



Status of National Evaluation Policies

Global Mapping Report

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Implemented by Parliamentarians Forum on Development Evaluation in South
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Preface

Parliamentarians Forum on Development Evaluation is a collective of parliamentarians who are committed to the development of evaluations in SAARC countries.¹ The Forum is now represented by parliamentarians from eight South Asian countries including: Afghanistan; Bangladesh; Bhutan; India; Nepal; Pakistan, Republic of Maldives and Sri Lanka. The goal of the Forum is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation process in line with National Evaluation Policy at country level which ensures aid effectiveness, achievement of results and sustainability of development. The Forum, along with EvalPartners and IOCE commissioned a Mapping of the Status of National Evaluation Policies in August 2013. The report appeared in December, 2013². In September, 2014 the Forum, with the support of EvalPartners and IOCE in collaboration with UN Women and SLEvA, held the South Asia Regional Consultation on National Evaluation Policies. It was a pleasure and an honor to attend and participate in this first of its kind event. The two-day consultation was a productive learning and working experience. The first *Mapping the Status of NEP Report* was presented at the conference along with the follow-up of *Six Case Studies* by Katerina Stolyarenko³. Marco Segone presented a draft of *National Evaluation Policies for sustainable and equitable development: how to integrate gender equality and social equity in National Evaluation Policies and System*. The book was published by UNEG in 2014 (Bamberger, Segone, Reddy 2014)⁴ and has provided extensive information of NEP and gender responsiveness. Much valuable feedback on the first report was given at the consultation and other conferences and it has been incorporated in this update. Although there was a great deal of information in the first report, it was clear that still more information was needed. This update attempts to fill the gaps as well as update the many links. Evaluation is a complex field, and evaluation policy is even more so. The complexity of the field demands reflective thinking about evaluation purposes and use and careful planning to ensure both. It is hoped that this update will contribute to the wealth of discourse, activities and developments in this International Year of Evaluation, 2015.

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Thank you to the Parliamentarians Forum for Development Evaluation for providing me with the opportunity to update the original report. I am grateful to Asela Kalugampitiya, The Parliamentarians Forum, and SLEvA for their support.

Finally, I wish to express my heartfelt thanks to all the people, too many to name, who generously shared their knowledge with me in person and via Email. I hope I have been faithful to the essence of the information shared with me. I have tried to maintain accuracy to the extent possible. In this dynamic field changes develop therefore, all feedback is sincerely welcome.

¹ www.pfde.net/

² www.pfde.net/index.php/programme/mappingnepssystems

³ <http://www.pfde.net/index.php/publications-resources/2014-02-28-19-08-54>

⁴ www.mymande.org/selected-books

Acronyms

ADB – Asian Development Bank

ERWATCH – European Commission Platform on Research and Innovation policies and systems

IDEAS – International Development Evaluation Association

NEP – National Evaluation Policy

NEPS – National Evaluation Policy System

NGO – Non-government Organization

OECD/DAC – Organization for Co-operation in Development/Development Assistance Committee

PFDE – Parliamentarians Forum for Development Evaluation

SAARC – South Asian Association for Regional Cooperation UNDAF – United Nations Development Assistance Framework

UNICEF – United Nations Children's Fund

UNDP – the United Nations Development Program

VOPE – Voluntary Organization for Professional Evaluation

WB – The World Bank

1. Executive Summary

1.1. Background

This mapping project is an update to the first Mapping the Status of National Evaluation Policies (NEP)⁵ that was published in December, 2013. This report takes a broader view of NEPs. It was clear from the first report that several countries have written legislated NEPs, but do not have the capacity to implement them (the Kyrgyz Republic, or the Ukraine). However these countries are making strides forward in developing a culture of evaluation and a stronger policy. Other countries have developed a policy and are lobbying for it to be legislated (Sri Lanka). Some countries have NEPs, but limit them to specific kinds of projects, for example, development, health, or donor projects. Some countries have very strong NEPs in the area of Education, but not in other spheres (Bulgaria). This report includes countries that are in the process of developing NEPs in greater detail. We include the links to policies, decrees and other documents that can shed light on the country's stage in the process of developing an NEP or in implementing and encouraging evaluation use for better results and better societies.

Out of an examination of 109 countries, a total of 59 countries are included in the table on page 20. The other 50 countries examined for this study did not have clear updated documentation of the status of NEP or evaluation practice. Many Eastern European countries use evaluation to comply with European Union projects, and are in the process of developing applications to their own domestic policies (Albania, Bosnia and Herzegovina, Romania, Slovenia, for example). Similarly many African countries use evaluation to comply with World Bank, UNDP, ADB, and other donors' criteria for funding, but haven't yet developed an evaluation system for their domestically funded programs. There is a clear movement forward, although it is gradual because of the many external factors involved. The present study includes developing and non-developing countries. The countries are listed in the table on page 20 in alphabetical order. Those countries in which there is a formal declaration, decree or legislation are starred (27). The operational stage is given for each country: developing (30); evolving, that is, they are revising an NEP or NEPS, or are at an advanced stage of developing one (12); well established (17). It is important to note that of the twenty-seven countries with some kind of legislation or formal decree or document, not all are well established. Fourteen are well established; six are evolving; seven are developing. Likewise, there are countries that do not have a formalized policy, but have a well established, evolving or developing evaluation practice.

The methodology involved virtual and live contact with over 100 informants from over 100 countries. It included a thorough desk review of a plethora of material from the internet, government websites, and websites of Voluntary Organizations for Professional Evaluation (VOPEs), the publications of the WB, UNDP, UNICEF, OECD, as well as professional journals and literature. In addition, in order to update the first report, it was necessary to double check links to websites and other material to verify the accuracy and timeliness of the information.

1.2 .Main issues

This year has been a year of discourse concerning evaluation and National Evaluation Policy. There were presentations concerning evaluation policies and practice at international

⁵(www.pfde.net/index.php/programme/mappingnepssystems)

conferences around the globe. The issues remain the same and provide subjects for further research:

1. The definition of an evaluation policy is complex. The first report cited only those countries with a written legislated policy as having an NEP. Is this necessarily the case? There is a great variety of NEPs depending upon the format. Some are legislated, some directed, some implicit. Which one can be called a NEP?

This study takes a broader view and includes countries that have institutionalized evaluation through a document describing their NEP such as legislation, decrees, formal announcements, etc. Institutionalization of evaluation is part of many countries without a clear NEP. According to Jacob et al, (2014), "Evaluation can follow various designs, is embedded in different forms of institutionalization and has widely varying usages within different sectors and on different levels. The development of evaluation culture does not follow a one-dimensional model. This makes developments empirically difficult to capture and these challenges are further compounded by the varied historical roots for governance."

An NEP is most easily recognizable when there is a clear written document legislated to that effect such as in Japan or South Africa. However, many countries conduct evaluation routinely and systematically, and have government decrees required it in some sectors, such as in Malaysia. Therefore one can make the distinction between a formalized and a non-formalized NEP, in which case both categories routinely conduct evaluation.

2. Some countries routinely conduct evaluation without a NEP. Would a NEP simplify evaluation practice or complicate it?

An NEP would coordinate the practice of evaluation across government departments and agencies. This would organize materials, guidelines, systems and practice, such as in Canada. However, top heavy controls can lose touch with the periphery and be less responsive to conditions in the field. It is important to have an NEP that takes this into consideration.

3. A variety of administering bodies is responsible for implementing NEPs. These are located in a variety of places, for instance the President's Office, the Planning Commission, the Ministry of Finance and Economic Development, or other separate Evaluation Units within the government. What works best and for whom?

Most NEPs work with some part of the financial function of the government. It makes sense because examination is needed to make evidence-based decisions concerning spending and allocating funds. However, too much emphasis on budgeting might lead to too little on operations and programming where evaluation is extremely valuable. The idea of setting up a separate Independent Evaluation Office is attractive because it could oversee both areas.

4. Is a NEP necessary for every country and context? Is evaluation readiness or evaluation culture more important than an actual NEP? Can one exist without the other or are they mutually dependent?

It can be argued that the first step in developing an NEP is to develop an evaluation culture. Once stakeholders and policy makers appreciate the benefits of evaluation, they will be more willing to legislate or formalize an NEP. This is a long process and does not always work. However, champions come and go, but good evaluation practice should remain. An efficient and clear NEP can ensure this.

5. How can gender and equity concerns be integrated into NEPs? Bamberger, et al. give a clear explanation of how this can be done.

1.3. Tensions

Several tensions exist concerning developing a NEP, centering on the following issues:

1. Planning/ inspection/auditing – When evaluation is properly used for planning, implementing and disseminating programs it is more acceptable than when perceived as an inspection or auditing function. However, many countries use it for auditing purposes.
2. Planning/ advocacy/changes in personalities and government – Political context impacts on the development and use of evaluation practice and policy. When used for political purposes NEP can diminish the benefits of evaluation use.
3. Economic crises – Even when the economy is strong, evaluation often receives the short end of the budget stick. During economic crises it has a very low priority.

1.4. Summary of policy in South Asia

There has been a great deal of discussion, group planning and work in the South Asian region. Participation in the Parliamentarians Forum has grown and the Forum's activity has grown bringing together parliamentarians at several venues globally – from Younde to Dublin. The South Asian Consultation held in Colombo in September, 2014, initiated many active discussions and program planning on the part of the participants. The results are still in the process of coming to fruition. All of the countries are at some stage of development of a NEP and others have a policy in place. Some of the countries have no policy due to political constraints on the ground; others have well developed and long-standing evaluation frameworks, but still need revision and streamlining; others have policies that are too difficult to implement given the context; and others conduct evaluations without a policy. It is clear from the study that South Asia provides a dynamic and fertile arena for evaluation and NEP development, implementation and use.

2. Introduction

The aim of the present report aims at updating the status of National Evaluation Policies report of 2013. The report begins with the background of the first report, *Mapping the Status of National Evaluation Policies*.⁶ Following this brief description, the burgeoning movement towards National Evaluation Policies and the events of 2014 that have contributed to interest in and promotion of the subject is presented. The report presents the reasons and rationale for the update, the challenges that are faced and the categories and systems used in the report. The second section, the findings, consists of detailed tables of the status of NEPs in countries where accurate documentation could be found. The findings section is followed by a section focusing on South Asian countries. The report concludes with lessons learned and recommendations.

