Ewaluacja

IV Konferencja Ewaluacyjna

Ewaluacja - kluczowy instrument poprawy jakości działań administracji publicznej

Warszawa, 17.10.2008

Niels Dabelstein

Duński Instytut Studiów Międzynarodowych

Ewaluacja jako narzędzie usprawniania działań

NARODOWA STRATEGIA SPÓJNOŚCI

MINISTERSTWO ROZWOJU REGIONALNEGO

PARP

UNIA EUROPEJSKA
EUROPEJSKI FUNDUSZ ROZWOJU REGIONALNEGO

Evaluation as a Tool for Improving Performance

IV Evaluation Conference

Warsaw, 17 October 2008

Niels Dabelstein

Basic Principles

The evaluation process should be impartial and independent from policy making, and the delivery and management of development assistance.

The evaluation process must be as open as possible with the results made widely available.

Dual Purpose I

Accountability:

To provide a basis for accountability, including the provision of information to the public:

Evaluations shall provide political decision makers and the general public with professional documentation for the use and results of aid resources and also contribute to a better understanding of development aid, its potential and limitations as an instrument for economic and social change.

Accountability:

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www.glasbergen.com

"Don't tell them we failed. Tell them we decided to temporarily postpone our success."

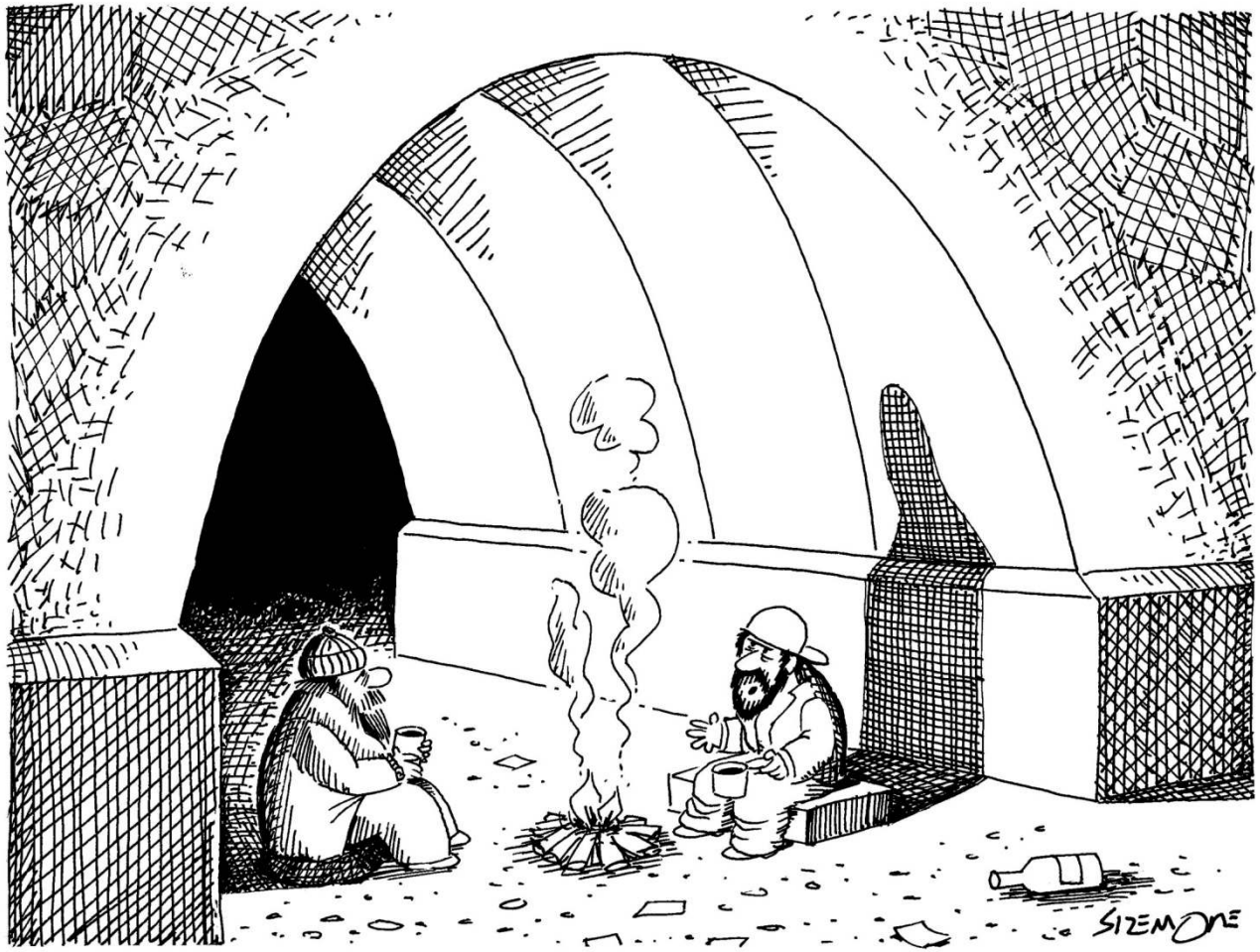
Dual Purpose 2

Learning:

To improve future aid policy, programmes and projects through feed-back of lessons learned.

Evaluations shall contribute to the improvement of development cooperation by collation, analysis and dissemination of experience from current and completed development activities. They shall seek the causes and explanations as to why activities succeed or fail to succeed and produce information to help improve relevance and effectiveness of future activities

Learning



"Personally, I haven't learned a damn thing from failure."

Utility

For evaluations to be useful:

- Choose relevant topics to evaluate
- Establish/foster an evaluation culture
- Feedback to both policy-makers and operational staff

Relevance

- Thematic evaluations
- Aid instruments
- Country programmes
- Sector programmes
- Projects

- Good Governance
- Human Rights/democratisation
- Humanitarian aid
- Post conflict reconstruction
- Aid in conflict situations

Evaluation Culture

- Management champion
- Openness to debate
- Self-criticism
- Demonstrate usefulness
- Involve users in analysis

Feed Back I

Internal

- Management
- Operational staff
- Government authorities and other concerned parties in partner countries.
- Stakeholders of the particular organisation under evaluation
- Development professionals.

Vehicles

- Follow-up Memorandum (Mgmt. Response)
- Process and report
- Discussion in Management group
- Workshops / Seminars / Training
- Contribution to policy, strategy & guidelines
- Annual report to Board

Feed Back 2

External

- Parliament
- Opinion makers/leaders
- General public
- Academics/researchers/stud ents
- Resource base
- NGOs

Vehicles

- Evaluation Report
- 4 page summary
- 25 page "popular version"
- Press conference/seminar
- Video/film
- Danida's annual report
- Public meetings/ professional associations
- Lectures in universities and high schools
- www.evaluation.dk

Utility

- Target your audience - internal or external; accountability or lesson learning
- Be brief and succinct
- Be timely, useful and credible
- Institutionalise follow-up with management in the lead

Obstacles to Lesson Learning

- Timing
- Relevance
- Institutional memory
- Rotation of staff

Stages of a major project

Part Two

The Paris Declaration:
Challenges to Evaluation

The Evaluation Challenges

- From projects to programs to policy
  - The attribution problem

- From single agency to multi partner
  - Accountability to whom?

The New Development Paradigm

The Paris Declaration:

- Ownership
- Alignment
- Harmonisation
- Managing for Results
- Mutual Accountability

Harmonisation

- Common principles
- Common standards
- Joint evaluations

Ownership

- Use country systems
- Let partners lead

Capacity

- Technical capacity
- Institutional capacity I – Demand
- Institutional Capacity II – Management