

***Key challenges for evaluation
From data to knowledge***

Czech Evaluation Society

Danièle Lamarque

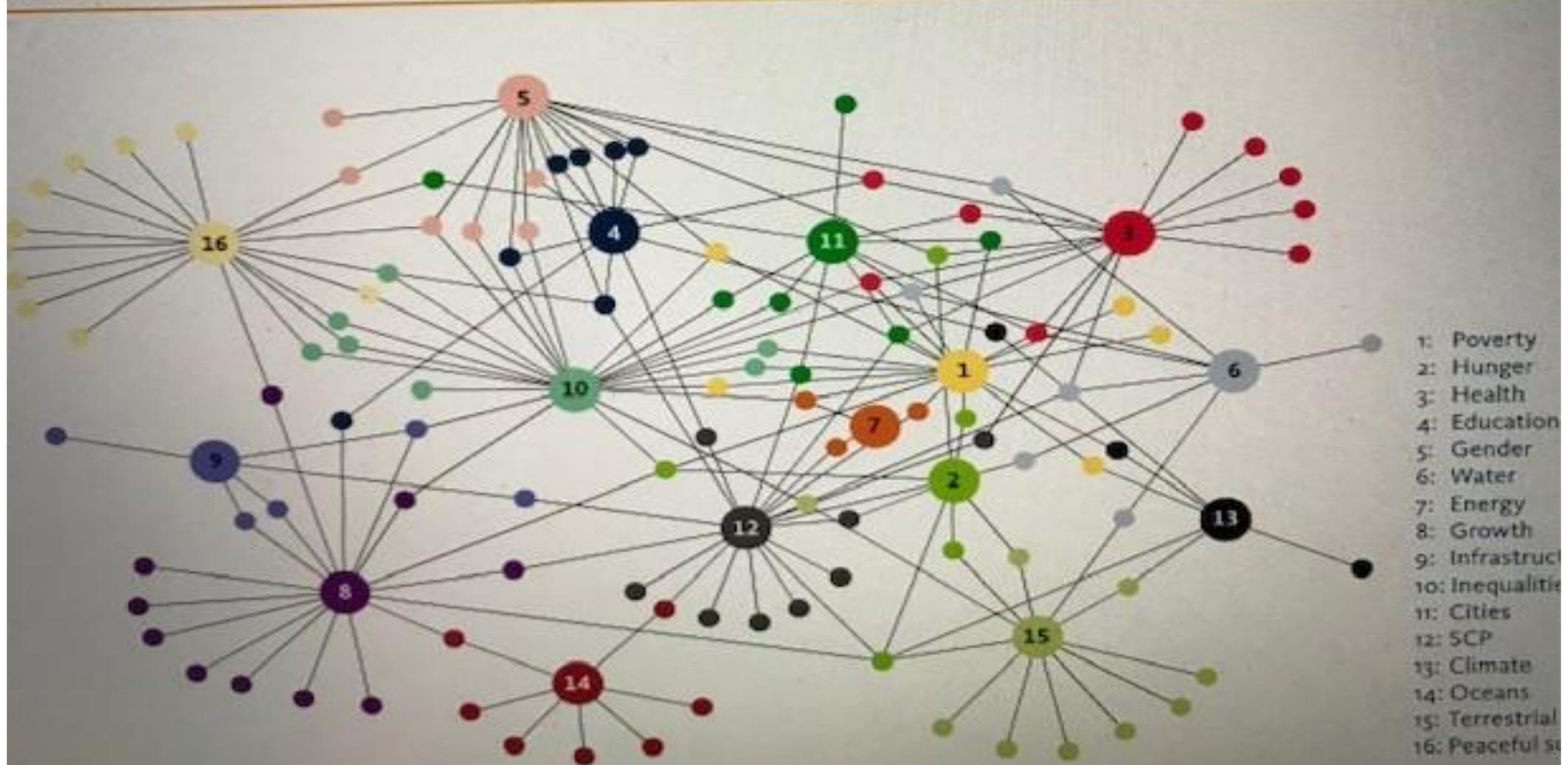
President of the European Evaluation Society

