

Effectiveness of Evaluation Practices in Supporting Regional Development Planning



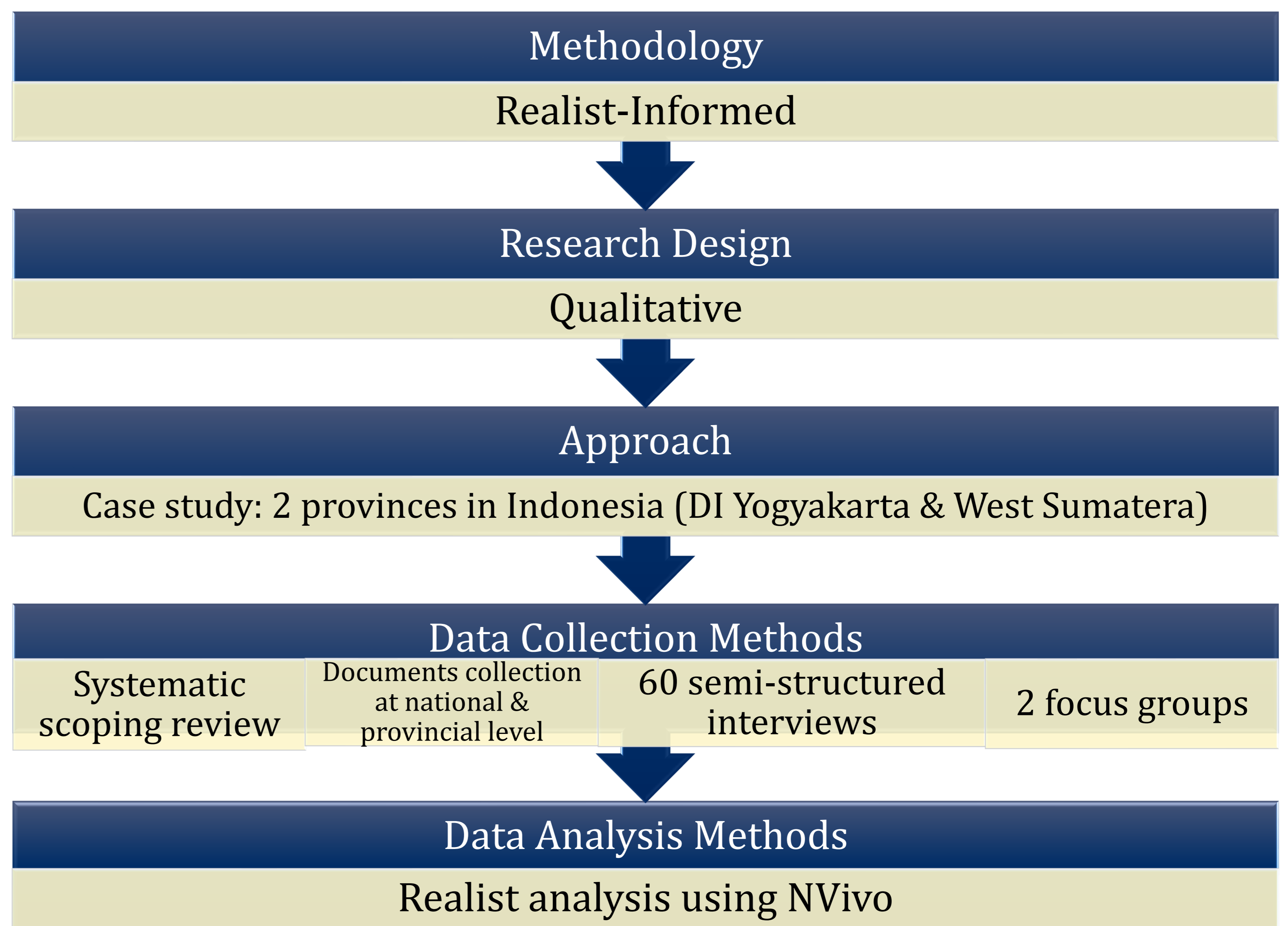
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Background

- Evaluations have key roles as research-based evidence in supporting regional development planning processes: accountability role and learning/improvement role
- Hardly any studies discuss and examine the effectiveness of evaluation practice in supporting regional development planning, and no definitions of effective evaluation practice → major gap in literature! (confirmed by Systematic Scoping Review)

Indonesian Context

- Centralised to decentralised government and regional autonomy → greater transparency and accountability are needed
- Monitoring & Evaluation is an integral part of the planning cycle of the Indonesian Government (Law No. 25/2004)
- Issue: limited utilisation of evaluations in planning → An indication of ineffective evaluation practices? If yes, how to improve the effectiveness?



Emerging Findings (Original Contributions to the Literature) and Recommendations

1. Definition and framework for effective evaluation practice

Evaluation practice can be perceived as **effective** when **implementing the principles governing evaluation process, achieving the set objectives, delivering the outcomes at minimum resources, and achieving the normative goals** of evaluation practice. In other words, the one that **meets all of the criteria in the procedural, substantive, transactive, and normative effectiveness dimensions.**

Procedural effectiveness. Criteria:

- Relevant procedures,
- Integration of evaluation into the planning process,
- Involvement of stakeholders in the process,
- Delivery of results to relevant stakeholders,
- Objectivity, clarity and understandability of evaluation results.

Substantive effectiveness. Criteria:

- Support accountability,
- Support informed decision-making.

Transactive effectiveness. Criteria:

- Resource management,
- Specification of roles.

Normative effectiveness. Criteria:

- Improvement of the plan or policy,
- Development or changes in relevant institutions.

2. Intervention theory (Context-Mechanism-Outcome Configuration) for generating effective evaluation practice

Contexts

- Harmonious legal framework
- Political mandate / decentralised governance
- Compliance culture
- Integrated reporting systems
- Sufficient capability of practitioners
- Sufficient quantity of practitioners
- Continuous support from academics
- Harmonious timeline between planning and evaluation
- Adequate networks of evaluation unit
- Adequate support from senior management
- Strong evaluation culture
- Stable positions
- Stable institutions
- Sufficient financial resources
- Sufficient references
- Adequate IT system support for evaluations
- Sufficient political will/initiatives
- Good evaluability of plans
- Highly articulated roles and responsibilities for evaluation

Necessary Mechanisms

- Commitment
- Top-down pressure
- Compliance
- Understanding
- Awareness
- Inclusiveness
- Consensus
- Confidence
- Disincentive
- Incentive
- Self-determination
- Synergy with experts
- Appreciation
- Political will

trigger

generate

Outcome

Evaluation practices are effective in supporting regional development planning

Notes: this is a comprehensive CMOC. More specific and more detailed CMOCs for each dimension of effectiveness are provided in the research thesis.

3. Commitment as the underpinning mechanism



Recommendations

- The **definition, effectiveness framework, and intervention theory** formulated in this study are **the first ones to be developed** in investigating effectiveness of evaluation practice comprehensively. Therefore, **this study is offering a starting point to stimulate further debate** on effectiveness of evaluation practice and **invite others to test and develop them further.**
- To design an effective evaluation practice, the underlying mechanisms should be identified and understood;** and the **specific elements of context** that are conducive for the necessary mechanisms to operate **should be defined and created.**
- To fully understand and to improve the effectiveness of evaluation practice** in the field of regional development planning, **multi-disciplines references** (including from psychology and sociology) are **needed.**
- Significant changes in relevant elements of context** which trigger the necessary mechanisms (especially commitment) **are required to optimise the role of the evaluation practices** in supporting regional development planning at the provincial level **in Indonesia.**



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