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**UNIVERSITÄT
BERN**



INTERNATIONAL PROGRAM FOR
DEVELOPMENT EVALUATION TRAINING

Developing National Evaluation Systems in the public service

Date
6-10 November 2023

Instructor(s): Matodzi M Amisi and Prof Ian Goldman

Contents

a) Description of contents

There is a growing interest to develop country evaluation systems at national and sub-national levels. Canada, Colombia, Mexico, South Africa, Uganda, Benin etc. have established systems that have been functional for a number of years. Countries like Ghana, Niger, Kenya and Botswana are working on national systems of different forms. At sector level, ministries in different countries have often developed sectoral M&E systems to guide monitoring and evaluation practice. In general, these M&E systems tend to be biased to-wards monitoring, with work on evaluation emerging in some countries. Evidence suggests that where countries or sectors develop functional evaluation systems this can significantly increase interest in results and shape evaluation practice and drive-up demand for evaluation skills and evaluation capacity building both from academic institutions and other private providers. Voluntary Organisations of Professional Evaluators (VOPES) are also likely to thrive in an environment where evaluation is experiencing a degree of institutionalisation.

The workshop draws from documented experiences of governments that have institutionalised evaluations. It explores both the technical and cultural/political elements of institutionalisation of evaluations within the public service. It also examines how formalisation of evaluation within public service management strengthens the use of evaluative evidence in public policy and support adaptive management.

The following themes are covered in the course: Introduction to evaluation as part of public service management; evaluation evidence use, concept of institutionalization and how it supports evidence use, introduction to the evaluation ecosystem; developing evaluation system policy; support systems and organisation/institutional arrangements needed for functional evaluation systems; how to build capacity to support the evaluation system; strategies to promote and embedding the use of evaluation evidence within political context; strategies to resource the national evaluation system. The workshop concludes with some practical considerations on steps that can be taken by countries to develop evaluation systems that are relevant, sustainable and strengthen the supply and use of evaluation evidence in policy and programme implementation and service delivery.

b) Objectives

After completing the course participants will be able to:

- Differentiate and appreciate linkages between evaluation systems, government wide M&E systems, and how evaluation systematically feeds into public service policy, planning, budgeting and management as well as other regional and global systems;
- Understand the role of different components of evaluation systems and make decisions about which components might be needed and in what form, in your own contexts;
- Define key elements needed to develop, facilitate, coordinate and sustain evaluation systems that are likely to result in use of evaluation findings in policy and practice within the public service;
- Determine which evaluation system/components/methodologies are applicable in different contexts.

Schedule

Monday 6 November 2023

13.30	Session 1: Introduction to the course	Participants and facilitators introduced Participants understand the objectives and flow of the course
14.10	Session 2: Evaluation as part of public management	Participants understand the role evaluation plays as part of the public management process
15.10	Session 3: Introduction to Evaluation Systems	Participants understand evaluation systems, and the components of these
15.50	Check out and closure	Participants understand their homework to review case studies and expectation for the next day
Time agreed in groups	Review case studies	Groups meet, read the case studies and prepare the presentation of their findings

Tuesday 7 November 2023

13.30	Recap	What struck you from yesterday? Get anyone who was not present in previous day up to speed Introduction to the day
13.40	Session 4: Group Case Studies	Reflection on findings from the case studies they reviewed;
14.45	Session 5: Components of evaluation systems and linkages to the wider ecosystem	Participants have identified the characteristics of evaluation systems Participants understand the wider elements of the evaluation ecosystem needed to make evaluation work
	Session 5 continues	Participants have identified the characteristics of evaluation systems Participants understand the wider elements of the evaluation ecosystem needed to make evaluation work
15.50	Checkout & closure	
Self-paced	Read paper on the emergence of the South African, Uganda and Benin Evaluation Systems	

Wednesday 8 November 2023

13.30	Recap	Recap and Reflections Introduction to day
13.40	Session 6: Building the South African evaluation system-Case study	Participants learn practical steps in the journey to institutionalise evaluations

15.00	Session 7: Lessons from evaluation systems	Reflections from two evaluation systems
15.50	Checkout and closure	Participants suggest topics they would like to explore the next day Checkout
Self paced	Please read chapter 6 from the Using Evidence in Policy and Practice book – a case study on application of evaluations around VAWC Watch the video of evidence use in Uganda Procurement process evaluation (around 15 minutes) Answer a quiz	

Thursday 9 November 2023

13.30	Recap	Recap and Reflections Introduction to day
13.40	Session 8-evaluation systems informing policy and practice	Explore how evaluation systems can inform policy and practice
14.50	Session 9: Applying evaluation systems in different contexts	participants have reflected on how they could respond to different contexts in approaching evaluation systems
14.50	Checkout and Closure	
Self-paced learning	Planning for open session	

Friday 10 November 2023

13.30	Recap	Recap and Reflections Introduction to day
13.40	Session 10: Open session (group session)	Group work and feedback
15.05	Session 11: Constructing evaluation systems and building wider system support	Participants understand how to cultivate support for evaluation systems and enhance sustainability
15.45	Feedback forms, Checkout and closing	

Preparation tasks:

Intake form:

https://docs.google.com/forms/d/e/1FAIpQLSdqyPtqAFWgbE6gOYijESlGqrK-CltuObsDySr_xUI6ZCCchZA/viewform?usp=sf_link

Preparation task

- Watch the welcome video to meet your facilitators by October 7;
- Fill the intake form in the link provided above. Please do this by 7 October 2022;
- Familiarise yourself with the course outline, identify if there are topics you are interested in that are not covered in the course and indicate this in the intake form;
- Familiarise yourself with Zoom and concept board. Check the tutorial if you are not familiar with concept board (https://www.youtube.com/watch?v=QY9xD_AmKPU);
- Check that your desk (or where you will be joining the workshop from) is optimal.

