India: Accomplishments & challenges in evaluation

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Agenda

- Mapping the M&E Ecosystem

- Challenges to Evaluating Programmes

- Key Strategies
    1. Rethinking Evaluations
    2. Enhancing M&E Capacities across the ecosystem
    3. Improving Data Governance
    4. Building Strong Partnerships

- Way forward

About DMEO

DEVELOPMENT MONITORING AND EVALUATION OFFICE

Vision: Improved sustainable outcomes and impacts of the government

Mission: To enable effective monitoring and evaluation of government programs to improve effectiveness, efficiency, and sustainability of service delivery, outcomes and impacts.

Mapping the M&E Ecosystem

Govt Demands Evidence

Demand Side Challenges	Demand Side Activities
Lack of capacity to generate and utilize evidence	Capacity Building
Lack of awareness	Outreach and Awareness
Lack of coordination/standardization/communication	Preparing standards
Lack of clear guidelines	National Evaluation Policy Framework

Stakeholders

- **Govt**
  - **Knowledge & academic institutions:** Universities, think-tanks, CBC, CTIs, ATIs
  - **Central Government**
    - Deptt of Expenditure
    - Line Ministries
    - Ministry of Stats & Prog Implementation
  - **State Governments**
    - Planning Dept
      - State Planning Commission
      - Directorate of Economics & Statistics
      - Directorate/ Dept of Evaluation
    - Finance Dept & Line Depts
      - M&E Cells
- **Non-govt**
  - **Private sector**
    - Consulting firms
    - Research and data companies
  - **Civil Society**
    - Research

Organizations Supply Evidence

Supply Side Challenges	Supply Side Activities
Complex public procurement, long-term capacity building, quality	Empanelment of KIs and Survey Institutions
Academic knowledge disconnected and difficult to access	CoE in KIs Publish research needs
Evaluation study capacity is low	-Capacity-building -Practice evaluations

Challenges to Evaluating Programmes

Limited Capacity – HR, Finances etc.	Availability of high quality granular data	Inclusion of marginalized communities

