



**Australian Government**

**Department of Foreign Affairs and Trade**

# TRANSFORMING EVALUATION CULTURE & SYSTEMS

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September 2018



# Overview

- Context
  - A system not working well
  - Better governance, connectivity
  - Better system
- 
- Emerging issues



# Context: DFAT aid performance management system

- Internal monitoring and reporting
- Independent evaluation

# ODE role and structure

- Performance and quality analysis
- Aid evaluation policy & guidance & advice
- Strategic evaluations



# An evaluation system not working well

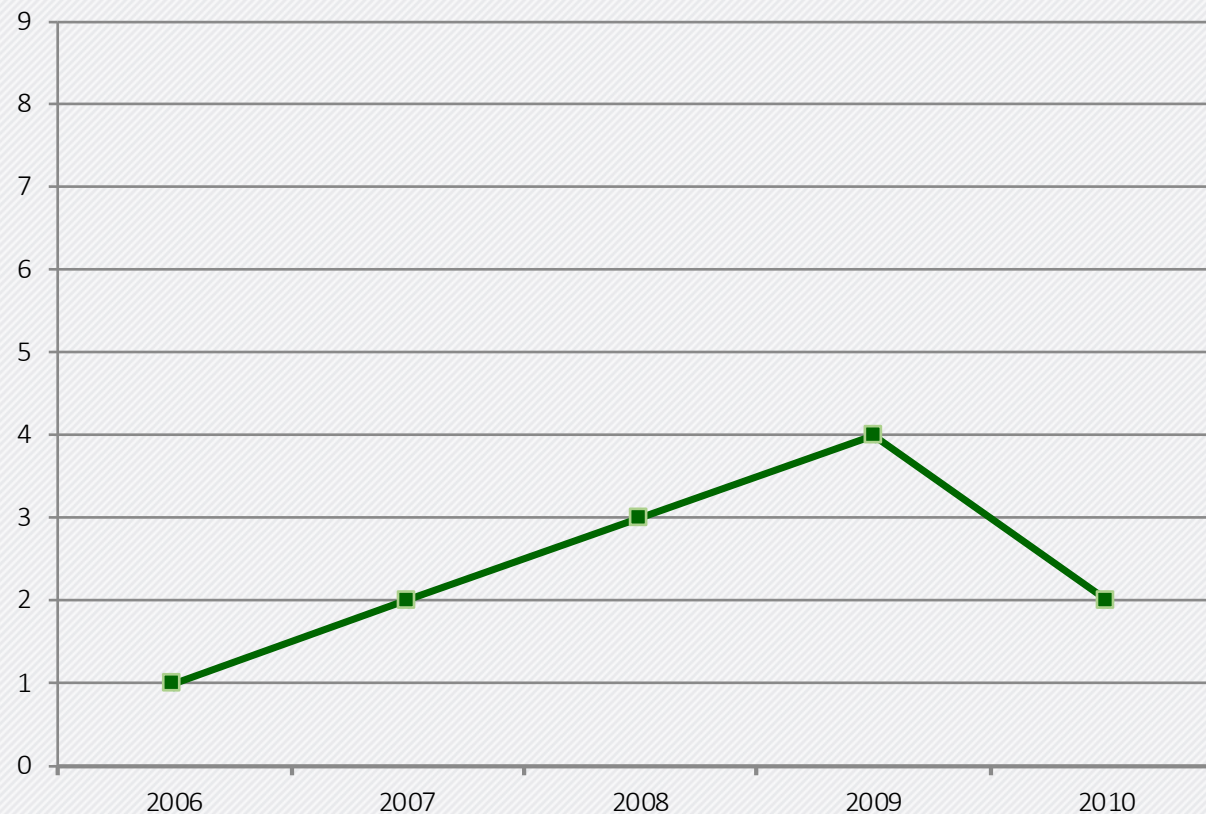
2011 Independent review of aid effectiveness found:

- 1/4 of evaluations that should have been completed were completed in the previous five years

Of those evaluations completed:

- Only 2/3 of evaluations could be located
- Only 1/5 published

# Number of ODE evaluations 2006 - 2010





# 2011 Independent review

**Recommendation: establish an independent evaluation committee**

- Greater independence of ODE
- Support ODE evaluation quality

## **Committee Role**

- Technical and strategic advice to ODE evaluations and QA work
- Endorse ODE work plan
- Endorse reports to the department

# Committee Membership

- Three external members
- Senior DFAT representative
- Senior Ministry of Finance observer



# 2013 integration of DFAT and AusAID

## Risks to evaluation:

- Future of Independent Evaluation Committee under question
- Internal vs. external evaluation unit

# 2013 integration of DFAT and AusAID

*Increased* profile for evaluation

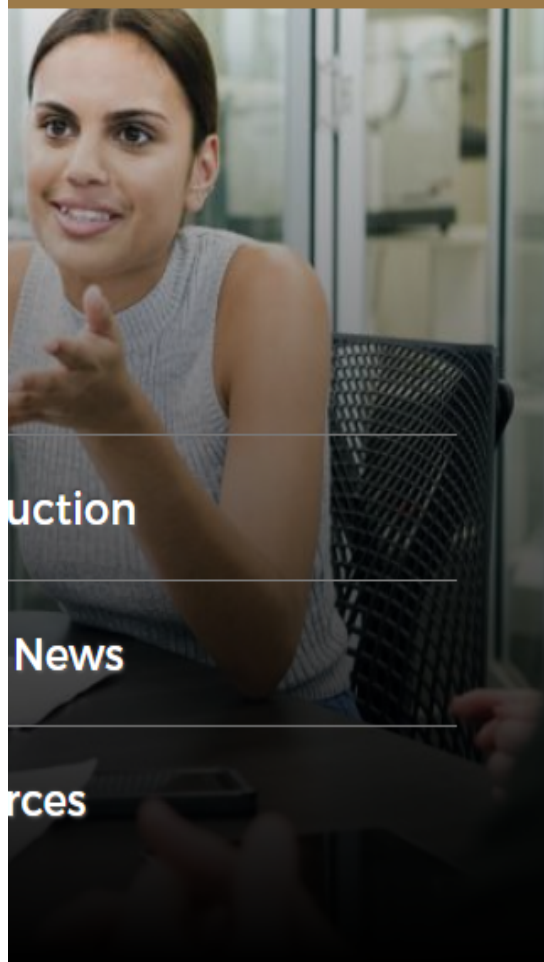
- Changes to IEC membership – Deputy Secretary
- Annual meeting of Chair with DFAT Secretary



# IEC more connected

- Deputy Secretary membership of IEC
- Annual meetings with DFAT Secretary
- Meetings with Aid Governance Board
- Engagement with Division Heads and other parts of the department

## EVALUATIONS



## INDIGENOUS EVALUATION COMMITTEE

The Indigenous Evaluation Committee (the Committee) is a key part of the [Evaluation Framework](#). Through the provision of independent strategic and technical advice, the Committee supports the improvement of evaluation practices of the Indigenous Affairs Group in line with the Framework's principles of relevance, credibility, robustness and appropriateness. One of the main responsibilities of the Committee is to endorse the Annual Evaluation Work Plan.

There are four members on the Committee, including the Deputy Secretary for the Indigenous Affairs Group. The extensive skills and expertise of members play an important role in strengthening the evaluation of Indigenous policies and programs, contributing towards a culture of evaluative thinking, and helping to drive better outcomes for Indigenous Australians.

More information on the [Indigenous Evaluation Committee members](#) is available.

