

Professional profile

Dr Chris Barnett is the Partner for Technical Excellence at Itad with expertise in impact evaluation and other evaluative methodologies, particularly in the fields of social investments, livelihoods, civil society, and governance. He is part of Itad's senior leadership and oversees technical delivery, including quality assurance, learning and knowledge sharing (including establishing Itad's Knowledge Hub). Chris regularly undertakes internal quality assurance of evaluation designs, inception and final reports against client criteria (such as DFID's EQUaLS template). Chris is an Honorary Associate at the Institute of Development Studies (IDS) and was formerly the Director of the Centre for Development Impact (CDI); a joint initiative between IDS, Itad and the University of East Anglia (UEA). His current research interests include innovative ways to evaluate impact and causality, power imbalances and the ethics of evaluation, plus assessing the development impact of investments and other forms of innovative finance. Other interests lie in the credible mixing of evaluation designs and methods; whether difference-in-difference and qualitative designs (as in the Millennium Villages evaluation), or the combination of contribution analysis, process tracing and macroeconomic modelling (as in the study of CDC's mobilisation).

Chris is an experienced team leader and project director of several high-profile evaluations. This includes the ten-year longitudinal study of CDC's contribution to mobilisation, including responsibility for client and partner relations, and technical support to the team on the design and use of evaluation methodologies. The study aims to analyse the mobilisation of private investment by CDC in Africa and South Asia, including the direct mobilisation of private capital, demonstration effects, investor sentiment and macroeconomic impacts. He is the Project Director for the monitoring and evaluation component of DFID's Ideas to Impact programme. This programme has awarded a number of innovation prizes that seek solutions to poverty in areas of climate change, energy and water. Plus, Chris is the Project Director for the monitoring and verification of DFID's WASH Results Programme which employs a Payment by Results finance mechanism; as well as the verification of UNICEF's Accelerating Sanitation and Water for All (ASWA) II programme. He has recently completed the high-profile, five-year impact evaluation of the Millennium Villages project in northern Ghana.

Chris has also facilitated a number of training courses on evaluation methods, including the CDI/IDS one-week course on '*Designing effective ways to evaluate impact*', and previously on '*Evaluating Conflict Prevention and Peacebuilding*' in Brussels. He has also been a guest lecture on courses run by Kings College London, UEA and the UK Evaluation Society. Chris has published on several topics, including evaluation methodologies, theories of change, ethics, innovation prizes and impact investing,

Nationality	British
Languages	English (native)
Country experience	Armenia, Bhutan, Ethiopia, Ghana, India, Indonesia, Ireland, Japan, Kenya, Liberia, Malawi, Moldova, Netherlands, Nigeria, Tanzania, Thailand, United States, Uganda, Ukraine, Vietnam, Zambia

Education

2001	DPhil (PhD), Development Studies University of Sussex, UK
1997	MA Rural Development University of Sussex, UK
1994	BSc (Hons), Land Management (1st class) University of Reading, UK

Employment

2018 - Present	Partner Itad Ltd., UK
2014 - 2018	Director Itad Ltd., UK
2013 - 2017	Director Centre for Development Impact, UK (Honorary Associate, Institute of Development Studies from 2017 onwards)
2011 - 2014	Associate Director Itad Ltd, UK
2002 - 2011	Consultant Itad Ltd, UK

