفرق
<input type="radio"/>	جرش
<input type="radio"/>	عجلون
<input type="radio"/>	عمان
<input type="radio"/>	البلقاء
<input type="radio"/>	الزرقاء

Conventional Survey



Gamified

Hacking Likert Scale

23. يرجى تقييم درجة قوتك في الجوانب التالية من السلوك المهني قبل التدريب وبعده ، على مقياس من 1-5 (1 = ضعيف جدًا ، 5 = قوي جدًا)

التأمل الذاتي: القدرة على التفكير النقدي لتحسين الأداء من خلال التعلم الذاتي

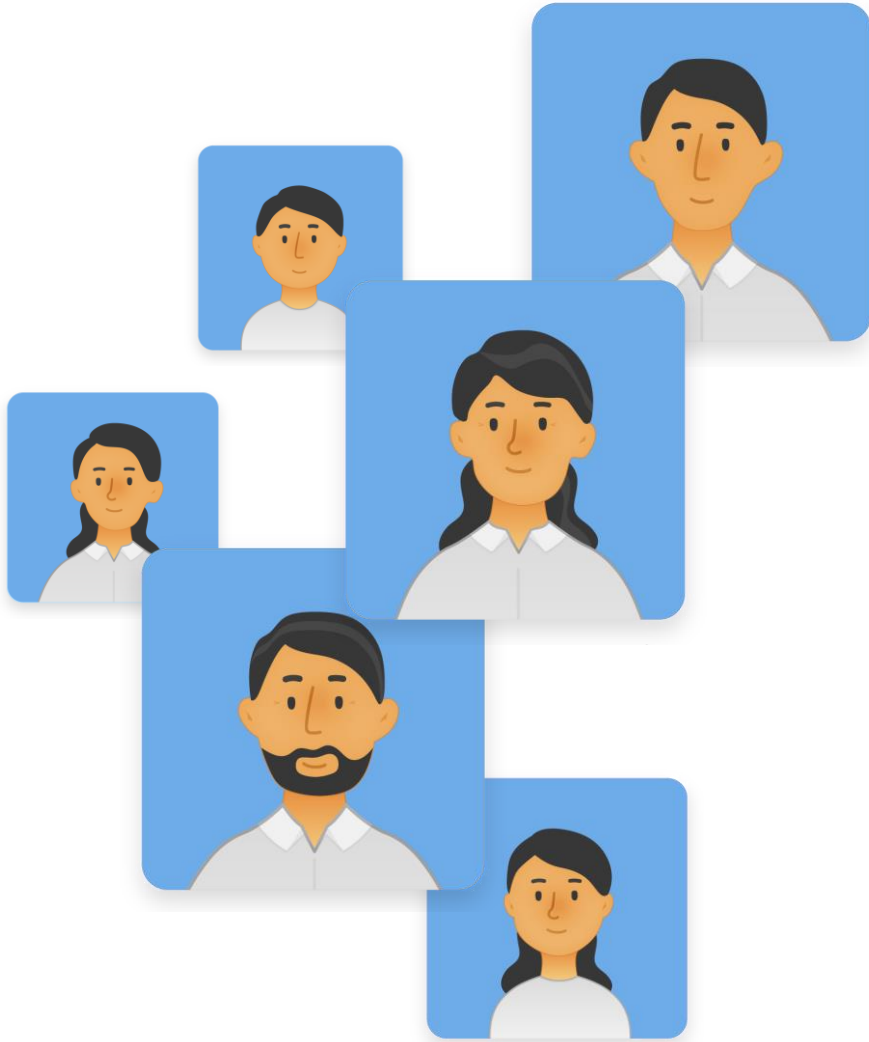
قبل التدريب

1	<input type="radio"/>
2	<input type="radio"/>
3	<input type="radio"/>
4	<input type="radio"/>
5	<input type="radio"/>

Conventional Survey



Gamified



Beat The Old Way



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