## LATEST NEWS



# A better evaluation system

- New aid evaluation policy
- Annual aid evaluation plan

# Persistent questions about evaluations use

- Located 16 out of a possible 35 management responses in 2014
- Low publication rate

Evaluations  
published

2012  
48%

2014  
38%

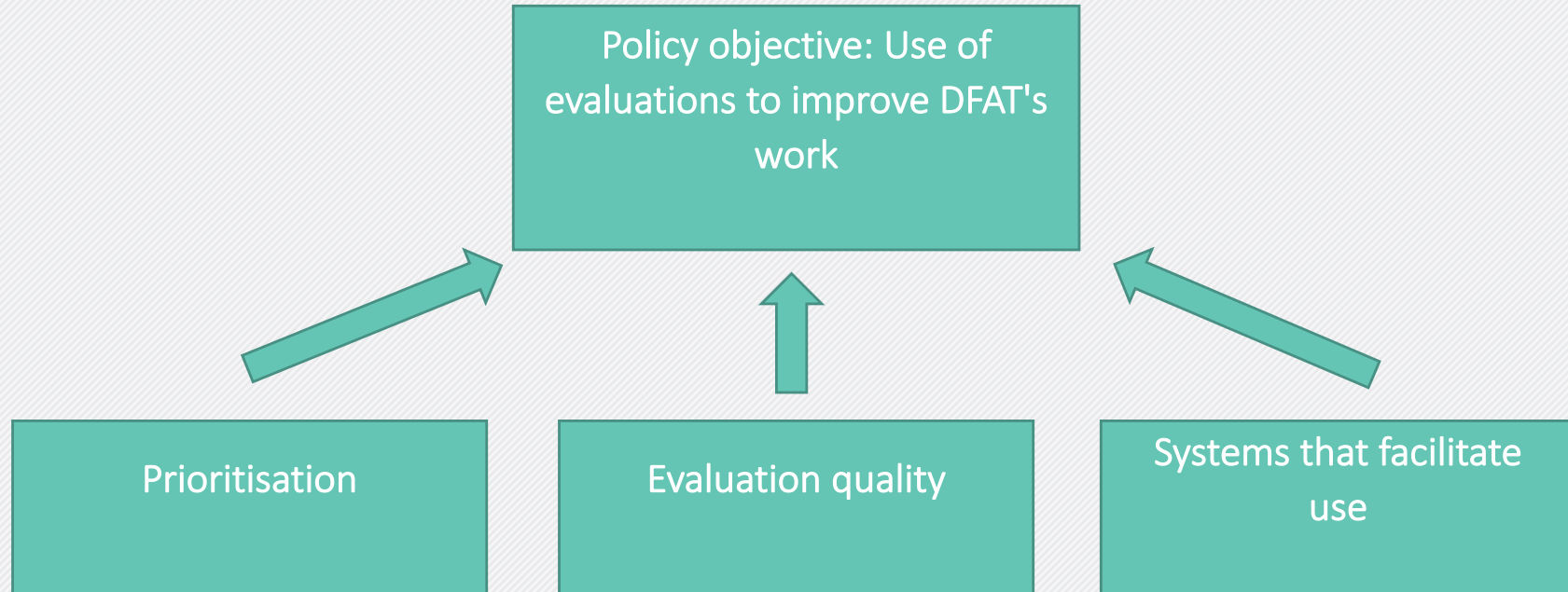


# DFAT Aid Evaluation Policy

## Evaluation use

*“Use is the driving force behind our evaluations. All our evaluations should be commissioned and conducted to maximise the use of evaluation findings and recommendations to improve our work”.*

