

International Trend on ODA Evaluations

◦ Evaluation as a Learning and Accountability Tool for Development Effectiveness

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◦ “Development is rather a learning process in which mistakes are unavoidable despite all efforts not to make them. All involved parties must learn from past mistakes and adjust projects and plans accordingly”.

A favorable climate for evaluation

Need for strengthening democratic institutions

Drying-up of resources for development

Need to maximize value for money

Growing complexity of development projects

Evaluation at Cross Roads : Global Trend

- Methodological Monoculture to **Methodological Pluralism**
- Shift in Role – Evaluator to **Facilitator**, Mediator, and Negotiator
- Mode – Extraction to Empowerment
- Style – From Judgement to **Learning**
- Accountability upwards (Parliament) to Accountability downwards (local People)
- Backward looking (Accountability) to **Forward looking** (Learning)
- Growing Evaluation Network / Associations / **VOPEs / CoPs**
- Donor driven Evaluation to **Country led Evaluation** to enhance ownership – Evaluation Units in government institutions and **ECD**

Evaluation at Cross Roads : Global Trend

- Evaluation report itself does not make the end; It is the beginning . **Effective feedback** is vital for learning – “Action oriented evaluation” – Management Response
- “Supply driven evaluation to **demand driven evaluation**” (Utilization Focused)
- “One-off Project evaluation” to **Synthesis** – Read and acted upon
- Evaluation is seen as a “Results based management” approach for “**evidence based policy making**” - **SDGs**
- Participatory (**who's reality counts?**) – institutionalize learning - Equity focused gender responsive evaluation
- Focus on **Outcomes and Impacts**.

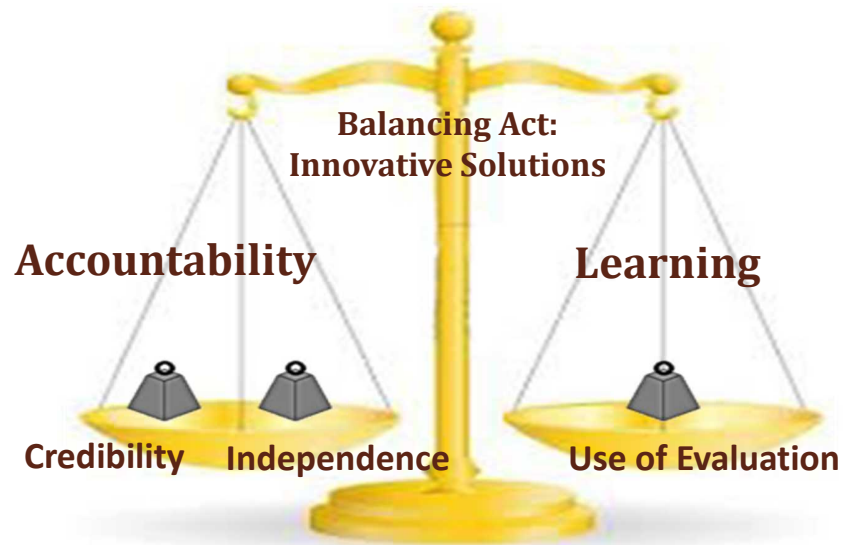
Evaluation from a Global Perspectives

- 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 an Assessment for Development Effectiveness

- Evaluation is seen as vital component in project cycle management
(Ex-Ante / On-going / Ex-Post / Impact Evaluations)
- Examine development effectiveness from many dimensions - Relevance / Efficiency / Effectiveness / Impact and Sustainability
- Many perspectives – Financial/Economical/ Technical/Social/ Environmental/ institutional/ market/ gender
- Looks at Value for Money - Are we getting value for money on public investments / expenditure
- Do projects and programmes contribute to achieve SDGs ?
- What works? What does not work ? And Why ? And what context it work?

Balancing the Tension between “Accountability and Learning”



