



gLOCAL
EVALUATION WEEK
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Changing the Rules of the Game

An introduction and virtual design charrette for the Policy and Institutional Reform (PIR) Methods Menu



MILLENNIUM
CHALLENGE CORPORATION



International
Initiative for
Impact Evaluation



Today's Presenters



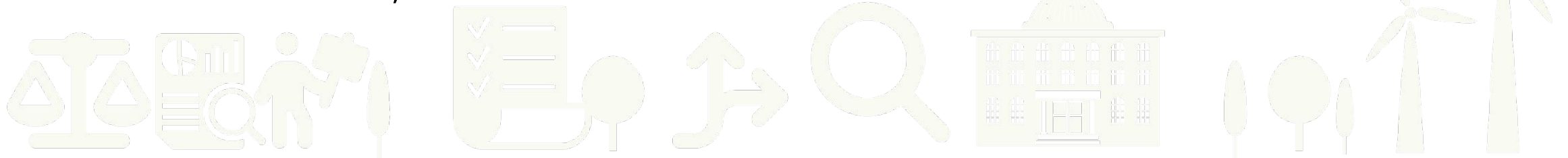
**Douglas
Glandon**

Chief, Strategic
Initiatives, 3ie



**Julian
Glucroft**

Associate Director,
MCC



TODAY'S AGENDA

- I. Why a design charrette?
- II. What is PIR?
- III. Exploring the tool
- IV. Plenary discussion

**What is policy and
institutional reform?**

PIR defined

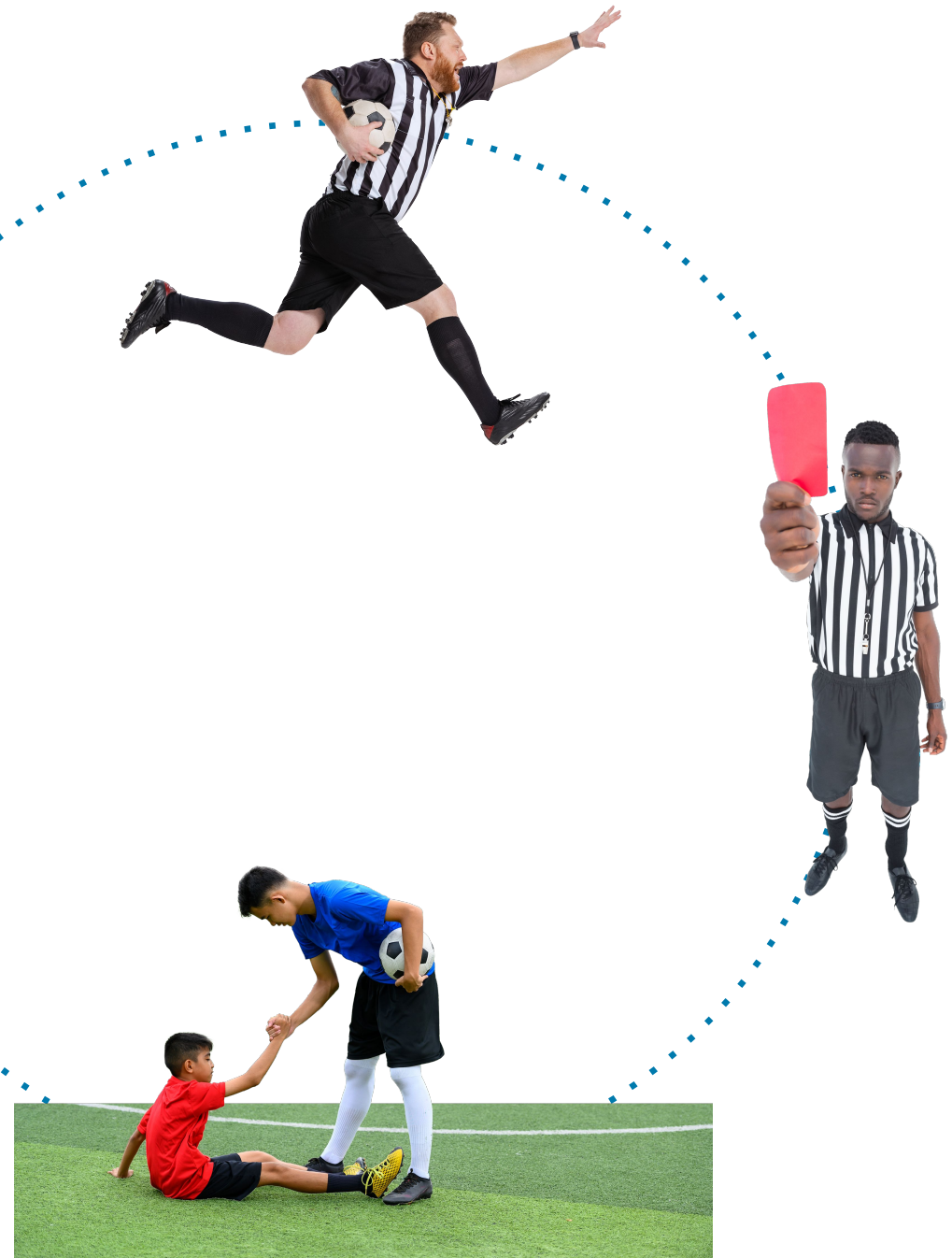
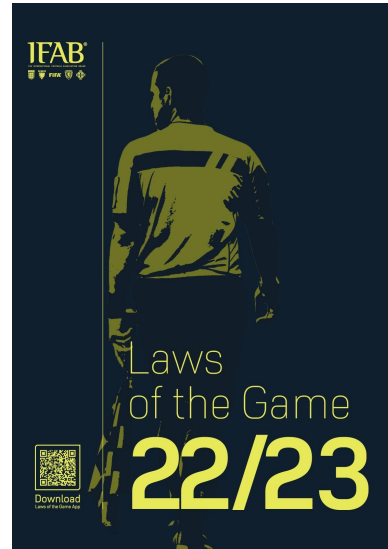
PIR entails the adoption and/or implementation of **changes to the formal and informal rules** that govern the interactions and operations of agents **within and across organizations**. This may be to **laws, policies**, regulations, by-laws, procedural rules, roles, prerogatives/authorities, or **pervasive behavioral norms**. (EA, 2018)

