



# 2019 Asian Evaluation Week

Quality Evaluation for Better Results: Local,  
National, Regional Perspectives

2-6 September 2019 | Kunming, People's Republic of China

## Session 8: How reinforcing national systems and capacity contribute to improve evaluation quality: Strengthening national evaluation systems and capacities for evaluation SDGs – a joint UNDP and UNICEF initiative

*Participants will understand how UN agencies can support national evaluation systems and more specifically what and how have other Asian countries National Evaluation Systems (NES) and National Evaluation Capacities (NEC) priorities identified to be in a position to evaluate progress in the SSDGs.*

*They will learn from their peers what roles and responsibilities key national stakeholders and development partners can play to strengthen NES/NEC.*

**Object to increase coverage and quality of country-led evaluations, RO and COs will contribute to strengthen national governments' evaluation capacity and systems by carrying out in depth reviews.**



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# Session 8: How reinforcing national systems and capacity contribute to improve evaluation quality: Strengthening national evaluation systems and capacities for evaluation



Empowered lives.  
Resilient nations.

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# Integrating the 2030 Agenda – Building Blocks



Aligning strategies and plans with 2030 Agenda

Setting up institutional arrangements for horizontal/  
vertical coordination and policy coherence

Integrating 2030 Agenda into budgets

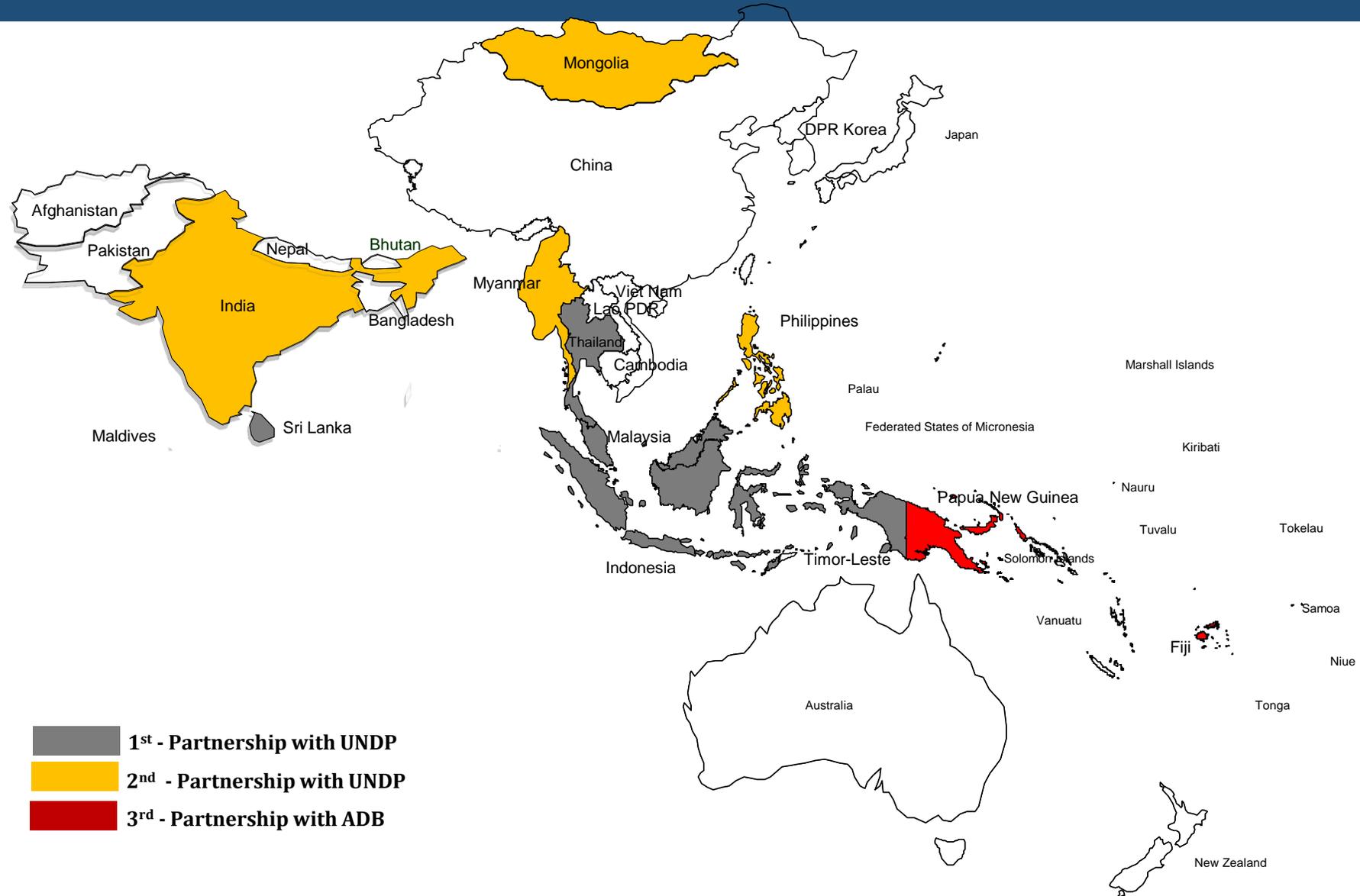
**Assessing data availability and capacities of data systems to  
monitor and evaluate progress, adapting/ establishing M&E  
Systems**

