Insights on National Evaluation Capacities in 43 Countries
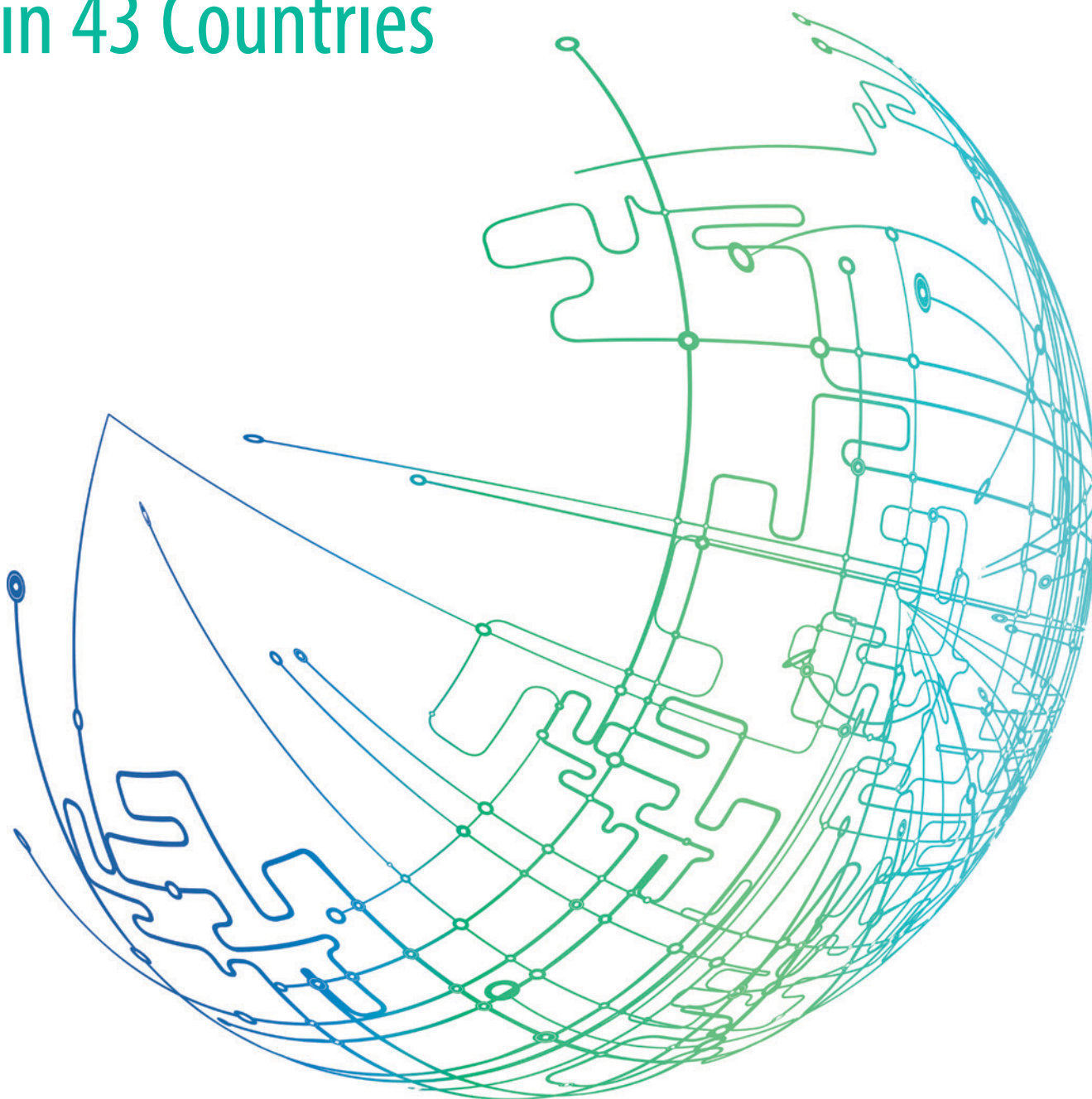
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TOWARDS A BASELINE STUDY:

Insights on National Evaluation Capacities in 43 Countries

ACKNOWLEDGEMENTS

CONTENTS

ACRONYMS AND ABBREVIATIONS

M&E	Monitoring and Evaluation
NEC	National Evaluation Capacities
UNDP	United Nations Development Programme
UNICEF	United Nations Children`s Fund

AFRICA

BENIN

BEPP	Public Policy Evaluation Office (Bureau d'Évaluation des Politiques Publiques)
CNE	National Council of Evaluation (Conseil National de l'Évaluation)

CAMEROON

CaDEA	Cameroon Development Evaluation Association
MINEPAT	Ministry of Economy, Programming & Regional Planning (Ministère de l'Economie, de la Planification et du Développement Régional)

ETHIOPIA

MoFED	Ministry of Finance and Economic Development

GHANA

G-IPEN	Ghana Network of Independent and Professional Evaluators
GMEF	Ghana Monitoring and Evaluation Forum
NDPC	National Development Planning Commission

KENYA

CPPMUs	Central Project Planning and Monitoring Units
MED	Monitoring and Evaluation Directorate
NIMES	National Integrated M&E System
PMES	Performance M&E System

MALAWI

MGDS	Malawi Growth and Development Strategy
OPC	Office of the President and Cabinet

NIGER

BEPP	Public Policy Evaluation Office (Bureau d'Évaluation des Politiques Publiques)
PDES	Economic and Social Plan (Plan Economique et Social)
INS	National Institute of Statistics (Institut National de la Statistique)
ReNSE	Niger Network of Monitoring and Evaluation (Réseau Nigérien de Suivi Évaluation)

NIGERIA

NEA	Nigeria Evaluation Association
NPC	National Planning Commission

SOUTH AFRICA

DPME	Department of Performance Monitoring and Evaluation
NES	National Evaluation System
SAMEA	South African Monitoring and Evaluation Association

UGANDA

OPM	Office of the Prime Minister

ARAB STATES

LEBANON

OMSAR	Office of the Minister of State for Administrative Reform

EGYPT

EREN	Egyptian Research and Evaluation Network
EGY-EVAL	Egyptian Association for National Evaluation

MOROCCO

HPC	High Planning Commission (Haut-Commissariat au Plan)

ASIA

AFGHANISTAN

AfES	Afghan Evaluation Society
AMENA	Afghanistan Monitoring and Evaluation National Association
CoE	Community of Evaluators (CoE) Afghanistan
GPMES	Government-wide Performance Monitoring and Evaluation System
IDLG	Independent Directorate of Local Governance

BHUTAN

EAB	The Evaluation Association of Bhutan
GNHC	Gross National Happiness Commission
NMES	National Monitoring and Evaluation System

INDIA

DESI	Development Evaluation Society of India
PMES	Performance Management and Evaluation System

INDONESIA

InDEC	Indonesian Development Evaluation Community

MONGOLIA

MED	Ministry of Economic Development

NEPAL

NPCS	National Planning Commission Secretariat
COE/Nepal	Nepal Community of Evaluators

PAKISTAN

CoE-Pakistan	Community of Evaluators Pakistan
PME	Project Monitoring and Evaluation

SRI LANKA

SLEvA	Sri Lanka Evaluation Association

THAILAND

NESDB	National Economic and Social Development Board
OPDC	Office of the Public Sector Development Commission
TEN	Thailand Evaluation Network

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

RUSSIA

HSE	Higher School of Economics
RIA	Regulatory Impact Assessment

LATIN AMERICA AND THE CARIBBEAN

ARGENTINA

APN	National Public Administration (Administración Publica Nacional)
SISEG	Integrated System of Management, Monitoring and Evaluation (Sistema Integral de Seguimiento y Evaluación de la Gestión)

BRAZIL

MDS	Ministry of Social Development (Ministério do Desenvolvimento Social e Combate à Fome)
SAGI	Secretariat of Evaluation and Information Management (Secretaria de Avaliação e Gestão da Informação)

COLOMBIA

DEPP	Directorate of Evaluation of Public Policies (Dirección de Evaluación de Politicas Públicas)
DPN	National Planning Department (Departamento Nacional de Planeación)
SINERGIA	National System of Evaluation and Results-based Management (Sistema National de Evaluación de Gestión y Resultados

COSTA RICA

SINE   National Evaluation System (Sistema National de Evaluación)
MIDEPLAN   Ministry of National Planning and Economic Policy (Ministério de Planificación Nacional y Política Económica)

DOMINICAN REPUBLIC

MEPyD   Ministry of Economy, Planning and Development (Ministério de Economía, Planificación y Desarrollo)

EL SALVADOR

GPR   Monitoring, Evaluation and Results-Based Management (Monitoreo, Evaluación y Gestión por Resultados)
SNP   National Planning System (Sistema National de Planificación)

GUATEMALA

SEGEPLAN   Secretariat of Planning and Budgeting of the Presidency (Secretaría de Planificación y Programación de la Presidencia)

HONDURAS

REDHPRESS Honduran Network of Professionals of Planning, M&E and Systematization (Red Hondureña de Profesionales de Planificación, Evaluación, Seguimiento y Sistematización)

JAMAICA

PMES   Performance Management &Evaluation System
PMEU   Performance Management & Evaluation Unit

MEXICO

CONEVAL   National Council for Evaluation of Social Development Policies (Consejo Nacional de Evaluación de las Políticas de Desarrollo Social)
SFP   Subsecretariat of Public Function (Subsecretaria de la Función Pública)

URUGUAY

AGEV   Directorate of Management and Evaluation (Dirección de Gestión y Evaluación)
APN   National Public Administration (Administración Pública Nacional)

NEC COMMITMENTS

The NEC commitments are about the following:

NATIONAL DATA SYSTEMS

Commitment 2 (C2). Collaborate to build and strengthen credible national data systems to improve the integrity of such systems, in order to better link performance of policies and programmes.

FOLLOW-UP ON THE IMPLEMENTATION OF EVALUATION RECOMMENDATIONS

Commitment 3 (C3). Develop systems to promote the transparent follow-up of evaluations, such as management response tracking systems and citizen's commission that allow for effective monitoring of the implementation of evaluation recommendations.

THE INSTITUTIONAL SET-UP FOR EVALUATION

Commitment 4 (C4). Study the alternatives, assessing the pro and cons of different options of institutional set-ups, such as national evaluation legislation and policies, where appropriate, taking the country/cultural context into account and establishing a set of minimum requirements based on lessons learned.

PEER-TO-PEER SYSTEMS

Commitment 5 (C5). Develop/strengthen/support/expand joint peer-to-peer systems and mentoring programmes among professional association of evaluators and government evaluation units.

PROMOTING THE USE OF EVALUATIONS

Commitment 6 (C6). Create/strengthen Parliamentarians' Forum for Development evaluation in different regions to advocate for use and conduct of evaluations.

Commitment 7 (C7). Facilitate partnership/cooperation between governments, voluntary organizations for professional evaluation, parliaments and the private sector to strengthen the understanding about what evaluation is and how it can be useful for different actions.

ETHNIC AND CULTURAL ISSUES

Commitment 8 (C8). Develop approaches based on lessons learned on how to incorporate cultural dimensions into evaluation in different regional and national contexts.

METHODOLOGIES

Commitment 9 (C9). Develop standards, based on lessons learned, to ensure proper triangulation of evidence, checks and balances and qualitative data use to not be just perception-based.

STAKEHOLDER INVOLVEMENT (AND ACCESS TO INFORMATION)

Commitment 10 (C10). Develop standards, based on lessons learned to ensure stakeholders involvement while still guaranteeing independence of the evaluation.

INTEGRATED PUBLIC REGISTRIES

Commitment 11 (C11). Develop/connect national registries/national statistical systems to M&E systems with increased frequency of data collection to support decision-making.

COORDINATION

Commitment 14 (C14). Map and analyse effectiveness of coordination mechanisms and practices between central evaluation units and sector ministry units and local government evaluation.

BUDGETS

Commitment 16 (C16). Assign budgets or percentages of initiatives to evaluations when designing/approving projects/programmes/policies or assign a percentage of the initiative cost.

INDEPENDENT EVALUATORS

Commitment 17 (C17). Use independent evaluators to facilitate/moderate self-assessments and reviews.

GENDER

Commitment 18 (C18). Incorporate gender capacities/perspectives in M&E national systems.

OTHER COMMITMENTS

The following were internal commitments carried out by the NEC management unit (IPC-IG and the Independent Evaluation Office) during 2014 and 2015 and as such, were not a focus of study.[1] Information about the progress made so far on these is included in Annex 1.

Commitment 1 (C1). Develop and implement transparent results based monitoring and evaluation framework to track the efforts and results of the implemented commitments proposed in this conference.

Commitment 12 (C12). Have an online platform (NEC-COP) to present/exchange experiences, keep NEC participants connected and follow up on commitments.

Commitment 13 (C13). Translate material on evaluation into different languages.

Commitment 15 (C15). Support joint regional/national events to take stock of developments in these commitments (in 2014), including the sharing/learning good practices of validating data from multiple sources, managing sensitive data and disseminating evaluation results.

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1   For further information please visit unteamworks.org/NEC.

EXECUTIVE SUMMARY

At the UNDP-sponsored Third National Evaluation Capacities (NEC) Conference (São Paulo, 2013), national government representatives from 60 countries—including 43 UNDP programme countries[2]—discussed solutions to challenges related to evaluation independence, credibility and use. The participants developed and signed 18 commitments (the 'NEC Commitments') to enhance national evaluation capacities and to encourage accountability by calling on countries and NEC participants to commit to actions and collaboration.[3]

This Study documents the current state of national evaluation capacities and existing institutional set-ups in the 43 UNDP programme country signatories of those commitments. Documenting existing capacities will enable the assessment of progress made towards fulfilling these evaluation needs in the future.

'Capacities' refers to a national government's technical capacities and current institutional settings, including the legal frameworks in place, the organizational structures in which evaluation is (or is not) inserted and the existing individual technical capacities that make up the enabling environment. The term 'capacity' refers to creating an 'enabling' environment in which evaluations can be determined or required and the way in which they are used as a credible and independent function to inform national-level decision- and policymaking.

This Study was conceived of as a descriptive, factual document (as opposed to an evaluative

assessment). The Study focused on compiling and assembling a collection of resources by country to serve as a foundation upon which to build a more comprehensive baseline study. Assessment data was collected through a desk review of primary and secondary source documents and information downloaded from the Internet, complemented and validated through a consultation process involving an online survey of UNDP Country Offices and government and voluntary organization for professional evaluation representatives from each country.

This Study revealed a variety of institutional settings and legal frameworks among the countries analysed. Many combinations are in place, reflecting a variety of government interests, political contexts and national developmental stages.

NATIONAL EVALUATION POLICIES

There are many variations of legal framework (or 'national evaluation policy') implementation. Some countries (e.g. Benin, South Africa, Uganda, Uruguay) have a national evaluation policy; others lack a specific evaluation policy but do have national evaluation legislation. A number of countries do not yet have a national evaluation policy, but have proposals or draft policies that are waiting for legislation (e.g. Bhutan, Kenya, Niger). Many countries (e.g. Colombia, Malaysia, Mexico) formalize (or semi-formalize) the legal frameworks upon which evaluation functions are built or structured. Some countries (e.g. Costa Rica, South Africa), have a specific national evaluation system in place. There are also a number of countries which do not

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2   Countries in which UNDP has programmes.

3   These unofficial commitments were not signed by official government representatives. Rather, they represent key areas of intervention for government representatives, policymakers and practitioners as expressed during the Third NEC Conference.

yet have a national evaluation policy, but have proposals or draft policies waiting for legislation (e.g. Bhutan, Kenya, Niger).

INSTITUTIONAL SETTING

National governments exhibit diverse institutional settings. In almost all countries, international donor pressure and requirements for evaluation have facilitated the creation of a minimum structure (e.g. Afghanistan, Ethiopia). In many cases, even if donors conduct the evaluations themselves, national governments have a unit or division tasked with monitoring this work.

Some national governments have developed sophisticated structures and policies, incorporating mechanisms to ensure that evaluation processes are both credible and independent. Such structures also aim to ensure that evaluation results are useful and used for decision-making and that they actually assess the performance, impact and effectiveness of their programmes (e.g. Colombia, Mexico).

Many countries' ministries of planning have evaluation units tasked with monitoring; many of these units evaluate national plan implementation (e.g. Brazil, India, Malaysia, Nepal). In many cases, decentralized evaluation units exist across line ministries to facilitate this work, such in the ministries of social development, education and health.

A central evaluation unit is not the only possible institutional arrangement; such arrangements are usually a function of the size and nature of government structures and country contexts. Given the complexities in formulating institutional settings, centralized units seem to work well in some cases, while in others a decentralized evaluation unit enables a variety of perspectives on evaluation work and research.

EVALUATION USE

In general, evaluations are used widely. Many countries that do not have a national evaluation policy nonetheless use evaluations on an ongoing basis; the lack of a national policy is not an indication that evaluations are not used.

The survey results reveal that 13 of the 43 countries do not conduct national-level evaluations (Albania, Argentina, Brazil, Cameroon, Dominican Republic, Guatemala, Lebanon, Niger, Pakistan, Panama, Russia, Suriname, Tanzania), although survey respondents in some countries (e.g. Cameroon, Guatemala, and the Kyrgyz Republic) referred to evaluations conducted by donor agencies on national government programmes as national-level evaluations. Certain countries, including some of the 13, conduct sectoral evaluations of national programmes, evaluations of national development plan projects and produce reports on progress towards achieving plan goals and targets. There is often a general perception that these are also national-level evaluations.

Almost all countries are making efforts to promote the use of evaluations either by parliamentarians, voluntary organizations for professional evaluation, universities, international donors or other stakeholders. Numerous countries have a national evaluation society (and some have more than one). In some countries, administrative reform is pushing for modern management techniques that incorporate evaluation (e.g. Lebanon). In contrast, some governments (e.g. Albania, Burundi, Egypt, Russia) do not show much work in evaluation use.

Several issues that limit the use of evaluation have been identified. For example, some national governments have used evaluation as a political mechanism or as a marketing tool to assess the performance of programmes that are political priorities.

Technical evaluation capacities are important for all governments. Many have invested in developing monitoring and evaluation (M&E) capacities, guides and methodologies to implement a variety of evaluation processes. Some evaluation units have managed to gain full respect for the quality of their work due to the level of staff

expertise. In contrast, some governments lack the requisite evaluation capacity even if there are calls for M&E of national development plans.

STAKEHOLDER INVOLVEMENT

Many governments require the involvement of representatives of the programmes being evaluated. Some governments have structures in place to enable programme beneficiaries to participate in evaluation processes. Many countries post their evaluation reports on the Internet. In contrast, some restrict public access to evaluation information.

BUDGETS

National budgets often limit evaluation processes. There are situations in which budgets are in place but are insufficient to conduct the full range of evaluation work. There are also situations in which although evaluation units ostensibly have their own evaluation budgets, the resources are not in fact available. Ultimately, budgets are highly influenced by government politics.

GENDER, ETHNIC AND CULTURAL ISSUES

Although some evaluations consider gender issues fairly well, many evaluations limit their treatment to merely including sex-disaggregated data. With a few exceptions, evaluation work seldom considers ethnic and cultural issues (the exceptions include instances where it is the main focus of the evaluation).

DONORS

In some countries, donors had an impact on the success of government M&E systems. In addition to establishing new or stand-alone M&E units, international donors have been pushing for broader public-sector and administrative reforms in support of improved transparency, accountability and good management.

In conclusion, it is important to understand that the fabrics out of which countries and national governments are made of is not uniform. Several shades exist and there is need to think about granularity. These granular aspects of 'national' evaluation capacities are complex and intrinsically linked to each country's development agenda, so therefore need to be taken into consideration and incorporated into the development of future evaluation agendas. This Study found relationships between the stage of democratic governance in the countries surveyed and their governments' capacities to conduct evaluations and to ensure the independence, credibility and use of the evaluation results.

INTRODUCTION

At the UNDP-sponsored Third National Evaluation Capacities (NEC) Conference (São Paulo, 2013), national government representatives from 60 countries—including 43 UNDP programme countries[4]—discussed solutions to challenges related to evaluation independence, credibility and use. The participants developed and signed 18 commitments (the 'NEC Commitments') to enhance national evaluation capacities and to encourage accountability by calling on countries and NEC participants to commit to actions and collaboration.[5]

This Study documents the current state of national evaluation capacities and existing institutional set-ups in the 43 UNDP programme country signatories of those commitments. Documenting existing capacities will enable the assessment of progress made towards fulfilling these evaluation needs in the future.

This Study is structured along three major chapters. Chapter 1 includes a description of the scope, methodology and limitations of the Study. Chapter 2 presents 43 individual country profiles, structured around the 18 commitments used as an overarching framework. This approach presents the findings related to government capacities to use evaluations, to ensure evaluation independence and to ensure evaluation credibility. Chapter 3 presents the final remarks.

1. SCOPE AND METHODOLOGY

This Study presents a snapshot of national governments' current capacities to conduct evalu-

ations, to ensure evaluation independence and credibility, to use evaluation results and to implement recommendations. The Study includes each of the 43 UNDP programme countries that participated in the NEC 2013 Conference.

'Capacities' refers to a national government's technical capacities and current institutional setting, including the legal frameworks in place, the organizational structure in which evaluation is (or is not) inserted and the existing individual technical capacities that make up the enabling environment. It is a reference to the enabling environment in which evaluations can be determined and the way in which they are used as a credible and independent function to inform national-level decision- and policymaking.

As such, 'national evaluation capacity' refers to national-level evaluations—evaluations led and commissioned by the national government (as opposed to an evaluation led by the international donor community). These evaluations either assess progress in specific sectors (e.g. health, education, social assistance) or across sectors (e.g. evaluations of development plans and policies).

This Study was conceived of as a descriptive, factual report (as opposed to an evaluative assessment of country contexts). The Study focused on compiling and assembling a collection of resources by country to serve as a foundation upon which to build a more comprehensive work and to further develop a more comprehensive baseline study. The further development of this foundation will entail more extensive surveys of

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4   Countries in which UNDP has programmes.

5   These unofficial commitments were not signed by official government representatives. Rather, they represent key areas of intervention for government representatives, policymakers and practitioners as expressed during the Third NEC Conference.

a larger and more varied number of government institutions and more in-depth research (such as a detailed review and analysis of government policies and documents and a comparison and aggregation of information gathered beyond the country level).

As a factual study, the methodology involved a desk review of national documents, complemented by an online survey of country representatives and other relevant parties. The desk review was based on Internet documents and websites (in English, French, Portuguese and Spanish) of national governments, local and regional professional evaluation associations within the 43 countries, and UNDP/United Nations Evaluation Group and EvalPartners' websites. Existing documents (e.g. UN reports, research studies on evaluation, government publications) were also reviewed as they became available through these searches.

A review of the proceedings of the three NEC conferences (held in 2009, 2011 and 2013), the online NEC Community UN Teamworks social networking platform[6] and NEC conference websites were the point-of departure for gathering information about a number of countries' capacities. The list of conference participants also provided guidance for the desk review, as they listed a number of government departments tasked with (or interested in) in evaluation. Drawing from these sources and building on the Mapping Study on National Evaluation Policies completed by the Parliamentarians Forum on Development Evaluation (Rosenstein, 2015), this Study focused on gathering updated information and broadening the number of countries reviewed.

To complement and validate this research, a consultation process was undertaken through an online survey of the 43 countries. The Baseline Study Survey 2015 was designed as a qualitative survey to gain insight and to obtain updated information regarding the current situation in

each country in relation to each of the 18 commitments. The Survey was not directed to quantify settings and situations or to generalize results across countries from the sample population of interest. It was distributed to people in the 43 countries, including at least one representative of the UNDP Country Office, one representative of a voluntary organization for professional evaluation and one government representative in each country. Information was obtained on almost all countries. Only Burundi, Malaysia, Mongolia and St. Lucia did not respond the survey.

Survey results were analysed individually, and information input in each of the country profiles. Data collection and reporting was oriented by a framework presenting the key questions of the study in line with the 18 NEC Commitments (see Annex 2). In many countries, the survey and desk review produced information on most of the 18 commitments. When the Study does not present information on the commitments for a country, this is generally due to inconsistent use of evaluation by the country surveyed.

2. STUDY LIMITATIONS

The desk review included websites and meta-analysis of research previously conducted on each of the 18 commitments. The level of availability of information varied across the countries. Some governments make extensive information available through frequently updated, publicly accessible websites, and actively promote their evaluation efforts.

Language limited the depth of analysis in the few cases where information was not in English, French, Portuguese or Spanish. To offset these issues, the study looked for research information in those languages. Online reports and studies in one of the four languages were available in most cases. When the level of available research materials was limited, the Study used surveys to complement what information was available.

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6   unteamworks.org/NEC

For many commitments, the desk review validated the information obtained through the surveys. However, in the case of certain commitments, such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8), the issues themselves had significant variation. This variation stemmed from the context and type of evaluation conducted and from survey respondents that provided multiple answers. It was therefore not possible to fully triangulate; the findings should not be generalized.

In addition, it was not possible to obtain detailed information and explanations on these commitments when data was only available through the surveys. The surveys used yes or no answers to facilitate data collection and analysis of large amounts of data. For example, it was not possible to investigate how peer-to-peer systems were used in countries that have them, who used them or whether they produced expected results.

As such, the study was conceived of as a factual, descriptive study and not an evaluative exercise, particularly as it was not possible to triangulate the information and data gathered. This is the reason why this document is called "Towards a Baseline," and will require more effort to be properly considered a baseline assessment. A baseline assessment would require triangulation of information and additional research for a complete picture in each country. This can be done in the future, through the continuation of this work or the creation of a Wiki-type of online platform, where practitioners and government representatives could add information, provide corrections and validate the work.

Lastly, it is important to explain that even though this is a factual study, some of the research papers reviewed included subjective judgements or were somewhat dated (e.g. from earlier than 2012). In certain cases, it was possible to validate those through the triangulation of data gathered through website reviews and the surveys. In some cases, validation was not possible but the information was included because it was considered a useful point of departure for the development of future baseline work. As much as possible, these are identified and explained throughout the document.

COUNTRY PROFILES

This section provides a snapshot of the status of national evaluation capacities in countries in Africa, Arab States, Asia and the Pacific, Europe and the Commonwealth of Independent States and Latin America and the Caribbean.

1. AFRICA

1.1 BENIN

1.1.1 National government's capacity to use evaluations (Use of Evaluation) [7]

Institutional set up (C4): Evaluations are used to assess the impacts of all government programmes and for governments to provide accountability for their actions. They are also used for learning purposes, to adjust course and to scale up initiatives in Benin. (2015)

The Government of Benin developed a 10-year (2012–2021) National Evaluation Policy.[8] The National Evaluation Policy identifies all those involved in evaluation and specifies their roles. The Policy aims at promoting the evaluation of public policies for management and decision-making and at clarifying the roles of evaluation in government actions. The national evaluation policy scope includes the Strategic Development Orientations, the Growth and Poverty Reduction Strategy 2011–2015, other sectoral policies, the activities of public services and the actions of decentralized municipalities.

The responsibilities for evaluation are assigned to the National Council of Evaluation (Conseil National de l'évaluation – CNE) and the Office of Evaluation of Public Policy (Bureau d'évaluation des Politiques Publiques – BEPP). The Council provides advice to the government on evaluation and promotes evaluation development at the national, regional and municipal levels. It also supports BEPP in drawing up the government's various evaluation programmes and promotes norms, standards and methodologies.

