



STAKEHOLDERS' SEMINAR

## Evaluation of NDB's COVID-19 Emergency Response Loans and Consultation on Evaluation Capacity Development

Organised by the Independent Evaluation Office of the New Development Bank

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# Working Group 1

# Evaluation Capacity Development

# Consultation

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# Main Goal

Map ongoing initiatives,  
gaps and  
priorities  
for  
evaluation capacity development

# What is Evaluation?

A systematic process to judge merit, worth or significance by combining evidence and values.

(Better Evaluation)

# What is Evaluation Capacity Development (ECD)?

“The process whereby people, organisations and society **as a whole** unleash, strengthen, create, adapt and maintain capacity to **produce** and **use** evaluation to **effectively support accountability and learning**.

Producing and using evaluations requires **individual skills and knowledge, organisational systems and policies**, and an **enabling environment**.

**DAC/OECD**



# National M&E System

A national monitoring and evaluation (M&E) system needs to be thought of as **more than simply the bureaucratic generation of ‘performance’ information.**

M&E is not an ‘end’ in itself. The concept needs to be viewed in terms of a **systems approach** that recognizes the importance of both an ability to provide sound evidence (the **supply side**) as well as the capacity within the system for individuals and institutions to use information (**the demand side**).

# Building Blocks for an effective National M&E system

Belief that evaluation is useful

**Vision of leadership**

**Enabling environment**

Gov and Society see evaluation as relevant

Networking exchange

**PLAYERS**

**Political will for change**

**PLAYERS**

Training institutions

Professional association/competencies

Available data

**Technical capacity to supply M&E**

Standards  
Competencies  
Education and training  
Guidelines

**Capacity to demand and use M&E information**

Eval Policy  
Ethics Code  
Databases

**Pace of development of M&E infrastructure**

# Vision of Leadership

Leaders understand how M&E information can assist public sector managers, decision-makers and the country in moving to achieve its national goals.

Requires strategic leadership, and a clear understanding of basic concepts and potential uses of M&E.

# Enabling Environment

- A commitment to launch M&E practice and sustain it over the long term.
- A commitment to develop the resources necessary for an M&E system, and to allow it to develop and mature.
- A commitment to support the values and ethics that underlie a successful M&E system – transparency, objectivity, learning and accountability
- A strong civil society demanding and advocating for the above values, and for evidence-based policy-making.
- A willingness and ability to challenge current culture within organizations.



# Capacity to supply

Credible and relevant data (disaggregated by sex, age, ethnicity, etc.) and information-gathering systems / a national statistical agency (NSA)

Policies, standards and competencies intended to: clarify roles, responsibilities, ethical limits, approaches and methods for M&E;

Skilled personnel able to design and conduct evaluations, including potential partners within the country, such as universities, research institutes, think tanks, consulting companies, etc.

# Capacity to demand and use

Non-technical personnel (e.g. managers) and civil society organizations have an appreciation of M&E concepts and use of M&E information.

Capacity within organizations to incorporate and use M&E information as part of the normal process of business.

Adequate incentives within organizations to ensure that managers use M&E information, and report credible information in a timely manner.

formal or informal mechanisms and forums for reporting and sharing M&E information.

M&E information to be made available to the media, civil society, parliamentarians, etc., and facilitate their participation in the national system.



# ONGOING INITIATIVES



# What are the ongoing initiatives ?

Belief that evaluation is useful

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# What initiatives are going on in the country to:

**Group 1**

**Vision of Leadership**

- a) Raise awareness among leaders that M&E can assist public sector in moving to achieve its national goals?
  
- b) Transmit basic concepts and potential uses of M&E?

# What initiatives are going on in the country to:

**Group 2**

**Enabling  
Environment**

- a) Practice M&E continuously over the long term?
- b) Develop the resources necessary for an M&E system, and to allow it to develop and mature
- c) Support the values and ethics that underlie a successful M&E system – transparency, objectivity, accountability and a commitment to a results-orientation and good governance
- d) A strong civil society demanding and advocating for the above values, and for evidence-based policy-making.
- e) A willingness and ability to challenge current culture within organizations.

# What initiatives are going on in the country to:

## Group 3

## Technical Capacity to Supply M&E

- a) Provide credible and relevant data (disaggregated by sex, age, ethnicity, etc.) and information-gathering systems / a national statistical agency (NSA)
- b) Develop policies, standards and competencies intended to: clarify roles, responsibilities, ethical limits, approaches and methods for M&E
- c) Train and prepare professionals to design and conduct evaluations?

# What initiatives are going on in the country to:

## Group 4

## Capacity to Demand and Use M&E

- a) Raise awareness of non-technical personnel and civil society organizations about M&E concepts and use of M&E information
- b) Develop organizational capacities to incorporate and use M&E information as part of the business strategy
- c) Encourage managers to use M&E information and report credible information in a timely manner
- d) Report and share M&E information (through forums or other mechanisms)
- e) Make M&E information available to the public (media, CSO, parliamentarians, etc.), and facilitate their participation in the national system



GAPS



# What are the gaps in terms of Vision of Leadership?

**Group 1**

**Vision of Leadership**

- a) Awareness among leaders that M&E can assist public sector in moving to achieve its national goals?
  
- b) Transmit basic concepts and potential uses of M&E?

# What are the gaps in terms of Enabling Environment?

**Group 2**

**Enabling  
Environment**

- a) Practice M&E continuously over the long term?
- b) Develop the resources necessary for an M&E system, and to allow it to develop and mature
- c) Support the values and ethics that underlie a successful M&E system – transparency, objectivity, accountability and a commitment to a results-orientation and good governance
- d) A strong civil society demanding and advocating for the above values, and for evidence-based policy-making.
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# What are the gaps in terms of Technical Capacity?

**Group 3**

**Technical Capacity to  
Supply M&E**

- a) Provide credible and relevant data (disaggregated by sex, age, ethnicity, etc.) and information-gathering systems / a national statistical agency (NSA)
- b) Develop policies, standards and competencies intended to: clarify roles, responsibilities, ethical limits, approaches and methods for M&E
- c) Train and prepare professionals to design and conduct evaluations?



# What are the gaps in terms of Capacity to Demand and Use?

## Group 4

## Capacity to Demand and Use M&E

- a) Raise awareness of non-technical personnel and civil society organizations about M&E concepts and use of M&E information
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# Priorities



# What should be the priorities?

**Group 1**

**Vision of Leadership**

- a) Awareness among leaders that M&E can assist public sector in moving to achieve its national goals?
  
- b) Transmit basic concepts and potential uses of M&E?



# What should be the priorities?

**Group 2**

**Enabling  
Environment**

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# What should be the priorities?

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Thank you

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rede brasileira  
de monitoramento  
e avaliação