2.1. Background

The update of the Mapping of the Status of National Evaluation Policies (NEP), December 2013, was commissioned by the Parliamentarians Forum for Development Evaluation (PFDE) jointly with EvalPartners and is part of a building movement to examine the benefits and the potential of national evaluation systems. The status of evaluation runs the gamut from "unwanted child" in the words of one respondent to fully fledged National Evaluation Policy (NEP) decrees like in South Africa and formalized evaluation practice as in Mexico (CONEVAL). When governments discover the true advantages of evaluation they are willing and even eager partners in such practice. Unfortunately the role of evaluation as "speaking truth to power" depends upon the quality and the nature of that truth. Speaking truth to power is challenging, but listening to truth is even more so. Hopefully, the more governments use ethical evaluation properly, the better will be the truths and the easier and more rewarding the task of the evaluator. There is definitely a trend in that direction. Many discussions focus on the need for follow-up on evaluation use once an evaluation has been completed and delivered. The Japanese National Evaluation Framework dating from 2001 (revised in 2011) includes a section of following up on use as a requirement⁷.

Since the first report was published, the state of National Evaluation Policies still covers a wide gamut, from formalized and codified (Mexico, Colombia, Canada) to looser evaluation arrangements (Italy and Sweden) to none whatsoever. There are countries that have elaborated guidelines for evaluation like the U.K. but do not have a legislated policy as such. Others are reforming legislated policies to suit the realities in the field (Mexico, South Africa). In other cases, policies have been formulated, but not implemented due to changes in government or other conditions in the country context (Sri Lanka). Some NEPs require so many evaluations that they cannot be read and used at the pace that they are being produced. Thus the central purpose of requiring evaluation is lost. Often countries formulate a policy and then revise it in response to context as a work in progress. Mehrota's title fits the context well: *The Government Monitoring and Evaluation System in India: a work in progress* (2013). In many cases countries do not have an official, legislated evaluation policy, but evaluation is conducted in many if not all of the government ministries as a matter of

⁶ www.pfde.net/index.php/programme/mappingnepssystems

⁷ http://www.soumu.go.jp/main_sosiki/hyouka/seisaku_n/pes.html

course (Australia, Israel, and Malawi). Models of successful systems are well established frameworks like in Canada, Mexico, and Colombia and newly legislated frameworks such as in South Africa.

National Evaluation Policies are administered through a variety of government agencies depending upon the country context. Many countries have developed evaluation frameworks under pressure from the large number of donor organizations that require an evaluation component to all programs – these pressures come from the World Bank, the UNDP, UNICEF, UNDAF, USAID, Asian Development Bank, OECD/DAC, and the EU to name a few. In some cases these evaluation frameworks develop into National Evaluation Policies (Poland). In others they are used solely for those programs that require them (Romania). As a result, many countries have discovered the benefits of incorporating evaluation into the normal planning process and pursue a National Policy.

Different countries develop different systems of evaluation. And within the same country different departments use different systems. A popular system involves performance management. Depending upon how it is used, performance management systems are a form of evaluation, but are not program evaluation as such. Many countries (India, Brazil, etc.) promote PMS in various forms, at the expense of Program Evaluation that closely examine the workings of a program. One can also make a distinction between operating budgets and development budgets. Some countries conduct good evaluations in the development sphere but not in the operational one. As mentioned above, another distinction is between routine government programs and policies and development programs funded by outside donors. That is, the country receiving the donations performs evaluations for the donors and not necessarily to learn about the programs. Many wealthier countries that donate funds to less wealthy countries have formulated evaluation policies and mechanisms for the programs they fund in other countries (for example, Denmark - DANIDA). In the past, their own teams would conduct the evaluations; however, since the Paris Declaration in 2005, a high level effort has been made to work as partners and not in the former paternalistic construct. Ironically some of the countries that have NEPs for countries, in which they fund programs, do not have an NEP for their own domestic programs.

In 2013, South Africa formalized a NEP that is clearly structured and inclusive. However, because of the large number of evaluations being conducted, it is difficult to follow up on use of the evaluation findings and the policy is being revised and adjusted to the realities in the field at the present time. The report contains the latest information thanks to the excellent Parliamentary Monitoring Group website⁸.

Since the first report appeared, several encouraging events have joined, supported and contributed to the growing movement:

- In the beginning of 2014, Parliamentary Forum for Development Evaluation published a detailed description of 6 case studies of NEPs prepared by Katerina Stolyarenko⁹ in July, 2014; The United Nations Evaluation Group held a High Level Side Event entitled *Empowering Countries through Evaluation: Evaluation as a country level tool for the new development agenda*. This event engendered

⁸Available on: <http://www.pmq.org.za/report/20140129-south-africas-national-evaluation-system-department-performance-monitoring-evaluation-update>

⁹Available on: <http://www.pfde.net/index.php/publications-resources/2014-02-28-19-08-54>.

commitment to the promotion of evaluation implementation and use and helps place NEP squarely on the global agenda.

- On the 18-19 of September, the “South Asia regional consultation on National Evaluation Policies”¹⁰, a first of its kind event, was convened successfully. Parliamentarians, VOPE leaders, government officers from Afghanistan, Bangladesh, Bhutan, Pakistan, Nepal, Maldives, Sri Lanka and India attended the consultation. In addition regional VOPEs (CoE-SA, APEA, UNEDAP, and AIPA) and representatives of international organizations such as 3ie, CLEAR South Asia, UNDP, and UNICEF attended the event. Representing AIPA, a Myanmar parliamentarian attended the historic, agenda setting event.
- On March 4, 2014, the parliamentarians from seven countries (Cameroon, Ethiopia, Ghana, Kenya, United Republic of Tanzania, Togo and Uganda) signed a declaration (Yaounde Declaration of African Parliamentarians on Evaluation) recognizing “the important function of evaluation in national decision making and the crucial role of parliamentarians in ensuring evaluation evidence is used for strengthening decision making for greater development effectiveness and inclusive growth.”¹¹
- Publication of *National evaluation policies for sustainable and equitable development: how to integrate gender equality and social equity in national evaluation policies and systems*, edited by Marco Segone, and written by Michael Bamberger, Marco Segone and Shravanti Reddy. This timely and informative book brings to the fore the importance of including gender equality and social equity in NEPs. Moreover, it treats NEPs as a natural, essential part of the evaluation landscape, adding support for the benefits of such policies.
- Throughout the year National Evaluation Policy presentations were given and the topic was discussed at International conferences worldwide.
- Several sessions devoted to NEP were held at the European Evaluation Society (EES) international conference in Dublin in October, 2014 informing and promoting interest in NEPS.
- A One day meeting on “Towards a Global Parliamentarians Forum for Development Evaluation” was held on 2nd October at the EES conference in Dublin. The meeting was attended by parliamentarians from different regions, regional VOPE leaders and representatives of international organizations. Ms. Caroline Heider, Senior Vice President of the World Bank made the key note speech highlighting importance of parliamentarians engaging in evaluation. Parliamentarians made presentations on progress of regional initiatives. As regional parliamentarian initiatives are becoming stronger, parliamentarians discussed steps to establish a global forum. For this a Steering Committee represented by two MPs from each region was established. The steering committee will work on the global forum which will be launched at the Parliament of Nepal in November 2015. The well-attended day-long session presented and discussed the main developments and issues involved in enlisting the assistance of Parliamentarians to the cause of evaluation implementation and use through NEPs.¹² On December 19, 2014, the General Assembly of the United Nations

¹⁰ Available on: <http://www.pfde.net/index.php/news/55-south-asia-regional-consultation-on-national-evaluation-policies>

¹¹ Available on: http://api.ning.com/files/i*tFWQTF2R8IFlimx0PrBXJr76eN3*pdEPsbTa2M3KSVAfViz86JAZ7OEoR4WCQNEr7SPp0XZGq8Yky0kdXL1OCTrf9TEhb4/Yaoundedeclarationsignedbyparliamentarians.PDF

¹² Available on: <http://www.pfde.net/index.php/news/44-towards-a-global-parliamentarians-forum-for-development-evaluation>

adopted the resolution entitled "Capacity Building for the Evaluation of Development Activities at the Country Level". The resolution recognizes 2015 as the International Year of Evaluation, invites the UN development system to support, as requested by national and international stakeholders, the strengthening of Member State capacity for evaluation "in accordance with their national policies and priorities", and requests that the Secretary General of the UN provides an update in 2016 on progress in evaluation capacity building.¹³

As regional parliamentary initiatives are becoming stronger, parliamentarians discuss steps to establish a global forum. As mentioned above, a Steering Committee represented by two MPs from each region was established to help in this effort. The steering committee will work on the global forum which will be launched at the Parliament of Nepal in November 2015. PFDE and EvalPartners have definitely helped place National Evaluation Policy squarely on the global evaluation community agenda. It is therefore imperative to have an update of the status of NEPs at the beginning of this history year for evaluation.

This update has taken a broader view of NEP than the first report. Where originally we were advised to include only those countries which had a legislated NEP, we have decided to include other definitions of NEP in this report. We have added the administrating bodies and the sectors affected by the policy or practice. Where possible we have included guidelines and mechanisms for evaluation. Many countries that carry out evaluation on a routine basis do not have legislated policies, while some countries that do have legislated policies do not implement them fully. Since 2013, evaluators, stakeholders and parliamentarians have been discussing and developing NEPs and evaluation systems globally. As pointed out in by Bamberger, Segone and Reddy this is an evolving process. Many frustrations and challenges are met along the way." Governments change, environmental and financial crises occur and the energies of proponents of NEP are diverted to other pressing needs." Despite these obstacles, the movement continues to gain momentum and 2015 promises to see an increased use of evaluation worldwide either through legislated or practiced non-legislated NEPs. Similar to the previous report, this report focuses on South Asian Countries which have seen a great deal of activity in the development of National Evaluation Policies. These countries have enlisted the help of "champions" from within the Parliaments to work together towards a common goal. We hope that this update illuminates this important global development.

2.2. Challenges

When advocating for a National Evaluation Policy it is crucial to take into account issues of context, racial, ethnic and gender equity. The recent publication by Bamberger, Segone and Reddy has provided valuable guidance on how to do this. The challenges they address for incorporating gender issues into NEPs apply to developing NEPs in general: resource constraints, technical or methodological difficulties, and political obstacles. As national capacity in evaluation grows, thanks to the many workshop and trainings of IPDE¹⁴, NECD¹⁵,

¹³ Available on: <http://webtv.un.org/meetings-events/general-assembly/main-committees/2nd-committee/watch/unga-resolution-%E2%80%9Ccapacity-building-for-evaluation-of-development-activities-at-the-country-level%E2%80%9D-second-committee/3930893165001>

¹⁴ Available on: www.ipdet.org

UNEG¹⁶ and more, evaluation capacity is growing globally and many countries have a supply of well-trained evaluators. The use of e-learning technology has assisted greatly in this development. The effort to coordinate training and capacity building efforts under the NECD framework is aimed at strengthening good practice based on what works and why.¹⁷ In addition, evaluation organizations and societies (VOPEs) provide the capacities to carry out these evaluations. They try to influence policy, but have limited power. They generally strengthen and reinforce the professional side of the evaluation equation. Efforts are made to interest stakeholders and to provide information about evaluation in some cases. Some evaluation organizations promote evaluation through advocacy and are successful in pooling resources and influencing those with power. The great accomplishment of gaining international support for designating 2015 the International Year of Evaluation has done much to place the issue squarely on the agenda. It is clear that influential champions are needed to move forward.

