

EPATEE



Integrating evaluation into policy management

Final EPATEE conference

19 September 2019 – Paris, France

Jean-Sébastien Broc



This project has received funding from the European Union's Horizon 2020 Research and innovation programme under grant agreement No 746265.





REMEMBER M&E INFORMATION IS USEFUL
ONLY IF IT IS USED!



“Through evaluation we can address several issues in the policy cycle, such as how a policy has been implemented, who, how and why has it been affected, if savings have been achieved and determine where it needs to be adapted, continued or ended.”

“Evaluation should follow the whole policy cycle and be used in the planning as well as in the controlling (results) of the policy. Systems that incorporate this comprehensive approach seem to be more successful.”

“During the design of a policy, an evaluation advisor should be present to ensure a good ex-post evaluation (e.g. if the data collection is not well designed it is somewhat very difficult to evaluate the policy or at a large cost - which is somehow the reason for a lack of evaluation), the design should be ‘evaluation-friendly’ .”

[EPATEE 1st survey](#)

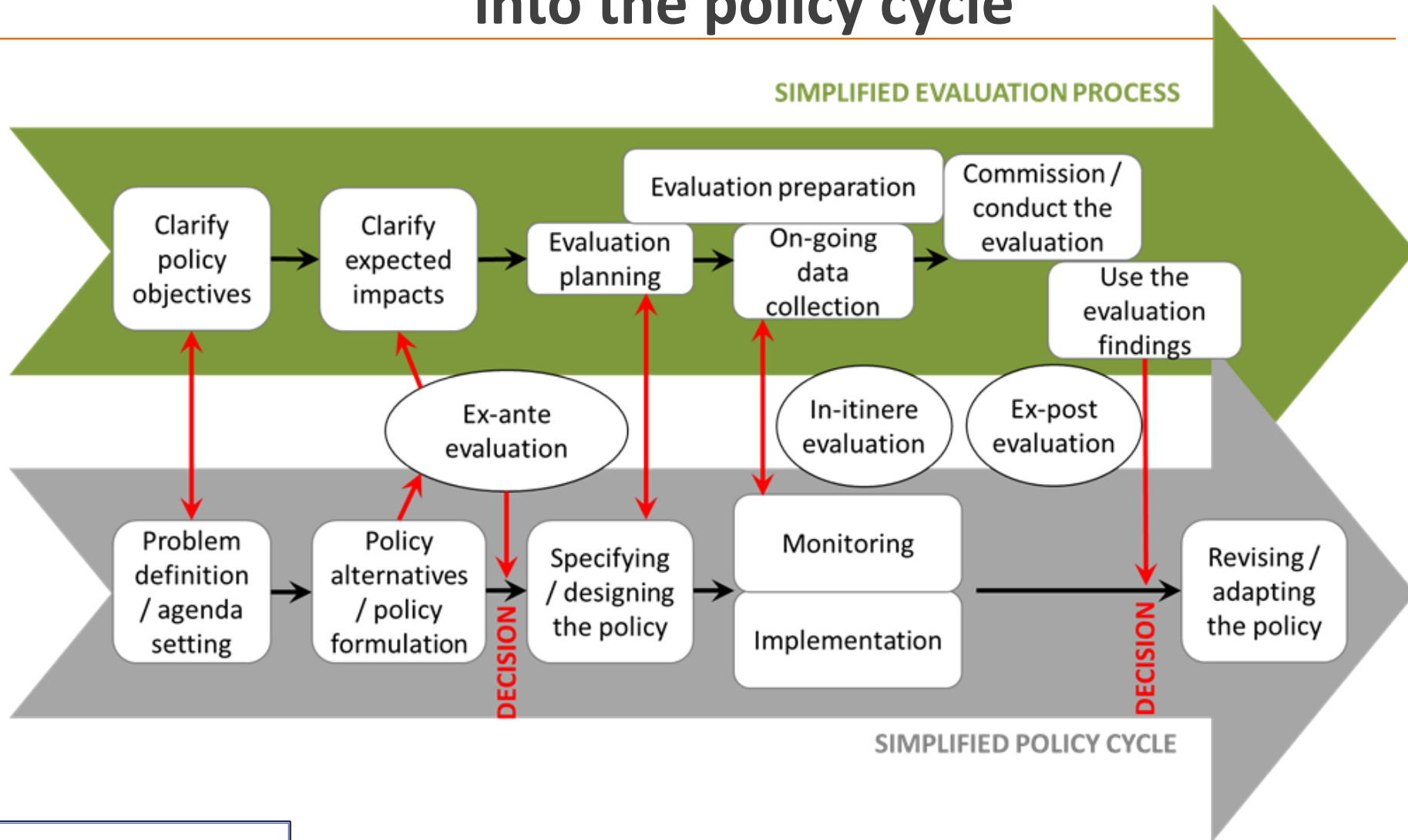


*What inputs should policy developments provide to evaluation?
(+ when and how?)*



*What inputs should evaluation provide to policy making?
(+ when and how?)*

Integrating evaluation into the policy cycle



[Dedicated report](#)



Political will (top-management commitment)

Examples of barriers:

Lack of interest, fear of the results, evaluation not always needed, turnover in the policymakers

Resource allocation (time, people, budget)

Examples of barriers:

Lack of dedicated budget, lack of time to be involved or involve people in the evaluation process

Evaluation planning and preparation

Examples of barriers:

Difficulties to match timeframe for evaluation and timeframe for decision processes

Communication and mutual understanding

Examples of barriers:

differences in the cultures or habits between decisional level and operational or technical level



Political will
(top-
management
commitment)

- ✓ **Clarify expectations:** what evaluation can bring and how it can be used
- ✓ Analyse **how evaluation can fit in** the current policy framework and processes
- ✓ **Mandatory provisions** for evaluation

Resource allocation (time,
people, budget)

- ✓ **Discuss evaluation means** when deciding the budget for the policy measure
- ✓ Define **criteria to assess the needs** in evaluation means



Examples about Communication and mutual understanding

SHORT-TERM ACTIONS	Purpose(s)
Make sure the right contacts are identified for each party to be involved	<ul style="list-style-type: none"> ● Ensure an easy communication along the evaluation process
Clarify the evaluation objectives, and organise a feedback loop (when relevant)	<ul style="list-style-type: none"> ● Ensure a shared understanding of the evaluation objectives (and thereby realistic expectations)
Facilitate exchanges between policymakers, practitioners/implementers and analysts/evaluators	<ul style="list-style-type: none"> ● Maintain regular contacts between the evaluation team and evaluation recipients ● Ensure a mutual understanding ● Take into account differences in viewpoints ● Foster closer collaboration between policymakers & officers and analysts & evaluators)
MEDIUM-TERM ACTIONS	Purpose(s)
Maintain an updated list of contacts from the different services and bodies involved in the different stages of the policy	<ul style="list-style-type: none"> ● Maintain regular contacts ● Facilitate an easy communication ● Avoid missing or outdated links in the communication loops
Facilitate capacity building and experience sharing about evaluation issues (e.g., targeted workshops or trainings; technical briefs; testimonies about past evaluations)	<ul style="list-style-type: none"> ● Increase awareness and knowledge about evaluation

Thank you for your attention

Time for discussion !

Zoom on the evaluation planning/preparation stage

