2015 International Year of Evaluation

‡ Recognized by General Assembly resolution
1 R Y H P E H U   R Q ³ E X L O G L Q J
evaluation of development activities at the
F R X Q W U \ O H Y H O ´

‡ Launch of a series of events globally to commemorate the event by governments, civil society organizations and UN agencies

‡ Explicit focus on engaging with civil society organizations and parliamentarians

2015 International Year of Evaluation

‡ Agreed priorities for the global evaluation community - strengthen:

  ‡ Enabling environment for evaluation
  ‡ Institutional capacities, including government and civil society
  ‡ Individual capacities
  ‡ Interlinkages

What do we mean by evidence - based policy making?

On what basis are decisions on public policies and programmes made?

‡ Opinion?

‡ Ideology?

‡ Convenience?

‡ Personal gain?

‡ Consensus?

‡ Convention?

‡ Etc

What about evidence?

What is evidence -based policy making?

‡ An approach that helps people make informed decisions about policies, programmes and projects by placing the best available evidence at the heart of policy development and implementation

Evaluation can be useful to governments **and others…**

‡ To support policy making ² especially budget decision making ² performance budgeting, and national planning

‡ To help government ministries in their policy development, policy analysis and programme development

‡ To help government ministries and agencies manage activities at the sector, programme, and project levels

‡ To enhance transparency and support accountability relationships

Growing demand for evidence-based policy making

‡ Better (results-based) management

‡ Improved public accountability

‡ Enhanced learning from positive and negative lessons

‡ Strengthened knowledge management

Where does evidence come from?

‡ Research

‡ Audit

‡ Investigation

‡ Monitoring

‡ Evaluation

Are we doing the right thing?

Are we doing things right?

Why do the things we do work or not work?

