

The Global Evaluation Initiative (GEI)

Dugan Fraser, GEI Program Manager

21 September 2023



VISION

We envision a world where evidence is valued and is at the heart of any debate on what works.

Better Evidence

Better Policies

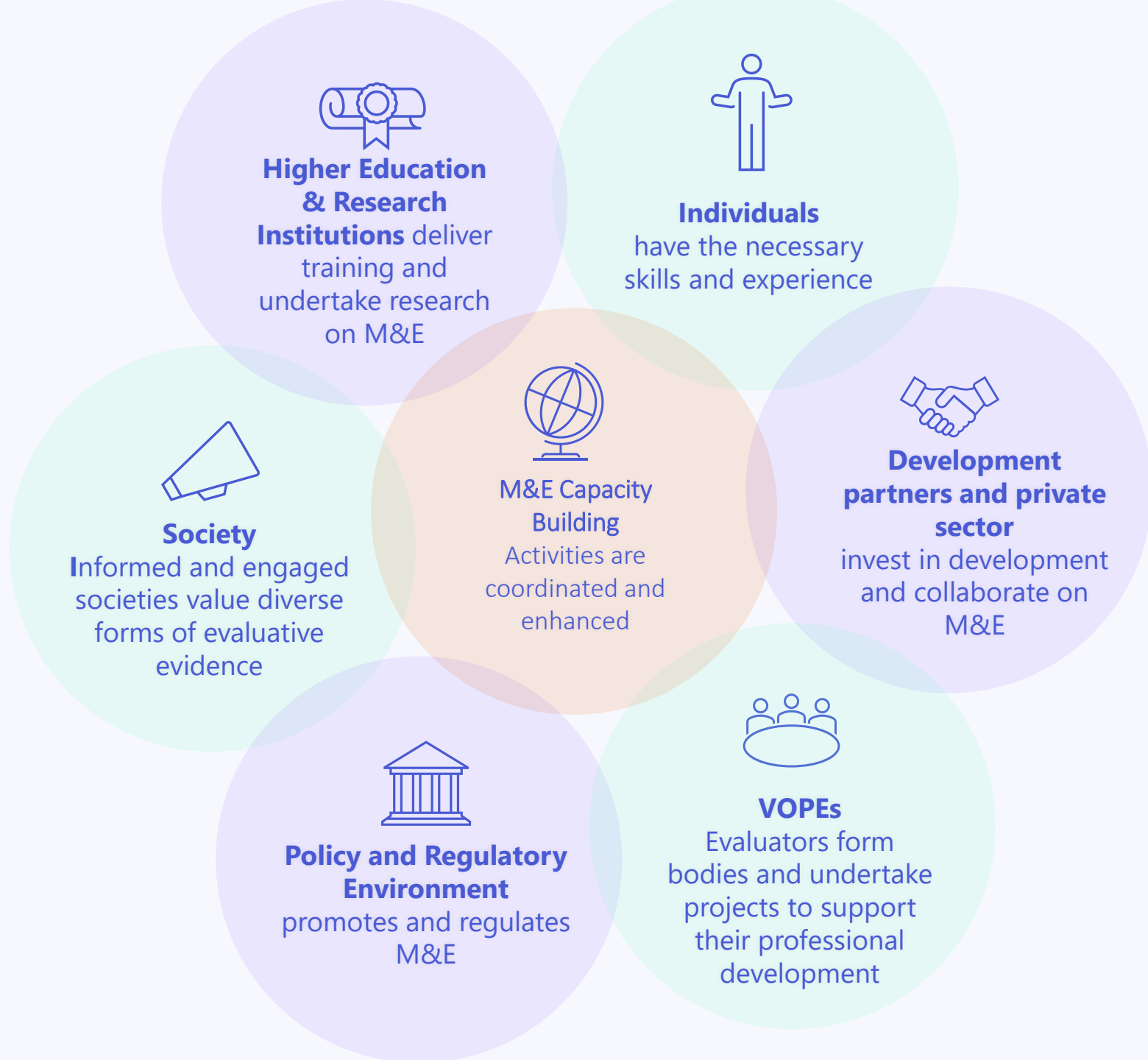
Better Lives



MISSION

Our mission is to promote and improve the use of evidence in decision-making, by strengthening national M&E systems in developing countries.

