International Conference on National Evaluation Capacities

Enabling Environment for Evaluation Capacity at National Level – Sri Lankan Experience

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Road Map

- Institutional arrangements for M&E

- Features of M&E.

- Evaluation Capacity Development.

- Institutionalizing Managing for Development Result as a Public Sector Reform (With UNDP TA)

- Issues and Challenges

Features of M&E

MPI is the National Focal Point for M&E

- Monitoring Capital Budget of Line Ministries and Projects Over Rs. 50 Million.

- Submission of Quarterly Progress Report to the Cabinet of Ministers on Development Projects.

- Maintaining the Electronic Project Monitoring System.

- Holding trouble shooting meetings to resolve implementation issue.

- Institutionalize Managing for Development Results in Government.

- Programme/Project Evaluation.

EVALUATION CAPACITY DEVELOPMENT

- ADB TA in 1991 supported to establish Post Evaluation Unit in the MPI

  - Introduction of methodology, techniques, procedures for PE (manuals and guidelines)
  - On the job training of senior government officials
  - Sensitization of policy makers and senior government officials
  - Dissemination of evaluation findings and establishment of feedback arrangements
  - Development of Computerized Evaluation Information System (EIS) for storing and retrieving Post Evaluation Findings
  - Introduced Evaluation Module in SLIDA to orient government officials

DEVELOPMENT EVALUATION

- On-going, Ex-Post and Impact Evaluation
- Evaluation of the Implementation of PD
- Dissemination and Feedback - EIS
- Project Submission Format Captures Evaluation Lessons
- SLEVA – enhancement of evaluation culture
- Outsourcing Evaluations
- Joint Evaluations

Criteria's used for selecting projects for evaluation

As Evaluation is an expensive exercise it is necessary to carefully select projects for evaluation.

- ❑ Projects that are likely to be replicated.
- ❑ Projects of an innovative nature or unusual nature where feedback is sought.
- ❑ Project that may be running into problems (decision to terminate or re-adjust).
- ❑ Projects which may throw light on new or upcoming policy initiatives.
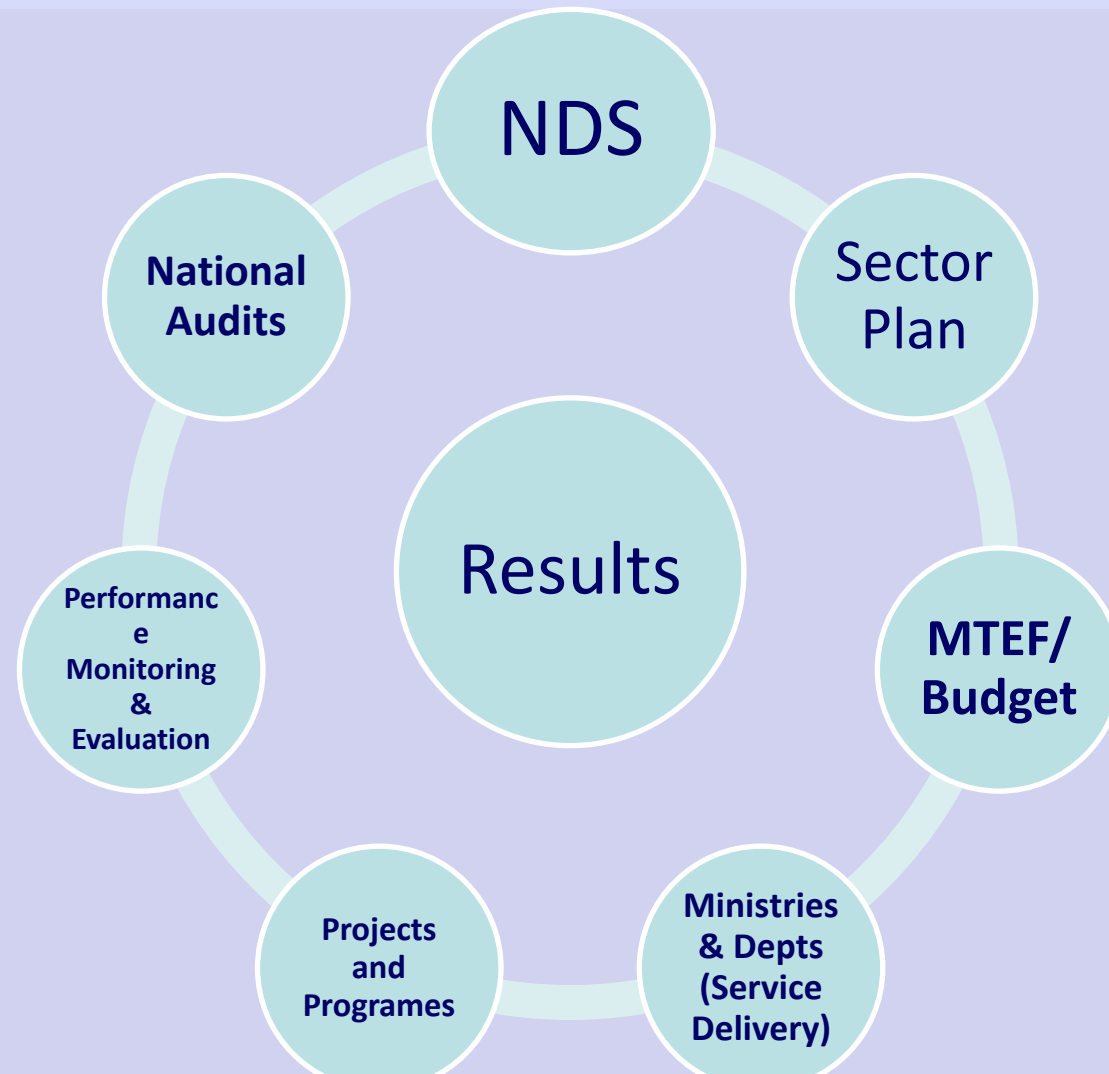
Evaluation Methodology : Rating System

