



**LEAVING NO
ONE BEHIND:
EVALUATION
for 2030**

2019 National Evaluation
Capacities Conference

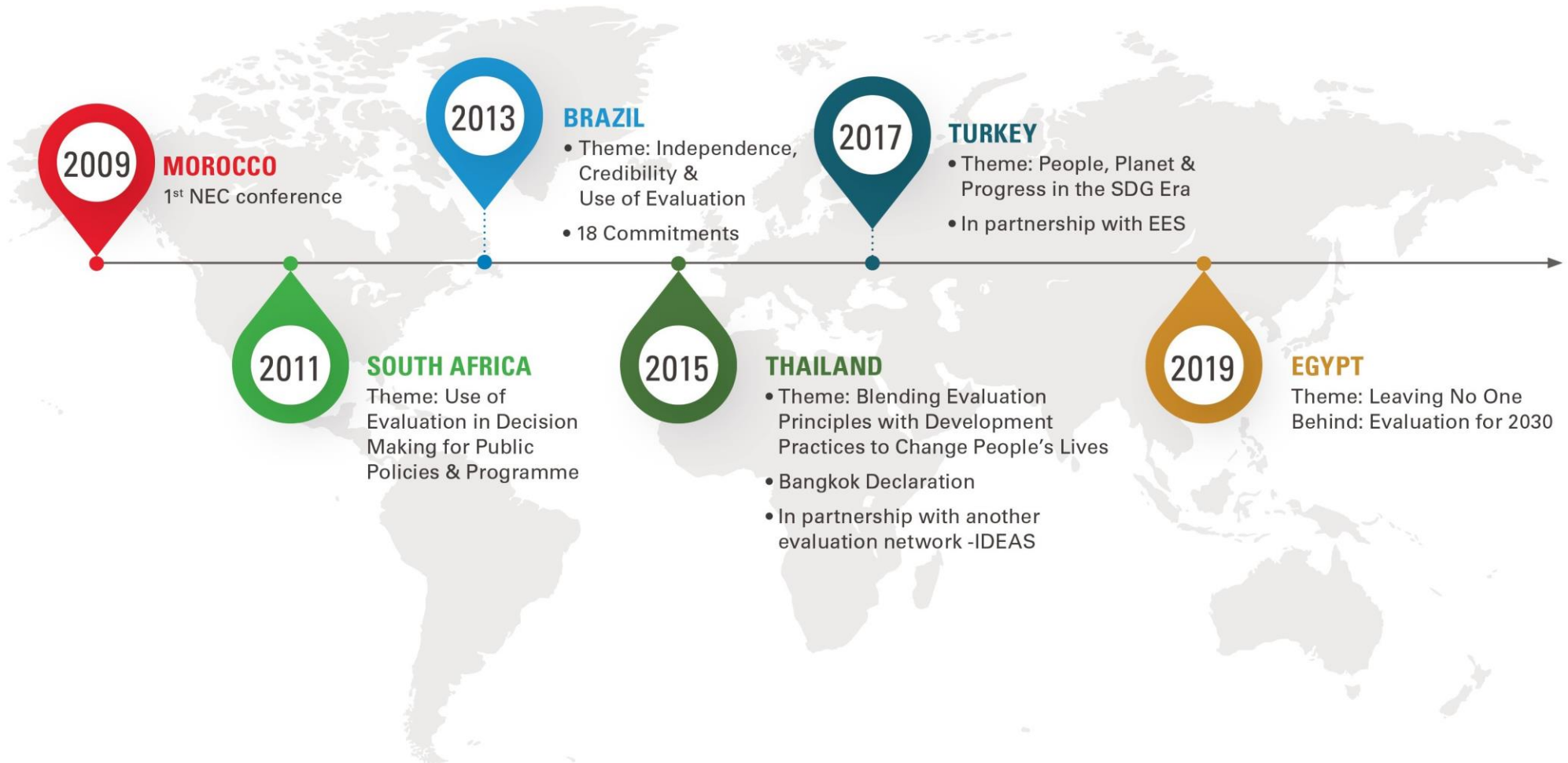
The NEC journey: 5 days in Hurghada

Heather Bryant, Chief, Capacity
Development Section, UNDP IEO

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[#NECdev](https://twitter.com/undp_evaluation)

History & Evolution of NEC CONFERENCES



WORKSHOPS

- ▶ 2 days
- ▶ 30 trainers
- ▶ 21 workshops
- ▶ 168 hours of training
- ▶ 280 participants

CONFERENCE

- ▶ 3 days
- ▶ 5 plenaries
- ▶ 21 parallel sessions
- ▶ > 500 participants
- ▶ > 100 countries



The implementation of the SDGs can be accelerated globally by bolstering evaluation, a powerful tool that improves public accountability and contributes to positive development change.