Shifting Power

Changing the
Rules of the
Game

Developing
Capability

Explaining institutions through soccer?



Organizations are the players



Governmental



Political



Economic



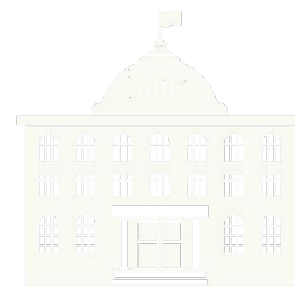
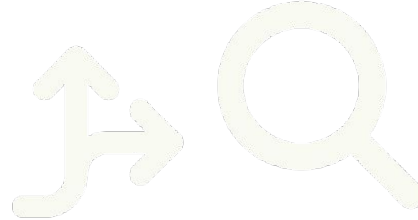
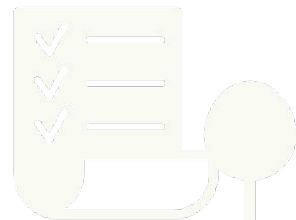
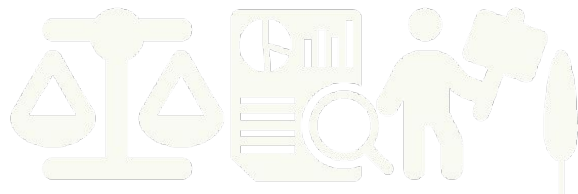
Social



Religious



Educational



Individuals take actions

All actions are taken by individuals.



Champions



Detractors

'It's not the rules that matter, so much as the way in which actors play within the rules'

– Adrian Leftwich

Donor Interventions

SPHERE OF CONTROL



Negotiation and persuasion



Technical assistance



Facilitation



Communications and stakeholder engagement



Tangible assets

CONTEXT

Current conditions:
Commitment from powerful decision-makers and broad-based popular support outweigh resistance and ambivalence.

Short-term Outcomes:

Changing the rules of the game

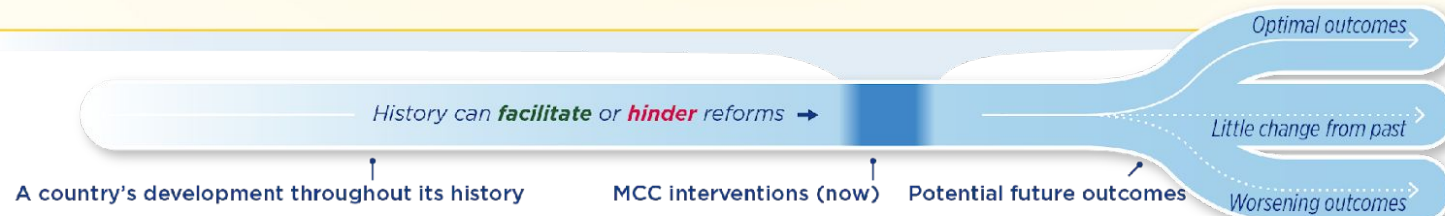
Shifting power Developing capability

Medium-term Outcomes:
Improved public service delivery

Long-term Outcomes:
Enduring improvement on the well-being of people and the planet

CONTEXT

SPHERE OF DIMINISHING INFLUENCE



Donor Interventions

SPHERE OF CONTROL



CONTEXT

Current conditions:
Commitment from powerful decision-makers and broad-based popular support outweigh resistance and ambivalence.



