



Accountability and evaluation

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Purpose

This session will

- ❖ RBM reporting requirements
- ❖ Evaluation function: definition and specific characteristics

RBM Focuses On

- defining and achieving realistic results (outcomes)
- implementing measurement systems to monitor progress using effective indicators and report on achievement of expected results
- identifying and managing risks to achieving the desired results
- integrating lessons learned to improve organizational decision making, efficiency, and effectiveness

5. MONITORING progress

How can we tell we are progressing toward our desired results within our resources?

6. REPORTING on the results achieved and resources involved

How can we communicate what is happening outside our division?

7. Integrating LEARNING

How can we use information gathered to improve organizational decision-making, efficiency and effectiveness?

Reporting



What are RBM reporting requirements?

- A results-based report is a performance story about actual **outcomes**;
- It is substantiated by data collected on the **indicators** in the performance measurement framework;
- Data is compared to expected outcomes from the **logic model**;
- Any **variance** between the two should be explained;
- Any variance must also include an assessment of their significance and impact on the project;
- The analysis should include a discussion of any **risks** that occurred and how they were addressed.

Beyond data: lessons learned

An added dimension to the performance story are the lessons learned included in both performance and evaluation reports.

What are lessons learned according to OECD?

Generalisation or extrapolation of findings and translation of analysis into relevant knowledge that supports decision making, improves performance and promotes the achievement of better results in **other settings** (beyond the intervention being evaluated). Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation of interventions that affect performance and results. A lesson may be positive, neutral or negative.

Evaluation



Definitions of Evaluation

OECD-DAC 2002 definition:

The systematic and objective assessment of an on-going or completed project, programme or policy, its 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 of both recipients and donors.

Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.

Government of Mongolia. Resolution 206:

An assessment of the organization's activities, the purpose of the policy document, and the analysis of whether the implementation of the objectives has reached the planned target level.

Monitoring and Evaluation Compared

	Monitoring	Evaluation
Use	Continuous, routine task	Periodically, special occasion
Objective	Controls implementation process	Puts goals, objectives, program theory into question
Method	Descriptive data collection according to program indicators	Advanced methods, causal-impact analysis
Result	Process control	Strategic control
Key question	Are we moving forward and doing things right?	Are we doing right things?
Definition	The continuous process of collecting and analyzing information on key indicators and comparing actual results with expected results in order to measure how well a project, program or policy is being implemented.	The systematic and objective assessment of an on-going or completed project [or part of], programme or policy, its design, implementation and results. A periodic evaluation to assess the actual achievement of results usually at the mid term or end of a project.

Characteristics of Evaluation

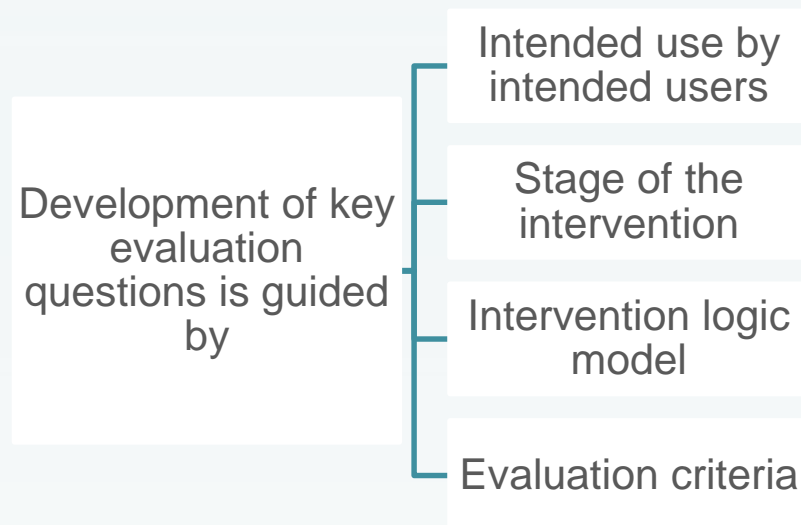
Evaluation is characterized by:

- an assessment – and utilization orientation
- creating usable results for practice
- creating benefits for stakeholders

Assessment made in evaluations should not be subjective judgements but objective and systematic rigorous technological assessments

Key evaluation questions

- Key evaluation questions are central to the evaluation process. All other components of the evaluation process are guided by these questions.
- Evaluation questions form the boundary and scope of evaluation and serve to communicate to others what the evaluation will and won't attend to.