-UN Deputy Secretary General



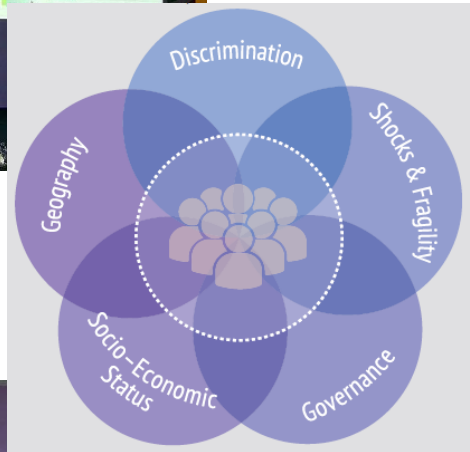
The monitoring and evaluation process is crucial for the development process and technology is important in improving the monitoring and evaluation process.

- H.E. Dr. Hala Helmy El Saeed, Minister of Planning, Monitoring and Administrative Reform, Egypt





Leaving no one behind manifests itself in many ways



Evaluators need to ask themselves,

- What are we bringing to the table?
- What are we doing?
- Are we doing the right thing?
- Are we doing it right?



“Evaluation generates evidence, strong accountability & learning that will help us in achieving the SDGs.”

-Indran Naidoo, IEO

“Sometimes we say evidence speaks for itself, but actually, when fragmented, it does not. We need to translate evidence into knowledge.”

-Fernando Bucheli, Colombia



- Evaluation criteria provide a **foundation** for better evaluation
- Better evaluation requires not only *asking the right questions* but also asking
 - **Who** is asking the questions
 - **How** questions are answered

EVALUATION CRITERIA



“we need to go beyond *relevance* to **context, approaches and needs**, to lead to culturally sensitive evaluation”



Evaluation is about Value – to assess what is working; for whom; how; and why.



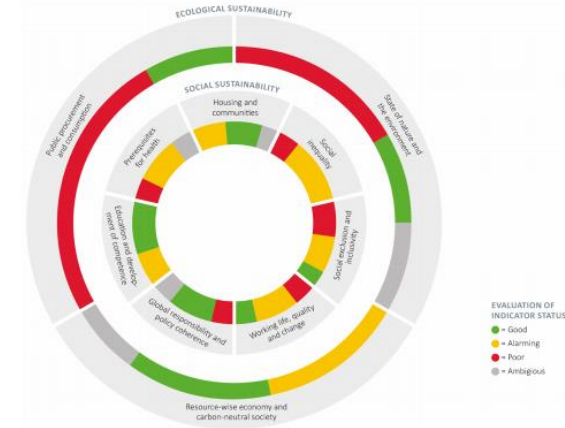
Four key areas critical for strengthening an evaluation function are evaluation policy, evaluation quality, evaluation coverage, and communication








Building an evaluation culture is a job for us all

- Indran Naidoo, IEO

- Successful efforts to track progress on the SDGs require a ‘whole of government’ approach with high level commitment.
- No country has yet introduced a credible plan of how the 2030 agenda will be achieved.
- Countries need credible road maps of how to achieve the SDGs, which is why we need evaluation



Matrix Scoring

SDG	A	B	C	D	E	F	G	H	I	J	K	Average Score
1  POVERTY	10	7.7	3.2	3.3	3.6	3.4	5.3	3.1	3.3	2.0	4.6	49.5 3 rd
3  GOOD HEALTH AND WELL-BEING	10	7.6	3.3	3.8	3.6	3.9	6.4	3.7	3.6	2.3	5.3	53.5 1 st
4  QUALITY EDUCATION	10	6.2	3.0	3.4	3.3	3.6	7.7	3.3	3.4	1.6	4.6	50.1 2 nd
5  GENDER EQUALITY	5	5.9	2.3	2.9	2.7	2.6	4.7	2.7	2.7	1.3	3.7	36.5 5 th
8  DECENT WORK AND ECONOMIC GROWTH	10	5.9	2.7	2.9	3.2	2.8	5.4	3.0	3.3	1.6	3.7	44.5 4 th