June, 9

Complexity

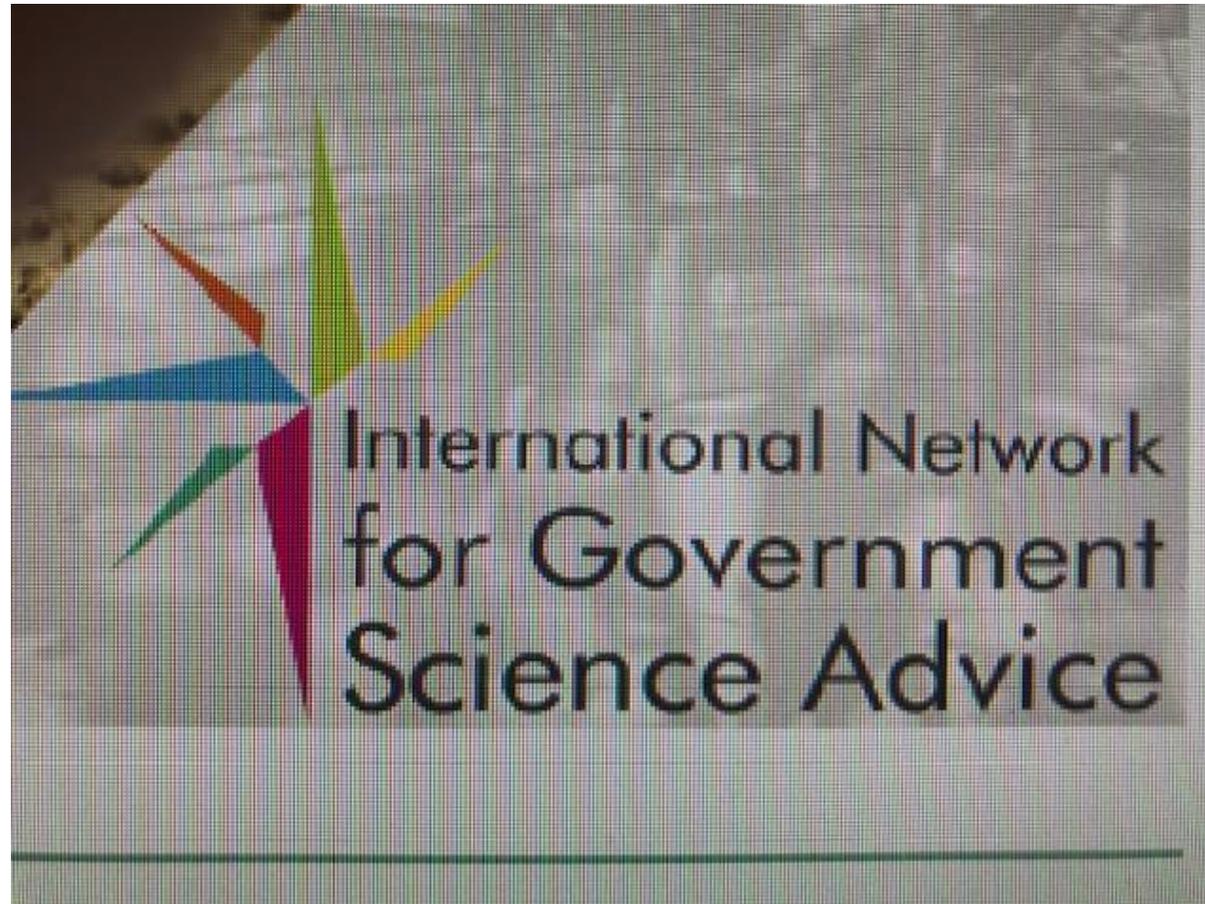
Interconnected issues: the SDGs

the network of SDGs and subsidiary targets



Scientific evidence informing policies

- With the pandemic, scientific evidence is in high demand: epidemiological modelling, economic forecasting, testing kits, vaccines, behavioural science, and more...
- An « eco-system » involving a range of disciplines, multidisciplinary skills and knowledge brokerage across disciplines
- A new « science-policy-society interface »



The revolution of data

EES Online Events

EES Webinar Series:

- Emerging Data Landscape in M&E
 - Geospatial, Location and Big Data: Where have we been and where can we go?, 28 July 2020 (814 registrants/311 attendees)
- Transforming Evaluation
 - Evaluation for the Good Anthropocene, 17 December, 16:20-18:20 CET (189 registrants)

EES Webinar Series



Emerging Data Landscapes in M&E
Geospatial, Location and Big data:
Where have we been and where can we go?

Tuesday, 28 July 2020
15:00 CEST / 09:00 EST

[Click here to register](#)
For more information visit the [EES website](#)

Featuring
Estelle Raimondo, World Bank, IEG,
Anupam Anand, GEF, IEO
Hur Hassnain, EC/DEVCO, ESS
Joachim Vandecastelen, World Bank, IEG
Alexandra Robinson, [Threshold.World](#)



EES Webinar series: Transforming Evaluation

Evaluation for the Good Anthropocene

Featuring:

17 December 16:20-18:20 CET / 7:20-9:20 PT



Elliot Stern
Emeritus Professor
Lancaster Univ.
Panel Moderator



Juha I. Uitto
Director of IEO
GEF



Andy Rowe
Former President
CES



Weronika Felcis
Secretary in
IOCE Exec. Comm.



