

A vertical icon of the Colombian flag, consisting of three horizontal stripes of yellow, blue, and red, with rounded ends.

**PROSPERIDAD
PARA TODOS**



Challenges in the use of impact evaluations for policy



Evaluations

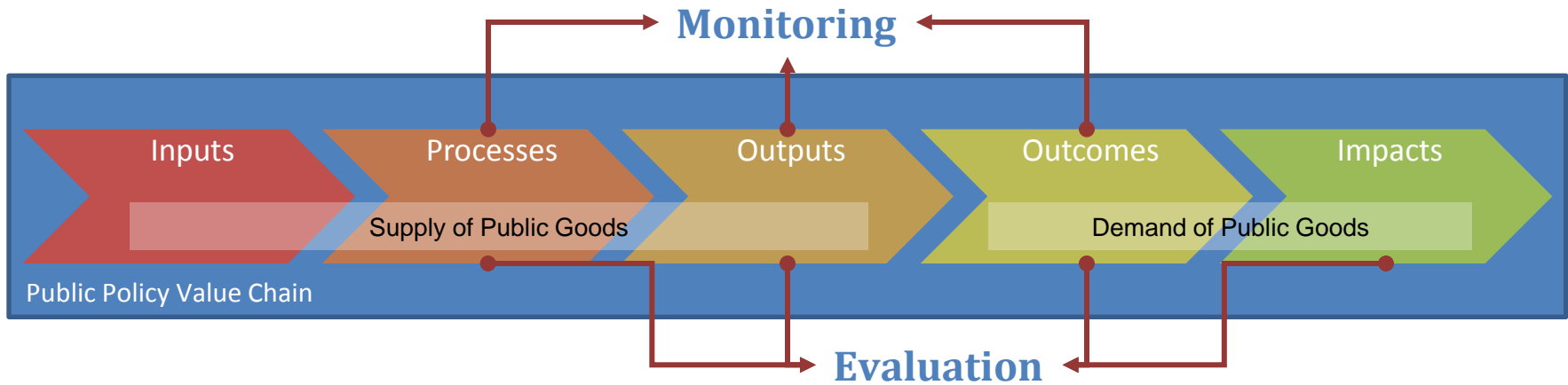
SINERGIA

SISTEMA NACIONAL DE EVALUACIÓN DE GESTIÓN Y RESULTADOS

July, 2013

The process of strategic evaluations

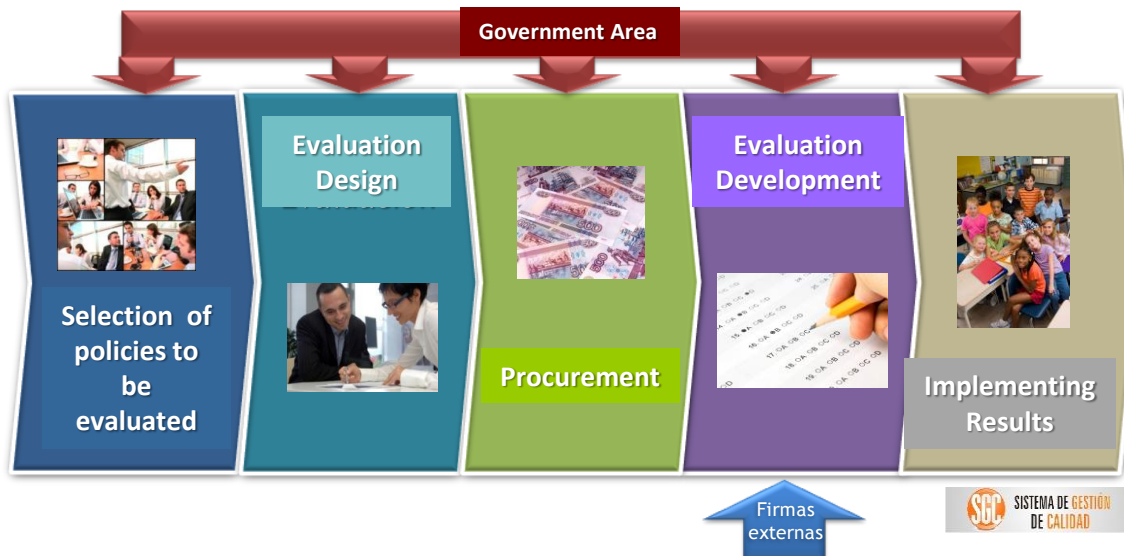
SINERGIA's model is based on the understanding of the public policy value chain, which is oriented to identify bottle necks



