



BETTER CRITERIA FOR BETTER EVALUATION

OECD/DAC Network on Development Evaluation

 @OECD_EVALNET | #EvalCriteria





What is EvalNet?

Network in the OECD
Development Assistance
Committee (DAC)

Evaluation heads of 30 OECD
countries, regional development
banks, the World Bank, IMF and
UNDP

Forum for dialogue, exchange,
coordination, knowledge sharing

Meetings every 8-9 months

Chaired by Per Bastøe (Norway).
Vice-chairs Jorg Faust, Germany
and Wendy Brusse Asbeek, the
Netherlands

Supported by Secretariat in
the Development Co-operation
Directorate of the OECD

How does
evaluation
contribute to
achieving
sustainable
development?

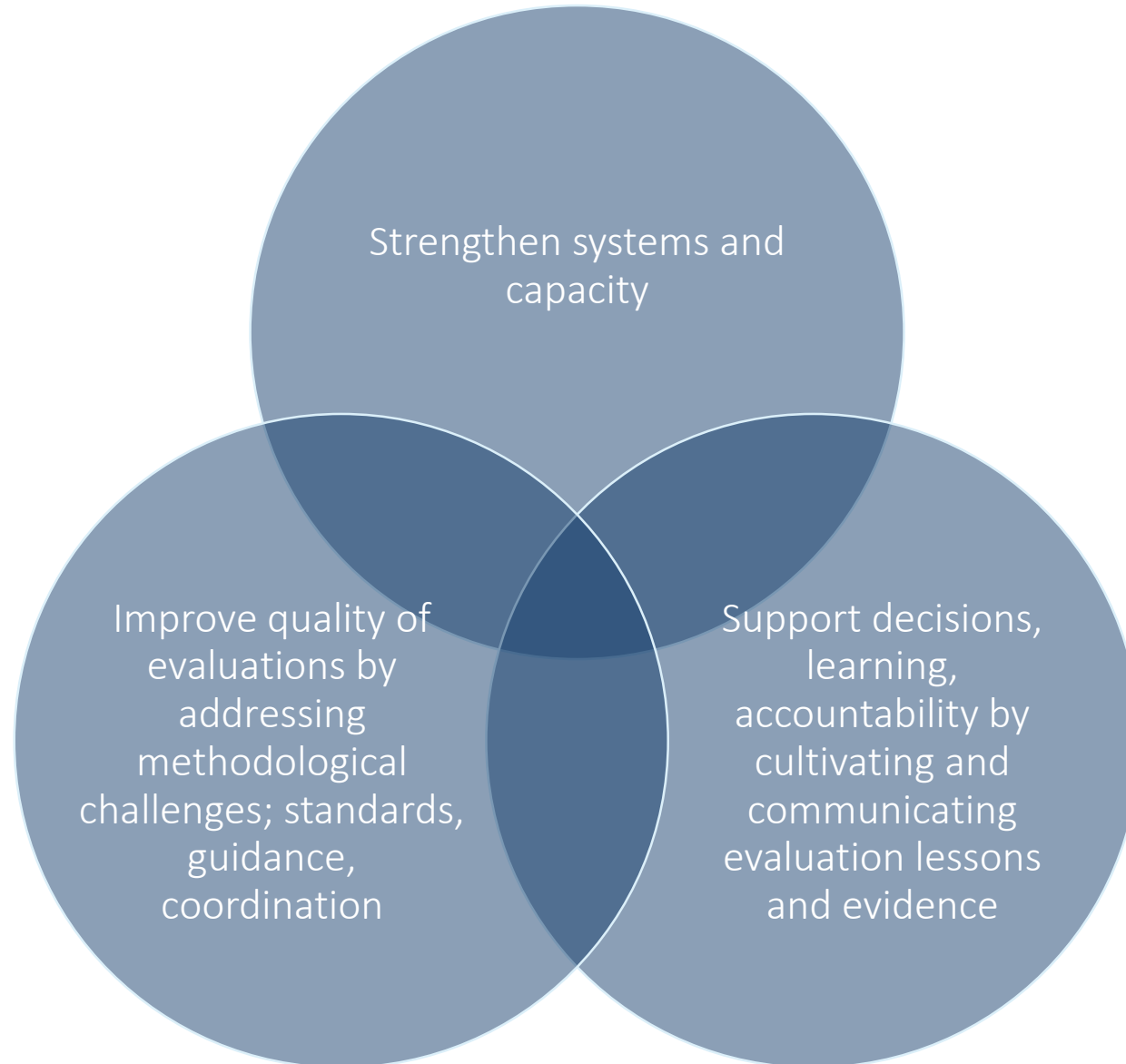
The SDGs and the Paris Climate Agreement create an urgent learning imperative.