Khalil Bitar
Chair, EvalYouth
Global Network



Astrid Brousselle
Professor
Univ. of Victoria
Event Organizer

Register Here:

https://us02web.zoom.us/webinar/register/WN_TollybIVTEaq0Y-u82HOjQ

EES webinars

- *Transforming Evaluation*
- *Evaluation in Turbulent Times:*
- *Navigating the Evolving Big Data Ecosystem*
- **DAY 1: 18 January 2021**

Brief Explanation of Big Data Concepts

Michael Bamberger, Independent
Evaluation Consultant

Types of big data and evaluation applications (Michael Bamberger)

Big data tools	Examples of Evaluation applications
1. Social media analysis (Facebook, Twitter ...)	<ul style="list-style-type: none">➤ Opinions and social networks➤ Analysis of hate speech and fake news
2. Satellites and drones	<ul style="list-style-type: none">➤ Tracking mobility and longitudinal trends
3. Radio call-in programs	<ul style="list-style-type: none">➤ Identifying sources of conflict
4. Internet searches	<ul style="list-style-type: none">➤ Trending and predicting behavior
5. Mobile phones	<ul style="list-style-type: none">➤ Response to program messages➤ Identifying poverty hotspots
6. Administrative records and secondary data (surveys etc)	<ul style="list-style-type: none">➤ Integrated data platforms➤ Identifying patterns and trends in PDF files
7. Internet of Things (IOT)	<ul style="list-style-type: none">➤ Use of services (water, power)➤ Creating digital twins
8. Telecom call data records (CDRs)	<ul style="list-style-type: none">➤ Tracking mobility and integration

**Session 1: Cutting edge data science
technologies that are becoming
available to evaluators**

Peter York, Principal and Chief Data
Scientist, BCT Partners



Train machine learning algorithms to find and evaluate the natural experiments that occurred in history and evaluate what worked, *equitably*

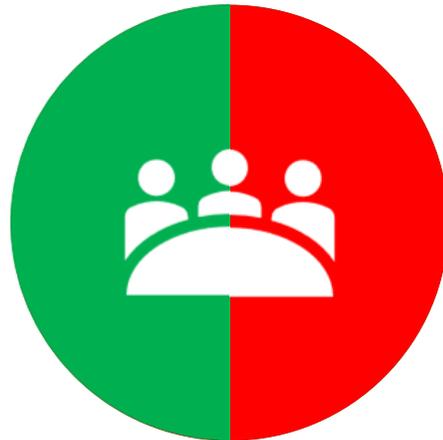
WHICH INDIVIDUALS SHARE SIMILAR CAPACITIES, SETTINGS, SITUATIONS & CONDITIONS?



FIND MATCHED GROUPS

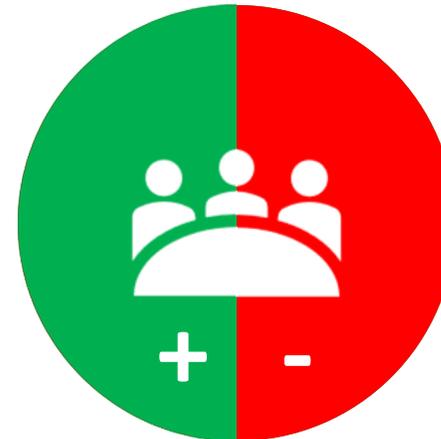
AVOID MATCHING CASES BASED ON THINGS LIKE RACE OR GENDER, UNLESS THERE ARE GOOD REASONS FOR THESE POPULATIONS TO NOT HAVE ACCESS TO THE SAME EXPERIENCES

WHICH MEMBERS OF THIS GROUP GOT OR DID SOMETHING DIFFERENT?



FIND THOSE WHO GOT OR DID SOMETHING & THOSE WHO DID NOT

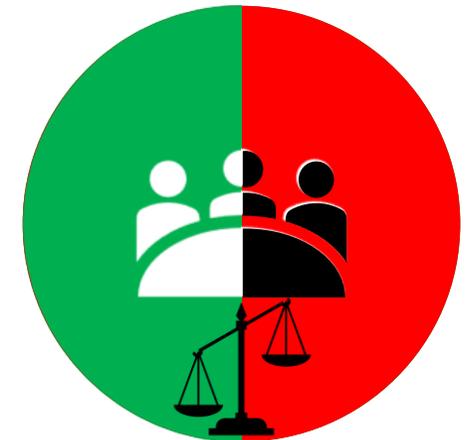
WHICH EXPERIENCES MADE A SIGNIFICANT DIFFERENCE?



