

AES Conference 2016
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Internalised Self-Evaluation: Are We Missing The Point?



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Presentation

- ✓ **What is the ISE?**
- ✓ **Fundamentals of ISE Approach**
- ✓ **ISE & IRBM system**
- ✓ **ISE Model**
- ✓ **ISE – Issues & Challenges**
- ✓ **ISE - Are We Missing the Point?**
- ✓ **Lessons Learned & Way Forward**

What is this ISE?

ISE: What is it?

- A formative evaluation of a Program,
- conducted internally by the Program personnel,
- as a means to improve program planning and performance,
- using the principle of self-driven continuous improvement
- through improved internal performance management capacity where,
- performance dimensions are well understood, internalized & practised by service providers for continuous improvement

Evaluation Focus Under ISE

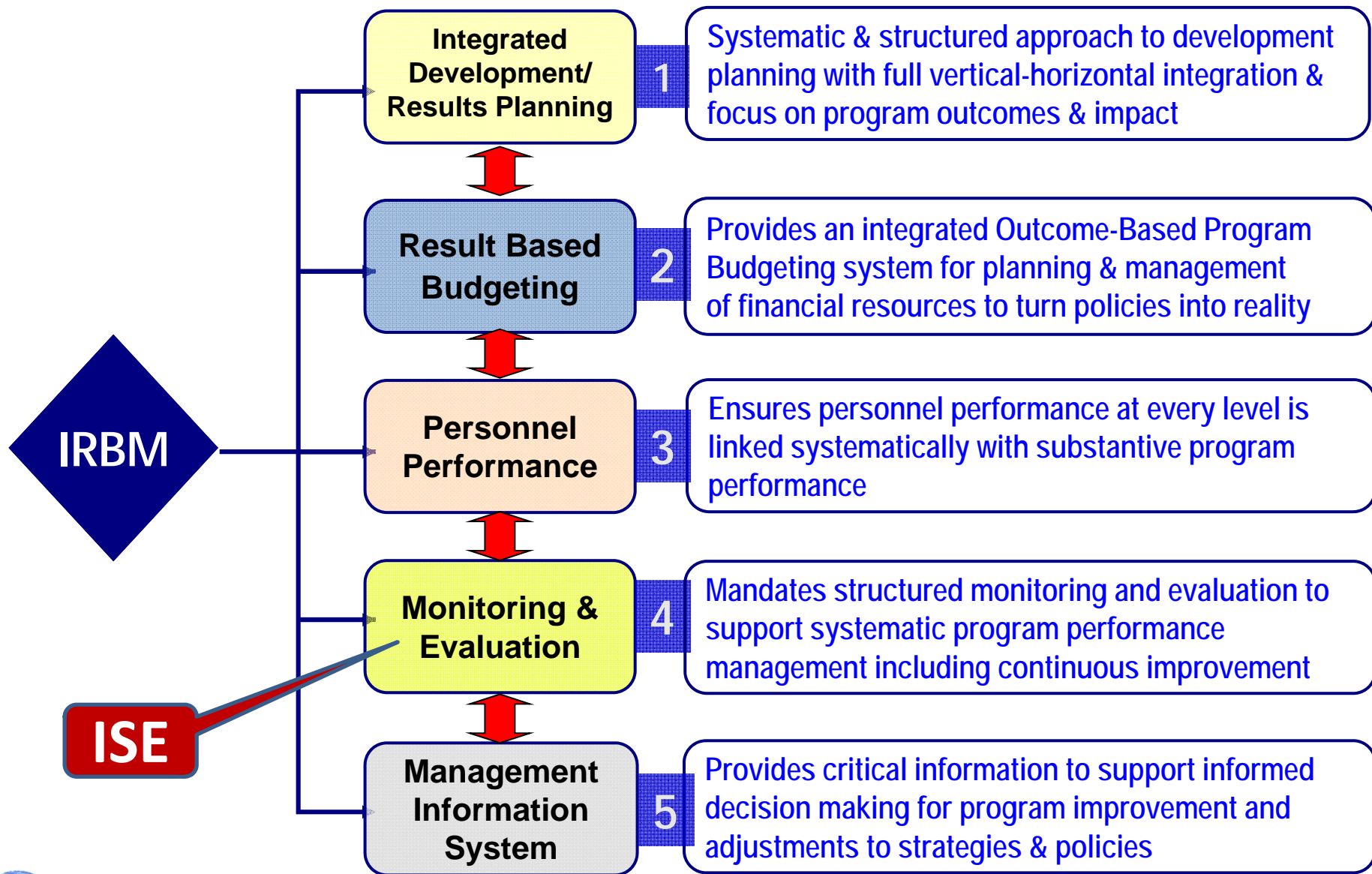
- ✓ **Appropriateness**
- ✓ **Effectiveness**
- ✓ **Efficiency**
- ✓ **Economy**