The design of an NEP is a challenge in itself. Designers can choose from a centralized system, a decentralized system or a combination. Each has its advantages and its drawbacks. A centralized system can provide guidance and direction, yet can be too controlling and less population sensitive. A decentralized system can be sensitive to local populations, but can be cumbersome.

The major challenge at the present time concerns socio-economic and political contexts. Work with parliamentarians should help ease this situation. According to Hon. Kabir Hashim, Parliamentarian of Sri Lanka and a NEP champion himself, "by enlisting parliamentarians in the movement to promote evaluation use, through exchanges of knowledge about and experience with evaluation, champions can be found within the political arena"¹⁸. Champions needed to move NEPs forward. In addition, the support of stakeholders at all levels is crucial, although they are not always able to provide the support needed in terms of budgets and time. The evaluation literature points to the importance of involving stakeholders in the evaluation in a substantive way so that they feel ownership of evaluation findings and are more predisposed to using them. This is true of NEPs as well.

Another challenge in implementing NEPs is situation on the ground which can accommodate the large number of evaluations generated by the policy, in terms of process, use and follow up. Development of an evaluation policy is an iterative process and any such policy should include room for adaptations and flexibility. In the words of Prud'homme in a discussion of the evolution of evaluation in France in 2008: 'it must be emphasized that evaluation is itself a changing process. In every country, the problems to be evaluated will change, the institutions in charge will evolve, the evaluating skills will improve, and the societal demand for evaluation will increase. The main quality of an evaluation system must its flexibility. It must be designed to change with all these contextual changes.' (p.19)

¹⁵ Available on: <http://mymande.org/elearning/course-details/2>

¹⁶ Available on: www.unevaluation.org

¹⁷ Available on: <http://operationsevaluation.afdb.org/en/evaluations-publications/evaluation/evaluation-matters-how-can-we-strengthen-national-evaluation-systems-september-2013-347/>

¹⁸ Available on: <https://www.youtube.com/watch?v=zg0clkZkQw4>

Finally, and importantly, an ever present challenge facing evaluation systems is use. According to the South African latest report, "A key challenge that the Department faced was that departments often did not make use of evaluations. To ensure the use of evaluations, participating departments were encouraged to own the evaluation concept and the process, learning was also encouraged and a cross-government evaluation technical working group had been created."¹⁹

Challenges: resource constraints, technical or methodological difficulties, policy design, political obstacles; socio-economic and political contexts, situation on the ground which can accommodate the large number of evaluations generated by the policy, in terms of process, use and follow up, room for adaptations and flexibility.

2.3. Categories and Systems

It is helpful to examine the update of the International Atlas of Evaluation (Furubo, Rist, D. and Sandahl;2002), for a perspective on the situation of evaluation culture in countries where evaluation is routine, with or without a legislated policy. Jacob, Speer and Furubo revisit the state of evaluation culture in 19 sample countries (2014). The classifications used by the International Atlas of Evaluation are listed below:

1. Evaluation takes place in many policy domains;
2. There should be a supply of evaluators specializing in different disciplines;
3. Discussions and debates fuel a national discourse regarding evaluation;
4. A national evaluation society exists;
5. Institutional arrangements in the government for conducting evaluations and disseminating their results exist;
6. Institutional arrangements in Parliament for conducting and disseminating evaluations
7. exist;
8. Pluralism exists within each policy domain;
9. Evaluation activities occur within the supreme audit institution; and
10. Evaluations do not just focus on inputs/outputs, but also on outcomes

Each country was rated from 0-2 where 0 is the lowest and indicates the absence of the any activity in a given domain, 1 means moderate activity and 2 indicates a great deal of activity. Countries with the highest degree of "evaluation maturity" received a score of 12 or higher out of a possible 18. There were 15 countries with a high degree of maturity: Australia, Canada, Denmark, Finland, France, Germany, Israel, Japan, the Netherlands, Norway, South Korea, Sweden, Switzerland, the United Kingdom and the United States.

It is interesting to note that the lowest mean score was the category #6, Degree of Institutionalization in Parliament. This finding points to the general need for National Evaluation Policies that work with parliamentarians in order to firmly root evaluation principles into the workings of government. Another interesting point is that the countries with the overall highest scores are those with a NEP, Canada, Finland, the

¹⁹ Available on:

http://www.thepresidency.gov.za/MediaLib/Downloads/Home/Ministries/National_Evaluation_Policy_Framework.pdf

Netherlands, South Korea, Switzerland, the UK and the USA. Perhaps we can learn from this that having an NEP and implementing it can lead to overall evaluation maturity.

Bamberger, Segone and Reddy (2014) defined NEP in a broad way and it makes sense to look at the growing trend toward developing an NEP this way. According to the book, a country was defined as having an NEPS if it met one or some of the following conditions: there was a single document defining the scope and organization of the NEPS (e.g., Costa Rica, South Africa and Uganda), or if there were a number of decrees or similar documents defining different aspects of the system (e.g., Mexico, Malaysia and Colombia). In countries where the system was still at an early stage of development, the only available documents indicated the indicators to be measured (e.g., Kyrgyz Republic) or the establishment of the system (e.g., Morocco). In countries where the system evolved in a number of years (e.g., Mexico, Sri Lanka and Colombia) or over several decades (e.g., Chile and Malaysia) it was difficult to find a government document describing the overall structure of the system. In some countries, the NEPS currently only covers certain sectors (e.g., Ethiopia and Kenya) but as these were the central part of the government development policy (e.g., poverty reduction) these were included as examples of the pathway whereby evaluations started in a certain sector formed the basis for an expansion to a national evaluation system. (Footnote 3. P. 12)

The present report uses some of the definitions of the above report and some others. For instance there is a difference between "evolving" and "developing". "Evolving" would indicate that there was an existing policy and it was adapting to conditions, and developing would indicate that there was no previous policy to revise.

Since the first *Mapping the Status of NEP* report, there has been a great deal of discourse on the subject, workshops in capacity building and in developing an NEP, and movement towards developing policies. More recent documents are available and are cited where necessary. In addition to the stage in NEP development, the administering body and the areas in which evaluation is implemented and hopefully used are included. Similar to the ambiguity of defining NEP in general, administering bodies are not always easy to pinpoint. In many countries without legislated policies, several administration bodies are responsible for the implementation of evaluation. In Israel, for example, there is no central evaluation mechanism, but most government ministries have an evaluation unit that reports to the specific ministry. In India a new Independent Office of Evaluation has been created to consolidate the evaluation function, yet to maintain independence from any one ministry or department. In Brazil, a federation, each State has its own policy towards evaluation, while there are still some regulations at the federal level in different sphere, the fight against hunger for example.

3. The Findings

3.1. Status of NEP

Out of an examination of 109 countries, a total of 59 countries are included in the tables below. The other 50 countries examined for this study did not have clear updated documentation of the status of NEP or evaluation practice. Many Eastern European countries use evaluation to comply with European Union projects, and are in the process of developing applications to their own domestic policies (Albania, Bosnia and Herzegovina, Romania, Slovenia, for example). Similarly many African countries use evaluation to comply with World Bank, UNDP, ADB, and other donors' criteria for funding, but haven't yet developed an evaluation system for their domestically funded programs. There is a clear movement forward, although it is gradual because of the many external factors involved. The present study includes developing and non-developing countries. The countries are listed in the table below in alphabetical order. Those countries in which there is a formal declaration, decree or legislation are **starred** (27). The operational stage is given for each country: developing (29); evolving, that is, they are either revising an NEP or NEPS, or are at an advanced stage of developing one (12); well established (17). It is important to note that of the twenty-seven countries with some kind of legislation or formal decree or document, not all are well established. Fourteen are well established; six are evolving; seven are developing.²⁰ Likewise, there are countries that do not have a formalized policy, but have a well established, evolving or developing evaluation practice.

Status of NEP in this report

Formalized – there is an official document, or decree mandating or requiring the use of evaluation as in Canada, Ethiopia, Malaysia, and Nepal.

Not-formalized – evaluation is conducted routinely, but there is no written policy, or there is no written policy and there is no evaluation. The latter case is not included in this report.

Within the formalized category and the non-formalized category are the following sub-categories:

Well established – the NEP is functioning at a high level, the system is in place and is operational or evaluation practice is well established, evaluations are conducted and used and an evaluation culture exists, for example in France, Sweden, and the United States.

Evolving – an NEP is or was in place and revisions are being made, such as in Brazil, Costa Rica, and India. There are countries who have proposed an NEP, but it has not yet been legislated, for instance, the Philippines.

Developing – an evaluation practice and an NEP are being developed through advocacy among evaluators, VOPEs, stakeholders who are pro-evaluation, key players in the government international organizations through capacity building trainings, or a combination of these, such as in Argentina. Benin is a case of a formalized/ legislated NEP, but an evaluation practice that is developing at an early stage.

