Evaluation in V4+4 Countries
- Overview of Practices

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PLAN OF THE PRESENTATION

1. Goal and methods
2. Current situation
3. Proposed solutions
1. GOAL & METHODS
To help evaluation units evolve from producers of reports into knowledge brokers that support decision-makers

1. What knowledge brokering activities evaluation units currently perform?
2. What currently enable or limit performance of evaluation units?
3. What solutions can we apply?
**METHODOLOGY**

**COVERAGE:** Czechia, Hungary, Poland, Slovakia + Bulgaria, Croatia, Romania, Slovenia

**SOURCES OF DATA and METHODS:**

Interviews in all countries: leading evaluation units, evaluation societies and evaluation experts (n=28)

Survey with all evaluation units/posts involved in Cohesion Policy in 8 countries (n=74, return rate = 93%)

Survey with users of knowledge pointed by evaluation units (n=196)

Interviews with representative of European Commission (16 respondents)

Descriptive statistics, structural coding, desk research
2. CURRENT SITUATION
SETTINGS & ACTIVITIES

• Cohesion Policy - leading evaluation practice
• Diversified arrangements among countries

• All activities covered but to different degree:
  1. Identifying knowledge needs of users
  2. Acquiring knowledge
  3. Disseminating knowledge
  4. Accumulating knowledge
  5. Networking and building EBP culture
<table>
<thead>
<tr>
<th>BLOCKERS</th>
<th>ENABLERS</th>
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</thead>
<tbody>
<tr>
<td>1. Time</td>
<td>1. Available budget</td>
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<tr>
<td>2. Available staff</td>
<td>2. Staff skills</td>
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<tr>
<td>3. Internal procedures</td>
<td>3. Tools</td>
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<tr>
<td>1. Procurement law</td>
<td>1. EU regulations</td>
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<td>2. Producers’ capacity</td>
<td>2. <strong>Perceived utility</strong></td>
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**Users of Your Work**

- **Managers of other units in our institutions**: 43% Often, 20% Very Often, 23% Sometimes, 8% Rarely, 5% Never
- **Senior public administration staff (e.g. department directors)**: 45% Often, 30% Very Often, 12% Sometimes, 12% Rarely, 1% Never
- **Our political leaders (e.g. ministers, members of parliament)**: 9% Often, 16% Very Often, 30% Sometimes, 24% Rarely, 20% Never
- **Other institutions in Cohesion policy implementation system**: 23% Often, 22% Very Often, 28% Sometimes, 20% Rarely, 7% Never
- **Institutions at EU level**: 16% Often, 14% Very Often, 27% Sometimes, 27% Rarely, 16% Never
- **Public institutions dealing with other policies**: 5% Often, 15% Very Often, 28% Sometimes, 30% Rarely, 22% Never
- **Media & general public**: 5% Often, 12% Very Often, 22% Sometimes, 36% Rarely, 24% Never

The scale for frequency is: 5 - Very Often, 4 - Often, 3 - Sometimes, 2 - Rarely, 1 - Never.
3. SOLUTIONS
KNOWLEDGE BROKERS

Why turning evaluation units into knowledge brokers is a promising idea

• It addresses production–use gap
• It builds on your existing activities and capacities
• It becomes a global trend in strengthening evidence-based policymaking
UTILE STRATEGY FOR TRANSFORMING UNITS INTO KNOWLEDGE BROKERS

USER-ORIENTED
TIMELY
INTERESTING
LEARNING
TO ACTION
EASY

STEP 1
USER-PURPOSE MATRIX

STEP 2
DECISIONS JOURNEY

STEP 3
LEARNING AGENDA

STEP 4
CO-DESIGN OF SOLUTIONS

STEP 5
COMMUNICATION STRATEGY
UTILE STRATEGY FOR TRANSFORMING UNITS INTO KNOWLEDGE BROKERS

**USER-ORIENTED**
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**STEP 1**
**STEP 2**
**STEP 3**
**STEP 4**
**STEP 5**