Criterion	Weight	Rating Description	Rating Value
1. Relevance	**20%**	**Highly Relevant** **Relevant** **Partly Relevant** **Irrelevant**	**3** **2** **1** **0**
2. Efficacy	**25%**	**Highly Efficacious** **Efficacious** **Less Efficacious** **Inefficacious**	**3** **2** **1** **0**
3. Efficiency	**20%**	**Highly Efficient** **Efficient** **Less Efficient** **Inefficient**	**3** **2** **1** **0**
4. Sustainability	**20%**	**Most likely** **Likely** **Less Likely** **Unlikely**	**3** **2** **1** **0**
5. Institutional Development and Other Impact	**15%**	**Substantial** **Significant** **Moderate** **Negligible**	**3** **2** **1** **0**
Overall Assessment **(Weighted average of A1, A2, A3, B**		**Highly successful (HS): Overall weighted average (OWA) is > 2.5 and none of the 5 criteria has a score of less than 2;Successful (S): OWA is between 1.6≤S ≤2.5 and none of the 5 criteria has a score of less than 1; Partly Successful (PS): OWA is between**	

Evaluation Information System (EIS) –
to support evidenced based decision making and learning

❑ A **Data Base** of Evaluation Information

❑ Inability to access evaluation information of projects has been a key problem.

❑ Online access to project wise **synopsis** (one page summary) and sector wise **synthesis and high level abstraction** to busy senior officials

❑ **Integrate lessons** into planning, budgeting, policy process and project formulation (Avoid repetition of past mistakes)

Public Sector Reforms: Institutionalizing MfDR
Whole –of-Government Approach:
Cascading Process

NDS

National Audits

Sector Plan

Results

Performance Monitoring & Evaluation

MTEF/ Budget

Projects and Programes

Ministries & Depts (Service Delivery)

Without planned and managed cascading process the MfDR created at the highest level are unlikely to impact upon the living condition of the poor.

INSTITUTIONALIZATION OF MANAGING FOR DEVELOPMENT RESULTS WITH UNDP TA

◈ Strategic Approach

❑ MfDR **Core Group** was appointed to guide and direct the preparation of strategy and work programme (Champion)

❑ **Plan of Action**

❑ **Orientation Programme** on MfDR (RBM) for all Senior Govt. Officials

❑ Note to Cabinet on Institutionalizing **MfDR as Government Policy** submitted in January 2008.