BEPP is responsible for evaluating national public policies to improve policy management in Benin. Reporting directly to the Minister of State Responsible for the Coordination of Government Action, BEPP work focuses on priority public policies, programmes and major projects implemented by the central public administration, professional practices and the activities of public services and development agencies. (Djidjoho, 2011)[9]

Other government departments are also involved in evaluation. The BEPP M&E (monitoring and evaluation) focal points and the programming and prospection departments of each sectoral ministry are responsible for evaluating their ministry's projects and programmes. The Social Change Observatory (L'Observatoire du Changement Social) is in charge of evaluating the impacts of poverty reduction programmes. (Djidjoho, 2014)

The formal evaluation system, integrated into the Planning Programming Budget M&E process chain, contributes to the evaluation of state projects, programmes and public policies. This system

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7   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

8   Synthese du document de politique aationale d'evaluation 2012-2021, available at http://evaluation-gouv.bj/?p=375

9   It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

works well at the national level, but is less effective at the sectoral level—particularly with regards to collecting, processing, analysing, centralizing and publishing data. To ensure that evaluation activities remain connected to the public management cycle and that evaluations are used correctly, it is necessary for the practice of evaluation to become more systematic and for it to correspond to the government's planning and budget programming timetables. (Djidjoho, 2014)

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. (2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. Universities and professional evaluation networks are pushing for the development of national policies, structures and frameworks. (2015) The Benin Network of M&E (Réseau Béninois de Suivi et d'évaluation – ReBSEv) mission is to promote evaluation culture through capacity building and increased awareness by the public sector and civil society regarding the importance of evaluation and its institutionalization. (IOCE, 2012)

Budgets for evaluation (C16): The national evaluation policy describes financial measures to fund sectoral evaluations. Government units responsible for evaluation have their own budgets to conduct evaluation. Policies allocate budgets for evaluation in programme budgets and make them available. (2015)

1.1.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by consultants and independent firms. BEPP uses independent consultants to guarantee the impartiality of the reports. BEPP has drawn up a code of professional ethics inspired by international standards. (Djidjoho, 2014) Evaluations of policies and strategies of priority economic sectors have been conducted by the Office of Evaluation of Public Policy with the assistance of independent consultants. (Djidjoho, 2011)

Stakeholders' involvement/access to information (C10): Benin's national evaluation policy is available on the government website.[10] BEPP has an evaluation portal in its website. (Government of Benin, 2015) Some evaluation reports are available on the BEPP website, but many reports are not made publicly available—they are only available to the government, technical and financial partners and professional associations in the sectors evaluated. BEPP is interested in developing a participative approach to encourage better dissemination of information to civil society. (Djidjoho, 2014)

1.1.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Economic Analysis (Institut National de la Statistique et de l'Analyse Economique) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[11]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): The national evaluation policy refers to the need to advance the professionalization of evaluation as a necessary step for

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10 Document available at: gazelletouch.lagence.de.com/newbepp/wp-content/uploads/2013/10/SYNTHESE-DU-DOCUMENT-DE-POLITIQUE-NATIONALE-D%E2%80%99EVALUATION-2012-%E2%80%93-2021-05012012.pdf.

11 For more information, see Insae-bj.org.

its implementation. The policy also stresses the need to create a professional cadre of evaluators within the administration. Substantial resources have been invested to train and strengthen evaluation capacities of more than 150 managers working in ministries and municipalities.

In order to support national institutions and promote M&E, Benin's Evaluation Network works towards providing methodological support to its membership and facilitating the exchange of information about evaluation practices. Collaborating with BEPP and local and international universities, the Network organizes conferences, workshops and professional courses. In 2012 and in collaboration with BEPP, the Network prepared a study about the evaluation capacities in Benin and developed a capacity-building course for ministry representatives. (IOCE, 2012)

In the context of managing the public policy evaluation functions, BEPP developed various documents to operationalize evaluation procedures. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used in Benin. (2015)

Gender (C18): Some evaluations take gender into consideration and analysis. Programme impacts and evaluation data are disaggregated by sex. However, gender is not adequately considered in national-level evaluations. (2015)

Ethnic and cultural dimensions (C8): Ethnic and cultural issues are not considered in national-level evaluations. (2015)

1.2   BURUNDI

1.2.1   National government's capacity to use evaluations (Use of Evaluation) [12]

Institutional set up (C4): There is no national evaluation policy in Burundi. There are no references to evaluation, monitoring or accountability on government websites. (2015) The Ministry of Good Governance is responsible for implementing the 2011–2015 National Strategy for Good Governance and Fight against Corruption (Stratégie Nationale de Bonne Gouvernance et de Lutte contre la Corruption). The Strategy, adopted by the Ministerial Council in 2011, identifies M&E mechanisms as essential to strengthening government performance. The Strategy sets up as a key priority action the institutionalization of planning, results-based management and periodic evaluation. (Ministere a la Presidence Charge de la Bonne Gouvernance et de la Privatisation, 2011)

1.2.2   National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Burundi Institute of Statistics and Economic Studies (Institut de Statistiques et d'Études Économiques du Burundi) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[13]

1.3   CAMEROON

1.3.1   National government's capacity to use evaluations (Use of Evaluation) [14]

Institutional set up (C4): Cameroon does not have a national evaluation policy. There are several elements (administrative decrees and units, positions and programmes) that, taken together, may be considered a foundation for a more structured approach to evaluation policy. Some sectoral policies require evaluation of specific national programmes. Evaluations are used to assess the impacts of all government pro-

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12   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

13   isteebu.bi

14   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

grammes, for learning purposes, to adjust course, to scale up initiatives and for governments to provide accountability for their actions (mostly as a requirement from international donors). (2015)

There is no central government unit in charge of conducting evaluations. (2015) The Ministry of Economy, Planning and Regional Development (Ministère de l'Economie, de la Planification et du Développement Régional – MINEPAT) has established evaluation units within its administrative set up, including the General Inspection of Performance Evaluation of Services (Inspecteur General de l'évaluation des performances des services) and the General Inspection of Evaluation of Services Functioning (Inspecteur General de l'évaluation du fonctionnement des services). The Prime Minister's Office has a technical adviser in charge of a public service modernization programme (PROMAGAR) to introduce results-based management to the public administration. The technical adviser was trained in results-based management and works with designated focal points in line ministries for the implementation of ministry-wide action plans to be implemented in each directorate. (Yantio, 2013)

All ministries have inspector general positions in charge of 'systematic evaluation', and the General Secretary of the Ministries (Head of Administration) has a monitoring unit anchor. (2015) The work of inspectors in the ministries is complemented by the work of the Ministry of Supreme State Control in Charge of Auditing. The Supreme Court of Justice also has an audit bench that assesses the accounts of all public bodies, including ministries and public enterprises, and prepares annual reports that are more similar to financial audits than programme evaluation. (Yantio, 2013)

All ministries have a monitoring unit in addition to the inspectorates. The unit monitors the implementation of the ministry's road map and reports to the Secretary General and the head of the administration in the ministry. Nevertheless, "rigorous evaluation of governmental poli-

cies, programmes and projects is not yet common practice." (Yantio, 2013, p. 31)

Evaluations are mostly carried by donors, and when locally commissioned they are geared more towards fulfilling contractual obligations rather than improving organizational and programme performance. For example, the Technical Committee for Monitoring and Evaluation (Comitè Technique de Suivi et Evaluacion) of the Government's New Growth and Development Strategy (DSCE) is in charge of such evaluations. (2015) There is pressure from international partners on the central government and there is growing potential demand at the local government level, but there is also "the absence of an evaluation culture and insufficient knowledge at all layers of the public administration." (Yantio, 2013, p. 30)

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. (2015)

In 2014, the parliamentarians from Cameroon signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): International organizations and the government are working together on a formal M&E Framework. (2015) Other stakeholders (professional organizations, universities, private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. (2015) These institutions are coordinating efforts and jointly promoting the need and demand for and use of national-level evaluations. (2015)

The Cameroon Development Evaluation Association (CaDEA) was founded in 2004 "to raise

awareness and demand for evaluation, and build a community of evaluation stakeholders [in the country]" and "to facilitate the access of Cameroonian evaluation professionals to training opportunities available worldwide in order to strengthen their technical capacity." (IOCE, 2012) Among other initiatives, it is pursuing the development of strategic partnerships with national and international counterparts for advocacy, educating decision makers and programme managers on the nature and benefits of evaluation and collecting and disseminating information on M&E practices in the country.

Budgets for evaluation (C16): Some surveys indicate that government policies allocate evaluation budgets within programme budgets and make them available, and that policies, programmes and projects have evaluation resources built into their budgets. Some government units responsible for evaluation have their own budgets; other units' budgets are not in place for the conduct of evaluation.[15] (2015)

1.3.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Some evaluation reports are made public and are easily available on government websites. However, evaluation reports are generally considered sensitive information and not made publicly available. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

National data systems (C2): Cameroon's National Institute of Statistics (Institut National de la Statistique du Cameroun) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[16]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Methodologies (C9): There are no technical capacities in rigorous internal evaluation of the policies, programmes and projects of their respective ministries. Few qualified professional evaluators exist in the country. There are "training organizations in the private and public sector that provide undergraduate and professional training in M&E, although with inadequate curriculum, teaching resources, and learning conditions." (Yantio, 2013, p. 33) (2015)

The University of Yaounde II (Soa) and the Support Centre for Evaluation and Rural Development (CAED) are developing a learning course for PhD students on Evaluation of Public Policies. (2015)

Gender (C18): Some evaluations take gender into consideration, analyse programme impacts and use gender-responsive evaluation methods. Gender is generally requested to be part of evaluation design and that evaluation teams have gender analysis expertise. However, this is not systematically undertaken. (2015)

Ethnic and cultural dimensions (C8): Evaluations take ethnic and cultural issues into consideration and analysis of programme impacts. Evaluation reports discuss ethnic and cultural issues that are addressed in the project or pro-

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15 See comment on limitations regarding generalizations about certain commitments.

16 statistics-cameroon.org

gramme. Evaluation data is disaggregated by ethnic and cultural background. (2015)

1.4   ETHIOPIA

1.4.1   National government's capacity to use evaluations (Use of Evaluation) [17]

Institutional set up (C4): Ethiopia does not have a national evaluation policy. (IOCE, 2012) There is some emphasis on evaluation as an important accountability requirement from development partners and international financial institutions. The national government, through the Ministry of Finance and Economic Development (MoFED), has the responsibility for project evaluation but there is no framework or standards in place. In lieu of standardized mechanisms in the public sector, project-level evaluations are performed on a case-by-case basis.

Evaluations have been mostly driven by development partners. Since 1991 and supported by international partners, requirements have been in place to ensure performance of development interventions under the government's national development plans.[18] In line with this, the current MoFED Growth and Transformation Plan 2011–2015 includes such M&E requirements. (Government of Ethiopia, 2015) The Bureau of National Monitoring and Evaluation of the National Planning Commission is in charge of M&E of the overall national development plan. (2015)

MoFED undertakes intensive evaluation studies on selected sectors, as these are required for sectoral interventions under national plans. These evaluations are collaborative efforts of the ministries, regional bureaux and development partners. The independent evaluations (conducted by international development agencies, bilateral cooperation agencies and international financial institutions, in accordance with their respective interests) are integrated through the sectoral annual performance reports. (Alemu, 2011)[19]

MoFED plays a coordinating role, consolidating and analysing data collected from administrative sources and different surveys conducted by the Central Statistical Agency. Using administrative and survey data sources (which use output and impact indicators), MoFED compiles and analyses annual progress reports and disseminates them to all stakeholders. An M&E Macroeconomic Policy Matrix document is also prepared as part two of the national plan to monitor and annually evaluate indicated targets. There is a "rising demand for on-time release of annual progress reports and [an] increase[d] use of evaluation results in project and programme design and academic research." (Government of Ethiopia, 2015)

Parliamentarians promoting evaluation use (C6): In 2014, parliamentarians from Ethiopia signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): The Ethiopian Evaluation Association (EEvA) has been active since 2008, with the mission "to engage and enable M&E professionals to contribute significant part in the socio-economic development of the country through knowledge generation, awareness creation, capacity building, advocacy and rendering model service in evalua-

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17 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

18 Ethiopia developed the Agricultural Development Led Industrialization (ADLI) plan in 1991, followed by the Poverty Reduction Strategy process in 2000, and by 2002 it issued the first three-year Sustainable Development Poverty Reduction Programme (SDPRP) 2002-2005, the first five-year Plan for Accelerated and Sustainable Development to End Poverty (PASDEP) in 2005 and the Plan for Accelerated and Sustained Development to End Poverty 2005/06 to 2009/10.

19 It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

tion." (IOCE, 2012) The network has plans (as yet unrealized) to engage in influencing and advocating for governmental evaluation policies and systems. The Ethiopian Monitoring and Evaluation Association (established in 2014) is advocating for and promoting evaluation capacity in Ethiopia. (Tesfaye, 2015)

1.4.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Statistical Agency[20] is the government agency responsible for collecting and analysing national data (e.g. demographics, economics). The Agency works in coordination with the MoFED, sector ministries and development partners concerning evaluation. (Alemu, 2011)

Integrated public registries (C11): In order to manage socio-economic changes taking place in the country and to increase its capacities for information generation, the government of Ethiopia established the National Statistical System (NSS), a national medium-term statistical programme and a national strategy for development of statistics.

Coordination practices (C14): Coordination is a challenge between line ministries and regional bureaux; it is an obstacle to generating and compiling essential evaluation information on time, which complicates time-sensitive corrective policy measures.

1.5 GHANA

1.5.1 National government's capacity to use evaluations (Use of Evaluation)[21]

Institutional set up (C4): Ghana routinely conducts evaluations, but does not have a national evaluation policy. (Rosenstein, 2015) Sectoral policies requiring evaluation of specific national pro-

grammes are in place. (2015) The government recognizes the need to use M&E to ensure that progress is made towards national policies, objectives and interventions. The 1992 Constitution and other public documents gave rise to institutional M&E arrangements at the national, regional and district levels. (Dery, 2014)

Evaluations are used to assess the impacts of all government programmes. Evaluations are also used for learning purposes, to adjust course, to scale up initiatives and for governments to provide accountability for their actions.

The National Development Planning Commission (NDPC) is the government department charged with responsibilities for national M&E. The Commission coordinates the input from ministries and agencies to produce national development policy frameworks on a three-year basis, linking development plans at the sector and district levels to the national budget.[22] The M&E system provides "feedback and lessons for continuous improvement of the policy plans and the national budget." (Dery, 2014, p. 204)

National M&E plans assess the progress made towards national development plan implementation. The M&E Division is tasked with the oversight of the implementation of development policies in order to ensure that the NDPC meets its mandate related to national development planning. The Division is responsible for preparing M&E guidelines, the national and NDPC's M&E plans, national annual progress reports and evaluation and participatory assessments of the impacts of select government policies. (Ghana National Development Planning Commission, 2015)

Demand for M&E progress reports is largely driven by development partners and by the need to comply with internal regulations. The use of

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20 csa.gov.et

21 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

22 ndpc.gov.gh

M&E results for policy formulation and decision-making and as an integral part of good governance is limited in Ghana, as there is no demand by parliament or civil society. (Dery, 2014)

Universities, professional evaluation networks and the international donor community are pushing for the development of national evaluation policies, structures and framework. (2015)

Parliamentarians promoting evaluation use (C6): In 2014, parliamentarians from Ghana signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Other stakeholders (professional organizations, universities, private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. International organizations are advocating and promoting the use of evaluations. (2015)

The National Commission is working with the Japanese International Cooperation Agency to organize M&E training sessions for senior executives and political leadership in order to enhance their awareness and understanding of the value of a national M&E system. (Ghana National Development Planning Commission, 2015)

The Ghana M&E Forum (GMEF) and the Ghana Network of Independent and Professional Evaluators (G-IPEN) are the professional organizations active in the country. GMEF was founded in 2008 and is working to promote open dialogue around M&E issues and to positively influence development opportunities.

Early in 2015, the National Planning Commission held a media dialogue as part of the activities to commemorate the International Year of Evaluation (EvalYear 2015). The Commission announced it was launching a major campaign to strengthen the environment for evaluation by developing a national evaluation policy. The event was jointly organized by NDPC, the African Evaluation Association, the Ghana M&E Forum and UNICEF. (Ghana National Development Planning Commission, 2015)

Budgets for evaluation (C16): There are limited funds available for M&E activities. (Dery, 2014) The government units responsible for evaluations lack human, material and financial resources. Evaluations are usually *ad hoc,* and budgets are not in place for their conduct (except for donor-funded projects that have evaluation budgets). (2015)

1.5.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): The National Development Planning Commission emphasizes the involvement of civil society organizations and development partners in M&E processes as an important feedback mechanism. (Dery, 2014)

The Annual Progress Reports and materials on M&E, including M&E plans, are available on the NDPC website. Evaluation reports are sometimes made public and available on government websites. (2015)

1.5.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Ghana Statistical Service is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[23]

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23   See limitations regarding generalizations about certain commitments such as Budgets (C16), Independent Evaluators (C17), Stakeholders' Involvement (C10), Peer-to-peer systems (C5) Gender (C18) and Ethnic and Cultural Issues (C8).

Integrated public registries (C11): Data quality and management information systems across government levels and departments are inadequate, and there are issues related to transferability of data from one system to another. (Dery, 2014) Public registries and administrative records are not integrated. (2015)

Independent evaluators (C17): Evaluations are conducted by independent evaluators under contracts. (2015)

Methodologies (C9): The National Commission produces M&E Guidelines and provides basic M&E training for sector ministries, departments, agencies and other levels of government to build capacities and establish formats, timelines for their preparation of M&E plans for their own development plans as well as quarterly and annual progress reports. (Dery, 2014)

Generally, there is weak capacity to produce evaluations; non-compliance with M&E reporting guidelines and frameworks is common, due in part to developmental partners' need and support for sectoral M&E systems (as opposed to a national system). (Dery, 2014)

Gender (C18): Some evaluations take gender into consideration, including analysis of programme impacts. Evaluation reports discuss how gender equality is addressed in the project or programme. Evaluation data is disaggregated by sex. Some evaluations use gender-responsive evaluation methods. To some extent, evaluation teams have gender analysis expertise. (2015)

Ethnic and cultural dimensions (C8) Incorporation of ethnic and cultural issues is limited. (2015)

1.6.1   National government's capacity to use evaluations (Use of Evaluation)[24]

Institutional set up (C4): Government-wide M&E has been used in Kenya since the early 2000s. With the assistance of the donor community, the National Integrated M&E System (NIMES) was established under the direction of the National Steering Committee. The Committee is chaired by the Permanent Secretary in the Ministry of Devolution and Planning, and includes representatives from other government departments, development partners and civil society. (Machuka, 2014)

In 2010, the Kenya Constitution strengthened the basis for M&E in the country. By establishing decentralized governance, the Constitution created a new layer of county-level government, to be supported by a well-functioning evaluation system. (Machuka, 2014) There are ongoing efforts to institutionalize evaluation in the country. There are proposals for a national evaluation policy, but they have not yet been institutionalized. Some sectoral policies require evaluation of specific national programmes.

Evaluations are used to assess the impacts of all government programmes, for learning purposes, to adjust course and to scale up initiatives. The government uses evaluations to provide accountability for its actions. (2015)

The Ministry of State for Planning, National Development and Vision 2030 in the Office of the Prime Minister has responsibilities that include implementing Kenya Vision 2030 and coordinating and providing leadership for the National M&E Framework and the Annual Progress Reports coordinating. The Monitoring and Evaluation Directorate (MED) tracks and provides feedback on the implementation of all government policies, programmes and proj-

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24   See limitations regarding generalizations about certain commitments such as Budgets (C16), Independent Evaluators (C17), Stakeholders' Involvement (C10), Peer-to-peer systems (C5) Gender (C18) and Ethnic and Cultural Issues (C8).

ects. It coordinates the development and implementation of the NIMES at both national and decentralized levels and analyses expenditure and progress reports from line ministries and districts in order to prepare annual M&E reports, Annual Progress Reports and Public Expenditure Review. The Directorate is also responsible for tracking Kenya Vision 2030 and the first Medium Term Plan 2008–2012. (Government of Kenya, 2015) The Directorate works towards "encouraging the culture and practice of M&E and [at] promoting accountability in order to enhance public service delivery." (Machuka, 2014, p. 212)

NIMES focuses more on monitoring aspects than evaluation, even though it periodically undertakes evaluations of government plans, strategies and some specific sectoral interventions. Efforts are under way to bridge this gap with a draft national evaluation plan. Each ministry also has Central Project Planning and Monitoring Units (CPPMUs), which are expected to conduct evaluations in coordination with MED once the national evaluation plan is in place. County Monitoring and Evaluation Units also exist within the 47 county governments, and are part of the plans for a County Integrated Monitoring and Evaluation System (CIMES). (2015) An M&E policy was designed to guide the system implementation, addressing issues of coordination and involvement of civil society to improve reporting and feedback.

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. (2015) In 2014, parliamentarians from Kenya signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (professional organiza-

tions, universities, private sector actors, NGOs) and international organizations are actively advocating and jointly promoting the use and conduct of evaluations. (2015) International donors have been actively promoting M&E in Kenya. Kenya is a major focus country for the Africa Impact Evaluation Initiative (AIM), given the large scope of impact evaluation activities and the government's commitment to evidence-based policy-making. (AIM, 2015)

The Evaluation Society of Kenya has prepared a constitution and strategic plan in 2011 in an effort to become operationalized. The Society has an e-platform, a website and has been engaged in a strategic partnership with NIMES. It also collaborates with MED to develop events with the goal of enhancing the culture and demand for M&E in the country. These increase the visibility of the Society and NIMES as an M&E tool for tracking and communicating results. It also encourages a culture of dialogue and the sharing of experiences and learning. The use of mainstream and social media is an integral part of the Society's strategy to advance M&E professional practice in Kenya. (IOCE, 2012)

Budgets for evaluation (C16): Policies allocate budgets for evaluations within programme budgets. Policies, programmes and projects have resources for evaluation built into their budgets. MED receives funding from the national budget for its operations and the periodic specific evaluations. The future national evaluation plan is expected to have built-in budgets for the evaluation function to conduct certain evaluations. (2015)

1.6.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): The M&E process in Kenya calls

for the participation of civil society, NGOs, academia and the private sector. (Machuka, 2014) Evaluation reports are made public and easily accessible on the government website. (2015)

Implementation of evaluation recommendations (C3): Progress in implementing recommendations is periodically evaluated. (2015)

1.6.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Kenya Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[25]

Integrated public registries (C11): Public registries and administrative records are not integrated, and challenges exist to harmonize and coordinate approaches across all actors for data collection, analysis, archiving and use. (2015)

The National M&E system is supported by an electronic project management information system (which includes project M&E systems at the central and decentralized levels). The information system contains integrated dissemination and communication mechanisms to share the findings and results of evaluation processes, with a feedback mechanism to support report dissemination. (Machuka, 2014)

Methodologies (C9): Capacity development to manage evaluation is one of the components of the National M&E system. There are technical courses and manuals available to guide evaluation work, and UNDP is supporting the government to develop a curriculum at the subnational and national levels. The Kenya School of Government has developed M&E curricula and introduced courses in M&E. Universities also have courses in M&E and many government staff and local evaluators are exposed to international training opportunities through the International Programme for Development Evaluation Training and other institutions. (2015)

To guide the work of implementing the National M&E system and to offset weak capacities, technical advisory groups have been established in all 18 national government ministries and in 47 counties. These are groups made up of technical experts from the government, NGOs and development partner agencies, which are expected to contribute to a more transparent mechanism for the assessment of results. (Machuka, 2014)

The Monitoring and Evaluation Directorate prepared national M&E indicators to track progress through consultation processes. The Directorate is collaborating with the Evaluation Society of Kenya for peer learning and experience-sharing in implementing national M&E systems. The Society is also involved in other learning initiatives, such as South-South exchanges. (Machuka, 2014)

The Swedish International Development Agency has provided support for a Capacity Development Programme for the NIMES and recently conducted a needs assessment and capacity analysis of the NIMES. The Assessment reveals that "after more than eight years of operations, the country still lagged in uptake of M&E culture and practices" and that capacities are needed at the individual and institutional levels. (Machuka, 2014, p. 214)

Peer-to-peer systems (C5): Peer-to-peer systems are used. (2015)

Gender (C18): The M&E Directorate is working with UN Women to develop gender-specific and gender-sensitive indicators to track progress within plan implementation. (Machuka, 2014) Evaluations take gender into considerations and analyses of programme impacts, and use gender-responsive evaluation methods. Evaluation reports discuss how gender equality is addressed

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25   knbs.or.ke

in the project or programme and evaluation data is disaggregated by sex. Evaluation teams have gender analysis expertise, but there are still gaps in this area (despite the theory being highlighted in relevant government documents). (2015)

Ethnic and cultural dimensions (C8): Evaluations take ethnic and cultural issues into considerations and analyses of programme impacts. Evaluation reports discuss ethnic and cultural issues that are addressed in the project or programme. Evaluation data is disaggregated by ethnic and cultural background. (2015)

1.7   MALAWI

1.7.1   National government's capacity to use evaluations (Use of Evaluation)[26]

Institutional set up (C4): Malawi conducts M&E routinely, but does not have a national evaluation policy. (Rosenstein, 2013) There are sectoral policies requiring evaluation of specific national programmes and there are plans to establish (through an act of parliament) a National Planning Commission with responsibilities for evaluating national programmes. Evaluations are used to assess the impacts of all government programmes, for learning purposes, to adjust course and to scale up initiatives. (2015)

M&E is a function in the Ministry of Economic Planning and Development of the President and Cabinet. The Ministry is responsible for evaluating the impacts of implementing the Public Sector Investment Programmes of the National Budget. (Nyasuly, 2014) The M&E division has the mandate to carry out M&E exercises on all government programmes and projects in order to determine if they are achieving their intended objectives. It also carries out activities such as Malawi Growth and Development Strategy (MGDS) annual reviews, Community Based Monitoring and Evaluation (CBME), Public

Expenditure Tracking Survey (PETS), Performance Auditing,[27] vulnerability assessments and M&E. M&E departments also exist in many ministries and departments.

Line ministries and district and city councils also conduct evaluations. There are also decentralized M&E units in each local council where M&E officers report on the progress of plan implementation.

The Public Finance Management Act (2003) mandates that the Ministry of Finance follows up on budget implementation in the country in order to determine the government's level of performance in line with its promises, to enhance transparency and to assist in decision-making. Budgetary M&E is a responsibility of the M&E Section of the Budget Division (Nyasuly, 2014). The Division undertakes the monitoring activities by comparing planned outputs to delivered outputs by analysing expenditure variations and by visiting project sites. (Government of Malawi, 2015)

The Performance Enforcement Department in Office of the President and Cabinet (OPC) is in charge of monitoring budget implementation and evaluating organizational performance agreements against output commitments set by the Office and by line ministries. (Nyasuly, 2014) OPC missions include providing strategic leadership in the development of government policies and programmes and ensuring implementation through M&E. (Government of Malawi, 2015)

The OPC has put in place mechanisms for evaluating government programmes where controlling officers of ministries are signing an organizational performance agreement with the Chief Secretary in OPC. Each department is evaluated annually. (2015)

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26   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

27   malawi.gov.mw/index.php?option=com_content&view=article&id=47:departments-of-the-ministry-of-development-planning-and-cooperation&catid=6:development-planning-a-cooperation&Itemid=51

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015)

Budgets for evaluation (C16): Some surveys indicated that budgets are not in place. Others indicated that government units responsible for evaluation have their own budgets and that policies, programmes and projects have resources for evaluation built into their budgets. (2015)

1.7.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by independent evaluators and the National Statistics Office. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are made public and are easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place. (2015)

1.7.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Office is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[28]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015) There is a lack of an M&E system to coordinate input from all departments involved in M&E processes. (Nyasuly, 2014)

Methodologies (C9): Standards and templates to gather information from various ministries and departments do not exist. There is need to build capacities in the M&E section to develop methodologies, to redefine outputs and indicators and to develop specialized evaluation skills within M&E offices in order to improve evaluation quality. The focus on monitoring work is in part due to the lack of such expertise on evaluation. (Nyasuly, 2014)

Peer-to-peer systems (C5): Peer-to-peer systems are in place. (2015)

Gender (C18): Evaluations take gender into considerations and analyses of programme impacts. (2015)

Ethnic and cultural dimensions (C8): According to survey results, ethnic and cultural issues are not considered in national-level evaluations. (2015)

1.8 NIGER

1.8.1 National government's capacity to use evaluations (Use of Evaluation)[29]

Institutional set up (C4): There has been a draft national evaluation policy since December 2010, but it has not yet been adopted. Universities and Professional Evaluation Networks are pushing for the development of national policies, structures and frameworks. (2015)

There are no national-level evaluations in the country, but evaluations are used to assess the impact of specific programmes in certain government sectors, for learning purposes, to adjust course and to scale up initiatives, usually in the context of informing the development of subsequent project or programme phases or for donor accountability purposes. (2015)

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28 nsomalawi.mw

29 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

Since 2011, Niger has been engaged in strategic planning with the adoption of Development of the Economic and Social Plan (PDES) 2012–2015. The PDES has an enabling mechanism for the assessment of the sectoral effects of each of its programmes. An M&E system based on a participatory approach is part of these efforts. (Gouvernment du Niger, 2012) With the goal of being a permanent process of dialogue and consensus building, the M&E system focuses on collecting trustful information that is useful for decision-making and leading to corrective measures. The system was conceived to monitor the implementation of the Plan and its results in order to enable the annual review of public spending and mid-term and final evaluations of the relevance, efficiency, effectiveness and impact of public policies. Impact assessments will focus on five to ten policies annually (*ex-ante*, ongoing and *ex-post*). (Ministere du Plan Niger, 2015)

There is no central unit that coordinates all aspects of the evaluation of public policies. The Ministry of the Plan of Territorial Management and Community Development (Ministère du Plan de l'Aménagement du Territoire et du Développement Communautaire) coordinates the national development policy. Its Public Policies Evaluation Office (Bureau de l'Évaluation des Politiques Publiques – BEPP) is the unit responsible for the M&E activities related to PDES implementation. (2015)

Other evaluation units exist in the Ministry of Economy and Finance, such as the General Directorate for Evaluation and Programme Development (Direction Générale Évaluation et Programme de Développement) and the Directorate of M&E of Projects and Programmes (Direction Suivi et Évaluation des Programmes et des Projets).