Are policies and programmes making a difference in the lives of people?
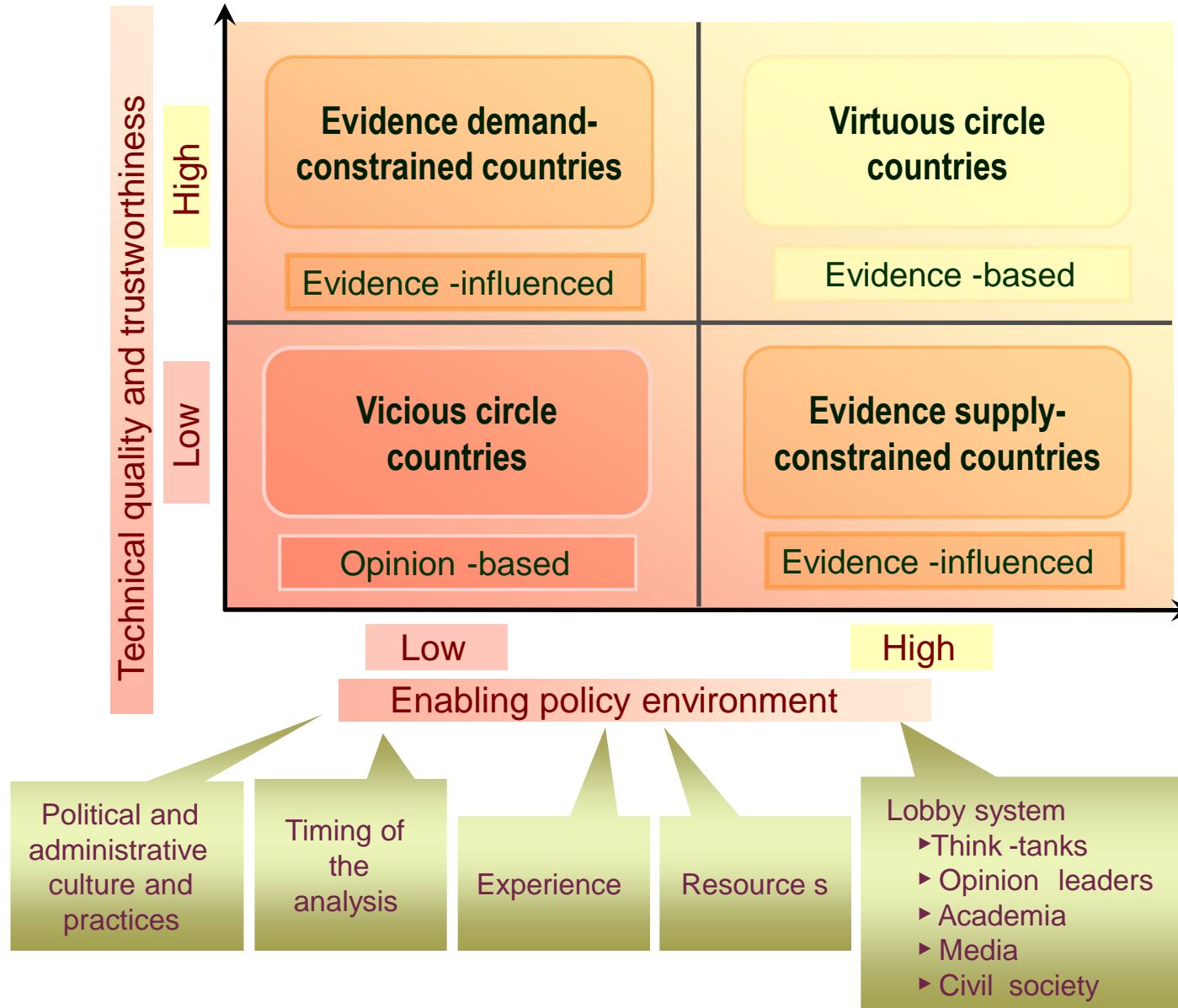
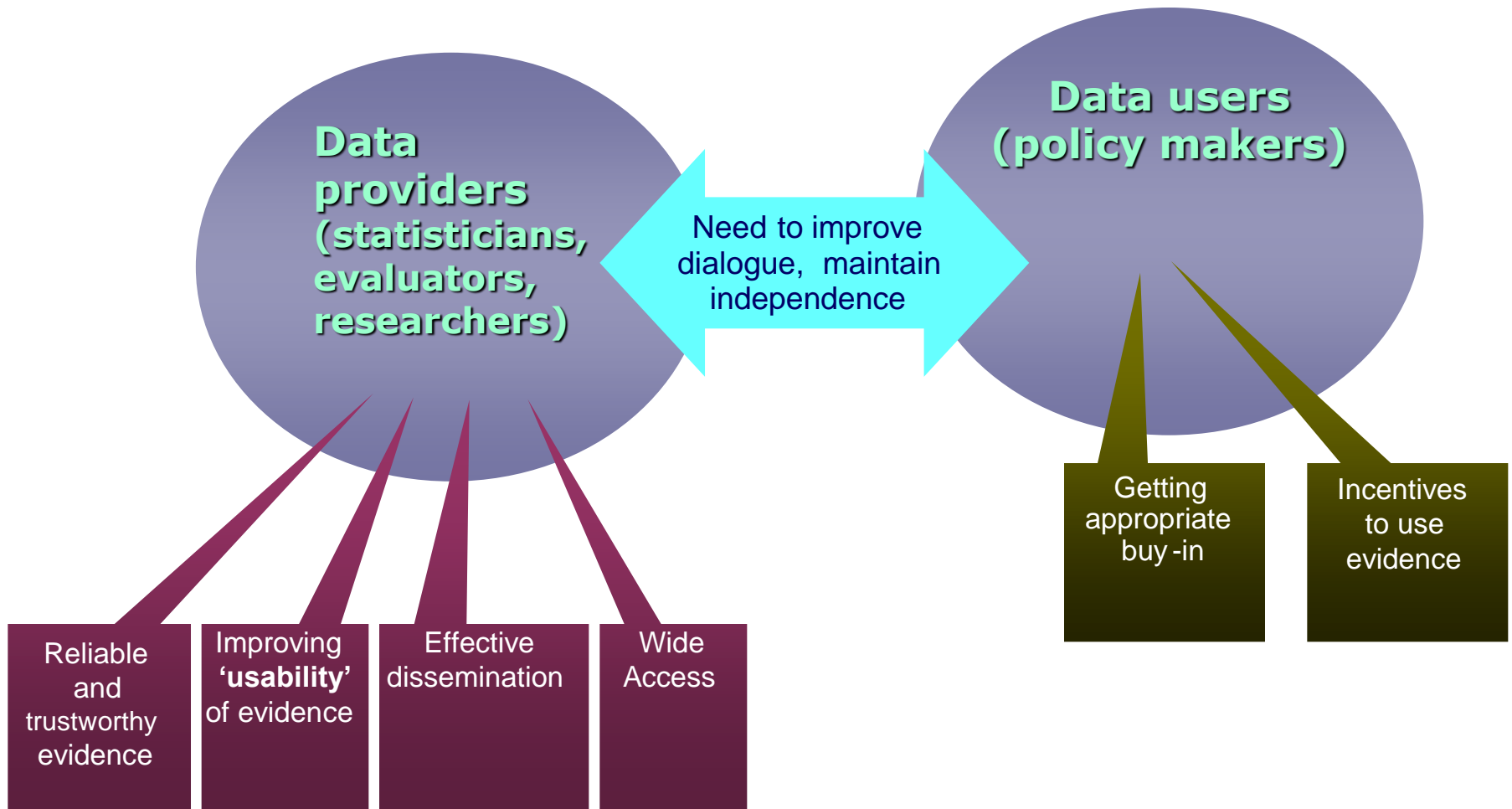How to ensure evaluation is used in evidence-based policy making?