Project experience

- 2019** **Development of Key Performance Indicators (KPIs) for the Global Challenges Research Fund (GCRF)**
Role: Team Leader | Client: BEIS | Location: UK
The GCRF is a major £1.2 billion fund to support cutting-edge interdisciplinary research that addresses the challenges faced by developing countries. Research has to be compliant with OECD Official Development Assistance (ODA) requirements. Chris led the review of the GCRF and Newton Fund theories of change, plus the development of indicators to measure research outputs, outcomes and impact (including on research quality, equitable partnerships and capability).
- 2019** **UKCDR theory of change and key performance indicators (KPIs) for monitoring and evaluation**
Role: Team Leader | Client: UKCDR | Location: UK
The UK Collaborative on Development Research (UKCDR) is a group of government departments and research funders working in international development. UKCDR is governed by the Strategic Coherence of ODA-funded Research (SCOR) Board, which brings together the Chief Scientific Advisors and directors of the core members. The SCOR Board aims to build high-level coherence across all government ODA-funded science and research and to maximise the impact and relevance of the UK's ODA research investments. Chris undertook the theory of change workshop, the development of a UKCDR theory of change and KPIs, the evaluation framework, and updated logical framework.
- 2017 - 2027** **CDC Longitudinal Study of the mobilisation of private capital**
Role: Project Director | Client: DFID, CDC Group plc | Location: UK, Africa and South Asia
Itad, in association with the Institute of Development Studies (IDS), IPSOS and Open Capital Advisors (OCA), is conducting the first ten-year study to systematically analyse the mobilisation of private investment by CDC in the fragile and frontier markets of Africa and South Asia. The study uses a combination of investment logic models, case studies using contribution analysis and process tracing, and macro-economic analysis. Chris has overall accountability for the delivery of the assignment, including client and partner relations, support to the project manager, plus technical support to the team leader on the design and use of evaluation methodologies.
- 2018 - 2022** **ASWA II - DFID, Monitoring and Verification for UNICEF Rural WASH**
Role: Project Director | Client: DFID | Location: UK, plus 10 countries
The Accelerating Sanitation, Hygiene and Water for All (ASWA II) is a DFID-funded programme that aims to achieve sustained access to basic sanitation and safe water supplies, as well as the long-term adoption of hygiene practices, across 10 focus countries (Bangladesh, Burma, Cambodia, Eritrea, Haiti, Madagascar, Nepal, Niger, Pakistan and South Sudan). The overall objective is to enable and sustain an open defecation free status across communities, with a target to supply 3,750,000 people with access to sanitation; establish basic and safe water supplies for 500,000 people; and provide 500 schools and 250 healthcare facilities with sustained access to improved WASH facilities. Chris is responsible for the Itad-led component to provide independent monitoring and verification.
- 2013 - 2017** **Director of the Centre for Development Impact (CDI)**
Role: Director | Client: Itad, IDS and University of East Anglia | Location: UK
CDI is a joint initiative between Itad, the Institute of Development Studies (IDS) and the University of East Anglia. The Centre works at the interface between evaluation practice and academia, with a particular focus on the use of innovative designs and methods to assess social impact. Chris was instrumental in setting up and establishing the centre. During his time he launched a new series of papers (the CDI Practice Paper that has now published over 20 papers on topics ranging from realist evaluation and process tracing, through to participatory statistics and natural experiments); launched the CDI seminar series; published on various topics from ethics of evaluation, impact investing and new frontiers for evaluation; plus, convened and hosted numerous events. These included co-hosting an international conference (with most heads of donor evaluation units) at Wilton Park on '*New frontiers for evaluation in an era of market-oriented development*'. The 3-day event deliberated the evaluation and accountability of private capital used for social purposes. Other events included a 2-day conference on evaluating impact and complexity, an IDS panel session and event at the British Library on ethics, plus 1-day workshops on process tracing and realist evaluation. Chris also co-led the inaugural CDI/IDS training course on '*Designing effective ways to evaluate impact*'. Research studies have included work for Swedfund and Ghanaian Venture Capital Trust Fund, and two IDS Bulletins on '*Rethinking Impact Evaluation*' and '*Systemic approaches to evaluation and impact*' .

