EXECUTIVE EVALUATIONS: EVIDENCE BASED TOOL FOR DECISION MAKING

REALIZAÇÃO clear FGV EESP CENTRO DE APRENDIZAGEM EM AVALIAÇÃO E RESULTADOS PARA A ÁFRICA LUSÓFONA E O BRASIL GEI Global Evaluation Initiative APOIO CAMÕES INSTITUTO DA COOPERAÇÃO E DA LINGUA PORTUGAL MINISTÉRIO DOS NEGÓCIOS ESTRANGEIROS

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RAPID EVALUATIONS - THE CONCEPT

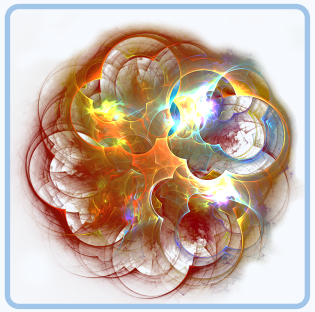
There are different types of rapid evaluations

Cualitative rapid evaluations

- Contextual; based on observational studies with limited time

Executive Program/Policy Evaluations

- Rapid Evaluations most commonly use standardized questionnaires or formats in order to describe and analyze several aspects of a programs performance related broadly to design, operation and impacts (and some related topics).



Rapid Impact Evaluations

- Cuasi-experimental with data from various sources, including big data, GIS and administrative systems

THE POLICY CYCLE

THE IMPORTANCE OF MONITORING AND EVALUATION

EVALUATION

Systematic and objective assessment of an on-going or completed project, program, or policy

Design

How program is supposed to achieve intended outcomes

Relevant theory used to assess intervention logic

Process

Assess the effectiveness, efficiency and the economy of the program to produce and deliver the outputs

The effectiveness include the coverage of the delivery with respect to the beneficiary