The process of strategic evaluations

In order to be effective, evaluations need to:

- Be a result of a standardized process
- Include the participation of all stakeholders
- Answer decision maker questions
- Be in line with the government agenda



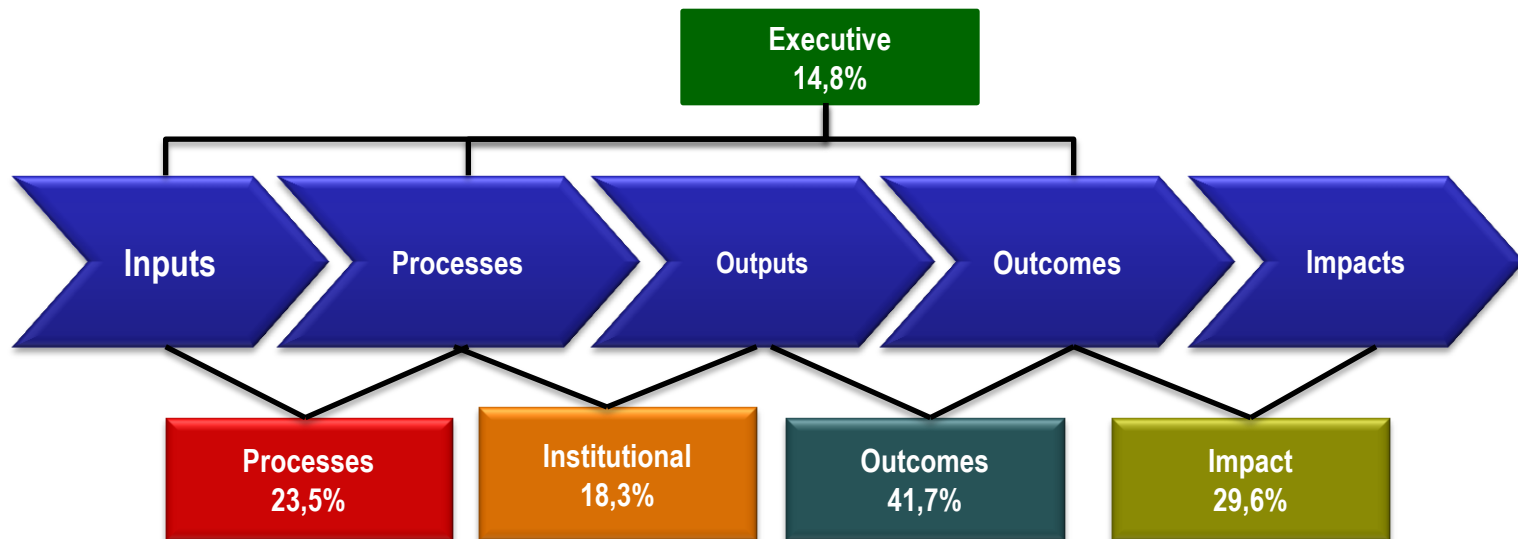
Evaluation Schedule

- Design → 3 Months
- Procurement → 3 Months
- Development → 8 Months
- Use of Results → 6 Months