Short-term Outcomes:



Changing the rules of the game



Shifting power



Developing capability

Medium-term Outcomes:

Improved public service delivery



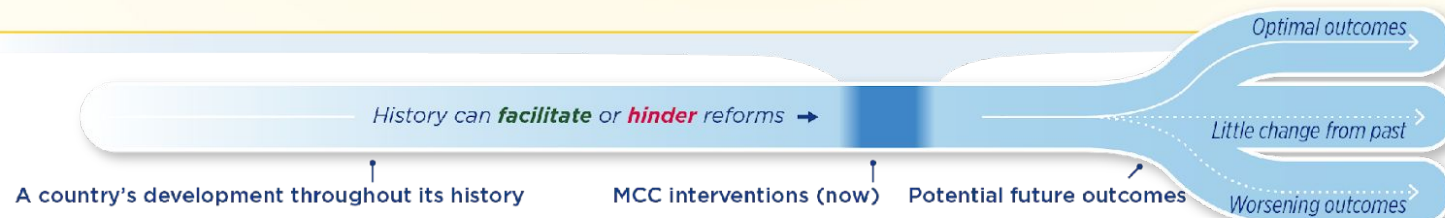
Long-term Outcomes:

Enduring improvement on the well-being of people and the planet



SPHERE OF DIMINISHING INFLUENCE

CONTEXT



**How does MCC
support PIR?**

How we support

Conditions precedents

New formal rules (laws, policies, plans)

Studies and other analytical work

Technical assistance and training

Tangible assets (equipment, supplies)

Facilitated change management

Information, education, and

communication

**Why is Policy and
Institutional Reform
important?**

PIR is critical to MCC's mission

MCC's mission is to reduce poverty through economic growth

Sustainable alleviation of constraints to growth usually requires changes in how partner countries use their own resources and regulate their economies –

It requires policy and institutional reform (PIR).