# DFAT AID EVALUATION POLICY



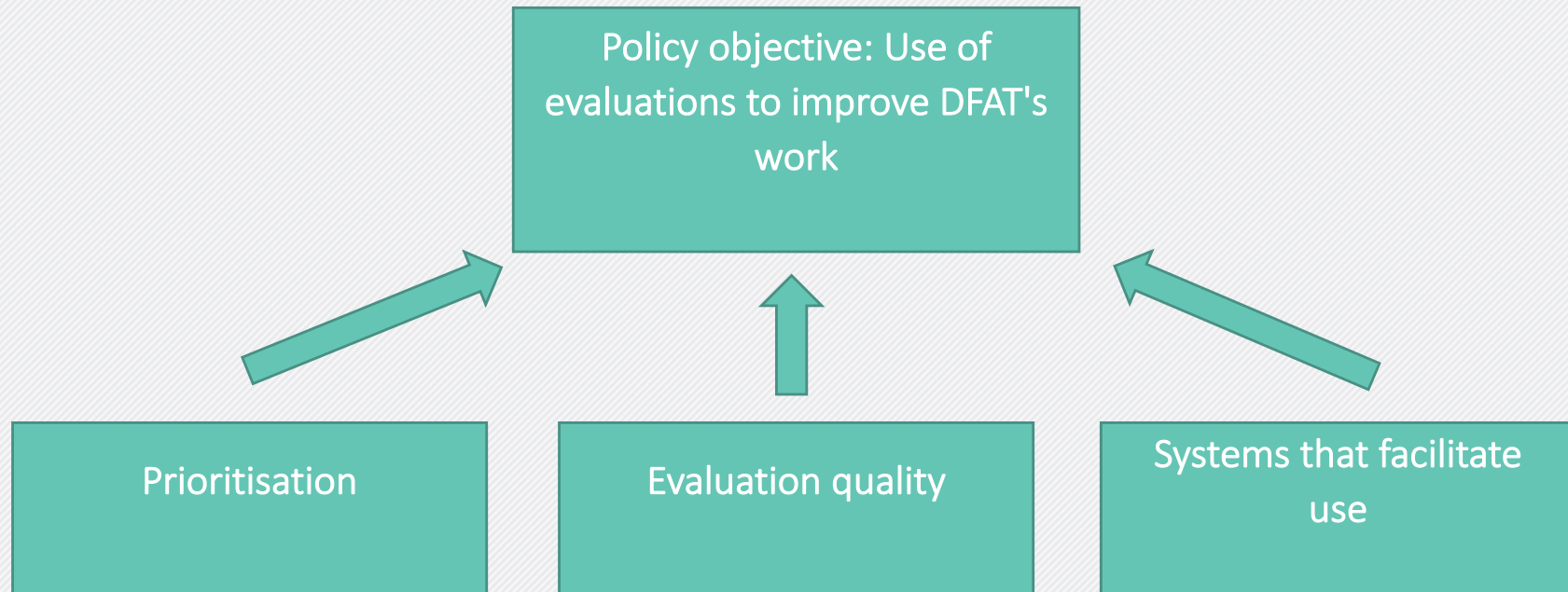
**Assumption:** DFAT senior managers (SES) know how to use evaluations to drive program improvement, and are committed to doing so



# PRIORITISATION

- Evaluations focus on the highest priority issues
- Minimum number of evaluations per program

