

**USE OF EVALUATION IN DECISION MAKING
AND IN INFLUENCING PUBLIC POLICY
IN SRI LANKA**

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ROAD MAP

- Defining the Concept, Purpose and focus of Development Evaluation in Sri Lankan Context
- National Evaluation Capacity Development and Institutionalization Process in Sri Lanka
- Use of Evaluation and Feedback – Linking Evaluation to Planning, Budgeting and Policy Making Process
- Using MfDR as a Foundation and Platform for Policy Evaluation in the Sri Lankan Context

In Sri Lanka How do We See Evaluation

Definition of Evaluation

- ❑ Evaluation is a critical analysis of achievements and results of a project, programme, policy or institution.
- ❑ An assessment, as systematic as possible of the on-going or completed projects It's design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An Evaluation should provide information that is credible and useful enabling the incorporation of lessons learned into the decision – making process.

(DAC/OECD)

Evaluation in Sri Lanka: Accountability or Lesson Learning

“ Serve as an integral part of development policy/
programme cycle to improve **accountability** and
provide effective **feedback of lessons** to
improve planning, budgeting, programme
management and policy making process to
achieve **development effectiveness**”

- What works? What does not work? And Why?
Under what context it works?

Institutionalization of Evaluation in the Public Administration System : ECD Initiatives in Sri Lanka

The ADB TA for Strengthening Post Evaluation Capacity (1991/92)

- Introduction of methodology, techniques, procedures for PE
- On the job training of senior government officials
- Sensitization of policy makers and senior government officials
- Dissemination of evaluation findings .(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

The Criteria used in Sri Lanka for Evaluation of Development Programmes

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability

(OECD/DAC)

Paradigm Shift:

Development Evaluation Practices in Sri Lanka

- Ex-Ante, On-going, Terminal, Ex-post and Impact Evaluation (Selective basis – undertaken or outsourced)
- Ex-post evaluations – No more post mortem exercise. On-going Evaluation for fine-tuning and mid-course corrections. Ex-Ante to examine the relevance (programme theory/logic).
- Project Evaluation to Programme /Institution/Policy /Sector/ Thematic Evaluation.
- Accountability oriented evaluation to Lessons Learning Oriented Evaluation.
- Donor Driven Evaluation to Joint Evaluations (Improves national ownership, national evaluation capacity development and effective feedback)

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 and C)		<p>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): $1.6 \leq S \leq 2.5$ and none of the 5 criteria has a score of less than 1; Partly Successful (PS): $0.6 \leq PS \leq 1.6$ and number of criteria receiving a rating of less than 1 should not exceed 2; Unsuccessful (US) : OWA is < 0.6</p>	

Snapshot of Program and Project Evaluations carried out

- Aquaculture Development Project
- National Irrigation Rehabilitation Project
- Rural Electrification Project
- Fisheries Sector Development Project
- Kalutara Bridge Project
- Science and Technology Personnel Development Project
- Tea Rehabilitation and Diversification Project
- Evaluation of the Production Village Programme (CSCs) – Ministry of Traditional Industries and Small Enterprise Development
- PD Evaluation

Importance of Feedback

Reach Multiple Constituencies

a. Primary Target Group / Key Actors

Those who are expected to take action on findings

(Eg: President's Office, Ministers, Auditor General, Parliamentarians- COPE/COPA, Treasury, Department of National Planning, Department of National Budget, Inter-Ministerial Committees, Line Ministries, Project Managers, Policy Makers, Donors)

b. Secondary Target Group/Influence Actors

Those who influence the key actors

(Eg; Watchdog Agencies, Media, CSOs, NGOs, Academic, Citizens)

Why Dissemination

It is not enough to produce a report, but it should also be distributed to relevant stakeholders for:

- Information Provision
- Awareness creation and dialogue
- Promotion of knowledge and understanding
- Promote Behavioral Change – to take action and if necessary adjust the implementation strategy

Examples of use of Evaluation in Sri Lanka

- ADB funded Aquaculture Development Project – Pond Culture – Premature termination of the project – Importance of social, religious and cultural context in the national policy – **Changes in the Planning Systems**
- Production Village Programme – M/Traditional Industries and Small Enterprise Development – Colombo University Evaluation – Marginal, non performing Common Services Centres – feedback to the Cabinet of Ministers – Special budget allocation for upgrading CSCs - **Resource Allocation**
- Scrap Metals – Raw materials for SMES – Rapid evaluation – Feedback to Cabinet of Ministers – Ban of export of non value added scrap metal – **Policy Influence of Evaluation**
- Rapid evaluation of traditional industrial sector clusters such as pottery, bakery CSCs, leather sectors, coir sectors helped to **improve the Programme Management**

Mechanisms to Promote Evaluation Feedback

Dissemination Mechanisms - the means by which evaluation information is prepared and directed to client groups

Institutional Mechanisms-the way in which evaluation units are linked to other parts of the agency and how evaluation findings are formally considered by the agency

- **Project submission Formats/Concept Documents** to incorporate lessons learnt from previous evaluations.

-Evaluation findings **be strongly linked** to Planning, Budgeting and Resource Allocation, Policymaking, Project Management functions.