Why we support PIR



**Institutional quality
drives economic growth**



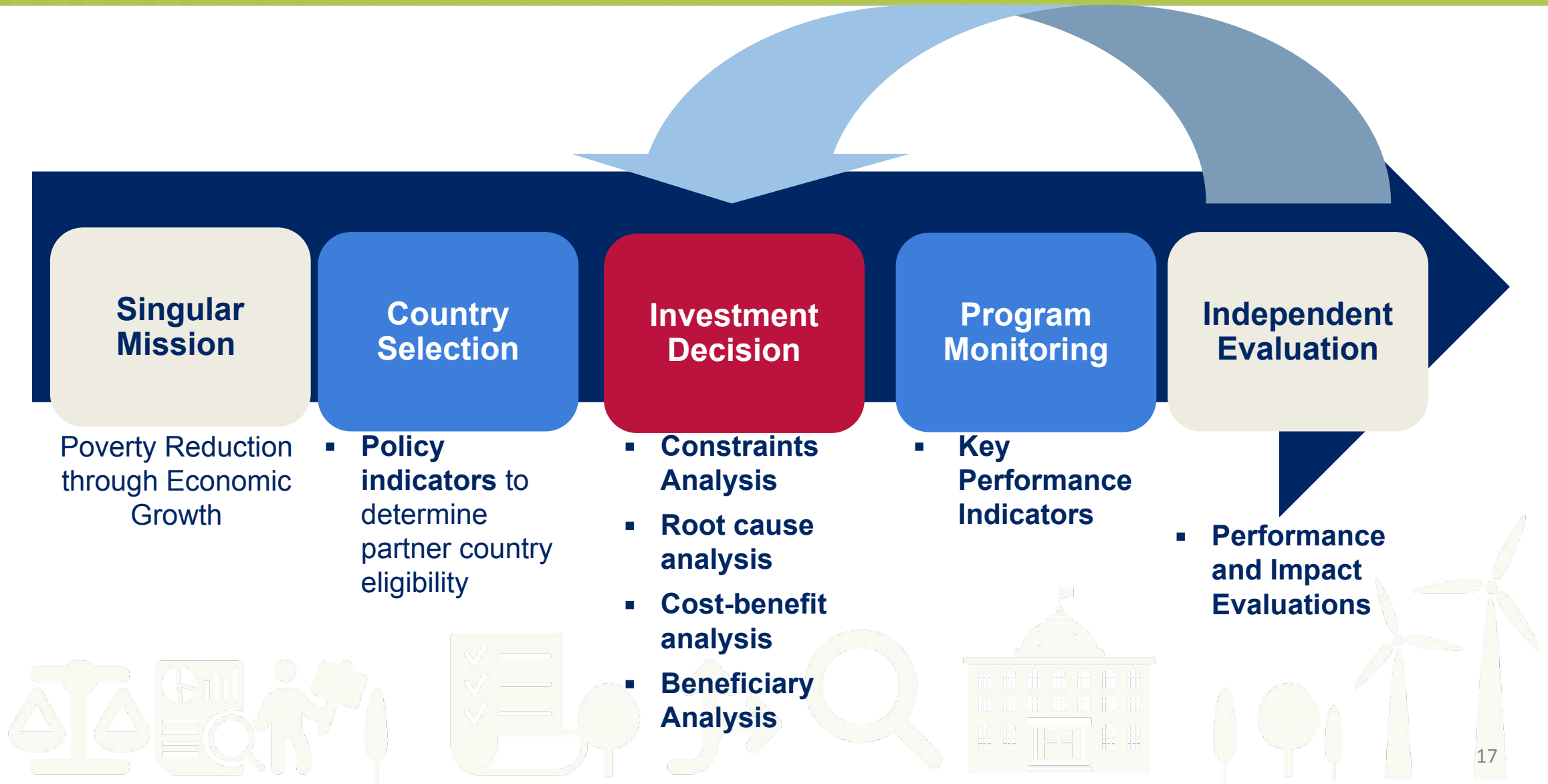
**Country Ownership /
Localization**



**Achieving and
sustaining development
outcomes**

**How do we generate
evidence to improve
PIR programs?**

MCC's Approach to Evidence-based Programs



A woman in silhouette is shown on the left side of the frame, pulling a red rope. The rope extends from her hands and forms a large, dense, tangled loop that fills the upper right portion of the image. The background is a gradient from light to dark. The text is overlaid on the lower part of the image.

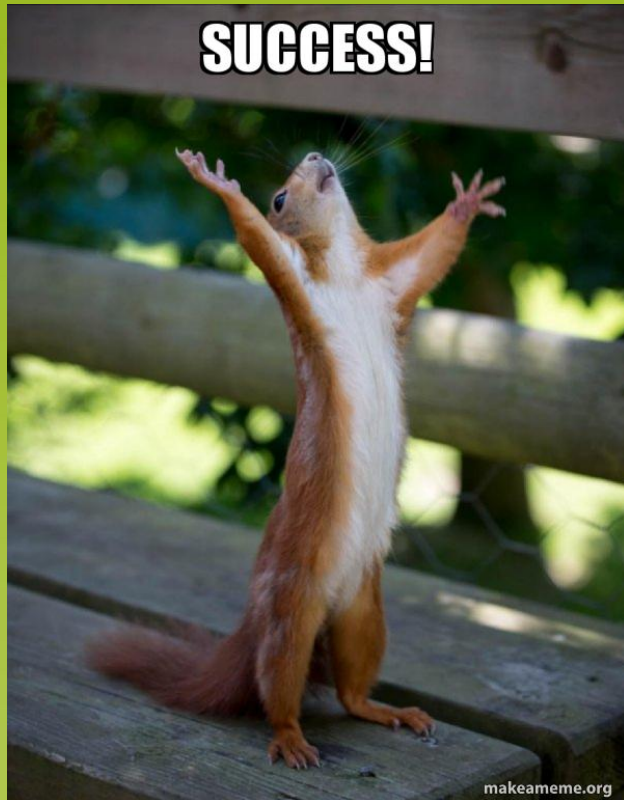
Untangling PIR to generate useful evidence

PIR evidence challenges



1. Institutional problems are difficult to describe.
2. The intervention is dynamic and fragmented.
3. It is difficult to attribute outcomes.
4. Goals are qualitative and multi-faceted.

Some solutions



1. Integrate **problem analysis and learning** in the implementation approach.
2. Evaluations should focus on the **implementation process** and the **quality of outputs**
3. Evaluations should determine a project's **contribution** to outcomes.
4. Monitoring and evaluation should use **indices** and be complemented with **qualitative analysis**.

Introducing the PIR Methods Menu



<https://www.3ieimpact.org/pir-methods>

Welcome to the PIR Methods Menu prototype

Policy and institutional reform (PIR) often entails multiple elements of complexity that make it difficult to design, implement, and evaluate using conventional approaches. This user tool is designed to help development evaluators and practitioners choose the right evidence approach(es) for their program phase, context, and needs.



Home screen



Program phases

Find relevant evidence approaches for a given program phase and research questions of interest.



Evidence approaches

Search and filter the full list of evidence approaches (inclusive of evaluation types, methodologies, methods, etc.)



Resources

Access methodological guidance papers, empirical applications, and other useful web resources.

Navigation by program phase

Find evidence approaches for each program phase and research question.



Program development

Assess needs and root causes from multiple perspectives. Design for the need, context, and to maximize positive impact.



Implementation

Implement the intervention as planned, adapting as needed.



Ex post evaluation

Measure results, generate insights for policy and practice.



Program Development

Assess needs and root causes from multiple perspectives.
Design for the need, context, and to maximize positive impact.



Which sector(s) offers the most promise for increasing economic growth in a given country?

[APPROACHES →](#)



What are the key opportunities and constraints for improving socio-economic development within a given sector?

[APPROACHES →](#)



What socio-economic development outcomes matter most to local populations?

[APPROACHES →](#)

Find approaches by
Program phase

Evidence Approaches

Search for a specific approach by keyword or filter by program phase or mode of inquiry.



Adaptive management

A general term for a set of approaches that incorporate feedback loops and iterative adaptation into program implementation.



Agent-based modeling

ABM is a computational simulation of interactions between a defined set of actors or "agents" in order to understand dynamics influencing outcomes in a system.



Case studies

A descriptive analysis of a 'bounded' program, event, activity, or individuals over time (the 'case') through detailed, in-depth data collection involving multiple sources of information rich in context.



Case-based scenario simulation

Computational modeling method with emphasis on complexity and clustering that can be used to simulate or forecast policy scenarios.



