Introduction

• MCC thankfully doesn’t suffer from ‘learning anxiety’

• Commitment to using evidence for decision making
  – Investments in independent evaluations

• Use evaluation for accountability and learning

• Distinguish between performance and impact evaluations
<table>
<thead>
<tr>
<th>What Impact Evaluations Are:</th>
<th>What Impact Evaluations Do:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent</td>
<td>Test Assumptions</td>
</tr>
<tr>
<td>Rigorous</td>
<td>Build Evidence</td>
</tr>
<tr>
<td>Rare</td>
<td>Test Attribution</td>
</tr>
</tbody>
</table>
Today

• Summary of results from first five

• Learning from and acting on results

• Relate to three themes of note
  – Understanding users
  – Strengthening organizational structure
  – Understanding incentives
Context

- Farmer Training
- Rural Dev
- Transport
- Feeder roads
- Credit
- Irrigation
  - Land tenure
  - Post harvest
Program Logic

**Inputs**
- $ for design
- $ for TA

**Outputs**
- # of farmers trained
- Hectares of land under irrigation

**Early Outcomes**
- Adoption of improved practices
- Increase in crop yields

**Intermediate Outcomes**
- Increase in farm income

**Ultimate Outcomes**
- Increase household income

Most targets met

Attribution
### Findings – Farmer Training

<table>
<thead>
<tr>
<th>Positive Impact Detected</th>
<th>No Impacts Detected</th>
<th>Cannot Measure Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>El Salvador</strong> (dairy) – farm incomes</td>
<td><strong>Armenia</strong> – no farm income effects</td>
<td><strong>El Salvador</strong> (horticulture)</td>
</tr>
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<td><strong>Ghana</strong> (northern region) – farm incomes</td>
<td><strong>El Salvador</strong> (handicrafts) – no income effects but increased employment</td>
<td><strong>Honduras</strong></td>
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- **El Salvador** (dairy): Farm incomes detected.
- **Ghana** (northern region): Farm incomes detected.
- **Nicaragua**: Farm incomes detected.
- **Armenia**: No farm income effects detected.
- **El Salvador** (handicrafts): No income effects detected, but increased employment.
- **Ghana** (other regions): No farm income effects detected.
- **El Salvador** (horticulture): Cannot measure impacts.
- **Honduras**: Cannot measure impacts.
### Cross-Cutting Lesson: Work in Lock-Step

<table>
<thead>
<tr>
<th>LEARN</th>
<th>APPLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire Evaluators Early</td>
<td>All Compacts</td>
</tr>
<tr>
<td>Align Incentives for Implementers and Evaluators</td>
<td>All Compacts</td>
</tr>
<tr>
<td>Strengthen internal process</td>
<td>All Compacts</td>
</tr>
</tbody>
</table>
Lessons Learned: Projects

LEARN

Test Traditional Approaches
Understand Time Horizons
Use Program Logic

APPLY

Mozambique
Mozambique, Morocco, Namibia
Moldova
# Lessons Learned: Evaluation

<table>
<thead>
<tr>
<th>LEARN</th>
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<tbody>
<tr>
<td>Design Evals for Learning</td>
<td>All Compacts</td>
</tr>
<tr>
<td>Use appropriate methodology</td>
<td>All Compacts</td>
</tr>
<tr>
<td>Understand difficulties with household income</td>
<td>All Compacts</td>
</tr>
</tbody>
</table>
Three Themes

Users
- Understand who
- Understand priorities
- Understand roles

Organizational Structure
- Commitment by learning
- Commitment to transparency
- Strengthen internal review process
- Strengthen dissemination process

Incentives
- Incentives for external use - donors
- Align implementers and evaluators through contracts
Adapt

Build

Learn

Measure