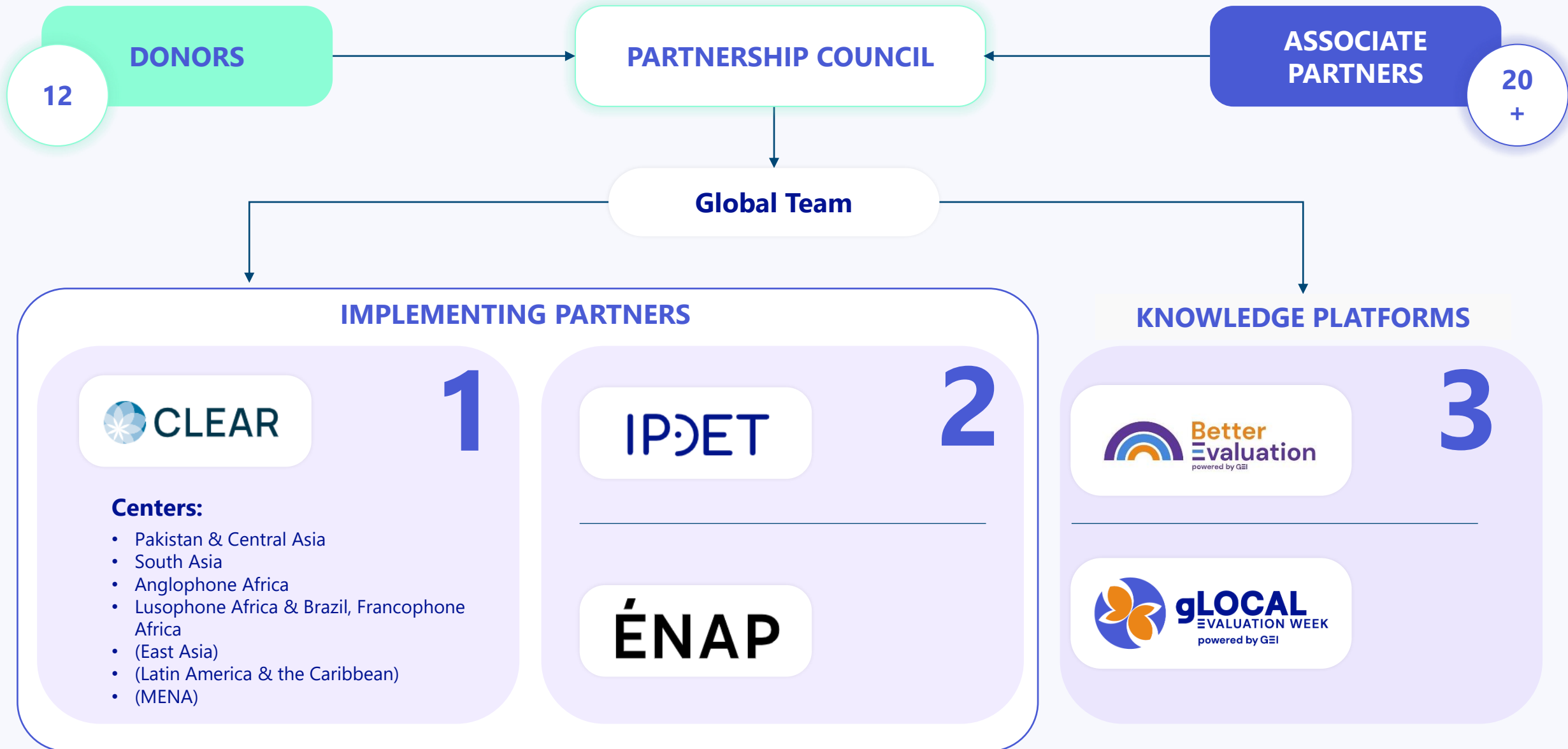
WHAT A COUNTRY M&E SYSTEM NEEDS



GEI STRATEGIC APPROACH (activities)