# DFAT AID EVALUATION POLICY

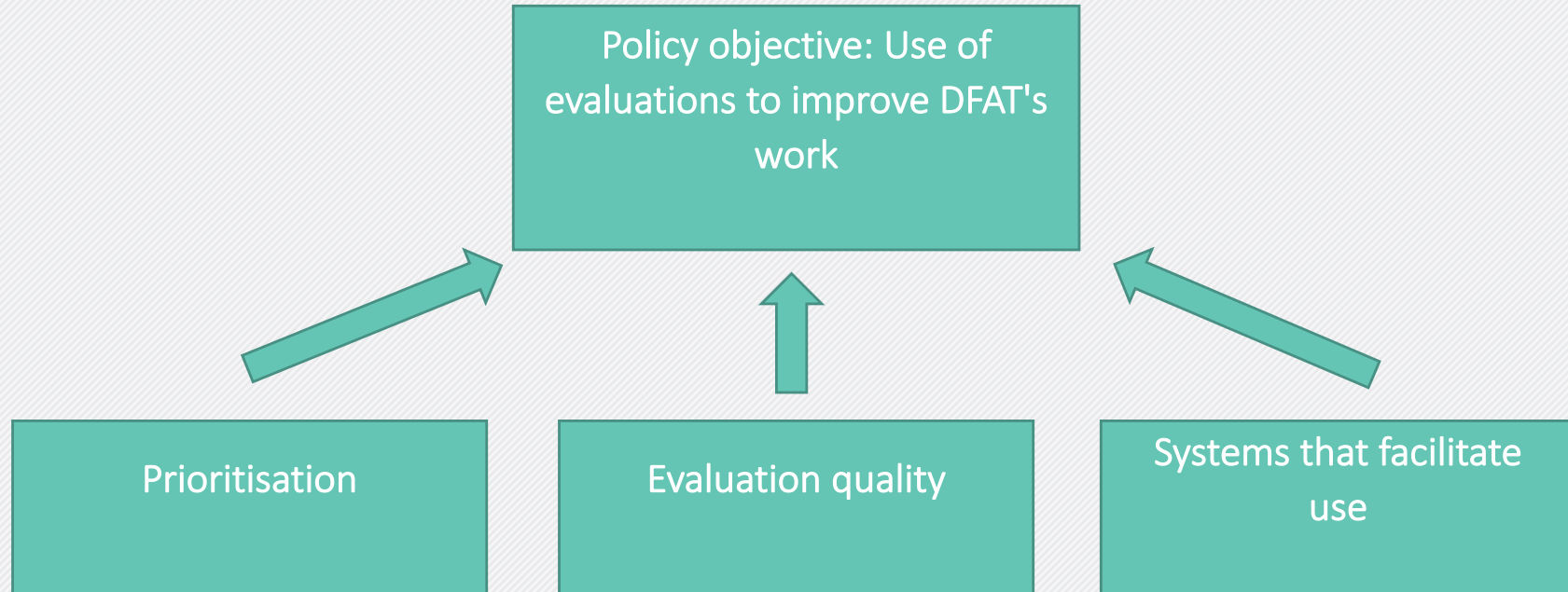




# EVALUATION QUALITY

- Led by an independent person
- Include DFAT staff on evaluation teams
- Early engagement with partners
- DFAT's Monitoring and Evaluation Standards
- AES guidelines for ethical conduct

# DFAT AID EVALUATION POLICY





# SYSTEMS THAT FACILITATE USE

- Management responses required
- Publication within three months of report completion
- **Senior management oversight:** Annual Aid Evaluation Plan





# A better evaluation system

- New aid evaluation policy – focused on use
- Annual aid evaluation plan

# ANNUAL AID EVALUATION PLAN

- DFAT evaluations to be completed and published in 2017
- Five ODE and 41 program evaluations
- Evaluations agreed to by First Assistant Secretary
- Plan approved by DFAT Secretary
- Available on ODE website



# 2017 aid evaluation plan implementation

- Role of DFAT Secretary
- Some adjustment to plan, allowing for operational issues - 46 to 43
- Outcome – 41 of 43 (95%)

