



THE VALUE OF EVALUATION IN DECISION-MAKING

Speaker: Michael Spilsbury (UNEP)
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The webinar featured Michael Spilsbury, the Director of the Evaluation Office at the UN Environment Programme (UNEP), who provided insights and experiences on how to make evaluation functions and products more useful and influential. He illustrated these topics with examples from UNEP's evaluation practice.

Link to webinar: <https://bit.ly/UNEGUseWebinar1>

**Key factors and practices to successfully foster
the use of evaluation:**

01. DEMAND

Useful evaluations are demand driven & address topics that are of use at the strategic organizational level.

UNEP's most influential evaluation was a formative evaluation which focused on the programme of work & the planning architecture which fed into the organizational reform.

03. BEHAVIOUR

Behaviour change is needed to enable evaluations to shape institutional policies and to influence decision-making.

More interactive dialogue and engagement over time with stakeholders whose behaviour the evaluation is meant to change + careful thinking of the evaluation process as a means to encourage better evaluation use is key.

05. LESSONS LEARNED

Building lessons, identifying and synthesizing patterns across completed evaluations on specific topics is valuable.

However, unless there is interaction around the key messages being provided, the likelihood of these being used is low.

07. TIME

It takes time for an organization to act upon an evaluation. Giving people the time and space to digest the results is important.

Useful tip: Organize internal and external stakeholder workshops to discuss results more in-depth and co-create recommendations.

02. QUALITY & TIMELINESS

Useful evaluations are timely and of high quality; they require reliable evidence & are supported by rigorous quality assurances.

UNEP's evaluation reports were found more credible and useful by building post-hoc quality assessments that rated completed reports.

04. STAKEHOLDERS

Engage stakeholders and create an enabling environment, e.g. a space with productive interactions where learning can take place.

Generate emotional intelligence within the evaluation office.

06. COMMUNICATION

Ensuring use goes beyond those primarily involved may be time intensive and costly but can be achieved if well planned + the right evaluation reports that are worth investing in have been selected.

08. USE CULTURE

Building a culture of evaluation use and excellence can take time. It requires consistent focus on:

- Roles as advocates of use
- The objectives that the function aims to achieve
- Knowing how to use evaluation as a tool for learning and improvement