1. Rethinking Evaluations

2. Enhancing M&E Capacities across the ecosystem

3. Improving Data Governance

4. Building Strong Partnerships

1 Rethinking Evaluations
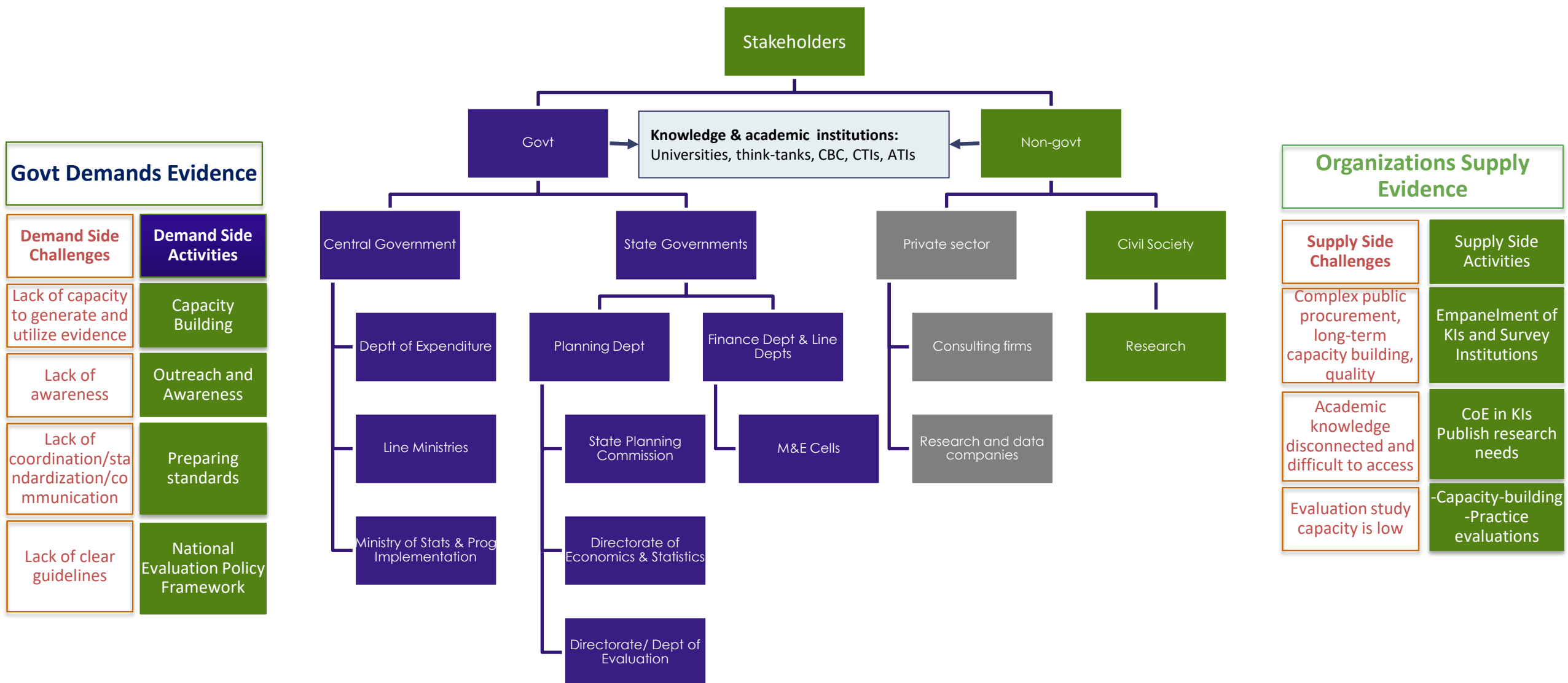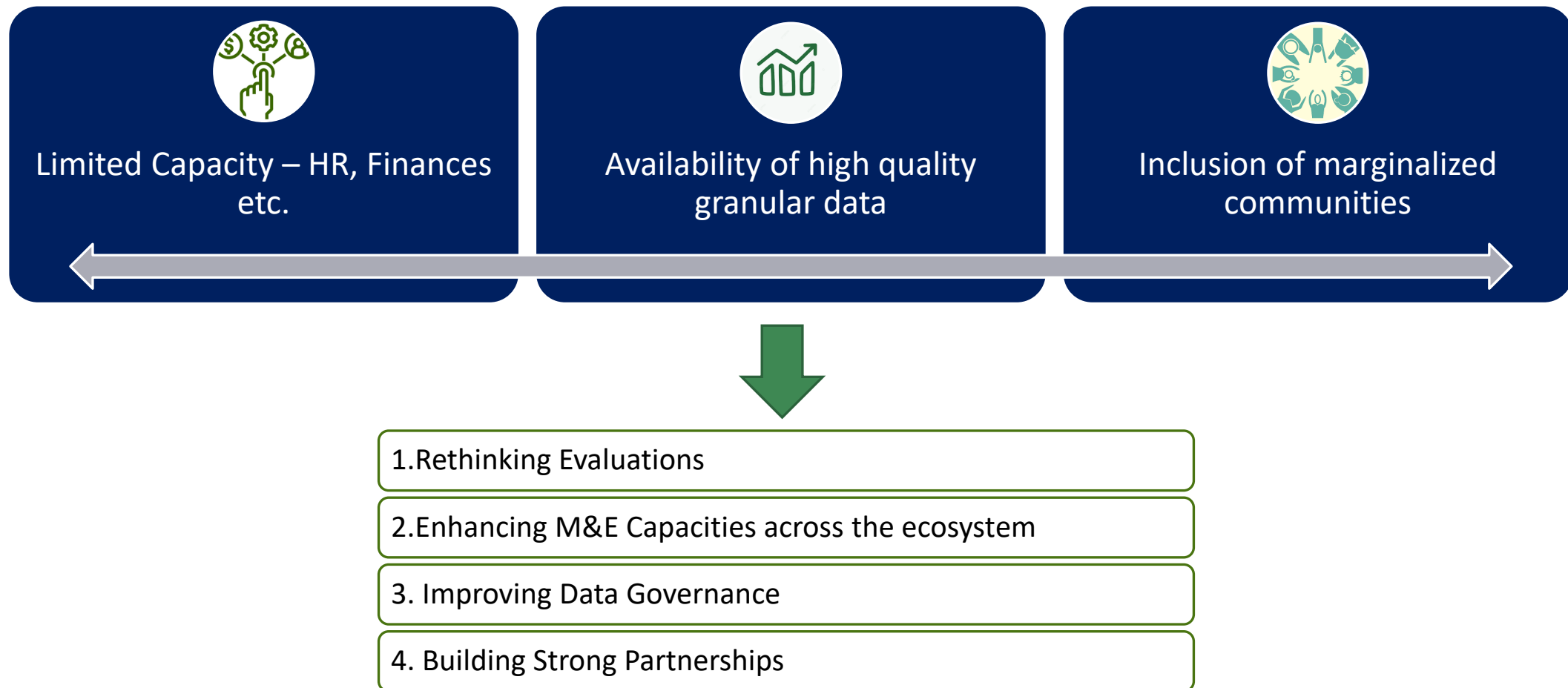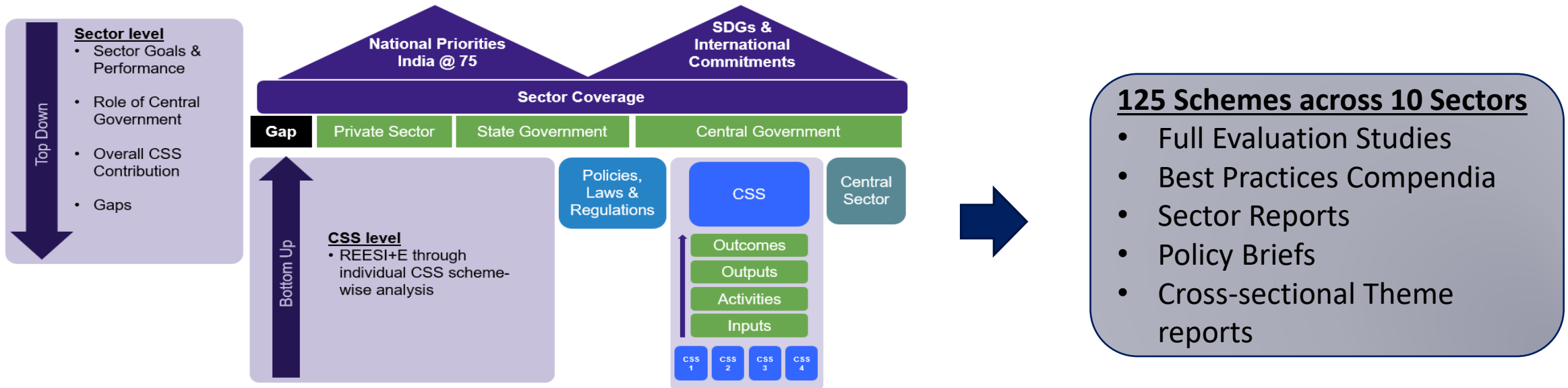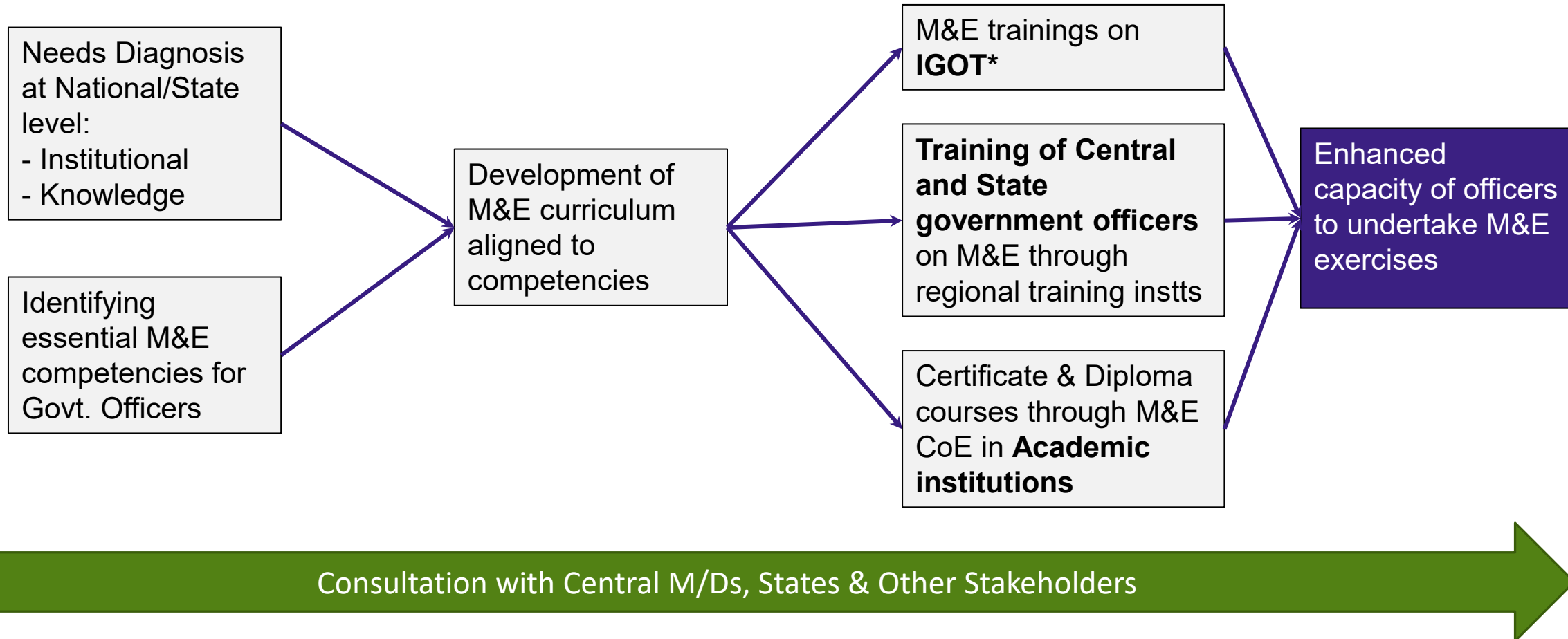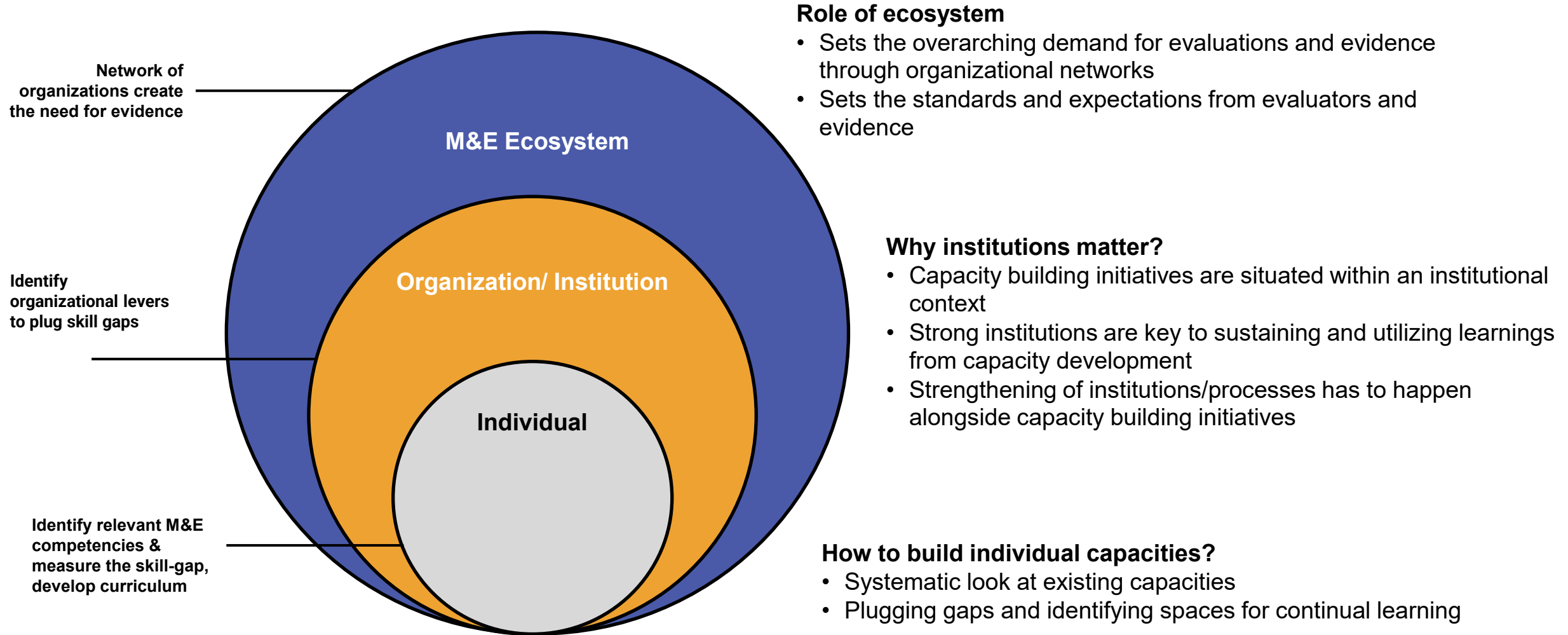
- **SDG perspective** in the scope of evaluations
- **RCEESI + E Framework** (Relevance, Coherence, Effectiveness, Efficiency, Sustainability, Impact + Equity) - OECD
- Include **cross-sectional themes** such as gender mainstreaming, inclusion of marginalized populations
- **Multiple products** to address needs of policy makers – Quick Assessments, Performance Notes, Rigorous Evaluations, Policy Briefs etc.