What are the factors influencing the use of evaluation ?
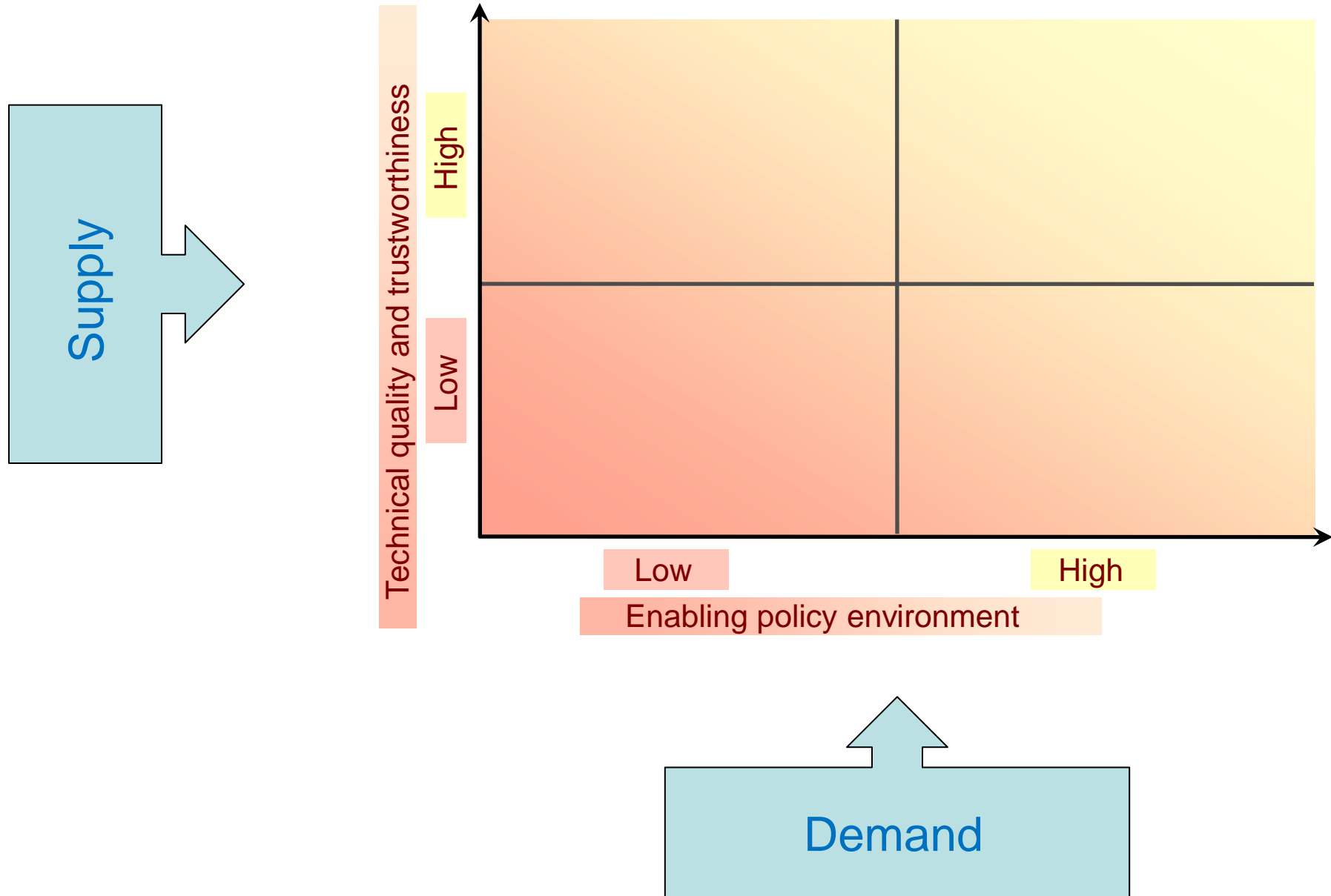
# What are the factors influencing the use of evaluation ?

Increasing the use of evidence in policy making

Data providers (statisticians, evaluators, researchers)

Data users (policy makers)

Need to improve dialogue, maintain independence

Reliable and trustworthy evidence

Improving 'usability' of evidence

Effective dissemination

Wide Access

Getting appropriate buy-in

Incentives to use evidence

What are the key elements of a systemic approach towards national evaluation capacity development?

A systemic approach to capacity development.

Individual   level
(skills, knowledge, experience)

UNICEF
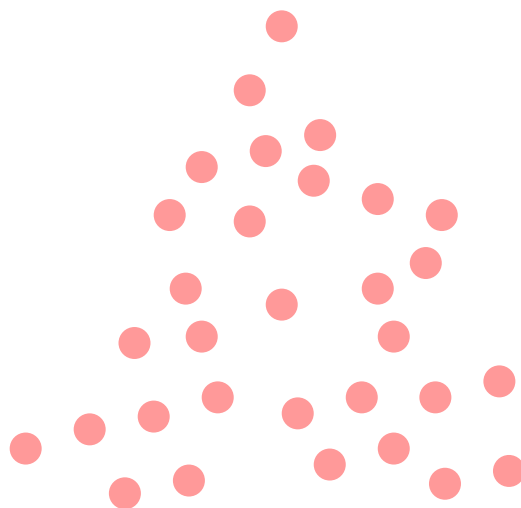
Individual level

‡ Supply side: Capacity to conduct good evaluations

- ‡ Independence of mind and integrity
- ‡ Knowledge and respect of evaluation standards
- ‡ Agreed evaluation processes and products
- ‡ Formal education
- ‡ Specialized training
- ‡ Professional conferences and meeting
- ‡ On the job training
- ‡ Community of practices and networking

‡ Demand side: Capacity to plan and use evaluations

- ‡ Strategic planning and ability to ask the right questions
- ‡ Evaluation management for independence and credibility
- ‡ Evaluation use

A systemic approach to capacity development.