Assess the quality of the outputs

Outcomes/Impact

Summative evaluation

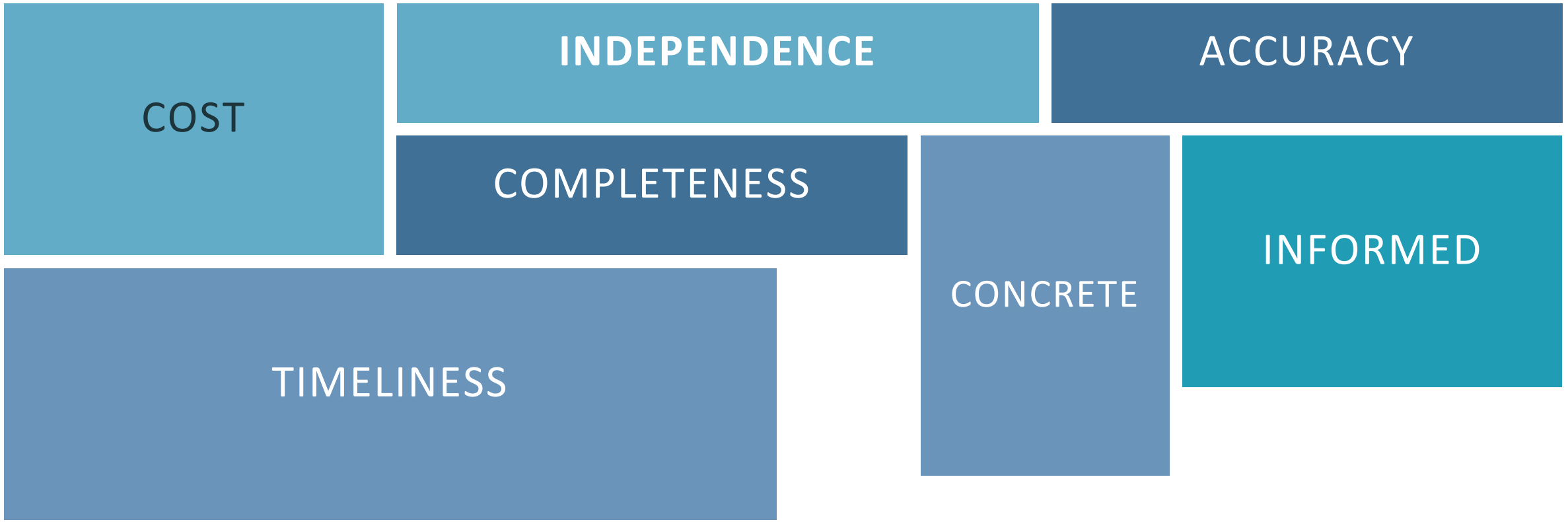
Intermediate and higher-level outcomes

The quest for attribution / causality

Assess the effectiveness of the program

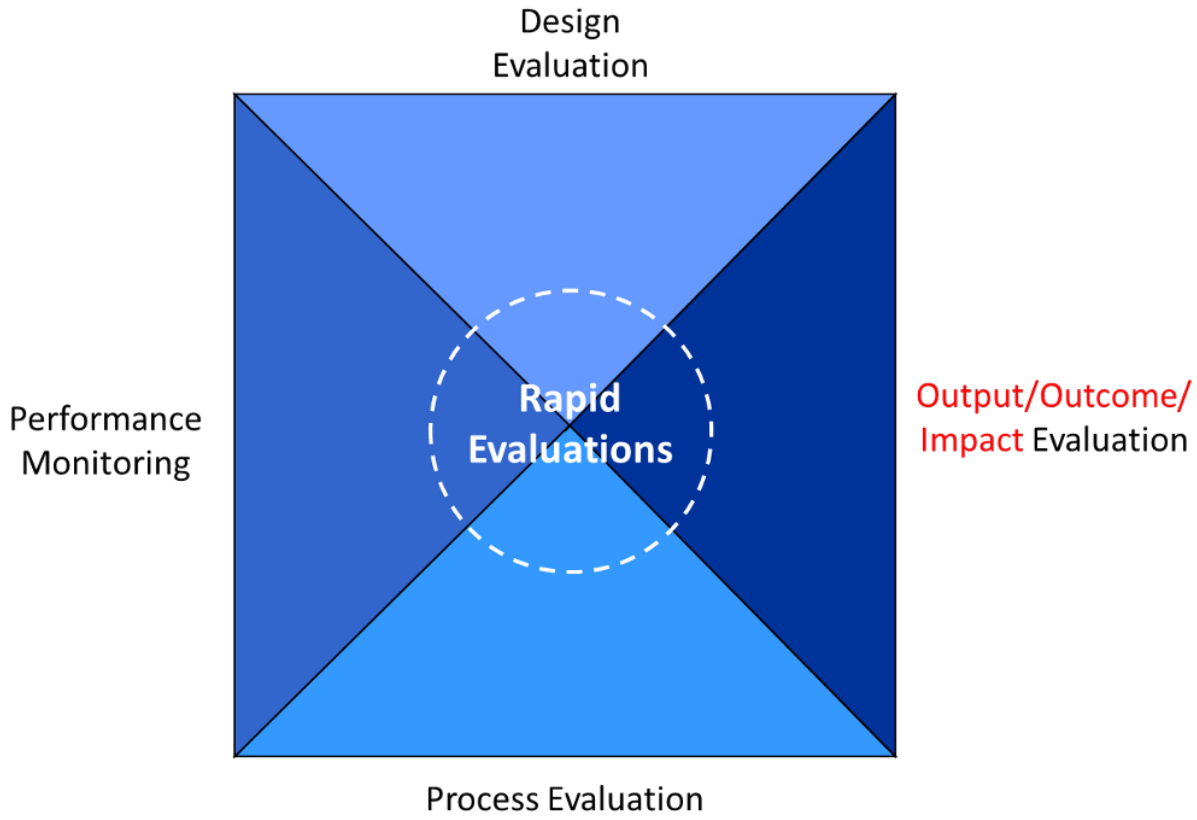
EFFECTIVE EVALUATIONS

= influential in the decisionmaking process

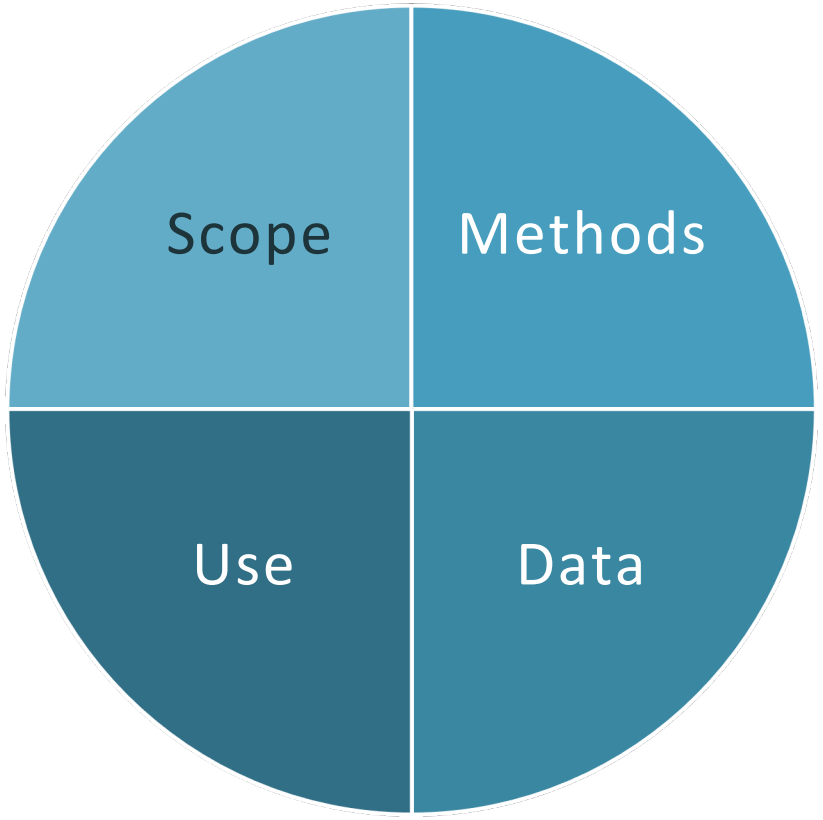


