One step removed:

Making sense of evaluating a governance reform project for climate change and disaster risk management in the Pacific

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Diverse identities

- Diverse identities   of implementers

- Diverse identities   and multiple stakeholder perspective

- Diverse identities   locally defined criteria for evaluative assessment

- Diverse identities   of evaluation findings situated in local context

Key messages from this presentation

1. know the type of program you are evaluating and decide an approach fit for purpose

2. identify the multiple and varied pathways to influence change as a way of making sense of a program and assessing its' contribution

3. value of an emergent design and evaluation criteria which assesses process and contribution to influencing change – especially in programs such as governance reform programs – where you are one step removed

4. 'Adaptive Management' could provide a practical guide to an emergent design, (working and responding to a complex situation) and how to evaluate such a program

Pacific Risk Resilience

A mid-term evaluation

The objective of the mid-term evaluation (MTE) is to evaluate the progress of the Pacific Risk Resilience Programme (PRRP) thus far and to provide recommendations on the future direction of the programme in the region for the remainder of the programme duration and beyond.

The MTE directed three main areas of work:

- *Assessment of Progress*

- *Design and future programming*

- *Monitoring, Evaluation and Learning*

Making sense of a complex program – to define our evaluation approach
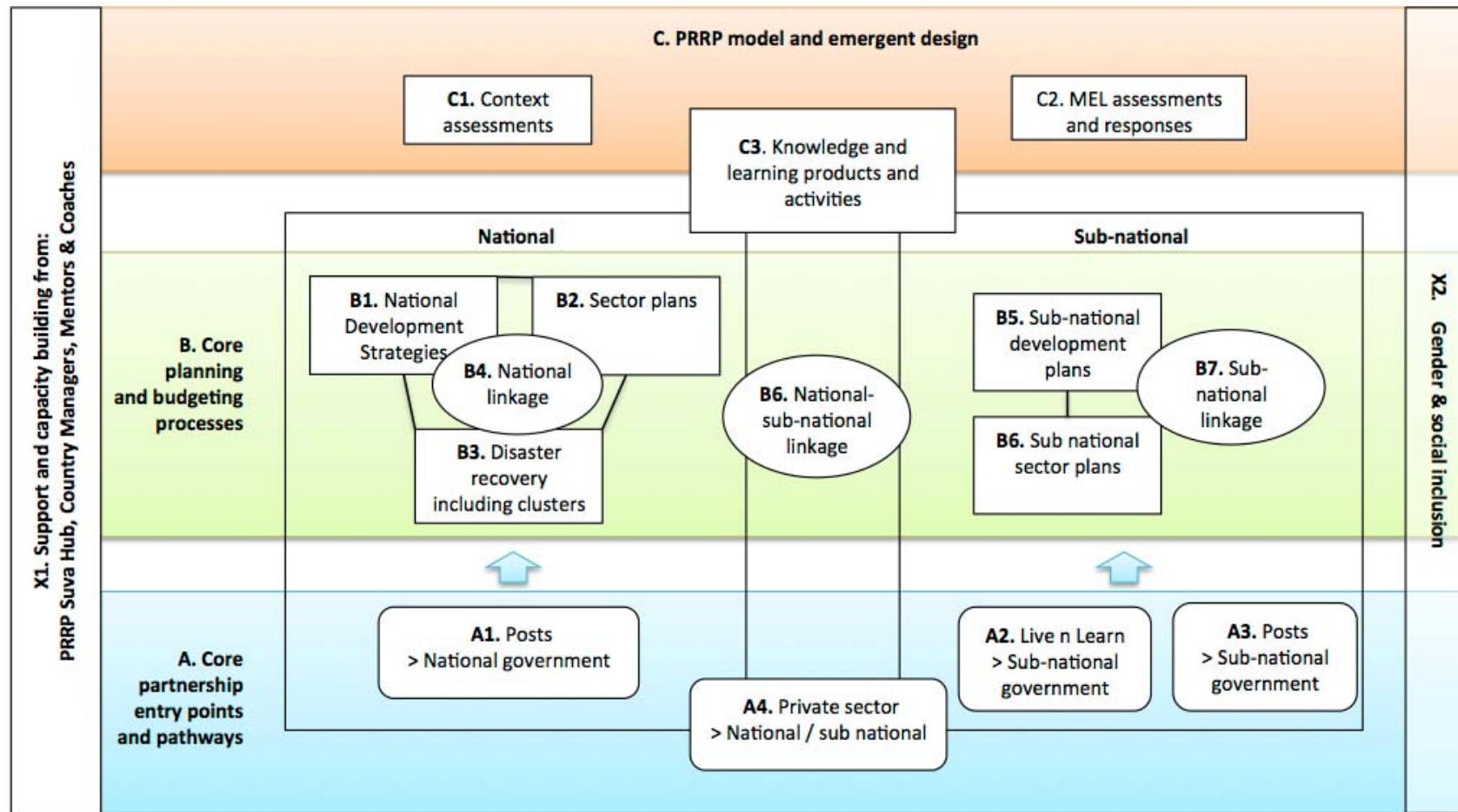
Elements of the complicated-complex program - to define our evaluation approach

