

DES Årsmøde 2017

En god evalueringsfunktion – hvad er det ?

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Why is it important?

Quality of methods and products use

Relevance of issues use

Credibility of work use

Independence use

Integrity use

Engagement use

Reporting and repository use

Feedbackloopsuse

System for follow-up use



International frameworks

Multilateral:

Framework for Peer Review of Evaluation Function:

- Evaluation Cooperation Group (ECG)
- United Nations Evaluation Group (UNEG)
- OECD's Development Assistance Committee (DAC) evaluation network

Bilateral :

Assessment framework for evaluation function by
Multilateral Organisation Performance Assessment
Network (MOPAN)



Supporting/related documents

- UN Norms and Standards for evaluation (2016)
- UNEG Ethical Guidelines
- UNEG Good Practice Guidelines for Follow-up to Evaluations
- UNEG Checklist for Evaluation Reports
- ECG Big Book on Good Practice Standards
- DAC Quality Standards for Development Evaluation
- Evaluating Development Cooperation: Summary of key norms and standards (2010 DAC)



Purpose of Peer Review

- Independent and professional assessment – basis for dialogue and improvements
- Capacity Building – mutual learning, good practices, benchmarking
- Knowledge generation – better use of system and products
- Transparency – evaluate the evaluators
- Replication – methodological development
- Compliance – “soft enforcement” – maintain international standards



Scope

”The peer review will assess the extent to which the evaluation function contributes to the **accountability and learning** in the organization

Furthermore, the peer review should also provide a perspective on the extent to which evaluations cover the **achievements** of the organization.”



Key Dimensions

- Independence of evaluations and evaluation systems
- Credibility of evaluations
- Utility of evaluations



Key Questions

- ✓ **Evaluation Policy: role, responsibility and objectives of the evaluation department**
- ✓ **Impartiality, transparency and independence**
- ✓ **Resources and Staff**
- ✓ **Evaluation partnerships and capacity building**
- ✓ **Quality of Evaluation Products**
- ✓ **Planning, coordination and harmonisation**
- ✓ **Dissemination, feedback, knowledge management and learning**
- ✓ **Evaluation Use**



Approach and Methodology

- Normative framework based on UN N&S, the agency's own policies and guidelines, other global standards –SDGs for example, and DAC Principles of Evaluation
- Peer review panel and supporting consultants
- Review Approach paper to align expectations and clarify questions
- Take evaluation policy and central evaluation unit as starting point
- Try to understand how evaluation operates at different levels and assess the quality of the function
- Use different methods



Methods

Document review:

- Evaluation policy, Organigram/organizational structure, Evaluation manual, Evaluation budget (staff and resources), Partnerships, Evaluation products, Follow-up system/feedback loops...

Interviews:

- Management, evaluation staff, operational staff, partners, political level..

Survey:

- Self-evaluation, users



Peer Reviews

United Nations Office on Drugs and Crime,
International Trade Centre, UN Relief and Works
Agency for Palestine refugees in the near east,
UN Development Programme, UN Women, Global
Environment Facility, World Food Programme,
Food and Agriculture Organisation, UN-Habitat,
UN Environment Programme, UN Industrial
Development Organization, Office of Internal
Oversight Services, UNICEF, International Fund
for Agricultural Development



Overvej med sidemand...

- Hvordan er credibility og independence linked ?

- Er der en trade-off mellem independence og use?



MOPAN Indicator Framework

PERFORMANCE AREAS

STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities

OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability

RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)

PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning

RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way



Independence

- Operational independence – independence from other management functions – “formal independence”
- Structural independence – reporting directly to governing bodies – “substantial independence”
- Budgetary independence – separate budget line and fully funded
- Behavioural independence – no interference



Evaluation Coverage

- Covered in policy/strategy – types of evaluation: centralized/decentralized, meta, joint, sectors, themes, strategic issues...
- Details of implementation, including methodology choices, in manual/guidance documents
- Evaluation plan and budget covering key areas



Ensuring quality

- Methodologies for data-collection, analysis and interpretation
- Quality of reports, including detail on methodology and limitations and presentation of evidence, findings and conclusions – and where relevant recommendations
- Systems to assess and ensure quality of evaluations, central and decentralized



Feedback loops

- Formal requirement to demonstrate use of lessons learned
- Feedback loops – systems/processes
- Incentives to apply lessons learned
- Transparency on how lessons are applied in new initiatives
- System to track and address poor performance



Accountability

- Reports include a management response with a timebound action plan
- Implementation responsibility clearly identified
- Follow-up system tracks implementation of recommendations
- Transparency through public reporting



Lessons learned

- Mechanism for distilling lessons learned and best practices
- Accessibility of lessons learned through complete, open repository
- Transparency of uptake and use – public reporting



MOPAN assessments

2015-2016:

- AfDB, Gavi, GFATM, ILO, IDB, UN-Habitat, UNOCHA, UNAIDS, UNDP, UNEP, UNICEF, World Bank

2017-2018:

- ADB, FAO, GEF, IOM, OHCHR, UN Women, UNESCO, UNFPA, UNHCR, UNRWA, WHO, WFP



Key Sources

- <http://www.uneval.org>
- <https://www.ecgnet.org>
- <http://www.oecd.org/dac/evaluation/>
- <http://www.mopanonline.org>



- “The indication from operations and evaluation teams is that the use of evaluation findings and recommendations depends on the organizational culture and the support of senior managers” (OECD)

“The culture and systems of the Bank, the incentives it offers employees, and the signals from managers are not as effective as they could be” (World Bank)



