



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

2019 National Evaluation  
Capacities Conference

Strengthening national capacities to demand, supply and use good quality evaluation for national policy making. Practical lessons learned from all over the world

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# WHY



# 1. 2030 Development Agenda

A robust, voluntary, effective, participatory, transparent and integrated follow-up and review framework:

- country-owned
- open, inclusive and transparent
- build on existing platforms and processes, avoid duplication, respond to national circumstances
- rigorous and based on evidence, informed by data which is timely, reliable and disaggregated
- informed by country-led evaluations
- calls for strengthening national evaluation capacity

## 2. Good governance

- Promote accountability to citizens
- Support design and implementation of effective evidence-informed national development policies
- Learn what works, for whom, why and under what circumstances



### 3. Stronger and stronger country-led demand, including by Parliamentarians



# Room for improvement

**111**

Countries have  
conducted Voluntary  
National Reviews (VNR)

**42**

Additional countries  
Presented in 2019

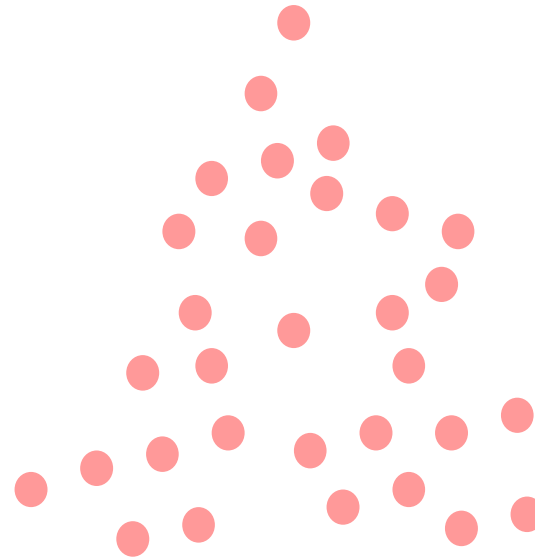
Only a few have been informed by  
country-led evaluations



# WHAT



# A Systemic approach to Capacity Development



## **Individual Level**

(skills, knowledge, experience)