Institutional   level
(procedures, frameworks, standards)

Individual   level
(skills, knowledge, experience)
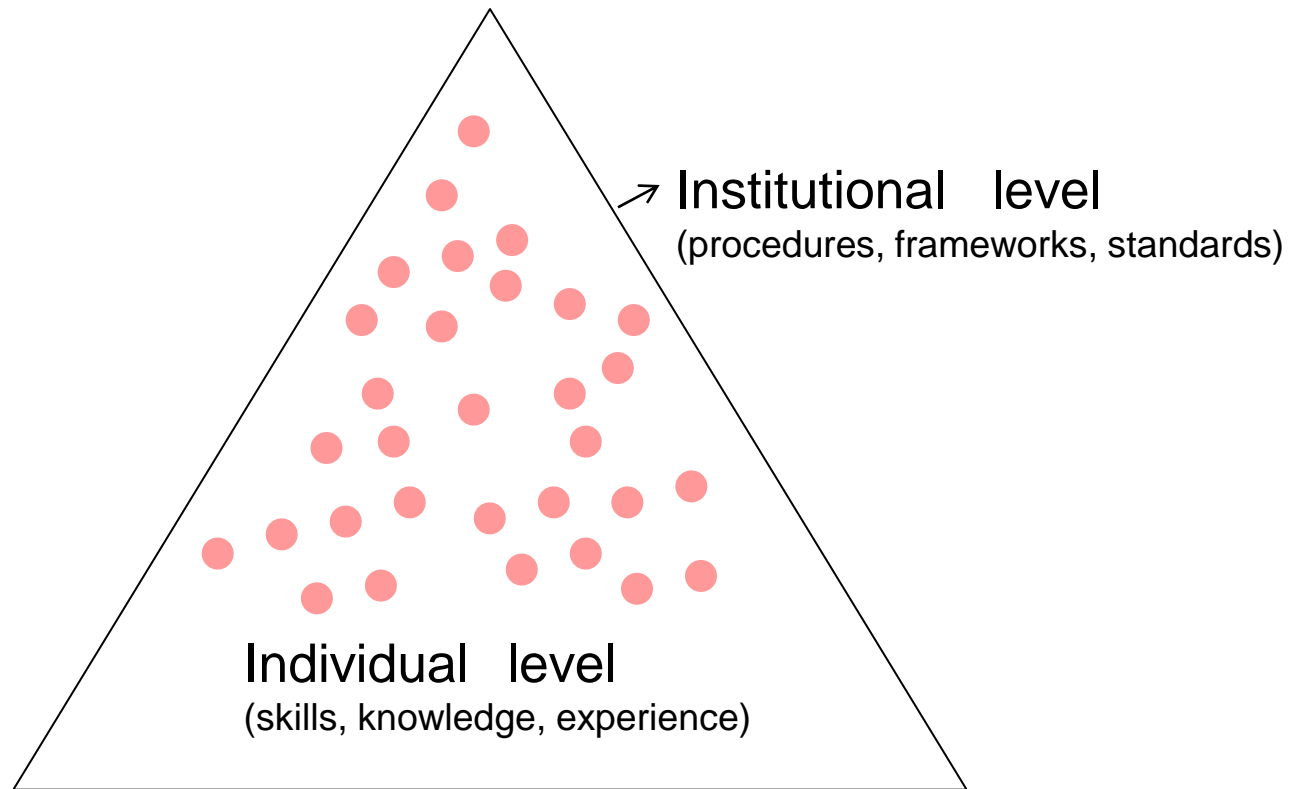
Institutional   level

‡ Evaluation culture

- ‡ Set of values and attitudes
- ‡ Institutional commitment
- ‡ Mutual support and learning
- ‡ Protective culture (remove repercussions on careers)
- ‡ Understanding of the foundations and principles of M&E

