

## Appendix 5

### 'Monitoring and Evaluation' - Alex Sundakov

#### OECD issues in improving evaluation practices

1. **Gaining support from the top**

Non-threatening, not embarrassing to people at the top. Be clear what is being evaluated.

2. **Generating effective demand**

Policy analysts generate support, has to sell how policy will cover their needs.

3. **Setting realistic expectations**

There are a lot of variables effecting outcomes. Think pragmatically; get best fit to decision needs.

4. **Systematizing evaluation activities.**

Linkage of evaluation to daily processes, i.e. constant cycle.

5. **Linking with the budget process.**

Makes it more effective.

6. **Choosing the appropriate evaluator.**

Needs to have credibility.

7. **Planning evaluations**

Identify users.  
Ensure different users get what they want.  
Responsibilities need to be clearly defined.

8. **Timing evaluations appropriately**

In synchronization with evaluation of planning cycle.  
Important part of tools-management process.

9. **Meeting user needs.**

Areas for debate are ensuring that information is helpful to challenging.

10. **Ensuring relevance**

Timely report - only report when you have something sensible to say.

11. **Involving stakeholders**

Make it a constructive part of the process, get a “buy-in” from stakeholders on methodology

12. **Ensuring methodological quality**

13. **Making judgments and recommendations**

Intelligent guessing, make sure you get across how to get results, and how solid it is.

14. **Communicating findings.**

15. **Monitoring of follow-up**

16. **Recognizing needs of staff for training and support**