- 2016 - 2017** **Research study of the social impact of the Venture Capital Trust Fund (VCTF)**
Role: Lead researcher | Client: IDS | Location: Ghana
Under the Centre for Development Impact (CDI), Chris worked with researchers and venture capitalists from VCTF in Ghana to undertake a case-based study of thirteen investments. The research was undertaken collaboratively with investors and aimed to contribute to their own work on improving the performance and reporting of social impact. Interviews were conducted with fund managers, entrepreneurs, senior managers and where possible, employees. Chris led the writing of a paper published by the African Evaluation Journal.
- 2016** **Research study of impact investing and social impact assessments**
Role: Researcher | Client: IDS | Location: UK
Under the Centre for Development Impact (CDI), Chris oversaw a small research study looking the availability and use of evaluative methodologies to assess the social impact of impact investing. The first part of the study undertook a literature review of methods used to assess social impact, including the publication of an annotated bibliography (Flynn et al 2016). Subsequent work drew on social network analysis (SNA) using 'big data' from Twitter to consider the scope and scale of influential actors within this investing market - and the relative importance of evidence to these actors.
- 2015 - 2021** **Monitoring, Verification and Evaluation Service Provider for the WASH Results Programme**
Role: Project Director | Client: DFID | Location: UK, plus 13 countries
DFID commissioned a WASH Results Programme which provides funding to three organisations / consortia (led by Oxfam, Plan and SNV) to deliver water, sanitation and hygiene services across 13 countries in sub-Saharan Africa and South Asia. The WASH Results programme employs an innovative finance mechanism following principles of "Payment by Results". DFID appointed an Itad-led consortium to provide the Monitoring, Verification and Evaluation services related to the programme. Chris' responsibilities included client relations with senior DFID Advisers; final quality assurance of verification report; and representation at consortium board meetings.
- 2014 - 2019** **Ideas to Impact (DFID Innovation Prizes for Environment and Development)**
Role: Project Director | Client: DFID | Location: Ghana, Nepal, Kenya
The 'Ideas to Impact' programme sets out to design, establish and manage a set of innovation prizes. These prizes seek solutions to poor people's access to affordable clean energy, safe drinking water and other climate /environmental services. Itad provided the monitoring, learning and evaluation support to both the overall programme as well as individual prizes. Chris was responsible for design and technical support for the framework / plans for M&E support at the programme level, as well as for specific prizes. He provided specific technical inputs on Value for Money (VFM) and estimating beneficiary number. Chris also reviewed and provided technical support for evaluation design papers for each prize.
- 2012 - 2018** **Impact Evaluation of MVP-SADA Northern Ghana Millennium Village**
Role: Project Director | Client: DFID | Location: Ghana
ITAD, in collaboration with IDS and PDA Ghana, undertook a five-year, independent impact evaluation of a new Millennium Village (MV) in Northern Ghana. The evaluation assessed MV's impact on MDGs, disaggregating by gender, its multiplier effects, long term sustainability and the cost effectiveness of the intervention. Chris was responsible for overall management of the impact evaluation that used a Difference-in-Difference approach, combined with qualitative methodologies including "Reality Checks" (immersion studies), Participatory Rural Appraisal and institutional analysis. In addition, Chris was responsible for managing relationships with DFID-Ghana and the Earth Institute, including the setup of governance arrangements for the evaluation. Chris ensured the independence, coordination and delivery of all elements of the work including quantitative and qualitative methods, spot-checking and quality assurance of data collection, cost-effectiveness assessments and communications. Plus, leading the synthesis and writing of the final report, and forthcoming IDS Bulletin.
- 2014 - 2017** **Macro Evaluations- DFID's Strategic Vision for Girls and Women, & Policy Frame for E&A**
Role: Quality Assurer | Client: DFID
These two macro evaluations sought to generate evidence of what works, for whom and in what contexts in the areas of Empowerment and Accountability and the empowerment of girls and women, and for this evidence to inform policy and practice. The evaluation adopted a synthesis approach, using a mix of Qualitative Comparative Analysis (QCA) to review different causal configurations across the E&A portfolio, combined with an adapted form of meta-ethnography - to bring insights around the overall analysis. Chris

provided quality assurance and technical support on the evaluation design, technical notes, and evaluation reports - including feedback / advice to the Principal Investigator and the project manager.

2012 - 2018

Malawi, Independent Impact Evaluation Agent (IIEA) for Tilitonse

Role: Project Director | Client: DFID | Location: Malawi

Tilitonse is a multi-donor pooled fund (GBP 7 million approximately) designed to support governance work conducted by civil society organisations. It is intended to help increase accountable, inclusive and responsive governance in Malawi by empowering citizens to promote social inclusion, political rights and accountability for basic services. Chris was responsible for leading the team and providing overall management and technical direction to assess the impact of the programme - including setting up the baseline surveys and conducting qualitative assessments.