Causal link monitoring

CLM supports adaptive management of PIR with multiple objectives, diverse stakeholders, and/or a large number of projects.



Causal loop diagrams

Mapping relationships among variables in a system that are (or are understood to be) causally interrelated.



Computable general equilibrium models

A class of economic models that use existing economic data to estimate how an economy might react to changes in policy, technology and/or external shocks.



Constraints analysis

Identifies binding constraints to influencing outcomes of interest. Used by development agencies like MCC and USAID to inform investment decisions.

[See more](#)

Filter Evidence Approaches by name, program phases, and/or mode of inquiry

Review key info and find resources about each approach



Approach

Participatory approaches

Program phase(s)

1. Program development

Description

In participatory approaches, evaluators work closely with project participants (program staff and beneficiaries, among others) to design and implement the evaluation. Commonly used methods for elucidating participation may include story-telling, needs analysis (problem trees and 'so-that' TOC formulations), and self-assessments, in addition to standard qualitative tools. Participatory approaches are integrated with many evaluation methods, such as Participatory action research, Systems mapping, Developmental evaluation, Nested and actor-based theories of change, Problem-driven iterative adaptation, and Soft-systems methodology.

Guidance materials

- [Participatory Impact Assessment: A Design Guide](#)
- [Evaluation of International Development Interventions - Participatory Evaluation \(World Bank, 2020\)](#)

Mode(s) of inquiry

Participatory

Strengths

- Participation can lead to more relevant and contextualized interventions because participants are empowered to define the problem and the solution, and take ownership of findings.
- Participatory assessment may be particularly useful for PIR with diverse stakeholders or complex contexts, or reforms that require political buy-in from stakeholders.
- Involving participants in evaluation design can improve the cultural relevance, authenticity and accuracy of data and findings.
- Participants learn from the research process rather than the learning being controlled by researchers who then need to disseminate to the audience.

Empirical applications

- [Immersive research for safer sanitation in Bihar and Maharashtra, India](#)
- [Participatory Action Research for Conservation and Development: Experiences from the Amazon \(Perz et al. 2022\)](#)

Limitations

- Potential burden to participation, particularly when participants do not directly benefit from contributing to the evaluation.
- Stakeholders may not have pre-requisite knowledge of evaluation methods; training may be required to facilitate inclusion.

