Consejo Nacional de Evaluación de la Política de Desarrollo Social

# Mechanisms and incentives for the Adoption of Policy Evaluation

## Standardized Guidelines for Monitoring and Evaluating

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# Why evaluate?

- Identify and measure social challenges
- Analysis
- What works?

- Program design
- Budget
- Implementation

- Monitoring & Evaluation

CONEVAL
Consejo Nacional de Evaluación de la Política de Desarrollo Social

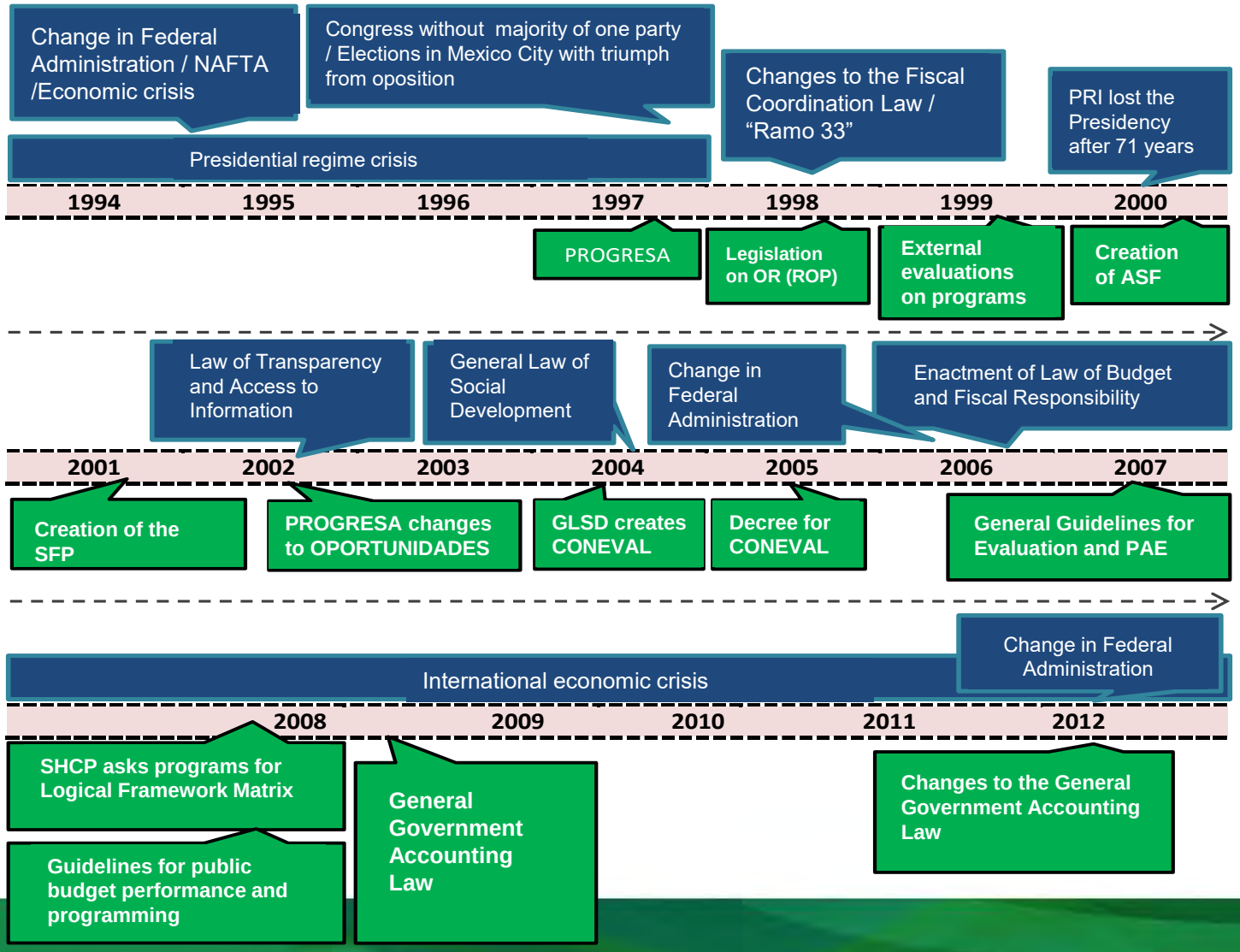
## Why do we need evidence?

- **Improve** social policy
- Make better **decisions** (management, design, budget…)
- **Accountability**

Source: CONEVAL

# Historical process towards building an M&E system

## The Mexican case




**Context of plurality and political change**

**New generation of social policy programs**

# Regulatory Framework and coordination mechanisms

## Mexican case

**Multidimensional Poverty Measurement**

### Planning

- Sectorial Plans: Alignment with National Development Plan
- Budgetary Programs: Alignment with Sectorial Plans
- Budgetary Programs with adequate indicators in their Results Matrix

**Results:**
**Verify if a program resolved the problem it was created for.**

### Evaluation

- Annual Evaluation Program (PAE)
- Consistency and Results Evaluation
- Process Evaluation
- Impact Evaluation
- Policies Evaluation
- Progressivity and Covering