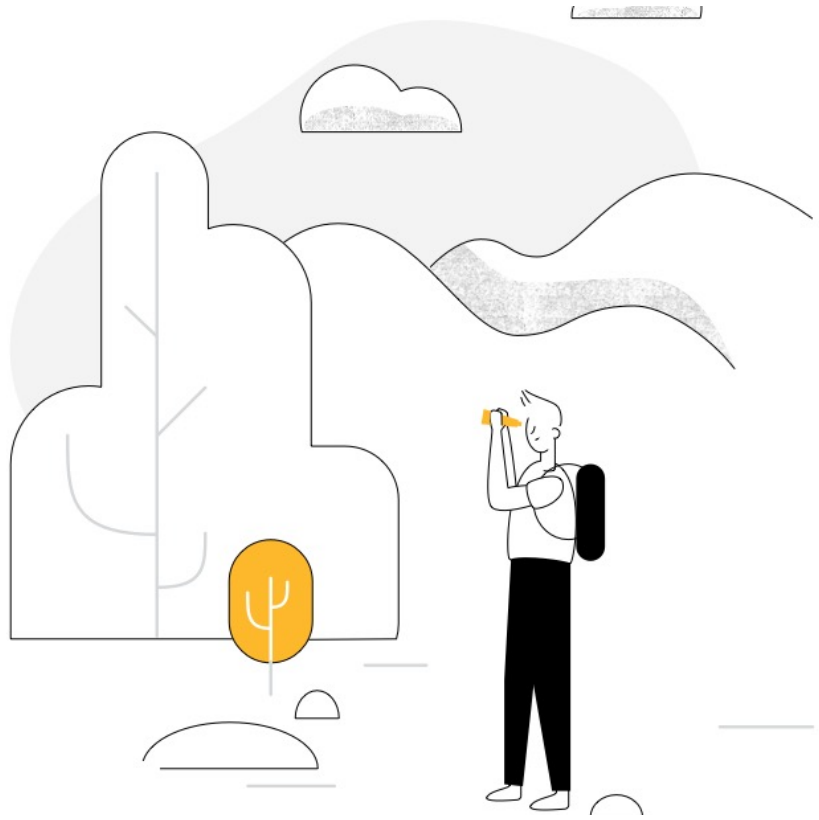
EXECUTIVE EVALUATIONS

OR RAPID EVALUATIONS



KEY ELEMENTS OF EXECUTIVE EVALUATIONS





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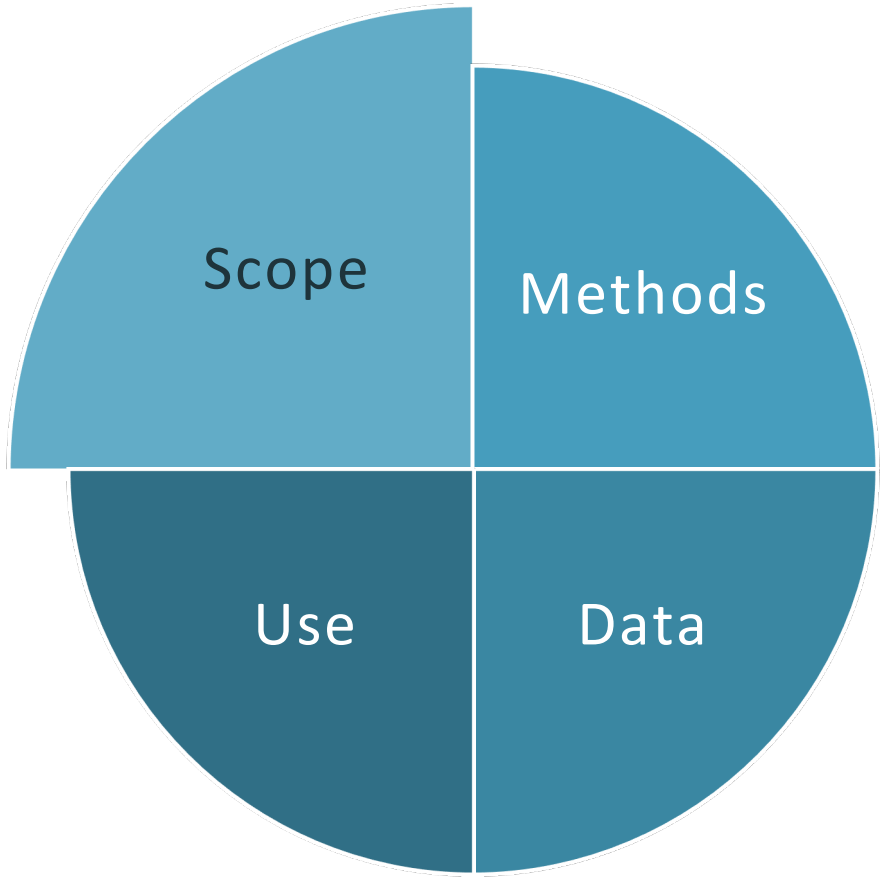


Scope

- Content
  - Design/Logic framework (Goal, objective, components, activities)
  - Indicators
  - Implementation (process, organization, planning)
  - Results/outcomes/impact