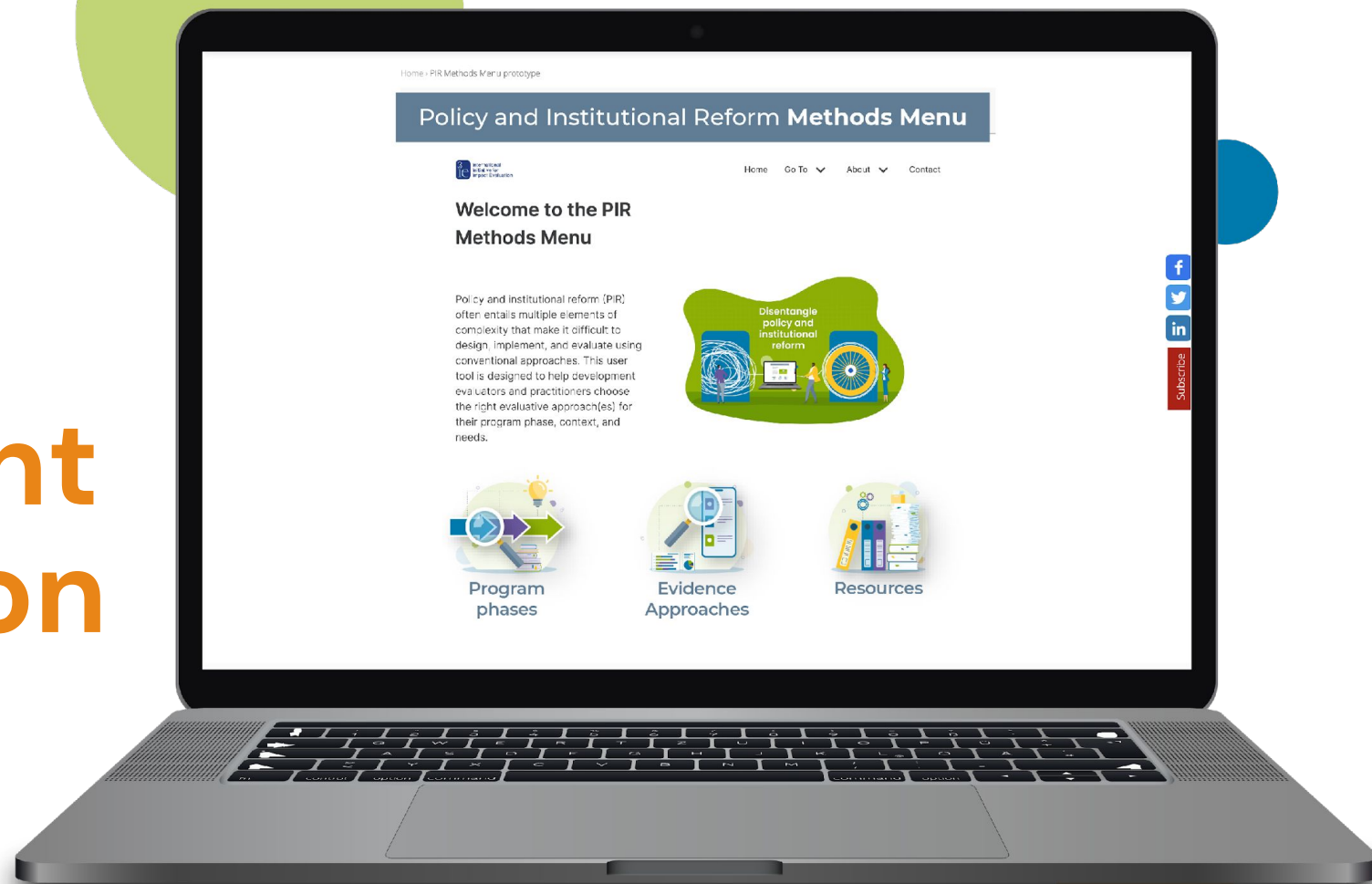
Reference Papers & Resources

Search for resources by author, keyword, and/or attribute filters.

Author(s), Date	Resource Title	Sector(s)	Approach(es)	Type	Format
Prashanth et al., 2014	Advancing the application of systems thinking in health: a realist evaluation of a capacity building programme for district managers in Tumkur, India	Health Education	Realist evaluation	Empirical application	Journal article
Bauer et. al, 2015	An introduction to implementation science for the non-specialist		Implementation science/research	Guidance	Journal article
Bound et al., 2017	Understanding the Economic Impact of the H-1B Program on the U.S.		Computable general equilibrium models	Empirical application	Working paper
Domínguez and Delgado, 2006	Report on the adaptation of the Outcome Mapping methodology to the Arracacha agroindustry and market development project	Agriculture	Outcome mapping	Empirical application	Report
Corburn and Bhatia, 2006	Health Impact Assessment in San Francisco: Incorporating the social determinants of Health into Environmental Planning	Health	Systems mapping	Empirical application	Journal article
Mcloughlin, 2014	Political economy analysis: Topic guide (2nd ed.)	N/A			Guide
Taylor et al., 2022	Evaluating the Impact of Institutional Improvement on Control of Corruption—A System Dynamics Approach	Governance	Systems dynamics models	Empirical application	Journal article

Search for
Resources
and papers

Participant exploration



<https://www.3ieimpact.org/pir-methods>

**Could you use the PIR
Menu in your current
work?**

**What do you need to
lead or evaluate
complex development
interventions?**

**How could we improve
the content of the PIR
Methods Menu?**

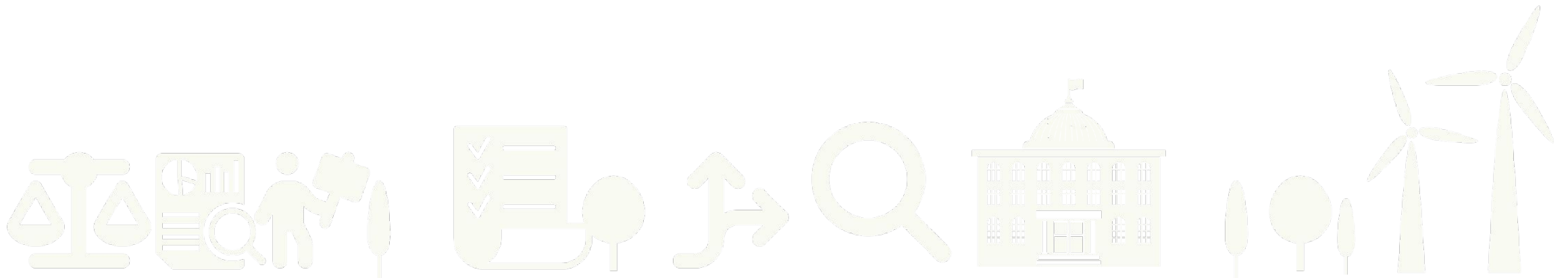
**How could we improve
the format or
functionality of the PIR
Methods Menu?**

Could you use the PIR Menu in your current work?

Sample response:

As a commissioner of evaluations, I need to make choices about what type of evaluation is best suited to our organizations and questions and objectives as well as the intervention and context.

This is especially difficult for complex interventions and it is often unclear for commissioners of evaluations how to define the evaluation scope, questions, duration, budget, and so forth.