Table 1. NEP or Evaluation Practice N=59

NEP or Evaluation Practice/ Stage	Well established (17)	Evolving (12)	Developing (30)
Formalized (27)	Canada Chile Colombia Finland France Germany Japan Mexico The Netherlands Norway Republic of Korea Sweden Switzerland United States of America	Brazil Costa Rica Malaysia Morocco Peru South Africa	Benin Ethiopia Hungary Jamaica Kazakhstan Kyrgyz Republic Uganda
Not formalized (32)	Australia Singapore United Kingdom	Argentina India Israel New Zealand Spain The Philippines	Afghanistan Bangladesh Bhutan Botswana Burkina Faso Cameroon Cape Verde Ghana Indonesia Jordan Kenya Mongolia Namibia Nepal Pakistan Poland Portugal Republic of Maldives Sri Lanka Tanzania Ukraine Vietnam Zimbabwe

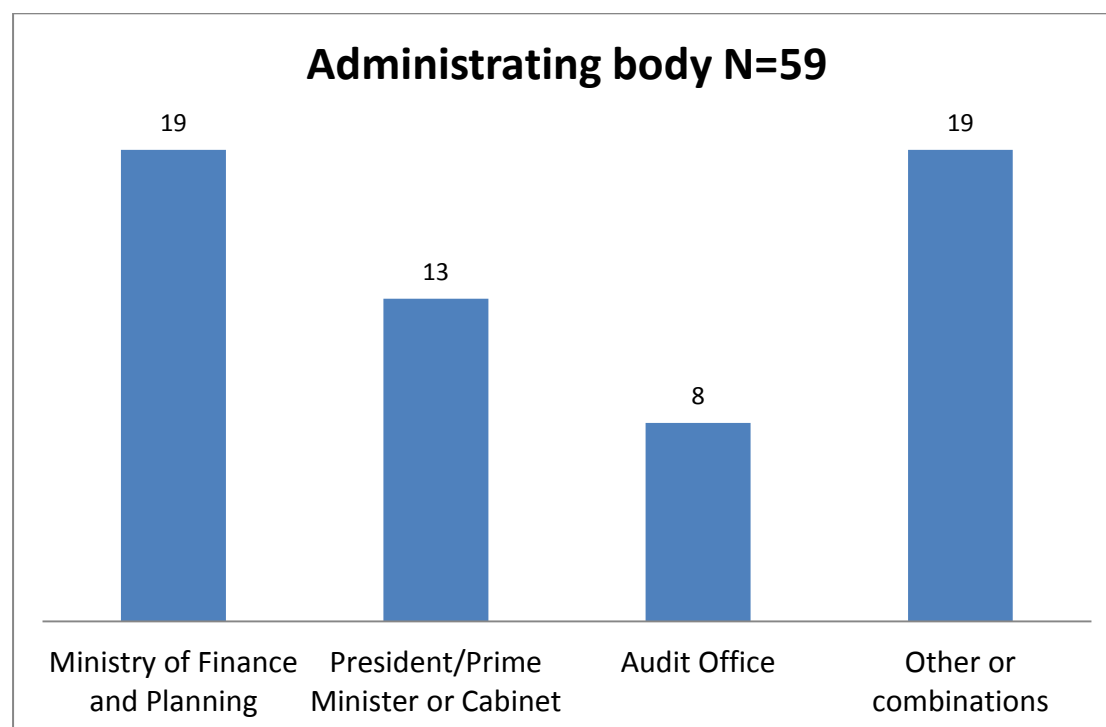
3.2. Administration of the NEP

A plethora of types of administrators exists. Some countries have one central evaluation body to oversee all evaluation functions, while other countries have a decentralized system in which each government department has its own evaluation unit and implements its own policies. In some countries the President's Office has the ultimate responsibility for evaluation, but it is implemented by many different departments or agencies separately. It is difficult to categorize these systems. However some conclusions can be drawn: twenty-one countries have the evaluation function in the Ministry of Planning and Finance; eleven, in the President or Prime Minister's Office, or in the Cabinet Office; eight in the Audit Office; three in the Treasury, and many countries have a combination of these functions or other authorities such as a National Evaluation Division or Unit within one or several ministries. . An in-depth examination of each country would be necessary to determine exactly what the chain of command is. Often the administering body is part of another Ministry, or a Department is responsible to offices or departments within or under the Office of the President or Prime Minister. Others, Mexico for instance, have independent agencies that perform the evaluation function. It would seem that one overall evaluation agency is most efficient in coordinating evaluation implementation. India, for instance, has recently set up an Independent Evaluation Office to do just that. Canada, one of the most successful NEPs carries out evaluation in many departments and agencies, but has the Centre for Excellence in Evaluation which guides and informs practice. The tension between centralization and decentralization is present in both developing and developed countries. It involves the on-going conflict between governments being too top heavy and controlling on the one hand, and diffused, yet responsive, on the other, risking inefficiency. Each country has to find the best system for itself, preferably combining the two to the best advantage if possible.

Some countries began conducting evaluation in conjunction with the Supreme Audit Department. According to the International Atlas (Furubo, et al.,(2002),national audit institutions have played an important role in the more general evaluation discussions in the countries which had developed a more mature evaluation culture. In those countries which developed performance audit praxis in the 1970s and 1980s, performance auditing became an important element in the field of evaluation. Evaluation developed differently in other countries. In discussing the operationalization of a NEP or a NEPS, Bamberger, et al. (2014) recommend coordinating actions among the Department of Project Management and Monitoring, Department of External Resources, Department of National Budget, Department of National Planning, and the Auditor General. Such coordination will insure financial and social responsibility. It is important for NEPs to relate to both financial and operational aspects of project while being responsive to equity, gender and social issues.

Policy Administration: Cabinet Office, Office of the President/Prime Minister, Treasury , Ministry or Department of Planning, Ministry or Department of Budget, Audit Department, an independent Evaluation Unit under one of these, combination or each Ministry, Department and State independently.

Table 2. Administrating body for Evaluation or NEP



3.3. Sectors

This report includes sectors in which evaluation is conducted and/or NEP is implemented. The Whole of Government is defined as: the whole of the public sector. All sectors refers to the public sector, the private sector and the third sector organization which includes the range of organizations that are neither public sector nor private sector.

Most of the countries intend to apply evaluation to Whole of government (28); others limit themselves to development projects (12); some include all sectors (9); and others focus on individual sectors, like Health, Education and Poverty (10). In many cases evaluation is carried out by each sector on its own. Education is a clear example of this phenomenon and does not appear separately in the report. Most European countries have very strong evaluation and assessment policies in the Education Sector, which operate separately from other evaluation operations. Sectors are listed in the last column of the table and often, especially in countries that are at early and developing stages, **represent intended applications and implementation of NEP**, rather than actual practice. Bamberger, et al. give an excellent analysis of three different pathways in which NEPs can evolve: from donor initiated evaluation requirements, like in the EU and Eastern European countries, that is the third sector; from particular programs in specific sectors such as Education, Health, Poverty reduction, like in Kenya, Mexico, Uganda; and beginning from the whole of government like in South Africa.

Table 3. Distribution of Evaluation Practice or NEP by intended or current sector

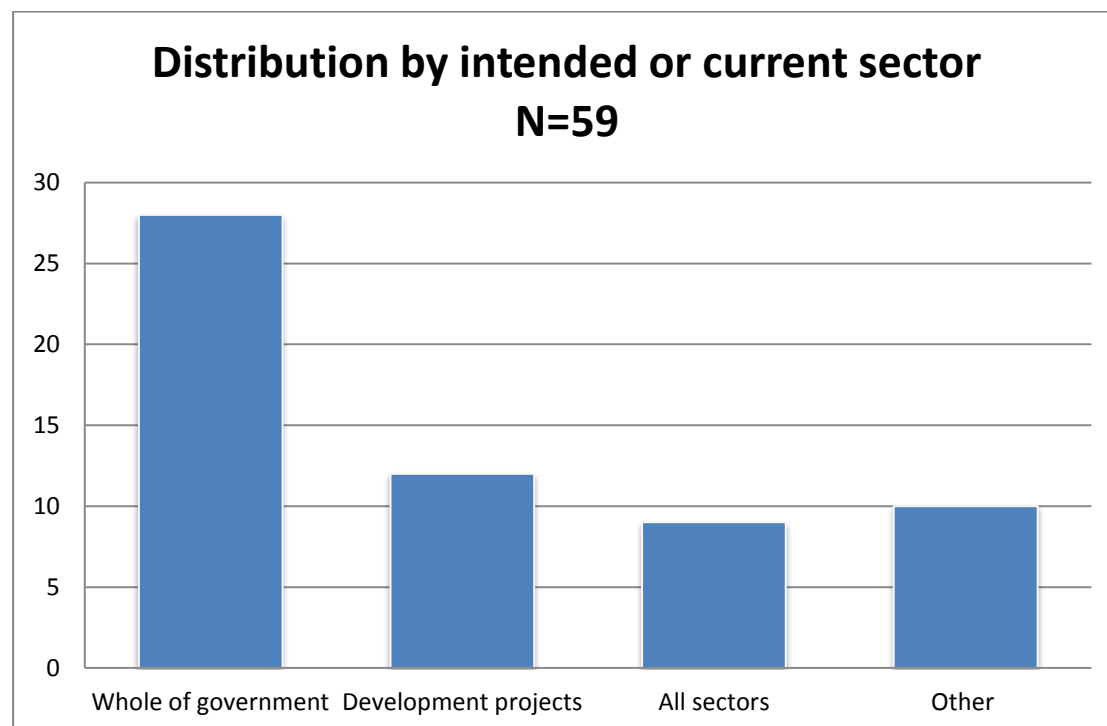


Table of Countries

Country	NEP or Evaluation practice Status	Links to policy or information	Administrating Agency	Sectors
Afghanistan	Developing	Independent Joint Anti-Corruption committee http://www.mec.af/ Supreme Audit Office Strategic Plan 2013 http://sao.gov.af/en/page/1564/1565	Supreme Audit Office- Supreme Audit Office reports directly to his Excellency the President of Afghanistan. Ministry of Finance (Internal Audit Investigation and Evaluation General Directorate.)	Whole of government.
Argentina	Developing	In 2013, Chief of Staff to the president of Argentina signed a resolution that created a National Evaluation Program. Political changes weakened the program. http://www.jefatura.gob.ar/archivos/politicas-publicas/Lineamientos_2013-2015.pdf https://www.jefatura.gob.ar/actividades_p49	Chief of Staff to the President of Argentina	All sectors, but the decision to implement an evaluation is still highly decentralized.
Australia	Well established	Australian Capital Territory Evaluation Policy and Guidelines http://www.cmd.act.gov.au/_data/assets/pdf_file/0004/175432/ACT-Evaluation-Policy-Guidelines.pdf Western Australia Evaluation Guidelines www.treasury.wa.gov.au/...Evaluation/evaluation_guide.pdf	Each Territory and each Department within each Territory is responsible for evaluation within that area.	Whole of government
Bangladesh	Developing	Implementation Monitoring and Evaluation Division (IMED) Ministry of Planning, Government of the People's Republic of Bangladesh http://www.imed.gov.bd/	Implementation Monitoring and Evaluation Division, Ministry of Planning	Whole of government