125 Schemes across 10 Sectors
- Full Evaluation Studies
- Best Practices Compendia
- Sector Reports
- Policy Briefs
- Cross-sectional Theme reports

2. Enhancing M&E Capacities in the Ecosystem

Needs Diagnosis at National/State level:
- Institutional
- Knowledge

Identifying essential M&E competencies for Govt. Officers

→ Development of M&E curriculum aligned to competencies

→ M&E trainings on **IGOT***

→ **Training of Central and State government officers** on M&E through regional training instts

→ Certificate & Diploma courses through M&E CoE in **Academic institutions**

→ Enhanced capacity of officers to undertake M&E exercises

Consultation with Central M/Ds, States & Other Stakeholders

Capacity building – Multi-level Framework

Network of organizations create the need for evidence

M&E Ecosystem

Role of ecosystem
- Sets the overarching demand for evaluations and evidence through organizational networks
- Sets the standards and expectations from evaluators and evidence

Identify organizational levers to plug skill gaps

Organization/ Institution

Why institutions matter?
- Capacity building initiatives are situated within an institutional context
- Strong institutions are key to sustaining and utilizing learnings from capacity development
- Strengthening of institutions/processes has to happen alongside capacity building initiatives

Individual

Identify relevant M&E competencies & measure the skill-gap, develop curriculum

How to build individual capacities?
- Systematic look at existing capacities
- Plugging gaps and identifying spaces for continual learning