Professional networks, such as the Nigerian Network of M&E (Réseau Nigérien de Suivi Évaluation – ReNSE) and the Niger Community Management of the Results-based Practice (CoP-NIGER) and government institutions,

such as the High Commissioner for Modernization of the State, are making efforts to establish a culture of evaluation and results in Niger. (IOCE, 2012)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (professional organizations, universities, private sector actors, NGOs) and international donors are actively advocating and promoting the use and conduct of evaluations. (2015)

ReNSE (formalized in 2010) is building on the increasing interest in M&E and results-based management in the country and on the political will to promote an evaluation culture in Niger.

Budgets for evaluation (C16): Some surveys indicate that policies, programmes and projects have resources for evaluations built into their budgets. Others reveal that budgets are not in place for conducting evaluations, but there are plans to establish a Mutual Fund for evaluation (with contributions from the state budget and from financial and technical partners). (2015)

1.8.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): Systems are not in place to follow-up on these. (2015)

1.8.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Institute (Institut National de la Statistique – INS) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[30]

Integrated public registries (C11): The survey indicates that public registries and administrative records are integrated. INS releases several types of reports; periodically, Niger Info provides online information. (2015)

Methodologies (C9): There are no technical courses or manuals available.[31] (2015) ReNSE is discussing possible partnerships with the University of Niamey and the National School of Administration and Magistracy (Ecole Nationale de l'Administration et de la Magistrature).

The African Development Bank, in collaboration with the Ministry of Planning and the African Community of Practitioners in Managing for Results and Performance (AfCoP), organized a workshop to launch a community of results-based practice in Niger. (Ministere du Plan Niger, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Evaluation data is disaggregated by sex, especially in sectors such as health and education. In certain areas, evaluation reports discuss how gender equality is addressed in the project or programme. (2015)

Ethnic and cultural dimensions (C8): There are indications that ethnic and cultural issues are not adequately considered in national-level evaluations. A survey respondent noted that ethnic aspects are not considered, although cultural aspects are taken in account. (2015)

1.9.1   National government's capacity to use evaluations (Use of Evaluation)[32]

Institutional set up (C4): There are sectoral policies requiring evaluation of specific national programmes. (2015) A Draft National M&E Policy Framework is awaiting approval and legislation by the National Parliament in Nigeria. The country uses evaluations to assess the impacts of all government programmes, for learning purposes, to adjust course and to scale up initiatives. (2015)

The Department of M&E was established in the Presidency National Planning Commission in 2010 in order "to improve the quality and dissemination of government performance information for accountability and policy improvement purposes." Its responsibilities include developing a framework to support M&E and reporting on national government performance in line with national development goals. The Department is responsible for monitoring and evaluating the performance of government policies the sectoral level, the performance of government institutions and the effectiveness and impact of public programmes. The Department of Social Development also has responsibilities for M&E of their sectoral projects and programmes. (National Planning Commission, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015)

The Nigeria Evaluation Association (NEA) was founded in 2011 with the goals of developing a standardized, professional evaluation practice in

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30   stat-niger.org/statistique

31   See comment on limited depth and explanations about certain issues.

32   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

Nigeria; developing programmes to guide evaluation practice; and helping to build understanding of international developments and trends in M&E. The Network also aims at establishing and maintaining collaborations and affiliations with the public sector and third sector organizations and institutions. (IOCE, 2012)

Budgets for evaluation (C16): Some survey respondents indicate that there are no budgets in place to conduct evaluations. Others mentioned that government units are responsible for evaluations and have their own budgets.

1.9.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments. There are cases in which independent evaluators under contract conducted evaluations.

Stakeholders' involvement/access to information (C10): Annual M&E reports by the M&E Department are available on government websites.

Implementation of evaluation recommendations (C3): According to the survey, there are no systems in place to follow-up on the implementation of evaluation recommendations.

1.9.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics) in Nigeria.[33]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): The Department of M&E of the Presidency National Planning Commission has the responsibility of developing evaluation capacities across the government, developing performance indicators and targets and data management systems (including data collection tools, identification of data sources, frequency of data collection and data transmission plans). (National Planning Commission, 2015)

The Nigerian Evaluation Association has goals related to developing and strengthening the capacity of members through coordinated trainings on the fundamentals, tools and methodologies of evaluation. It aims to promote high quality intellectual, ethical and professional standards in the evaluation profession in Nigeria and to promote the development and adoption of M&E approaches and methods suitable to Nigeria's development context.

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Survey results indicate that evaluations take gender into their considerations and analyses of programme impacts; evaluation data is disaggregated by sex.

Ethnic and cultural dimensions (C8): The survey reveals that evaluations take ethnic and cultural issues into their considerations and analyses of programme impacts.

1.10 SOUTH AFRICA

1.10.1 National government's capacity to use evaluations (Use of Evaluation)[34]

Institutional set up (C4): Evaluations are used in South Africa to assess the impacts of government programmes, to assess the impacts of specific programmes in certain government sectors, for learning purposes, to adjust course and

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33   nigerianstat.gov.ng

34   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

to scale up initiatives. Evaluations are used for governments to provide accountability for their actions. (2015)

The Government of South Africa approved the National Evaluation Policy Framework in 2011, setting the basis for government-wide evaluation focused on priority areas. The Framework aims to contribute to establishing a culture of continuous improvement in service delivery. It establishes the foundation for the National Evaluation System (NES) and the implementation of the National Evaluation Plan.

The national evaluation system is led by the Evaluation and Research Unit (ERU) of the Department of Performance M&E (DPME) and supported by a cross-government Evaluation Technical Working Group. (Government of South Africa, 2015) As indicated by the survey, evaluations are conducted by individual government departments in partnership with DPME. DPME has focused on trying to create a utilization-focused and demand-driven evaluation system. (UNDP IEO, 2014) In addition, an Evaluation Technical Working Group has been established to support DPME in taking forward evaluation nationally and ensuring broad buy-in across government. The Working Group is made up of the main departments that have evaluation capacity, plus the Public Service Commission, the Department of Public Service and Administration, the National Treasury and the Auditor General.

Some provinces have evaluation plans that are managed in the Offices of the Premier; there are initiatives to encourage the development of departments' evaluation plans. (2015)

The government uses evaluations to improve policies' performance and development impact, to improve accountability of public expenditures, to improve decision-making and to increase the knowledge base around the government's work. The National/Provincial Treasury is required to utilize evaluation report findings and recommendations as a source of evidence in supporting the budget process. The Framework mandates that

departments use evaluation findings in subsequent planning and budgeting processes. (Government of South Africa, 2015)

A 2012 survey by DPME describes M&E information as having limited or no influence on decision-making and integration with policy development as either non-existent or very limited (as viewed by 46 percent of respondents). Integration of M&E with budgeting was also viewed as limited (48 percent of respondents). This was considered a poor environment for the demand and use of M&E evidence when viewed as a stand-alone activity that is detached from other key management processes. (Goldman, 2014)

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. (2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015)

The DPME has been stimulating the demand for evaluations more widely. It has piloted the development of provincial evaluation plans with the Western Cape and Gauteng Provinces; three departments have developed departmental evaluation plans. This aims to stimulate a wider use of evaluation than could be covered under the national evaluation plan, and also stimulates departments and provinces to think of what they should undertake themselves (as opposed to those with major national interests and that are covered in the national evaluation plan).

The partnership between the Government of South Africa and the South African M&E Association (SAMEA) seeks to develop evaluation capacity in the country and to assist in the institutionalization of evaluation in various sectors of society (government, academia, civil

society, private sector consulting firms, foundations and development partners and the donor community). The DPME and SAMEA signed a general Memorandum of Understanding to collaborate on strengthening capacity building and enhancing evaluation credibility. (IOCE, 2012) There are examples of partnership in taking evaluation practices forward, such as the flagship biennial conference of SAMEA, the establishment of provincial chapters, joint projects and consultative work on the development of evaluation frameworks, competencies and standards. (2015)

Budgets for evaluation (C16): Government units responsible for evaluation have their own budgets to conduct evaluation. Policies allocate budgets for evaluations in programme budgets and make them available; policies, programmes and projects have resources for evaluation built into their budgets.[35] (2015)

1.10.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by independent evaluators under contracts. The evaluations are supervised by government experts and DPME officials. (2015)

Stakeholders' involvement/access to information (C10): All evaluations in the national evaluation plan are implemented through partnerships with the custodian departments who have committed to implementing improvements to programmes and policies informed by evidence generated through the evaluations. (Government of South Africa, 2015)

A Government of South Africa website provides insights into the National Evaluation System.[36] The National Evaluation Policy Framework also calls for the communication of evaluation results through the development of a strategy

for the dissemination of the evaluation report, including publishing evaluation reports on relevant websites, developing communication materials on the evaluation and sharing findings with key stakeholders and the media. (Government of South Africa, 2015) The DPME must also ensure that the full evaluation reports are posted on their websites and that management responses are made public and easily available. (2015)

Evaluation audits are made available through an evaluation repository on the DPME website. There are plans to make all evaluations that were undertaken through the national evaluation plan public (after the evaluations have been submitted to the cabinet).

Implementation of evaluation recommendations (C3): Evaluators must produce improvement plans, which are monitored every six months for two years. (2015)

The Evaluation Framework calls for the formulation of recommendations to be prepared with stakeholders. Evaluation users should analyse and have the right to indicate their agreement (or lack of thereof) with findings and recommendations. Senior government management levels should respond to those findings and recommendations and write a management response, either accepting the results or indicating where they disagree and providing reasons why. After these, the department being evaluated should prepare an improvement plan in response to the evaluation, detailing necessary improvement actions. Progress made in their implementation should be monitored by the same department and reported to the DPME (or the Offices of the Premier) on a three-month basis. (Government of South Africa DPME, 2015)

The DPME is required to report to the Cabinet and Offices of the Premier on the progress related

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35   See comment on limitations regarding generalizations about certain commitments.

36   dpme.gov.za/keyfocusareas/evaluationsSite/Pages/default.aspx

to evaluations of the national plan (including follow-up).[37]

1.10.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): Statistics South Africa (Stats SA) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[38]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): Training has been conducted to ensure evaluation capability in all government departments. Technical courses and manuals are available to guide evaluation work. The Department of Public Service and Administration has established the School of Government in order to help build the capacities of public servants, including in M&E. Universities in South Africa have different courses on M&E. South Africa has developed a quality assurance system for monitoring national statistics. (2015)

The government website includes guidelines and templates, evaluation standards, competencies for evaluators and government staff managing evaluations and a suite of courses that have been developed to support the system. The site also provides a link to a repository of evaluations carried out since 2006 that have been through a quality assessment process. (Government of South Africa, 2015)

SAMEA organizes workshops and training to enhance individual capacity to conduct credible evaluations in collaboration with national and provincial governments, foundations, universities and others, including annual capacity building workshops and a bi-annual conference to upgrade evaluation skills and to share best practices internationally.

Peer-to-peer systems (C5): All evaluations in the national evaluation system must have at least two peer reviewers, including one to review the methodology and the other as a sector specialist. They review the deliverables throughout the evaluation process and assist with ensuring its quality. (2015)

The evaluation framework calls for the establishment of a peer review process for external (and some internal) evaluations to ensure that they are credible. This can include peer departments or a panel of evaluators. Peer reviews look at the process as well as the product, and how far the conditions for utilization have been established. It is recommended that two appropriately qualified people should be critical reviewers of each evaluation, which should be budgeted for as part of the evaluation budget. They should give feedback in a session with the department. It is also valuable to undertake a validation process where the findings of the draft report are presented to a workshop of stakeholders. (Government of South Africa DPME, 2015)

Gender (C18): Survey results for this Study reveal some variations regarding the extent of gender consideration in evaluation. Some indicate that evaluations take gender into their considerations and analyses of programme impacts; some indicate that gender is rarely properly considered. Other responses indicate that evaluation reports discuss how gender equality is addressed in the project or programme, that evaluation data is disaggregated by sex, that evaluation uses gender-responsive evaluation methods and that evaluation teams have gender analysis expertise.

The survey also reveals that there is work in progress related to making evaluation more gender-responsive and sensitive.

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37 According to the survey, DPME has also the following tools to monitor implementation of evaluations work: citizens-based monitoring, a management performance assessment tool, government-wide M&E, frontline service delivery monitoring, government performance information and a presidential hotline.

38 statssa.gov.za

Ethnic and cultural dimensions (C8): Some surveys indicate that national-level evaluations do not properly consider ethnic and cultural issues. Other responses indicate that evaluations take ethnic and cultural issues into their considerations and analyses of programme impacts and that evaluation data is disaggregated by ethnic and cultural background.

1.11.1 National government's capacity to use evaluations (Use of Evaluation)[39]

Institutional set up (C4): Tanzania routinely conducts evaluations, but does not have a national evaluation policy. (Rosenstein, 2015) Although there are no national-level evaluations, sectoral policies requiring evaluation of specific national programmes exist and evaluations are used to assess impact of specific programmes in certain government sectors. (2015)

The M&E Section in the Ministry of Finance was established in 2000 to monitor and evaluate all poverty alleviation strategies and initiatives in the country; it has been the primary driver for M&E in Tanzania. In 2005, the government initiated a process to harmonize the requirements of planning, M&E and reporting for institutions across the government. The 'Medium-term Strategic Planning and Budgeting Manual' was developed to guide the preparation of strategic plans, medium-term expenditure frameworks and monitoring and reporting. (Magembe, 2011)[40]

Demand for evaluations increased with the inception of the Tanzania Development Vision 2025 and international assistance programmes, such as the 2000 Poverty Reduction Strategy Paper and the Joint Assistance Strategy for Tanzania, which "created a strong ground for a more systematic approach to poverty monitoring" and fostered the development of a comprehensive Poverty Monitoring System. (Magembe, 2011, p. 31)

There is no central government unit in charge of conducting evaluations. An M&E Section exists in the President's Office – Public Service Management Division that performs M&E activities that are mostly linked to the Division's work, such as monitoring the implementation of its Annual Plan and Medium-term Strategic Plan and corresponding periodic performance reports, in order to provide support for the institutionalization of M&E process within the division and to conduct impact studies of its plans, projects and programmes. The Section is also tasked with coordination and M&E of the various components of the Poverty Reduction Strategy Paper. (Government of Tanzania PO-PSM, 2015)

The M&E Section of the Ministry of Finance has responsibilities to monitor the implementation of the Ministry's Annual Plan and Medium-term Strategic Plan, to prepare periodic performance reports, to provide support for the institutionalization of M&E process within the division and to conduct impact studies of plans, projects and programmes. (Government of Tanzania MOF, 2015)

A Planning and Monitoring Division in the President's Office Planning Commission is responsible for providing expertise and services in planning, implementation, M&E, ensuring internal and external evaluation of the Commission's activities and targets and providing for informed decision-making. Its M&E section monitors the implementation of the Commission's Annual Plan and Medium-term Strategic Plan and prepares periodic performance reports. (Government of Tanzania Planning Commission, 2015)

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39 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

40 It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

Parliamentarians promoting evaluation use (C6): In 2014, Tanzanian parliamentarians signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Universities and professional evaluation networks are pushing for the development of National policies, structures and frameworks. Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015) The Tanzania Evaluation Society (TanEA) is advocating that the government creates and maintains an appropriate regulatory M&E framework in the country. (IOCE, 2012)

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

1.11.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by independent evaluators under contracts with consultancy firms and research institutions.

Implementation of evaluation recommendations (C3): Follow-up on the implementation of evaluation recommendations is considered a challenge. (2015)

1.11.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[41]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): Technical courses and manuals to guide evaluation work are not widely available. (Baseline Study Survey, 2015) The government has been making efforts to build capacities of the staff responsible for M&E functions across government institutions.

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Survey respondents indicate that evaluations take gender into their considerations and analyses of programme impacts and that evaluation data is disaggregated by sex. (2015)

1.12 UGANDA

1.12.1 National government's capacity to use evaluations (Use of Evaluation)[42]

Institutional set up (C4): Evaluations are used to assess the impacts of all government programmes, for learning purposes, to adjust course, to scale up initiatives and to provide accountability for government actions. (2015)

The development of M&E in Uganda is linked to the government's need to measure progress towards the implementation of its 1997 Plan for the Eradication of Poverty (PEAP) and the "need to demonstrate performance and responsiveness

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41 nbs.go.tz

42 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

to citizens' demands as an indicator of good governance." (Byamugisha, 2011, p. 64)[43] Uganda's National Evaluation Policy was formalized in 2014. (Rosenstein, 2015)

The Office of the Prime Minister (OPM) is constitutionally mandated to lead government business in the parliament. The OPM is also responsible for coordinating M&E of government policies and programmes. A unit in the OPM, the M&E Division of Policy Coordination, coordinates M&E work to semi-annually and annually review the performance of all ministries, departments and agencies against stipulated targets. (CLEAR, 2012)

Parliamentarians promoting evaluation use (C6): In 2014, parliamentarians from Uganda signed a declaration (Yaoundé Declaration of African Parliamentarians on Evaluation) recognizing "the important function of evaluation in national decision-making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision-making for greater development effectiveness and inclusive growth." (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015) The Uganda Evaluation Association's (UEA) mission is "to promote the practice, use, quality and ethics of M&E in Uganda's development process."

Budgets for evaluation (C16): Evaluation budgets are not always available. (2015)

1.12.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are made public and are easily available on government websites. (2015) A Presidential initiative, Baraza Programme, was adopted in 2009 as a platform for citizen's participation in monitoring and demand for the use of public resources in local government service delivery. The Programme is planned to be carried out in 32 districts by the M&E unit of the OPM in 2014 and 2015. (Government of Uganda OPM, 2015)

Implementation of evaluation recommendations (C3): Monitoring work involves field inspections and presentation of findings in a report to the relevant minister; recommendations are presented to the cabinet.

1.12.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Uganda Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[44]

Integrated public registries (C11): Public registries and administrative records are not fully integrated. (2015)

Methodologies (C9): The Uganda Management Institute and other institutions offer technical courses to guide evaluation work. (2015) The Uganda Evaluation Association is working towards building capacities in M&E through formal and informal training, the sharing of literature, methods, procedures and practical evaluation frameworks. Evaluation standards and guidelines for the public sector were developed

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43   It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

44   ubos.org

by the OPM in collaboration with the Uganda Evaluation Association. (IOCE, 2012)

Gender (C18): Evaluations take gender into their considerations and analyses of programme impacts and use gender-responsive evaluation methods. Evaluation reports discuss how gender equality is addressed in the project or programme, and evaluation data is disaggregated by sex. Evaluation teams have gender analysis expertise. (2015). The Uganda Evaluation Association has produced evaluation standards that require evaluators to incorporate gender approaches. (UNDP NEC, 2015)

Ethnic and cultural dimensions (C8): Evaluations take ethnic and cultural issues into their considerations and analyses of programme impacts. Evaluation reports discuss ethnic and cultural issues. (2015)

Coordination practices (C14): A recent assessment of monitoring teams within the government by the Ministry of Public Service indicates that at least twelve central government agencies have some role in conducting monitoring of public service provision. Further, there are cases of duplication of efforts with different Ministries' monitoring agents not necessarily sharing information collected or publicly released with each other. (Van Hoot, 2012)[45]

2. ARAB STATES

2.1 EGYPT

2.1.1 National government's capacity to use evaluations (Use of Evaluation)[46]

Institutional set up (C4): There is no legally binding institutional set-up for evaluations in Egypt. There are proposals in place to institutionalize evaluation, but they have not yet been legislated. Universities and professional

evaluation networks are pushing for the development of national policies, structures and frameworks. (2015)

Efforts to launch an M&E performance-based budgeting process in Egypt date back to 2003, when the Ministry of Finance formalized (through a decree) the setting up M&E units within the government administration.

Egypt subsequently underwent a revolution in 2011 that increased economic and political instability, "which not only makes development M&E reporting more difficult to conduct because of funding constraints, but also undermines its significance in the context of a country in crisis." (Abdelhamid, 2014, p. 236) The constitutional reforms that followed were also viewed as an opportunity for making evaluations mandatory in Egypt going forward, although this Study did not find information about concrete developments.

Generally, there is lack of interest and understanding in Egypt of development M&E and its importance in the context of development projects. (Abdelhamid, 2014, p. 235) The culture of generating, utilizing and exchanging information is weak and there is need for stronger systems that address transparency, efficiency and accountability.

Partnerships to strengthen and promote evaluation (C7): Several institutions (government, voluntary organizations for professional evaluation, parliament and private sector entities) are coordinating efforts and jointly promoting the need and demand for and use of national-level evaluation. International organizations are also advocating and promoting the use of evaluations. The Egyptian Association for National Evaluation (EGY-EVAL) and the Egyptian Research and Evaluation Network (EREN) are also promoting evaluation. (2015)

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45 It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

46 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

The International Policy Centre for Inclusive Growth (IPC-IG) worked closely with UNDP Egypt and the Egyptian government to strengthen monitoring and impact evaluation of their development policies and programmes.[47]

Prior to 2011, the Ministry of Finance was leading advocacy work at different levels, including the involvement of parliamentary members to review progress and overcome obstacles with implementing M&E performance-based budgeting. The Ministry held press conferences and prepared bulletins and publications documenting the government's progress towards creating a culture of performance. (Abdelhamid, 2014)

EREN is also working to develop the capacities of national partners and to disseminate knowledge to proliferate evaluation culture and practice. The Network has been active advocating for evidence-based policies, bridging the gap between policy makers and researchers and evaluators. The Network has been interested in contributing to the creation of an enabling environment to professionalize the evaluation function, to improve programming and to promote equitable evidence-based decision-making. (IOCE, 2012)

2.1.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Agency for Public Mobilization and Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[48]

Methodologies (C9): In the context of the performance-based budgeting, 1,500 government officials were trained for the establishment of M&E systems. Guidelines and standards are not available and there is limited accountability regarding professional ethics. EREN is engaged in capacity development activities for evaluation as mechanism to enhance ownership, harmonization and sustainability of donor interventions. Network activities include developing seminars and a one-year professional diploma on research and evaluation. (IOCE, 2012)

Gender (C18): Evaluation data is disaggregated by sex and evaluation teams have gender analysis expertise. (2015)

2.2 LEBANON

2.2.1 National government's capacity to use evaluations (Use of Evaluation)[49]

Institutional set up (C4): Lebanon does not have requirements for evaluations, and they are not systematically conducted in the country.[50] There are no efforts in place to develop national policies, structures or frameworks requiring evaluation.

There is no central or decentralized unit in the government that is in charge of conducting evaluations; the country does not have national government evaluations. (2015)

The Government's Office of the Minister of State for Administrative Reform (OMSAR) seeks to develop the institutional and technical capacities of Lebanese ministries, central bodies, public agencies and municipalities. It is in charge of identifying, implementing and evaluating development projects that translate strategies into action. OMSAR is working to implement modern management techniques in public adminis-

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47 For more information, see eg.undp.org/content/egypt/en/home/presscenter/articles/SocialContractCenterNews.html.

48 capmas.gov.eg

49 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

50 Lebanon is now entering its fifth year facing the economic and social impacts of the Syrian crisis. Over one million Syrians, about a quarter of the Lebanese population, have taken refuge in Lebanon. The conflict has been straining public finances, service delivery and the environment, among others. For more information on this, see Worldbank.org/en/country/lebanon/overview.

tration in Lebanon. One of its future projects is to activate public resources management, introducing quality management concept and adopting effective mechanisms to combat corruption. (Office of the Minister of State for Administrative Reform, 2011)

OMSAR developed the Strategy for the Reform and Development of Public Administration for Egypt in 2011. The document notes that monitoring, assessment and accountability are not practised efficiently or correctly at the public administration and that the country lacks political commitment to administrative development.

The Strategy describes the adoption of "serious accountability and monitoring at the public administration" as one of the main principles that "ought to be applied." (Office of the Minister of State for Administrative Reform, 2011, p. 8) Restructuring and updating the roles and duties of monitoring bodies is one of the most important goals to reform and develop the public administration, along with building institutional capacities, reinforcing the role of strategic planning and making policies and governance transparent and accountable. The document also sets a plan to reform and develop the public administration. The plan is comprised of programmes such as a public administration capacity-building programme to restructure monitoring bodies and to establish the concept of reaching and measuring achievements.

Partnerships to strengthen and promote evaluation (C7): International organizations are advocating and promoting the use of evaluations. (2015)

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

2.2.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

2.2.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Administration of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[51] **Integrated public registries (C11):** Public registries and administrative records are not integrated. (2015)

Methodologies (C9): There are no technical courses or manuals available to guide evaluation work. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

2.3.1 National government's capacity to use evaluations (Use of Evaluation)[52]

Institutional set up (C4): Sectoral policies requiring evaluation of specific national programmes exist in Morocco. Evaluations are used to assess the impacts of all government programmes. Evaluations are used for governments to provide accountability for their actions, for learning purposes, to adjust course and to scale up initiatives. (2015)

The 2011 National Constitution emphasized the need for evaluation of public policies at the

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51   For more information, see: cas.gov.lb/index.php.

52   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

national level and evaluation of their implementation at the local level. Although there is no central unit in the government in charge of conducting evaluations, many government departments conduct evaluations and assessments. However, there is no clear and common definition of evaluation across all institutions. (2015)

The National Programme Evaluation Centre at the High Planning Commission (Haut-Commissariat au Plan) is tasked with developing evaluation functions in the public sector. The Commission has the responsibility for developing evaluation of public policy, programmes and projects in collaboration with the ministries and local authorities; for preparing evaluation surveys and studies that contribute to the diffusion of research and evaluation methodologies; and for contributing to evaluations of international cooperation programmes. The Centre is also tasked with organizing evaluation training and ensuring the dissemination of evaluation practices. (High Planning Commission Morocco, 2015)

The Audit and Evaluation unit of the General Inspection division (Inpection Générale) in the High Planning Commission (HPC) is charged with evaluating the activities of the HCP and then reporting on results against HCP objectives and costs. The Regional Directorates of the Commission also have responsibilities for M&E of the local and regional plans for social and economic development. (High Planning Commission Morocco, 2015)

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. Other stakeholders (professional organizations, universities, private sector actors, NGOs, government, voluntary organizations for professional evaluation, parliament and private sector entities), along with international organizations, are actively advocating and promoting the use

and conduct of evaluations and are coordinating efforts to promote the need and demand for and use of national-level evaluations. (2015) Founded in 2008, the Moroccan Association of Evaluation (L'Association Marocaine de l'Évaluation – AME) utilized public debates on public policy evaluation to influence the process of institutionalizing evaluation of public policies in the country.

Budgets for evaluation (C16): Government units responsible for evaluation have their own budgets to conduct evaluation. Policies, programmes and projects have resources for evaluations built into their budgets. (2015)

2.3.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are not easily available on government websites. The publication of evaluations is not systematic. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

2.3.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Applied Economy (Institut National de Statistique et d'Économie Appliquée) in the High Planning Commission is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[53]

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53   hcp.ma/Institut-National-de-Statistique-et-d-Economie-Appliquee_a738.html

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015) Morocco's National Observatory of Human Development is an information system developed in line with results-based management-oriented analysis, containing a logical framework and objectives against which to structure monitoring reports, surveys and specific evaluation missions. It is made up of a "web portal, a databank, a decision-making support system (performance indicators), a virtual documentation centre (electronic document registry and a glossary), a geographic information system and a system of statistical surveys." (Chafiki, 2011, p. 133)[54] Its databank is a central integrated data system and is available to external users, including government partners and the general public.