Benin*	Formalized by decree 2009-107 of March 10, 2008 Developing	Website of Portail de L'evaluation of the Ministry of Public Policy and Denationalisatoin Programs http://evaluation-gouv.bj/ Link to National Political Evaluation document http://www.gazelletouch.lagence.de.com/newbepp/wp-content/uploads/2013/10/SYNTHESE-DU-DOCUMENT-DE-POLITIQUE-NATIONALE-D'EVALUATION-2012---2021-05012012.pdf	Ministry of Public Policy Evaluation in the Ministry of Forward Planning, Development, Public Policy Evaluation and Coordination of Governmental Action	Whole of government
Bhutan	Developing 11 th development plan 2013-2020	Draft of the National Evaluation Policy including guidelines for evaluation http://www.gnhc.gov.bt/wp-content/uploads/2015/01/Evaluation-Policy-27-January-2015.pdf Mandate of the rules and regulations of the Gross National Happiness Commission http://http://www.gnhc.gov.bt/mandate/11th Development Plan http://www.gnhc.gov.bt/	Research and Evaluation Division under Gross National Happiness Commission	Aimed at all sectors, at the present only limited to donor funded projects and programs – Third Sector
Botswana	Developing	Website of the Republic of Botswana, AIDS coordinating Agency http://www.gov.bw/en/Ministries--Authorities/Ministries/State-President/National-AIDS-Coordinating-Agency-NACA1/Monitoring--Evaluation/Overview/	The Department of Health Policy, Development, Monitoring and Evaluation (HPDME)	Health Sector
Brazil*	Formalized by 2010 Decree Evolving	Portal of the Ministry of Planning, Budget and Management - Decree requiring evaluation http://www.brasil.gov.br/governo/2010/09/planejamento-ja-tem-regras-para-medir-desempenho-de-servidor-que-recebe-gratificacao The State of Minas Gervais has developed a model evaluation system described in detail in http://www.performance.gov.in/?q=content/performance-matters-july-21-2012	The Ministry of Planning, Budget and Management Brazilian Court of Audit – TCU, the Supreme Audit Institution of Brazil Ministry of evaluation Vice Minister & Evaluation Director, Ministry of Social Development and the Fight against Hunger, Secretariat of Evaluation and Knowledge Management.	Varies by Sector and by State.

			The Ministry of Education has a strong evaluation component.	
Burkina Faso	Developing	Ministry of Social Action and National Solidarity – Study for the improvement of the monitoring system - Evaluation of the Ministry of Social Action and National Solidarity (MASSN). http://www.rebuse-bf.net/spip.php?article94 Evaluation Ministry of Economics and Finance Declaration September 2010 – The Effective Management and Programs and their impact of development http://www.rebuse-bf.net/spip.php?article90	Ministry of Economics and Finance Ministry of Social Action and National Solidarity Departments of Education and planning (DEP) at sector level and the ministry in charge of the economy at the national level.	Development projects and programs
Cameroon	Developing	<i>The Exploration of Evaluation Development in Cameroon</i> Louise Ndock Soppi http://ssrn.com/abstract=2466400 .	Ministry of Monitoring and Evaluation Planning and Finance	Whole of government
Canada*	Formalized in 2009 and Well established	Website for the Center of Excellence in Evaluation of the Treasury Board of Canada Secretariat http://www.tbs-sct.gc.ca/cee/index-eng.asp Policy on Evaluation http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15024&section=text	Office of the Treasury	All sectors, public and private Evaluation is led by federal department and agency deputy heads and supports policy and program improvement, expenditure management, proposals to Cabinet and public reporting.
Cape Verde	Developing	Website of the Government of Cape Verde http://www.governo.cv/	Ministry of Finance and Planning	Whole of government
Chile*	Formalized since 1994 and Well established	Budget Department – Evaluation system and Management Controls http://www.dipres.gob.cl/594/w3-propertyvalue-2131.html Systems of Management Control and Results-Based Budgeting The Chilean Experience	Department of the Budget, New plan divides the administration of NEP by sector Ministry of Finance	Whole of government, Civil Society Open Government Partnership 2013-2014

		http://www.focusintl.com/RBM089-articles-22564_doc_pdf.pdf World Bank report on Chilean Evaluation System http://documents.worldbank.org/curated/en/2011/08/14964356/chiles-monitoring-evaluation-system-1994-2010 Open government Partnership www.opengovpartnership.org/country/chile		
Colombia*	Formalized since 1994 Well established	National Department of Planning SINERGIA Evaluation https://sinergia.dnp.gov.co/portaldnp/	National Council for Economic and Social Policy headed by the President, The Directorate for Evaluation of Public Policies Department of National Planning, Ministry of Finance	Whole of government
Costa Rica *	Formalized in 1995 revised in 2010 Evolving	National Evaluation System http://www.hacienda.go.cr/centro/datos/Articulo/EI%20Sistema%20Nacional%20de%20Evaluac%C3%B3n-Costa%20Rica.pdf Website of the Ministry of National Planning and Political Economics http://www.mideplan.go.cr/el-plan-nacional-de-desarrollo/35-evaluacion/337-sistema-nacional-de-evaluacion.html Development Plan 2015-2018 http://documentos.mideplan.go.cr/alfresco/d/d/workspace/SpacesStore/cd1da1b4-868b-4f6f-bdf8-b2dee0525b76/PND%202015-2018%20Alberto%20Ca%C3%B1as%20Escalante%20WEB.pdf?guest=true	Ministry of National Planning and Political Economics	Whole of government
Ethiopia*	Welfare Monitoring System Program since 1996	Ethiopia: Building on Progress A Plan for Accelerated and Sustained Development to End Poverty (PASDEP) http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-	Ministry of Finance and Economic Development	Poverty Reduction programs with intentions to spread to all major sectors

	Developing	Documents/Plan for Accelerated and Sustained (PASDE P) final July 2007 Volume I 3.pdf		
Finland*	Formalized and Well established	<p>Government of Finland Government Program Monitoring http://valtioneuvosto.fi/en/government-programme-monitoring</p> <p>Finland Department of Education, Evaluation of education http://www.minedu.fi/OPM/Koulutus/koulutuspolitiikka/koulutuksen_arviointi/index.html?lang=en</p> <p>National Audit Office, The Government of Finland https://www.vtv.fi/en</p>	State Audit Office (SAO)	Whole of government Departments have their own evaluation units.
France*	Formalized and Well established	<p>Guidelines-La Charte d'Evaluation des Politiques Publiques et des Programmes Publics http://www.sfe-asso.fr/intranet/ckfinder/userfiles/files/charte/SFE_plaque_tte_charte.pdf</p> <p>English version http://www.sfe-asso.fr/intranet/ckfinder/userfiles/files/charter-english.pdf</p> <p>Fifty Years Of Constitutional Evolution In France: The 2008 Amendments And Beyond pgs.39 & 43 http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1793210</p>	<p>Court of Audit</p> <p>In 2009 the French National Assembly created a bipartisan Public policy and evaluation and monitoring committee to conduct ten evaluations per year.</p>	Whole of government
Germany *	Formalized and Well established	<p>Federal Ministry for Economic Cooperation and Development Mandate http://www.bmz.de/en/ministry/mandate/index.htm</p>	Federal Chancellery	Development sustainability Development aid
Ghana	Developing	<p>www.ndpc.gov.gh</p> <p>The website is under reconstruction so it is temporarily out of order.</p>	The National Development Planning Commission	Whole of government

Hungary*	Formalized and Developing	Website of the House of the National Assembly of Hungary Monitoring Institutions of the National Assembly http://www.parlament.hu/en/web/house-of-the-national-assembly/parliament-s-monitoring-institutions	Cabinet Secretary The State Audit Office The Commissioner of Human Rights	European Affairs Budgets Human rights
India	Evolving	Performance Monitoring and Management System, for Government Department, Cabinet Secretariat, India http://performance.gov.in/sites/all/document/files/pmes/pmes.pdf Indian Economic Service website, Independent Evaluation Office http://www.arthapedia.in/index.php?title=Independent_Evaluation_Office_%28IEO%29 Cabinet Secretariat Performance website www.performance.gov.in	Cabinet Secretary Newly created Independent Evaluation Office (2014)	Whole of government Flagship schemes of the government
Indonesia	Developing	Indonesia Infrastructure Initiative Plan 2009-2010 Australia AID www.indii.co.id/.../201303140858490.FRPD%20Aug%20200... IEG World Bank Report on Evaluation in Indonesia ieg.worldbank.org/Data/reports/ecd_wp3.pdf Integrated Development Performance Monitoring And Evaluation System, Arief Wiroyudo http://www.academia.edu/4456555/Integrated_Development_Performance_Monitoring_and_Evaluation_System_in_Indonesia_to_Support_National_Development_Planning_Process	Coordinating Ministry for People's Welfare	Social welfare sector Development programs
Israel	Evolving		Most ministries and departments have their own Evaluation Units. Government and Third Sector collaboration of evaluation is specific to Israel.	All sectors

Jamaica*	Formalized in 2011 Developing	Office of the Cabinet – Performance Monitoring and Evaluation Framework 2010 http://www.cabinet.gov.jm/files/Performance-Monitoring-and-Evaluation-Framework-Final-Nov-3-2010.pdf Ministry of Justice – Strategic Planning Policy Research and Evaluation website http://moj.gov.jm/strategic-planning-policy-research-and-evaluation Ministry of National Security https://www.mns.gov.jm/departments-and-agencies	Government-wide Performance Monitoring and Evaluation System (PMES), led by the Cabinet Office, through its Performance Management and Evaluation Unit (PMEU).	Whole of government
Japan*	Formalized in 2001 Well established	Government Policy Evaluation Act http://www.soumu.go.jp/english/kansatu/evaluation/evaluation_09.pdf Policy Evaluation Policy and Guidelines http://www.soumu.go.jp/main_sosiki/hyouka/seisaku_n/policy_evaluation_policy_and_guidelines	Office of the President, Ministry of Economy and Budget Planning, Presidential Administration, to be published on the web-portal of the Ministry of Economy and Budget Planning, Minister's Secretariat Bureau	All sectors Each Ministry has its own unit which is assigned to conduct overall management of evaluation activities, although names of such units are slightly different among Ministries.
Jordan	Developing	The Hashemite Kingdom of Jordan – Center for Human Resources http://www.nchrd.gov.jo/Home/tabid/36/language/en-US/Default.aspx World Education engage, educate, inspire report on Partner Project in Jordan http://www.worlded.org/WEIInternet/international/project/display.cfm?ctid=na&cid=na&tid=40&id=6701	National Center for Human Resource Development – a quasigovernmental agency	Ministry of Education
Kazakhstan*	Formalized in 2010 Developing	Decree No.954 of the RK President on Annual Evaluation System http://www.bagalau.kz/en/evaluation-system/ukaz State Body Efficiency Evaluation Center of the Republic of Kazakhstan http://www.bagalau.kz/en/	Administrative Co-ordination Division within the Office of the Prime Minister, The Ministry of Economy and Budget Planning	Whole of government