SCOPE OF RAPID EVALUATIONS

Design

Diagnostic | TOC | Log Framework | Components

Process

Planning | Monitoring | Organization | Management

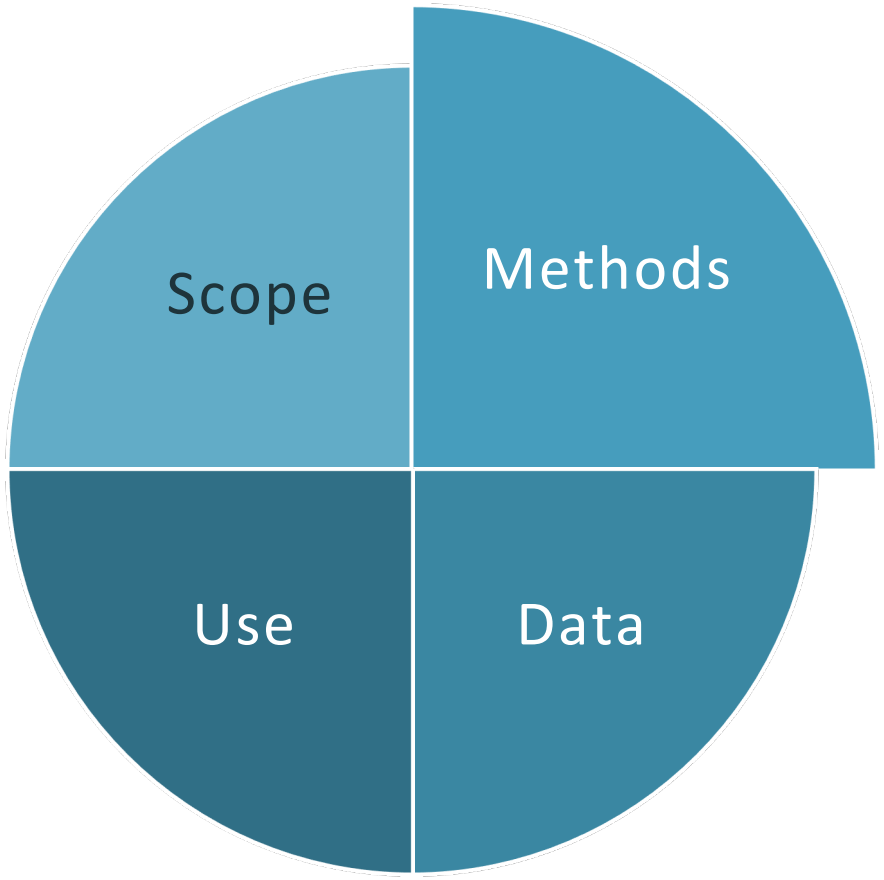
Coordination

Impact

Outputs | Outcomes

Type text

KEY ELEMENTS OF EXECUTIVE EVALUATIONS



Methods

- Analysis
  - Standardization
  - Adaptable to context and scope
  - Replicable
  - Comparisons

METHODOLGY

Instruments

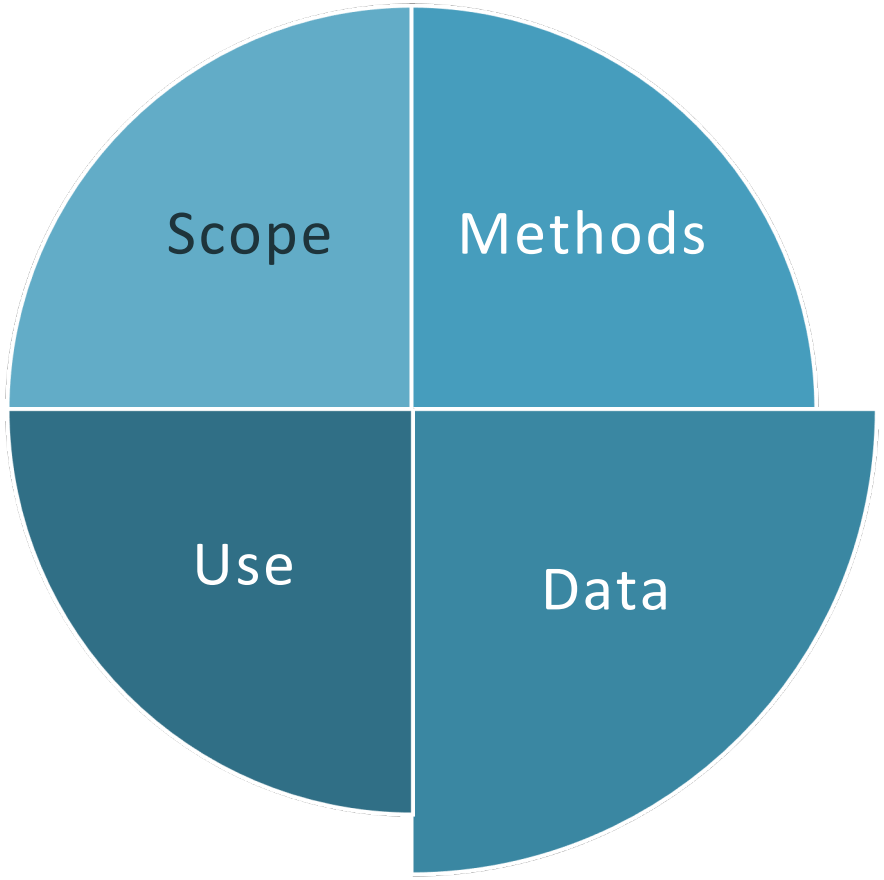
Standardized questionnaires or formats in order to describe and analyze several aspects of a programs performance