‡ Institutionalizing independence, credibility and utility
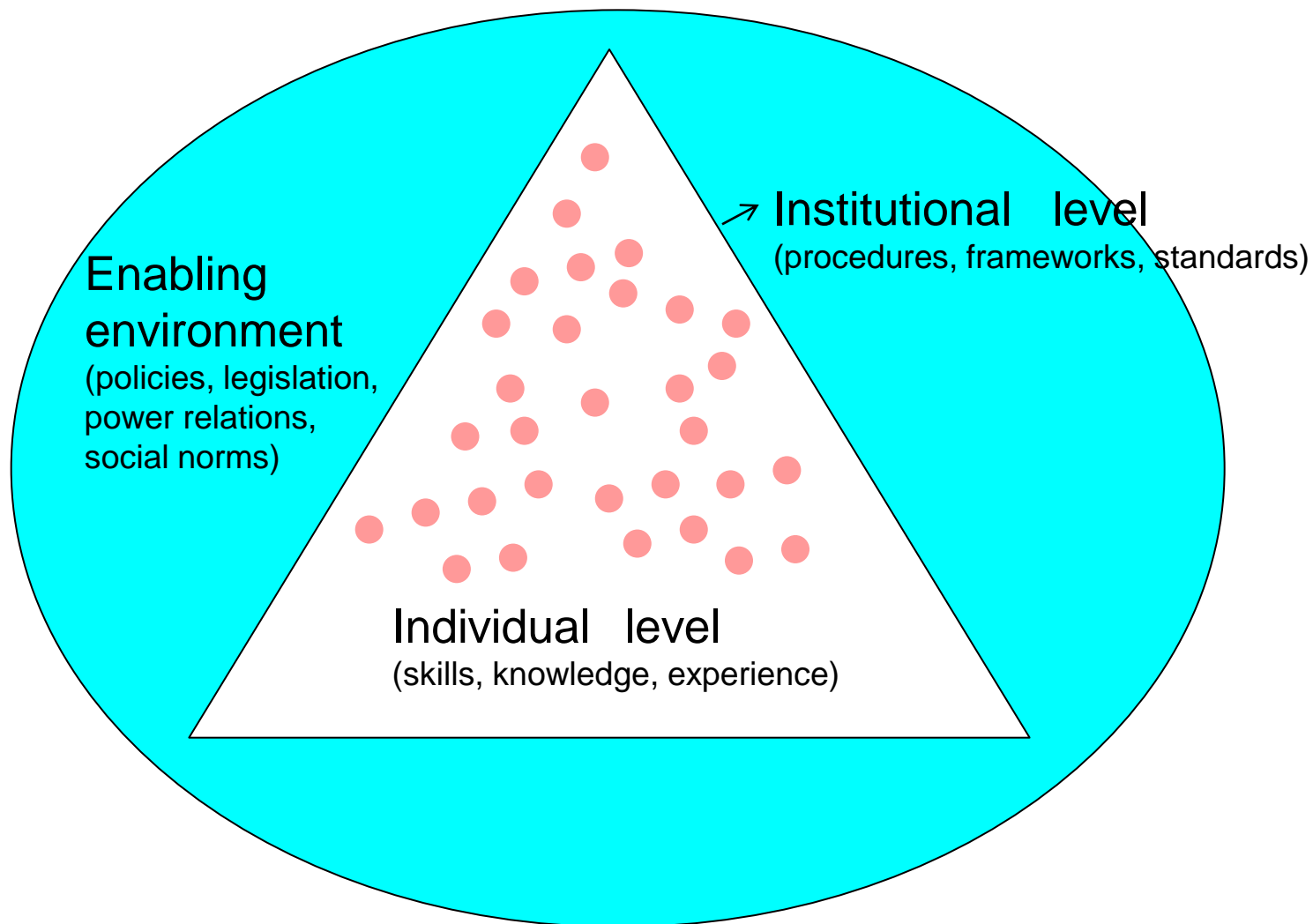
- ‡ Institutional evaluation policies

‡ Work programme and budget

- ‡ Independence and adequacy of budget

‡ Conduct of evaluations

- ‡ Institutional endorsement of standards
- ‡ In-built quality assurance systems

A systemic approach to capacity development

Enabling environment (policies, legislation, power relations, social norms)

Institutional level (procedures, frameworks, standards)

Individual level (skills, knowledge, experience)

Enabling environment

‡ **Strong legislative demand and oversight**
  - ‡ National evaluation policy
  - ‡ Evidence-based policy-making
  - ‡ Demanding evidence for public accountability

