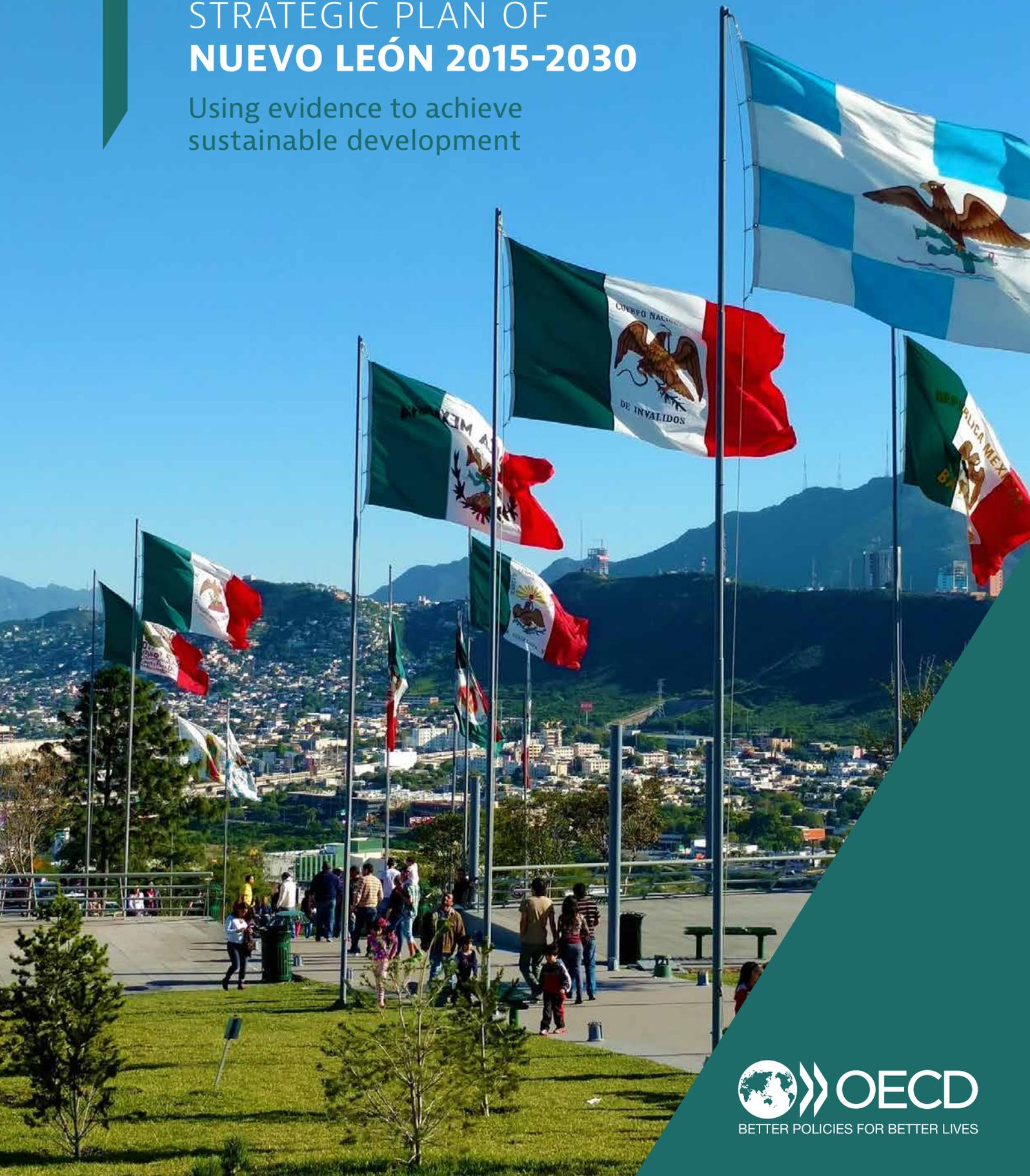


MONITORING AND EVALUATING THE STRATEGIC PLAN OF **NUEVO LEÓN 2015-2030**

Using evidence to achieve
sustainable development



1.
TOWARD A SOUND
INSTITUTIONAL SYSTEM FOR
**PLANNING, MONITORING
AND EVALUATION**

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INTRODUCTION

Pursuing sustainable development is an effort that requires a whole-of-society involvement, including the government, private sector, civil society organizations, academia and broadly speaking, citizens. With the objective of establishing a long-term vision for its sustainable development, the Nuevo León government created in 2014, the Council for Strategic Planning (the council, hereafter), constituted by representatives of the government and the civil society. This inter-sectoral advisory body elaborated the Strategic Plan for the State of Nuevo León for 2015-2030, entitled "*Nuevo León Mañana*" (SP), in an attempt to set up a common path towards development. Recognising the importance of ensuring the implementation of planning efforts, the strategic planning law gives the Council the mandate to monitor and evaluate the results of this Plan, and of the State Development Plan 2016-2021.