To maximise impact we need evidence on what works, for whom, why, and under what circumstances.

To produce this evidence, we need both more and better evaluation.

- Better evaluation requires asking ***the right questions***, paying attention to ***quality*** and focusing on ***use***.

What do we do?



Guidance, norms and standards

EVALUATION PRINCIPLES

Impartiality and Independence

Credibility

Usefulness

Participation

Co-operation (Harmonisation)

Programming (Coverage)

Design and Implementation

Reporting, Dissemination And
Feedback

EVALUATION QUALITY STANDARDS

Describe the attributes of quality process and products, including transparency, partnership, ethics, human rights



What are the criteria?

First set out by the OECD DAC in 1991. Defined in Glossary of Key Terms in Evaluation and Results Based Management (2002), the criteria encourage a focus on effectiveness and results (beyond inputs and activities).

Though originally developed for use in the context of development co-operation, they are now very widely used and referenced. Demand-driven spread.

Five original criteria:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

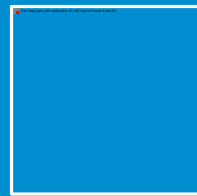
Why adapt them?



Experience of implementation...



Advent of 2030 Agenda & new development landscape



Request by OECD DAC to consider their adaptation (2017)

Process



Global consultation March-October 2018



Interviews with key stakeholders



Consultation workshop (March 2018)



Discussions at international meetings/seminars in Asia, Africa and Europe



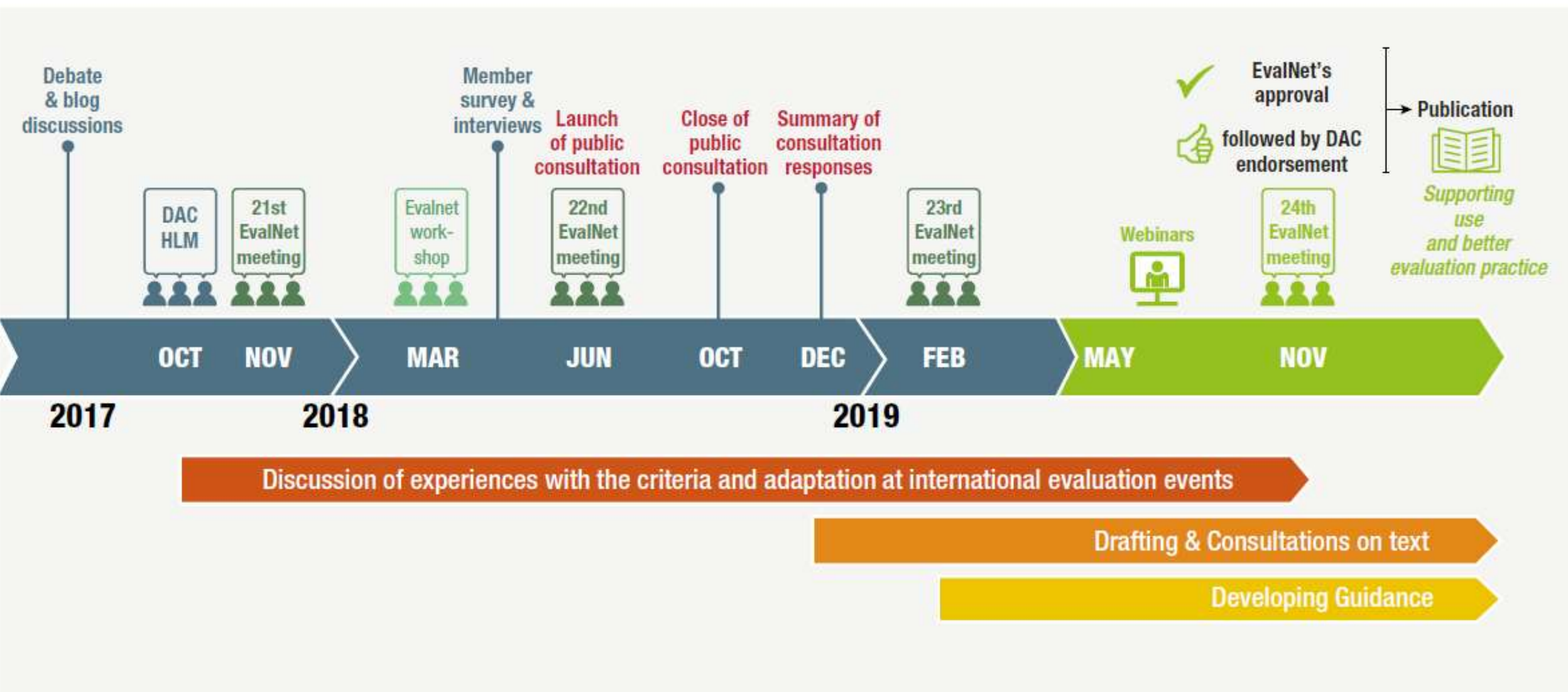
Discussions within United Nations and Multilateral Evaluation Groups