**Follow-up to external recommendations**

**Performance Specific Evaluation (Synthesis of SED Information)**

# Challenges for constructing an M&E System for social policy

## Institutional

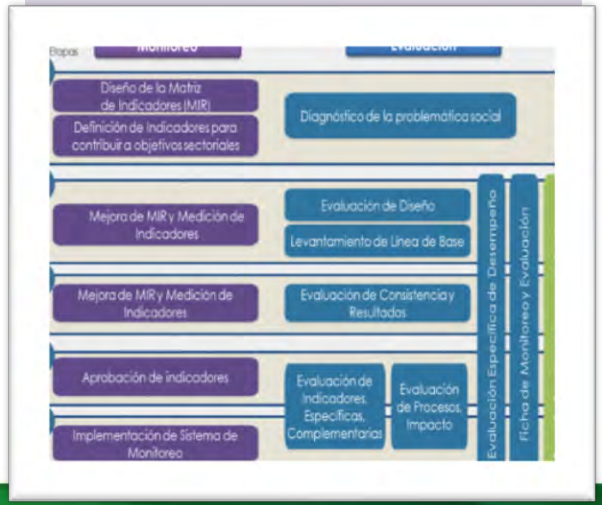
Adapt and change the rules of the agents involved

## Planning

Get a good monitoring system with appropriate indicators(MIR)


## Technical

Development of appropriate evaluation methodologies, having trained evaluators



# Technical challenges
# Who can coordinate evaluations?

Define actors, roles and responsibilities in the evaluation process

| Why evaluate? | Users | Who evaluates? |
|---|---|---|
| Improve policies | • Responsible units<br>• Evaluation units<br>• SHCP<br>• SFP | • CONEVAL<br>• SHCP<br>• Ministries |
| Decision making | • Congress commissioners<br>• National Social Development Commission<br>• Inter-ministry Social Development Commission<br>• SHCP<br>• SFP | |
| Accountability | • Civil society organizations<br>• Citizens | |

Uses of evaluation (Specific activities)

Design of different evaluation tools

# Technical challenges
# What is evaluated?

Define the universe for CONEVAL action

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There was no operational definition of program to avoid doubling efforts or leaving empty areas between CONEVAL and SHCP

## Federal Programs and Actions for Social Development

- Are aligned with one of the Social Rights or the Social Dimension of Economic Welfare
- Are managed by an office or department of the Federal Administration.
- Programs from the “S” or “U” budget modality.
  Actions from the “E” and “B” budget modality.

# How to evaluate? : Types of Evaluations

| | | | | |
|---|---|---|---|---|
| **New Program Diagnostic** | Design | Consistency and Results | Process | Strategic |
| Define the problem and justify that it is a public problem | Internal logic and consistency of programs | Diagnosis of institutional capacity to achieve results | Analysis of business processes and their contribution to fulfill the purpose | Assessment of policies and strategies for social development |
| Specific Performance | Indicators | Impact | Complementary | |
| Synthetic Assessment of program information | Relevance and scope of the indicators of a program | Measure the net effects of the program | Deepening on relevant aspects of performance | |

- Programs
- Strategies, policies, or groups of programs

# Technical challenges: How to evaluate?

Define the evaluations operative processes

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Homogeneous process

Specific methodology for each evaluation type. (There are models of Terms of Reference developed by CONEVAL)

Not Homogeneous Process

Methodologies are defined based on the specific characteristics of the evaluation subject (There is no specific ToR)

# Homogeneous process for conducting evaluations on Social Development Programs

**Phase 1 Planning**

- Define the evaluation universe
- Development of Terms of Reference
- Development of information systems or platforms

**Phase 2 Hiring**

It is imperative for CONEVAL to ensure the quality of the external evaluators. Therefore, the hiring process includes reviewing the consultants or academic institutions lines of research and their expertise in evaluation methodologies.

**Phase 3 Evaluation Development**

- Training of Evaluation and Responsible units, and external evaluators.
- Information gathering
- Feedback meetings
- Agency opinion
- Publication and delivery to different instances

# How does CONEVAL elaborate standarized TORs

The systematical use of evaluations improve programs, so is important to review TORs after after they have been systematically applies.

Implement TOR Pilots

Initial instruments should be proved in a smaller scale before generalization.

Improve TORs periodi-cally

Evaluate percep-tion

Evaluations are performed by external evaluators, multiple actors intervention should be taken into account to improve TORs

Evaluate evaluations

The process of evaluation is crucial for the success of results.

# Conclusions

## There are technical challenges in the construction of an M&E System

- There is a need to develop appropriate evaluations.
- Evaluation contributes to a process of continuous improvement on the effectiveness of public policies.

## Standardized evaluation as a tool to regulate quality of evaluations

- When many actors conduct evaluations, it is a good way to control quality.
- They can help compare programs of different sorts and disseminate good practices.

## Homogenous terms of reference need to be carefully design

- It is a good idea to pilot the evaluation instruments before publishing terms of reference.
- It is also important to evaluate the implemented evaluations and incorporate improvements to methodologies.