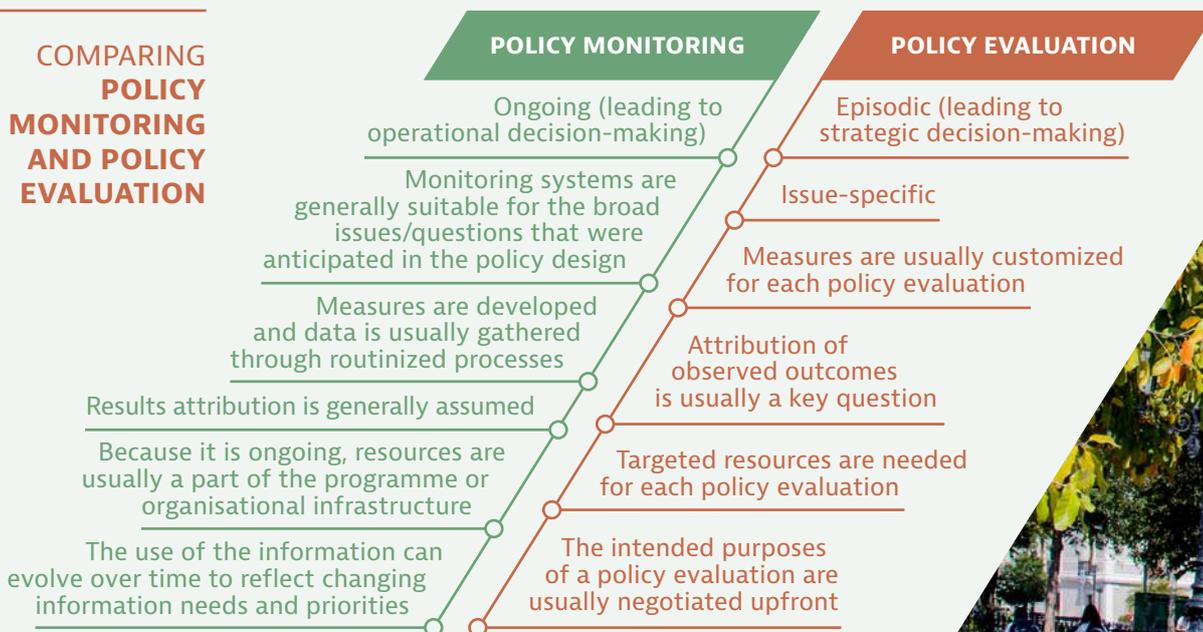
This highlights document presents the key facts and main findings of the Review of the Monitoring and Evaluation of the Strategic Plan 2015-2030 in Nuevo León. The Review provides a thorough assessment of Nuevo León's monitoring and evaluation system for the Strategic Plan 2015-2030, as well as of the general role of the Council in providing policy advice. The analysis draws on a wealth of comparative international experiences to promote sustainable development through long-term planning, as well as on monitoring and evaluating policy priorities through inclusive and participatory processes where citizens as well as businesses are fully involved. The recommendations offered by this study seek to promote an evidence informed approach to public governance, and ultimately to help Nuevo León deliver better results for citizens and promote trust in government, as key steps to an inclusive and sustainable development.

1.

TOWARD A SOUND INSTITUTIONAL SYSTEM FOR PLANNING, MONITORING AND EVALUATION

Nuevo León has shown a great commitment towards long-term planning, in particular through the creation of the Nuevo León Council and the Strategic Plan 2015- 2030. Nevertheless, a planning system is likely to be ineffective without clear institutional responsibilities and a robust monitoring and evaluation system, which generates evidence on what has worked, why, and for whom.

COMPARING POLICY MONITORING AND POLICY EVALUATION



Source: Adapted from McDavid, J.C. and Hawthorn, L.R.L. (2016[10]), Programme evaluation and performance measurement, an introduction to practice, Thousand Oaks, California: Sage, in (OECD, 2019[7]), *Open Government in Biscay*, <https://doi.org/10.1787/e4e1a40c-en>.

Mexico is one of the pioneers of monitoring and evaluation in Latin America, having transitioned from limited and scattered practices of M&E to a whole-of-government system. In particular, the state of Nuevo León has a monitoring and evaluation system which, as of 2017, ranks just above the national average according to the National Council for Evaluation of Social Policy (CONEVAL). Yet, the respective responsibilities of the Council and the state public administration for the monitoring and evaluation of the Strategic Plan 2030 specifically, need to be clarified, and their capacity, strengthened.

The Nuevo León Council reflects a whole-of-society effort towards the long-term development of the state. A non-partisan, consultative body for the state executive, its mission is to promote a long-term vision for the sustainable development of Nuevo León and the well-being of all its citizens, in particular through the planning and evaluation of public policies.

There is a complex interaction between the council and the state public administration. This mutual dependence means that the coordination between the council and the



THE NUEVO LEÓN COUNCIL

The Nuevo León Council was formally established in 2014 to support the executive in developing a long-term vision through the Strategic Plan for the State of Nuevo León 2015-2030 "Nuevo León Mañana" (SP). While it advises the executive branch, it is intended to go beyond electoral cycles.

