Evaluation Capacity Development

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Evaluation Capacity Development: some trends

The M&E concept

Country Led Evaluation: Some progress made, but still room for improvements

Evaluation Capacity Development

Role of Civil Society, and VOPEs

The M&E concept

What we know:

- Monitoring and evaluation are complements and help each;
- Strong Monitoring System, make it easier for strong evaluation, because of data availability;
- Monitoring focus is ongoing data collection; tracking progress on results;
- Evaluation is focusing on learning and accountabilities;

- What we forgot!!

  Monitoring does not needs Evaluation to be effective!!!

  Monitoring is more useful as organization has greater control over results (proximity to outputs…);

 Monitoring remain less relevant by itself without Evaluation as we move further to the outcome level!

Monitoring - Definition

Monitoring

Regular collection and reporting of information to track whether actual results are being achieved as planned

- ❑ Clarifies program objectives

- ❑ Link inputs and activities to results to be achieved
- ❑ Translates results to be achieved into performance indicators

- ❑ Periodically collect data on the indicators and compare actual results with target

- ❑ Reports progress and alerts management to problems in implementation

Indicator

50%

40%

30%

20 %

1   2   3   4   5   Year   4
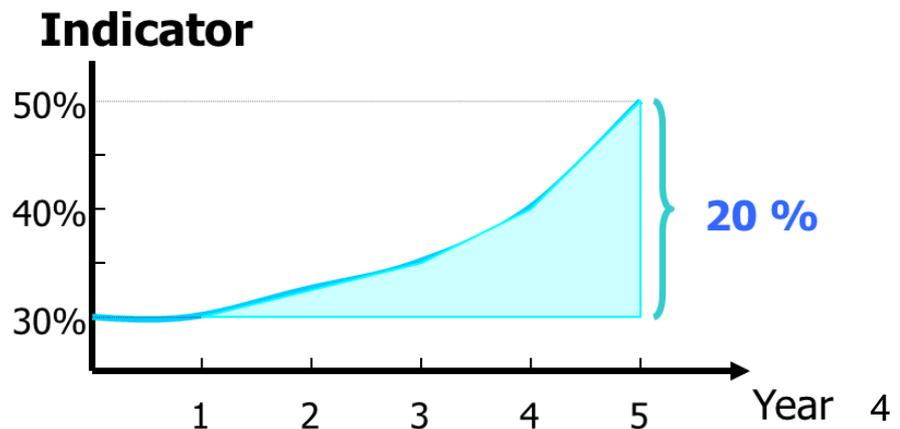
Monitoring for bottlenecks - A useful monitoring tool for Federal and State Government and LGAs

MfB: Another level of monitoring

4 Level: 1- is SitAn; 2- is Inputs/Activities/Outputs/; 3- is Bottleneck; 4- is Impact on outcome (MICS/DHS).

   Focus is between the outputs and the outcomes

MfB : Based on a determinant framework to identify barriers, bottlenecks and enabling factors which either constrain or advance the achievement of desired outcomes for disadvantaged children.

MfB: emphasizes strengthening the capacity of gov partners to regularly monitor intermediate outcomes (between outputs and higher level outcomes/impact) to enable more effective programme implementation and timely course corrections in plans and strategies at all levels.

Five Steps:

1- determining what childhood deprivation (s) and which affected groups to monitor (at local levels);

Monitoring for bottleneck - A useful monitoring tool for Federal and State Government and LGAs

2- selecting priority interventions to monitor;

3- defining indicators and information sources building on and strengthening existing systems and using innovative technology;

4- regularly identifying and analysing bottlenecks and barriers at local levels (keeping in mind that bottlenecks and barriers are relative and at any given point in time represent the most constraining factor (s) in achieving desired outcomes)

5- based on the results and analyses, identifying and implementing corrective actions for programme management as well as adjusting policies, strategies and plans.