GEI institutional setup



Recommendation on Public Policy Evaluation

Claire Salama, Lead – monitoring and evaluation, OECD

21.09.2023





Why do we need a Recommendation on Public Policy Evaluation?

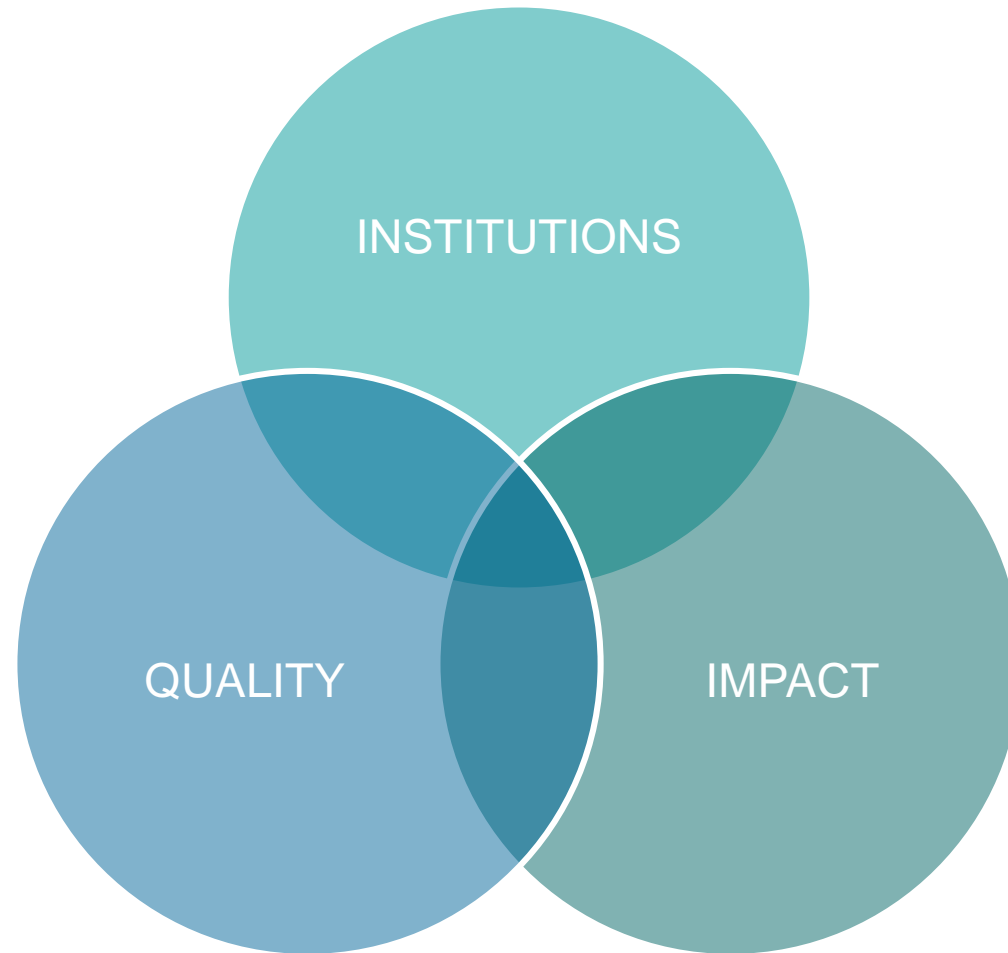
An increased need for evaluations to address complex policy challenges...