According to the Strategic Planning Law, the council is responsible, *inter alia*, for the development of the Plan (SP), for defining strategies to include society in its implementation, for defining criteria to develop indicators, as well as for monitoring and evaluating the Plan's implementation and results. The council also seeks to foster transparency and stakeholder engagement by virtue of its composition; its members represent the public and private sectors, academia and civil society.

executive is paramount to a sound strategic planning system in Nuevo León. To date, the Executive Office of the Governor carries out this coordination function in the public administration.

However, responsibilities for strategic planning are blurred between the Executive Office of the Governor and council. The strategic planning law contains several articles that have led to some conceptual confusions regarding the council's responsibilities on monitoring and evaluation. OECD research has found that clearly distinguishing the roles of

policy advisory bodies from those of policy decision makers is essential to an effective policy advisory system.

The centre of government has limited capacities for strategic planning, coordination and monitoring in Nuevo Leon. The CoG is "the body or group of bodies that provide direct support and advice to Heads of Government and the Council of Minister, or Cabinet" (OECD, 2014). **There is currently no body with the explicit mandate of co-ordinating and monitoring the implementation of the Strategic Plan across government.**

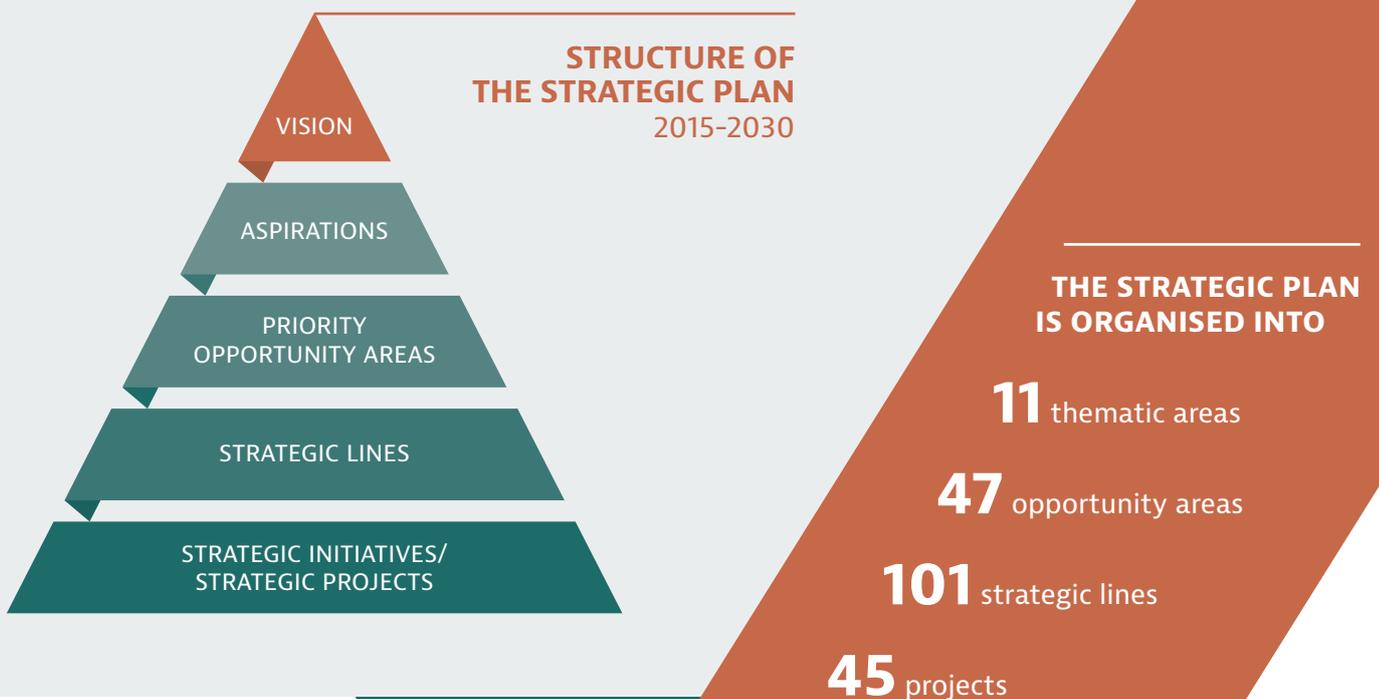
SUMMARY OF MAIN RECOMMENDATIONS

- Clarify the council and the centre of government's respective responsibilities on strategic planning and prioritisation of policy objectives.
- Strengthen Nuevo León council's role as an advisory body and strategic knowledge broker.
- Strengthen Nuevo León's centre of government, by granting it the functions, mandate, responsibilities and resources to ensure effective whole-of-government coordination.
- Pursue efforts to implement a coherent strategy for monitoring and evaluation policy for Nuevo León, in particular by clearly defining the concepts "monitoring" and "evaluation" for the entire state government (including the council), and specifying the frameworks for the monitoring and evaluations of both the Strategic and the State Development Plan.

2.