“National evaluation capacities” means more than individual capacity of evaluators; it also means institutional capacity. To ensure institutional capacity, **national evaluation policies** are important to define rationale, purpose, principles, definitions and roles and responsibilities, and resources.



“What can’t be measured can’t be assessed. What can’t be assessed can’t be improved”

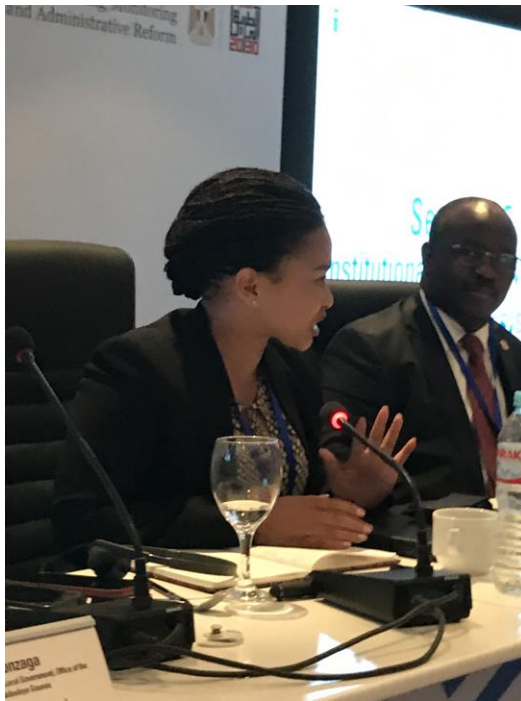
- Gamil Helmy (Egypt) and Vijaya Vadivelu (IEO)

“Strengthening an M&E system is not an event. It is a process that require commitment from all stakeholders. Use of a gradual approach is very important”

-Upayo Mosarwa (Botswana)



M&E is not just a technical process, but also a political one, and therefore has implications for integrating equity in national evaluations. Addressing participation, voice and power are central to institutionalizing equity. However, engaging citizens and ensuring their voice is an iterative process and takes time and considerable effort.



Five key challenges to strengthening evidence based-decision making culture :

- Linking global goals to local context
- Establishing right M&E architecture;
- Articulating roles and operationalization of feedback loop between Planning, Monitoring and Evaluation;
- Challenges related to development of data systems; and
- Making inclusiveness and broaden partnership.

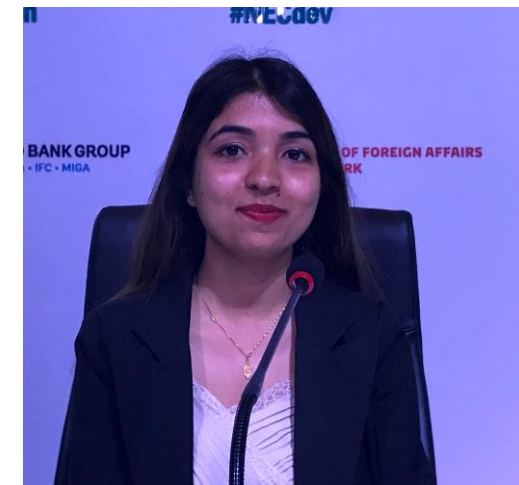


Thinking globally, acting locally and country led M&E will allow countries to take greater ownership of their development policies.

Boubacar Aw, Director CLEAR Francophone Africa

Countries in Asia-Pacific face common challenges in strengthening evaluation systems to meet the demands of the SDGs

Diagnostics have identified needs and countries are designing realistic approaches to move forward, especially with respect to disaggregated data, feedback loops and the culture of evaluation



Prioritization of SDGs at country level is necessary to determine what should be evaluated

Countries should establish and continually reinforce their national evaluation and data collection systems, to make evidence available to inform national policies, as a mean to accelerate progress towards the SDGs.