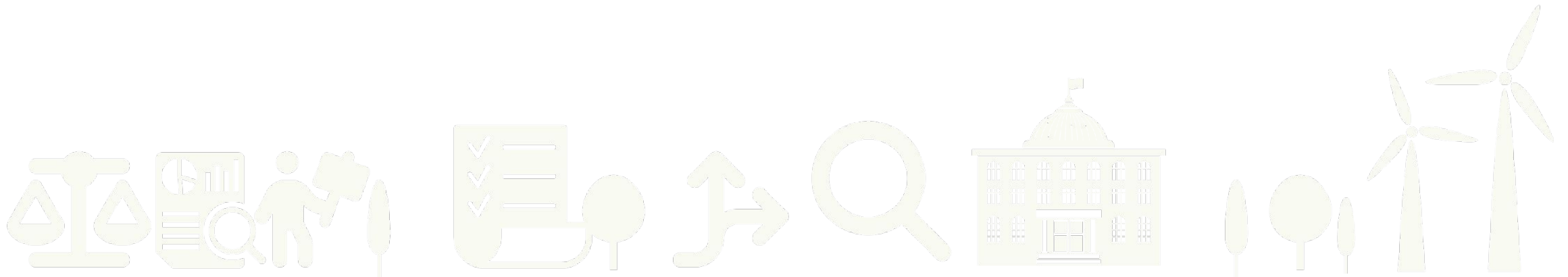
What do you need to lead or evaluate complex development interventions?

Sample response:

One important starting point to consider is choosing the right type of evaluation to fit our organizational policies, norms. The PIR Methods Menu “modes of inquiry” page is a useful starting point for this.

It’s not always clear which methods to commission, so the sample papers and guidance materials are a helpful starting point.

I also need to think about cost, feasibility, timeliness, securing the right expertise to get the work done, and so forth.

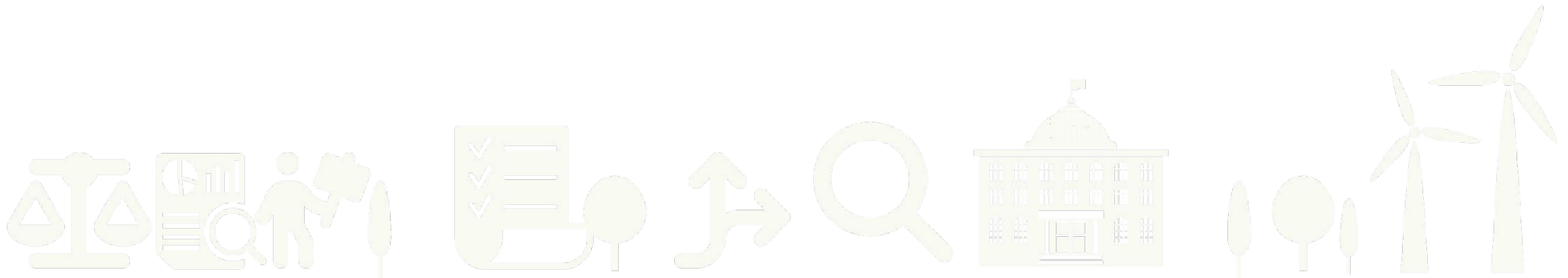


How could we improve the content of the PIR Methods Menu?

Sample response:

It would be useful to have more details on the time, effort and resource requirements of the different methods

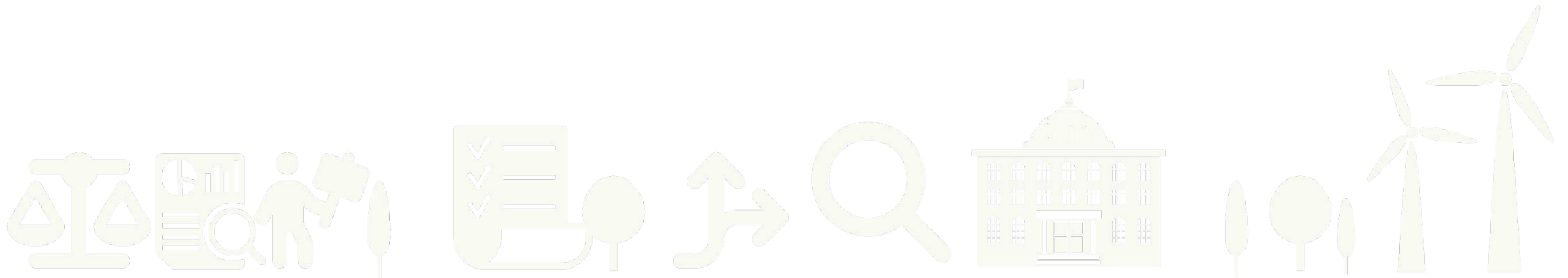
It would also be useful to know which methods work best together



How could we improve the format or functionality of the PIR Methods Menu?