COMPARE RESULTS

COMPARE THOSE WHO GOT OR DID SOMETHING vs THOSE WHO DID NOT TO EVALUATE IF THERE WAS A TRUE DIFFERENCE

DID MARGINALIZED POPULATIONS HAVE EQUAL ACCESS TO THE POSITIVE EXPERIENCES?



EVALUATE THE FAIRNESS OF WHO HAD ACCESS TO WHAT WORKS

Evidence informed policymaking

Creating and using ex ante evidence

- Regulatory impact assessment (RIA)
- Stengthening the evaluation loop
- Involving people

Building a reliable information

- What kind of information (data, studies, existing evaluations...) is necessary and how much time is needed to get them
- Science vs/ practicality: is the scientific evidence always needed under the same conditions of rigour? Evaluations in times of Covid 19
- New approaches: data analytics, social media, geospatial data...
- Coproduction of knowledge: a mutual influence of policy and research

Regulatory impact assessment (RIA)? EU definition

- RIA is a process of
- Gathering and analysing evidence to support policy making
- It verifies the existence of a problem
- Identifies its underlying causes
- Assesses whether EU action is needed, and
- Analyses the advantages and disadvantages of available solutions

Several paradigms

- Liberalism : need of a regulation? Other ways to achieve the objective? Information, incentives and soft law better than a « command and control » system
- Simplification : Better regulation, cutting red tape, reducing the administrative burden: « one in, one (or two) out »
- Accountability: policy makers must clarify their objectives and explain the outcomes (expected/delivered) of their policies
- Participatory democracy : stakeholders and society at large must have the right to give their opinion about planned regulations
- Effectiveness of the evaluative loop: from *ex ante* to *ex post* evaluation

Several paradigms (cont.)

- The regulatory impact assessment may cover very diverse expectations from policymakers: from a quantitative one (cutting red tape) to a more qualitative one (improving the decision making process)

Ex ante evaluation : objectives (EU guidance)

- Improve the quality of policy design: consistency of programme objectives, internal and external coherence
- Assess the intervention logic of the programme: what change it intends to bring; identify causal links, planned outputs, intended results
- Set up a monitoring system: SMART indicators (specific, measurable, achievable, realistic and time limited), quantified baselines and target values, milestones ...
- ... to assess progress of programme implementation towards achievement of objectives as the basis for monitoring evaluation and review of performance

Anticipating future evaluation

- Designing the intervention logic, identifying policy options and their relative impacts
- Preparing for future monitoring and evaluation: determine what indicators would be used, who would be responsible for gathering which data, against what benchmarks success or failure would be assessed and when an evaluation would take place
- Key components of IAs for preparing future evaluations:
 - Problem definition and use of evaluation
 - Objectives and intervention logic
 - Impacts
 - Future monitoring and evaluation

Ex ante evaluation is unevenly developed

- The EU system is usually seen as satisfactory: institutionalised, shared by the Commission and the Parliament, subject to an independent quality control
- The situation is variable across countries: quantitative/qualitative approach
- Depends on the development of an evaluative culture
- And on institutional and political backgrounds (very diverse ownership of this process in Eastern European countries)

Challenges

- Lack of time: the EU « evaluate first » principle is often forgotten: systematically evaluate how well existing regulation is working before proposing changes or a new one
- Lack of skills: cost-benefit analysis is more difficult than legal checks; lack of socio-economic background (a majority of public servants have a legal culture)
- The Czech system has very positive characteristics: expertise (economics and law), authority, institutional position, independence, veto power

The role of OECD

- OECD plays a key role to strengthen RIA and improve its quality control : a recommendation in 2012 accepted by more than 30 countries, methodological guidance
- Quality control system as a weak point of institutional frameworks-
Key challenges:
 - Position : internal or external
 - Independence
 - Impact of its opinion on the evaluation process (request a new study) and/or on the decision-making process (usually non-binding)
 - Publicity of its opinions

Existing resources and recent developments

- The European Commission's science and knowledge service, the Joint Research Centre (JRC) supports EU policies with independent scientific evidence throughout the whole policy cycle
- International network of Government Science Advisors (INGSA): 100 countries
- The Evidence-Based Policymaking Act of 2018 (United States) was signed into law in January 2019. The law incorporates many of the recommendations of the U.S. Commission on Evidence-Based Policymaking (2017) to improve the use of evidence and data to generate policies and inform programs in the federal government