Comparability and synthetic assessment

Communication

Continuous methodological development

KEY ELEMENTS OF EXECUTIVE EVALUATIONS



Information

- Data
  - Mixed Data sources
  - **Documents** + Field -
  - Cost/Time Effective

INFORMATION SOURCES

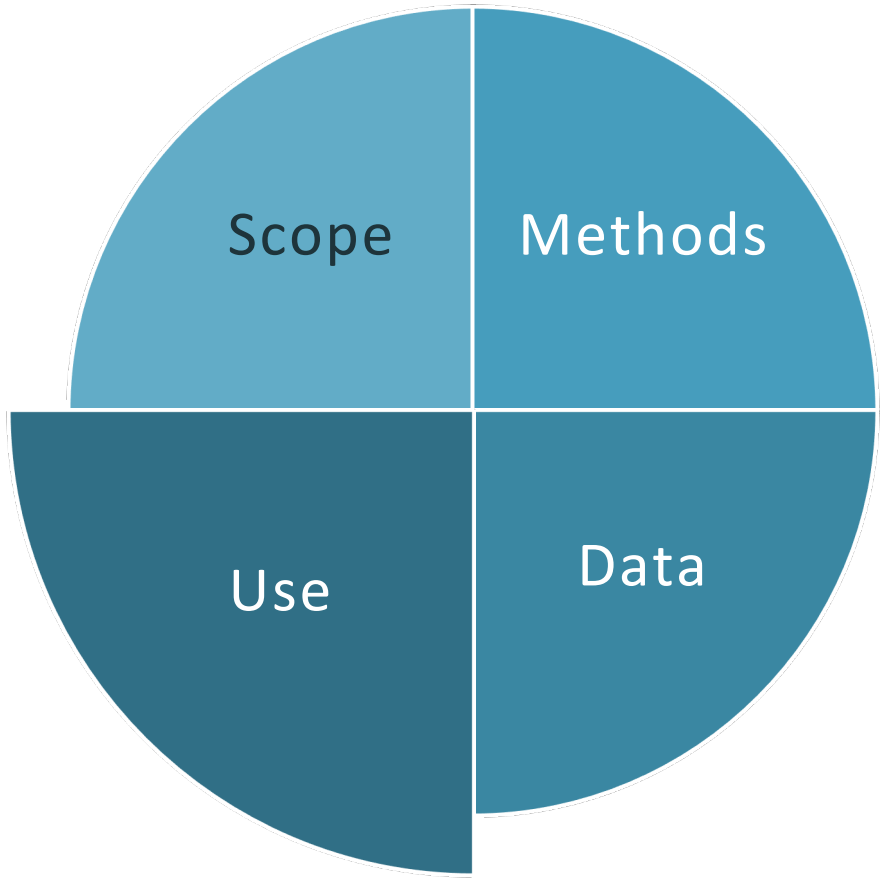
Used in rapid evaluations

Program Records and other analysis or evaluations

Interviews/surveys with public officials

Direct observation/field data

KEY ELEMENTS OF EXECUTIVE EVALUATIONS



Use

- For whom? For what?
  - Decision makers at different levels
  - Accountability
  - Improvement of programs
  - Budget decisions

EXAMPLES

EXECUTIVE EVALUATIONS

National Examples

Mexico

- Evaluación de Consistencia y Resultados (ECR) (Consistency and Results Evaluation)
- Evaluación Específica de Desempeño (EED)(Spcific Performance Evaluation)

Chile

- Evaluación de programas Gubernamentales (Evaluation of Government Programs)

Colombia

- Evaluación Ejecutiva (Executive Evaluation)

US

- Program Assessment Rating Tool (PART)

RAPID EVALUATION - MEXICO

CONSISTENCY AND RESULTS EVALUATION

Objective

- Diagnostic analysis on the institutional, organizational and management capacity of programs that allows them to effectively be considered as oriented towards results.

Methodology

- External
- The evaluation was based on the analysis of existing program documentation and interviews
- 100 questions, 80 of which are binary (Yes/No) and 20 are open ended.
- SWOT with recommendations and follow up actions