Countries should also develop a clear mechanism for demand and use of evaluation



It is important to pay attention to the approach followed in national evaluations, e.g., setting up an evaluation steering committee, putting in place measures for ownership, ensuring stakeholder engagement in different evaluation stages of evaluation, and communicating evaluation findings.



One of the world's greatest collective challenges is coping with a changing climate, and evaluation has an important role to play.

All countries face challenges regardless of their level of development, but the impacts are most acute in developing countries



13 CLIMATE ACTION



Leaving no one behind



Evaluations of adaptation interventions show challenges:

- low adoption, limited sustainability and scaling-up;
- issues of trade-offs (economic, environmental, resource use efficiency);
- need for better adaptation to local contexts and priorities.

Geospatial data and methods offer powerful tools for evaluation

These tools can ‘open up’ theories of change, to show unanticipated consequences and impacts

Satellite imagery can enable detailed analysis of development changes in hard to reach locations.

‘Machine learning’, propensity mapping and other techniques can harness large data sets to reveal insights on multiple evaluation criteria, including impact.

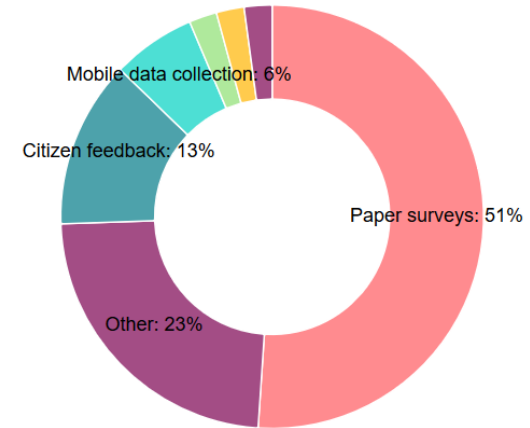
Using geospatial techniques for causal contribution remains challenging/



New technologies can provide
 real-time, ground-truthed
 answers to key programmatic
 design and implementation
 questions

What's your primary source of data collection?

- Paper surveys
- Other
- Citizen feedback
- Mobile data collecti...
- 4 Other
- Paper
- other



Youth are strongly connected by technology and networking.

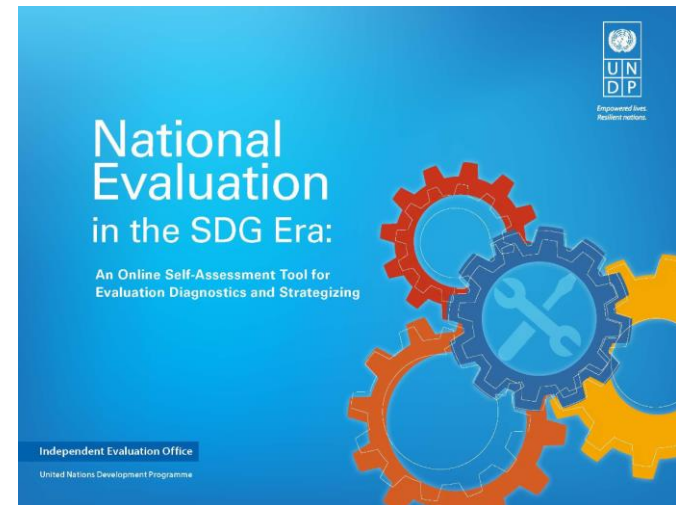
The world is much more connected through them and this can benefit unreached people and unheard voices.



Young people should be involved in all evaluations, not just evaluations of youth programmes.



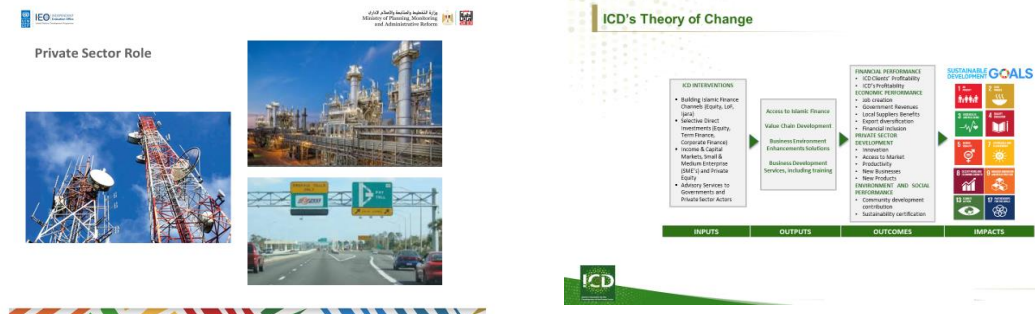
The Online National Evaluation Diagnostic and Strategizing Tool facilitates institutional self-assessment of evaluation capacities and enables a systematic approach to determine pathways and parameters for strengthening national evaluation.