- <u>Complex</u> type of program

Non-standardised, changing and emergent

Implemented by multiple organisations – unpredictable roles!

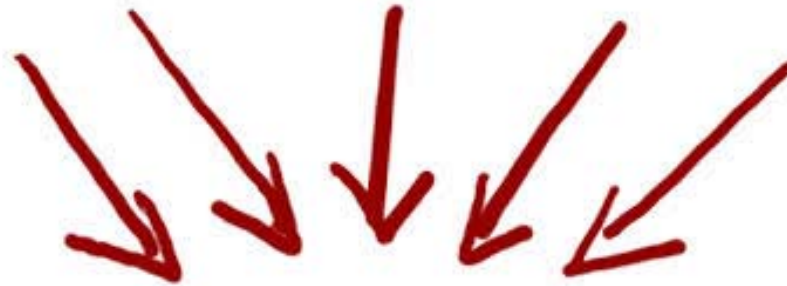- <u>Complicated</u> casual relationships

Multiple strands / pathways producing impacts

complex   complicated

- <u>Complicated</u> cause and effect

Cause and effect knowable over time as patterns and relationships emerge

Assessing the 'pathways to influence change'

...working with stakeholders in range of different ministries (governance institutions)

...working through different governance mechanisms (governance processes / planning)

...working in different country and sub national contexts

...through multiple stakeholder perspective   **...through range of different contexts**

Emerging criteria for evaluation

A Program 'one step removed' – influencing governance - there is value in being opportunistic, in being responsive

The program is emergent and therefore there is also value evaluation criteria being emergent also.

What are process measures within an evaluation?

- Has the program been nimble / agile / responsive to the local context?
- What choices did the program make what was the basis of its decision making?
- Who decides? Best to situate the criteria in the local context

Role of adaptive management and evaluation

Adaptive Management is described as a "flexible approach involving testing, monitoring, getting feedback and – crucially – making course-corrections if necessary".

An evaluation can assess this practice and extent to which a program adapted

Use of process measures to assess the value and contribution of the program

Role of adaptive management and evaluation

Adaptive management includes:

- A strong emphasis on rapid learning to inform changes
- Flexibility in implementation
- Responsibility for reflection and action delegated to staff
- Allows space to explore the politics underpinning a problem and emerging contextual opportunities for action
- Accountability focuses on progress towards high level results and learning – rather than on pre-defined implementation plans and milestones (asking 'did we do the right things' rather than 'did we do what we said we would do')
- Incentivising good reflection and learning

Adapting tactically | Adapting strategically | Adapting through sequential testing or multiple experiments

The insights and take homes...of evaluating a program...one step removed

1. Plan a *fit for purpose* approach for type of program

2. Identify *pathways to influence change* as a means of assessing program contribution

3. Value of an *emergent design and corresponding evaluation criteria*

4. **Evaluate adaptive management** as a process measure of program contribution through multiple pathways which influence change

THANKS!