



# Using experience to adapt a guideline on Rapid Evaluations in the public sector

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**TWENDE MBELE**

# Introduction to the session


- Aim of session: share the experiences of undertaking Rapid Evaluations among Twende Mbele countries, with objective of relaying recommendations on how to update the DPME rapid evaluation guideline
- Specifically, we reflect on country challenges in designing, planning, undertaking and using rapid evaluations in government
- Session participants can also reflect on their experiences or ideas on how to resolve some of the RE challenges experienced by countries
- RE=an evaluation that can produce scientific findings from **6-12 weeks** (acc to DPME), with findings promptly informing policy/programme decisions.
- Less rigour than traditional evaluations that collect data from bigger samples

# Why the preoccupation with RE among Twende countries?

- REs address the need for timely performance data regarding policies and programmes, and offer recommendations for improvement
- REs offer timely data on what works and does not, and why, arming decision-makers with key evidence on which to make their decisions
- Value of REs: emergency (crisis) situations; early stages of implementation
- REs are also less costly than traditional evaluations, and can be done internally, involve an external facilitator who does the RE with internal officials; or wholly external
- 4 Twende countries have completed or are currently undertaking a RE on various programmes (RSA, Uganda, Benin, Niger, and Kenya [latter 3 are in the process, while RSA and Uganda have done multiple REs])

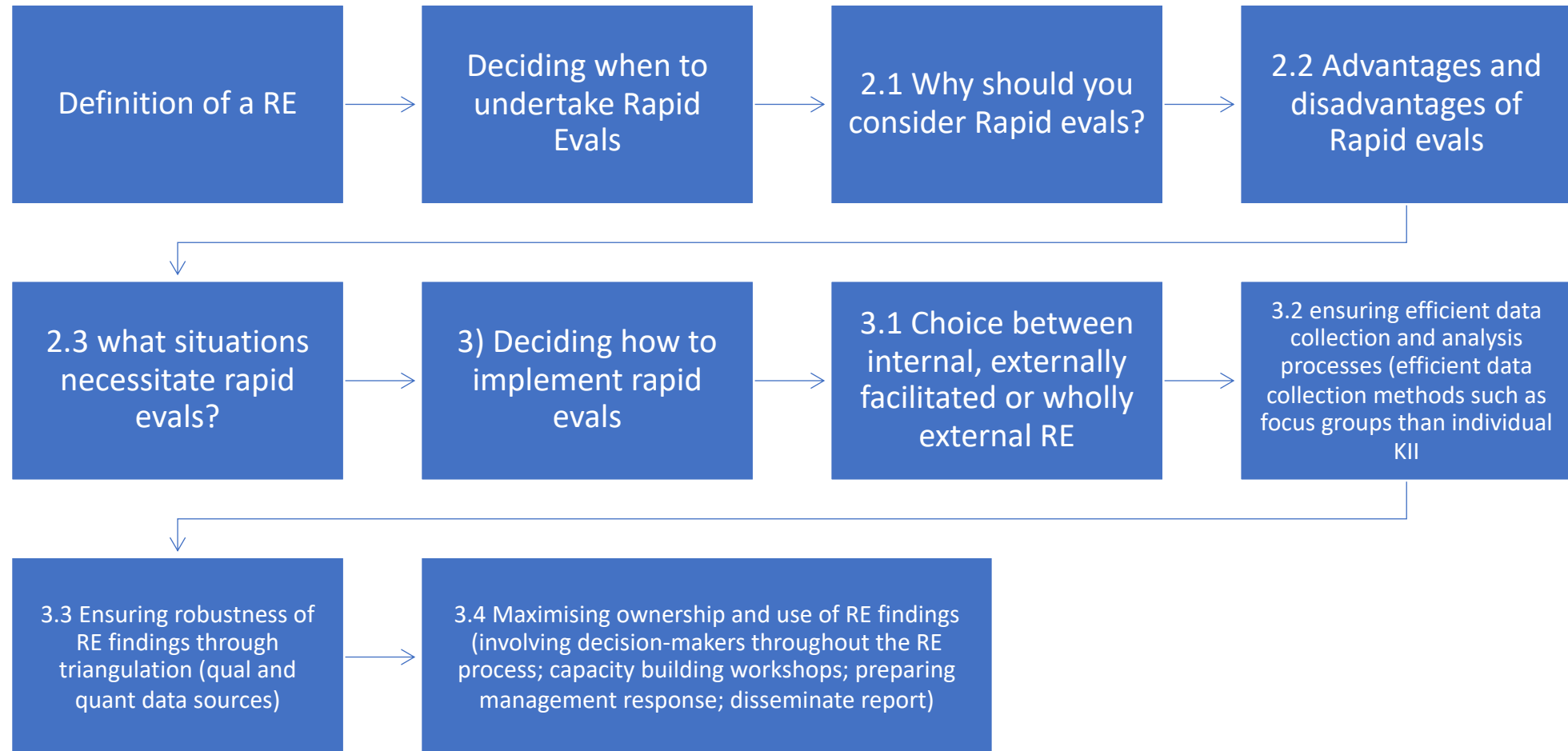
# Generic content of the Twende RE guideline look like?