Resources / Literature / Links:

Session	Literature
<p>Session 2: Evaluation as part of public management</p> <p>Participants understand the role evaluation plays as part of the public management process</p>	<ul style="list-style-type: none"> • Evaluation in management by objectives: A critical analysis of Sweden's national environmental quality objectives system <p>Supplementary</p> <ul style="list-style-type: none"> • Van de Walle, S. & Groeneveld, S.M. (2011). New steering instruments: Trends in public sector practice and scholarship. In: Groeneveld, S. & Van de Walle, S. (eds). New steering concepts in public management. Bingley: Emerald, pp. 205-214 • Marek Ćwiklicki. (2015). Towards neo-bureaucracy: bureaucracy in contemporary public management concepts. New Public Governance in the Visegrád Group (V4) Publisher: Adam Marszałek, Toruń Editors: R. Wiszniowski, K. Glinka"
<p>Session 3: Introduction to Evaluation Systems</p> <p>Participants understand evaluation systems, and the components of these</p>	<p>Core: Lazaro, B., 2015. Comparative Study on the Institutionalisation of Evaluation in Europe and Latin America: Programme for Social Cohesion in Latin America. (pp 1-25) http://sia.eurosocial-ii.eu/files/docs/1456851768-E_15_ENfin.pdf</p> <p>Supplementary:</p> <ul style="list-style-type: none"> • Mwaijambe, F. (2018). Why Should Countries Have National Evaluation Policies? In IDEV (2018), Building Supply and Demand for Evaluation for Evaluation in Africa. Volume 1.
<p>Session 4: Group Case Studies</p>	<p>Core: (one per group)</p> <p>South Africa National Evaluation Policy Framework Ghana Evaluation Policy</p>

	<p>Nigeria Evaluation Policy Uganda Evaluation Policy Colombia evaluation policy Costa Rica evaluation policy</p>
Session 5: Components of evaluation systems and linkages to the wider ecosystem	<p>Holvoet, N. & Renard, R., 2007, 'Monitoring and evaluation under the PRSP: Solid rock or quick sand?' Evaluation and Program Planning 30, 66–81. https://doi.org/10.1016/j.evalprogplan.2006.09.002</p>
Session 6: Building the South African evaluation system-Case study	<p>Core: Goldman, I., Mathe, J.E., Jacob, C., Hercules, A., Amisi, M., Buthelezi, T. et al., 2015, 'Developing South Africa's national evaluation policy and system: First lessons learned', African Evaluation Journal 3(1), Art. #107, 1–9. https://doi.org/10.4102/aej.v3i1.107</p> <p>Supplementary:</p> <ul style="list-style-type: none"> Anie, S. J. & Larbie, E. T., 2004. Planning and Implementing a National Monitoring and Evaluation System in Ghana: Participatory and Decentralised Approach. New Directions for Evaluation, 2004(103), pp. 129-139
Session 7: Lessons from evaluation systems	<p>Core: Lazaro, B., 2015. Comparative Study on the Institutionalisation of Evaluation in Europe and Latin America: Programme for Social Cohesion in Latin America. (pp 1-25) http://sia.eurosocial-ii.eu/files/docs/1456851768-E_15_ENfin.pdf</p> <p>Supplementary:</p> <p>Takunda Chirau, Cara Waller and Caitlin Blaser-Mapitsa. 2018. The National Evaluation Policy landscape in Africa: A comparison. http://www.twendembele.org/wp-content/uploads/2018/11/The-NEP-landscape-in-Africa_final.pdf</p>
Session 8-evaluation systems informing policy and practice	<p>Core: Matodzi M. Amisi, Thabani Buthelezi and Siza Magangoe "Use of Evidence in a Complex Social Programme: Case of an Evaluation of the State's Response to Violence against Women and Children in South Africa," in Using Evidence in Policy and Practice: Lessons from Africa, ed. Ian Goldman and Mine Pabari (London: Routledge, 2020). https://www.taylorfrancis.com/books/e/9781003007043/chapters/10.4324/9781003007043-6</p>
Session 9: Applying evaluation systems in different contexts	<p>Core: Lazaro, B., 2015. Comparative Study on the Institutionalisation of Evaluation in Europe and Latin America: Programme for Social Cohesion in Latin America. (pp 1-25) http://sia.eurosocial-ii.eu/files/docs/1456851768-E_15_ENfin.pdf</p>
Session 11: Constructing evaluation systems and building wider system sup-port	<ul style="list-style-type: none"> Beney, T., Mathe J., Ntakumba, S., Basson, R., Naidu, V. & Leslie, M., 2015, 'A reflection on the partnership between government and South African Monitoring and Evaluation Association', African

	<p>Evaluation Journal 3(1), Art. #164, 6 pages. http://dx.doi.org/10.4102/aej.v3i1.164 https://aejonline.org/index.php/aej/article/view/164/170</p> <p>Supplementary</p> <ul style="list-style-type: none">• Mbeck, E W. 2018. Strategies to increase the supply and demand for evaluation in Africa. In Building supply and demand for evaluation in Africa Vol 1. African Development Bank (AfDB)
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