## Aid evaluations: an integration success story

February 1, 2018 · 2 Comments · by Stephen Howes · 5 min read



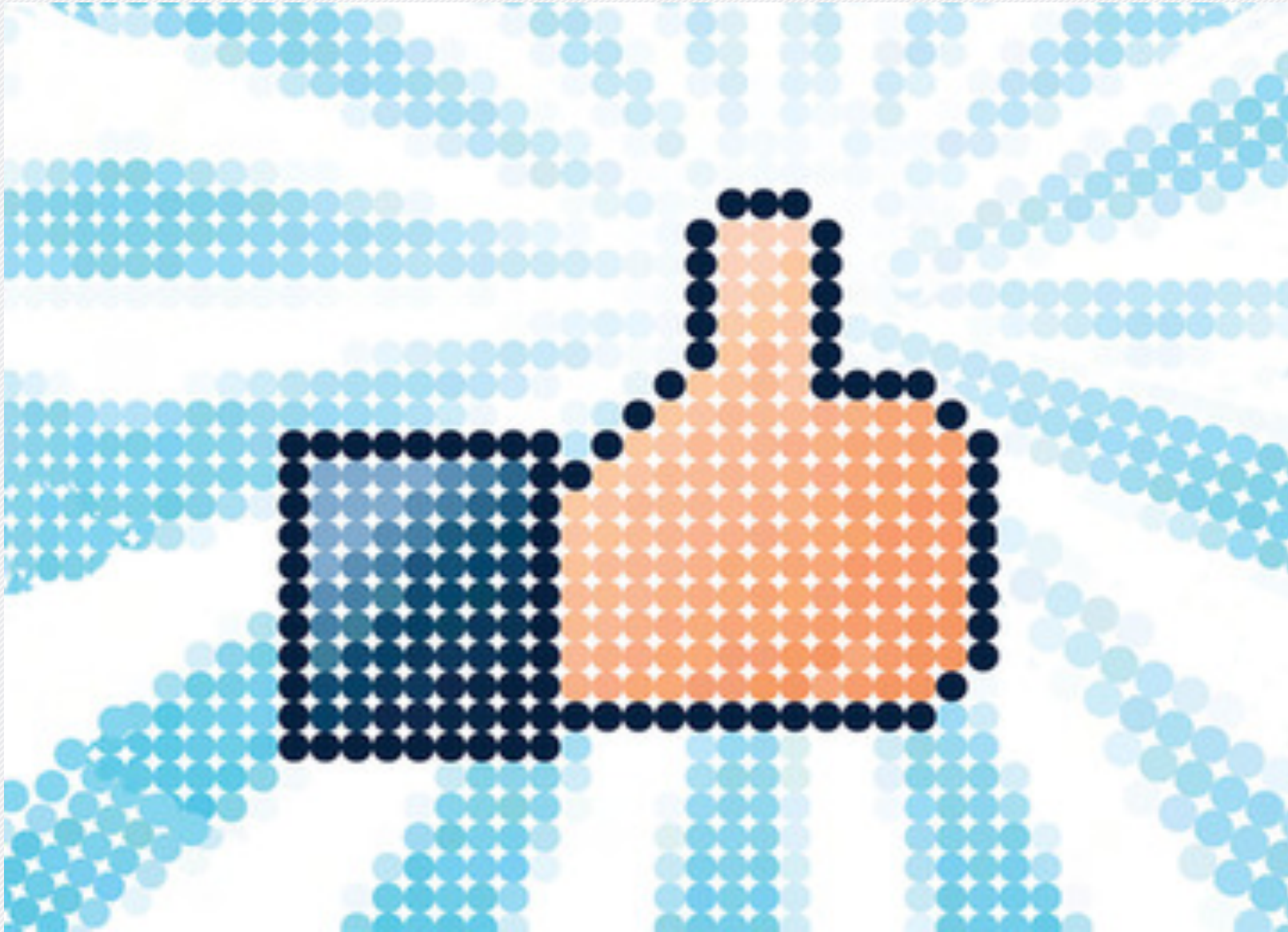


# 2017 aid evaluation plan

*“This represents an exceptional improvement on past experience from a transparency, accountability and operational perspective.”*

*“DFAT’s performance on publications ... represents a solid example of “best practice” among all development agencies.”*