Monitoring for Bottleneck : Determinant framework

Determinants Framework	
I) Enabling Environment 1) Societal norms 2) Policy/legal framework 3) Budget/expenditure 4) Institutional management/ coordination	**III) Demand** 7) Financial access 8) Social and cultural practices and beliefs 9) Continuity of use
II) Supply 5) Availability of essential commodities/ inputs 6) Availability of adequately staffed services, facilities and information	**IV) Quality** 10) Quality of services and goods

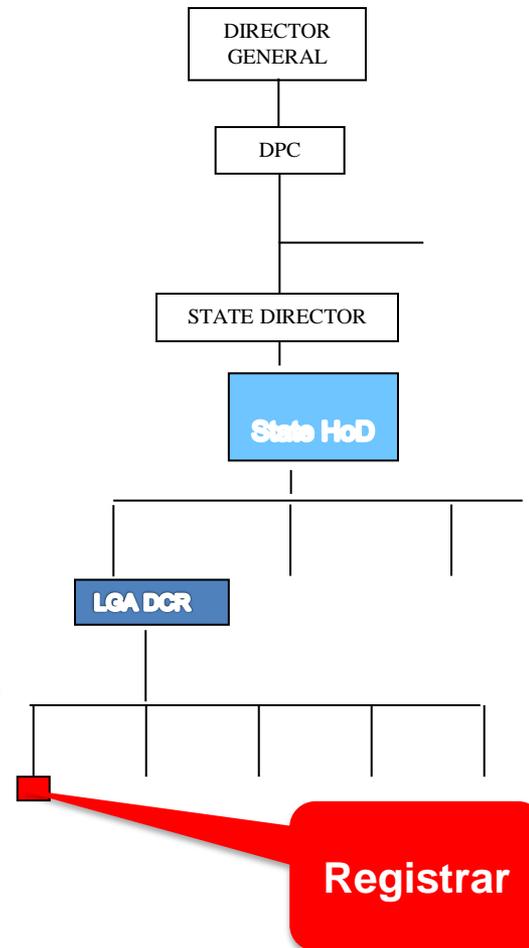# Overview of Birth Registration: inequity cuts across gender, geographic and socio-economic lines

70% of births of children under-5 **NOT** registered (DHS 2008):

	MICS 2007		NDHS 2008	
Boys/Girls	24.0%	23.0%	28.4%	28.9%
South/North	31.4%	16.2%	43.2%	21.2%
Poor/Rich	9.0%	50.9%	8.5%	65.7%
Rural/Urban	14.9%	42.7%	20.9%	49.1%

- Examining at the state level would be insufficient when **the machinery for BR is at the LGA level**

Reporting/Monitoring (RapidSMS)
Real-time situation at service point

DIRECTOR GENERAL

DPC

STATE DIRECTOR

State HoD

LGA DCR

Registrar

Bottleneck Analysis highlights "management barriers" at various administrative levels

Uncontrollable accumulation of unprocessed / erroneous applications

Unchecked applications at these levels – **up to 40% erroneous (rejected applications)**

(**Federal**)DIRECTOR GENERAL

Zonal Data Processing Centre (DPC)

State Director

State HoD

LGA DCR

Lack of accountability; little supervision & quality assurance

Long forgotten, never processed applications…

Kaduna
DPC, 2012

Bottleneck summary

|	
Enabling Environment	Bottleneck #1: Parallel registration systems Bottleneck #2: No framework for partnership with health sector Bottleneck #3: Erroneous applications Bottleneck #4: RapidSMS non-reporting
Supply	Bottleneck #5: Supply chain management Bottleneck #6: Human resources shortage – Mobilizing health sector Bottleneck #7: Human resources shortage – Expanding NPopC coverage
Demand	Bottleneck #8: Financial cost of BR Bottleneck #9: Low awareness Bottleneck #10: Hard-to-reach groups
Quality	Bottleneck #11: Disparity between registration and certification

Decentralized data helps the level of on-the-ground performance and progress becomes a common knowledge for ALL

With RapidSMS dashboard (rapidsmsnigeria.org), from the Federal gov't DG to on-site Registrar in community can share the same info:

Birth Registration real-time update site by site
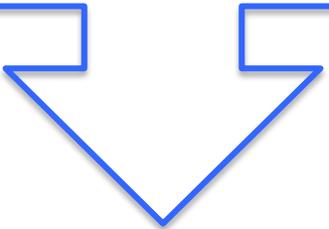
- Critical to create **a collective sense of growth/progress** towards the goal of functional national civil registration system in Nigeria
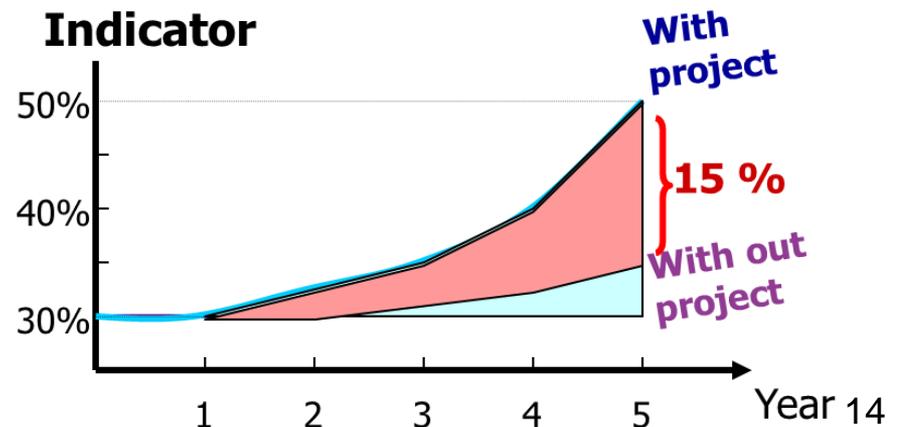
Evaluation

Analytical efforts to answer specific questions about performance of a program activities.

Oriented to answering What Worked well, Where? and WHY? And HOW?

- ❑ Analyses why intended results were or were not achieved
- ❑ Explores unintended results
- ❑ Assesses causal contributions of activities to results and validate hypothesis
- ❑ Examines implementation processes
- ❑ Provides lessons learned and recommendations for improvement

Indicator

With project

50%

15 %

40%

With out project

30%

1   2   3   4   5   Year 14

Country-Led Evaluation System: From Paris Declaration to Ghana and Busan Meetings

- What is country led Evaluation system (CLES) ?
    - Country-led monitoring and evaluation systems are systems in which the country (not the donors) leads and owns the monitoring and evaluation process, by determining:

    - What elements of the policy or programme will be evaluated;
    - What evaluation questions will be asked;
    - What methods will be used;
    - What analytical approach will be undertaken;
    - How the findings will be communicated; and,
    - Ultimately how findings will be used.

Are Evaluation Country Led ? At Federal /State/ LGAs?

Discussion

Evaluation Capacity Development(ECD) : Why?

National ownership and leadership are overarching factors for ensuring relevant development outcomes;

National Evaluation Capacities (ECD) should be seen as integral parts of good governance;

ECD strengthen both demand and supply capacities for equity-focused and gender-responsive evaluation at four levels:

   1- Enabling environment,

   2- Institutional capacities,

   3- Individual capacities and

   4- Information Technology.

Evaluation Capacity Development: What is ECD?

1 – Individual capacity – Institutions matters

- Incentives for emergence and support of national champions
- Incentives for Behavioural independence
- Incentives for ongoing Professional competences

Senior management capacity to:

- Incentives for strategically plan evaluations
- Incentives to manage evaluation studies with independence and credibility
- Incentives for use evaluation findings and respond to recommendations

Source: Adapted from UNICEF Evaluation Office (2010) EVIDENCE FOR CHILDREN : Developing national capacities for Country-led evaluation systems

Evaluation Capacity Development

2- Organizational Level- Institution matters

Strong corporate evaluation culture that provide incentives for:

Evaluative (critical) thinking within the organization;

Protective environment;

Managers to value and use evaluation and their findings;

Evaluation policy exist: governing the evaluation function and providing the incentives for:

- Independence of funding for evaluations/integrated into the budget plans;
- Setting up/strengthening an evaluation unit to plan, undertake and report evaluation findings in an independent, credible and useful way;
- Ensuring the use of evaluation findings and recommendations, including a Management response system and follow up;

Evaluation Capacity Development

3- Enabling Environment- Institutions Matters

- Incentives for Public administration committed to transparency and managing for results and accountability, through results-based public budgeting and evidence-based policy-making

- Legislation and/or policies, including public budget, provide the incentive to institutionalize evaluation systems;

- Duty bearers have the capacities/incentives for being accountable for results

- Rights holders have the incentives to evaluate policy implementation;

- *Incentive for the formation of National evaluation association to exists*

- Incentives are generated for National evaluation standards and norms;

- Legislative audit office monitor and oversight government evaluation function and provide the incentive for compliance and self regulate evaluation function

Source: Adapted from UNICEF Evaluation Office (2010) EVIDENCE FOR CHILDREN : Developing national capacities for Country-led evaluation systems