**USER-PURPOSE MATRIX**
**DECISIONS JOURNEY**
**LEARNING AGENDA**
**CO-DESIGN OF SOLUTIONS**
**COMMUNICATION STRATEGY**
USER-PURPOSE MATRIX

STRAIGHTGO KNOWLEDGE

OUTWARD ACCOUNTABILITY

Accountability for effects (impact)

Learning about what works and why

Accountability for timely & legal spending

Learning how to implement smoothly

INWARD LEARNING

OPERATIONAL KNOWLEDGE

A

B

C

D
UTILE STRATEGY FOR TRANSFORMING UNITS INTO KNOWLEDGE BROKERS

USER-ORIENTED TIMELY INTERESTING LEARNING TO ACTION EASY

STEP 1 STEP 2 STEP 3 STEP 4 STEP 5

USER-PURPOSE MATRIX DECISIONS JOURNEY LEARNING AGENDA CO-DESIGN OF SOLUTIONS COMMUNICATION STRATEGY
DECISION JOURNEY

1. Map the stages of decision-making process users go through and their main decision points

2. For each decision point establish:
   • what drivers motivate users
   • what constrains users face
   • what knowledge insight users need
Utile Strategy for Transforming Units into Knowledge Brokers

User-Oriented
Timely
Interesting
Learning to Action
Easy

Step 1
User-Purpose Matrix
Step 2
Decisions Journey
Step 3
Learning Agenda
Step 4
Co-Design of Solutions
Step 5
Communication Strategy
LEARNING AGENDA

1. Discuss with users learning agendas, not evaluation plans: “What we want to learn about Program X”

2. Learning agendas will:
   • Integrate different sources of knowledge
   • Over time accumulate into learning portfolios

3. Start with most interested users and low hanging fruits (simpler topics)
UTILÉ STRATEGY FOR TRANSFORMING UNITS INTO KNOWLEDGE BROKERS

USER-ORIENTED  TIMELY  INTERESTING  LEARNING TO ACTION  EASY

STEP 1  STEP 2  STEP 3  STEP 4  STEP 5

USER-PURPOSE MATRIX  DECISIONS JOURNEY  LEARNING AGENDA  CO-DESIGN OF SOLUTIONS  COMMUNICATION STRATEGY
Based on: Kumar (2012)

**THEORY**

**Analysis**
1. Analysis of data and delivery of synthetic report
2. Workshop aiming at identifying 2-3 conclusions that are crucial for users and Program.

**Design**
1. Creative workshop - development of solutions and early prototypes
2. Craftsmanship workshop - working out details of the solutions’ implementation & testing

**RESEARCH**

**Evaluation**

**CREATION**

**Analysis**
1. Identification of key actors and data sources
2. Preparation of the methodology
3. Data collection

**Craftsmanship**

**REALITY**

**Testing**
(A) Workshop that tests solutions with stakeholders OR
(B) Field experiment testing prototyped solutions
Testing regulation with a game

Draft regulation on public transport will have substantial impact on:

- Local communities
- Local & sub-regional government
- Transportation companies

Key Questions:

- How actors will interpret the law?
- How they will react?
- What will be a long term impact?
**UTILE STRATEGY FOR TRANSFORMING UNITS INTO KNOWLEDGE BROKERS**

- **User-oriented**
- **Timely**
- **Interesting**
- **Learning to Action**
- **Easy**

**Steps:**
1. User-Purpose Matrix
2. Decisions Journey
3. Learning Agenda
4. Co-Design of Solutions
5. Communication Strategy
COMMUNICATION STRATEGY

Focusing on easy accessibility of knowledge for users

1. Channels of communication:
   (a) map platforms users attend
   (b) map actors interacting with users

2. Forms and methods of communication
   (a) make it short and focused on Qs
   (b) visualize data, use storytelling