Involving people

- Stakeholders consultation : how to ensure its reliability and make it successful
- Citizens participation: from a status of beneficiary toward a contribution to creating social innovation
- What consequences for the evaluator? From an independent expert to a more embedded and assisting partner

Institutionalisation of evaluation

Why institutionalisation matters

- The International Atlas of evaluation, published in 2002 and updated 10 years later in 2012 (Jacob, Speer, Furubo, 2015), identified **9 indicators** for measuring the maturity of evaluation in a country, and assessing a national evaluation culture
 - **1** Evaluation takes place in **many policy domains** : there are frequent evaluation activities within various policy fields
 - **2** There should be a supply of evaluators specialising in **different disciplines** : evaluators from different academic disciplines have mastered different evaluation methods and provide advice over evaluations
 - **3** Discussions and debates fuel a **national discourse regarding evaluation**

Why institutionalisation matters (2)

- **4 A national evaluation society** exists ; evaluators have their own societies, networks or frequent attendance at meetings of international societies and at least some discussion concerning evaluation standards or ethics
- **5 Institutional arrangements in the government** for conducting evaluations and disseminating their results to decision makers exist
- **6 Institutional arrangements in Parliament** for conducting and disseminating evaluations to decision makers exist

Why institutionalisation matters(3)

- **7 Pluralism** exists within each policy domain : there are different people or agencies commissioning and performing evaluations
- **8** Evaluation activities occur within the **Supreme audit institution** : the SAIs may conduct evaluation activities themselves or look at conditions for undertaking evaluations within the public sector or even carry out different forms of meta-evaluation

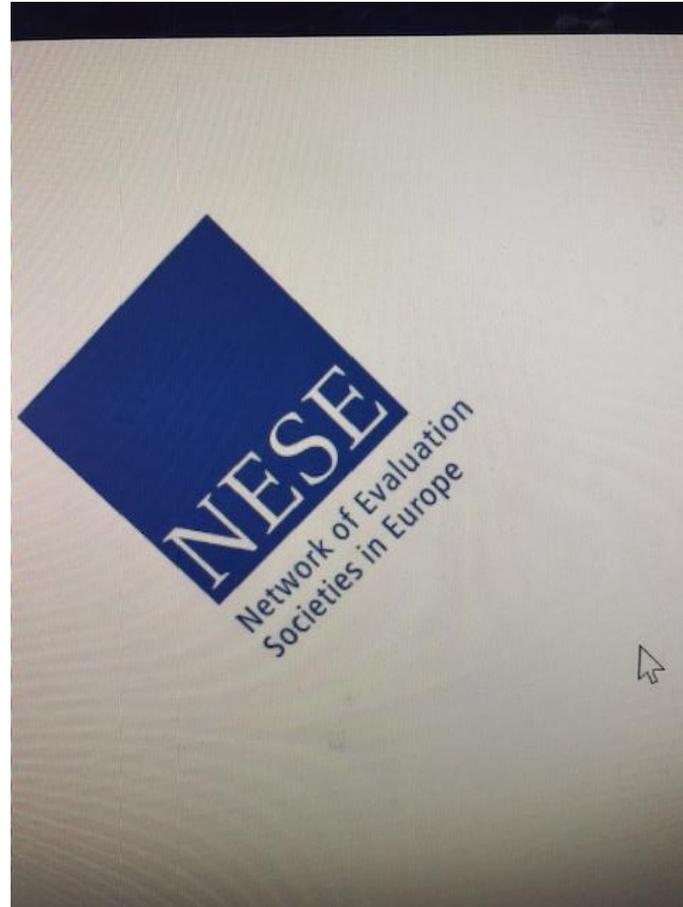
Why institutionalisation matters (4)

- **9** Evaluations do not just focus on inputs/outputs, but also on **outcomes** : some public sector evaluations must show program or policy outcomes as their object and raise such questions as **whether the public interventions actually had impacts on the problems they were intended to solve**

Adapting to complexity

- Taking into account the interactions of policies and engaging in systems thinking (Patton)
- Helping to design policies able to cope with complexity: informed both by participatory democracy and by implementers, accepting a diversity of actors, responsive to external shocks, adaptive to emergent behaviours
- Encouraging « Futures literacy » : moving beyond a dependency on the illusion of certainty and the fragilities it creates

Networking



Thank you for your attention