‡ **Public administration committed to manage for results and accountability**
  - ‡ Evidence-based planning and programming
  - ‡ Results-based management and public budgeting
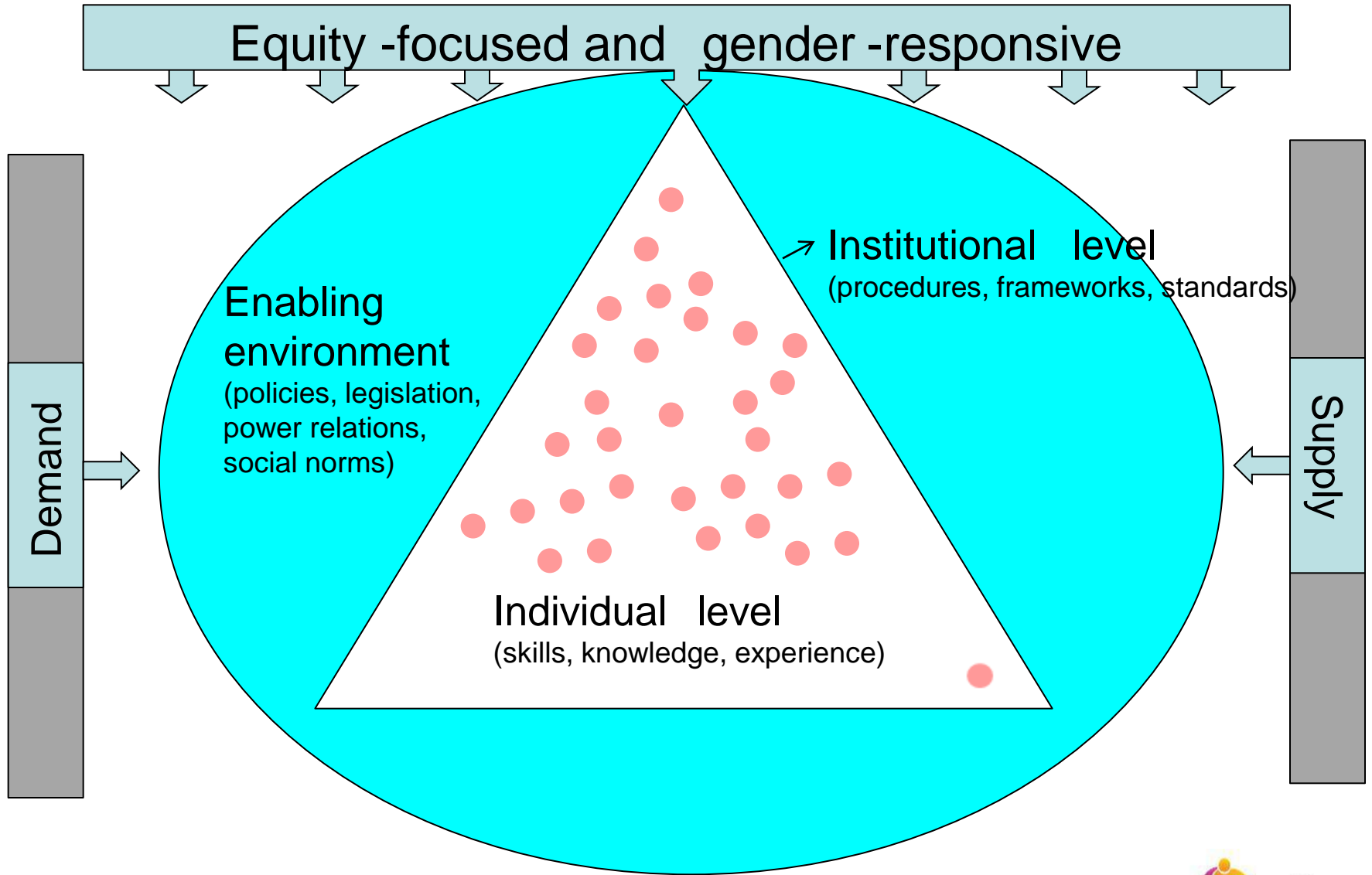 - ‡ Transparency and accountability

‡ **Strong civil society**
  - ‡ Rights holders able to demand for and monitor quality of public services
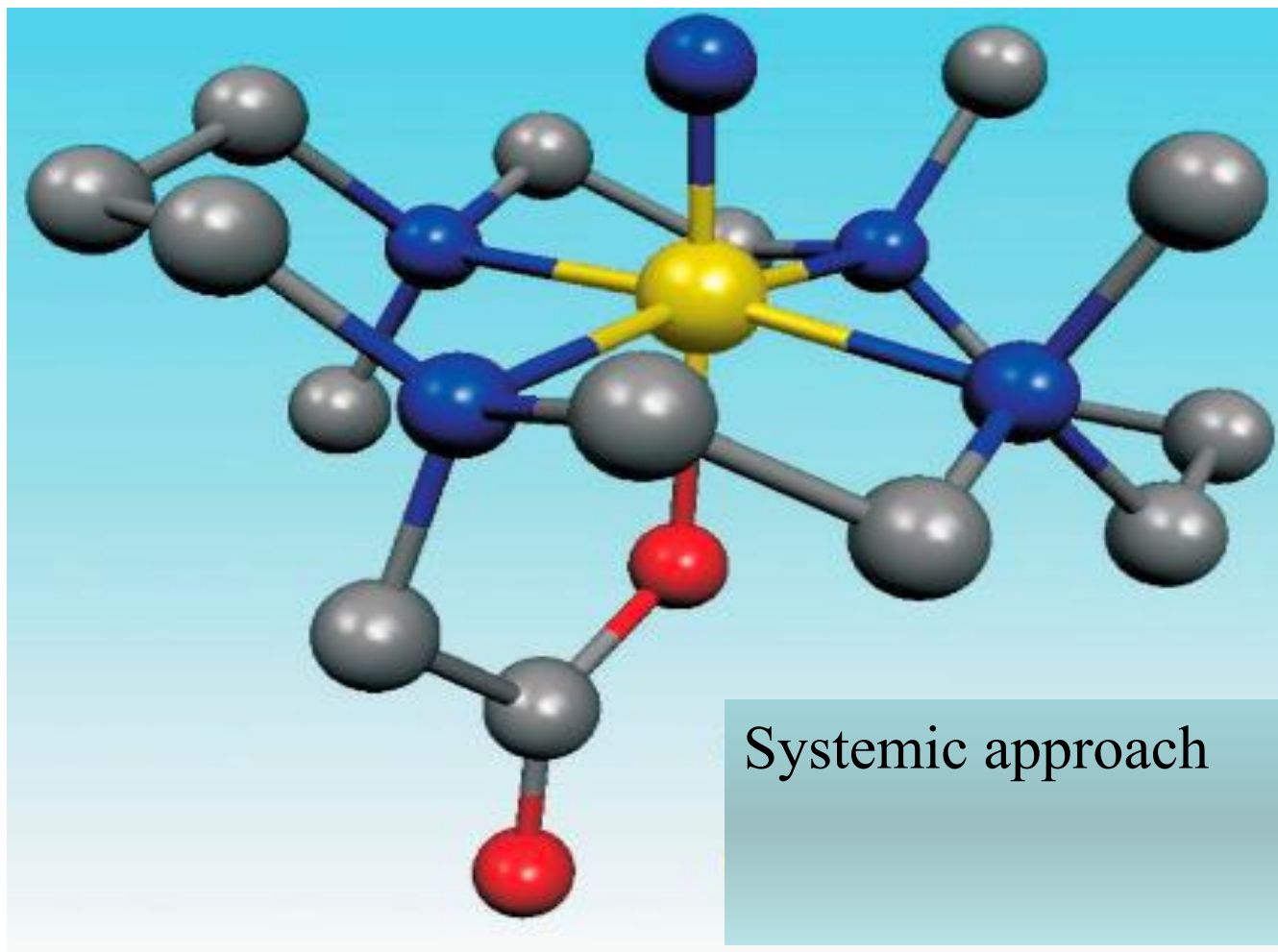
‡ **Strong national evaluation association**
  - ‡ Foster national demand for M&E, and strengthen national supply