Access the Tool at <http://web.undp.org/evaluation/national-evaluation-diagnostics/>

Engagement with the private sector is crucial, even central, to achievement of the SDGs.

Risk, reticence and reluctance makes evaluation essential to oversee and manage this partnership with the private sector and ensure proper use and intended impact from the use of public funds in pursuit of the SDGs





User-friendly evaluations are more likely to be used by partners and stakeholders
Focus on what binds you not what divides you

The evaluation community needs to collectively advocate for more gender-responsive evaluation

“Gender mainstreaming plans should be grounded in comprehensive and consistent theories of change”

“There is generally progress in gender equality but when progress touches power there may be a backlash: how do evaluations capture this?”



Thorough and clear data collection, designed with and targeted at vulnerable groups, can clearly inform decision makers of intended and unintended consequences of policy implementation and provide evidence for ways forward and policy expansion.

Key to this is including vulnerable groups beyond just data collection



Don't leave local governments behind, that's where SDG implementation happens



Evaluation without leaving anyone behind

“Why are we doing the evaluation? For **whom?**”

Megan Kennedy-Chouane, OECD

“Community engagement in evaluation is important for credibility and bringing out the voices of the people”

Mayanja Gonzaga, Uganda

“Data, and data collection, may be a challenge, but people are there, ready to tell their stories.”

Bagele Chilsa, Botswana



“Hurghada Principles” for evaluation that “Leaves no-one behind”

1. Map evaluation stakeholders thoroughly and in detail at the outset of the evaluation
2. Sustain stakeholder engagements throughout evaluation processes
3. Use diverse and appropriate evaluation methods
4. Always consider and be sensitive to the context
5. Disseminate evaluation findings
6. Be particularly vigilant about leaving no-one behind in conflict-affected and fragile contexts and in humanitarian crises







Key Findings

Gamil Helmy

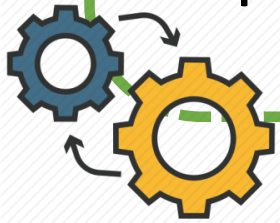
Minister Assistant for Monitoring Affairs,

MoPMAR, Egypt



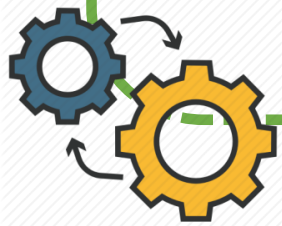
✓ From Monitoring to Evaluation.

The transformation of countries from the monitoring process to the process of evaluating the feasibility of development programs is a necessary guarantee for the implementation of SDGs.