Sample of evaluation questions

Outcome statements	Evaluation questions
Improved quality of delivered health services in Aimag X	To what extent have health professionals adopted client approach procedures?
Reduced risks in public transport in Ulaanbaatar	How have different types of risks evolved over the program's life cycle?
Enhanced contribution of higher education to implementation of national reforms	What role has higher education played in implementation of national policies in the 5 years of the program?
Increased levels of production of livestock fodder	To what extent have herders adopted environmentally safe fodder production methods?

Types of questions

- **Descriptive:** present status:
 - what is
 - changes in output and outcome measures
- **Normative:** comparisons:
 - what should be
 - desired objective / target
 - achievement of outputs and outcomes
- **Cause-and-effect:**
 - did the program cause changes
 - what impacts to whom

OECD-DAC-Criteria for Evaluations

✓ Relevance	<ul style="list-style-type: none">• Extent to which the activities are guided to the priorities of the stakeholders
✓ Effectiveness	<ul style="list-style-type: none">• Extent to which activities attain their objectives
✓ Efficiency	<ul style="list-style-type: none">• Inputs in relation to outputs
✓ Impact	<ul style="list-style-type: none">• All changes produced by the interventions
✓ Sustainability	<ul style="list-style-type: none">• Benefits continue after donor funding has been withdrawn

Effective communication of Evaluation findings Reporting

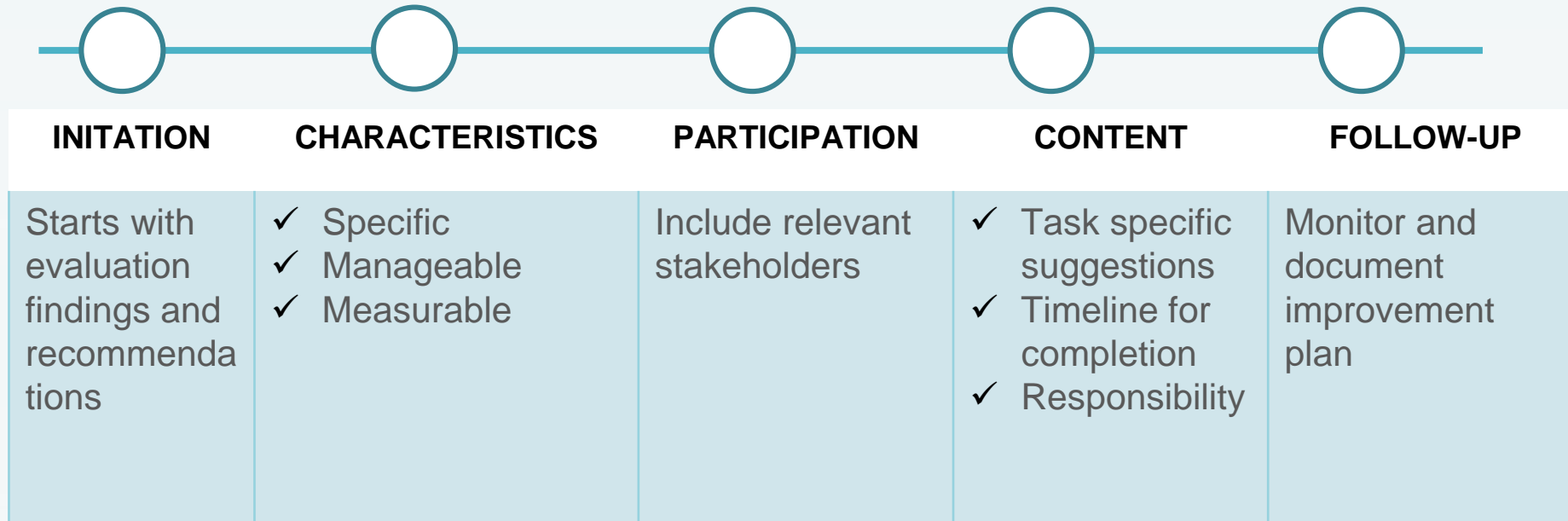
- Final evaluation report is not enough to ensure that results reach intended audiences
- Should have communication plan
- Multiple communication products needed to effectively communicate and disseminate results

For effective reporting, the following components are suggested:

- Executive summary
- Introduction
- Description of the evaluation
- Findings
- Conclusions
- Recommendations

Improvement Action Plan

One of the most significant benefits that a program evaluation can communicate is the need to make improvements.



Session 05: Case Study Exercise

Reporting:

State one lesson learned linked to an important outcome statement, preferable the ultimate outcome statement.

Evaluation:

Identify two evaluation questions relating to two different outcome statements.

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