Evaluation Capacity Development

4- Information and Communication Technology

- Incentives for effective use of informatics and computers for better and more timely information on data and results;

- Incentives for effective use of communication software and technology:
  - Such as SAP, rapid SMS (www.rapidsms.org)
  - Electronic scorecards,
  - Electronic Management Dashboard;
  - U-Report
  - Use of Tablet for National Survey;
  - Geospatial data

VOPE - Creating the Demand

During the past few decades there has been a remarkable growth in the evaluation profession as evidenced by the number of Voluntary Organizations for Professional Evaluation (VOPEs) that have formed;

The number of national and regional VOPEs has risen from 15 in the 1990s to more than 155 by early 2013;

The aggregate total of their memberships now surpasses 34,000.

What about others profession?: The Institute of Internal Audits

The IIA has more than 180,000 members.

The IIA in North America comprises 160 chapters (far from being a *monopolistic* national association) serving more than 70,000 members in the United States, Canada, the Caribbean (Aruba, Bahamas, Barbados, Cayman Islands, Curacao, Jamaica, Puerto Rico, and Turks & Caicos), Bermuda, Guyana, and Trinidad & Tobago.

Members enjoy benefits such as local, national, and global professional networking; world-class training; certification; standards and guidance; research; executive development; career opportunities; and more!

Source: Segone, M., Rugh, J. (2013) **Voluntary Organizations for Professional Evaluation (VOPEs)**
http://www.mymande.org/voluntary_organizations_for_professional_evaluation

Role of VOPE : Creating the Demand

Many of the national VOPEs began as loose, informal networks of individuals who discovered a common interest in learning about evaluation methodologies.

Some subsequently evolved into more formal associations or societies, with constitutions and bylaws, and even official governmental recognition.

Governmental recognition particularly relevant when the VOPE reach a maturity that lead to Certification/Credentialism

The typical evolution of networks is gradating institutional development and strengthening of the VOPE itself.

Key features (most mature VOPEs) are: A- written constitution; B- election by-laws; C- well defined services, such as 1- network opportunities, 2- Journal, Newsletters, 3- Training and job opportunities, and 4- advocacy to government

VOPE globally : Some dates

Country (date of creation) Acronym	Country (date of creation) Acronym
Canada (1981) CES	Senegal (2003) SenEval
USA (1986) AEA	Latin America (2004) Relac
Australia (1987) AES	Honduras (2005)
Canada/Quebec (1988) SQEP	Nicaragua (2006) Renicse
Europe (1994) EES	Kyrgyz Republic (2007) Kyrgyz
Malaysia (1995) MES	M&E network
Peru (1996) Red EvalPeru	Europe Regional (2008) NESE
Germany-Austria (1997)	Brazil (2009) BMNE
DeGeval	Kenya (2010) EKS
Africa Region (1999) Afrea	MENA regional (2011) Eval
Russia/CIS regional (2000)	Mena
IPEN	Turkey (2012) TEA
Zambia 2001 ZEA	Palestine (2013) PEA
Netherland 2002 Vide	

Source: Segone, M., Rugh, J. (2013) **Voluntary Organizations for Professional Evaluation (VOPEs)**
http://www.mymande.org/voluntary_organizations_for_professional_evaluation

VOPE Some numbers

Countries in which VOPE exist	148
Number of VOPE verified	100
Countries in which more than on VOPE exist	89
Regional VOPE	12
International VOPE	11

Source: Segone, M., Rugh, J. (2013) **Voluntary Organizations for Professional Evaluation (VOPEs)**
http://www.mymande.org/voluntary_organizations_for_professional_evaluation

VOPE Some numbers

VOPE	Membership
AEA	7,755
Relac	3, 847
BMNE	3, 660
RedLAcMe	2, 557
CES	2,016
AES	1,034
Degeval	722
SFE	600
CIS	556
Indonesian	554
Spain	550
Brazilian Association of Educational Evaluation	500
EES	411
(…) Else where	Total 34 000

Country Example: *Brazil – Brazilian Monitoring and Evaluation Network (BMEN)*

Strategy and implementation: Based on the conceptual framework for national evaluation capacity development, BMEN has contributed to:

- Strengthening an enabling environment by putting together a community of 3,660 people (half of them public servants from Federal, States and Municipal governments); by creating spaces for debates; by promoting discussions about which capacities;

- Brazil has and which ones have to be developed, by disseminating knowledge and good practices; and by evolving a professional association.