Methodologies (C9): Technical courses and manuals are not widely available to guide evaluation work. Some national institutions have valuation techniques in their curriculum modules (e.g. Institute National Statistics and Applied Economics). (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): "Awareness of the importance of integrating gender dimensions into public policy in Morocco is the result of a social democratic movement where women's contributions were decisive." (Chafiki, 2011) There are assessments that integrate gender; in others, gender is not treated due to the lack of (or difficulty in obtaining) data. (2015)

Ethnic and cultural dimensions (C8): Ethnic and cultural issues are not considered in national-level evaluations. (2015)

3. ASIA AND THE PACIFIC

3.1 AFGHANISTAN

3.1.1 National government's capacity to use evaluations (Use of Evaluation)[55]

Institutional set up (C4): Afghanistan is in the early stages of developing a national evaluation policy. (Rosenstein, 2015) Evaluation is carried out on a limited scale. High-level international support has influenced the operations of all development partners in the country, with increased spending required to take charge of the country's security after the withdrawal of foreign troops in 2014. However, due to the conflict spanning the past decade, donors and development partners have not fundamentally focused on applying M&E mechanisms when implementing projects and programmes. In part, this was because of limited capacity and understanding of M&E within the government to push towards more systematic accountability and transparency. This resulted in low-quality implementation of programmes and projects and did not contribute to building a culture of having M&E integration. (Sarwary, 2014, p. 95)

As such, M&E is a relatively new practice. The Ministry of Finance is developing a government-wide performance M&E system (GPMES). GPMES is a three to five-year reform programme under the leadership of the Ministry's Directorate-general of Budget (DGB) that seeks to streamline the way in which line ministries report on performance to central ministries. To inform policy discussions on the development of GPMES, the Ministries of Finance and Economy prepared an assessment of the status of M&E activities in 10 line ministries in August 2014. "M&E processes and systems are highly fragmented and the capacity and power of central ministry planning of M&E departments to consolidate these into unified institution-wide

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54 It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

55 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

systems is weak." (Government of Afghanistan Ministry of Finance, 2014, p. iv)

Independent reviews and evaluations "are frequently conducted for donor-funded projects and programmes but only cover the work supported by these programmes." (Government of Afghanistan Ministry of Finance, 2014, p. iv) There are very few cases where entire ministry or agency programmes—or even sub-programmes—have been periodically independently reviewed for management purposes.

There are experiences to develop a comprehensive M&E framework to measure results, effectiveness and efficiency in the country, such as that used for the implementation of the National Priority Programme for Local Governance and Sub-National Governance Policy in 2012. The Policy was developed by the Independent Directorate of Local Governance (IDLG), Afghanistan's lead local governance agency. Developed to establish a national M&E system for IDLG and its subnational entities, the framework focuses on measuring the results and performances of the IDLG's national development programmes, which are funded by donors and implemented by implementing partners. (Sarwary, 2014)

There are difficulties in conducting evaluations in high-risk locations away from the capital, and "the culture of undertaking professional and systematic evaluations and consequently use of the results and information as inputs for effective decision-making and planning is still poor in the government institutions." (Rosenstein, 2015)

Parliamentarians promoting evaluation use (C6): Afghanistan is participating in the Parliamentarians Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nation-

ally owned, transparent, systematic and standard development evaluation processes that are in line with national evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): There are three evaluation associations in Afghanistan. The Afghan Evaluation Society (AfES), the Afghanistan M&E National Association (AMENA) and the Community of Evaluators (CoE) Afghanistan.

3.1.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): Government institutions in Afghanistan are "typically not very open to sharing information with civil society organizations or the public." (Sarwary, 2014, p. 96) The common practice is to limit access to reports and information to the government. This hampers the use of evaluation information and actions on findings and recommendations.

3.1.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Statistics Organization is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[56]

Integrated public registries (C11): Institution-wide performance monitoring databases containing results-based performance plans, baseline data and performance achievement data do not exist in Afghanistan.

Methodologies (C9): There are limited evaluation skills and knowledge in the country. (Rosenstein, 2015) There are major issues for implementing the IDLG's M&E framework related to a lack

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56   cso.gov.af/en

of M&E technical capacities and government employees' limited understanding of evaluation and its values. (Sarwary, 2014) The assessment report by the Ministries of Finance and Economy indicates limited technical qualifications and experience in performance planning and M&E within the ministries and agencies. (Government of Afghanistan Ministry of Finance, 2014)

3.2.1 National government's capacity to use evaluations (Use of Evaluation) [57]

Institutional set up (C4): The draft national evaluation policy, dated from 2014, aims to provide an overall framework for evaluation in the country and detailed steps in the Evaluation Protocol and Guidelines. (Royal Government of Bhutan, 2015) The policy is an effort of the Research and Evaluation Division of the Gross National Happiness Commission (GNHC) (the former Planning Commission) to institutionalize the evaluation system in the country and to improve the accountability, efficiency and effectiveness of socio-economic development initiatives. It is expected that the Policy will be launched in the second half of 2015. (Evaluation Association of Bhutan, 2015)

Evaluations are used to assess the impacts of specific programmes in certain government sectors. (2015) The Royal Government of Bhutan efforts to strengthen the M&E system in the country started in 2006 with the establishment of the National M&E System (NMES) to serve as a standard system of monitoring and evaluating developmental plans. (Royal Government of Bhutan, 2015) Since then, even though "considerable progress has been made on the monitoring front … evaluation culture in the country still remains weak." (Evaluation Association of Bhutan, 2015)

The GNHC is the overall coordinating body for M&E of development programmes, projects and

policies. Its Research and Evaluation Division is responsible for conducting evaluations in the country. (Government of Bhutan, 2015) Since 2013, the Division has conducted several evaluations of development policies and programmes in collaboration with government ministries. (Evaluation Association of Bhutan, 2015)

Parliamentarians promoting evaluation use (C6): Bhutan is participating in the Parliamentarians Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation processes that are in line with national evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are actively advocating and promoting the use and conduct of evaluations. (Baseline Study Survey, 2015) There are coordinated efforts to promote the need and demand for and use of national-level evaluations. The Evaluation Association of Bhutan expects to "play a critical role in sustainably promoting and increasing the demand for evaluations while the government bodies, parliamentarians, academia, international development partners, media and other stakeholders have a key role in building an enabling environment for evaluation." (Evaluation Association of Bhutan, 2015)

Budgets for evaluation (C16): Some surveys indicate that budgets are not in place; others reveal that government units responsible for evaluations would have their own budget available. (2015)

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57   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

3.2.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are made public and are easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow-up on the implementation of evaluation recommendations, but the draft policy has provisions to institutionalize these. (2015)

3.2.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Bureau is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics) in Bhutan.[58]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): The Evaluation Association of Bhutan (EAB) was established in 2013. A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) of Bhutan's M&E system found that "the evaluation system was weak, technical capacity to conduct/commission and manage evaluations was lacking and demand for evaluation was low." (Evaluation Association of Bhutan, 2015) Evaluation in Bhutan is mostly donor-driven.

The EAB has established a Community of Evaluators (CoE), an electronic platform to facilitate knowledge exchange among those interested in evaluation in South Asia, to expand the knowledge and experience base of individuals and the region, and to provide opportunities for sharing experiences with the international evaluation community. (Evaluation Association of Bhutan, 2015)

There are also technical courses and manuals available to guide evaluation work.[59] (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Evaluations take gender into their considerations and analyses of programme impacts and use gender-responsive evaluation methods. Valuation reports discuss how gender equality is addressed in the project or programme. Overall, evaluation data is disaggregated by sex. (2015)

Ethnic and cultural dimensions (C8): According to survey results, ethnic and cultural issues are not considered in national-level evaluations. (2015)

3.3 INDIA

3.3.1 National government's capacity to use evaluations (Use of Evaluation)[60]

Institutional set up (C4): India has an evolving National Evaluation Policy. (Rosenstein, 2015) Sectoral policies requiring evaluation of specific national programmes exist. Evaluations are used to assess the impacts of specific programmes in certain government sectors, for learning purposes, to adjust course and to scale up initiatives. (2015)

The Performance Management and Evaluation System (PMES) was created in 2009. PMES

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58 nsb.gov.bt/main/main.php

59 It was not possible to obtain detailed information and explanations about these, as data was only available through the surveys. This is further explained in the section on study limitations.

60 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

established a mechanism for M&E on a regular basis.[61] (Trivedi, 2011) PMES compares the achievements of the departments against their annual targets. It aims at reducing the fragmentation of institutional responsibilities for performance management by providing consistencies across multiple objectives. (Government of India, 2015) Over the years, PMES has developed into a robust system, spreading to other levels of governments and other countries. (Rosenstein, 2015)

The central unit responsible for evaluation is the Programme Evaluation Organization (Niti Ayog). Under the direction of the Planning Commission, it is tasked with the evaluation of selected programmes and schemes under implementation, as per the requirement of the Divisions of Planning Commission and Ministries/Departments of the Government of India. The evaluation studies are designed to assess the performance, process of implementation, effectiveness of the delivery systems and the impact of programmes. (Government of India National Planning Commission, 2015)

Created in 2014, an Independent Evaluation Office (IEO) reports directly to the Cabinet Minister (rather than being part of the Planning Commission). The IEO independently assess the effectiveness, relevance and impacts of government flagship programmes with the goal of improving the effectiveness of government policies and programmes. The IEO is tasked with preparing the terms of reference and setting guidelines and methodologies for all department evaluations. The Office also aims to encourage a culture of openness and learning within government systems. The Office is also working to connect India to the best international evaluated evidence in development practice. (Government of India Independent Evaluation Office, 2015)

Parliamentarians promoting evaluation use (C6): India is part of the Parliamentarians

Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation processes that are in line with National Evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. The Development Evaluation Society of India (DESI) was founded in 2002 to build the evaluation capacities of national researchers and to advocate and create awareness to mainstream evaluation in governance. (Development Evaluation Society of India, 2015)

Budgets for evaluation (C16): Policies allocate and make budgets available for evaluations. Ministries and departments have their own budgets as part of their budgetary allocations.

3.3.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): The IEO posts evaluation reports and information about ongoing evaluations to its website. Most reports are available, although some may not be in the public domain. (2015)

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61 It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

Implementation of evaluation recommendations (C3): There are systems in place to follow up on the implementation of evaluation recommendations. (2015)

3.3.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Ministry of Statistics and Programme Implementation is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[62]

Methodologies (C9): The PMES establishes a "comprehensive view of departmental performance" by measuring short- and long-term performance of all relevant aspects of expected deliverables. The results framework enables prioritization by attaching weights to the various objectives and performance criteria. The framework includes the concept of scale as opposed to a single point target, making it simpler to judge deviations. The system also provides a methodology to calculate "an objective and scientifically-based performance score." (Trivedi, 2011, pp. 126-7) Currently, there are no technical courses or manuals available to guide evaluation work. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Evaluation reports discuss how gender equality is addressed in the project or programme. Evaluation data is disaggregated by sex; *ad hoc* evaluations use gender-responsive evaluation methods. (2015)

Ethnic and cultural dimensions (C8): Evaluation reports take ethnic and cultural dimensions into consideration in the analysis of programme impacts. Evaluation reports discuss the ethnic and cultural issues that were addressed in the

project or programme; evaluation data is disaggregated by ethnic and cultural background. (2015)

3.4.1 National government's capacity to use evaluations (Use of Evaluation)[63]

Institutional set up (C4): Most national government agencies have established M&E systems and are moving towards a structured way to operationalize their institutional needs in order to fulfil donor requirements or to satisfy the demands for better performance management. (IOCE, 2012) Evaluations are used to assess the impacts of all government programmes, for learning purposes, to adjust course and to scale up initiatives. (2015)

Legislation on public-sector reforms, such as the State Financing (Law No. 17/2003) and the National Development Planning System (Law No. 25/2004), provide a regulatory framework for implementing performance-based planning and budgeting and demanding M&E performance information and results. (Hayana, 2014) In 2006, the government assigned the responsibility for developing an M&E system to the Ministry of National Development Planning (BAPPENAS). (Government of Indonesia, 2015) The government also created the position of Deputy of Development Performance Evaluation in order to formulate and coordinate national development M&E, to monitor and assess the annual plan and the national development medium-term plan and to maintain national development M&E partnerships. (Hayana, 2014) Provincial and District Development Planning Agencies have decentralized evaluation units.

The Annual Plan review is a monitoring assessment of the achievement of targeted outputs, identifying implementation bottlenecks and constraints through information submitted quarterly

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62   For more information, see: mospi.nic.in/Mospi_New/site/home.aspx.

63   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

by line ministries and provincial governments. In an effort to increase low reporting rates and to improve system accountability, the government introduced an online application (e-Money) in order to assist data collection and integration by the line ministries. The evaluation of the national development plan implementation measures the outcomes and impacts of programmes part of the plan during the five-year implementation horizon. Line ministries conduct evaluations for each of their programmes (as a self-evaluation); the reporting information is integrated into a BAPPENAS evaluation report. (Hayana, 2014)

Decentralization and a higher degree of democratization have increased the demand for better government performance in delivering development results. This has been "accompanied with the re-emerging New Public Management thinking that drives most public organizations to find better ways to manage their performance." (IOCE, 2012) At this stage of development, "most government agencies in the country have moved towards an evaluative culture … but it is still a long journey to go with the focus remaining on monitoring for performance and not yet on evaluation." (IOCE, 2012)

International organizations are advocating and promoting the use of evaluations. (2015) The Indonesian Development Evaluation Community (InDEC) was established in 2009 and launched as an organization in 2012. InDEC has been promoting the value of evaluation and awareness of good evaluation practices in order to strengthen the enabling environment for better evaluation in Indonesia and to advocate for national evaluation policies and systems. It is working to engage and influence government officials, members of parliament, academia, the media and M&E professionals working in NGOs, CSOs and projects and programmes funded by international donor agencies. Advocacy work is also under way for the

Master Plan for Acceleration and Expansion of Indonesia Economic Development (MP3EI).[64] InDEC is also engaged in advocacy work through liaison with the National Development Planning Agency and Coordinating Minister for Economic Development. (IOCE, 2012)

Budgets for evaluation (C16): Policies, programmes and projects allocate budgets for evaluation[65] and make them available. Government units responsible for evaluation possess their own budgets to conduct evaluation. Policies, programmes and projects have built resources for evaluation into their budgets. (2015)

3.4.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): BAPPENAS has been organizing public consultation meetings since 2012. Civil society organizations and universities participated in the meetings and shared their views during the M&E process. (Hayana, 2014) Evaluation reports are made public and are easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are systems in place to follow up on the implementation of evaluation recommendations, but they vary across institutions. (2015)

3.4.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Bureau for Statistics is the central government agency

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64   The MP3EI is an important economic development plan initiated by the President. However, according to InDEC it lacks monitoring and evaluation components.

65   See comment on limited depth and explanations about certain issues.

responsible for collecting and analysing national data (e.g. demographics, economics).[66]

Methodologies (C9): There are technical courses and manuals available to guide evaluation work. (2015) Challenges exist in Indonesia regarding building the capacities of M&E practitioners. (Hayana, 2014) InDEC has been conducting a limited number of capacity building activities on M&E methods and holding discussions on M&E qualities and ethical issues. (IOCE, 2012)

3.5   MALAYSIA

3.5.1   National government's capacity to use evaluations (Use of Evaluation)

Institutional set up (C4): Malaysia has a semi-formalized but well-established national evaluation policy. (Rosenstein, 2015) In 2005, the government directed all federal- and state-level ministries and agencies to undertake outcome evaluations of their projects and programmes.[67] (Ahmad, 2011) In 2009, the government adopted an outcome-based approach for planning, resource allocation, monitoring and evaluation as part of the 10th Malaysia Plan 2011–2015. (Government of Malaysia Economic Planning Unit, 2010) The system requires annual formative evaluations for every ministry and its programmes and activities. The evaluations are incorporated into planning processes and budgetary processes. The evaluations also serve as supportive information for any proposal for policy or programme adjustments through the Outcome-based Budgeting System. The approach also encourages ministries to conduct internalized self-evaluations.

As per the annual formative evaluations, these "outcome evaluations and policy-level evaluations are performed at the end of each Five-Year Plan for the Economic Planning Unit in order to review and prioritize national planning." (Evaluation Office at the UNDP, 2011, p. 17)

Several government agencies, including the Economic Planning Unit (of the Department of the Prime Minister's Department), the Public Service Department, the Malaysia Administrative Modernization and Management Planning Unit, the Treasury and the Implementation Coordination Unit are individually responsible for planning, implementing, monitoring and evaluating national policies. Line ministries are responsible for implementing, monitoring and evaluating their own projects, and the Implementation Coordination Unit independently monitors and evaluates line ministries' projects and evaluates national programme and policy-level interventions. (Majid, 2014)

The Development Budget Section of the Economic Planning Unit (EPU) is responsible for monitoring and evaluating the implementation status of programme and project performance, including financial, physical and outcomes in relation to Malaysia's development budget. Improvements related to the M&E outcome-based approach is one of the focus areas of the 11th Malaysia Plan 2016–2020 to enhance project management for better and faster outcomes. (Government of Malaysia, 2015)

The focus of the Malaysia Administrative Modernization and Management Planning Unit (MAMPU) is on monitoring compliance and evaluation. To facilitate this, MAMPU introduced a Star Rating mechanism in order to evaluate and rate the performance of the public sector. (Malaysia Administrative Modernization and Management Planning Unit, 2015)

The Implementation Coordination Unit of the Prime Minister's Department monitors the implementation of the national development plan through select programme evaluations and evaluation reports to the National Action Working Committee and the National Action Council. (Government of Malaysia ICU, 2015)

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66   bps.go.id

67   It is possible that changes have been in place since the source date. However, website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

Evaluation findings are used as feedback in short-term planning processes and to prioritize programmes. Their aggregate forms part of a key performance indicator—a report card, calculated at a year-end, on the performance of heads of ministries and agencies that prompts them to ensure the efficiency and effectiveness of programmes and projects. (Ahmad, 2011)

Partnerships to strengthen and promote evaluation (C7): The Malaysian Evaluation Society (MES) has been playing an active role shaping the conceptual and strategic approach to evaluation in the country through key partnerships with the Ministry of Finance and CeDRE International (a private sector group). (IOCE, 2012) Malaysia's M&E progresses are also a result of media pressure. "The media [has] started demanding governmental transparency and accountability related to meeting people and stakeholders' needs and expectations." (Ahmad, 2011, p. 82)

3.5.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Department of Statistics Malaysia is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[68] A National Indicator Databank enables system users to choose their programme or project outcomes and easily match them to the national key result areas. However, not all public registries are integrated.

Methodologies (C9): The Implementation Coordination Unit produced guidelines to guide the conduct of outcome evaluations of programmes. (Ahmad, 2011) Under the new outcome-based approach and the Outcome-based Budgeting system, about 200 middle- and senior-level officials across the government have been trained. The Malaysian Evaluation Society has also collaborated with the Ministry of Finance and

the private sector for capacity-building activities. (IOCE, 2012)

Peer-to-peer systems (C5): Strategic alliances are a mechanism used in Malaysia to evaluate its ministries. Central Agencies, the Implementation Coordination Unit, the Auditor General Office, the Treasury and the Economic Planning Commission comprise a committee that reviews the alliances. The government also uses a system to appoint an Outcome Evaluation Champion as a reference point in each ministry (after he or she is certified and trained in outcome evaluation). (Ahmad, 2011)

Gender (C18): There are efforts to integrate gender issues into the mainstream public management initiatives and there are policies governing these. Gender is part of the outcome-based system requirement as one of the twelve cross-cutting issues that need to be addressed by ministries and government agencies within their strategic plans through specific key indicators. (IOCE, 2012)

Ethnic and cultural dimensions (C8): Similarly, equity and cultural sensitivities issues are integrated into mainstream public management initiatives and there are policies governing these. Cultural issues are part of the outcome-based system requirement as one of the twelve cross-cutting issues that need to be addressed by ministries and government agencies within their strategic plans through specific key indicators. (IOCE, 2012)

3.6 MONGOLIA

3.6.1 National government's capacity to use evaluations (Use of Evaluation)

Institutional set up (C4): Currently, there is no national evaluation policy in Mongolia. The dismantling of the institutions of central planning in the early 1990s severely weakened the mechanism for overall policy formulation and strategic

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68   statistics.gov.my

planning. Since 2010, the government has been improving its M&E system by transitioning into a results-based system as an indirect effect of the application of the Millennium Development Goals-based M&E system. (United Nations Economic Social Council, 2015) The transition is at a very early stage of development.

The system for monitoring the implementation of development plans in Mongolia has improved, although there are still large gaps in understanding how to monitor and assess development policies and undertake mid-course corrections when required. Also, there is little or no link between data and policy, planning and budgeting and monitoring. Use of results-based monitoring and assessment is very limited and there is no systematic *ex-post* evaluation. (UNDP, 2015)

The Ministry of Economic Development MED, in partnership with UNDP, has started implementing the Strengthening the Government Capacity of National Development Policy and Planning project. The project aims at building the government's capacity to improve its economic policy formulation, strategic planning and monitoring both at national and local levels. The project will also guide the preparation of various planning documents in order to ensure better coordination and harmonization of long-, medium- and short-term planning in the country. (UNDP, 2015)

3.6.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Office is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[69]

3.7.1 National government's capacity to use evaluations (Use of Evaluation) [70]

Institutional set up (C4): There are sectoral policies requiring evaluation of specific national programmes in Nepal. At the same time, parliamentarians are pushing for the development of national policies, structures and frameworks. The National Planning Commission has drafted an evaluation policy legislation, which is going to be included in the new constitution.[71] (2015)

Nepal has a well-integrated system linking M&E to national development priorities. (Rosenstein, 2015) Evaluations are used to assess the impacts of all government programmes, to assess the impacts of specific programmes in certain government sectors and for learning purposes, to adjust course and to scale up initiatives. (2015)

Efforts to institutionalize evaluation of development interventions began in 1990. M&E have been embedded in national planning processes and in all stages of project cycle management since 2002. There have been increasing efforts to institutionalize managing for development results approaches in planning processes. This was done through the design of results frameworks and standardized results indicators at the sectoral and project levels (Dhakal, 2014). Continuous improvements have been made in each of the national plans to strengthen the system.

Several government departments are tasked with M&E functions; all government ministries have M&E Divisions/Sections. The Office of the Prime Minister and Council of Ministers has a Planning and Monitoring Section assigned with the M&E of annual, medium- and long-term government policies. The Planning and Monitoring Section is also tasked with developing

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69   en.nso.mn

70   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

71   See comment on limited depth and explanations about certain issues.

indicators, conducting impact studies and prioritizing M&E. Some of the ministries also have M&E divisions tasked with preparing M&E plans, monitoring and evaluating projects implemented by the ministry and conducting regular evaluations as prescribed by the National Planning Commission. (Government of Nepal National Planning Commission, 2013)

The National Planning Commission M&E Division manages the overall M&E system (including information systems and capacities) and undertakes evaluations of programmes and projects. Sectoral divisions of the National Planning Commission Secretariat (NPCS) conduct field inspections of programmes and projects and undertake policy, programme and project-related studies and evaluation reports of the sectoral ministry/agency. (National Planning Commission, 2015)

Annual programme and project budgets also discuss evaluation findings. However, they are not conducted systematically or with clearly defined purposes, such as for specific policy needs. "A lack of clear evaluation objectives makes it is difficult to frame evaluation questions that will generate evidence in areas of interest to policymakers. There is lack of a clear and coherent evaluation policy that drives systematic selection, conduct and use of evaluations. There are also weak capacities to demand, facilitate and conduct impact evaluations, which results in low-quality studies of limited use." (Dhakal, 2014, p. 140)

The National Planning Commission is currently preparing a draft legislative bill on M&E. The Commission's National M&E Guideline is in the process of being adopted as the national evaluation policy. Universities and professional evaluation networks are pushing for the development of national policies, structures and frameworks. (2015)

Parliamentarians promoting evaluation use (C6): Nepal is one of the countries participating in the Parliamentarians Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation

in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation processes that are in line with national evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating, jointly advocating and promoting the need and demand of evaluations at the national level. The Nepal Community of Evaluators (CoE/Nepal) is in constant consultation with the National Planning Commission for the development of national policies and other related documents. (2015) Since 2011, CoE has been working to "establish a culture of evaluation at national and international level through development and dissemination of knowledge in evaluation, capacity building of evaluation stakeholders, and promotion of evaluation theory and practice." (IOCE, 2012)

The Nepal Evaluation Society has been working since 2009 to develop the evaluation system in Nepal as a "capable, strong and main managerial instrument in the planned development effort" by developing evaluation culture, capacity and commitment; evaluating the results of development; and designing results-based instruments to focus on delivery to target groups. The Society promotes evaluation capacity through M&E training, evaluation capacity development programmes, preparation of M&E guidelines and talk programmes. It seeks to influence evaluation culture, capacity and commitment in order to enhance an enabling environment and increase demand for evaluation. It also seeks to influence the development of evaluation policies by the government. (IOCE, 2012)

Budgets for evaluation (C16): Ministries and other agencies responsible for conducting M&E are tasked with the preparation of monitoring

plans and provision of resources necessary for its implementation in their annual budget. (Government of Nepal National Planning Commission, 2013) Some survey results indicated that budgets are not in place for the conduct of evaluations; others revealed that policies allocate budgets for evaluations in programmes budgeting and make them available. (2015)

3.7.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015) The National Planning Commission engages third parties through competitive processes in evaluations. "Steering Committees, formed for each evaluation facilitate the process, approve the terms of reference, select the right evaluators, facilitate evaluation processes and maintain the quality of evaluations and reports." (Dhakal, 2014, p. 138)

Stakeholders' involvement/access to information (C10): There are established practices to disseminate evaluation findings to policymakers from line ministries and relevant partners and to publish evaluation reports on websites. (Dhakal, 2014) Evaluation reports are made public and are easily available on government websites. (2015)

The National Commission Guidelines determine provisions ranging from parliamentary committees to public hearings committees and also an M&E Committee in order to ensure information is provided to stakeholders on programmes' activities and outputs, and in order to promote transparency, social responsibility and accountability. (Government of Nepal National Planning Commission, 2013)

Implementation of evaluation recommendations (C3): The National Commission Guidelines call for the implementation of an Action Plan for Evaluation. These should include an estimate of required resources necessary to implement the evaluation recommendations and to prepare management responses. (Government of Nepal National Planning Commission, 2013)

3.7.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[72]

Integrated public registries (C11): Public registries and administrative records are not integrated.[73]

Proper methodologies (C9): Evaluation reports tend to focus on the results of processes and delivery of outputs rather than on outcomes. Studies are generally quantitative, and proper triangulations are not usually done on the tools, their design or data analysis.[74] "Even when an evaluation was methodologically sound and captured many facts, if its recommendations were insufficiently based on rigorous analysis, its overall quality and use declined." (Dhakal, 2014, p. 139)

The National M&E Guidelines are a mechanism to improve and systematize the M&E process in Nepal, making it "more scientific, practical and useful." (Government of Nepal National Planning Commission, 2013, p. i)

Peer-to-peer systems (C5): Peer-to-peer systems are not currently used. (2015)

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72 For more information, see: http://cbs.gov.np.

73 See comment on limited depth and explanations about certain issues.

74 This is according to a study done for analysis of 29 project evaluations in various sectors since 1995, as described in Dhakal, Theertha, 2014.

Gender (C18): Gender is integrated into the outcome indicators, which draw on international indicators such as the Gender Development Index. In addition, the Guidelines recommend the use of gender-disaggregated indicators. (Rosenstein, 2015)

3.8   PAKISTAN

3.8.1   National government's capacity to use evaluations (Use of Evaluation) [75]

Institutional set up (C4): Pakistan is in the early stages of developing a national evaluation policy. (Rosenstein, 2015, p. 38) Sectoral policies requiring evaluation of specific national programmes do exist.

There are no national-level evaluations. The national government does not regularly conduct evaluations. Nevertheless, they are used to assess the impacts of all government programmes and to provide accountability for government action. Evaluations are used for learning purposes, to adjust course and to scale up initiatives. The international donor community and professional organizations are pushing for evaluation frameworks. According to the survey findings, in the absence of an evaluation culture evaluations are mostly carried out by international donor agencies. (2015)

The government's decision-making process is clear about the formulation of projects based on national needs and in evaluating for policy adjustments. Evaluations mostly inform decision-making regarding budgetary allocations. (Khattak, Projects Evaluation in Pakistan, 2014)

The Monitoring and Evaluation Wing at the Planning Commission (Ministry of Planning, Development and Reforms) is the central unit charge of conducting evaluations. Decentralized units in the Planning and Development Departments also conduct evaluations. (2015) The National Economic Council and the Planning Commission share the responsibility for monitoring and exe-

cuting policies. The Commission's other responsibilities include evaluating the implementation of major development projects and programmes and for organizing research and analytical studies for economic decision-making. (Khattak, Role of Monitoring in Social Sector Development, 2012)

Parliamentarians promoting evaluation use (C6): Pakistan is one of the countries participating in the Parliamentarians Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation processes that are in line with national evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015).