2010 - 2014

Supporting Transparency, Accountability and Responsiveness in Ghana (STAR-Ghana)

Role: Technical Advisor | Client: DFID | Location: Ghana

STAR Ghana was designed to address the need to increase civil society and Parliamentary influence in Ghana to foster better governance of public goods and services. Chris was responsible for ongoing M&E support to the programme, including advisory inputs on revisions to the logical framework, developing the Results framework, rolling-out the M&E system and reporting. Plus, development and rollout of the Value for Money strategy.

2009 - 2018

Governance Baseline for the State Accountability and Voice Initiative, SAVI

Role: Technical Adviser | Client: DFID | Location: Nigeria

The purpose of the SAVI Programme was to increase the ability of citizens to claim rights and hold State Governments accountable by providing support to civil society organisations and media programmes intended to raise accountability over rights and service delivery, while also providing support to State Houses of Assembly. Chris was responsible for a literature review of demand-side governance, plus development of the methodology to establish a voice and accountability index. He also piloted the baseline in Enugu and Kano states and provided technical support to full rollout of Governance Baseline.

2009 - 2016

State Partnership for Accountability Responsiveness and Capability, SPARC

Role: Project Manager | Client: HTSPE / DFID | Location: Nigeria

Chris provided on-going technical support for M&E and MIS development, including a review of the baseline data, development of a programme-wide evaluation strategy, team leading several evaluation studies and conducting a synthesis study.

2009

Evaluation of OHCHR performance in Gender Mainstreaming

Role: Country Evaluator | Client: OHCHR | Location: Multi-country

The purpose of the evaluation is to determine how well OHCHR is integrating gender into human rights mechanisms and promoting gender equality results at the national and global levels. The evaluation assessed the extent to which OHCHR policies, strategies, programmes and institutional arrangements have integrated gender at both the country and headquarter levels. Chris jointly assessed the integration of gender by OHCHR as part of the United Nations Mission in Liberia (UNMIL). Conducted a document review, stakeholder interviews and writing the country evaluation report, plus contributions to core team meetings.

2009

Evaluation of UNICEFs Gender Policy

Role: Core Team Evaluator | Client: UNICEF | Location: Moldova

The purpose of the assignment is to evaluate UNICEFs gender policy and determine how well UNICEF is promoting and contributing to gender results at national, regional and global levels. The evaluation is seen as part of the process of institutional review and strategy development in support of gender equality within UNICEF. Chris evaluated for the Moldova country study, methodological design and the design/analysis of a web-based survey of senior and programme staff.

Publications (selected):