Kenya	Developing	<p>Constitution of Kenya http://www.kenyaembassy.com/pdfs/The%20Constitution%20of%20Kenya.pdf Center for Multiparty Democracy - Kenya http://www.cmd-kenya.org/index.php/component/search/?searchword=evaluation&searchphrase=all&Itemid=196.</p>	Programs Monitoring and Evaluation Department	Whole of government (proposed)
Kyrgyz Republic*	Formalized in 2014 Early stage developing	<p>Government decree http://www.president.kg/files/docs/Monitoring.PDF and the Government Decree no. 105 http://www.gov.kg/?page_id=27333 Google translation: Adopted by the Jogorku Kenesh of the Kyrgyz Republic 15 January 2014, Article 1. To amend the Law of the Kyrgyz Republic "On normative legal. Acts of the Kyrgyz Republic "(Bulletin of Parliament of the Kyrgyz Republic ,7 № ,2009 ,Art. 751) the following additions .1 : Part 2 of Article 18, after the words "civil society" adds the words "As well as the results of the monitoring and evaluation of the current legislation".</p>	Government Office, more specifically Office of Public Administration and Personnel Work.	Whole of government
Malaysia*	Semi-formalized by decrees and Well established	<p>National Integrity Plan http://www.pmo.gov.my/dokumenattached/Dasar/NIP.pdf Official website of the Economic Planning Unit http://www.epu.gov.my/en/tenth-malaysia-plan-10th-mp-?p_p_auth=RczBnru8&p_p_id=77&p_p_lifecycle=0&p_p_state=maximized&p_p_mode=view&77_struts_action=%2Fjournal_content_search%2Fsearch</p>	<p>Ministry of Finance Development Budget Planning and Investment. There is no legislation, but the NEP is driven through the administration circulars from Prime Minister's Office and the Ministry of Finance. Economic Planning Unit of the Department of the Prime Minister's Department</p>	Planning and Development Projects
Mexico *	Formalized in 2004 and Well established	<p>National Council for Evaluation of Social Development Policy (CONEVAL) website http://www.coneval.gob.mx/quienessomos/Paginas/Quienes-somos-en.aspx</p>	The National Council for the Evaluation of Social Development Policy (CONEVAL, Consejo Nacional de Evaluación de la Política de Desarrollo	National Policy on Social Development and the policies, programs, and actions executed by public dependencies;

			Social) is a Federal Public Administration decentralized public organization. Created by the General Law of Social Development (LGDS).	
Mongolia	Developing	Monitoring and Evaluation Plan 2012 http://www.mcc.gov/documents/data/ME_Plan_-_MNG_-_V3_-_May12.pdf	In conjunction with the Millennium Challenge Cooperation Compact Projects	MCC projects
Morocco*	Formalized in 2011 Evolving	Constitution of Morocco 2011 – Articles 12, 13, 101, 116, 146, 148, 156, 168 http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---ilo_aids/documents/legaldocument/wcms_127076.pdf	Parliament, Head of Government's Cabinet and public administrations and territorial communes	Whole of government
Namibia	Developing	Office of the President – National Planning Commission website http://www.npc.gov.na/?page_id=18 <i>Department of Monitoring, Evaluation and Development website</i> http://www.npc.gov.na/?s=evaluation	National Development Advice, Department: Monitoring, Evaluation and Development Partners Coordination, National Planning Commission	Development programs
Nepal	Developing	Website of Project for Strengthening the Monitoring and Evaluation System in Nepal Phase II http://www.smes.org.np/	National Planning Commission and partner ministries	Development programs
The Netherlands *	Formalized in 2002 and Well established	Explanatory Note to the 2012 Budget - No link available	Ministry of Finance, Executive Branch of the government, Ministry of Foreign Affairs, Policy and Operations Evaluation Department (IOB) Each department has its own Evaluation Unit. There is a small review board that reviews evaluations.	All sectors
New Zealand	Evolving	Government of New Zealand website Social Policy Research and Evaluation Unit https://www.govt.nz/organisations/families-commission/	Each government department has its own evaluation policy. It is not centralized. Social Policy Evaluation and Research Unit	All sectors

			Education Review Office Health Quality and Safety Commission New Zealand	
Norway*	Formalized in 1997 and Well established	There is no link available to the original policy but many references to evaluation reports, white papers, guidelines in Norwegian, etc.	Supreme Audit Institute, Each ministry conducts evaluation and reports via White Papers to the parliament where the evaluations are discussed.	All sectors
Pakistan	Developing	Ministry of Planning, Development and Reform, Pakistan http://www.pc.gov.pk/ Ministry of Planning, Development and Reform, Department, Publications, Projects Evaluation in Pakistan http://www.pc.gov.pk/?page_id=950	Projects Wing of the Ministry of Planning, Development and Reform	Projects and Programs for socio-economic development
Peru*	Formalized in 2013 and Evolving	The Ministerial Resolution No.192-2012-MIDIS, October 2013, approved Directive No.007-2012-MIDIS Guidelines for assessment, monitoring and management of evidence of policies, plans, programs and projects MIDIS. These guidelines promote the development of a culture of monitoring and evaluation to manage for results to improve the effectiveness, efficiency and transparency in the operations of MIDIS. http://www.midis.gob.pe/index.php/es/viceministerio-de-politicas-y-evaluacion-social/direc-general-de-seguimiento-y-evaluacion/quienes-somos-gse	The Directorate General of Monitoring and Evaluation subordinate to the Office of Political and Social Assessment.	Social inclusion projects
The Philippines	Evolving	Philippine Development Plan 2011-2016 http://devplan.neda.gov.ph/ Website of the National Economic Development Authority http://www.neda.gov.ph/	National Economic and Development Authority	Whole of government

Poland	Developing	Research Findings of the National Development Plan Evaluation http://www.ewaluacja.gov.pl/English/Research_findings/Strony/research_findings.aspx	National Unit of Evaluation - created in 2004, Department for Structural Policy Coordination, Ministry for Regional Development	National Cohesion Strategy (NCS) for the years 2007-2013.
Portugal	Developing	OECD publication Better Policies Portugal: Reforming the State to promote growth https://books.google.co.il/books?id=oCJWAgAAQBAJ&pg=PA61&lpg=PA61&dq=Portugal+Evaluation+Policy&source=bl&ots=CCCAklz8SI&sig=G2Sdb_RdLGrQhJAKuR-H1kXQS9Y&hl=iw&sa=X&ei=Xp7OVI6uBeLMygPJ_IDIAQ&ved=0CC4Q6AEwAzgK#v=onepage&q=Portugal%20Evaluation%20Policy&f=false	Many departments carry out evaluation.	Development co-operation system
Republic of Korea*	Formalized in 2003 and Well established	National Assembly Budgetary Office, Evaluation, Program Evaluation Bureau http://korea.nabo.go.kr/eng/01_about/program.page	National Assembly Budgetary Office Program Evaluation Bureau	Whole of government
Republic of the Maldives	Developing	Project plan – National Planning Council http://planning.gov.mv/en/npc/project_evaluation.html	National Planning Council	Proposed development projects in all sectors
Singapore	Well established	Government of Singapore, Centre for Public Project Management website http://app.sgdi.gov.sg/listing.asp?agency_subtype=dept&agency_id=0000019564	Centre for Public Project Management	Whole of government
South Africa*	Formalized in 2014 and evolving	National Evaluation Policy Framework http://www.thepresidency.gov.za/MediaLib/Downloads/Home/Ministries/National_Evaluation_Policy_Framework.pdf Latest update August-October, 2014 www.thepresidency-dpme.gov.za/keyfocusareas/evaluationsSite/Pages/default.aspx	Evaluation and Research Unit of the Outcomes M&E Branch of the Department of Performance M&E in the Presidency (DPME).	Whole of government

Spain	Well established	IEG report on Evaluation in Spain 2010 http://siteresources.worldbank.org/EXTEVACAPDEV/Resources/4585672-1251461875432/ecd_wp22_spain.pdf	AEVAL, under the Office of the First Vice President, Council of Ministers, Court of Auditors, Ministry of Economy and Finance ,Directorate General Budget, General Comptroller of the State Administration, Directorate General of European Community Funds Institute for Fiscal Studies ,Parliament (Regional governments, Sector ministries, Sectorial evaluation units, State agencies	Whole of government
Sri Lanka	Developing	Original Proposal for NEP https://books.google.co.il/books?id=AN1_UBu0k1cC&pg=PA204&lpg=PA204&dq=Sri+Lankan+National+Evaluation+Policy&source=bl&ots=P-DImpW_XK&sig=JZstPT03WzDtwLL-Ywi9DmCvQ&hl=iw&sa=X&ei=gm3CVMGSLZbjarWlgpgN&ved=0CGUQ6AEwCQ#v=onepage&q=Sri%20Lankan%20National%20Evaluation%20Policy&f=false	Ministry of Planning	Whole of government
Sweden*	Formalized in 1974 and Well established	The Instrument of Government Chapter 4 Article 8 http://www.riksdagen.se/en/Documents-and-laws/Laws/The-Constitution/ The government website has examples of evaluations carried out on some projects and policies. http://www.government.se/sb/d/573	Evaluation is automatic. Evaluation is embedded in the policy-making process in the form of National Public Reviews by Parliamentary Committees.	Whole of government
Switzerland*	Formalized in 1999 and Well established	Federal Constitution of the Swiss Confederation of 18 April 1999 (Status as of 18 May 2014) http://www.admin.ch/ch/e/rs/101/a170.html	Parliamentary Control of the Administration and the Swiss Federal Audit Office	Whole of government

Tanzania	Early stage	Public Policy Process In Tanzania http://www.dpmf.org/Publications/WorkshopReportsandConferenceProceedings/IGAD-workshop/public-policy-tanzania.html National Audit reports http://www.tanzania.go.tz/documents/	In 2001, the Government developed a comprehensive Poverty Monitoring System (PMS).	Poverty reduction programs Most vulnerable children programs
Uganda*	Formalized in 2014 and Evolving	Website of the Office of the Prime Minister Mandate http://opm.go.ug/opm/mandate.html Website of the Justice Law and Order Sector - plans to implement M & E http://www.jlos.go.ug/old/index.php/2012-09-25-13-11-16/monitoring-and-evaluation	Office of the President Office of the Prime Minister Ministry of finance, Planning and Economic Development	Whole of government
Ukraine	Developing	Baseline quality report on evaluation in the Ukraine explains the policy http://www.slideshare.net/umedia/ukrainian-associationof-evaluation-baseline-quality-study-report-eng	Ministry of Finance is responsible for evaluation of efficiency of budget programs. Ministry of Economy is responsible for strategic planning including state-targeted programs	Health sector Planning and development projects
United Kingdom	Well established	National Audit Office on Evaluation http://www.nao.org.uk/report/evaluation-government/# Green Book – Appraisal and Evaluation in Central Government https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government DFID Evaluation Policy 2013 (Department for International Development) https://www.gov.uk/government/publications/dfid-evaluation-policy-2013	National Audit Office HM Treasury produced Green Book "Appraisal and Evaluation in Central Government" 2003.	Whole of government The UK Department for International Development DIFD has a strong evaluation policy. The public sector development Projects included in the Annual Development Program (ADP).
United States of America*	1993 Well established	Memorandum to the Heads of Departments and Agencies on the need to use evidence and rigorous evaluation in budget, management, and policy decisions to make government work effectively http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-14.pdf	Executive Office of the President	Whole of government Each Department and Agency has an Evaluation Unit and almost every State has an Evaluation Department attached to the legislature