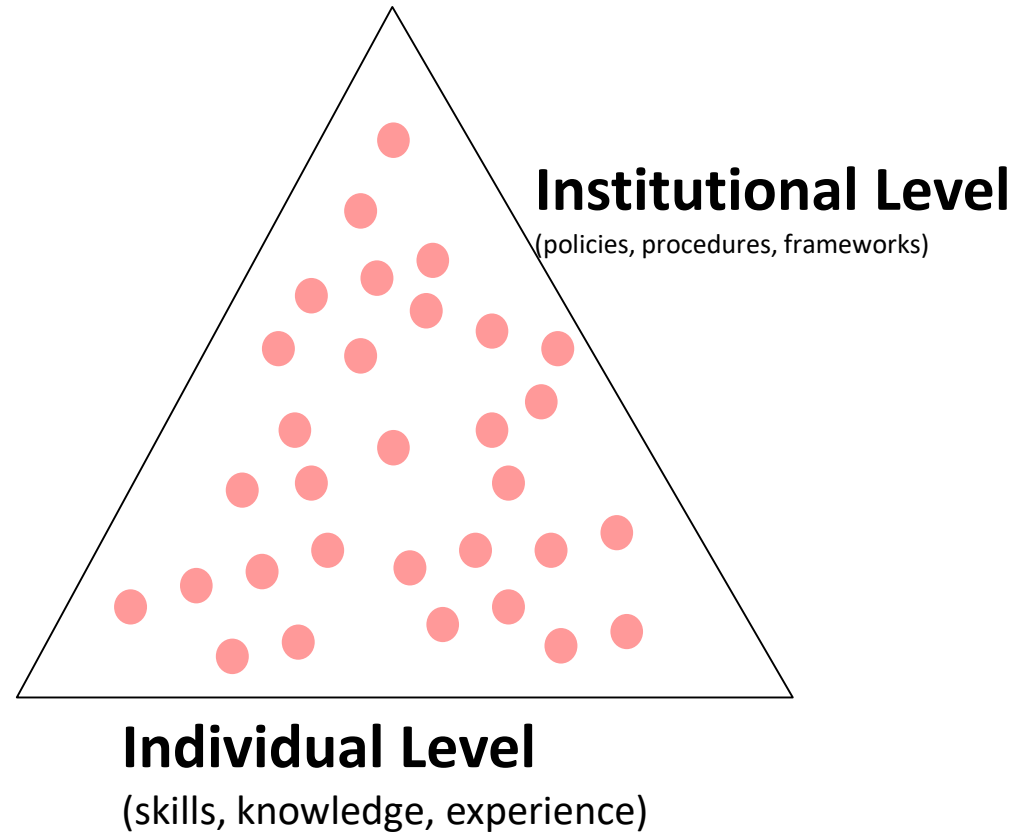
# Individual Level

## Supply side (capacity to conduct evaluations):

- **Behavioural independence**
  - Independence of mind & integrity
  - Knowledge and respect of evaluation standards
  - Agreed evaluation processes & products
- **Professional competences**
  - Formal education (Masters)
  - Specialized training (UNEG Training, IPDET, TESA, etc)
  - E-learning (EvalPartners, etc)
  - VOPEs Conferences and workshops
  - On the job training (country-led evaluations)
  - Community of Practices and networking

## Demand side

- Capacity to **strategically plan evaluations**, and to identify the key evaluation questions
- Capacity to **manage** evaluation for independence and credibility
- Capacity to **use** evaluation



# A Systemic approach to Capacity Development

- **Institutionalizing independence, credibility and utility**
  - Systems and procedures
- **Work programme and budget**
  - Independence & adequacy of budget
- **Conduct of evaluations**
  - Institutional endorsement of standards
  - In-built Quality Assurance systems

# National Evaluation Policies

National normative framework defining:

- Rationale
- Purpose and objectives
- Principles
- Definitions
- Roles and responsibilities
- Resources



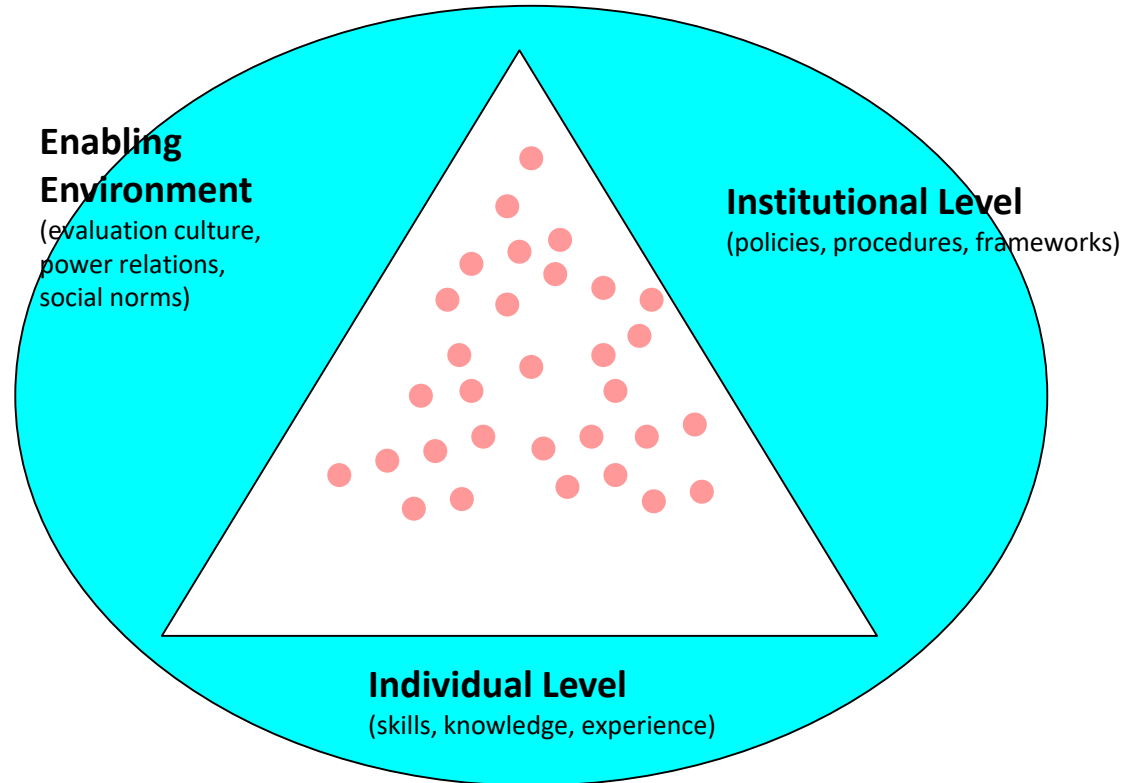
# National Evaluation Systems

National systems to implement the National policy:

- Strong leadership
- Accountability mechanism
- Human and financial resources
- Institutional and individual capacities