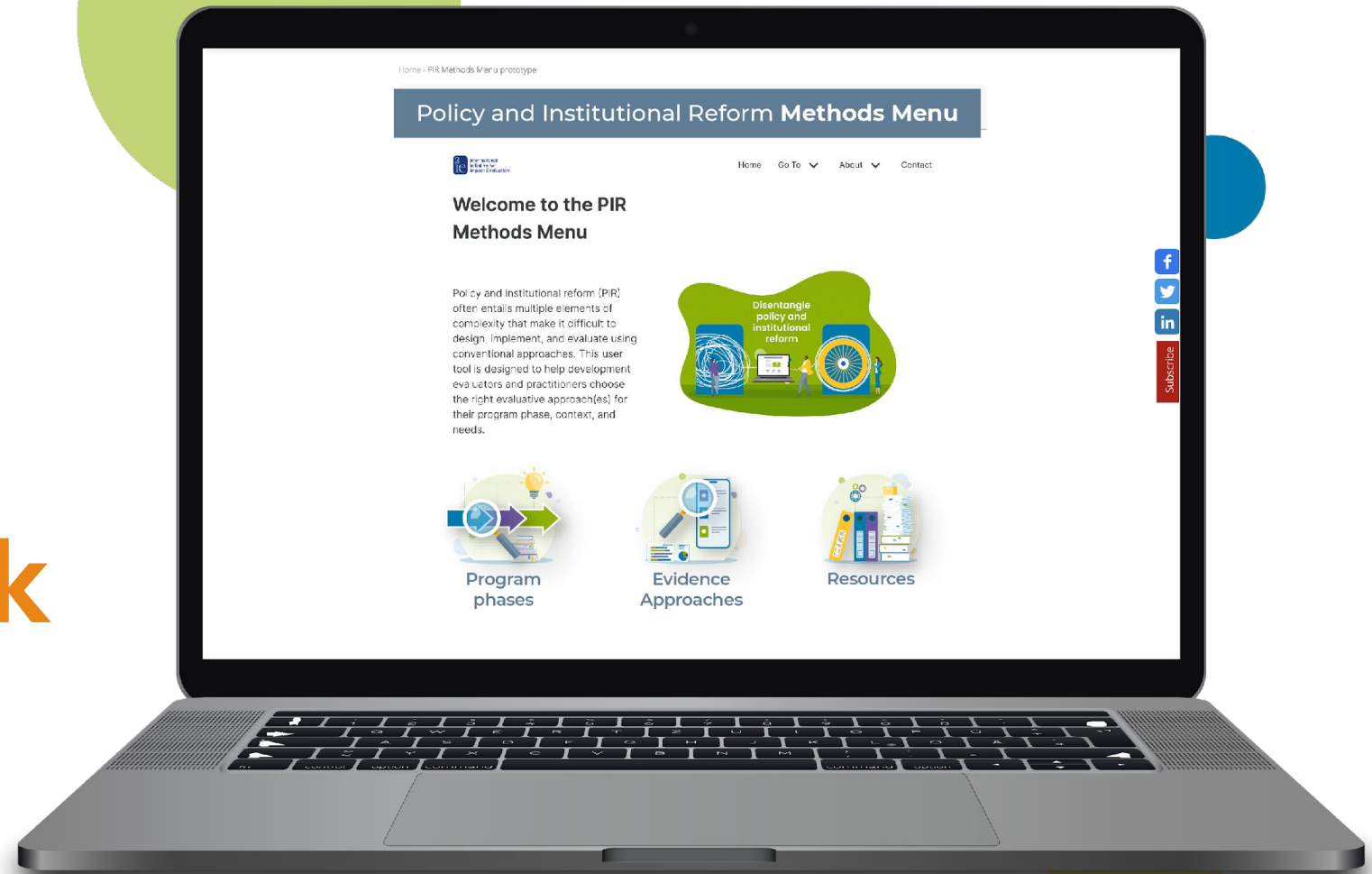
Sample response:

Would be useful to have the interface in other languages as well.



Link to survey:

Plenary feedback



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Menu in your current
work?**

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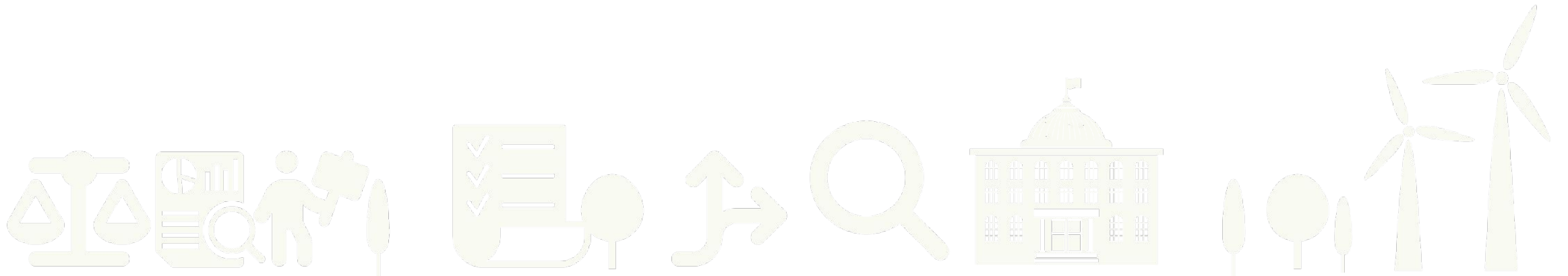
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functionality of the PIR
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Let's stay connected!

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Thank you!

→ 3 – 7 June 2024 ←

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