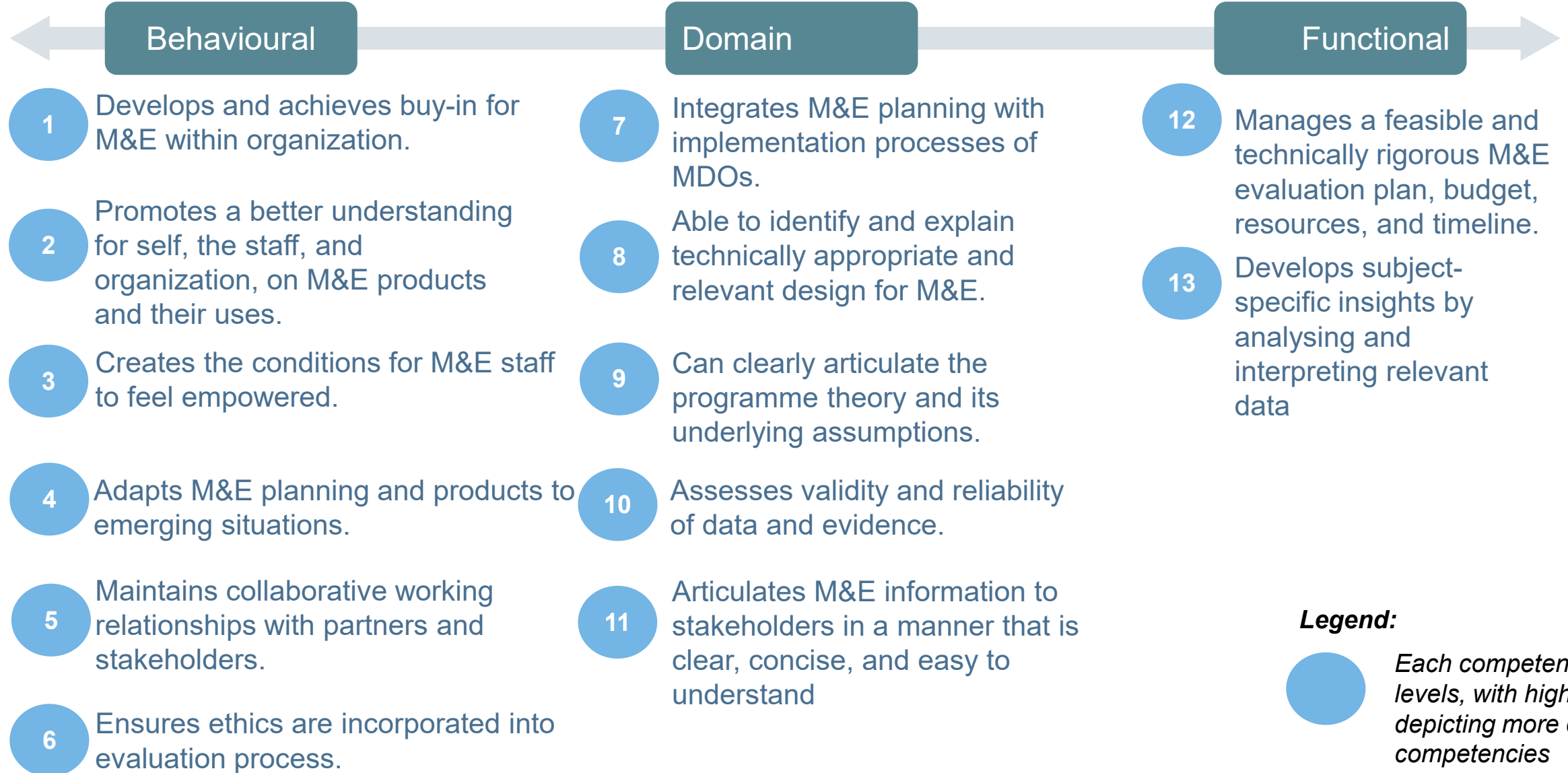# Diagnostic Tool for Evaluation Systems Assessment

OBJECTIVES

➢ Assess current evaluation infrastructure systems in the states

➢ Identify and document best practices from the states

➢ Provide a work-plan for strengthening of evaluation systems in the states

➢ Training tailor-made to suit the needs of states based on the report.

DIMENSIONS

- Logical/Policy Framework for evaluation
- Institutional Structure
- Evaluation Planning
- Demand for evaluations
- Evaluation capacities in the state: Systemic and Individual
- Dissemination of evaluation findings

Overview of the M&E competencies

Behavioural

1 Develops and achieves buy-in for M&E within organization.

2 Promotes a better understanding for self, the staff, and organization, on M&E products and their uses.

3 Creates the conditions for M&E staff to feel empowered.

4 Adapts M&E planning and products to emerging situations.

5 Maintains collaborative working relationships with partners and stakeholders.

6 Ensures ethics are incorporated into evaluation process.

Domain

7 Integrates M&E planning with implementation processes of MDOs.

8 Able to identify and explain technically appropriate and relevant design for M&E.

9 Can clearly articulate the programme theory and its underlying assumptions.

10 Assesses validity and reliability of data and evidence.

11 Articulates M&E information to stakeholders in a manner that is clear, concise, and easy to understand

Functional

12 Manages a feasible and technically rigorous M&E evaluation plan, budget, resources, and timeline.

13 Develops subject-specific insights by analysing and interpreting relevant data

Legend:

Each competency has 5 levels, with higher levels depicting more complex competencies

Draft M&E curriculum for senior in-service government officers

11 topics across 3 modules (17hrs)

Module 1 Evidence based decision making for effective public policy	**Module 2** Monitoring & evaluation concepts	**Module 3** Building blocks for high-quality M&E
Overview of the M&E landscape in India	Overview of concepts, key elements in an M&E system	Commissioning and management of evaluations
Strengthening Institutional capacities for M&E	Theory of change and performance measurement frameworks	Utilization of evaluation results
Evidence in action: Case studies on enhancing effectiveness and delivery of public policy through M&E	Indicators and performance metrics in M&E	Improving the quality and use of administrative data in decision making
	Research methods for programme performance assessment	
	Framing the evaluation questions; M&E cycle management	

2. Enhancing M&E Capacities in the Ecosystem

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→
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← Consultation with Central M/Ds, States & Other Stakeholders →

IGOT: Integrated Govt Online Training

3. Improving Data Governance

Benchmarking & Transforming Data Maturity across Ministries & Depts (M/D).

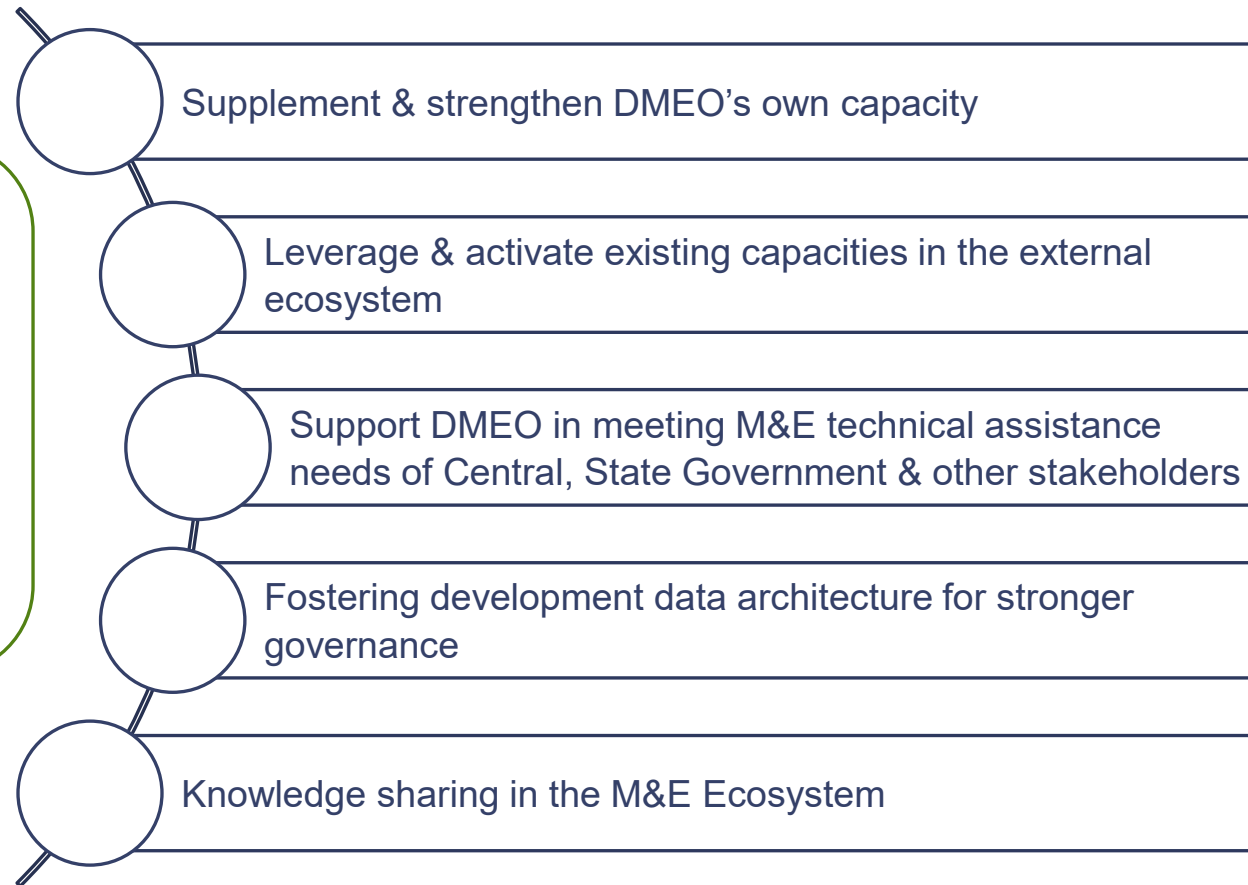Data Governance Quality Index to drive **Competitive & Contemplative** action