- Jim Adams, Chair of DFAT IEC



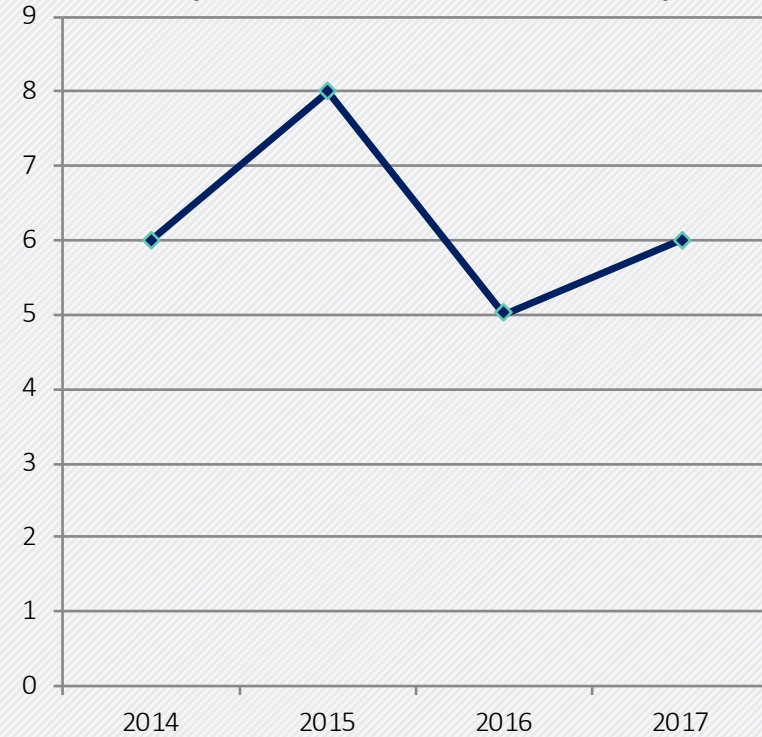


# Number of ODE evaluations

(2006 – 2010)



(2014 – 2017)



# Changes to ODE evaluation

- External criticism has ceased
- Best public sector evaluation award – 2014 & 2016
- Better evaluation governance
- Evidence of influence on decision-making





# Challenges

- 2017 Quality Review of program evaluations
- 2018 aid evaluation plan

*Expectations about quality and ownership*



Countries and regions ▾

International relations ▾

Trade and investment ▾

Aid ▾

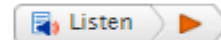
People-to-people ▾

About Australia ▾

Travel ▾

# The Office of Development Effectiveness

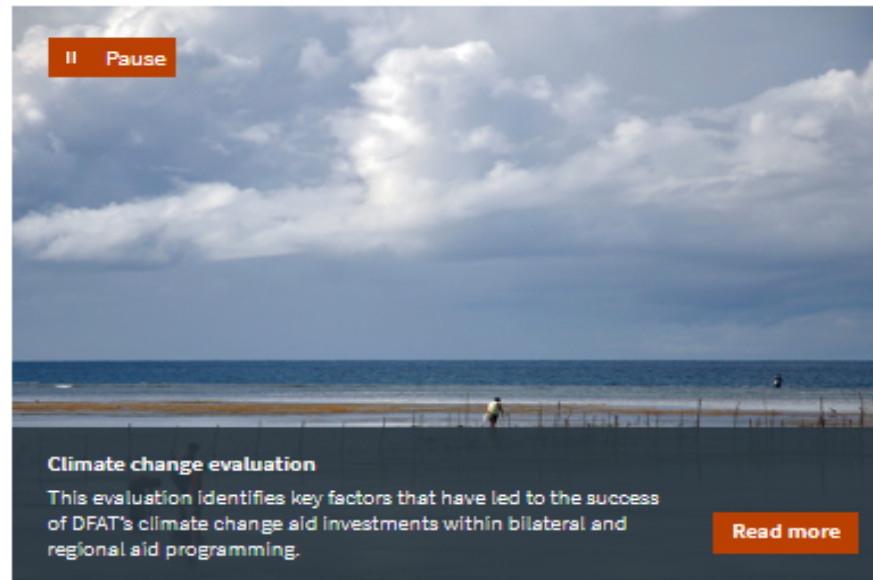
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## The Office of Development Effectiveness

About ODE	+
Aid Evaluation Policy	
Annual Aid Evaluation Plan	+
Current work	
Performance and quality analysis	+
ODE evaluations	+
Other work	+
Program evaluations	+
Useful links	

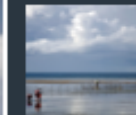
II Pause



### Climate change evaluation

This evaluation identifies key factors that have led to the success of DFAT's climate change aid investments within bilateral and regional aid programming.

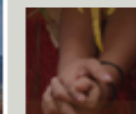
[Read more](#)



### Climate change evaluation



### Annual Aid Evaluation Plan



### Evaluation: ending violence against women and girls



### Road Management in Papua New Guinea

The Office of Development Effectiveness (ODE) at the Department of Foreign Affairs and Trade (DFAT) builds stronger evidence for





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