ISE: Some Basic Assumptions

- If a manager fully understands the Program being managed, he/she will perform better?
- If Program personnel have good knowledge of program management fundamentals, they can apply it
- If Program personnel know how to analyse and diagnose their programs better, they can plan performance better
- Sustainable improvement & results can be better achieved through internal capacitation & motivation
- Program personnel are basically good and we need to empower them and Let Managers Manage!
- ISE supports accountability and external evaluations through systematic data collection.

ISE: Where is it positioned?

ISE & Integrated Results-Based Management (IRBM) System

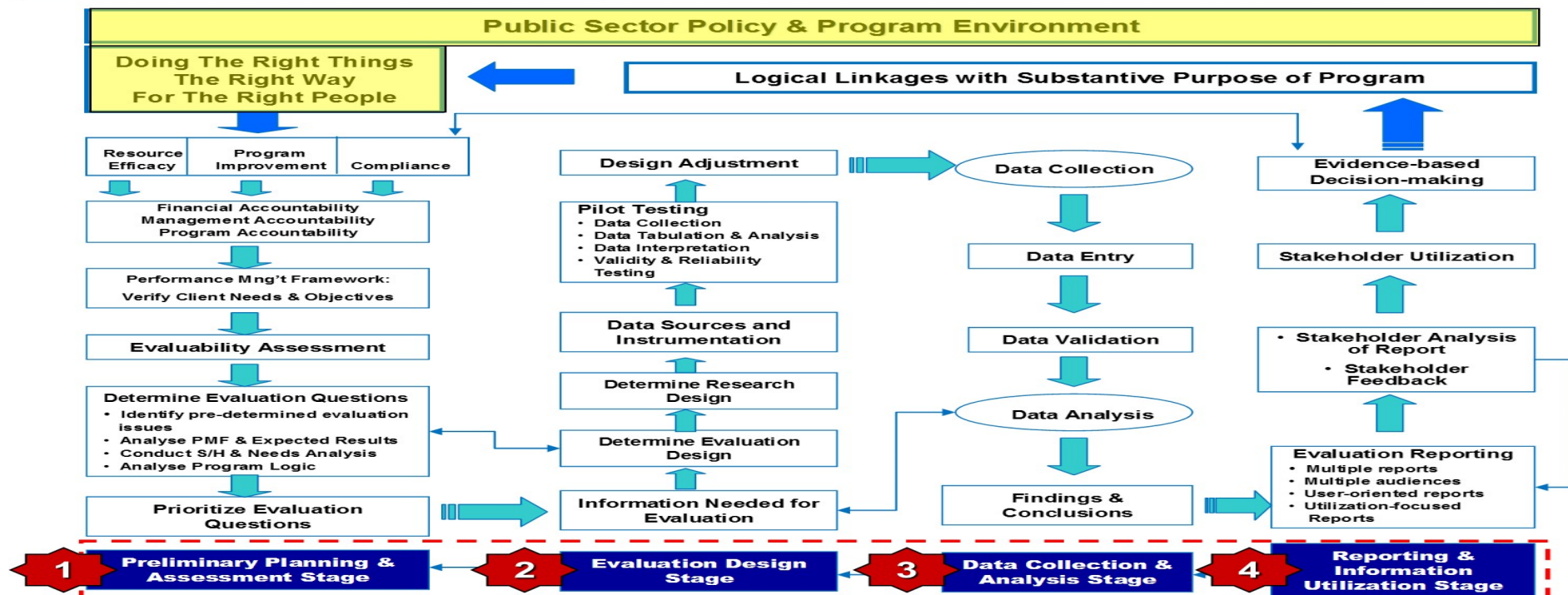


The ISE Model

- ❑ Based on the IRBM system
- ❑ Adopts a Four-Stage Model
- ❑ Formative evaluation focus
- ❑ Annual timeline
- ❑ Linked to annual budget & results mandate

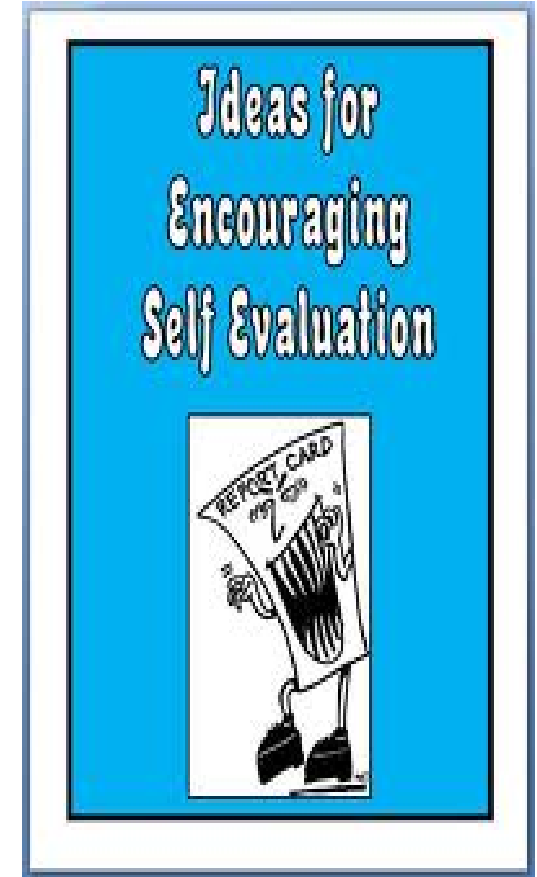
ProLL™ Evaluation Flowchart

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Issues in ISE Approach

- Less perceived credibility than with external evaluation
- Objectivity may be questioned
- Some possibility of role confusion
- Workload may delay completion of evaluations
- Key findings, if negative may not be reported
- Potential for bias & gaming.



Balancing the Bias

- Rigorous peer reviews during the planning and implementation stage of the evaluation (Steering Committee at Line Agency) & Technical Committee to provide technical oversight
- Internal audit reviews
- External reviews (random third party reviews)
- Meta evaluation (done by central agency like MoF)
- Highly transparent & structured process
- Technical training and guidance by external technical advisor.



Internalised Self-Evaluation

ISE – Are We Missing The Point?

ISE: Are We Missing The Point?

- Developing countries still donor-driven
- Strong external accountability demand compliance
- External independent 3rd party evaluations
- Minimal use of lessons learnt internally
- Black box syndrome for program managers
- Focus by donors on external evaluations
- ECD policies still external evaluation focused
- EC building focused on managing external evaluations
- Evaluations – Are we still missing the point?