OECD DAC Network member survey



Public survey (691 responses)



Findings from consultation



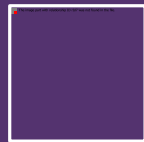
Broad agreement on the strengths of the criteria (simplicity, clarity & broad applicability)



But - room for improvement and clarification



Majority plea for 'Revision not reform'



Many perceived challenges = more to do with how the criteria are applied than with the criteria themselves

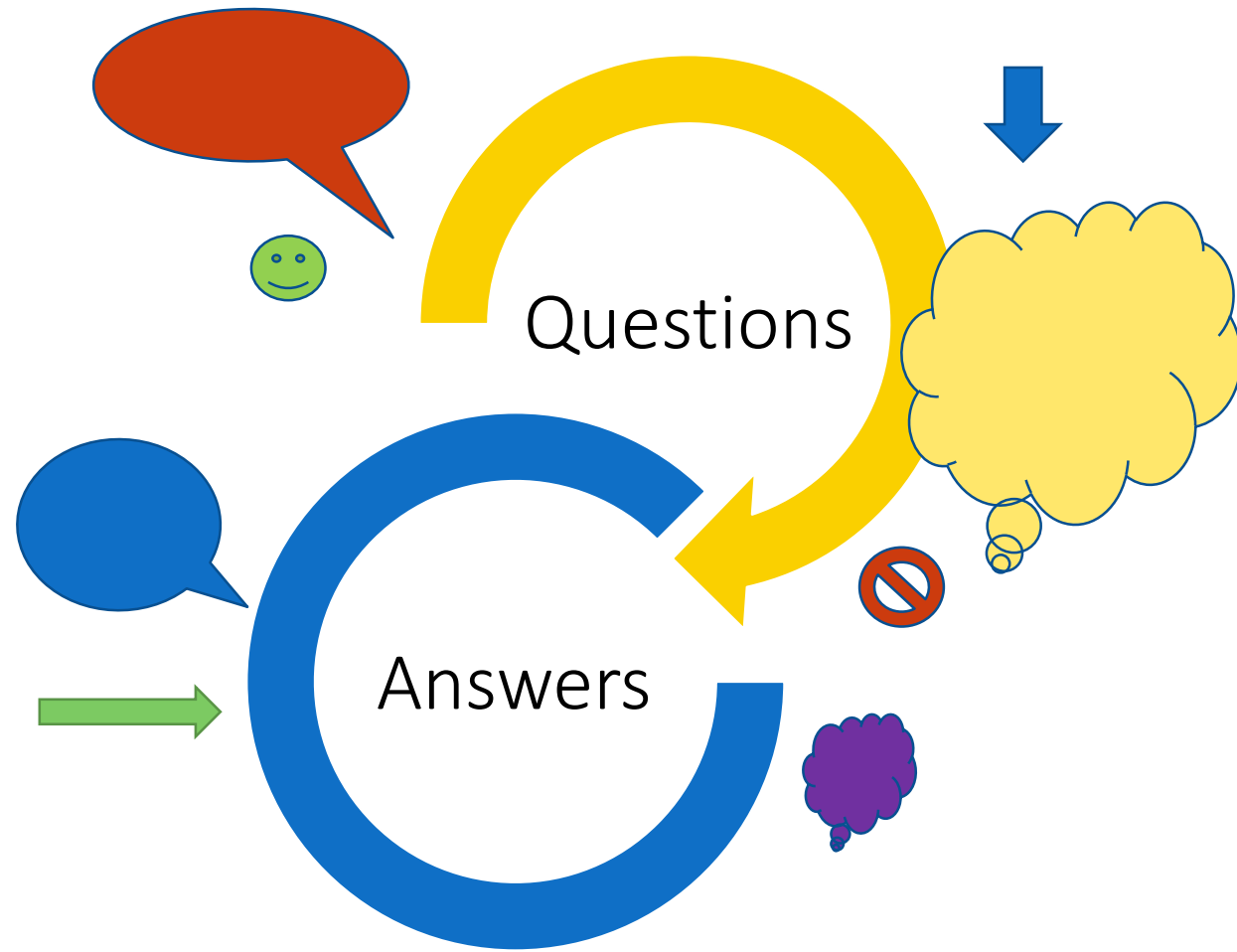
Reflections on the consultation

Huge importance for global evaluation community

Feedback went beyond the criteria, and beyond evaluation: Also heard about the general state of development co-operation (including aid effectiveness issues).

Challenge to manage expectations and focus on the criteria concepts, avoid overloading.





Discussion

Adapted criteria:
**Improving
clarity**



New and improved definitions



Retaining conceptual clarity and keeping the definitions as simple as possible



Better responding to equity, gender equality and the leave no one behind imperative



One major new criterion: Coherence – to better capture synergies, linkages, partnership dynamics, and complexity.

SOME POINTS ON LANGUAGE & SCOPE

Intervention used to refer to the subject of the evaluation. Encompasses all the different types of efforts: project, programme, policy, strategy, thematic area, an institution, financing mechanism, etc.

The criteria can be used to evaluate international co-operation activities, as well as private sector, non-government actors, and national or local governments in domestic policy contexts.

Beneficiaries is defined as, “the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention.” Other terms, such as rights holders or affected people, also used.

Notes are part of the definition, further detail in document: [oe.cd/criteria](https://www.oecd.org/criteria)

Each criteria is a lens,
giving a different
perspective on the
intervention – both the
implementation
process & the **results...**







...together, they provide a
more complete picture.



RELEVANCE

**Is the intervention doing
the right things?**

RELEVANCE

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Note: "Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. "Partner/institution" includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.



COHERENCE

**How well does
the intervention fit?**

COHERENCE

The compatibility of the intervention with other interventions in a country, sector or institution.

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.

Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.

External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.



EFFECTIVENESS

**Is the intervention achieving
its objectives?**

EFFECTIVENESS

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.