TOTAL: 20 Months

SINERGIA's results – Type of evaluation

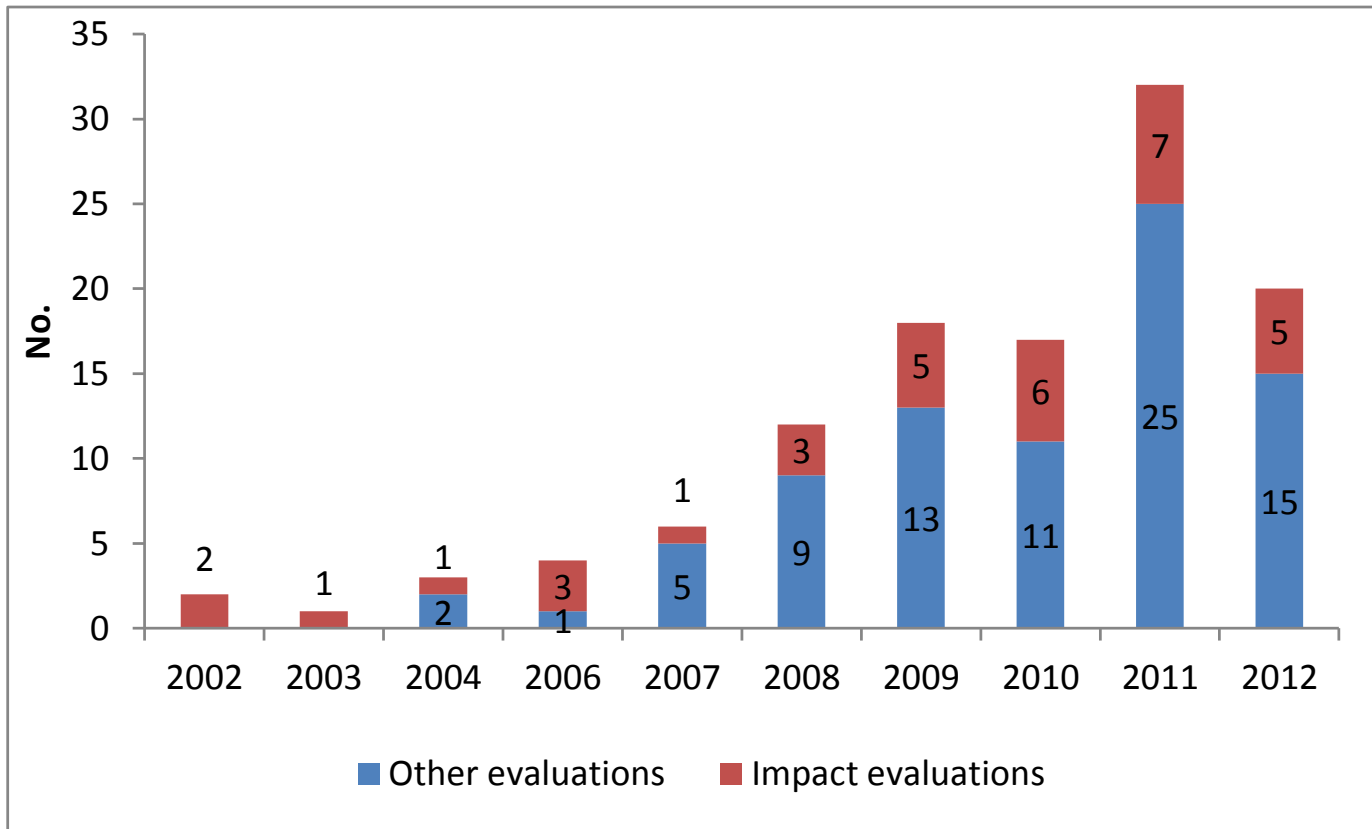
In Sinergia, we have a wide evaluations portfolio, so that each type of evaluation responds to specific bottle necks identified