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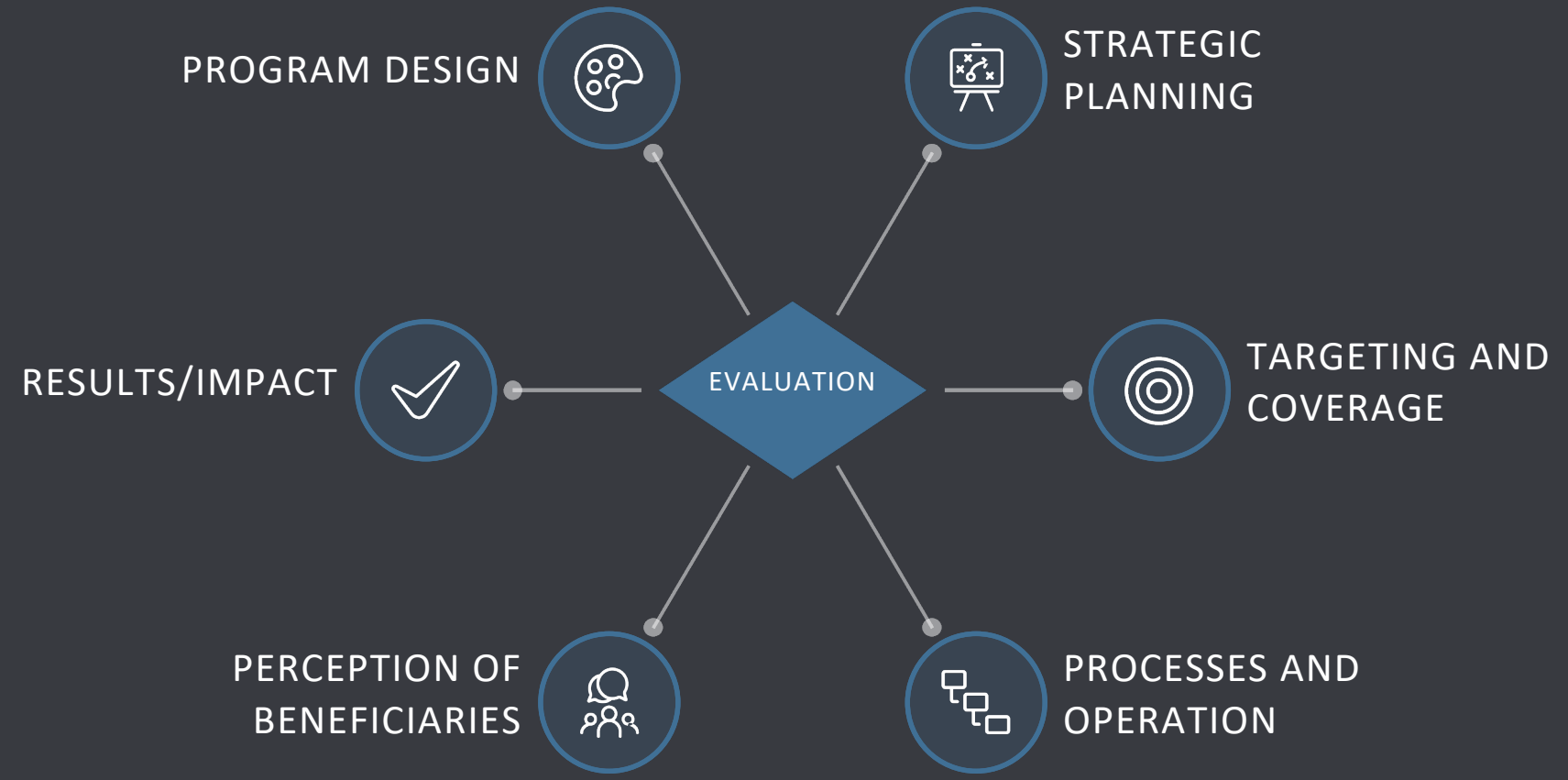
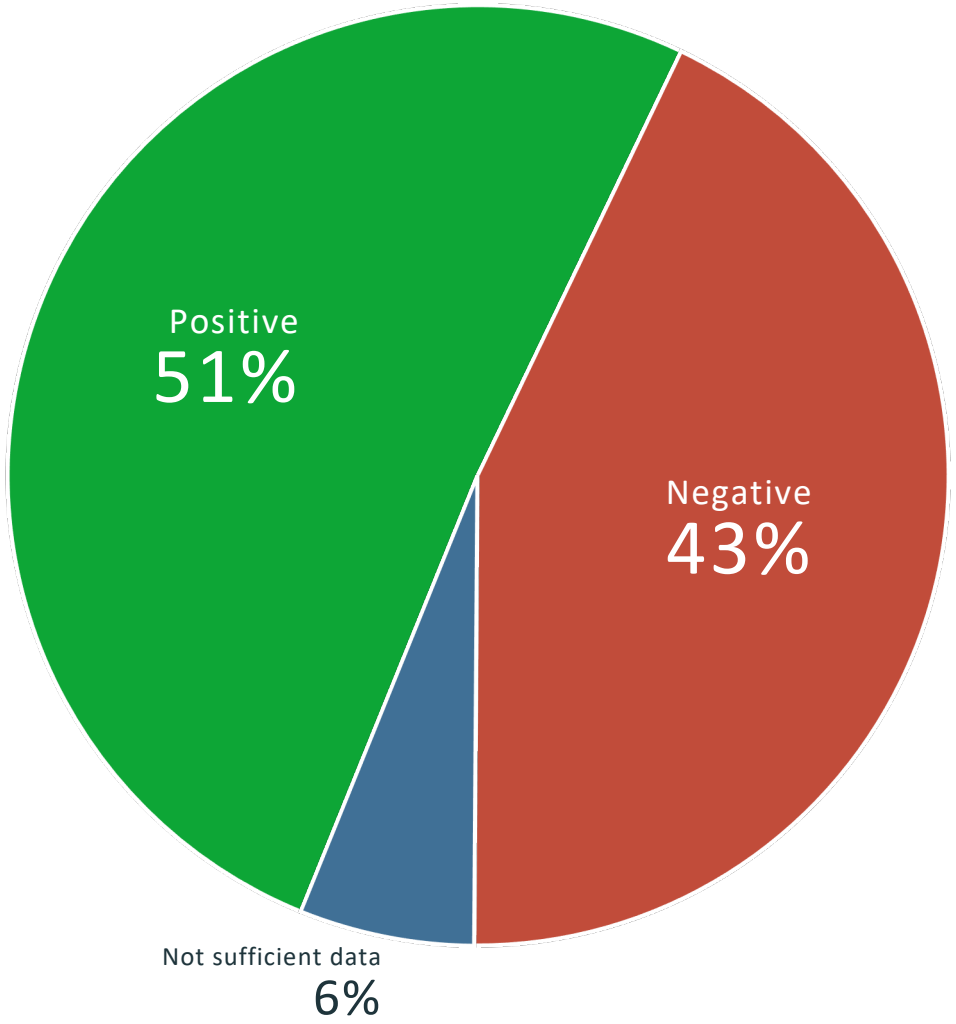
SCOPE