EFFICIENCY

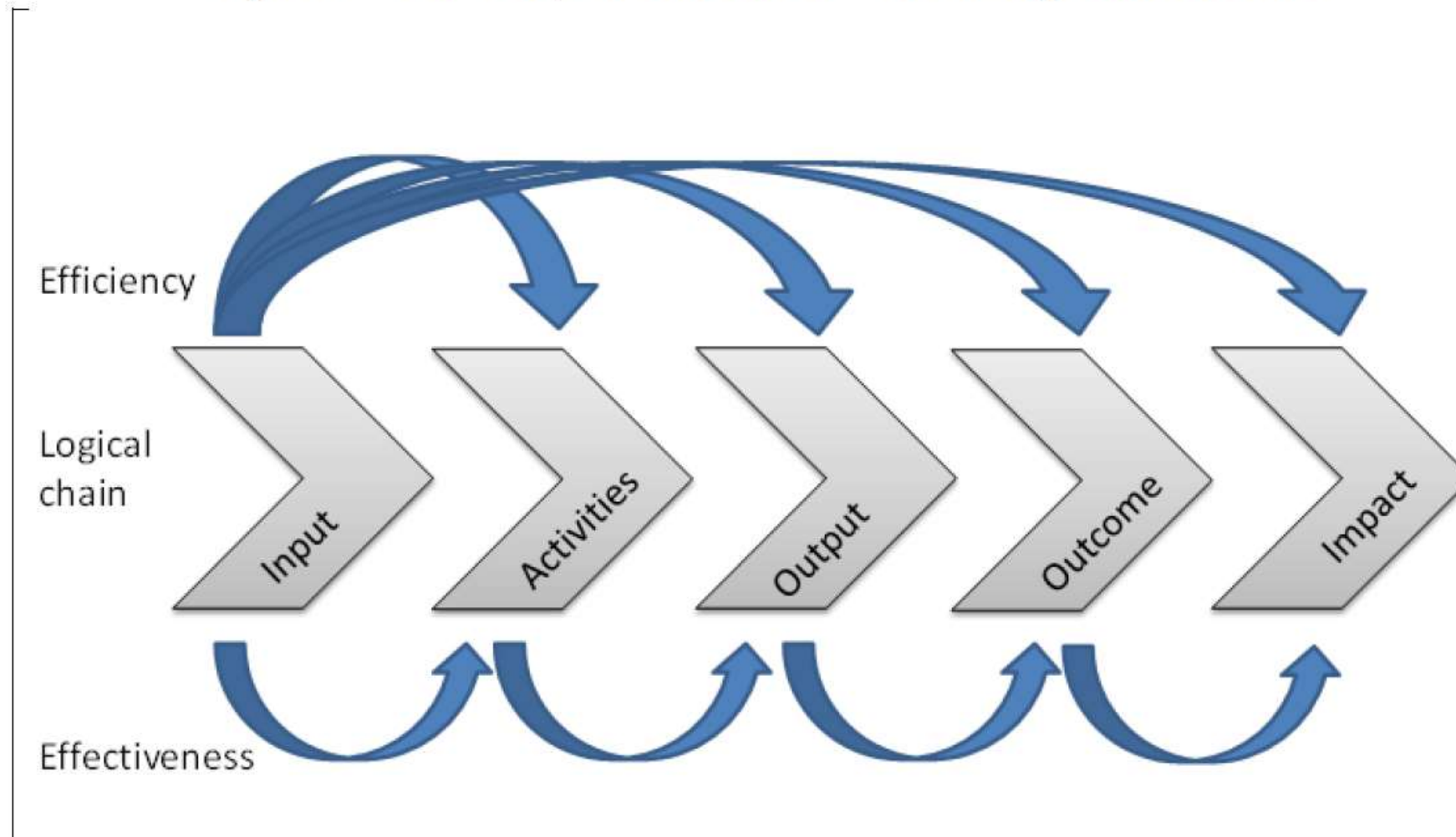
How well are
resources used?

EFFICIENCY

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

Figure 1 Efficiency and effectiveness in the logical framework



¹ Contact addresses: robrecht.renard@uantwerpen.be and slister@mokoro.co.uk

A woman in a white headscarf stands with her back to the camera, addressing a group of young girls. The girls are sitting on the floor, many with their hands raised in excitement. The room is decorated with star-shaped paper cutouts, a banner with Urdu text, and various posters and drawings on the walls. One poster features a cartoon character, and another says "I am a girl" with a drawing of a girl. The overall atmosphere is one of an educational or community activity.

IMPACT

**What difference
is the intervention making?**

IMPACT

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

A woman in a white dress stands on the right, addressing a group of young girls in a tent. The girls are wearing headscarves and have their hands raised. The tent is decorated with stars, garlands, and posters. A banner with the word 'SUSTAINABILITY' is overlaid on the image.