- › **Draw lessons from the COVID-19** pandemic and its aftermath
- › Design policies that work and address today's complex challenges
- › **Increase the effectiveness of public spending** to secure recovery from the COVID Pandemic

...which requires addressing structural barriers to their use.

- › **Political** interest and **leadership**
- › **Evidence** to be considered by policymakers today is **bountiful** and **complex**...
- › **But evidence gaps** remain in many policy areas
- › Evaluations can mobilize a lot of **resources and time**
- › **Data** availability and sharing (e.g. European General Data Protection Regulation)

What scope for the Recommendation?



 Need to go beyond the issue of supply, and look at whole-of-government institutionalisation, quality, impact.



Overview of the draft Recommendation on policy evaluation

1. Institutionalise evaluation from a whole of government perspective.

2. Promote the quality of evaluations.

3. Conduct evaluations that impact decision-making.



Solid evidence gathered from member countries

- › OECD has worked on **evaluation** for over **30 years**.
- › In more recent years:
 - **Comparative data** from 42 countries
 - **Analytical work**
 - **Evaluation Expert Group**
 - **Country engagement**
- › Formal approval on **July 6th, 2022**

Examples of recent country engagement



1. Institutionalise evaluation from a whole of government perspective.

WHY?

- **create impetus** for evaluations to be conducted.
- **create a common understanding** of the goals pursued through evaluation.
- **clarify mandates and responsibilities** (who does what?).
- provide **high-level guidance** to institutions by outlining best practices, goals and methods for policy evaluation.



HOW?

- a) **a legal or policy basis** to perform evaluations and use evaluations (e.g. laws, regulations, strategic orientations, etc.).
- b) **mandates** to institutional actors for supervising, assessing and performing policy evaluations, within and outside the executive.
- c) **cross government macro orientations** as to when and how to perform policy evaluation from an '**evaluation champion**' or coordinating institution.



BUT need to create a culture to fill the implementation gap

Some of the major challenges facing governments wishing to promote policy evaluations today:

- Institutionalisation and legal frameworks matter, but how can we embed the tool in the machinery of government?
- Quality and impact cannot be written in law, they require:
 - a supporting environment
 - skills
 - attention from politicians and citizens!



2. Promote the quality of evaluations.

WHY?

- **Quality** is what determines if the **evidence** that is produced is **credible**, which in turn **allows evaluations to contribute to improved decision-making**.
- **Poor quality evaluations lack credibility which can affect their use.**
- **Poor quality evaluations can also be subject to bias, error or undue influence.**



HOW?

- a) **Develop standards or guidelines** on the evaluation process (design, methods, resources, role of stakeholders, etc.).
- b) **Control the quality of the evaluation** end product, e.g. through peer review.
- c) Promote **evaluators' skills**, but also **ethics**.
- d) Foster quality at an institutional level, by ensuring the **independence** of evaluations

3. Conduct evaluations that impact decision-making.

WHY?

- Without impact and use, **there will remain a gap between what we know to work and decision-making.**
- **Evaluations require significant public resources.**
- The risk is that of saturation of evidence, whereby **quality evaluations get lost in the shuffle.**



HOW?

- a) **Conduct evaluations that are designed with ‘use-first’ in mind** (involving stakeholders, proportionality, timeliness, etc.).
- b) **Embed evaluation use in decision-making:** budget cycle, decision making in the CoG, discussion by Parliament, etc.
- c) Promote **access to evaluations results.**
- d) **Support the uptake of evaluations results** (communication strategies, evidence synthesis methods, etc.).

KEY TAKEAWAYS?

- A key tool to support quality of decision-making in all its forms.
- What makes a healthy evaluation ecosystem:
 - No one size fits all
 - Importance of skills and capacity for implementation.
 - Levers of impact are multi-dimensional: communication, transparency, role of knowledge brokers, systematic feedback loops, etc.

Thank you!