Challenges in Institutionalizing Evaluation Feedback

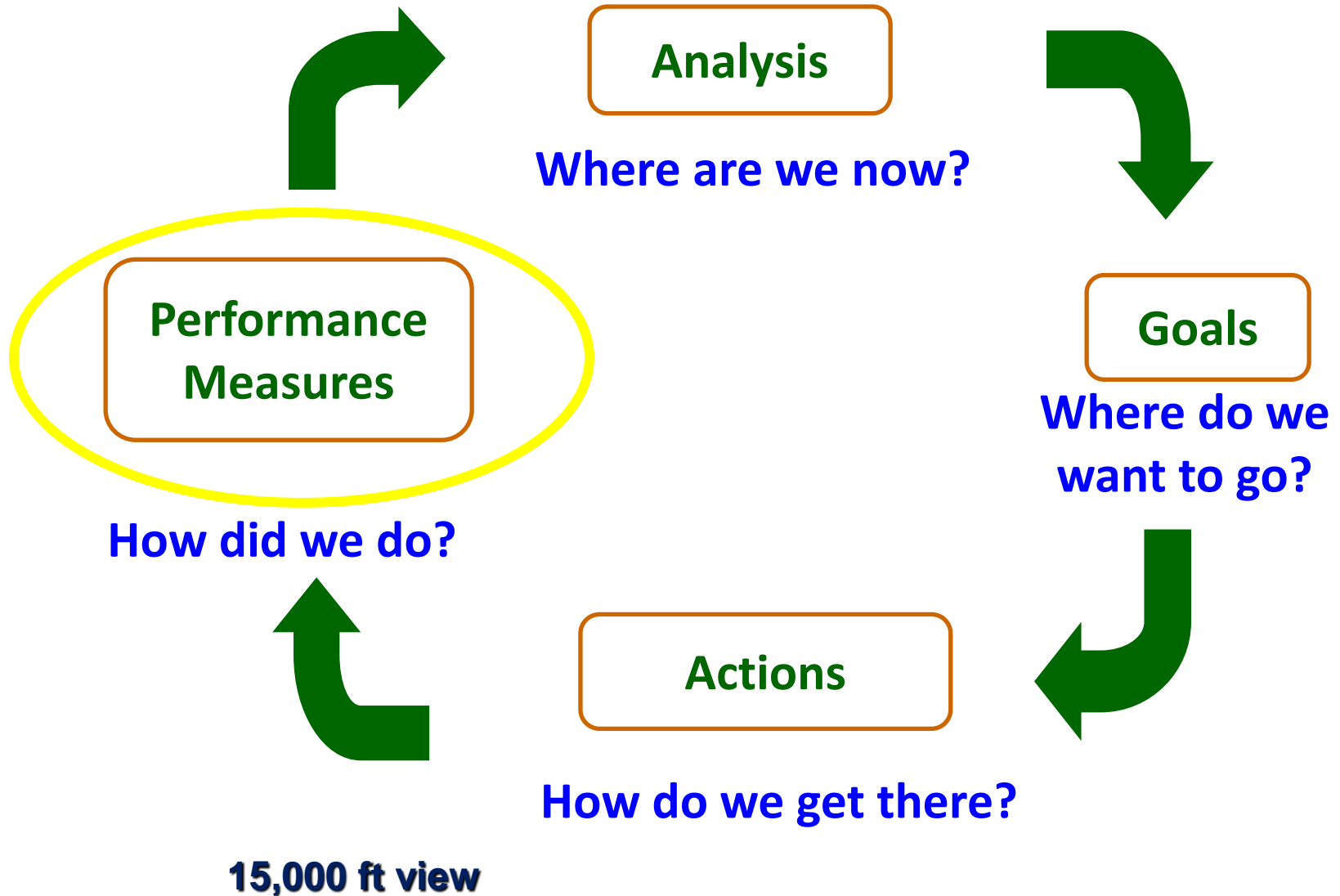
- People often strongly tempted to believe that the link between two activities of (a) **building a stockpile** of evaluation reports and (b) **feedback** are automatic
- Feedback calls for different kinds of skills (more those of the communicator than the analyst)
- During feedback one is more likely to lose friends than to gain them. “The courage to say what users may not want to hear is the characteristic of a honest evaluation function ”
- Feedback is not just distributing reports. Feedback has to be **planned** for and **organized** with as much care and determination

Challenges of Evaluation

- Evaluation institution and Planning institutions tend to function in isolation. (weak formal feedback link between evaluation, planning, policy arrangements).
- Weak link between evaluation, planning , Policy formulation, budgeting & Programme implementation.
- How effectively evaluation lessons are used?.
- Methodological issue (Evaluative questions, Attribution problems and Policy Evaluation Methodology)
- Country Ownership and local demand for evaluation

Managing for Results

Performance measures assess progress



Institutionalizing RBM in Sri Lanka: A Platform for Policy Evaluation

Budget Call 2010 – Managing for Development Results Framework

Ministry of Health, Sri Lanka

Priority thrust Area	KPIs	Base Year 2009	Target		
			2010	2011	2012
Curative and Preventive Healthcare service	% of underweight children under 5 years	21.6%	23%	22%	21%
	Incidence of EPI target Diseases (TB) rate per 100,000 population	48	42	40	38
	Immunization coverage of infants against measles	97.1%	100%	100%	100%
	% of women in childbearing age practicing modern family planning methods	52.8%	54%	55%	56%
Human Resources for Health	Doctor Population ratio (Doctors per 100,000 population)	55.1	75	78	80
	Nurse/Population ratio (Nurses per 100,000 population)	157.3	160	165	170

THANK YOU