USING EVIDENCE IN DECISION MAKING IN GOVERNMENTS

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D.T. NDUNA, SAMEA CONFERENCE, 25 OCTOBER 2017
WORDS OF WISDOM: IMPORTANCE OF DEVELOPMENT EVALUATION

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

(Osborne & Gaebler 1992)
WHY DEVELOPMENT EVALUATION NOW?

• With the advent of new information and communication technology public demands for greater accountability and “real” results have increased.

• Globalization has exerted increasing pressures on governments, Parliaments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results.

• Development Evaluation is, therefore, a powerful tool that can be used to improve the way governments and organizations achieve results.

• Development Evaluation also provides a good performance feedback system.

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CRITICAL SUCCESS FACTORS TO EVIDENCE INFORMED DEVELOPMENT EVALUATION

1. Baseline – Where are we now?

Baseline data to describe the problem or situation before the development intervention assists in measuring progress (N.B. The Long Queue)
2. Theory of Change

- Where do want to be? (Begin with the end in mind)
NEW LOOK VICTORIA FALLS AIRPORT
WHERE WE ARE VS WHERE WE WANT TO GO

PREVAILING SITUATION

NEW APPROACH
WHERE WE ARE VS WHERE WE WANT TO GO

PREVAILING SITUATION

NEW APPROACH
HAVE A CLEAR DIRECTION/ CLEAR DEVELOPMENT TARGETS

Alice asked the Cheshire cat.

That depends a good deal on where you want to get to,' said the Cat.

I don’t much care where--' said Alice.

Then it doesn’t matter which way you go,' said the Cat.

'--so long as I get SOMEWHERE,' Alice added as an explanation.

'Oh, you’re sure to do that,' said the Cat, 'if you only walk long enough.'
3. Development Markers/ Indicators

- How are we going to measure development/ progress? (Cost, Time, Schedule, Outcome and Impact)

  e.g Joina City Complex, Harare

- Construction was envisaged to take four years at a cost of USD 27 million but it took 13 years at an estimated cost of over USD 1 billion. What is the implication?
LEGISLATIVE PERSPECTIVE: WHAT DO WE NEED TO DO IF WE ARE TO EVALUATE DEVELOPMENT EFFECTIVELY

1. Capacity building

- Global Development Goals (SDGs)

- National Development Goals (e.g. in Zimbabwe ZIMASSET, Uganda National Development Plan & Vision 2040, Zambia Vision 2030 etc)

- MPs must be aware of the global, continental, regional and national commitments to development, the baselines in their respective countries, the development indicators with which to track progress and the envisaged outcome if we are to effectively evaluate development.

- Capacity building on evaluation and its methods (terminal/summative evaluation, mid-term evaluation) as well as on possibilities for using evaluation results for accountability and learning purposes.

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LEGISLATIVE PERSPECTIVE: WHAT DO WE NEED TO DO IF WE ARE TO EVALUATE DEVELOPMENT EFFECTIVELY

2. Foster mutually beneficial synergies between suppliers of data/evidence and legislators

3. Build evidence based policy making processes into the standard operating procedures of all Government Arms

4. Demanding and using evaluation results for decision making and development in our representative, legislative and oversight functions
EVIDENCE INFORMED OVERSIGHT: ASSESSING THE NEW LOOK VICTORIA FALLS AIRPORT
EVIDENCE INFORMED OVERSIGHT: ASSESSING THE CHIVAKE BRIDGE & KARIBA SOUTH POWER STATION
"Let us put research knowledge at the heart of development" (derived from INASP Motto)
THANK YOU FOR YOUR KIND ATTENTION