The Pakistan Evaluation Network is working with parliamentarians towards national policy development. The Centres of Excellence in Afghanistan, Bangladesh and Nepal and the Development Evaluation Society of India are the other country-level evaluation networks (UNDP IEO, 2014).

Partnerships to strengthen and promote evaluation (C7): Other stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are actively advocating and promoting the use and conduct of evaluations. Several institutions (government, voluntary organizations for professional evaluation, the parliament and private sector entities) are coordinating efforts and jointly promoting the need and demand for and use of national-level evaluations. (2015)

The Pakistan Evaluation Network (PEN) has been working since 2005 to "catalyse change to develop an M&E culture in national organi-

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75   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

zations for addressing the challenges of transparency, professionalism and performance in the development business to serve the people." (IOCE, 2012)

The South Asian Association for Regional Cooperation collaborates with government ministries and departments including the Planning Division, the Ministry of Social Welfare and Women Affaires, the Department of Special Education and the social development and sociology departments of several universities in the country.

The Community of Evaluators Pakistan (CoE-Pakistan) focuses on the institutionalization of the results chain in the development process. It implements several initiatives, such as training and capacity building of public and private organizations, communities and NGOs in collaboration with national and international partners, donors and organizations. (Community of Evaluators Pakistan, 2015)

Budgets for evaluation (C16): Government units that are responsible for evaluation have their own budgets. (2015)

3.8.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by independent evaluators under contract and by internal government department staff. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There is no clarity whether there are systems in place to follow up on the implementation of evaluation recommendations. The Monitoring and Evaluation Wing at the Planning

Commission shares M&E reports with project executing agencies to foster remedial action as needed. It also submits quarterly reports to ECNEC on the M&E of projects and shares M&E status of projects with the Public Accounts Committee (PAC), Standing Committees of National Assembly, Senate and the Prime Minister's Secretariat. This enables the "identification of slow moving projects, resolve the issues in projects of strategic importance, re-adjust priorities and allocation of resources for mid-course correction in policy, plan as well implementation of the projects." (Khattak, Projects Evaluation in Pakistan, 2014, p. 4)

3.8.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Pakistan Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[76]

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): "M&E, like planning and implementation activities, is undertaken using the conventional methods and *ad hoc* data collection (not properly analysed). It does not usually identify the outcome and impact of the investment." (Khattak, Projects Evaluation in Pakistan, 2014, p. 1) A management information system is in place in the Project Wing and the PME cells, but data is not updated or accurate.

The software of Projects M&E System (PMES) is highly regarded as a "tool to analyse the data and extract results for identification of the outcome impact, but it needs to be updated to meet the targets through integrated results-based M&E. The lack of the institutional capacities, including lack of state of the art M&E Units, absence of qualified staff and technical know-

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76   pbs.gov.pk

how hampers the effectiveness of an M&E in Pakistan." (Khattak, Projects Evaluation in Pakistan, 2014, p. 1)

In recognition for the need for staff capacities in planning and M&E, the Planning Division established a Planning and Management Institute (PPMI). The PPMI is working to improve technical and analytical skills and enhance expertise of the federal, provincial and district governments' officers through training in various areas, including M&E of the development programmes and projects. (Government of Pakistan Planning Commission, 2015) CoE-Pakistan also develops training workshops on evaluation, results-based management and other topics. (Community of Evaluators Pakistan, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not in place. (2015)

Gender (C18): Some surveys indicate that evaluation data is disaggregated by sex. Others reveal that gender is not considered in national-level evaluations. (2015)

Ethnic and cultural dimensions (C8): According to certain surveys, evaluation data is disaggregated by ethnic and cultural background. Others surveys indicate that ethnic and cultural issues are not considered in national-level evaluations. (2015)

3.9   SRI LANKA

3.9.1   National government's capacity to use evaluations (Use of Evaluation) [77]

Institutional set up (C4): Sri Lanka was among the first countries in the region to develop a national evaluation policy. However, it has not yet been legislated due to the lack of an enabling political environment. (Rosenstein, 2013) As such, even though proposals exist to institutionalize evaluations (2015), these are not yet fully institutionalized at the national level in the country

(Sivagnanasothy, 2014). Changes to personnel and government also explain the reasons why efforts to have it ratified have not succeeded.

Evaluations are largely donor-driven and the government has little means to commission its own evaluations. Nevertheless, evaluations are used in the country to assess the impacts of specific programmes in certain government sectors, for learning purposes and to adjust or scale up initiatives. (2015)

Evaluations of development policy and programmes are conducted by line ministries, the Ministry of Finance and Planning (Department of Project Management and Monitoring), the Auditor General's Department and development partners. The Department of Project Management and Monitoring undertakes ongoing, *ex-post* and impact evaluations of selected mega projects (country-led evaluations). Line ministries responsible for implementing development programmes and public policy undertake selected evaluations through their respective M&E unit. (UNDP IEO, 2014)

Decentralized evaluation units exist in the Planning Divisions within the Provincial Councils; District Secretariats have evaluation in their mandate. However, this is not the practice yet. (2015)

Country-led evaluations are selected through a demand-driven process, in response to policy maker needs according to criteria that takes into consideration factors such as a project's relevance and usefulness, difficulty in implementation, innovative intervention and the possibility of replicability of the intervention. This is a way to ensure that the findings will likely be more effectively used in response to policy-making needs. (Hashim, 2014)

Parliamentarians promoting evaluation use (C6): Sri Lanka is one of the countries par-

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77   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

ticipating in the Parliamentarians Forum on Development Evaluation, a collective of parliamentarians who are committed to the development of evaluation in South Asian Association for Regional Cooperation countries. The Parliamentarians Forum's goal is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation processes that are in line with national evaluation policies at the country level, thus ensuring aid effectiveness, achievement of results and development sustainability. (Rosenstein, 2015)

The Parliamentary Committee on Public Enterprises and Public Accounts has been actively emphasizing the need for timely performance audits and the evaluation of state institutions and development projects. (Sivagnanasothy, 2015)

Partnerships to strengthen and promote evaluation (C7): Other stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are coordinating efforts and actively advocating and promoting the use and conduct of evaluations. (2015)

Sri Lanka civil society participates in evaluation through the Sri Lanka Evaluation Association (SLEvA). (Rosenstein, 2013) SLEva has a long history as a country network in the region and works closely with the Government of Sri Lanka to strengthen evaluation policy in the country and to strongly advocate for a national evaluation policy. Its efforts brought up a draft policy at the cabinet level. (Hashim, 2014) SLEva has been collaborating on the development of the Draft National Evaluation Policy.[78] In Sri Lanka, the strategy of promoting collaboration among government, parliament and civil society actors to increase the visibility of evaluation has had positive results: "The Government of Sri Lanka has given high priority to ensure value-for-money in

public management. As a result, concepts such as Managing for Development Results, Evaluation and Performance Audit are getting very high focus in public management." (Sivagnanasothy, 2014)

Budgets for evaluation (C16): Special budgetary provisions are necessary for evaluations in Sri Lanka (Sivagnanasothy, 2014), as budgets are not in place for the conduct of evaluations. (2015). Government units have their own evaluation budgets. Policies, programmes and projects have resources built for evaluations. Many organizations are concerned that allocated budget amounts to carry out quality evaluation are not sufficient. (2015)

3.9.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by internal government department staff and independent evaluators under contracts. External evaluations under contract are conducted through foreign donor projects and programmes. (2015) Specialized evaluations are mostly outsourced to independent academic or research institutions. The M&E units in line ministries, which also conduct or commission evaluations, operate independently from other management, operational and programme implementation functions and report directly to the Head of the Line Ministry. In the case of M&E evaluations, an independent expert evaluation team is appointed to participate in routine evaluations. The evaluation team is made up of representatives from the Department of Project Management and Monitoring, external independent sector specialists and representatives from academia and research institutions. (Sivagnanasothy, 2014)

Evaluations include consultations with stakeholders for beneficiary feedback as well as work-

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78 Details of the Draft National Evaluation Policy can be obtained from SLEvA websites at nsf.ac.lk/sleva/pdf/nepdraft.pdf and sleva.lk/tmp/SLEvA/DraftNationalEvaluationPolicy.pdf.

shops for stakeholder comments on findings and recommendations. However, not all evaluation reports are made public or easily available on government websites.

Implementation of evaluation recommendations (C3): In addition to targeting users who are expected to take action upon recommendations, evaluation reports often also target watchdog agencies, the media and civil society representatives who can play a role in influencing action upon recommendations. (Sivagnanasothy, 2014)

Management responses to evaluations are identified at a high-level progress review meeting chaired by a minister. The evaluation findings and recommendations are reported to the executive branch as part of the Auditor's General annual report, tabled to the Cabinet of Ministers and discussed at the parliament. "Ministries are gradually expanding utilization-focused evaluations and management responses are taken seriously." (Sivagnanasothy, 2015)

3.9.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Department of Census and Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[79]

Integrated public registries (C11): The absence of country-level centralized data for evaluation is a challenge in Sri Lanka. A web-based evaluation information system on a sector-wide basis is necessary to make adequate evaluation information available. (Sivagnanasothy, 2014)

Methodologies (C9): Constraints exist in Sri Lanka regarding lack of skills, methodologies, data systems, manuals and guidelines for evaluation. (Sivagnanasothy, 2014) Nevertheless, SLEva runs professional capacity-building workshops and international conferences. As such, it pro-

vides space for peer-to-peer learning. SLEvA's capacity-building efforts target government officials, NGO workers, academics and students. Activities include biannual national-level conferences, international conferences and seminars and professional development workshops with renowned international experts.

Evaluations undertaken by the government and development partners include evaluation experts and sector specialists. Selection is based on competencies, skills and expertise. Generally, evaluations follow OECD/DAC quality standards and use multiple data collection methods for triangulation and to validate data and findings. Universities incorporated development evaluation as an important module in their postgraduate and masters degree programmes. (Sivagnanasothy, 2015)

Peer-to-peer systems (C5): Peer reviews by evaluation specialists within or outside the government is a practice in Sri Lanka. Peer reviews, management and reference groups are used to avoid conflict of interest or pressure. (Sivagnanasothy, 2014) However, the peer review mechanism may not be widely known as, according to the survey, they are not used. (2015)

Gender (C18): Gender-sensitiveness is one of the considerations for the selection of evaluators to undertake government evaluations in Sri Lanka. (Sivagnanasothy, 2014) Nevertheless, gender is not properly considered in national-level evaluations. Evaluation data is disaggregated by sex in the evaluations of international donor programmes. (2015)

Ethnic and cultural dimensions (C8): According to the survey results, ethnic and cultural issues are not considered in national-level evaluations. Nonetheless, ethnicity is one of the considerations for the selection of evaluators to undertake the government evaluations in Sri Lanka. (Sivagnanasothy, 2014)

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79   statistics.gov.lk/

3.10 THAILAND

3.10.1 National government's capacity to use evaluations (Use of Evaluation) [80]

Institutional set up (C4): Sectoral policies requiring evaluation of specific national programmes exist in Thailand. Evaluations are used to assess the impacts of all government programmes, to assess the impact of specific programmes in certain government sectors, for learning purposes, to adjust course and to scale up initiatives. (2015)

In its Eleventh National Economic and Social Development Plan (2012–2016), the government describes the need to develop "efficient, transparent and participatory systems of M&E at all levels." Responsibilities for developing, monitoring and evaluating the implementation of the Plan fall under the Office of the Prime Minister and its National Economic and Social Development Board (NESDB). The Strategic Unit is responsible for monitoring and evaluating government policies and for formulating national-level development strategies and policy recommendations and action. (Govermnent of Thailand NESDB, 2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. (2015)

The Thailand Evaluation Network (TEN) was created in November 2010. (Thailand Evaluation Network, 2015) It is working towards promoting an evaluation culture in the country, enhancing the enabling environment for evaluation, providing support to national evaluation systems and strengthening the demand for use of evaluations by policymakers. TEN is also working towards promoting transparency of government programmes so that it becomes a standard practice in the country. It is endeavouring to build up other partnerships, especially with government agencies such as the Office of the National Economic and Social Development Board (NESDB).

Budgets for evaluation (C16): Government units responsible for evaluation have their own budgets to conduct evaluation. (2015)

3.10.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts.

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow-up on the implementation of evaluation recommendations. (2015)

3.10.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistical Office is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics). [81]

Gender (C18): Evaluations take gender into their considerations and analyses of programme impacts. (2015)

Ethnic and cultural dimensions (C8): Ethnic and cultural issues are currently not considered in national-level evaluations. (2015)

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80 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

81 web.nso.go.th

4. EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

4.1 ALBANIA

4.1.1 National government's capacity to use evaluations (Use of Evaluation) [82]

Institutional set up (C4): There are currently no existing national evaluation policy or national government evaluations. There are, however, proposals to institutionalize evaluation in the country, but they have not yet been enacted. At present, there are no central or decentralized units in the government in charge of conducting evaluations. (2015) The government is initiating a process to establish a unit to undertake M&E, which is expected to be in place by 2017 with the goal of communicating government achievements and connecting a "top down monitoring approach with a bottom up accountability to citizens." (Pelishi, 2014)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (professional organizations, universities, private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. (2015)

An Albanian Society of Programme Evaluation (ASPE) has existed since 2011, with the goals of raising awareness, supply and demand for evaluation, and of building a community of evaluation stakeholders. It currently has 15 members, including representatives of governments, the private sector and civil society and the mission to contribute to the development of programme evaluation in Albania and to promote the use of evaluation in public and private organizations.

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

4.1.2 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Albanian Institute of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[83]

4.2 KYRGYZSTAN

4.2.1 National government's capacity to use evaluations (Use of Evaluation) [84]

Institutional set up (C4): National evaluation legislation is in place and evaluations are used for learning purposes, to adjust course and to scale up initiatives. There are no regulations for the operation of government agencies (2015). The 2010 Constitution of the Kyrgyz Republic provides the key framework for determining the role of the state in policymaking and ensuring the accountability of government authorities. It establishes that the Prime Minister shall submit an annual government report to the parliament and as such, provides opportunities for institutionalizing the policymaking cycle—including M&E. The parameters for the further development of an integrated system of drafting, adoption, implementation and M&E of policy are also determined by government rules.[85]

The regulations contain references to M&E as a part of the policymaking process, but their implementation is *pro forma* as there is no evidence that indicators are being tracked. Quality assessment of policy impact lacks in public administration, especially at the central level.

Regarding policy development, the government has no dedicated unit focused on the formulation, assessment or M&E of the implementation of sectoral and cross-sectoral policies. M&E

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82 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

83 instat.gov.al/en/Home.aspx

84 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

85 Decree of the Government of the Kyrgyz Republic No.28 on 26 January 2011.

is closely linked with international technical assistance programmes that actively support the implementation of reforms in the Kyrgyz Republic. The donor community had long advocated the importance of M&E, and with their support the government has incorporated this component in the implementation plans of national policies and programmes. However, government M&E efforts are still incipient as a result of the continued existence of the Soviet governance model where control replaces M&E. In addition, there is an insufficient number of ministry employees capable of engaging in M&E activities (which are also not formalized as inputs for decision-making processes). (Nogoibaeva, 2014)

As per policy implementation, the Office of the Government of the Kyrgyz Republic has a control function at the policy implementation stage and is responsible for monitoring the implementation of sectorial programmes and strategies. However, the country lacks an effective system to monitor and evaluate policy implementation. (Nogoibaeva, 2014)

Partnerships to strengthen and promote evaluation (C7): Several institutions (government, voluntary organizations for professional evaluation, parliament and private sector entities) are coordinating efforts and jointly promoting the need and demand for and use of national-level evaluations. A local voluntary organization for professional evaluation exists in the country—the National M&E Network of the Kyrgyz Republic has the mission of developing professional evaluation expertise. (IOCE, 2012) The Network's mission is to influence governmental policies related to evaluation by engaging government officials in capacity- and awareness-building events organized by the Network and by participating in government-organized discussions of policy papers. Specifically, through the preparation of two policy briefs, the Network is advocating for a country-led M&E system and is pushing for effectiveness and transparency of government programmes and policies.

Budgets for evaluation (C16): Budgets are currently not in place to conduct evaluations (2015).

4.2.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow-up on the implementation of evaluation recommendations. (2015)

4.2.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Committee of the Kyrgyz Republic is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[86] However, the institution has "limited capacity to collect data needed for monitoring." (Nogoibaeva, 2014, p. 8)

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): The government has limited evaluation capacities. There are also limited capacities within ministries to collect and process information. These are challenges in view of complexity and cost involved. (Nogoibaeva, 2014) There is particular need to deepen the knowledge and skills of civil servants in development of indicators of achievement of goals and objectives. (National Council for Sustainable Development of the Kyrgyz Republic, 2013)

No higher educational institutions in the country offer a comprehensive course on public policy that would provide theoretical knowledge and prac-

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86   stat.kg/en

tical skills needed in evaluation.[87] Methodological guides on evaluation issues were produced by UNICEF Kyrgyzstan and Soros Foundation Kyrgyzstan. The National M&E Network is developing methodical evaluation instruments and offers online training, local workshops and round table discussions with the participation of NGOs and government representatives. There are also plans to create an electronic library of evaluation materials and literature in the Kyrgyz Republic.

Peer-to-peer systems (C5): Peer-to-peer systems do not exist as a system, but the National Network of M&E of the Kyrgyz Republic regularly organizes peer-to-peer discussions on evaluation instruments and methods among M&E specialists, which sometimes includes international experts. (2015)

Gender (C18): The M&E Network developed a manual for gender-sensitive evaluation; some evaluations use gender-responsive evaluation methods. (2015)

4.3   RUSSIA

4.3.1   National government's capacity to use evaluations (Use of Evaluation) [88]

Institutional set up (C4): The Russian government recognizes "only one type of evaluation as legitimate: regulatory impact assessment (RIA) within the government sector." RIAs have been institutionalized in the public sector in the early 2000s as a methodology to measure the pre- and post-effects and impacts of regulations. Since then, RIA became multidisciplinary, requiring competencies in law, economics, political science and sociology. Programme Evaluation as a practice is gradually evolving from the RIA notion as administrative reforms are increasing emphasis in management by results and the demand for eval-

uation services in the country is increasing slowly as governmental entities become interested in "evaluation as an important new management tool." (Kuzmin, 2014, p. 88)

Partnerships to strengthen and promote evaluation (C7): International collaborations have been expanded in Russia in the past several years, enabling Russian professionals to gain access to the most recent evaluation journals and books. They also became involved in international discussions at professional conferences and are able to attend training and capacity-building workshops. Russian RIA professionals and evaluators developed an informal community of practice with several online forums. Its members actively participate in regional and national evaluation conferences.

The Association of Specialists in Programme and Policy Evaluation (IOCE, 2012) was created in 2014 with the mission "to develop programme and policy evaluation into a mature profession" in Russia. Among its goals, the association aims at disseminating knowledge in programme evaluation, promoting norms and standards for high-quality evaluation and facilitating information exchange among evaluation specialists in the country.

4.3.2   National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Federal Service for State Statistics (Rosstat) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[89]

Methodologies (C9): Programme evaluation is taught at Moscow Higher School for Social and Economic Sciences and in the Masters of Public Administration Programme. The Association

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87   The exception is the Certificate in Policy Analysis four-module programme launched in 2014 by the University of Central Asia's Institute of Public Policy and Administration.

88   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

89   government.ru/en/department/250/events

of Specialists in Program and Policy Evaluation is engaged in conducting conferences and round tables, training events and specialized Internet resources (websites, e-zines, blogs and information portals). Local specialists and organizations capable of conducting high quality evaluations exist in the country. (Kuzmin, 2014)

5. LATIN AMERICA AND THE CARIBBEAN

5.1 ARGENTINA

5.1.1 National government's capacity to use evaluations (Use of Evaluation) [90]

Institutional set up (C4): Argentina routinely conducts evaluations, but does not have a national evaluation policy. (Rosenstein, 2015) Legislation exists that has elements of an integrated system to monitor and evaluate public policies defining functions, responsibilities and standards, such as the laws of Financial Administration and Control Systems (Administración Financiera y Sistemas de Control) of the National System of Public Investment (Sistema Nacional de Inversiones Públicas) and the law of the Programme of Evaluation of the Quality of Expenditure (Programa de Evaluación de Calidad del Gasto). (Aquilino, 2015)

According to the survey, sectoral policies requiring evaluation of specific national programmes exist. Universities and professional evaluation networks are pushing for the development of national policies, structures and frameworks. The survey also reveals that evaluations in Argentina are used to assess the impacts of specific programmes in certain government sectors, for learning, for adjusting course and for scaling up initiatives.[91] (2015)

Government legislation (Decree 22/2011) assigns the responsibility for the M&E of public policies to the Head Department of the Nation's Ministers' Cabinet (Jefatura de Gabinete de Ministros). (Perotti, 2014) The Jefatura coordinates the work of various national government departments for sectoral evaluation systems (Government of Argentina, 2015) through the Programme of Evaluation of Public Policy (Programa de Evaluación de Políticas Públicas) created in 2013 with the goal of preparing evaluations of government programmes.[92] The Programme has several aims, including: contributing to the process of institutionalizing evaluation within the government; improving the capacity of evaluations to improve governance and the quality of public policies; producing knowledge through applied research in evaluation of public policies; promoting awareness; and consolidating an institutional agenda for the Administración Pública Nacional evaluation of public policies.

A Policy Assessment Programme was also established at the Jefatura with the goals of raising awareness, positioning the agenda and mainstreaming policy evaluation in public administration. There is also work towards establishing the Argentinian Network of Evaluation of Public Policies, which will integrate 50 national government evaluation sectors and develop databanks of evaluation experiences. (Mattalini, 2013)

Argentina has three independently operating M&E systems: a budget-related system to follow up on budgetary programmes (managed by the Ministry of Economy); a social programmes M&E system to gather information about benefits, beneficiaries and budgetary expenditures (managed by the National Social Policy Coordination Council of the Presidency); and a gov-

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90 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

91 Whether the country learns and adjusts course or scale up initiatives with information from evaluations was not verified in this study.

92 The administrative unit tasked with the implementation of the Program is made up of the Sub-secretariat of Management and Public Employment, the Secretariat of Evaluation of National Budget and the Sub-secretariat of Evaluation Projects with External Financing.

ernment M&E system to monitor programme management by following up on goals (managed by the Jefatura). (Perotti, 2014)

The System of Social Programmes Information, Evaluation and Monitoring (Sistema de Información, Evaluación y Monitoreo de Programas Sociales – SIEMPRO) is used in the M&E of social programmes. SIEMPRO uses formative and summative evaluations, focusing on programme management, the identification of areas for improvement and programme relevance and effectiveness. The overall goal is to evaluate social programmes in their design, implementation and results phases. (Mattalini, 2013)

The Integrated System of Management M&E (Sistema Integral de Seguimiento y Evaluación de la Gestión – SISEG) is used to gather M&E information from various government jurisdictions on the implementation of government policies and priority programmes. It enables the systematization, consolidation, integration and processing of information on expected achievements under the strategic plan. (Perotti, 2014)

The Ministry of Social Development monitors its functional activities in order to identify progress made by its social programmes. Other ministries are making similar efforts to develop the capacity to generate data in order to enable assessment of results and to promote the systematic evaluation of policies, programmes and services. (Mattalini, 2013)

Other sectoral evaluation work is undertaken by the Ministry of Education, through its National Direction of Information and Evaluation of Education Quality (Dirección Nacional de Información y Evaluación de la Calidad Educativa – DiNIECE), and by the Ministry of Health, through its Direction of Supervision and Monitoring (Dirección de Supervisión y Monitoreo). (Aquilino, 2015)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (including professional organizations, universities, private sector actors and NGOs) are actively advocating and promoting the use and conducting of evaluations. The survey indicates that several institutions (e.g. government, voluntary organizations for professional evaluation, the parliament and private sector entities) are coordinating efforts to jointly promote the need and demand for and the use of national-level evaluations.

The Argentinean Evaluation Network (Red Argentina de Evaluación) has been active since 2005.[93] Network membership includes representatives from the public and private sectors and from civil society (e.g. academics and NGOs). The Network is interested in promoting evaluation culture in different spaces of Argentina. In the long term, it aims to influence governmental policies related to evaluation, evaluation design and the implementation of M&E systems. (IOCE, 2012)

Budgets for evaluation (C16): The survey indicates that budgets are generally not in place to conduct evaluations. However, the survey also indicated that some programmes have evaluation resources built into their budget. (2015)

5.1.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): The survey indicates that evaluations are conducted by government departments' internal staff and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): The evaluations of the National Social Policy Coordination Council on social programmes include the participation of stakeholders (government representatives in charge of the programmes being evaluated) in preparing the evaluation agenda and implementing it, includ-

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93   A few Network meetings have been organized in Buenos Aires. However the Network still lacks a more formalized structure.

ing participation in the design, formulation of the evaluation questions, research methodology, discussions related to evaluation recommendations and in the preparation of the evaluation report. (Mattalini, 2013) Evaluation reports are not made public and are not available on government websites. (Aquilino, 2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.1.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Census (Instituto Nacional de Estadística y Censos) is the government agency responsible for statistical data in Argentina, including demographic, geographic, economic and social data.[94]

Integrated public registries (C11): SISEG is an information system platform that aggregates information from other data subsystems. (Mattalini, 2013) According to the survey, public registries and administrative records are generally not integrated. (2015)

Methodologies (C9): The Policy Assessment Programme of the Jefatura aims to develop evaluation capacities in public administration. The Programme has conducted training workshops for technical officials. (Perotti, 2014). According to the survey, technical courses/manuals are available to guide evaluation work. (2015)

Peer-to-peer systems (C5): According to the survey, peer-to-peer systems are not used. (2015)

Gender (C18): Evaluation data goes as far as disaggregating data by sex only. (2015)

Ethnic and cultural dimensions (C8): National-level evaluations do not formally or consistently consider ethnic and cultural issues. (2015)

5.2 BARBADOS

5.2.1 National government's capacity to use evaluations (Use of Evaluation) [95]

Institutional set up (C4): Sectoral policies that require evaluation of specific national programmes exist in Barbados. There are proposals to institutionalize evaluation in the country, but they have not yet been enacted. Evaluations are used to assess impacts of specific programmes in some government sectors. (2015)

The Research and Planning Unit of the Ministry of Finance and Economic Affairs and decentralized units in other government departments are tasked with conducting evaluations. (2015) The Research and Planning Unit has the responsibility to "monitor, analyse and report on those economic and social outcomes which enable the public to identify and evaluate Barbados' performance and position, along its development plan." (Ministry of Finance, 2015)

There is no noticeable integration between planning and the budget, no system for evaluating the results of institutional management and no monitoring system for the government plan. (Lopez, 2011)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (including professional organizations, universities, private sector actors and NGOs) and international organizations are actively advocating and promoting the use and conducting of evaluations. (2015)

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

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94 indec.mecon.ar

95 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

5.2.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Government departments' internal staff conduct evaluations. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are made public and are easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.2.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Barbados Statistical Service is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[96] "The Statistical Service depends administratively on the Ministry of Foreign Affairs." Even though institutional records from ministries and public institutions are sent periodically to the Statistical Service, "the information is generally two years out of date." (Lopez, 2011, p. 100)

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): Technical courses and manuals are available, but not formally designated as such. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are currently being developed in Barbados. (2015)

Gender (C18): Evaluation data is disaggregated by sex. Gender considerations are inextricably embraced by some national evaluation programmes. (2015)

Ethnic and cultural dimensions (C8): Some evaluation reports discuss ethnic and cultural issues. (2015)

5.3 BRAZIL

5.3.1 National government's capacity to use evaluations (Use of Evaluation) [97]

Institutional set up (C4): Brazil routinely conducts evaluation, but does not have a national evaluation policy. (Rosenstein, 2015) There are no efforts in place to develop national policies, structures or frameworks requiring evaluations. The country does not have national government evaluations. (2015)

Sectoral policies requiring evaluation of specific national programmes exist. Universities and professional evaluation networks are pushing for the development of national policies and structures. Evaluations are used for learning purposes, to adjust course and to scale up initiatives. The government uses evaluations for accountability.

There is no central government unit conducting evaluations. The Ministry of Planning is responsible for overall national government evaluation, but sectoral ministries prepare their own evaluations. The Brazilian federal agencies of control (Federal Court of Accounts – TCU) and the Office of the Comptroller General are engaged in national programme evaluation through performance audits and programme implementation evaluation.