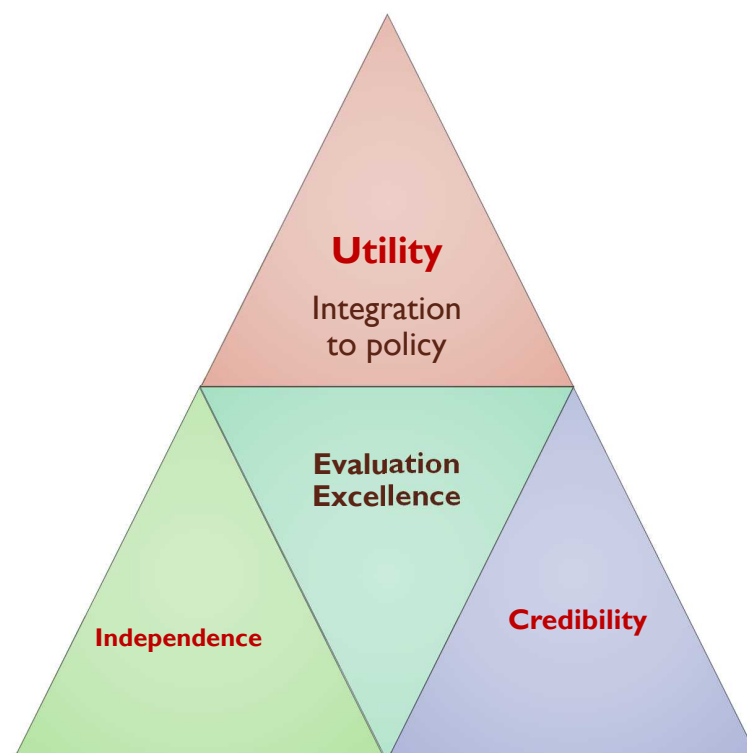
Performance Accountability

- Performance Accountability (HS/S/PS/US)
- Financial Audit – Compliance Audit – Performance Audit or Value for Money Audit / Evaluation
- Parliamentary Accountability – not just financial accountability but performance – COPE / COPA

Learning

- Learning from successes and failures
- Mainstreaming success factors and success stories
- Feedback and Management Responses
- Evaluation report in itself does not mark the end of the process. Effective Feedback is important to ensure improved performance of the projects
- Avoiding repetition of past mistakes
- Improving the design (intervention logic) and implementation of new projects
- Understanding what works ? Under what context ?

Improving quality by Recognizing Triple Elements in Evaluation



Donor Driven Evaluations

- Multi-lateral and bi-lateral donor funded projects initiate their own accountability based evaluations to meet their **project administration requirements**
- They were standalone evaluation studies with donor centric approach and overly emphasized on **independence, credibility and impartiality** with less emphasis on utility/feedback
- Partner Countries did not take them seriously due to **lack of ownership** and as such as they were not integrated into their national project cycle management.
- Not used as a learning tool or **feedback** process by partner countries. Hence, There is a shift in focus from donor driven evaluation to country driven evaluations

Learning Oriented Country Led Evaluations

- **Country ownership and leadership** is vital for both accountability and learning
- Country led evaluations focused on learning and feedback process with emphasis on **utility as the prime requirement**
- Evaluation Units in LMs and sub-national level (provinces and districts)
- **Localized methodologies** / approaches/ systems , guideline and standards
- **Dissemination and Management Responses** were identify as key elements to improve planning, design and implementation of projects
- Evaluations were placed in **national EIS** for wider use
- **Evaluation Networks** and CoPs were emerging – SLEvA, Parliamentary Forum on Development Evaluation

Emphasis on National Evaluation Capacity Development

- Evaluation for both performance accountability and learning
- GOSL was supported by ADB to
 - (a) **Institutional Architecture** - establish a Evaluation unit in MPI
 - (b) **On-the job training** for senior government Officials
 - (c) Develop **Evaluation guideline**, methodologies, procedures and systems
 - (d) **evaluation module** in SLIDA / University Curriculum
 - (e) establishment of **EIS** to store and retrieve reports and findings
 - (f) **Sensitization of Policy Makers** to create demand for evaluation
- Draft **Evaluation Policy and Evaluation Action Plan**
- Evaluation Training / orientation for national and sub-national level

Partner Donor Collaborative Joint Evaluations

- Joint evaluations were recognized to replace donor driven evaluations.
- Evaluations getting integrated into the planning, design, management, policy making and budgeting process as part of the national policy cycle or project cycle
- Global shift in thinking – Country Ownership and Leadership
- Joint Steering Committee, Joint Reference Group, Peer Reviews, joint evaluation questions and utility focused

Shift in Focus of Evaluation Beyond Aid

- National Priority Projects were identified for evaluations (Replicable nature/ problematic projects/ policy focused projects / projects of a strategic nature)
- Budget funded projects were targeted for evaluations
- Evaluation units were emerging in the Line Ministry (M&E)
- **Influential Evaluations** – Evaluations that make a change
- **Institutionalization, mainstreaming and professionalization** of evaluation. Even Auditor General moving towards performance audit or performance evaluation. MfDR complement the process
- Evaluation of **interventions on SDGs**
- Parliamentarians increasingly showing interest and demanding evaluations (Parliamentarian Forum on Development Evaluation)
- CoPs and National Evaluation Policies are emerging
- Evaluation for **Development Effectiveness**

Conclusion

- Balancing accountability and learning
- Country –led evaluations – national and sub-national level
- Utilization Focused Evaluation
- Influential evaluation – support evidenced based decisions
- Reach Parliament
- Role of evaluators as facilitator for learning rather than judgement
- Enabling environment, institutional capacity and individual capacity
- Evaluation as an evidence based policy making tool to achieve SDGs



THANK YOU