THE STRATEGIC PLAN'S METHODOLOGY AND STRUCTURE: IDENTIFYING CLEAR AND SOUND POLICY PRIORITIES

The Strategic Plan for the state of Nuevo León 2015-2030 reflects an ambitious set of visions, ideas and initiatives towards sustainable development. It is the main planning instrument of the council and is widely perceived as an important initiative. Yet, the methodology suffered from some technical shortcomings and did not leave enough space for prioritisation. A simpler plan, focused a limited number of long-term objectives, would enhance the relevance and utility of this document.





DEVELOPING A ROBUST PLANNING METHODOLOGY IN NUEVO LEÓN

Strategy setting can be defined as a dynamic, complex, iterative and interactive process, by which a government analysis problems; defines and prioritises its objectives; plans activities to achieve those objectives; and sets a measurement framework to validate progress.

Nuevo León's 2030 planning phase began by conducting a diagnosis of the current situation in five chosen thematic areas (problem analysis phase). However, the problem analysis phase neither systematically built on lessons learned from previous reforms, nor evaluated why previous plans or reforms have succeeded or failed.

The second phase of the planning process was the identification of many "opportunity areas" for the state of Nuevo León. These opportunity areas were then prioritised according to their degree of feasibility and

impact. Yet, the prioritisation process, which is crucial to ensuring that plans are realistic and can be implemented, omitted factors such as sequencing and trade-off between opportunity areas. Finally, objective setting for the Strategic Plan 2030 did not rely on a clear logic model and some objectives are difficult to measure or to understand.

SIMPLIFYING THE PLAN'S INTERNAL STRUCTURE

The Plan has been broken down into too many layers and as a result, is too complex. Opportunity areas have also been insufficiently prioritised. Moreover, the coherence between thematic areas can be improved. Indeed, a closer look at the Plan shows that there are important disparities in the number of prioritised opportunity areas attributed to each commission, and the number of layers in the Plan is heterogeneous across thematic areas.

IMPROVING PLANNING COHERENCE: ALIGNING POLICY PRIORITIES AND IDENTIFYING PATHWAYS FOR THEIR IMPLEMENTATION

Policy and budgetary decisions remain highly centralised in Mexico. Therefore, strategic planning at the state level needs to be coherent both horizontally and vertically to best identify priority objectives and distribute the required resources accordingly. For example, all State Development Plans in Mexico must be developed in accordance with the National Development Plan, which itself

contains five strategic axes aligned to the Sustainable Development Goals (SDGs).

However, there is no clear framework for articulating the elements of the Strategic Plan with the elements of the State Development Plan (SDP), as well as with the goals pursued in the 2030 Agenda. Moreover, there is a clear need to link strategic planning with budgeting, and in particular performance budgeting, which is in its very early stages in Nuevo León. Nevertheless, the implementation of the Strategic Plan is constrained by historic fiscal limitations of subnational governments.

SUMMARY OF MAIN RECOMMENDATIONS

- Strengthen the Strategic Plan's problem analysis/diagnosis phase.
- Reduce the number of priority opportunity areas in the Plan and clarify the priority opportunity areas under each commission.
- Clearly communicate the reasons behind the selection of the priority opportunity areas.
- Simplify the Strategic Plan in order to recentre it around impact and outcome level objectives.
- Clarify and communicate the coherence between the Strategic Plan and the SDGs.
- Clarify the ways in which the State Development Plan contributes to pursuing the goals of the longer term Strategic Plan.
- Create greater alignment between the Strategic Plan and the state budget, through ensuring coherence with the State Development Plan.

3.

MONITORING THE RESULTS OF THE STRATEGIC PLAN

Sound monitoring offers policy makers the tools and evidence to detect policy challenges, to adapt or adjust policy implementation, as well as to communicate policy results in a timely and accessible manner. In Nuevo León, sound monitoring can improve planning and operational decision-making by providing evidence to measure performance and help raise specific questions to identify implementation delays and bottlenecks. It can also strengthen accountability and public information in regard to the implementation of the Plan, as information regarding the use of resources is measured and made public. Yet, the monitoring set-up in Nuevo León, whether for the Strategic Plan 2015-2030 or the State Development Plan lacks clarity for its actors and legibility for citizens.

CLARIFYING THE MONITORING SET-UP TO BETTER SUPPORT THE DELIVERY OF THE PLAN

The definition of monitoring contained in the Strategic Planning Law is not comprehensive and may lead to confusion about its purpose. A clear and comprehensive definition would contribute to a shared understanding of its objectives and modalities among the main actors in Nuevo León. This would facilitate greater cooperation between relevant actors by not only eliminating confusion regarding the role of monitoring vis-à-vis other tools to measure government performance, but also by making stakeholders more aware of the mutual benefit of monitoring exercises.

A whole-of-government legal framework exists for monitoring the Strategic Plan 2015-2030 and the State Development Plan 2016-2021. Nevertheless, the presence of a legal-basis for monitoring alone is not enough.