For more information: claire.salama@oecd.org

<https://oe.cd/monitoring-and-evaluation>

<https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0478>



**Competence Centre for
Planning, Policy and Foresight**
in Public Administration

Standard to improve the institutionalization,
quality, and impact of their evaluations

– Experience from Portugal –

Catarina Pereira
Head of unit of the Evaluation Technical Unit

Key issues related to policy evaluation in Portugal

Very little coordination of evaluations across the government;

Little opportunity for actors to share good practices across the system, to conduct cross-sectorial evaluations and to create a critical mass of skills;

Low evaluation demand, both at a political level and at the level of the senior civil service;

Different evaluation systems are in place (evaluations for budgeting purposes, evaluations of development programmes, evaluations of EU funded programmes, etc.);

Different actors, definitions and practices: evaluation is often confused with monitoring exercises, regulatory/legislative impact assessment ("avaliação de impacto legislativo"), audit,...;

No cross government legal nor a policy framework for policy evaluation exists.

Since
2021

Located in the centre of government (CoG)

PlanAPP's functions cover a number of areas including **strategic planning**, **evaluation** and **foresight** which are reflected in its internal structure around different multidisciplinary teams and units.

STRATEGIC GOALS

- To improve the decision-making process across the stages of public

1

- To promote knowledge dissemination and the development

2

monitoring and evaluation

- To encourage collaborative networks and institutional partnerships

3

for information

- To reinforce public access to information, strengthening citizens trust in

4

OECD Project

Strengthening Decision-Making Processes and Policy Development in Portugal: supporting PlanAPP as a Core Competency Centre in the Public Administration.

What did we want to know?

How to make sure that evaluation becomes an integral part of the policy-cycle?

What can we learn from other experiences?

Being a recent organization, the OCDE project was particularly relevant to:

- Have a comprehensive view of the evaluation ecosystem, as well as the interactions PlanAPP should promote with other agents (inside and outside the Public Administration) – Potential “allies” and key emerging and/or consolidated functions;
- Promote the discussion around the concept and role of “evaluations champions” in fostering sound evaluation systems: basis for internal decision on priority activities/projects;
- Gap analysis of the Portuguese government’s practices on policy evaluations by comparison to OECD members’ good practices

Simultaneously, the OECD launched the recommendations that served as a reference for the project outputs and guide for some of our projects

Examples in action:

- *Work with relevant stakeholders on a definition and a multi-year agenda, as well as promote the adoption of a legal framework and a rich ecosystem for policy evaluation*
- *Manage a network of government evaluators to share good practices and methods on policy evaluation.*

How are we doing that?

Trying to leverage the existing RePLAN network to this end, supporting a team dedicated to Evaluation



RePLAN – Planning and Foresight Service Network of Public Administration

Aims to promote **cooperation and interministerial knowledge and resources sharing**

- ***Strengthen the availability of policy analysis skills in the public sector (long term)***

How are we doing that?

Working with INA on trainings courses for civil servants on policy evaluation.

Examples in action:

- *Increase communication activities and make use of evidence synthesis tools to increase the impact of policy evaluations*

How are we doing that?

Evaluation Studies Catalogue - recent user-friendly evaluation database to provide easy access to results.



Evaluation Studies Catalogue

See the Public Policy Assessment Studies Catalogue.

[READ MORE →](#)

Search by Title, line Ministries, themes...

Pesquisar por nome de Estudo de Avaliação

--Filtrar por Área Governativa--

--Filtrar por Entidade Promotora--

--Filtrar por Área Temática--

Mais recente



Nome do Estudo

Área(s) Governativa(s)

Avaliação do contributo dos FEEI para a Modernização e Capacitação da Administração Pública

Presidência do Conselho de Ministros

[VISUALIZAR →](#)

Avaliação Ex-Ante do Plano Estratégico da Política Agrícola Comum (PEPAC) 2023-2027: Avaliação Ambiental Estratégica

Agricultura

[VISUALIZAR →](#)

Avaliação do contributo do Portugal 2020 para o aumento da qualificação e melhoria da qualidade dos empregos dos adultos empregados (Lote 2)

Ciência, Tecnologia e Ensino Superior

[VISUALIZAR →](#)

Examples in action:

- **Increase communication activities and make use of evidence synthesis tools to increase the impact of policy evaluations**

How are we doing that?

