

# Engaging Stakeholders in National Evaluation Capacities

## Assessing Local Capacities

EvalFest 2020  
12-14 February 2020

Evidence Building for  
Achieving SDGs

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# Development Evaluation Stakeholders

- Funding & Implementing Agencies – Government, Multilaterals, Foundations, CSOs...
- Evaluating Agencies – Government agencies, academia, research institutions, multilaterals, consultants...
- Users of Evaluations- Decision makers in Government – Executive/Ministers, Bureaucrats, Civil Society, etc.

**Largest expenditure and implementation by government**

A decorative horizontal line of 13 dots is positioned at the top of the slide. The dots are small and colored in a sequence of green, black, and green.

# Government is not a Monolith

- Multi-layered
- Pluri-centric
- Disaggregated
  
- Need to look at various levels
  
- Just like SDG implementation



## Localising Evaluations to Localise SDGs

- If we want transformative change at local levels, we need transformative evaluations at local level.
- Capacities to evaluate/ generate quality feedback, and to demand & use evidence has to improve at local level, along with capacity to implement SDGs.
- National Indicator Framework – national level data systems and DMEO
- State Indicator Framework – state planning department and State Evaluation Office (SEO)
- District Indicator Framework – District Planning Committee and DISHA/ DPSO

**What is happening at Ministries and States about Evaluation?**



## Sub-national Evaluation Stakeholders

- Ministries and Departments at Central level ~ 70
- States and Union Territories ~ 37
- Local Governments ~ 730 districts
- Large CSR entities – PSUs, Large corporations
- Large NGOs

Start with first two.



# Ministries

- 1985-86- Support to Ministries to Set up M&E
- M&E functions in Finance or planning units, generally under Economic Advisors
- Scheme-based M&E, MIS-based monitoring
- Output-Outcome Monitoring Framework for Outcome Budgeting
- Common Review Missions for concurrent and quick evaluations
- Regular outsourced evaluation studies (to IITs, National Universities)
- MoRD, MoHFW, MHRD strong systems

Evidence about evidence generation?



# States

- State Evaluation Offices Established in 1960s “Setting up and Strengthening of Evaluation Machinery in State”
- 1977-80– Review Committee for Strengthening Evaluation Mechanism – many suggestions – no record of implementation
- 1994- Evaluation Capacities in States/UTs report by PEO
- 9<sup>th</sup> Plan – comments on need to improve evaluation and institutionalisation
- 2006-07– Strengthening Evaluation Capacity in Government – scheme
- 2010 – Inst. for Human Development report – India: State of Development Evaluation
- Repeated attempts, still...



## Reasons?

- Why not Sustainable ?
- Agent-based efforts – if Champion transferred, efforts stopped
- Repeated attempts without connecting to past efforts
- Poor documentation, dissemination
- No buy-in from top-leadership

Quick results expected at the cost of institutions





## Status today – type of SEOs

- Evaluation Authority in Karnataka
- DEAR in TamilNadu, PEO in Chandigarh
- Directorate of Evaluation – Bihar, Gujarat, Nagaland, Rajasthan,
- Evaluation Division in DES/ Planning Department in many states



## Best Practices in SEOs

- Karnataka – evaluation policy
- Rajasthan – very good website, all reports online
- Maharashtra – GR for 2 evaluations every year in every DPC
- Empanelment of agencies for evaluation – academic institutes, local CSOs and private firms
- State Level Evaluation Committees, Technical committees for each evaluation



# My Research

- History of M&E in India – National level
- M&E Offices' Status Assessment Framework – Enabling Environment, Organisational Motivation, Evaluation Capacity and Performance
  - Ministries – RD, Health and Nutrition, Drinking Water and Sanitation
  - States – Karnataka, Rajasthan, Chandigarh, Chhattisgarh, etc.
- Assessment of Monitoring and Evaluation Outputs
  - MIS Maturity Index, by DMEO
  - Evaluation Report Quality Assessment Toolkit, with DMEO
- Propose Framework for improvement (NM&EP?)

**RTI Self-declaration Clause gave a lot of information!**



## Next Steps

- National M&E Policy – convince Parliamentarians
- Pressure group and handholding support through ECol and partners – JPAL, UNICEF, etc. working at national and state levels
- Dialogues of SEOs – invite to EvalFest2022 to present best Practices
- Capacity Building Training – CEP and QIP
- Introduce Development Evaluation courses in universities, MOOCs,
- Unnat Maharashtra Abhiyan model – local colleges for local services
- National Eval-Case Competition
- Regional, colloquial Media – write about evaluation



# Thank You

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