SINERGIA's results

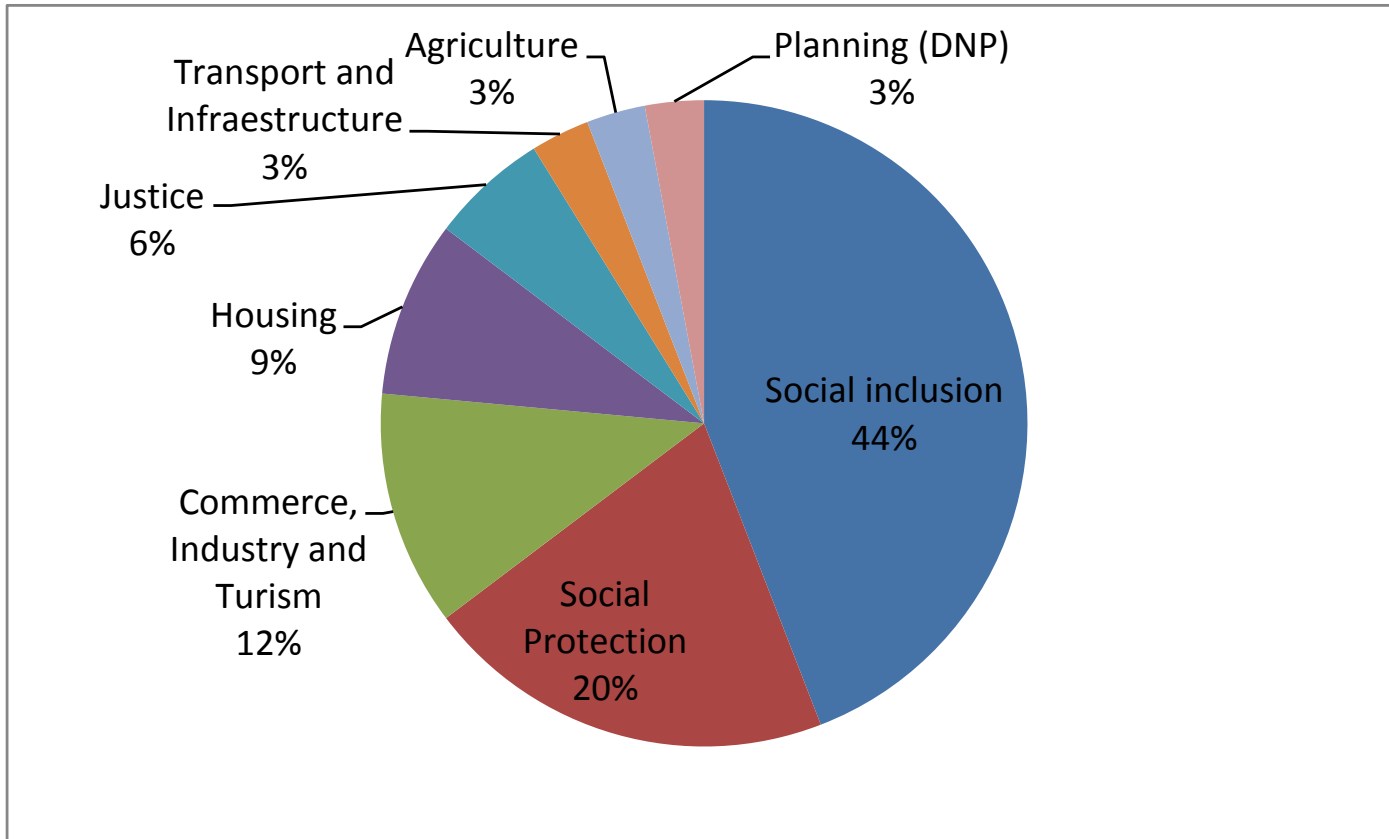
Demand for evaluations





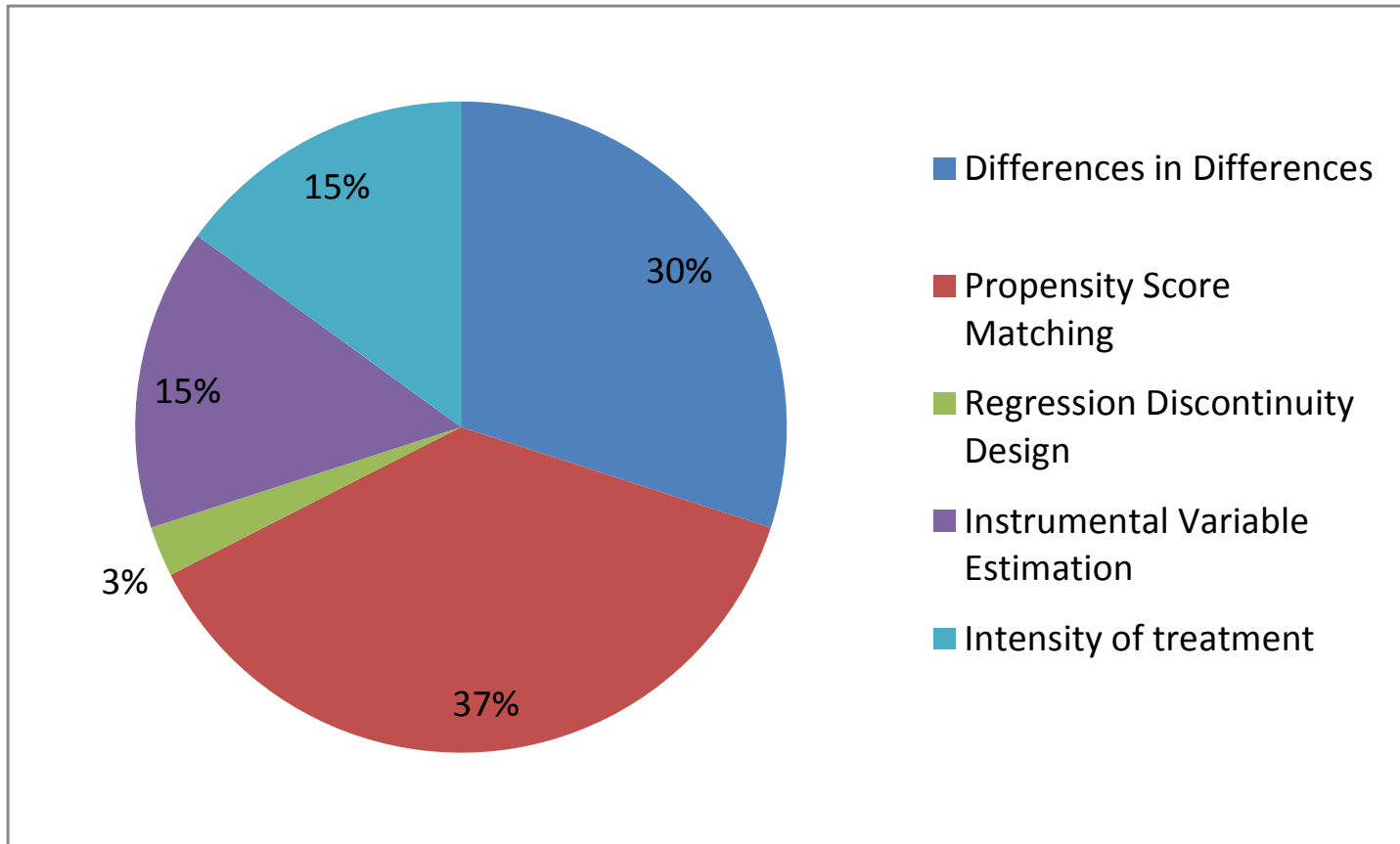
SINERGIA's results

Impact Evaluations by sector



SINERGIA's results

Impact Evaluations by methodologies



A minimal percentage of evaluations has had an experimental design



SINERGIA's results

As an example, methodologies for CCT “Familias en Acción”

- **Base line:** Propensity Score Matching
- **First - second follow-up:** Dif-in-Dif (by towns). Average treatment effect ATE
- **Third follow-up:** Dif-in-Dif (with matching, by households and persons). Average treatment effect-ATT. And Regression discontinuity design (RDD) for some variables.
- **CCT for big cities:** With census data Dif-in-Dif (with matching) and Regression discontinuity design (RDD) for some variables, without comparison in the time.