SUSTAINABILITY

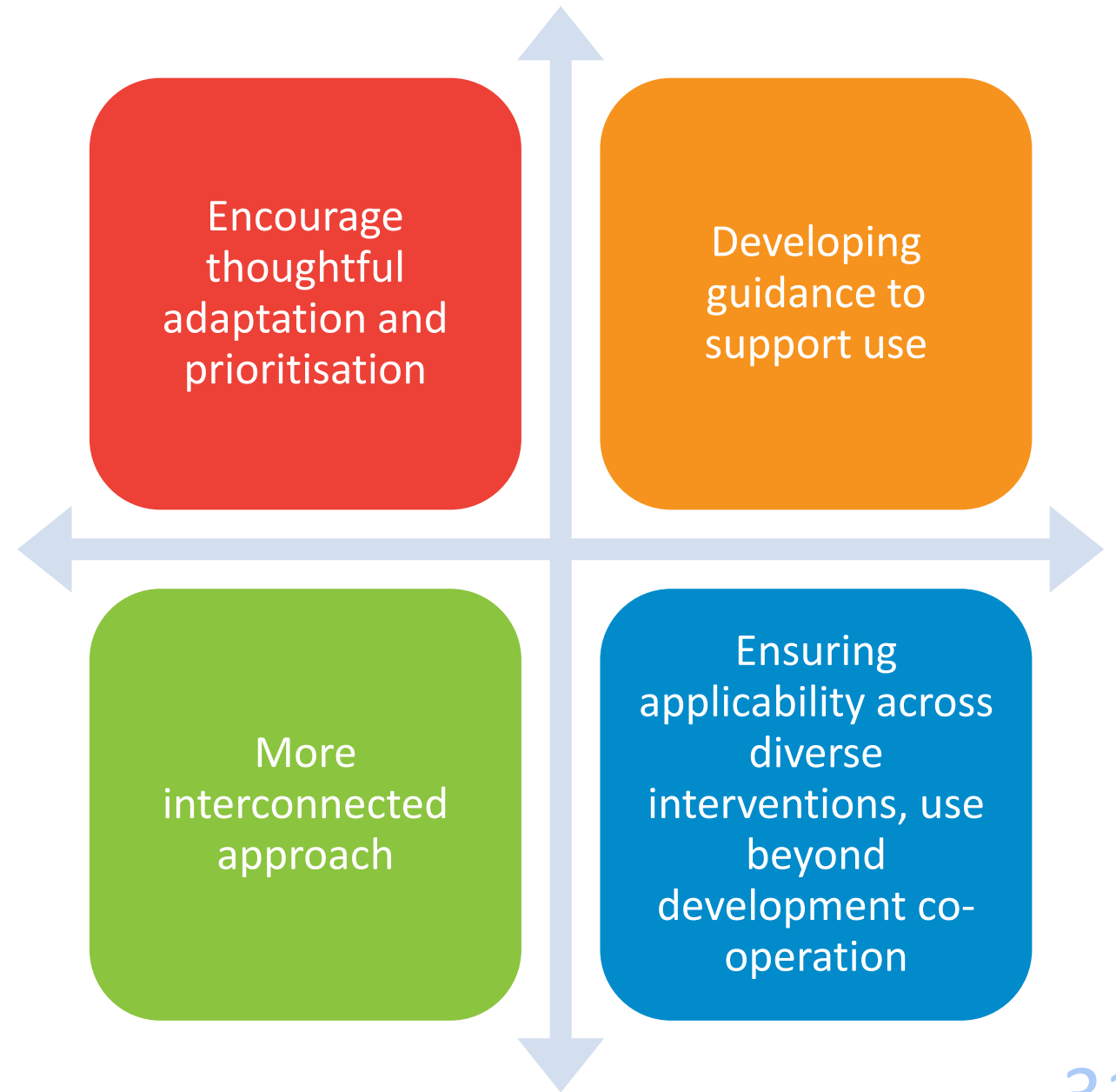
Will the
benefits last?

SUSTAINABILITY

The extent to which the net benefits of the intervention continue, or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

Adapted criteria:
Supporting
use



Key principles for use

1. THINK FIRST

The criteria should be applied **thoughtfully** to support high quality, useful evaluation.

They should be **contextualized – understood in the context of the individual evaluation**, the intervention being evaluated, and the stakeholders involved.