Twende governments have adapted the DPME rapid eval guideline of 2020

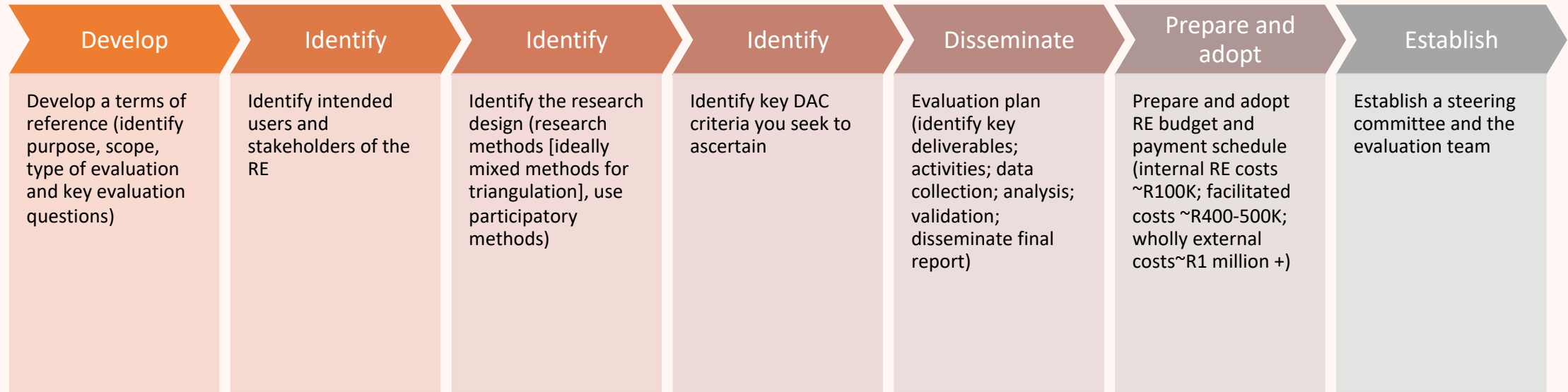


Structure of the RE guideline (what it covers):  
Part A&B

# Part A of RE Guideline



# Part B of RE Guideline: Designing a Rapid Evaluation



# Twende Mbele country experiences with RE to date

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# Benin survey responses regarding experiences with RE

1. Benin government officials perceive a RE as one that takes 3-6 months (NB: most have taken more time than this timeframe)
2. Value= times of emergency or when data is needed to make an urgent decision
3. Benin government already had experience with REs in collaboration with development partners (World Bank), in agriculture sector
4. This RE was facilitated by external evaluator
5. This RE was used to examine the impact of the agri programme
6. Key recommendation of the RE=the need for investment of other resources since existing program resources were not being used by intended beneficiaries (communities)
7. Other recommendations from the RE have not yet been used, but will inform the next phase of the agriculture programme

# Benin's evidence use interventions and key lessons learnt from RE undertakings

- Involving all relevant programme stakeholders from the start was important in ensuring buy-in
- The existence of champions of Rapid Evaluation at the Ministry of Agriculture and Fisheries was important in terms of advocacy
- **Key lessons from the RE process (conveyed by various respondents):**
  - i. Future RE must be either outsourced or include an external facilitator because civil servants are busy and not just focused on the evaluation
  - ii. Facilitated RE is better for skills transfer and adds credibility to the evaluation report
  - iii. RE must be used in emergencies, otherwise we should revert to traditional evaluations
  - iv. In future, more resources are needed for REs
  - v. In future, the roles of the external facilitator and the ministry staff must be clearly defined
  - vi. Future RE design workshops (for evaluation matrix, methodology, ToC) must be 5-days, not 3 days

# Uganda's experiences from doing REs

Uganda did two RE with technical assistance from Twende Mbele (2021-2022):

- RE of challenges in local government staffing (filling of critical positions)
- RE of the benefits of the 20% gate collections for communities surrounding national parks

# Uganda experiences with RE

The 2 RE were slow to undertake because internal govt staff had other competing priorities

But, the RE were still completed in a shorter timespan than traditional REs

Getting buy-in from the two affected sectors where the RE were undertaken was time consuming

Some sectoral stakeholders do not get the difference between RE and a traditional evaluation (perhaps the RE guideline comes in here)

Hybrid model (with external facilitator) was useful.

Quality assurance mechanisms are the same (i.e. importance of a reference group).



UGX aims for fully internal REs in future, but the independence and professionalism is important.



This will be achieved through training of internal evaluators



Overall, Ministry management wants to adopt REs as one of its evidence sources

# What worked in the RE process?



# Strategies adopted to improve use of RE findings

1

Stakeholder inclusion in the process of developing the TORs (including identifying the evaluation matrix)

2

having a steering committee to oversee the RE and brief principals (decision-makers) on emerging results

3

Report dissemination & developing an improvement plan to implement recommendations



## Improvements for future REs?

1. Engage affected Ministries before a RE is undertaken in the sector
2. Procurement process for the lead evaluator/facilitator can be more efficient
3. Have a clear work plan for the RE and free internal staff to do the evaluation full time
4. Changes brought about by the RE recommendations must be tangible
5. Improve access to needed administrative data (cut red tape)
6. RE guidelines need to be clearer (i.e. step-by-step)
7. REs must be incorporated into MDA work plans + National Eval Plans



End

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