PROGRAM DESIGN
STRATEGIC PLANNING
RESULTS/IMPACT
EVALUATION
TARGETING AND COVERAGE
PERCEPTION OF BENEFICIARIES
PROCESSES AND OPERATION

RESULTS FROM THE ECR EVALUAION

106 Programs evaluated, 2007



AGGREGATE RESULTS

106 Programs

TOPIC	FINDINGS
Definition of Problem	71% of programs have clearly identified the problem
	67% have objectives that are consistent with the solution of the identified problem
Target population	58% have an adequate design to reach their objectives and the potential to effectively assist the target population
	47% have identified the population that presents the problem
Causal Logic	76% of programs have established a clear relation among objectives, components and activities
	44% have an indicators matrix that is clear and has been validated
	66% clearly express their design in their operation rules
	50% have defined necessary and sufficient components to accomplish their objectives
Monitoring Instruments	41% have valid indicators
	35% have indicators that adequately reflect their objectives at all levels

TOPIC	FINDINGS
Definition of Target Population and Coverage Strategy	24% of programs quantify potential and target population
	25% have adequate short term results to reach their objectives
	23% have a short, medium and long term coverage strategy
	21% have an adequate coverage strategy

TOPIC	FINDINGS
Orientation towards Results	58% of programs use evaluation results to enhance their performance
	51% have pertinent goals and established deadlines for their performance indicators
	49% have a sufficient number of performance results oriented indicators that adequately reflect their objectives
	21% of the programs plans clearly establish the results they seek to achieve
Planning Instruments	25% have short, medium and long term strategic plans
	23% of program's plans establish indicators, goals, strategies and working schedules
	27% of progrms have clear mechanisms to establish and define goals and indicators

TOPIC	FINDINGS
Compliance with operation rules and formal administrative procedures	84% of programs comply with established norms for the distribution of benefits
	89% have documental evidence that they comply with established implementation processes
Operation Efficacy	76% have adequate procedures to process potential beneficiaries applications
	72% have standardized and adequate processes for the selection of projects and beneficiaries
Infrastructure	80% have an adequate organizational structure given their objectives
	89% have systematic information that allows for adequate monitoring in the development of their activities
	84% have operational effectiveness indicators
	61% have systematic information of its administrative and operational processes

TOPIC	FINDINGS
Results	**36%** of programs have demostrated adequate progress to reach their objectives
	42% of programs collect relevant information and monitor the indicators their main objectives
	26% have impact evaluations that have measured their results

Abasto Social de Leche (LICONSA)

SEDESOL
SECRETARÍA DE DESARROLLO SOCIAL

OBJETIVO 5: Reducir la pobreza extrema y asegurar la igualdad de oportunidades
EJE: Igualdad de Oportunidades
TEMA: Superación de la Pobreza

FIN	Contribuir a mejorar los niveles de nutrición para el desarrollo de capacidades en la población en condiciones de pobreza
PROPÓSITO	Los hogares beneficiarios acceden al consumo de leche fortificada, de calidad, a bajo costo en apoyo a su economía

Tema	Diseño	Planeación Estratégica	Población Objetivo y Estrategia de Cobertura	Operación	Resultados Finales	
					Documenta Resultados	Tipo de Resultados
%	100%	71%	50%	100%		
Semáforo	🟢	🟡	🟡	🟢	🟢	🟢

Programa 3 X 1 para Migrantes

SEDESOL
SECRETARÍA DE DESARROLLO SOCIAL

OBJETIVO 5: Reducir la pobreza extrema y asegurar la igualdad de oportunidades
EJE: Igualdad de Oportunidades
TEMA: Superación de la Pobreza

FIN	Contribuir al mejoramiento de la calidad de vida de la población en condiciones de pobreza, marginación o rezago social que habita en localidades con alta migración, con la participación de la diáspora mexicana
PROPÓSITO	Promover la participación de los migrantes en el desarrollo social de las localidades en condiciones de marginación, rezago social o alta concentración de pobreza

EVALUACIÓN / RESULTADOS

Tema	Diseño	Planeación Estratégica	Población Objetivo y Estrategia de Cobertura	Operación	Resultados Finales	
					Documenta Resultados	Tipo de Resultados
%	72%	14%	25%	88%		
Semáforo	🟡	🔴	🔴	🟢	🔴	⚪