OPERATIONAL DECISION MAKING

It contributes to operational decision making, by providing evidence to measure performance and raising specific questions in order to identify implementation delays or bottlenecks

STRENGTHEN ACCOUNTABILITY

It can also strengthen accountability related to the use of resources, the efficiency of internal management processes, or the outputs of a given policy initiative

TRANSPARENCY

It contributes to transparency, providing citizens and stakeholders with information on whether the efforts carried out by the government are producing the expected results

MONITORING EVIDENCE CAN BE USED TO PURSUE THREE MAIN OBJECTIVES

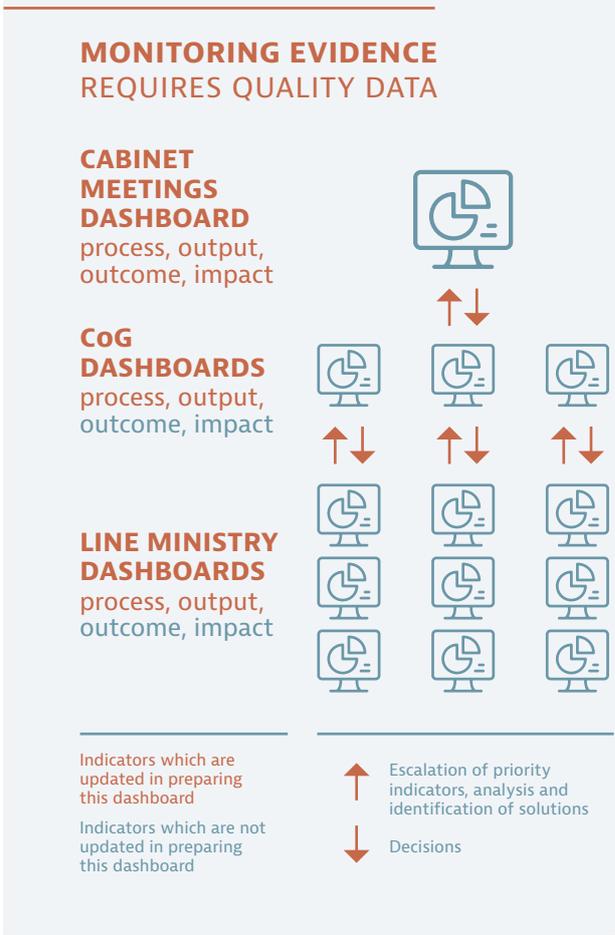
Clarifying responsibilities for the monitoring of the Plan may allow for greater synergy and improved coordination between the council and the executive.

There are numerous actors involved in the monitoring of the Plans and their mandates are not always explicit. The overlaps and potential gaps in the mandates of the main actors of the monitoring system result in unnecessary complexity and a lack of incentives to collaborate.

Furthermore, the monitoring methodology and tools for the Strategic Plan are not well-defined, despite the existence of a clear obligation to produce the monitoring and evaluation report annually. A clarification of these aspects may allow for greater cooperation and coordination between the council and the state public administration, and the use of monitoring results. In particular, **for monitoring evidence to serve as a management tool, it must be embedded in a performance dialogue** that is conducted regularly and frequently enough that it allows practitioners and decision-makers to identify implementation issues, determine resource constraints and adapt their efforts/ resources in order to solve them.

PROMOTING THE QUALITY OF MONITORING

Collecting quality data is paramount in producing robust monitoring evidence. Developing performance indicators, their baseline and targets is an important stage in the strategy development process. The lack of a systematic framework linking indicators and opportunity areas in the Strategic Plan, hinders its monitoring. Moreover, both the Strategic Plan and the action plans would benefit from identifying



sound and policy actionable indicators, which actually correspond to an observable variable that captures the intended direction of change. **The council could also consider identifying a mix of impact and outcome indicators in order to best monitor the Strategic Plan.**

In order to support decision-making and serve as a communication tool to the public, data needs to be analysed, tailored to the user, focused and relevant. For instance, the current annual report is not well targeted to its audience. Clearly differentiating monitoring methodologies according to their intended users will provide for more fit-for-purpose information.

There are three main ways to ensure that the data and analysis are of quality: the state public administration should upgrade its **capacity** to monitor the Plan and develop **quality assurance** mechanisms alongside current **quality control**.

PROMOTING THE USE OF MONITORING

Producing monitoring results serves no purpose if this information does not get to the appropriate users in a timely fashion so that the performance feedback can be used to better public decision-making, accountability and citizen information.

Communicating results to citizens is key. Keeping the annual government monitoring report public and making data available on the Avanza NL platforms is important to maintain public accountability and engage with citizens. Besides these, the council and the state public administration could develop other communication tools in order to increase public awareness and

engagement in the Plan, such as social media strategies, newsletters with focuses on council actions and editorials in local newspapers.

Institutions should **ensure the uptake of monitoring results in decision-making.** Increasing the impact of monitoring results will require the development of a performance narrative focused on addressing inconsistencies in implementation. Moreover, involving stakeholders in the design of the monitoring set-up can increase the legitimacy of the resulting evidence and ultimately lead to greater impact in decision-making. Monitoring for results implies creating feedback loops to institutionalise the use of monitoring results, either through the budget cycle, or through performance management for example.