❑ **Piloting and Mainstreaming**

- Pilot Phase with **5 line Ministries**

- **35 Ministries ARFs developed**

- **Scoring** of results against identified KPI commenced **by Ministries**

INSTITUTIONALIZATION OF MANAGING FOR DEVELOPMENT RESULTS

◆ Operational Strategy

❑ **Steering Committees** of the Line Ministries to assume ownership (*Change Agents*)

❑ **Consultation in Development of Agency Results Framework** (ARF)

  ❖ Basis
  - o Ten Year National Development Framework including MDGs
  - o Sector Plans
  - o Mandate of the Ministry

  ❖ Consultation meetings with Ministry and its Departments / Agencies

  ❖ Endorsed through Stakeholder Consultation meetings

❑ All ARFs and **Scorecards** of Ministries are placed in the **MPI Web Platform**

❑ **CoP on MfDR:** Face to Face Peer to Peer learning and sharing of experience

INSTITUTIONALIZATION OF MANAGING FOR DEVELOPMENT RESULTS

◈ Operational Strategy (Contd.)

❑ **Sequential Steps** followed

➢ Setting Clear Objectives (**Vision, Mission, Thrust Areas**)

➢ Translating Objectives into measurable **Goals** and **Targets** using **Key Performance Indicators (KPIs)**

➢ Measuring and reporting on Results

➢ Evaluation of Performance – Why?

➢ Feedback to improve Programmes and Projects

Managing for Results

Performance measures **assess progress**.

Analysis

Where are we now?

Performance Measures

Goals

How did we do?

Where do we want to go?

Actions

How do we get there?

15,000 ft view

INSTITUTIONALIZATION OF MANAGING FOR DEVELOPMENT RESULTS

◈ <u>Development of a Replicable Model</u> (**Not re-inventing the wheel**)

❑ Review of North American RBM Models.

  ⊙ **<u>Oregon Benchmarks</u>**.

  ⊙ **<u>Minnesota Milestones</u>**.

  ⊙ **<u>Virginia Scorecard</u>**

❑ Reviewed the Canadian Model.

❑ Localized to country context..

LINKING MfDR TO NATIONAL BUDGET

Budget Call 2010

- In Sri Lanka the Department of National Budget under it's budget instructions directed all Executing Agencies to develop 5 to 6 key performance measures to justify the budget requests.

- KPIs were developed at Output level for accountability and at Outcome level for direction setting in the budgeting exercise.

- Auditor General is to integrate MfDR into National Audits (Performance Audits).

- Administrative Reforms have embraced MfDR as an important National Reform initiative (NARC).

- MfDR included in the PIM and SLIDA curriculum.

LINKING MfDR TO NATIONAL BUDGET

Budget Call 2010

Managing for Development Results
### Results Framework

Ministry of …………………………………

Priority Thrust Area	KPIs	Relevant Budget Link (Vote Particulars)	Budgetary Provision for 2010 (Rs. Mn.)	Base year Achievement of KPIs 2008	Target of KPIs		
					2010	2011	2012

LESSONS LEARNT: MAKING CHANGE MANAGEMENT WORK

1. Political will and Political environment – **Govt. Policy on MfDR**

2. **Champions** to lead the change management process

3. **Leadership at different levels** of Government (Change Agent)

4. MfDR **Strategy** and Action Plan

5. Adoption of a **process approach** – consensus building

6. **Buy-in** (LM, NBD, NPD, AG)