Decentralized units exist in various agencies and ministries, such as in the Institute of Economic and Applied Research (Instituto de Pesquisa

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96 barstats.gov.bb

97 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

Econômica Aplicada – IPEA), the National Institute of Studies and Research (Instituto Nacional de Estudos e Pesquisas – INEP), the Ministry of Health and the Ministry of Social Development. (2015)

There have been successful national-level institutionalization initiatives, such as those by the Ministry of Social Development (Ministério de Desenvolvimento Social e Combate à Fome – MDS) in relation to its key social programmes and by the General Court of Audits (Tribunal de Contas da União – TCU).[98]

The Secretariat of Evaluation and Information Management (Secretaria de Avaliação e Gestão da Informação – SAGI) monitors and evaluates key social development policies and programmes. SAGI focuses on the quality of the interventions' management rather than on their compliance with regulations and legislation. (Vaitsman, 2011)[99] Its activities enable a better understanding of its targeted population, its programme logic, problems to be addressed, good practices and government results and impacts in the area of social development. (Ministerio de Desenvolvimento Social, 2015)

The Ministry of Health's Department of Monitoring and Evaluation (Departamento de Monitoramento e Avaliacao do Ministerio da Saude) developed a framework with key national-level indicators to monitor the implementation of its priority programmes and to measure the development and quality of the country's health systems. The Ministry of Education has initiatives such as a Control Panel (Simec-Painel de Controle), which contains a set of indicators and information that, similarly to SAGI, enable a better understanding of its targeted population, its programmes' implementation problems as well as

the identification of good practices and government results in the sector. (TCU, 2014)

Parliamentarians promoting evaluation use (C6): The Brazilian M&E Network (Rede Brasileira de Monitoramento e Avaliação)[100] works with Brazilian legislative members to demand and use more evaluation. (IOCE, 2012)

Partnerships to strengthen and promote evaluation (C7): At the national level, several institutions (government, voluntary organizations for professional evaluation, the Parliament and private sector actors) are coordinating efforts and jointly promoting the need and demand for and use of evaluations. (2015)

The Brazilian M&E Network works with civil society organizations to enhance their understanding of their role in participating in policy formulation, monitoring and evaluation, and works with the media to ensure they can produce better information. (IOCE, 2012)

Budgets for evaluation (C16): Government units responsible for evaluation have their own budgets to conduct evaluations. (2015)

5.3.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): SAGI evaluations are conducted by independent/external institutions, which reduces the risk of political influence on evaluation. (2015)

Stakeholders' involvement/access to information (C10): Evaluation processes at SAGI include the stakeholder participation (government representatives in charge of the programmes being evaluated) in the preparation of the evaluation agenda,

98   More information on the experience of the TCU can be found at http://web.undp.org/evaluation/documents/NEC/NEC-2011Proceedings.pdf and http://portal2.tcu.gov.br/portal/pls/portal/docs/2541117.PDF

99   It is possible that changes have been in place since the source date, however website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

100   The Brazilian Network has been active since 2003. As of 2012, membership includes about 3,660 members from the public and private sectors, civil society (academics and NGOs) and international organizations.

its implementation (including participation in the design, the formulation of evaluation questions, determination of research methodology), and in discussions related to recommendations and the preparation of the evaluation report. Transparency and accountability are also promoted through the publication of the microdata through the Social Information Consortium (Consórcio de Informação Social).[101] This enables comparability of results and informal validation of programme information. (Vaitsman, 2011)

Some evaluation reports are made public and are easily available on websites; others are not. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.3.3   National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Brazilian Institute of Geography and Statistics (Instituto Brasileiro de Geografia e Estatistica – IBGE)[102] is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).

Integrated public registries (C11): Although public registries and administrative records are not fully integrated, there are efforts to integrate registries, such as the Unified Registry for Social Programmes (Cadastro Único para Programas Sociais – CadÚnico). (2015)

Methodologies (C9): In order to guide work, in-person and online technical courses are available, as are printed and digital publications and products (e.g. data tools, monitoring indicators, evaluation research and specific technical studies in social development-related topics).

The Brazilian M&E Network aims to disseminate knowledge and information through an annual seminar, publications and by promoting the interaction and exchange of experience through participation in other networks and regional and international events (such as Red de Monitoreo y Evaluación de América Latina y El Caribe, IOCE, and others). The Network also works towards promoting and supporting capacity development initiatives and public-sector policy. (Joppert, 2012)

Gender (C18): Some evaluations incorporate gender into their consideration and analysis of programme impacts. (2015)

Ethnic and cultural dimensions (C8): Some evaluations use data that are disaggregated by ethnic and cultural backgrounds. (2015)

Coordination practices (C14): SAGI supports technicians and managers from other federal government departments, state governments and municipalities involved in social development policies, in daily management and improvement of the Ministry's programmes and actions. Support is provided regarding the development of information tools to organize and provide data on Internet, panels of monitoring indicators, evaluation research and specific technical studies.

5.4   COLOMBIA

5.4.1   National government's capacity to use evaluations (Use of Evaluation) [103]

Institutional set up (C4): Colombia does not have a national evaluation policy. Evaluations are used to assess the impacts of specific programmes in some government sectors and for learning purposes to adjust course or to scale up initiatives. (2015)

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101   The Consórcio de Informação Social is a system for the exchange of scientific information about the Brazilian society.

102   ibge.gov.br

103   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

The constitution establishes that the National Planning Department (Departamento Nacional de Planeación – DPN) is responsible for the organization of systems of evaluation of management and for the results of public administration. The DNP's Directorate of Evaluation of Public Policies (Dirección de Evaluación de Políticas Públicas – DEPP) collects, produces and disseminates information for decision-making related to: the design and implementation of policies and programmes; estimates of the impact of policies and programmes on target populations; and improvements to public management effectiveness and efficiency. (Organization of American States, 2015)

DEPP monitors the ongoing implementation of priority objectives and targets of government departments in relation to the national development plan. It also undertakes targeted evaluations to assess the functioning, impact and evolution of the main government policies and programmes. One of DEPP's functions is to design and provide guidance for strengthening the National System for the Assessments of Management and Results (Sistema National de Evaluación de Gestión y Resultados – SINERGIA). DEPP is also tasked with establishing the framework for assessing the results of public policies, plans, programmes and projects. It is also tasked with providing advice on evaluation techniques and tools used by technical divisions of the department and other government agencies. (Dorado, 2011)[104]

The National Council of Social and Economic Policy (Consejo Nacional de Política Económica y Social – CONPES) is responsible for decisions regarding a four-year evaluation agenda in coordination with the government. It produces recommendations for development plans and programmes, for investment plans and for the general annual budget presented to the National Congress. (Organization of American States, 2015)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (professional organizations, universities, members of the private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. (2015)

The Colombian Network of Systems for Information, Planning, Monitoring, Evaluation and Systematization (Red Colombiana de Sistemas de Información, Planeación, Seguimiento, Evaluación y Sistematización – SIPSES) has been inactive for the past few years.

The Colombian Network of M&E (a chapter of the Latin American Network of M&E), works towards strengthening the results-based management culture in Colombia through cooperation with government, academia and civil society for knowledge sharing. (IOCE, 2012)

Budgets for evaluation (C16): The government units responsible for evaluation have their own budgets to conduct evaluation. (2015)

5.4.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): External consulting firms conduct evaluations in Colombia. (2015)

Stakeholders' involvement/access to information (C10): The DEPP disseminates information about evaluation results and monitoring activities to the public and interested sectors as a feedback mechanism for accountability. Stakeholder involvement is a principle for the Colombian evaluation system, as it is believed to facilitate and legitimize the evaluation results along with the involvement of the public programme manager, considered important to enable continuous feedback even before the official final report. (National Planning Department Colombia, 2015)

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104   It is possible that changes have been in place since the source date, however website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

SINERGIA uses different communication channels for sharing information about the meetings, with the goals of reaching the highest number of stakeholders and providing clear and concise messages on evaluation issues. As the next step, plans include developing an open data system.[105]

The website has more than 170 evaluation reports posted and available for download. It also presents a list of completed evaluations and its evaluation agenda. (National Planning Department, 2015)

Implementation of evaluation recommendations (C3): The DEPP evaluation process begins with identifying and selecting evaluations and ends with monitoring the recommendation's implementation. The system includes the development of an agreement with the evaluated executing agency in order to ensure that the recommendations are implemented and that the evaluation contributes to improved interventions. (Dorado, 2011)

5.4.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Administrative Department of Statistics (Departamento Administrativo National de Estadística – DANE) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[106]

Integrated public registries (C11): SINERGIA relies on online public repositories of data that support M&E of government plans and progress towards the national development plan. The System of Management and Monitoring of Government Goals (Sistema de Gestión y Seguimiento a las Metas del Gobierno – SIGOB) contains data on indicators for various sectors, and the National

System of Evaluations (Sistema Nacional de Evaluaciones – SISDEVAL) has information on the evaluations agenda, evaluation results, reports of evaluations conducted and monitoring information. (National Planning Department, 2015)

Methodologies (C9): The evaluation scope and methodology are defined during the design phase and include the theory of change behind the public policy. (Dorado, 2011) Documents available in the DEPP include descriptions of internal processes and guidelines to evaluation steps and procedures. A manual for users of the National Evaluation System is also posted on the website.[107] (National Planning Department, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used in Colombia. (2015)

Gender (C18): Evaluations take gender into their consideration and analysis of programme impacts; evaluation data are disaggregated by sex. (2015)

Ethnic and cultural dimensions (C8): Evaluations take ethnic and cultural issues into their considerations and analyses of programme impact; evaluation data is disaggregated by ethnic and cultural background. (2015)

5.5 COSTA RICA

5.5.1 National government's capacity to use evaluations (Use of Evaluation) [108]

Institutional set up (C4): Costa Rica has national evaluation legislation. It also has universities and professional evaluation networks that are currently pushing for the development of national policies, structures and frameworks. Evaluations are used to assess the impacts of government programmes and of specific programmes in certain

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105 sinergia.dnp.gov.co/Sinergia/Archivos/1d0d1a57-4548-4cad-b648-920d838b43e4/UNDP_SUDAFRICA.pdf

106 dane.gov.co

107 sinergia.dnp.gov.co/Sinergia/Archivos/52077da3-5b2b-4376-aaeb-c514f68bd4ac/Agenda%20Evaluaciones %202015.pdf

108 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

sectors in order to provide accountability for government actions, for learning purposes, to adjust course and to scale up initiatives. (2015)

Implementing the National Evaluation System (Sistema National de Evaluación – SINE) is the responsibility of the Ministry of National Planning and Economic Policy (Ministerio de Planificación Nacional y Política Económica – MIDEPLAN),[109] with support from the Ministry of Finance (Ministerio de Hacienda) and the Comptroller General (Contraloría General de la República). SINE sets up the government's legal framework under which planning and M&E take place. It is organized in a sectoral structure with a number of coordination and advisory mechanisms, which produce the national development plan in line with the government's strategic priorities. (Vargas, 2011)

The National Evaluation System is made up of central government administration and public agencies charged with administering public resources. MIDEPLAN is responsible for planning units of more than 100 central and decentralized government institutions. The sectoral agencies and ministries, the institutional planning units and MIDEPLAN's Evaluation and Monitoring Area (in its role as coordinator) participate as entities in the National Evaluation System. (Vargas, 2011)

The M&E Subsystem (Subsistema de Evaluación y Seguimiento) is the unit tasked with identifying progress and quality of the implementation of development policies, plans, programmes and projects. It works to develop an M&E culture in the public sector; to promote the institutional monitoring of policies, plans, programmes and projects; and to evaluate strategic interventions against the goals of the national development plan. It also develops M&E guidelines, methodologies and processes; an annual agenda for strategic evaluations; proposals for evaluations

by the institutions managing the programmes; and oversees dissemination of information about M&E activities. (MIDEPLAN, 2015)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (evaluation professional organizations, universities, private sector actors, NGOs), the government and international organizations are actively advocating and coordinating efforts to promote evaluation use and demand. (2015)

A Central America Evaluation Association (Asociación Centroamericana de Evaluación – ACE) has existed since 2000. The Association's goals include promoting the practice, research and use of evaluation in public and private institutions in Central America and the Caribbean. (IOCE, 2012)

Budgets for evaluation (C16): Policies, programmes and projects have built into their budget resources for evaluations. Government units responsible for evaluation have their own budgets to conduct evaluations.[110] (2015)

5.5.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports produced by the SINE are posted on the MIDEPLAN website. (MIDEPLAN, 2015)

Implementation of evaluation recommendations (C3): There are systems in place to follow-up on the implementation of evaluation recommendations by SINE, MIDEPLAN, the Ministry of Finance and the Comptroller General. (2015)

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109   It is possible that changes have been in place since the source date, however website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

110   See comment on limitations regarding generalizations about certain commitments.

5.5.3 National government's capacity for credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Census (Instituto Nacional de Estadística y Censos) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[111]

Integrated public registries (C11): There are ongoing efforts to include administrative records from all government entities. Several projects are in place to improve the quality, relevance and standardization of data collected from public institutions and entities. (2015)

An integrated public registry exists in MIDEPLAN. The System of Indicators of Sustainable Development (Sistema de Indicadores sobre Desarrollo Sostenible – SIDES) integrates Costa Rica's key information systems, including data from the National Institute of Statistics and Census, the Central Bank of Costa Rica and the Ministries of Finance, Education, Health and Social Security. Data is organized around six themes: international, social, economic, environmental, citizen security and government performance. The system enables easy access to data and analysis of the national situation as an important tool for studies, programme formulation, policy development and programme evaluation. Data and a guide to use the system are available on the SIDES website. (MIDEPLAN, 2015)

Methodologies (C9): SINE has manuals and guidelines for evaluation work. (2015) There are limited resources and staff in the evaluation units. The Central America Evaluation Association is working towards strengthening the professional capacities in evaluation on order to enhance the effectiveness of policy, programme and project implementation, and is working towards disseminating information on evaluation methodologies across the region.

5.6 DOMINICAN REPUBLIC

5.6.1 National government's capacity to use evaluations (Use of Evaluation) [112]

Institutional set up (C4): There are no legal frameworks that require national-level evaluations in the Dominican Republic. Evaluations are used to assess the impacts of specific programmes in certain government sectors and for learning purposes, adjusting course and scaling up initiatives. (2015)

Evaluations of investment projects are required by law.[113] M&E initiatives are also undertaken for social programmes and policies supported by the Inter-American Development Bank, UNDP and the World Bank.

As the agency responsible for the National Planning System, the Ministry of Economy, Planning and Development (Ministerio de Economia, Planificación y Desarrollo – MEPyD) is tasked with the responsibility for the formulation, management and M&E of national policies.

As per the 2010–2030 National Development Strategy (Estrategia Nacional de Desarrollo – END) the Dominican Republic is currently in the process of formulating a proposal to develop the National System for M&E. The System will enable the production of monitoring and progress reports on the implementation of the National Plan of Investments of the Public Sector and Bilateral Cooperation. (Ministério de Economia, Planificación y Desarrollo, 2015)

The Strategic Plan 2013–2016 sets up the development of a set of norms and technical regula-

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111   inec.go.cr

112   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

113   Law 498-6 establishes that the Public Investment Process includes the formulation, prioritization, monitoring and evaluation of public-sector investment projects.

tions to guide the M&E System and the creation of an inter-institutional commission to monitor public policies. The Strategic Plan will also guide the development of the institutional capacities that are to be implemented between 2014 and 2016. (MEPyD, 2013)

Other sectoral government evaluation institutions exist in the country, such as the Dominican Institute of Evaluation and Research on Quality of Education (Instituto Dominicano de Evaluación e Investigación de la Calidad Educativa IDEICE), affiliated with the Ministry of Education.

Parliamentarians promoting evaluation use (C6): There are no national-level efforts under way to promote the need and demand for and use of evaluations. (2015)

Partnerships to strengthen and promote evaluation (C7): Stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are promoting the need and demand for and use of national-level evaluations. (2015)

The Network of Evaluators of the Dominican Republic (Red de Evaluadores de la República Dominicana), created in 2009, is working towards the continuous professionalization of evaluation in the Dominican Republic. The Network aims include enhancing learning, improving the quality of development initiatives in the country, being a centre for reference on good evaluation practices and increasing the use of evaluation in decision-making processes.

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. Some policies, programmes and projects have resources for evaluations built into their budgets. (2015)

Independent evaluators (C17): The survey indicates that evaluations are conducted by independent evaluators under contracts.

Stakeholders' involvement/access to information (C10): National government evaluation reports are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow-up on the implementation of evaluation recommendations. (2015)

National data systems (C2): The National Agency of Statistics (Oficina National de Estadísticas – ONE) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[114]

Integrated public registries (C11): In collaboration with the ONE, the MEPyD Strategic Plan 2013–2016 includes actions to improve public registries to improve data quality for M&E purposes. (MEPyD, 2013)

Methodologies (C9): The Dominican Network of Evaluators has organized capacity-building events on evaluation topics. (IOCE, 2012) The MEPyD launched a Methodological Guide for Formulation and Evaluation of Public Investment Projects for use by the public institutions for the development of projects to be included in the Public Investment Plan.[115]

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

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114   For more information, see one.gov.do.

115   For more information, see dl.dropboxusercontent.com/u/4970783/guia-metodologica-2013.pdf.

Gender (C18): Evaluation data is disaggregated by sex. (2015)

Ethnic and cultural dimensions (C8): According to the survey results, ethnic and cultural issues are not considered in national-level evaluations. (2015)

5.7.1 National government's capacity to use evaluations (Use of Evaluation) [116]

Institutional set up (C4): El Salvador uses evaluations to assess impacts of specific programmes in certain government sectors (e.g. health, education, social assistance). Sectoral policies requiring evaluation of specific national programmes exist, and there are proposals to institutionalize evaluation in the country (these have not yet been enacted). (2015)

The National Planning System (Sistema National de Planificación – SNP) established the Monitoring, Evaluation and Results-Based Management (Monitoreo, Evaluación y Gestión por Resultados – GPR). GPR and the Budget by Results (Presupuesto por Resultados – PPR) identify financing in line with established budgets and develop the Annual Evaluation Agenda. (Santamaria, 2013) Decentralized units in charge of conducting evaluations also exist in several other Ministries. (2015)

Evaluation is required in government strategic programmes, with a specific emphasis on selected social programmes. The goals are to identify public policy progress and the results of interventions on target populations and to develop rigorous recommendations for decision makers. Evaluation is also used to reassign public funds in order to improve programme management, policy making and resource allocation. (Organization of American States, 2015)

Partnerships to strengthen and promote evaluation (C7): A group of professionals are pushing for the development of national policies, structures and frameworks in El Salvador. International organizations are also advocating and promoting the use of evaluations. (2015) The Evaluation Network of El Salvador (Red de Evaluación en El Salvador) was created in 2005 as an informal network to exchange information on M&E, to enhance M&E culture and to advocate for including M&E in the national agenda. It is in the process of reactivation and expansion of its membership. (IOCE, 2012)

Budgets for evaluation (C16): Some surveys indicate that policies, programmes and projects have built into their budgets resources for evaluations; others indicated that budgets are not in place for conducting evaluations. (2015)

5.7.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by independent evaluators under contract and by the internal staff of government departments, depending on the type of institution and evaluation scope. (2015)

Stakeholders' involvement/access to information (C10): Once the Annual Evaluation Agenda is developed, terms of reference for specific evaluations are developed and evaluation committees are established (committees are made up of representatives from institutions involved with programme implementation). The committees are set up as coordinating bodies responsible for following up and supervising the processes of evaluation. They enable dialogue, debate and presentation of proposals for the evaluation process.

The Observatory of Evaluations (Observatorio de Evaluación) is a government web portal

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116 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

that contains executive summaries of evaluation results.[117] The Observatory is available for consultation on public policies.[118]

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.7.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The General Direction of Statistics and Census (Dirección General de Estadísticas y Censos – DIGESTYC) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[119]

Another SNP initiative is the implementation of the System of Management and Monitoring of Government Goals (Sistema de Gestión y Seguimiento a las Metas del Gobierno – SIGOB). (Organization of American States, 2015)

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015) Developing tools and strategies for better data quality is key, as there is usually a lack of data (or if available, the data lacks quality). (Maldonado Trujillo, 2013)

Methodologies (C9): The Evaluation Network has organized training events on evaluation topics in the past. (IOCE, 2012) There are technical courses and manuals available to guide evaluation work through the Inter-American Development Bank, EvalPartners, ReLAC and others. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used, but there are efforts to promote such a practice. (2015)

Gender (C18): Evaluation data is disaggregated by sex; evaluation reports discuss how gender equality is addressed in projects and programmes. (2015)

Ethnic and cultural dimensions (C8): National-level evaluations do not consider ethnic and cultural issues. (2015)

5.8 GUATEMALA

5.8.1 National government's capacity to use evaluations (Use of Evaluation) [120]

Institutional set up (C4): Guatemala does not yet have a national evaluation policy. The country is making efforts to establish an institution to perform M&E functions. (Organization of American States, 2015) There is a proposal in the Congress for a legislation introducing results-based management and evaluation into public administration. (2015)

There are no national-level evaluations in the country. Evaluations are developed through international cooperation for specific government programmes and specific issues (e.g. education, rule of law, social policy). Evaluations are used to assess the impacts of specific programmes in certain government sectors. (2015)

The Monitoring and Evaluation Directorate (Dirección de Monitoreo y Evaluación) of the Sub-secretariat of Public Policies (Subsecretaria de Políticas Píblicas) is responsible for the formulation of, monitoring and evaluation of public policies for development in relation to goals and

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117   sne.gob.sv/apps/evaluacion

118   CIDE-Centro CLEAR para América Latina 1a. Edición, 2013 Maldonado Trujillo, Claudia Galíndez Hernández, Cristina Monitoreo, Evaluación y Gestión por Resultados. Aprendizaje y Cooperación SurSur para la Innovación: El Papel de los Actores Subnacionales. clear-la.cide.edu/sites/default/files/Monitoreo_Evaluaci%C3%B3n%20y%20 Gesti%C3%B3n%20por%20Resultados_Maldonado%20y%20Gal%C3%ADndez_0.pdf

119   digestyc.gob.sv

120   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

targets identified for each government department. The Sub-secretariat is one of the departments of the Secretariat of Planning and Budgeting of the Presidency (Secretaría de Planificación y Programación de la Presidencia – SEGEPLAN) tasked with planning and developing global and sectoral programmes and monitoring and evaluating their impacts. SEGEPLAN works to integrate social and territorial interventions, public investments and international cooperation through a national planning system. The Sub-secretariat is involved in activities related to the M&E of the Millennium Development Goals. (Gobierno de Guatemala SEGEPLAN, 2015)

Partnerships to strengthen and promote evaluation (C7): There are no national-level efforts under way to promote the need and demand for and use of evaluations. (2015) Founded in 2010, the Guatemala Evaluation Network (Red de Evaluación Guatemala) is an informal network of evaluation professionals that is dedicated to professionalizing evaluation and developing organizational capacities in M&E through capacity-building and knowledge management. The Network works to exchange technical information on the topics and to disseminate information about technical events and conferences. (IOCE, 2012)

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

5.8.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): Development Councils (Consejos de Desarrollo) serve as a vehicle for public participation exists in Guatemala. The Councils' mandate includes monitoring "the implementation of national development policies, plans, programmes and projects and evaluate their implementation." The Councils are the mechanisms used by

SEGEPLAN.[121] Evaluation reports are not made public and are not available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.8.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Statistics Institute (Instituto Nacional de Estadística – INE) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[122]

Methodologies (C9): SEGEPLAN's guide for policy formulation presents the need to incorporate evaluation into cycle public policy cycles, presenting it as a key element of the process. The guide also provides a brief explanation of possible types of evaluation (e.g. design, impact, efficiency). (Gobierno de Guatemala SEGEPLAN, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): The responsibilities of the Sub-secretariat of Public Policies including guiding gender integration into planning processes and into public sector plans, programmes, projects and investments. (Gobierno de Guatemala SEGEPLAN, 2015)

Ethnic and cultural dimensions (C8): Similar to Gender (C18), the Sub-secretariat of Public Policies has responsibilities towards providing guidance for including ethnic and cultural aspects in public-sector planning processes, programmes, projects and investments. (Gobierno de Guatemala SEGEPLAN, 2015)

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121   For more information see preventionweb.net/files/27701_leyconcejosdesarrolloguatemala.pdf

122   ine.gob.gt

5.9   HONDURAS

5.9.1   National government's capacity to use evaluations (Use of Evaluation) [123]

Institutional set up (C4): Honduras does not have a national evaluation policy. The Unique System for Public Policy Evaluation (Sistema Único de Evaluación de las Políticas Públicas – SUEPPS) was approved by the National Congress and will be implemented by the Secretariat of Social Development (Secretaria de Desarrollo Social e Inclusión Social). The central government conducts evaluations on select social programmes as part of the mandate of the Secretariat of Development and Social Inclusion (Secretaria de Desarrollo e Inclusión Social). (2015)

The General Directorate of Analysis and Evaluation of Social Policies (Dirección General de Analysis y Evaluación de Políticas Sociales – DIGEP) is tasked with designing and implementing M&E tools to measure progress in implementing priority social policies. The Division of Planning and Evaluation of Management (Unidad de Planeamiento y Evaluación de Gestión) has the responsibility for designing and analysing public policies, programmes and projects; preparing annual operational plans; evaluating plan implementation; and defining indicators to measure efficiency and effectiveness. (Gobierno de Honduras SEDIS, 2015)

Partnerships to strengthen and promote evaluation (C7): International organizations are advocating and promoting the use of evaluations. (2015) The Honduran Network of Professionals of Planning, M&E and Systematization (Red Hondureña de Profesionales de Planificación, Evaluación, Seguimiento y Sistematización – REDHPRESS) has been in place since 2005. Network members participated in formulating the Unique System for Public Policy Evaluation (Sistema Único de Evaluación de las Políticas Públicas – SUEPPS). (IOCE, 2012)

5.9.2   National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Independent evaluators conduct evaluations in Honduras. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.9.3   National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics (Instituto Nacional de Estadística) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[124]

Integrated public registries (C11): SUEPPS is an integrated information system, a tool for measuring, monitoring and evaluating social programmes and projects. It is in the process of implementation and will eventually have databases with social indicators to inform public management. (Gobierno de Honduras SEDIS, 2015)

Methodologies (C9): REDHPRES is interested in working with local universities for the creation of a university course on planning and M&E for development projects and programmes. The government has not produced technical manuals to guide evaluation work. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

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123   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

124   ine.gob.hn

Gender (C18): Evaluation data is disaggregated by sex. (2015)

Ethnic and cultural dimensions (C8): Evaluation data is disaggregated by ethnic and cultural background. (2015)

5.10.1   National government's capacity to use evaluations (Use of Evaluation) [125]

Institutional set up (C4): Jamaica does not have a national evaluation policy. Evaluations are used to assess the impacts of all government programmes, for learning purposes, to adjust course and to scale up initiatives. A national results-oriented system is currently being implemented to promote development effectiveness through monitoring and evaluating national development projects, programmes and policies.