SUMMARY OF MAIN RECOMMENDATIONS

- Adopt a comprehensive definition of monitoring to establish a shared understanding of its objectives and modalities within the public sector.
- Clarify the roles of the different monitoring set-ups and the role of the key actors, including the council and the state public administration, for example through guidelines.
- Increase the state public administration's capacities to monitor the Strategic Plan.
- Set-up a performance dialogue within the state public administration in order to improve operational decision-making at the level of line ministries and of the centre of government (CoG), regarding both the SP and the SDP simultaneously. Harmonise the tools and working methods for this dialogue.
- Conduct an annual joint review of the SDP and SP objectives between the council's thematic commissions and the secretariats.
- Improve the indicator's quality by clarifying the coherence between the indicators and the Strategic Plan's layers and strengthening the indicators' robustness.
- Develop quality assurance mechanisms in addition to the current quality control mechanisms in place.
- Increase the communication of the Plan's results through a communication leaflet and through updating the Avanza Nuevo León platform with indicators from the Plan, at regular intervals.
- Promote the development of a performance narrative in the monitoring dashboards in order to promote the uptake of performance information by decision-makers.
- Feed monitoring evidence produced through the performance dialogue into the budget-cycle.

4.

CREATING A SOUND EVALUATION SYSTEM FOR THE STRATEGIC PLAN OF NUEVO LEÓN

Evaluation is critical to understand whether policies are improving and sustaining wellbeing and prosperity. Providing an understanding of what policies work, why, for whom, and under what circumstances, contributes to generating feedback loops in the policy-making process. This is particularly pertinent in Nuevo León where policy evaluation and its strategic use throughout the policy cycle can support strategic planning by improving the links between policy interventions and their outcomes and impact.

BUILDING A SOUND INSTITUTIONAL FRAMEWORK FOR THE EVALUATION OF THE STRATEGIC PLAN

According to the Strategic Planning Law of 2014 monitoring and evaluation refer to the measurement of effectiveness and efficiency of planning instruments and their execution. Thus, the law provides a specific definition of evaluation applicable to the Strategic Plan. However, from an analytical and practical perspective, conflating the practices of monitoring and evaluation within a single definition makes the provisions related to them unclear.

The institutionalisation of evaluation is key to sustaining a sound evaluation system, and ultimately delivering good results. The first important component of the

institutionalisation of policy evaluation is the existence of a legal or policy framework, insofar as they provide a key legal basis for undertaking evaluations. In this regard, the law and its regulations give a clear and comprehensive mandate to the council to carry out the evaluation of the Strategic Plan.

However, the presence of a legal framework for the evaluation of the Plan is not enough to sustain a robust evaluation system. A robust evaluation system needs to specify what should be evaluated, the actors involved, their mandates, the timeline, the methodology and tools for evaluating the Plan. Yet, in Nuevo León, when considering that the annual evaluation report is in fact a monitoring exercise, macro-level guidance on who carries out the evaluation of the Strategic Plan 2015-2030 and when is currently lacking.



MECHANISMS USED BY OECD COUNTRIES TO PROMOTE THE QUALITY OF EVALUATIONS



Note: n=42 (35 OECD member countries).
Source: OECD survey on policy evaluation 2018.

PROMOTING THE QUALITY EVALUATIONS

Quality and use of evaluations are essential to ensuring impact on policy-making, and thus on the capacity of evaluations to serve as tools for learning, accountability and better decision-making. A majority of OECD countries have developed one or several explicit mechanisms to promote the quality of evaluations.

Firstly, **quality assurance**, which ensure credibility in how the evaluation is conducted, and then **quality control mechanisms**, which ensure that the evaluation report meets pre-determined quality criteria, can be put in place. For instance, quality guidelines and standards are important in that they provide evaluators with resources to help them make the appropriate decisions when conducting evaluations, they may also benefit from the appropriate competencies. However, the council has not developed either quality assessment or control mechanisms.

Evaluators' competencies, which imply having the appropriate skills, knowledge, experience and abilities, are also crucial. To date, **the council currently does not have sufficiently appropriate evaluation competences** within its commissions to commission or conduct high quality evaluations in-house.

PROMOTING THE USE OF EVALUATIONS

While quality is very important and can facilitate use, it is not enough to guarantee the use of evaluations, which remains an important challenge in Nuevo León, at least within the scope of the Strategic Plan.

Although the council has engaged stakeholders in its evaluations and makes

evaluations available to the public, **the quality and use of evaluations is still a challenge in Nuevo León**. Indeed, uptake of evaluation results is a complex phenomenon that demands broader and more systematic measures, including the use of tailored communication strategies and tools.

Nuevo León has a performance evaluation system, which includes a management response mechanism that serves as a first feedback loop for the use of evaluations. However, systematic embedding of evaluation in the policy-making cycle, such as through the budget or discussing results at the highest political level, is still lacking.