CONEVAL

No.	Programa	Presupuesto 2008	Diseño	Planeación	Cobertura	Operación	Resultados Finales	
							Documenta Resultados	Tipo Resultados
1	Programa De Abasto Social De Leche (LICONSA)	1,941.5	100%	71%	50%	100%		
2	Programa De Desarrollo Humano (OPORTUNIDADES)	37,211.0	100%	27%	75%	100%		
3	Programa De Apoyo Alimentario (DICONSA)	336.0	100%	29%	50%	100%		
4	Programa Hábitat	1,886.1	72%	14%	25%	100%		
5	Programa De Ahorro, Subsidio Y Crédito Para La Vivienda Progresiva, Tu Casa	1,635.2	72%	29%	0%	75%		
6	Programa De Abasto Rural (DICONSA)	2,004.3	100%	57%	0%	100%		
7	Programa De Atención A Jornaleros Agrícolas	171.9	72%	14%	0%	100%		
8	Programa De Coinversión Social (INDESOL)	206.2	100%	43%	0%	100%		
9	Programa De Opciones Productivas	1,170.0	100%	14%	0%	100%		
10	Programas Del Fondo Nacional De Fomento A Las Artesanías (FONART)	78.6	100%	29%	0%	75%		
11	Programa Para El Desarrollo Local	2,043.4	72%	14%	50%	63%		
12	Programa 3 X 1 Para Migrantes	503.5	72%	14%	25%	88%		
13	Programa De Empleo Temporal	1,630.7	72%	14%	0%	100%		
14	Programa De Vivienda Rural (FONHAPO)	320.0	44%	14%	0%	38%		

SYNTHESIS OF RESULTS

USE

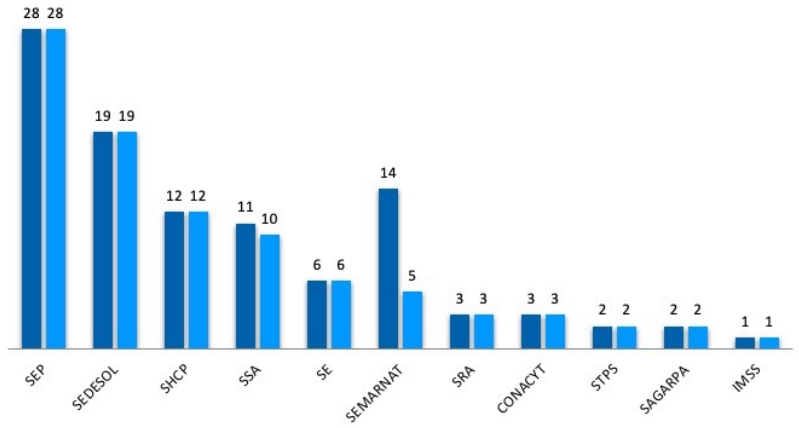
- Define users
- Quality and informed recommendations for improvement
- Generate interactions
- Set clear rules
- Transparency

EVALUATION USE

Utilization and institutionalization

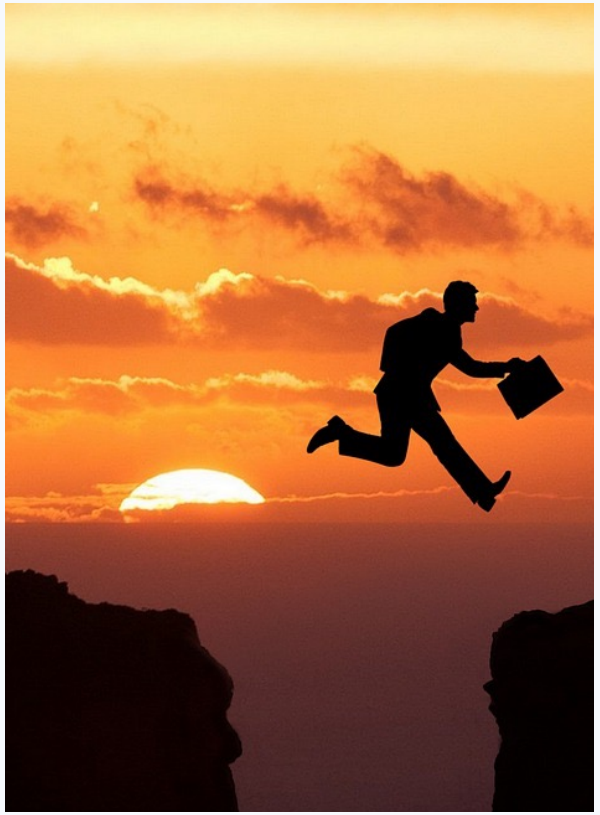
Analysis	■ Selection of relevant aspects with specific and explicit criteria ■ Institutional Position
Classification	■ By priority ■ By type of actor involved in solution ▪Specific ▪Institutional ▪Inter-institutional ▪Intergovernmental
Instruments	■ Program's Plan ■ Institution's Plan
Transparency	■ Documents and plans available through web pages

Programs by Agency that complied with follow up process



CHALLENGES

1. Coordinate more than 100 evaluations at the same time
2. Development of an information system
3. Quality of evaluations
4. Appropriation
5. Timing/budget and planning cycles
6. Motivate evaluation use through clear rules and process
7. Communication to other key actors



THANK YOU

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