With support from the Inter-American Development Bank PRODEV II Programme, the government is implementing a system (the Integrated Managing for Results Programme) to measure targets and monitor government programmes for improved efficiency and effectiveness. (IDB, 2015)

On its website, the government presents results-based management as an ongoing approach to improving and delivering results through evidence-based decision-making. The focus is on: accountability for performance through the establishment of performance objectives for the entire government; the formulation of budgets specified in planned priorities; and measuring and evaluating performance by collecting, analysing and reporting performance data at all levels. (Government of Jamaica, 2015)

Created as part of the Integrated Managing for Results Programme, the Performance Management and Evaluation Unit (PMEU) in the Office of the Cabinet is tasked with evaluation responsibilities. Since 2010, PMEU is leading the implementation a government-wide Performance M&E System (PMES), a comprehensive M&E framework that include an inventory of activities, resources, results, performance measurement and governance information. The goals are to examine programme and policy outcomes and impacts and to improve governance results. In addition, PMES aims at supporting the government's broad strategic priorities by developing performance indicators and a more integrated approach to strategic planning, performance monitoring, evaluation and reporting. (Grey, 2012)

Partnerships to strengthen and promote evaluation (C7): International organizations are advocating and promoting the use of evaluations. (2015)

Budgets for evaluation (C16): The programmes and project that are funded by international development partners have resources for evaluations built into their budgets. (2015)

5.10.2   National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): There is information about the Institutional Performance M&E System pilot programme is on the Government of Jamaica website;[126] M&E information is not divulged. (Lopez, 2011)[127] Evaluation reports are not made

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125   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

126   cabinet.gov.jm/performance_management

127   It is possible that changes have been in place since the source date, however website data does not contradict the source. As such, this information was included in the study as an important as a point of departure for future work.

public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): Ministries responsible for the programmes being evaluated are required to ensure that evaluation recommendations are implemented and future programmes are redesigned. (2015)

5.10.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Statistical Institute of Jamaica is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[128]

Integrated public registries (C11): The national development plan identifies information and communication technologies as key areas of intervention and recognizes the need for automated public services. Many government departments are operating as 'quasi-independent silos' with difficulties in harmonization among them. (Government of Jamaica, 2015)

Methodologies (C9): The templates for preparing ministries' strategic business plans are available on the government website and contain instructions for the development of M&E plans. The development of an M&E plan is also included in government departments and agencies' Minimum Standards and Guidelines for Business Plans. (Government of Jamaica, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

5.11 MEXICO

5.11.1 National government's capacity to use evaluations (Use of Evaluation) [129]

Institutional set up (C4): Mexico has well-established national evaluation policies. (Rosenstein, 2015) These policies have steadily institutionalized over the past decade into a set of organizations and procedures that evaluate hundreds of programmes each year. (Perez-Yarahuan, 2014)

Evaluations are used to assess the impacts of all government programmes and to provide accountability for government actions. They are also used for learning purposes in order to adjust course and to scale up initiatives. (2015)

Evaluation of public policies in Mexico is a responsibility of federal government departments and sectoral institutions that report to the President. The President annually reports to the Congress on progress made towards implementing the national development plan.

The Division of Evaluation of Management and Government Performance (Unidad de Evaluación de la Gestión y el Desempeño Gubernamental – UEGDG) in the Sub-secretariat of Public Function (Subsecretaria de la Función Pública – SFP) is responsible for establishing the criteria, tools and methodologies to enable the assessment of performance and management in the federal public administration. Among other goals, the Division aims at identifying the results of public investments and the social impacts of programmes and projects as well as their effectiveness, efficiencies and quality. (Gobierno de Mexico SFP, 2015)

The National Council for Evaluation of Social Development Policies (Consejo Nacional de Evaluación de las Políticas de Desarrollo Social – CONEVAL) is a decentralized unit of the federal government. CONEVAL has the autonomy and technical capacity to measure poverty and to conduct objective assessments on the country's social

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128 statinja.gov.jm

129 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

policy situation. The work focuses on improving evaluation and decision-making related to social programmes. (Gobierno de Mexico CONEVAL, 2015) In addition, all ministries in Mexico have evaluation units. (2015)

In 2007, SFP and CONEVAL developed the Framework for the Evaluation of Federal Programmes in the Federal Public Administration (Lineamentos Generales para la Evaluación de los Programas Federales de la Administración Pública Federal), which introduced results-based management and evaluation of federal programmes. In coordination with CONEVAL and the Secretariat of Finance and Public Credit (Secretaria de Hacienda y Crédito Público – SHCP), SFP prepares an Annual Evaluation Programme (Programa Annual de Evaluación – PAE) to identify evaluations of programme design, process or of results to be undertaken. (Organization of American States, 2015)

Parliamentarians promoting evaluation use (C6): Parliamentarians are actively advocating and promoting the use and conduct of evaluations. (2015)

Partnerships to strengthen and promote evaluation (C7): Local stakeholders (professional organizations, universities, private sector actors, NGOs) and international organizations are collaborating and jointly advocating and promoting the need and demand for and use of national-level evaluations. (2015)

There are two associations of professional evaluators in Mexico, the Mexican Association of Evaluation Professionals (Asociación Mexicana de Profesionales en Evaluación – AMPE) and the National Academy of Mexican Evaluators (Academia Nacional de Evaluadores de México – ACEVAL). AMPE aims at contributing to the methodological theoretical development of evaluation in Mexico and at its dissemination to—and application in—academic and research institutions and the public and private sectors. ACEVAL works towards improving practices and ethics for independent and objective eval-

uations through development of quality methodologies. The Mexican Network of M&E is a chapter of the Latin American Network of M&E. (IOCE, 2012)

Budgets for evaluation (C16): Evaluations can be funded and subcontracted out by ministries or by CONEVAL. Ministries have evaluation budgets. Policies allocate budgets for evaluations within programme budgets and make them available. (2015)

5.11.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): CONEVAL and ministries use independent evaluators. In cases when ministries use independent evaluators, CONEVAL oversees their evaluation plans, terms of reference documents, evaluation processes and participates in progress meetings to ensure the independence of assessments. To further preserve independence, meetings between consultants and federal agencies take place in the presence of a CONEVAL representative. (Perez-Yarahuan, 2014)

Stakeholders' involvement/access to information (C10): The CONEVAL website contains evaluation reports and evaluation information on social programmes since 2008. The website also enables access to databases, syntheses of documents and recommendations made by CONEVAL. The Annual Evaluation Programme is available on the SFP website. (Gobierno de Mexico SFP, 2015)

Implementation of evaluation recommendations (C3): Since 2008, Mexico has had a formal mechanism for federal programmes and their corresponding agencies to follow up on evaluation findings. The main evaluation stakeholders have opportunities to comment on evaluation reports and findings. Stakeholders can also propose enhancements and specific actions to improve programmes. Documents are published on federal agencies' Internet pages, and CONEVAL publishes an annual report online on

progress made by the programmes on improvement actions. These are reviewed by the Intersecretarial Commission for Social Development. (Perez-Yarahuan, 2014)

5.11.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Geography (Instituto de Nacional de Estadística y Geografia – INEGI) is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics) in Mexico.[130]

Integrated public registries (C11): An inventory of the Federal Social Development Programmes is available on the CONEVAL Website. It integrates information about all social programmes and produces data for analysis and decision-making. However, public registries and administrative records are not integrated. (2015)

Methodologies (C9): CONEVAL has provided multiple courses and technical consulting on how to improve staff capacities. It has also established a process for approval of indicators, through which CONEVAL staff assesses the appropriateness of indicators used in logic models prepared for government programmes. It has also provides model of terms of reference, methodological guides and minimal requirements for developing various evaluation steps. (Gobierno de Mexico CONEVAL, 2015)

Peer-to-peer systems (C5): Peer-to-peer systems are used in Mexico.[131] (2015)

Gender (C18): The CONEVAL evaluation team has gender analysis expertise. Not all evaluations take gender into account. However, CONEVAL has done extensive work on gender by producing specific evaluations and by creating poverty indicators with gender elements. (2015)

Ethnic and cultural dimensions (C8): Not all evaluations take ethnic elements into account. However, CONEVAL has done extensive work on ethnic groups, specifically within the poverty analyses that it regularly produces. (2015)

5.12 PANAMA

5.12.1 National government's capacity to use evaluations (Use of Evaluation) [132]

Institutional set up (C4): There are no legal frameworks that demand national- or local-level evaluations in Panama. According to the survey, the government uses evaluations in order to provide accountability for their actions, for learning purposes, to adjust course and to scale up initiatives. (2015)

The Department of Budgetary Programme Monitoring and Evaluation (Departamento de Monitoreo y Evaluación de Programas Presupuestarios) under the Direction of National Budget (Dirección de Pressupuesto de la Nación) is the government unit charged with improving transparency and efficiency in budgeting through the creation of mechanisms to monitor and evaluate various budgetary programmes. (Gobierno de Panama MEF, 2015)

The Department works towards identifying impacts and results of budgetary programmes for decision-making related to the development of strategic plans. The Department is responsible for undertaking evaluation of government programme performance in order to identify results in line with strategic plans goals and activities. The Department is also responsible for preparing evaluation reports, developing evaluation processes and devising regulations and specific

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130   inegi.org.mx

131   See comment on limitations regarding depth and explanations about the use of systems and tools provided.

132   See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

methodologies for quantitative and qualitative indicators.

The Technical Secretariat of the Social Cabinet (Secretaría Técnica del Gabinete Social – STGS) of the Ministry of Social Development (Ministerio de Desarrollo Social – MIDES) has among its responsibilities the evaluation of policies and strategies for social development. (Gobierno de Panama MIDES) The Technical Directorate of International Cooperation (Dirección de Cooperación Técnica Internacional) also has responsibilities related to evaluation; it is tasked with evaluating technical cooperation programmes. (Gobierno de Panama MEF, 2015)

Partnerships to strengthen and promote evaluation (C7): International organizations are advocating and promoting the use of evaluations. (2015)

Budgets for evaluation (C16): Budgets are not in place for the conduct of evaluations. (2015)

5.12.2 National government's capacity for independent evaluations (Independence of Evaluation)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government websites. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.12.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics and Census (Instituto Nacional de Estadística y Censo)[133] is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).

Integrated public registries (C11): Public registries and administrative records are not integrated. (2015)

Methodologies (C9): Technical courses and manuals are not widely available to guide evaluation work. (2015) There are, however, examples of collaboration between government and voluntary organizations for professional evaluation for workshops and technical courses. (Gobierno de Panama MEF, 2015) Panama's Technologic University has a Master's Programme in Project Management with a specialization in Evaluation. In conjunction with the World Bank, the Ministry of Social Development organized workshops on the use of impact evaluations to improve public policies in Panama (July 2014). (Gobierno de Panama MIDES)

Peer-to-peer systems (C5): Peer-to-peer systems are not widely used. (2015)

5.13 SAINT LUCIA

5.13.1 National government's capacity to use evaluations (Use of Evaluation)

Institutional set up (C4): There is no national evaluation policy in Saint Lucia. There are no references to evaluation or monitoring and accountability on government websites. (Government of Saint Lucia, 2015)

As the Caribbean Development Bank Country Strategy Paper 2013–2016 notes, the "government has [also] reaffirmed its commitment to improving key governance components such as: accountability, transparency … and improvements in the delivery of Government services," which include regular M&E of the ministries' performance. (Caribbean Development Bank, 2014, p. 14) However, there is no information about current projects by the Caribbean Devel-

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133   contraloria.gob.pa/inec

opment Bank, the Inter-American Development Bank or the World Bank on modernization of the state of evaluation in the country.

5.13.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The Central Statistics Office is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[134]

5.14 SURINAME

5.14.1 National government's capacity to use evaluations (Use of Evaluation) [135]

Institutional set up (C4): There is no national evaluation policy or legal frameworks demanding evaluation in Suriname. At the national level, there are no efforts in place to develop national policies, structures or frameworks requiring evaluations or to promote the need and demand for and use of evaluations. (2015)

Evaluations are used to assess the impact of specific programmes in certain government sectors and for learning purposes, to adjust course and to scale up initiatives. There are no national-level evaluations in the country (2015). There are no measurable indicators or an execution plan to enable evaluations related to the national development plan. There is no central government unit in charge of conducting evaluations or any decentralized government units or departments charged with conducting evaluations. Budgets are not in place for the conduct of evaluations.

There are no references to evaluation or monitoring and accountability on government websites. (Government of Suriname, 2015)

5.14.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Independent evaluators are used under contracts on an *ad hoc* basis. (2015)

Stakeholders' involvement/access to information (C10): Evaluation reports are not made public and are not easily available on government website. (2015)

Implementation of evaluation recommendations (C3): There are no systems in place to follow up on the implementation of evaluation recommendations. (2015)

5.14.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The General Bureau of Statistics is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).[136] It is a semi-autonomous organization that gathers and centralizes social and economic information.

Methodologies (C9): There are no technical manuals to guide evaluation work. (2015)

Peer-to-peer systems (C5): Peer-to-peer systems are not used in Suriname. (2015)

Gender (C18): *Ad hoc* evaluation reports discuss how gender is addressed in projects or programmes. (2015)

Ethnic and cultural dimensions (C8): *Ad hoc* evaluation reports discuss how ethnic and cultural issues are addressed in projects or programmes. (2015)

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134 http://204.188.173.139:9090/stats

135 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

136 statistics-suriname.org

5.15 URUGUAY

5.15.1 National government's capacity to use evaluations (Use of Evaluation) [137]

Institutional set up (C4): A national evaluation policy exists in Uruguay. Evaluations are used for learning purposes, to adjust course and to scale up initiatives. The government uses evaluations to assess the impacts of social programmes. Evaluations are also used for accountability purposes and to formulate national development plans and programmes and inform the preparation of multi-year plan budgets (which are then monitored and evaluated on an ongoing basis). (2015)

The Directorate of Management and Evaluation (Dirección de Gestión y Evaluación – AGEV) of the Office of Planning and Budget of the President (Oficina de Planeamiento y Presupuesto – OPP) is the government department in charge of conducting evaluations. AGEV is undertaking performance evaluation of public policies, with design, implementation and performance methodologies. The Directorate is structured around four divisions: Strategic Management and Budget (Gestión Estratégica y Formulación Presupuestal); Information for Management and Open Government (Información para Gestión y Gobierno Abierto); Project Operational Management (Gestión Operativa de Proyectos); and Analysis and Evaluation of Public Policies (Analisis y Evaluación de Politicas Públicas). Evaluations are incorporated into the Five-Year Budgetary Plan.

The Division of Analysis and Evaluation of Public Policies in the Directorate has staff dedicated to fostering organizational learning, promoting actions towards the improvement of government services and supporting decision-making processes. It is tasked with evaluating the effectiveness, efficiency and impacts of projects and programmes of the national budget. The Division produces impact evaluations and design, implementation and performance evaluations of programmes. Other M&E directorates exist within line ministries.

Partnerships to strengthen and promote evaluation (C7): International organizations and other stakeholders (evaluation professional organizations, universities, private sector actors, NGOs) are actively advocating and promoting the use and conduct of evaluations. (2015) The Uruguay Network of Evaluators (Red Uruguaya de Evaluadores) is an informal network. (IOCE, 2012)

Budgets for evaluation (C16): Government units responsible for evaluation have their own budgets to conduct evaluation. Policies allocate budgets for evaluations in their programme. (2015)

5.15.2 National government's capacity for independent evaluations (Independence of Evaluation)

Independent evaluators (C17): Evaluations are conducted by the internal staff of government departments and by independent evaluators under contracts. (2015)

Stakeholders' involvement/access to information (C10): The AGEV website disseminates information on evaluation and contains some evaluation documents.[138]

5.15.3 National government's capacity to ensure credible evaluations (Credibility of Evaluation)

National data systems (C2): The National Institute of Statistics (Instituto Nacional de Estadística y Censo – INE)[139] is the central government agency responsible for collecting and analysing national data (e.g. demographics, economics).

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137 See limitations regarding generalizations about certain commitments such as budgets (C16), independent evaluators (C17), stakeholders' involvement (C10), peer-to-peer systems (C5) gender (C18) and ethnic and cultural issues (C8).

138 See comment on limitations regarding depth.

139 ine.gub.uy

Integrated public registries (C11): The government has a data portal[140] that provides access to national data catalogues and information systems in a wide range of areas, such as health, environment, economy, census (meta- and micro-data from the National Institute of Statistics), education, World Bank indicators on development, projects, tourism and transportation. The portal of the Uruguay Observatory of Public Policy contains indicators on Uruguay development, which enable their contextualization on the design of public policies and the monitoring of its longer term effects. It also contains thematically organized indicators on the context and the results of budgetary programmes included in the 2010–2014 Strategic Plan and National Budget. The Observatory also provides easy access to statistics and data on public policies produced by national and international organizations, to budgetary data and to documents that diagnose and analyse social problems (e.g. evaluations of policies and public interventions).

Methodologies (C9): The government supports or is involved in the development of workshops to promote the development of techniques and methodology capacities in evaluation-related areas. (Gobierno de Uruguay, 2015) For example, the 'Workshop on Challenges to Results-based Management, Uruguay 2015–2050' recently took place (June 2015) with the participation of government staff, NGOs and universities. The Workshop focused on issues related planning, evaluation and information systems and challenges for integration. The AGEV website also contains brief descriptions of the evaluations of design, implementation and performance. The survey indicates that a Manual of Evaluations is available to guide evaluation work.

Peer-to-peer systems (C5): Peer-to-peer systems are not used. (2015)

Gender (C18): Gender is not considered in national-level evaluations. (2015)

Ethnic and cultural dimensions (C8): Ethnic and cultural issues are not considered in national-level evaluations. (2015)

Coordination practices (C14): the AGEV is interested in creating a national registry of evaluations and a network of M&E government offices. (Mottola, 2015)

6. OTHER GLOBAL AND UNDP COMMITMENTS[141]

C1. Develop and implement transparent results based monitoring and evaluation framework to track the efforts and results of the implemented commitments proposed in this conference.

- IPC-IG and IEO initiated a COP using the unteamworks.org/NEC to promote the knowledge shared among countries and the baseline study is part of this effort. However, a more appropriate results-based M&E framework has yet to be developed to track the efforts and results of commitments.

C12. Have an online platform (NEC COP) to present/exchange experiences, keep NEC participants connected and follow up on commitments.

The following COP e-discussions were promoted and managed by IPC-IG in collaboration with EvalPartners, Parliamentarians Forum, UN Women, UNDP, VOPES and government representatives.:

- "How to engage parliamentarians in evaluation" among countries regarding commitments C4,C6 and C9 (Parliamentarians and Evaluation) with EvalPartners participation (Asela – EvalPartners and Parliamentarian Forum was the COP moderator);[142]

- "The role of public registries, administrative data and national statistics in the monitoring

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140   datos.gub.uy

141   These were not covered under this study as they were carried out by the NEC management unit (IPC-IG and the Independent Evaluation Office of UNDP) during 2014 and 2015. For further information, please visit unteamworks.org/NEC.

142   unteamworks.org/node/441787

and evaluating public policies" among countries regarding commitments C2 and C11;[143]

■ "How to incorporate gender perspectives in the Monitoring and Evaluation National Systems"[144] among countries regarding commitment C18 (Marco Segone – Eval Partners, United Nations Evaluation Group and UN Women has written the paper that starts the discussion); and

■ "How the 2015 NEC Conference in Bangkok 'Blending Evaluation Principles with Development Practices' can enhance national evaluation capacities and help to develop and achieve the Sustainable Development Goals" among countries regarding SDG and Evaluation,[145] moderated by UNDP IEO and UNDP Brazil.

C13. Translate material on evaluation into different languages.

Several materials on evaluation were translated by Partners into different languages and the following was produced by UNDP:

■ Publication – One Pager 261: How to Engage Parliamentarians in Evaluation regarding NEC commitments C4, C6, and C9 (summarizing the COP e-discussion on Parliamentarians and Evaluation) was published in English and Portuguese (September 2014);

■ Publication – One Pager 272: The Use of Data in the Monitoring and Evaluation of Public Policies regarding NEC commitments C2 and C11 (summarizing the COP e-discussion on Evaluation and public registries, administrative data and national statistics) was published in English and Portuguese (December 2014);

■ Publication – *One Pager No 283: Challenges to Integrating Gender Equality Approaches into Evaluation*[146] regarding NEC commitment C18 (summarizing the COP e-discussion on Gender and Evaluation) was published in English and Portuguese (April 2015);

■ Publication – One Pager Series on SDG and National Evaluation Capacities (summarizing the COP e-discussion on *"How the 2015 NEC Conference in Bangkok 'Blending Evaluation Principles with Development Practices' can enhance national evaluation capacities and help to develop and achieve the Sustainable Development Goals"* COP e-discussion):

   □ First publication One Pager No 299 — The 2015 NEC Conference in Bangkok: Enhancing National Evaluation Capacities and Achieving the Sustainable Development Goals,[147] was published on August 2015 in English, French, Portuguese and Spanish;

   □ Second One Pager No 304 — Supporting the Sustainable Development Goals: Pri-

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143 unteamworks.org/node/456813

144 unteamworks.org/node/466629

145 unteamworks.org/node/489730

146 English: ipc-undp.org/pub/eng/OP283_Challenges_to_integrating_gender_equality_approaches_into_evaluation.pd

   Portuguese: ipc-undp.org/pub/port/OP283PT_Desafios_referentes_a_integracao_de_um_enfoque_de_genero_em_avaliacoes.pdf

147 English: ipc-undp.org/pub/eng/OP299_NEC_conference_enhancing_national_evaluation_capacities_and_achieving_the_Sustainable_Development_Goals.pdf

   French: ipc-undp.org/pub/fra/OP299FR_Capacites_nationales_d_evaluation_CNE_arenforcer_les_capacites_nationales_d_evaluation_et_atteindre_les_Objectifs_de_developpement_durable.pdf

   Portuguese: ipc-undp.org/pub/port/OP299PT_Conferencia_NEC_2015_Fortalecendo_as_Capacidades_Nacionais_de_Avaliacao_e_Alcan%C3%A7ando_os_Objetivos_de_Desenvolvimento_Sustentavel.pdf

   Spanish: ipc-undp.org/pub/esp/OP299SP_Conferencia_Capacidades_Nacionales_de_Evaluacion_Bangkok_la_mejora_de_las_capacidades_y_el_cumplimiento_de_los_Objetivos_de_Desarrollo_Sostenible.pdf

orities for *a Global Evaluation Agenda*,[148] was published on September 2015 in English, French, Portuguese and Spanish;

☐ Third One Pager no. 306 - Strengthening National Evaluation Capacities to Evaluate Sustainable Human Development, was published on October 2015 in English, Spanish, French and Portuguese.[149]

■ Translated the III NEC Conference proceedings to Portuguese;[150] Produced a video "International workshop: South-South Learning on National Evaluation Capacities."[151]

■ The francophone network, led by Réseau Francophone d'évaluation (RFE) has been proactive in not only translating materials from English to French, but also collecting and developing original resources in French.

■ The Spanish network, led by ReLAC, has done similar extensive work.

■ The EvalYear logo was translated into 32 languages.

■ IOCE's VOPE Institutional Capacity Toolkit is now available in English and French, and soon in Spanish as well.

C15. Support joint regional/national events to take stock of developments in these commitments (In 2014) including the sharing/learning good practices of validating data from multiple sources, managing sensitive data, disseminating evaluation results.

The following events have been promoted since 2013:

Event	Dates	Location	Organizer
1. IX Conferencia Anual de la REDLACME (Red Latinoamericana de Monitoreo y Evaluación)	December 2013	Peru	REDLACME
2. 7thAfrEA (African Evaluation Association) CONFERENCE "Evaluation for Development: From Analysis to Impact"	March 2014	Yaounde, Cameroun	AFREA
3. "South Asia Regional Consultation on National Evaluation Policies"	September 2014	Colombo, Sri Lanka	Parliamentarian Forum
4. EES "Towards a Global Parliamentarians Forum for Development Evaluation"	October 2014	Dublin, Ireland	EES
5. "The role of public registries, administrative data and national statistics in the Monitoring and evaluating public policies"	3–5 November 2014	Rio de Janeiro, Brazil	IEO and IPC-IG/UNDP, MDS Brazil and IPEA Brazil

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148 http://www.ipc-undp.org/search_publications?combine=306&field_author_value=&field_type_value=All&field_language_value=All&field_subject_value=All&field_datepub_value%5Bvalue%5D%5Byear%5D=2015

149 English: ipc-undp.org/pub/eng/OP304_Supporting_the_Sustainable_Development_Goals_Priorities_for_a_Global_Evaluation_Agenda.pdf

French: ipc-undp.org/pub/fra/OP304FR_Vers_les_Objectifs_du_developpement_durable_definir_les_priorites_d_un_Programme_mondial_pour_l_evaluation.pdf

Portuguese: ipc-undp.org/pub/port/OP304PT_Apoiando_os_Objetivos_de_Desenvolvimento_Sustentavel_Prioridades_para_uma_Agenda_Global_de_Avaliacao.pdf

Spanish: ipc-undp.org/pub/esp/OP304SP_Promocion_de_los_Objetivos_de_Desarrollo_Sostenible_prioridades_para_un_Programa_Global_de_Evaluacion.pdf

150 ipc-undp.org/pub/port/html/relatorio_nec

151 youtube.com/watch?v=3NG94CAugUo&index=1&list=PL4q22k-_D2259nTO54AHR-9m32_lDk4L9

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Event	Dates	Location	Organizer
6. Celebration for official adoption of the UN resolution on evaluation	17 December 2014	UN building, New York	United Nations Evaluation Group
7. India Evaluation Week	19–23 January 2015	Delhi, India	IAMR and Planning Commission of India
8. IDRC– Series of EvalYear speaker/ panel events: Evaluating the Impact of Climate change; Lessons from Gender Evaluation; Impact Evaluation; Evaluation field-building in the South; Evaluating Rule of Law	6 February to 30 November 2015	Ottawa and Montreal Canada	International Development Research Centre
9. 1 ERE Journées Ivoiriennes de l'Evaluation (JiE 2015)	09-10 to 11 February 2015	Abidjan, Côte d' Ivoire	Réseau Ivoirien de Suivi et d'Evaluation (RISE)
10. EvalMENA General Assembly	23–26 February 2015	Cairo, Egypt	EvalMENA Network
11. IAPE 13th Annual Conference on Advocacy for Evaluation	2 March 2015	Mandel Institute for Leadership in Be'er Sheva Israel	The Israeli Association for Program Evaluation (IAPE)
12. ReLAC 4th International Conference	9–13 March 2015	Lima, Peru	Latin-American and Caribbean Monitoring, Evaluation and Systematization Network (RELAC)
13. Uganda Evaluation Week	10–13 March 2015	Uganda	The Government of Uganda represented by the Office of the Prime Minister and the Uganda Parliamentary Forum on Evaluation in partnership with the Uganda Evaluation Association
14. United Nations Evaluation Group Evaluation Week	9–13 March 2015	New York, USA	United Nations Evaluation Group
15. New Zealand's government-led initiative for the International Year of Evaluation	18 March 2015	Wellington, New Zealand	Organizational Evaluation team of the Ministry of Business, Innovation and Employment. Department of Prime Minister and Cabinet (the NZ Prime Minister's Office) is co-sponsoring.
16. SAMEA, WSG & CLEAR AA officially launch the International Year of Evaluation in South Africa	19 March 2015	University of Witwatersrand (Wits) in Johannesburg	South African Monitoring and Evaluation Association (SAMEA), WSG & CLEAR AA
17. Conference on taking responsibility in M&E for systemic change	19–20 March 2015	Wageningen, The Netherlands	Centre for Development Innovation, Wageningen University and Research centre
18. The launch of EvalYear in Mauritania	31 March 2015	Nouakchott, Mauritania	Association Mauritanienne de Suivi-Evaluation (Mauritania Evaluation Network)
19. Webinar – Future opportunities and challenges for evaluation at UNDP	1 April 2015	Virtual	Independent Evaluation Office of UNDP and the Fletcher School

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Event	Dates	Location	Organizer
20. Webinar – Emerging challenges for equity focused and gender responsive evaluation	8 April 2015	Virtual	Independent Evaluation Office of UN Women and the Fletcher School
21. Launch of the International Year for Evaluation in Madagascar	17 April 2015	Antananarivo, Madagascar	Madagascar Evaluation Society (MASSE)
22. Italian Evaluation Association annual conference	17–18 April 2015	Genoa, Italy	Italian Evaluation Association (AIV)
23. A high level panel discussion and reception to promote EvalYear 2015	21 April 2015	Vienna, Austria	Vienna based UN agencies together with the Austrian Ministry of Foreign Affairs
24. Danish Government EvalYear event: "Policy and Practice of Danida Evaluation"	11 May 2015	Copenhagen, Denmark	Danish Ministry of Foreign Affairs
25. UK Evaluation Society Conference	13–14 May 2015	London, UK	UK Evaluation Society
26. Nirun Sahingiray International Forum on Measurement and Evaluation in Non-profit Organizations	14 May 2015	Istanbul, Turkey	Educational Volunteers Foundation of Turkey with cooperation of Harvard University
27. "Sistemas de Protección e Inclusión Social en América Latina"	21 May	Buenos Aires, Argentina	la Administración Nacional de la Seguridad Social conjun- tamente con el Ministerio de Trabajo, Empleo y Seguridad Social, la Organización Iberoamericana de Seguridad Social y la Universidad Tres de Febrero
28. Development Evaluation National Forum	22–23 May 2015	Rabat, Morocco	Moroccan Evaluation Association
29. Canadian Evaluation Society (CES) conference	24–27 May 2015	Montreal, Canada	Canadian Evaluation Society (CES)
30. The Jordan Evaluation Days	26–28 May 2015	Amman, Jordan	EvalJordan
31. African Development Bank – IDEV event titled "Development Evaluation – Development Effectiveness."	28 May 2015	Abidjan, Côte d'Ivoire	Independent Development Evaluation (IDEV) - African Development Bank
32. Convención Anual de la Sociedad Puertorriqueña de Evaluación	30 May 2015	San Juan, Puerto Rico	La Sociedad Puertorriqueña de Evaluación
33. Seminario de Introducción a la Evaluación de Políticas Púbicas	1 June 2015	Universidad Interamericana de Puerto Rico	La Sociedad Puertorriqueña de Evaluación
34. Czech Evaluation Society Annual Conference	9 June 2015	Prague, Czech Republic	Czech Evaluation Society
35. Conference on Evidence to practice – How NGOs can benefit from impact studies	9 June 2015	Bern, Switzerland	Swiss Agency for Development and Cooperation SDC
36. Conference: The future of training and further education in evaluation	11–12 June 2015	Saarbrücken, Germany	Master of Evaluation (MEval), Saarland University and University of Applied Sciences, Saarbrücken