SUMMARY OF MAIN RECOMMENDATIONS

- Adopt a comprehensive definition of evaluation applicable to whole-of-government.
- Establish a clear schedule for the evaluation activities of the Strategic Plan, which specifies how many and which programmes and policies are going to be evaluated, the evaluator (what competences they must have, whether they are internal to the council or external to the council), and when and how the evaluation should be conducted.
- Update the council's mandate to evaluate the Plan.
- Develop a policy document framing the activities for the council, including a clear schedule of evaluations of the Strategic Plan.
- Develop explicit and systematic quality assurance and control mechanisms within and outside the council to ensure the credibility of the evaluation process.
- Strengthen the role of internal stakeholders (within the commissions) and external stakeholders throughout the whole evaluation process, in particular by reviewing the composition of the commissions to strengthen the voice of civil society.
- Increase the communication and dissemination of evaluations by including an executive summary of evaluations on the Council's website and developing a communication strategy tailored to their potential users.
- Incorporate evaluation results into the policy cycle, in particular in the budgetary cycle, discussing evaluation results at the highest political level within the state public administration and holding systematic discussions on evaluation results within congress.

5.

PROMOTING EVIDENCE-INFORMED POLICY-MAKING IN NUEVO LEÓN

Developing governments' capacity for an evidence informed approach to policy-making is a critical part of increasing trust in decision-making and fostering better policy outcomes. Nevertheless, an effective connection between the supply and the demand for evidence in the policy making process often remains elusive.

As a result, many OECD countries have set up policy advisory systems to decision-makers with the best possible evidence. In many ways, the functions of the Nuevo León council can be analysed within this framework of policy advisory bodies.

SETTING UP AN ADVISORY SYSTEM THAT MEETS THE NEEDS OF STATE

Most OECD countries have a policy advisory system of some sort, even if their specific institutional set-ups vary. In the state of Nuevo León, the council really stands out as the main actor of the advisory system available at the state level. Indeed, the council serves as a multi-stakeholder platform (civil, academia, private sector, and government) and has the mandate to collect data needed for future analyses, as well as to address both middle and long-term issues in the state (article 9 of the Strategic Planning Law). Moreover, its thematic focus is broad, giving it large visibility as an advisory body of the government. Other advisory bodies

exist in the state, but their thematic focus is usually narrow and they have less impact.

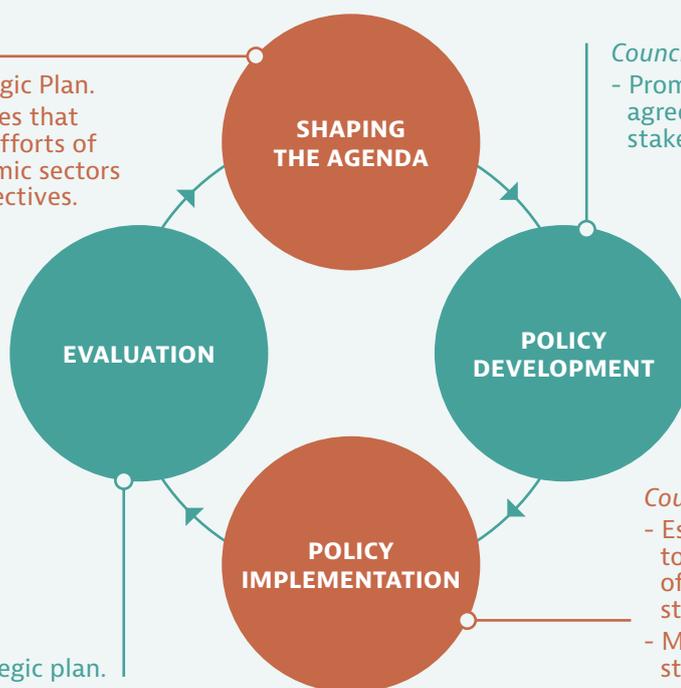
Overall, evidence suggests that policy advisory bodies can be very diverse in terms of organisational structures, mandates or functions in the policy cycle. The functions of the Nuevo León council are blurred across a range of functions as it plays a role in each of the stages of the policy cycle. Exercising these different roles along the policy cycle has weakened the impact of the council's advice.

As a relatively autonomous body that benefits from representing the views of a wide range of stakeholders, and as a body operating at arm's length from government, the council is best placed to provide credible evidence and evaluation, and in doing so, to contribute to shaping the policy agenda.

THE ROLE OF EVIDENCE INFORMED POLICY MAKING ALONG THE POLICY CYCLE

Council as driver for:

- Preparing the strategic Plan.
- Drawing up strategies that allow focusing the efforts of the different economic sectors to achieve their objectives.



Council as driver for:

- Promoting dialogue and agreements within key stakeholders to set actions.

Council as driver for:

- Evaluating the strategic plan.

Council as driver for:

- Establishing indicators to measure the progress of the strategic plan and state plan objectives.
- Monitoring the strategic plan

THE COUNCIL COULD CONSIDER INCREASING THE RELEVANCE AND IMPACT OF ITS POLICY ADVICE

Relevant advice is multifactorial, meaning that it depends on a multitude of interdependent factors, including the following:

- Timeliness of advice to policy-makers.
- Representativeness, i.e. when knowledge is produced in an unbiased that considers all relevant interests
- Credibility, i.e. when the production of knowledge follows established standards of evidence and is scientifically robust.