DGQI — Data Generation — Data Quality — Use of Technology — Data Analysis, Use & Dissemination — Data Security & HR Capacity — Case Studies
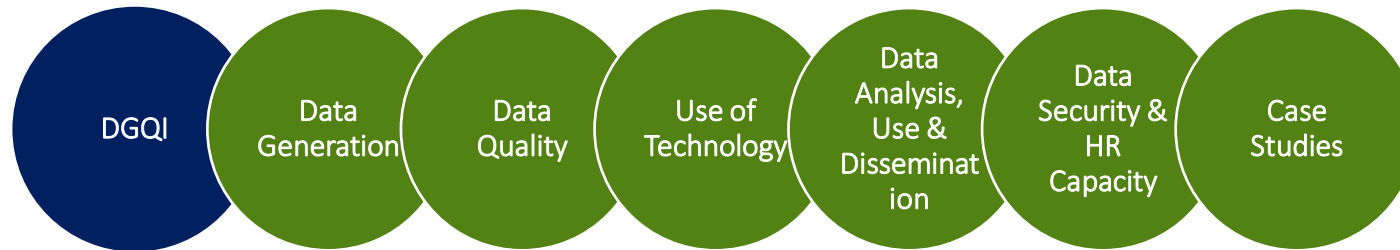
Scoring from 1 to 5 across **65 M/Ds**

Data Strategy Units in each M/D to be set up

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DATA GOVERNANCE QUALITY INDEX (DGQI) Methodology Toolkit

March 2021

https://dmeo.gov.in/content/dgqi-overview

4. Building Strong Partnerships

To support the development of a **strong M&E ecosystem** through **synergic partnerships** with key stakeholders
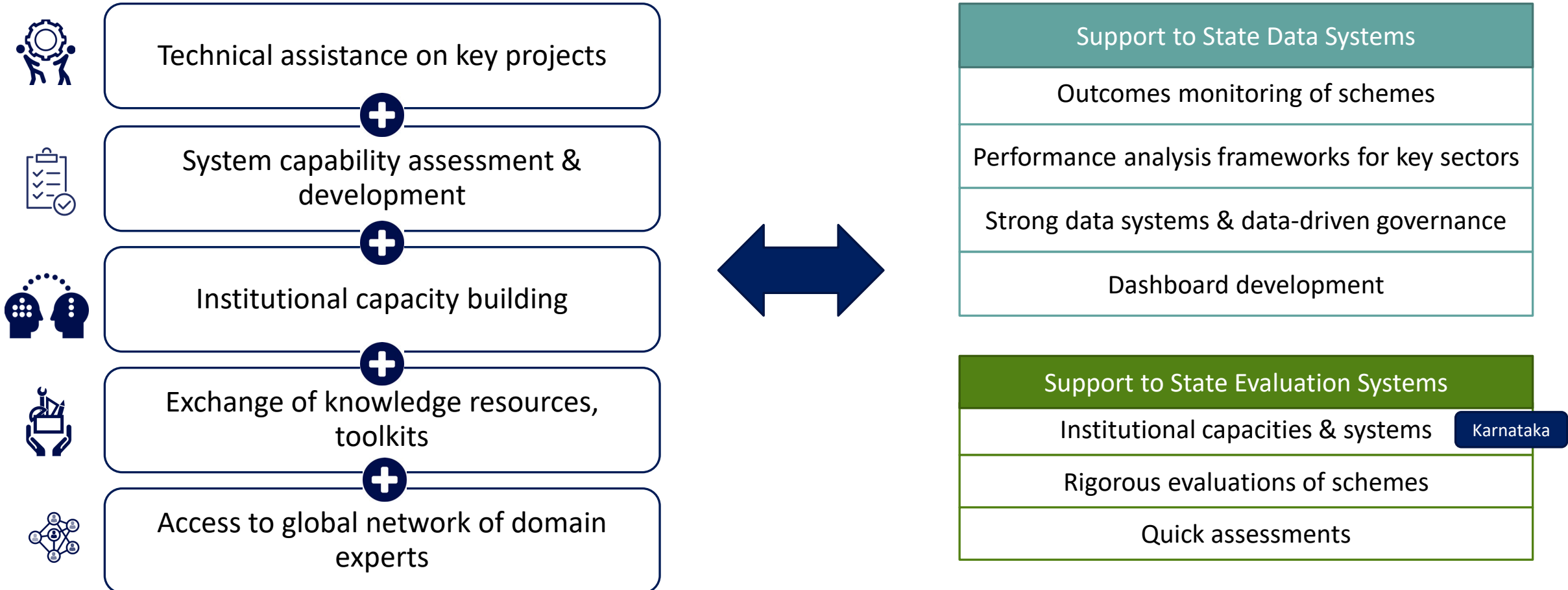
- Supplement & strengthen DMEO's own capacity
- Leverage & activate existing capacities in the external ecosystem
- Support DMEO in meeting M&E technical assistance needs of Central, State Government & other stakeholders
- Fostering development data architecture for stronger governance
- Knowledge sharing in the M&E Ecosystem