Adopting the good practice of presenting the findings deliberately in order to improve the uptake of evaluation results.

Starting to figuring out tailored communication products that can help policy makers use evaluations.





THANK YOU FOR YOUR ATTENTION

Catarina.Pereira@planapp.gov.pt



Departamento Nacional
de Planeación - **DNP**

Public Policy Evaluation Recommendation

Patricia Moreno

Deputy Director of Evaluation

National Planning Department

September, 2023



The National Planning Department is the governing body of the evaluation system in Colombia

Recommendations
from the document
that were adopted
beforehand

Recommendations
that are in process
of implementation

Recommendations
that have not been
implemented yet



Departamento Nacional
de Planeación - DNP





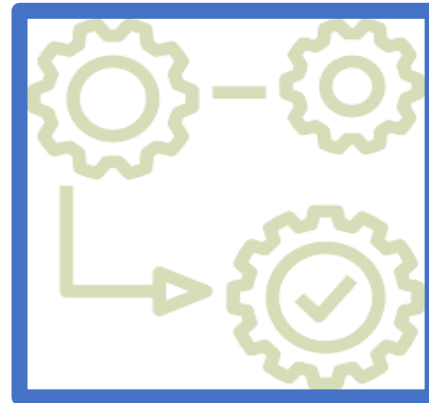
**Recommendations from
the document that were
adopted beforehand:**

Strategic Evaluation Agenda



- ✓ Prioritizing criteria
- ✓ Potential use of the evaluation

Design and Evaluation phase



- ✓ We engage relevant stakeholders in the processes

Socialization and dissemination phase



- ✓ Evaluations published on the website
- ✓ Dissemination strategy

Technical guide



- ✓ Upgrading evaluation guides
 - ✓ Designing a mog
 - ✓ Technical assistance

Public policy formulating stage



Evidence gap maps



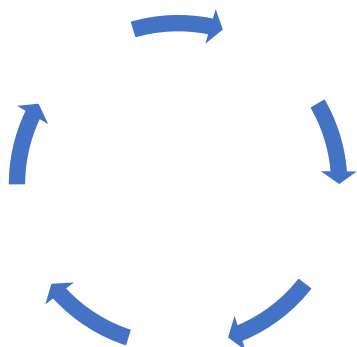
**Recommendations that
are in process of
implementation:**



Public policy document - CONPES 4083 – 2022

- ❖ We still faced different challenges when institutionalizing public policy evaluation and promoting the use of these evaluations for evidence-based decision making.
- ❖ To address these challenges, we published last year a public policy document (CONPES document 4083), which is the official commitment of the Colombian government to improve its national M&E system in the period of 2022 - 2026.

**Align evaluation with
budget cycle**



**Implementation of the
recommendations
monitoring system**



**Summary document of
the results and
recommendations of
evaluations**



**Access to databases
and administrative
records**



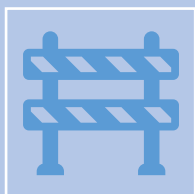
**Recommendations that
have not been
implemented yet**



The evaluation process that we are implementing in the DNP does not incorporate some of the OECD recommendations

- Strengthen our relationship with the legislative body.
- Promote the role of knowledge brokers to strengthen the relationship between evidence from evaluations and its users
- Ensure that evaluations can withstand external scrutiny

Final Remarks



We will probably face challenges: regulatory rigidities, limited institutional capacity to carry evaluation, among others.



Highlight the importance of having the full support of the OECD in the implementation of these recommendations



Departamento Nacional
de Planeación - **DNP**

Thank you

pmoreno@dnpp.gov.co