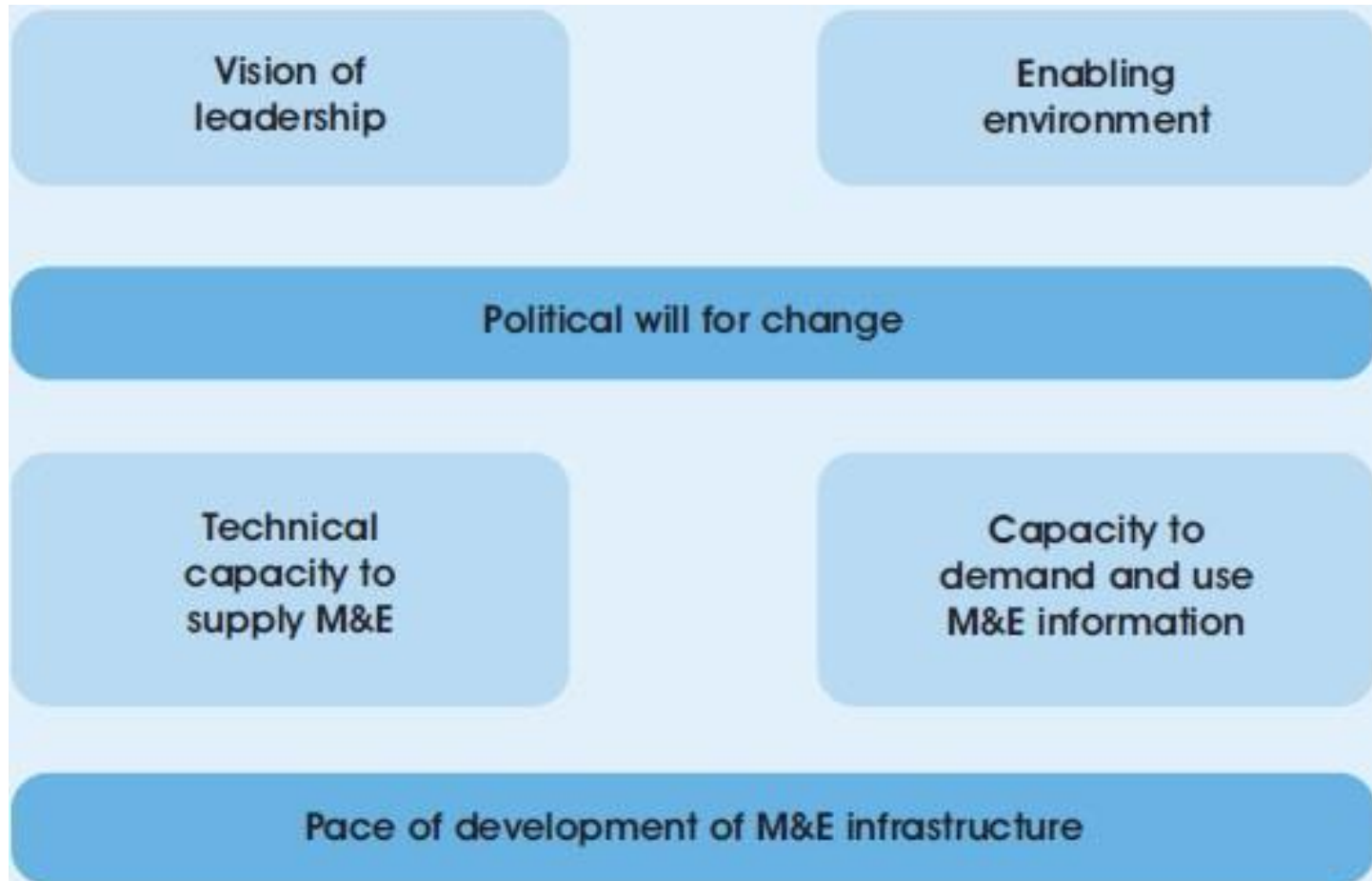# A systemic approach to national evaluation capacity development

Equity -focused and   gender -responsive

Demand

Supply

Enabling environment
(policies, legislation, power relations, social norms)

Institutional   level
(procedures, frameworks, standards)

Individual   level
(skills, knowledge, experience)

‡   *Tailored to the specific context of each country*
‡   *Country leadership and ownership*

EVALPARTNERS

Remember: Systemic approach!