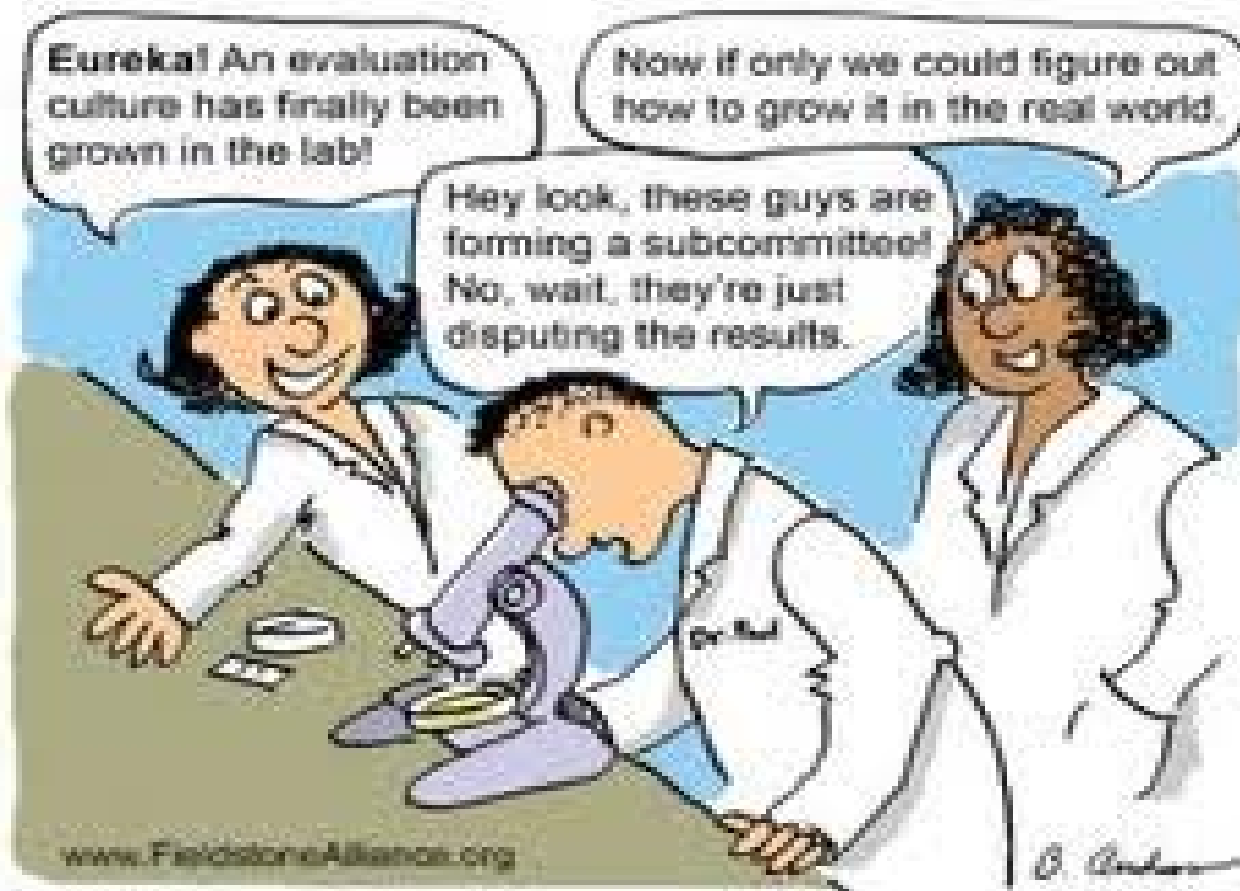


Lessons Learned & Way Forward

- **Accountability is important but it has to be inbuilt as a sustainable value system **within** organizations**
- **Value system is best inculcated through awareness, understanding, appreciation, and buy-in**
- **Governments should consider adopting ISE as it promotes sustainable performance improvement**
- **It should be a part of other ongoing performance and management improvement agenda in government**
- **Donor support & resources for building both internal and external evaluation capacity**
- **Accountability is best addressed through **self-realization** and **internalised** value systems.**

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'Interim' Self-Evaluation Report

Ministry of Women Affairs, Community
Development & Welfare Services

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