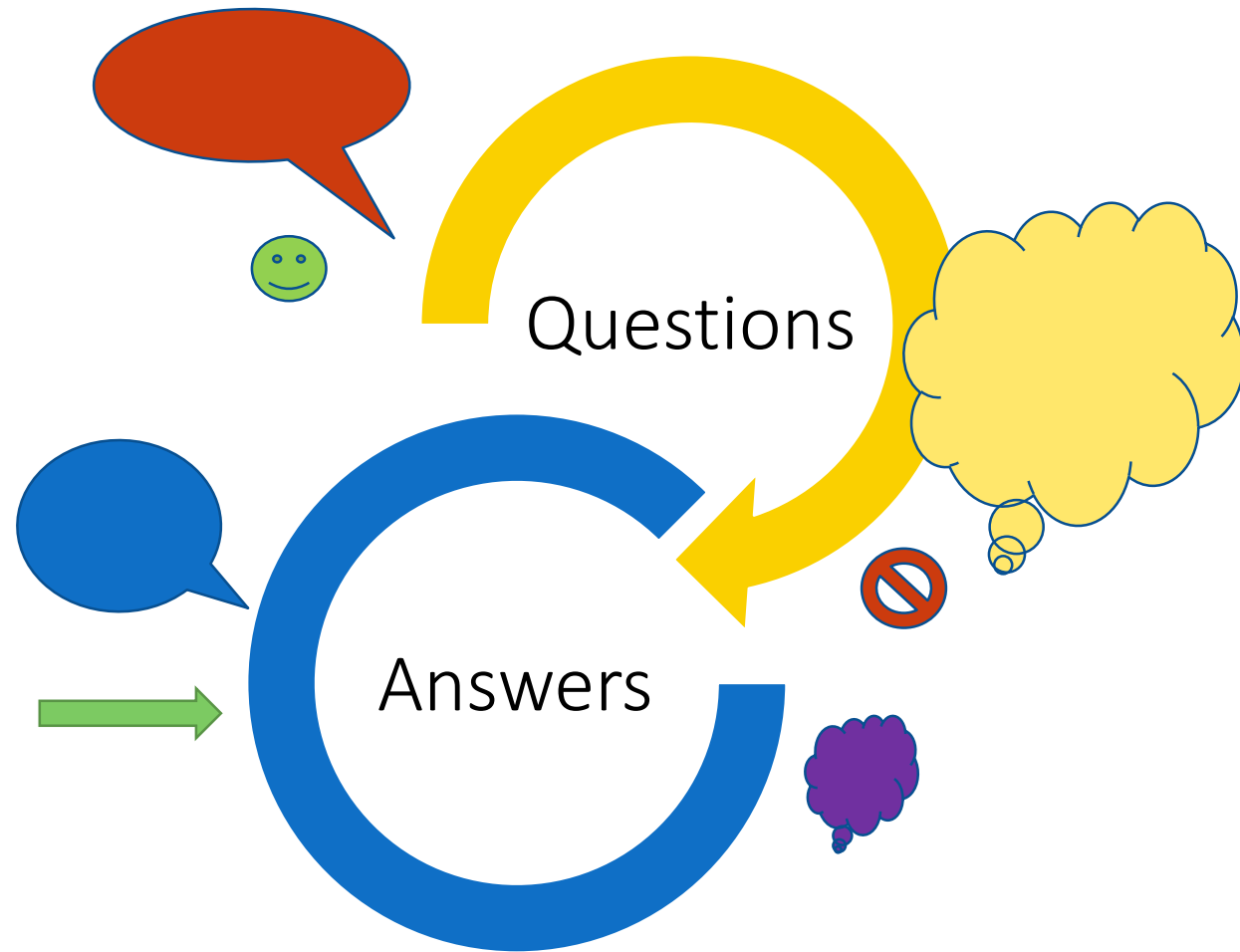
Purpose is the guide!

2. NOT A STRAIGHT JACKET

Use of the criteria depends on the purpose of the evaluation.

Covered according to the needs of the relevant stakeholders and the context of the evaluation.

While they all apply, more or less time and resources may be devoted to each criterion.



Discussion

Next steps: we need your help!

Developing guidance

Supporting members and partners as they adapt the definitions to their own contexts, translate them, and institutionalise them

Further work to address other weaknesses in evaluation systems and practice:

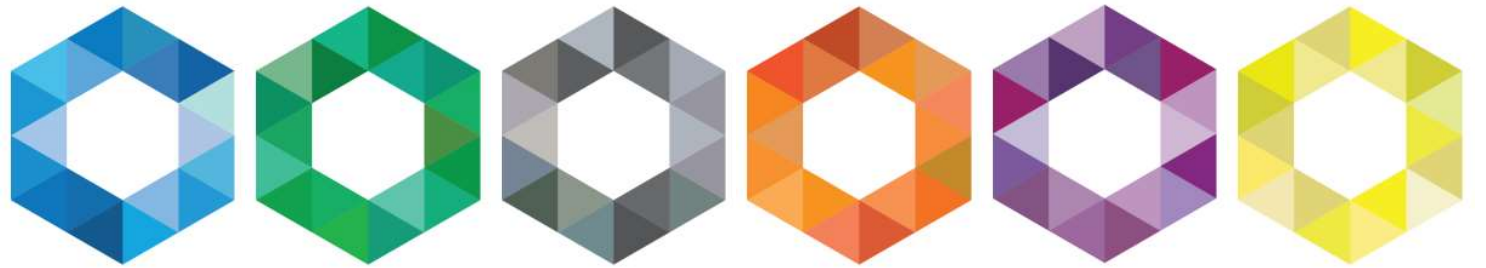
- Blended finance

- Gender equality and women's empowerment

- Climate change mitigation and adaptation

- Harmonisation and capacity development

Thank you



DACEvaluation.contact@oecd.org
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