Enhancing Evaluation Use
Insights from Internal Evaluation Units

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Preliminary Remarks

Improving Use = developing supportive climate

Perspectives of Internal Evaluation Units / Managers

About Evaluation but Relevant to Monitoring too
Evaluation Use ? What do we Mean?

- *Project & programme evaluation* look at changes through intervention

- Use – Mechanistic – BUT other meanings exist e.g. evaluation’s influence

- *Improving Use and Influence*
  
  (Creating the “right” conditions (internal evaluators and managers))

  (Contributing to creating the conditions for change)
Challenges to useful evaluations

- Knowledge of (changing) context
- Timing
- Expecting simple answers to complex questions
- Independence
- Quality issues
- Scepticism
- Engagement of senior management
Examples of Tried and Tested Solutions

- Discrete evaluation study level
  - Trust relationship between « insiders » and « outsiders »
  - Clear and Complete Terms of Reference
  - Engaging stakeholders
  - Integrating communication in evaluation
Adding value with an accompanying group

**Expert knowledge**
- Accessing data

**Political knowledge**
- Providing input about political context

**Advocates of change**
- Supporting recommendations
Institutional Level: Building an internal evaluation culture – ILO’s systemic approach

Figure 10.3 - Project Design, Appraisal, and Approval

- Project idea is proposed
- Check if similar projects have been reviewed and evaluation findings considered in project design
- Appraisal Team checks the proposal for good design prior to approval
- Does it need an evaluability exercise
- Project is approved with evaluation components
- Is an adequate Monitoring & Evaluation Plan a part of project design
ILO’s systemic approach continued...

Figure 10.11 Using Evaluation Findings to Feed Vision and Strategy

- Organizational vision and strategy
- Evaluation Unit releases report to management, donors, public and internal potential users
- Database of core evaluation findings: tracking use of findings
- Management responds with action plan
- Technical Management takes action on recommendations
- Technical reporting
- Annual reporting on evaluation performance
- Timely program correction
- Organizational performance reporting
Canada is able to promote health, reduce health inequalities and prevent and mitigate disease and injury

Individuals, communities, practitioners and policy makers make evidence informed decisions and undertake evidence-based public health actions

Public health stakeholders have capacity to conduct and use science and research

Timely guidelines, intervention evidence, surveillance information, and other information products, reference lab services are accessed

PhAC constructively engages stakeholders in science and research

Awareness raised through information dissemination, translation, synthesis and exchange

Science and research evidence, information, training opportunities, tools & systems

New investments & partnerships leveraged

Scientific and research advances improve health promotion, detection, diagnosis, treatment, management, prevention & control of disease

Skills enhancement & staff retention

Building and sustaining a workforce and infrastructure required for science and research excellence

Governance and mechanisms that support science and research

Individuals, communities, practitioners & policy makers have knowledge required to make evidence informed decisions

Canada is able to promote health, reduce health inequalities and prevent and mitigate disease and injury

Public Health Research and Science Activities that support action on the core public health functions
Measuring Evaluation Culture

- Capacity ? Culture ? Institutionalisation? No agreement!
- No agreement on measurement!
- Cluster 17 most commonly used indicators for culture and capacity / institutionalisation

Creating conditions for change: examples

Giving voice to the silent few

Engaging in interactive debate – going beyond words
To Sum up ......

- Our experience concurs with Sandison’s 4 critical factors
  - Quality of the M&E process and findings
  - Organisational factors (culture & structures)
  - Relational factors
  - External factors/influences

Peta Sandison 2006 « The Utilisation of Evaluation », Chapter 3 ALNA Review of Humanitarian Action
Take Home Messages

- It takes 2 to tango
- Manage for quality AND creating evaluation culture
- Regularly review use and usefulness and “advertise” good practices
THANK YOU

Source: AEA: Scott Chaplowe cartoons: Chaplowe2.jpg