- Barnett, C., Jackson, E., O'Flynn, P., Ismaila, H. and Agyeyomah, C. (2018) Understanding and Optimizing the Social Impact of Venture Capital: Three Lessons from Ghana, in the *African Evaluation Journal*, African Evaluation Association (AfrEA), South Africa: AOSIS (Pty) Ltd. <https://aejonline.org/index.php/aej/article/view/335>
- Barnett, C. ed. (2018) *The Millennium Villages: Lessons on Evaluating Integrated Rural Development*, IDS Bulletin, Brighton: Institute of Development Studies. <http://bulletin.ids.ac.uk/idsbo/issue/view/235>
- Jupp, D. and Barnett, C. (2018) Abductive Reasoning to Explain Integrated Development: Lessons from the Multi-Method Evaluation of the Millennium Villages Project, In: Barnett, C. ed. *The Millennium Villages: Lessons on Evaluating Integrated Rural Development*, IDS Bulletin, Institute of Development Studies, Falmer, UK. <http://bulletin.ids.ac.uk/idsbo/article/view/2997>
- Barnett, C. and Eager, E. (2017) New Frontiers for Evaluation in a Fast-Changing World, Chapter 18 in van den Berg, R.D., Naidoo, I. and Tamondong, S. (eds.) *Evaluation for Agenda 2030: Providing Evidence on Progress and Sustainability*, IDEAS and UNDP. <https://ideas-global.org/wp-content/uploads/2017/12/Chapter-18.pdf>
- Barnett, C. and Camfield, L. (2016) Editorial: Ethics in evaluation, pages 528-534 in the *Journal of Development Effectiveness*, Volume 8, Issue 4, UK: Taylor and Francis. <https://www.tandfonline.com/doi/full/10.1080/19439342.2016.1244554>
- O'Flynn, P., Barnett, C. and Camfield, L. (2016) Assessing contrasting strategies for ensuring ethical practice within evaluation: institutional review boards and professionalisation, pages 561-568 in the *Journal of Development Effectiveness*, Volume 8, Issue 4, UK: Taylor and Francis. <https://www.tandfonline.com/doi/abs/10.1080/19439342.2016.1242643>
- O'Flynn, P. and Barnett, C. (2016) *Towards greater effectiveness and accountability in impact investing*, IDS Policy Briefing 126, Brighton: Institute of Development Studies.
- Clarke, C., Barnett, C. and van den Berg, R. (2015) *New frontiers for evaluation in an era of market-oriented development*, UK: Wilton Park publication. <https://www.wiltonpark.org.uk/wp-content/uploads/WP1411-Report.pdf>
- Barnett, C. (2015) *An Evaluator's Perspective: Imbalances of Power in Evaluation Design and Implementation*, pages 8-9 of Evaluation Connections, December 2015, European Evaluation Society. https://www.europeanevaluation.org/sites/default/files/ees_newsletter/ees-newsletter-2015-12-december-r19-web.pdf
- Flynn, J., Young, J. and Barnett, C. (2015) *Impact Investments: A Literature Review*, Centre for Development Impact, Brighton: Institute of Development Studies.
- Befani, B., Barnett, C. and Stern, E. (2014) eds. *Rethinking impact evaluation for development*, IDS Bulletin, 45.6, November 2014, Brighton: Institute of Development Studies and Wiley-Blackwell. <https://onlinelibrary.wiley.com/doi/10.1111/1759-5436.12108>
- Barnett, C. and Munslow, T. (2014) *Process Tracing: The Potential and Pitfalls for impact evaluation in International Development*, IDS Evidence Report 102, Brighton: Institute of Development Studies.
- Barnett, C.P. and Bennett, J. (2014) Critical reflections on the South Sudan evaluation of conflict and peacebuilding activities, Chapter 3 in Winckler Andersen, O., Bull, B. and Kennedy-Chouane, M. (eds) *Evaluation Methodologies for Aid in Conflict*, Explorations in Development Studies book series, UK: Routledge.
- Everett, B., Wagner, E. and Barnett, C. (2013) Using Innovation Prizes to Achieve the Millennium Development Goals, pages 107-114 of *MIT Innovations Journal*, Volume 7, No. 1, USA: MIT Press.
- Masset, E., Barnett, C., Archarya, A. and Dogbe, T. (2013) An Impact Evaluation Design for the Millennium Village Project in Northern Ghana, pages 137-157 of *Journal of Development Effectiveness*, Volume 5, Issue 2, June 2013, UK: International Initiative for Impact Evaluation (3ie), Taylor and Francis.
- Barnett, C. (2013) *Learning about Measuring Advocacy and Policy Change: Are Baselines always Feasible and Desirable?* IDS Practice Paper in Brief 12, Brighton: Institute of Development Studies.
- Barnett, C. and Gregorowski, R. (2013) *Learning about Theories of Change for the Monitoring and Evaluation of Research Uptake*, IDS Practice Paper in Brief 14, Brighton: Institute of Development Studies.
- Jacobs, A., Barnett, C. and Ponsford, R. (2010) Three Approaches to Monitoring: Feedback Systems, Participatory Monitoring and Evaluation and Logical Frameworks, published in Pinto, Y., et al, *People-centred M&E: Aligning Incentives So Agriculture Does More to Reduce Hunger*, IDS Bulletin, 41.6, Brighton: Institute of Development Studies and Wiley-Blackwell.