7. Country level **Community of Practice** to facilitate peer to peer dialogue

8. **Statistical** Information

9. **Capacity Building** and Readiness Assessment

Mainstreaming MfDR :Overall Analysis of Readiness Assessment (ADB tool)
(For a sample Institution)
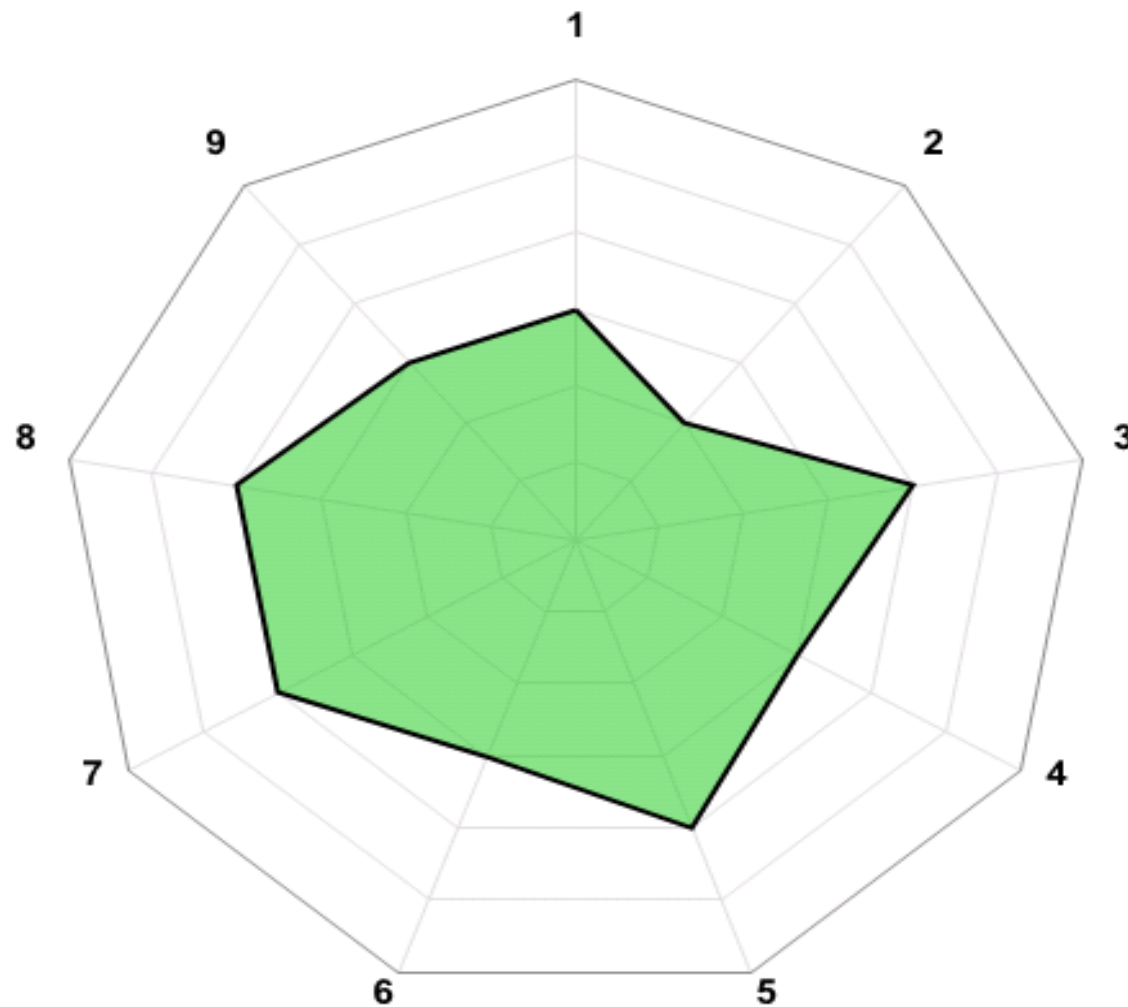
1. The Operating Environment
2. Clarity of Results, Mandate and Organization Purpose
3. Adequacy of Resources
4. Strategies and Policies
5. Structure
6. Systems and Processes
7. Organization Culture and Values
8. Vision and Leadership
9. Monitoring Mechanisms

ISSUES AND CHALLENGES

1. **Attribution** limits the application of "Outcome Indicators".
   E.g. Police Department – Crime Rates

2. **Unrealistic Expectation**: realistic expectations are vital but sometime lacking Eg: "No child left behind".

3. The GPRA of 1993 did not fully achieve the expectation as there is "**stick**" but no "**carrot**"

4. Weak link between "**Agency Performance**" and "**Individual Performance**"

5. **Information Overloaded – Keep it simple and smart (KISS)**

6. **Fear of being held accountable**

Thank You.