Challenges in the use of impact evaluations for policy

What are two important reasons that impact evaluations findings sometimes fail to influence policy?

1

Evaluation culture is not properly positioned through the national government

- ✓ There is not a clear understanding of the impact evaluation benefits and not many public managements are aware of the usefulness of this tool.
- ✓ Evaluations have been sold in a bottom – up way, so they are not used by public managers. It difficult the communication of results and the adoption of recommendations.

Challenges in the use of impact evaluations for policy

What are two important reasons that impact evaluations findings sometimes fail to influence policy?

2

Evaluation quality (findings, conclusions and recommendations)

- ✓ In some cases, the recommendations of the evaluation does not have all the technical support for a proper implementation.
- ✓ Another possible explanation for the failure in the use of results, is the lack of opportunity of the conclusions. It could be explained by the fact that recommendations are always the last deliverable of the evaluation process. Sometimes it is necessary recommendations to be done along the entire evaluation process.
- ✓ The consultant must be in a subsequent process accompanying the entity for the right implementation of viable, relevant and robust recommendations.



Challenges in the use of impact evaluations for policy

What are two important reasons that impact evaluations findings sometimes fail to influence policy?

3

The role of the executive entity is not clearly defined.

- ✓ In terms of resources, political willingness, information supply required by evaluator, understanding and acceptance of the evaluation findings, use and dissemination of results.

Challenges in the use of impact evaluations for policy

What are two actions that could be taken to improve the likelihood that impact evaluations findings will influence policy? *(if possible, one of these should be an action that could be taken by international organizations or collective agencies)*

1 Evaluation culture – Need for a champion to stimulate use of evaluations (cross-sectorial – Presidency?)

- ✓ There is need a champion with a high and influential transversal position that be aware of the importance of impact evaluations and spread its usefulness through public managers. Evaluations are not just technical tools, they are vital for the decision taking process.
- ✓ Until now evaluations does not have a regulatory frame, so they are done by willingness. How to regulate this subject, what to regulate? Should evaluations be compulsory?

Challenges in the use of impact evaluations for policy

What are two actions that could be taken to improve the likelihood that impact evaluations findings will influence policy? *(if possible, one of these should be an action that could be taken by international organizations or collective agencies)*

2 Evaluation quality (PTIR)

- ✓ Transference and implementation of recommendations plan
 - ✓ To specify the effects or changes expected to achieve with the evaluation, in the processes of decision making, re design, among others
 - ✓ To identify the key actors that intervene in the program to
 - ✓ To highlight the external risks expected and related to dissemination of results and use of recommendations
 - ✓ To identify the recommendations and specific aspects that must be re defined in terms of focalization, design, operation, among others.
 - ✓ To elaborate indicators that allow to follow up the fulfillment of the objectives defined in the plan to influence policy based on the evaluation findings and recommendations

Challenges in the use of impact evaluations for policy

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3 Evaluation quality (qualitative component)

- ✓ According to the different actors, involved in the evaluation process, the absence of a robust qualitative evidence has affected the interpretation of the quantitative findings. For this reason, in some cases, the use of the results has been poor, where the quantitative findings exist, but the explanation for this results is not supported with qualitative information.
- ✓ We know the magnitude of the impact but just we have an hypothesis about the how the intervention really reached the goal.
- ✓ *We need to improve the qualitative evaluation skills of the firms, entities and our evaluation office.*

Challenges in the use of impact evaluations for policy

What are two actions that could be taken to improve the likelihood that impact evaluations findings will influence policy? *(if possible, one of these should be an action that could be taken by international organizations or collective agencies)*

4 Evaluation quality (Pilots programs)

- ✓ Actually in Sinergia has been evaluated programs already implemented or programs in big scale. These evaluations showed some deficiencies in the design of the intervention.
- ✓ According to this evidence a big challenge of the evaluation office is evaluate and promote pilot programs. The results of those pilots is a very important input for a better designs of the public interventions.



THANK YOU

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