From planning to action: prioritizing and sequencing –  
identifying SDG ‘accelerator interventions’

Financing for sustainable development



# NEC Partnership



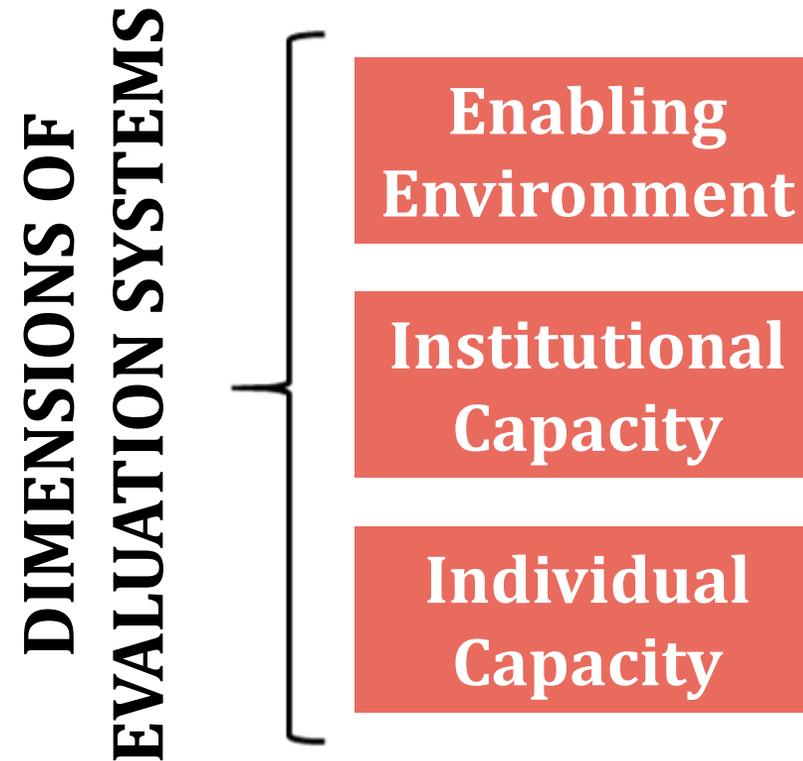
# Country Case Studies

## – ‘Readiness’ for Evaluating Progress towards SDGs

- What **M&E systems are in place** to monitor, review and **evaluate implementation of 2030 Agenda**?
- How do evaluations **inform adjustments to strategies, resource allocation and policies**? Is this changing in light of 2030 Agenda?
- What evaluation **methods/ tools** are government/ other stakeholders using to evaluate policy choices to **support integrated approaches**?
- What **equity-based evaluation methods/tools** are being used? Could be scaled up to monitor commitment of **‘leaving no one behind’**?
- **Recommendations** to strengthen national evaluation capacity for the SDGs.

# Conceptual Framework

## Three Dimensions of Evaluation Systems



# Key Findings

## Enabling Environment

1. All seven countries demonstrate strong commitment to the 2030 Agenda and **growing commitment to evaluation**, both for the SDGs and in general.
2. There is an **increase in demand for evaluation from citizens**, as well as in mechanisms facilitating citizen engagement in evaluation processes; progress on corresponding openness of government is mixed but advancing overall.
3. Evaluative **thinking and learning culture** are weak.
4. Dedicated **financial resources for evaluation** are insufficient to support SDGs evaluation needs.
5. **Feedback loops to ensure the use of evaluation results** in support of the 2030 Agenda are weak.