Partners

- Policymakers
- Central M/Ds
- States/Districts
- Universities/Colleges
- Civil Society Organizations
- Multi-lateral organizations

Way Forward

Technical assistance on key projects

System capability assessment & development

Institutional capacity building

Exchange of knowledge resources, toolkits

Access to global network of domain experts

Support to State Data Systems

Outcomes monitoring of schemes

Performance analysis frameworks for key sectors

Strong data systems & data-driven governance

Dashboard development

Support to State Evaluation Systems

Institutional capacities & systems

Karnataka

Rigorous evaluations of schemes

Quick assessments

Example: Karnataka Model of Development

Basic pillars:
- Technology led growth
- Equity
- Human Development
- SDGs 2030
- Governance- People friendly & Citizen centric
- Evidence Based Policy

Participatory process of Planning & Development

Partnerships- Public, Private, Academic & Corporate

Karnataka Model of Development
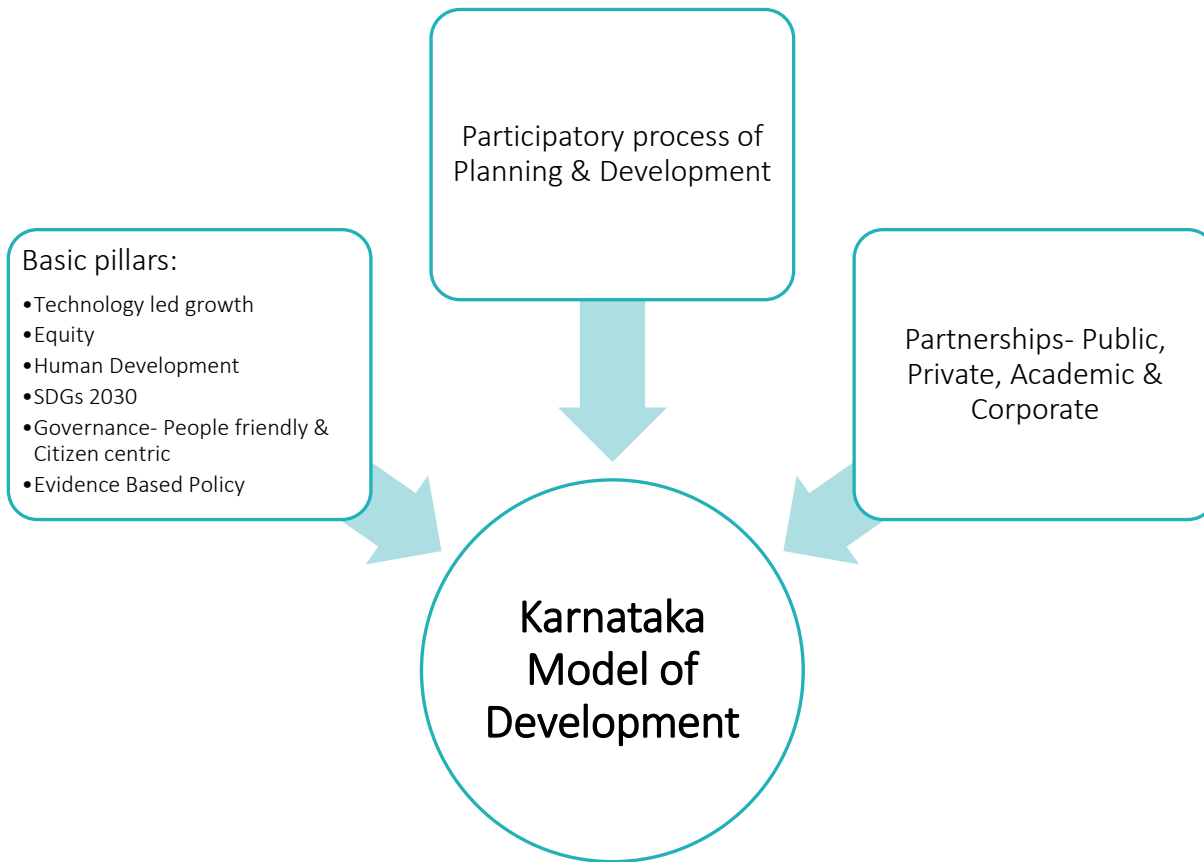
- One of the first States to formulate an **Evaluation policy in 2000**
  o Schemes over Rs.1 crore outlay evaluated at least once in Plan period.
  o 1% of the total outlay of a project/scheme to be kept for project evaluation purpose.
  o Outcomes to be used for Improving Programme Design and Delivery.
  o Justification to take a Programme forward beyond Plan period.

- **Karnataka Evaluation Authority** set up in 2011 with clearly defined institutional mechanism for planning, conducting evaluations and follow-up on recommendations
  o Conducted **150+ evaluations** since inception

BACK

Thank you!

For questions, you can reach me at shweta.sharma82@nic.in

For more information about DMEO, please visit our website https://dmeo.gov.in/