

Review of the Use and Utility of Centralised Evaluations

Final Presentation

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Why this Review?

To find out how evaluation information is used for decision making, learning and accountability and identify ways to enhance the use and utility of centralised evaluations

Review focus

- Use and usefulness of evaluations,
- What factors facilitate or hamper the uptake,
- How transformative evaluations are, and
- Knowledge-based management and learning from evaluations

Strenghts

Consultative evaluation planning

Diversified evaluations

Attention to policy coherence improving

MFA staff participating more during evaluation

Standardized quality from outsourced EMS arrangement

A lot of information and high technical quality of reports

Weaknesses

From idea to results takes too long

Timely results not always there

Not appealing or easily available reports

Sharing of results do not meet stakeholder needs

Past evaluations quickly forgotten

MFA leadership does not use knowledge from evaluations

Management response does not work well

Individual training and learning foster knowledge-based management poorly

How transformative evaluations are?

Reports considered useful as such

Influence on development cooperation

Limited influence on development policy dialogue

Evaluations not discussed in the Development Policy Committee or in the Finnish Parliament

Rec. 1: Engage the **new Ministers** and their Offices

Rec. 2: Share evaluation information with the **MFA leadership**

Rec. 3: Increase **flexibility and diversity** of evaluations

Management Response in the MFA

”Standard” way of processing all evaluation results with focus only on recommendations

Not fit to address recommendations that cross the institutional boundaries

Institutional, strategic and policy coherence issues cannot be addressed at the level of departments

EVA-11 manages evaluations, but ownership and use of results rests elsewhere

Rec. 4: Rethink and revise the management response

Improve use of evaluations

Reports more easily available

More reader-friendly reports

Results available in a timely manner

To the point summaries of evaluations

Variety of knowledge products tailored for stakeholders

Evaluation results kept alive longer

Rec. 5: Improve information sharing and **respond** to the varied needs of different **stakeholders**

Knowledge-based management and learning

Improvement in the learning approach in the MFA

Instead of individual more collective learning needed

Learning objectives at three levels: individual, team and unit level

Attention and action of the MFA leadership

EVA-11 shares evaluation results, but not alone fostering learning

Rec. 6: Prioritise collective learning-oriented methods in engaging the MFA stakeholders

Recommendations to EVA-11

1. Engage the new Ministers and their Offices
2. Constantly share evaluation information with the MFA leadership
3. Initiate a process of rethinking and revising the management response
4. Improve the information sharing about the evaluations to respond to the varied needs of different stakeholders
5. Prioritise collective learning-oriented methods in engaging the MFA stakeholders
6. Increase flexibility in planning and diversity of evaluations

Thank you for your attention!