		Government Performance Results Act 1993 http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m http://www.gpo.gov/fdsys/pkg/BILLS-111hr2142enr/pdf/BILLS-111hr2142enr.pdf		
Vietnam	Developing	Vietnam M&E Policy documents: Circular 21-2010-TT-BKH October 28 http://lawfirm.vn/?a=doc&id=1804 Circular 23-2010-TT-BKH Dec 13 http://lawfirm.vn/?a=doc&id=1633	Ministry of Finance and the Development Budget, Planning and Investment.	Development programs
Zimbabwe	Developing	National AIDS Council Monitoring & Evaluation http://www.nac.org.zw/program-areas/monitoring-evaluation	National Aids Council	Health Sector

4. South Asian Countries (SAARC)

Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan, Republic of Maldives and Sri Lanka

Many advances have occurred in the region since the publication of the first Mapping report. Representatives of all the SAARC countries attended the South Asia Regional Consultation of National Evaluation Policies that took place in Colombo, Sri Lanka, on September 18-19, 2014. Hon. Deputy Speaker of the Sri Lanka parliament Mr. Chandima Weerakkody attended the inauguration session in which he emphasized the need for NEP in South Asian countries. Parliamentarians joined to declare 2015 as the international year of evaluation. Country representatives prepared roadmaps for the establishment of NEPs in their respective countries. The work done during the consultation is reflected in the progress made on the ground. The road is still difficult because champions are needed to influence parliamentarians to advocate for evaluation and evaluation policies. The countries are listed in alphabetical order including: stage of NEP development, link to document, administering body, sectors, brief discussion and sources of the information.

Afghanistan

- a) NEP status: Developing NEP in the early stages; carries out evaluation on a limited scale.
- b) There is no document available
- c) Administering Body: The Supreme Audit Office- Supreme Audit Office (SAO) reports directly to his Excellency the President of Afghanistan in an independent and impartial way the SAO's rules and regulations are based on international standards.
- d) Sectors: financial, accounting, and economic monitoring of institutions such as ministries, public offices and organizations, government commissions, municipalities, and banks.
- e) In the case of Afghanistan, Monitoring and Evaluation is a relatively new practice, especially within the Government institutions. In addition to challenges faced by developing an NEP, it is extremely difficult to conduct evaluation in high-risk locations away from the capital. The USAID report on September, 2012 found limited evaluation skills and knowledge. The culture of undertaking professional and systematic evaluations and consequently use of the results and information as inputs for effective decision making and planning is still poor in the government institutions. During the past decade, donors and development partners also did not fundamentally focus much on applying Monitoring and Evaluation mechanisms for implementing the projects and programs during the past decade. This was also because of limited capacity and understanding of Monitoring and Evaluation within the government to push towards more accountability and transparency in more systematic way. It resulted in low quality implementation of many programs and projects. In addition, outside evaluations take place by UNDP Independent Evaluation Unit, AREU Independent Research and Evaluation Unit
- f) Sources: Independent Joint Anti-Corruption committee <http://www.mec.af/>, Supreme Audit Office Strategic Plan 2013
<http://sao.gov.af/en/page/1564/1565>, presentation at EES conference, October, 2014, by Rangina Kargar, Member of Parliament (Wolesi Jirga) Afghanistan, *Review of*

Bangladesh

- a) NEP Status: Developing
- b) <http://www.imed.gov.bd/>
- c) Administering Body: Implementation Monitoring and Evaluation Division, commonly known as IMED, is the central and apex organization of the Government of the People's Republic of Bangladesh for monitoring and evaluation of the public sector development Projects included in the Annual Development Program (ADP). As per 'Allocation of Business among the Different Ministries/ Divisions', the IMED also deals with the matters relating to Central Procurement Technical Unit (CPTU) and administration of The Public Procurement Act, 2006 and The Public Procurement Rules, 2008. The CPTU of IMED acts as a central organ of the government for policy formulation, coordination, monitoring and improvement of the public procurement process in Bangladesh.
- d) Sectors: Public, Development Projects, Annual Development Program, Central Procurement Technical Unit
- e) Comments: Community of Evaluators (CoE) - Bangladesh Governing Board selected Parliamentarians (two of them participated the Regional Consultation on National Evaluation Policy, Colombo in Sept. 2014.) to hold regular liaison with the Secretary of IMED to work together to prepare the draft paper on NEP. However, it will take some time to produce a draft paper because the Parliamentarians and the related Ministers are so busy with their routine work. Nevertheless, the dialogues on this issue are going on with the related officials and departments. CoE-Bangladesh tries to make the related Parliamentarians, Divisional/ Department Heads and the Ministers understand the importance of NEP and to develop the draft policy paper within 2015.
- f) Sources: Website of the Implementation Monitoring and Evaluation Division (IMED), Ministry of Planning, Government of the People's Republic of Bangladesh <http://www.imed.gov.bd/> and information received from Bhabatosh Nath, Executive Director/ Responsive to integrated Development Services (RIDS); Governing Board member, Community of Evaluators- South Asia (CoE-SA).

Bhutan

- a) NEP Status: Developing later stage Once the policy is launched in 2015, it will be uploaded on the website www.gnhc.gov.bt
- b) <http://www.gnhc.gov.bt/www.gnhc.gov.bt/five-year-plan/>
- c) Administering body: Gross National Happiness Commission
- d) Sectors: Whole of government in the future. At the present limited to donor funded projects and programs.
- e) Comments: The 11th Five Year Plan document mentions that National Evaluation Policy will be developed to guide evaluation activities in the country. The chapter concludes with a discussion on the proposed monitoring and evaluation system of the Eleventh Plan. Monitoring and evaluation will be based on the National Monitoring and Evaluation System (NMES) which comprises the monitoring and evaluation

institutional set-up and procedures and the Planning & Monitoring system (PlaMS). The Eleventh Plan will give particular emphasis to Institutionalizing the evaluation of programs and projects, which are currently limited to those that are donor funded. Further, the Mid-Term Review of the Eleventh Plan will assess progress in the implementation of the Plan and make necessary adjustments in policies, programs and projects and allocation of 16 Eleventh Five Year Plan - Main Document Volume I.

- f) Sources: Eleventh Five Year Plan Document, © Copyright Gross National Happiness Commission (2013), Published by: Gross National Happiness Commission, Royal Government of Bhutan. ISBN 978-99936-55-01-5 Available on <http://www.gnhc.gov.bt/>
Draft of the National Evaluation Policy including guidelines for evaluation , available on <http://www.gnhc.gov.bt/wp-content/uploads/2015/01/Evaluation-Policy-27-January-2015.pdf>; Mandate of the rules and regulations of the Gross National Happiness Commission, available on <http://http://www.gnhc.gov.bt/mandate/>; and information received from Sonam Tobgyal, GNHC, Bhutan

India

- a) NEP Status: Developing since 1954 with revisions and since 2009 is at a later stage. In June 2009, the President of India, Pratibha Patil, announced to a joint session of Parliament her commitment to create a Performance Management and Evaluation System for its national government, comprised of more than 4 million civil servants working in 84 departments and ministries. Her announcement was tied to the creation of a secretary-level office, headed by Dr. Prajapati Trivedi, who was designated the first Secretary of Performance Management.
- b) <http://performance.gov.in/sites/all/document/files/pmes/pmes.pdf>
<http://www.performance.gov.in>
[http://www.arthapedia.in/index.php?title=Independent Evaluation Office %28IEO %29](http://www.arthapedia.in/index.php?title=Independent%20Evaluation%20Office%29)
- c) Administrating body: Cabinet Secretary, Performance Management and Evaluation System. The Planning Commission created the Independent Evaluation Office (IEO) in 2013, which was officially launched in February, 2014. It is not part of the Planning Commission, but outside it. The head of the IEO reports to the Cabinet Minister. It is modeled after the Independent Evaluation Office of the International Monetary Fund. See website link above.
- d) All sectors but not in all States and departments. Specifically the Flagship Schemes of the government. Available on:
[http://arthapedia.in/index.php?title=Flagship Programmes](http://arthapedia.in/index.php?title=Flagship%20Programmes)
- e) The federal government of India has a Performance Monitoring and Evaluation System (PMES), a performance management model that involves agreement, monitoring, evaluation and incentives, as part of a broader set of propositions by the Second Administrative Reform Commission. The model is based on the Results-Framework Document (RFD), a triennial document adjusted annually, approved by the High Power Committee on Government Performance, that currently covers 80/84 ministries/departments, extending to 800 responsibility centers. The RFD defines and agrees on a vision, mission, priorities, objectives, roles, actions and

cross-cutting interdepartmental issues. Indicators and targets are agreed for outcomes, outputs and activities, all weighted against and comprising of a grading system. After 4 years of progressive implementation, the Indian model has proven to be robust, and is spreading to States, municipalities and other countries.

A New Independent Evaluation Office, created by, but not part of the Planning Commission was launched in February, 2014. According to Mehrotra, IEO has its task cut out. 'It will first need to ensure that monitoring systems are built up in every central government line ministry, and also then in state government departments. It will then need to ensure that data collected through such monitoring systems are authenticated and validated, so that they are reliable as tools for implementation management of program objectives. More important, it may wish to develop training programs to build capacity to conduct evaluations generally, and impact evaluations in particular—because there is very limited capacity to conduct rigorous evaluations in the country. Finally, and most important, it can take the lead in conducting evaluations itself and encourage others to undertake such evaluations, especially of large-spending flagship programs—so that poor designs can be discovered and flaws corrected before funding is released the following year.' (Mehrotra, 2013, p. 18)

- f) Sources: Performance Matters, a Quarterly Newsletter, Performance Management Division - Cabinet Secretariat, Volume 5 March 21, 2014. Issue 1. Mehrotra, S. 2013. The Government Monitoring and Evaluation System in India: A Work in Progress. *ECD Working Paper Series* No. 28. www.worldbank.org/ieg/ecd
Website of the Independent Evaluation Office:
http://www.arthapedia.in/index.php?title=Independent_Evaluation_Office_%28IEO%29.