In Nuevo León, the council's formal advice is published annually. This advice is therefore disconnected from the decision-making process and is ill timed. Moreover, the council's composition is not fully representative as more than half of its members are from the private sector or economic/social organisations. In particular, citizens appear to have limited voice/influence, even if NGOs participate in some of the councils' commissions. Finally, according to the Strategic Planning Law regulations, the agreements of the council are adopted by consensus, but do not necessarily follow clear standards of evidence, which could result in several decisions being adopted without using scientifically robust evidence.

DEVELOPING INNOVATIVE KNOWLEDGE BROKERING METHODS TO PROMOTE THE USE OF EVIDENCE

Barriers in the use of evidence are not limited to access to accurate technical information. Evidence needs to be translated into understandable language and respond to knowledge users' needs. This is why knowledge brokers serve as intermediaries between the knowledge producers and decision-makers (knowledge users) by increasing the availability of robust evidence and sorting out the information that is produced by a variety of sources. The council could take on the role

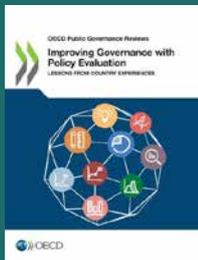
of knowledge broker in order to ensure that policy design in Nuevo León can rely upon the best available evidence.

Nevertheless, it is primarily institutions, organisational structures and systems that enable the effective use of evidence. Nuevo León's capacity for an evidence informed approach will require expanding the skills and infrastructure to generate and use evidence. Without addressing these, initiatives for evidence-informed policy-making in Nuevo León are unlikely to succeed. In particular, decision-makers need the appropriate skills, knowledge, experience and abilities to use evaluation results.

SUMMARY OF MAIN RECOMMENDATIONS

- Strengthen the leadership role of the council as part of Nuevo León's policy advisory system. For instance, the Council could determine technical gaps in the advisory system and promote representativeness in the evidence supply.
- Refocus the Nuevo León's council functions on evaluation and evidence provision.
- Strengthen the timeliness of the council's advice by elaborating a research or evaluation plan.
- Foster inclusiveness and expertise in the council's decision-making process by ensuring that commissioners have a sufficient credible level of expertise and that they represent the sociodemographic and economic diversity of the community.
- Reinforce the transparency of the decision-making process in the council by, for example, publishing the minutes of ordinary meetings.
- Implement knowledge brokering methods in the council, to promote the impact and use of evidence.
- Strengthen wider skills and capacities for evidence-informed policy-making in Nuevo León.

MORE OECD EVIDENCE, MONITORING AND EVALUATION PUBLICATIONS



IMPROVING GOVERNANCE WITH POLICY EVALUATION

Lessons From Country Experiences

Policy evaluation is a critical element of good governance, as it promotes public accountability and contributes to citizens' trust in government. Evaluation helps ensure that decisions are rooted in trustworthy evidence and deliver desired outcomes. Drawing on the first cross-country survey of policy evaluation practices covering 42 countries, this report published in June 2020, offers a systemic analysis of the institutionalisation, quality and use of evaluation across countries. The report also covers cross-cutting aspects related to evaluation in relation to regulatory assessment and performance budgeting. The analysis illustrates the role and functions of key institutions within the executive, such as centres of government and ministries of finance. It also underlines the role of supreme audit institutions.



BUILDING CAPACITY FOR EVIDENCE-INFORMED POLICY-MAKING: LESSONS FROM COUNTRY EXPERIENCES

Lessons from Country Experiences

This report analyses the skills and capacities governments need to strengthen evidence-informed policy-making (EIPM) and identifies a range of possible interventions that are available to foster greater uptake of evidence. Increasing governments' capacity for evidence-informed is a critical part of good public governance. However, an effective connection between the supply and the demand for evidence in the policy-making process remains elusive. This report offers concrete tools and a set of good practices for how the public sector can support senior officials, experts and advisors working at the political/administrative interface. This support entails investing in capability, opportunity and motivation and through behavioural changes. The report identifies a core skillset for EIPM at the individual level, including the capacity for understanding, obtaining, assessing, using, engaging with stakeholders, and applying evidence. It also identifies a set of capacities at the organisational level that can be put in place across the machinery of government to strengthen EIPM. The report concludes with a set of recommendations to assist governments in building their capacities for uptake of EIPM.



TAKING STOCK OF STANDARDS FOR POLICY DESIGN, EVALUATION AND IMPLEMENTATION

Principles and Standards for Policy Design, Implementation and Evaluation

Governments are seeking to improve evidence-based policy making as well as trust in decision-making processes. This report, published in December 2020, offers a first global mapping of principles for the good governance of evidence in policymaking, as well as standards of evidence to ensure quality in terms of the content from a range of OECD countries and international research bodies. Reflecting both the nature of existing practices and the various facets that contribute to quality evidence, the report takes stock of the full range of considerations involved in providing evidence across the policy cycle when designing public sector interventions. The report also represents a first step in identifying and developing guidance at the international level in the area of evidence and evaluation.