## **Institutional Capacity**

- 1. Key national evaluation system (NES) institutional structures and mechanisms** supporting the 2030 Agenda are in place.
- 2. Harmonization and coordination of various NES efforts** are limited.
- 3. Institutional capacity to produce high-quality, complete, reliable, and disaggregated data** for evaluation for the 2030 Agenda is weak.
- 4. Progress on promoting equity-focused and gender-responsive (EFGR) practices and evaluations** is variable.

## **Individual Capacity**

- 1. Overall, individual capacity for evaluation for the SDGs is limited and uneven.**
- 2. Opportunities for professional evaluation capacity development vary across and within the case study countries; overall, they are limited but increasing.**

**Table 7. Summary of Country-Level Recommendations**

Indonesia	Malaysia	Mongolia	Philippines	Sri Lanka	Thailand	Vietnam	
<p>i. <b>Central agencies take an oversight and leading role</b> of Indonesia’s NES.</p> <p>ii. Develop <b>overarching policies</b> for evaluation.</p> <p>iii. Develop short- to long-term <b>capacity development plans</b>.</p> <p>iv. <b>Strengthen data quality assurance</b> of all data producers at national and sub-national levels through (a) policies/regulations that extend the role of the national statistics agency and (b) improved horizontal and vertical coordination.</p> <p>v. <b>Strengthen feedback loops</b> through the utilization of tested and available social accountability tools.</p>	<p>i. Strengthen and <b>align the NES with the SDGs</b> and integrate this approach across government, private sector, academia, CSOs/NGOs, and the general public.</p> <p>ii. Establish <b>evaluative policy feedback loops</b> for the SDGs, as part of the national agenda and ministerial objectives, through the SDGs Council.</p> <p>iii. Improve <b>data sharing</b> through a new knowledge platform.</p> <p>iv. Build a more systematic approach to <b>institutional level evaluation capacity development</b>.</p> <p>v. Operationalize the Malaysian Framework on Evaluation and Policy Standards (MyFEPS) <b>principles and standards</b>.</p> <p>vi. Reflect voices of vulnerable groups in keeping with the <b>"no one left behind" principle</b>.</p>	<p>i. Clarify the existing confusion between evaluation and other <b>terminologies</b>, at all levels of the government and amongst the civil society and public.</p> <p>ii. Strengthen <b>capacity of evaluation professionals</b>.</p> <p>iii. Establish a <b>national evaluation policy or law</b> based on broad consultation among stakeholders.</p> <p>iv. <b>Establish a unified government body</b> with the status of a ministry that is responsible for integration of the SDGs and the SDV, providing vertical and horizontal coherence of policy planning and evaluation.</p> <p>v. Increase the <b>ownership of the SDGs</b> in Mongolia.</p> <p>vi. Introduce the <b>equity-focused and gender-responsive (EFGR) evaluation</b> in NES.</p>	<p>i. Develop a <b>national policy</b> to evaluate the SDGs; endorse <b>legislation</b> creating a system for the evaluation of the SDGs.</p> <p>ii. Create the <b>Evaluation Task Force</b> to lead and coordinate evaluation of the SDGs; create a dedicated program management unit or secretariat.</p> <p>iii. Formulate an <b>evaluation agenda and action plan</b> around the SDGs; make evaluation an integral part of the National Action Plan for the implementation of the SDGs.</p> <p>iv. Strengthen the institutional base for evaluation through <b>capacity development and collaboration</b> with state and non-state stakeholders.</p> <p>v. Develop <b>capacity development strategy</b>; provide general and specialized trainings.</p> <p>vi. Ensure open and inclusive <b>stakeholder engagement processes</b>.</p>	<p>i. Further <b>streamline the SDG process</b> to build a stronger foundation for coordinated action and FUR of SDG implementation.</p> <p>ii. <b>Improve coherence</b> of national evaluation policies, systems, roles, responsibilities, and resourcing for evaluation.</p> <p>iii. Develop and operationalize <b>country-specific standards and guidelines for evaluation</b>.</p> <p>iv. Introduce <b>coordinated and interconnected information management systems</b> to improve communication flow, knowledge sharing, and accountability to citizens.</p> <p>v. Develop a comprehensive strategy for <b>evaluation capacity development</b> to address gaps at different levels.</p> <p>vi. Develop <b>feedback mechanisms</b> and integrate these into evaluation processes.</p>	<p>i. Promote understanding of the <b>alignment between the principles and aspirations</b> of the 2030 Agenda, the role of evaluation, and the SEP.</p> <p>ii. Develop a stronger <b>policy and strategic framework for evaluation norms and standards</b>.</p> <p>iii. Facilitate wider <b>stakeholder involvement</b> in the implementation of the 2030 Agenda in Thailand and evaluation of progress.</p> <p>iv. Develop national <b>evaluation capacities and systems</b> to evaluate the SDGs.</p> <p>v. Establish an <b>independent body under a senior, central government body</b> to ensure the quality of evaluations, coordinate evaluation programs, and integrate findings across government.</p> <p>vi. Establish another <b>organization to provide training</b> for both public and non-public personnel.</p>	<p>vii. Strengthen institutional accountability, transparency, and participation with <b>platforms for discussion and exchange of ideas and for tracking progress</b>.</p> <p>viii. At the individual level, promote <b>opportunities for building awareness and capacity</b> on the SDGs in general and evaluation of the SDGs in particular.</p> <p>ix. Invest in the <b>development of professional evaluators</b> by collaborating with higher education institutions, the Thai Evaluation Network, and international agencies.</p> <p>x. Train evaluators in <b>EFGR evaluation</b> to ensure that the voices of vulnerable groups are incorporated into evaluations in keeping with the <b>"no one left behind" principle</b>.</p>	<p>i. Develop a <b>national M&amp;E framework for the SDGs</b>.</p> <p>ii. Establish an overarching <b>policy for development evaluation</b>.</p> <p>iii. <b>Central agencies</b> should take an oversight role and lead of NES.</p> <p>iv. Develop short- and long-term <b>evaluation capacity development plans</b>.</p> <p>v. Strengthen <b>data quality</b> for SDGs implementation and evaluation.</p> <p>vi. Strengthen <b>feedback mechanisms</b> and the role of non-state actors in keeping with the <b>"no one left behind" principle.</b>"</p>