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Event	Dates	Location	Organizer
37. Congreso Internacional "Evaluación y Rendición de Cuentas para la Transparencia Democrática" & IX Conferencia Bienal Internacional de la SEE	11–12 June 2015	Sevilla, España	Sociedad Española de Evaluación de Políticas Públicas
38. DAC Evaluation Network meeting	15–16 June	Paris, France	DAC Network on Development Evaluation, OECD
39. Mexico Evaluation Week	15–19 June 2015	Mexico City, Mexico	The CLEAR Center; The Mexican Agency for International Development; National Academy of Evaluators, The National Council for the Evaluation of Social Development Policy.
40. Journées Françaises de l'Evaluation	18–19 June 2015	Montpellier, France	Société Française de l'Evaluation
41. UK Department for International Development´s first 2015 Year of Evaluation event	18 June 2015	London, UK	Department for International Development, UK
42. Speakers Lunch, Celebration of EvalYear at the International Program for Development Evaluation Training	24 June 2015	Carleton University, Ottawa, Canada	International Program for Development Evaluation Training
43. Media Dialogue in EvalYear in Ghana	25 June 2015	Ghana	Ghana M&E Forum (GMEF) with UNICEF – Ghana
44. Symposium: Evaluation as a strategic element for the effectiveness of public policies, programmes and projects	26 June 2015	Managua, Nicaragua	Nicaraguan Network in Monitoring and Evaluation (ReNicSE) and Institute of Administration and Public Policies /UNI
45. National launch of EvalYear in Ghana followed by regional forums on EvalYear in three regions and a policy dialogue	2 July 2015	Ghana	Ghana M&E Forum (GMEF) with UNICEF – Ghana
46. Colloquium of state and the evaluation community	2 July 2015	Santiago, Chile	Red de Seguimiento, Evaluación y Sistematización de Latinoamerica y el Caribe, in Chili. (RELAC_Ch)
47. The Aotearoa New Zealand Evaluation Association Conference	6–9 July 2015	Auckland, New Zealand	The Aotearoa New Zealand Evaluation Association
48. Regional Colloquium on the evaluation of public policies Theme :"Building together the evaluation of tomorrow"	7–9 July 2015	Cotonou, Republic of Benin	Ministry of Evaluation of Public Policies, Promotion of Good Governance and Social Dialogue in partnership with UNDP, CLEAR AFRICA, UNICEF and 3IE
49. Seminario Internacional: La Contribución de la Evaluación al Desarrollo en América Latina, Diálogo entre Política y Evaluación	15–17 July 2015	Centro de Investigación y Capacitación en Administración Pública (CICAP), San José, Costa Rica	Universidad de Costa Rica (UCR), Universidad del Sarre, Alemania (UdS)

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Event	Dates	Location	Organizer
50. Wilton Park event on New Frontiers for Evaluation in an era of market oriented development	20–22 July 2015	Wilton Park Conference Centre, West-Sussex, UK	Wilton Park and the Centre for Development Impact
51. EvalYear celebrations at the Annual General Meeting of the APNODE	23–24 July 2015	Abidjan, Côte d'Ivoire	African Parliamentarians' Network on Development Evaluation (APNODE)
52. Evaluation day – "EvalCafé"	1 August 2015	Yaounde, Cameroon	Cameroonian Community of Evaluators
53. Consultation with East Asian Parliamentarians in Strengthening Evaluation Function in National Development Agenda	10–11 August 2015	Bangkok, Thailand	PFDE, UNICEF, UN Women, EvalPartners
54. 10th Conference of the Latin-American and the Caribbean Network on Monitoring and Evaluation (REDLACME)	2–4 September 2015	Panama City, Panama	REDLACME, The Inter-American Development Bank; the World Bank; and the CLEAR Center for Spanish-speaking Latin America
55. Swiss Evaluation Society (SEVAL) and Geneva Evaluation Network (GEN) conference	3–4 September 2015	University of Geneva, Geneva, Switzerland	Swiss Evaluation Society (SEVAL) and Geneva Evaluation Network (GEN)
56. Australasian Evaluation Society (AES) conference	5–9 September 2015	Melbourne, Australia	Australasian Evaluation Society
57. Ethiopian Monitoring and Evaluation Association 2nd General Assembly	6–7 September 2015	Addis Ababa, Ethiopia	Ethiopian Monitoring and Evaluation Association
58. ZEA Regional Conference and Workshops	14–18 September 2015	Harare, Zimbabwe	Zimbabwe Evaluation Association
59. ADB learning event entitled " Think Sustainable, Act Responsible"	15–16 September 2015	Manila, Philippines	Asian Development Bank
60. SLEvA International Conference 2015	15–18 September 2015	Colombo, Sri Lanka	Sri Lanka Evaluation Association
61. Consultation with Latin American Parliamentarians in Strengthening Evaluation Function in Post Development Agenda	17–18 September 2015	Parlatino, Panama City, Panama	PFDE, UNICEF, CLEAR, UN Women, IPC-IG/UNDP, UNFPA and EvalPartners
62. International Programme Evaluation Network conference	23–25 September 2015	Kiev, Ukraine	International Programme Evaluation Network
63. Conference entitled "Evaluating for Growth: Introducing the Hellenic Evaluation Society"	24 September 2015	Athens, Greece	Hellenic Evaluation Society
64. Polish Evaluation Society Conference	27–29 September 2015	Krakow, Poland	Polish Evaluation Society with the Polish Ministry of Regional Development and the Polish Agency for Enterprise Development
65. Joint conference: Making effective use of evaluations in an increasingly complex world	30 September 2015	Paris, France	UNESCO, OECD, French Evaluation Society, European Evaluation Society

(continued)

Event	Dates	Location	Organizer
66. 5th Annual Development Evaluation Forum	September 2015 (dates to be confirmed)	Trinidad and Tobago	Ministry of Planning and Sustainable Development Trinidad and Tobago
67. Encuentro Iberoamericano Sobre Institucionalizacion De La Evaluacion	30 September – 2 October 2015	Cartagena de Indias, Colombia	Secretaría General de Cooperación Internacional para el Desarrollo División de Evaluación de Políticas para el Desarrollo y Gestión del Conocimiento
68. International Conference on institutionalizing the evaluation in public policies	5–6 October 2015	Rabat, (Morocco)	National Observatory of Human Development, in partnership with the United Nations in Morocco
69. Moroccan Evaluation Week	7–10 October 2015	Rabat (Morocco)	Moroccan Evaluation Association
70. SAMEA's 5th Biennial Conference	12–16 October 2015	Hilton Hotel in Sandton, Johannesburg	South African Monitoring and Evaluation Association (SAMEA)
71. CEI EvalYear Conference 2015	14–15 October 2015	Montego Bay, Jamaica	Caribbean Evaluators International
72. Training programme on National Evaluation societies	19–31 October 2015	Antwerp, Belgium	The Institute of Development Policy and Management, University of Antwerp
73. National Evaluation Capacities (NEC) conference	26–30 October 2015	Bangkok, Thailand	UNDP in partnership with United Nations Evaluation Group and EvalPartners
74. IDEAS Global Assembly	26–30 October 2015	Bangkok, Thailand	IDEAS
75. First Regional Conference of Evaluators of Western Balkan	28–29 October 2015	Sarajevo, Bosnia & Herzegovina	Western Balkan Evaluation Network and Evaluation Society of Bosnia & Herzegovina
76. RASPPE Annual Conference	29–31 October 2015	Moscow, Russia	Russian Association of Specialists in Program and Policy Evaluation
77. International conference on Education Evaluation: to ensure quality and development	4–5 November 2015	Riyadh, Saudi Arabia	Public Education Evaluation Commission (PEEC)
78. African Development Bank Development Evaluation Week	6 and 9–11 November	Abidjan, Cote d'Ivoire	Independent Development Evaluation (IDEV) – African Development Bank
79. American Evaluation Association (AEA) conference	9–14 November 2015	Chicago, USA	American Evaluation Association
80. Celebrating EvalYear during the Evaluation Week with the end of year session of the Parliament and the Senate of Cameroon	9–13 November 2015	Yaoundé Conference Center	Cameroon Development Evaluation Association (CaDEA)
81. 1st international conference of NAE	16–17 November 2015	Abuja, Nigeria	Nigerian Association of Evaluators

Event	Dates	Location	Organizer
82. Two-day technical seminar on "Enhancing the evaluability of Sustainable Development Goal 2"	17–18 November 2015	IFAD in Rome, Italy	Evaluation Offices of FAO, IFAD, WFP and CGIAR
83. Community of Evaluators South Asia (CoE-SA) Evaluation Conclave (in the context of Global EvalYear event)	23–27 November 2015	Kathmandu, Nepal	Community of Evaluators South Asia (CoE-SA)
84. Global EvalYear Event which includes EvalPartners 2nd Global Forum	23–27 November 2015	Kathmandu, Nepal	EvalPartners, IOCE, UN Women, CoE-SA, PFDE, CoE Nepal, Parliament of Nepal, National Planning Commission of Nepal, United Nations Evaluation Group
85. 2015 Brazilian Monitoring and Evaluation Network Seminar	25–27 November 2015	Belo Horizonte-MG, Brazil	Brazilian Monitoring and Evaluation Network and Fundação João Pinheiro
86. Evaluation Forum at US Department of State	2 December 2015	George C. Marshall Conference Center, Washington, DC	U.S. Department of State
87. The 13th Official Donor Assistance Evaluation Workshop	9–10 December 2015	Tokyo, Japan	Ministry of Foreign Affairs of Japan

7. FINAL REMARKS

This study provides an overview of the status of National Evaluation Capacities in the 43 UNDP programme countries that indicated interest in the 18 NEC commitment of the 2013 NEC Conference—to use evaluations and to ensure the evaluations they produce are credible and independent.

It describes a variety of institutional settings and legal frameworks that exist among the countries analysed and reveals that worldwide, evaluation is a highly dynamic process. Many different combinations are in place, reflecting a variety of government's interests, political contexts and countries' developmental stage. Evaluation is constantly being reviewed and concepts are being refined as interests and actions oriented towards better evaluation and better processes evolve. These, in turn, are also a function of the progressive implementation and use of evaluations—with their implementation and use, such processes can be reviewed and refined.

Regarding the existence of a legal framework or national evaluation policy, variations exist with some countries having a national evaluation policy, others having national evaluation legislation but not a policy, and many countries having some kind of legal framework in place, either formalized or semi-formalized. Some countries that do not yet have a national evaluation policy have proposals or draft national evaluation policy waiting for legislation. Many countries have sectoral policies requiring evaluations of national programmes as opposed to national policies.

The ways in which national evaluation policies are used also varies. Many governments pursue national evaluation policies as a way to ensure evaluations are used. Other countries are looking at legal frameworks as a way to ensure that there are minimal standards and that quality guidelines are in place.

Regarding the current institutional setting at the national government level, there is a diversity of models. In almost all countries, international

donor pressure for evaluations has facilitated the creation of a minimum structure to fulfil donor needs; national governments often have a unit or division tasked with monitoring donor's work. Some national governments have sophisticated structures and policies with mechanisms to ensure that evaluations are produced credibly and independently. Their evaluation results are useful and used for decision-making and assess the performance, impact and effectiveness of their programmes.

In many countries, the Ministry of Planning has an evaluation unit and is monitoring and evaluating the implementation of national plans. There are many cases in which decentralized evaluation units exist across the line ministries to facilitate that work, such in the Ministries of Social Development, Education and Health.

In any case, a central evaluation unit is not necessarily the only possible institutional arrangement, as these are usually a function of the size of governments' structures and their specific arrangements in each case. Since complexities exist in the formulation of each institutional setting, in certain cases arrangements around a central unit seem to work well. In other cases, decentralized evaluation units enable a variety of perspectives on evaluation work and research undertaken.

Regarding the use of evaluations, the lack of a national policy is not an indication that evaluations are not used. Many countries that do not have a national evaluation policy use evaluations on an ongoing basis. The survey results demonstrate that many countries do not have national-level evaluations undertake sectoral evaluations of national programmes and evaluations of projects of national development plans to assess progress towards the plan's goals and targets. In many cases, these are also to be perceived as national-level evaluations. Many countries also referred to evaluations done by international donor agencies on national governments pro-

grammes as national-level evaluations. As such, the concept of national-level evaluations has yet to be clearly articulated. The term is sometimes used in reference to 'nationwide' evaluations, sometimes used in reference to sectoral evaluations done by government of certain national programmes and performed by the donor community on national level interventions.

The concept is also used to describe *macro*-level evaluations (related to assessments of the national development plan, government plan targets and policy impact), *meso*-level evaluations (tracking performance of government agencies, their plans and programmes) and *micro*-level evaluations (assessments of individual performances).[152] Monitoring and evaluation work done by a variety of national-level institutions, including the legislative, executive and judiciary levels (such as the work performed by auditor generals in certain countries), is also referred to as national-level evaluations.

Evaluations are used widely. There are a few cases in which M&E systems are in place but the focus of the work is on monitoring and little is done on evaluation; situations where administrative reforms are pushing for modern management techniques that incorporate evaluation; and examples where governments show little interest in evaluation.

The study also found that the concept of 'programme evaluation' may be understood differently in each case. Some understand it widely as a tool to measure programme relevance and impact. Others describe it in relation to monitoring activities tracking project implementation or budgetary expenditures.

In almost all countries, there are efforts in place to promote the use of evaluations either by parliamentarians or voluntary organizations for professional evaluation, universities, international donors and other stakeholders. Numerous coun-

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152   The concepts of macro-, meso- and micro-level evaluations are well described in Aquilino, 2015.

tries have a national evaluation society and some have more than one.

Several issues have been identified as limitations for the use of evaluations. At times, some national governments use evaluations more as a political mechanism or a marketing tool to assess the performance of certain programmes that are considered political priorities. Use of evaluation is also sometimes hampered by difficulties to align the timing, scope and focus of the evaluations with the timing, scope and focus of national planning and budgeting processes. Even in countries with comprehensive evaluation practices, there is evidence of coordination challenges regarding timing and design of targets and indicators.

A key issue identified by the Study is the lack of a process to follow up on evaluation recommendations. Even if those processes are in place, there are cases where recommendations are too difficult and complex to implement or require joint follow-up by different levels of government.

Every country has a **central agency responsible for collection and analysis of national data,** but most countries don't have integrated public registries. There are many examples of investments being made in development of web portals and integrated systems, which could become important sources of data for evaluation.

The existence of technical evaluation capacities is key for many governments. Many of them have invested in developing M&E capacities, guides and methodologies for the implementation of a variety of such 'evaluation' processes. Some evaluation units have managed to gain full respect for the quality of their work due to the level of staff expertise. In other cases, even if evaluations are required, national capacities are scarce to ensure measurable indicators are developed or that plans exist to produce evaluations.

Regarding **stakeholders' involvement and access to information**, many governments have

policies and procedures enabling the involvement of representatives of the programmes being evaluated. A few have structures in place for participation of the beneficiaries of such programmes in the evaluation processes. Some countries restrict public access to evaluation information. Many countries post their evaluation reports on the web, but in some cases the large volume and the technical nature of the reports restrict citizens' access to information and limit engagement.

Budgets can also be a limitation to undertaking evaluations. However, the study found that it is difficult to generalize and map the extent to which budgets are or are not available and whether they are or are not a constraint. There are many cases in which policies and evaluation agendas demand evaluations, but their execution is subjected to the existence of financial resources. There are also situations in which budgets are in place but are not sufficient to conduct all the needed work. Often, many government units responsible for evaluation have their own budgets to conduct evaluation—but that does not mean these resources are in fact available. Ultimately, budgets are highly influenced by government politics.

Similarly, regarding **gender and ethnic and cultural issues**, these are specific to each evaluation study and difficult to generalize. In many cases, evaluations disaggregate data by sex, but that is as far as they go. In other circumstances, gender issues are better considered in evaluation and reporting. With a few exceptions, ethnic and cultural issues are seldom considered in evaluation work, unless it is the main focus of analysis. Both aspects are heavily dependent on the object of evaluation.

Similarly, it is important to understand that the fabrics that countries and national governments are made of is not uniform. Several shades exist and there is need to think about granularity. Even within the countries themselves, issues resist generalization. For example, even within the same national government for the MDGs alone, there

are sectors (housing, health, education) in which budgets exist for evaluations and others that will not be priorities for governments.

As a governance tool, evaluations are often produced as demanded by decision makers and managers who need accurate, updated and timely produced information for policymaking; by civil society in need of tools to assess government interventions and sector needs; and by the media and the public for accountability of the use of public resources.

Donors had an impact on the success of the government's M&E system in some countries. In addition to the establishment of new or stand-alone M&E units in government, international donors have also been pushing for broader public sector and administrative reforms or governance activities in support of improved transparency, accountability or simply good management as part of their democratic governance programmes.

All of these granular aspects of national evaluation capacities need to be taken into consideration for the formulation of a future evaluation agenda and should be incorporated into the broader development agenda, as these are complex and intrinsically linked to each country's development agenda. It is clear from this Study that strong correlations exist between the stage of democratic governance in the countries surveyed and the capacity of their governments to conduct evaluations and ensure the independence, credibility and use of evaluation results.

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Country	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18
Benin	n	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Burundi	y	n	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Cameroon	n	n	n	n	n	y	y	y	y	y	n	y	y	n	n	n	n	n
Ethiopia	n	n	n	n	n	n	n	y	n	n	n	n	n	n	y	n	n	n
Ghana	n	y	n	n	n	y	y		n	n	n	n	n	n	y	y	n	n
Kenya	y	y	y	n	y	y	y	y	n	n	n	y	n	n	n	n	n	n
Malawi	y	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Niger	n	n	n	n	n	n	y	y	n	n	n	n	n	y	n	n	n	n
Nigeria	n	n	n	y		y	y	n	n	n	n	n	n	n	n	n	n	n
South Africa	n	y	y	n	y	n	y	y	y	y	y	y	n	n	n	n	n	n
Tanzania	n	y	y	y	y	n	y	n	y	n	y	n	n	n	n	n	n	n
Uganda	y	n	y	n	y	n	y	n	y	n	y	y	n	y	y	n	n	n
Egypt	n	n	y	y	y	n	y	y	y	n	n	n	y	y	y	n	n	n
Lebanon	y	n	n	n	y	n	n	y	n	n	n	y	n	n	n	n	n	n
Morocco	n	y	n	n	n	n	y	n	y	y	y	y	n	y	y	n	n	n
Afghanistan	n	n	y	n	n	n	y	y	n	n	n	n	n	n	y	n	n	n
Bhutan	n	n	n	y	y	y	y	n	y	y	n	y	n	n	n	n	n	n
India	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Indonesia	y	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Malaysia	n	n	y	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n
Mongolia	y	y	n	y	n	n	y	n	y	n	y	n	n	n	n	n	n	n
Nepal	y	n	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Pakistan	n	n	n	n	n	y	y	n	n	n	n	n	n	n	n	n	n	n
Sri Lanka	y	n	y	y	y	y	y	n	y	y	n	y	n	y	y	n	n	n
Thailand	n	n	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Albania	n	n	y	n	y	n	y	n	n	n	n	n	y	n	y	n	n	n

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153   As explained in Section 1, these are not official commitments signed by official government representatives, but represent key areas of interest for government representatives, policy makers or practitioners from these countries expressed during the Third NEC Conference in São Paulo.

Country	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18
Kyrgyzstan	n	n	n	n	n	n	n	n	n	n	n	n	n	n	y	n	n	n
Russia	n	n	n	n	y	n	y	n	n	n	n	n	n	n	n	n	n	n
Argentina	n	n	n	n	n	n	y	y	y	y	n	y	y	y	y	n	n	n
Barbados	y	y	n	y	y	y	y	n	n	y	n	n	n	n	n	y	n	n
Brazil	n	y	y	y	y	y	y	y	y	y	y	n	y	y	n	n	n	n
Colombia	n	n	n	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n
Costa Rica	n	n	n	y	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Dominican Republic	y	n	y	n	y	n	y	n	n	y	y	n	n	n	y	n	n	n
El Salvador	n	y	n	y	n	n	n	n	n	n	y	n	n	n	n	n	n	n
Guatemala	n	n	n	n	n	n	n	n	n	n	n	n	n	y	y	n	n	n
Honduras	n	n	n	y	n	n	n	y	n	y	y	n	n	n	n	n	n	n
Jamaica	n	y	n	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Mexico	n	n	y	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
Panama	n	n	n	n	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Saint Lucia	n	n	n	y	n	n	y	n	n	n	n	n	n	n	n	n	n	n
Suriname	y	y	n	n	n	y	y	y	y	n	y	n	n	n	n	n	n	n
Uruguay	n	n	n	n	n	n	y	n	n	n	n	n	n	y	n	n	n	n

STUDY FRAMEWORK

Commitments	Issues/Area of Commitment	Reporting Questions	Survey-questions/Respondent	Data Collection Methods
1. National government's capacity to use evaluations (Use of Evaluation)				
C4. Study the alternatives, assessing the pro and cons, of different options of **institutional set-ups**, such as **national evaluation legislation and policies**, where appropriate, taking the country/cultural context into account and establishing a set of minimum requirements based on lessons learned.	Institutional set-ups/Legal frameworks for evaluation	Does the country have institutional set-ups, such as national evaluation legislation or policies formally requiring the conduct of evaluations for national programmes and policies?	**UNDP/NG/VOPEs (either or all):** Does the country have requirements for evaluation in the form of national evaluation legislation, national evaluation policy, or policies requiring evaluations for national programmes and policies? **UNDP/NG/VOPEs (either or all):** Are there specific efforts by the government and civil society (professional networks, universities) to develop/set up National level policies/structures/frameworks? What are those? **UNDP/NG/VOPEs (either or all):** Are evaluations used in specific government sectors (i.e. health, education, social assistance)? How?	Desk review and Survey
C16. Assign **budgets or percentages of initiatives to evaluations** when designing/approving projects/programmes/policies or assign a percentage of the initiative cost.	Budget for evaluations		**UNDP/NG/VOPEs (either or all):** Do policies and frameworks refer to the need of budgets in place to conduct the work?[154]	Survey
C14. Map and analyse effectiveness of **coordination mechanisms and practices between central evaluation units and sector ministry units and local government evaluation.**[155]	Evaluation Management -Central/ decentralized Administrative Systems	What are the administrative/ management structure(s) at the national level to implement evaluation policies (and plan, conduct, administer and follow up on evaluations)?	**UNDP/NG/VOPES (either or all):** Does the National government have a central evaluation unit? **UNDP/NG/VOPEs (either or all):** Are there evaluation units in specific government sectors (i.e. health, education, social assistance)? **NG/VOPEs (UNDP unlikely?):** Is there communication, collaboration, and cooperation among evaluation units of various national government departments? **NG/VOPEs (UNDP unlikely?):** Is there communication, collaboration, and cooperation among evaluation units of between national and other levels of government?	Desk review and Survey Survey Survey

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154   The existence of references does not mean budgets exist.

155   This commitment also links central and local levels of government, which this study will not likely to be able to document.

Commitments	Issues/Area of Commitment	Reporting Questions	Survey-questions/Respondent	Data Collection Methods
C6. **Create/strengthen Parliamentarians' forum for development evaluation** in different regions to advocate for use and conduct of evaluations. C7. Facilitate **partnership / cooperation between government, voluntary organizations for professional evaluation (VOPEs), parliament and the private sector** to strengthen the understanding about what evaluation is and how it can be useful for different actions.	Evaluation culture/ Promotion of evaluation and its demand/ use	**Are there external efforts to promote evaluation and its use?** **Does your country have a parlia-mentarian forum for evaluation, does your coun-try engage in a regional one?** Do parliamentar-ians demand and make use of eval-uations? How? If they demand, how is this processed?	**UNDP/NG/VOPEs (either or all):** What are the main institutions actively advocating for the use and conduct of evaluations (i.e. VOPEs, Parliament, National Government units, Private Sector)? **UNDP/NG/VOPEs (either or all):** What efforts are underway by these institutions to promote the need and demand for and use of evaluations of national-level government programmes? **UNDP/NG/VOPEs (either or all):** Is there cooperation between Government, VOPEs, Parliament and Private Sector in theses efforts? **UNDP/NG/VOPEs (either or all):** Is there a parliamentarian forum for evaluation at the national level in the country? Is there a parliamentary forum at a regional level? Does the National Government participate in any or both of them? **UNDP/NG/VOPEs (either or all):** Do parliamentarians demand and make use of evaluations? How? If they demand, how is this processed?	Desk review and Survey Survey Desk review and Survey Survey
2. National government's capacity for independent evaluations (Independence of Evaluation)				
C3. Develop systems to promote the transparent **follow-up of evaluations, such as management response tracking sys-tems and citizen's com-mission** that allow for effective monitoring of the implementation of evalua-tion recommendations. C10. Develop **standards**, based on lessons learned to ensure stakeholders involvement while still guaranteeing indepen-dence of the evaluation.	Stakeholder Involvement/ management response	Are there specific efforts to promote the independence of evaluations (i.e. stakeholder involvement, system for man-agement response transparency and accountability mechanisms)?	Are there references to transparency, accountability and external stakeholder involvements in evaluation in govern-ment websites and documents? **UNDP/NG/VOPEs (either or all):** Are VOPEs, Parliament, Private Sector and others advocating for transparency, accountability and stakeholder involve-ment in National evaluation processes? **NG/VOPEs (UNDP unlikely?):** Are there specific efforts to promote the independence of evaluations (i.e. stakeholder involvement, system for management response, transparency and accountability mechanisms)?	Desk Review Desk Review and Survey

Commitments	Issues/Area of Commitment	Reporting Questions	Survey-questions/Respondent	Data Collection Methods
3. National government's capacity to ensure credible evaluations (Credibility of Evaluation)				
C2. Collaborate to build and **strengthen credible national data systems** to improve the integrity of such systems, in order to better link performance of policies and programmes. C11. Develop/connect **national registries/ national statistical systems to M&E** systems with increased frequency of data collection to support decision-making.	Data Systems	Are there National data systems in place?	Is there a central government agency responsible for collecting and analysing national data (e.g demographics, economics)? Are there any integrated public registries, administrative records, national statistics, M&E system used for evaluations?	Desk review
C9. Develop **standards, based on lessons learned, to ensure proper triangulation of evidence, checks and balances and qualitative data use** to not be just perception-based. C5. Develop /strengthen/ support / expand joint **peer-to-peer systems and mentoring programmes** among professional association of evaluators and government evaluation units. C17. Use **Independent evaluators** to facilitate/ moderate self-assessments and reviews.	Evaluation Techniques and Methodologies	Are there specific guides/courses on evaluation techniques, manuals and methodologies to assist evaluation practitioners?	**UNDP/NG/VOPEs (either or all):** Are courses/guides on evaluation practice available by Universities, VOPEs, Government, other education institutions? **UNDP/NG/VOPEs (either or all):** Are the professional evaluation associations in the country playing a role to advance evaluation techniques in general?	Desk Review and Survey
C8. Develop approaches based on lessons learned, on how to incorporate **cultural dimensions** into evaluation in different regional and national contexts. C18. Incorporate **gender capacities/perspectives** in M&E national Systems	Gender and cultural evaluation capacities/ perspectives	Are guides/methodologies for the incorporation of cultural/gender issues in evaluation processes available in the country? Are they used?	**UNDP/NG/VOPEs (either or all):** Are there courses/guides on incorporation of cultural dimensions and gender capacities in the evaluation processes available in the country? **UNDP/NG/VOPEs (either or all):** Are gender issues incorporated in national government evaluation processes? **UNDP/NG/VOPEs (either or all):** Are cultural issues incorporated in national government evaluation processes? **UNDP/NG/VOPEs (either or all):** Are the professional evaluations and others advocating for the incorporation of cultural dimensions, gender capacities in the evaluation processes?	Desk Review and survey Survey Survey Desk Review and survey