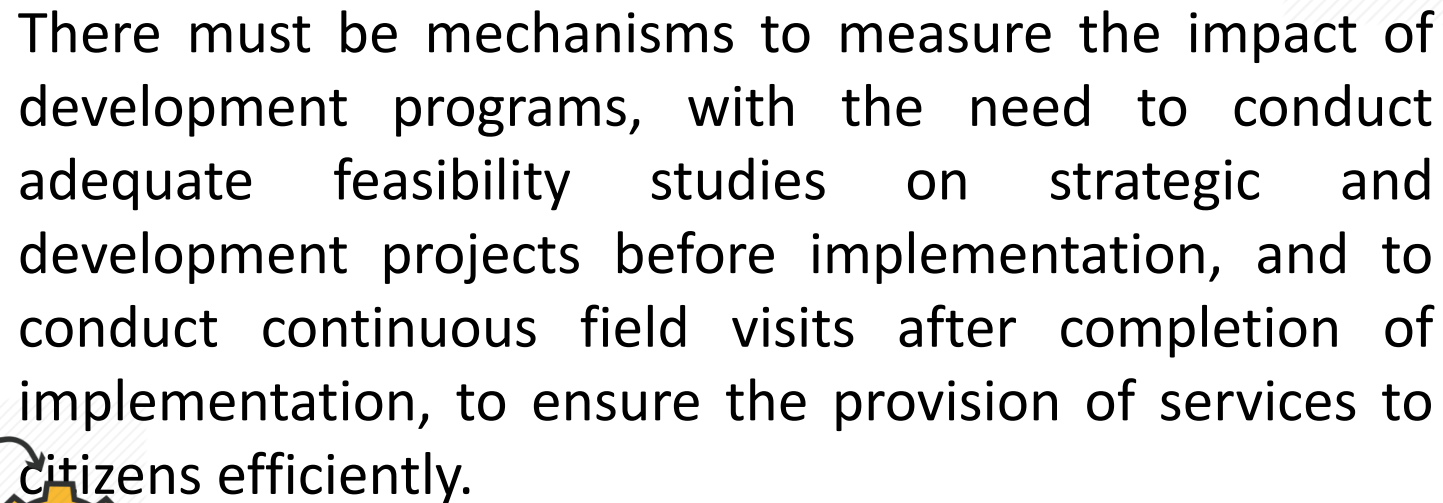


✓ Participatory Approach.

All partners (governments, parliament, civil society organizations, private sector, media, universities) should cooperate in the evaluation process to ensure its effectiveness.



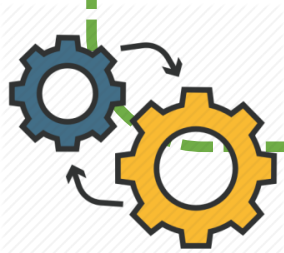
✓ Evaluation After and Before.



There must be mechanisms to measure the impact of development programs, with the need to conduct adequate feasibility studies on strategic and development projects before implementation, and to conduct continuous field visits after completion of implementation, to ensure the provision of services to citizens efficiently.

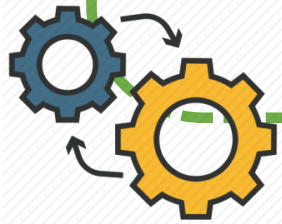
✓ Capacity Building.

The need for governments to adopt programs in order to qualify the government employees, and to expand partnerships with related agencies.



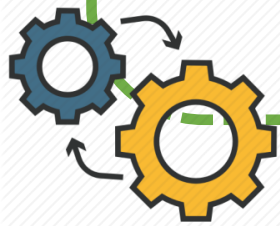
✓ Culture of Evaluation.

A “culture of evaluation” must be disseminated in society, with the need to emphasize that evaluation is an important tool to improve performance and outcomes, not just to be a mean of punishment.



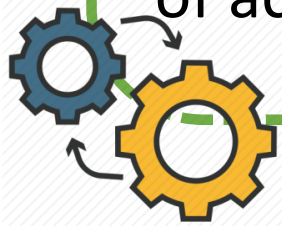
✓ Leaving No One behind.

Evaluations should not overlook marginalized groups and integrate them into society and the sustainable development process.



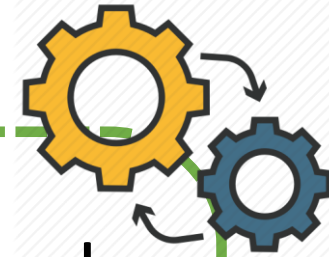
✓ The Cost of Access To Data.

Modern technology and information revolution should be used to collect data and analyze data in order to better integrate the citizen in the evaluation process through tools that are accessible to all taking into consideration the cost of access to data.



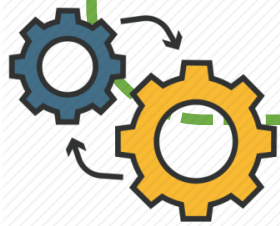
✓ Institutional and Legislative Reforms

The evaluation process should be institutionalized, and making legislative amendments, if required.



✓ Data Accuracy.

It is not important to call for increasing the number of KPI'S that measure SDGs, it's better to determine accurate KPI'S that can be measured based on reliable methods.





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Thank You

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