- Developing/strengthening individual capacities to conduct credible and useful evaluations.

Future Prospective:

- A partnership with the Inter-American Institute for Economic and Social Development (INDES/IDB) and Municipal National Confederation (CNM) is being negotiated to translate and adapt the content of the course "Management for Development Result in Sub-National Governments" to be offered for the public managers of municipal and state levels.

Egypt: Egyptian Research and Evaluation Network (EREN)

Advocacy for Evidence-based Policies: bridging the gap between policy makers and researchers/evaluators

Since 2008, advocate for paradigmatic shift in the thought and practice of evaluation in Egypt and the importance to link it to policy-making and to programmatic excellence.

Network was partnering with Ministry of International Cooperation that help to sustain it. (In Nigeria it is NPC)

Kenya: Evaluation Society of Kenya (ESK)

Key objective is to foster professionalization of its members

- ESK has continued to receive strong support from the NIMES (Kenya's National Integrated Monitoring and Evaluation System).

- Recently (2012) ESK organised a very successful high visibility launch. The event was organised jointly with the Ministry of Planning through the monitoring & Evaluation Directorate (MED) within a three-day inaugural national M&E week that is earmarked to be held annually.

- Participants were drawn from the national and sub-national levels including CSOs, Government, UN Agencies, Academia and Research institutions among others. The media covered the event.

- Key note addresses were made by the assistant Minister for planning, UNICEF's Country Director and DFID's high-level representative from the UK Evaluation office.

Nigerian Evaluation Group- Discussion, Stakeholders

Group Email Addresses

http://groups.yahoo.com/neo/groups/Nigerian_evaluation_association

Post Message:

nigerian_evaluation_association@yahoogroups.com

Subscribe:

nigerian_evaluation_association-subscribe@yahoogroups.com

Unsubscribe:

nigerian_evaluation_association-unsubscribe@yahoogroups.com

List Owner:

nigerian_evaluation_association-owner@yahoogroups.com

Conclusion: Key messages

Key messages:

Country Led evaluation System is a agreement at the highest level Paris Declaration;

Still valid and need to be reinforced within your discussion with Partners/Donors community

Many level of Monitoring: Monitoring for Bottlenecks (level 3) is something that Nigeria has already engaged in; MfB could be championed by NPC/SPC

Monitoring is not an oversight tool; IT IS A MANAGEMENT TOOL! Let the Managers manage!! (New public Management)

Evaluation needs to be country led, it is an oversight/accountability function, but also a learning mechanism for better program and policy making: evidences based.

ECD is a key element of good governance, also important to engage CSOs as per the Ghana/Busan meetings

VOPEs are emerging worldwide, popping up from all over; Nigeria should (lead the way!) NPC and SPC need to be engaged at their level and together and with CSOs.

IOCE CREATING AND DEVELOPING EVALUATION, ORGANIZATIONS: Lessons learned from Africa, Americas, Asia, Australasia and Europe

Voluntary Organizations for Professional Evaluation (VOPEs)

This is the second book in the series on Evaluation and Civil Society. This book is focused on case studies highlighting the experiences of regional and national VOPEs. They share their experiences in strengthening the capacities of individual evaluators to produce credible and useful evaluations, the institutional capacities of the VOPEs themselves, promoting equity-focused and gender-responsive evaluations, and, especially, the roles VOPEs are playing to improve the enabling environment for evaluation in their countries.

http://www.mymande.org/voluntary_organizations_for_professional_evaluation

Evaluation and Civil Society

This publication aims to contribute to the international discussions on how different stakeholders can create synergies and partnerships to contribute to equity-focused and gender-responsive country-led evaluation systems. This book highlights in particular the strategic roles of Civil Society Organizations, notably the Voluntary Organizations for Professional Evaluation (VOPEs), are playing to promote the use of evaluation to enhance evidence-based policy-making, transparency and learning; and the role of EvalPartners, the new International Evaluation Initiative to strengthen Civil Society's evaluation capacities through collaborative partnerships.

http://www.mymande.org/Evaluation_and_Civil_Society

UNICEF Evaluation Office (2010) EVIDENCE FOR CHILDREN : Developing national capacities for Country-led evaluation systems