# A Systemic approach to Capacity Development



# A Systemic approach to Capacity Development

## • Evaluation culture

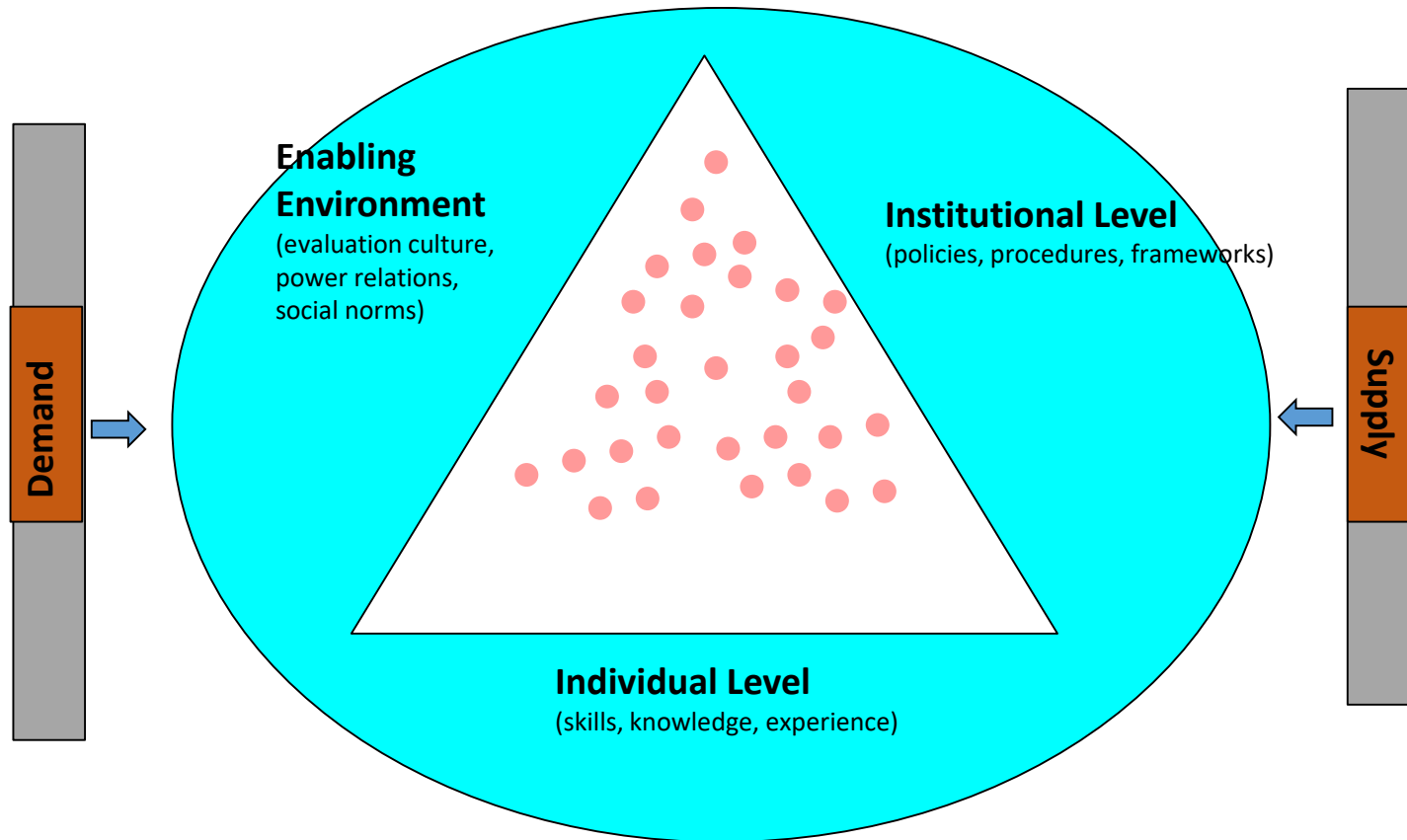
- Set of values and attitudes supporting evaluative (critical) thinking within an organization
- Institutional commitment to learning from evaluation, support evidence-based policy debate and demand for accountability.
- Individual more self-directed learners and use information to act; take higher risks but also develop a greater sense of personal accountability and responsibility; consult, coach, and support each other more.
- Protective culture (Remove repercussions on careers)
- Understanding of the foundations and principles of Monitoring and Evaluation