Nepal

- a) NEP Status: Yes since 2013 - evolving
- b) <http://www.smes.org.np/>
- c) Administrating body: National Planning Commission
- d) Sectors: Whole government, all sectors
- e) The Nepal NEPS has a well-integrated system linking M&E to development priorities. National M&E guidelines were published in 2013 to provide technical support to line agencies. A well-articulated results-based management system has also been developed with a strong focus on social responsibility. Gender is integrated into the well-defined outcome indicators, which also draw extensively on international indicators such as the Human Development Index, Gender and Development Index, Vulnerability Index, Human Assets Index, and a number of specific gender indices. Experience in gender-responsive evaluation has been developed in the social sectors over a number of years, and this provides both the experience and the monitoring indicators that are now being introduced into other sectors. Focus of the National Development Plan: The central goal of the 13th Three-year Development Plan (2013-2015) is to contribute to the long-term perspective of transforming Nepal and moving from a least developed to a developing country, with a steady reduction in the proportion of the population below the poverty line. There is a strong focus on empowerment of targeted groups.
- f) Sources: Nepal National Planning Commission, "National monitoring and evaluation guidelines", 2013 and How to integrate gender equality and social equity in national

evaluation policies and systems. Editor Marco Segone. Authors Michael Bamberger, Marco Segone and Shrivanti Reddy. UNDP. p. 29).

Pakistan

- a) NEP Status: Developing, early stage
- b) Ministry of Planning, Development and Reform, Pakistan, <http://www.pc.gov.pk/> ; Ministry of Planning, Development and Reform, Department, Publications, Projects Evaluation in Pakistan http://www.pc.gov.pk/?page_id=950
- a) Administaring body: Projects Wing, Planning, and Development and Reform Division Plans for increased evaluation through the Finance Division Green Book.
- b) Sectors: Public Sector Development Program, All Ministries, State Owned Enterprises.
- c) The Evaluation unit of Projects Wing has not delivered properly and stands beyond the targeted achievements. This unit has not made the required contribution towards the economic up lift by improving effectiveness, efficiency, and transparency in the execution of the Projects. The visible reason for less delivery is non-availability of the qualified manpower, and proper guidelines of evaluation techniques. This has actually resulted in, imperfect outcome, and more of no good use for improvement in policy formulation as well as implementation.
- d) Sources: Dr. Fazli Hakim Khattak, Director General (Imp. & Monitoring), Planning, Development & Reform Division, Islamabad, the 8th May, 2014 and Federal Medium Term Budget Estimates for Service Delivery 2014 – 17 Government of Pakistan, Finance Division, Islamabad. Available on: http://www.pc.gov.pk/?page_id=950

Republic of Maldives

- a) NEP Status: Developing early stages
- b) http://planning.gov.mv/en/npc/project_evaluation.html website for the Ministry of Treasury.
- c) Administering body: National Planning Council
- d) Sectors: Proposals for development projects in all ministries
- e) This is a pre-proposal ex-ante evaluation and not an on-going formative or summative evaluation plan.
- f) Source: National Planning Council website http://planning.gov.mv/en/npc/project_evaluation.html

Sri Lanka

- a) NEP Status: Developing - Sri Lanka was the first country in the region to develop a national evaluation policy. However due to the lack of an enabling political environment national evaluation policy is yet to be legislated.
- b) There is no document but the proposal is linked below.
- c) Administering body: Ministry of Planning
- d) At the public sector level the Ministry of Planning has a national operations room which links most of the ministries for monitoring of public sector development projects.
- e) Sri Lanka has a strong evaluation culture with civil society participating in evaluation through the Sri Lanka Evaluation Association (SLEvA).
- f) Sources: www.nec2013.org/.../Sri-Lanka-Hon-Kabir-Hashim-Asela-Kalugampatiya, correspondence with Kulasabanathan Romeshun, Chairperson of SLEVA, A copy of the original National Policy Proposal appears in Annex iv p. 204 Rist, R. Kusak, J. Ten

Steps to a Results-Based Monitoring and Evaluation System: A Handbook for Development Practitioners (2004) available on:

https://books.google.co.il/books?id=AN1_UBu0k1cC&pg=PA204&lpg=PA204&dq=Sri+Lanka+n+National+Evaluation+Policy&source=bl&ots=P-DlmpW_XK&sig=JZstPT03WzDtwLL-Ywi9DmCvQ&hl=iw&sa=X&ei=g3CVMGSLZbjarWlgpgN&ved=0CGUQ6AEwCQ#v=onepage&q=Sri%20Lankan%20National%20Evaluation%20Policy&f=false

It is clear from the interest and progress evident at the South Asian Consultation in Colombo in September, 2014, that the countries in the region are working on developing NEPs and building an evaluation culture in the region.

5. Conclusions

5.1. Main issues

This year has been a year of discourse concerning evaluation and National Evaluation Policy. There were presentations concerning evaluation policies and practice at international conferences around the globe. It is clear that there are champions for NEP in the picture. But what happens when they are not in power? The issues remain the same and provide subjects for further research:

1. The definition of an evaluation policy is complex. The first report cited only those countries with a written legislated policy as having an NEP. Is this necessarily the case? This study takes a broader view and include the categories of *formalized* and not *formalized* policies. It takes into account *evaluation practice* as well.
2. Some countries routinely conduct evaluation without a NEP. Would a NEP simplify evaluation practice or complicate it? The evidence points to some kind of organizing feature benefitting the practice. It does not have to be a NEPS, but guidelines are an advantage.
3. A variety of administering bodies is responsible for implementing NEPs. These are located in a variety of places, for instance the President's Office, the Planning Commission, the Ministry of Finance and Economic Development, or other separate Evaluation Units within the government. It is not clear which system works best. Further research is needed here.
4. Is a NEP necessary for every country and context? Evaluation readiness or evaluation culture more important than an actual NEP, a possible precursor to it. In many cases it is an iterative process. Champions come and go, but good evaluation practice should remain. An efficient and clear NEP can ensure this.
5. How can gender and equity concerns be integrated into NEPs? Bamberger, et al. give a clear explanation of how this can be done .

5.2. Summary of policy in South Asia

There has been a great deal of discussion and group planning and work in the South Asian region. Participation in the Parliamentarians Forum has grown and the Forum's activity has grown bringing together parliamentarians at several venues globally – from Younde to Dublin. The South Asian Consultation held in Colombo in September, 2014, initiated many active discussions and program planning on the part of the participants. The results are still in the process of coming to fruition. All of the countries are at some stage of development of a NEP and others have a policy in place. Some of the countries have no policy due to political constraints on the ground; others have well developed and long-standing evaluation frameworks, but still need revision and streamlining; others have policies that are too difficult to implement given the context; and others conduct evaluations without a policy. It is clear from the study that South Asia continues to provide a dynamic and fertile arena for evaluation and NEP development, implementation and use.

5.3. Lessons Learned

Lessons learned

1. Progress is slow, yet steady.
2. Champions are available, but more are needed.
3. A well thought out NEP system is better than a plan that is too difficult to implement.
4. NEPs should be flexible enough to adapt to a country's changing context so that it can maintain in force despite changes in the government.
5. An NEP is not the only way to ensure that evaluation is conducted and used, but it is a good option to maintain relevance, efficiency, effectiveness, impact and sustainability.

This update has taken a broader view of NEP than the first report. In addition the administrating bodies and the sectors affected or intended by the policy or practice are included. Where possible guidelines for evaluation are cited and linked. Since 2013, evaluators, stakeholders and parliamentarians have been discussing and developing NEPs and evaluation systems globally. As pointed out by Bamberger, et al. this is an evolving process. Many frustrations and challenges are met along the way. "Governments change, environmental and financial crises occur and the energies of proponents of NEP are diverted to other pressing needs." Despite these obstacles, the movement continues to gain momentum and 2015 promises to see an increased use of evaluation worldwide either through legislated, non-legislated NEPs, and good evaluation practice. Similar to the previous report, this report focuses on South Asian Countries which have seen a great deal of activity in the development of National Evaluation Policies. These countries have enlisted the help of "champions" from within their Parliaments to work together towards a common goal. It is hoped that this update illuminates this important global development.

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ISSUE #15: The Regional monitoring and evaluation facility. An innovative client-oriented technical assistance system, 2008

ISSUE #16: Regional thematic evaluation of UNICEF's contribution to Juvenile Justice System reform in Montenegro, Romania, Serbia and Tajikistan. In: Child Protection series, 2008

ISSUE #17: Regional thematic evaluation of UNICEF's contribution to Child Care System reform in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. In: Child Protection series, 2008

Recommended Resources

Africa

Monitoring and Evaluation Systems Workshop, March 2012, Learning From African Case Studies, Benin. Ghana. Burundi. Kenya.

Uganda. South Africa, Senegal.

http://www.theclearinitiative.org/african_M&E_workshop.pdf

Australia

The guidelines and policy of the Australian Capital Territory as an example of an evaluation policy although it is not National, but Territorial

http://www.cmd.act.gov.au/_data/assets/pdf_file/0004/175432/ACT-Evaluation-Policy-Guidelines.pdf

Bangladesh

Example of system used although there is no NEP

<http://www.imed.gov.bd/>

Belgium/ Wallonie

Fyalkowski, P. and D. Aubin (2013) L'institutionnalisation de l'évaluation des politiques publiques en Wallonie : une réponse propre à des influences externes. *Reflètes perspectives de la vie économique* 2013/1 (Tome LII). Official Decree establishing Evaluation for International cooperation.

Benin

Description of the process of developing a NEP in Benin

http://web.undp.org/evaluation/documents/NEC/nec_proceedings_series_1.pdf

Botswana

Evaluation system for HIV/AIDS programming

<http://www.gov.bw/en/Ministries--Authorities/Ministries/State-President/National-AIDS-Coordinating-Agency-NACA1/Monitoring--Evaluation/Overview/>

In 2003 Botswana developed a national monitoring and evaluation system, the Botswana HIV and AIDS Response Management System (BHRIMS), as a vehicle through which information generated by different stakeholders operating at various levels and locations could be brought together to systematically gauge progress against the epidemic. Overall, BHRIMS is a product of recognition of the critical need for strategic information in program development, management, and review.

Bulgaria

NEP for Higher Education

<http://www.neaa.government.bg/en?news=6423562217186230668>

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