# Recommendations

## 1) **Develop and implement overarching policies and guidelines for evaluation.**

*Regardless of the stage of national evaluation policy (NEP) development in the various case study countries, further development of a policy framework and supporting regulations and guidance has the potential **to raise the profile of evaluation and produce a more systematic approach across government, defining accountabilities, roles, financial flows, and guidance for execution and follow-up, including in areas such as evaluation budgets, EFGR, and management responses.***

**2) Strengthen the alignment between the principles and aspirations of the 2030 Agenda and the role and practices of country-led evaluation.**

*This involves mainstreaming and promoting the vision of integrated development and inclusion – the ‘no one left behind’ principle. There is a particular need to strengthen equity-focused and gender responsive (EFGR) data, guidelines, and capacities, while explicitly integrating gender equality and equity issues into NEPs and systems. Consideration is also needed of how evaluation can help stimulate stakeholder engagement in SDGs follow-up and review processes, as well as provide feedback on development efforts.*

- 3) **Improve national horizontal and vertical harmonization and coordination of NES efforts.** *This includes the development of a national monitoring and evaluation plan with coordination across ministries, and in particular coordinated with national statistics systems. In most cases, NES sub-systems are in place and functional. However, these sub-systems often operate in silos. The various components of the NES should be to communicate with each other and operate harmoniously. Oversight and strong leadership from central agencies are greatly needed in this area.*
- 4) **Strengthen institutional capacity to produce and share high-quality, complete, reliable, and disaggregated data to support evaluation for the 2030 Agenda.**

**5) Strengthen feedback loops to better promote the use and integration of evaluation findings supporting the 2030 Agenda.**

*The uptake and use of evaluations can be significantly improved. This can be done in part by facilitating wider stakeholder involvement, including the private sector, civil society, and the media, as well as regional and international organizations. Improved and increased feedback should also be ensured between evaluation, planning, decision making, policy formulation, project appraisal, program management, budget, and resource allocation functions. Wider dissemination of evaluation findings, including through formats appropriate for high-level officials and the media, should be undertaken.*

- 6) Develop and implement human resource development and training strategies, taking into account specific requirements of the 2030 Agenda to be equity-focused and gender-responsive, as well as tailoring to national needs.**
- 7) Increase dedicated financial resources for evaluation to support SDGs evaluation needs -*at least 1% of national development plan budgets be allocated to evaluation.***

# Next steps

- 1) Finalize India and Myanmar case studies.
- 2) Publish the **synthesis report** with emerging NECD good practices.
- 3) Launch the initiative together with ADB in the **Pacific (Fiji and PNG)**.