# A Systemic approach to Capacity Development

- **Public administration committed to manage for results and accountability**
  - Transparency
  - Results-based public budgeting
  - Evidence-based policy making
- **Strong civil society**
  - rights holders able to demand for and monitor quality of public services
- **Strong national VOPEs**
  - foster indigenous demand for M&E, and strengthen indigenous supply



# A Systemic approach to Capacity Development



# HOW



## ▶ Five Lessons learned from around the world

1. National leadership and control of the evaluation process
2. Integrate evaluation into the national budget and financial planning
3. Work coherently within existing institutions through coordination structure
4. Ensure inclusiveness through multi-stakeholder engagement plan
5. Be oriented towards supporting national implementation, including through implementation of evaluation findings and recommendations

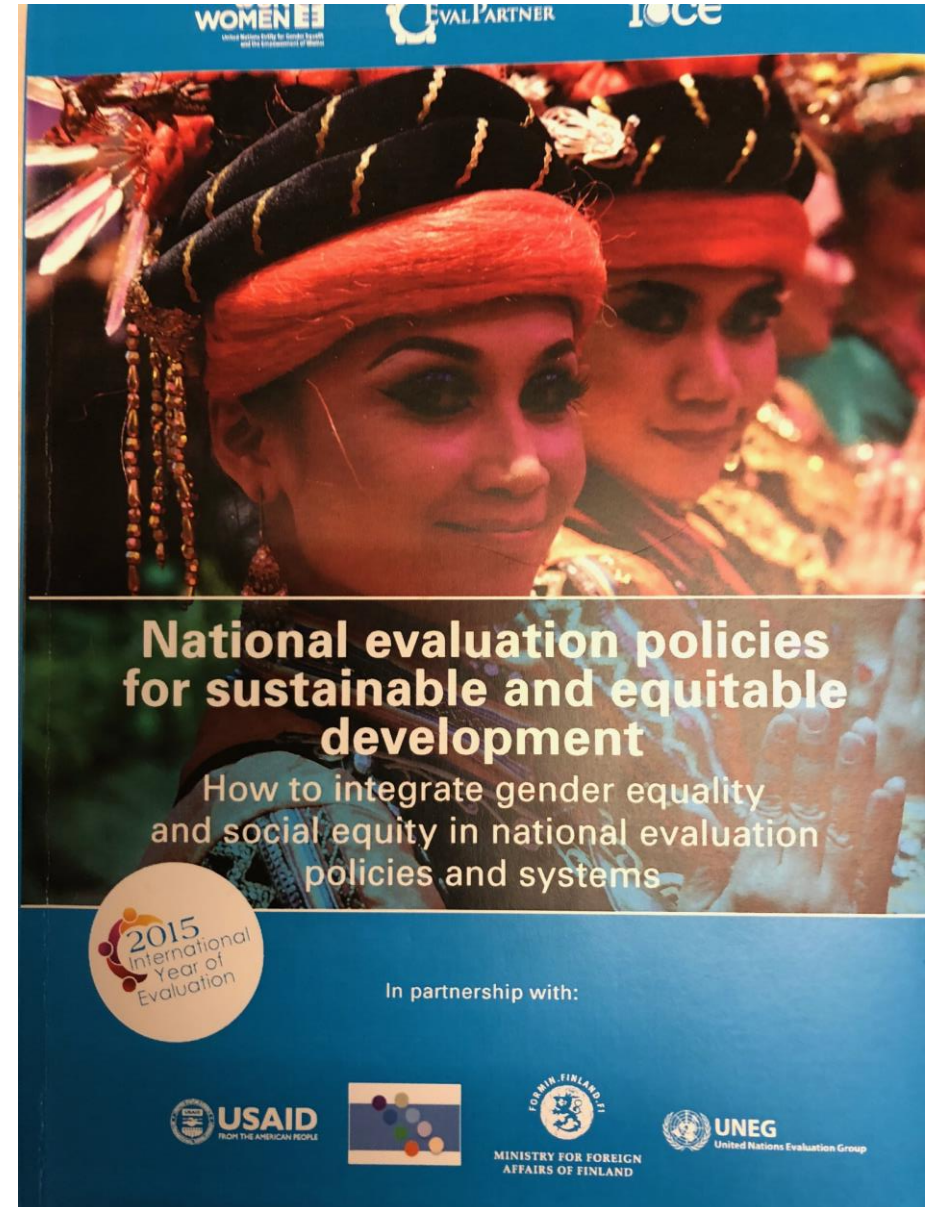
Guidance on how to develop National evaluation policies and systems available for free download at:

<https://www.evalpartners.org/library/selected-books>

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**Thank You**