Systemic approach

How to strengthen national evaluation capacities for evidence-based policy making?

Four essential building blocks for an effective M&E system

Vision of leadership

Enabling environment

Political will for change

Technical capacity to supply M&E

Capacity to demand and use M&E information

Pace of development of M&E infrastructure

Source: UNEG

Lessons in building national M&E systems

‡ Existence of an M&E driver (e.g. central leadership)

‡ Stewardship close to the centre

‡ Clarifying purpose of M&E information

‡ Incentives to use M&E information (e.g. civil society demand, evaluation associations, parliamentarians)

‡ Aligning with the national context

‡ Linkage with results-based management

Critical success factors

‡ Policy and organizational framework

‡ Values and ethics

‡ Infrastructure to use M&E information

‡ Oversight

‡ Sustainability

Conducts evaluation, no policy
No policy
Developing policy
Policy

Source: PF & EvalPartners

Key stakeholders

‡ Senior government official, e.g. Office of the PM (leadership)

‡ Central agency, e.g. Ministry of Planning (stewardship)

‡ Ministries (operationalization)

‡ Senior M&E committee (guidance)

‡ National statistical agency (expertise)

‡ National audit office (oversight)

‡ Parliamentarians (accountability)

‡ Civil society (advocacy)

‡ Training institutions, academia (skills)

‡ Private sector (consolidation)

‡ Other non-public agencies (partnership)

What can governments do to strengthen the evidence agenda?

‡ Demonstrate the intrinsic value of evidence in the context of good governance

‡ Establish policies, systems, procedures, rules to encourage demand and supply of evidence

‡ Put in place a value framework that rewards transparency and evidence generation

‡ Build internal capacity to demand evaluation, and foster external capacity to supply evaluation

‡ Engage with non-government actors to strengthen quality and credibility

What can parliamentarians do to strengthen the evidence agenda?

‡ Demand rigorous evaluative evidence of the use of public funds

‡ Demand rigorous evaluative evidence in support of draft legislation

‡ Establish an evaluation policy for the government to set expectations, standards and norms for the evaluation of public sector programmes

‡ Engage with regional and global
S D U O L D P H Q W D U L D Q V ¶ Q H W Z R U U
and exchange practices

What can civil society (associations, youth groups, interest groups), press, academia, research institutions, etc. do to strengthen the evidence agenda?

‡ Demand rigorous evaluative evidence of the use of public funds

‡ Advocate for the establishment of transparent and rigorous national evaluation systems

‡ Generate and avail of opportunities for evaluation capacity development

‡ Create and participate in advocacy and learning forums

‡ Lead by example in demanding and using evaluative evidence in public policy advocacy and programming

An international collaborative initiative with a growing number of key partners
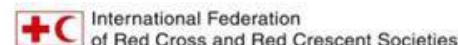
Resources

‡ Barbara Rosenstein, Mapping the Status of National Evaluation Policies (Commissioned by the Parliamentarians Forum on Development Evaluation in South Asia, jointly with EvalPartners), December 2013, http://api.ning.com/files/saEvSFZMI0naAMuIhi89Gvi-w8lUqOKc*yzLZZ4Hif3BpGzHtm3IXVES8mjmCWstNTOTFWVCvysHjO2kOuLPLlcd5a3BmzOh/MappingNEPReportDecember2013.pdf

‡ UNEG, National Evaluation Capacity Development : Practical tips on how to strengthen National Evaluation Systems , November 2012, http:// www.unevaluation.org/document/detail/1205

‡ UNICEF, Country -led monitoring and evaluation systems: Better evidence, better policies , better development results, 2009, http ://www.mymande.org/sites/default/files/images/Country_ledMEsystems.pdf

‡ UNICEF, From policies to results: Developing capacities for country monitoring and evaluation systems, 2010 , http://www.mymande.org/content/policies-results

‡ **UNICEF, Evaluation and civil society: Stakeholders' perspectives on National Evaluation Capacity** Development, 2013, http://www.mymande.org/sites/default/files/Evaluation%20and%20civil%20society_v9_final_web.pdf

‡ UN Women, National evaluation policies for sustainable and equitable development: How to integrate gender equality and social equity in national evaluation policies and systems, 2014, http://www.mymande.org/sites/default/files/files/NationalEvaluationPolicies_web-single-color(1).pdf

‡ EvalPartners : http:// www.mymande.org/evalpartners

‡ Parliamentarians Forum for Development Evaluation, http://www.pfde.net /

‡ UNDP: National Evaluation Capacity, http ://web.undp.org/evaluation/nec/proceedings.shtml

THANK YOU!!

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children

unicef